



Resource Center & Reader's Café

2013



Challenging the Status Quo, One Book at a Time



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1. Executive Summary

Disha, meaning “sense of direction” in Bengali, aims to expand opportunities for intellectual discourse and critical thought among Bangladeshi youth. Disha accomplishes this goal through our Resource Center and Reader’s Café. The center consists of an expansive library of hard-copy and digital books and documentaries, a screening room, a versatile classroom space, and a coffee corner.

Disha Resource Center and Reader’s Café preserves the intellectual vitality of Bangladesh by providing access to scarce academic resources. More than sixty-five percent of Bangladeshi universities operate in English, and the number continues to grow; however, this pace of expansion is not matched by sufficient access to English-language resources. The capital city of Bangladesh, Dhaka, has only six public libraries to support an ever-expanding English speaking population. Additionally, according to World Bank studies, most English-medium universities lack proper infrastructure, adequate libraries, full time faculty, and funds for institutional development.

Disha is the first center of its kind in the country. The center aims to provide a wide variety of academic and non-academic resources for college level students, and a space for discourse and critical engagement among Bangladeshi youth. The center will mostly contain a liberal arts genre of books and materials, rather than hard science textbooks. The coffee corner serves as a space to enjoy a book, attend programs, and discuss an interesting topic with a friend while enjoying a fresh cup of coffee.

1.1 Objectives

Disha's objectives by the end of year one are to:

1. Establish a collection of 10,000 or more books
2. Reach out to at least 25% of the students enrolled in tertiary education institutions in Dhaka
3. Secure new sources of funding through grants and private and corporate donations
4. Build a substantial list of contacts and partnerships

Disha’s objectives by the end of year two are to:

1. Expand library operations to expand research opportunities and quality materials
2. Establish firm partnerships with tertiary education institutions
3. Launch a fully operational and vibrant coffee corner
4. Continue to grow partnerships and secure over \$50,000 in personal and corporate donations
5. Begin launching select programs (see section 3.1)

Disha’s objectives by the end of ten years are to:

1. Open six Resource Centers and Reader’s Cafés in Bangladesh and explore international expansion
2. Fully implement programs (see section 3.1) in all of our centers older than three years
3. Explore projects to achieve our mission outside of the Resource Center and Reader’s Café model.
4. Secure twenty firm partnerships within Bangladesh and the U.S.A

1.2 Vision

We are Disha. We believe in challenging the status quo and bringing a creative approach to Bangladeshi education. We hope to reduce brain drain and establish a more meaningful and worthwhile educational experience for Bangladesh’s next leaders and innovators.



1.3 Mission

Disha aims to promote a reading culture, facilitate research and academic engagement, and provide a space for intelligent discourse among Bangladeshi youth.

1.4 Keys to Success

1. Resourcefulness: A good collection of quality books, documentaries, and other academic resources. We will also focus on making use of technological resources and open source online reading materials.
2. Ambiance: Center design that integrates the Reader's Cafe with the Resource Center to create a comfortable and useful space of Bangladeshi students.
3. Effective Services: Train employees to be knowledgeable and helpful.
4. Involvement: Reach out and connect with Bangladeshi youth to generate interest and participation in the center.

2. Needs Assessment

2.1 Historical Background

Bangladesh has a long history English emphasis. Sixty-five percent Bangladeshi universities are English medium, and the government operates partly in English. Although the official language of the country is Bengali, English is widely used in every aspect of life, especially in the formal sectors like government administration, economic activities and foreign relations. With the importance of English in Bangladeshi society, people need to have access to good quality English-language resources in order to thrive and succeed.

Presently there are three types of schools in Bangladesh, all of which place some degree of focus on English due to its importance in the economic life. English medium schools teach a British-based curriculum and focus on the English language; Bengali medium schools follow a Bengali curriculum, but also teach English as a second language; Madrasas primarily focus on the learning of Arabic and the memorization of the Qur'an, but also teaches Bengali and English.

Because Bangladesh is highly engaged in trading and foreign relations, knowledge of English is crucial to economic life. Common export items include ready-made garments, jute, tea, fish etc. Trading is more prevalent than domestic production, and requires constant communication with foreign companies. Most of these private sector job advertisements in Bangladeshi newspapers are also posted in English. Most private-sector jobs also require applicants to have a strong English speaking proficiency. Almost all public companies publish their annual reports in English. Knowledge of English is the single greatest differentiator between economic success and poverty.

Considering the importance of English in Bangladesh, it is astounding that there are only 16 public libraries in all of Bangladesh, the eighth most-populous country in the world. Furthermore the capital city of Dhaka, a city the size of New York City, has only six public libraries. That's one public library for every 1.2million people. While there are about 24 university libraries in Dhaka, they are exclusive



only to the students they enroll. Moreover, only 5% of Bangladeshi citizens have the opportunity to attain a tertiary education, meaning the remaining 95% of the population does not have any access to these libraries which are relatively more resourceful in English than the rest. Furthermore, a World Bank reports states that a large number of the existing university libraries are inadequately staffed and lack quality resources. Clearly there is a need for an intelligently designed public library. Disha seeks to fill that need.

2.2 Combining the “Need” and “Demand”: Disha Resource Center and Readers Café

A preliminary search of cafes in the greater Dhaka area reveals 19 established coffee shops, belonging to five major franchises. They are a fast growing trend for young people in Bangladesh. Given it is a Muslim country, bars and clubs do not dominate nightlife. Cafés become the natural hangout area for Bangladeshi youth as a result. Furthermore, there is only one substantial movie theater in all of Dhaka. Coffee shops are the perfect space for entertainment and relaxation. While not a novel concept globally, Disha Resource Center and Reader’s Café combines need (more libraries with accessibility and good quality resources in English) and demand (space to relax and get together), and creates a unique service that is the first of its kind in the country. It provides a way for people to enjoy the company of others while simultaneously engaging in reading and dialogue - breeding a culture of academia, creativity, and exploration.

3. Product Overview

3.1 Production Description

Disha's Resource Center and Reader's Cafe will mainly provide liberal arts materials in order to facilitate critical thinking. The Center’s facilities and programs are listed below:

Facilities at Disha:

1. Public Library (hard-copy and electronic books and movies)*
2. Online Research Database(s)
3. Film Screening Room (can be reserved upon request)
4. Internet Service (only 5% of the population has access to the internet, compared to 78% in the U.S.A.)
5. Computers, printers and copiers
6. Honor Code/Software to check for plagiarism (for universities)

Our Programs:

7. Biannual International Film Festival
8. Conferences and Summits
9. Speakers and Panels
10. Celebrating significant internationally recognized days (e.g. World AIDS Day)
11. Entrepreneurial Training**
12. Employment Counseling***
13. CC Summer Classes (A class of half Bangladeshi students and half American students)****



- * Donations coming in from CC and other Colorado institutions (Political Science has already donated 120 books)
- ** Potential partnership with CCEO
- *** Partnership with CC Career Center
- **** CC partnership (still need to speak with various professors about this possibility)

3.2 Sourcing

Books: Disha has reached out to more than 30 bookstores and libraries within Colorado. These centers have pledged to donate books for Disha's library at least twice a year. So far Disha has collected roughly 1,500 books through these partnerships. Disha has also solidified partnerships with several Colorado College departments and plans to reach out to other colleges in the state.

Coffee: Coffee beans and all other products for coffee production will be purchased from the local market in Bangladesh.

Online Resources: These will be provided through subscribing to a resource database such as EBSCO.

3.3 Technology

The center will provide computers, printers, copiers, and internet service. It will also have kindles for public patrons to borrow and use within the center.

3.4 Scalability

The first Disha Center will be located in the city center of Dhaka, the capital city of Bangladesh. We predict our first center in Dhaka to become self-sustainable in the next three years. In the next ten years, we hope to expand to the five other districts: Chittagong, Khulna, Rajshahi, Barisal and Sylhet. In the future we hope to expand internationally.

4. Market Analysis Summary

4.1 Market Segmentation

With our business located within the city center of Dhaka, and in close proximity to universities, Disha's primary target market consists of Bangladeshi youth. These include high school and undergraduate students, though we will appeal to any and all individuals who wish to meet or study in a relaxing and unique atmosphere. With coffee bars growing in popularity in Bangladesh, and the lack of readily available English literature and libraries, our company has the market advantage of being the first of its kind in the region. This will ultimately provide us with a strong initial client base, and as coffee shops to continue to see growth in the region, an ever-increasing loyal client base.

4.2 Market Needs

While coffee markets in the US have seen a recent trend toward gourmet coffee consumption for personal indulgence, the market in Bangladesh is growing fast but has an additionally strong focus on providing consumers with an overall experience rather than just a cup of coffee. There are very few places, especially for youth, to gather casually in Dhaka and coffee shops can provide that opportunity. Additionally, the cost of premium home-brewing technology is expensive, but can be provided affordably to the price conscious consumer through Disha's Reader's Cafés. The needs of this market segment are doubly met through access to scarce English written materials and a rare work and study friendly atmosphere.



4.3 Industry Analysis

Bangladesh is a non-coffee producing nation and therefore must import all of its goods. In Bangladesh, there are primarily five major coffee shops and franchises. All of these companies have appeared in Bangladesh within the last decade, showing the current fast-passed growth of the coffee industry. Most of these shops operate out of the city of Dhaka. The presence of libraries within the city of Dhaka, however, is minimal. There are only six in the city, which has a population well over 7 million people.

4.4 Marketing Strategies

We will launch an advertizing campaign upon Dish's inauguration in Dhaka, focusing on the target demographic of youth between the ages of 16 and 26. We will reach out and partner with various universities and youth centers in Dhaka, such as the American Center and the University of Dhaka. In addition we will locate ourselves in the city center, near most universities and stores that are popular with young crowds. We will also utilize the free media (newspapers, youth run complementary newspapers, radio, social networking sites that are popular in Bangladesh, etc.) to spread the message of our initiative. The café aspect of our organization serves not just as a revenue stream but also as a marketing strategy, since the opening of cafes is currently a growing trend in Bangladesh.

5. Impact Measurement

We have two ways of measuring impact. In the short run, we will measure impact through the number of customers using our center, through count use of books read per month and through customer feedback surveys. In the long run, we hope to measure impact by evaluating the increase in the number of Disha centers established in the country, the number of programs promoting critical thinking and engagement in the centers and the number of partnerships established with universities who will use our centers for providing resources to their students. Measuring impact on brain drain would be extremely difficult, however we will attempt to do so, by evaluating the ratio of students studying in the country and students going abroad for higher education over the years.

5.1 Factors for measurement of outcomes in the short term:

1. Number of customers in each center
2. Number of books read (through count use at the circulation desk)
3. Customer feedback

5.2 Factors for measurement of outcomes in the long run:

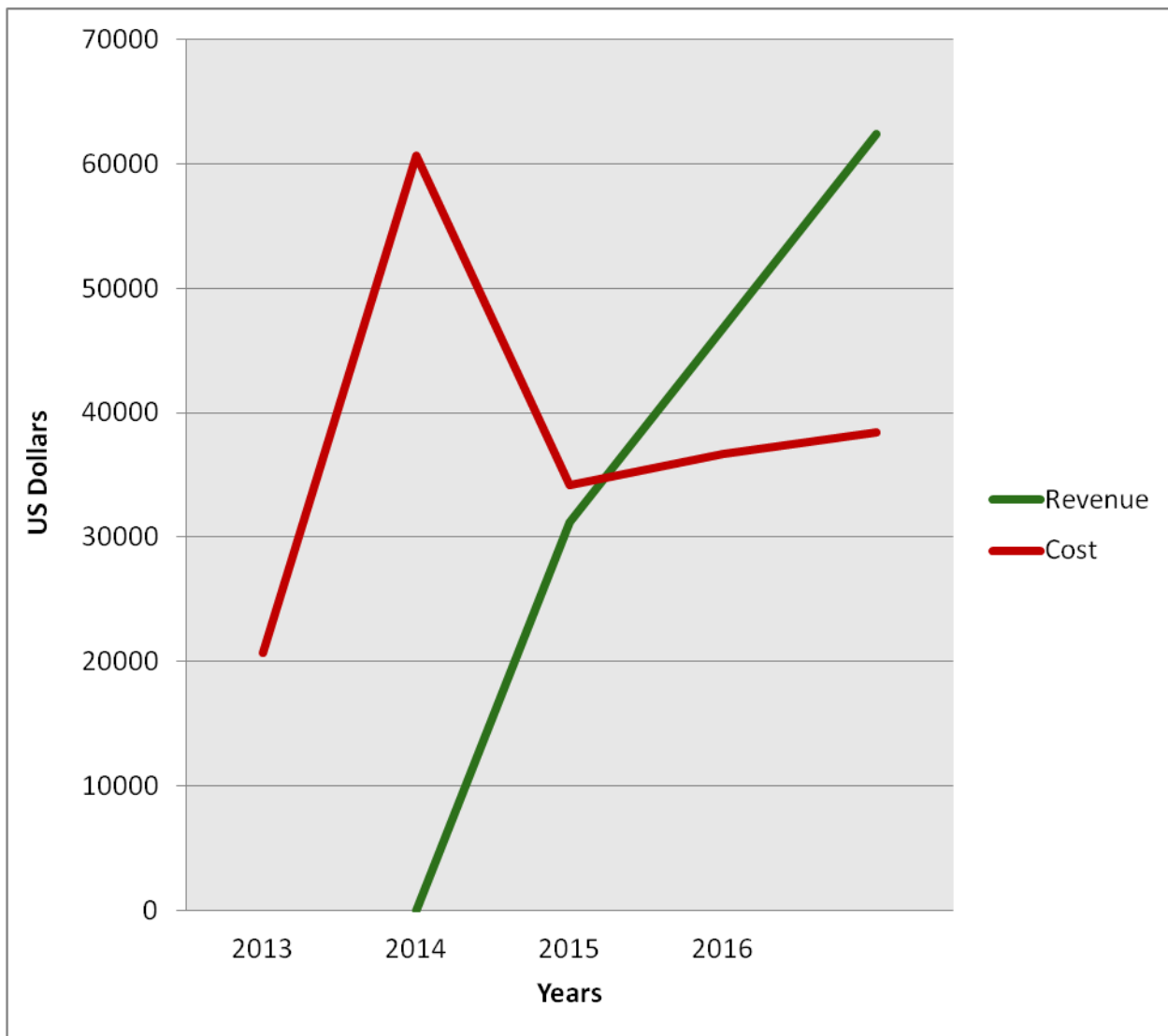
1. Number of self-sustainable centers opened in the country
2. Increase in programs in the centers
3. Number of partnership established with universities



6. Financial Plan

6.1 Revenue and Cost Chart

This graph details the sustainability model for Disha’s first center. We will direct initial funding mainly towards incorporating as a 501(c)(3) as well as opening the library in Dhaka. Within one fiscal year, the coffee shop component will be added to the library. We project that the coffee shop will become profitable within two years, covering the center’s expenses and creating a sustainable program. Future donations and profit can then be used for expansion of Disha’s model to other locations.





6.2 Statement of Financial Activities

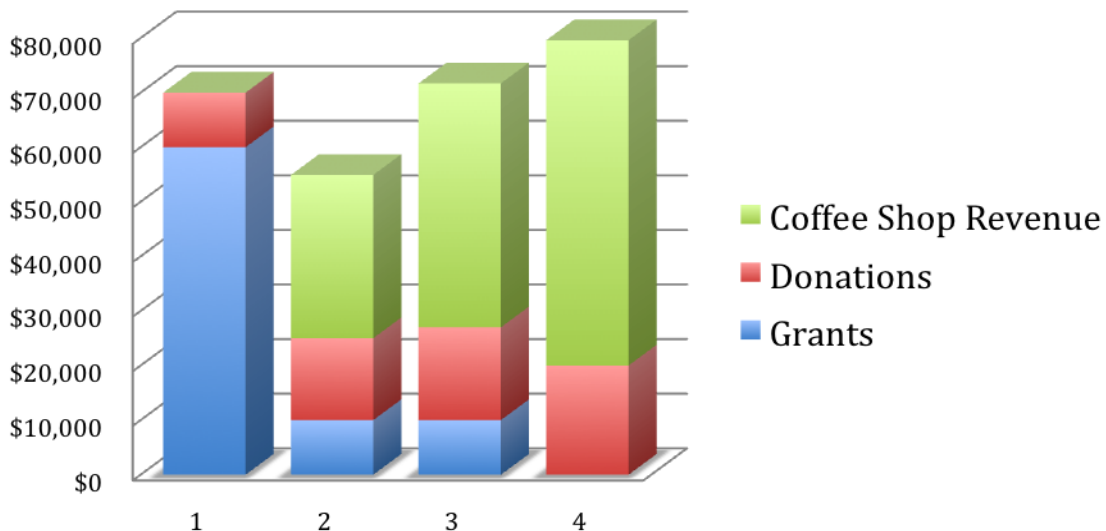
Pro-Forma Statement of Activities

Disha

For 2013 through 2016

REVENUE	2013	2014	2015	2016
Grants	\$60,000	\$10,000	\$10,000	\$0
Contributions	\$10,000	\$15,000	\$17,000	\$20,000
Coffee Shop Revenue	\$0	\$29,907	\$44,694	\$59,592
Net Revenue	\$70,000	\$54,907	\$71,694	\$79,592
COST OF SALES				
Total Cost of Goods Sold	\$0	\$7,477	\$11,174	\$14,898
Gross Profit (Loss)	\$70,000	\$47,430	\$60,521	\$64,694
OPERATING EXPENSES				
Selling				
Salaries and wages	\$0	\$3,360	\$3,360	\$3,360
Advertising	\$0	\$200	\$200	\$200
Maintenance	\$0	\$1,000	\$1,000	\$1,000
Total Selling Expenses	\$4,560	\$4,560	\$4,560	\$4,560
General/Administrative				
Salaries and wages	\$3,360	\$6,720	\$6,720	\$6,720
Rent	1,150	2,300	2,300	2,300
Utilities	391	782	782	782
Library supplies and Equipment	5,675	2,817	1,278	1,278
Registration Fees	920	0	0	0
Furniture & Décor	6,604	1,985	0	0
Shipping	355	355	355	355
Travel	2,200	4,400	4,400	4,400
Web Expenses	70	70	70	70
Coffee Shop Equipment	0	33,814	2,556	1,278
Total General/Administrative Expenses	\$20,725	\$53,243	\$18,461	\$17,183
Total Operating Expenses	\$20,725	\$57,803	\$23,021	\$21,743
NET INCOME (LOSS)	\$49,275	(\$10,373)	\$37,500	\$42,951

Funding Over First 4 Fiscal Years



7. 1 Management Team



Navin Rahman

President & Co-Founder

719.216.7442

navin.rahman@coloradocollege.edu

Born and raised in Dhaka, Bangladesh, Navin brings cultural knowledge and vision to Disha. Navin also brings the experience of already having founded a Bangladeshi NGO named Green Channel in 2011. Working with the Bangladeshi government, Green Channel has set up approximately 100 trash receptacles in the capital. Navin has received international recognition for this project and has been featured on One Young World as an ambassador, as well as part of the Global Changemakers project.



Samantha Barlow

Chief Executive Officer & Co-Founder

603.667.0187

samanthacbarlow@gmail.com

A senior Political Science major with an International Relations concentration and a minor in Global Education studies, Samantha brings leadership experience and management skills to the team. Her work at Colorado College includes expanding Amnesty International's club membership from five to twenty, in addition to serving as CC's inaugural Student Trustee. Samantha has experience in the education sector through her work as a teacher in both Botswana and Ghana, as well as in Colorado Springs District 11. Samantha also has experience in the Colorado nonprofit sector, interning at the Colorado League of Charter Schools, and post-graduation, the Colorado Center on Law and Policy and the El Pomar Foundation.



Alexander Harleen

Chief Financial Officer

510.282.6970

alexharleen@gmail.com

Alex, a senior English Literature major, brings extensive financial accounting experience to the team through both his coursework at Colorado College, as well as his internship experiences. Alex is an invaluable strategic thinker, and has constructed our financial plan and business model.



Michael Cooley

Financial Officer

913.244.3170

michaelandrewc@coloradocollege.edu

Michael, a senior mathematical economics major at Colorado College, and former Student Government Finance committee member, brings knowledge and coursework in both statistical analysis as well as economics. He was also a 2010 Ashoka Youth Grant recipient for his start-up, Global-Link. Michael is primarily conducting our market research.



Gianina Horton

Chief Operating Officer

719.686.3366

gianina.horton@coloradocollege.edu

A junior Political Science major, Gianina brings broad organizational experience to the team. She has been involved as a member and chair of over 10 student organizations during her tenure at Colorado College, and has extensive event organizing and communications experience through her work with The Colorado College's President's Office and Summer Conferences. Gianina oversees Disha's operations team and is our main communications director.



Operations Team

Shanchuan (Crystal) Yin:

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Email: Shanchuan.Yin@coloradocollege.edu

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Jack Mcgarvey:

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Anne Egerstrom

Phone: 719 377 8649

Email: Anne.Egerstrom@coloradocollege.edu

Communication & Media Specialist

Chris Wood

Phone: 206 427 5551

Email: Christopher.Wood@coloradocollege.edu

8. Partnerships

8.1 Partnerships Established

Room to Read

<http://www.roomtoread.org/>

99/F International Commerce Center | Kowloon Hong Kong

Room to Read is a global organization dedicated to promoting and enabling education through programs focused on literacy and gender equality education. They currently operate in ten countries, including Bangladesh, and are potentially interested in partnering with us with regard to shipping. They are also an excellent resource for us to learn from about nonprofit registration in Bangladesh.



Regis University Library

Janet Lee, Interim Dean of the Library

3333 Regis Boulevard | Denver, Colorado 80221

303.458.4126 | 1.800.568.8932

A former Peace Corps Volunteer and lifelong librarian, Ms. Lee has set up a library system in Ethiopia, and has provided valuable advice for us with regard to shipping, incorporating, and library establishment. She has further offered to help review some of our documents as we move forward with the incorporation process.



Yobel Market

<http://www.yobelmarket.com/>

2528 W. Colorado Avenue | Colorado Springs, Colorado 80904

719.433.1318

Yobel conducts business trainings, contributes to product development, and expands global marketplaces utilizing fair trade principles while partnering with organizations committed to ethical and sustainable production processes.



Schmitz Lewis PC

Joanne Schmitz, Founder

<http://www.schmitzlewis.com>

620 N. Tejon Street, Suite. 101 | Colorado Springs, Colorado 80903

719.439.2934

Schmitz Lewis PC consists of Colorado Business Law Attorneys who have provided legal and general counsel, mergers and acquisition, as well as business contracting and formation since their founding in 2002. Joanne Schmitz can therefore provide advice on the business aspect of our project.



Colorado College

<http://www.coloradocollege.edu>

14 E. Cache La Poudre Street | Colorado Springs, Colorado 80903

719.389.6000

Colorado College is a higher education institute and one of the top liberal arts colleges in the United States. Our connections with this institution have already resulted in several donations from the varying





academic departments of the college and we still have the potential to expand toward the many other resources the college has to offer.

Books for You

<http://www.booksforyou.us>

2737 S. 8th Street | Colorado Springs, Colorado 80905

719.630.0502

A local Colorado Springs book store with over 50,000 books in stock, many of which they are willing to donate. We have already received several hundred books from this organization and look forward to future partnerships with them.



Capitol Hill Books

<http://capitolhillbooks.com/>

300 E. Colfax Avenue | Denver, Colorado 80203

303.837.0700

A used book store in Denver Colorado, Capitol Hills Books posses the largest searchable database of used books in the city. They provide yet another partnership for gathering book donations.



The \$4 Book Store

<https://www.facebook.com/thefourdollarbookstore>

2515 Airport Road | Colorado Springs, Colorado 80910

719.471.4053

The \$4 Book Store carries a wide selection of books, text books, and academic DVDs. They also offer a book exchange and trading program. The store has communicated to us their interest in helping our organization grow.



A Trillion Books

<http://www.trillionbooks.com/>

102 W. Cucharras Street | Colorado Springs, Colorado 80903

719.475.8091

A smaller, local business that believes in sustainability and communal responsibility. The store has a strict donation policy to make sure that all the books coming through the store never hit a landfill. They operate and sell books both online and off and have also shown strong interest in aiding our organization.



8.2 Potential Community Partnerships

Grameenphone

<http://www.grameenphone.com/>

Grameenphone Center | Dhaka-1212, Bangladesh

+88.02.9882970

Grameenphone is the leading telecommunication operator in Bangladesh having the largest mobile phone customer base and the widest network coverage. With their partnership, we would receive the necessary mobile communication products to operate within Bangladesh.



Standard Chartered

<http://www.standardchartered.com/en/>

Global Headquarters

1 Basinghall Avenue | London, United Kingdom EC2V 5RR

+44.020.7885.8888

One of the world's largest international banks that operates worldwide as well as in that fast growing markets of Asia, Africa and the Middle East. Their services, including online banking, will be invaluable to the success of our organization through international operations.

Banglalink

www.banglalinkgsm.com/

Dhaka-1212, Bangladesh

+88.02.9862607

Banglalink is a mobile service company that provides telecommunication opportunities all across Bangladesh. Similarly to Grameenphone, their services would provided us telecommunication in the form of SMS, MMS, and Internet access.

Qubee

<http://www.qubee.com.bd/>

+88.02.8599911

QUBEE is one of the leading broadband internet service providers in Bangladesh with multinational and global experience. The organization is known for helping new and growing Bangladeshi business. Their internet services, including 4G wireless access, would be a tremendous benefit to our start-up.

Embassy of the United States- Dhaka, Bangladesh

<http://dhaka.usembassy.gov/>

Madani Avenue | Baridhara, Dhaka - 1212, Bangladesh

+88.02.8855500

The United States Embassy in Bangladesh has historically given out funding for community projects. In collaboration with the American Center, the home to Public Affairs within the Embassy, the potential for funding opportunities is well within our reach.

Sheltech

<http://www.sheltech-bd.com/>

55, Bir Uttam Qazi Nuruzzaman Road |Dhaka-1205, Bangladesh

+88.02.9143332

Sheltec is a real estate and housing industry in Bangladesh. It was established in 1988 and has completed over 150 projects within the country. Sheltec has also been known to aid in the development of growing organizations within Bangladesh. Their partnership could allow for construction and expansion opportunities, or funds through advertising.

Amin Jewellers

<http://www.aminjewellers.com/>

Dhaka-1215, Bangladesh

+88.02.81.57328



Amin Jewellers is the Bangladesh's leading independent jewelers retailer with a network of 5 shops in many of the major commercial centers across the Capital Dhaka. Amin Jewellers potential partnership would involve monetary donations or advertisement benefits.

Nitol Insurance

www.nitolinsurance.com/

Nitol Insurance has previously given funding to another start-up company created by a Disha team member, and have historically given donations to other growing businesses.

Meridian Foods Ltd.

<http://meridiangroupbd.com/foods/>

New D.O.H .S Mohakhali |Dhaka, Bangladesh

+88.02.883440

Meridian foods Ltd. produces and markets a great number of renowned consumer goods in Bangladesh. The company has developed multiple unites based on the type of business it is working with and has a food distribution network covering most major cities in Bangladesh. Meridian Foods has made several donations in the past, both monetarily and in produce.

The Asiatic Society of Bangladesh

Ramna, Dhaka, Bangladesh

The Asiatic Society of Bangladesh is a non-political and non profit research organization. Given the dual interest of the Asiatic Society with our organization there is a strong potential for partnership.

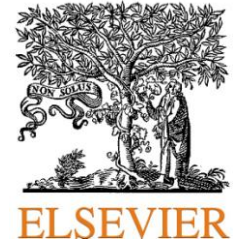
8.3 Potential Partnership with local Universities



8.4 Potential Grants

The Elsevier Foundation

The Elsevier Foundations offers a yearly grant for innovative libraries in developing countries. The foundations grant up to \$50,000 for a one-year proposal or \$100,000 for a three-year proposal. We aim to apply for the grant on March 1st of this year.



IFLA

The IFLA Guust Van Wesemael Literacy Prize is awarded to organizations that promote literacy in developing countries. We plan to apply for the next grant opportunity in 2015.



EIFL

The EIFL-PLIP Grants are given to innovative public and community libraries in developing countries. They offer different grants organizations that fit specific criteria. We plan to apply when their next grant criteria matches our organizational goals.



The Unreasonable Institute

We plan to apply for a fellowship at The Unreasonable Institute. They mentor and help with funding social-business. We will apply in September of 2013.





Green Channel is a youth led, action oriented, not-for-profit organization. Founded in 2011, Green Channel (GC) seeks to promote elements of a Green Economy in Bangladesh and to encourage the community around us in making environmentally and socially responsible choices in everyday life. Starting off as a simple environmental project in 2011, GC today is an organization with a special focus on reducing energy poverty in Bangladesh - the missing millennium goal. We have a core group of about thirty members, with the heads of the organization supervising and working on research from abroad, while the Dhaka-based members coordinate the groundwork. In addition, Green Channel has a volunteer base of over 500 people.

Our pilot project "EnviVolunteerism," essentially aimed to create awareness among Bangladeshi youth about making environmentally friendly choices in everyday life. It was carried out in 3 phases in July 2011. 1. EnviLearning - a two-day workshop that included inspiring speeches about *volunteerism*; a paper-recycling workshop; food composting workshop. 2. EnviVolunteering - a two day Banani Lake clean up where 400 students from various schools and colleges volunteered and 600 sacs of trash were collected that were arranged to be properly disposed by the Dhaka City Corporation (DCC has been a constant support and partner of our work). 3. EnviOutcomes - TK 50, 000 was awarded to a group of students based on their proposed project and creative potential to carry out their own designed environmental project. This step was done to encourage youth leadership and involvement in the development of creative and innovative means of preserving the environment. The selected group did a project called "Mission CleaNation" who collected paper and plastics from different sources (dumps, houses, restaurants), segregated them and sent them off to recycling plants.

Our second (and currently running) project is setting up trashcans all over Bangladesh. This project is called "Trashcan Setup and Anti-Littering Campaign." We have been directly working with a government body - Dhaka City Corporation - and we aim to set up trashcans all over Dhaka by the end of December 2013 and then gradually approach other divisions in small phases. The project in Dhaka will be carried out in 16 phases. We are currently conducting Phase 3, having set up roughly 100 trashcans in the various roads of Dhaka so far.

GC has received international recognition for this project and has been featured on the One Young World project, as well as part of the Global Changemakers project.