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Is Cumulative Poverty Eradication through Entrepreneurship and Social Marketing Technique Sustainable? A global Perspective

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Abstract

This paper attempts to address the research question - Is cumulative poverty elimination through entrepreneurship and social marketing techniques sustainable? The design was exploratory, which adopted a qualitative approach, which engaged a cross-case analysis with data from three previous empirical research papers from two countries; India and Nigeria. Additionally, three tables were purposively constructed to illustrate data further. Drawing heavily from literature-evidence, this paper uses descriptive analysis to isolate social marketing and entrepreneurial strategies towards job creation aimed at reducing cumulative poverty that was identified. The main findings reveal that the roles of entrepreneurship and social marketing are multi-dimensional with far-reaching plausibilities towards eradicating cumulative poverty, whilst their influences may be limited to several macro-micro factors that are prevalent.

Keywords: Social Entrepreneurship; Economic Development; Poverty Eradication; Cumulative Poverty; Young People; Social enterprise; Community Organizations

Introduction

This conceptual and empirical paper focuses on addressing the research question - Is cumulative poverty elimination through entrepreneurship and social marketing techniques sustainable/feasible? It seeks to analyze this from the perspectives: social entrepreneurship, global young people, and vulnerable community organizations at the grassroots levels, as well as those other vulnerable in society and beyond, as the roles of youths, local communities, and social entrepreneurship, are vital to global poverty elimination processes.

Research Aim

To critically examine and analyze the extent to which cumulative poverty elimination through entrepreneurship and social marketing techniques is sustainable?

Research Problem and critical knowledge Gap

Hundreds of thousands dying of hunger and natural disasters and illnesses, low income, or unemployment across the globe, whilst a few individuals who are millionaires and billionaires are getting richer and wealthier at the expense of the large majority who are impoverished. This status quo has left the world quite vulnerable and riskier: probably than ever before amid the COVID-19 pandemic and 2008 global financial collapse. In response to this, the world wonders - is this current status quo sustainable? This study aims to tackle poverty which is cumulative poverty, using entrepreneurship and social marketing techniques, and wondering if that would be feasible and sustainable?

Despite the seriousness of these global phenomena, although there have been appreciable previous studies by several scholars about tackling poverty over decades and centuries (Smith, 1776, Keynes, 1935; Beveridge Report, 1942; Ricardo, 1817; 1936; Sen, 1978; UNDP, 1979, 1997; Alkire and Foster, 2005, 2007, 2011, Alkire and Santos, 2010; World Bank, 2008, 2010; IMF, 2008, 2010; UN's MDGs, 2010; Salazor et al., 2013; Santos, 2013; Alkire et al, 2015; Zou and Fang, 2011; Ravallion, 2012; Yu, 2013; Broadberry, 2014; Eguruze, 2016, 2017, 2019, 2020) and entrepreneurship strategies (Schumpeter, 1943, 1951; Drucker, 1989,1997; Bertaux and Crable, 2007, 2015; Ashton, 2011; Abu-Saifan, 2012; Worsham, 2012; Swanson & Timothy, 2012; Vasheghani-Farahani, et al., 2014; Varutti, 2015; Eguruze et al, 2020; Kumari, 2020; Verma & Bhattacharyya, 2020; Whitford & Ruhanen, 2010). Despite these numerous commendable scholarly efforts, it is apparent, not enough empirical study has yet been undertaken to comprehend the challenges and possible solutions relating to cumulative poverty. As a result, the literature on cumulative poverty is weak. Very little is known. The authors believe a good comprehension of how entrepreneurship and social marketing approaches could end the worst form of poverty: cumulative poverty.

Research Questions

1. In what ways cumulative poverty could be plausibly reduced if not eliminated through the application of entrepreneurship and social marketing techniques?
2. What policy recommendations could be provided to global policymakers and policy implementers to ensure effective, successful, and efficient achievement of the fore present goal and global vision?

Research Objectives

1. To critically examine the extent to which cumulative poverty could be plausibly reduced if not eliminated through the application of entrepreneurship and social marketing techniques?

2. To offer constructive policy recommendations that could be useful to policymakers and policy implementers to ensure effective, successful, and efficient achievement of the aforementioned pre-set goals as well as a global vision?

Significance of the study and the importance of ending cumulative poverty

It offers originality in terms of values. This is an empirically based study, which engaged in primary data collection, analysis, and interpretation backed by new literature evidence. Hence, its contribution is not only towards literature and methods development but also conceptualization and includes strategy development. Additionally, the paper constructed three tables: data of which reflects an entirely new approach in and related to tackling poverty, which could be useful, which hitherto, unavailable before. It analyses the inherent social implication, as well as practical values. This study could serve as a guide to addressing social issues relating to critical global social policymaking: poverty alleviation. It could be a useful tool for policy-makers, not-for-profit organizations, and/or civil society, as well as social entrepreneurs.

Understanding the Implications of Poverty and its different forms

Poverty and its multidimensional meaning are complex. These are categorized under two main areas; single-dimensional and multidimensional perspectives. This suggests the wealth and diversity of scholarship on the subject matter of poverty, as they contrast agree and disagree with one another in their dissemination of knowledge for the benefit of the development of mankind. These approaches each have different interpretations all geared towards resolving the menace of poverty in society. Such there is no more or less value to the effort different contributors are mankind. The most important value to mankind is that each approach is gearing towards improvement in the quality of life and well-being of people. Poverty has different dimensions. See table 1 below:

Table 1: Understanding Multidimensional Poverty and its different forms

Type of poverty	Meaning & Implications	Authors: literature
Classical approach	**Classical approach** (Eguruze, 2016; 2017:13-25; 2019); suggested tackling poverty comprised (trade will create wealth/profit and enhance the quality of living(Smith, 1776); Needs are plenty but resources/means are limited and so choices are sine-qua-non, as well as comparative advantages(Ricardo, 1817); The strong survive/win, while the weak should be left to pass(Darwinism, 1859); Corporations should maximize profit but also look after the welfare and wellbeing of employees(Keynes, 1936); The five evils of	Smith, 1776; Ricardo, 1817; Keynes, 1936; Darwinism, 1859; Beveridge Report, 1942

	want, including poverty(Beveridge Report, 1942).	
Relative poverty	**Relative poverty** (small proportions earning below the national average; applicable in the developed world; due to availability of safety nets)	Khan, 2001; Saack, 2006; Dean, 2006; Triegaardt, 2006; Eguruze, 2016a; 2016b, 2016c; 2017; 2019a; 2019b; 2019c
Absolute poverty(living-below poverty line)	**Absolute poverty**(disposable income or earning below **$1-2 per day)** (below poverty line: some examples see below; prevalent in developing countries)	Sen, 1978; UNDP, 1979; UNMDGs, 2005; World Bank, 2008; OPHDI,2010
Cumulative poverty	**Cumulative poverty** (or In-Support Need) is where the people suffer from extreme poverty in the worst possible sense, which has occurred over a long period, lacking many items and also passed on from generations to generations and in on multi-dimensional basis. Which is why cumulative poverty having an intergenerational and multi-dimensional	Eguruze, 2014; 2015; 2016a; 2016b, 2016c; 2017; 2019a; 2019b; 2019c

	impact and perceived as the worst form of extreme poverty or absolute poverty?	
In-work poverty	**In-work poverty** is when people who are working are still cannot afford but items due to their low wages/salaries	Hudeson & Nalto, 2013; Barnard, 2013; Matcalf, 2014; Eguruze, 2016a; 2016b, 2016c; 2017; 2019a; 2019b; 2019c
Rural poverty	**Rural poverty,** landless, and low earning, mainly tenants, but more resourceful	Khan, 2001; World Youth Report, 2005; Walsh, 1994; Eguruze, 2016a; 2016b, 2016c; 2017
Urban poverty	**Urban poverty,** overcrowding living due to movement from rural areas to urban for a better life	World Bank, 1995; Anyanwu, 1997; Alagoa, 1999; Khan, 2001; Eguruze, 2016a; 2016b, 2016c; 2017; 2019a; 2019b; 2019c
Chronic poverty	**Chronic poverty** is when poverty develops to constant levels as experienced in	Khan, 2001; DFID, 2001; Khan, 2001;

	underdeveloped nations(Khan, 2001; DFID, 20001; Khan, 2001; Eguruze, 2016, 2017, 2019)	Eguruze, 2016a; 2016b, 2016c; 2017; 2019a; 2019b; 2019c
Acute poverty	**Acute poverty** is when poverty is transient, and develop to generations(Khan, 2001; Yeo, 2001, 2005; Eguruze, 2016; Eguruze, 2017,2019)	Khan, 2001; Yeo, 2001, 2005; Eguruze, 2016a; 2016b, 2016c; 2017; 2019a; 2019b; 2019c
Persistence of poverty	**Persistence poverty** is sustained and difficult to eliminate	Khan, 2001; Eguruze, 2011; 2014; 2015; Eguruze, 2016a; 2016b, 2016c; 2017; 2019a; 2019b; 2019c
Food poverty	**Food poverty** is where the victims cannot feed themselves without support	Dowler, 1997, Dowler et al., 2001; 2011; Fabian Society Report, 2015; Eguruze, 2016a; 2016b, 2016c; 2017; 2019a; 2019b; 2019c

Homelessness(kpako) poverty	**Homelessness(kpako)** poverty is where there are insufficient affordable decent houses and so the people ended up using plank and zink sheets to construct their temporary living places, often without sanitation, again is common in a developing country such as in Nigeria	Eguruze, 2016a; 2016b, 2016c; 2017; 2019a; 2019b; 2019c
Electricity poverty	**Electricity poverty** is when people are unable to afford electricity or in the absence of electricity supply, could not afford to buy a generator to provide private electricity and common in developing countries such as Nigeria	Eguruze, 2016a; 2016b, 2016c; 2017; 2019a; 2019b; 2019c

Source: Author's construction; adapted from Eguruze, 2011; 2014; 2015; 2016; 2017; 2019; 2020

As noted, the table 1 above clearly illustrated the key highlights of the different levels of poverty, including cumulative poverty. However, this is by no means reflection of an exhaustive list of poverty.

Entrepreneurship and the importance of its application

There are two sides to the understanding of the crucial role of entrepreneurship in the context of alleviating poverty.

One school of thought is of the view that the entrepreneurship world indeed is capable of reducing poverty. This school may be described as the Stakeholders' Approach. Here what some of these arguments are?

The fundamentally critical argument on this is that, regardless of the social inequalities and structural disparities across the world today that lead to the 2008 financial collapse and as we learned from the devastating impact of the COVID-19, nevertheless, the social responsibility of business is only to increase its profits (Friedman, 1970; Dunn and Burton, 1980), or that corporate social responsibility – is about doing the most good for your company and your cause(Fiorina, 2003; Lee, 2005), all of which is based on the capitalism philosophy. But this does not necessarily work well for all stakeholders as contemporary challenges pointed.
On the contrary, the other school of thought trust and believes is not the place of entrepreneurship to save the world of impoverishment. This schools' argument is based on the notion that it is not the social reasonability of business to help save the world's problems, which is out their corporate social responsibility, that entrepreneurship ultimately is to look after the health and smooth functioning of business and maximize profit and value for its shareholders, as much as possible. This Group may be perceived as adopting the Shareholders Approach.
Creating and innovating new things is not easy. It requires a special aspect of human critical thinking. Moreover, having created and innovated that special thing, it is important to sustain it, making sure it stays as long as possible, provided it plays its vital role and function in society (Eguruze, 2019; Eguruze et al., 2020). That is the value of survival through entrepreneurship, especially in these then days in which the global economy is uncertain and unpredictable, mainly due to the volatility of the external factors such as political, economic, social, technological, ecological/environmental, legal, etc., which are beyond the control of human beings, as the world

realities show over the past decades and centuries, based on past experiences of the world. This means there is patience and being planned strategically, entrepreneurship may do more role than just making a profit. It can help resolve generational poverty, as it is with cumulative poverty. Crucially, an entrepreneurship-oriented economy is one that is supposed to have a vision of pursuing an economic development goal that is driven by innovation-based entrepreneurship (Porter, 2008). Business responsibility should be about sustainable development; it should not be just about profit maximization (Utting, 2000). Solely engaging a profit maximization approach might lead to social inequality and social stratification or societal divisions (Doobs, 2013), which others deemed to be a form of corporations and immorality (Donaldson, 1982). Others argue a skillful social investment should more preferable, not just profitability (Rooyen, 2007). Similarly, it should be about value maximization, for all stakeholders (Jensen, 2001), such as a win-win for all stakeholders (Eguruze, 2016; 2017; 2019; Eguruze et al., 2020). This shareholders' approach is based on a principle of fairness, which is something credible, moral, and/or ethical dilemma (Phillips, 1997; Cohen, 2006; Entine, 2008; Crane & Matten, 2016). In fact, by contrast, even being positively creative "creatively destructive" might help in the long strategic sense for the good of all stakeholders, which is most preferable, as some authorities suggested (Schumpeter, 1934; 1943; 1951).

Inevitably, it is probably time for exploring new realities (Drucker, 1989), or ethical investing (Entine, 2008). A business ought not-merely-for-profit maximization at the expense of the vulnerable (Duska & Duska, 2002; 2003), or Business should perhaps adopt a more practically and humanely attitude beyond profit-making and to a knowledge-based society, which is more desirable and equitable (Douglas, 1960; Drucker, 1998). Such a development could be seen as a form of freedom (Sen, 1999). Such a vision would probably reflect a win-win for all stakeholders. So, as to avoid or prevent the next insurgency which highlights the potential risks to violence in developing countries such as in Nigeria's post-amnesty Niger Delta region (Ibaba & Arugu, 2013).

Importantly, social entrepreneurs are the new foundation for social good with meager resources; the new way of delivering social values, ensuring social impact for the consumers with limited resources, especially through women empowerment, rural community development, driven grass-root levels mobilization and ultimately contributing towards constructive national development (Bertaux & Crable, 2007; 2015; Eguruze, 2020; Kumari, 2020). Hence, social marketing can be fundamentally critical to ending cumulative poverty across the globe, more particularly in developing countries.

This means both entrepreneurship and social marketing skills and sectors are inextricably linked for the good of all stakeholders: poor or rich, global young people, vulnerable community organizations at the grassroots levels, as well as those other vulnerable peoples in society and beyond policy-makers and policy implementers, as well as the wider global society.

Social Marketing Technique (SMT)

Social marketing as a relatively new phenomenon is increasingly becoming a useful poverty eradicating tool. From the perspective of social marketing, the social entrepreneurial approach can go a long way in setting a new agenda-driven from the bottom-up driven by the grassroots level. Social marketing is about creating value, and value creation add value towards social benefits, welfare, and the general wellbeing of society in general. This is often achieved through behavioral and attitude changes (Kotler & Zaltman, 1971; Andreansen, 2004; 2006; Eguruze, 2014; 2015; 2016; 2017; Lefebvre, 2012; Cugelman, 2010). The resultant social impact and corresponding social good and social value orientation in this respect is quite humbling. Social marketing, which engages marketing of poverty-reduction, through value creation, value-for-money, instead of profit maximization therefore the benefit being derived is value creation(Zainuddin Previtte and Russell-benneth, 2011, cited in Eguruze, 2016: 54). "Most recently, social marketing was advanced as a methodology framework for poverty intervention, Eguruze, 2016; 2017; 2019; 2020), or as the sustainability of social marketing as poverty reduction tool(French & Gordon, 2015). From this perspective, it is important to share such knowledge. Social marketing has strong linkages with social entrepreneurs, who are known to be driven by grass-roots levels of people bottom-up, not top-driven. Again, this view of life preferences or values enables them to achieve social impact with meaningful outcomes with their often limited resources. Ultimately, it is this critical knowledge gap between social marketing and the need to end cumulative poverty this article is committed to filling.

Social marketing has a strong linkage with entrepreneurship. Entrepreneurship is a major driver to unemployment in general and youth unemployment in particular, and ultimately a vital means to eliminate cumulative poverty and extreme poverty. Hence, social marketing is pertinent and critical. All of these are noble causes, as it helps add value to life. Engaging social marketing techniques go beyond traditional marketing principles, as social marketing will particularly focus on the niche aspects of changing values, behaviors, and attitudes, which is a critical and fundamental responsibility in the process of transformation of the quality of lives. In engaging social marketing, the needs of global young people and vulnerable community organizations at the grassroots levels, as well as those other vulnerable peoples in society and beyond, should remain paramount. Meanwhile, social marketing has its challenges, sometimes being criticized for adopting extreme strategies or intimidating and misleading methodologies (Eguruze, 2016; Hastings, Stead, & Web, 2004).

Challenges and opportunities

Inevitably, despite these opportunities and benefits, there were certainly challenges associated with tackling poverty through entrepreneurship and social marketing.

These may include creating real jobs and job opportunities, providing access to key financial services (guaranteed small loan to small entrepreneurs, start-up grants, access to training to improve entrepreneurial skills, marketing skills, financial management skills, cash flow management skills, etc.

The main challenges include lack of management expertise, poor access to finances, poor infrastructural facilities, poor habits of entrepreneurs themselves, inconsistent government policy and bureaucracy, corruption of politicians and top government officials, environmental factors, lack of infrastructural faculties (water, electricity, access roads, and transportation systems, preservations systems, multiple taxes, and levies and regulations, lack of access to modern technologies, unfair competition, marketing problems and non-availability of raw materials locally).

Lack of succession planning fundamentally critical issue; in fact, sustained succession itself is a very difficult thing especially in a developing country such as Nigeria; where the employed are arguably far outweighed by the unemployed. In Nigeria, even the employed is under very heavy pressure trying to support the numerous unemployed dependents he/she must cater to in keeping with the unwritten socio-cultural laws in Africa in general and Nigeria in particular. So, Nigeria has got a relatively higher ratio of dependency factor in which those who have will need to take care of those who do not have within the context of the traditional family support network and safety net, as there in the absence of a national social security support systems (Alagoa, 1999; 2000; Eguruze, 2016; 2017; 2019; Eguruze, et al., 2020; Udu & Udu, 2013; Okafor & Udu, 2015). Other challenges include lack of enabling atmosphere, and also due to poverty, hunger, unemployment, and low standard of living, which may lead to low purchasing power, and corruption of politicians and top government officials (Fatai, 2011; Okeke & Eme, 2014). These and the less enabling environment make Nigerian entrepreneurs get less productive and less competitive than their developing countries counterparts for performances of SMEs (Fabayo; 1989; Onugu, 2005; Fatai, 2011; Aruwa, 2011). Likewise, further literature evidence pointed to other factors: poor environmental sanitation, poor behaviors of some entrepreneurs (Fabayo, 1989; Onugu, 2005; Okeke & Eme, 2014).

Methodology

This was an exploratory design that relied on a qualitative approach, which engaged three previous empirical studies (case studies). Subsequently, a table (1) was purposively constructed from data obtained therefrom (see details below).

Table 2: Highlighting Methods of Eradicating Cumulative Poverty through Entrepreneurship and Social marketing

Serial Number	Entrepreneurial/social marketing strategies & Models	Methods of Accessing & Methods of Funding

1	Jobs & Skills Need Assessment	Handbook/ Application form Young people & Community projects; SMEs Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
2	Work Placement	Handbook/ Application Form Employers and unemployed Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
3	Mentoring & coaching	Handbook/ Application Form Employed and unemployed; Youth & Community projects Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
4	Enterprise Week	Publicity materials; Handbook, Application form Employers and School leavers; College leavers, Graduates, the unemployed Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
5	Employment Fair Publicity materials	Handbook, Application form Employers and School leavers; College leavers, Graduates, the unemployed Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists 06 Graduate Employment Fair (Job Fair) Publicity materials; Handbook, Application

		form School leavers; College leavers, Graduates, etc. Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
6	Graduate Employment Fair (Job Fair)	Publicity materials; Handbook, Application form School leavers; College leavers, Graduates, etc. Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
7	Capacity building	Handbook, Application form Youth & Community projects; SMEs Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
8	Tax Holidays	08 Tax Holidays Handbook, Application form Employers, SMEs Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
9	Conferences, Seminars, Workshops, Exhibitions	Publicity materials; Handbook, Application form Employers, SMEs Academia; the unemployed, Youth & Community projected Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists

10	Export Guarantee Schemes	Handbook, Application form SMEs; Employers; Youth & Community projects Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
11	Training Schemes:	Training Schemes: work-force /employees & Development, Systems development & Organizational development Handbook, Application form Youth & Community projects; SMEs; Employers; Startups Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
12	Overseas Trade Grants-Scheme	Handbook, Application form SMEs; Employers; Youth & Community projects Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
13	Guarantee Small Loans Scheme	Handbook, Application form SMEs; employers; Youth & Community projects; Startups Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
14	Industrial Estates	Handbook, Application form SMEs; Employers; Youth & Community projects; Startups Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists

15	Employment Fairs Publicity materials	Handbook, Application form Employers, SMEs Academia; the unemployed, etc.; Youth & Community projects Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
16	Work Experience	Handbook, Application form Youth & Community projects, job seekers, unemployed Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
17	Duty-Free Zone	Handbook, Application form Niger Delta region Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
18	Marketing Support: Research & Development & Promotional Support	Handbook, Application form Employers, SMEs Academia; the unemployed, etc.; Youth & Community projects, Startups Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
19	Allow Part-Time Working	Handbook, Application form Employers. SMEs, Startups; Housewives Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists

20	Allow Two Jobs	Handbook, Application form Employers. SMEs, Startups; Housewives Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
21	Allow both Couples Working	Handbook, Application form Employers; Interested couples Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
22	Flexible Working Hours or Working from Home	Handbook, Application form Employers – both public and private sectors Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
23	Encourage Apparent Overstaffing (Note1)	Handbook, Application form Employers - both public & private sectors Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
24	Allow Job Sharing	Handbook, Application form Employers – both public and private sectors Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
25	Even the Recognition of Unpaid or Voluntary Work	Handbook, Application form Employers – both public and private sectors –Housewives & volunteer workers Free and open to all eligible

		candidates Government & private sectors; Oil/gas Cos; Philanthropists
26	Recognition of the Role of Housewives as Important Source of Work/Pay	Handbook, Application form Employers – both public and private sectors –Housewives & Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
27	Jobs Newsletter (BJN)	Newsletter Public awareness Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropist
28	Employment Vouchers (EV)	Handbook, Application form Employers, SMEs; unemployed, job seekers Free and open to all eligible candidate Government & private sectors; Oil/gas Cos; Philanthropists
29	Job Seekers Allowance (JSA)	Handbook, Application form Unemployed, job seekers Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
30	Business Expansion Support Scheme	Handbook, Application form SMEs; Employers; Youth & Community projects Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
31	Business Loan Guarantee Support Scheme	Handbook, Application form Employers, SMEs, Youth & Community projects Free and open to all

		eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
32	SMEs Business Consultancy Support (SMEBCONSULTANCY)	Handbook, Application form Employers, SMEs, unemployed, Youth & Community projects Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
33	Regional Enterprise Grants Schemes (Note 2)	Handbook, Application form Niger Delta region Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
34	Repatriation of all $380 billion-stolen-oil money; Whistleblowing	Handbook, Application form Corrupt politicians and government officials Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
35	Developing Community Organisations' Empowerment Network	Handbook, Application form SMEs; Youth & Community projects; Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
36	Crowding	Handbook, Application form SMEs; Startups;Youth & Community projects Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists

37	Familial Support	Handbook, Application form Youth & Community projects Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
38	Peer Support	Handbook, Application form Youth & Community projects Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
39	Agricultural Support	Handbook, Application form Local farmers; SMEs; Youth & Community Free and open to all eligible candidates Government & private sectors projects Oil/gas Cos; Philanthropists
40	Apprenticeships	Handbook, Application form; Local farmers; SMEs; Youth & Community projects Free and open to all eligible candidates Government & private sectors; Oil/gas Cos; Philanthropists
41	Furlong; Stimulus financial packages;	Handbook, Application for; Most recent limited/Government financial scheme to help tackle the severe impact of COVID-19; nearly all industrial sectors that are have been affected by the lockdown. Being offered by some richer and/or more caring governments across the globe.

Sources: Adapted from Eguruze, 2017; Eguruze, et al., 2020

As noted, Table 2 above points to a wide range of entrepreneurial/social marketing strategies/methods that could be adapted to enhance employment opportunities; to reduce cumulative poverty. Up to 41 strategies were suggested. Again, this is by no means an exhaustive list. The impact may differ in different places.

Discussion of findings

Of the three case studies, two were selected from Nigeria: Eguruze (2016a) "Tackling Poverty" in the Bayelsa State of Nigeria involved 300 young people, respondents, whereas Eguruze (2017) concerns a study involving National Youth Services Corps (NYSC)-member organizations in which 351 young people were surveyed; The other Pipal Tree case study (Kumari, 2020) was from Jharkhand region of India, which is engaged in the Local Community Development in Jharkhand, India, through promotion local handicraft, training of local women social entrepreneurs and tracing traits of social entrepreneurship for women Empowerment post-COVID-19. Both Nigerian studies utilized: a mixed-methods research methodology in which 751 young people and NYSC-member community organizations engaging both quantitative and qualitative approaches. These 751 respondents were surveyed in a quantitative study using self-completion questionnaires. Besides, a qualitative study in which policymakers, as well as young people, were also interviewed. Whereas the Pipal Tree was an exploratory design adopting a qualitative approach in which members of the Pipal tree management were interviewed.

Case Studies 1 & 2 - Analysis of Case studies (Eguruze, 2016, 2017), Nigeria

As noted above, both studies were conducted from the perspectives of young people. Through the course of these studies, young people and NYSC-member community organizations engaging both quantitative and qualitative responses to the questionnaires clearly expressed their desperations for jobs: real jobs, improvement in their level of wages, and employment opportunities (Eguruze, 2017:142). These were perceived as very important attributes or factors contributing to poverty in Nigeria, according to the quantitative response data from young people. When young people were asked how you would describe their experience of poverty in Nigeria, these young people again clearly suggested or ranked lack of jobs or unemployment as number 1 (p142), amongst the list of suggested support needs from the government. Conversely their response to another related question which of these are the most significant causes of poverty in Nigeria? Again, the response from No-jobs was stated as the number 1 cause (p142), for young people. And a third related question was also asked, what support do young people require from their country Nigeria, and the response, once again included, create "real jobs" or create "employment opportunities" ranked very highly amongst other factors such as education and skills acquisitions, etc.

In their list of suggestions as possible solutions to ending poverty in Nigeria in their response to another critical question, overcoming poverty would require policy-makers to reset their priorities and their goals higher than the current emphasis on economic growth by creating "jobs opportunities" again, the state and re-enforced their support need include real jobs and employment opportunities including skills acquisition (p142). When young people were also asked qualitative questions the narrative of the response was similar. As with demand for education, this consistency with the request also for real jobs and job opportunities: expecting the government to "creating enabling environment (or conducive atmosphere) for business to strive, thereby creating jobs for the young people" (p142).

Alternatively, young people repeatedly demanding the "government should embark on poverty alleviating programs; enabling environment; by creating real jobs and employment for youths; pay them monthly allowances" (Strategy conference interviews, p142). Other interviews added, "establishing of industries so that the school leavers can easily find something doing to minimize the rate of crime among youth." Other narratives included "empowerment of young people with credit facilities and the establishment of more industries and establishing of more factories and firms to create jobs" (response to strategy conference, p142). This suggests that the narrative of the qualitative go to support the narrative of the quantitative response, which is positive re-alignment in the sense of supporting theme entrepreneurship, is a good cause of alleviating poverty through creating values: real jobs, employment opportunities, skills acquisitions opportunities, which are precious to young people, in the Nigerian context.

The case of Pipal Tree, Jharkhand, India

The Pipal Tree is a social entrepreneurship venture in the East-Singhbhum district of Jharkhand, India, focusing on eradicating poverty amongst artisans, by providing skill development training/support services to underprivileged rural-tribal women entrepreneurs, as well as support services to woodcrafts women: women who want to be empowered, who are predominantly victims of discrimination and domestic violence within their families or society. The mission of Pipal Tree is to provide skill development training for enabling them to earn a basic livelihood for their family. They are focusing to impart a combination of technical skills along with entrepreneurial skills to the rural women artisans. This initiative has not only generated employment but helps to eradicate poverty too.

Table 3 Data Collection Method and Information Sources

Methods	**Literature Review**	**Personal Interviews**
Data Types	Secondary data	Primary data
Sources	• Official website of Pipal Tree • Print media • Blogs	The primary data obtained from the observation of the workshops of Pipal Tree and personal interview of Pipal Tree Founder, manager, and artisans at Ghatshila and Ranchi, Jharkhand.

Table 4: Details of the personal interview

Name of Interviewee	**Designation at Pipal Tree**	**Duration of Interview**	**Location of Interview**	**Themes of the verbatims of the interview**
Utpal Shaw	Founder	1:30 hours	Ghatshila, Jharkhand	Women Empowerment, Skill development, socio-economic development, poverty eradication
Malti	Manager	2 Hours	Ghatshila, Jharkhand	Skill development, Self-dependence,

				socio-economic development
Sudha	Village coordinator	1 Hour	Ghatshila, Jharkhand	Women Empowerment, socio-economic development
Roopa	Village coordinator	1.5 Hours	Ramgarh, Jharkhand	Socio-economic development, Self-dependence, poverty eradication
Sushama	Artisan	1 Hour	Ghatshila, Jharkhand	Livelihood, self-dependence, Flexible working hours, Skill development
Radha	Artisan	1 Hour	Ranchi, Jharkhand	Women empowerment, Self-dependence, Socio-economic development, poverty eradication

Source: Personal Interview

Table 3 and 4 describes the data collection process and method of Pipal Tree case study.

Jharkhand is a poverty-stricken state of India. The state is a habitant of Primitive Tribal Groups. It has been observed during the personal interview that the entrepreneurial venture Pipal Tree has not only provided the mode of livelihood but also helped in poverty eradication. The women artisans have confirmed that the entrepreneurial venture helped in poverty eradication, women empowerment, socio-economic development, skill development, and self-dependence. Furthermore, the persistent narrative of the Niger Delta young people and militant groups point to the same: complaint against the locating headquarters multinational oil and gas companies outside their operational oil-rich Niger delta region, where oil and gas are produced in Nigeria, as well as those of the rural women, rural artisans and handicrafts social entrepreneurs, indigenous people (in the case of India). Moreover, through the discriminatory and socially excluding process the Niger Delta youths suffer high levels of unemployment, pollution, poverty, and inequality compared to their counterparts elsewhere (Boro, 1967; 1982; Saro-Wiwa, 1995; IYC, 1998; 1999; Asari-Dokubo, 2005). Unemployment also manifests itself in social exclusion, undermines the theory of involvement, participation, empowerment, and might even disrupt young people's normal transitions from childhood to adulthood (Eguruze, 2017:143; Sen,1982; Doyal & Gough, 1993; Bradford, 1999; 2012). Likewise, joblessness triggers violent and social unrest concerning the oil-rich Niger Delta area and back into insurgency and self-determination struggle (IYC, 1998; MOSOP, 1995; Dokubo-Asari, 2005). Long term unemployment has an equally devastating impact on young people and community organizations (Barbard, 2013). Unemployment might even jeopardize their future life chances and even self-actualization, low esteem effects on their potential leadership capabilities (Maslow, 1943; 1954; 1970; Reynolds & Herbert, 1998; Scot & Sullivan, 2001; NYSC, 2016, Eguruze, 2016; 2017:143). It might encourage migration from rural to urban, which might lead to urban poverty (Anyanwu, et al, 1997).

These factors could be avoided if young people and community organizations were offered chances to participate early in leadership and management roles and gain necessary experiences (Reynolds & Herbert, 1998; Armstrong, 2006; 2012; Eguruze, 2016; 2017:143). Equally from an inequality and human rights perspective, lack of access to job opportunities or unemployment is a fundamental breach of the rights of young people and community organizations in Nigeria (UDHR, 1948; ICESR, 2006). These may affect young people to develop to their full potential socially, physically, mentally, cognitively, psychologically, emotionally, etc. (UNCRC, 1999, 2014; NSPCC, 2015). Like (Daniels, 2015) policy support from the government is necessary to help reverse the trend.

In all cases, there is a massive outcry by young people and NYSC member community organization (in the case of Nigeria) and rural women, rural artisans, handicrafts social entrepreneurs, indigenous people (in the case of India), all yelling out for policy changes and support for entrepreneurship. The linkage between poverty and unemployment is inevitable and a direct consequence of challenges facing entrepreneurship in Nigeria and India. Literature evidence suggests it may be dehumanizing not to have a job (Barnard, 2013). Lack of jobs would put Nigerian young people in a less competitive state (Porter, 2008). Entrepreneurship and/or additional business opportunities and free trade are the best and only ways leading to the prosperity of nations (Smith, 1776; Ricardo, 1817; Keynes, 1935; 1936; Schumpeter,1943;1951).

Conclusion

The findings reveal the enterprise sector as well as the social marketing approach appears to play a critical role in alleviating poverty across the world regardless of the global dichotomy between developed and developing or the first world as against third world boundaries. The findings pointed to more than 41 different and related entrepreneurial strategies/models that may be pertinent to and useful in different contexts of poverty alleviation concerning Nigeria and India in particular, but more broadly in developing countries across the globe from the perspective of young people and community organizations.

Both (entrepreneurship and social marketing strategies) collectively and separately contribute significantly towards economic growth and prosperity in any country positively impacting on improvement in the welfare and well-being of societies. It was also noted that their influence and usefulness may be limited to several macros and micro environmental factors that are prevalent. However, the extent to which they contribute to employability and income is not optimally justified, and hence it is difficult to ascertain or quantify or qualify or to provide the cogent answer to this fundamental research question - as to whether the collaboration of both concepts could be useful in eliminating cumulative poverty.

Nevertheless, there also major challenges: lack of management expertise, poor access to finances, poor infrastructural facilities, poor habits of entrepreneurs themselves, inconsistent government policy and bureaucracy, corruption of politicians and top government officials, environmental factors, lack of infrastructural faculties (water, electricity, access roads, and transportation systems, preservations systems, multiple taxes, and levies and regulations, lack of access to modern technologies, unfair competition, marketing problems and non-availability of raw materials locally). On the contrary, there are also plausible solutions: government support in start-up and expansion finance, marketing know-how including customer care, urgently and radical improvement infrastructural logistical facilities development, policy support, creating an enabling environment, and/or creating a conducive atmosphere for entrepreneurship to flourish.

The study argues entrepreneurship has huge potential in making significant contributions towards economic growth and development, productivity, and ultimately poverty reduction through industrial transformation across the globe, but more particularly in developing countries such as Nigeria, India, while these strategies may be limited to the extent to which they can be impactful.

Limitation of the study

Although this is a conceptual development paper, the analysis is based on empirical data that are linked to previous recent studies undertaken in India and Nigeria. Nevertheless, the substance of the subject-matter, crucially the insight being contributed makes it globally relevant. Additionally, this paper does not seek to discuss the broader theory of entrepreneurship, poverty, and social marketing as these have already been previously covered, although it may need to be contextualized for it to be more meaningful to the reader's perspective or context.

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Business plan for property business featuring sustainable high-performance micro-house concept in Indonesia

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Abstract— The high backlog in Indonesia has encouraged the Indonesian government to implement a large scale of house provision program. In recent years the prefabricated house has been considered as a better alternative for mass housing production such as for developers or government. Prefabricated houses offer faster construction duration, increase project efficiency, and reduce construction waste. On the one hand, the provision of housing supply also needs to pay more attention to environmental sustainability aspects, since climate change has become a global issue. This is also supported by the customer behavior shifting that make customers, who are mostly millennials, more interested in the sustainability aspect of a house. From this phenomenon, a start-up company named Rawhaus, a research-based Design, Engineering, and Construction, is trying to take a business opportunity which features a sustainable prefabricated high-performance micro house concept as new alternatives option in Indonesia.

The study aims to demonstrate that Rawhaus has a potential market in Indonesia. Several points of concern for this research are customer preference towards the products and what kind of

resource and capability to establish the company. The study also analyzes the business problems in establishing a design, engineering, and construction company. Several frameworks such as PESTEL and PORTER'S Five Factors and potential market analysis are used to evaluate external factors that become business issues in setting up this company. While company value chain analysis and the company cost structure are used to evaluate the business condition and the financial plan of the company.

The results of the pilot market research suggested that Prefabricated housing that features sustainable high-performance house concepts have a great potential in Indonesia since sustainability features and the minimalist concept offered by the company are the main factors that attract the potential customers. A sensitivity analysis and scenario analysis also conducted by the author to see how some factors affect the financial condition of the company. The result suggest that the company should be aware of any factors affecting changes on some key variables.

INTRODUCTION

CONSTRUCTION, real estate and property is one sector that the growth has been depressed by Covid-19 pandemic. The main factor causing those sectors to weaken was the delay of some construction projects, both infrastructure and property projects. Real Estate Indonesia (REI) mentioned that the property sector during the Covid-19 pandemic experienced a very sharp decline in all sectors. However, the decline was saved by the residential sub-sector such as landed housing (Mayasari, 2020). Thus, landed housing is an important market segment in Indonesia with millennials as a vital demand source.

As a consumer, Millennials are more eco-conscious than the previous generations that leads to an increase in demand for products that embrace purpose and sustainability (White, 2020). One important indicator that affects housing preferences is the green environmental features. According to BCG analysis Eco-friendly houses are one new dwelling type that has emerged to meet demand. Consumers tend to choose zero-waste design, carbon neutral, bioengineered and other innovative materials, and extensive use of new technologies to enhance sustainability (BCG, 2019). Consumers are willing to pay more to increase sustainability aspects of the building environment. (Mulyano,2020). Technology, smart homes and other sustainability concepts in a house are some features that could add value to housing products as a response to millennials' growing concern about health and wellness (Amelia, 2020). Moreover, according to a report "How COVID-19 Will Permanently Change Consumer Behaviour " conducted by Accenture (2020), COVID-19 has accelerated consumer behaviour trend in conscious consumption that cause consumers to prefer products with more sustainable options.

On the other hand, climate change has become a global issue and housing is one of the largest emitters of carbon because of the low standard of housing across the world. (Ashby, 2019). Building resilient and sustainable homes in communities and cities are becoming an integral part of the fight against climate change. Changes to house building techniques to support a lower and zero-carbon future and to reduce construction waste are becoming essential. Prefabricated construction (PC), with the characteristics of environmentally friendly, energy saving and high production efficiency, is attracting more and more attention as new building construction solutions. (Committee on Climate Change, 2019; United Nations, 2019).

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From those perspectives, it would be an opportunity to establish a startup which could feature sustainable prefabricated high-performance micro house concept as new alternatives option in Indonesia property market. Rawhaus is a research-based Design, Engineering, and Construction start-up company specialized in high performance prefabricated microhouse that want to capture those phenomena as an opportunity. The study aims to demonstrate that Rawhaus has a potential market in Indonesia.

Methodology

In order to craft a company's strategic business plan, it is important to develop a deep understanding of the business' current situation; from its external environment and its internal environment. Two external analysis tools will be used in this research are PESTLE analysis and Porter's Five Forces. The PESTEL analysis will be used to assess the six principal components of the macro-environment such as: Political, Economic, Social, Technological, Environmental, and Legal/Regulatory Forces. While Porter's Five Forces will be used for diagnosing the principal competitive pressures in a market. (Thompson, 2018). Value chain analysis will be used to assess the company's internal condition and competitive power of a resource or capability.

The author collected the primary data by conducting a market survey, together with the company, using a questionnaire through google form to know the customer's interest and preference towards sustainable prefabricated houses. This questionnaire is a technique to gather quantitative data. The questionnaire is divided into three sections: customer profile, customer behaviour and preference towards sustainable lifestyle and feature, and customer perception on the product price. The samples are 83 potential buyers or who are interested in Rawhaus' products. Another primary data has been collected by conducting Focus Group Discussion (FGD) with Rawhaus stakeholders. The objective of the data collection is to assess the general condition of the industry. A conceptual framework reflects the chronological process to meet the objective of the research. Figure 1 shows the conceptual framework diagram for this research:

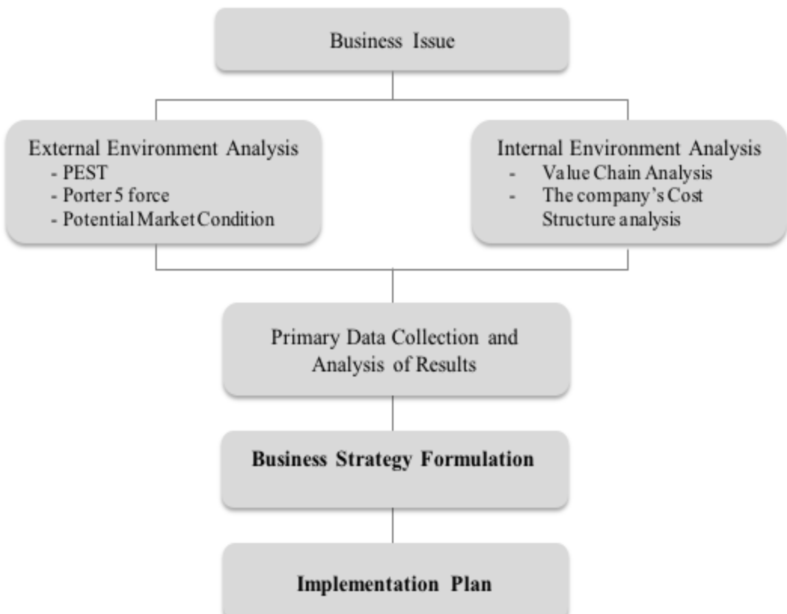

Figure 1 Conceptual Diagram

BUSINESS ISSUE EXPLORATION

External Factor Analysis

PESTLE Analysis

POLITICS

With the rapid population growth in Indonesia and limited space especially in urban areas, the need for housing has become crucial. Indonesia was experiencing a high number of backlogs, reaching 11.4 million houses in 2015 (BPS, 2015). These conditions encourage the Indonesian government to implement a large scale of house provision program. Moreover, due to the natural disasters such as earthquakes and tsunamis that hit several cities in Indonesia in 2018 and that displaced a lot of people, the need for housing or post-disaster facilities and infrastructure that can be built in several weeks. to foster the recovery process of the natural disaster, the Ministry of PUPR has used prefabricated housing technology called RISHA (Healthy, Modest, Instantaneous House). This government initiative has made the prefab construction industry in Indonesia better known and better accepted by the market. (Mordor Intelligence, 2020)

Moreover, Indonesia has committed to reduce its greenhouse emission by 26% in 2020. As one of the member states of the United Nations, Indonesia plays an active role in determining the goals of the Sustainable Development Goals which is further outlined in the Presidential Decree of the Republic of Indonesia Number 59 of 2017 concerning Implementation Sustainable Development. Thus, the relevant stakeholders need to pay more attention to the aspects of sustainability in housing development.

ECONOMIC

The modular construction market is expected to have significant growth between 2020 to 2026 due rapid population growth, urbanization and increasing industrialization in developing countries. The modular process of building transforms the entire construction industry since they are more efficient and can be completed 30-50% faster than traditional construction methods. It is expected that during 2020-2026, The Prefabricated Building Market in Indonesia will grow at a compound annual growth rate (CAGR) of approximately 4.5% with the private housing and public housing project and demand for low to mid rise residential building as the main drivers (Mordor Intelligence, 2020). In terms of the residential property market, based on a residential property survey by Bank Indonesia, residential property sales during the pandemic situation rebounded in the second quarter of 2020 with small residence as the main driver of the gains.

SOCIAL

With the rising demand for housing while the space is limited especially in urban areas, people are looking for affordable housing. Prefabricated housing could increase efficiency in the project cycle, reduce construction waste and offer faster delivery that result in more efficiency in production cost and more affordable product. Moreover, with the rising consumer preference on environmentally friendly housing and responsible construction process, prefabricated construction will have opportunities to grow. In addition, there is a demographic change in our society which is shrinking in family sizes. According to Badan Pusat Statistik (BPS) Indonesia, the average number of household members in Indonesia is 3.9 people per household, decreasing around 3% over the past ten years (2005-2015). It is estimated that 43% of households worldwide will consist of just one or two people, that increase interest for smaller living spaces by 2030. (BCG, 2019)

TECHNOLOGICAL

With a more digitized economy system accelerated by a pandemic situation, the customer preferences in a house are shifting. The rising trends of internet usage has resulted in increasing interest in remote working and smart home systems. From the supply side, technology revolution such as integrating innovations in the construction process has reshaped the housing selections. The modular & prefabricated construction market is getting more attention and investment due to the adoption of new technologies by market players. Prefabricated construction will speed up the process by allowing simultaneous work both onsite and offsite. Prefabricated construction also reduces the cost during the construction process, increases project efficiency, and helps achieve economies of scale, since traditional onsite construction needs more manpower. The modularity in prefabricated houses is also ideal for repetitive projects such as housing clusters. Thus, the modular construction is considered as a better alternative for mass housing production such as for developers or government

ENVIRONMENTAL

Climate change has become a global issue and housing projects using traditional methods is one of the major contributors of carbon emitters (Ashby, 2019). Hence, it is essential to build resilient and sustainable houses in communities as a step to fight against climate change. Prefabricated construction is anticipated to gain more popularity as new building construction solutions due to their eco-friendliness, energy-saving characteristics, and efficient production cost benefits (Liu, 2020).

PORTER 5 FORCE

The Porter's five forces model identifies five competitive forces that shape every industry and market, in order to demonstrate the competitive landscape intensity that also can help to determine profitability and attractivity of the industry. The objective of the growth strategy should be to adapt to these competitive forces in a manner that may improve the position of the organization

COMPETITIVE LANSCAPE

The market is quite competitive and fragmented with several key players. It is estimated that the prefabricated house market will grow during 2020-2026 due to increased investment in mass housing construction by government and several other factors that drive the market demand. The prefabricated building system has the advantage of increasing construction efficiency. This is also what drives prefabricated and modular buildings to become increasingly popular in the next two years. Major players involved in the modular & prefabricated construction market are Modular by PT Wijaya Karya Bangunan Gedung, PT Sanwa Prefab Technology, and Prefab House by Bakrie Building Industry.

BARGAINING POWER OF SUPPLIERS

The prefabricated houses need some suppliers that have to cover a wide range of capabilities such as architecture or housing design, engineering and construction, also project planning and execution Moreover, there are several materials and features suppliers that support the Design company with the concept of Sustainable Prefabricated High-performance Micro House Concept such as: building material (wall, roof, steel and iron), sustainability features (water filter system, bio septic tank or bio gas, solar panel and battery, and home waste management system).

Sustainable and recycled building materials are key features that makes the micro house the company offers more unique than conventional houses. Based on the interview with the company, currently, recycled Styrofoam/EPS (Expanded Polystyrene) is used as the main material for walls and roofs. However, there are very few suppliers of this product and currently, Rawhaus has only one exclusive partnership with the supplier. In selecting suppliers for main building material, Rawhaus will choose based on the experience and environmental commitment of the company as well as the products. While for other materials such as wood, steel, iron, and concrete available in many suppliers. Moreover, the supply of skillful workers is also one thing that is needed to deliver a good quality of the product. Those conditions make supplier power relatively moderate to high.

BARGAINING POWER BUYERS

The high number of housing backlog means the demand for houses is high. When the supply of housing cannot keep up the demand, Customers have limited power to affect price. Customers tend to seek the highest quality or best features with the lowest price. However, the company offers a unique product that differentiate with the competitors, the buyers would also find it difficult to integrate backward in the supply chain that makes the bargaining power of buyers low. On the other hand, the customers would find it easy to switch from the products that the company offers to more conventional products

THREAT OF NEW ENTRY

Since a house is considered to have a high investment cost, customers prefer more recognized brands or developers. Thus, one of the greatest barriers to entry prefab housing market is the experience curve. The experience curve is a combination of elements such as economies of scale, the learning curve of labor, and capital labour substitution (Porter,1979). As a new player in the market, it is important to develop and demonstrate good quality and reliability to build up a positive market perception

THREATS OF SUBSTITUTION

The threat for this business is selection of building method and material (conventional houses) and house type. The majority of single residential houses in Indonesia are built using brick or light brick with concrete structure. Since Rawhaus offer new kind of concept, customers are still not aware of the products offered and have a tendency to use conventional products that make the threats of substitution is medium.

POTENTIAL MARKET SIZE

Based on Green Buildings Market Intelligence Indonesia Profile conducted by IFC and Georgetown University McDonough School of Business, approximately the total size of Indonesia's Residential market to be 2.300.000 units through year 2018-2025 assuming 15% or nearly 345.000 units of green residential market. The residential market is divided into 2 categories: Multi-Residential Unit (40%) and Single-family detached unit (60%).

Internal factor analysis

Understanding internal conditions should give a company more competitive advantage and make it harder for competitors to imitate the company's value. Author will analyse the internal environment using company value chain tools and identifying the company's cost structure.

VALUE CHAIN ANALYSIS

A company value chain identifies the primary activities and support activities of the company that affect the company's cost structure and creates value for customers. (Thompson, 2013) Analysing each step of the value chain could help figuring out reducing the company's costs or maximizing the resources to gain more revenue. The primary activities of the firm include: supply chain management (design and engineering, purchasing material and components), production (modul manufacturing), outbound logistics (prefabricated modul delivery), sales and marketing (branding, advertising and promotion), and service (on-site constructing and monitoring and quality control). While supporting activities of the firm include: General Administration and Product R&D. Profit margin will be gained from the production of building modul and construction of the home.

Currently, to enter the market and get a foothold in the Indonesian market while minimizing the company risk, Rawhaus is partnering with prefabricated and recycled building materials suppliers to manufacture the building materials and existing contractors to build the house. Rawhaus involvement is for designing and planning, managing, and supervising the construction, coordinating material procurement and subcontractors, ensuring the quality of the product as well as project execution and delivery within time and budget.

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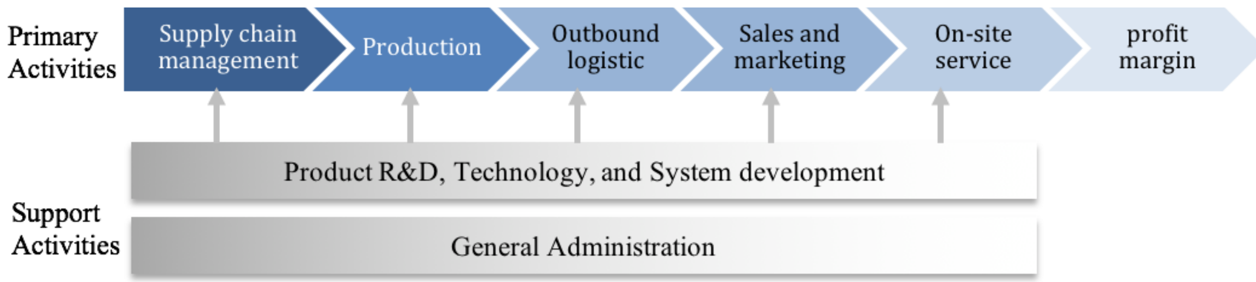

Figure 2 Value Chain Diagram

COMPANY COST STRUCTURE

CAPITAL EXPENDITURE

The company will initially require some amount of capital to set up the physical presence of the business. This includes securing an office, furniture, utilities, computers, legal and other initial costs of getting the business running. The company would require a great up-front capital expenditure for acquiring a warehouse. The warehouse or factory is needed for material and modular research also for modular home production to increase the value proposition of the company

CONSTRUCTION (COSTS OF GOODS SOLD, OR COGS)

The cost drivers of this process are order size of the materials, average value of purchases per suppliers, and level of quality targets. The cost for transporting prefabricated material and modul to site will be charged to the customer based on the location. The house construction price per year will increase by 5%, following the trend of the average price per unit of house construction by Perum Perumnas (BPS,2019)

GENERAL & ADMINISTRATIVE COSTS

The General & administrative cost covers all of the overhead cost such as salary. According to the National Association of Home Builders (NAHB) survey, the overhead and administrative costs for the average home were 7% of the selling price. However, within the first two years it is estimated that G&A cost will be 10% of sales revenues due to the low volume of sales that is expected

SALES&MARKETING COST

The company revenue model estimates that marketing costs will be 2% of the selling price of homes. The sales and marketing cost include social media or web hosting, advertising and promotion, and also company and product branding

R&D COST

Since it is a research-based company, the company will allocate some budget to develop new material and house modules. Research, design, and development of the prototype is needed to maintain the quality of the house and meet the specification of sustainable building certification. The company will allocate 5% of the revenue for the first 10 years. This R&D cost will occur every year and will increase as much as inflation rate

Results and discussion

MARKETING STATEGY

SEGMENTING, TARGETING, POSITIONING STRATEGY

SEGMENTING

Market segment consists of a group of customers who have a similar set of needs and wants. (Kotler, 2011). Based on the questionnaire result, the demographic customer segment for PT. Rawhaus covers an age cluster of <25 years, 25-30 years old, 31-35 years old, and >40 years old. The respondents are dominated by millennials with 45.8% of the respondents ranging between 26-30 years old, followed by the age group of 31-36 years (16,9%). As for the marital status, it is almost equally balanced with 54.2% respondents are single and 45.8% are married. Of the 38 respondents who are married, 29 of them have children

The questioner clustered the average monthly income of the potential customer from less than 5 million rupiah, 5-10 million rupiah, 10-15 million rupiah, 15-20 million rupiah, until more than 20 million rupiah. Based on the respondent survey, various occupational status can be served by the company. 22% of the respondent are private company's employees, 15% are entrepreneurs, 13% of the respondent are master / college students, 7% of the respondent are housewives and the rest vary from lecturer, freelance, state own enterprise employee, and consultant

The segmentation also considers the psychographic aspects. In the questionnaire, the author asked about the sustainable lifestyle to understand more about customers' interest in sustainability aspects. Based on the survey, there is a high interest in minimalist lifestyle, from 1 to 6 (1 describes very uninterested, uninterested, slightly uninterested, slightly interested, interested, very interested) 57.6% of the respondent are very interested in minimalist lifestyle followed by 29.4% respondents are interested with minimalist lifestyle, only 3,5% of the respondent are slightly uninterested with minimalist lifestyle.

The high interest in sustainable lifestyle also shown with more than 68% of the respondents are very interested in managing and recycling their waste, reducing single use plastic, and recycling waste. The survey result also shows there is a high interest in rainwater harvesting system and water filtration system as part of sustainability aspects of the house. Moreover, for the sustainability features such as rain water harvesting and water filter, the response dominated with very interested and followed by interested in those features. Most respondents are also interested in urban farming and farm-to-table activity, composting waste, using bio pore that indicates there is a need in facilities and space to support a sustainable lifestyle.

When the author asked about challenges or obstacles for the customer to live a sustainable lifestyle in the daily life, such as sorting and reducing waste or composting, 71,8% of the respondents said they don't have the facilities to support the lifestyle, 41,2% are respond with there is no space to support the lifestyle and 32,9% respond that lack of information on how to live a sustainable lifestyle as their obstacle to live a sustainable lifestyle.

TARGETING

Market targeting is a process determining which segment of buyers that share common characteristics that should be catered by the company (Kotler and Armstrong, 2013). Based on the segmentation analysis that has been done in the previous section. The product will be aimed for married or single customers within the age between 26 to 40 years old which mostly are millennials. Rawhaus targeting the product for a niche end-user market who make up an underserved segmented market for more eco-friendly house options. The target market can be defined as well-educated, eco-conscious and mindful individuals who desire to respect the environment and preserve for the future.and want to promote sustainable and minimalist lifestyle.

POSITIONING

Product positioning involves formulating a distinctive competitive advantage of the product relative to the competitors and how it will be placed in customer's perception (Kotler,2016). Rawhaus describes its company as a design, engineering, and construction industry, specifically in a modular building. Rawhaus will position itself as a sustainable housing provider that can offer lower environmental impact with integrated waste management system and a minimalist yet attractive design as compared to the other prefabricated house builders. The unique positioning that Rawhaus offers will attract environmentally conscious customers. Rawhaus will be a first-mover of sustainable microhouse in the South East Asian market, especially in the Indonesia market. Most of the competitors offer less price than Rawhaus, however they don't provide integrated sustainability features for the house. Thus, Rawhaus strategy is delivering high performance with integrated sustainability aspects in the product at a premium price.

Marketing Mix Strategy (Product, Price, Place, Promotion/ 4P)

Product

The company offer prefabricated microhouse with sustainability concept that can reduce environmental impact from all building life-cycle; material selection (reclaimed material or recycled material), construction life-cycle (modular and prefabricated material), building efficiency (micro-house), to the after service for the customer (it has some features to support a sustainable lifestyle for the user). Rawhaus offer unconventional building methods and unit size.

This value will increase efficiency both in the construction and the lifestyle of the customer. Even though the houses are made from recycled materials, it is more durable, earthquake resistant, and fire retardant. Moreover, it offers integrated waste management features with simple and minimalist design. These concepts are essential to be included as the main value proposition to the product since according to the survey conducted by the Author and the company, sustainable concept, integrated features, and minimalist design are the most frequent aspects that attract the potential customer to Rawhaus product.

Pricing

Rawhaus is using mark-up pricing method to determine the product price. Mark up pricing is a method to determine the product price by calculating the production unit cost added by a standard amount for profit. Based on the prototype cost, Rawhaus one module of Rawhaus will be sold at Rp180.000.000. As a first-mover Rawhaus can gain advantage to employ penetration pricing. With a clear product differentiation and value that Rawhaus' offer, the company can set premium pricing that customers still find appealing. According to the survey conducted by Author and the company, 54% of the respondents said that the price is quite expensive and they are considering buying the product with that price, 30% of the respondent considered that Rp 180.000.000 is a reasonable price and they are willing to buy the product, while 13% of the respondent said that the price tend to be affordable for the features offered and the potential long-term savings due to the features offered. Only 1% of the respondents considered that the price is very expensive and don't want to buy the product with that price while 4% of the respondents cannot estimate the fair price due to lack of product knowledge.

Place

This element of the marketing mix describes the location where the products/service are sold and where the customer can access it. In the early stage, PT Rawhaus will focus on serving customers in Jabodetabek and West Java area since the majority of the potential customer lives in Jabodetabek and West Java Area. The company started the business in Bandung with the warehousing facilities as well as some of the key suppliers or partners also operating in Bandung Regency. While for the marketing channel, Rawhaus uses online marketing tools such as websites and social media for the customer to get information and to make a pre order

Promotion

As Rawhaus offers a brand-new kind of product, the promotion activity to build brand awareness and market education is important. Advertising through online social media or digital advertising networks is the key promotion strategy to reach the target customer. As for the offline promotion activity, Rawhaus will participate in the architectural event or exhibition to increase awareness. Participating in a prestigious architectural or business competition also can help Rawhaus increase brand recognition. The company also will undertake various public relation activities such as engage local media partners to conduct press releases, video documentary, or exclusive interviews, as well as approach key opinion leaders to visit the prototype and review the house to help the diffusion of the product to the market. This effort will boost the promotional activity, establish brand image, and build brand trust.

Financial Analysis

CAPITAL BUDGETING ANALYSIS

A Financial Plan evaluates the current company's financial situation to predict future financial expectation in order to determine the most appropriate way to use the resources and to maximize the return of investment and achieve the company's strategic goals (Grozdanovska, 2017). In this section the author evaluates potential major projects or investments using capital budgeting analysis intended to achieve a firm goal of maximizing shareholder's wealth. There are several methods of capital budgeting techniques to analyze the investment such as Net Present Value (NPV), Internal Rate Returns (IRR), and payback period. These capital budgeting parameters can be obtained by by discounting the cash flow of the company as the present value of its expected free cash flows with the cost of capital. By discounting the FCFF using WACC (26%) that had been calculated as the discount rate, it can obtain the result of project feasibility based on the important criteria as shown in Table I.

TABLE I

CAPITAL BUDGETING ANALYSIS

Criteria	Result	Decision
NPV	Rp 7.644.507.972	The business is feasible because NPV is positive and IRR is larger than WACC
Payback Period	7 years	
Profitability Index	22,8	
IRR	49%	

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SENSITIVITY ANALYSIS

Sensitivity Analysis is a step to analyze the effect of changes in the value of key parameters such as inflation rate, long-term debt interest rate, direct labor cost. The function is to search the parameters that have the biggest impact on the NPV of the project. A tornado chart is used in the sensitivity analysis to plot a summary of the degree of influence each input variable has on the amount of uncertainty of an NPV. Figure 3 shows the input variables that are ordered from top-down according to the degree of how 20% upswing and downswing would affect the NPV they have to the project NPV. Based on the tornado chart, the quantity sold realization, price per unit realization, direct material for product, direct labor cost, and inflation rate fluctuation has significant impact on the project NPV.

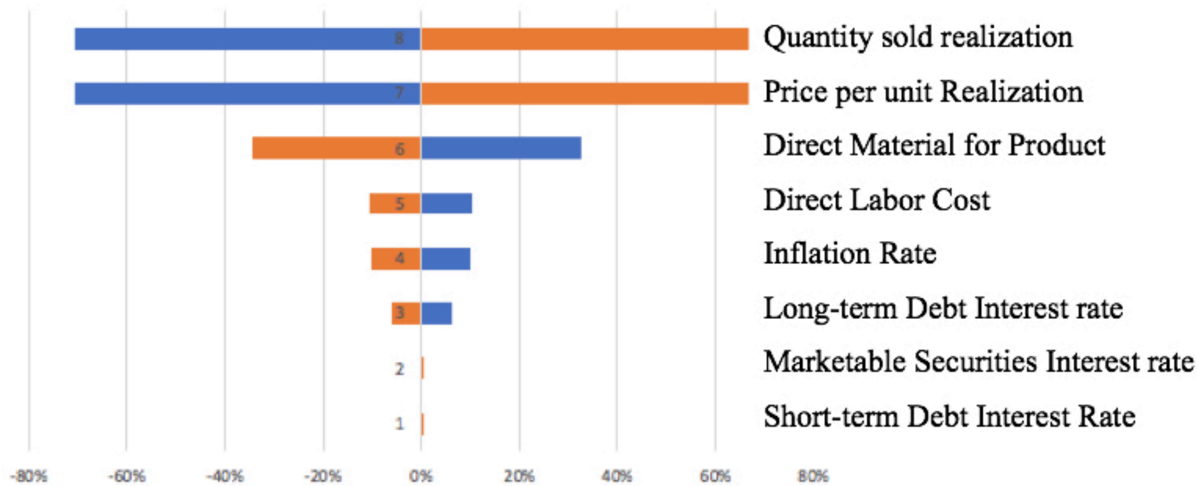

Figure 3 Tornado Chart for Sensitivity Analysis

Conclusion

Prefabricated housing that features sustainable high-performance house concepts have a great potential in Indonesia. The studies on external environment using PESTLE analysis has discovered that the government has started to develop prefabricated houses as a solution for the housing backlog in Indonesia as well as for post-disaster housing needs. From social and environmental factors, there is a customer behavior shifting whereas the biggest target market, millennials, are more aware with sustainability issues that drives the demand of sustainable housing. Market size of the green residential market is projected 345.000 units through 2025. This supports the growth of the Prefabricated Building Market in Indonesia, which is expected to rise approximately 4.5% (at a compound annual growth rate) during 2020-2026. Thus, Rawhaus, that offers sustainable-prefabricated houses, has the potential to develop its products in the Indonesian market.

According to the market survey conducted by the author and the company, sustainability features and the minimalist concept offered by the company are the main factors that attract the potential customers. Based on cost plus pricing strategy, one-unit rawhaus with full features will be sold at a price Rp 180.000.000. Within this price, Rawhaus offers the most competitive advantage especially in sustainability aspects. This shapes the product position to premium market for the niche market.

To determine the potential gain or loss of the company, financial plan analysis is conducted. The base case scenario yields a positive NPV of Rp 7.644.507.972, with the IRR is 49%, 7 years payback period, and the profitability index is 22,8. This calculation shows that building a warehouse to run the business is feasible because it has a positive NPV and value of IRR that is greater than cost of equity. Thus, the business has a great chance to gain a good return. However, based on the sensitivity analysis, the business should be aware of any factors affecting changes on some key variables such as quantity sold and price per unit realization, direct material cost for production, direct labor cost, and inflation rate.

IMPLICATION

The best business level strategy for a company that offers prefabricated housing products with sustainable features is differentiation strategy which focuses on delivering high performance housing with integrated sustainability aspects to eco-conscious customers. This differentiation strategy allows the company to market the product at a premium price. In order to sustain, this company needs to demonstrate and maintain good quality and reliability to build up a positive market perception and achieve economies of scale that could become a barrier to entry. Marketing efforts are needed to increase market education and awareness about the product that offer new concepts in the market as the threat for the substitution of building methods and material (conventional houses) is moderate. By increasing a customer product's knowledge and awareness, the company could gain a more accurate perceive of the fair price of the product and capture bigger market share.

LIMITATION AND FUTURE RESEARCH

During the study process the study population is still limited since it is a relatively new concept. The author proceeded to collect the data from potential customers and academicians. With the limited product understanding from potential customers, the study on fair price perceived by customers is still limited to the price range. For future research, the fix price can be retested after a product sales transaction has been made. Moreover, price sensitivity measurement depending on brand awareness could be researched in the future.

This study only uncovers the level of customer interest in the sustainability features offered by the company as well as a sustainable or minimalist lifestyle, as supporting data for the company to generate the business model. Further research can be conducted to find out what factors or features most influenced the customer to choose this product and also to find out the relationship between customer's awareness about the brand and sustainability aspects with the price perceived by the customer.

The financial plan section only projects the financial condition of the company for the next ten years and also to analyze the feasibility to build a warehouse in order to make the business run. Future research can be conducted to ensure continuous growth in company value while maintaining good cash flow, to analyze risks and calculate company valuation.

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Reducing entrepreneurial fear of failure through mindfulness

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ABSTRACT

Purpose: The study inspects mindfulness practices to reduce entrepreneurial fear of failure and further test the mediation effect of positive reappraisal between mindfulness and entrepreneurial fear of failure.

Design: Startup entrepreneurs registered with incubators were targeted through email, explaining the concept and importance of mindfulness. The participants were administered mindfulness program short version for 7 days by a trained instructor. Data was collected pre- and post-mindfulness intervention to examine the proposed model.

Findings: Entrepreneurial fear could be reduced by practicing mindfulness, further, it also proved that positive reappraisal partially mediates the relationship between mindfulness and entrepreneurial fear of failure. The study proved that through practice of mindfulness an entrepreneur can overcome the fear of failure and pursue the entrepreneurial activity to become a successful entrepreneur.

Originality: The study explored untouched aspect of reducing the fear of failure through mindfulness-based intervention and contributes to the entrepreneurial literature.

INTRODUCTION

The changing paradigm of business environment is characterized by fluctuating economic growth, rapid technological changes, and recession, lead policymakers, governments across the globe to emphasize on self-employment and entrepreneurship (ILO, 2011). Entrepreneurs are known to recognize and exploit new opportunities. Globally, entrepreneurship is considered as a shared concern (Degeroge, 2016) due to increased entrepreneurial activities, educational programs (Bechard & Gregorie, 2009; Boyles, 2012; Kakouris, 2015) and as a means to create new business and jobs (Boissin, 2013). Failure looms over enterprises and more often a new venture end as a failure (Mitchell, 2011). Inevitably there is increased interest among researchers to examine the aspects of entrepreneurial failure (Baron, 2011; Pretorius, 2011; Cacciotti,2015) over success. Prior studies have tested entrepreneurial success with personality (Thornton, 2011), career and contextual variables (Gorgievski, 2016). Previous work defined fear of failure as an appraisal to threats in evaluative conditions with potential of failure (Conroy, 2001). Such conditions lead to affective state and cognitive beliefs that aversive impact of failure and trigger different behavioral mechanisms (Gray, 1971) like treating threat aggressively or to avoid threat (Gary, 1971). One study based on the motivational perspective study stated that fear of failure propagates entrepreneurial actions (Mitchell, 2011). Although prior research examined the impact of fear of failure (Vaillant & Lafuente, 2007) on entrepreneurship using various perspectives, definitions, and construct but the question to reduce the fear of failure need to be examined. Fear of failure trigger negative emotions (Shepherd, 2003) and lead to a downward spiral (Weitzel & Jonsson,1991). As the fear of failure had a distinction consequence on entrepreneurial actions, it is unclear whether it will lead to successful entrepreneurship (Mitchell, 2011). The theory of successful intelligence contends for equilibrium among diverse cognitive abilities for progressive entrepreneurs (Sternberg, 2004). Based on broaden and build theory, through mindfulness practice an entrepreneur can engender a broader state of awareness, reduces ruminative negative thoughts (Jain, et al., 2007) and produce positive coping strategies like positive reappraisal (Garland, 2007; 2009;2010), an adaptive process of reconstructing stressful events like fear of failure into benign meaningful and beneficial. Mindfulness will broaden the awareness of the entrepreneur and develop a balanced state that will lead to successful entrepreneurship by reducing the fear of failure. With this research, we want to prove that fear of failure will reduce through positive reappraisal behavioral coping mechanism through mindfulness. With the aforesaid drawbacks, we propose that mindfulness practice will reduce entrepreneurial fear of failure, and further test mediation effect of positive reappraisal between mindfulness and entrepreneurial fear of failure.

THEORETICAL BACKGROUND

Entrepreneurial Fear of Failure

Based on the theory of planned behavior (Ajzen,1991) explained entrepreneurial activity as the behavior of an individual is preceded by intention, more the intention of an individual to engage in specific behavior is strong and it is more likely that individual will indulge in such behavior(Ajzen, Joyces, Sheikh, & Gilbert, 2011). The crux of the theory is that intentions predict the behavior provided that individual can voluntarily control his or her behavior (Aliouat, & Ben Cheikh, 2009). Some researchers have focused on individual will, freedom, and state of mind (Bruyat, 1993). Entrepreneurial failure literature defines it as “a psychological state that inhibits entrepreneurial behavior and acts as a barrier to entrepreneurship” (Shepherd, 2003; Bosma et al, 2007). Failure in new business is inevitable, complex (Pretorius, 2009) and consequences negatively affect people associated with it including the entrepreneur and the employees. Failure cannot be isolated (Fredland, 1978) and the resultant causes could be identified (Charitou, 2004). One of the study recognized four types of failures first failure is failure at the top management and it is mainly associated with leadership, second reason was due to internal factors, such as internal managers unable to respond to external changes, third reason for failure was due to the mismanagement of finance, and the last failure due to issues in operations (Longenecker, Simonetti, and Sharkey (1999). Study on influence of gender and academic on entrepreneurial intentions were also studied abundantly (Chenji K 2020; Sode R 2018). Similarly, Boyle and Desai (1991) identified internal, external, administrative and strategic causes of failure in small new business firms. D'Aveni (1989) found a vicious circle pattern between managerial and strategic issues for the decline of business. Lorange and Nelson identified entrapment, self-deception, hierarchy orientation, the rigidity of culture, conformity and acceptance desire and over emphasis on consensus and compromise as leading factors for entrepreneurial failure. Failure in entrepreneurship was found to be a downward spiral of debility and reported different stages of decline. The stage one is blinded, second stage is inaction, third stage is faulty action, fourth is implementation crises, and the final stage of dissolution (Weitzel & Jonsson; 1991). As explained the blind state is characterized by tendency of organization towards early stages of decline is blind as it identifies the need for change, no actions are taken to retrieve from decline, the third state the organizations takes actions that are inappropriate, fourth state organization reaches a point of crises and the last state is of dissolving the organization. Richardson, Nwankwo, and Richardson (1994) typology identified tadpoles as entrepreneurs experiencing start-up failures. And such failures are accompanied by negative emotions (Shepherd, 2003) and found that such emotions excite search processes, adaptation, and learning. Cope (2003) emphasize on crises as a prerequisite for learning and adaptation to such negative events of failure. Krueger (2007) postulated that profound beliefs regulate the mental structure of an entrepreneur. Fear of failure is one such factor that determines the success or failure and gained interest of social, behavioral scientists (Conroy, 2001) as it is related to the capability of a person to accomplish a meaningful goal when one fails in performance. Conroy (2001) defined it as an appraisal to threats in aversive consequence of failing or not succeeding. In entrepreneurial literature fear of failure is investigated as an hindrance to entrepreneurial behavior and entrepreneurship (Bosma et al., 2007) but contrary some researchers proved it as motivating aspect during entrepreneurial action (Mitchell and Shepherd, 2011). Prior research on entrepreneurial motivation examined another aspect like the need for achievement, optimism, passion, and self-efficacy in promoting entrepreneurial behavior (Frese & Gielnik, 2014). As researchers emphasized to search the motivational aspect of fear of failure in entrepreneurial research (Frese & Gielnik, 2014; Mitchell & Shepherd, 2011) we postulate that with mindfulness upward spiral process (Garland, 2007, 2009, 2010) we can reduce the downward spiral process of fear of failure (Weitzel & Jonsson, 1991).

Mindfulness and Positive Reappraisal

Mindfulness is a positive multidimensional psychological construct that emphasizes on practicing meditation as an intervention involving recurrent engagement of attention onto an object simultaneously recognizing and letting it go of distractive emotions and thoughts. Mindfulness is researched as a state as well as a trait. In the state of mindfulness individual pays attention to the current moment without being judgmental, “it is metacognitive monitoring of moment-by-moment cognition, perceptions, sensation, and emotion without fixation on thoughts of past and future” (Kabat-Zinn, 1982; Garland, 2007). On the other side, trait mindfulness is being aware of nonjudgmentally in everyday life. Researchers have established a reduction in stress, pain, depression by practicing mindfulness meditation (Bear, 2003; Bear et al., 2006). Mindfulness meditation harvests positive mood and consequently reduces ruminative thoughts and intermediates the therapeutic result on distress and stress ((Jain, et al., 2007). Mindfulness research has focused on the therapeutic effect on maladaptive coping processes rather than positive coping strategies (Garland, 2007, 2010). One such positive coping strategy that needs to be examined is positive reappraisal. In stress full situations like entrepreneurial fear of failure, positive reappraisal could be an effective adaptive coping strategy that will help an entrepreneur to reduce the fear of failure. Garlands et al. (2009) mindful coping model explains how an individual can re-construct an appraisal of an event into positive appraisal by withdrawing and disengaging from negative appraisal through the transient metacognitive state mindfulness that weakens semantic assessments related with the occasion. In a specified state of entrepreneurial fear of failure characterized as a stressful event that exceeds the entrepreneur's capability, an entrepreneur may start an adaptive process by decentering stressful appraisal through mindfulness meditation, that helps to reach a state of mindful awareness without being judgemental, the broadened state of awareness and increased cognition will help entrepreneur to reappraise the current situation and redefine it as a meaningful or beneficial event thereby promoting experience of positive emotions. This state of broadened awareness leads to positive reappraisal, which is well-defined as an “adaptive process through which stressful events are reconstructed as being beneficial and meaningful” (Garland, 2007, 2010). As explained in broaden- and –build theory, mindfulness leads to positive reappraisal and vice-versa, and both together lead to an upward spiral (Fredrickson, 2004; Garland et al. 2010), a cognitive-emotional system which could encounter self-damaging effect caused due to the trigger of negative emotions arising out of fear of failure.

Hypothesis 1. Mindfulness is related with entrepreneurial fear of failure negatively.

Hypothesis2. Mindfulness is related with positive reappraisal positively.

Hypothesis 3. Positive reappraisal is negatively related with entrepreneurial fear of failure.

Hypothesis4. Positve reappraisal mediates the association between mindfulness and fear of failure.

METHODS

Procedure

Startup entrepreneurs registered with incubators were targeted through email, explaining the concept and importance of mindfulness and the free self-administered mindfulness program that will help these entrepreneurs to be mindful. As most of the mindfulness programs focus on meditation, nonjudgemental awareness, body scanning, attention focused (Kabat-Zinn, 2003). Similar abbreviated mindfulness program MBSR-Id, wherein the participants have to commit for 1- 2.5 hours for a weekly meeting and 20 minutes of meditation for 7 days to take part in the study. The entrepreneurship who voluntarily shown interest and replied were asked to meet for weekly meet during the lunch break within the incubator and for meditation, they were supplied with videos through WhatsApp. MBSR-Id programs are in align with the original construct of mindfulness as conceived by Kabat-Zinn and make it adaptable to changing the work environment.Trained instructor on mindfulness carried out the weekly discussion and provided with videos to the participants and also administered the survey questionnaire. Participants were guaranteed of the anonymity and privacy of the information. Data was collected pre and post by the program instructor.

Measurements

Mindfulness

Feldman, Hayes, Kumar, Greeson, and Laurenceau, (2007) scale of 10 items on a four point score of 1 being rarely or not at al to 4 being almost always was used to assess the mindfulness. An item from the scale include, “I can usually describe how I feel at the moment in considrable details”. The cummulative scores determine the level of mindfulness. The goodness-of-fit indexes were: χ^2=95.5, *df = 25,* RMSEA = 0.09, CFI = 0.93, GFI = 0.95 and item loading range from .45 to .98. internal consistency was 0.87 and the corrected item-total ranged from 0.35 to 0.70.

Postive reappraisal

Cognitive Emotion Regulation Questionnaire (CERQ; Garnefski, Kraaij, Spinhoven, 2001) subsclae was used to measure positive reappraisal and an item from measuring the variable include “I think I can learn something from the situation”. The goodness-of-fit indexes were: χ^2=85.5, *df = 20,* RMSEA = 0.08, CFI = 0.91, GFI = 0.90. The cronbach’s alpha for internal consistency coefficient was .89 and test-retest reliability was 0.81.

Entrepreneurial fear of failure

Cacciotti et al., (2016) developed a scale consisting seven dimensions to measure entrepreneurial fear of failure and an item measuring one of the dimensions include “loss or potential loss of money and savings”. The goodness-of-fit indexes were: χ^2=15.5, *df = 9,* RMSEA = 0.07, CFI = 0.89, GFI = 0.98. Cronbach’s alpha was .79 and test-retest reliability coefficient was .75.

Analysis

To examine the change in mindfulness, positive reappraisal and entrepreneurial fear of failure over time, paired *t* test was carried out and to test hypotheseses 1, 2, 3 correlations test was performed and to test the mediation effect Baron and Kenny's (1986) recommendations were followed using SPSS 20.0.

RESULTS

Paired t-test

Pre-post analysis of change in variables over the 7-days mindfulness intervention on entreprenuers at incubator. There is significant change in mindfulness $t = 19.99$, $p < 0.001$, so as positive reappraisal $t = 8.98$, $p < 0.001$ and entrepreneurial fear of failure had significantly decreased $t = -10.99$, $p < 0.001$ (see Table 1).

Table 1 Pre-post analysis results

a	Pre M (SE)	Post M (SE)	*t* Value
Mindfulness	100.69 (1.54)	120.15 (1.16)	19.99***
Postive reappraisal	14.35 (0.18)	16.98 (0.20)	8.98***
Entrepreneurial fear of failure	25.89 (0.40)	22.35 (0.31)	-10.99***

a Analysis conducted on data imputed
SE is standard error
*p<0.05,**p<0.01, ***p<0.001

Correlation analysis

Table 2 depicts results of correlations. Intercorrelations of the variables of the study indicate that mindfulness was related negatively to entrepreneurial fear of failure (r = - 0.37) and to positive reappraisal ((r = - 0.67). The association between mindfulness and positive reappraisal was positively significant (r = 57).

Table 2 Correlation Matrix

Variables	1	2	3
1.Mindfulness			
2.Positive reappraisal	0.57**		
3. Entrepreneurial fear of failure	-0.37	-0.67***	

*p<0.05,**p<0.01, ***p<0.001

Mediation analysis

Recommendations by Barron and Kenney (1986) to first test significant relationship between predictor and outcome variable i.e. change in mindfulness predicted change in entrepreneurial fear of failure β = - 0.29, p<0.001. Second was significant relatsionship between predictor and mediator i.e. change in mindfulness significantly predicted change in positive reappraisal β = 0.59, p<0.001. For the third step was to check porposed mediator's relationship with the outcome variable i.e. change in positive reappraisal predicts entrepreneurial fear of failure, β = - 0.21, p<0.05. At last, the relation between change in mindfulness and entrepreneurial fear of failure was reduced by introduction of mediator i.e. change in positive reappraisal, the relation was

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significant β = - 0.19, p<0.001, indicating partial mediation of positive reappraisal between mindfulness and entrepreneurial fear of failure. The results are depicted in Figure 1.

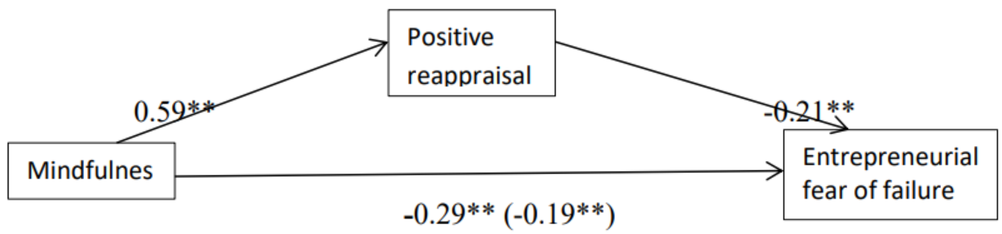

Fig 1. Standard regression coefficients depict the mediated relationship of positive reappraisal between mindfulness with entrepreneurial fear of failure.

DISCUSSION

Entrepreneurial fear of failure had a differential effect of hindrance and motivation, with this paper we demonstrated that entrepreneurial fear of failure can be reduced by the practice of mindfulness. By engaging entrepreneurs in MSBR Id practice for 7 days focused on meditation, nonjudgmental awareness, body scanning, attention focus (Kabat-Zinn, 2003) will lead to positive reappraisal (Fredrickson, 2004). Mindful coping model (Garlands et al., 2009) postulated that an individual re-construct a negative appraisal into positive by disengaging from negative appraisal arising out of an event, thereby developing a positive coping mechanism and proved to be used upward spiral process (Sode R 2019). The broadened state of mindful awareness reappraises the situation by being non-reactive and non-judgmental and redefining the even as beneficial that promotes positive emotions. This broadened state of awareness leads to

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positive reappraisal, which is defined as an "adaptive process through which stressful events are reconstructed as being beneficial and meaningful" (Garland, 2007, 2010). Through this study, we also proved that positive reappraisal partially mediates the relationship between mindfulness and entrepreneurial fear of failure. It adds value to the literature of entrepreneurial fear of failure. As it demonstrated the use of mindfulness practice will enhance entrepreneurial actions by reducing the fear of failure, we encourage practitioners and academicians to use mindfulness interventions to instill entrepreneurial activity among students and pursue it persistently. Entrepreneurs by engaging in mindfulness practice can overcome their fear of failure in pursuit of entrepreneurship. Mindfulness interventions like MSBR Id, MSBR could be used to reduce the entrepreneurial fear of failure and it also proved that mindfulness practices help to reduce stress, depression, anxiety. Although entrepreneurial fear of failure had the differential effect it could be reduced to be a successful entrepreneur.

CONCLUSION

The practice of mindfulness makes an entrepreneur to be attentive in the present moment without being judgemental about past or future. With this study we prove that it helps the entrepreneur to be overcome the fear of failure and encourages an entreperneur to be have positive perspective through positive reappraisal which increases with practice of mindfulness. Further, we proved that positive reappraisal mediates the between mindfulness and fear of failure. Therefore, we conclude that with pracitce of mindfulness an entrepreneur can enchance his/her enterpreneurial activity by reducing the fear of failure.

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Impact of power distance on protégés development: A study on academic mentoring, India

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Abstract

The study intends to examine the role of power distance on mentoring effectiveness of faculty members on their protégés in the academic mentoring process in different B schools in India. The primary data for the present research has been collected through survey method from 106 students who were pursuing post-graduation in business management schools in India from the period of November 2019 to February 2020. Standardized tools were adopted for the collection of data that was subjected to descriptive analysis, correlation analysis, and multiple regression analysis using SPSS version 26.0. The findings suggest that there was less power distance between the mentor and the protégé leading to more openness and less formal relationship. Since low power distance existed between the mentor and mentee, mentoring was highly effective leading to better self-efficacy and confidence of students in academic institutions. This study also explains why mentors reduce their power distance for the benefit of their protégés while

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mentoring as they want to reap the benefits of becoming a successful mentor in the mentoring process. This is in line with the social exchange theory where both parties transact with each other for mutual gains. It also shows the importance and benefit of lowering the power distance in the mentoring process even in the context of Asian culture where the power distance is relatively high.

Introduction

In today's dynamic world, business graduates need to be highly skilled to handle new challenges and complexities of the workplace environment. They are expected to be equipped with skills for taking up jobs from the time they enter the workplace. They encounter several problems in the course of transition from campus life to the job market. With throat cut competition and drastic changes in the job market, brought in by artificial intelligence and disruptive technologies, it has become imperious for business schools to nurture "job-capable graduates" (Munro, 2016). Employability of a student is increasingly being defined as not only mastering core technical skills or task competence but also soft skills and practical intelligence such as managing self and others (Hill, Walkington & France, 2016, Knight & Yorke, 2004;). To enhance students' effectiveness in facing all sorts of problems, mentoring pedagogy is being used as an effective instrument for their professional and personality development as many business schools have realized the importance of mentoring as a tool not only in enhancing the students' psychological strength and well-being but overall employability (Khan, 2013). Mentoring is defined as "a one-on-one relationship between an experienced and less experienced person to learn or develop specific competencies" (Brown et al. 1999; Murray, 2001). According to Blackwell (1989) mentoring ''is a process by which persons of a superior rank, high prestige, and special achievements instruct". It helps in enhancing several job-ready qualities in students like taking bigger responsibilities, a better capability to plan, and a greater persistence (George & Mampilly, 2012). It has a positive influence on the personal and professional development of the youth (Levinson et al, 1978) and can play a significant role through providing information, direction, inspiration, and guiding them in the process of effective transition (Levine & Nidiffer,1996). This is why several colleges have started the mentoring process for their students (Haring, 1997). Mentoring may be used as an intervention to make the students feel associated and involved on campus leading to career development and improved academic results (Pascarella, Duby, & Iverson, 1983). It may help in giving emotional and instrumental support to the students in attaining their goals. It also helps them to cope up with instability, stress, ambiguous situations, and prepare them for the outside world (Rauner, 2000; Freedman, 1993). Mentoring has long been considered a developmental strategy for students (Jacobi, 1991) and research suggests that mentoring relationships are positively related to a variety of academic outcomes such as persistence and grades (e.g., Collings, Swanson, & Watkins, 2014; Khazanov, 2011). The mentoring efforts have also been found to support social justice by providing equitable forms and types of support (and subsequent equitable outcomes) for underrepresented and underserved groups such as African American, Latina/o, and low-income students (Dahlvig, 2010; Tovar, 2014). Overall, it has a positive influence on the career enhancement of management students (Dreher & Cox, 1996).

While mentoring is functional to the students in academics, its effectiveness is influenced by many factors such as the pairing of mentee and mentor, perceived shared attributes of mentee with their mentor, longer relationships, and mentor emotional support and engagement with the mentee. (De Wit, DuBois, Erdem, Larose, & Lipman, 2020). So to have a high-quality mentoring relationship or in other words, effective mentoring to happen, the mentoring relationship needs to be informal which is possible only when there is less power distance between the mentor and the mentee.

Power distance is the degree to which a society anticipates and accepts an uneven distribution of power (Hofstede, 2001). Power distance is significant because it describes the nature of relationships and power structures in conservative and hierarchical Indian, Chinese and Asian cultures that could influence mentor–protégé interactions and outcomes (Pellegrini and Scandura, 2008; Ramaswami and Dreher, 2010). The importance of power distance and its implications for effective mentoring (Ragins, 1999) cannot be ignored especially in the Indian context as Asian culture is characterized by a high - power distance. Power distance assumes increased significance as a socio-cultural variable that influences asymmetric role expectations and mentoring relationships (Ramaswami, 2013). By focusing on power distance, we also acknowledge the individual-level intracultural variation in values associated with the larger society (Tsui et al., 2007; Tung, 2008, Ramaswami, 2013).

Despite its importance in providing greater access to key relationships, research about mentoring relationships has been repeatedly critiqued and observed by scholars as underdeveloped (Crisp & Cruz, 2009; Jacobi, 1991). The study, thus, attempts to examine the role of power distance as a predictor of faculty mentoring effectiveness.

Literature Review

Mentoring provides extensive verbal advice (Fagenson-Eland et al.,1997) and valuable experience (Bandura, 1997) which are highly required for development of self-efficacy. Hence, mentoring has become an area of intense academic study and extensive research due to its

significant contribution to the field of higher education. Some studies show moderate evidence of the higher academic performance of mentored students (Clutterbuck, 1982).
Formal mentoring is considered to be a very useful and preventive approach for schools, communities, and professional organizations. The mentoring has a positive impact on the behavior of protégé be it educational institutions or the workplace (Eby, Allen, Evans, Ng, & DuBois, 2008; Hamilton et al., 2006; Liang et al., 2008). Mentoring can be perceived as a win-win situation for both mentor-mentee as both could acquire new knowledge, skills, and attitudes more centric to mentoring activities (Witry, Patterson, & Sorofman, 2013). Through the mentoring program, students perceived more clarity of goals and better connected to the college.

Studies conducted on Mentoring relationship quality (MRQ) and student academic adjustment in a formal mentoring program predicted positive changes in academic adjustment for the mentees with low academic orientation (Larose, Duchesne, & Châteauvert, 2020). Mentoring relationship also has the career functions such as sponsorship, protection, coaching, exposure, and challenging work and psychosocial functions such as role modeling, counseling, acceptance, confirmation, and friendship (Luna & Cullen, 1998). In line with this, it was found that academic mentoring had positive outcomes like psychological and emotional support for students as it acted as a protective shield against an unfriendly environment and discrimination if any (Bines, 2019). The community-based mentoring program for young students with behavioral problems and learning difficulties shows improvement in mentees' academic grades and self-efficacy (McDaniel, & Besnoy, 2019). Such mentoring programs were viewed as an essential tool in ensuring success for women and minorities at all levels in academia (Kosoko-Lasaki, Sonnino, & Voytko, 2006).

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In academia, mentoring involves faculty-student interactions for advising and sharing which has a tremendous influence on the self-efficacy of students. (Vogt, 2008). It can be distinguished into two types: formal and informal. Some researchers argue that a formal mentoring program is preferred over informal one (Mullen & Hutinger, 2008) as a mentor is formally assigned to a mentee and has an established mentor-protégé relationship Formal mentoring programs are managed and endorsed by the institutes or universities. It involves matching a faculty mentor with a student mentee. Thus, mentoring delivers emotional, social, and career support to the students for self-exploration leading to better academic and personal outcomes (Randolph & Johnson, 2008; Crisp & Cruz, 2009) and help them in becoming a successful professional (Schlosser, Knox, Moskovitz & Hill, 2003). There are studies which confirm that a higher frequency of contact between the mentor and mentee leads to enhanced self-efficacy (Santos & Reigados, 2002).

Jacobi (1991) recommends four theoretical approaches to understand the connection between mentoring and academic success: involvement in learning, academic and social integration, social support, as well as social and cognitive development. In the first approach, mentoring is viewed as facilitating student involvement, learning through the mentor's encouragement, and providing opportunities for such involvement. The second theory of social integration talks about student attitudes, feelings, and self-concept in assessing the outcomes of mentoring. Examples of this include attitudinal measures such as sharing the institution's values, and satisfaction with faculty and student relationships and feeling part of the campus community. The social support theory views mentorship as a medium for preventing or alleviating stress for students through emotional and practical support. Jacobi also says that social support may come in the form of emotional support such as listening, trusting, showing concern, informational support such as advice, appraisal support through affirmation and feedback, suggestions, and instrumental support such as time, labor, or money. Contrary to social support theory, developmental theory assesses students' cognitive, social, and personal development, and tailors mentoring accordingly.

While there is a considerable body of literature that documents the merits of mentoring for all parties, Long (1997) is more cautious and opines that "under various conditions, the mentoring relationship can be detrimental to the mentor, mentee or both" due to a lack of time for mentoring, poor planning of the mentoring process, unsuccessful matching of mentors-mentees and a lack of understanding about the mentoring process. Since organizations including schools invest considerable resources into mentoring programs, it is incumbent on the planners, such as educational administrators, to understand the factors that decide the mentoring effectiveness.

Factors deciding the mentoring effectiveness

Besides mentoring supervision and the status of the mentor, the mentorship duration (Larose, & Duchesne,2020), mentor model and relationship style, are also considered important for generating positive effects of mentoring (Simanungkalit, & Rondonuwu, 2020).
Second, the organization plays a role in the effectiveness as the undertaking of the mentoring program, structuring, and involvement of participants are depends on the organization.
Experience, applicable expertise of the mentor, the participants' engagement and compatible pairing with the mentor are some factors that decide the effectiveness (Witry, Patterson, & Sorofman, 2013).

Third, the effectiveness of mentoring is influenced by factors like socio-demographic characteristics and mentoring activities such as teaching them about the job, providing challenges, teaching politics, helping them in their career, sponsor, career counseling, and trust (George, & Mampilly, 2012).

Fourth, the frequency of student-mentor interaction (Gannon, & Maher, 2012) and the perceived match between mentor-mentee pair positively influences the success of the mentoring program. These factors provided more support and even students intended to continue, as they were satisfied with the time and support provided by the mentor in their career planning. Also, guidance through e-mails, telecom, and one to one meeting were also found to be effective. Such programs were perceived to develop relationship building skills in students leading to a better career (Murphy, 2011).

Finally, there are varieties of mentee factors that influence the mentoring relationships like belonging, academic motivation, and stress levels at the beginning and the end of the relationship (Phinney et al., 2011), mentors and mentees expectations from each other, (Huskins et al. 2011; Hodges, 2009), clear guidance in the mentoring process (Young & Perrewe, 2004; Egan, 2005) and psychosocial support from both parties (Young & Perrewe, 2004).

Though there are several studies on mentoring and its effectiveness, to our little knowledge, no studies have been undertaken to discuss the impact of power distance between mentor and protégé on the effectiveness of their relationship. There are also no studies to find out whether power distance exists between the mentor and the mentee, and if it exists, whether it is desirable to have a low or high distance for effective mentorship. This study is an attempt to contribute to bridge this existing body of literature on mentoring and its effectiveness by examining the role of power distance on mentoring in the context of social exchange theory.

Power distance can be defined as "the extent to which the less powerful members of a society accept and expect that power is distributed unequally" (Hofstede, 2001). In this dimension, inequality and power are perceived by the followers or the lower strata. A higher degree of the Index indicates that hierarchy is established and executed in society, without doubt, or reason. A lower degree of the Index signifies that people question authority and attempt to distribute power. Power distance is significant as it explains the nature of relationships and power structures in traditional hierarchical Asian cultures which could influence mentor-protege relations and outcomes (Pellegrini & Scandura, 2008; Ramaswami & Dreher, 2010).

Objectives of the Study

This study intends to find the impact of power distance on the effectiveness of academic mentoring. It also tries to understand the prevailing power distance in the academic mentoring of Asian culture, characterized by high power distance.

Theory and Hypothesis

As proposed by Olian et al. (1993), social exchange theory gives a framework for exploring the mentor and mentee relationship. Exchange theory is a prototype of human behavior that views an interaction between two individuals as an exchange where both the parties have mutual gains (e.g., Homans, 1958; Thibaut and Kelley, 1959). The basic assumption of social exchange theory is that when a person perceives that a relationship will offer greater returns than the costs, he or she will be highly motivated to cultivate the relationship (Blau, 1964). As pointed out by (Yukl, 1994), social exchanges comprise psychological benefits like respect, affection, expressions of approval, and esteem, in addition to tangible benefits.

Power distance is significant in mentoring relationships as it explains the nature of relationships and power structures in traditional hierarchical Asian cultures which could influence mentor-protege relations and outcomes (Pellegrini and Scandura, 2008; Ramaswami and Dreher, 2010). As the power distance in South Asian culture is high (Hofstede, 1980) the protégé may not be comfortable in sharing his problems. Studies suggest that for the mentoring to be effective, there should be scope for free and informal interaction between the mentor and the mentee which is possible only when there is a low power distance (Mullen & Hutinger, 2008). But maintaining a low power distance is against the dominant cultural values in India. In alignment with the social exchange theory where both the mentor and mentee gain in terms of psychological benefits like respect, affection and esteem (Yukl, 1994), we propose that faculty mentors in academic institutions deliberately reduce the power distance for effective mentoring as maintaining high power distance will not give them a fruitful result. Hence it is hypothesized that:

The power distance is negatively related to the effectiveness of the mentorship (as perceived by protégé).

Research Design

Population and Sampling design

This study was undertaken among the students who are pursuing post-graduation in Business Management in India. The study was conducted from January 2016 to May 2016. The students of the major business schools which were in the same category (Tier 1) were approached and then they were briefed about the purpose of the survey. A total of 106 students answered the questionnaire. One of the issues to be addressed in survey-based study is the risk of common method bias, given that in our case the source was the same for both dependent and independent variables. Researchers have suggested a few corrective actions while collecting data to alleviate the potential of common method bias (Podsakoff & Organ, 1986; Podsakoff et al., 2003). Following these suggestions, the research topic was disguised so that respondents do not try to influence the process of data collection and avoid giving socially desirable answers. We also reminded them periodically that there were no right or wrong answers; in our survey instrument and that we were seeking a perceptual response. We shuffled our items of constructs so that it was not easy for the respondents to figure out what construct was being studied at any point of time and finally we conveyed them that their identity will not be disclosed. These actions helped us in neutralizing the challenges of common method bias which could have distorted results of the survey if researchers are not aware of and vigilant about it.

Measures

A structured closed-ended questionnaire was used for collecting data. Both (the power distance and the effectiveness of the mentorship) were measured from the perspective of the protégés.

Power distance: The first part of the questionnaire measured the “Power Distance" between the protégé and mentor. The questionnaire consisted of 11 items. Each item was measured using a 5-point Likert item from "strongly disagree" to "strongly agree". Some of the sample items include items such as:

> “I have the liberty to disagree with my mentor on any issue”
>
> “I can freely go and interact with my mentor at any time”

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"My mentor is approachable all the times"

The reliability of the scale was 0.94.

Mentoring effectiveness: A questionnaire was developed to measure the effectiveness of the mentoring relationship. The questionnaire consisted of 11 items. Each item was measured using a 5-point Likert item from "strongly disagree" to "strongly agree". Some of the sample items include items such as:

"I found solace in the mentoring relationship"

"My mentor gives useful feedback to me"

"My academic performance improved due to mentoring"

The reliability of this scale was 0.87.

All the items were taken from different literature that studied the mentoring relationship and effectiveness but they differed in the context. This is one of the reasons we have not adopted that questionnaire and we developed our own. In both the questionnaire, none of the items were negatively coded.

Analysis

The first objective of finding the power distance in the mentoring relationship (as perceived by protégé), was completed by calculating the arithmetic mean.

Table I
Descriptive Statistics

	Mean	Std. Deviation
PD	3.69	.611
ME	3.79	.739
Valid N (listwise)		

Power Distance (PD)

Mentoring Effectiveness (ME)

As can be seen from Table I, the mean value of the Mentor-Protégé's power distance in the mentoring relationship (as perceived by protégé) is 3.69. As the value is low, we can infer that the participants have (strongly) agreed to the statements that Mentor-Protégé's power distance is less in the mentoring relationship (as perceived by protégé).

Regarding the second objective, whether the academic mentoring process is effective or useful for the students or not (as perceived by protégé), the mean value is calculated and presented (Table I). The mean value of the mentoring effectiveness (as perceived by protégé) is 3.79. Most of the participants have agreed that the academic mentoring process is effective or useful for the students (as perceived by protégé).

Table II
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.812[a]	.659	.655	.434	.659	200.722	1	104	.000

a. Predictors: (Constant), Power Distance (PD)

Spearman's rank-order correlation and regression have been done to test the hypothesis. Table II presents correlation and its significance value. Correlation coefficient, *R*, is 0.812 and Coefficient of determination R square is 0.659 and is statistically significant (*p* =.000). There is a moderately positive correlation between the variables.

Table III
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.163	.259		.629	.531
	PD	.981	.069	.812	14.168	.000

a. Dependent Variable: Mentoring Effectiveness (ME)

ME=0.163 + 0.981 PD

From Table III, we can see that the model explains 65% variation in the dependent variable and hence explains a linear relationship with the independent variable. This implies that the higher the informal relationship (less power distance), the higher is the effectiveness of the mentoring process as perceived by the mentees. Hence, the hypothesis that power distance has a significant impact on the effectiveness of the mentorship (as perceived by protégé) is tested as true.

Discussion

The findings from data analysis show that low power distance leads to effective mentoring. The mean value of the power distance shows the low power distance between the mentor and the mentee. This indicates a friendly, and open relationship exists between the mentor and the protégé. This finding is interesting because Asian culture is characterized by a high power distance.

The involved parties understand the importance of mentoring. That is the reason, faculty members who are in higher status, structurally, adjust themselves for the given role, and exhibit friendlier relations with their mentees. From the perspectives of social exchange theory, the faculty members benefit from enacting the mentor role, making a positive change in their protege is more important than the cost of lowering their status symbol. Hence even in high power distance culture, the mentors are motivated to exhibit lower power distance in their role.

Conclusion

This study intended to examine the role of power distance on mentoring effectiveness. There was less power distance in the mentoring relationship and mentoring was also highly effective. This study contributes in two ways: first, it explains why mentors reduce their power distance for the benefit of their proteges while mentoring as they also want to reap the benefits of becoming a successful mentor in the mentoring process. This is in line with the social exchange theory where both parties transact with each other for mutual gains. Second, it shows the importance and benefit of lowering the power distance in the mentoring process even in the context of Asian culture where the power distance is high.

The study is not without limitations. There are critical gaps in the youth mentoring knowledge base arising from methodological limitations, including an over-reliance on self-report measures, as well as an overall lack of precision. Direct observational methods allow for more precise comparison across mentoring dyads because, in contrast to respondents applying their idiographic meanings and interpretations, consistent procedures for obtaining data are possible (Pryce, Deane, Barry, & Keller, 2020). Instead of the cross-sectional study, a longitudinal study could have given a better picture of the mentoring effectiveness. Mentoring is usually a life - long process. Among the literature, we have not come across any longitudinal study. A longitudinal study could be undertaken to start from the enrolment of the student in the institute until he or she comes out of college. Both academic and non-academic impact can be evaluated. We have not controlled for the number of mentoring meetings by the mentor and gender of the mentors or protégé which is another limitation.

This opens up the avenue for the future direction of research. In the literature review, we have also not come across studies that consider the impact of demographic factors such as gender, age, gender matching between mentor & protégé on academic mentoring. Comparing the effectiveness of male-female mentors can be measured. The students' preference or comfort of mentorship (do they want the same gender or opposite gender) is also a good area to explore. Similarly comparing the effectiveness of senior - young mentors (age-wise) can also be done.

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Sustainability Leadership at DeLaval International AB: The case for driving Sustainability Leadership in the Dairy Industry

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Background

DeLaval International AB, based in Sweden, is a global producer of dairy farming equipment, solutions and services, operating in the Dairy Industry, revolving around the extraction of milk from cows, buffalo, sheep and goats for human consumption. DeLaval International AB is a multinational organisation, operating in over 100 countries, with over 4500 employees and annual revenue of approx. 1 Billion Euro. With 17 production plants and 7 R&D centers spread across the globe, and key areas being, Sweden, China, Poland, New Zealand and USA.

DeLaval International AB operates in a multifaceted structure, both through direct sales channels (B2C) or via independent dealerships (B2B). These distribution channels have been following a very traditional model, with mobile shops, and bricks & mortar shops, direct customer facing, however currently being piloted in Finland is using digitalization via e- commerce. The intention is to expand this further, over 3-4 years implementing globally.

Key Sustainability Challenges

The top three global sustainability challenges facing the dairy industry on a global level today are:

1. Climate Change – The global dairy sector contributes 4.0 percent to the total global anthropogenic GHG emissions (±26 percent). This figure includes emissions associated with milk production, processing and transportation, as well as the emissions from meat production from dairy-related culled and fattened animals. (Food and Agriculture Organization of the United Nations, 2010)

2. Energy – Dairy shed energy consumption in the form of electricity contributes to the costs of running the farm business as well as contributing to farm carbon emissions. In a recent study by the Victorian government in Australia, dairy shed electricity costs have increased over the past five years on average by 22 percent. (Agriculture Victoria, 2019)

3. Animal Welfare – There is a clear difference of perception regarding animal welfare with people not directly involved with the industry believing this relates to behaviour, while farmers and veterinarians etc. with a deeper understanding of the industry relating animal welfare to health (Vanhonacker, 2008). The dairy industry as a whole needs to address these issues from both perspectives, ensuring positive animal welfare is implemented, defining and setting evidence based targets, while simultaneously addressing the public concerns regarding animal behaviour.

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Given the nature of the business that DeLaval International AB directly operates in, related to each of these three key sustainability challenges:

Regarding climate change and emissions to air, where DeLaval has most impact is in the supply chain, with manufacturing and distribution. As distribution occurs across the globe, a number of options could be considered such as, a review of freight, to optimise transportation, investigating alternative freight options etc. Other aspects could be in dematerialisation to understand where increased efficiencies could be gained in manufacturing through product development, embracing the circular economy with a view to both achieving net zero waste and carbon emissions.

Energy efficiencies can be found externally by further development of new energy efficient products and systems, providing dairy farmers with electricity savings while decreasing the resources required to produce energy. Internally through investigation of efficiency gains in factories, warehouses and general business operations along with the possibilities of renewable energy options.

DeLaval contributes to animal welfare through their products, solutions and services contributing to farming operations and ways of working. By supporting these with strong training and advisory, significant improvement can be realised, aligned with KPI's agreed and set against evidence based targets.

Sustainability Risks and Opportunities

	Top 3 Categories	Risks	Opportunities	Actions to take
OPERATIONAL	**Market forces**	1. The perception of negative impact on the environment and health from milk production and consumption drives demand for milk, and milk prices down. 2. Reduced demand for milk reflects lower demand for milking equipment and reduced margins due to increased competition between suppliers. 3. Reduced demand for products and services impact viability of continuing operations in certain geographies.	1. Develop partnerships with industry stakeholders and universities to research impact. 2. Create competitive advantage through innovation. 3. Look for new ways of doing business more efficiently and effectively.	1. Increase support of research to identify science based KPIs regarding the impact of milk production on the environment and health. 2. Create shared value through: a. Reconceiving products and markets b. Redefining productivity in the value chain c. Cluster development

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STRATEGIC	**Brand reputation**	1. The DeLaval brand is closely aligned with dairy production; negative perception of dairy affects the brand. 2. If a high profile customer that uses DeLaval equipment receives negative publicity for farming operations, this has the potential to lower the reputation of the DeLaval brand.	1. Improve communications of how the DeLaval is a key contributor to sustainable food production. 2. improved training and advisory of dairy farm operations.	1. Create digital communications calendar activating credible and quality content regarding DeLaval as a sustainable brand – from our customers' viewpoint. 2. Develop and rollout advisory on best practice farming operations, showing how good practice directly increases farm profitability.
		3. In the case of on-farm failure, this has the potential to seriously impact the brand, in particular regarding animal welfare.		3. Develop and rollout structured training on how to correctly install, service and use DeLaval products and services.
	Business model	1. Sustainability is not currently integrated in the DeLaval business model 2. DeLaval do support sustainability through business as usual operations, seeking productivity gains for customers through product and services innovation, and internal operations efficiency. 3. Competitors that are more proactive toward driving sustainability initiatives will start to see increased innovation, and gaining market share.	1. Integrate Sustainability within the DeLaval business model. 2. Focus on developing a low carbon circular economy. 3. Phase out products that do not support sustainability – ie. High energy / water consumption. 4. Ensure sustainable business growth for DeLaval.	1. Take ownership of full product lifecycle (LCA) – incorporate sustainability in R&D (recycle/circular) 2. Include a Sustainability Plan as part of the NPD process, all key solutions to have Sustainability Plan 3. Sustainability KPI's & targets to be included in company, portfolio and individual targets.

The business case for Sustainability

The three most relevant areas of strategic and operational risk and opportunity, relating to sustainability (Stacey, 2019) in DeLaval operations are identified as: Market forces, Brand reputation and Business model.

Sustainability: The commercial impact

Market forces:

Global consumer trends and perception of dairy products has a significant impact on the consumption of dairy products, this in turn affects demand for industry products and services. Market forces can be influenced through a united, industry approach to communicating researched facts and finding creative solutions for problems that typically occur in the process of participatory technology development. (Hoffman V., 2007) Considerable benefit can be gained through collaborative research, utilising the shared use of expertise, techniques and resources, to achieve a comprehensive, science based understanding of both the carbon footprint of dairy products, contribution to human health, as well as increased innovation. Companies that are leaders in the sustainability field are 400 percent more likely to be considered leaders in innovation. (Makower, 2013).

The other way to influence market forces is through the creation of shared value (Porter M.E., 2018). This can be achieved by looking at business another way, as defined by consulting firm FSG, in reconceiving products and markets, redefining productivity in the value chain and through cluster development – working together with other stakeholders in the industry toward future development of the industry that benefits all stakeholders.

Brand reputation

Brand strength, is about the ability of a brand to weather negative publicity. DeLaval need to ensure that their communications enhance the underlying strength of the brand. (Feldwick, 2003). This can be supported by the development and implementation of a brand communications strategy, developing the reputation of DeLaval as a sustainable brand – from our customers' viewpoint.

A centrally driven, structured, training and advisory program, to improve stakeholders' productivity and satisfaction, is critical in ensuring a strong DeLaval brand. While substantial benefits result from training, only a small minority actually receive it (Lengermann, 1996).

Business model

The integration of Environmental life cycle assessment (LCA) within the business model will support the drive for innovation toward sustainability. LCA allows understanding of the environmental effects associated with a product, process or activity over its whole life. (P. Miettinen, 1997).

Making practical use of the LCA by implementation into Sustainability plans, both overarching for the brand and specific for products and services, will drive sustainability leadership, fostering innovation and sustainable company growth. Unilever is a great example of this, where in 2004 they received their first ever profit warning. New CEO Paul Polman, drove sustainable leadership through the Unilever Sustainable Living Plan, in 2019 achieving their fourth consecutive year of growth for 'sustainable living' brands, which grew 46% faster than the rest of the business and delivered 70% of its turnover growth (Unilever, 2019).

Further sustainability challenges and opportunities

Further to the previously identified challenges of climate change, energy and animal welfare, there are several more key sustainability challenges identified as:

- Waste and recycling, implementing sustainable waste-management and integrate recycling policies into our products and operations, to deliver products made from 100% recyclable/reusable materials to support a low-carbon circular economy.

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- Water use, to reduce our water use in both products and internal operations, providing our customers with solutions for sustainable water management and drive the global water stewardship agenda across the value chain.

Diversity and inclusion, recognizing the value of diversity and ensuring an inclusive work environment with equal opportunities for all.

Objectives for change

1. Set up a meeting with the EVP Product Management & Development and EVP Supply Chain to discuss targets for waste and recycling, by the end of February 2020.

2. Set up a meeting with the EVP Supply Chain to discuss roadmap to achieving net zero carbon emissions, by the end of February 2020.

3. Organise a working group to address how we can set KPI's to support animal welfare, by the end of March 2020.

Set up a meeting with the EVP Human Resources to discuss initiatives for improving Gender Diversity, by the end of January 2020.

Organisational barriers

The three most prominent barriers to sustainability related change identified at DeLaval are:

1. Control systems, as a step in the food value chain, DeLaval is heavily driven toward compliance and fulfilling legal obligations, while necessary this contributes to a feeling of disempowerment by employees.
2. Leadership and power, while the senior leaders at DeLaval have a general understanding of Sustainability, the approach is much more traditional with a key focus on financial aspects of increasing revenue and margins.
3. Skills and competencies, while we have very skilled employees from a technical perspective, this has cascaded into limited understanding of Sustainability throughout the organisation.

In regards to addressing these three barriers and gaining decision maker buy-in:

1. Control systems, the introduction of feedback systems for encouraging transparent communication through organisational hierarchy, along with formalising processes for reporting not just financial, but also sustainable performance.
2. Leadership and power, promote the concept of executive level sustainability training toward formal leadership parallel to bringing into senior management an expert in sustainability with earned leadership.
3. Skills and competencies, embedding sustainability throughout the organisation by including relevant aspects into the balanced scorecard, encouraging trainings in specific sustainability areas and ensuring transparency and knowledge sharing.

Financing options for sustainability initiatives

Learning from how leading companies finance the implementation of sustainability initiatives, four key approaches DeLaval need to incorporate are:

1. Setting aside an annual budget allocated toward improving sustainability within DeLaval operations (Johnson & Johnson).
2. Allocating a specific percentage of overall R&D budget toward programs that provide environmental benefits to customers, such as energy and water efficiency or reduced waste (Dupont).
3. Relaxing the hurdle rate for business cases promoting sustainability initiatives (UPS).
4. Set up of matrix whereby products with high ROI but moderate sustainability potential can bundled together with products with lower ROI but high sustainability potential (Sealed Air).

Further considerations

Other opportunities that could provide support as an agent for change in support of sustainability could include engaging DeLaval as active participants in relevant NGO's such as Sustainable Agriculture Initiative (SAI), working together in coopetition with key competitors toward addressing key sustainability challenges for the industry and most importantly developing sustainable communication throughout the organisation. Communication should cover a number of sustainability aspects, from information sharing and training through to progress toward set sustainability targets and what initiatives DeLaval has underway to support our vision statement.

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Study on Knowledge, Attitude, and Practice (KAP) of sustainable consumption behaviour among college students

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Abstract

Introduction: Sustainability is an important issue at a global level. The rapid exhaustion of resources and continued wasteful consumption can threaten the existence of the whole of mankind. One way to overcome this problem is continued education and spreading of the sustainability practices especially among new generations who will become the policymakers, corporate leaders, and political leaders of tomorrow. Hence arises the need for conducting this research/study among the youths.

Method: The framework used to study the sustainability practice is through the KAP (Knowledge, Attitude, Practice) among the target segments. KAP survey has been extensively used to study the social practices extensively Basically, it measures what the responder “knows”, “feels” and “does” about the topics.

Analysis: The students were selected and a KAP survey was administered and the responses were analysed using statistical test.

Result: All/most of the students are aware and have a positive attitude towards sustainable consumption but the greatest obstacle is in practicing sustainable consumption in their lives. Knowledge is mostly transmitted to students through digital/mobile media.

Analysis: Even though there is high correlation between knowledge and positive attitude, that does not translate in practice. Hence future research can focus on various actions to convert positive knowledge and attitude to actual practice.

1. Introduction

The United Nations Department of Economic and Social Affairs predicts that world population will reach a mark of 9.74 Billion in 2050. On the other hand, many resources on earth (minerals, fossil fuels) declining at a very rapid rate. The increasing consumption of world population is a leading cause of the rapid depletion of resources (Geng et al., 2017), environmental pollution (Booi-Chen & Teck-Chai, 2009), and climate change (MacDonald, 2010). Thus, the need to conserve and save resources arises. Sustainable consumption (Kates et al., 2001) means 'to consume in such a way that you take care of the need present generation without compromising the needs of future generation'.

Sustainable consumption is a component of sustainability that advocates for the mindful use of resources without depleting it for future generations. One of the most important aspects is that sustainable consumption is being led by young people (Fien et al., 2008) across all the platforms. Thus it becomes important to research and find out their attitude, knowledge, and practices with regards to sustainable consumption.

2. Literature Review and Research Gap

KAP is a research instrument that has been in use since the 1950s which stands for Knowledge, Attitude and Practice (Launiala, 2009). It basically measures the pre-existing level of understanding for any for any topic (Knowledge). Then it examines the existing pre-disposition

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towards that object (Attitude) (Kaliyaperumal, 2004). Lastly, it tests the application of knowledge and attitude into the action part of the test subjects(Sybille et al., 2011). KAP as a research instrument has yielded a lot of insight for policymakers because it measures the gap between Knowledge and action. Thus it is an important input for policymaking decisions (Babaei et al., 2015). KAP research has been used to find out solid waste recycling, sanitation campaigns, vaccines etc.

Sustainable consumption was adopted by the UN in 1997 under the action plan and comprehensive blueprint for sustainability push. It encompasses minimal stress on resources while using them judiciously (Vittersø & Tangeland, 2015). The UN blueprint (Biermann et al., 2017) call for sustainability stresses upon two themes of 1) Stressing upon the minimal use of resources while leaving aside any production or consumption that leads to wastage 2) Start with deliberate policies at the Government level to promote and incentivise the sustainable consumption.

The requirement of such research among young urban college-going population is the need of the hour. This has not been done in the Indian context and hence the need for such a research. Research shows that young adults have a positive attitude towards sustainable consumption (Geng et al., 2017). Another reason emphasizing the importance of young adults is that they carry such sustainable consumption to their adult life which is important for building a sustainable society (Joshi & Rahman, 2017). They are also going to be future corporate leaders, policymakers, and lawmakers (Mahat et al., 2017). Thus, we justify the current research undertaken.

3. Research Objectives and Hypothesis

The scale used in earlier research (Ahamad & Ariffin, 2018) was used in this study. The instrument has 3 constructs: Sustainable Consumption Knowledge (SCK), Attitude towards Sustainable Consumption (ASC), Sustainable Consumption Practices (SCP). And each of the constructs has a further 4 sub-constructs; quality of life, environmental protection, meeting future needs, and resource efficiency.

There were 12 questions related to SCK and each of the sub-constructs has 3 items. Similarly, there were 12 questions pertaining to ASC which was further sub-divided into 4 sub-constructs and each of the sub-constructs has 3 items. There were 19 questions related to Sustainable Consumption Practices (SCP) and three of the sub-constructs have 5 items each and one sub-construct (resource efficiency) has 4 items. Based on the above, the following hypotheses were formulated

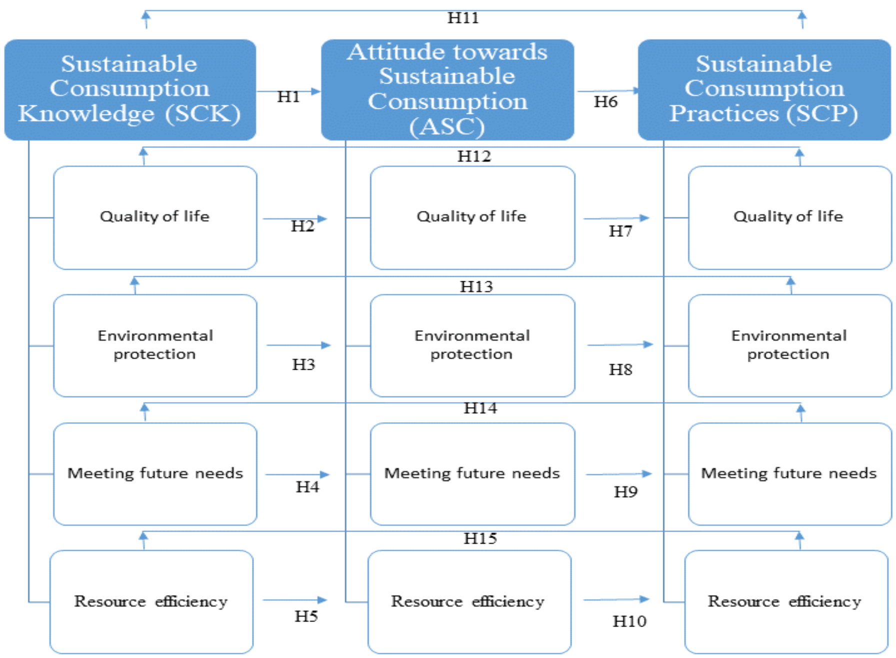

Figure 1: Relationship between SCK, ASC, SCP

4. Methodology

The total student population pursuing higher education in India as of FY19 was 37.4 Million(IBEF, 2020). Based on the same, the sample size is calculated (with population proportion-50%, confidence level- 95%, margin of error-5%) to be 385 (Krejcie & Morgan, 1970). As a part of a class activity on sustainability, students were requested to participate voluntarily in the online survey. No personal details except gender and age were collected to keep the survey responses anonymous and confidential.

4.1. Data Screening and Cleaning

513 respondents participated in the online survey. After missing data removal (wherever more than 20% non-response of items), data cleaning, and imputation, 456 responses were considered for further data analysis.

4.2. Data Analysis

From the total sample of 456 students, 58.5% were male and 41.5% were female students. Also the age distribution of students was; 38.2% between 16 and 20 years, 59.4% between 21 and 25 years and 2.4% of the students were between 26 and 30 years.

4.2.1. Sustainable Consumption Knowledge (SCK)

There were 12 items pertaining to Sustainable Consumption Knowledge (SCK) and 3 items each for quality of life, environmental protection, meeting future needs and resource efficiency. Under the quality of life sub-construct, the responses were overwhelmingly affirmative; 98.9% of respondents agreed that the human health is impacted by the quality of the local environment, 96.27% of respondents agreed that one of the key aspects of quality of life is access to natural resources, and 96.27% of respondents acknowledged that human behavior has significant impact on ecosystem services.

For the items related to environmental protection, 98.03% of respondents concurred that water resources need to be safeguarded from pollution and 95.39% of respondents agreed that waste generation can be significantly reduced by applying the 3Rs (recycling, reusing, and reducing). However, only 90.35% of the respondents accepted that there is a reduction in plastics usage due to its harmful impact on the environment.

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Under the questions pertaining to meeting future needs; 94.74% of respondents agreed that Earth has limited natural resources, 96.05% of respondents supported to preserve natural resources for future generations and 94.08% of the respondents acknowledged that natural resource stock availability for the future will be negatively impacted by indiscriminate usage of natural resources.

For the questions pertaining to resource efficiency; 94.96% of respondents agreed that looking for alternate renewable resources is the need of the hour, 96.27% of respondents concurred that moving towards usage of energy-efficient products will ensure minimal resource utilization and 88.6% of respondents agreed that minimizing resource utilization is possible by practicing the 3Rs (recycling, reusing, and reducing).

The affirmative answer for each question was considered as 1 point and the negative answer was considered as 0 points. Hence for a total of 12 questions under Sustainable Consumption Knowledge (SCK), the maximum score for a respondent can be 12 and the minimum score can be 0. For each of the sub-constructs, those having answered all affirmative (i.e. a score of 3) were considered having high knowledge, those having a score of 2 considered to have moderate knowledge and others who have scored 1 or less considered to have poor knowledge. Further, classification was made based on the overall scores obtained by respondents; those who scored 11 and 12, considered to have high knowledge regarding sustainable consumption, those respondents having scores of 8,9 and 10 considered to have moderate knowledge and others having less score than 8 considered to have poor knowledge. Based on the overall score on SCK, 87.7% of the respondents can be considered to have high knowledge regarding sustainable consumption, 9.7% of the respondents have moderate knowledge and the rest 2.6% have poor knowledge.

4.2.2. Attitude towards Sustainable Consumption (ASC)

Attitude towards Sustainable Consumption (ASC) has 12 items in total and items are equally distributed among dimensions of resource efficiency, meeting future needs, environmental protection, and quality of life. The questions were framed on a 5-point Likert scale of 'Strongly Agree' to 'Strongly Disagree'. The affirmative responses i.e. 'strongly agree' and 'agree' were considered as agreements to the statements and the responses of 'disagree' and 'strongly disagree' were considered as disagreement to the statements.

Under attitude towards quality of life; 88.8% of respondents agreed that smoke produced from open burning activities is irritating and a matter of concern, 89.9% of respondents were in agreement that as they care for our environmental quality. However, only 64.9% of respondents acknowledge the beauty of the place of their residence.

For the items related to attitude towards environmental protection, products made from recycled materials (environmental friendly products) were favored by 63.16% of respondents, 70.83% of respondents were in agreement with reusing items (paper, bottles, plastic etc) and 71.9% of respondents were willing to be involved in sustainable environment programs.

Under the questions pertaining to attitude towards meeting future needs; prioritizing development over the protection of the natural environment was a negatively worded question i.e. respondents agreeing to that will have a negative attitude towards sustainable consumption.

39.7% of respondents showed agreement on this while 39.9% of respondents expressed disagreement on the same while a significant group (20.4% of respondents) were neutral about the statement. 82.2% of respondents agreed that to preserve the environment more efforts are needed and 69.5% of respondents advocated for increased use of renewable energy.

All the three question items pertaining to resource efficiency were negatively worded meaning agreement to these statements would mean a negative attitude towards sustainable consumption and disagreement to these statements would mean an affirmative attitude towards sustainable consumption. Hence, as anticipated only 22.15% of respondents agreed that recycling is difficult to do, 17.76% of respondents were of the opinion that money and resources are being wasted on recycling campaigns launched by the government, and 21.93% of respondents thought bringing reusable bags for daily usage is inconvenient.

The responses on the Likert scale were assigned scores in a range of 0 to 4 i.e. 'Strongly Disagree' response was allocated a score of 0 whereas 'Strongly Agree' response was allocated a score of 4 and the other three responses of 'Disagree', 'Neutral' and 'Agree' were assigned scores of 1,2, and 3 respectively. Hence for a total of 12 questions under Attitude towards Sustainable Consumption (ASC), the maximum score for a respondent can be 48, and the minimum score can be 0. For each of the sub-constructs, who scored 11 and 12, considered to have a high attitude regarding sustainable consumption, those respondents having scores of 8,9 and 10 considered to have a moderate attitude and others having less score than 8 considered to have a poor attitude. Further, classification was made based on the overall scores obtained by respondents; those who scored 39 and above, considered to have a high attitude regarding sustainable consumption, those respondents having scores of between 28 to 38 considered to have a moderate attitude and others having less score than 28 considered to have a poor attitude towards sustainable consumption. Based on the overall score on ASC, 13.6% of the respondents can be considered to have a high attitude towards sustainable consumption, 60.3% of the respondents have a moderate attitude and rest 26.1% have a poor attitude.

4.2.3. Responses towards Sustainable Consumption Practices (SCP)

There were 19 items pertaining to Sustainable Consumption Practices (SCP) and 5 items each for quality of life, environmental protection, meeting future needs, and 4 items for resource efficiency. The questions were on a 4-point scale of 'Always', 'Often', 'Sometimes', 'Rarely' which were assigned a score of 3,2,1 and 0 respectively. The % responses for 'Always' and 'often' combined to understand the positive practices towards sustainable consumption among students.

Under practices towards the quality of life; 80% (46.9% always, 33.1% often) of respondents practices waste disposal in a responsible manner, 39.7% (22.1% always, 17.5% often) of respondents report illegal open burning activities, for 55% (25.7% always, 29.4% often) of respondents hiking, jogging, picnic in natural landscapes, parks or forest are the preferred places to spend recreation time, 66.9% (34.9% always, 32% often) of respondents promote the usage of appliances with energy-efficient rating (EER) labels (energy-efficient appliances), 73.2% (49.1% always, 24.1% often) of respondents keep potted plants in their households.

For the items related to practices towards environmental protection; only 34.6% (19.1% always, 15.6% often) of respondents attend various initiatives/programs (exhibitions , workshops, conferences or seminars) concerning the environment, 69.1% (39.7% always, 29.4% often) of respondents when grocery or retail shopping opt for their own reusable bags, 62.1% (28.9% always, 33.1% often) of respondents opt for less-polluting modes of transport (e.g. public transportation), 72.8% (46.3% always, 26.5% often) of respondents carry reusable water bottle, and 58.3% (27% always, 31.3% often) purchase recyclable products.

Under the questions pertaining to practices towards meeting future needs; 49.2% (24.6% always, 24.6% often) of respondents participate in environmental activities (e.g. tree planting activity, beach clean ups) organized by various institutions or organizations, 52.2% (25% always, 27.2% often) of respondents practice recycling in my household, 64.5% (28.9% always, 35.6% often) of respondents make conscious decision and effort to avoid over-consumption, 66.5% (36% always, 30.5% often) of respondents make effort to reduce consumption of resources by advising family, friends to consume less water, electricity and 47.8% (21.3% always, 26.5% often) of respondents try to utilize things which generally gets discarded.

The first question pertaining to resource efficiency were negatively worded meaning agreement to this statement would mean a negative practice of sustainable consumption and disagreement to this statement would mean an affirmative practice of sustainable consumption. Hence, as anticipated, only 23.2% (14.5% always, 8.8% often) of respondents agreed that they leave the pipe on while brushing teeth. The responses for next three affirmative statements were; 64.5% (33.1% always, 31.4% often) of respondents reuse empty back pages of used papers, 58.8% (31.6% always, 27.2% often) of respondents avoid printing whenever they can, and 64.9% (34.4% always, 30.5% often) of respondents use public transport whenever possible because it is good for the environment.

The maximum score, for total 19 questions under Sustainable Consumption Practices (SCP), can be 57 and the minimum score can be 0. For the three sub-constructs with 5 items each, quality of life, environmental protection, and meeting future needs, those respondents who scored between 13 to 15, considered to have a high level of practices regarding sustainable consumption, those who scored between 10 to 12 considered to have moderate level of practices and others having a score of 9 or less considered to have poor practices of sustainable consumption. For the sub-construct 'resource efficiency', those respondents scoring 11 and 12 considered to have a high level of practices of sustainable consumption, those respondents having scores of 8,9 and 10 considered to have moderate level of practices and others having less score than 8 considered to have poor level of practices. Further, classification was made based on the overall scores obtained by respondents; those who scored 46 and above, considered to have a high level of practices regarding sustainable consumption, those respondents having scores of between 35 to 45 considered to have moderate level of practices and others having less score than 35 considered to have poor level of practices towards sustainable consumption. Based on the overall score on SCP, 13.6% of the respondents can be considered to have a high level of practise towards sustainable consumption, 60.3% of the respondents have a moderate level of practices and rest 26.1% have a poor level of practices.

5. Result

The details of groups of students based on their overall survey score on knowledge, attitude, and practices is shown in Table 1. It was heartening to know that 87.7% of the students had high knowledge of sustainable consumption which means that the university has been able to impart the essential knowledge about sustainability. However, the high scores for attitude and practice towards sustainable consumption was only for 13.6% of students and 18.9% of the students respectively. Hence level of knowledge is not getting reflected in attitude and practices of sustainable consumption. Governments and Institutions should focus on action-oriented programs so that students can apply the knowledge of sustainable practices in their day-to-day life.

Table 1: Knowledge (SCK), Attitude (ASC) and Practices (SCP) towards sustainable consumption

	Poor	**Moderate**	**High**
Sustainable Consumption Knowledge (SCK)	2.6%	9.7%	87.7%
Attitude towards Sustainable Consumption (ASC)	26.1%	60.3%	13.6%
Sustainable Consumption Practices (SCP)	55.9%	25.2%	18.9%

Further to test the hypotheses of the relationships between SCK, ASC, and SCP, chi-square tests were conducted. The relationships were also tested at sub-construct level i.e. resource efficiency, meeting future needs, environmental protection, and quality of life. Additionally, relationships between demographic variables (Gender, age) and SCK, ASC, and SCP were tested with chi-square test. The age variable was considered into 3 categories (between 16 to 20, between 21 to 25, and between 26 to 30) representing the graduate and post-graduate student population. Cramer’s V correlation was calculated where the hypothesis was supported. The relationship is very strong for Cramer’s V score of above 0.25, strong relationship for Cramer’s V score between 0.15 to 0.25 and moderate relationship for a score between 0.11 to 0.15. (Stephanie Glen, n.d.).

In the survey, students were asked about their primary source of information regarding environment and sustainable practices. 46.1% of the respondents indicated social media as their primary source of information, followed by 25% of the respondents obtain information from formal sources (University, School, Conferences and Seminars). Newspaper, TV and Personal Sources (Relatives, Friends, Family) were considered as primary source of information for 14.3%, 8.1%, and 6.6% of the respondents respectively. Hence focus for transmitting knowledge and impart best practices for sustainable consumption should be through social media and formal sources (University, School, Conferences and Seminars).

6. Managerial perspective

There is strong relationship between SCK and ASC). And the relationship is reflected in two of the sub-constructs i.e. quality of life and environmental protection. However, for the rest of the sub-constructs, meeting future needs and resource efficiency the hypotheses were not supported. Hence institutions working on to create awareness and bring positive changes through sustainability programs, should focus on those components.

There is strong relationship between ASC and SCP. And the relationships were reflected across all the sub-constructs i.e. resource efficiency, meeting future needs, environmental protection, and quality of life.

Based on the chi-square test, the relationship between SCK and SCP was not supported. However, the relationships were reflected across two sub-constructs: meeting future needs and resource efficiency. Hence institutions should focus not only on knowledge/awareness creation but also on building positive attitude towards sustainable consumption which will result in positive practices.

For the 6 hypotheses pertaining to relationship between demographic variables (age, gender) and Knowledge (SCK), Attitude(ASC), and Practices (SCP) constructs, none of the hypotheses except the relationship between age groups and ASC was supported. It seems that different age groups might have difference in attitudes towards sustainable consumption. Hence age-specific intervention programs can be initiated to develop positive attitude towards sustainable programs among different age-groups.

7. Scope for future Research

Future researches can include additional variables such as level of education (graduation, post-graduation), stream of study (science, arts, commerce, engineering etc.), place of residence (urban, rural) of students to get additional insights for knowledge, attitude and practice towards sustainable consumption.

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