



Creating a sustainable menstrual health enterprise
February 2019

State of market

88% Women do not use quality sanitary napkin

5-7 days Lost per girl child per month due to inadequate menstrual protection

9000 tons Sanitary waste generated from 430 Million sanitary napkins annually

31% Women miss 2.2 days of work / month due to reproductive ill-health

Key challenges

Access

- Lack of access to quality care, espc in semi-urban / remote areas

Affordability

- Current options are expensive, with pricing of > Rs. 6 / pc
- Voluntary agencies have attempted manufacturing using agri-residues, but have not created a quality product

Adoption

- Behavioural change requiring active engagement

Our proposition

Access

- Supply & installation of vending machines and incinerators (for waste disposal) in schools

Affordability

- Current price point of Rs 2.5 / pc, in multiple packaging options
- ~1/3rd the price of quality products such as Stay Free, Whisper etc

Adoption

- Work with micro-enterprises and women's groups to drive community participation

Addressing entire ecosystem

High quality Product – Napkins manufactured as per standard of GMP and ISI certification

Installing idea of complete hygiene – Use of high quality sanitary napkins/towels and safe disposal

Infrastructure to address the challenges – Addresses aspirations through specially designed Vending Machine and Incinerator

Affordable product - Supply of quality Sanitary Napkins, nearly 50% cheaper than market

Impact monitoring – Have a greater impact upon the society about the overall feminine well-being

Work with the YOUNG – Starts in schools with adolescent girls

Empowering Girls as responsible ambassador– encourage them to promote the use of sanitary napkins in the neighbourhood



Measuring impact & outcomes

Schools

- 175 schools, 220 installations in 11 districts in West Bengal
- Missing school days dropped by 25%

Micro- enterprise

- Two micro-enterprises with women groups, resulting in additional monthly per capital income of Rs. 5,000

Outreach

- 15,000+ adolescent girls
- 100,000 women family members
- 100 women self help groups catered by the micro-enterprises

Financials

- Rs. 1 Cr of revenues @ 20% PAT margin in FY19

Current presence

Sr. No.	Name of District	No of School
1	Paschim Medinipur	43
2	Jhargram	05
3	Purba Medinipur	13
4	North 24 Parganas	38
5	Nadia	08
6	Kolkata	18
7	South 24 Parganas	22
8	Hooghly	20
9	Howrah	05
10	Bankura	01
11	Purulia	01
		174

Team



Subrata Rana
Chief Executive Officer
Over 25 years of international development experiences, worked with leading multilateral, bilateral agencies in Asia, Africa and Latin America. Lead Resource Economist with CGIAR- World Bank for 15 years
Founder Director of Knowledge Advisory Company EcoDev Consultancy since 2004. Conceptualized and leading SAMPOORNA since 2016
Alumnus of IIT (Kharagpur) & Stanford University, USA



Joydeep Bhattacharya
Chief Operating Officer
Over 30 years of private sector experience, worked in multiple functional areas including marketing, finance, risk analysis & mitigation, business processes and strategy execution, managed diverse teams of professionals.
Currently Chief Operating Officer of TCG Digital Solutions Private Limited
Engaged with a number of social development initiatives that enhance Quality of Life of marginal communities.
Lead force behind strategizing SAMPOORNA.
Alumnus of IIT (Kharagpur) and IIM (Bangalore)



Dinesh Vikram Bhat
Team Leader: Supply Chain
Close to 30 years of marketing strategy, analytics and supply chain development of FMCG and brand building experiences in India and abroad. Worked with large number of large corporations including Hindustan Unilever, Barclays etc. As Entrepreneur set up and mentored start-ups.
Holds Bachelor Degree in Economics from Drew University & MBA from Lehigh University, USA



S Selvarajah
Team Leader: Plant Operations
Over 37 years of entrepreneurial experiences, set up and run businesses in Sri Lanka and Australia.
Set up and run a state-of-the-art Sanitary Napkins manufacturing Unit in Colombo.
Business leader in manufacturing sectors in Sri Lanka.
MBA from National University of Singapore



Ms. Shabari Das
Team Leader: Policy & Advocacy
30 years' significant experience of Business Development, Policy Research, PPP and Social Marketing in Development and Health Care sectors.
Unique distinction of working with Private sector and Not-for-Profit. Worked with Government agencies and judiciaries to formulate various women centric policies.
Holds Bachelor of Pharmaceutical Technology, Jadavpur University MBA, IGNOU & PG Diploma in Journalism & Mass Communication, IGNOU



Ms. Moumita Bhattacharya
Team Leader: Entrepreneurship & Empowerment
10 years of social development sector experiences. Designed, managed large women (SHG) development and women entrepreneurship programs in marginal ecosystems including tribal and disadvantaged social groups. Worked with a leading national level Not-for-profit PRADAN.
Holds Masters in Comparative Literature, Jadavpur University & PGDM in Mass Communication, Jadavpur University

Board



Prof Partha S Ghosh

Distinguished professional and innovator of business & economic models. Globally known for his work on strategy and leadership. Alumnus of IIT, Kharagpur, MIT and Harvard, USA. Former Partner of McKinsey. Currently Chair of The Boston Pledge, USA Philanthropist and super mentor to Start-Ups



Ms. Supriya Dravid

Distinguished writer & story teller. Nominated for *Sahitya Akademi Yuva Puraskar Award*, Managed a range of creative projects in media. Currently Editor of Elle India Alumnus of Auckland University of Technology, New Zealand



Dr. Zia U Ahmed

Accomplished Serial entrepreneur, private enterprise development professional, impact investment promoter and investor. Former Economist with World Bank & IFC. Started Bangladesh's first Venture Capital Firm. Over 35 years of experience in banking & finance sector in South Asia. Deeply rooted to social development causes. Ph.D in Economics from University of Virginia, USA



Ms Gayathri B Kalia

Engaged in private and public administration, spanning state and central governments, multi-lateral bodies and NGOs for over 25 years. She is former member of Indian Civil Services. Led diverse programs to improving and empowering lives of most vulnerable people



Prof. Dr. Chaitali Datta Ray

Professor of Obstetrics and Gynecology. Worked extensively on menstrual health with special focus towards rural women. An avid trainer on menstrual health and obstetrics where she creates effective human resources among nurses, paramedics.

An accomplished Public Health Professional. Practicing in rural areas. Globally known for his work on improving technical capabilities of Nurses and Paramedics. Conducted training in large number of countries, particularly in fragile economies. Associated with a number of global agencies.

MBBS & MD from Calcutta University

Dr. Amitava Bhattacharya



Growth plan – key highlights (....1/3)

Decentralized manufacturing, located closer to demand

- Immediate focus areas – South Bengal (@Howrah), North Bengal (@ Jalpaiguri, Coochbehar) and Western fringes (@ Paschim Medinipur)
- Capacity of 50 – 200 mn pcs p.a., depending on demand size

Focus on direct-to-consumer sales

- Avoid traditional retail channels through manufacturing closer to demand
- Invest savings in building brand activation, SHG network etc.

Growth plan – key highlights (...2/3)

Creation of sustainable micro enterprise



স্কুলে এবং সরকারি ও বেসরকারি হোমে সস্তায় স্যানিটারি ন্যাপকিন পাওয়া যাবে ‘সম্পূর্ণা’ প্রকল্পের মাধ্যমে। বৃষ্ণবার অল বেঙ্গল উইমেনস ইউনিয়ন হোমে এই প্রকল্পের উদ্বোধন করেন সাংসদ সৌগত রায়, রাজ্যের নারী, শিশু ও সমাজ কল্যাণ দপ্তরের মন্ত্রী ডাঃ শশী পাড়া ও দপ্তরের সচিব রোশনি সেন। হোমের মহিলাদের বৈজ্ঞানিক উপায়ে ন্যাপকিন প্যাকেজিং করার বিশেষ প্রশিক্ষণও দেওয়া হয় বেসরকারি এক সংস্থার সাহায্যে। ছবি: অভিজিৎ মণ্ডল

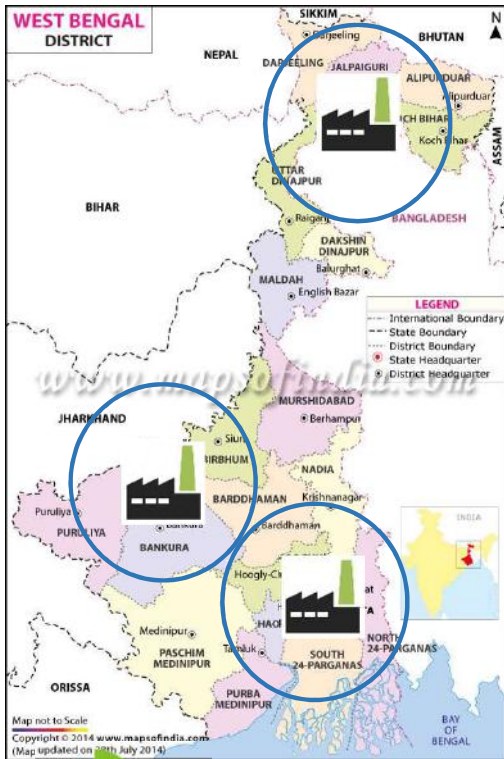
Selection of women

- Selection based on entrepreneurial capabilities and creditworthiness, using ‘mpower-u’ tool

mpower-u tool

- Built using principles of behavioural economics, neuroscience and data science

Growth plan – key highlights (...3/3)



3 Decentralized State-of-the-Art Manufacturing Units



25 SAMPOORNA Microenterprises per Manufacturing Unit



3000 exclusive women Federation & Cooperatives partners

Intended Impact

- 825 direct jobs & 1200 indirect jobs would be created – predominantly women
- Missing school days reduced by 75%
- Significant reduction in DALY loss (due to menstrual ill health)

Unit economics

	%	Remarks
Selling price	100	SP of Rs 2/pc, does not factor sale of vending machines, incinerators
Manufacturing costs	47	Largely variable, except for power, RM & O/H (together ~5% of sales)
Marketing & distribution	20	Budget for marketing and distribution through SHGs
Corporate overheads	3 – 4	Currently negligible
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EBITDA	30	
Depreciation	2	2% of sales, assuming 70%+ capacity utilization
Interest on working capital	1	WC required for manufacturing, forms 15 - 18% of sales
PBT	27	
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PAT (Tax@30.9%)	19	Full tax assumed

Financial plan for a single plant

Rs Cr	Year - 1	Year - 2	Year - 3
Capacity Utilisation	70%	80%	90%
Sales	30.2	34.6	38.9
	-	-	-
Manufacturing	14.1	16.2	18.2
Gross Profit	16.1	18.4	20.6
Marketing	5.8	6.9	7.7
Overheads	0.9	1.0	1.1
EBITDA	9.4	10.5	11.8
EBITDA(%)	31%	30%	30%
Interest + Depreciation	0.9	0.9	0.8
PBT	8.3	9.4	10.7
PAT	5.7	6.5	7.4

- Investment of INR 11 Cr required per plant (including WC) for 200 mn pcs p.a.
- ~3 months required to operationalize the plant (land and vendors already in place)
- Pay-back in ~ 2 years

Investment plan

1. Set up of three manufacturing plants in West Bengal

- INR 30 – 35 Cr required over an 18 mo phase, with an immediate investment of INR 11 Cr
- Use of proceeds to set up plant, working capital for manufacturing and supply chain

2. Subsequent expansion beyond West Bengal

- INR 30 Cr required to replicate in North Eastern regions and export to Nepal, Bhutan
- Build vendor base for outsourcing manufacturing, to ensure higher capital efficiency

Thank you

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