



OUR CORE BUSINESS

# Co-creating jobs for women in rural India

WOMEN ON WINGS

# Because a job means a better life



We have  
one clear aim:  
to create one  
million jobs  
for women  
in rural India

**Why:** India: a large and rapidly expanding global economic power. The middle class is growing along with it. Yet, the underclass lives on just two dollars a day. There is very little paid work in rural India. Families lack income: there are high levels of poverty, malnutrition and illiteracy.

Women on Wings co-creates one million jobs for women in rural India. A job means an income, economic autonomy and an escape from the cycle of poverty. Research shows that women spend their income on their families. Children can go to school, which increases their chances of a better future.

**How:** 'Human Capital' is the core of what we provide.

We provide business consultancy to Indian social entrepreneurs that create employment for women in rural India. Our experts share their time and skills pro bono. They have 15+ years of experience in e.g. marketing, finance, product development, production, retail, food, supply chain management.

**What:** We scale Indian social ventures, our business partners. Either through '1 on 1' consultancy: our experts work – on site and off site – with the business partners to support scale their business. Or we bring together multiple business partners facing similar issues and work on solving those. The aim is the same: improving the business of Indian social enterprises, so more products will be sold and more jobs are created. Thus, we co-create lasting impact.

# Activities and the results from a selection of our business partners

## Fabric Plus | since 2009



Experts  
**3**

Women on Wings advised on

- Improving factory productivity, operational excellence.
- Overall communication and interdepartmental collaboration.
- Board related topics.

Results

- Process optimization, operational excellence, reduction of production waste.
- Improved communications and teamwork.
- Restructuring of board.

## Jharcraft | since 2011



Experts  
**6**

Women on Wings advised on

- Sales and marketing for management and store staff.
- Product development: how to convert fabric into contemporary products.
- Management development: ownership and teamwork.
- Mentoring the marketing manager.

Results

- Improved supply chain processes.
- Increased awareness of need for teamwork and process-driven ways of working.
- Reduction of old stock.

## Rangсутra | since 2008



Experts  
**3**

Women on Wings advised on

- The long-term growth plan
- Distribution strategy, branding, operational excellence.

Results

- Increased customer base
- Improved brand management and operational processes.

## SRIJAN | since 2014



Experts  
**3**

Women on Wings advised on

- Strategy, marketing, branding and growth plans for the dairy business.

Results

- Non-performing milk collection centres closed down.
- Positive impact on operating costs such as transportation costs.
- Packaging developed to communicate the Maitree story to retail customers.
- Two retail outlets opened.

## Wingreens | since 2014



Experts  
**5**

Women on Wings advised on

- Overall strategy and expansion for next three years.
- E-commerce strategy.
- Financial management, valuation and investment options.

Results

- Developed a full-scale business plan that was used successfully with potential investors.
- Input for e-commerce is used to expand footprint.
- Better prepared for discussions with investors.

## Swornajyoti | since 2015



Experts  
**4**

Women on Wings advised on

- Overall strategy and financial planning
- Defining next steps.

Results

- Development of organisation's vision and goals for next three years.

# We invest with human capital

'Human capital' is the core of our service. Women on Wings provides business consultancy to Indian social ventures, our business partners, that create employment for women in rural India. Women on Wings' experts have a minimum of 15 years of professional experience in e.g. marketing, finance, product development, production, retail, food & agro, supply chain management and distribution. They offer their time and knowledge pro bono to the Indian business partners, whom they regularly visit. Last financial year, our over 60 experts, consultants and our core teams in India and the Netherlands spent over 3,000 working days supporting the growth of our business partners in India.

## Examples of the activities of experts

- Edwin van den Brand, a buyer in textiles for an international buying house, took the GoCoop team on a '1 on 1' consultancy journey to innovation, quality, lead time, market info and social compliance. And what is required to start procuring, like sampling, product-catalogues, swatches, quality standards, collections etc.
- Nicolette Biessels, co-founder and director at a Dutch company specialized in PR and (internal) communication campaigns, moderated a two day workshop with multiple business partners on the importance of sharing cultural values of an organization with its stakeholders and how to keep them connected, committed and loyal.
- Namratha Rao, a communications professional, is project manager of the new Women on Wings website. She performed research amongst our business partners as to gather their feedback on the current Women on Wings website. With the outcome of the research, Namratha wrote a proposal for the structure and content of the new website.

Advertisement nominated  
for NRC Charity Award,  
published in NRC newspaper as  
2 page spread on July 29, 2014



# Women on Wings organization

## The Board comprises

- Willem Lageweg** | non-executive, Chairman, as of 2007. And Director of MVO Nederland (CSR Netherlands)
- Jef Keustermans** | non-executive, Treasurer, as of 2010. And Strategy advisor and interim manager
- Vikas Chaturvedi** | non-executive, Secretary, as of 2012. And Director of E7 Processing Services Pvt. Ltd. India
- Vidya Shah** | non-executive, General Board, as of 2014. And Chief Executive Officer at Edelgive Foundation
- Maria van der Heijden** | executive, managing founder
- Ellen Tacoma** | executive, managing founder

## Our team in India

- Shilpa Mittal Singh** and **Ronald van het Hof** | managing directors India
- Ineke Bezembinder** | office manager & communication
- Anupama Mairal** | senior fundraising consultant
- Supriya Kapoor** | senior business consultant
- Tanveen Ratti** | creative consultant
- Rupa Girish** | senior consultant
- Deepika Sharma** | senior consultant
- Puja Chandra** | research consultant

## Our team in the Netherlands

- Ellen Tacoma** and **Maria van der Heijden** | managing founders
- Martha van Dijk** | fundraising
- Annemarie van Holstein** | HR
- José Verbeek** | finance

We work with

**25** Indian business partners

**30** funding, knowledge & network partners in India and the Netherlands

...and over **60** Dutch experts

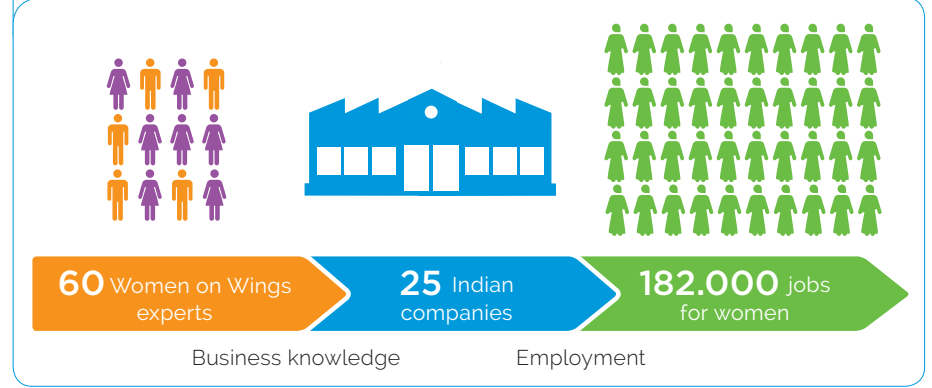
## Our core values

**LIVING UP TO**  
we do what we say and we are specific

**EQUALITY**  
we work on the basis of equality and with respect for people

**ENERGETIC**  
people show enthusiasm, courage and energy for the heart of the matter

## Our business model



# Some of our Funding & Network Partners supporting our goal and approach

## C&A Foundation



C&A Foundation aspires to a fair and sustainable apparel industry. The Foundation addresses the challenges of the sector by supporting initiatives and by partnering with key stakeholders. The affiliation with Women on Wings allows the Foundation to test, replicate and scale programs that can help the apparel industry become a force for greater good.

### Outcomes

- Financial support for Women on Wings
- Volunteer activities by C&A employees
- Coaching business partners in production and preparation for export of garments, apparel and fashion accessories to new markets

## Tata Trusts

### TATA TRUSTS

Tata Trusts is one of the oldest philanthropic institutions in India and has played a pioneering role in changing the traditional ideas of charity and introducing the concept of philanthropy. Tata Trusts supports efforts in many areas, such as rural livelihoods and communities.

### Outcomes

- Technical guidance and support to producer companies promoted by Tata Trusts and its partners
- Accelerating growth of these companies and jobs for women

## Jazi Foundation

### Jazi

The Jazi Foundation believes that philanthropy has to be enjoyable as well as effective. They achieve this goal by focusing on the needs of givers and by supporting them in three ways: community, knowledge and inspiration.

### Outcomes

- Five-year partnership to support Women on Wings' business consultancy at business partner Jharcraft
- Aimed at creating jobs for women in Jharkhand

## Virtutis Opus

Virtutis Opus is a family foundation in the Netherlands that provides financial contributions to national and international institutions and projects in various areas.

### Outcomes

- Three-year partnership to support core activities of Women on Wings
- Aimed at creating jobs for women in rural India

## NSDC



National Skill Development Cooperation fulfils the growing need in India for skilled (wo)manpower across sectors and narrows the existing gap between demand and supply of skills. Women on Wings and NSDC join hands in connecting skill development to job creating business models and vice versa.

### Outcomes

- One new business partner
- One Women on Wings business partner applied for skill training by NSDC for expanding production capacity

## Coca Cola India



Coca Cola India established an unmatched portfolio of soft drinks, juices, hot & cold tea - coffee options and drinking water. It works on developing the communities where it operates, like a women empowerment program as a part of the global 5BY20 campaign.

### Outcomes

- We partner in a CSR Seminar 'Balancing the Head & the Heart' in which we connect Corporates and Foundations

# Voices supporting to build our success



Judith van Riet

Trade Marketing Expert

Women on Wings

"By working for Women on Wings I can add some tangible value to change the lives and futures of women and their children in rural India. The pragmatic approach to scale job-creating businesses, which provide women a job and an income, appeals to me personally."



Siva Devireddy

Founder and CEO

GoCoop | A Social Marketplace

"Thanks to the consultancy of Women on Wings, we now understand our team strengths and areas of improvement and more importantly, how we should be organizing ourselves going forward."



Her Majesty Queen Máxima

at the 5th anniversary of

Women on Wings

"If you invest in a woman, you invest in a whole family. Women on Wings starts where others normally stop: sharing knowledge and skills is just as important as micro-finance."



Zarina Screwvalla

Swades Foundation

Founder & Managing Trustee

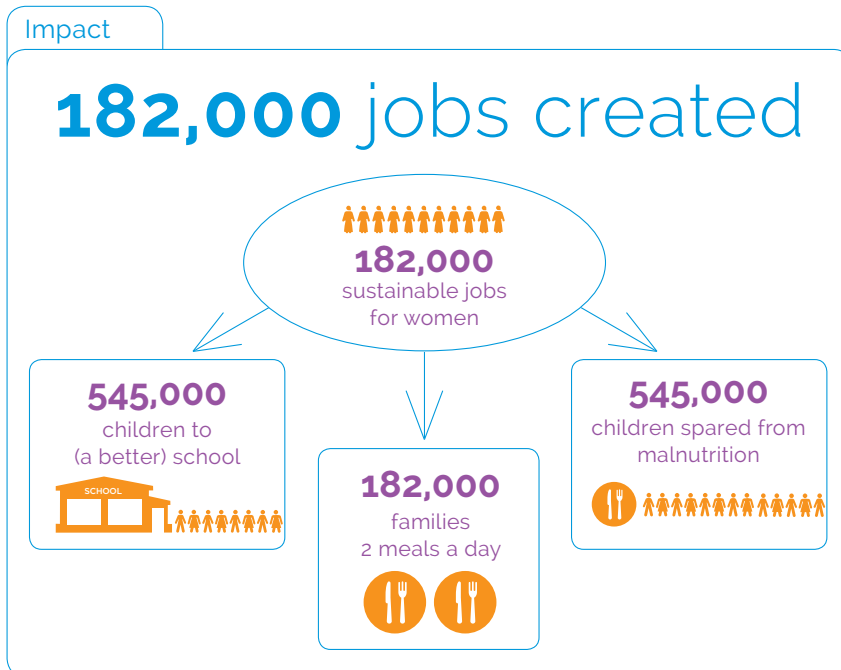
"The Swades Foundation's mission is to lift a million people out of poverty every five years. Women on Wings brings us a unique and very valuable opportunity to work with and learn from the best business minds in the Netherlands and support us as we address the challenge of increasing the number of jobs and livelihood opportunities for women in rural India. Women, who will in turn, uplift their communities and serve as powerful agent for transformational change"

# Women on Wings ambition

## One million jobs

We strive to create one million jobs for women in rural India by working with Indian social entrepreneurs that share our vision of sustainable growth in jobs and income for women.

Since the start in 2007, Women on Wings has co-created 182,000 jobs for women in rural India. Our impact so far:



# How to support Women on Wings



## Experts

Business professionals and managers with at least 15 years professional experience who wish to make their knowledge and skills available –pro bono– to social enterprises in India. For example specialists in marketing, production, food & agro, communication, finance and retail. Some experts support the day-to-day operations with their expertise.



## Funding partners

We aim for longtime partnerships with companies and/or corporate or private funds/financiers to make the needed long term and consistent commitment to Indian social entrepreneurs possible. Aimed at the sustainable development of jobs for women in rural India.



## Network partners

The sharing of network, services and/or products to Women on Wings for free or at significant reduced cost, is also supporting towards the creation of jobs for women in rural India.



## Friends

Individuals from the private sector, who understand the importance of our work, believe in economic development and like to support financially with a minimum of 100 euros per year.



### **Women on Wings India**

Tower 24, Flat 602  
Orchid Petals, Sohna Road  
Gurgaon 122001, Haryana  
India  
Phone 0124 406 9950  
or 98 1834 6771  
12A and 80G registrations

### **Women on Wings Netherlands**

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3711 AA Austerlitz  
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**WOMEN ON WINGS**

Job creating business models  
for women in rural india