

Comprehensive Notes On Entrepreneurship Skills (Unit 4)

Class XI - Employability Skills

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1 Session 1: Introduction to Entrepreneurship

1.1 Core Definitions

- **Entrepreneur:** An individual who identifies customer needs and creates a business by introducing innovative products, services, or execution methods to generate profit.
- **Entrepreneurship:** The systematic process of developing a business plan, launching and running a business venture using innovation to fulfill customer demands and earn financial gains.

Case Example: Pratap, the Vegetable Seller

Pratap operated a vegetable shop in Agra. In summer, leftover vegetables frequently spoiled. To solve this spillage and customer inconvenience, Pratap introduced a **home-delivery pre-order model**. Customers called him a day earlier to specify their orders; Pratap purchased exact quantities from the wholesale market and delivered fresh vegetables directly to their doorsteps. By introducing an innovative delivery service, Pratap transformed into a successful entrepreneur.

1.2 Types of Business Activities

Businesses satisfy ever-changing human needs through three primary categories of activities:

Business Type	Core Activity / Definition	Practical Example
Manufacturing	Converts raw materials into finished products to satisfy customer demand.	A bottled water factory purifying and packaging drinking water.
Trading	Buys finished products from manufacturers and sells them directly to buyers without altering the product.	A retail pharmacy buying medicines from pharmaceutical companies and selling to patients.
Services	Provides intangible, specialized activities or benefits directly tailored to customer requirements.	A painting contractor offering home painting services; auto-repair workshops.

2 Session 2: Values of an Entrepreneur

2.1 Concept of Entrepreneurial Values

Values are intrinsic qualities and principles that govern how an individual thinks and acts. Entrepreneurs face internal doubts—such as fear of financial loss, lack of customer acceptance, or competition. Entrepreneurial values provide the internal motivation to face and overcome these challenges.

♥ Case Example: Sunita's One-Button Medicine Remote

Sunita observed her elderly grandparents in Kerala struggling to remember medication schedules and travel to buy medicines. She designed a simple one-button remote control equipped with an integrated alarm and automatic signal transmission to the local pharmacy. Her initiative solved a major healthcare problem for elderly residents across her town.

2.2 Four Core Values of a Successful Entrepreneur

1. **Confidence:** Belief in oneself and one's business approach. It drives entrepreneurs to take initiative, seek customer feedback, and persevere despite initial failures.
 - *Balance Requirement:* Entrepreneurs must balance confidence with humility. **Overconfidence** leads to dangerous shortcuts, such as selling poor-quality items or overcharging customers.
2. **Independence:** The capacity to work autonomously, make critical decisions, and maintain self-motivation without direct supervision, while keeping customer satisfaction as the top priority.
3. **Perseverance:** The determination to remain positive and persistent during severe business setbacks and failures. It involves trying innovative, alternative approaches rather than repeating ineffective actions.
4. **Open-Mindedness:** Receptivity to new ideas, external advice, and constructive feedback from experts, peers, and customers to continuously refine business operations.

★ Case Example: Poonam, the Purse-Maker

Poonam created handmade embroidered purses in Odisha. When initial sales in Kolkata failed and door-to-door selling met with rude rejections, she displayed **perseverance** and **open-mindedness**. She added new designs and registered on an e-commerce website, boosting sales from 50 to over 500 purses per month.

3 Session 3: Attitude of an Entrepreneur

3.1 Definition of Attitude

Attitude is an individual's mindset or predisposition to respond in a characteristic way toward ideas, people, challenges, or situations.

3.2 Comparative Analysis: Entrepreneur vs. Salaried Employee

Dimension	Entrepreneurial Attitude	Salaried Employee Attitude
Belief in Self	Relies entirely on self-belief and internal drive without a manager to provide reassurance.	Guided, trained, and supported by supervisors and company managers.
Customer Focus	Takes direct, personal responsibility for creating customer value and maintaining ethical standards.	Executes assigned organizational tasks; may not interact directly with customers.
Decision Making	Makes independent strategic decisions and accepts complete accountability for outcomes.	Operates within parameters, workflows, and timelines set by senior supervisors.
Adaptability to Market	Operates in uncertain, dynamic environments and actively drives market change.	Operates within internal, predictable routine workflows with minimal environmental risk.

Contrast Example: Surabhi vs. Akash

Surabhi (Entrepreneur): Took a bank loan, researched custom customer art preferences, designed tailored paintings, and built a thriving art studio.

Akash (Employee): Works fixed hours (9:00 AM – 4:00 PM) arranging art supplies on shop shelves based on a monthly plan set by his employer.

4 Session 4: Thinking Like an Entrepreneur

4.1 Common Problems Faced by Entrepreneurs

Entrepreneurs navigate daily operational challenges: selecting viable business ideas, securing financial capital, sourcing raw materials, manufacturing efficiently, setting competitive prices, marketing, tracking accounts, standing out, and scaling up.

4.2 Three Core Thinking Styles for Problem Solving

Thinking Style	Core Concept / Definition	Case Example (Kiran's Handcart Steering)
Creativity	Generating novel, original ideas that others have not considered.	Kiran conceived a cheap hand-controlled steering mechanism for food handcarts in narrow lanes.
Innovation	Translating creative ideas into practical, real-world working solutions.	Kiran built the steering prototype, tested it on her father's cart, and distributed it via local mechanics.
Critical Thinking	Analyzing situations systematically by asking key questions (<i>Why, What, How</i>) and researching root causes.	Kiran observed her father's physical struggle turning heavy carts in narrow lanes and researched mechanical leverage solutions.

5 Session 5: Coming Up with a Business Idea

5.1 Definition and The Four Steps of the Business Cycle

A **business idea** is a curated solution designed to solve a specific customer problem while generating financial profit.

🕒 The Four Steps of the Business Cycle

1. **Business Idea Generation:** Identifying a viable solution to customer needs.
2. **Understanding the Market:** Researching demand, customer preferences, and competitor offerings.
3. **Business Planning:** Creating detailed operational, financial, and marketing strategies.
4. **Improving and Growing:** Scaling operations, enhancing quality, and expanding product offerings.

5.2 Three Principles of Idea Creation

1. **Customer Need:** Ideas must solve an existing market demand or fill unserved market gaps (e.g., setting up a cold beverage stall during hot summer months).
2. **Entrepreneur's Interest or Talent:** Ideas built around an entrepreneur's personal passion, skill, or academic training (e.g., a fashion design graduate starting a boutique).
3. **Innovation:** Incorporating unique features or novel delivery methods (e.g., Vivek's '*The Wow Bowl*' serving herbal-infused healing meals).

5.3 Five Sources for Generating Business Ideas

Idea Category	Description	Example
Location-based	Fulfills specific geographic or regional market gaps.	Selling purified drinking water in dry Rajasthan villages.
Seasonal	Addresses demand variations driven by weather or seasons.	Cold juices in summer; warm beverages in winter.
Event-based	Capitalizes on periodic cultural or social celebrations.	Wedding planning, mehendi designing, catering.
Interest-driven	Converts personal hobbies into commercial ventures.	Opening a dance fitness studio.
Vocation-driven	Leverages specialized professional or agricultural training.	A farmer establishing an organic farming training institute.

Innovative Enterprise Examples

- **Nagma (Fashion Designer):** Identified a scarcity of stylish, high-quality hijabs in Chennai and built a boutique e-commerce business.
- **Rakesh (Special Auto-wala):** Transformed an auto-rickshaw into a premium experience offering snacks, Wi-Fi, news, and custom city tours in Mumbai.
- **Anshula (Story-teller):** Created a child reading-café in Bengaluru utilizing college volunteers as storytellers.

6 Session 6: Understanding the Market

6.1 Four Types of Customer Needs

Market understanding begins by categorizing customer needs into four distinct levels:

Need Type	Definition	Market Example
Served Needs	Needs fully recognized and satisfied by existing businesses or government.	Public bus transportation.
Partially-served Needs	Needs addressed by existing products, but customers remain dissatisfied with quality or convenience.	Traditional hailed taxis vs. instant app-based ride booking.
Unserved & Known Needs	Recognized by customers but completely unfulfilled in the current market.	Solar lamps for rural villages suffering evening power outages.
Unknown Needs	Latent needs that customers do not anticipate until introduced by innovation.	Video-calling smartphones prior to high-speed mobile internet.

6.2 Five Critical Factors for Evaluating Customer Needs

1. **Quality and Quantity:** Expectation regarding taste, durability, and volume (e.g., biscuit flavor profiles).
2. **Price:** The price point customers are willing to pay, determining profit margins and production costs.
3. **Location:** Convenience of purchase location (e.g., placing a handmade jewelry stall adjacent to women's apparel stores).
4. **Time:** Season or time of day/month when customers utilize the product.
5. **Frequency:** Repurchase rate (e.g., daily food items vs. once-in-five-years appliance purchases).

6.3 Competitor Analysis Framework

Understanding competition requires analyzing four core aspects of existing market supply:

- **Positioning:** How competitors shape customer perception (e.g., luxury high-end brand vs. budget-friendly affordable brand).
- **Pricing:** Competitors' price structures, helping entrepreneurs set competitive rates.
- **Offers and Discounts:** Special deals or loyalty rewards used to retain customers.
- **Customer Relations:** Communication methods used to foster repeat business and brand loyalty.

7 Session 7: Business Planning

7.1 Importance of a Business Plan

A **business plan** is a comprehensive blueprint detailing business goals and the operational strategies required to achieve them.

- **Capital Estimation:** Calculates exact startup and operational capital to prevent over-investing or running out of funds.
- **Material Requirements:** Determines raw material quantities and per-unit production costs.
- **Unique Selling Proposition (USP):** Defines distinct features that distinguish the business from competitors.
- **Goal Setting:** Establishes clear, trackable financial and operational targets.

7.2 Core Components of a Business Plan Template

Planning Dimension	Key Questions / Details Covered
Product / Service	Exact description of product offered and customer problem solved.
Customer Group & Location	Target customer demographics and retail/delivery locations.
Material & Cost	Required raw materials, supplier sources, and cost per unit.
Selling Price	Final price charged, cost breakdown, and expected profit margin.
Unique Selling Proposition	Why customers will buy from this venture over competitors.
Team & Roles	Roles, responsibilities, and key metrics for all team members.

7.3 Principles for Improving and Growing a Business

Three Strategies for Business Expansion

1. **Improving Quality:** Enhancing product features or materials to justify premium pricing (e.g., producing scented or custom-colored candles).
2. **Scaling Up:** Reaching larger customer bases by entering new geographic markets or housing societies.
3. **Adding Substitutes / Complementary Items:** Offering related products alongside core items (e.g., selling decorative candle stands alongside candles).

8 Comprehensive Question Bank

8.1 Multiple Choice Questions (MCQs)

1. What is an individual called who meets customer needs through innovative products or services to earn a profit?

(A) Salaried Employee (C) Manager
(B) Entrepreneur (D) Supervisor

Answer: (B)

Explanation: An entrepreneur uses innovative ideas to solve customer problems and generate profit.

2. A business activity that converts raw materials into finished products is classified as what type of business?

(A) Trading Business (C) Manufacturing Business
(B) Service Business (D) Hybrid Business

Answer: (C)

Explanation: Manufacturing involves transforming raw inputs into finished physical goods.

3. Which core value helps an entrepreneur stay positive and keep working despite facing repeated business failures?

(A) Overconfidence (C) Perseverance
(B) Independence (D) Rigidity

Answer: (C)

Explanation: Perseverance means not giving up and finding alternative innovative solutions during setbacks.

4. Selling high-quality medicines produced by pharmaceutical companies directly to retail customers is an example of which business type?

(A) Manufacturing (C) Service
(B) Trading (D) Non-profit

Answer: (B)

Explanation: Trading businesses facilitate bringing finished goods from manufacturers to consumers without manufacturing them.

5. What thinking style involves generating novel, unthought-of ideas to solve a problem?

(A) Critical Thinking (C) Innovation
(B) Creativity (D) Over-confidence

Answer: (B)

Explanation: Creativity is coming up with original ideas, whereas innovation is applying those ideas in practice.

6. Which customer need category describes solar-powered lamps created for villages experiencing routine night electricity outages?

(A) Served Needs (C) Unserved and Known Needs
(B) Partially-served Needs (D) Unknown Needs

Answer: (C)

Explanation: Known and unserved needs are recognized by customers but lack existing solutions in the local market.

7. What is the first step in the four-stage Business Cycle?

(A) Business Planning (C) Business Idea Generation
(B) Understanding the Market (D) Improving and Growing

Answer: (C)

Explanation: The business cycle begins with generating a viable business idea, followed by market research, planning, and scaling.

8. Which strategy for business growth involves selling complementary items like candle stands alongside candles?

(A) Quality Improvement (C) Adding Substitutes / Complementary Goods
(B) Scaling Up (D) Price Reduction

Answer: (C)

Explanation: Adding substitutes or complementary goods expands product variety and increases total sales revenue per customer.

9. What term describes how a business shapes customer perception as a luxury high-end brand versus an affordable budget brand?

(A) Position (C) Location
(B) Frequency (D) Quantity

Answer: (A)

Explanation: Positioning defines how an enterprise wants customers to perceive its value, price point, and quality relative to competitors.

10. What danger can arise if an entrepreneur becomes overconfident?

(A) Increased customer trust (C) Higher employee motivation
(B) Taking shortcuts and selling poor quality products (D) Reduced business risk

Answer: (B)

Explanation: Overconfidence leads entrepreneurs to ignore customer feedback, take unethical shortcuts, or overcharge, destroying brand trust.

8.2 Assertion-Reasoning Questions

- Assertion (A):** Entrepreneurs and salaried employees have identical mindsets and attitudes toward work.

Reason (R): Entrepreneurs work independently, take direct business risks, and manage uncertainty, whereas employees execute assigned tasks under supervisor guidance.

Answer: A is false but R is true.

Explanation: Entrepreneurs assume market risks, drive innovation, and make independent decisions, contrasting with the structured, managed role of salaried employees.
- Assertion (A):** Perseverance means trying the exact same failed business approach repeatedly without changing anything.

Reason (R): True perseverance involves staying positive, learning from failures, and adopting innovative, alternative approaches to achieve goals.

Answer: A is false but R is true.

Explanation: Perseverance is not blind repetition; it requires creative problem-solving and flexible strategies to overcome obstacles.
- Assertion (A):** Conducting a customer survey before launching a business reduces financial risk.

Reason (R): Customer surveys help entrepreneurs understand actual market demand, customer preferences, price expectations, and location convenience.

Answer: Both A and R are true, and R is the correct explanation of A.

Explanation: Empirical market research validates customer demand before capital is invested, preventing business failure.
- Assertion (A):** A well-prepared business plan guarantees that an entrepreneur will never need startup capital.

Reason (R): A business plan helps estimate exact capital requirements, raw material costs, pricing strategies, and target goals.

Answer: A is false but R is true.

Explanation: A business plan does not eliminate the need for capital; rather, it accurately calculates required funding to prevent capital shortages.
- Assertion (A):** Scaling up a business involves reaching more customers by expanding into new geographic areas or markets.

Reason (R): Expanding into new neighborhoods or housing societies increases customer reach and total sales volume.

Answer: Both A and R are true, and R is the correct explanation of A.

Explanation: Scaling up broadens market reach beyond existing boundaries to drive continuous revenue growth.

8.3 One-Word / Brief Answer Questions

- Name the business type that transforms raw materials into finished physical goods.

Answer: Manufacturing Business.

2. What term describes a business that buys manufactured goods and sells them to customers without modifying them?
Answer: Trading Business.
3. Name the core value that represents an entrepreneur's ability to work autonomously and make key decisions.
Answer: Independence.
4. What is the term for generating novel, original ideas that others have not thought of before?
Answer: Creativity.
5. What process turns creative ideas into practical working realities in everyday life?
Answer: Innovation.
6. What type of customer need is completely unfulfilled in the market despite being known by customers?
Answer: Unserved and Known Needs.
7. Name the core planning document that outlines an enterprise's operational, financial, and marketing roadmap.
Answer: Business Plan.
8. What strategy involves offering complementary items like candle holders along with candles?
Answer: Adding Substitutes / Complementary Items.
9. Name the marketing factor that defines how customers perceive a brand (e.g., luxury vs. budget).
Answer: Positioning.
10. What is the first stage of the four-part Business Cycle?
Answer: Business Idea Generation.

8.4 Differentiate Between Questions

1. Differentiate between Manufacturing Business and Trading Business.

Feature	Manufacturing Business	Trading Business
Core Function	Converts raw materials into finished goods.	Buys finished goods and sells them directly to buyers.
Product Alteration	Transforms physical state of inputs.	Sells goods without changing their form.
Example	Packaged drinking water factory.	Retail pharmacy selling pharmaceutical medicines.

2. Differentiate between Creativity and Innovation.

Feature	Creativity	Innovation
Definition	Generating novel, unthought-of ideas.	Executing ideas into real-world working solutions.
Nature	Mental concept or original thought.	Practical application and real-world implementation.
Example	Thinking of a handcart steering mechanism.	Building and installing the steering mechanism on handcarts.

3. Differentiate between Entrepreneur and Salaried Employee.

Feature	Entrepreneur	Salaried Employee
Risk & Reward	Bears business risk; earns variable profits.	Zero financial risk; earns fixed salary/wages.
Decision Making	Makes independent strategic choices.	Follows supervisor directives and monthly plans.
Customer Role	Directly responsible for customer satisfaction.	Executes internal assigned tasks.

4. Differentiate between Served Needs and Unserved Needs.

Feature	Served Needs	Unserved Needs
Market Availability	Fully satisfied by existing companies or government.	Known by customers but unfulfilled by current businesses.
Customer Satisfaction	High level of existing convenience.	Customer frustration due to lack of options.
Example	City public bus transportation.	Solar lamps in power-deficient rural towns.

5. Differentiate between Confidence and Overconfidence in Entrepreneurship.

Feature	Confidence	Overconfidence
Self-Perception	Balanced belief in self and willingness to seek feedback.	Excessive ego that ignores customer feedback and market facts.
Business Impact	Drives initiative, hard work, and continuous improvement.	Leads to ethical shortcuts, poor quality, and loss of trust.
Result	Sustained long-term business success.	Brand damage and venture failure.

8.5 Short Answer Questions

1. Explain how Pratap demonstrated entrepreneurship in his vegetable business in Agra.

Answer: Pratap faced summer vegetable spoilage and customer inconvenience. Instead of selling stale vegetables, he introduced an innovative home-delivery pre-order model where customers called in orders a day earlier. He purchased exact quantities from wholesalers and delivered fresh produce to doorsteps, solving customer problems through business innovation.

2. **Describe the four core values of a successful entrepreneur.**

Answer: (1) **Confidence:** Belief in oneself while welcoming feedback; (2) **Independence:** Ability to work autonomously and make key decisions; (3) **Perseverance:** Staying positive and trying innovative solutions during failures; and (4) **Open-Mindedness:** Receptivity to expert advice, market trends, and constructive criticism.

3. **What is the difference between an entrepreneur's attitude and an employee's attitude regarding decision-making?**

Answer: An entrepreneur makes independent strategic choices, decides what work needs to be done, and bears total accountability for outcomes. An employee works under a manager or supervisor who sets monthly tasks, parameters, and completion deadlines.

4. **List the five sources for generating business ideas with an example for each.**

Answer: (1) *Location-based* (selling water in dry regions); (2) *Seasonal* (cold juices in summer); (3) *Event-based* (wedding catering/mehendi); (4) *Interest-driven* (dance fitness studio); and (5) *Vocation-driven* (farmer opening an agricultural training institute).

5. **Why is a customer survey important before launching a new business?**

Answer: A customer survey provides direct empirical feedback regarding market demand, customer quality expectations, acceptable price points, location convenience, and repurchase frequency. It ensures that an entrepreneur builds a product that customers actually want.

8.6 Long Answer Questions

1. **Explain the four stages of the Business Cycle in detail with an illustrative real-world example.**

Answer: The four stages of the Business Cycle guide an enterprise from inception to maturity:

- Business Idea Generation:** Identifying a solution to customer needs based on market gaps, personal talents, or innovation (e.g., Vivek creating herbal-infused healing food bowls).
- Understanding the Market:** Conducting customer and competitor surveys to assess demand, pricing willingness, location convenience, and competitor positioning.
- Business Planning:** Formulating a detailed plan covering raw material costs, production budgets, pricing structure, USP, team roles, and break-even timelines.
- Improving and Growing:** Scaling the business by enhancing quality (scented candles), expanding to new geographic markets, or adding complementary items (candle stands).

2. **Compare the three problem-solving thinking styles (Creativity, Innovation, and Critical Thinking) using Kiran's handcart steering case study.**

Answer: Kiran demonstrated all three thinking styles in solving her father's problem:

- Critical Thinking:** Kiran analyzed the root cause of her father's physical struggle by asking *Why* turning heavy handcarts in narrow lanes was difficult, identifying mechanical leverage as the key issue.
- Creativity:** She generated a novel, original concept—a hand-controlled steering and rotation system—that no local cart owner had previously conceived.
- Innovation:** She translated her mental concept into physical reality by fabricating cheap steering prototypes, mounting them on her father's cart, and partnering with local mechanic shops to distribute them across vegetable sellers nationwide.

3. **Detail the components of a comprehensive Business Plan Template and explain why business planning is critical for new entrepreneurs.**

Answer: A business plan template covers key operational and financial dimensions:

- (a) **Product / Service Description:** Detailed summary of offerings and customer problems solved.
- (b) **Customer Demographics & Location:** Target customer profile and sales channels (store-front, home delivery, online).
- (c) **Material Requirements & Cost:** Raw material inventory, sourcing costs, and per-unit production expense.
- (d) **Selling Price & Profit Margin:** Pricing strategy based on customer willingness to pay and desired profit margins.
- (e) **Unique Selling Proposition (USP):** Key competitive advantages that make the business stand out.
- (f) **Team Roles & Break-Even Milestones:** Individual team responsibilities and projected break-even timelines.

Importance: Planning prevents over-investing or capital depletion, clarifies resource requirements, establishes clear USPs, and sets ambitious yet achievable performance targets.

8.7 Case-Study / Competency-Based Questions

1. **Case Study 1: Transforming a Traditional Business Through Innovation**

Scenario: Rakesh moved from a village in UP to Mumbai and bought an auto-rickshaw. After driving for years as a standard auto-driver, he decided to turn his vehicle into an entrepreneurial venture. He introduced a 'Special Auto Experience' equipped with free snacks, cold drinks, choice music, daily newspapers, mobile Wi-Fi, and personalized city storytelling. Customers queued up and pre-booked rides with him.

- (a) How did Rakesh transform from a traditional auto-driver into an entrepreneur?
- (b) What principles of idea generation and customer value creation did Rakesh apply?
- (c) How did Rakesh scale up his business when demand exceeded his single vehicle?

Answers:

- (a) Rakesh transformed into an entrepreneur by introducing an innovative value-added service ('Special Auto Experience') that solved customer boredom and discomfort, going beyond basic transportation.
- (b) He applied **Customer Need** (in-transit entertainment/comfort), **Interest-driven innovation** (storytelling/hospitality), and **USP creation** (Wi-Fi, snacks, newspapers).
- (c) Rakesh scaled up by hiring and training multiple auto-drivers to maintain his service standards, building a fleet business.

2. **Case Study 2: Market Analysis and Overcoming Initial Failure**

Scenario: Richa started a candle-making business with Rs 2,000 saved over several months. Initially, she made production errors and priced her candles at Rs 50 each. However, a market survey revealed that similar candles were sold for Rs 25. She adjusted her price to Rs 20 to gain market entry.

- (a) What critical market research mistake did Richa make prior to launching her product?
- (b) Outline three specific strategies Richa should use to improve quality, scale up, and add substitutes for her candle business.
- (c) How does Richa's decision to attend a candle-making workshop reflect the value of open-mindedness?

Answers:

- (a) Richa failed to perform competitor price analysis before setting her initial Rs 50 selling price.
- (b) **Growth Strategies:**
 - *Quality Improvement:* Produce scented, multi-colored, or decorative shaped candles.
 - *Scaling Up:* Sell candles in large housing societies and festival fairs beyond her immediate market.
 - *Adding Substitutes:* Sell matching candle stands and matchbox sets alongside candles.
- (c) Attending a distant workshop to learn technical skills demonstrates **open-mindedness** and commitment to continuous learning and self-improvement.

3. Case Study 3: Vocational Innovation in Niche Fashion

Scenario: Nagma moved to Chennai after studying fashion design. She noticed that local college girls struggled to find high-quality, fashionable, and affordable hijabs. She began purchasing premium fabrics, stitching pearl and bead embellishments, packaging them in attractive boxes, and selling them in college hostels.

- (a) What type of customer need did Nagma identify in the Chennai market?
- (b) Classify Nagma's business under the appropriate idea generation category and business activity type.
- (c) How did Nagma expand her business from informal hostel sales to a scalable enterprise?

Answers:

- (a) Nagma identified a **Partially-served / Unserved Known Need**—a shortage of stylish, affordable, high-quality hijabs for young women.
- (b) **Idea Category:** Vocation-driven and location-based idea. **Business Activity:** Manufacturing and retail business.
- (c) She scaled from informal hostel sales to establishing her own retail boutique and launching an e-commerce website for nationwide online sales.