



Bishakha Majumdar
Sriparna Basu
Shilpi Jain

case 1-234-089
May 16, 2018

Chanderiyaan: Weaving Digital Empowerment into the Indian Handloom Industry

On December 15, 2016, the Digital Empowerment Foundation (DEF) marked its 15th anniversary and preparations were underway for the evening's celebration at the India Habitat Center in New Delhi. That morning, in a meeting held at the New Delhi DEF headquarters, founder Osama Manzar sought suggestions from his core team on how, and perhaps whether, to take their key initiative, Chanderiyaan, to the next level by becoming a profit-making enterprise.

Chanderiyaan was an initiative of DEF India focused on integrating digital inclusion into the handloom sector of Chanderi, Madhya Pradesh in north-central India. In addition to its original focus on the digitization of the indigenous handloom business, Chanderiyaan had grown into a full-fledged organization involved in the design, manufacture, marketing, and sales of handloom sarisⁱ and other dress materials.

For some time now, Manzar had been mulling the idea of weaning Chanderiyaan off DEF's support to make it a self-sustaining enterprise. He had even asked his operations head, Shahid Ahmad, to scrutinize the organization's operations and strategies closely to see if the time was right to make such a move. However, Manzar's main concern was whether the Chanderiyaan members were ready to participate in this vision, and if so, could they independently handle business operations such as sales and marketing, finance, human resources and the digital literacy program?

Osama Manzar and The Digital Empowerment Foundation—"Inform, Communicate, and Empower"

Osama Manzar began his career as a journalist following his post-graduate diploma in journalism from the Aligarh Muslim University in India. He served as an assistant editor with *Computer World* magazine and then joined the interactive media division of *Hindustan Times* (a national daily in India). In 1999, he went on to launch his own firm, 4C Plus, an internet technology (IT) solutions company.

i The sari is a popular garment for women in South-Asian cultures, consisting of a single piece of cloth of 5 to 8 meters in length, to be wrapped around the body. In handloom saris, the fabric (silk or cotton) is manually woven on a loom.

Published by WDI Publishing, a division of the William Davidson Institute (WDI) at the University of Michigan.

©2018 Bishakha Majumdar, Sriparna Basu, and Shilpi Jain. This case was written by Bishakha Majumdar, Assistant Professor, Sriparna Basu, Professor, and Shilpi Jain, Associate Professor, at the FORE School of Management, New Delhi, India. The case was created as a basis for class discussion rather than to illustrate either effective or ineffective handling of a business situation. The case should not be considered criticism or endorsement and should not be used as a source of primary data.