# Improving unsustainable livelihood through marketing interventions

A case on rickshaw pullers

107

## A case on rickshaw pullers

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#### **Abstract**

**Purpose** – The purpose of this paper is to describe an initiative to improve the daily earnings of a rickshaw puller by training them to retail branded FMCG products based on a "bulk buying retail selling" model. The paper is based on the findings of a survey conducted 112 rickshaw pullers in a semi-urban district of eastern India. It also dwells on the business of rickshaw pulling and the socio-economic status of the rickshaw puller. Critical issues related to the sustainability and the future of such interventions on a large scale has also been discussed.

**Design/methodology/approach** – An initial survey of 112 rickshaw pullers was done using a structured schedule that captured data related to age, literacy level, earnings per day, ownership and working hours. Some additional aspects related to socio-cultural aspects were also collected as an unstructured interview. A secondary survey from 107 respondents representing different sections of the society who frequently use rickshaw as a means for transport was also done to take an opinion on intervention issues.

Findings - Findings of the paper suggest that rickshaw pullers have three distinct strategic advantages of literacy, access and mobility, which makes them a potent resource for marketing intervention.

**Research limitations/implications** – The paper reflects on a systematic intervention plan that can change the socio-economic pattern of rickshaw pulling. A possibility of contributory roles from garage owners and wholesellers is also explored. The proposed scheme may also bail-out the small-scale industries and handicraft businesses in villages. Major limitations of the research are long-term sustainability and large-scale implementation of the proposed model.

**Practical implications** – The paper can act as a manual for small entrepreneurs and NGOs working in the social-development area for implementing schemes targeted at rickshaw pullers. The paper also has valuable points for the consideration of policy makers.

Originality/value - The research has given insights in to the livelihood aspect of one of the most essential but neglected modes of transport, i.e. rickshaw pulling. The paper has also identified key strengths that rickshaw pulling has, which otherwise is considered purely physical and low-skilled job.

Keywords Strategic marketing, Improvement, Income, Intervention, Self-development, Skills training

Paper type Conceptual paper

#### Introduction

In most Southeast Asian countries, rickshaw is a common means of public transport. Journal of Management Development It is popular because of its simple technology and low operational cost. Apart from it being time saving, it also provides comfort and maneuverability to passengers through overcrowded and narrow streets that most countries in Southeast Asia have.

Vol. 33 No. 2, 2014 pp. 107-118 © Emerald Group Publishing Limited 0262-1711 DOI 10.1108/JMD-11-2013-0148



Rickshaws play pivotal role in the intra-city transport system, especially in the towns and cities of the third world countries, where, the streets connecting the roads are too narrow to easily drive motor vehicles. Probably they are the only transport system to provide point to point travel (Rajvanshi, 2002).

Rickshaw pulling is a low earning and hazardous occupation, accompanied by low social status and illness (Warren, 1985). There is no discrimination either caste-wise or community-wise in the rickshhaw pulling job (Shukla, 2000). The unsustainability aspect of rickshaw pulling has been emphasized by many scholars earlier too (Begum and Sen, 2004).

As per the data from the Center for Rural Development (2012), there are about eight million rickshaw pullers in India. Rickshaw pulling is a strictly male profession, with rare cases of female rickshaw pullers in the northeastern regions or the southern states of India. The rickshaw puller provides comfort to a large number of people, but lives under pitiable state in the society. They are part of a large unorganized sector, and there is not much support from the governments or any authority for the rickshaw pullers (Banerjee, 2010).

Marketing intervention has been used by action researchers worldwide. There is reasonably strong evidence of their effectiveness for nutrition, and alcohol, tobacco and illicit drug use, whilst the results for physical activity were more mixed (Gordon *et al.*, 2006). The paper explores the possibility of increasing the earning capacities of the rickshaw pullers through certain marketing interventions. These interventions are based on a survey that profiled 112 rickshaw pullers in a small town of eastern Uttar Pradesh. The survey revealed certain interesting facts regarding the "business of rickshaw pulling" that can be easily converted to viable business opportunity using basic marketing tools and techniques.

### The economics of rickshaw pulling

Compared to other forms of small business rickshaw pulling requires less capital investment and skill. A new rickshaw costs between Rs 6,500/= and Rs 7,500/= (approximately US\$120-150). Used rickshaws (second hand) can also be obtained at cheaper rates depending upon the condition of the rickshaw. After obtaining a rickshaw, registration is required in the respective municipalities to ply the rickshaw. Registration is a measure to control the number of rickshaws in a city. However, unregistered rickshaws are also present and as per the estimates of the authors, the number of unregistered rickshaws may even be comparable to the number of registered ones in the city. Despite all attempts at controlling the number of rickshaws, they kept registering a steady increase (Kishwar, 2001).

Rickshaw pullers ply their rickshaws typically in shifts ranging from eight to ten hours per day. The survey conducted revealed that each rickshaw on an average covers a distance between 15 and 20 km a day. In the allotted shift of eight hours the running time is about two hours, with a single run varying from ten to 45 minutes. The rest of the six hours is spent either prospecting passengers or resting after the earlier run.

The rickshaw puller makes an average earning of about Rs 80-120 (US\$2-3) a day, which is about the same as the daily wages of unskilled labourer in India. It can be observed from the descriptive statistics given in Table I, the mean earning per day (EPD) is Rs 90.3 and the mode value is Rs 100. There are no declared holidays for the rickshaw pullers, and a normal working month has about 25 days. The lay-off period may be due to illness of self or somebody in the family, or due to some other

A case on rickshaw pullers

109

Out of the total rickshaws in a city, only a small number of rickshaw pullers have ownership of rickshaws (merely 23.2 per cent as per the survey). The survey showed that 76.8 per cent of the rickshaw pullers did not own a rickshaw. There are a number of reasons for not owning a rickshaw. The prominent among them is non-availability of capital. Among other reasons, such rickshaw pullers do not wish to make an unnecessary investment and some tend to avoid the paper work of getting a rickshaw registered with the municipality. Hiring a rickshaw also frees them from the fear of theft of the rickshaw due to unsafe parking in the night as well as getting it repaired from time to time. They hire a rickshaw for a shift of eight to ten hours per day from a rickshaw garage, which belong to entrepreneurs who own large number of rickshaws. This can range from a few to a hundred depending on the capital invested by the garage owner and also the availability of space to park the rickshaws. The owners of large garages also have fulltime mechanic(s) to mend and fix small problems in the rickshaws.

Individuals who would like to hire a rickshaw approach the garage owner through a referral. Most of the time the referral is given by a rickshaw puller who is already attached to the garage, or somebody who can verify the identity and permanent address of the individual. The rickshaw is given to the individual without any collateral. The rickshaw puller is free to ply it in any part of the city for a shift of eight to ten hours per day, and earn as much as he can. At the end of the shift, the rickshaw is brought back to the garage, and a hiring fee ranging between Rs 20 and Rs 30 per day (about 50-60 cents) is paid to the garage owner.

A garage owner investing Rs 100,000 (about US\$2,500) can purchase nearly 17 rickshaws, thus earning him more than Rs 400 per day and about Rs 120,000 per annum leading to a ROI of more than 120 per cent annually! With very little maintenance cost, the profits for the garage owners are quite handsome. Due to very few moving parts in the rickshaw, the cost of depreciation is also very low. A year old rickshaw can sell for 60-80 per cent of its original cost. Thus rickshaw garages keep on operating till they have demand for rickshaws on hire. Rickshaw garage go out of business only when they have too much idle capacity or the owner has shifted to some other lucrative business.

	Range	Minimum	Maximum	Mean	Mode	SD
Age	37	14	51	29.13	22	9.685
Dependents	13	0	13	4.96	4	2.290
No. of children	10	0	10	3.05	3	2.044
Earning per day	110	40	150	90.31	100	22.039
Pulling since	30.0	0.0	30.0	6.812	2	6.6965

**Table I.** Descriptive statistics

JMD 33.2

110

### Socio-educational description of a rickshaw puller

Rickshaw pullers form the lowest strata of the socio-economic hierarchy of urban India. Many rickshaw pullers take to this profession more as an alternative to being a farm or unskilled labour. Some of them also have small agricultural land holding, which is not sufficient to sustain them and there family. Even rickshaw pullers who ply the rickshaw all the year round came in to this profession after being a labourer in some part of their life. Thus all rickshaw pullers are stuck in between being a labourer or a rickshaw puller and keep shifting between the two as per demand and earnings. The shift from rickshaw pullers to labourers is maximum in the harvesting and reaping season, as all of a sudden there is a sharp increase in demand for labour, and the daily wage is also a little over the earning they would make while plying the rickshaw (Farrington and Deshingkar, 2009) (Figure 1).

Nearly all rickshaw puller lack any other skill that would add value to their manual labour. It must be pointed that the literacy rate amongst the rickshaw pullers surveyed was quite high, with more than 60 per cent able to read and half of those having the ability to write too. During the survey the author also came across a rickshaw puller who was a graduate in arts! Although this is more an exception rather than a rule, but most participants surveyed had some basic level of education (Figure 2).

The social status of the rickshaw pullers is literally pathetic. Rickshaws are registered under the same category as bullock-carts and horse-drawn carriages in the local municipality. Quite often, they are insulted and rebuked by their passengers, other vehicle drivers and traffic policemen. Their credibility as peaceful citizens is also low, and in the event of any criminal mishappening like petty thefts, rickshaw pullers are at the receiving end of the local police investigation. The situation is more or less the same as that had been prevailing during the pre-independence era in India. In most cities, before plying a rickshaw, the rickshaw puller has to get himself verified at the local police station especially when he hails from some other city or state.

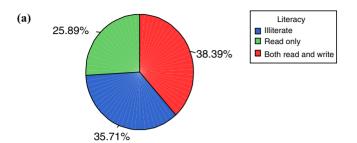
Rickshaw pullers come in to this profession at an early age, starting from 15 to 16 years and continue till health permits them. With the little income they earn, burn-out is early due to malnutrition and prevailing overdrinking. This is evident from the descriptive statistics given in Table I, which shows an average age of 29 years with the maximum age being 51 years. It can be observed in Figure 3, that most rickshaw pullers are between the ages of 19 and 35 years and a substantial number of them are in their early youth, i.e. 14-18 years. A majority of the rickshaw pullers discontinue this



**Figure 1.** The rickshaw pulling-labour cycle

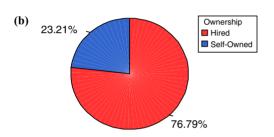






A case on rickshaw pullers

111



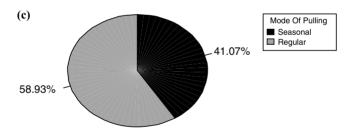


Figure 2.
(a) Literacy amongst rickshaw pullers; (b) ownership of rickshaws; (c) mode of pulling

profession after 45 years due to lack of required physical strength. The data for age collected in the survey were as per the answer given by the rickshaw pullers, and, therefore, precision about their age may not be cent-per cent. Figures are based by adding eight to ten years to a prominent incident they could remember from their childhood (for instance, the name of the first movie they remember, or the political leader of their era).

#### Relation with the garage owner

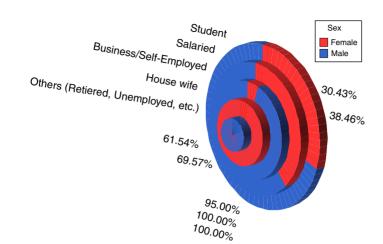
The relationship of rickshaw pullers and the garage owner is reminiscent of a traditional feudal culture. Garage owners are rarely from the lower castes (Sood, 2008). The garage owner is free to refuse a person interested in hiring his rickshaw or to even layoff one who has been associated with his garage. This gives the garage owner an undue advantage in the rickshaw puller-garage owner relationship, as he is in a position to stop a rickshaw puller in earning his livelihood. As the business of rickshaw pulling is part of an unorganized sector, there are no legal rights for the rickshaw pullers. This makes the relationship shared by a garage owner and the rickshaw puller same as that of master and a servant.



JMD 33,2

#### 112

Figure 3.
Percentage breakup of opinion-survey respondents on the basis of sex and occupation



Rickshaw garage owner's primary objective is to make a profit, and therefore have a professional approach towards the business. Their concern is focused towards the hiring fee, which is meticulously collected, and the well-being of their asset: the rickshaw. Rickshaw pullers not taking enough care of the hired rickshaw are often penalized. In a few cases, garage owners also demand for a security deposit, which is often confiscated by accusing the rickshaw pullers of not taking good care of the hired rickshaws. No welfare activity is taken on part of the garage owner for the people hiring his rickshaws. Even in cases of injury sustained during the course of pulling a rickshaw, the garage owner is more concerned about the cost of damages sustained by his rickshaw rather than providing humanitarian assistance to the rickshaw puller.

#### Strategic profiling and goal definition for marketing intervention

The conducted survey revealed four unique strengths of rickshaw pullers that can be utilized for creating an opportunity to improve the life of the rickshaw pullers. These are:

- (1) Rickshaw pullers have free access to all the roads in the city, and can easily go on roads that are in commercial areas, or are in residential areas, or are not accessible by motorized transport like old-city areas with narrow lanes. Moreover rickshaws are often parked at convenient places so that passengers can easily access them like under a big shady tree, or by the side of cross-roads.
- (2) Rickshaw pullers have a lot of free time during which either they are resting or are prospecting customers. This time goes as waste, and if this can be utilized for some productive work, it can be useful for the rickshaw pullers.
- (3) Rickshaw pullers are in contact with a large cross-section of the society, from schoolchildren to working women and housewives, old people and salaried men, all find rickshaw as a convenient means of transport in small cities and towns. Rickshaw pullers are also in touch with there peer group who form the lower section of the society.
- (4) Literacy amongst rickshaw pullers is high; this makes them suitable for training. Through training, skill can be developed which eventually can be used to add value to the existing bundle of service offering rickshaw pullers have.



By analysing the strengths mentioned above, rickshaw pullers can be easily trained to perform simple retailing tasks. Their literacy can be useful for giving them basic marketing and account-keeping training, their access to every nook and corner of the city streets can be utilized to make products accessible to the customers, and their interaction with a large cross-section of the society makes them suitable for handling a large variety of product. Moreover as the rickshaw pullers have ample free time (waiting time + resting time) on their hand, this time can be utilized for a non-physical activity.

#### Objectives of the marketing intervention

Before designing any intervention, we need to define the objectives that are intended to be achieved. For this intervention the following objectives are defined:

- (1) to increase the daily earning of the rickshaw puller without disturbing his routine activity through a self-sustaining method;
- (2) to elevate the social status of the rickshaw puller from that of an unskilled labourer, to that of an entrepreneur, possessing certain skills;
- (3) to provide an alternative source of income to rickshaw pullers during their off days either due to ill-health or because of poor weather conditions;
- (4) to help some rickshaw pullers keen to come out of the labourer-rickshaw puller cycle, start a business of their own;
- (5) to provide access to some of the government sponsored social-benefits to the rickshaw pullers, like group insurance and micro-credit facilities; and
- (6) to create an alternative, cheap and sustainable distribution channel for the local small-scale and village-based industries.

#### Stages in the intervention process

The intervention is based on the simple principle of "bulk buying and retail selling", wherein articles are purchased en bulk from wholesalers and sold in retail by the rickshaw puller. The profit accruing out of this is given to the rickshaw pullers.

Product identification. This stage involves the identification of the set of products that the rickshaw pullers could easily retail while doing their routine work. Products identified for retail by the rickshaw pullers should have the following considerations. The bundle of product should not be so expensive that the rickshaw puller who is new with retailing is not able to handle the goods. The products should be such that, they give high profits even with low volumes, as this retailing would only be a part-time activity for the rickshaw pullers. Rickshaws operate in the open and are exposed to direct sunlight, heat, rains and dust all the time, therefore, decomposable products, like gel-based ink pens, cosmetics, etc., had to be excluded. The socio-cultural aspects of the region also had to be considered, e.g. certain items like toffees, biscuits etc., should also be excluded as people did not freely buy from the rickshaw pullers. Since the intervention is trying to portray the rickshaw pullers as retailers for the first time, it was very important that a strong message of honesty and purity was conveyed to the public. Therefore, it is a must that only brands of the highest repute and quality are considered for the intervention.

Therefore to decide on these issues, an opinion poll of different cross-sections of the society was taken from 107 respondents representing different sections of the society who frequently use rickshaw as a means for transport. The descriptive statistics of the respondents of this opinion survey is displayed in Table II and Figure 3.

JMD 33,2

114

The opinion survey collected a list of items that people would be willing to buy from a rickshaw puller and also which would be used in their day-to-day life. A large number of such products have been shortlisted (27 items). These should scrutinized for the factors stated above, like availability in established brands, availability with the local wholesaler, profit margin, etc. To simulate an assortment of product that the rickshaw puller can retail, a representative nine products along with the cost price and the profits associated with each product are shown in Table III.

As can be observed from Table III, a rickshaw puller will get a profit of about Rs 20 per kit (i.e. nine products listed in Table I) sold by him. The cost of all the products in a kit is about Rs 50. The products have to be negotiated with the wholesaler, who sells at a price of 5-7 per cent lower than what he would sell it to retailers. The quantity of products to be given to each rickshaw puller can be calculated using the technique of linear programming.

This product bundle is referred to as "kit" in the following text is to be retailed by the group members. The objective of the kit was to maximize the profits. The maximum cost of the kit should not exceed Rs 50, and the number of pieces that each bundle would carry

			Family income			
Age category	<1 lakh	1-2 lakh	2-3 lakh	3-4 lakh	4-5 lakh	Total
10-20 years	5	4	3	1	2	15
21-30 years	4	13	6	1	1	24
31-40 years		7	10	3	4	24
41-50 years	2	8	16	1		27
51-65 years		3	9	2	3	17
Total	11	35	44	7	10	107

**Table II.** Age family income cross tabulation for opinion survey

Sl.	Name of the product and brand	Quantity	Cost per piece (Rs)	Total cost (Rs)	Selling price per piece (Rs)	Total selling price (Rs)	Profit per piece as % of cost	Total profit (Rs)
	25.11	40.1	0.40	=			10.05	
1	Matchbox	10 boxes	0.42	4.25	0.5	5.00	19.05	0.75
2	Wax candle	6 peices	1.50	9.00	2.00	12.00	33.34	3
3	Montex pens	4 peices	2.90	11.60	5.00	20.00	72.41	8.4
4	Elkos pens	5 peices	2.20	11.00	3.00	15.00	36.36	4
5	Colgate tooth							
	powder	4 pouches	0.74	2.96	1.00	4.00	35.13	1.04
6	Ghari washing	- P						
Ü	powder sachet	5	0.75	3.75	1.00	5.00	33.33	1.25
7	Ashoka curry	J	0.70	0.70	1.00	5.00	00.00	1.20
'	masala sachet	5	0.27	1.05	0.50	2.50	25.12	0.05
0		Э	0.37	1.85	0.50	2.50	35.13	0.65
8	Mohini tea	_			_		04.04	o o=
	leaves sachet	5	0.55	2.75	1	5.00	81.81	2.25
9	Clinic Shampoo							
	pouch	5	0.43	2.15	0.50	2.50	16.27	0.35
	-						Avg. profit:	
	Total			49.31		71	40.31%	21.69
	20111			10.01		• -	10.01 / 0	_1.00

**Table III.**Representative products from the opinion survey

is limited by the minimum number of pieces that could be bought as a single unit from the wholeseller. For example, pens came in packets of ten pieces, candles came in packets of six pieces, matchboxes came in packets of ten, all other pouches came in packs of ten pieces, except toothpaste which came by the dozen. If the number of pieces of:

Matchbox =  $x_1$ , Wax candle =  $x_2$ , Montex pens =  $x_3$ , Elkos pens =  $x_4$ , Colgate tooth powder =  $x_5$ , Ghari washing powder sachet =  $x_6$ , Ashoka curry masala sachet =  $x_7$ , Mohini tea leaves sachet =  $x_8$ , Clinic Shampoo pouch =  $x_9$ .

The objective function can be written as:

$$Z_{Mx} = 0.75x_1 + 3x_2 + 8.4x_3 + 4x_4 + 1.04x_5 + 1.25x_6 + 0.65x_7 + 2.25x_8 + 0.35x_9$$

(Each item is multiplied by its contribution to profit as given in Table III). Subject to constraints:

$$x_1 = 10 \, n, x_2 = 6n, x_3 = 5n, x_4 = 5n, x_5 = n, x_6 = 5n, x_7 = 5n, x_8 = 5n, x_9 = 5n$$

where n is any whole number, and:

$$x_1, x_2, x_3, x_4, x_5, x_6, x_7, x_8, x_9 \ge 0$$

(non-negativity constraint).

A rickshaw puller has to keep himself associated with the intervention to get the benefit of retailing as the cost at which the products he receives is even lower than the corresponding wholesale price. Moreover, the demand generated by each rickshaw puller is reasonably low. This is a very important factor for the sustainability of the intervention.

Targeting. First the target group of rickshaw pullers who would be initiated in to the intervention programme is figured out. As the intervention would involve educating the rickshaw pullers for marketing activities, the group members should be literates who can at least read and write and exhibit a desire for extra income generation. Rickshaw pullers successfully completing the training, as certified by their trainer, would be allowed to be part of the project. After the completion of the training they would be given a set of product on "Loan". Once they start retailing, further level of training would be given so that they can replenish their stocks by themselves if and when required in order to make the whole system sustainable.

Training. After the selection of the target group, the next stage is to impart marketing training to the group members. The group members are expected to retail commonly used low-priced products. An integral part of the training should have a component of inter-personal skill development, like how to introduce themselves as a retailer, and how to display the products when they are resting. Identifying customers for different products was also told, e.g. pens are easily bought by people going to a bank, government office or college, toothpaste is easily bought by passengers deboarding morning trains and buses, masala (spice) pouches are bought by fellow rickshaw pullers in the morning or evenings, and matches and candles are handy for all in a street facing a powercut.

Revolving fund and payback. One of the main objectives of the intervention is to improve the daily earning of the rickshaw puller in a self-sustaining way. It was decided that the kit was to be given at the cost price of Rs 50 to the rickshaw pullers initially as a loan. Each kit would sell for Rs 70. Out of this Rs 70, Rs 50 would go in the repurchase of the new set of products, From the Rs 20 of profit, Rs 5 would go towards

JMD 33.2

116

the repayment of the loan, and the rickshaw puller will keep Rs 15 as his share. After ten such cycles total repayment of the kit would have been made. The repayment cycle and the stages of the intervention are depicted in Figure 4.

*Issues of sustainability.* Replenishment is the biggest challenge in making the intervention sustainable. But to make the intervention self-sustaining, rickhshawpullers need to replenish their kits on their own. For this the following procedure has been thought of and is planned to be started in the next phase of the intervention.

Depots. Willing garage owners are given a chance to open depots or replenishment points. The involvement of garage owners is envisioned as it may be useful in generating awareness among more rickshaw pullers about this scheme. With an initial investment ranging from Rs 1,000-1,500, the depot owners are to be supplied with multiple kits at the negotiated rates that are 5-7 per cent lower than the wholesale rates.

Rickshaw pullers in the intervention are issued identity cards, on the basis of which they can procure kits from the depots at wholesale rates. The margin of 5-7 per cent is the depot owners' profit. To avoid exploitation in the hands of depot owner who are also the garage owners, it is planned that more than one depot owners should operate in a city and the rickshaw puller is free to purchase kits from any of the depots. This will reduce the monopoly of the garage owners.

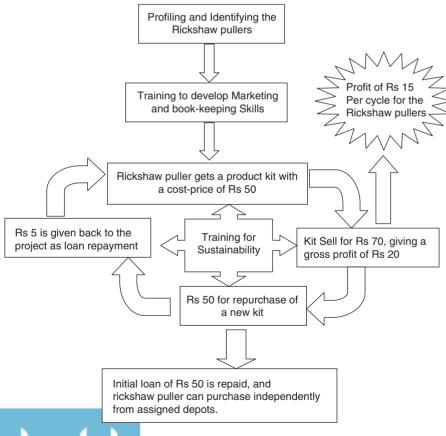


Figure 4. Stages in the intervention

*Groups.* Rickshaw pullers are encouraged to form groups. Initially the groups are based on the proximity of their residence or their common working areas (e.g. streets, localities, etc.). So that the group remains intact, benefits of group insurance are given. Other group activities such as decision regarding the contents of the kit, and cooperative fund formations are also proposed. Rickshaws doing the night-shift and on routes near the railway-station and the bus-stand can keep toothpastes and shampoos of their other group members, who keep more pens and spices. Such mutual cooperation among the group members may increase the earning of all of them.

#### Conclusion and future agendas

The intervention discussed gives a new meaning altogether to rickshaw pulling. This intervention not only aims at improving the earning of the rickshaw puller but also is a movement towards bringing respect and self-esteem in their life. The intervention if operational in large scale can also look at the given avenues for improvising the suggested business model.

#### Large-scale negotiation

Established companies can use the rickshaw pullers a cost effective distribution channel. Giving products for retail through the rickshaw pullers can be a mutually benefiting venture with the rickshaw pullers getting the kits at low rates and the company owners reaching out directly to the masses. Corporate houses can also look forward to fulfilling their social responsibilities too, through such interventions.

#### Advertising media

Using rickshaws and other vehicles as an advertising media is not new. However, in case of rickshaws the rickshaw pullers are rarely the beneficiaries. The major reason for this is that the company using them as a medium approaches them individually and a lot of effort on the part of the company has to be put in to make substantial advertising gains through a large number of individuals. Hence they rarely look at the rickshaw pullers as viable advertising medium. With formation of groups, the rickshaw pullers will have the power to negotiate for financial gains, when their rickshaws are used as advertising media. With substantial number of group members, rickshaw pullers can be effectively used to distribute advertising pamphlets and brochures amongst the public, which may yield handsome returns for the rickshaw pullers.

#### Alternative distribution channel for the village industries

The village and cottage industries in India share a similar plight as that of the rickshaw pullers. They are labour intensive and the returns are very low. Returns are low not because their quality is poor or they lack craftsmanship. Profits are low as most of the products are sold through middlemen who keep the lions share of the profit. Rickshaws operating as part-time retail points can be an excellent marketing channel for village industries. Handloom handkerchiefs, fans made from bamboo for the summer season, earthen oil-lamps, terracotta jwelleries, disposable plates made from leaves and other handicraft items can all be sold easily through the rickshaw puller.

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JMD 33.2

118

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