Skilling for Inclusive Growth: SOAR analysis of 'Skill India' Mission

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Abstract: Inclusive growth necessitates an economic growth process ensuring broad improvements in the quality of life providing equal opportunity to all citizens for overall development. Such initiatives include employment opportunities, access to essential services, empowering people through education and skill development, and several other needs of the society. The purpose of this paper is to conduct a SOAR (Strengths, Opportunities, Aspirations, and Results) analysis of the 'Skill India' mission analyzing five flagship initiatives under the scheme. The study objective is to understand the extent of skilling initiatives launched, and to identify their achievements towards inclusive growth. SOAR analysis as a research method in this study focuses on current strengths, opportunities, aspirations, and results aligning with future vision of the 'Skill India' programme for achieving national goals. Extensive analysis and synthesis of related literature on the initiatives suggest wide-scale skilling implementations by the government in collaboration with industrial and private institutions for inclusive national growth objectives. The study highlights crucial aspects and successful implementations which could guide policy makers and practitioners to further improvise organizational development designs in the larger benefit of the economic ecosystem. Further research needs to be undertaken on stakeholder engagements in self-determined change using big data sources and appreciative inquiries to assess their objective effects on inclusive growth.

Keywords: aspirations; inclusive growth; opportunities; results; Skill India initiative; SOAR analysis; strengths; skilling

1. INTRODUCTION

Globally, developed and developing nations have comparably been intrigued for a long time about harnessing untapped resources of useful employment, and transformation towards fructuous inclusiveness and economic growth. India is today seen as a globally emerging economic superpower. Globalization, mobility of labor, advancements in technology, and demographic dividend provide abundant opportunities, however they need to be catalyzed through unified funding and scaling up quality training so as to achieve positive economic impact (Panth, 2014). On the contrast, India also has enormous magnitude of the illiterate, poor

and unemployed masses in the world. Past two decades have witnessed acute social and economic disparities which are ever increasing and leading to wide gaps in income and poverty, along with several other development dimensions within the regions. Therefore, the emphasis on increased inclusiveness and economic growth demands bridging the divide in a time-bound manner crucial for the economy, society and polity as a whole (Kurian, 2007). The dire need for workable social inclusive models for economic growth process has culminated into ambitious projects as a national initiative, such as the 'Skill India' campaign launched in India during July 2015, aiming to skill over 400 million people by the year 2022. The campaign has been bundled into five precisely focused flagship initiatives, such as "National Skill Development Mission", "National Policy for Skill Development and Entrepreneurship, 2015", "Pradhan Mantri Kaushal Vikas Yojana (PMKVY)", "Skill Loan scheme", and "Rural India Skill". This launch also commemorates the first ever World Youth Skills Day (Wikipedia, 2015).

Ali and Son (2007) define inclusiveness in the context of social opportunities akin to social welfare approaches positing that availability of average opportunities and its sharing amongst the population would lead to inclusive growth. Another study on inclusive growth in Asia by Ali (2007) advocates a strategy to address inequalities of policy factors, structural transformation, access to public services etc., by facilitating broadening as well as access to opportunities, social protection, including society members to participate and contribute to the overall economic growth process. An extensive literature review of Asian Development Bank about inclusive growth and social development conducted by Rauniyar and Kanbur (2010) find mutually reinforcing measures, such as efficiency and sustainability, level political playing ground and capacity strengthening for safety nets. An insight into the inclusive and development report 2017 (Samans et al., 2017) of the World Economic Forum provides practical guidance to policy-makers and stake-holders intending to build strategies for capturing higher synergy between economic growth and broad-based progress in standards of living in respective nations. This analysis is based on a world-wide consensus emerging over the past numerous years about a need for much more social inclusiveness approach towards generation of economic growth. The policy framework provides illustrious comparison of institutional strength and enabling of environmental conditions on fifteen most relevant policy domains aimed at inclusive growth as national key performance indicator metrics. Early researchers have identified several antecedents for inclusive growth, such as technology and industrial innovation (Lin, 2004), policy and access to public services (Ali, 2007), innovation (George et al., 2012), entrepreneurship and innovation (Hall et al., 2012), ICT and unique identity (UID) (Mital, 2012), skills development (Akoojee, 2012), human and social capital (Dinda, 2014), and many more. An extensive review of related literature published during the past decade implementing SOAR analysis approach using appreciative inquiry reveal few useful studies, which include grass root strategic planning involving library staff (Casey, 2015); strategic planning for sustainable tourism (Khavarian-Garmsir and Zare, 2015); building team collaboration through emotional intelligence (Cole et al., 2016); and nursing leaders (Wadsworth et al., 2016).

In the precise context of inclusive and economic growth and past studies involving numerous antecedent factors leading towards such inclusiveness, the objective of this paper is to explore the extent of various skilling initiatives implemented through a national initiative such as "Skill India" namely the five different programmes; to identify Strengths, Opportunities, Aspirations, and Results (SOAR) of its implementation towards inclusive growth; and, to suggest further research directions for objective inquiry into skilling for inclusive growth.

The paper further flows into a **'review of literature'** in Section 2, **'method'** adopted to review five initiatives under the "Skill India" campaign and the SOAR analysis technique in Section 3, **'analysis and interpretation'** of the skilling patterns, achievements, along with SOAR analysis in Section 4, discussing outcomes of the study in Section 5 as **'discussion',** and finally **'conclusion'** with managerial implications, limitations of the study, and further research directions in Section 6.

2. REVIEW OF LITERATURE

National Skill Development Mission

Background

It is estimated that 65% of Indian youth in working age category form rich demographic dividend and to harness this potential, 'skill development' through the initiative would form a skill ecosystem adding to their personal and economic growth simultaneously. The mission offers useful courses across 40 different sectors aligned to be identified by the industry and government under the National Skill Qualification Framework. The focus is on enhancing technical expertise and practical work delivery of the candidate, enhancing employability of the youth through skill development, making them job ready in the international market and also the employer need not invest on training efforts. It was a first time achievement wherein an estimated 1.04 crore Indians received training through several Central Government programmes and National Skill Development Corporation (NSDC) associated training partners from private sector [Ministry of Skill Development and Entrepreneurship, 2015].

Allocation of Business Rules

The Government of India (Allocation of Business) Rules, 2014 has suitably amended the existing said rules of 1961 to provide for coordination among stakeholders through a skill framework, connect demand and supply for skilled manpower through technical/vocational training, skill upgrade, innovative thinking and talent for existing as well as new jobs to be created, mapping of skills and their certification. It aims at expanding entrepreneurial education and capacity of youth, forming institute-industry linkages through partnering of educational institutions with business and community organizations setting national standards and large skill development on information technology and computers.

Collaboration with Central Government ministries/departments

The Ministry of Skill Development and Entrepreneurship signed MoUs (Memorandum of Understanding) with numerous Central Ministries/Departments, such as defence, railways, health and family welfare, fertilizers, chemicals and petrochemicals, pharmaceuticals, steel, mines, power, and coal mines for strategic partnerships and collaboration for skill initiatives.

Role of National Skill Development Corporation (NSDC)

NSDC a public-private-partnership company has the primary mandate of catalyzing skills landscape in India. The pillars for achievement include creation of large quality vocational training institutions; funding through capital, grants, and equity; and enabling through creation and sustainability of supports systems

for skill development. The objective is to upgrade skills, develop frameworks, quality assurance, engage public-private partnerships, finance and prioritize initiative that have multiplier or catalyzing potential. Multiple stakeholders include private sector, international engagements, central ministries and state governments, educational institutions, non-profit organizations, and innovation through entrepreneurship involvement.

National Policy for Skill Development and Entrepreneurship, 2015

Background

The policy envisions creating an empowered ecosystem through skilling on large scale, to ensure high standards and foster innovation culture based entrepreneurship to generate wealth, employment, and sustainable livelihood for citizens of the country. Outlined as an outcome oriented policy, it aims at continuous monitoring and evaluation of initiatives for upscaling and administering corrective measures for best practices and its successful implementation. A five-year target is set by the policy implementation unit for impact assessment of stakeholders. A common framework for all its stakeholders engaged in skilling activities, standardizing training and skilling modules, and linking these skills for gainful employment into various sectors form the underpinnings of the policy. The core objective is to empower individuals realizing their full potential, lifelong learning and competency, credible certifications, credit accumulation and transfer, etc. The challenges of scale, speed, standard (quality) and sustainability are focused to enhance employability and production for inclusive growth in the country.

Policy framework for Skill Development and Scheme on Entrepreneurship Development

In line with the objectives set for 'Skill India' campaign, this policy framework outlines eleven major enablers/ paradigms, such as aspiration and advocacy; capacity; quality; synergy; mobilization and engagement; skilling women; global partnerships; outreach; ICT enablement; trainers & assessors; and inclusivity. Vibrancy in entrepreneurship development demands enabling ecosystems for finance, expertise, infrastructure, skills, and culture & business friendly elements. To match these requirements a nine part entrepreneurship strategy is proposed, such as educating early stage entrepreneurs; connecting them to peers, mentors, incubators; e-Hub support; catalyzing culture shift; encouraging in underrepresented teams; promoting women entrepreneurs; improved ease of doing business; access to finance; and fostering social entrepreneurs and grass root innovations.

Pradhan Mantri Kaushal Vikas Yojana (PMKVY)

Background

The primary objective of this flagship initiative under the guidance of the Ministry of Skill Development & Entrepreneurship (MSDE) launched by National Skills Development Corporation (NSDC) on the World Youth Skills Day (July 15, 2015) focusing on a 'Skill Certification Scheme'. It enables industry-relevant skill training on a large scale with speed and high standards for youth to secure better livelihoods. The sector skill councils included comprehensively under the scheme include agriculture; apparels, made-ups & home-furnishings; automotive; beauty and wellness; BFSI; capital goods; construction; domestic workers;

electronics; food; furniture & fittings; gem & jewelry; handicrafts & carpet; healthcare; Indian iron and steel; Indian plumbing; infrastructure equipment; IT/ITeS; leather; life-sciences; logistics; media & entertainment; mining; power; retailers; rubber; security; green jobs; sports; persons with disability; telecom; textile; and tourism & hospitality.

'Recognition of Prior Learning (RPL)' and 'Kaushal and Rozgar Mela' schemes

Individuals possessing prior skills or learning experiences are also evaluated and certified under the category 'Recognition of Prior Learning (RPL)' against the National Skills Quality Framework (NSQF). Existing skills of unregulated workforce is identified for enhanced skill training requirements. Training and certification expenses are incurred by the government, while the trainings are for short term and imparted to academic dropouts and unemployed youth. Training partners assure placement assistance on completion of the respective training. Additionally, social and community mobilization activities are implemented under 'Kaushal and Rozgar Mela' exhibitions, showcasing their best practices and effectiveness.

Key components of the PMKVY scheme

Key components of the PMKVY scheme include short-term training, recognition of prior learning, special projects, kaushal and rozgar mela, placement assistance, continuous monitoring, and standardized branding & communication.

Short Term Training

Fully financed by the government and based on The National Skills Qualification Framework (NSQF) targets unemployed youth and academic dropouts from schools/colleges. Additionally, training is imparted on entrepreneurship, soft-skills, financial literacy and digital literacy for course duration of 150-300 hours. Placement assistance is rendered by training partners upon successful completion of the training.

Recognition of Prior Learning (RPL)

The process assesses and certifies individuals with prior work experience/skills. Augmented skills and knowledge is further rendered post assessment through bridge courses implemented through Project Implementing Agencies (PIAs). This enables aligning knowledge and skills of unregulated labor force within the National Skills Qualification Framework.

Special Projects

Stakeholders such as organizations, industry entities and training involving specialized jobs beyond the "Qualification Packs (QPs)/National Occupational Standards (NOSs)" categories are provided niche training under special projects.

Kaushal and Rozgar Mela

Skill and career exhibitions ensuring better accountability and transparency amongst participant beneficiaries, it targets planned involvement for targeted social and community participation. Community knowledge and expertise leads to a win-win solution for all stakeholders.

Placement

Training providers assist certified and available skill sets with employment opportunities, placement guidelines and also encouraging entrepreneurial ventures by matching knowledge, skills, and attitudes (KSA) of the trained youth.

Monitoring

A Skills Development Management System (SDMS) is adopted for high standards in self-audit reporting, call validations, surprise visits, and overall monitoring.

Branding and Communication

Training centers ensure proper communication among targeted segment, using social media platforms for branding and marketing their initiatives. This provides far-reach and wider communication with the society.

Skill Loan scheme

The scheme aims to support youth willing for skill training modules. It replaces the earlier Indian Banks Association (IBA) Model Loan Scheme for Vocational Education and Training. Skill loans are extended to any Indian national admitted to a course implemented by Industrial Training Institutes (ITIs), Polytechnics, recognized schools under Central/State Education Board, colleges affiliated to a recognized university, training partners under National Skill Development Corporation (NSDC), Sector Skill Councils, State Skill Mission, or State Skill Corporation. The Government has set a target of 34 lakhs under the scheme as skill loan for a period of 5 years. As of September 2015, about 27 Banks with a total of 6003 loan accounts has been opened without any discrimination to women.

Rural India Skill

This programme aims to train rural masses on internationally accepted training. Government provides interest subsidy and assistance to Self Help Groups (SHGs), along with encouragement on entrepreneurship. Skill training is provided to candidates opting for courses on beauty, masonry, horticulture, agriculture, etc. to secure gainful employment and raising their standards of living.

3. METHOD

Prime appreciative inquiry studies (e.g. Cooperrider & Srivasta, 1987) highlight inclusivity and collaborative values in order to achieve organizational goals based on the premise that any process should begin with first identifying what is right in the organization (Cooperrider et al., 2008). It is learnt that one of the means to reflect optimistic and future-thinking strategies or approaches, appreciative inquiry (AI) along with strengths, opportunities, aspirations, and results analysis framework may prove relatively new and valuable approach in organizational development. In addition to strengths, and opportunities, SOAR builds on aspirations and results pushing towards hopeful possibilities & concrete outcomes. It primarily focuses on aspirations and results, action oriented, possibility focus, innovation and breakthroughs, engagement at all levels, focus on planning and its implementation, energy creating what are and can be good, with attention to results (Stavros and Hinrichs, 2011).

Extensive review of the "Skills India" campaign and its five core initiatives provide preliminary insights into the ecosystem as well as basic understanding of the formulation and implementation of the initiatives as reported by the government departments/agencies involved in the campaign. Simultaneously, academic databases are investigated to review past research studies and existing literature on skilling and inclusive growth parameters to derive dynamics of key variables impacting inclusiveness. Further, the knowledge generated from literature review is distilled to analyze and interpret crucial learnings on skilling and inclusiveness relationships. It sums upon the positive core knowledge of the initiative using a SOAR (strengths, opportunities, aspirations, and results) analysis approach as suggested in the seminal works of early researchers (e.g. Cooperrider & Srivasta, 1987; Stavros and Hinrichs, 2011), aligning to appreciative inquiry methods in qualitative studies. Finally, the learnings from SOAR are discussed to derive conclusive understanding of the implications from the initiative, achievements, and scope for further research studies.

4. ANALYSIS AND INTERPRETATION

National Skill Development Mission

Strengths *(What can we build on?)*
- Implementation through a streamlined institutional mechanism and horizontal linkages
- Mandate to create, fund, and enable for catalyzing skills landscape in India

Opportunities *(What are our stakeholders asking for?)*
- Reframing through building blocks, such as training, infrastructure, convergence, trainers, overseas employment, sustainable livelihood, and leveraging public infrastructure
- Operations through public-private-partnership model with multiple stakeholders which include private sector, international agencies, central/state government departments, university/school systems, non-profit organizations, and innovative entrepreneurship.
- Fund raising from government and non-government stakeholders to enhance, stimulate and develop skills of youth across various sector specific programmes

Aspirations *(What do we care deeply about?)*
- skill training consolidation, coordination and convergence across sectors & states
- expedite decision making for achieving skilling at scale, speed and standards

Results *(How do we know we are succeeding?)*
- convergence of skill development norms with concerned ministries of government and their stakeholders
- creation of integrated labor market information system for easy, relevant, transparent, and operationally efficient information access to all stakeholders
- capacity building of eleven states through technical assistance programmes with global organizations thereby developing policy and administration
- wider facilitation and propagation of innovative ideas, practices and concepts on skill development through review of proposals
- trained over 5.2 million students, 235 private sector partnerships, 38 sector skill councils, 1386 qualification packs with 6744 unique national occupational standards validated by over 1000 companies, vocation training in ten states benefitting over 2.5 lakh students, and infrastructure hosting certified by ISO 20000/27000.
- released INR 2333 crore as funds to NSDC for skilling programmes, namely National Skill Certification and Monetary Reward and UDAAN schemes.
- trained over 35 lakh candidates in partnership with 160 training partners, and 1722 training centers across India

National Policy for Skill Development and Entrepreneurship, 2015

Strengths *(What can we build on?)*

- umbrella framework/policy for all skilling activities aligning with common standards and linking with demand centers.
- empowered ecosystem by large scale skilling with speed and high standards for sustainable livelihoods for entrepreneurship
- place India in front ranking innovative and entrepreneurial nations

Opportunities *(What are our stakeholders asking for?)*

- identify various institutional frameworks to reach expected outcomes
- link skills development for improved employability and productivity
- standardized common norms for all skill development schemes across India
- consistency in measuring skill training outcomes

Aspirations *(What do we care deeply about?)*

- meet challenges of skilling at scale, speed and standard (quality)
- demand creation, correction and aligning skilling with required competencies
- link skilled human resources with sectoral demands
- certification and assessment at global and national standards
- germinate, sustain and grow opportunity-based and innovative entrepreneurship

Results *(How do we know we are succeeding?)*

- Common Norms notified to all Central Ministries/Departments across programmes through inter-ministerial consultations
- 1461 qualifications both from NSDC and ITI ecosystems operationalized and aligned to National Skill Qualification Framework (NSQF).
- Industrial Training Institutes (ITI) ecosystem revitalized 1,141 new ITIs with 1.73 lakh seats addition (MSDE – Government of India, 2015)
- 15,000 instructors trained by Central Institutes of Directorate General of Training (DGT) (MSDE – Government of India, 2015)
- infrastructure for distance learning created and 18000 trainers trained
- web-based MIS Portal monitoring mechanisms hosted as a single window information for all public/private Industrial Training Institutes (ITIs).
- Private skilling ecosystem established through NSDC partners skilling over 27.80 lakh candidates and job placement for about 12 lakh people. Funded partners trained over 65.46 lakh students
- Entrepreneurship training via National Institute for Entrepreneurship and Small Business Development (NIESBUD) covering 2,00,885 trainees

Pradhan Mantri Kaushal Vikas Yojana (PMKVY)

Strengths *(What can we build on?)*

- envisages to link aptitude, aspirations, and knowledge of skilled workforce through the yojana with job market employment opportunities

Opportunities *(What are our stakeholders asking for?)*

- enable youth towards industry-relevant skill training for better livelihood through Skill Certification Scheme

Aspirations *(What do we care deeply about?)*

- assessment and certification under Recognition of Prior Learning (RPL) for individuals with prior learning experience or skills
- align unregulated workforce competencies to the NSQF

Results *(How do we know we are succeeding?)*

- designated agency to implement largest voucher-based skill development programme
- training and assessment fees completely paid by the Government under this scheme
- placement offers received by 2.9 lakh trainees out of total 30.67 lakh candidates trained
- PMKVY relaunched in October 2016 for an outlay of INR 12,000 crore envisioning skill training to over one crore people during next four years (2016-2020)
- Over 4.62 lakh persons trained under Recognition for Prior Learning (RPL) programme
- Over 6 lakh candidates engaged in industry under the National Apprenticeship Promotion Scheme (NAPS)

Skill Loan scheme

Strengths *(What can we build on?)*

- skill training programmes in India and skill development courses aligned to National Skill Qualification Framework (NSQF)

Opportunities *(What are our stakeholders asking for?)*

- Loan facility
- Least restrictions on age, course duration, and repayment periods

Aspirations *(What do we care deeply about?)*

- funding youth and trainees for the programmes
- successful completion of skilling initiative through the scheme

Results *(How do we know we are succeeding?)*

- Banks do not charge processing fee
- loan ranges from INR 5,000 to INR 150, 000 depending upon repayment periods between 3 and 7 years
- Simple rate of interest @ 11% and 12% per annum
- no minimum course duration and no specific age restrictions
- bank risks covered through Credit Guarantee Fund Scheme for Skill Development (CGFSSD)
- Department of Financial Services (DFS) reports 27 Banks, 6003 numbers of Skill Loan accounts opened till September 2015 and sanctioned amount INR 38.663 crores
- The scheme does not discriminate against women

Rural India Skill

Strengths *(What can we build on?)*

- Indian rural youth employment schemes
- Target youth age group of 15–35 years

Opportunities *(What are our stakeholders asking for?)*

- Diversity to incomes of rural poor families

- Expansion in existing livelihood options for the poor
- Building skills for job market
- Nurturing self-employment and entrepreneurship ventures

Aspirations *(What do we care deeply about?)*

- Transformation of rural poor youth into economically independent and globally relevant workforce
- Career aspiration of rural youth
- Minimum training facilities and infrastructure for quality skill training

Results *(How do we know we are succeeding?)*

- Launch of Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY)
- INR 1500 crores corpus sanctioned for employability of rural youth
- Disbursements directly to students accounts through digital vouchers
- Third party evaluations besides training center to grade trainees in their chosen trade

An evaluation of the above five initiatives of the Skill India mission using the SOAR analysis approach enlightens our understanding about key variables envisioned in order to achieve inclusive social and economic growth. A conceptual mapping of the same is depicted in **Figure 1** below:
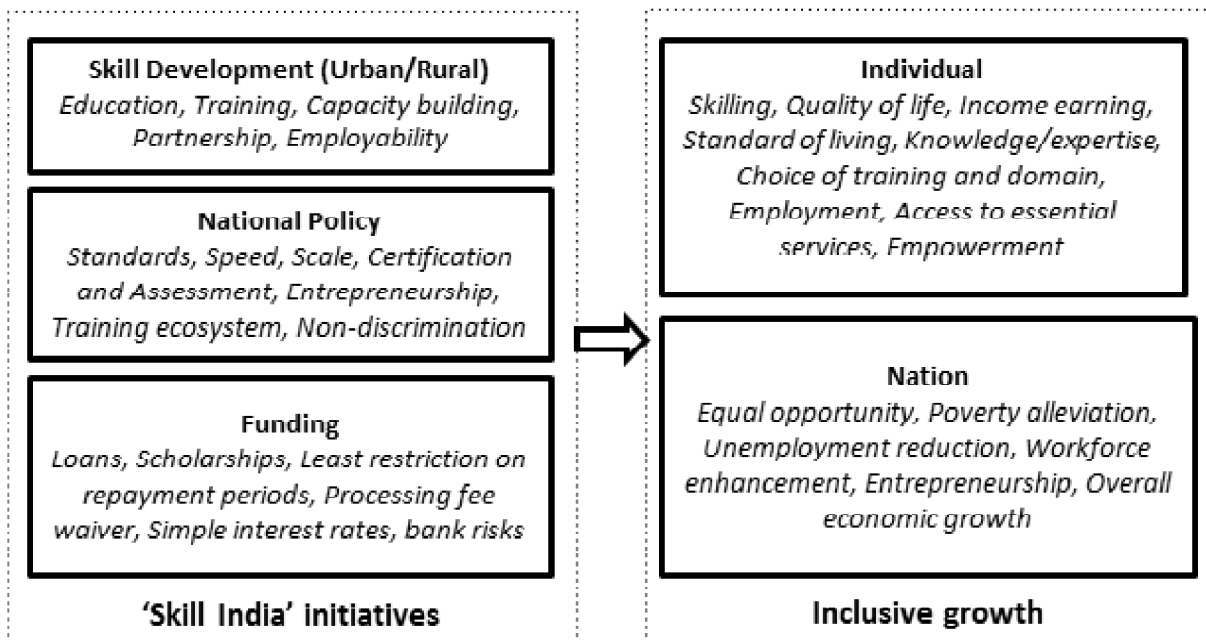

Figure 1: SOAR Analysis of the Skill India initiative

[*Source:* Author]

5. DISCUSSION

The ambitious mission of 'Skill India' launched by the nation envisions mass transformation of employable youth for various job employment opportunities, reducing unemployment levels, and, raising the standards

of living of both urban & rural populace. It is evident that India has a favorable demographic dividend in the current scenario and an emerging economy in international markets, thereby bestowed with competitive advantage. Time is ripe and situation favorable for the nation to empower its citizens with right assortment of skills to harness the global economic benefits and grow into an advanced nation. In the past decade, India was always recognized as a service provider nation; and, now with the Skill India initiatives, the nation aspires to manufacture or make in India, attract foreign direct investments, encourage production within the nation by foreign players, transforming into a competitive advanced economy. Analysis and synthesis of the five initiatives implemented through the Skill India campaign reveals numerous achievements in terms of skilling, namely skill courses/training across multiple industry verticals, policy frameworks for standardization of course curriculum/ training aids and methods, funding and scholarships, industry-academia interface, skill mapping, assessment and certifications, public-private partnerships, etc. Several ministries and departments of the Government of India have been roped in to participate, implement, and partner in the skilling mission through these initiatives. While much more needs to be achieved in terms of "Skill Loan Schemes" and "Rural India Skill", substantial progress is seen at grass root levels in terms of "National Skill Development Mission", "National Policy for Skill Development and Entrepreneurship, 2015", and the "Pradhan Mantri Kaushal Vikas Yojana (PMKVY)".

6. CONCLUSION

The "Skill India" campaign is indeed a large-scale initiative implemented by the Government of India through its departments to develop skilling in youth for transformation towards employment, better incomes, and improving their economic status. While these initiatives are progressing firmly focusing on the skilling outcomes keeping in mind the strengths and opportunities available through resources or capabilities; however, it will take few more years for large-scale transformation to conclusively occur to satisfy aspirations and see aggregate results at national levels.

Managerial implications

The dire need for skill development emerges from multiple combinational factors, such as demographic profiles, rising aspirations of youth seeking for better jobs, higher incomes, standard of living, and quality of life. On the other hand, growing industry requirements for effective and efficient trained workforce is supreme. Recognizing the intrinsic and instrumental value of skilling and entrepreneurship, the initiative will drive speed, scale, quality and sustainability to provide trained youth with higher self-confidence, self-esteem and dignity, knowledge and self-sufficiency to realize their aspirations of better jobs, stability along with sustainable livelihood.

Limitation of the study

The study focuses solely on the "Skill India" campaign launched by the Government of India with locus on the five unique initiatives towards skilling of youth. SOAR (Strengths, Opportunities, Aspirations, and Results) analysis approach is implemented to identify and assess resourceful skilling approaches launched under the five initiatives, and their achievements published in reports translating into capabilities for achieving inclusive growth.

Further research directions

The analysis and conclusive interpretations from this study implementing the SOAR analysis on skilling initiative towards inclusive growth could be further purified and stakeholder engagements in self-determined change assessed through in depth appreciative inquiry techniques as well as using big data sources as further research directions. This will assist researchers, academicians, policy makers, and stakeholders to identify positive, significant, meaningful, action-oriented, relevant, and tangible skilling programmes to achieve speed, scale and quality in implementations. Additionally, the research techniques could be applied and tested for other initiatives/domains also.

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