

HARNESSING THE POWER OF SOCIAL COMMERCE:

Perspectives from
Women Entrepreneurs





SUMMARY

Historically, entrepreneurship has been predominantly associated with men, reinforcing gender stereotypes that limit women to domestic roles. Challenges like limited mobility, safety concerns, and gender biases have always hindered women's active participation in entrepreneurship. However, social commerce has emerged as a transformative force, breaking down traditional barriers. Women can now establish businesses and showcase leadership capabilities from the comfort of their homes, thanks to digital platforms like Facebook, WhatsApp, and Instagram. These technologies empower women to overcome societal myths and engage in entrepreneurship while efficiently managing multiple responsibilities.

At a pivotal juncture when India is poised to emerge as a leading global business hub through social media, significant government initiatives have been implemented to foster growth and offer diverse benefits. Consequently, an increasing number of women entrepreneurs are leveraging social media to connect with existing customers and explore new business opportunities locally and globally. Serving as a virtual marketplace, social media facilitates remote sales and negotiations with customers and wholesalers, providing a platform for women to establish and expand their businesses. E-commerce sites also rely on social media to drive sales and discounts. Sellers utilise customer-shared information on social media to target their audience, directing them to desired pages and fostering better engagement while gaining valuable insights into customer preferences.

Social Commerce has brought about a significant positive impact on women entrepreneurs by providing them with flexibility in their work. The global reach of Social Commerce enables women in business to expand and conduct direct financial transactions, thereby enhancing their financial confidence and reducing reliance on external sources. Women entrepreneurs consider social media as a crucial support even during crises. Technology not only assists in crisis management but also empowers individuals to explore new business opportunities, as demonstrated by the experiences of women entrepreneurs. Through Social Commerce, women entrepreneurs gain social capital and self-satisfaction by connecting with diverse individuals, maintaining a professional social media presence, participating in online communities, collaborating, and creating valuable content. Entrepreneurship is now perceived as a source of economic empowerment and personal contentment, particularly for those passionate about making a difference through their businesses.

Despite its evident advantages, this journey is also laden with challenges. A primary obstacle is the lack of skills to fully harness the potential of social media. There is a substantial opportunity to support home-based women entrepreneurs in maximising digital platforms by providing tailored assistance, enhancing capabilities, and adapting platforms to better suit women's needs. Investigating the long-term sustainability of such businesses is a potential research area, focusing on gender bias and resource access. Cybersecurity concerns, particularly regarding data privacy, are also prominent challenges. Addressing these issues requires a collaborative effort between the government and social media platforms to create a supportive ecosystem, with initiatives like training programs and mentorship, crucial for enhancing skills and resilience among women entrepreneurs.

ACKNOWLEDGEMENT

This study was undertaken by LEAD at Krea University as part of its Udyogini initiative, which seeks to build evidence and knowledge for enabling women's entrepreneurship, and was conducted in collaboration with Nearby Technologies Private Limited. The authors would also like to thank Sharon Buteau, Preethi Rao, Santanu Pramanik and Diksha Singh for their input on the draft report. The authors would also like to acknowledge the role of Harshula Sinha, Sangita Poddar and Kothandam D. in conducting the interviews with the authors. Additionally, the authors would like to thank Pramod Tiwari, Saradha Krishnamoorthy, Preeti Bawa, Neeraj Upadhaya, Vimisha Gohel, Ryan D'souza, Rashmi Mohanty, Surabhi Awasthi, Prasenjit Samanta, Mahantesh B. S., Ojasvi Bhardwaj and Neetika Shree for helping in reaching out to women entrepreneurs. Our heartfelt thanks also to all the entrepreneurs who took the time to participate in the study and shared their experiences with us.

Copyright: LEAD at Krea University (IFMR), 2024.

AUTHORS

Megha Shree, Harshita Pande

EDITORIAL SUPPORT

Diksha Singh, Keerthana Ramaswamy

DESIGN

Sakthivel Arumugam



1

CONTEXT OF THE STUDY

India, one of the fastest-growing economies in the world, is expected to reach middle-income status by 2047 (World Bank, 2023). If women participate in the formal sector at the same rate as men, the Indian economy could grow by a further 60 per cent by 2025, adding 2.9 trillion dollars to the economy (CFR). Therefore, it is crucial that women participate in the labour market, including the corporate sector. Over the last decade, India has witnessed a momentous increase in the number of women entrepreneurs working in various sectors. However, there is still a significant gender disparity in India regarding business ownership. Of 63 million micro, small, and medium enterprises (MSMEs) in India, only 20 per cent belong to women, employing 22 to 27 million people. Additionally, India ranked 57th among 65 countries in the Mastercard Index of Women Entrepreneurs which is quite a low position (MIWE, 2022).

Over the past few years, there has been a notable rise in the presence of female entrepreneurs in India. The proportion of startups led by women in the country has grown from 8 per cent in 2014 to 13 per cent in 2019 (Raja, 2022). Among businesses owned by women, the majority are sole proprietorships, with the largest segment being rural non-farm home-based business proprietors at 38 per cent. Following closely are urban self-employed women solopreneurs at 31 per cent, typically working from home (Mathur, 2020). Various factors contribute to this upward trend, such as the ascent of digital media and e-commerce, the widespread use of mobile phones and other technologies, and evolving social norms. For women in particular, social commerce has the potential to overcome many of the constraints they disproportionately face when starting and expanding businesses, including low access to capital, restricted mobility, constricted

social networks, limitations on inheritance and property rights, and challenges in managing child care and household responsibilities. Social media is no longer just a method of communicating with acquaintances but has evolved into an avenue for commerce that has removed the boundaries of entrepreneurship and motivated women, including the younger generation, to start their businesses through social commerce. In that case, social commerce presents new opportunities to enhance their involvement in the entrepreneurship space. By leveraging social media to market their products, women can tap into a global and local market that offers them financial autonomy and the flexibility to work remotely.

A study conducted in Indonesia asserted the significant benefit of flexibility for women running their businesses through social media platforms (Melissa et.al, 2013). Another study conducted in Pakistan on social media and women entrepreneurs stated that market access has a huge advantage for the study respondents. While sitting at their homes, entrepreneurs can interact with customers in different cities and countries (Zafar et.al, 2019). A similar observation was made in an Egypt-based study wherein the respondents highlighted the **“increased exposure to customers, suppliers and knowledge”**. Additionally, receiving instant feedback is the icing on the cake for the women to upgrade their entrepreneurial skills (Beninger et.al, 2016). In Bangladesh-based study as well, issues of work-life balance, technological flexibility, and cost-effectiveness have proven to be positively correlated with the entrepreneurial opportunities provided by social commerce. (Hossain & Rahman, 2018).

However, studies on similar lines are scarce within the Indian context. There are relatively few studies that delve deeper into understanding why women use social media

platforms and their intentions and perceptions regarding social commerce. Unlocking the potential of social commerce for fostering the growth of women entrepreneurs requires a profound comprehension of the factors influencing women's embrace of digital platforms, their utilisation and perception of these platforms, and the subsequent transformations in their businesses.

“

Therefore, this study aims to explore the role that social media plays in accelerating business transactions, the inspirational elements that drive women entrepreneurs to start their businesses on social media sites, and the advantages/ disadvantages of conducting business through social media.

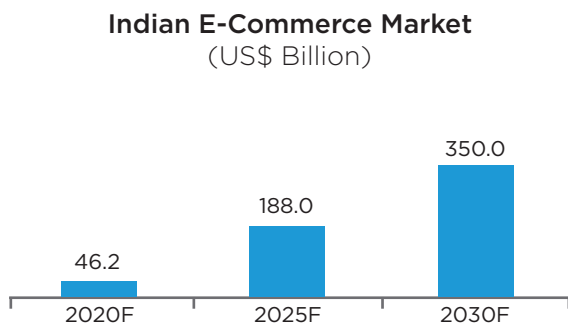


2

THE SYNERGY BETWEEN DIGITAL COMMERCE AND WOMEN'S ENTREPRENEURSHIP

Globally, China dominates the e-commerce market with online sales surpassing US \$2.8 trillion in 2022, accounting for 46 per cent of global retail e-commerce sales. The second largest e-commerce market is the United States, followed by the United Kingdom (5 per cent), Japan (3 per cent), and South Korea (2 per cent) respectively (Keenan, 2022). With a turnover of \$46 billion in 2020, India is also catching up with the other world economies and is one of the top 10 fastest-growing e-commerce markets in the world (IBEF, 2022) and is expected to be worth US\$ 188 billion by 2025.

Figure 1: Indian E-Commerce Market (US\$ Billion)

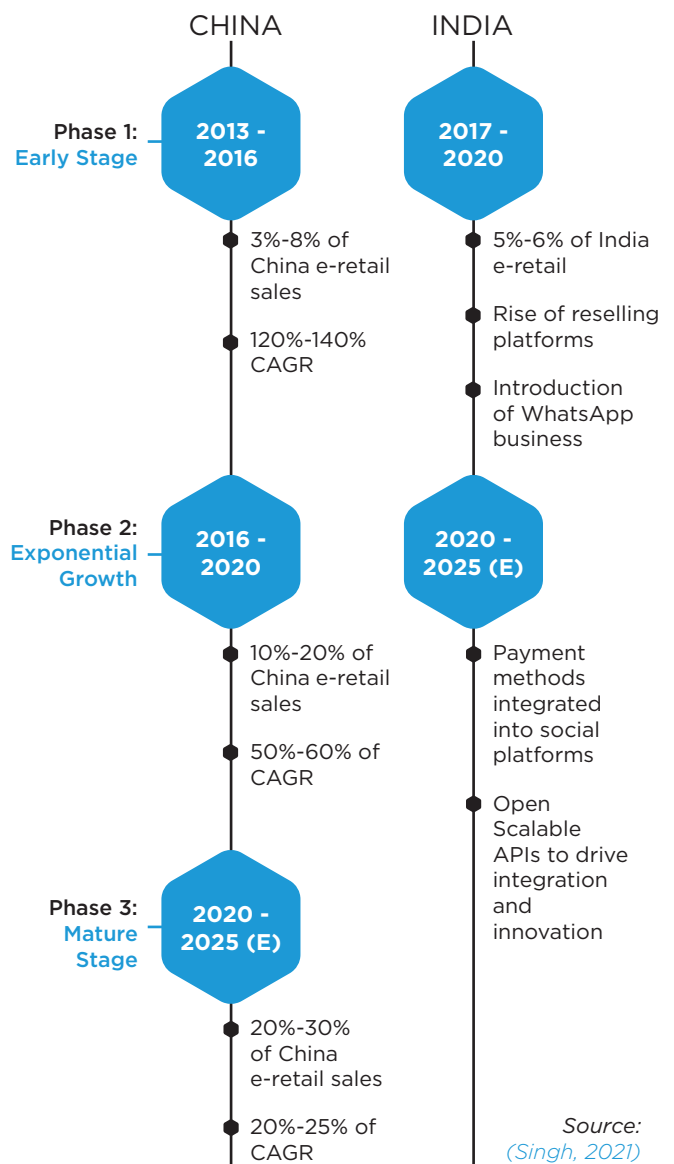


Source: IBEF, 2022

Unlike China, in India, social commerce is still at its exponential stage of growth. An upsurge in the application of social media on mobile phones by users is evident, enabling the integration of mobile commerce into social media. Government initiatives like Digital India have been instrumental in furthering this boom. This is supplemented by heavy investment in rolling out a 5G network and further, the government has permitted 100 per cent FDI under the automatic route¹ for the marketplace model of e-commerce (IBEF, 2022). With such initiatives, after China and the US, India possesses the third-largest online shopper base of 190 million in FY21 and is expected to be 350 million by FY26. It is further forecasted that by 2027, there will be

1,091 million users in the Indian e-commerce market (Paytm Business, 2023). The rise in the number of internet users and e-commerce sector has led to a ripple effect that further paved the way for social commerce (Linda et.al, 2010). Thus, with time, commerce through social media is bound to grow within the country (Bhowmick, 2023).

Figure 2: Social Commerce Trends in India and China



Source: (Singh, 2021)

¹Under the Automatic route the Government of India approval is not mandatory for the non-resident or the Indian company.

In recent years, social media has been integrated into the functions of e-commerce sites. Users are now able to sign in to these e-commerce platforms through their social media accounts (Javid et.al, 2019). Therefore, e-commerce platforms are utilising social media to influence users' intention to visit the site and purchase the products (Kwahk & Ge, 2012).

Even though both e-commerce and social commerce are fundamental aspects of the digital market; however, there are inherent differences in their functioning. Social commerce provides a sense of community and connection in the process of buying and selling products. It has created a shift in the power from retailers to consumers, who can make decisions based on the reviews provided by their social connections. Thus, social commerce is a more collaborative way of conducting business activities and is considered a “people-driven democratic retail revolution” (Accenture, 2022).

Social commerce equips women entrepreneurs with a platform to start and expand their businesses with minimal investments and higher earnings. Women across different sectors, be it handicrafts, jewellery, or home furnishing, are now venturing into entrepreneurship through social media. “Minimum Investment, Maximum Profit” is critical in helping women entrepreneurs carve their own identity (Akhila Pai, 2018). Women entrepreneurs leverage Facebook and WhatsApp to understand current trends, compare prices, and find suppliers and resellers for their products (Thesis & Rusconi, 2019). Ultimately, it has provided women with the medium to showcase their risk-taking ability, passion, and innovation which has helped them venture into entrepreneurship (Priya & Bose, 2021).



3

RESEARCH METHODOLOGY

Given the mentioned context, this study aims to explore the experiences of women entrepreneurs in accessing and using social commerce for market linkage and its role in enhancing the financial and social independence of women entrepreneurs. The objectives of this study are:

- Exploring the role and functions of social commerce for business growth.
 - **It aims to examine the significance of social media in business operations and how social commerce helps women entrepreneurs sustain business ventures.**
- Investigating the transition of social media platforms as a gateway to business activities for women.
 - **The goal is to uncover the different social media platforms preferred by entrepreneurs and the reasons for their choice.**
- Examining the impact of social commerce on women's empowerment and the future goals of social commerce entrepreneurs.
 - **The objective is to explore how social commerce has empowered women entrepreneurs socially and economically and what are their future goals and aspirations.**

The study adopted a qualitative method within the interpretative paradigm to gain a deeper understanding of women entrepreneurs' perspectives on the use of social media for market linkages. Interpretative research seeks to understand the phenomenon from the perspective of those who experience it, focusing on the subjective experiences and beliefs of the individuals involved. This approach enables the researchers to have a nuanced understanding of the lived

experiences of women entrepreneurs. In this study, the researchers sought to explain and subjectively interpret the socially constructed personal stories and experiences of women entrepreneurs through the individual and social factors that influence them in their ventures. Telephonic/online in-depth interviews were conducted with 21 women entrepreneurs across rural (8) and urban (13) geographies² covering the following states: **Uttar Pradesh, Delhi, Uttarakhand, Haryana, West Bengal, Tamil Nadu, Chhattisgarh, Assam and Kashmir.**

Female founders/co-founders operating out of their homes with less than 50 lakhs per annum turnover and ultimately using social media for their business operations were selected as the respondents for the study. The purposive sampling method was adopted to cover the heterogeneity that exists among digital businesses in terms of social media use. The researchers have sought to maximise the diversity of the sample not only to avoid bias in the data collection but also to ensure a broad and deep understanding of the phenomenon and thereby provide more valid results. The semi-structured interviews consisted of open-ended questions that ensured flexibility. The content of the questionnaire focused on socio-economic profiling, business profiles, the contribution of social media to the business, and the outcomes attained. Background research was also done on the interviewees by studying their Instagram profiles and their companies' websites before the interviews to ask questions relevant to their specific business context. All interviews were recorded with the consent of the interviewees and transcribed verbatim. Finally, the analysis was used in the themes and categorised into aggregate dimensions based on the conceptual relationships between the themes.

²The following number of women entrepreneurs were interviewed - Rural (Manufacturing- 5 and Trading - 3) and Urban (Manufacturing - 5, Trading- 3, Service- 5).

4

RESULTS AND FINDINGS

4.1 PORTRAIT OF WOMEN ENTREPRENEURS IN SOCIAL COMMERCE

Women participating in social commerce exhibit a diverse array of backgrounds, needs, and experiences. Addressing this diversity involves highlighting the varied characteristics of these women. The interviewed women fall within the age range of 20-45 years, with the majority holding at least a graduate degree and reporting monthly household incomes ranging from Rs. 10k-100k. Predominantly engaged in manufacturing, including activities like baking, skincare product creation, clothing production, bottle art, pickle and spice making, papad production, and handicrafts, these women entrepreneurs operate from home. Their average monthly revenue stands at Rs. 30,000, with an average profit margin of 45 per cent. Notably, these entrepreneurs boast a substantial 40-70 per cent of repeat customers, showcasing their proficiency in running successful businesses.

Regarding the social media platforms utilised by women entrepreneurs, certain patterns emerged. Instagram, Facebook, and WhatsApp emerged as the most widely used platforms among the respondents. Urban areas predominantly favour Instagram, likely due to its vast user base and potential clientele. In contrast, WhatsApp, and to some extent, Facebook, are more prevalent in rural areas, where entrepreneurs rely heavily on word-of-mouth for marketing. While awareness of various social media platforms exists, WhatsApp and Facebook remain the primary applications for most entrepreneurs. Rural entrepreneurs leverage WhatsApp for easy communication within close groups, using it for posting advertisements and product descriptions. Despite the increasing number of women in rural areas venturing into business, there is still a need for adaptation to the digital social media landscape.



RURAL-URBAN DIVIDE

The manner in which entrepreneurs engage in customer outreach differs between rural and urban areas. In urban settings, the majority of entrepreneurs utilise various platforms, with Instagram being the most prominent, while rural entrepreneurs predominantly rely on WhatsApp as their go-to platform.

“Instagram is an easy and professional way to connect with the audience. I found diversity on Instagram which I needed for my business. Through Instagram, my videos demonstrate how to use my products.”

- Skincare Brand Owner, Urban Area

“We have a Facebook page where we go live every day. There are also a lot of private ladies-only groups on Facebook that I’m a part of. We add booking numbers to each product that is shown live and customers can take screenshots of the product they want and send them.”

- Clothing Brand Owner, Rural Area

“I click pictures of my products and circulate them with the help of WhatsApp. I have 12-13 groups in my WhatsApp account. The members of the groups circulate those pictures to other groups. That’s how I get orders from unknown people.”

- Pickle/Spices Manufacturer, Rural Area

Additionally, it was observed that the extent to which entrepreneurs engage with social media is closely tied to their target customer demographic. Entrepreneurs aiming to reach a younger audience tend to favour Instagram, whereas those catering to a range of population prefer Facebook and WhatsApp. Notably, a subset of entrepreneurs mentioned having websites. Approximately one-fourth of women entrepreneurs rely solely on WhatsApp for their operations, while an equivalent proportion utilise all three major social media platforms for business expansion and marketing. The accessibility of most social media platforms, which do not demand advanced technical skills, facilitates entrepreneurs in effectively showcasing their products.

Despite the user-friendly nature of these platforms, the adoption of social media for business purposes remains limited among rural women entrepreneurs. However, there is a noticeable eagerness among them to explore additional platforms that could contribute to the growth of their businesses.



"My friends and relatives use WhatsApp. They get to know about my products through it and also circulate to other groups. WhatsApp is a great way to reach a large number of people and a powerful tool that can help you grow your business."

- Pickle, Papad and Spices Business Owner, Rural Area

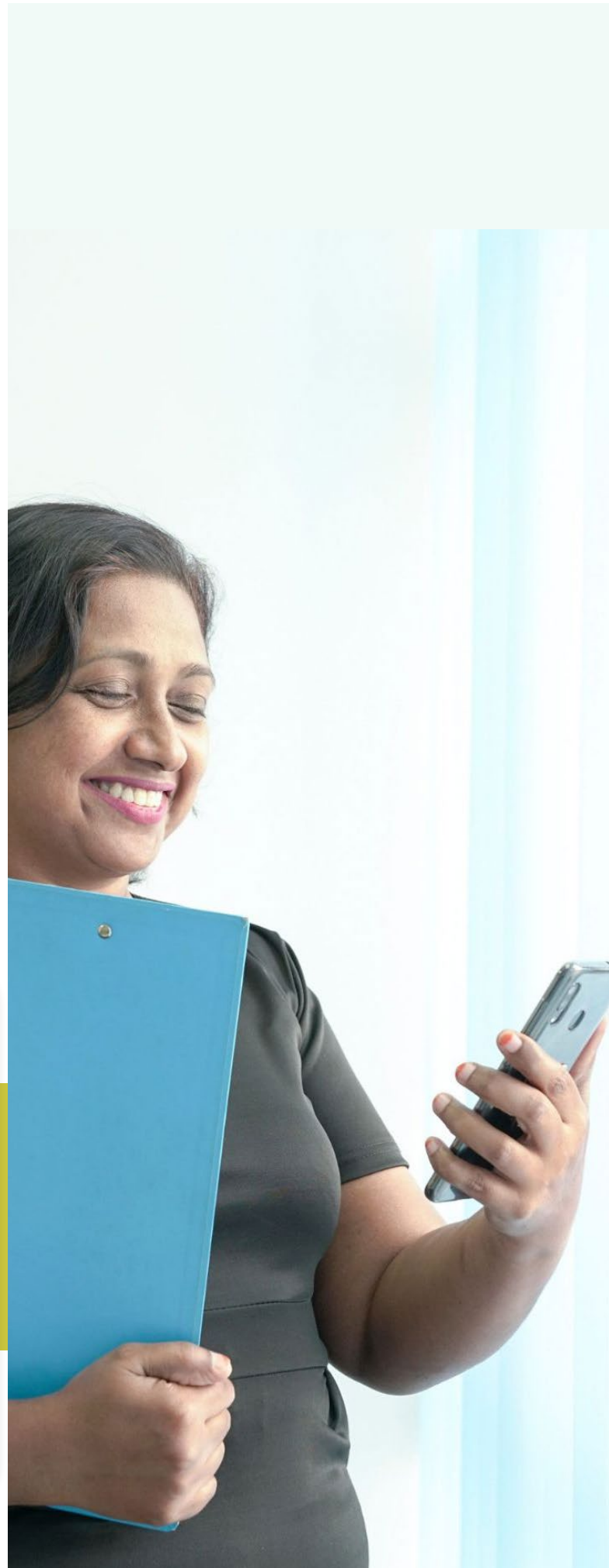
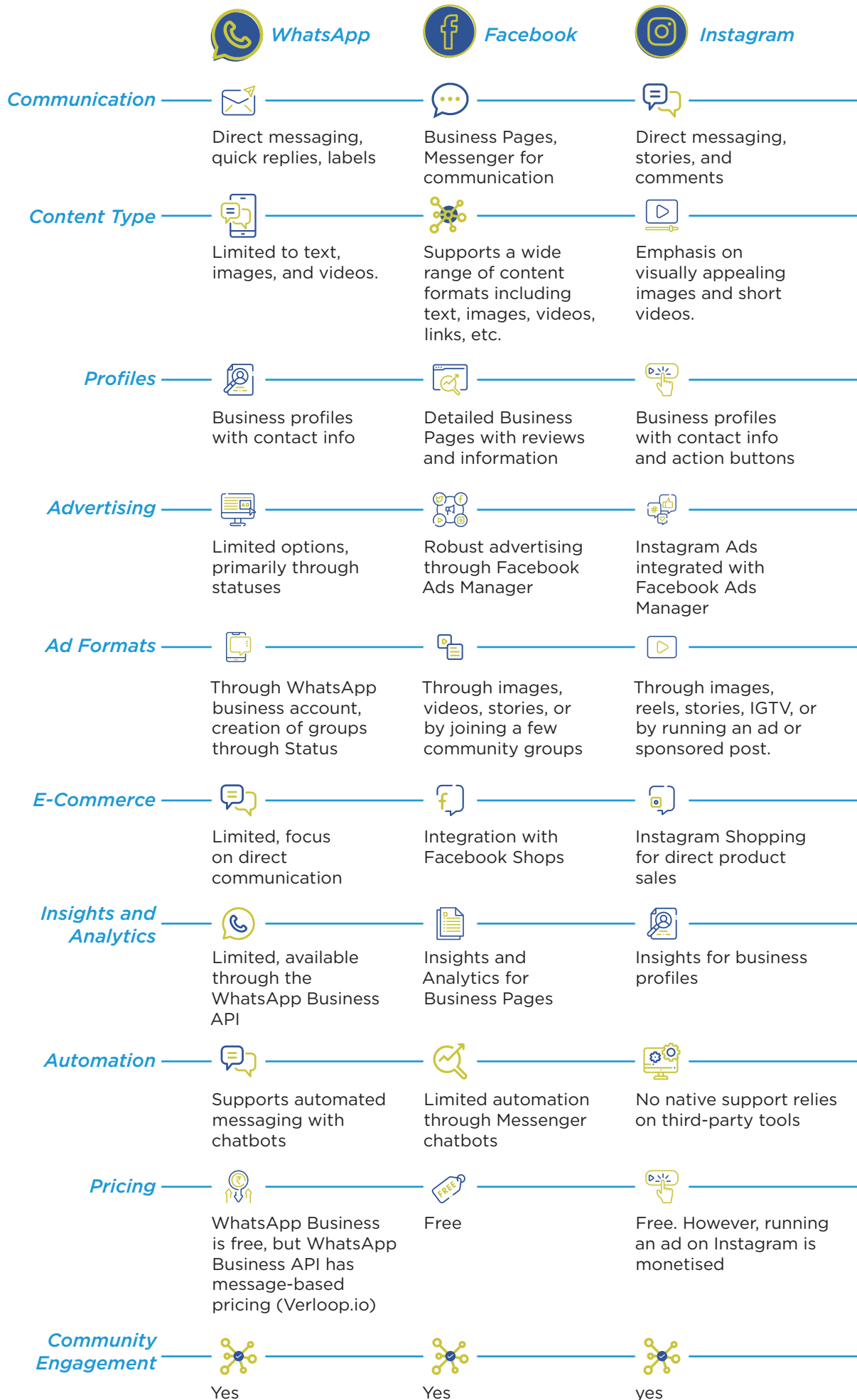


Figure 3: Overview of the Most used Social Media Platforms for Businesses



Source: Author's compilation

An alignment between urban and rural entrepreneurs was spotted in terms of the division of personal and professional life on social media. Nearly three-fourths reported having separate accounts for the business. Only two women entrepreneurs from the trade sector promote their products through their personal Facebook account and WhatsApp number, so that people who are already added to their contact list can look at their products and be the initial customers.

“Since there are so many pages on Facebook, the individual page I had created for our items was unsuccessful. Additionally, nobody has time to look up a page.”

- Electronic/Stationary Product Seller, Urban Area

Most respondents preferred to have their distinct business page to create their separate personal and professional balance. Customers

can reach out to them through their business accounts and order the products. Most rural women entrepreneurs use personal WhatsApp along with their WhatsApp business accounts for promotional purposes. In terms of payment methods, online payment methods (UPI/Paytm/Google Pay, etc.) are preferred to ensure the timely receipt of payments. There are a few instances reported where the buyers refuse to pay for the product during the time of delivery or when they receive their orders. It has also been shared that sometimes customers refuse to accept the orders at the time of delivery.

“Under the Cash on Delivery option, if customers sometimes change their mind, then they don’t open the door or pick up calls and sometimes they even block the number.”

- Clothing Brand Owner, Rural Area

Figure 4: Summary of Women Entrepreneur Profiles



4.2 LEVERAGING SOCIAL COMMERCE FOR BUSINESS OPERATIONS

An entrepreneur encounters several difficulties while operating a business. If the entrepreneur is female, these difficulties are more. The inability of investors to trust them, cultural prejudices, and the never-ending family and childcare obligations deter more women from launching their own businesses. But operating a business via social commerce in such a situation aids in overcoming some of these difficulties. One of the main goals of the study was to determine why female entrepreneurs choose to utilise social commerce as a channel for their business and why they continue to do so.

Low Capital Investments

The cost and accessibility of operating a business through social media are particularly advantageous for women entrepreneurs. Social commerce does not require the capital to operate a physical store, rather it lowers operational expenses for businesses. Interviews suggest that the profit prospects increase due to the low capital investments required in social commerce. Unlike a physical store or office set-up, carrying out the operation through social media has become more financially feasible. In the study, since most of the entrepreneurs were first-time business owners with limited or no initial funding, social media became that store or office space where they were able to showcase their products. One of the entrepreneurs highlighted that:

“The investment for opening up a physical store is huge. Then you have to pay the other utility bills. Therefore, the fixed cost gets very high. This gets reduced while conducting business online.”

- Skincare Brand Owner, Urban Area

For a home-based baker in Delhi who started selling cakes, opening up her store at the start of her business was not feasible. Thus, she

started posting pictures of her cakes on her Instagram account and received more orders for the same. She says:

“There is an advantage of low capital investment because for bigger space we require more capital.”

- Bakery Owner, Urban Area

Straightforward Approach as Compared to E-commerce

Online shopping and selling have become commonplace in recent years and e-commerce sites are the forerunners of this online purchasing. These platforms host a variety of vendors selling various goods, and as a result, they receive a lot of daily traffic from users. However, the majority of the women entrepreneurs who were interviewed had not sold any of their items on any e-commerce sites. The low usage of e-commerce websites was linked to two main causes. First, cumbersome procedures like GST registrations create obstacles for business owners who want to sell on e-commerce platforms. The idea of selling products online has been abandoned by numerous female entrepreneurs who find the lengthy paperwork and GST registration to be a hindrance. The task of updating the surnames on Aadhar cards or requesting electricity bills in their names before filing business registration has made online business more difficult for some married women entrepreneurs. As reported by a married woman who had altered her surname after getting married..

“If I need to sell on Amazon/Flipkart/Mynta or any other site, I need a GST number and other documents which I don't have.”

- Electronic/Stationery Product Seller, Urban Area

Another factor for non-participation on e-commerce sites is the complexity of rules and regulations of e-commerce platforms that the entrepreneur has to comply with if they wish to sell their products on these sites. Entrepreneurs can sell on e-commerce

platforms, but only after paying a commission to the site. They are discouraged from registering their business on e-commerce sites. It is more profitable and easier for them to sell through social media platforms. Thus, the respondents seem to prefer social media sites for their business rather than e-commerce platforms.

“E-commerce sites typically charge a commission on each sale and they may also have a variety of rules and regulations that sellers must comply with. While Amazon is less strict than other e-commerce sites, it still has its own set of requirements that sellers must meet.”

- Jewellery Shop Owner, Urban Area

Accessing Marketing Knowledge

The interview emphasised the effectiveness of using platforms like Facebook and Instagram to gather feedback from both existing and potential customers. It not only aids them in launching their businesses but also provides valuable insights through their network. By understanding their customer’s perspectives, entrepreneurs can recognise the potential for improving their business skills and transaction processes. The social media platform is furthermore utilised to learn more about the nature of the business in general. Therefore, respondents utilise social media platforms and the internet in general to research the market, evaluate the competition, and get ideas for new product concepts.

“I resell jewellery using an Instagram page, and I rely on insights from customers about the effectiveness of products back to the wholesale company.”

- Jewellery Shop Owner, Urban Area

Enhanced Customer and Vendor Outreach

Establishing a business via social media is a relatively new development. Even with the existence of e-commerce websites, people continue to use social media networks for their businesses. Social networking has been a useful tool for entrepreneurs to locate and establish connections with both their consumers and vendors. Social media is now used by business owners to spread the word about their products and services and cultivate relationships with suppliers and clients. All the respondents were cognizant of the customer attraction opportunities when running their business through different social media accounts.

Evidently, the biggest boon for trade entrepreneurs is YouTube. Video streaming platforms like YouTube have now become a new wholesale market for entrepreneurs. Social media has also become a useful medium to procure raw materials for entrepreneurs working in the service and manufacturing sectors.

“In the very first step of my business, social media played an important role. I started my business by watching YouTube videos. We started by searching for YouTube videos of sellers who were selling the products that we were interested in. We watched several videos and shortlisted a few sellers. We then visited those sellers in person for the first two times in Kolkata.”

- Jewellery Shop Owner, Urban Area

“I check YouTube for sarees. When we see sarees on YouTube, we see their address and then we go there directly and purchase the saree.”

- Textile Product Seller, Rural Area

CUSTOMER RETENTION STRATEGY ON SOCIAL MEDIA

The foremost determinant of a business's viability and profitability is its sales. Establishing a strategy to attract and retain customers within the realm of social media is paramount. The insights and learnings that empowered women entrepreneurs to garner attention on social media have subsequently influenced the shaping of their marketing approaches. The study participants highlighted various essential aspects of social media marketing that played a pivotal role in expanding the reach of their businesses.

Quality Presentation of Products:

The presentation of the products is vital in the world of online marketing. On Instagram, where content is plentiful and customer attention spans are short, capturing interest requires skillful presentation of products through compelling photographs or reels. The aesthetic appeal of both the products and their images holds significant importance in attracting and maintaining customer attention.

"Good photography is a prerequisite to reach out to customers. I especially bought a new phone for this. It matters a lot to see how you portray your products. The more you make it attractive, the more people would want to buy it."

Beauty Products Manufacturer,
Urban Area

Consistency in Posts:

The frequency of showcasing products on social media plays a crucial role in expanding the consumer base. Regular posts help contribute to establishing engagement with existing customers and reaching out to potential new ones. Additionally, in response to heightened competition on social media platforms, some respondents emphasised the significance of Instagram ads. These are paid services where entrepreneurs make payments to run ads for a specified duration. The effectiveness of these Instagram ads varied among the respondents.

"I started running ads recently when I collaborated with the Instagram consultant. The primary focus of my ads is brand awareness. We have a 10 per cent conversion rate where the queries or DM translates into an order."

- Skincare Brand Owner, Urban Area

Effective Communication:

Communication is one fixed approach for surviving in the highly competitive environment of the social media industry. Entrepreneurs are required to be skilled communicators, whether they are working with wholesalers or retailers. Being confident about the product and the skill to showcase that confidence in front of the customers makes a difference. Following these strategies, entrepreneurs can create a community of customers who value their products and in turn, become repeat customers for the businesses.



“You ask your friends to share your stories and you send them a small gift. We have learned about these techniques while doing the business and it did help us a lot in creating a chain.”

- Travelling Agency Owner,
Urban Area

“You need to know how to interact and communicate with people. Effective presentation is the key.”

- Travelling Agency Owner,
Urban Area

“We have 70 per cent repeat customers and they repeatedly order from us because they know they can count on our high-quality products.”

- Jewellery Shop Owner,
Urban Area

4.3 GOALS AND ASPIRATIONS OF WOMEN ENTREPRENEURS USING SOCIAL MEDIA

While recent research has started delving into the role of Information and Communication Technologies (ICTs) in business ecosystems, the gender perspective of this area largely remains untapped. This study addresses the burgeoning dimension of literature, aiming to expand and enhance comprehension of how female entrepreneurs utilise emerging digital technologies, particularly social media, to establish and manage innovative businesses. The focus is on their goals and aspirations for their businesses which they would like to achieve by leveraging social media. Here are some common goals and aspirations for women entrepreneurs using social media:

Business Growth, Visibility, and Recognition

Social commerce is revolutionising the landscape of marketing by empowering entrepreneurs to promote their products

across various social media platforms, offering cost advantages compared to traditional advertising methods. Engaging in brand marketing on these platforms enhances ad visibility, thereby boosting revenue through strategies like endorsing customer comments and sharing marketing content to encourage customer interaction through likes, comments, and shares. Certainly, it has emerged as a potent channel for entrepreneurs, particularly women, enabling them to establish their stores and feature their products on e-commerce platforms. This facilitates business expansion by showcasing their products. Female entrepreneurs are confident that being listed on popular e-commerce sites can significantly enhance their visibility and outreach. The goal for entrepreneurs is to broaden the reach of their products, and they view e-commerce platforms as the means to achieve that objective. However, challenges related to business registration are hindering entrepreneurs from realising their goals. Despite complications, some respondents remain convinced that aligning with e-commerce platforms will undeniably amplify their visibility, addressing a gap that exists when relying solely on social media presence.



“By selling products on e-commerce sites such as Amazon/Flipkart, I will earn more as I will have more margin in the products.”

- Electronic/Stationery Product Seller, Urban Area

“No, I am not satisfied. I want to expand it through Meesho and Amazon. After registration, we will have limited products but we will have more customers.”

- Electronic Products Seller,
Urban Area

Female entrepreneurs appeared to prioritise establishing physical stores and developing websites to effectively showcase their products, rather than actively utilising e-commerce platforms. A subset of respondents deliberated on their future aspirations, highlighting the constraints of operating a home-based business, particularly in terms of limiting the potential for increased sales and visibility. At its core, businesses led by women aspire to expand, and social commerce offers a convenient avenue for venturing into the realm of entrepreneurship. During interviews, participants were enquired about their inclination to persist in utilising social media for business, even if they operated physical stores. Almost all affirmed their commitment to promoting their enterprises through social media. Entrepreneurs highlighted the integral role of social media in contemporary business, noting its indispensability. Even in instances of face-to-face interactions with potential customers, the first inquiry often pertains to social media presence, influencing the decision to engage in a purchase. Consequently, social media has evolved into an integral component of any business endeavour.

“My ultimate target is now to open my store. Business through social media has created my customer base. Now I can confidently open my store but will never leave my social media presence.”

- Jewellery Seller, Urban Area

Networking and Expanding Customer Base

Businesses on social media platforms can receive ratings and valuable feedback, facilitating continuous improvement of products and services. These platforms play a crucial role in building and strengthening relationships with customers and suppliers, as well as expanding the business reach to potential new customers. Social commerce

facilitates networking among individuals from diverse geographical locations and different socio-economic backgrounds. It serves as a valuable tool for businesses to understand customer preferences better and refine their offerings by collecting data through methods such as online surveys. Interviews suggest that the primary motivation for women entrepreneurs to establish businesses on social media is to attract a broader customer base, aligning with the general entrepreneurial goal of increasing sales and achieving profitability. Discussions conclude that social media has become a universal marketplace, encompassing all age groups and serving as a crucial support system for entrepreneurs at every operational stage. Despite limited engagement in rural areas, women entrepreneurs can still connect with customers beyond their villages. Social media is deemed indispensable for forming a robust customer base, enabling entrepreneurs to expand beyond geographical constraints and reach previously inaccessible audiences. Overall, social media platforms have revolutionised business operations, providing rapid and cost-effective access to information, products, and customer bases, making an active social media presence essential for contemporary business success.

“People in the village already knew about my business but people outside my village did not know. To connect with them I started my WhatsApp business account. Now I get more customers through that.”

- Seed Shop Owner, Rural Area

“A good 60 per cent of my business is driven through social media only. Even my relatives came to know about it through social media. For me, this is the primary vehicle. If we had not put the status on WhatsApp or stories on Instagram then it would have ended very early.”

- Social Media Manager, Urban Area

Creating Social Impact

Lack of employment opportunities within rural areas forces people to move out of their villages and find jobs in other towns and cities. Higher unemployment also leads to increased alcoholism among men which results in violence within the household. Despite facing similar hardships these rural entrepreneurs were able to rise above and aimed to bring more people out of the shackles of poverty and unemployment. During interviews, women entrepreneurs especially in rural areas showcased a vision of generating livelihood opportunities through their businesses.

“My future goal is to diversify the products and sell more products apart from pickles. Also, I want to train more women in the area regarding this business so they can also work and earn.”

- Pickle Manufacturer, Rural Area

“I would like it if the business is big enough to employ a lot of people. Here, there is a high prevalence of alcoholism, if people do not get employment, they make alcohol. If they get employment, they will stop making alcohol. That’s why if I make something big out of this business, then more people would be able to join, get employed and earn.”

- Baker/Gift Shop Owner, Rural Area

Women entrepreneurs leveraging social media often find that these goals and aspirations are interconnected, contributing to the overall success and sustainability of their businesses in the digital landscape. In addition, social media facilitated the mobility of products and services and better communication with the customers and suppliers’ base. Notwithstanding the benefits of incorporating social media in starting and operating businesses, however, its usages pose risks to entrepreneurs. This includes privacy risks such as identity theft, inability to control access to information or the content posted by others, and additional time commitment.



DIGITAL RISKS

Online users emphasise the importance of enhancing cybersecurity measures on social media platforms to ensure a secure environment for both customers and sellers. Despite the growth of online business, entrepreneurs, particularly women, exhibit reluctance to use platforms other than WhatsApp due to concerns about cyber violence and cyberbullying. The perceived safety of WhatsApp, where only known individuals can access contacts, contrasts with the higher public visibility and potential risks associated with larger platforms like Instagram and Facebook. This hesitancy highlights the need for improved cybersecurity and measures to address online safety concerns for entrepreneurs, particularly women, venturing into the online business landscape.

“In the market place if the registration is by a female name, then there are many people who would message you. Because of these incidents, I gave my brother’s number.”

- Electronic/Stationary product seller, Urban Area

“I do plan to be on Facebook and Instagram after this season. But the issue is that if I create an account people may take numbers from these sites and can contact me. So that’s why my brother looks after these accounts. I just use WhatsApp where I have added my family members and my friends or the people that I know of”.

- Seed Shop Owner, Rural Area

4.4. UNVEILING THE IMPACT OF SOCIAL COMMERCE ON WOMEN ENTREPRENEURS

Women entrepreneurs utilising social media often harbour diverse goals and aspirations, mirroring the dynamic landscape of business in the digital era. The significance of women's entrepreneurship has increased not only due to financial responsibilities but also because of improved access to information and a heightened desire for self-actualisation among women. This empowerment enables women to support their families, fulfil social obligations, and leverage social media for confidence-building and expanding social capital. The overall process involves women striving for increased self-reliance, asserting their right to make independent choices, and controlling resources to challenge and eliminate subordination. The comprehensive findings of this study underscored entrepreneurs' pursuit of satisfaction, independence, freedom, and the desire to significantly scale their businesses. The interviewed women entrepreneurs successfully realised their ambitions of establishing businesses and following their passions. They achieved their ambitions, and came up with a unique narrative, driven by factors like financial crises or passion. This section aims to document the impact of social commerce on the empowerment and success of women entrepreneurs.

Flexibility and Work-Life balance

Home-based women entrepreneurs using social commerce experience improved flexibility and work-life balance. Social commerce allows them to set flexible working hours, accommodating family responsibilities. The customisable home environment enhances productivity. Social commerce seamlessly integrates personal and professional aspects, allowing easy switching between tasks, facilitating efficient time management, streamlining business

processes and leaving more time for personal pursuits. Family involvement in home-based businesses strengthens bonds and creates a shared purpose. Social commerce provides a global audience, advantageous for expansion without compromising the home-based setup.

Some respondents encountered challenges after marriage or childbirth. To overcome these obstacles, they initiated their businesses on social media, offering them a platform to earn income while managing household responsibilities. The notion of flexibility has garnered positive reception in academic spheres, seen as a means to harmonise work and personal life, especially benefiting the involvement of women. Flexible work arrangements are viewed as a strategy to alleviate stress levels for women with children, ultimately enhancing job satisfaction.

"In my experience, once you become a mother, working away from home, especially in the private sector, becomes very difficult. In that way, business via social media is very helpful. I'm able to do housework, take care of children, undertake my learning, and still have time to oversee my business."

- Clothing Brand Owner, Rural Area

"Along with the business, I can look after my household too. I don't have to go out. Rather than wasting my time on other things, I spend my time on my business."

- Electronic/Stationary Product Seller, Urban Area

Self-Reliance and Financial Confidence

Social commerce empowers women entrepreneurs by providing them the autonomy to manage home-based businesses independently. This empowerment is manifested through control over crucial aspects such as product offerings, pricing, and marketing strategies, fostering a strong sense of self-reliance. Through social commerce platforms, entrepreneurs directly handle financial transactions, independently tracking

sales and managing expenses, contributing to enhanced financial confidence. This economic independence allows women to contribute to household finances, reducing reliance on external sources. Social commerce facilitates the exploration of multiple income streams, enabling diversification of product offerings and collaboration with other entrepreneurs for a more stable financial foundation. The flexibility to make tailored financial decisions further enhances the sense of control and confidence. In rural areas, women often initiate businesses driven by the need for financial support, utilising social media as a platform for economic and social empowerment. Women's businesses in such contexts provide a sense of financial freedom linked intricately with the attainment of confidence and independence. Despite limited economic opportunities in rural areas, especially in farming, where women often go uncompensated for their labour on family farms, rural entrepreneurs have successfully established businesses, creating a valuable source of income.

"I started my business 3 years ago. And for the past six months, I have been using WhatsApp. My motivation to start the business was that I didn't want to depend on others."

- Clothing Shop Owner, Rural Area

"I like it when I earn. I got my admission to college. My father now says that I don't need anyone's support seeing I can manage everything financially. I financially support my family as well."

- Seed Shop Owner, Rural Area

"Before this business, I didn't have money to even eat. Now, I'm able to run the house and provide for my children's education. It has completely changed my life."

- Clothing Brand Owner, Rural Area

Tackling Financial Crisis

The COVID-19 crisis highlighted the advantages of social commerce. Platforms like WhatsApp, Instagram, and Facebook proved crucial for women entrepreneurs, enabling them to sustain business operations during lockdowns when mobility was restricted. With more people spending time on social media, women entrepreneurs seized the opportunity to promote their products, offer discounts, and diversify. It also emerged as a valuable lifeline for those facing job losses or needing to support their families during crises. Embracing technology not only allowed people to navigate crises effectively but also empowered them to explore new business avenues. The voices of the women confirm this fact.

"I started my skincare brand in 2021, during the lockdown. I gave strong thought to myself and my inner sense made me understand that the aroma of the bathing products which I usually receive as gifts are the ones which I can easily make. This gave me the motivation to start my skincare brand."

- Skin Care Brand Owner, Urban Area

"In 2019 we started this business. At that time my brother was facing financial issues, so I started helping him. After thorough research through networks and as well as online, we started this business."

- Electronic/Stationary Product Seller, Urban Area

Increasing Social Capital and Self-Satisfaction

Home-based women entrepreneurs create social capital and self-satisfaction by leveraging social commerce. Urban women entrepreneurs, especially those with prior

work experience, view entrepreneurship not just as a means of economic empowerment but also as a source of personal contentment. Engaging in businesses they love, these entrepreneurs find opportunities to socialise and connect with diverse individuals, an experience they hadn't encountered before. Interviews emphasised that they can maintain a professional presence on social media, update profiles regularly, use high-quality visuals, participate in online communities, share personal stories, team up with fellow entrepreneurs, create valuable content, and engage in discussions. Women entrepreneurs can now host virtual events, collaborate with influencers, and maintain consistent branding across all platforms. Social media also encourages customer feedback. This helps women build a positive rapport with customers, increase brand visibility, and reach a broader audience.

Particularly urban entrepreneurs prioritise psychological empowerment through their work. Social media plays a pivotal role, enabling them to run their business, and market, and sell products both locally and beyond. The professional gains, such as an expanded customer base and geographical reach, align with the enhancement of women's social capital. Social media serves as a convenient and affordable tool for building and maintaining substantial social capital, empowering women and boosting their self-confidence. Ultimately, the strategic use of social media by women entrepreneurs contributes to their overall success through increased empowerment.

“

“It is a happier zone now that may not be monetarily satisfying but money is a by-product and it would come if your product is good. It is a more satisfying phase to be in even with less income.”

- Craft Centre Owner, Urban Area

“I go to exhibitions and then we form a new group. We don't exit these groups. We post on these groups so we get the orders. The point of exhibitions is connecting with new people rather than sales.”

- Beauty Products Manufacturer, Urban Area

“At first, it was just a pastime of mine, but now it's becoming more and more well-known. The former state chief minister gave me a prize for becoming an entrepreneur. I received a prize on Women's Day, and the neighbourhood newspaper has mentioned me.”

- Beauty Products Manufacturer, Urban Area

“I was recently invited as a chief guest in my college and I graduated in 2020 only. I shared my experience with them and I had stage fear before but these things have changed my personality.”

- Travelling Agency Owner, Urban Area

5

DISCUSSION

This exploratory study delves into a significant topic concerning the impact of social commerce on home-based women entrepreneurs. It explores the motivational factors that prompt women entrepreneurs to initiate their businesses on social media platforms and evaluates the impact associated with conducting business through these channels. The study observes that social commerce has transformed the financial independence of women entrepreneurs. It serves as a virtual marketplace for women to establish businesses, enabling remote sales and negotiating with customers/wholesalers. It enables women, previously unable to work due to caregiving responsibilities, to engage in business. Social media has become an indispensable tool for women entrepreneurs, enhancing their flexibility and allowing them to balance their home and professional lives.

This research has found significant advantages of social media for businesses, particularly women entrepreneurs, as it serves as a cost-effective tool to build relationships, gain a competitive edge, and simplify connection processes, even with limited resources. Platforms like Instagram, Facebook and WhatsApp allow for marketing, customer attraction, and brand maintenance. Rapid feedback through these platforms enhances business productivity, providing valuable insights. Entrepreneurs now utilise social media at every stage of their business, from finding suppliers on platforms like YouTube and Instagram to interacting with customers, indicating its central role in modern business operations. This makes social commerce a valuable tool for promoting business success. In this backdrop, this research identifies social commerce as an area of opportunity for women in entrepreneurship. There is a huge potential to support women home based entrepreneurs in maximising the use of digital platforms for their businesses. This involves promoting tailored assistance for women,

enhancing their capabilities to effectively utilise platforms, and adapting the platforms to better cater to women's needs. Further research can shed more light on how social commerce affects business outcomes such as productivity and turnover. Additionally, upcoming research can shed more light on examining the digital skills and training needs of women entrepreneurs engaging in social commerce from home.

In emerging economies like India, social media emerges as a crucial avenue, empowering women to overcome cultural barriers and embark on entrepreneurial journeys through social commerce. The interviewed women manage their businesses independently with minimal support, showcasing their ability to build and sustain profitable ventures. Study findings also confirm the enhanced confidence in women's lives, attributing it to the opportunities afforded by social commerce. It thus plays a pivotal role in providing independence, initiative, and confidence to women, enabling them to take greater control over their lives. This newfound confidence, fueled by positive customer interactions and business growth, motivates them to expand their ventures. Investigating the long-term sustainability of home-based businesses run by women through social commerce is another key potential area for further research. Research could focus on exploring issues related to gender bias, access to resources, and balancing work-life responsibilities.

The present study has certain limitations related to size and sampling, which may affect the generalizability of findings. The literature review and detailed systematic study can be used as a foundation for future research, especially in broader contexts such as geographies, various age groups, types of businesses etc. Additionally, tracking the evolution of women entrepreneurs over

time and exploring different mechanisms for measuring performance, considering both online and offline contexts across various sectors, could provide a more comprehensive understanding of the subject.

Women entrepreneurs using social media encounter challenges related to cybersecurity and counterfeiting risks. Interviews revealed that women, despite benefiting from social commerce, hesitated to expand to platforms like Instagram due to security concerns. While the e-commerce sector in India is regulated under Information Technology laws, social commerce lacks specific regulations, highlighting the need for policies to safeguard the interests of entrepreneurs in this space. A collaborative effort between the government and social media platforms is essential to create a supportive ecosystem for social commerce entrepreneurs. Initiatives such as training programs, financial assistance, and mentorship opportunities are crucial to enhancing the skills and resilience of women entrepreneurs in overcoming these challenges.



Photo credit: Mansi Midha/Getty Images/Images of Empowerment



REFERENCES

- Accenture (2022). Why shopping set for a social revolution (2022).
- Akhila Pai, H. (2018). Digital startups and women entrepreneurship: A study on the status of women entrepreneurs in India. *IJRAR-International Journal of Research and Analytical Reviews*, 5(4), 655-659.
- Beninger, S., Ajjan, H., Mostafa, R. B., & Crittenden, V. L. (2016). A road to empowerment: social media use by women entrepreneurs in Egypt. *International Journal of Entrepreneurship and Small Business*, 27(2-3), 308-332.
- Bhowmick, S., (2023). All you need to know about India's social commerce growth in 2023. *Business Today*.
- CFR (n.d.). India introduces economic reforms to improve women's access to markets and financial assets.
- Hossain, M., & Rahman, M. F. (2018). Social media and the creation of entrepreneurial opportunity for women. *Management*, 8(4), 99-108.
- Hossain, T., (2018). Empowering women through e-business: A study on women entrepreneurs in Dhaka City. *Asian Business Review*. (153-160).
- IBEF (2022). E-commerce Industry in India (2023). India Brand Equity Foundation.
- Javid, E., Nazari, M., & Ghaeli, M. (2019). Social media and e-commerce: A scientometrics analysis. *International Journal of Data and Network Science*, 3(3), 269-290.
- Kashyap, A. K., & Chaudhary, M. (2023). Cyber security laws and safety in e-commerce in India. *Law & Safety*, 207.
- Keenan (2023). Global Ecommerce Statistics: Trends to Guide Your Store in 2024.
- Kwahk, K. Y., & Ge, X. (2012, January). The effects of social media on e-commerce: A perspective of social impact theory. In 2012 45th Hawaii international conference on system sciences (pp. 1814-1823). IEEE.
- Linda, S. L. A. I. (2010). Social commerce-e-commerce in a social media context. *World Academy of Science Engineering and Technology*, 72, 39-44.
- Mathur, N (2020). Women entrepreneurs in India may help create up to 170 mn jobs by 2030, *Live Mint*,
- Melissa, E., Hamidati, A., & Saraswati, M. S. (2013). Social media empowerment: How social media helps to boost women entrepreneurship in Indonesian urban areas. *The IAFOR Journal of Media, Communication and Film*, 1(1), 77-90.
- MIWE (2022). The Mastercard Index of Women Entrepreneurs.
- Paytm business (2023). Offline or Online selling: A data-driven guide for 2023 (2023).
- Priya, G. L., & Bose, S. S. (2021). A study on online women entrepreneurs. G. Lakshmi Priya and S. Smilee Bose, A Study on Online Women Entrepreneur, *International Journal of Management*, 11(12), 2020.
- Raja, A (2022). How India can become a hub for women entrepreneurs,
- Roest, J. & Bin-Humam, Y., (2021). *Business Her Way: Creating Livelihoods Through Informal Online Commerce*. Focus Note. Washington, D.C.: CGAP.
- Singh (2021). Indian social commerce Meesho raises \$570 million at \$4.9 billion valuation. *Techcrunch*.
- Thesis, S., & Rusconi, G., (2019). Social commerce entrepreneurship and new opportunities for women's financial inclusion in India and Indonesia. *Women's world banking*.
- World Bank (2023). The world bank in India. *India Overview*.
- Zafar, M. Z., Toor, A., & Hussain, T. (2019). Social media as a conduit for women entrepreneurs in Pakistan. *Pakistan Business Review*, 20(4), 886-889.



ANNEXURE

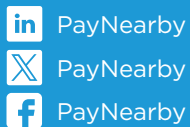
Thematic Representation of Field Quotations

Categories	Illustrative Quotations
1. Benefits of Social Media in Business	
Gain Marketing Knowledge	<ul style="list-style-type: none"> I resell jewellery using an Instagram page, and I relay insights from customers about the effectiveness of products back to the wholesale company.
Customer Outreach	<ul style="list-style-type: none"> Instagram is a highly convenient and professional platform for audience engagement. I discovered the diversity I needed for my business on Instagram. Social media plays a crucial role. Reels allow us to reach the greatest number of people; I can teach techniques through them, and as a result, people are more drawn to us..
Vendor Outreach	<ul style="list-style-type: none"> On social networking, I have also located suppliers. Some items that we may purchase on social media are not readily available in shops. The Lica app provides me with raw materials. I also search YouTube for saree videos. When we watch sarees on YouTube, we may see the seller's address and visit directly to purchase.
2. Reasons for Social Media Use on the Business Landscape	
Low Capital Investments	<ul style="list-style-type: none"> Social media has the benefit of inexpensive startup costs for commercial transactions. We would need more money if we have to run our business out of a specific location. The cost of operating a physical business is significant. Following that, you must pay the different bills. Therefore, the fixed cost is enormous. Online business reduces this for me.
Increased Flexibility	<ul style="list-style-type: none"> I began my business because I wanted to earn. I didn't want to leave my house to work outside. I thought I will use Paytm or phone pay to send or receive payments that I have to make. Most importantly, I'm not required to take my kid away. I began as soon as we relocated to Dehradun. My child had already started school at that point, giving me 3-4 hours to work.
Straightforward Approach than E-commerce	<ul style="list-style-type: none"> Each sale on an e-commerce site is normally subject to a commission fee, and the site may also have several guidelines that sellers must follow. I have tried to sell on Amazon but I don't have a GST number. Also, for these sites, we need to have enough inventory and when we get orders only then do we have to give them.

Tackling Financial Crisis	<ul style="list-style-type: none"> I started in 2021, during the lockdown. I was very confused during that period. Then when alone by myself, I thought of the time when I used to get gift hampers of bathing products. The aroma of these bathing products gave me an inner calling that this is what I can easily make. This gave me the motivation to start my skincare brand
3. Challenges of Social Media Use in Business	
Increased Competition	<ul style="list-style-type: none"> On social media if I upload anything then others can see my product and sell a copy of that product at a much lower price. Copying ideas through social media is a huge challenge. This industry is currently quite competitive on social media. And the biggest problem is that unskilled individuals are entering the market and undercharging for their services..
Cyber Safety	<ul style="list-style-type: none"> In the marketplace if you have a female name, then many useless people would message you. For this, we have to be aware. Because of these incidents, I gave my brother's number. After this season, I do intend to join Facebook and Instagram. But the problem is that if I create an account, someone can use my phone number to contact me for useless talks. My brother thus watches after these accounts because of this. And I just use WhatsApp, to which I have added/joined my loved ones, friends, and other acquaintances.
Obstacles in Cash on Delivery	<ul style="list-style-type: none"> There was a recent incident, where after delivery, a customer said he will not pay that amount because he's receiving the same thing at a lower price in a nearby bakery. Customers who pay cash on delivery (COD) may occasionally act as though they don't want to buy, refusing to answer the door, pick up the phone, or even block.
4. Goals and Aspirations	
Entering E-commerce	<ul style="list-style-type: none"> I aim to sell products on e-commerce sites such as Flipkart and Amazon to earn more as I will have more margin in the products.
Transition to Physical Space	<ul style="list-style-type: none"> If possible, I would like to open a store one day. In the future I want to open 2-3 branches.
Creating Social Impact	<ul style="list-style-type: none"> My goal is to train more women in the area regarding this business so they can also get adequate livelihood opportunities.
5. Impact of Social Media Use on Women Entrepreneurs	
Self-Reliance	<ul style="list-style-type: none"> Before that I didn't have money to even eat. Now, I'm able to run the house and provide for my children's education. It has completely changed my life. Due to this business, life has changed. I don't need to seek help from anyone if I need something. I have the means to buy stuff.
Increasing Social Capital and Self-Satisfaction	<ul style="list-style-type: none"> In 2021, amid the lockdown, I started this company. During the lockdown, I was in a complete mess. Then, as I sat alone, I remembered how the perfume of the bathing gift baskets I used to receive would make me feel as if I had an inner calling to manufacture exactly what they were. I was inspired to launch my skincare brand.



PayNearby
1AB, Arena House,
Road No. 12, MIDC,
Andheri (East),
Mumbai - 400 093



www.paynearby.in



HEAD OFFICE:
LEAD at Krea University
7th Floor, B Block, IIT-Madras Research Park,
Kanagam Road, Taramani, Chennai - 600113
Tamil Nadu.

REGIONAL OFFICE:
LEAD at Krea University
1st Floor, Block M-6, Hauz Khas,
New Delhi - 110016, Delhi.



www.ifmrlead.org