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**How do BoP firms shape markets? Market shaping in resource-constrained  
environments**

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## How do BoP firms shape markets? Market shaping in resource-constrained environments

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### Abstract

Previous research on the market-shaping by firms is based on resource-abundant situations, and scanty research is carried on how it takes place in resource-constrained environments. To address this knowledge void, we explore market shaping in base of pyramid (BoP) markets using the context of four BoP producer (BoPP) firms in an emerging market, India. We analyze data from in-depth interviews of 43 key stakeholders using an inductive theory-building approach. Our findings in the form of eight propositions suggest that market shaping among BoPP firms follow a novel configurational relationship, categorized in form of ‘market shaping triad’ consisting of their activities, resources and capabilities that aims to guide the BoP firms in their market shaping efforts in BoP markets. The study contributes to building knowledge on BoPP firms' market-shaping by investigating firm-level activities, resources, and capabilities that allow resource constraint firms to shape their market environments.

**Keywords:** base of pyramid, base of pyramid producers (BoPP), market-shaping

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## How do BoP firms shape markets? Market shaping in resource-constrained environment

### 1. Introduction

Markets are routinely viewed as ‘given’ and little attention is paid on how they are formed or changed over time (Buzzell 1999; Vargo et al. 2017). Market shaping is considered as an important strategy for firms to optimize the value potential of a market (Nenonen et al. 2019). Since firms across markets operate in a competitive environment, researchers place increased attention on how markets can be adequately moulded by firms for better results (Nenonen et al. 2014). However, with few exceptions (e.g., Viswanathan and Rosa 2007; Anderson et al. 2010), researchers looking at dimensions of market shaping have largely focused on ‘relatively resource rich settings’ (Herlin and Pazirandeh 2011; Mele et al. 2015; Baker and Nenonen 2019; Nenonen et al. 2019; Kaartemo and Nystrom 2021). Limited attention has been paid at the bottom of pyramid (BoP) markets and firms operating in such ‘resource constrained environments’ and how they navigate such market conditions to shape markets. Thus, this study investigates how BoP firms operating in resource-lean market environments adapt, create and recreate the market systems.

While almost 3 billion people worldwide with earnings below US\$5000 per annum (based on purchasing power parity) are considered to comprise the BoP (Euromonitor International 2019), yet the BoP markets are considered a goldmine of opportunities for large firms (Pralhad 2005) and fertile ground for breakthrough innovations (Pralhad 2012), given the large collective potential of these markets. But, plagued with multiple institutional voids and constraints (London et al. 2010; Viswanathan et al. 2012), operating in such markets have always been challenging for the firms (Karnani 2006; Kistruck et al. 2011). Successful BoP firms operating in such environment often have to fill multiple voids to sustain and grow (Ramachandran et al. 2011). Barring few studies (e.g., London et al. 2010; Viswanathan et al. 2014), researchers have often overlooked how individuals’ producers and BoP firms navigate through such constraints and shape their markets. To successfully shape such markets, firms often require to make sustained temporal commitments (Yunus 1999) with deeper understanding of market contexts (Pitta et al. 2008), often done by firms working with BoP producers (Singh 2008; London et al. 2010; Ramachandran et al. 2011). Thus, there is a need to explicate how firms at BoP, given their institutional voids and constraints shape their markets.

The current stream of literature on market shaping can be categorized into micro-level practices (Kindstrom et al. 2018) and macro-level structures (Baker and Nenonen 2019). The previous grouping has focused on practices performed by market actors while later on the gradual changes in the market systems. However, our study is based on constructivist market studies (CMS) perspective (Harrison and Kjellberg 2016) that focuses on practical working of market and how they are constituted and configured. This view incorporates a firm level view, where a firm act as an active agent of change and leads to its market shaping efforts.

Looking at market shaping efforts through firm’s interventions brings clarity over defining the scope and boundaries of a firm in its shaping efforts. This view builds on institutional logics applied in marketing (Slimane et al. 2019) to study the relationship between organizations and markets. Previous studies have attempted to define market-shaping through a firm’s activities (Kindstrom et al. 2018), its capabilities (Nenonen et al. 2019) and its resource configuration (Day 1999). We explicate the entire process through comprehensively categorising the activities, resources and capabilities of a firm as a triad and show their interconnected relational network and how it contributes to their market-shaping. This categorization attempts to build on and answer the previous studies that have focused on the empirical enquiry of how a firm’s deliberate effort translates into its market shaping.

From the BoP research and practice perspective, our study attempts to categorize firms deliberate attempts to change its market into their activities, resources and capabilities. This comprehensive and integrated categorization that we call ‘*market shaping triad*’ is aimed to guide BoP firms in their market shaping efforts while planning activities, allocating resources and capabilities that are to be built. In the next section, we explicate the theoretical considerations and research method used in the

study. Next, we synthesize the insights from our field research and offer seven propositions. Finally, we discuss the theoretical and managerial dimensions of our findings.

## 2. Theoretical Background

### 2.1 *Markets as systems*

System thinking primarily emphasizes on focusing upon relationships and interactions among the entities that create value (Vargo et al. 2017). System approach to markets is a departure from a neo-classical view of markets as transaction oriented (Stigler and Sherwin 1985), dyadic (*of buyers and sellers*) (Sissors 1966) and static entities (Arndt 1981; Aspers 2011) and defines markets in terms of network of individuals or groups, linked directly or indirectly with each other in processes, patterns and relationships among the actors (Layton, 2007; Vargo et al. 2017). To study markets, the researchers have been progressively conceptualising markets as the networks, systems and the ecosystems (Johanson and Vahlne 2011; Adner 2017; Moller et al. 2020). This approach to study markets adopts the institutional perspective to define markets (DiMaggio and Powell 1991) as value creating systems governed by a set of institutions and institutional rules and regulations (Vargo and Lusch 2017) and recognize these as malleable structures, or '*market plasticity*' that are capable of both holding and changing shape over time (Nenonen et al. 2014). Thus, scholars have been urged to look at firms, not as structures but as processes of organising (Weick 1979). The emerging view of markets as socially constructed and thus consciously reconstructable has opened up interesting avenues and possible tools for strategists on how markets are shaped and reshaped (Kjellberg and Helgesson 2006; Araujo 2007; Varman and Costa 2008; Aspers 2009; Geiger et al. 2012; Storbacka and Nenonen 2011).

### 2.2 *Resource constrained environments and BoP markets*

Resource constraint environment in BoP context are defined as the hurdles that limits firms in value capture and value creation (London et al. 2010) i.e. related to productivity constraints and value capture i.e., related to transactional constraints (London et al. 2010). In emerging market context, such constraints can occur due to presence of multiple institutional voids (George et al. 2012, p. 679; Witell et al. 2017), leading to conditions such as poor infrastructure, nonexistent distribution channels, illiteracy, corruption and lack of enforceable legal frameworks (Schuster and Holtbrügge 2014). On the other hand, BoP scholars have also identified resource constrained environment as enabler for innovation, new product development and reverse innovations (Gibbert et al. 2007; Prahalad 2005; Govindarajan and Euchner 2012).

The factors such as low income (Jaiswal 2007), poor infrastructure (Prahalad and Hart 2002; Karani 2007), lack of education (Prahalad and Hart 2002), and lower affordability (Prahalad 2005), has historically kept big firms distant from venturing into BoP markets. Such markets have been viewed as underdeveloped, deprived, and the domain of government and NGOs (Bharti et al. 2014; Khare and Varman 2016). However, (Prahalad 2005) view of BoP as potential consumers appears to have altered this orientation on how we see BoP markets, i.e., potential sources of innovation and wealth generation (Gupta 2020). Thus, much of the research on BoP has emphasized on market opportunity perspective (Hammond and Prahalad 2004; Hammond et al. 2007) while the market development and shaping part has been mostly ignored (London, Anupindi and Sheth 2010). Further, a crucial gap remains in understanding how the firms working with BoPP operate and shape their markets (Ramachandran et al. 2012; Singh, Agrawal and Modi 2015).

### 2.3 *Institutional work by market shaping actors*

Institutional work are actions taken by individuals or collective actors that leads to creation, maintenance as well as disruption of institutions (Laurence and Suddaby 2006). Drawing from this work, we define markets as socially constructible and reconstructable entities (Varman and Costa 2008). Our understanding of markets emerges from phenomena such as building of clusters (Ritvala and Kleymann 2012) or development of new practices (Lounsbury and Crumley 2007). Despite their

valuable contributions, these approaches focus on either micro-level practices or system level interactions, and fail to explain the factors that influence and defines a firm's boundary in the market shaping. Previous research on market shaping has emphasized on exploring the role of collaborative networks and their impact on markets (Vargo et al. 2017). Institutional theory as a lens is proposed to study how such relationships in the market are coordinated. Increasingly, studies have identified institutions as the key constructs for understanding the markets and their dynamics (Ertimur and Coskuner-Bali 2015; Vargo and Lusch 2016). To study markets, the researchers have been progressively started conceptualising markets as the networks, systems and the ecosystems (Johanson and Vahlne 2011; Vargo and Lusch 2017; Adner 2017). This approach to study markets adopts the institutional perspective to define markets (DiMaggio and Powell 1991) as value creating systems governed by a set of institutions and institutional arrangements (Vargo and Lusch 2017).

Chandler and Vargo (2011) suggests, 'Markets are created when actors, dyads, triads, complex networks and service ecosystem evolve through unique service provision efforts. These service provision efforts are typically represented by a set of activities (Kjeliberg and Helgesson 2007; Kindström et al. 2017), facilitated through mobilizing relevant resources and generated by a set of capabilities as carrier of these activities and resources (Nenonen et al. 2019). This triad of activities, resources linkages and capabilities are integrated through a nested relationship within the firm's structure (Day 1994).

Based on our data analysis and abductive research process, we propose a set of propositions explaining the scope and limit of market-shaping for BoPP focal firms. The propositions take into account three key elements to define the focal firm's market-shaping efforts, i.e., their (1) activities, as actions taken by them to change the existing market conditions (2) resources, as the affordances or the tools served to fulfil a defined purpose and (3) capabilities, as the carriers of activities and resources, generated through gaining long term deeply embedded repeatable process. *Figure 1* briefly depicts this nested relationship.

The above discussion leads to the research question for our present study: (a) How do BoPP firms' structure and execute their deliberate attempts to change their markets? and (b) to what effect?

[Insert Figure 1 about here]

### 3. Research Method

Our research context was India, where almost three-fourth of the population is considered to be under BoP (Kapoor and Goyal 2013). As an emerging market, India faces complex challenges to provide essential services to impoverished communities (*especially in rural areas*) at the BoP (Agarwal et al. 2017).

#### 3.1 Case study method and selection

We did in-depth interviews with 43 key stakeholders in four BoPP firms in India. *Appendix 1* briefly explains case's description of each of the selected firms. The organizations were drawn from SFAC website, one of the largest organised database of BoP producer firms in India. We followed the guidelines of conducting qualitative case study methodology (Eisenhardt 1989, Yin 2015) using an abductive approach (Dubois and Gadde 2002). Using theoretical sampling (Strauss and Corbin 1997; Eisenhardt and Graebner 2007) and replication logic (Yin 2017), firms were selected based on parameters such as geographical diversity, promoter type, ownership type, commodity or product focus, years of operation, size of operation, availability of production and marketing capabilities and financial performance of past three years. In addition, organizations covering the complete spectrum from production to marketing of their products, were preferred during the selection process. Enterprises dealing with only farm and allied products were included to maintain the study's uniformity (Singh and Singh 2014). The key informants in our sample included stakeholders who

have actively participated in conceptualising and executing the activities and mobilizing resources that have led to market-shaping of the firms.

### 3.2 *Data Collection and analysis*

#### 3.2.1 *Data collection*

The data was collected in 1 year and included preparation for data collection, interview protocols, field interview, direct observations, secondary data collection and transcription of interviews. Using (Yin 2009) approach to ensure construct validity, we used multiple sources of evidence, created a case study database and maintained a chain of evidence to develop our cases. Collecting data from multiple sources facilitated triangulation (Denzin and Lincoln 2011; Lincoln and Guba 1985). *Table 1* briefly describes data sources for the cases.

[Insert Table 1 about here]

##### 3.2.1.1 *Interviews*

The study followed (Eisenhardt 1989; Gephart 2013) approach for data collection and relied on semi-structured interviews as the primary source of information. The semi-structured interview protocol allowed flexibility to the study inquiry and asked relevant questions on the discovery of new avenues while the data was being collected. The interviews were purposely sampled to obtain perspectives on the firm's market-shaping practices from multiple stakeholders. The follow-up interviews were also conducted over the telephone. The interviews were structured mainly around three themes: BoPP firms motivations for changing their market environment, the tangible activities they were engaged in for doing so, and the resources and capabilities set they acquired overtime for making such activities happen. The first theme focused on 'why' BoPP firm's business models require restructuring their operating business environment. The question here focused on exploring and documenting the factors that push BoPP firms to act in a particular manner. This theme further led to our next theme on what activities (*actions*) do BoPP firms adopt in doing things differently that included how they define their relationship with their key stakeholders, motivating them to follow such norms. This further led us to our third theme for interviews on exploring the essential resources and capabilities that a BoPP firm develops in such resource constraint situations and how they are integrated into a whole within the firm's attempt to reshape its market. The interviews were conducted till we achieved theoretical saturation. The interview guide was created following (Yin 2009) and was reviewed by an industry expert in BoP market innovation, a senior academic in India who holds industry and academic experience in BoP producer firms. Interviews were conducted both in English and Hindi, and the ones in Hindi were later transcribed in English. Interview duration ranged from 30 minutes to 90 minutes approx. A total of 43 interviews were taken for the study (*Refer Table 1 for details*), out of which 14 were not recorded (for which field notes were created). Rest of the interviews were transcribed by one of the authors and was verified by an independent researcher for accuracy.

##### 3.2.1.2 *Observations*

The first author visited all four BoPP firms along with a pilot study in another BoPP firm. During the field visit, the author attended board meetings, annual day events, strategy discussions, members meetings, wholesaler activities in the market, retailer level activities and their exchange with customers and field activities at all the four firms. The researcher documented field notes, daily memos for each visit and supplemented them with the interview data to give shape to emerging theoretical perspectives.

##### 3.2.1.3 *Secondary data*

The secondary data included publicly available material on the SFAC website (one of the largest repositories of BoP producer firms in India), news and magazine articles, websites and brochure of the firms. This also included a couple of published work and case studies shared by interviewees, training and other manuals of the BoPP firms. Much of the secondary data was gathered in real-time as the research progressed. The secondary data triangulated the information gathered during interviews that included initiatives, best practices and information on resource utilization by the BoPP firms.

### 3.2.2 Data analysis

The data analysis was structured around the established methods of open-ended inductive theory-building research prescribed by (Glaser and Strauss 2017; Strauss and Corbin 1998) and as prescribed by (Gioia et al. 2013). Our analysis followed an iterative process through repeated comparisons of emergent data and themes. While analysis was iterative in nature, it was progressed through several recognisable phases.

#### 3.2.2.1 Identifying first-order codes

The analysis started with open coding (Strauss and Corbin 1998), focusing on statements and keywords that reflected what key stakeholders of BoPP firms perceived restructuring their operating environment, what measures they took to execute such restructuring and what actions were carried out by these firms to do so. The open coding process was followed using (Glaser and Strauss 2017). At this stage, informants' statements were collected, categorized and labelled as first-order codes. The initial codes were related to a set of activities done by BoPP firms, its resource base, capabilities developed by the firm through its repeated actions and mechanisms through which they were integrated together. These codes were further clustered into concepts that were formed through a reiterative process (Corbin and Strauss 1990). NVivo software was used to compare and classify chunks in statements and associate them with other data sources such as archival data, official reports and other interviews. This process was reiterated multiple times until an initial classification system was created, reflecting the informants' perspective, thus leading to first-order codes providing an interpretation of the data.

#### 3.2.2.2 Research centric second-order and third order codes

The first-order codes were further refined and clustered into higher-order themes through an iterative process by moving back and forth with data and emerging themes, as suggested by (Glaser and Strauss 2017). This process generated second-order codes. Second-order codes were further abstracted to third-order codes for generating higher-order theoretical dimensions of market-shaping. The overall process led to the creation of 13 third-order codes.

#### 3.2.2.3 Theoretical coding, dimensions and data structure

Finally, the analysis involved developing higher-order theoretical dimensions from the third-order themes (Glaser and Strauss 2017) that defined how BoPP firms determine their actions for market shaping. This integration led to further consolidation of 7 market-shaping dimensions that represented BoPP firms' efforts in terms of activities, resources, capabilities leading to their make shaping efforts. *Figure 2* illustrates our grounded theoretical model of BoPP firm level enablers and outcomes of market shaping.

[Insert Figure 2 about here]

4.

## Findings

### 4.1 Market shaping activities

Marketing has been breaking new grounds by characterizing markets as functions of the dynamic activities of parties engaged in exchange, representational activities and institutional activities and the constant evolving translation among these activities. One of the key characteristics of systems is

emergence (Georgiou 2003; Kozlowski et al. 2013) - the generation of higher-order structures through lower-order activities. Thus, the market-shaping activities of a firm can be considered as the building blocks for higher-order changes it brings in the market. This study has identified the actions taken by the firms as their key activities and their intended influence on market-shaping (Callon 1998), derived from the concept of markets as a set of practices and (Korkman et al. 2010). Kjellberg and Helgesson (2006) have identified three different market practices that shape the markets, i.e., exchange practices (*activities involving the exchange of economic goods*); normalising practices (*activities resulting in norms and rules guiding actions for market actors*) and representational practices (*the way market works and thus the overall image of the market it produces*). In this study, we categorize activities in terms of actions taken by the firm, the effect of such actions, the intended change it produces and finally, their influence on market-shaping. *Table 2 (a)* briefly defines the set of activities, i.e., tangible actions and their higher-order effect on market-shaping.

[Insert Table 2 (a) about here]

#### 4.1.1 Redefining relationships

##### 4.1.1.1 Legitimacy building

Legitimacy building among market actors is critical for BoPP firms to achieve the dual objective of establishing themselves in their markets and developing these markets at the same time (Agrawal et al. 2018). This includes firm's effort to reduce information asymmetries (Tarafdar et al. 2013); empowering BoPP, streamlining supply chains (London et al. 2010) and advocacy efforts (Davidson 2009). Legitimacy building helps in socialization, which is essential in developing cooperative norms that direct expected behavior across the supply chain relationships (Cai and Yang 2008). BoPP firms strengthen these norms by collaborating with the poor and their existing structures and systems of operation (London and Hart 2004; Viswanathan et al. 2010). These efforts aim to optimally utilize the existing resources and networks to connect the fragmented consumer and supply-side markets (London et al. 2010). In our study all BoPP firms first established themselves in the local markets and built repo among the producers and other supply chain actors to gain their trust and later established their presence with the support of these actors. CGM of one of the BoPP firm stated:

*Members [BoPP] do business with us is due to our long-term commitment. They do not sell in open markets, because we have helped them in skilling, training and micro-finance. Trust is essential to work with them. (C1-CGM)*

Marketing head from another BoPP firms stated:

*we encourage our trade partners to visit our facilities to check our authenticity [organic claims]. It helps in positive image. Once formed [trust], it becomes easy to work with both [BoPP and trade partners]. (C1-E1)*

Thus, we posit:

**Proposition (P1):** *BoPP firms transaction transparency helps them to positively influence perceived trustworthiness and legitimacy building among BoP market actors.*

##### 4.1.1.2 Power restructuring

Market studies researchers identified power relations as not given but rather created and maintained through specific practices (Bajde 2013). The environment around any firm comprises scarce and valuable resources that are crucial for its survival. No single firm has all the resources and functions necessary for its successful operation (Emerson 1962). To address this challenge, organizations in a market context attempt to positively change their power position and dependency through influencing other market actors (Ulrich and Barney 1984: p. 472). Power is identified as essential factor in



influencing business relationships (Yeung et al. 2009). It holds true for BoPP firms, which operate in resource constraint environments and therefore attempt to cope with such resource dependencies and environmental constraints (Pfeffer and Salancik 2003). Power in such market context is the firm's relationship with other actors and can be understood as relative dependence of parties involved in market exchange, i.e., BoP firm's dependence on market actors vice-versa.

Market shaping firms also aim to influence market-level characteristics to improve firm's position in the market by exercising its capabilities (Nenonen et al. 2019). These capabilities can best be interpreted as the tools to exercise a firm's powers in the markets. However, in the BoP context, this power is scattered across the supply chain (Sheth 2011) due to multiple institutional voids (McKague, Zietsma, and Oliver 2015). Though presenting multiple challenges while operating in such markets (Marquis and Raynard 2015), such institutional voids are also favorable in many ways for BoPP organizations in constructing and shaping the BoP markets (Mair et al. 2012; Wright, Filatochev, Hoskinsson, and Peng 2005). In this study, we found that BoPP firms positively exploited the market challenges and institutional voids, thus creating differentiation for themselves in their markets. To substantiate this, the COO of MPWPCL stated:

*...we started working with small producers, wholesalers in interior markets. It helped in balancing the business [as] we could decentralise our production, easily reach interior markets [where direct competition was less], could work in our terms [as we were working with smaller intermediaries]. (C2-COO)*

Marketing Manager, MPWPCL stated:

*In long run, we want minimal dependence on distributors and want them to function as delivery agents. For this, we have launched micro-marketing initiatives to make smaller retailers more loyal by investing in them, so they do not negotiate a lot with us on prices...by far, the response is excellent. (C2-M5)*

It shows how the BoPP firms influence and manage the power balance with the other market actors to influence the market and restructure the established norms resulting in the decentralization of power and fair market practices. Such interventions by BoPP firms also minimised the influence of the exploitative actors from the market or force them to change their practices to operate in the market. Thus, we posit:

**Proposition (P2):** *By re-establishing the power structure, BoPP firms positively influence the market's power distribution and relationship dynamics among market actors.*

#### 4.1.2 Reconfiguring norms

##### 4.1.2.1 Building network effect

The network effect is exhibited when the value of membership to one user is positively affected if another user joins and enlarges the network (Katz and Shapiro 1994). In BoP markets, BoPP firms establish themselves by creating a network of member producers. These producers become part of the more extensive organizational network, which connects them with external markets and is effective for the BoP firms to mobilize the market actors by creating alliances. Similarly, many BoPP firms operate in a consortium to establish higher reach and interconnectedness in their markets. Network effect strengthens scalability for BoPP firms and helps in effectively utilizing the social capital among such networks. Social capital refers to the norms and networks that enable people to collaborate (Woolcock and Narayan 2000). Networks with strong social ties within are considered to be in a stronger position to confront adverse situations (Collier 1998). Capitalising this social capital is essential for BoPP firms in mobilizing the BoP producers to come together into an integrated network. This network is essentially required to build scale and efficiency to the overall system. In order to create this efficiency, BoPP firms have adopted the practice of creating a network effect. In this study, all four BoPP firms have adopted an institutional model that facilitates creating a network effect. For example, a manager from one of the BoPP firm stated:

*We are consortium of ten organizations. Each creates a network of producers to attain scale. The bigger each member becomes; the newer producers join it. In return, we [consortium] get an advantage in the procurement, supply and marketing activities. (C2-M1)*

Another executive from MBCFPCL stated:

*By adding more FPCs to the consortium, we aim to make the producer group as wide as possible. Working as a consortium helps us negotiate better to get a better price for the produce. (C2-M2)*

A senior-level management employee of DNPPCL stated:

*their collective efforts and production capacity helps us to achieve scale, and as the [producer] group becomes wider, our position in the market gets strengthened. (C1-CGM)*

Thus, we posit:

**Proposition (P3):** *BoPP firms build a network effect in their markets through establishing intra-firm alliances (by establishing producer networks) and inter-firm alliances (by establishing consortium networks) that positively impacts their influence over the operating markets.*

#### 4.1.3 Redeveloping markets

To address BoP market challenges, market development is considered preferred strategy in emerging markets (Sinha and Sheth 2018). In such situations, markets are created by shaping expectations of its key stakeholders (Sheth 2011). In this study, all four BoPP firms intervened in a market with inherent market issues, as mentioned in the study (Sheth 2011). These firms made active efforts in developing such markets by understanding the local context, finding a relevant product-market fit, producer-produce fit, capabilities development, and knowledge transfer to BoPP for better productivity to equip them for producing high-value products.

While market development at BoP can be achieved through various approaches, refer to (Maity and Singh 2020) for details, we explicitly focused on how the BoPP firm's efforts improve and change the market conditions. These tangible pathways by firms are categorized into *nurturing ecosystems*, i.e., BoPP firm's effort towards developing the stakeholders and institutions of the market and *nurturing innovations*, i.e., BoPP firms' effort to promote newer and more efficient ways of doing things. Both helped the BoPP firms develop the markets and created a sustainable competitive edge over other market players in such markets. For example, Marketing Head and COO, MPWPPCL stated that:

*...we involved them [BoPP] in an institutional structure [FPOs], equipped them with bird rearing skills, introduced innovative EI [Efficiency Index] system for productivity management. We developing the producer base, we promoted new distributors to build a local distribution network. (C2-COO)*

and Chief General Manager, DNPPCL stated that:

*...we invested for years in grassroots...from the local infrastructure of honey production in their [producers] houses, skilling them through our experts, aggregating them into SHGs and providing them with micro-finance facilities...all this is difficult to match for any other organization which quickly want to get associated with these producers. (C1-CGM)*

Thus, we posit:

**Proposition (P4):** *BoPP firms' efforts through nurturing innovations and nurturing ecosystems of local markets positively affect its market redevelopment efforts.*

#### 4.2 Resource reconfiguration

Drawing from the resource dependence theory (RDT) (Pfeffer 1981) and resource-based view (RBV) of the firm (Wernerfelt 1984; Grant 1991), no single organizations have all the resources and

functions necessary for its successful operations. It fits aptly on the BoPP firms that work in resource constraint environments (London et al. 2010) with multiple institutional voids (Agarwal et al. 2018). To understand resource utilization, we derive affordance-based view of the firm (Gaver 1991) where strength and weaknesses of objects are assessed through the possibilities, they offer to people who use them. Thus, we categorize the resources of BoPP firms into four distinct affordances attained by them. First, managing BoP firms, which is attained through professional management hired by the BoP firms. Second, expanding the production network, strengthening social embeddedness and reconfiguring the supply network is achieved by creating a collective organization with BoPP as partners and raw materials suppliers. Third, reforming institutions, attained by innovative institutional set-ups and cross-sector collaborations (Herlin and Pazirandeh 2012) and collaborating with other organizations to maximize their power in markets. Fourth is reforming relationships, attained by creating new market linkages with intermediaries at both the demand and supply side of the markets. In this study, all four BoPP organizations efficiently managed their resources to make visible changes in their markets. Refer *Table 2 (b)* for more details for set of internal and external resource reconfigurations. This gets substantiated through one of the statements made by manager of a BoPP firm:

*and we hire local supervisors, promote local distributors, governance managed by local women board members...we had nothing [here]. With time, all have learned to share responsibility and contribute in the best interest of the organization. Over time, we have become prominent in the market, and everyone has grown with us. (C2-M2)*

[Insert Table 2 (b) about here]

#### 4.2.1 *Internal resource reconfiguration*

Looking at firms as a broader resource set rather than just a mere function of their output is well established in the literature (Penrose 1959). The firm's resource-based view (Wernerfelt 1984) highlights how looking at firms in terms of their resources can lead to different insights than the traditional product perspective. A firm's resources are defined as the tangible and intangible assets associated with it semi-permanently (Caves 1980). These assets require transformation and changes to adapt to the business environment, known as reconfiguration. Reconfiguration refers to the transformation and recombination of assets and resources. It focuses on redesigning specific elements or components of a system. Resource reconfigurations enable firms to adapt to dynamic environments by supplementing, removing, recombining or redeploying resources (Dothan and Lavie 2016).

In the BoP context, the resources available at the BoPP firm's disposal are limited and scarce. Using the existing resources and capabilities for multiple usages becomes necessary to match the market requirements better and adapt to the local environment. The critical resources of BoPP organizations in this context are classified into:

*People*: People here are defined as the internal management staff of the BoPP organizations and how to improve the quality of the workforce, attract qualified management staff, their proximity with the consumer market, and the producers.

*Producers (BoP)*: Producers here are defined as the primary producers linked with the BoPP organizations as members, supplying inputs and raw material, helping in value addition and other activities performed by such BoPP organizations. BoPP organizations mainly focused on women producers, the formation of collectives and members network to generate economies of scale and scope, and further develop the network effect for members to join the existing groups.

*Partners (Internal)*: Partners here are defined as the sister organizations such as other BoPP firms, members of collective consortiums, federations and inter-organization coordination and resource sharing with them.

*Product:* Product refers to the focus of BoPP organizations to improve their product or processes around it. The focus was on identifying commodities with high demand in the consumer market, promoting efficiencies to manufacture and package those high-value products closer to production and brand development through marketing initiatives. The focus here is to strengthen the products in high demand in the consumer market and create capabilities to develop such products.

#### 4.2.2 External resource reconfiguration

*Partners (External):* External partners here are referred to as supporting organizations, supply network partners such as wholesalers and retailers, institutional partnerships, government bodies and membership in associations that help promote the products produced by BoPP firms. A series of activities and actions by BoPP firms depict how these firms mobilize their trade network to focus on local, national and international demands. One of the BoPP firm-maintained proximity with the buyers through its trade partners. This proximity was both geographical and relational. Proximate relationships helped the traders save logistical costs while BoPP firms saved on lowering wastage (such as lower poultry bird mortality). BoPP firms were very particular in choosing their trade partners, which matched their work philosophy and market goals. One of the biggest trade partners of one of the BoPP firm stated:

*We cover remote areas where our competitors are unable to reach. We directly lift birds [poultry] from baai [tribal producers] and then sell. Company has a focus on serving rural producers and rural consumers, and we do the same. This also helps us in margin terms. We remain competitive in our markets. (C2-D1)*

Another senior management representative of another BoPP firm said:

*Initially we collaborated with FabIndia. This helped us to get a steady sale that stabilised our business. Then we built our brand name, we expanded our network to national and international partners by selling our brand of honey and with better terms. (C1-E1)*

*.it is relatively easier now to build new partnerships. We can say that we work with FabIndia and it helps. (C1-E2)*

Thus, we posit:

**Proposition (P5):** *BoPP firms' strong internal and external resource reconfigurations positively affect their ability to alter their local markets' norms and conditions.*

### 4.3 Capabilities

#### 4.3.1 Capabilities as the long-term carrier of activities and resources

The resource-based view of the firm has recognized the capabilities as one of the foundations of a firm's long-term strategy and direction (Grant 1991). In achieving the firm's market-based objectives, (Day 1994) capabilities are intangible resources in skills and collective learning. Amit and Schoemaker (1993) define capabilities as the capacity to deploy a combination of resources through collective organizational routines to achieve goals and they are viewed as the long-term carrier and output of a firm's activities and resources, embedded and intertwined into organizational processes. A firm striving to change its market configuration thus requires relating with the market (Day 2000). A firm's attempt to socialize with market actors (Lovaglia et al. 2003) helps build trust and cooperation (Cai and Yang 2008; Petersen et al. 2008).

While Nenonen et al (2019) has identified important categorization of firms' capabilities regarding their frequency and level of mastery, in this study, we have attempted to explore the capabilities of BoPP firms in the context of the activities performed by them, along with the resource configuration used to execute such activities for shaping markets. The study has categorized these capabilities into adaptive and altering capabilities, defined in the next section. Refer *Table 2 (c)* for detailed description on capabilities.

[Insert Table 2 (c) about here]

#### 4.3.1.1 *Adaptive capabilities*

Adaptive capabilities are their abilities to vigilantly observe one's market and its knowledge sharing mechanisms (Day 2011; Nenonen et al. 2019). Our purpose in this study was not to redefine the firms' adaptive capabilities but explore how these are executed in the BoPP firm's context. In past studies, an organization's existence and involvement with its stakeholders is taken as a given due to local partnerships or existing knowledge available about markets in public domain. The same is not always valid for BoPP firms, which have a dual challenge of understanding the market and creating a repo with the stakeholders such as local producers, consumers, and other market actors. Peculiar to BoPP firms, the producers and other market actors with which it intends to work do not often trust them. In past, established firms in India's contact farming and dairy industry have failed to build a repo with local market actors (Bhattacharya and Michael 2008) and therefore could not disrupt or change the markets compared to firms that worked closely with the BoPP producers (Bellur et al. 1990; Baviskar and Attwood 1991). Therefore, any firm attempting to change the market with the BoPP must first show its relatedness with the existing stakeholders. We identified this adaptive capability of BoPP firms through four sub-parts explained below.

*Sensing:* For firms to be successful in their markets, it is essential to sense the local environment to assess possible opportunities and threats (Teece 2009). A systematic sensing process adopted by firms helps them reconfigure the existing processes and identify and build a newer set of capabilities required to operate in future market conditions (Day 2011). Sensing in BoPP firms' can be categorized as those activities, which have helped them understand their market better. Since BoPP firms operate on the dual purpose of profit and welfare, they need to exploit the market opportunities and address the demand of their key internal stakeholders, i.e., BoP producers, at the same time. Therefore, sensing in BoPP organizations is not just looking into the market environment as discussed in (Teece 2009; Day 2011; Nenonen et al. 2019) but also the internal stakeholders, i.e., BoP producers. It was substantiated through a CEO of one of the BoPP firm, who stated:

*Our marketing, input procurement, strategy team remain close to markets, where they have proximity with input suppliers, competitors, and production plant...our managers, supervisors and local teams are permanently placed near producers and rural markets. It helps us to get information on both. (C2-CEO)*

*Relating:* Resource optimisation within and cross-sector collaboration becomes an essential aspect for firms to survive and grow in their markets (Reficco and Marquez 2012). In such cases, BoP firm's ability to build mutually beneficial relationships with the stakeholders become very important. In our study, BoPP firms made various collaborations such as producers engagement activities, competitors' collaborations, supporting and developing channel partners and collaborations with many third parties such as trade and consumer forums and government agencies. These collaborations helped BoPP firms establish a repo with the internal and external stakeholders to mobilize and optimize the resources available. The manager at one of the BoPP firm stated:

*Operating in rural markets is challenging. Initially, we did not have multiple options of wholesalers and distributors operating in these markets. We helped our initial wholesalers by providing them pickup trucks and other support such as extended credit periods. As our business grew, they have also grown with us. The same distributor we helped during his initial years now does a business of more than ten crores. (C2-M5)*

*Sharing:* The BoPP firms' studies here were designed in a manner that they have to work with thousands of primary producers who had a direct shareholding in these firms. Two of the BoPP firms followed a federated model where multiple smaller firms were part, similar to cooperative model (Prasad and Satsangi 2013). Apart from the internal stakeholders, organizations had to communicate with external stakeholders such as input suppliers, trade network partners, and government agencies.

In order to coordinate with producers and multiple smaller firms within a federation and a large number of external stakeholders, a robust knowledge sharing mechanism was adopted by all the BoPP firms. It included creating governance mechanisms for fixed internal meetings and briefing among members, intra and inter-firm mentoring support for skill transfer, singling trust through inviting trade partners such as FabIndia and other institutional partners to visit production areas. These activities helped BoPP firms to share the knowledge and communicate with intra and inter-firm stakeholders for effective adaption to the market environment.

Thus, we posit:

**Proposition (P6a):** *Sensing, relating and sharing abilities of BoPP firms in their respective markets strengthens their adaptive capabilities in such markets.*

#### 4.3.1.2 Altering capabilities

Altering capabilities are categorized as those in which BoPP firms attempt to change the existing market conditions and modify them to make them conducive for preferred operations. These capabilities are assisted by the adaptive capabilities to ensure that BoPP firms are grounded in their approach.

*Modifying:* In our study, we observed that BoPP firms had modified their environment and stakeholders at three levels. First, they attempted to modify their market presence by selecting a particular market, changing it, moving ahead; micro-marketing efforts to build a reputation and brand name; targeting and interventions in interior rural markets where it was difficult for competitors to compete; formation of labels and brands. Second, the BoPP firms have focused on improving the production and producers' capabilities by introducing producer's capacity development exercises, strengthening local clusters for scalable procurement and production, making transparency in transactions to mobilize more producers into the network. Third, the important thing which the BoPP firms modified in the market was to work closely with the supplier network. BoPP firms in all the intervening areas studied have created either a new supply network or made consistent efforts to change the existing ones. Few initiatives include finding alternate trade channels for sale such as commodity platforms, seeking institutional partnerships with more prominent players or creating self-organised retail outlets. It was substantiated by the CEO of one of the BoPP firm:

*We have started another channel through which we sell commodities in futures market. It helps us to secure our procurement plans. Reliance on only traditional sales channels, such as government's procurement etc., is a risky proposition. (C4-D1)*

Another senior executive from one of the BoPP firm stated:

*Competing against more prominent honey players is not a good strategy. We are a relatively smaller player and operate in the niche category of organic honey making. (C1-E1)*

*We have identified different channels to compete, such as collaborations with FabIndia and Kaarigar, who cater to the niche customer that we target. They offer us better margins for institutional sales, with which we focus on strengthening our retail brand. (C1-CGM)*

Thus, we posit:

**Proposition (P6b):** *BoPP firms' ability to modify their market environment and stakeholders positively affect their altering capabilities in such markets.*

#### 4.3.1.3 Adaptive capabilities helping altering capabilities

Adaptive capabilities enabled BoPP firms in their fast-changing markets and helped them to be more vigilant in its market learning and be more responsive in taking action to accelerate in their markets (Day 2011). Adaptive capabilities provided a strong ground for the BoPP firms to establish themselves, create repo with local stakeholders and then make the changes in their markets. Stronger adaptive capabilities helped them to face least friction from the stakeholders with whom they wanted to collaborate. For instance, market mapping exercise (*sensing*) by one of the BoPP firm led to

understanding that competing in bigger market is a bad strategy, instead, they mobilized the rural producers (*relating*) to connect into producer groups, trained and mobilized individual producers and their organizations (*sharing*) and identified supply and channel partners to start selling the birds in identified rural markets with less competition from bigger players (*modifying*). Thus, modifying the existing market structures was only possible when the BoPP firms have effectively identified and addressed the challenges associated with identifying the needs of stakeholders and adapting to the local market environment. Thus, we posit:

***Proposition (P6c): Stronger adaptive capabilities through sensing relating and sharing by BoPP firms positively affects their altering capabilities to modify their existing market structures.***

## 5. Discussion and implications

Our study qualitatively investigates through the constructivist lens, the mechanisms of market shaping efforts of BoP firms in resource-lean environments. Through a rigorous analysis of data from four BoPP firms in India, we develop a novel framework by which firms in resource constrained environments can develop their market shaping efforts. In developing this framework, we bridged the existing gap of market-shaping literature on how BoPP firms achieve market shaping in resources constrained environments. Through our multiple case analysis, we found that market shaping was applied in distinct ways by BoPP firms. The result it yielded for the focal firms and some of the changes in the overall market's condition is idiosyncratic to BoP markets context. This finding is in accord with Cyert and March (1963), which states that different organizations have different levels of control over their markets. Thus, to achieve the desired results, organizations form negotiated environments in which they interact with each other.

We posit that transaction transparency increases BoPP firms' influence in market shaping through mechanisms of trust building and legitimacy seeking. These are important mechanisms given the low levels of trust displayed in BoP environments. Establishing power structures to positively influence relational dynamics is also an important market shaping approach which BoPP firms develop. BoP scholars have suggested earlier that in the presence of institutional voids in BoP markets, social institutions take a precedence which are largely resting on relational dynamics among market actors. Similarly, we also establish that BoPP firms develop intra-firm alliances as well as inter-firm alliances for influencing market shaping. These networks often act as substitutes for low levels of resource use in these environments. Developing innovative ecosystems where only a few exist also helps the BoPP firms to shape markets in positive ways. The salience on nurturing local ecosystem of market actors have also been emphasized in market shaping literature. In the same vein, internal and external resource re-configurations are strong mechanisms of market shaping given the resource lean environments in which BoPP firms operate. This is much more challenges for BoPP firms compared to their counterparts operating in resource-rich environments. We also develop mechanisms through which BoPP firms sense, relate and share abilities in their markets to enhance their adaptive capabilities that aids their goal attainments in BoP markets which are otherwise so challenging.

We make novel contributions through our proposed set of propositions. First, we propose a set of propositions, where we show that market shaping by focal firms can be better understood through an interconnected triad of its activities, resources and capabilities, which influence the factors that are responsible for market shaping. We show that the result of the focal firm's interaction with the external market through such factors brings changes in market-level characteristics and influences the market's behavioral dimensions. Second, we identify seven market-shaping dimensions based on firms' activities, resources and capabilities. BoPP firms' activities towards their market enable them to redefine relationships, redefine norms and redevelop markets. These activities were supported through internal and external resource reconfiguration within and outside the firm and, finally, the capabilities developed by firms for market shaping i.e., enabling and altering capabilities.

Third, we establish that unlike traditional market shaping, market shaping by BoPP firms may not always be a deliberate attempt but may also occur as a by-product of the firm's focus and actions

towards bringing a positive change for its key stakeholders and while establishing itself in their respective markets. This finding is aligned with (Baker et al. 2019), which also directs changes in the market as the collective action of various forces, both intended and unintended.

While the activities that can shape markets are well established (Kindstrom et al. 2018; Kumar et al. 2000), studies previously have not accounted them along with resources and capabilities and how their configurations create a unison for firm's market shaping efforts. The proposed dimensions in our study extends the current understanding of market-shaping through building their internal activities, resources and capabilities network.

Our approach combines the two streams in market shaping, by integrating the micro-level practices (Kindstrom et al. 2018) with the macro-level structures (Baker and Nenonen 2019) that focuses on market practices that shape the market systems. This approach enables market-shaping firms allocate resources and efforts towards building mentioned capabilities while shaping their markets. Therefore, this holistic view towards market-shaping aims to optimize the firms' resources, primarily when firms operate in resource-constrained market environments.

### *5.2 Conclusions, Limitations and future research directions*

The purpose of our study was not to identify a new set of activities, resources and capabilities but to understand how they behave when integrated into a whole. Considering that it was an inductive study intended to explore the process behind the phenomenon, we believe that our four cases provided substantial evidence to substantiate our findings. However, the sample used in the study is both a constant and an opportunity for future researchers. Future studies can further examine whether the findings apply to other similar contexts across the world or not. Our use of BoPP firms aimed to focus on the emerging market firms that work with BoP producers and resource constraint BoP environment. While such selection was made after a thorough analysis of different firms operating in such an environment, other firm structures having similar resource constraints can be added to get more dimensions of market-shaping in such an environment. Further, networked BoPP firms have an inherent advantage of scaling producers and thus arriving at the commanding situation, future studies can further explore whether that advantage is due to the role of firm structure in their market shaping efforts and outcomes or the structure is neutral to the market-shaping efforts of the firms.

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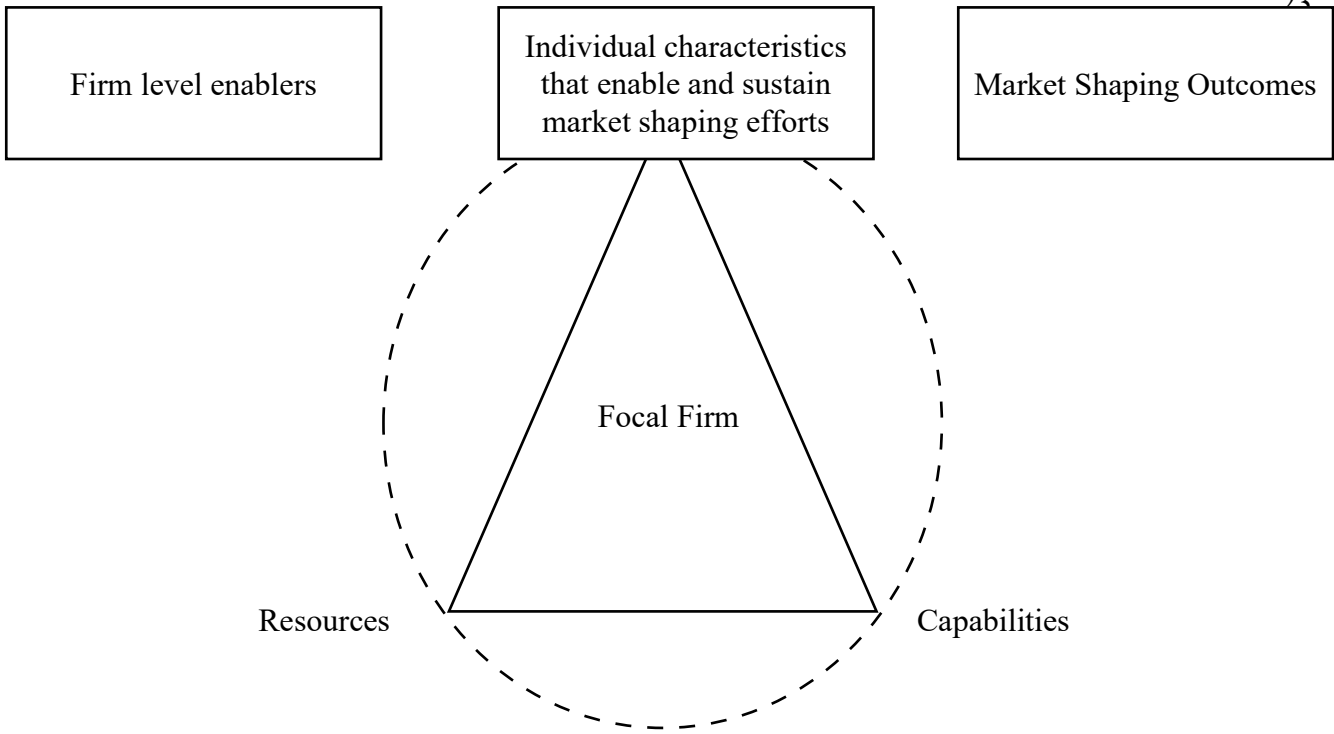
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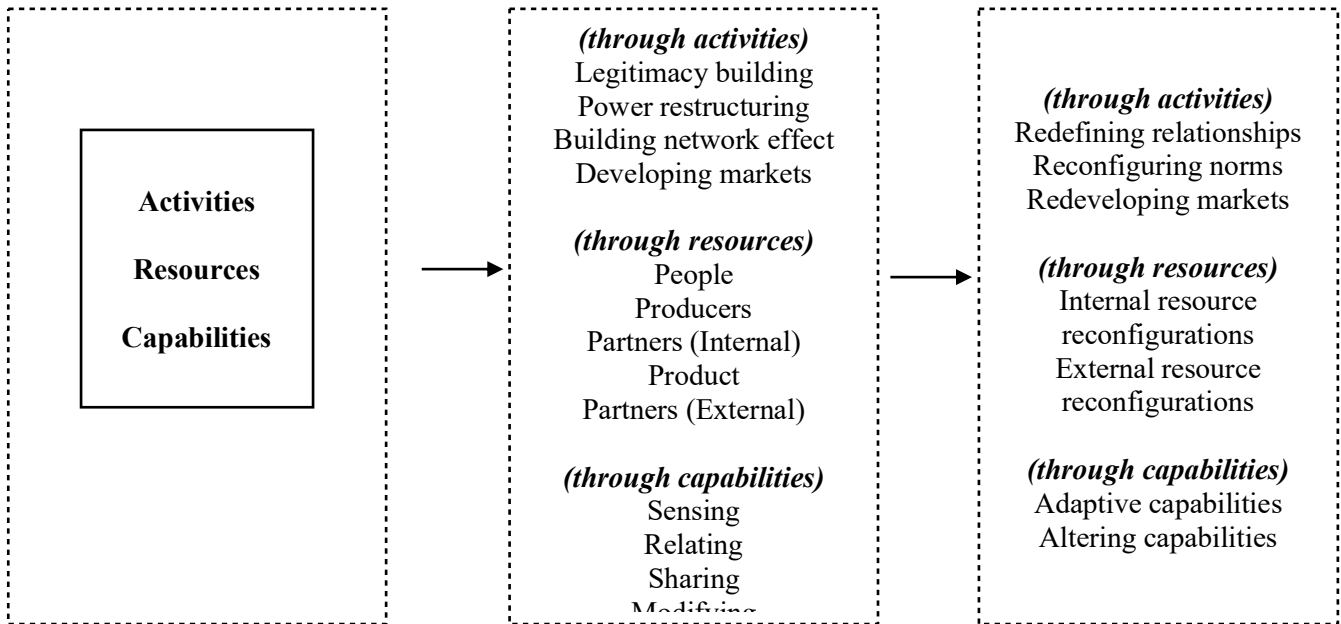
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**Figure 1:** Firm level enablers of market shaping



**Figure 2:** A theoretical model of BoPP firm level enablers and outcomes of market shaping

**Table 1:** Data sources for cases

Characteristics	C1	C2	C3	C4
Interviews	Promoter (C1- FP) Chief Manager (C1-CGM) Board Member (C1-BM) Executives 1 Marketing (Honey) (C1-E1) Executives 2 Marketing (Silk) (C1-E2) Executives 3 Procurement Quality Head (C1-E3) Executives 4 (Area Head) (C1-E4) Executives 5 Valley Incharge (C1-E5) Producer Primary Producer (C1-P1) Distributor 1 (C1-D1)	Chief Executive (C2-CEO) Chief Operating Officer (C2-COO) Manager (Individual Unit)-1 (C2-M1) Manager (Individual Unit)-2 (C2-M2) Manager (Hatchery) (C2-M3) Manager (Production) (C2-M4) Manager-Marketing (C2-M5) Executive 1- Area Supervisor (C2-E1) Executive 2- Area Sales Executive (C2-E2) Distributor 1 (C2-D1) Producer (C2-P1) Board Member (C2-B1) Board Member (C2-B2)	Promoter (C3- FP) Manager (Individual Unit)-1 (C3-M1) Manager (Individual Unit)-2 (C3-M2) Executive 1- Retail Business(C3-E1) Executive 2- Production Head (C3-E2) Executive 3- Procurement (C3-E3) Distributor (C3-D1)	Promoter (C4-FP) Chief Executive (C4-CEO) Departmental Head (C4-D1) Departmental Head (C4-D2) Departmental Head (C4-D3) Producer (C4-P1) Distributor (C4-D1)
Other Interviews	Industry Expert-1 (IE-1) Industry Expert-2 (IE-2) Industry Expert-3 (IE-3) Industry Expert-4 (IE-4) Academic Expert-1 (AE-1) Academic Expert-2 (AE-2)			
Archival Sources	SFAC and NABARD Annual Reports (C1,C2,C3,C4) Strategy Documents (C1,C2) Business Plan Documents (C1)			
Observational data	One author visited all four firms, 4 advisory meetings (Case 1), 1 annual day event, 1 cluster meeting (Case 2), 1 Group meeting (Case 3) and 1 Strategy meeting (Case			



	4). Recorded field notes, captured observations which were later used to confirm, supplement, shape emerging theoretical perspectives
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**Table 2 (a):** Data Structure - Market Shaping by BoPP firms (Activities)

	<b>First-Order Coding</b>	<b>Second-Order Coding</b>	<b>Third-order Coding</b>	<b>Market Shaping Dimensions (Activities)</b>
Activities	One member one vote policy Producer ownership structure Democratically elected board	Improving internal governance mechanisms	Legitimacy Building	<b>Redefining relationships</b>
	Initiatives for wholesalers and retailers loyalty Firm-producers proximity Maximum value back to producers Tracking supervisor's performance Transparent transaction systems (Eg: Efficiency Index system) Quality standardization Adopting fair trade practices Pricing reforms	Improving transaction transparency		
	Diversifying producers' portfolio Producers as partners in business Capacity building Transferring maximum value back to producers Clearly defined BoD responsibilities and power BoD chosen from producers Financial Empowerment through micro-credit groups Engaging in high value activities	Empowering BoP producers	Power Restructuring	
	Alternate supply network Developing small retailer channel Developing Institutional buyer network Trade partner proximity	Streamlining supply chain		
	Micro-branding activities for small retailers Board members from own producer groups	Reducing information asymmetries		

	Decentralized production and procurement Inter-firm alliance Accepting produce from BoPP members only Emphasis on building local trade network Training and capacity building of primary producers Training of new members by existing members	Strengthening producers	Building 'producers' network effect	<b>Reconfiguring Norms</b>
	Alternate trade channel development Awareness for becoming member of FPCs Interstate replication of models	Network expansion		
	Market mapping exercises Collaboration for technical knowledge Joint marketing efforts Direct connect with buyers through trade shows, conferences and meets Policy advocacy (associating with fair-trade organizations)	Developing collaborations	Developing markets	<b>Redeveloping Markets</b>
	Creating new FPCs Grooming of newer cooperatives/FPCs by older established ones Market linkages (for producers' output)	Nurturing ecosystem		
	Focusing on producing organic products for higher value extraction Creation of regional brands Emphasis on asset light models Adoption of best quality management systems (EI Index etc.)	Nurturing innovations		

**Table 2 (b):** Data Structure - Market Shaping by BoPP firms (Resources)

	<b>First-Order Coding</b>	<b>Second-Order Coding</b>	<b>Third-order Coding</b>	<b>Market Shaping Dimensions (Resources)</b>
Resources	Emphasis on Professional management Staff proximity with consumer markets Efficient Management Resource Optimization	-Professional Management -Local Leadership development	People	<b>Internal resource Reconfigurations</b>

	Focus on women producer's partners Primary member's network Strengthening supply through producers Developing Network Effect	-Primary Producers -Women shareholders -Producers as Owners (shareholders)	Producers	
	Federations of BoP firms Inter-departmental coordination's Inter-organizational resource sharing Promoting organizations support Facilitating organizations	-Federations -Promoting Organizations -Facilitating Organizations (partner NGOs etc)	Partners (Internal)	
	Focus on high value products Brand Development Co-branding activities Micro-branding attempts Focus on products with high market demand Certifications to increase authenticity (USOCA etc.)	-Product Innovation -Branding efforts -Certifications	Product	
	Grooming and Supporting trade network partners to grow their business (Wholesalers and retailers) Institutional partnerships for stability of business revenue Membership in associations (Fair Pricing, organic associations etc.). Collaborating with Government agencies	- Trade Network - Institutional Partners - Associations - Govt. agencies	Partners (External)	<b>External resource reconfigurations</b>

**Table 2 (c):** Data Structure - Market Shaping by BoPP firms

	<b>First-Order Coding</b>	<b>Second-Order Coding</b>	<b>Third-order Coding</b>	<b>Market Shaping Dimensions (Capabilities)</b>
Capabilities	Marketing team's proximity with consumer markets Sensing new demand patterns Avoiding confrontation with bigger players Market mapping Advance production planning	-Sensing producer's potential -Sensing consumer market demand	<b>Sensing</b>	<b>Adaptive capabilities</b>

	<p>Developing products with future market potential Focus on high value activities Modification in products/designs as per market demands</p>	<p>-Sensing market competitiveness</p>		
	<p>Diversifying the production portfolio Involving producers in firm's governance Engagement and information sharing Competitor collaborations Leveraging existing associations for new market collaborations Collaboration with NGO partners Facilitating trade partners in network development Trade collaborations with reputed institutional buyers Collaboration with government agencies for institutional trade Tie-ups with quality specialist firms for improving production quality</p>	<p>-Competitor collaborations -Producers engagement -Channel partner upliftment -Third-Party collaborations (agencies)</p>	<b>Relating</b>	
	<p>Plant visits for generating trust Communicating social cause Transparency with trade network for trust building BoP producers visit to firms manufacturing plants Traders meet Central resource planning and strategy building Training of new members by existing members Mentoring new BoP firms Involving experts</p>	<p>-Production transparency -Channel partner involvements -Centralised and Decentralised information systems -Knowledge transferring</p>	<b>Sharing</b>	
	<p>Strengthening presence in closest big market Focus on micro marketing strategy Targeting rural interior markets Commodity selling to labels formation and brand development</p>	<p>Modifying market presence</p>	<b>Modifying</b>	<b>Altering capabilities</b>
	<p>Training, technical assistance and capacity building of primary producers Formation of micro- credit SHG group formation. Sourcing transparency (Production traceability)</p>	<p>Modifying production strength</p>		

	Decentralized production and centralized marketing and sales Commodity trading platforms for additional business Local trade network development	Modifying supply relations		
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