

Reviewed document: **jmcms-2009028 - Does The Startup Meet Initial Success (Satheesh G) 11-7-2020.docx**  
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A total of 225 sentences were analysed. As a result **60** sentences (26.7%) were found in other documents.

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## Reference documents

The following list contains titles and addresses of documents in which similar sentences were found. With a click on the number of found sentences („x Sentences“) the corresponding sentences are highlighted in the document as well as in the navigation bar by a colored border and you are directed to the first position of the corresponding sentences in the document. Another click on „x Sentences“ resets the highlighting.

**20 Sentences** were found in a text with the title: „**The Indian Startup Ecosystem: Drivers, Challenges and ...**“, located at: [https://www.orfonline.org/wp-content/uploads/2019/09/ORF\\_Occasional\\_Paper\\_210\\_Startups.pdf](https://www.orfonline.org/wp-content/uploads/2019/09/ORF_Occasional_Paper_210_Startups.pdf)

**13 Sentences** were found in a text with the title: „**The Indian startup ecosystem: Drivers, challenges and ...**“, located at: <https://www.orfonline.org/research/the-indian-startup-ecosystem-drivers-challenges-and-pillars-of-support-55387/>

**11 Sentences** were found in a text with the title: „**Women Breaking the Barrier in Technology Startups Through ...**“, located at: [https://www.researchgate.net/profile/Ramesh\\_Babu\\_D/publication/331354206\\_Women\\_Breaking\\_the\\_Barrier\\_in\\_Technology\\_Startups\\_Through\\_an\\_Innovative\\_Business\\_Breaking-the-Barrier-in-Technology-Startups-Through-an-Innovative-Business-Model-A-Case-Study-of-Sree-Technologies.pdf](https://www.researchgate.net/profile/Ramesh_Babu_D/publication/331354206_Women_Breaking_the_Barrier_in_Technology_Startups_Through_an_Innovative_Business_Breaking-the-Barrier-in-Technology-Startups-Through-an-Innovative-Business-Model-A-Case-Study-of-Sree-Technologies.pdf)

**6 Sentences** were found in a text with the title: „**Daily KAS Reading Material – The Indian start-up ecosystem ...**“, located at: <https://kasmentor.com/daily-kas-reading-material-the-indian-start-up-ecosystem-drivers-challenges-and-pillars-of-support/>

**5 Sentences** were found in a text with the title: „**5 Vital Signs You Should Be Checking Regularly - Vive Health**“, located at: <https://www.vivehealth.com/blogs/resources/what-are-vital-signs>

**4 Sentences** were found in a text with the title: „**(PDF) Women Breaking the Barrier in Technology Startups ...**“, located at: [https://www.researchgate.net/publication/331354206\\_Women\\_Breaking\\_the\\_Barrier\\_in\\_Technology\\_Startups\\_Through\\_an\\_Innovative\\_Business\\_Model\\_A\\_Case\\_Study\\_of](https://www.researchgate.net/publication/331354206_Women_Breaking_the_Barrier_in_Technology_Startups_Through_an_Innovative_Business_Model_A_Case_Study_of)

**4 Sentences** were found in a text with the title: „**Aug\_2019\_Lakeside\_Newsletterx.pdf**“, located at: [http://thelakesidevillage.com/wp-content/uploads/2019/07/Aug\\_2019\\_Lakeside\\_Newsletterx.pdf](http://thelakesidevillage.com/wp-content/uploads/2019/07/Aug_2019_Lakeside_Newsletterx.pdf)

**4 Sentences** were found in a text with the title: „**Joginder Tanikella - Founder and CEO - Pulse Active ...**“, located at: <https://in.linkedin.com/in/jogindertanikella>

**3 Sentences** were found in a text with the title: „**Insights Mindmaps - Start-Up-Ecosystem-in-India.pdf**“, located at: <https://www.insightsonindia.com/wp-content/uploads/2019/11/Start-Up-Ecosystem-in-India.pdf>

**2 Sentences** were found in a text with the title: „**health vitals meaning | Vital signs - Wikipedia**“, located at: <https://www.keyworddensitychecker.com/search/health-vitals-meaning>

**2 Sentences** were found in a text with the title: „**Pulse Active Stations Network | LinkedIn**“, located at: <https://www.linkedin.com/company/pulseactivestations>

**2 Sentences** were found in a text with the title: „**Microsoft Word - IJMET\_09\_11\_244.docx**“, located at: [https://www.iaeme.com/MasterAdmin/uploadfolder/IJMET\\_09\\_11\\_244/IJMET\\_09\\_11\\_244.pdf](https://www.iaeme.com/MasterAdmin/uploadfolder/IJMET_09_11_244/IJMET_09_11_244.pdf)

**2 Sentences** were found in a text with the title: „**Creative Corner: Facilitating Unique Approach to Your ...**“, located at: <https://www.insightssuccess.in/creative-corner-facilitating-unique-approach-business-solutions/>

**2 Sentences** were found in a text with the title: „**RSTV: POLICY WATCH- EASE OF DOING BUSINESS - INSIGHTSIAS**“, located at: <https://www.insightsonindia.com/2020/01/30/rstv-policy-watch-ease-of-doing-business/>

**2 Sentences** were found in a text with the title: „**About Us | Pulse Active Stations Network**“, located at: <http://www.getpulse.in/about-us.html>

**2 Sentences** were found in a text with the title: „**Hệ sinh thái khởi nghiệp của Ấn Độ: Động lực, thách thức ...**“, located at: <http://cis.org.vn/article/4348/he-sinh-thai-khoi-nghiep-cua-an-do-dong-luc-thach-thuc-va-tru-cot-ho-tro-phan-3.html>

**2 Sentences** were found in a text with the title: „**MEENA: Revolutionizing the Paradigm of Reading in a Tech ...**“, located at: <https://www.insightssuccess.in/meena-revolutionizing-the-paradigm-of-reading-in-a-tech-driven-world/>

**2 Sentences** were found in a text with the title: „**Pulse Active Stations Network | Crunchbase**“, located at: <https://www.crunchbase.com/organization/pulse-active-stations-network>

**2 Sentences** were found in a text with the title: „**Year 2020 Dedicate to Startup, SMBs & SMEs, Why? | TimesTech**“, located at: <https://timestech.in/year-2020-dedicate-to-startup-smb-smes-why/>

**2 Sentences** were found in a text with the title: „**Getpulse.co - Site Stats**“, located at: <https://site-stats.org/getpulse.co/>

**2 Sentences** were found in a text with the title: „**Pulse Active Stations Network - Welcome.AI**“, located at: <https://www.welcome.ai/pulse-active-stations-network>

**2 Sentences** were found in a text with the title: „**Pulse Active Stations Network | Angellist**“, located at: <https://angel.co/company/pulse-active-station-network>

**2 Sentences** were found in a text with the title: „**Pulse-station.com -** “, located at: <https://site-stats.org/pulse-station.com/>

**2 Sentences** were found in a text with the title: „**Startups & their Success Stories - SiliconIndia**“, located at: <https://startup.siliconindia.com/editorial/startups-their-success-stories-nwid-21392.html>

2 Sentences were found in a text with the title: „IvyCamp - articles“, located at:  
<http://www.ivycamp.in/articles>

► In 81 further documents exactly one sentence was found. (click to toggle view)

### Subsequent the examined text extract:

Does The Startup Meet Initial Success? Case Study of Three Indian Tech Startups

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### Abstract

The startups around the world in their early-stage needs to sustain and grow. Global entrepreneurship monitor report revealed that many startups faced problems in the early stage and only a few have moved ahead. Pivoting is the decision startups should understand and should know when to pivot. Indian startups face a set of challenges. Entrepreneurship and startups are recent phenomenon in the country. It is only the last few years' people started to move from job seekers to job providers. Starting a venture is tough were every country sees more failures. This paper is a result of study done by interviewing ten startups out of which three of them were constructed as case studies. It has been carried out to identify the issues and challenges faced by startups. The study is focused on the key issues the startups are facing and the challenges they have faced in the startup journey. The interview has been showcased as case studies. The preliminary findings suggest that the startups have found it difficult with their initial ideas, their monetary performance was not considered, but the way they changed as per the need has been presented. These case studies can be used by startups to understand how to reconstruct there venture ideas and avoid early barriers, interesting challenges that have been faced by these startups has been presented.

Keywords: Startup Issues, Startup Challenges, Entrepreneurship, Ecosystem, Technology Problems faced.

### 1. Introduction

Startups are human institutions creating innovative products services with sustainable business models under extreme uncertainty [1]. Startups in the early stages must assure strategic planning in finding new ideas and allow the firms a comparative advantage with the existing competitors. Strategic planning should aim at designing of new action strategies for products, marketing and finance, product identification, and alternative generation are crucial elements in strategy formulation [15]. The success of the business and key metrics helped in achieving the success has been studied and is reasonable in evolutionary terms [15]. These studies are with evidence of experiences the organization has come up with, but they lack the study of these companies during the early phase of startup [12]. Startups in India as in many other parts of the world, have received increased attention in recent years. Their numbers are on the rise and they are now they are being widely recognized as important engines for growth and jobs generation. Through innovation and scalable technology, startups can generate impactful solutions, and thereby act as vehicles for socio-economic development and transformation.

The Indian startup ecosystem has evolved dynamically over the last two decades. Pivot is a change in the business idea or business model. There are only few studies made on startup pivoting. Bangalore has emerged as India's primary startup hub, but significant founding activity is also taking place in Mumbai, Hyderabad and the National Capital Region (NCR), as well as some smaller cities. The study was carried out by interviewing ten startup founding teams. The study was about how these startups started and the challenges they have faced during there startup journey. The challenges and issues faced by them, how they could overcome the early stage barriers and how the present ecosystem has helped them to over come the barriers. All the startups were tech startups related to Health and IT sector; Semi-structured interviews were done with startup founders of Telangana State, India and have been presented as case studies. As most of the startups have faced similar kind of challenges, three startups journey has been presented as case studies which have covered most of the challenges faced by these ten startups.

### 2. Literature review

Today's startups are turning out to be major source of innovation by employing emerging technologies in creating products and business models [16]. The uncertainties of the market poses many challenges to the startups, competition is driving startups towards failure leading to self destruction within two years from inception [4] [8]. Startups started to take unknown experience and risk to identify new opportunities [14]. Startups are exposed to competition and thus face immense pressure from the markets [5]. Startups founders believe that they can predict the future better than others, without considering their basic assumption. "Instead of going to into the venture with a broad hypothesis, they commit in the ways that don't allow them to change." [7]. Startups lifecycle has three stages bootstrapping stage, seed stage and creation stage. In boot strapping stage the entrepreneur initiates his own resources to develop his idea and convert it in to a business. In Seed stage entrepreneur's looks for support from entrepreneurial eco system and in creation stage the startup is converted into a company [12]. In the context of startups failure is a positive side too look at and it is the

mantra which make the startups succeed from these failure learning's [9]. The success of startups in the early stage depends on the understanding of pain points and providing the right solution to the customer [3]. Startups in the initial stages face the problem of raising the debt capital because of educational constraints, risk constraints, socialization constraints and discrimination constraints [2]. Startups need time to provide returns on their investments; the investors are looking at fast growing startups to invest [17].

### **Challenges - Building and Scaling an Indian Startup**

The challenges faced by Indian startups are resource management. They begin with essential resources such as recruiting the professionals, availability of the required technology, availability of required funding to start the venture, lack of customer awareness, lack of existing market knowledge. Lack of proper market research and failing in identifying the problem to solve is another important challenge faced by the startups. Thus, while not every startup needs external investment, many of them start looking for investors as they plan to scale their business. However, finding the right investor and raising funds is difficult, even if they have received positive responses on their product and have some proven market validation.

### **Challenges - Products to Market and Customer Acquisition**

A further challenge for startups is to take their products to the market as Indian markets appear difficult to penetrate.

One reason is the competitive landscape: Often, many firms are already present and many more enter the market, including copycats.

A second reason is that startups are at a disadvantage compared to large companies; this is due to the fact that big market players are more capable of dealing with bureaucratic regulations.

A third reason is that communication with and retention of customers takes time and effort.

Despite increasing incomes, the Indian customer base continues to be price-sensitive and has little willingness to pay for products and services.

For those startups which do not charge customers through means of digital payment, collecting and ensuring timely payment can be another issue.

### **Challenges - Legal & taxation**

Other challenges concern the legal incorporation and registration as a startup as well as the closing of a business.

After the legal setup is accomplished, formal registration as a startup is a necessary requirement to qualify for tax exemptions and further benefits.

The tax policy and its enforcement are considered unfriendly for startups. The startups are required to file their taxes regularly, even if they do not yet generate any revenue.

### **3. Case Studies**

#### **CASE STUDY - THE MOOSHIC LABS STORY: Joginder's dream**

Indian health care sector is in a desperate need of service providers, it is extremely important for the Indian healthcare sector to get assistance in the form of technology. Technology is playing a major role in the emerging entrepreneurship in the recent years especially with the smart phones becoming universally available. With an increasingly high number of Indians gaining access to the digital media, the digital technology is going to be the next big thing in health care sector too.

Background:

Current problems in getting vitals – Are there solutions in developed countries:

A vital sign is a specific measurement of a basic body function that is routinely monitored by the personal medical professional. Body Pulse rate, blood pressure, respiratory rate, weight, and temperature are 5 vital signs recommend tracking on a regular basis. These vital signs are potentially far more important than one think. Professional medical monitoring is not always enough. Monitoring of these vitals gives the ability to communicate accurate measurements to the doctor and can detect early signs of underlying health issues and personally monitor once everyday health. Normal adult vital signs will vary depending on one's activity level and health. The value proposition - Need for periodic tests and simple solution for finding vitals at an affordable cost

#### **Entrepreneurial journey of Joginder**

A student of Delhi Public School, Joginder pursued his B.Tech at SRM University, Chennai (2000-2004). Initial dream was be in Civil services, but later joined Syspro Automation Pvt. Ltd. as System Developer at Chennai, where he developed software for automation of pump-houses for seasonal rivers in rural and remote locations and developed software for automation in Indian Oil Refinery, Guwahati. Later he moved to United Arab Emirates to work with Heefa Kitchen Equipment Trading as Business Development Manager to take care of Sales for steel equipment for industrial kitchens and hospitality industry.

In 2006, he started Vajra InfraTech specializes in ITES automation for the logistics and asset management sectors and following are the indigenously developed solutions for logistics and asset management. Vajra Infra Tech is an ISO 9001:2008 certified IT engineering and consulting System Integration and Solutions Development organization

headquartered in Hyderabad, India with offices in Delhi, Tamil Nadu and Gujarat and associates in Africa, Europe, Southeast Asia, Middle East and USA. As a serial Entrepreneur, he eventually started The First Meal.

The First Meal Kitchen serves 10,000 healthy and economical breakfasts every day. Their regular patrons are from institutions such as the Indian School of Business, National Institute of Fashion Technology, offices such as Deloitte Consulting, S&P Capital IQ, and residential societies such as Ramky, Tranquil Towers etc. Recently, "we have also been featured in the Indian Express, Deccan Chronicle as well as in Times of India for our innovative offerings" said Joginder. First Meal has been successfully acquired by Hello Curry in a Cash plus Equity Deal. The reason for handing it to Hello Curry was lack of funding.

#### **PULSE ACTIVE STATION**

The pulse active station network is a connected network of IOT-based Smart kiosks known as the Pulse Active Stations <http://www.getpulse.in>. This Pulse Active Station is designed to generate report of the individual user which includes 21 body parameters and indicates risk for 12 lifestyle diseases. These active stations are designed user friendly and can be placed in a public area with high footfall such as Theaters, shopping Malls, Hospitals, Railway and bus Stations, Airports and other centers.

**21 Body Parameters:** The body parameters include physical dimensions of human body which includes Height, Weight, BMI as well as cardiac health parameters including Blood Pressure, SPO2 and Pulse Rate with Body Composition Analysis for Body Fat percentage, Mineral Content, Muscle and Bone Strength and Body Water content.

#### **Product Development**

User Testing: Made for perfect User testing by considering all patient empathetic factors

Indianization: Blended cultural factors of Indian health conscious and fitness segments

Test and refine: Before coming out with final product they refined it quiet often. They tested and refined till it understood customer empathy. The problem they identified was customers were finding it difficult to find time for there medical checkup.

#### **IMAGE OF PULSE ACTIVE STATION**

#### **Problems faced & Lessons Learned**

Lack of designers in Hyderabad

Problems with different models (B2G – government not paying – he says he wanted to thank them)

He went to Venture capitalists but could not crack them with his concept. One gentleman, known in investors circle suggested Joginder to start with his money, even "if you have One rupee in pocket and once you demonstrate the product", VC's would get convinced to fund on it, in fact, it worked. At present it has reached to 4 hundred thousand customers.

#### **B. CASE STUDY - Do the best: Santosh Thota dream, Sharing your review is my idea**

Santhosh Thota studied in a Government High School up to his 10th class and got free admission in Intermediate at Khammam. He said he has written eamcet a common entrance test for engineering, due to the lack of knowledge regarding existence of NIT's and IIT's he joined Bachelor of Engineering in local private engineering college after he cracked the Eamcet entrance test. Out of curiosity and interest he has joined in a coaching institute for programming. That turned his way of thinking, he addicted to Programming language "If you are passionate about something the whole world helps you" this is what he says. He doesn't have sufficient amount of money to pay the coaching fee, the institute noticed his interest and enthusiasm, offered him the coaching for a nominal fee of Rs 500. In the final year he made an attempt to get admission in to IIT but could not make it. He has worked for six months in marketing field as his family required it. After that he joined in an institution for Gate coaching, Prepared for Gate and got admission in IIT. There the admission interview had changed his scenario regarding how one need to look into a subject that is in Research oriented way. He cracked oracle interview in campus interview which came up with 12 lakh package per annum, the interview was held at 4 'o' clock in the morning and this was the first interview which has been faced by him. He was having an idea to start a venture, but his seniors suggested him to get industry experience first. He worked with oracle for two and half years with a dynamic team. The team was handling big data analytics. As a part of his job he has written one algorithm which has saved 320 dollars for the company per year. This information was authenticated by the VP through a mail. This was the turning point of his entrepreneurial journey.

#### **Entrepreneurial journey of Santosh**

He has to quit Oracle to start working on his idea. "Sharing your review" was his idea <http://www.smatbot.com>. At that time face book was having the things to share memories but not reviews, after a week he realized himself that this idea is not going to work. He started working with a team of 3. He was the founder and other 2 were B. Tech final year students from IIT Gauhati. He had spent almost 2 months in his flat after he quit the job for developing an algorithm. Aspect based sentiment analysis which means a review about aspects. For example if a coffee house customer writes a review about their experience like, Ambience is worst but likes the coffee taste.

The reviews analyzed by Microsoft API or IBM Watson give neutral mixture of positive and negative reviews. The engine which Santosh developed goes aspect based analysis to next level of sentiment analysis. Ambiance wise it is bad and coffee wise it is good. This gives more insights for the users about what is working and what is not working. "Over a period of time we were analyzing the reviews of mobile phones and restaurants" but this has not worked we need to think beyond says santosh.

#### **Challenges faced**

When he went for funding he was the only founder of his startup. This made the investor to think about their investment on his startup. Still he managed in convincing the investors and was able to get his first funding of INR 5 lakhs for first time. Being a techie he doesn't know what business is and how to do it. Accelerator is one program which made him to know what ABC in business is and how to approach in business. Mobile phone reviews for B2C was a losing idea, as their efforts were not been seen by the customers but manufacturer and e commerce were being benefited. Business works with contacts, a pain point solution they are looking for. As they Could not crack in mobile and restaurant and it was Time to raise investment for next level they approached Zee national lab Mumbai and they came forward to invest 20 lakhs, Their view point was engine is very powerful but what went wrong was, it needs to have more customization. They worked with business news channel, culture machine- top YouTube aggregator, and crew machine. One step their product is shaped they use to get reply from their clients, that their priorities have been changed and their entire effort was lost. Running short of funds, every day new challenges started to think back. To focus on sales they hired two sales persons by paying 1 lakh per month and 80 thousand per month, where they paid 1.22 lakh for 4 members of technical team, but the sales remained the same and they have to say good bye to sales team.

#### Turning point

Zee national lab mentors based from US Silicon Valley mentored them in shaping up the product and that's how they built "Smart Social" Smart social is an Artificial Intelligence assistant technology which automates social media marketing activity. It helps the business in creating every day trending content in social media, "it might be any business Social media page has to keep posting content at least twice a week. The smart social creates the content, which impresses audience and helps the business by taking key words and creating post and put it on smart social page". The client can click the content and post the same on their social media page. It automatically attaches the hash tags which goes crazy.

They want to be on the single platform for the small and medium enterprises. Their value proposition is post at least two quality content post every week on social pages along with the promotional posts. They have tools at their smart social such as access to 1 million images which can be used for content creation, leveraging the existing content. Subscribers can use YouTube videos, where they can watch videos related to their business. Automation in viral messaging, fan base building, and fan based posting and following likeminded people by brand. It will auto respond to customer comments. Engine will identify type of comment positive comment will be replied by thanking and asking them to download the app and look for more information. Negative comments will also be addressed. Smart social makes content 24/7 monitoring the comments

#### Revenue model

User can avail smart social services through subscription. Subscriber based revenue model and the pricing is 5000 per month and annual package for 3000 per month. Other services offered are creating the promotional package including creating and hosting social page for 8000 per month. If the user want to subscribe for this service for one year and the cost charged will be 5000 per month. Spending for marketing of Smart social is zero and every day by using smart social we are getting two sign ups across the globe and face book is one among them.

#### CASE STUDY - SREE Technologies – Redesigning Business Model – Lessons Learned

Two sisters were stopped by a security guard at the entrance of a gated residential community complex in Hyderabad. He was collecting their background information as a part of the security protocol for entering the complex. Giving their personal information such as contact numbers under hot sun annoyed them. This pain was the impetus for the sisters to develop an app for security checks at residential complexes. The sisters continued and went further and developed another responsive web app for Doctor Appointment system connecting the key stakeholders - clinics, doctors, and patients. These two apps did not meet the success that they expected – first one didn't match customer empathy and second one was a cultural unfit. According to these two entrepreneurs, "These two ventures into the app world unwired our nerves and we realized the need for changing our business model."

#### Background of the Entrepreneurs and the Firm

Two sisters Lavanya and Rajani come from Telangana. Their father is a chartered accountant and mother is a homemaker. The elder sister, Lavanya is passionate in technology and business. She earned Project Management Professional Certification from PMI, Master's degree in Electrical Engineering from North Carolina State University (USA) where she specialized in Nano-electronics. Her prior experiences include working with a startup (Band gap Engineering Inc.) and MNC (Synopsis Inc.) based in the USA. Rajani has commendable innate creativity combined with interdisciplinary approach makes her a valuable asset to the organization. She holds a Bachelor's Degree in Computer Science & Engineering, Oracle Certified Professional as Java Programmer and Web Component Developer. She worked as a Systems Software Engineer with Tata Consultancy Services (TCS). Two young and dynamic entrepreneurs decided to launch their own venture – SREE Technologies (Prosperity for everyone - SREE is the Sanskrit word for Prosperity <http://www.sreetech.in>).

SREE Technologies, founded in May 2015, is a Digital Technology company and they believed that "Digital transformation is not an option anymore, it is the necessity." Most industries started to believe that digital transformation is the way forward and, it is important for their future success and to gain competitive edge over their counterparts. Recognizing the potential of digital transformation, SREE Technologies embraced the responsibility to bring it in, in as many businesses as possible. They take pride in helping these businesses, organizations and entrepreneurs redefine the way their clients do their business and make the digital transformation including Web, Mobile, Cloud, and IoT. SREE Technologies is focused on prospering through Quality and Value Addition.

#### Business Model – A Mix of Service, Maintenance and New Product Development

The business model of SREE Technologies is insightful. Lavanya and Rajani decided to be engaged in three major activities:

Consulting

Technology Support and maintenance

## New product development

To keep the services versatile, SREE Technologies also involved in array of technologies from simple web development to IoT based apps. The services include, Responsive Website, Web Apps, Mobile Native Apps, Mobile Hybrid Apps, Cloud-based Apps, and Internet of Things. SREE Technologies tried to work with other women startups by providing consulting in exchange for equity stake. However, they found that the other startups didn't succeed not because of the product, but because the founders decided to marry and not pursue their businesses. After couple of these experiences, they decided to work on cash basis instead of equity stakes.

## 4. Discussion

Few insights from these case studies are a right business model will help to overcome the capital and networking problems faced by the startups. A right mix of focus and breadth of services is necessary for success. Entrepreneurial intention is the strong force which is making these entrepreneurs to face the challenges [6]. Pivoting from their initial ideas made these startups to continue in the race, startups in their early stage should be with the mindset to pivot. In all the three cases the entrepreneurs were with a mindset to pivot. All the three startups have experience in their startup fields which made them to adopt changes very quickly; they were educating themselves in their fields. All the three startups have launched with their practical experience, what they thought to do has no proper recourse available. They have to do everything by themselves like pulse active station found difficulties to find designers; it was hard for them to find guidance regarding the material which needs to be used for their pulse active station. The entrepreneurs found difficulties in finding the right mentors in India. The mentors don't provide business insights. For instance, in the beginning they were new products without marketing. Neither the entrepreneurs nor the mentors were able to recognize the problem at that time. This made the three startups to invest their own experience and learning's in making necessary changes required to their startups which made them to spend lot of time. The other issue the three startups faced after launching their products and services into market are finding the customers; there is a need to build an environment for startups to find their customers.

## CONCLUSION

The case studies reveals that in spite of government taking initiation to promote startup ecosystem, the fact is that there is a scarcity of mentors, centers which can guide the startups in early stages. Building environment, which influence the activities of production and activities related to performance, needs to be structured. The cases Discussed here are all startups followed to tap the untapped market. It is observed that Technical assistance for startups is the major concern for tech startups. It is very much essential to provide technical exposure to the startups. The startups face initial challenges in the area of design, marketing and mentoring assistance. Initial market opportunities for the startups are a big challenge, established firms and Government should provide the opportunities for startup in getting their first customer. Tech startups face challenge to meet the product customization as the requirements of the clients and customers are ever changing. There is a scarcity of research firms which can provide assistance in conducting market research and customer research for startups. Clearly all the three startups have faced the challenges mentioned above and were successful in finding their way for a sustainable business.

## ACKNOWLEDGMENT

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