

Developing Innovative Marketing Strategies and Transforming Business Models: An Economic Perspective on Mission Shakti

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Abstract

This study aims to develop business models and marketing plans for Mission Shakti. Mission Shakti is a women-led initiative in Odisha, India, that empowers women through self-help groups and entrepreneurial activities. The research is to look at how Mission Shakti develops its business and marketing plans, evaluates how quickly and effectively these plans are implemented to improve rural livelihood management using the 5T framework, and looks into the particular benefits and enhancements that the updated model brings to the organization's overall marketing strategy. The study's qualitative analysis is based on empirical data from fieldwork done in the state of Odisha, located on the eastern coast of the Indian subcontinent. Interview questions included open-ended inquiries about marketing plans for Mission Shakti, business canvas mechanics, and family and community support for launching and growing their enterprises. A total of 163 Mission Shakti groups of women were interviewed using this method. SWOT analysis and the Business Model Canvas (BMC) were used to analyze the data. The development of Mission Shakti's marketing and business strategy include teamwork, market research, and a concentration on the unique requirements of rural areas. These plans have been quickly and successfully implemented utilizing the 5T framework, improving the management of rural livelihoods. Mission Shakti's approach has been greatly enhanced by the updated marketing model, which has led to more focused marketing campaigns, expanded outreach, and boosted rural women's economic empowerment. The limitation of the study is that it focused on women entrepreneurs in Mission Shakti's rural sector in Odisha. Similar studies can be conducted in other Indian states with a considerably impoverished rural population. There are very few studies in the Indian context which focus on the business canvas of women entrepreneurs in the rural sector. This study presents new knowledge about women's marketing strategies in India. The study results provide Mission Shakti Groups with managerial insights for implementing creative marketing tactics. To support rural populations in Odisha, it is envisaged that Mission Shakti would develop and become sustainable. The research findings provide theoretical insights by providing techniques for developing business models and marketing strategies.

Keywords- *Marketing Strategy, Business Model Canvas, Livelihood Management, Mission Shakti, Women Empowerment.*

Introduction

Mission Shakti is a self-help mission encouraging Women Self Help Groups (WSHGs) to engage in various socioeconomic activities (Ramadani & Abazi, 2013). Access to quality education, healthcare, sustainable livelihood opportunities, nurturing an autonomous identity, and fair recognition of women's contributions to their households are all aspects of women's empowerment (Yousfani *et al.*, 2019). Mission Shakti is the story of 70 lakh women and approximately 6 lakh groups from all Odisha blocks and urban local bodies, each distinctive and charming. Odisha government implements a 5T strategy on Mission Shakti-"teamwork, technology, transparency, transformation, and

time limit" will be the five factors on which the performance of projects will be judged (Department of Mission Shakti Government of Odisha, 2022).

We are aware that Mission Shakti has developed and effectively carried out business and marketing strategies that have enhanced the lives of rural women and given them more power (Sharma and Sharma, 2024). Economic development and social inclusion have been effectively promoted by the current methods, which make use of the 5T framework Teamwork, Technology, Transparency, Transformation, and Time. The precise methodology used to develop these business and marketing strategies, the effectiveness and speed with which they were implemented utilizing the 5T framework, and the particular advantages that the updated marketing model brought about are still unknown. The formulation, implementation, and overall influence of these tactics on the mission's goals are not well understood (Fox, 2016).

Improving Mission Shakti's projects' efficacy requires addressing these unknowns. Comprehending the strategic framework may facilitate the enhancement of present procedures and provide guidance for the creation of more inventive and successful company models and marketing campaigns (Ripollés and Blesa, 2022). In addition to increasing Mission Shakti's influence, this will be a useful case study for other projects throughout the world. Policymakers, development professionals, and stakeholders in rural development and women's empowerment will find great value in this research. This research can help develop more successful initiatives to enhance rural lives by offering insights into tactics that work and how to apply them. It also provides a structure that may be modified and implemented globally for efforts of a similar nature, supporting more general objectives of socioeconomic growth (Buli, 2017).

The role of 5T is to make the brand Mission Shakti from a different point of view. Marketing strategy is a concept that is essential to the practice of marketing and is at the intellectual heart of the discipline of strategic marketing (Department of Mission Shakti Government of Odisha, 2022). Marketing strategy development and execution are critical components of the marketing practice. Knowing the present marketing strategy, knowledge, and technology is very important in marketing to develop a theoretical understanding (Mishra & Zachary, 2015).

India is a country with a vast population, and nearly all the people occupy rural locations as well as urban areas. Mission Shakti is implemented to develop the family with the contribution of women. Mission Shakti is like an association of the Government of Odisha to eradicate poverty (Personal & Archive, 2015). Women's empowerment is currently one of the most imperative topics of the twenty-first century. Although women play a vital role in "family and society, they are generally clearly disadvantaged compared to men in all essential areas of life, including education, income, choice partner, inheritance law, property rights, making decision-making processes, community organizing, and access to leadership positions in business, politics and the arts." The program's primary objective is to increase and provide more chances for self-employment in the villages (Mahato & Jha, 2023).

The social, economic, political, and cultural spheres should all be considered when researching rural development. The most crucial components are that policies and actions be undertaken to alleviate rural residents' concerns and difficulties (Tillmar, 2016). The environment of structures and processes, as well as the availability of capital assets and the context of vulnerability, all impact livelihood choices and outcomes (Mitchell & Coles, 2003). Structures are organisations in the public and private sectors that originate and implement legislation and policy, provide services, and engage in various other activities that affect people's livelihoods (Serrat, 2017). National Rural Livelihood Mission is a crucial mission that gives important lessons from large-scale experiments in the country.

The studies provide a macro analysis and need to outline how to carry out business model innovation. Furthermore, while some researchers have proposed sporadic innovation paths, systematic innovation options have yet to be thoroughly explored. There needs to be a clear gap in the application research of business model innovation. Moreover, although a few scholars have studied innovative methods of business models, no scholar has yet used grounded theory to explore a business model innovation model, let alone a visual innovation model. Undoubtedly, there is a critical theoretical gap in the field of business model innovation. The key reason for conducting this study is the need for marketing strategy plan studies on business model innovation based on grounded theory. Therefore, the study attempts to answer the following research questions:

RQ1: How are the marketing and business plans for Mission Shakti created?

RQ2: How rapidly are these tactics being implemented to improve the management of rural livelihoods for people using the 5T framework?

RQ3: How does the revised model benefit Mission Shakti's marketing strategy?

To answer the research mentioned above questions, our study summarizes the Structure of the Business Model Canvas (BMC) and its innovation opportunities. The development of BMC is facilitated by the literature review on grounded theory and business model innovation techniques provided in this study. The study's innovative, grounded theory paradigm, used in its methodology, is a significant factor in its advancement. Moreover, the study's implications are examined. Effective new business model marketing strategies are presented after outlining the steps involved in utilizing BMC through SWOT analysis.

The remainder of the document is arranged as follows: first, the background is examined, and information is discussed. Next, we outline the framework and search methodology. Following that, BMC is shown. Furthermore, using the business model of Mission Shakti and the BMC approach, a new business model that maximizes the practical application value of the BMC method is proposed. Finally, the conclusion is drawn in the final section.

Theoretical framework & literature review

Institutional Structure and the Growth of Self-Help Groups

The Indian economy and society can only be sustained by an entrepreneurship ecosystem strongly linked to socioeconomic development (Baden-Fuller & Morgan, 2010). India's villagers hold the key to the country's future because it is a nation of villages. It plays a significant role in the Structure of Indian social life. In Odisha, 85.90% of the population lives across rural areas, compared to more than 68.84% of the population in India (Census (Report, 2011). The report says that non-profit organisations (NGOs) that often have a broad anti-poverty goal form self-help groups (SHGs). Financing through SHGs linked in 2007 increased by 11% over the number of *new* SHGs linked in 2006 and by 31% over the total number of SHGs ever linked. In 13 priority states, the bank linking program was extended by 37%. Over 97% of Indian villages are served by cooperatives, managed by their owners (farmers and community-based organizations) and the government in some cases. Based on the idea of cooperation, cooperative societies are formed to enhance the benefit of the rural community. Since the beginning of cooperatives, it has been able to offer a living through a variety of cooperative models, such as "dairy, fishery, PDS, banking, handlooms, consumer stores," extensively promoting rural development (Pradhan *et al.*, 2023).

India's Women and Marketing Strategies

A strategy is a well-planned approach an organization uses to achieve its aims. The integrated set of decisions and choices that make up a strategy is meant to forward the goals and vision of the organization (States *et al.*, 2019). Analyzing internal and external factors is necessary when developing a marketing plan. Identifying pertinent elements that may impact a company's standing in relation to its competitors requires analysis of both the internal and external environments. Demographics, economics, socio-cultural factors, the natural world, technology, politics, and the law comprise the external environment of marketing. In contrast, the financial resources supporting marketing, human resources, production capabilities, customer relationships, and the marketing mix comprise the internal environment (Guerola-Navarro *et al.*, 2022).

NABARD recognised these states in 2005 for special initiatives and location species strategies. Maharashtra had rapid growth. As a result, both the proportion of the poor living in the western region and its expansion rate were the quickest of all the regions. The central and eastern regions, where the shares of groups and people with low incomes are separated by 21 and 11% points, respectively, have the most catching up. Revealed the genesis and development of SHGs in India and viewed that SHGs formed by Government and Nongovernment organizations enhance the status of women members in India, particularly in Andhra Pradesh state through SHG-bank linkage program (NABARD Report, 2022).

According to a NABARD report from 2000, there were 81780 SHGs receiving credit in March of that year, up from 3841 in March of 1997. 85% of them are women's organizations. Between 1997 and 2000, 266 more financial institutions were lending to SHGs than in 1997 a rise of 120. 220 NGOs worked with SHGs in 1997; by 2000, there were 718. Between 1997 and 2000, bank loans to these organisations climbed from Rs. 118 million to Rs. 190 million. From

0.15 million families in 1997 to 1.90 million in 2000, more families received assistance (NABARD Report, 2000). A study report shows that rural cooperatives raised the standard of living for rural residents and hastened rural development in rural India. Following the "all for everyone and each for all" tenet, people banded together to assist one another for mutual benefit (Chakrabarty & Ghosh, 2009).

Creating a rural cooperative society aims to enhance the well-being of the rural area. The Department for International Development's guidance sheet, positive social capital, defined as comprehensive network collaboration based on trust and regular head-to-head interaction, has been one of the essential ways small farmers have survived (Iheanacho, 1999). One of the main aspects of UNDP's "Sustainable Development Goals"(SDGs), which replace the earlier Millennium Development Goals, is non-discrimination against women and minorities in education and health. Other key aspects include community oversight of project management and social progress norms of collaboration in villages and neighborhoods (Costanza *et al.*, 2016).As a general objective for ending poverty, the "United Nations Conference on Environment and Development" (UNCED) promoted the creation of sustainable livelihoods. According to this, sustainable livelihoods might work as a unifying element, enabling policies to simultaneously address development, sustainable resource management, and poverty eradication (Hisrich, 2015).

Cooperatives provide instruction and assistance to their members, elected officials, managers, and staff in order for them to actively contribute to the development of their cooperatives. Cooperative movements educate their members about scientific possibilities through training and the institution of social control mechanisms, ensuring that none of the members are taken advantage of and assisting in developing human capital, another essential component of assets for sustaining livelihood (Pradhan *et al.*, 2023).

The Grounded theory's logic

Grounded theory by elucidating the techniques they employed to create their outstanding qualitative investigations .The novel and methodical technique of simultaneous data collecting and analysis was presented in this methodological book (Glaser and Strauss, 1967).It became a defining characteristic of grounded theory and was frequently used in qualitative research. It is claimed that by collecting and analyzing data in an iterative manner, academics would be able to successively concentrate on the most important problems in their field of study. Researchers may more steadily concentrate on generating conceptions about the data when data collection and analysis are done simultaneously.

Grounded theory incorporates quality-enhancing checks into the research process, such concentrated coding. To get focused data that addresses issues in your developing research, you can speed your analysis and streamline your following data gathering by employing focused coding. Grounded theory therefore provides the researcher with greater analytical capability with fewer data. However, this does not justify using extremely tiny sample sizes (Kempster and Parry,2011).Researchers can identify both explicit and implicit processes in their data by using qualitative research methods. Grounded theory provides an effective method for researching processes. Grounded theorists examine behaviors as well as meanings and demonstrate the connections between them to make processes apparent (Qin and Lykes, 2006).

Idea behind Business Model to encourage innovative marketing strategies

A business model is a conceptual rather than a financial model that summarizes what a business does.It depicts a comprehensive view of a business, its operations, and how it works to create value(Osterwalder and Pigneur, 2010).To put it another way, a business model is a collection of fundamental elements and the relationships between them that enable the articulation of a business's logic. It is used to characterize the clients, associates, and supporting organizations that have made it possible to create the company, market it, and explains how it runs and brings in money (Ramadani *et al.*, 2015).According to recent research, organizations that can adjust and modify their business models stand to gain growth and resilience. Many business modeling tools have been developed due to growing knowledge of the business model concept. One of the most well-known is the BMC, which adopted a Business Model Canvas (Jonker, 2017).

5T Initiative

Odisha's governance is propelled by 5 'Ts.' They are Transparency, Teamwork, Technology, and Timeliness, all leading to transformation. The government of Odisha implemented the '5T' plan to improve governance in all ministries

by enacting significant, transformational, institutional-level changes rather than incremental changes. Mission Shakti is one of the essential departments of the government of Odisha, which empowers women with the help of the 5T (**Figure 1** captures the 5T Initiative Marketing Strategy).

In Odisha, inclusive development and holistic governance are promoted through the 5T program, which places a strong emphasis on transparency, technology, teamwork, time, and transformation. Crucial programs like as Mo Sarkar and E-Abhijoga augment accountability and transparency, whilst efficient cooperation and deadline-driven governance hasten project implementation and service provision. The socioeconomic situation and general standard of living in Odisha are greatly improving as a result of this revolutionary strategy (Behera and Malik, 2024). The goal of the 5T program, which is implemented in schools using the 5SE model, is to empower Odisha via the elimination of poverty, the promotion of gender equality, the development of vulnerable populations, and the realization of young aspirations (Mishra and Panda, 2022).

The 5T approach, which emphasizes academic performance, high-quality instruction, and transparency, has completely changed the educational scene in Odisha. With an emphasis on digital platforms for e-learning and governance integration, this article investigates the model's implementation. Moreover, it points out obstacles and provides guidance for an effective integration into the educational system of Odisha (Nag *et al.*, 2023). Through improved public service delivery, public management reform seeks to revolutionize government. To promote good governance, Odisha brought in the 5T framework in 2019: collaboration, transparency, technology, and a time-bound approach. In addition to offering models for more study, this article looks for a theory that fits the 5Ts framework (Mishra, 2023).

Teamwork: - A group's collaborative effort to complete a task successfully and efficiently or to achieve a common objective. In Mission Shakti, the women work in a team to reach their task, which their group assigns. Members of the group worked together to achieve their goals. Together, they acquire strength and move their endeavors ahead. Individually, they feel helpless (Baskar & Manikandan, 2016).

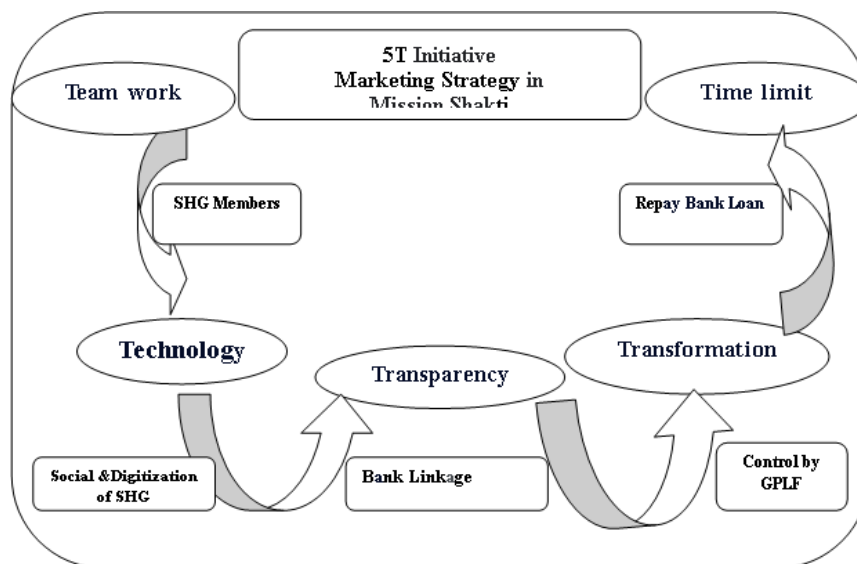
Technology: - People from all walks of life can now access a wide range of services thanks to technological advances. Furthermore, technology is being used to provide those in need with the resources they need to better their quality of life and take advantage of opportunities that would not otherwise be available. Recent growth in the use of digital technology has altered the self-help group movement as a whole. It has the potential to significantly improve the welfare of women's self-help groups in several ways. Based on studies and reports, the study seeks to elaborate on the most recent changes in digital financial inclusion in the nation and their effects on the lives and livelihoods of women SHGs. Studies have indicated a range of advantages and difficulties in getting women SHGs to use new digital technology (Batra *et al.*, 2022).

Transparency: - Transparency promotes accountability by informing the public about the acts of their government. The information the federal government keeps up to date is a national asset. Transparency in SHGs' operations and endeavors is necessary to prevent this situation. The phrase "transparency" has become more popular during the past ten years. Transparency is now recognized as a crucial component of social accountability and a prerequisite for maintaining and ensuring honest and ethical procedures. Information visibility and transparency are related. Organisational stakeholders and the organisation need more transparency. Studying openness in SHG was motivated by the expanding significance of the need for openness in enterprises (Santap, 2023)

Transformation: - An individual, a group, a company, or a good or service that an organisation provides can all undergo transformation, which is the act of changing from one state to another. In an economy and society, there are many gaps between the rich and the poor, the rural and urban population, and between regions. Inclusive growth aims to close these gaps. All societal segments will profit from growth if there is inclusive growth. The issues of poverty, unemployment, illiteracy, economic inequality, and gender inequity still plague rural India even after 65 years of independence and numerous social initiatives by state and federal administrations. Self-help groups (SHGs) are currently active at the grassroots level in India, particularly in rural areas, and they operate under the tenets of solidarity, mutual aid, and shared responsibility (Vij, 2020).

Time limit- For projects to be completed successfully, deadlines must be met. To guarantee that projects are finished on schedule, managers must set precise deadlines, distribute resources wisely, and monitor development. Managers can more efficiently allocate resources when there are time constraints. Managers can prioritize tasks and distribute resources according to the relevance and urgency of each work by assigning project deadlines. Time constraints are a standard tool for assessing worker performance. Establishing performance goals with deadlines makes expectations obvious to staff members and gives performance evaluations a precise standard (Tadajewski & Brownlie, 2008).

Figure 1: 5T Initiative Marketing Strategy



Sources-Authors Own Creation

Research Method

Sample and research design

Most of the studies are in Odisha and focus on the district based on rural development livelihood. Moreover, the researchers also studied intensively about female entrepreneurs and their performance (Althubaiti, 2023). However, the performance of the state of Odisha focuses on the district based on rural livelihood. Despite their tremendous potential, the development of rural people needs help. The rural development strategy enhances knowledge about the poor's means of subsistence. It focuses mainly on the marketing strategy Mission Shakti's female business owners used. The framework of the National Rural Livelihood Mission aids in organising the variables that limit or improve livelihood chances and demonstrates (Dana & Dana, 2005)

In research, methodology is a crucial part of the study (Baxter & Jack, 2008). A survey was conducted among "women SHGs" members in the state of Odisha. In the present study, the researcher adopted a 'simple random sampling' method since it allows "wide coverage, greater flexibility, and convenience" with inputs from related populations. The primary data was collected with the help of a well-structured questionnaire, interviews, and focus Group discussion. In contrast, the secondary data were collected from journals, renowned articles, reports from different institutions, etc. The head SME coordinator, the head of the village, the head of the village secretary, the head of the hamlet, and members of the district's Mission Shakti group were among the interviewees. Furthermore, primary data was gathered by direct observations to evaluate the conditions of the research item. **Table I** shows the demographic profile of Mission Shakti members.

Table I. Demographic Profile of Mission Shakti Members

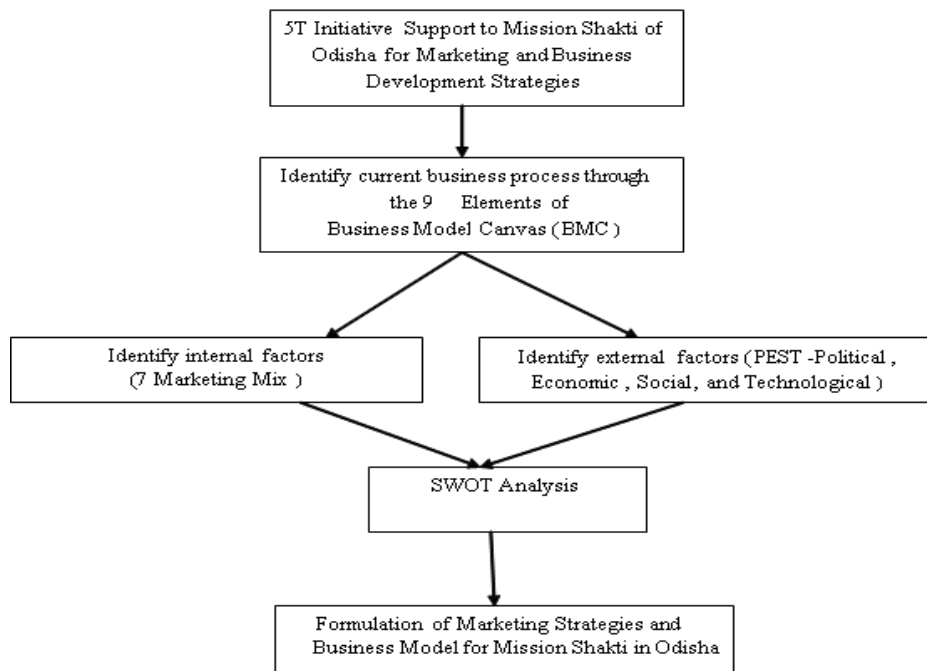
Profile of the Respondents			
Age (in year)		N	%

	18-30	54	33.1%
	30-45	60	36.8%
	45-60	34	20.9%
	60 Above	15	9.2%
Education Qualification			
	Primary	25	15.3%
	Secondary	33	20.2%
	Higher Secondary	89	54.6%
	Graduate and Above	16	9.8%
Experience in Mission Shakti(in years)			
	Less than 5 years	16	9.8%
	5-10 years	87	53.4%
	10-15 years	45	27.6%
	15 Years Above	15	9.2%
Monthly income (in INR)	4000-6000	25	15.3%
	6001-8000	76	46.6%
	8001-10000	39	23.9%
	Above 10000	23	14.1%

Sources: Research data

The gathering of qualitative data is essential for planning an initiative framework for creative marketing tactics and rethinking Mission Shakti's business plan. The complexity and subtleties of contemporary marketing and business models must be understood, and qualitative data offers in-depth insights into stakeholder experiences, viewpoints, and motives. We utilize theoretical sampling, in which participants are chosen on the basis of their ability to contribute important and varied data, to guarantee that the sample size is appropriate. A theoretical saturation threshold the point at which no new themes or insights emerge from the data was found to be reached with a sample size of 163 in this investigation.

We use R software and data mining techniques for data analysis. After importing the qualitative data into R, the 'tm' package is used to perform text preparation operations such tokenization, stemming, and stop word removal. Key themes and patterns may be found by using the 'RQDA' program, which makes systematic coding and thematic analysis easier. Relationships and correlations within the data are found by applying data mining techniques such as association rule mining, clustering, and word frequency analysis. To make sure that the sample size of 163 is adequate, we keep an eye out for new themes that develop during the coding process and use a data saturation matrix to track new codes across subsequent data points. By using a rigorous methodology, we can be confident that our results are solid and trustworthy, which will help us create marketing plans that work and help us rethink Mission Shakti's business model. In **Figure 2**, the output plot is show the data mining part.



Results and Discussion

Present Business Model Canvas

The business conditions are represented graphically by the BMC matrix in **Figure 4**. This image illustrates how Odisha's Mission Shakti business process is currently being examined using nine BMC components. Customer groups, value propositions, channels, customer relationships, revenue streams, important activities, important resources, important alliances, and cost structure are among the components that have been identified. A summary of the identification findings is given below in **Figure 4**.

Figure 4: Present Business Model Canvas

Business Model Canvas		Mission Shakti of Odisha		
<u>KEY PARTNERS:</u> <ul style="list-style-type: none">Odisha Rural Development & Marketing Society (ORMAS)Rural Development and Self Employment Training Institute (RSETI)MSMEOdisha GovernmentMission Shakti Department	<u>KEY ACTIVITIES:</u> <ul style="list-style-type: none">Empowering womenProviding credit and market linkage	<u>VALUE PROPOSITION:</u> <ul style="list-style-type: none">Quality ProductsAffordable PricesOriginal Product	<u>CUSTOMER RELATIONSHIP S:</u> <ul style="list-style-type: none">Face to Face InteractionDiscount to CustomerLocal People	<u>CUSTOMER SEGMENTS:</u> <ul style="list-style-type: none">Communities around the LocalitySemi-Rural and Urban People
	<u>KEY RESOURCES:</u> <ul style="list-style-type: none">Natural ResourcesHuman ResourcesPhysical and Financial Resources		<u>CHANNELS</u> <ul style="list-style-type: none">Mission Shakti SHG groupPalishree Mela	
<u>COST STRUCTURE:</u> <ul style="list-style-type: none">Operational CostsEmployee cost		<u>REVENUE STREAMS:</u> <ul style="list-style-type: none">Sales of Raw productsSales of Finish Products		

Source: Authors Own Creation

Superior and high-quality items are the value propositions that Mission Shakti of Odisha offers. Particularly regarding handcrafted goods, the SMEs in rural areas comprising the Mission Shakti group offer unique items. Given that the products are of equal quality and their prices are often reasonable given the benefits they deliver, they offer superior value to buyers. Additionally, the value proposition in Odisha enhanced by the quality services offered by staff members and sales representatives.

Mission Shakti possesses various essential resources to carry out their value proposition, including natural resources like livestock and agriculture. To support its business processes, the organization uses financial capital, physical resources like buildings, machinery, infrastructure, transportation, and human resources like managers and staff. The principal pursuits are animal husbandry and agriculture, which includes mushroom farming.

In addition, Mission Shakti groups manufacture processed soybeans and sugar, sometimes known as palm sugar. Furthermore, making traditional corn-based chips is another activity. In addition to producing food and drink, raising

livestock, and farming, SMEs also make handicrafts. Mission Shakti, work with multiple partners in their business processes. Suppliers and other SME communities are examples of partners who have formed alliances with SMEs.

Moreover, the village government in the area also supports it. In addition, operational costs like those associated with raw materials, infrastructure, and production make up the routine cost structure. Regular expenses also include staff compensation and promotion charges. Sales of various goods, including processed food and beverage items as well as raw animal and agricultural products, make up the revenue stream currently being received.

Additionally, three components have been recognized from the marketing perspective: client segments, channels, and customer relationships. The neighborhood is one of Village SMEs' target markets. This SME still needs to have a geographic focus. These SMEs have used social media platforms like Facebook, Instagram, and WhatsApp to develop ties with clients and viewers. This Mission Shakti occasionally offers discounts to clients who make substantial purchases in addition to social media. Additionally, this SME offers several distribution methods for the goods it sells.

The Mission Shakti groups' business operations have generally operated smoothly. However, innovation and diversification are required to improve the value proposition. Geographically, enlarging the segment area is another necessary step in market segment development. More profound identification of opportunities, risks, strengths, and weaknesses that could affect business processes is also required. Therefore, they must modify their strategies and create new business models to optimize Mission Shakti's marketing potential.

SWOT Analysis

As seen in **Figure 5**, the Mission Shakti SMEs SWOT matrix. SWOT analysis is employed to examine the internal and external issues affecting the state of Odisha. Strengths and weaknesses are examined from an internal perspective when seen through the prism of the seven elements of the marketing mix: people, physical evidence, venue, price, promotion, and goods. Opportunities and dangers are examined in light of the political, social, technological, environmental, and economic factors that make up external variables. On the Business Model Canvas, the outcomes of the strategy development are subsequently put into practice in **Figure 5**, which shows SWOT Analysis.

Figure 5: SWOT Analysis

<div>Internal</div> <div>External</div>	Strengths: 1.Product Variation 2.Quality Product 3.Affordable price 4.Locational Strategies	Weakness 1.Infrastructure Facilities are inadequate 2.Does not have a standard operating procedure(SOP) 3.Less promotional tools 4.Problem to straight forward Solving
	SO: 1.Innovation and product diversification (S1,S2,S3,S4 & O1,O2,O3,O4) 2.Alliance with Business (S4&O1,O3)	WO: 1.Develop the infrastructure for Mission Shakti (W1,O1,O2) 2.Creat standard operating procedure(SOP) (W2&O3,O4) 3.Using technology to support business process(W3&O3,O4) 4.Providing well-organized training for Mission Shakti Group(W4&O3,O4)
	Opportunities: 1.Government Support 2. Capital funding from Govt. 3.Potential development for Small Medium for Enterprises 4.Mission Shakti Strategy for Selling the Product	

Threats: 1.Competitor 2.Changes in consumer interests 3.Changes in consumer behavior 4.MNC Company	ST: 1.Develop the product and Marketing Strategy according to consumer interest (S1,S2&T1,T2,T4)	WT: 1.Collaborate the facility and attract the consumer (W1&T1,T2,T3)
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Sources-Authors Own Creation

The product, pricing, and location aspects are the internal and marketing mix perspectives that comprise Mission Shakti SMEs' strengths. The range of things available is impressive. Numerous producers with a range of goods make up one SME group. Crops (such as mushrooms), animals, food and drink items (such as processed soybeans, jaggery, and traditional snacks), handicrafts are among the product varieties. The fact that a location is easily accessible might be viewed as a plus, as evidenced by earlier studies that indicate accessibility is a plus (Panchal & Bhavsar, 2022).

On the other hand, elements that fall under the category of weaknesses include issues related to people, processes, physical evidence, marketing or promotion, and persons. Despite having social media sites like Facebook, Instagram, and WhatsApp, they need to use them more to communicate. Social media managers must often pay more attention to adding and maintaining material. Aside from that, certain company operations are performed by hand without using technology (Networks, O. U. R. 2023).

Rarely do social media managers upload and modify material. Aside from that, some company operations are performed by hand without technology. For instance, manual bookkeeping and financial recording still exist. The findings above align with an earlier study that identified Mission Shakti SMEs' vulnerability to their subpar social media and digital marketing utilization. Due to their inability to fully utilize technology advancements, the human resources or people element also frequently needs to exhibit higher levels of competence. SMEs in the state of Odisha lack clear standard operating procedures (SOP) in terms of process (Article, B. U. Y. 1986).

Even though SOPs are required to make business adoption and administration easier. The natural environment and PEST (Political, Economic, Social, and Technological) factors are then used to identify external aspects.

1. Political Aspect: Decision-makers such as the district administrations of each districts support this case's political circumstances or policies. (opportunity). Furthermore, the rural area has been classified by the government as a key marketing area, which means that SMEs can make use of this opportunity to help the development (John Child, & S. R. 2016).
2. Economic Aspects: The second factor is economic. This is because several banks and savings and loan cooperatives provide easy access to capital. According to earlier studies, credit loans can be viable for financing small and medium-sized enterprises (SMEs). These findings are consistent with those studies (States *et al.*, 2019)
3. Social Aspect: Threats might also come from social and cultural norms shifts. The Covid-19 epidemic, for instance, has altered consumer behavior. Thus, it is safe to say that this state also affects shifts in customer interest and behavior regarding SME products(Nordin & Selke, 2010)
4. Technological Aspect: The availability of applications that facilitate business processes and the ease with which technological advancements may be obtained are additional chances that small and medium-sized enterprises (SMEs) in the districts of the states should be able to seize as competitors pose an external threat(Prokopenko, 2018).

Considering internal and external factors, several action plans were developed for Mission Shakti.

1. Strength-Opportunity (SO) Strategy: The innovation and product variety that comprise SO's approach is combined with partnerships with marketing strategy companies in Odisha. Numerous high-quality products at reasonable rates are already available using this marketing strategy. The possibility of obtaining government capital funding exists on the opportunity side. As a result, Mission Shakti must ascertain the features of the product in comparison to rivals, as well as its points of uniqueness and unique selling proposition. A possible improvement for

small and medium-sized enterprises would be to increase Mission Shakti's efficiency.

2. Weakness-Opportunity(WO) Strategy: The construction of Mission Shakti's infrastructure, standard operating procedures (SOPs), technical integration, and training programs are all weak points. Significant funding and experience are needed for Mission Shakti's infrastructure development, which may be available after some time. Inconsistencies in decision-making and operations may result from the need for established Standard Operating Procedures (SOPs). Incorporating technology into business procedures can be challenging, particularly in a program that aims to empower grassroots women where there may be limited access to and understanding of the technology. Collaborating with multiple stakeholders and allocating significant resources may also be necessary to provide Mission Shakti groups with thorough and well-organized training sessions.

3. Strength Threat (ST) Strategy: A competitive advantage is conferred upon organizations by their capacity to modify products and marketing strategies in response to changing consumer demands. Businesses may increase sales, customer pleasure, and loyalty by matching items to consumer preferences. However, shifting customer tastes and habits could jeopardize this benefit. Several variables, such as changing trends, the state of the economy, the entry of new rivals, and other things, can influence customer preferences. Changes in consumer behavior also impact the efficacy of the current line of products and marketing tactics. Customer preferences have a significant influence on how well a business performs. Examples include a preference for online shopping or a trend toward eco-friendly items. Multinational companies (MNCs) need help managing the complexity of several markets and client demands. Figure 6 shows the Developed Business Model Canvas.

Figure 6: Developed Business Model Canvas

Business Model Canvas Under		Mission Shakti of Odisha		Bold-Enhanced	
<u>KEY PARTNERS:</u> <ul style="list-style-type: none">Odisha Rural Development & Marketing Society (ORMAS)Rural Development and Self Employment Training Institute (RSETI)MSMEOdisha GovernmentMission Shakti DepartmentSocial MediaTravelling Van for Business	<u>KEY ACTIVITIES:</u> <ul style="list-style-type: none">Empowering womenProviding credit and market linkageStrategic Alliance with efficient resource person	<u>VALUE PROPOSITION</u> <ul style="list-style-type: none">Quality ProductsAffordable PricesOriginal ProductNew Innovative and originality in quality	<u>CUSTOMER RELATIONSHIPS</u> <ul style="list-style-type: none">Face to Face InteractionDiscount to CustomerLocal People	<u>CUSTOMER SEGMENTS:</u> <ul style="list-style-type: none">Communities around the LocalitySemi-Rural and Urban PeopleGeographic segment rural to urban	
	<u>KEY RESOURCES:</u> <ul style="list-style-type: none">Natural ResourcesHuman ResourcesPhysical and Financial Resources		<u>CHANNELS</u> <ul style="list-style-type: none">Mission Shakti SHG groupPalishree MelaExhibition in urban areaOpen Showroom		
<u>COST STRUCTURE:</u> <ul style="list-style-type: none">Operational CostsEmployee cost		<u>REVENUE STREAMS:</u> <ul style="list-style-type: none">Sales of raw productsSales of Finish Products			

highlight women's empowerment via economic engagement and group action. These theoretical insights are effectively converted into feasible programs that consider the distinct cultural and economic characteristics of rural Odisha. This means developing customized marketing plans that appeal to the community's needs and values as well as motivating SHGs and rural business owners to develop their entrepreneurial spirit and business acumen. Rethinking business models aims to make them more financially viable and offers direction for proposed laws that encourage conducive conditions. This might mean advocating for legislation that enables rural firms to have more access to markets, finance, and technology to promote sustainable economic growth and gender equality. Evaluating these methods' effectiveness and scalability is necessary to guarantee their long-term impact on community development and livelihoods in Mission Shakti. Consequently, Mission Shakti might achieve holistic socioeconomic empowerment via the integration of theory with practical application and results in sustained rural development.

Conclusion

Finally, a review of the way that Mission Shakti's marketing and commercial strategies were developed shows that the organization employed well-planned programs and structured frameworks to improve rural lives and community empowerment. The application of technology and timely interventions in the 5T framework to carry out these initiatives demonstrates a dedication to speeding advancements in the management of rural livelihoods. The revised approach promotes sustainability and scalability while significantly improving Mission Shakti's marketing strategy by integrating state-of-the-art methods and tailoring business models for local contexts. By empowering women and marginalized groups and strengthening economic foundations, these efforts ultimately aim to enable inclusive growth and sustainable development in rural Odisha.

The 5T Initiative (teamwork, technology, transparency, transformation, and time limit) of the business model highlights how important it is to have a flexible and customer-focused approach. Operations may be revolutionized by modern technology, which can boost productivity and improve customer satisfaction. Sustaining relevance and competitiveness may be facilitated by coordinating with trends like digital transformation and sustainability. A deep comprehension of the target market and the customization of services to suit their demands are essential for long-term success. Timing is critical and requires agility to maximize market opportunities and minimize dangers. Innovation-driven approaches like as omnichannel strategies and strategic partnerships will drive expansion and differentiation. By combining these elements, businesses may build a solid and adaptable business plan that puts them in a successful long-term position in the dynamic market environment. Mission Shakti's marketing strategy has to be made explicit in the literature evidence, and further study in this area has not been done. The researcher wants to focus on marketing strategies in to provide outcomes that will support a living. Natural resource-based activities, non-resource-based and off-farm activities, migration and remittances, intensification vs diversification, and short-term versus long-term outcomes are some factors that may be taken into consideration while making decisions on marketing strategies. The fact that some individuals may benefit from particular projects and programs while others may suffer is only one of the many problems with improvement. The Mission Shakti Group's business process is good in the state of Odisha, according to the current business model canvas. To help with the development of an innovative marketing strategy, Mission Shakti SMEs must improve their marketing offering. As a result, it is crucial to apply the marketing mix viewpoint to assess external aspects utilizing PEST analysis, environmental scan, and internal circumstances to develop a marketing plan for Mission Shakti. The results of the SWOT analysis, which are utilized to develop marketing strategies, are used to generate the new business model canvas. The study's conclusions suggest that to enhance the value proposition offered, Mission Shakti SMEs should employ innovative and diverse product development techniques.

Declarations

1. Funding

The authors did not receive support from any organization for the submitted work.

2. Conflict of interest

No potential conflict of interest was reported by any of the authors.

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