



**Semilla
MEXICO**



William Davidson Institute
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24 months
End: Dec 2015



Objectives

The project employs salespersons to sell Danone products door-to-door in local communities. They receive life skills & sales training, & benefits such as access to healthcare, housing fund and childcare. The objective of the study is to assess Semilla's impact on its salespersons and find data-driven solutions to meet some of the project's challenges (retention) through a set of outcomes:

- Economic Well-Being: income/perception of income stability/economic independence/savings
- Capability Well-Being: physical health/sales skills/financial knowledge/self-esteem/self-efficacy
- Relationship Well-Being: parenting behavior/violence/access to formal sector/status at home & in Community.

Methodology

Qualitative approach based on:

- Strategic analysis to explore a holistic set of potential impacts on salespersons' well-being:
 - Expert review on impacts of formal sector employment as well as causes of high turnover and low motivation in emerging economies + qualitative interviews with key stakeholders
- Performance analysis to measure changes in prioritized indicators of well-being:
 - Survey development (conduct local interviews + pilot test to finalize the study framework)
 - Three waves of longitudinal data collection/Regression analysis
 - Assessment of impacts on salespersons & variables associated with retention and sales.

Some Learnings

- One project can affect many aspects of a person's life

There is an association with all three areas of well-being, in particular there is positive association with individual economic stability (economic well-being) and self-efficacy (capability well-being).

- Timing of payments

For low-income earners, *timing* of payments can make an enormous difference in livelihood

- Pride is a huge motivator

Pride in the Semilla brand had a huge effect on whether employees stayed with the organization—more so than many other motivating factors