



An Impact Assessment Report of the Project Tarasha



Implemented by Industree Foundation and Creative Dignity



Study Conducted by



Artx
2024 – 2025

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1. Executive Summary

Project Background

“Project Tarasha”, a social initiative by Titan Company Ltd, is an artisan entrepreneurship development programme that aims to empower rural craftpreneurs i.e. artisan entrepreneurs, in their effort to create sustainable craft businesses in modern markets. Born during the pandemic, Tarasha supported craft communities that were on the brink of losing their livelihoods. This initiative uncovers and promotes craft while enabling them to digitise their business to reach a wider audience. Project Tarasha’s activities are deployed across India covering an intensive Creative Enterprise Development programme, capacity building workshops, design development and mentorships, digital training and artisan-market connections. The Titan CSR team works in close partnership with Creative Dignity and Industree Craft Foundation, with Creative Dignity being the implementation partner for the project from 2022. Since its establishment, Tarasha has trained and supported over 42 craft producers, and through them benefiting and positively influencing lives of over 5500 individuals from rural India.

This report highlights the programme's key impacts, including training, capacity building, market access, design collaborations, and digital transformation for rural craftpreneurs. It also emphasises the programme's role in providing tailored entrepreneurship training, digital skills enhancement, market access, and design and creative mentorship to enhance market readiness of marginalised rural craftpreneurs from across India.

Project Details	
Implementation Year	FY 2023-24
Assessment year	FY 2024-25
Beneficiaries	Craftpreneurs and artisans
No. of Beneficiaries	Direct 261 Indirect 4080
Implementing Partner	Industree Foundation (and Creative Dignity)
Project locations	Across India
Budget	₹2.15 Crore

Project Activities	
Craft Enterprise Development	The project collaborates with craftpreneurs to develop artisan enterprises holistically, focusing on increasing key business skills. It aims to boost revenue by addressing critical gaps and works primarily with non-textile and languishing crafts, engaging 15-20 enterprises a year.
Capacity Building Workshops	Capacity Building workshops are residential programmes, conducted across India, that empower craftpreneurs through tailored training to meet market demands.
Artisan Market Connect	Project Tarasha connects artisans with B2B and B2C clients through events, exhibitions, and eCommerce platforms, and enables them to explore corporate gifting and designer collaborations to expand their market presence.
Design Development and Mentorship	To address challenges faced by medium-skilled workers, a customised approach to Design Development and Mentorship that empowers artisans to lead design interventions and enhance their products' market fit.
Tarasha Digital Programme	The project provides artisans with training for setting up their own websites along with targeted digital skills capacity building, social media engagement, and online marketing support.

Key Findings & Impact				
Sr No	Component	Indicator	Findings	Impact
1	Artisan Outreach	Participation Rate	A database of 318 artisan entrepreneurs developed with detailed profiles of 60 enterprises created.	Expansion of craft networks enabling access to

			<p>5 strategic hubs/networks were engaged for outreach including All India Artisans and Craftworkers Welfare Association (AIACA), Dastkar Delhi, Dilli Haat, Creative Dignity Collective and Indian Institute of Craft and Design (IICD).</p>	marginalised craft communities spread across the breadth and depth of India.
			71.6% of participants were women, but 90% of CED Cohort members were men, highlighting a gender gap in advanced training.	
			51 unique crafts covered, from 18 States and Union Territories of India.	
2	Craft Enterprise Development	Participation rate with repeatability indicators; quality and depth of training	<p>20 enterprises shortlisted for Creative Enterprise Development (CED), 10 finalised for deep interventions.</p> <p>92 artisans received deep engagement support</p> <p>181 unique artisans trained via capacity building workshops in skill development and production techniques.</p> <p>Participation of 70 creative enterprises in modules across digital marketing, design and business planning of which 22 participated enterprises in at least 2 modules, surpassing the original target of 50 and 20 respectively.</p>	Strengthened craft enterprises through deep engagement, enhancing business sustainability and skill development while exceeding participation targets and benefiting over 4080 individuals connected to the craft enterprise as employees, family members, suppliers and auxiliary networks.
3	Design Development	New designs and prototypes developed; collaborations undertaken	<p>131 new designs created by the CED cohort</p> <p>14 designer collaborations resulted in market-ready product innovations and 30 sales orders per unit.</p>	Enhanced product innovation and market competitiveness through design interventions, leading to increased sales opportunities market differentiation.

4	Market Connect & Access	Increase in sales volume; access to new buyers and market segments.	₹67.45 Lakh total sales generated through 7 market events in Bengaluru, Mumbai, Delhi, Hyderabad, and Bangalore.	Strengthened market linkages and revenue growth for artisan enterprises, expanding their reach to premium buyers and corporate clients, thereby enhancing financial sustainability.
			Top-selling event: Tarasha Craft Exhibit, Bengaluru (₹34 Lakh in sales, 25 enterprises).	
			13 B2B partnerships established with brands like iTokri, Okhai, Flourish, and Craft Roots	
			₹8.26 Lakh revenue from corporate gifting orders (14 enterprises, 7 corporate buyers)	
5	Tarasha Digital	Increase in artisan websites; digital following on social media and increased awareness regarding project Tarasha	Digital workshops trained 35 artisans, leading to: ₹11.5 Lakh in sales after the Gwalior workshop and ₹1.4 Lakh in sales after the Hyderabad Workshop.	Modest digital traction with slow but steady audience growth, highlighting the need for a more aggressive digital marketing strategy, stronger e-commerce integration, and enhanced content engagement to maximise artisan visibility and online sales potential.
			Monthly traffic of 122 users on the official Tarasha website, and Instagram following growth from 2,251 to 2,757 (+500 new followers) over 8 months (~62 followers/month).	
			4 artisan websites piloted via Fynd as part of digital presence and e-commerce push.	

2. Introduction

2.1 About Titan

Founded in 1984 as a joint venture between the Tata Group and TIDCO, Titan Company Limited has expanded from a leading watch manufacturer into jewellery, eyewear, fragrances, Indian dress wear, and lifestyle products. Titan's CSR policy focuses on education, skill development, and the preservation of Indian arts and crafts. It implements CSR projects through in-house teams, NGOs, trusts, and delivery partners.

About Project Tarasha

Project Tarasha, a social initiative by Titan Company Ltd, is dedicated to empowering rural **craft entrepreneurs ("craftpreneurs")** in their effort to create sustainable craft businesses in modern markets. Initially designed as a craft and artisan development programme, it pivoted during the pandemic to digital skills training, later evolving into a customised Craft Enterprise Development initiative. The programme provides enterprise training, market connections, and design mentorship, with a focus on non-textile crafts (metal, wood, glass, hand painting).

The project is spread across India working in collaboration with Creative Dignity and ICF, benefiting and positively influencing the lives of over 5,500 rural craftpreneurs across India. Creative Dignity is the implementation partner for the project.

Objectives of the project:

1. **Enterprise Development:** Assist craftpreneurs in business knowledge, product development, design interventions, finance, and inventory management to promote sustainable growth.
2. **Capacity Building:** Offer workshops and training programmes to equip artisans with skills to meet market demands and improve their craft.
3. **Market Access:** Connect artisans with B2B and B2C clients, facilitate participation in exhibitions, and explore e-commerce opportunities to expand market reach.
4. **Digital Presence:** Establish structured pathways for digital adoption to enable artisans to expand their market reach online.

Role of Project Partners:

A key aspect of the Tarasha programme has been its openness to collaboration and its ability to bring together diverse partners aligned with the project's mission of supporting artisan-led enterprises. The project's collaborative approach has enabled it to tap into varied expertise and networks, ultimately enriching programme outcomes.

- Creative Dignity brought deep sectoral knowledge and grassroots connections, helping identify and onboard craft enterprises in need of capacity building and market support.
- Smitha Murthy led the project management, identifying and managing relevant partners, enabling seamless collaboration and ensuring the agreed deliverables were met within timelines set for the project.
- Fynd supported digital enablement by piloting e-commerce infrastructure for select artisan entrepreneurs, offering a pathway to long-term online sales.
- Kwasi contributed to the digital transformation strategy and implementation, helping strengthen Tarasha's digital presence and amplify reach through fresh designs and branding.
- Bangalore International Centre (BIC) and other cultural venues were engaged to host market access events, exhibitions, and networking opportunities, positioning crafts within public and cultural discourse.

This partner-driven approach enabled the programme to remain responsive, contextually relevant, and rooted in the realities of India's evolving craft sector.

2.2 Background & Need of the Programme

India is home to thousands of craft-based micros, small, and medium enterprises (MSMEs), forming a crucial pillar of the country's creative economy.¹ Craft entrepreneurship in India represents a vital component of the country's economy, rooted in its rich tradition of handmade goods and diverse cultural heritage. With over 7 million artisans, with 56.13% of them being women, the sector provides livelihoods to millions, particularly in rural areas, and contributes significantly to export revenues. However, systemic challenges limit its potential, necessitating structured support for its growth.

The sector lacks structured support and was severely impacted by COVID-19. Estimates suggest that over 60% of artisan households faced a reduction in orders, with many losing their primary source of income during the pandemic. The crisis underscored systemic issues, such as gaps in digital access, financial safety nets, and business resilience, leaving

¹ *State of Livelihoods Report 2020*. Access Development Services, 2020.

many artisans unprotected and vulnerable.² Entrepreneurship in the craft sector also faced setbacks, with many small businesses unable to sustain operations due to liquidity constraints. The World Bank highlighted the urgent need for tailored financial support and capacity-building programmes to help craft enterprises recover and adapt.

In response, Tarasha became a lifeline for artisans, introducing digital literacy, market access initiatives, and enterprise development programmes. The shift to e-commerce and online sales accelerated, ensuring artisans could sustain their livelihoods. Today, Tarasha operates as a long-term, cohort-based intervention, helping artisans rebuild, scale, and sustain their businesses.



² <https://www.businessofhandmade2.com/>

2.3 Purpose & Scope of Evaluation

Titan has commissioned The Art X Company to conduct an impact study on Project Tarasha. This evaluation will assess:

- Project Efficiency & Effectiveness – Alignment with objectives, financial and human resource investments, and milestone achievements.
- Social & Cultural Impact – Artisan outreach, inclusivity, and the role of Tarasha in preserving arts and culture.
- Economic Impact – Business growth, market expansion, sales increase (5-10%), and supply chain improvements.
- Digital & Design Impact – Digital adoption, social media growth, market leads, and outcomes from design mentorship programs.



The study aims to identify best practices, refine future strategies, and ensure continued impact in the arts and culture sector.

3. Study Methodology

3.1 Approach and Methodology

Cultural activities can drive transformative social change, influencing education, cultural pride, identity, creativity, innovation, and social inclusion. Social impact refers to the direct benefits these activities bring to communities, while cultural impact reflects how they shape artistic practices, community engagement, and heritage preservation.

While Tarasha is traditionally assessed through social impact frameworks, its foundation in cultural and creative practices requires a dual-lens evaluation—measuring both social and cultural outcomes for a holistic assessment.

To measure Tarasha's cultural impact, we developed sector-specific indicators for crafts and visual arts. The evaluation

Social Impact

Impact generated when the society directly and positively benefits from any activity, on specific social indicators: education, pride for one's culture or identity, accessibility, etc.

Cultural Impact

Impact generated when artists, creative professionals and the population respond to cultural activity in a manner that directly impacts the way they think, work and engage with their culture. Indicators include: widening of opportunities to create art, innovation, creative expression, cultural infrastructure etc.

integrates quantitative and qualitative methods, assessing the programme's role in fostering creative exploration, community identity, and pride in traditional crafts.

The study follows the OECD DAC framework (provided by Social Lens), evaluating relevance, effectiveness, and impact. A mixed-methods approach was employed, including:

- Secondary data review – Analysis of programme reports, impact frameworks, and contextual documents.
- Focus Group Discussions (FGDs) – Facilitated with artisan entrepreneurs to capture collective insights.
- In-Depth Interviews (IDIs) – Conducted with artisan entrepreneurs, workshop leads, program leads, designers, and event teams to assess implementation and outcomes.

The study follows a step-by-step evaluation approach, ensuring a comprehensive impact assessment:



3.2 Evaluation Areas

Focus Area	Indicator	Inquiry Areas	Stakeholders
Relevance	Alignment with Tarasha's objectives	How well do the programme activities align with the stated objectives of Tarasha? Are the programme goals clear and reflective of Tarasha's mission?	Programme team
	Alignment with beneficiary needs	Were the modules designed to address the specific needs of artisans (e.g., market linkages, skill-building)?	Primary beneficiaries, programme leads, workshop leads, designers
Effective-ness	Achievement of outcomes as outlined in the project impact framework	How effective was outreach? How was diverse and inclusive participation ensured? Were the targeted outcomes in areas of design, market access, supply chain, business development, market access achieved? Are participants applying their learned skills?	Primary beneficiaries, programme leads, workshop leads, designers
Impact	Socio-cultural and economic impact in the lives of the beneficiaries	What changes have occurred in artisans' income, market connections, or confidence? Has the program helped preserve or promote cultural heritage?	Primary beneficiaries, program leads, workshop leads, designers

3.3 Sampling

3.3.1 Stakeholder Map and Tools

Stakeholder Group	Role	Rationale
Artisan entrepreneurs (CED programme)	Participants in business-focused CED interventions.	Measure the impact of design mentorships, digital transformation and skilling, and business planning interventions on growth and market readiness.
Artisan entrepreneurs	Primary beneficiaries attending capacity-building workshops.	Assess workshop impact on skills, business application, and challenges, informing programme improvements.
CED lead	Oversees the Creative Enterprise Development (CED) programme.	Evaluate programme design, implementation, and effectiveness to refine strategy.

Stakeholder Group	Role	Rationale
Workshop leads	Trainers delivering technical and business skills.	Gather insights on training effectiveness, challenges, and artisan engagement.
Tarasha event team member	Organises and executes Tarasha events.	Assess event impact on artisan visibility, market access, and engagement.
Designer from design collaboration	Works with artisans to blend traditional crafts with contemporary designs.	Evaluate collaboration effectiveness in enhancing product appeal and market competitiveness.

3.3.2 Sampling Plan

To ensure a comprehensive and unbiased representation of participants, a combination of random sampling and purposive sampling approaches has been utilised for this study. Random sampling ensures equal chances of selection for all individuals within the target groups, minimising bias and maintaining the integrity of data collection. Purposive sampling is employed for selecting key stakeholders to ensure that individuals with specific roles and critical insights are included in the study. Below is the detailed sampling plan with 16 study participants:

Stakeholder Group	Sampling Method	No. of Participants	Data Collection Method	Participants
Artisan entrepreneurs (Capacity Building Workshops)	Purposive sampling	3	In-depth interviews(IDI)	- Hand Spinning Module - Home Furnishing Workshop - Craftpreneur Chandana - Craftpreneurs Touseef Mian & Shavez Mian
CED lead	Purposive sampling	2	In-depth interviews(IDI)	- Latha Tummuru, Lead - Creative Dignity - Meera Goradia, Lead - Creative Dignity
Workshop leads	Purposive sampling	2	In-depth interviews(IDI)	- Pradeep Patil, Workshop Lead - Digital Skills - Madhavji Sahasrabudhe, Workshop Lead, Hand Spinning
Tarasha event team member	Purposive sampling	2	In-depth interviews(IDI)	- Sumedha - Ritika Gandhi, ADG - Titan

Design Collab Designers	Purposive sampling	2	In-depth interviews(IDI)	- Karishma Shahani - Ka-Sha - Enakshi Ghosh
Artisan entrepreneurs (CED programme)	Purposive sampling	5	Focus group discussion(FGD)	- Khetaram Sumra - Luhar Javed Abdulla - Rohit Shankar Rathod - Ramji Rajabhai Marvada - Sukhiram Maravi

3.4 Limitations to the Evaluation

There are several limitations to the evaluation considering the nature of the project, context and the time at which it is being analysed.

- A new initiative: Tarasha was started during the pandemic and had to evolve with the uncertainty of the scale of impact and the length of the pandemic. Given this context, assessing 'impact' is best understood as a journey as opposed to achievement of goals.
- The evaluation team wasn't involved at the start of the project and hence hasn't collected the baseline data themselves.
- Garnering data from artisans is at best an inexact science. Artisans rarely document data on monthly income and sales, and there is little separation between business and personal expenses as their enterprises are seen as an extension of themselves. Hence the reported baseline data needs to be looked at with some scepticism given the unique contexts of village and artisanal economies.
- Secondary research: Since a lot of the data is drawn from the Project team's reports, there is a risk of potential bias in self-reported financial and sustainability data and success stories. Reporting also relies on the accuracy and completeness of performance reports and project documentation.
- The study currently relies on self-reported maintenance records, and some effort has been made to triangulate this data with primary research.
- As with any study reliant on qualitative research, we acknowledge the potential bias in interview responses, and social desirability bias in participant responses in focus group discussions.

4. Impact Assessment Findings

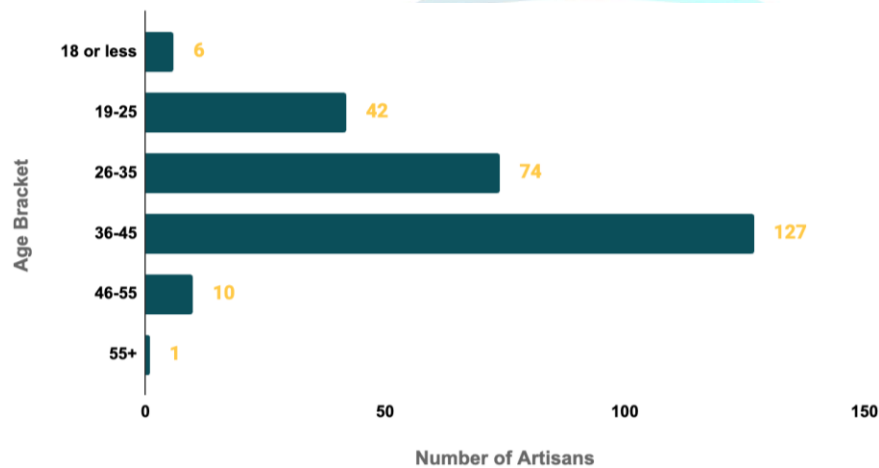
4.1 Artisan Outreach

4.1.1 Demographics

The analysis below is based on data of a total of 261 unique artisans who have participated in at least one of the initiatives of Titan Tarasha in 2023-24.

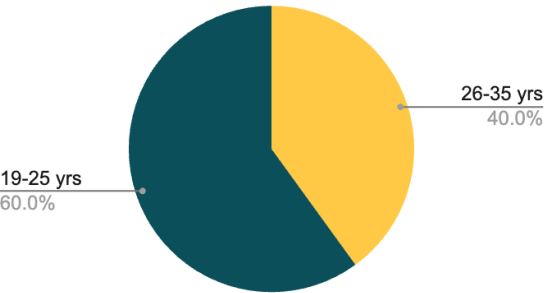
AGE

The age distribution of artisans across the Tarasha programme presents an interesting contrast. While nearly half (49%) of the broader artisan base falls within the 36–45 age group—often reflecting experience, established craft practices, and family-led enterprise models—the CED (Craft Enterprise Development) Cohort skews significantly younger.



A striking 60% of the CED cohort are between 19–25 years old, and the remainder are 26–35 years old. This shift highlights a generational pivot in the entrepreneurial landscape within the crafts sector.

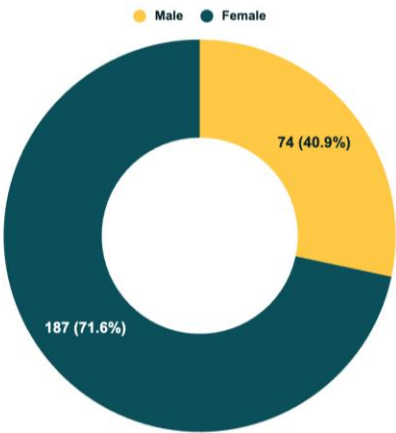
Age: CED Cohort 2023-24



This younger demographic in the CED Cohort signals several emerging trends and opportunities. Younger artisans are more likely to demonstrate entrepreneurial agility, openness to experimentation, and a willingness to take calculated risks. With digital tools and platforms becoming central to craft retail, younger artisans—many of whom are digital natives—are better positioned to leverage e-commerce, social media marketing, and virtual networks. Lastly, the presence of young craftpreneurs is critical to the long-term sustainability of the sector. Their participation in enterprise development programmes like Tarasha indicates that, with the right support, the next generation is both interested in and capable of carrying forward craft legacies with a contemporary lens.

GENDER

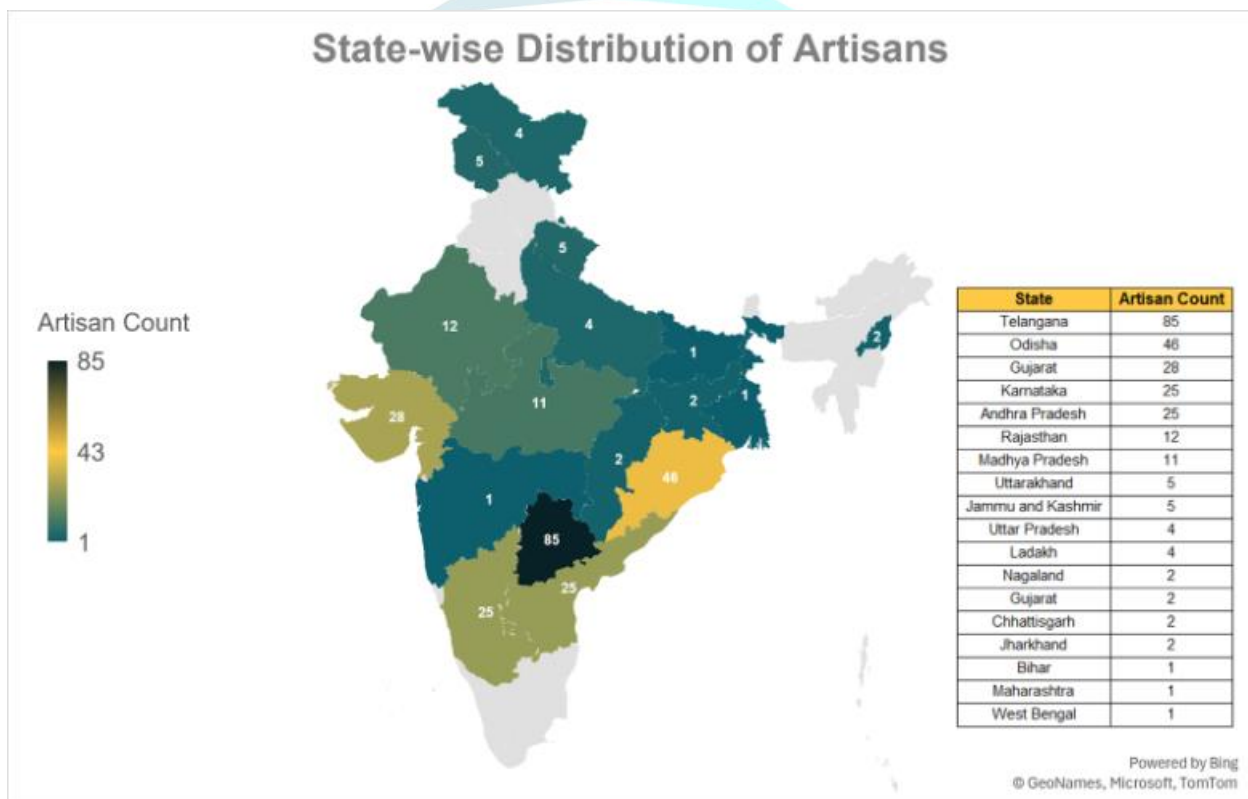
With 71.6% of the participants being female, the primary beneficiaries of Titan Tarasha are women. This reflects the programme’s success in reaching women at the grassroots, many of whom play integral but often invisible roles in India’s craft production landscape. It also speaks to Tarasha’s ability to create accessible, safe, and relevant entry points for women’s participation in skills-building and market-linked training.



However, a striking gap emerges at the enterprise development level: **9 out of 10 participants in the CED Cohort are men**. This gender imbalance in the advanced entrepreneurship track highlights a critical drop-off point in the pipeline from participation to leadership and enterprise ownership for women. The data suggests that while women are engaging with the programme, additional scaffolding is needed to support their transition into enterprise ownership.

LOCATION

The Titan Tarasha programme demonstrates impressive geographic diversity, with participants drawn from 18 States and Union Territories across India. This represents 50% of the country's total 36 States and UTs, and an even greater proportion when considered in terms of landmass and cultural spread. This wide reach reflects several important strengths of the programme including pan-India appeal and relevance, its deep investment in craft diversity, and a non-metropolitan outreach strategy.



REPRESENTATION OF CRAFT

Training was disseminated to a total of 51 unique crafts by Titan Tarasha in 2023-24. Of these, the 7 crafts below were the largest beneficiaries of the training.

Craft	Artisan Count
Bobbin Lace Craft	80
Hand Spinning	45
Leather Puppetry	25
Handloom Weaving	23
Deccani Wool Craft	17
Gond Painting (Tribal Craft)	9
Knitting & Crochet (Women Enterprise)	5

The Artisan Outreach strategy for Tarasha focused on identifying, engaging, and supporting creative enterprises and artisan entrepreneurs across India. The purpose of the outreach is to connect with entrepreneurs who are looking to improve their business and build capacities within themselves for running the enterprise better.

4.1.2 Creative Enterprises Onboarded

Tarasha utilised a multi-layered approach to build a robust database of artisan entrepreneurs, ensuring a steady pipeline of craft-based enterprises for programme interventions.

- **Broad Outreach & Database Development:**
 - Over **1,000 artisans** were reached through initial outreach efforts, leveraging large datasets from partner organizations.
 - A refined database of **318 artisan entrepreneurs** was developed, drawing from previous program cohorts, CD Collective networks, outreach forms, and workshop registrations.
 - **60 creative enterprises** completed detailed profiling and were integrated into the programme database.

- **Program Participation & Active Engagement:**

- **70 artisan entrepreneurs** and **181 artisans** participated in various Tarasha initiatives, gaining access to training and market opportunities.

- **Market & Digital Platform Integration:**

- **55 artisan entrepreneurs** showcased and sold their products at market events, increasing their visibility and commercial prospects.
- **20 artisans** were trained to build their own eCommerce websites, with 15 artisans actively processing orders through Bikayi and 4 artisans engaging with Fynd for broader online retail access.

This structured outreach approach ensured that Tarasha effectively connected artisans with training, mentorship, and market access, fostering long-term sustainability in the craft ecosystem.

This strategic progression from broad data collection to focused engagement demonstrates Tarasha's commitment to providing in-depth support to selected enterprises while nurturing a wider network for future collaborations. The curated database serves as a valuable resource for identifying potential beneficiaries and tailoring interventions to their specific needs.

4.1.3 Local Contacts and Hubs for Outreach

Outreach efforts leveraged key networks and institutions with strong connections to the craft sector, facilitating recruitment, trust-building, and program dissemination.

- **5 strategic hubs/networks were engaged:**

- All India Artisans and Craftworkers Welfare Association (AIACA) – Access to national craft networks
- Dastkar Delhi & Dilli Haat – Key marketplaces and aggregators for artisan enterprises
- Creative Dignity Collective – A community-driven initiative supporting sustainable craft businesses
- Indian Institute of Craft and Design (IICD) – A leading craft research and design institution.

The synergistic combination of institutional, marketplace, and grassroots network outreach fostered a diverse and inclusive artisan base, encompassing enterprises with varying business maturities and craft specialisations. This multifaceted approach ensured that

Tarasha's interventions catered to a wide range of needs and aspirations within the craft sector.

4.1.4 Strategies for Outreach

Outreach strategies were thoughtfully crafted to identify and support the most relevant artisans and enterprises based on Tarasha's focus areas.

1. Outreach Methods

- Social media outreach
- Meetings at key craft events and exhibitions
- Field visits and direct interviews with artisans
- CBW (Capacity Building Workshop) engagements

2. Criteria for Selecting Artisan Entrepreneurs

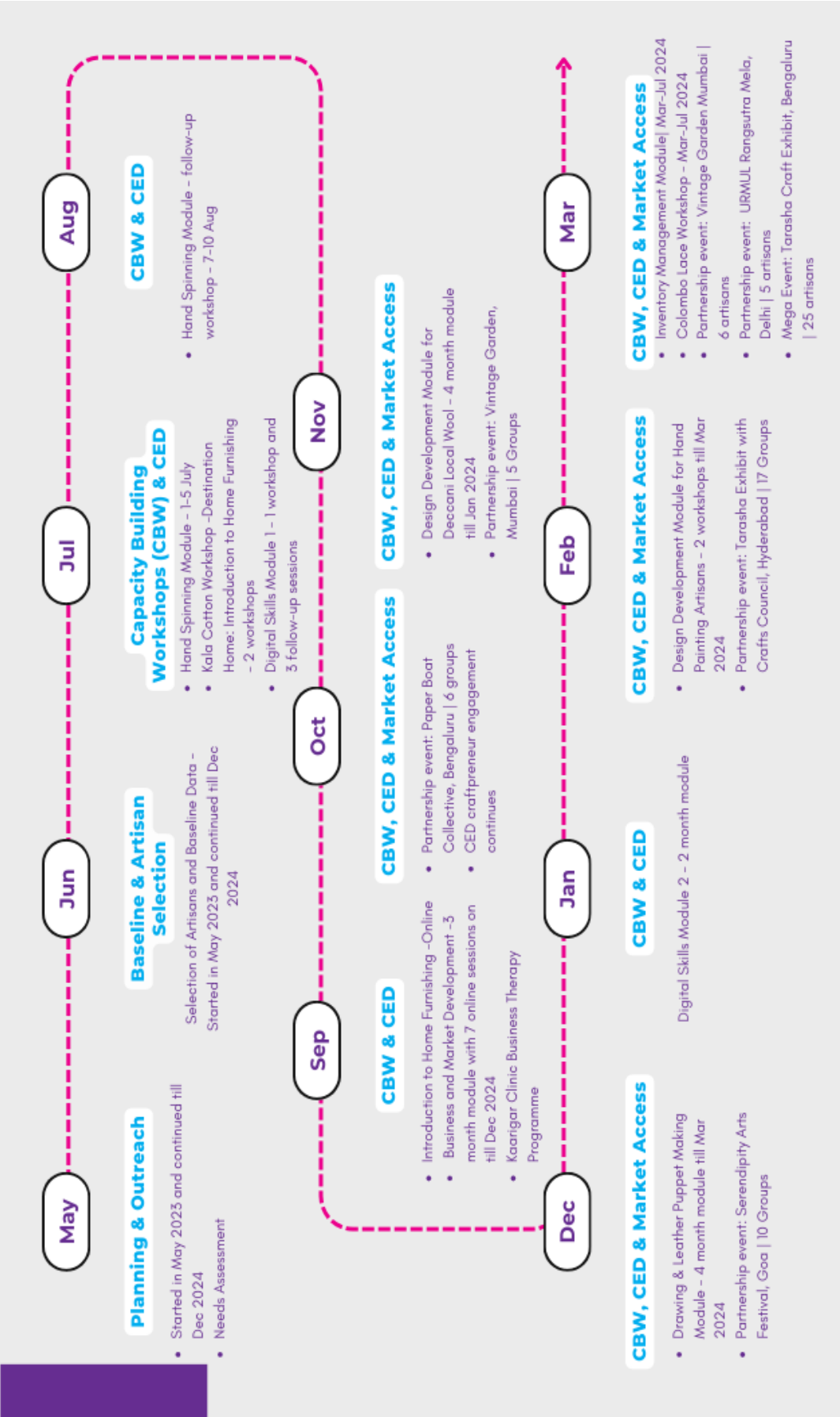
- Emerging and aspiring artisans.
- Artisan enterprises focusing on vulnerable and languishing crafts.
- Master artisans struggling to shift to new market segments or grow their businesses.
- Non-traditional artisans working with handmade, recycled, or upcycled products.
- Social enterprises supporting women artisans.
- Focus on regions with less exposure, including aspirational districts, tribal crafts, and minority communities.
- Artisan businesses with a turnover below INR 80 lakhs.

The multi-pronged strategy, rooted in both digital and in-person outreach, helped Tarasha attract a diverse pool of artisan entrepreneurs, with a special emphasis on vulnerable, marginalised, and underrepresented craft sectors. This ensured the inclusion of artisans with various needs, from early-stage businesses to established enterprises seeking market expansion.

4.2 Craft Enterprise Development Activations: Relevance, Effectiveness, Impact

The Craft Enterprise Development (CED) programme evolved significantly in 2023-24. It began with an extensive needs assessment, followed by structured capacity-building workshops, and finally, a tailored enterprise development framework aimed at creating sustainable craft businesses.

Timeline (Apr 23-Mar 24)



4.2.1. CED Programme Development and Timeline

Phase 1: Understanding Artisan Needs (April–June 2023)

At the start of FY 2023-24, Latha Tummuru, Project Lead at Creative Dignity, conducted an extensive needs assessment, speaking with over 300 craftpreneurs across different regions. This research revealed two key insights:

1. Artisans identified design and market access as their biggest challenges. However, despite significant government investment in these areas, these issues remained unresolved.
2. The root causes were in production systems and sales strategies. Many artisans struggled with:
 - Production and raw material sourcing that aligned with changing market demands.
 - Navigating a multi-channel marketplace, including online sales, direct sales, exhibitions, and wholesale buyers.

Recognising this, the team concluded that craftpreneurs needed either value addition in specific areas or upskilling to meet evolving market requirements.

Phase 2: Capacity-Building Workshops (July–September 2023, and then till March 2024)

In response, a series of skill-development workshops were introduced to address these gaps in three critical areas:

- Digital skills
- Business compliance for new markets
- Production-led upskilling workshops for invited craftpreneurs as well as individual artisans from clusters

The workshops were designed and executed in a structured manner by:

- Conducting phased training (initial training, practice in their village, corrections, and further training until quality production was achieved), followed by online mentorships, feedback sessions and follow-up workshops
- Providing stipends for travel, accommodation and to cover lost wages.
- Each of these modules were designed to be:
 - Intensive
 - Small groups
 - Customised to the needs of the group
 - Designed to include tracking the growth of each participant

- Diligently documented through baseline reports, robust data collection and detailed module implementation reports with images

These workshops also served as a vetting mechanism to identify craftpreneurs ready for deeper engagement. Selection criteria has been elaborated in the previous section on Artisan Outreach.

Furthermore, detailed documentation allows for replicability. In our assessment, we found thorough reports of each module documented with adequate detail for post-project assessment. Recurrent and swift evaluation of module implementation and post-workshop analysis and assessments enable constant reflexivity by the project team for ongoing improvements in module design and implementation.

By September 2023, project goals were refined to ensure all training workshops were focused on the cohort selected for CED. The final cohort was confirmed in September and invited to participate in the Design Development phase.

Phase 3: Creative Enterprise Development (July 2023–March 2024 and onward)

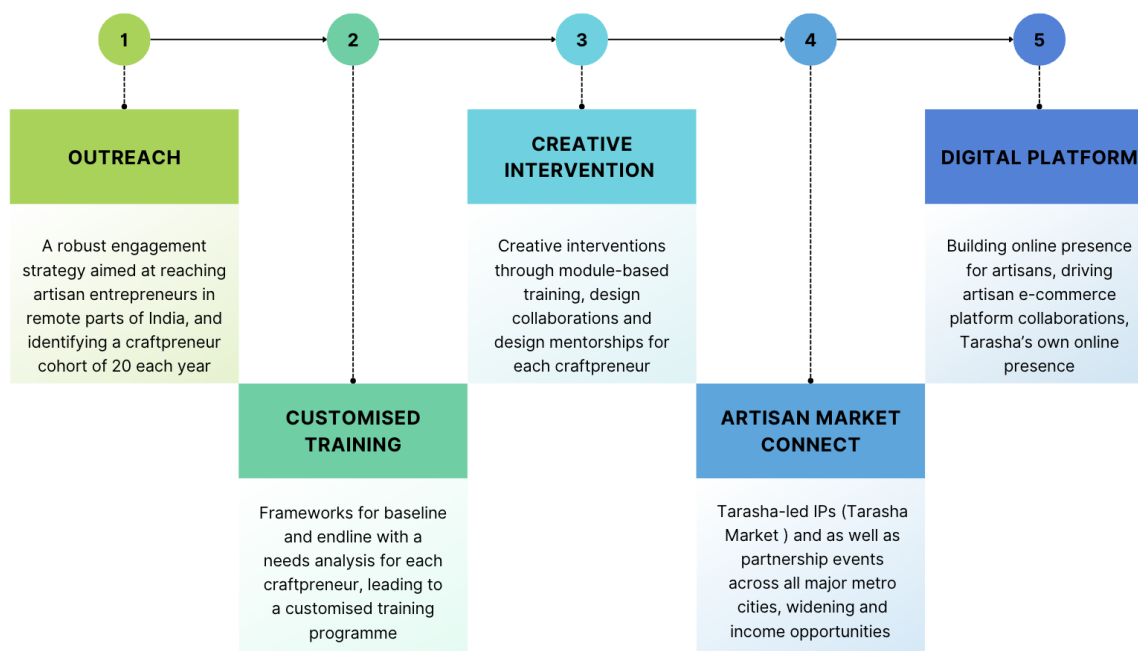
A list of 20 enterprises was shortlisted by September and a final selection of 10 enterprises was drawn for it for the Creative Enterprise Development (CED) Programme 2023-24 cohort. This phase focused on **customised enterprise development** for these 10 enterprises, with an additional 5 receiving partial interventions.

Each enterprise received a **structured roadmap** tailored to their needs, covering:

- Design collaborations and interventions
- Business strategy and financial management
- Access to exhibitions and direct market linkages

One of the key modules delivered between October 2023 and March 2024 was independently assessed to measure its impact (Page 29).

COHORT-BASED ENTERPRISE DEVELOPMENT



Programme Evolution & Focused Enterprise Support (January–March 2024)

By early 2024, the programme evolved to focus more sharply on enterprise development rather than broad capacity-building. While earlier workshops were designed for a larger audience, this phase prioritised select artisan entrepreneurs, ensuring they received intensive business support.

This phase built upon foundational skills from the Business Therapy Workshop, which covered:

- Business planning and financial management
- Operational strategies and production planning
- Raw material sourcing and inventory management

A strong emphasis was placed on design development, enabling artisans to create innovative, market-relevant products. Training in material experimentation and market-fit strategies was provided. As a result, 16 craft enterprises received targeted support, representing a diverse range of crafts across India.

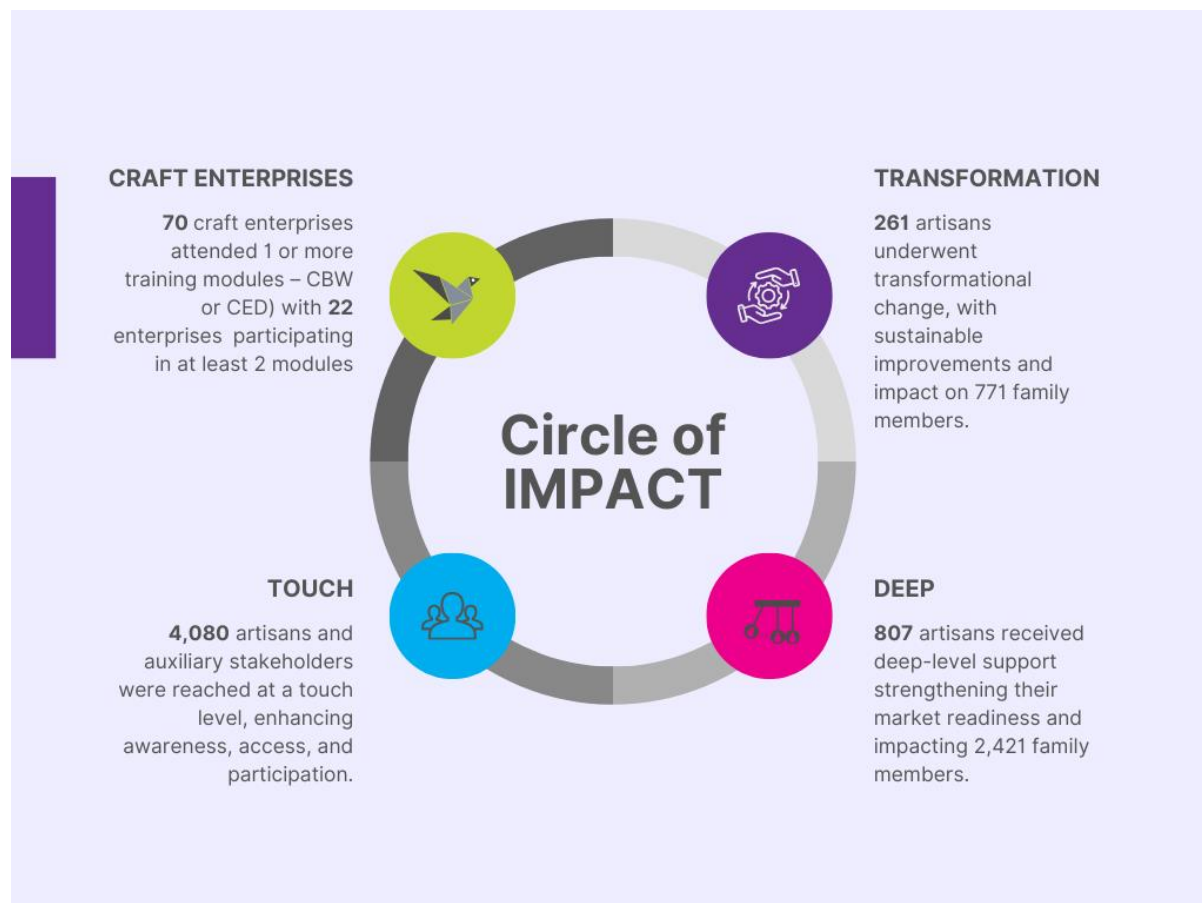
Summary of the Programme Flow (2023-24)		
Phase	Key Activities	Timeframe
Needs Assessment	300+ artisan interviews, identification of key challenges	Apr–Jun 2023
Capacity-Building Workshops	Vetting artisans, workshops on digital skills, compliance, and production-led design	Jul 2023–March 2024
Selection of CED Cohort	Final 20 enterprises chosen; first design development module introduced: A final cohort of 10 selected	Sep 2023
Enterprise Development	Customised interventions: design, business strategy, market access	Oct 2023–Mar 2024 and ongoing
Programme Evolution	Intensive business training, focus on 16 enterprises	Jan–Mar 2024

List of Craftpreneurs evaluated for this assessment:

SNo.	Name	Organisation Name	Craft	State
1	Bholanath Karamkar	Suri Bowls	Sherpai Craft (Diminishing craft)	West Bengal
2	Vishwanath Aundhakar	Vishwanatre	Banana Fibre Craft	Karnataka
3	Sahana Satpute	Sahana Reed and Leather Craft	Bull Rush Reed	Karnataka
4	Khetaram Sumra	Rohida Handloom	Handloom Weaving	Rajasthan
5	Luhar Javed Abdulla	Javed Copper Bell Art	Copper Bell Metal	Gujarat
6	Touseef Mian & Shavez Mian	Indian Fighter Kite	Kite Making	Uttar Pradesh
7	Vishal Kumar	Six Brothers Glass Craft	Glass Work	Uttar Pradesh
8	Sinde Maruthi Rao	Sinde Maruthi Rao	Leather Puppetry Craft	Andhra Pradesh
9	Ramji Rajabahi Marvada	A to Z Kala Cotton	Handloom Weaving (Kala Cotton)	Gujarat
10	Sukhiram Maravi	Sukhiram Maravi	Bhil Art	Madhya Pradesh

4.2.2 Impact Summary of Project Tarasha (2023-24)

The CED and CBW under Project Tarasha have significantly impacted artisan entrepreneurs and their communities. The impact can be categorised into **three levels: Transformation, Deep, and Touch**, reflecting varying degrees of engagement and change.



A. Craft Enterprise Development (CED)

- **10 craft entrepreneurs** underwent **transformational** change, meaning their business models evolved significantly. This impacted **30 family members**.
- **92 artisans** received **deep** engagement support, strengthening their enterprises and affecting **276 family members**.
- An additional **30 auxiliary stakeholders** were supported at a **touch level** through training and exposure.

Conversations with craftpreneurs from the CED cohort revealed significant improvements in their ability to manage costs, track stock, and analyse sales patterns. One artisan remarked,

"I now have better visibility of stock and raw materials, which has made production more efficient. Stock sheets from exhibitions help me identify high-demand products and plan better."

B. Capacity Building Workshops (Modules for Artisan Entrepreneurs)

- **70 artisan entrepreneurs** experienced a **transformational** impact, meaning they received in-depth training and enterprise development, benefiting **210 family members**.
- At least **22 artisan enterprises** participated in 2 or more modules
- **210 auxiliary stakeholders** were impacted at a **touch level**.

The impact extended beyond financial and operational improvements to personal growth. As one participant explained,

"The training gave me the confidence to present my brand's story and engage customers with historical and cultural narratives."

"I didn't know how to make my work stand out or use new materials, but the programme taught me about colours and finishes, which has made a significant difference in my work."

- FGD Participant

3. Capacity Building Workshops (Modules for Artisans)

- **177 artisans** underwent **transformational** skill-building, improving their production and business skills, impacting **531 family members**
- At least **20 artisans** participated in **2 or more modules**
- Another **86 artisans** were impacted at a **touch level**³

In one instance, participants reported enhanced transparency and pricing accuracy, which has improved customer relationships. An artisan from an FGD shared,

"I can now be more transparent with customers regarding costs and ensure I get the right prices."

³ 86 artisans from the Bobbin Lace Workshop in March 2025

4. Market Events

- **15 artisans** saw **transformational** outcomes through direct market interventions, benefiting **45 family members**.
- **45 artisans** were supported at a **deep** level, impacting **150 family members**.
- **150 artisans** were engaged at a **touch level**, benefiting **450 family members**.
- An additional **45 auxiliary stakeholders** were supported at a **touch level**.

This initiative's holistic design approach ensured that it aligned with the market's evolving demands while respecting the artisans' cultural heritage.

"I didn't know how to make my work stand out or use new materials, but the programme taught me about colours and finishes, which has made a significant difference in my work."

- FGD Participant

Overall Impact

- **261 artisans experienced transformational change**, leading to sustainable improvements in their work.
- **807 artisans received deep-level support**, strengthening their market readiness and impacting **2,421 family members**.
- **4,080 artisans and auxiliary stakeholders were reached at a touch level**, enhancing awareness, access, and participation.

This structured approach ensures that artisans move through different levels of engagement, from initial exposure (Touch) to structured skill-building (Deep) and long-term enterprise transformation (Transformation).

Case Study: Digital Skills Workshop for Artisan Entrepreneurs

Empowering Artisan Businesses in a Digital Age

Context

With digital marketing becoming essential for business growth, Project Tarasha introduced a Digital Skills Workshop to help artisan entrepreneurs showcase and market their products online. Conducted in two phases—an 11-day intensive workshop and two follow-up online sessions—the programme focused on visual content development and social media marketing. Held in Gwalior (July 2023) and Hyderabad (January 2024), the training benefited 35 artisans from diverse craft backgrounds.



Training Focus

- **Gwalior Workshop:** Smartphone photography and videography, using natural light to capture high-quality product images, followed by social media

marketing sessions on creating engaging posts, captions, hashtags, and increasing online visibility.

- **Hyderabad Workshop:** With support from design institutes and NGOs, artisans received similar training with an added focus on paid promotions and targeted social media content.

Impact

Gwalior Workshop:

Nineteen artisan entrepreneurs participated in the workshop, with 13 of them actively engaged in the last 75 days over social media. The statistics look like this:

- No. of followers increased - 3,327. Many participants reported higher engagement on platforms like Instagram. One artisan grew their follower count from 40 to 130, leading to increased product inquiries.
- No. of customers increased - 146
- No. of products sold - 529
- Total Sales - ₹11,51,783

Hyderabad Workshop:

Sixteen artisan entrepreneurs participated in the workshop, with seven of them actively or moderately engaged over social media. The Statistics look like this:

- No. of followers increased - 1,400
- No. of customers increased - 14
- No. of products sold - 201
- Total Sales - ₹1,36,950

In terms of intangible impact, the module led to:

- Improved Visual Content: Artisans learned to take professional-looking photos and videos, enhancing their product presentation.
- Increased Confidence: Artisans who previously relied on external help now manage their own social media accounts and marketing.
- Long-term Learning Support: Two follow-up online sessions helped artisans apply and refine their skills over time.

Participant Testimonial

"Before this workshop, I posted random pictures on Instagram. Now, I create meaningful visuals with captions and hashtags, which help showcase my products better." – Artisan Entrepreneur, Rampur, Uttar Pradesh

Conclusion

The Digital Skills Workshop has empowered artisan entrepreneurs with practical tools to compete in the digital marketplace. By equipping them with photography, videography, and social media skills, Project Tarasha has strengthened their ability to connect with wider audiences and sustain their businesses online.

4.3 Design Development: Fostering Creativity & Innovation

Project Tarasha addresses challenges faced by medium-skilled workers through a customised approach to Design Development and Mentorships that empowers artisans to lead design interventions and enhance their products' market fit.



4.3.1. Design Mentorships

Creativity and innovation are crucial for the growth of India's craft economy, enabling artisans to evolve and integrate into wider markets. However, artisans often face barriers such as limited access to networks, skill gaps, and challenges in adapting to changing consumer preferences. Medium-skilled workers, in particular, struggle to overcome these obstacles due to a lack of networks and training opportunities essential for business growth. Addressing these issues, the Tarasha programme prioritises fostering innovation and creativity, embedding these elements into its core design.

After the initial needs assessment, Design Development was undertaken for 8 out of the 10 craft enterprises in the CED 2023-24 cohort. For each enterprise, tailored roadmaps were developed, guiding artisans through design development and market readiness. The CED introduced a customised approach that tackled specific creative and production challenges unique to each enterprise. This artisan-first approach challenges traditional models that focus on external designers leading interventions, instead empowering artisans to refine their skills, explore new materials, and enhance product-market fit.⁴



During the Design Mentorship activations, artisans learned to evaluate the market fit of their products and gained a deeper understanding of their strengths and areas for improvement. A standout example is Vishwanath Aundhakar of *Vishnature*, a craftpreneur specialising in banana fibre products. Through Tarasha, he gained insights into production challenges, competition analysis, and material exploration. A dyeing workshop helped him differentiate his products by introducing red-dyed banana fibre. Additional interventions included technique development training in Bangalore and expanded production networks by linking Vishnature with new vendors for Mashru fabric. These strategic efforts ensured his products were both innovative and market-ready while reinforcing sustainable practices. This comprehensive and artisan-centred approach underscores the critical role of creativity and innovation in building sustainable and competitive craft enterprises in India.

After the roadmap development, artisans entered the design development stage, where specific interventions were identified.

⁴ Chauhan, Poonam. "Who Are the Artisans: A Case for Their Creative and Cultural Identities." *GFC Conference Proceedings*, 2021, gfc-conference.eu.

Case Study: Vishnature

Vishwanath Aundhakar initiated Vishnature after the pandemic when he returned back to his village Kampli from Bangalore where he was working as a Swiggy delivery boy. He learnt the craft of macrame and trained a women's group to produce a range of products to sell in urban markets. His craft provides livelihood to banana rope makers along with crochet and macrame artisans.

2. Vishnature

Entrepreneur:	Vishwanath Aundhakar
Craft:	Banana fibre craft
Place:	Karnataka
No. of artisans:	20 Artisans
Annual turnover:	12 lakhs

Digital skills module & Business & market development module participant

The Tarasha team conducted a thorough evaluation of the context and craft enterprise, and surmised that his product designs lacked market fit, and the quality of his items was not up to standard. Like in similar cases, the team conducted quality assurance workshops and product evaluations to address these gaps. Support provided by the programme included audits of products and systems, artisan skilling, and expert guidance on techniques and raw materials.

“Before we conducted the audit, we had a clear brief for the designer and us: the products need to be market and production friendly. What emerged from the audit was that since similar businesses were far more established, we needed to create differentiation by focusing on material exploration and innovation (lab experimentation), training of artisans in Vishnature (skilling), and design prototyping (design collaboration).”

In line with this Tarasha did the following:

1. Tarasha undertook a material exploration by devising a dyeing workshop. This led to experiments with various dyes and narrowing down on using red

- dyed banan fibre, differentiating Vishnature from other products from the region.
2. Next, a technique development workshop was undertaken with Vishnature's artisans in Bangalore thereby focusing on quality enhancement.
 3. Tarasha enhanced and instilled new production networks by introducing the Craftpreneur to another vendor for Mashru, which is often used as a soft lining fabric for cloth bags and other furnishing textiles like pillowcases. Mashru is a traditional, double-layered fabric that's a blend of cotton and silk, with a satin finish.

Tarasha covered costs such as market research, stipends, raw materials, and expert visits to ensure the interventions were sustainable.

Differentiating this CSR project from others is the core focus on creativity and innovation. Artisans don't often have the capital or the luxury to explore material exploration. While there are several NGOs and designers engaging with artisans on design workshops, the application and impact is limited by other challenges such as inability to solve their own design problems and challenges, know-how and networks to enable creative exploration and procurement of raw material.⁵ Tarasha's approach brought in both the capital and the space for creativity and innovation.

Similar approaches were taken for the rest of the Craftpreneurs. At the design development stage several relationships were explored with renowned designers, ranging from design workshops, mentorships to design collaborations.

4.3.2 Design Collaborations

For design collaborations, select artisans partnered with renowned designers to co-create new product lines that blended traditional craftsmanship with contemporary aesthetics. These collaborations aimed to introduce innovative design approaches, expand artisans' product offerings, and create market-ready pieces that aligned with evolving consumer preferences.

Each collaboration was tailored to the artisan's craft, focusing on material innovation, product diversification, and enhancing commercial viability. These partnerships not only resulted in new designs but also secured sales orders, validating the potential for scaling these creative enterprises. In total, the 14 design collaborations, most of which took place between Jan-March 2024, led to **sales of 30 pieces/ units** in a short span of time.

⁵ "Crafting a Livelihood: A Snapshot of the Indian Artifacts Sector." YourStory, 20 June 2013, <https://yourstory.com/2013/06/crafting-a-livelihood-a-snapshot-of-the-indian-artifacts-sector-2>.

DESIGN COLLABORATIONS		
Designer	Enterprise / Artisan	New Product Developed
Anando Datta	Laila Chitrakar	Series of contemporary paintings using traditional scroll painting techniques
Devyani	Touseef Mian & Shavez Mian	Kites as wall art, repurposing traditional fighter kites for home décor
Enakshi Ghosh	Vishwanath Aundhakar	Installation of 9 conical lamps, introducing new braiding techniques into banana fibre craft
	Sahana Satpute	Bull heads made from bullrush reed, transforming craft material into sculptural home décor
	Ramji Rajabhai Marvada	Woven textile panels, exploring new weaving patterns for contemporary applications
	Khetaram Sumra	Woven artistic textiles with conservation as the theme, storytelling through fabric
Karishma Shahani - Brand KaSha	Chandana Edem	Textile panels (set of 9), focusing on creating value from leftover fabrics
	Zubain Yousuf	Hanging lamps, expanding the artisan's collection into home furnishings
Nisha Vikram - Brand Craft Canvas	Sanjhi Ashutosh	Framed art inspired by Escher, adapting Sanjhi paper-cutting techniques
Shailja	Crewel artisans	Jewelry boxes using Crewel embroidery techniques
Shruti	Shola Flower artisans	New flower designs & flower umbrellas, expanding decorative applications
Tahir x Prajapati	Tahir	Hand-carved blocks for textile printing
Tahir x Naveen	–	Hand-carved blocks for fabric design
Yosha	Sukhram Maravi	Gond-painted denim jackets, fusing tribal art with contemporary fashion

4.3.3 New Designs and Prototypes

The design mentorships and collaborations led to the development of **131 new designs** for the CED cohort.

NEW DESIGNS AND PROTOTYPES		
Enterprise	Craft Focus	No. of New Designs
Vishnature (Vishwanath Aundhakar)	Macrame & Banana Fibre	18
Sahana Reed (Davalappa & Sahana Satpute)	Reed Craft	30
Rohida Handlooms (Khetaram Sumra)	Handloom Textiles	12
Javed Copper Bell Art (Luhar Javed Abdulla)	Metal Craft	10
Indian Fighter Kite (Touseef & Shavez Mian)	Traditional Kite-Making	16
A to Z Kala Cotton (Ramji Rajabhai Marvada)	Handwoven Kala Cotton	6
Sukhiram Maravi	Gond Painting & Textile Innovation	25
Banjara Embroidery (Rohit Shankar Rathod)	Tribal Textile Craft	14
TOTAL		131

4.3.4 Impact of Creative interventions

Creative interventions through design mentorship, market exposure, and product innovation have directly contributed to increased sales, greater confidence, and a stronger sense of cultural identity among artisans.

Artisans linked creative interventions to tangible market success, demonstrating how design innovation led to increased revenue:

“Previously, my jewellery line only included high-value items priced above ₹500, and my collection was very limited. But now, I’ve introduced a wide variety of products. Customers are surprised by the range, and it’s reflected in my sales. Before Tarasha, my sales at the World Trade Center were ₹20,000. After incorporating the new designs, my sales have gone up to ₹1,00,000. It’s clear that these new products have made a huge difference.”

- A Craftpreneur

Another key dimension of socio-cultural impact explored was fostering pride for one’s own cultural identity. Craft-based businesses have historically not been viewed as aspirational,

as communities tend to equate business success solely with monetary gain. This lack of transparency and understanding about the craft business sector, especially when compared to more conventional businesses like grocery stores, has contributed to a diminished sense of pride among craftspersons. One of the programme's key impacts has been establishing the importance of their craft, which has helped artisans build self-esteem and confidence.

Similarly, artisans like Sukhiram Maravi saw dramatic price appreciation for their work and these artisans showed increased confidence in presenting their work:

- During and after the design development interventions, Sukhiram developed unique hand-painted designs which were distinct from what other artisans from his legion were producing. These innovative artworks stood out at exhibitions, leading to significantly higher-priced sales (e.g., a painting that typically sold for ₹2,000 was sold for ₹35,000).
- Artisans began communicating the stories behind their products, leading to higher brand recognition.
- Khetaram Sumra incorporated endangered birds and animals, like the Great Indian Bustard and the Black Buck, while maintaining traditional weaving techniques, creating market differentiators and drawing him new customers.
- Vishwanath improved his product quality by upgrading materials (e.g., lining for his banana fiber bags) and secured better market recognition.

As Sukhiram Maravi explained,

"I was making Gond art, but my designs weren't very different from others. I didn't know how to make my work stand out or use new materials. The programme taught me about colors—lighter, pastel shades, and different finishes like matte and pencil. It gave me exposure to a whole new level of art using innovative colors, which has made a significant difference in my work."

Craft-based businesses have traditionally been perceived as lacking business transparency and financial stability, and therefore not aspirational. This programme has fostered a stronger sense of self-esteem and professional confidence among artisans by highlighting the cultural and economic value of their work. For instance, Khetaram Sumra received a government award, and Sukhiram Maravi was honored by the President of India. Such achievements have earned artisans' recognition in marketplaces and by government bodies, which holds substantial value in their communities and has positively influenced perceptions.

"Fellow artisans are now more interested in learning craft and exploring new designs because of the success they've seen in my work. My family has also been very supportive. I feel that my identity as an artisan is much stronger now—not just for me, but for others around me as well."

- *A Craftpreneur*

However, challenges remain. While there is growing pride among craftspersons, the overall perception of the craft sector is still not overwhelmingly positive. Many in the community may view these successes as isolated incidents rather than indicative of the sector's potential. To solidify this shift in perception, craftspersons need to become more vocal and proactive in promoting their work.

4.4 Market Connect & Access

A major barrier for artisan entrepreneurs is the lack of access to diverse and sustainable markets. The Artisan Market Connect intervention was designed to address this gap by building structured market linkages through:

- Buyer-seller facilitation
- Strategic partnerships with on-ground exhibitions
- Corporate gifting and B2B opportunities
- Digital marketing support

Unlike conventional market access programmes that rely primarily on one-off sales opportunities, this initiative focused on sustained visibility and relationship-building. The intervention encompassed:

1. **Tarasha-led IP events**, curated and produced exclusively for artisan enterprises.
2. **Collaboration events**, enabling artisans to participate in established exhibitions.

TITAN
COMPANY

3. B2B retailer linkages, creating pathways for bulk orders and corporate sales.

4.4.1



Market Access through Events

With one flagship event i.e. Tarasha Craft Exhibit, Bengaluru, and six partnership events across four cities (Hyderabad, Delhi, Mumbai, Bengaluru), the programme provided a structured market engagement for 60-74 artisan entrepreneurs (repeats notwithstanding).

Event	Date	Craft Enterprises	Sales (INR)
Paper Boat Collective, Bangalore	Oct 2023	5	1,17,509
Vintage Garden, Mumbai	Nov 2023	5	8,55,600
Serendipity Arts Festival, Goa	Dec 2023	10	1,57,942
Tarasha Craft Exhibit, Bengaluru	Feb 2024	25	34,00,000
Tarasha Craft Exhibit, Hyderabad	Feb 2024	17	13,80,410
Vintage Garden, Mumbai	March 2024	6	6,25,120
Rangсутra, Urmul Mela, Delhi	March 2024	5	2,08,605
Total		73⁶	67,45,186

Market research, exhibition participation, and connections to B2B retailers were also integral components of support. Artisans were provided assistance with setting up stalls,

⁶ This figure may have craft enterprises who exhibited in more than one event

securing accommodations, and building their social media presence to maintain ongoing market connections.

As a market events organiser noted, the initiative not only facilitated sales but also built artisans' capacity in areas such as pricing, product presentation, and customer engagement, making it more than just a marketplace—it was a capacity-building platform. This alignment between market access and artisan needs underscores the programme's relevance.

Artisan testimonials reinforced the need for such interventions:

"Before Tarasha, I struggled to get orders or inquiries. Now, I receive many inquiries through social media, and I've even started receiving bulk orders."

This transformation highlights how the intervention successfully bridged the gap between artisans and high-value markets, ensuring long-term growth opportunities rather than short-term sales spikes.

4.4.2 New Buyer Interactions and B2B Connections

Craftpreneurs at this calibre often lack the agency and the networks to develop and sustain buyer connections. Tarasha recognised this challenge and ensured that a key component of the Artisan Market Connect intervention was establishing business-to-business (B2B) relationships, enabling artisans to scale beyond direct consumer sales and tap into bulk and institutional buyers.

Strategic Partnerships with B2B Buyers

The programme actively facilitated 13 B2B buyer partnerships, nurturing direct connections between artisans and retailers, corporate buyers, and design-led enterprises. These partnerships were established by inviting them to capacity-building workshops, targeted outreach, and curated matchmaking sessions.

Key buyer partnerships included:

- Digital retail & lifestyle brands: Ikai Asai, iTokri, Ayush Kasliwal
- Home furnishings & decor brands: Janki (Options), Okhai
- Business & enterprise development networks: Craft Roots
- Regional crafts platforms: Handpicked, Crafts Council of Telangana

Connecting Artisans to Artisanal Market Platforms

Beyond traditional retail partnerships, the intervention facilitated direct integration of artisan products into well-established artisanal e-commerce platforms. This created a continuous sales pipeline beyond seasonal exhibitions.

Artisans were successfully connected to platforms such as:

- Flourish (Sustainable crafts marketplace)
- Okhai (Women-led craft retail brand)
- iTokri (Handmade, artisanal e-commerce platform)
- MeMeraki (Luxury artisanal gifts)
- KaSha (Handcrafted textiles and apparel)
- Ambara (Boutique retail platform)

These platforms expanded artisans' market reach, developing opportunities for them to sell year-round instead of being limited to periodic events, and tap into digital audiences beyond their local or regional markets.

Growth of B2B Gifting & Corporate Orders

Another market opportunity unlocked through the intervention was corporate gifting, a high-volume segment that allows artisans to secure bulk orders from businesses and institutions.

- 14 craft enterprises received gifting orders from 7 corporate organisations.
- The total revenue from these B2B engagements was ₹8,26,377.
- Orders included customised, handcrafted gifts for corporate clients, expanding artisans' ability to produce at scale.

Corporate gifting serves as a high-impact market segment because it ensures repeat orders (companies often purchase gifts seasonally or annually), it allows artisans to maintain a steady production cycle reducing income fluctuations, and it creates brand visibility for artisans among corporate buyers and high-net-worth individuals.

Buyer-Seller Meet: A Dedicated B2B Engagement Platform

To deepen the engagement between artisans and B2B buyers, Tarasha organised a dedicated Buyer-Seller Meet on February 7, on the sidelines of the Mega event – Tarasha Craft Exhibit in Bengaluru – on 7 Feb 2024, where 8-10 enterprises showcased their work to potential wholesale buyers.

4.4.3 Impact of Market Events

The Artisan Market Connect intervention had a transformative impact on craftpreneurs, reducing market entry risks, unlocking new buyer networks, and enabling long-term business growth. The initiative went beyond short-term sales to provide artisans with the strategic tools, market insights, and credibility needed for sustained success.

Risk minimisation for craftpreneurs

One of the key challenges for artisans is the financial risk associated with participating in exhibitions and retail events. Tarasha played a critical role in de-risking this process by:

- Covering stall costs, ensuring artisans could showcase their work without upfront investment.
- Providing marketing support, including high-quality branding, storytelling, and curated presentations.

Leveraging Titan & Tarasha's cultural capital

Accessing premium buyers and elite market spaces can be challenging for independent artisans. Through Titan's association and Tarasha's industry credibility, craftpreneurs benefited from:

- A reputation boost – being part of a curated platform endorsed by established brands.
- Access to high-net-worth individual (HNI) buyers, who value craftsmanship and heritage.

This association with a reputed initiative gave artisans a stamp of legitimacy, allowing them to negotiate better deals and command higher prices for their work.

“Participating in these events has definitely impacted my sales. I got exposure to new customers, many of whom have become regular buyers.”

- A Craftpreneur

Expanding market reach & understanding buyer behaviour

Market events enabled artisans to explore new geographical and customer segments, moving beyond their existing clientele. The impact was visible in multiple ways:

- New buyer connections
- Better understanding of regional and urban market preferences, helping artisans refine their designs.
- Direct customer feedback on pricing, materials, and product appeal.

For many artisans, this was their first exposure to urban and elite consumer bases, allowing them to test demand and make informed business decisions.

"Customers now appreciate my products and often tell me I stand out in exhibitions."

- A Craftpreneur

Financial impact: Increased sales & B2B growth

The market access provided through Tarasha's intervention directly translated into revenue growth:

1. Mega Event Sales: ₹34 lakh (25 craft enterprises)
2. Partnership Events Sales: ₹32.7 lakh (49 craft enterprises)
3. B2B Gifting & Corporate Orders: ₹8.26 lakh (14 craft enterprises, 7 corporate buyers)

Beyond immediate sales, artisans also secured bulk orders and recurring business deals, establishing a foundation for long-term financial stability.

Overall, the Artisan Market Connect intervention demonstrated its ability to bridge critical gaps in market access, equipping artisans with the skills, networks, and confidence needed for sustainable growth.

4.5 Tarasha Digital: Strengthening artisan enterprises online

The Indian crafts sector is experiencing substantial growth in the online market, driven by e-commerce expansion and increased digital adoption by artisans and consumers. Valued at INR 4.2 billion, the Indian handicrafts market is fuelled by a rich cultural heritage and growing demand for artisanal products.⁷ It is projected to reach USD 8,198.5 million by 2033, reflecting a compound annual growth rate (CAGR) of 6.39% during 2025-2033.⁸ As of 2023, India's e-commerce sector has become a vital distribution channel for artisans, facilitating access to global buyers. Platforms like Amazon and Etsy have reported a significant uptick in the sale of Indian handcrafted items, with Etsy showing over 30,000 listings for Indian handicrafts.⁹ This shift has also been accelerated by digital payment solutions such as UPI, which saw a record hit of 16.73 Billion transactions in December

⁷ Ken Research. *India Handicrafts Market Outlook: 2022–2027*. Ken Research, 2022.

⁸ MARC Group. *"India Handicrafts Market Size, Share, Analysis, Report 2025-2033."* IMARC Group, 2025,

⁹ Ken Research. *"India Handicrafts Market | Growth, Trends, Insights."* Ken Research, www.kenresearch.com/industry-reports/india-handicrafts-market. Accessed 21 Mar. 2025.

2024.¹⁰ Social media and dedicated websites have become crucial for artisans to showcase products, engage customers, and build brand identities. In response to this evolving market, Tarasha focuses on upskilling craftpreneurs and providing structured pathways for digital adoption, enabling the crafts sector to gain a larger market share.

4.5.1 Background & evolution of Tarasha Digital

Tarasha's digital initiatives began during the pandemic as a response to the urgent need for artisans to liquidate accumulated stock and gain online visibility. The first intervention was a collaboration with a platform called GoCoop, but challenges arose due to the 30-50% commission charged by this and other similar platforms. This led to the idea of creating direct artisan websites. Subsequent efforts in 2022 focused on creating individual artisan websites. Tarasha partnered with Bikayi – a platform empowering small and medium-sized businesses (SMBs) in India to seamlessly transition to the digital marketplace – to develop a listing website for artisans. However, key challenges emerged:

- Due to low digital literacy, many artisans struggled with English proficiency and digital skills.
- Managing independent websites was too complex and time-consuming, and craftpreneurs had limited capacity.
- Overall, artisans favoured digital catalogues and social media over personal websites.

Insights from the 2022-23 cohort informed a strategic shift towards foundational digital skill-building and social media marketing. Instead of focusing solely on individual websites, the Tarasha decided to:

- Redesign its own website to enhance visibility for craftpreneur cohorts under CED and increase visibility for brand Tarasha
- Partnered with a social media agency to enhance Tarasha's digital presence and showcase artisans.
- Collaborated with Fynd to create dedicated individual craft enterprise websites for CED Cohorts, offering a streamlined way for artisans to showcase and sell their work.

4.5.2 Enhancing Tarasha's digital visibility

The Tarasha website was redesigned in 2023-24 to better showcase the organisation's impact, connect artisans with potential buyers, and facilitate networking within the artisan ecosystem. By driving traffic to individual artisan pages, the new website aimed to also promote purchases and support the economic empowerment of Tarasha artisans. The

¹⁰ Press Information Bureau. *India Emerging as Global Leader in Digital Payments Ecosystem*. Government of India, 17 Jan 2025, <https://pib.gov.in/PressReleasePage.aspx?PRID=2093795>. Accessed 21 Mar. 2025.

website design and branding manual development was completed by February 2024, and the new website was launched in April 2024.

Much of the activity as stated above was executed after the assessment year of 2023-24 and hence, impact assessment of this activity is limited to reporting:

Data from for year upto Feb 2024 SEMrush Analytics for www.tarasha.org:

- Organic Keywords: 9
- Monthly Traffic: 122 users
- Non-Branded Traffic: 122 (indicating organic search discovery)
- Steady Growth in Visibility: Website traffic trends show increasing reach since March 2023.

This highlights the need for continued investment in SEO, content marketing, and digital outreach to strengthen Tarasha's online footprint.

Social Media strategy & results

Data is available for two periods:

a. July 2023-September 2023

3 posts per week, leading to an 8.4% **increase in followers** (from ~2,500 to 2,711 by Sep 2023). This suggests consistent engagement, but growth remains organic and slow-paced due to limited posting frequency.

b. July 2023-February 2024

Followers grew from 2,251 to 2,757 (+500 new followers) over 8 months (~62 followers/month). Content volume: Increased to 15 posts & 30 stories per month, but follower growth rate remained modest.

4.5.3 Digital Skills Workshops

In 2023-24, Tarasha focused on enabling artisan entrepreneurs to build essential digital literacy skills. Through two workshops on photography and social media marketing, the program laid the groundwork for future engagement with advanced tools:

Workshop	Number of participants	Impact
Digital skills 1 Module	19	Nineteen artisan entrepreneurs participated in the workshop, with 13 of them actively engaged in the last 75 days over social media. The statistics look like this : No. of followers increased - 3,327 No. of customers increased - 146

		No. of products sold - 529 Total Sales - ₹ 11,51,783
Digital skills 2 Module	16	Sixteen artisan entrepreneurs participated in the workshop, with seven of them actively or moderately engaged over social media. The Statistics look like this: No. of followers increased - 1,400 No. of customers increased - 14 No. of products sold - 201 Total Sales - ₹ 1,36,950

4.5.4. Craftpreneur websites on Fynd

In response to the gaps and needs identified earlier; to better support artisans, Tarasha introduced the Enterprise Development Cohort to Fynd – the user-friendly website builder and e-commerce platform, which offers:

- Exclusive benefits for artisan enterprises – Lower fees, tailored features for women-led businesses.
- 24/7 dedicated support – A personal account manager for onboarding and issue resolution.
- Inventory Integration & ONDC Collaboration – Seamless management and access to a broader digital marketplace.
- Custom Website & Store App Options – Enabling artisans to have professional digital storefronts.

Of the 15 targeted artisans, 10 expressed interests in the platform and only 4 have been piloted in 2023-24.

Gul-e-nargis	Screenshots
Vishnature	https://vishnature.in/
Tubruk	https://tubruk.in/
Balaji Miniature Art	https://mohanprajapatiartist.com/

The collaboration with Fynd and its relevance lies in addressing the evolving needs of artisan entrepreneurs, who require online visibility and accessible digital tools to sustain and grow their craft businesses in an increasingly digital market. The learnings from previous digital, combined with a focus on capacity building for artisans and amplifying their

visibility through Tarasha's own website and social media pages, demonstrates the project's adaptability to align with artisans' capacities and preferences. This phased approach ensures that artisans gain visibility and access to markets without being overwhelmed by technical complexities, while gradually preparing them for the eventual adoption of more advanced digital platforms such as with Fynd.

To conclude, the impact of the Tarasha Digital for 2023-24 remains nascent but shows potential for future growth. The partnership with Fynd and the shift to a digital catalogue format have created a pathway for artisans to showcase their products online. Although no significant sales outcomes have been reported yet, the platform's focus on capacity building has begun addressing foundational gaps, such as artisans' understanding of social media marketing and customer engagement. This foundational work is expected to support longer-term outcomes, such as increased online visibility and sales.

5. Recommendations

Strengthen high-impact levers

The identified high-impact levers are design mentorship, market linkages, and digital literacy, which have shown clear early signs of success. Developing clear project pathways and plans with clear indicators for success in these areas would ensure sustainable outcomes for project beneficiaries.

Address missing impact areas

B2B access is under-leveraged. Pursue direct partnerships with platforms like iTokri, Okhai, and Jaypore with MOUs and conversion targets. In addition, a 360° B2B Market Access Assessment can be undertaken, where interviews with B2B partners (e.g., iTokri, Okhai) will unearth challenges on barriers to bulk buying, quality consistency, and packaging. This will help design projects and activities to address these gaps.

On an organisation building level, formal enterprise development needs more investment. Introducing legal, financial, and compliance support would help enterprises become completely independent.

Data collection and management

The programme team developed a strong repository of data, with a comprehensive baseline and periodic progress reports generated throughout the programme. However, inconsistencies in data collection and organisation have posed challenges for analysis and reporting. We recommend:

- Conduct an endline evaluation: Commission a comprehensive endline, preferably by the same team that conducted the baseline, to ensure comparability and assess true growth.

- Add a non-public midline report (FY 23-24) to assess performance and guide FY 24-25 planning.
- Define differentiated metrics: Sales at exhibitions, B2B sales, online orders, repeat clients, and growth in artisan team size.
- Standardise reporting tools: Use uniform templates that track core indicators (demographics, digital engagement, exhibition sales, design innovations, etc.) across all interventions.
- Strengthen M&E systems: Build a consistent monitoring and evaluation framework to track both quantitative and qualitative metrics through the project lifecycle.
- Train teams in data practices: Equip programme teams with basic training in data collection and management to ensure quality and consistency in reporting.

Customer experience: Phygital approach

We recommend undertaking customer segmentation research to tailor inventory, pricing, and presentation formats across markets. Using these insights, the project can pilot Tarasha retail experiences in Tier 1 and 2 cities.

Socio-cultural impact

The Tarasha programme's focus on fostering creativity and innovation is central to its mission of empowering artisan entrepreneurs. The programme effectively integrated customised design and market connectivity strategies, resulting in meaningful interventions like material exploration workshops and competition analysis. However, several challenges emerged during implementation: Many artisans lacked the foundational skills or mindset for innovation, leading to varied programme outcomes. Balancing traditional craftsmanship with modern market demands required repeated interventions. A one-size-fits-all approach in design workshops was resource-intensive and less effective for artisans with niche needs.

- Customised training modules: Develop tiered creative training modules based on artisans' skill levels—beginner, intermediate, and advanced—to ensure that interventions are aligned with their capabilities and needs. Include specialised workshops on creative problem-solving to broaden artisans' creative capacities.
- Peer-to-Peer learning platforms: Establish a network of artisans to foster collaboration and knowledge exchange. For example, experienced artisans could mentor newer participants, creating a support system for tackling design challenges.

Tarasha digital

The digital component of Tarasha showed steady but modest growth, with artisans beginning to explore e-commerce and social media for sales. However, digital adoption remained limited. To tackle these, we recommend the development of a digital growth plan,

where Tarasha can implement structured follow-ups, mentorship, and performance tracking for artisans post-training. In addition, Tarasha can leverage influencer & brand collaborations, partnering with influencers and ethical brands to boost artisans' online reach. Lastly, strengthen digital performance tracking to refine strategies and measure impact more effectively.

Build the Tarasha IP

Tarasha is emerging as a unique, credible platform for craft entrepreneurship. Institutionalising it as an intellectual property will help it scale, maintain quality, and enhance long-term visibility. We recommend: Recommendations:

- Explore IP protection for signature designs/products under Tarasha and legal registration of the brand, including its events and festivals.
- Build a structured narrative around Tarasha's values (design-led, ethical, entrepreneurial) to position it as a flagship brand within Titan.

Policy Integration

Facilitate the onboarding of Tarasha artisans into State and National artisan databases for access to government schemes and benefits (e.g., Development Commissioner (Handicrafts) [DCH] database, One District One Product [ODOP] listings). While some of this has already taken place in 2023-24, engaging more with State Handicrafts Departments to explore inclusion in official exhibitions, training schemes, and procurement rosters, will help build sustained relationships of craftpreneurs with existing government initiatives and platforms.

Sustainability Beyond CSR

Building a phased exit strategy, where support tapers off as entrepreneurs reach self-sufficiency milestones (sales, orders, client repeatability), will help build relevant areas of interventions for the exit. To build "skin in the game" Tarasha can encourage artisans to invest nominal co-payments for select training/market opportunities. A critical feature of sustainability of these networks would be to establish a peer network or guild model to foster leadership, mentoring, and community-led problem solving. This also fosters deep trust in the ecosystem and encourages a culture of collaboration.

6. Annexures

Crafts covered by project Tarasha in FY 2023-24.

Craft	Artisan Count
Bobbin Lace Craft	80
Hand Spinning	45
Leather Puppetry	25
Handloom Weaving	23
Deccani Wool Craft	17
Gond Painting (Tribal Craft)	9
Knitting & Crochet (Women Enterprise)	5
Kala Cotton Handloom Weaving	3
Ikat weaving	3
Banana Fibre Craft	2
Ladakh Pashmina & Yak Wool products	2
Terracotta	2
Copper Bell Metal	2
Glass work	2
Dhokra Craft	2
Patwa Craft	2
Gem Stone Art	2
Lambani Jewelry (Tribal craft)	2
Ikat textiles	1
Bulrush reed and leather craft	1
Madhubani painting	1
Paitkar painting	1
Kite Making	1
Tangaliya handloom weaving	1
Ajrakh printing	1
Stone texturing	1
Kota Doria	1
Handmade paper	1

Pashmina & other wollen products	1
Likir Ceramics / Likir.pottery	1
Pashmina weaver	1
Aari embriodery	1
Tilla embroidery	1
Sozni craft	1
Lambani Embroidery	1
Ajrakh	1
Sozni Embroidery	1
Lambani Jewelry	1
Usta Miniature Painting (Languishing craft)	1
Stone carving	1
Tangaliya Weaving	1
Phad Painting	1
Chikankari Embroidery	1
Hand block printing	1
Usta Miniature Painting	1
Bhil Painting (Tribal Craft)	1
Sohrai Painting	1
Patachitra Painting	1
Bidri Craft	1
Banjara Embroidery	1
Sherpai Craft	1
Total	261