ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA

EDI REPORTS

FROM THE DIRECTOR'S DESK

A Hymn to Business Development Services... In Unison

Globalisation has today become a fact that the entrepreneurs have to live with. The world of multinationals and disappearing boundaries of nations have become irreversible sooths of the Indian business scenario. India's economic boundaries are more international today. While a window of opportunities has opened up for entrepreneurs, smaller firms are likely to come under severe resource pressure, lest they adhere to benchmarks, like, better products, lower cost, quality, competitive prices, technology and reduced response time.



The Small Scale Sector plays a vital role in the economy but the present scenario demands that to burgeon they will have to master the new rules of governing competition.

If protectionism has given way to competition, other pro-SME policies of the government have created an enabling environment. In order to safeguard the sector from reeling away, it is important that concrete services supersede concessions, subsidies and protection from competition. In view of this, the Government had created a huge support infrastructure which provided subsidised business development services, facilitating easy access to quality raw material, machinery and appropriate technology, credit on favourable terms, support in domestic and export marketing, quality improvement, entrepreneurial and managerial training, consultancy and counselling services, etc. to small industry owner-managers.

A Success Story by
- Mr. S. B. Sareen, Faculty, EDI

ISSUE NO. 3 : 2006-2007

ISSUE NO. 3 : 2006-2007

EDI REPORTS 75

But, the efficacy of these provisions of BDS has remained trivial and insignificant.

The BDS market, however, with its infinite reservoir of expertise holds the potential of refurbishing the SME Sector by streamlining not just the regulatory aspects in SMEs but also in terms of the strategic services that they look for.

Generic BDS Providers like accounting and financial consultants, tax consultants, labour law consultants, etc. are widely available. The *Embedded BDS* are by and large implanted in the buyer-seller relationship and feedback mechanisms. It is a two way process where the buyer and seller interact with each other and state their product preferences.

However, *Strategic BDS* becomes critical in times of a competition. Sadly though, the demand for Strategic BDS is rather torpid, mainly because a widespread lack of awareness pervades the entrepreneurial community with regard to choice of services and service categories. Efforts must, therefore, be made to bridge these gaps between entrepreneurs and professional consultancies. It is more a question of creating demand for BDS and not merely linking the two.

The role of small business associations as potential or current BDS providers and important facilitators or brokers of BDS or a link between BDS buyers and suppliers is also critical. The market imperfections due to information asymmetries can be bridged and the interventions of associations could be made long lasting and sustainable. Capacity building of Associations, however, does raise eyebrows. But once into defining their roles, this area can be suitably handled.

With a unique BDS market development strategy, small medium enterprises could be noticeably strengthened. Some entrepreneurs are conventional in their thinking and do not believe in divulging business information to improve their prospects. A change in mindset here needs to be paraded for long lasting differences to the SME sector. EDI is active in this area and looks forward to further augmenting the BDS supply market. What is also heartening is that international donor agencies like GTZ and DFID, as also development banks, such as SIDBI, have taken this activity earnestly. Considering this a stepping stone, it is time now for even more developmental agencies to chip in and boost the cause to the benefit of the nation's economy.

- Dinesh Awasthi

Entrepreneurship Education

Heroes of the New Millennium

They gave a meaning to 'different thinking'. Their faces were 'strength of personality' personified. The 108 PG students stood there as front runners of a competitive entrepreneurial society.

The 8th Convocation of the **'Post-Graduate Diploma in Business Entrepreneurship and Management'** and **'Post-Graduate Diploma in Management of NGOs'** was organised on 29th September, 2006 at the serene and sprawling campus of the Institute.

The Chief Guest of the function was **Padmashree Ms. Lila Poonawalla,** Chairperson, DeLaval Private Ltd., Pune.

In all 108 students successfully completed the course and were awarded the certificates - 42 in New Enterprise Creation, 23 in Family Business Management, 7 in Agri-Entrepreneurship and 36 in Management of NGOs.



Padmashree Ms. Lila Poonawalla, Chairperson, DeLaval Pvt. Ltd. and Chief Guest of the Convocation seen with (R-L) Shri V. P. Shetty, President-EDI and Chairman-IDBI and Dr. Dinesh Awasthi, Director-EDI

The function began with the welcome address by Dr. Dinesh Awasthi, the Director of EDI. Introducing Ms. Lila Poonawalla, Dr. Awasthi called her an inspiration for youth, especially women, who wish to make it big in business. "She is a Director on IDBI Board and also holds revered position with several esteemed corporate houses and committees," informed Dr. Awasthi. Emphasizing, said Dr. Awasthi, "Ms. Poonawalla brings forth an academic bent of mind by virtue of being the Director of Academic Council Symbiosis Management Institute; a Member of the Governing Council of Sanskriti Institute of Technology; a Member of the Governing Council of Sanskriti Institute of Management and Leadership and Chancellor's Nominee of the Jawaharlal Nehru University."

Highlighting her achievements further, Director informed that Ms. Poonawalla has been honoured with several prestigious awards and that she had been presented the title, **Padmashree** in 1989, by the then President of India. She has also received international recognition from the King of Sweden, the Director announced, adding, that in 2003, she was decorated with the Polar Star Award by the King of Sweden and named as the Officer of the Royal Order.

Dr. Awasthi upon introducing the esteemed members of EDI Governing Board, went on to bring forth some of EDI's achievements on the domestic as also the international front. Addressing the graduating students, Dr. Awasthi highlighted the strengths that they were armed with after doing the course. He exhorted them to make maximum use of these.

EDI-President and IDBI-Chairman, Shri V. P. Shetty, stressed on the need of promoting entrepreneurship nationally as also internationally, and hailed Padmashree Ms. Poonawalla as a Corporate Czar who had worked towards making entrepreneurship widespread.

Shri Shetty highlighted that entrepreneurship development as a discipline, requires a reiteration, as the objective is to make this a nationwide trend. He emphasized that the students

ISSUE NO. 3 : 2006-2007

EDI REPORTS 75

who are graduating today have a different perspective and that this should be their dominant force. The President then brought forth EDI's contribution towards imparting an entrepreneurial perspective to Mozambique, Sudan, Yemen and Lao PDR, under the aegis of Inter-Regional Centre for Entrepreneurship and Investment Training, set up at the Institute. New enterprise creation and enterprise upgradation of existing units through partnerships with Indian enterprises, he said, was the primary focus. With ED centres in Cambodia, Lao PDR, Myanmar and Vietnam, emphasized the President, EDI is set to give an entrepreneurial routing to these countries. Highlighting achievements on the national front, the President informed about the launch of an International Foundation for MSE Clusters which would provide an important platform to different cluster actors to come together and share their experiences and strategise for future implementations. Speaking on the achievements in the Brassparts' Components Cluster at Jamnagar, in Gujarat, Engineering Cluster at Rajkot, Autoparts Cluster in Punjab and the Handloom and Handicraft Clusters, the President put the benefits of Cluster approach in focus and evaluated how this strategy could revive SMEs. In the same breadth, he talked about the holistic strategy to promote enterprises in the Food Processing Sector. The President, then put forth the Institute's future plans. Mr. Shetty urged the passing out students to turn out as pioneers and display a global perspective to business.



Chief Guest, Padmashree Ms. Lila Poonawalla addressing the students and the distinguished gathering

The Chief Guest of the Convocation, awarded Diplo to the students and medals for best performance to meritorious students. The Bharti Best Student of the Year Award (sponsored by Bharti Foundation, New Delhi) was presented to Ms. Kruti Patel, student of Post Graduate Diploma in Management of NGOs. It was announced by the Chairperson, PGPs, Dr. Sunil Shukla.

Bharti Entrepreneur of the Year Award 2006, instituted by EDI and sponsored by the Bharti Foundation was also presented on this occasion. Mr. Mitesh Talati, owner of Shree Santram

Engineering Works was awarded the 2006 Bharti Entrepreneur of the Year Award. After completing training at Centre for Entrepreneurship Development, Gujarat, Mitesh established his unit in 1993 March. He had his own share of crises but with a unique spirit to succeed and hard work, he could write his name in golden letters.

Chief Guest, Padmashree Ms. Poonawalla began by extending congratulations to all young graduate entrepreneurs, as they, she said, were entering a new exciting world. The Chief Guest stated that there will be a sea change in the economic, political and technological environment, the world over, but India would especially experience such a trend as there are extraordinary opportunities for those who are prepared to face the challenges of change. "Indeed, only those of us will survive and succeed, who will be able to anticipate the change and also exploit the change", endorsed Ms. Poonawalla.

What is needed today, opined the Chief Guest, is not merely a restructuring, a reconstruction, a reformation or a review, but a 'revolution' to create new concepts for the future. A university or an Institute, she felt, must become a center where new ideas commensurating with the changing times are generated. She called EDI one of that kind. Encouraging the young students, the Chief Guest said that for young people it is the 'psychic income' that matters much more but incentives are not just financial. The fun of creation, admiration received from peers, the excitement and glory of taking part in the process of creation of something new and exciting, especially the one which can make a big difference to the nation, matters much more, and it is an entrepreneur who does it, said she. The Chief Guest hailed an entrepreneur as a cheerleader, cheering the team to succeed. "Entrepreneurs who sustain their momentum know the road to success is always under construction," she endorsed. Entrepreneurs, she believed, are in a constant state of transition in which the journey itself is the goal and they thrive on challenges during periods of uncertainty. "Their happiness comes from treading on unknown paths." She urged the students to stretch themselves to their maximum and use all their potential but at the same time warned them from being outdated. This she believed would prepare them to anticipate change and be ready for it when it comes. "In the world of tomorrow only those individuals and organizations will succeed who have mastered the art of rapid and on-going learning." Encouraging the students, Ms. Poonawalla also read out some inspiring messages from leading entrepreneurs, and adding her own said, that one must think big and challenge conventional wisdom.

"Entrepreneurship, is a behaviour rather than personality trait. It sees change as normal and healthy; it strives for doing something different." A strong sense of innovation, called the Chief Guest as the critical tool for entrepreneurs. "Entrepreneurship is not only about creating a new venture, but also a new satisfaction and a new consumer demand", were the



Students during the Convocation Ceremony

golden words of the Chief Guest that reverberated the environment.

The Chief Guest, throwing light on some viable opportunities in rural areas, said that successful entrepreneurship does not mean that one has to be an industrialist or possess a small scale manufacturing unit in towns and cities. New areas must be explored, she informed.

Concluding, the Chief Guest reminded the audience about Goldman and Sachs predictions for 2050-that India, along with China and USA, will be the three top economies of the world. So, she wondered aloud, "Is the success of these students as entrepreneurs in their hands?"

The function concluded with vote of thanks by Dr. Dinesh Awasthi.

'Is Indian Industry Ready to Take on the Rest of the World?' Examined Dr. J. J. Irani



Seen on the dais are (R-L) Dr. Dinesh Awasthi, Director-EDI; Distinguished Speaker, Dr. J. J. Irani, Director, Tata Sons Ltd.;President of the event, Hon'ble Minister of State for Industries and Mines, Shri Anil Patel, and Shri Bipin Shah, Sr. Faculty, EDI

The EDI-Bharti Annual Lecture Series is one of the several activities planned under the Bharti Centre for Entrepreneurial Initiatives set up at the institute under the aegis of Bharti Foundation. The second lecture in the series was organised successfully on 9th February, 2007 at Bhaikaka Bhawan, Ahmedabad. Padmabhushan Dr. J. J. Irani, Director, Tata Sons Ltd., the distinguished speaker of the evening evoked immense interest and promoted interaction by his enlightening address on **Is Indian Industry Ready to Take on the Rest of the World?** The lecture was attended by over 250 persons including bankers, academicians, students, industrialists and chief executives of corporates. Hon'ble Minister of State for Industry and Mines, Shri Anil Patel presided over the function. Also present on the occasion was Mr. Raveen Bhatnagar of Bharti Cellular Ltd.

Dr. Dinesh Awasthi, Director, EDI initiated the proceedings with

his welcome address. Dr. Awasthi highlighted the entrepreneurial competence of Indians and reposed faith in their capabilities to make the most of opportunities being unfolded by the present day globalised economy. Introducing Dr. J. J. Irani, Dr. Awasthi hailed him as an achiever par excellence with exemplary contribution to trade and industry. Dr. Awasthi also brought forth some of the honours bestowed upon Dr. Irani. Welcoming Hon'ble Shri Anil Patel, Dr. Awasthi called him an entrepreneur who has valuable contributions in the developmental initiatives in Gujarat. That personalities like Dr. Irani and Shri Patel can give a boost to development was especially highlighted by Dr. Awasthi.

Dr. Irani made a powerful and encouraging beginning by announcing how opportune the time was for India to take the plunge in the world market "The time for India has come. Fifteen years is a short span of time in the history of a nation, yet when we look back the journey India has made in the past 15 years, it has seen a sea change as far as economic activities and greater freedom accomplished with vision is concerned."

Listing the strengths of the Indian economy, Dr. Irani went on to add that the Indian entrepreneurial genie has been allowed to come out of the bottle. He highlighted that India is fast becoming the world's engine of demand, mainly because of its burgeoning middle class of over 450 million people, which is more than the population of US, Canada and Europe put together. Making an encouraging mention of foreign exchange reserves, the hon'ble speaker said that these were in excess of $175 billion. Dr. Irani felt that India could leverage its many strengths such as its young population, political clout, developed competitiveness and a huge consumer market to gain prominence in the world arena. Dr. Irani was confident about India becoming a work force supplier to the world in another decade or so. India, he opined, has changed dramatically with regard to quality of products, strength of forex reserves and confidence. He said, "Earlier a bad monsoon was enough for the entire economy to sink. In the past 2-3 years, the economy has taken everything from bad monsoons, natural calamities, border conflicts and insurgency in its stride to move at a robust 9 per cent per annum to emerge as the second fastest growing economy in the world after China."



Dr. J. J. Irani addressing the gathering

Expressing hope, the speaker said that India will have the best brains of the world in a little time from now "Till now we lent our brains to others and solved their problems, now Indian brains will solve India's problems". He urged Indians to have the right mindset to complement the best of minds which they have. Speaking about certain disadvantaged communities, Dr. Irani felt that they need special help to bridge the gaps to the extend possible. This is what he termed as corporate social responsibility. Casting a thought over the recently sealed Corus deal, Dr. Irani termed it as another example of India's new found efficiency and might. He called it a marriage of a very efficient Steel Company with a not-so- efficient but big company where the former will get the advantage of size whereas the latter the advantage of efficiency. Dr. Irani concluded with hope in the potential of India and its nationals.

Hon'ble Shri Anil Patel highlighted some of the important 'firsts' of Gujarat and informed the house that the state offers the best of physical and social infrastructure. This strong infrastructural premise, he believed, would help the state score in the era of globalisation. The state, he announced, is mainly competing with South East Asia and

other developed economies of the world. The Minister added that the strength of Gujarat makes it look forward to becoming a port based and a gas based economy. "Gujarat has the longest coastline of 1600 kilometres in the country with 41 ports that offer a gateway to international trade". By the end of 2008, Gujarat, he said; would be the only state to supply gas to the whole state. The Hon'ble Minister also threw light on some of the important projects of the state government, such as those on upgrading state highways. Shri Patel endorsed the views of Dr. Irani that India has an intelligent, young crowd and that little change in mindset would get it going great guns. The Minister concluded by hailing Gujarat as a vibrant state which believed in "trade with entertainment".



Mr. Raveen Bhatnagar of Bharti Cellular Ltd. presenting a memento to Shri Anil Patel, Hon'ble Minister of State for Industries and Mines, GoG as a mark of EDI's and Bharti's gratitude for presiding over the function

The event concluded with a vote of thanks by Shri Bipin Shah, Senior Faculty, EDI.

Bharti Centre for Entrepreneurial Initiatives

Under the aegis of the Bharti Foundation, EDI has set up the Bharti Centre for Entrepreneurial Initiatives at its campus. The Centre takes up a host of activities primarily to wake people up to the benefits of entrepreneurship. The activities of the Centre have been designed to sensitise the society at large and the youths in particular to the charms of being an entrepreneur. ***The Bharti Entrepreneur of the Year Award,*** *honours first generation, EDI trained entrepreneurs. The activity,* ***Fellowships to Post Graduate Students,*** *is also a step that encourages entrepreneurial endeavour among students who are meritorious, but from weaker sections.* ***The PG Student of the Year Award*** *recognised brilliant academic performance, ability, interest, attitude and special skills in a student of EDI's Post-graduate Programme in Business Entrepreneurship and Management and in Management of NGOs.* ***Compilation of Biographies of Achievers and Successful Entrepreneurs,*** *depicting their achievements and competencies manifest enterprising values amongst young potential entrepreneurs. In addition to its planned activities, the EDI-Bharti Centre also carries out a host of other result-oriented activities, which ensure a motivating entrepreneurial environment. A natural bent for entrepreneurship, across the country, would be the achievement in the real sense. The Centre and its activities aim at this goal.*



Just An *Idea* Began his Much Talked about Journey



- A Success Story by ***Mr. S.B. Sareen,*** *Faculty, EDI*

Unlike youths of his age, he did not sit there brooding over lack of opportunities or India bursting at its seams with unemployeds or poverty having taken a large section of society in its clutches. He dreamt and dared to convert his dream into a reality. He did not wait for a 'platform' to emerge from nowhere. He built his own platform; dug his own opportunities. Mitesh Talati, a young technocrat, had, since his childhood nurtured a dream...a dream to start his own business someday. He would think about various products and their manufacturing processes; his main interest was the manufacturing process of a product. When he was 15, he got an opportunity to visit a textile mill (New Shorock Mills, Nadiad). This visit fuelled his ambition to start his own business. His father was a professional banker but had various stints of trading, although not remarkable. Lack of a business background, however, never dettered him.

His interest in machinery and manufacturing processes prompted him to join DDIT (Dharamsinh Desai Institute of Technology), Nadiad to acquire a Diploma in Mechanical Engineering. His most favourite subject was 'Machine Designing' where he had the opportunity to study drawings of various components of different machines and equipments.

Out of sheer interest and as a hobby, he would make sketches of machines and their parts and also took the initiative to visit large industrial establishments like Indian Petrochemical Ltd. (IPCL), Vadodara and ELECON Engineering at Vallabh Vidyanagar, mainly to know more about machines and their functioning.

He completed his diploma in 1991and began working as a mechanic with M/s Tech-Fab Industries, Vadodara. His job responsibilities were to look after control panels and fabrication work of this unit, but he was not satisfied with this work. He left it after three months and joined a tobacco processing company. But here too he did not derive any professional satisfaction and resigned after six months.

During this period, M/s Appar Ltd. (one of the leading manufacturers of electrical bulbs & tubes under the brand name 'Seema') was erecting its new plant near Nadiad. He joined this company as he could sense a lot of learning opportunities. He was able to win confidence of his immediate boss, with the commitment, understanding of the process and an ability to think innovatively about solving process related problems. But his thoughts always went back to setting up his own business. He was fully convinced that to live a fulfilling life, job was just not the answer.

One day, he shared his idea of setting up business with his father. His father encouraged him and assured him of financial help of Rs. 75,000/-. Mitesh Talati also discussed his business idea with one of his friends Hiren Shah, whose father was in the business of sugar trading. Luckily, Hiren Shah too got convinced and agreed to be a partner with an investment of Rs. 75,000/-. With this help, Mitesh Talati started a small scale industrial unit i.e., M/s Shree Santram Engineering Works in a 400 sq. ft. shed in GIDC, Makarpura, Vadodara in March 1993. The unit started



Mr. Mitesh Talati receiving the 'Bharti Entrepreneur of the Year Award' from Chairman, IDBI and President, EDI-Shri V. P. Shetty. Also seen appreciating is Mr. B. P. Singh, Former CEO, Bharti Cellular Ltd.

to make textile spare parts and valves for petrol tankers. During the early days of the enterprise, he could not afford to hire any workers and used to operate machines, go to procure raw material, deliver orders, etc. Though it was a challenging task, he enjoyed doing everything as he was doing all this for himself. His sales turnover in the first year was Rs. 1.00 lakh.

Gradually over a period of time, other big companies started recognizing his quality work and he became a trusted and one of the regular vendors of established/reputed companies like GE Appar (General Electricals), Crompton Greaves, Nutan Tobacco, Banco Product, Padma Textiles, etc. for supplying spare parts. He soon realized that making only spare parts would not take him very far, as the flow of orders was uneven and there was no volume growth. Therefore, he started thinking about manufacturing machines and equipment used by his client companies. He developed various machines viz., Power operated coconut cutting machine, Dry fruit cutting machine, Tape magic cutting fluid for easier drilling & cutting, etc.

His remarkable technical expertise and innovative ideas, gave him his first break with a good order for making 'material transfer conveyor' from M/s Golden Tobacco, which he completed within the time limit and fulfilled all its technical requirements. This armed him with more professional strength, confidence and desire to do better and better.

Like a true entrepreneur, Mitesh had naturally befriended a sharp vision. A good technocrat he was, but he knew that to succeed, knowledge on other aspects of business was also a must. In 1993, he got an opportunity of undergoing an Entrepreneurship Development Programme (EDP)*. This helped him in acquiring new knowledge and skills in some critical areas like, product identification, market research, break-even point, product costing, sources of information and business plan preparation. According to him, this EDP has played a very important role in his success.

In 1994, M/s Appar Ltd. (manufacturer of electrical tubelights) was facing some technical problems of 'tubelight packing'. They asked Mitesh Talati to solve the problem which he did successfully. This was a breakthrough in his professional career and he started manufacturing machines for tube light packing.

M/s Shree Santram Engineering Works started expanding and growing in terms of 'Operations and Expertise'. In the year 2003, the company shifted from its 400 sq.ft. premise to a 6200

sq.ft. plot located in GIDC, Makarpura, Vadodara. Today, they are trusted and preferred vendors for Phillips India, Crompton Greaves, Osram India, Wipro Lighting, Anchor Lighting, GE Lighting (I) Ltd., etc. They have expertise in mechanical spares, like shafting, bushing, flanges, burner assemblies, gears jig fixtures, levers, blades, cutters, molding parts, timing pulleys or any type of parts from the drawings involving any type of process whether turning, milling, grinding, hardening, CNC operation, etc. The company is also fabricating industrial equipment like material handling equipments, trolleys, pallets, racks, ducting, hopper, cyclone, impellor, trays, etc.

Mitesh Talati, started his enterprise with an initial investment of Rs. 1.50 lakh, his present investment in the business is Rs. 50.00 lakh and has reached a turnover of around Rs. 10 million (2006-07). A hardworking entrepreneur that he is, Mitesh has still not stopped dreaming. 'Dreams write success stories' is his mantra.

Counsellors Take the Entrepreneurship Movement Further

National level Counsellors' Workshop for Open Learning Diploma in Business Entrepreneurship (OLPE) was organised at EDI, Ahmedabad during 3rd-5th January, 2007. 14 counsellors from different states like Maharashtra, Karnataka, West Bengal, Haryana, Tamil Nadu, Andhra Pradesh, Goa, Gujarat and Jharkhand participated in the workshop.

The main objective of the workshop was to create awareness about entrepreneurship as a panacea to the ills of poverty and uneployment plaguing the society, and motivate them to spread the message among the student community. They were guided on how they could counsel students of the Open Learning Diploma in Business Entrepreneurship (OLPE).

The topics covered during the workshop focussed on:

- Introduction to entrepreneurship & process of entrepreneurship development,
- Strategy to develop entrepreneurs,
- Business Opportunity Guidance: Rationale, methodology, counsellor's role in opportunity identification and guidance,
- Rationale, methodology, sequencing and Skills required for conducting Achievement Motivation training,
- Project Report Preparation: Components of B-plan, financial analysis,
- Support System: Acquainting and networking,
- Programme Promotion: Target setting, strategies, implementation.



OLPE Counsellors seen with (5th from R) Dr. Sunil Shukla, Project Director (OLPE) and EDI Faculty Members associated with OLPE

In addition, presentation was made by Ms. Manasi Shankar, Information Manager, TIME IS Project, FICCI, New Delhi on their policies, schemes etc. for the prospective entrepreneurs. The counsellors appreciated the efforts of EDI.

Role of OLPE Counsellors

OLPE counsellors conduct contact sessions and provide inputs to learners on Business Opportunity Identification and Guidance; Achievement Motivation; Marketing Management and other Management related areas; and Project Report Preparation and Appraisal. The counsellors also extend one-to-one counselling to learners and evaluate the assignments. Their contribution in terms of promoting OLPE in their respective regions is also praiseworthy.

Faculty Group Writing Success Sagas

Whatever you can do or dream you can, begin it. Boldness has genius, power and magic in it.

- Johann Von Goethe
The noted German Philosopher

This is the spirit which our youths need to carry on their shoulders to succeed in today's demanding times. They need to step out of their protective cocoons and admit that the world does hold opportunities for them. The teachers, however, can play a prominent role here; they can drive-in that if each student resolves to create a job for himself/herself rather than find a job, the world would change not just for him/her, but for several others as well. This means that the students need to understand and appreciate the concept of entrepreneurship and embrace it to succeed. With this in view, EDI conducted Faculty Development Programme so that teachers could be imparted skills to help students setup small business ventures. Six such programmes were conducted by EDI in the year 2006. These were at Bangalore, Bhopal, Puri, Ahmedabad, Lucknow and Rachi. All programmes were supported by National Science & Technology Entrepreneurship Development Board, Department of Science and Technology, Govt. of India. A total of 138 faculty

members have been groomed and oriented.

The programmes were designed to train and develop professionals in Entrepreneurship Development so that they could act as Resource Persons in guiding and motivating young students, particularly from S & T stream, to take up Entrepreneurship as a career. The programme broadly covered the areas of identification and selection of potential entrepreneurs; business opportunity identification; business profile preparation; small business management and curriculum design; programme planning and management. In addition to classroom lectures, case studies, role plays, simulation exercises, interaction with experts and study visits were also integrated in the pedagogy, to make the learning impact-making. The programme was well appreciated and as Ms. Barnisikha Dash from School of Hotel Management, Bhubaneswar puts it, "The programme will act as a guide and help in imparting the right kind of inputs to our students." Dr. Anupriya Pandey, Programme Director, expressed happiness over the enthusiastic response to the programme from the academic community. She feels this preference can be the beginning of a new entrepreneurial world.

Feedback of some of the past students

"Before attending such a programme I was oblivious about everything in Entrepreneurship, but now after completing the training programme, I am confident about my knowledge on entrepreneurship and related concepts. I am ready to forge ahead and share my learning."

- **Dr. Abha Mishra,**
School of Bio-Chemical Engineering,
Institute of Technology,
Banaras Hindu University, Varanasi

"The programme not only helped me in understanding the process of Entrepreneurship Development but also in identifying my strengths and weaknesses.The programme helped me increase my self confidence."

- **Ms. A. P. Aruna**
Faculty, Periyar Maniammal College
of Technology for Women,
Thanjavur, Tamil Nadu

"Before coming for the programme, my knowledge on Entrepreneurship Development was limited. This programme helped me know more about the subject. Now, I am confident about holding entrepreneurship related activities independently."

- **Dr. Thirunala Sundari**
Professor & Head, Department of
Biotechnology,
Mother Teresa Women's University,
Kodaikanal, Tamil Nadu.



Participants of the programme seen with (6th from L) Dr. Dinesh Awasthi, Director-EDI, (7th from L) Dr. Anupriya Pandey, Programme Director and other EDI Faculty Members

Micro Enterprise & Micro Finance Development

Handloom Sector : 'Re'gaining its 'Re'galia

The Handloom Sector which gives India its standing, is also hurling challenges which require to be urgently addressed. The sector is in dire need of novel and innovative procedures and processes so that its unobtrusive image could be made over, into a contemporary, front runner one. What is heartening is that the government has taken a note of its relatively slow growth pattern and stepped forward to give it a facelift. The sector is today at a point where survival strategies will have to be illumed with growth strategies.

The Office of the Development Commissioner (Handloom), Govt. of India has introduced the Integrated Handloom Cluster Development Scheme (IHCDS) in 20 selected handloom clusters of the country and appointed 13 Implementing Agencies (IAs) for the execution of the said scheme. With a view to providing them with need based support and overall monitoring, EDI has been designated as a National Resource Agency.



Shri D. Nanda, Assistant Technical Officer, Sonepur addressing the house during an Awareness Camp

EDI is extending handholding support at 20 clusters whereas, from these, at three clusters i.e. Varanasi, Sonepur and Gwalior, the Institute is playing the role of an implementing agency.

Implementation of IHCDS in Varanasi Handloom Cluster:

- Enthused with the response received from FAB India and

Pantaloons for orders, a renowned designer, Padmashree Mr. Sripbhas Supekar has been brought in by EDI to look at design development needs as also potential for new products .

- Presently, the cluster caters to around 85-90% of saree segment whereas buyers interested in producing tapestry and home furnishing have evinced interest in Varanasi Cluster.
- Pantaloons is likely to place orders worth around Rs. 3.2 crore with the cluster. Besides, the Chief of Operations at Mumbai has invited weavers, master weavers and traders to their head office for further discussion on collaboration. Such an interface will improve the understanding of the stakeholders in developing market savvy products.
- Institutional intervention pertaining to Self Help Group (SHG) formation and strengthening of the Association viz., Banarasi Hathkargha Sangh is underway to drive in awareness regarding quality and timely delivery of the product.
- A Dyers' Workshop was organized at Weavers' Service Centre, Varanasi, for a group of 8 dyers. Realizing the seriousness of colour fastness, they were provided need-based inputs on the same.
- Supported by ICICI Lombard, awareness camps towards health hazards were organized at the cluster covering around 4,000 weavers. The activity will go a long way in improving the productivity and building trust among the stakeholders.
- Meetings were organized with the bankers to look at credit facilitation exercise and the possibility of linking the credit demand for raw-material purchase and other operational expenses (dyes & chemicals) being incurred by the cluster actors.

Interventions in Gwalior and Chanderi Clusters:

- Stakeholders' meeting was conducted for the validation of first year action plan and to ensure support from cluster actors. Twenty one members including weavers, master weavers, traders, representatives from cooperative societies, NGOs, local branches of commercial banks, state handloom department, Federation of SHGs, UNIDO, BASIX etc. were sensitised.
- Awareness Camps/Focus Group Meetings were organised for dissemination of information on Integrated Handloom Cluster Development Scheme. Focus Group Meetings were organised with the Members of Bunkar Vikas Sanstha (40 members), Chanderi Silk Club (8 members), Members of Cooperative Societies/ NGOs (10 members) and awareness meetings were organised with 30 SHGs (275 members). An understanding of the problems and needs of the cluster proved fruitful in drawing an action plan, seeking cooperation for implementing the scheme.
- Facilitated participation in Vendor Fair organized by SAATHI at New Delhi mainly to promote linkages with corporate houses. This initiative brought medium and large scale manufacturers



Seen during the first Cluster Development Coordination Committee Meeting and Validation of Action Plan are(from left) Shri B. Das, Area Manager, Balangir Anchalik Grameen Bank, Shri L.K Chaudhary, NABARD, Shri A.K Sukhala, Dy. Director, Weavers' Service Centre and Shri S. Chaudhary, ORMAS (Orissa)

on one platform where they could show case their merchandise for retailing through Pantaloon, Big Bazaar, Fashion Station, Food Bazaar, Furniture Bazaar, Home Town, Central, Convergem, etc.

- Created cluster's web site and developed introductory brochure to enhance visibility of the cluster.
- Tied up with CED, Madhya Pradesh to participate in Handicraft Exhibitions, organized by them under the Baba Saheb Ambedkar Hastshilp Yojna at Kolkata, Mumbai, Bangalore, Ahmedabad and Jaipur. This platform is expected to enhance sales and linkages.
- With support of Textile Committee, Indore, a one-day workshop was organised to create awareness among weavers/master weavers/cooperative societies regarding handloom mark; marketing through which would yield worthwhile results.
- Efforts have been put in place to ensure an effective governance mechanism among cluster actors and effective linkages with various service providers.
- In consultation with the technical experts, 100 looms were identified for intervention so that they could weave good quality plain cloth at faster pace. With this intervention, the Cluster would be able to cater to bulk orders on weaving, especially the plain cloth.
- With an objective to bring about improvement in dyeing so that the quality of fabric could be enhanced, initiatives have been put in place for upgradation of existing dye house.

Implementation in Sonepur Cluster :

- Formed the Cluster Development Coordination Committee under the Chairmanship of District Collector to ensure smooth functioning and endorsing effective governance practices from time to time.
- Made efforts made towards opening a yarn depot by master weavers.
- Conducted Cluster Mapping so that a revelation of strengths and weaknesses of the cluster could yield to better action plan preparation.
- Sought Registration of 4116 weavers with ICICI Lombard.

The process of 'change' or 'upgradation' does appear risky and difficult at times. But a visionary entrepreneur through an impeccable style of handling issues does lend a commanding position to his/ her unit. This project is diligently pursuing the goal of assigning such a self reliant status to the sector.

Lacing Rural India with Clouds of Growth

Results of Entrepreneurship Development Programme state that latent entrepreneurial potential of individuals can be tapped and that they can be groomed into entrepreneurs with well-designed, comprehensive training package, comprising knowledge, skills and attitude. The belief that entrepreneurs can be created by effective endeavours has got further strengthened with several non-governmental organisations taking up the baton of widening the entrepreneurial base in the country, especially in rural India which is engulfed in the problem of unemployment. Promoting micro enterprises is now an accepted means to combat unemployment and thus facilitate economic development in rural areas.

However, it is primarily important to build capacities of those who are involved in the process of creating a widespread entrepreneurial milieu in rural areas. Sponsored by SIDBI, EDI conducted a programme titled 'Advanced Trainers' Training Programme on Rural Entrepreneurship for NGO Professionals'. This four--week training programme was attended by 20 development workers from voluntary/non-government organisations from the states of Gujarat, Uttar Pradesh, Rajasthan and Bihar.

The participants were exposed to the principle of small/micro enterprise development and their application to rural/urban situations/local context. In addition they were also given indepth insights into related skills of promoting, motivating and counselling participants. The participants felt that their capabilities were adequately developed to perform all tasks related to successfully organising REDPs/EDPs such as; identification of viable business opportunities and linking the same with potential entrepreneurs, helping them in preparing business plans and getting financial and other support, regular follow-up with the trained participants after successful completion of the REDPs/EDPs. As Mr. Manoj Mishra, the Programme Director states, "complexities and challenges in Micro-Enterprise Creation and Management are many and varied. I am glad that the participants not just became knowledgeable in terms of organising REDPs but also got sensitised to the complexities enshrouding this field. I feel they are equipped and results will be satisfying."

In view of the services that micro enterprises require to grow, and sustain this growth EDI also conducted a training programme on Rural Business Service Providers/Consultants during January 22-March 16, 2007. The objective of the programme was to create a cadre of independent development consultants and equip them with skills that are critical for effective organisation of income generation and economic development activities as also proper functioning of NGOs. The curriculum was designed in a way to impart both hard and soft skills. Micro-enterprise and micro-finance development; cluster development strategies and promotion of rural industries were particularly focussed upon. All 19 participants from the states of Orissa, Bihar, Maharashtra and Rajasthan termed the programme as an 'eye opener'. They said that they were enthused with the spirit of achievement. The programme was conducted by Mr. Manoj Mishra.

Urban Locales : Discovering their Kernels of Prosperity

If the urban areas, on one hand, sing the hymns of prosperity and opportunities for some; for yet others, they stand for nothing but illusion and destitution. *Are urban areas, therefore, really the unending reservoirs of opportunities?* remains the big question. Perhaps yes, but this 'yes' does come laced with conditions i.e. One has to do away with the primitive notion that these urban locales have readymade jobs as such an impulse only detaches them from the infinite possibilities that these areas are actually fraught with. People need to cultivate entrepreneurial traits and fervour, and instead of finding a job, create a job for themselves. Mediocrity landing a job is commonplace but for those who wish to rise above this trend, it is important to trigger the faculty of imagination and complement it with entrepreneurial competencies.



Seen addressing the participants is Dr. P. K. Mohanty, Joint Secretary, Urban Employment and Poverty Alleviation and the Chief Guest of the Valediction of the Trainers' Training Programme during December 26, 2006-January 19, 2007. Also seen are (in the centre) Dr. Dinesh Awasthi, Director EDI; (L-R) Programme Director, Mr. Bipin Shah and Programme Coordinator and Distinguished Visiting Faculty, EDI, Mr. Ajay Dixit.

In order to therefore, groom people to float own ventures, EDI with sponsorship support from the Ministry of Urban Poverty Alleviation, Govt. of India UNDP has launched a project titled, "Promotion of Micro Enterprises in Urban Areas" through Entrepreneurship Development Strategy. The project covers the states of Delhi, Haryana, Orissa, Rajasthan, Karnataka, Andhra Pradesh and Tamil Nadu. The three fold objectives of the project are to sensitise the participating states on the significance of Entrepreneurship Development Programmes towards Urban Poverty Alleviation; conduct capacity building programmes to develop a cadre of trainers and business counsellors and extend support as also networking assistance to beneficiaries to set up micro enterprises. The initial consultative workshops in seven states were successful and resulted in abundant motivation in the officials of Urban Development Departments and Municipal Administration Departments

Urban Locales : Discovering their Kernels of Prosperity

If the urban areas, on one hand, sing the hymns of prosperity and opportunities for some; for yet others, they stand for nothing but illusion and destitution. *Are urban areas, therefore, really the unending reservoirs of opportunities?* remains the big question. Perhaps yes, but this 'yes' does come laced with conditions i.e. One has to do away with the primitive notion that these urban locales have readymade jobs as such an impulse only detaches them from the infinite possibilities that these areas are actually fraught with. People need to cultivate entrepreneurial traits and fervour, and instead of finding a job, create a job for themselves. Mediocrity landing a job is commonplace but for those who wish to rise above this trend, it is important to trigger the faculty of imagination and complement it with entrepreneurial competencies.



Seen addressing the participants is Dr. P. K. Mohanty, Joint Secretary, Urban Employment and Poverty Alleviation and the Chief Guest of the Valediction of the Trainers' Training Programme during December 26, 2006-January 19, 2007. Also seen are (in the centre) Dr. Dinesh Awasthi, Director EDI; (L-R) Programme Director, Mr. Bipin Shah and Programme Coordinator and Distinguished Visiting Faculty, EDI, Mr. Ajay Dixit.

In order to therefore, groom people to float own ventures, EDI with sponsorship support from the Ministry of Urban Poverty Alleviation, Govt. of India UNDP has launched a project titled, "Promotion of Micro Enterprises in Urban Areas" through Entrepreneurship Development Strategy. The project covers the states of Delhi, Haryana, Orissa, Rajasthan, Karnataka, Andhra Pradesh and Tamil Nadu. The three fold objectives of the project are to sensitise the participating states on the significance of Entrepreneurship Development Programmes towards Urban Poverty Alleviation; conduct capacity building programmes to develop a cadre of trainers and business counsellors and extend support as also networking assistance to beneficiaries to set up micro enterprises. The initial consultative workshops in seven states were successful and resulted in abundant motivation in the officials of Urban Development Departments and Municipal Administration Departments

towards promoting Entrepreneurship. To begin with, they pledged support towards capacity building of their personnel so that they could set a precedent of New Enterprise Creation.

Two Trainers' Training Programmes, during October 30 - November 24, 2006 and December 26, 2006-January 19, 2007 were, therefore, conducted to develop invincible optimism and knowledge towards training potential entrepreneurs to set up own enterprises. In all, therefore, thirty-five officials were exposed to basic principals of Micro Enterprise development. They were imparted a lucid understanding of skills to carry out various promotional, organizational, motivational, managerial and counselling tasks. Some important areas like, identifying the right type of resources and the key elements in feasibility analysis of a project; planning and implementing the training programme, communication skills, problem solving skills, among others were particularly focussed upon. The Programme Director, Mr. Bipin Shah feels that the trainers must primarily believe that they are presenting the potential entrepreneurs with an opportunity. Mr. Shah believes that this confidence of trainers would automatically ensure easy rapport and trust building between the two groups, thus making the rest of the task easy to accomplish. The Programme Coordinator and Distinguished Visiting Faculty, Mr. Ajay Dixit, endorsing the views of Mr. Shah added that the confidence of trainers in the 'goodness' of their task should be such that their resolve continues to become steadier and stronger.

Dr. P. K. Mohanty, Joint Secretary, Urban Employment and Poverty Alleviation and Chief Guest of the Validiction of the Trainers' Training Programme on January 19, 2007, felt that the urban poverty ratio is higher than rural poverty but somehow it's been rural poverty which has always drawn attention of policy makers. What he called heartening was that urban poverty was now gradually coming on priority in major policy decisions. He announced that around 70% of the urban residents are engaged in unorganised sector and that it is this number which can be successfully oriented towards entrepreneurship. The Chief Guest discussed how the urban areas had opportunities galore and could be successfully tapped. In order to assign the status of a revolution to this drive, Dr. Mohanty mentioned how efforts were also being put in place to support state Governments with Urban Poverty Development Cells. Speaking to the participants, Dr. Dinesh Awasthi, Director-EDI urged the officials to guard them from getting demotivated and insipid by the travails of the environment that they have to operate in. Director advised the officials to begin by first instilling confidence in potential entrepreneurs as this, he believed, would set-in quick learning. Dr. Awasthi called these social engineers to also adopt the role of change agents.



The Chief Guest awarding certificate to a participant

Performance Improvement of Existing Entrepreneurs

Godspeed to SME Development

As an outcome of the efforts of the Commonwealth Secretariat and National Small Industries Corporation (NSIC) through its 'Pan-Commonwealth Institutional Building Programme on Small Business Competitiveness Development', an SME KNOWLEDGEBASE has been created with the basic objective of sharing experiences, information and knowledge in the area of SME Development. The Institute created this site as a part of an assignment from the Commonwealth Secretariat and Govt. of India. The website was formally launched in New Delhi on November 19, 2006 by the Hon'ble Union Minister for SSI, Agro & Rural Industries, Govt. of India, Shri Mahabir Prasad.

Targeted at SME support institutions, Business Development Service Providers, policy makers, regulatory bodies, entrepreneurs, academicians, ED specialists and NGOs, the contents of the site have been broadly classified into 4 categories viz., (i) SME Policy, (ii) Support System, (iii) Entrepreneurship Development, and (iv) Micro Enterprise Development. It also contains a discussion forum with features like solution exchange between members.

It is worth highlighting that 'Good Practices' in vanous areas have been documented in the form of case studies. Video streaming will also be developed and integrated in the knowledgebase.

A special feature of the site is its focus on 'SME Knowledge Exchange'. It is a virtual space for all those interested in the development of micro, small and medium enterprises by creating a global network.

The 'Knowledgebase' being informative and interactive, over a period of time, it will cover the entire gamut of knowledge/information, case studies, best practices available and other relevant information on SMEs. It could be accessed at www.smeknowledgebase.org

ED Organisations & Support System

Bankers Upgrade Their Skills

EDI conducted a specialised training programme on **'Project Appraisal, Entrepreneur Assessment and Credit Risk Assessment'** during October 9 to 14, 2006.

The programme was attended by 17 executives from nationalised banks and financial institutions, such as; North-Eastern Financial Corporation Ltd., NABARD, Small Guarantee Credit Scheme and Shakti Finance Ltd.

The broad objective of the programme was to upgrade the skills of the banks' and financial institutions' personnel in formulating and appraising projects in the SME sector and assessing the entrepreneurs behind them.

Credit Risk Assessment Module was incorporated with the module on Project Formulation & Appraisal, and Selection and Assessment of an Entrepreneur to impart specialised skills to the participants.

The programme was mainly conducted by EDI faculty members Mr. D. M. Parikh, Mr. Mayank Upadhyay, Mr. Ajay Dixit, who have been conducting such programmes nationally and internationally under the aegis of UNIDO and other international agencies. Academicians from reputed financial institutions and experts from industry were also invited to provide special inputs.

Participants felt that the contents were exhaustive and all encompassing. They rated the programme inputs as highly valuable and especially appreciated the training methodology and exercises included in the curriculum.

The Programme Director, Mr. D. M. Parikh, expressed satisfaction over the skills and attitude development of bank managers and officers.



Participants seen with (3rd from L) Dr. Dinesh Awasthi, Director-EDI; (2nd from R) Shri D. M. Parikh, Programme Director and other Senior Faculty Members of EDI

ED Organisations & Support System

Bankers Upgrade Their Skills

EDI conducted a specialised training programme on **'Project Appraisal, Entrepreneur Assessment and Credit Risk Assessment'** during October 9 to 14, 2006.

The programme was attended by 17 executives from nationalised banks and financial institutions, such as; North-Eastern Financial Corporation Ltd., NABARD, Small Guarantee Credit Scheme and Shakti Finance Ltd.

The broad objective of the programme was to upgrade the skills of the banks' and financial institutions' personnel in formulating and appraising projects in the SME sector and assessing the entrepreneurs behind them.

Credit Risk Assessment Module was incorporated with the module on Project Formulation & Appraisal, and Selection and Assessment of an Entrepreneur to impart specialised skills to the participants.

The programme was mainly conducted by EDI faculty members Mr. D. M. Parikh, Mr. Mayank Upadhyay, Mr. Ajay Dixit, who have been conducting such programmes nationally and internationally under the aegis of UNIDO and other international agencies. Academicians from reputed financial institutions and experts from industry were also invited to provide special inputs.

Participants felt that the contents were exhaustive and all encompassing. They rated the programme inputs as highly valuable and especially appreciated the training methodology and exercises included in the curriculum.

The Programme Director, Mr. D. M. Parikh, expressed satisfaction over the skills and attitude development of bank managers and officers.



Participants seen with (3rd from L) Dr. Dinesh Awasthi, Director-EDI; (2nd from R) Shri D. M. Parikh, Programme Director and other Senior Faculty Members of EDI

International Interactions

Communication Skills and a Floodgate of Opportunities

The ever evolving challenging technologies at workplace in the present times necessitate the workforce to acquire skills of an ab communicator....good enough to be able to understand the challenges and relate to them.

This demands a professional to wield command over the basic elements of language, as this is the main pillar of communication. 'English', as a language, of the corporate world has come to be accepted across nations. The globalised world today, extensively uses English as the primary tool for communication and business transactions.

But the usage of language sure needs to be sharpened.... sharpened in a way that it enables us to comprehend the nuances of business circuit and facilitate our easy penetration in the international market. Refined concepts and skills in the use of English language would certainly lead to fast paced development.

With the objective of putting in place such a close knit business world where communication in English comes in easy, EDI conducted an Indi Technical and Economic Cooperation, Govt. of India sponsored programme titled 'Use of English Language in Business Communication' during September 11- October 20, 2006.



Mr. Taras Hryschanka, a participant of the Programme expressing his views. Also seen is the Chief Guest (in the centre) Ms. Primrose Sharma, Joint Secretary (TC), Ministry of External Affairs, Govt. of India with (R-L) Dinesh Awasthi, Director-EDI and Ms. Julie Shah, Programme Director

The programme met its objective of acquainting the participants with the dynamics of English language so as to facilitate effective use of this language in business communication

In all 28 participants from Uzbekistan, Slovakia, Afghanistan, Sudan, Bangladesh, Myanmar, Madagascar, Republic of Armenia, Belarus, Yemen, Ghana and Iraq benefitted from the programme. The elaborate curriculum was divided into five modules. Subsequent to getting introduced to the

finer aspects of Communication and Significance of English Language, the participants delved into topics such as Advanced Language Structure, Principals of Writing, Organisational Communication and Effective Oral Communication.

Study visits to selected Departments of English/ Business Communication/Corporate houses of repute gave the participants a first hand peek into the implementation of the learning imparted to them during classroom training.

The programme was well received and as Programme Director, Ms. Julie Shah says, "the participants were equipped with the basic and advanced mechanics of English Language in Business Communication, and they will now comfortably be able to expand their business territories and related areas of work."

That effective communication skills can bring about a noticeable improvement in terms of self development as also success in the area of work, was amply reflected in the feedback of participants.

"I got familiar with modern trends in business communication so much so that my confidence level has soared up. The classroom sessions as also the field trips gave me exposure that I will cherish for a lifetime."

- **Ms. Rakotondreazaka Yvette Madagascar**

"The knowledge that I gained is very useful and I am sure I will be able to implement the learnings in my area of work, mainly because the curriculum was very much in keeping with the modern day needs of the industry. I am glad I took the decision of doing this programme at EDI. I have a better understanding of concepts, be it in business or otherwise, primarily because the various modules were all-encompassing"

- **Mr. Babrak Taib, Afghanistan**

Managers Reaching Out to the Challenges of the Day

Corporates have today increasingly come to acknowledge the symbiotic relationship between efficiency and capability. They, therefore, place accent on platforms that can introduce their professionals to contemporary business practices and scenario. More importantly what is also kept in sharp focus is development of competencies, attitude and values that form the hallmark of the industrial sector, today. With organisations the world over, harping on the significance of Managerial Competencies, the Institute conducted an International Management Education Programme during September 11-October 20, 2006. Sponsored by Indian Technical and Economic Cooperation, Govt. of India, the programme was attended by 28 participants from Myanmar, Sudan, Kenya, Kyrgystan, Iraq, Cambodia, Bangladesh, Zimbabwe, Jordan, Lao, Oman, Uzbekistan, Indonesia, Zambia, Malagasy, Slovak, Tonga, Surinam, India.

The programme adopted an innovative pedagogical method which allowed insights into 'General Management', 'Behavioural Processes', 'Business Finance', 'Operations Management', 'Marketing Management', 'Human Resource Management', 'Entrepreneurship and Intrapreneurship'. The field visits complemented the classroom learnings. The participants learnt how to gauge a situation and deal with it strategically.

According to Programme Director, Dr. Sunil Shukla, "The pressures of the modern day business environ tend to push the efficiency level far below the desired level; although it should be the other way round.



Participants seen during the ring toss activity. The activity helps one gauge his/her capabilities, analyse the strategy adopted to reach goals, and take risks accordingly. It cultivates the trait of taking challenges and streching oneself to meet them

Alertness and agility in crises go hand in hand with managerial mindset, skills and capabilities. The programme, among other aspects, therefore, introduced the participants to strategic techniques and approaches to be implemented during times of upheavals."

The programme received encouraging feedback from the participants and their organizations. Some of these, given by the recent batch and stated as under, reverberate the opinion of all: -



Chief Guest, Ms. Primrose Sharma, Joint Secretary (TC) Ministry of External Affairs, Govt. of India addressing the participants. Also seen are (L-R) Dr. Sunil Shukla, Programme Director, Management Education Programme; Dr. Dinesh Awasthi, Director-EDI and Dr. Anupriya Pandey, Faculty, EDI

"The changes coming up everyday unfold scary challenges at work. I always felt my capabilities weren't good enough to deal with them. Today, after this course, I know I am equipped to face the challenges of the tough world of business."

"My approach and attitude to work have changed. This, I believe is primarily because I am better equipped now. My new competencies have enabled me to do away with my fears."

Valedictory function of the Programmes on 'Management Education' and 'Use of English Language in Business Communication'.

The Chief Guest of the Valediction was Ms. Primrose Sharma, Joint Secretary(TC), Ministry of External Affairs, Govt. of India. Ms. Sharma threw light on the escalating global competition and urged the participants to implement their newly acquired competence to excel and make a mark. She hailed them as dynamic professionals who had now acquired knowledge, skills and attitude to give wings to their dynamism. The Chief Guest urged the participants to be India's ambassadors and help promote harmony and stronger association between nations. Ms. Sharma concluded with the hope that all trained participants would show the light of knowledge to their fellow nationals back in their country.

ETMs : Introducing Best Practices and Innovations

Among several cutting-edge advantages that Gujarat showcases, its inclination towards entrepreneurship is the most conspicuous. It not just excels in terms of its entrepreneurial lot but also takes upon itself the onus of carving an entrepreneurial path for the rest of India and the world. EDI, in particular, with its mandate to strengthen entrepreneurial activities, globally, is committed to creating a hub of knowledge creators, who are widely acclaimed as Entrepreneur Trainer-Motivators (ETMs). ETMs commit themselves to creating entrepreneurially competitive societies by disseminating knowledge & skills to set up business ventures.

With this objective, EDI conducted an International Programme on Entrepreneurship and Small Business Promotion during October 30-December 08, 2006. The programme was sponsored by Indian Technical and Economical Cooperation, Ministry of External Affairs, Govt. of India. Fifty participants from twenty two countries viz, Zambia, Cambodia, Russia, Iraq, Tanzania, Ethiopia, Uzbekistan, Thailand, Afghanistan, Jordan, Colombia, Palestine, Argentina, Uganda, Lesotho, Malaysia, Sultanate of Oman, Tonga, Syrian Arab Republic, Nepal, Yemen and Sri Lanka is a testimony to the emergence and acceptance of entrepreneurship as a new discipline. These fifty professionals were charged to create entrepreneurship based societies in their respective countries, and the curriculum of the programme was so designed that it delineated for them the skills that are required to create societies with entrepreneurial inklings. The learnings on topics, namely; Entrepreneur, Enterprise and Entrepreneurship, Women and Entrepreneurship, Analysis of Competencies and Assessing Potential Entrepreneurs, Business Opportunity Identification & Business Plan Preparation, Small Business Management, Designing and Managing Support Services for Potential Entrepreneurs and Effective Business Counselling upgraded the skills of participants and imparted them the confidence and the 'will to win', as the participants put it. Study visits further clarified their role and set in place the relevance of classroom teachings.



Chief Guest of the valedictory function, Prof. Parimal Trivedi, Vice Chancellor, Gujarat University handing over the Certificate of successful completion of the course to a participant. Also seen is Mr. S. B. Sareen, Programme Director, Entrepreneurship and Small Business Promotion

A satisfied Programme Director, Mr. S. B. Sareen feels that this programme will certainly encourage the growth graph of existing enterprises in addition to creating many more new competent entrepreneurs. He feels that on the whole, the efforts of this newly created cadre of ETMs would lead to several enlightened societies, the world over.

Feedback of some participants.

"We can now work successfully towards transforming lives. We are confident of creating entrepreneurs who can match the fast pace of the corporate world"

- **Mr. Joseph Thole, Zambia**

"I am glad that I will be contributing to the growth of my nation. I am committed to creating growth oriented, aware and proactive entrepreneurs".

- **Mr. Met Sopheanaroth, Cambodia**

Building Strengths of the Micro Enterprise Sector

Unemployment and poverty have become abiding concerns for planners and policy makers, the world over. Developing countries are today especially engulfed in concerns of how to enkindle the spirit of self sustenance among its people. Micro enterprise and micro finance development have here emerged as major strategies to deal with the issues of poverty and unemployment.

A number of agencies, Government as well as Non-government Organizations, are today involved in both micro-enterprise and micro-finance development initiatives. However, there is a dire need to develop capacities of professionals from these agencies to manage such initiatives. International programme on **Creating Business Development Service Providers for Micro Enterprise and Micro Finance** has been evolved by EDI to build managerial capabilities of development professionals to enable them to acquire and develop management skills, review current developments and adopt strategies to successfully plan and implement the initiatives of micro-enterprise and micro-finance.



A participant expressing her views on the programme. Seen on the dais are (L-R) Mr. S. B. Sareen, Programme Director (Entrepreneurship & Small Business Promotion); Dr. Dinesh Awasthi, Director-EDI; Chief Guest, Prof. Parimal Trivedi, Vice Chancellor, Gujarat University and Mr. Manoj Mishra, Programme Director (Business Development Service Providers for Micro Enterprise and Micro Finance)

The programme, sponsored by Indian Technical and Economic Cooperation, Govt. of India and conducted during October 30 - December 08, 2006 had 26 participants from Russia, Iraq, Zambia, Maldives, Bangladesh, Turkey, Slovakia, Afghanistan, Senegal, Swaziland, Nigeria, Thailand, Columbia, Ivory Coast, Sudan and Marshall Island. The participants were exposed to the fundamentals of micro-enterprises and micro-finance development, and their application specifically in the local context. The course content covered all the critical areas of promotion and management of micro-enterprises and micro-finance.



The Chief Guest, Prof. Parimal Trivedi, Vice Chancellor, Gujarat University addressing the participants

As the Course Director, Mr. Manoj Mishra puts it, "Micro businesses need an enormous range of services. Business Development Services (BDS) for micro-



Participants during the valedictory function

enterprise and micro-finance sectors raise a few important issues like: what roles should micro enterprise and micro-finance promoting institutions assume, how do BDSs relate to local economic development, how could sustainability of BDSs be ascertained, and so on? The programme addressed them all". Endorsing his views, the participants said to have gained enriching inputs towards strengthening knowledge, skills, attitude and behavioural attributes for planning, implementing and managing micro-enterprises.

Valediction of the programmes on 'Entrepreneurship & Small Business Promotion' and 'Business Development Service Providers for Micro Enterprise & Micro Finance'

The Chief Guest for the Valedictory Function was Prof. Parimal Trivedi, Vice Chancellor, Gujarat University, Prof. Trivedi called the participants the 'disseminators of knowledge & genius'. Talking about the challenges of globalisation, he emphasised on the need for a knowledge-based society. Prof. Trivedi evinced hope in the fact that the trained participants would work in accordance with the socio-economic needs of their respective countries. The Chief Guest awakened the participants to the opportunities of the new millennium and urged them to take the reins of development in their hands.

IRC : A Spirited Call to Entrepreneurial Success

When the world economies are vying for the position of 'eminence'; it also means that they are putting their abilities to maximum advantage. Such a competitive culture results in enterprising feats which are indeed the hallmark of today. Developing countries, in particular, need to endorse the challenges thrown open by the modern world. And with their understanding of the potential of entrepreneurship, the task for them becomes a lot easier. They have come to acknowledge that the main problems of under-development and non-optimal resource utilisation can be addressed by entrepreneurial minds and mindsets.

The primary objective of this 2-year project sponsored by UNIDO and Govt. of India is to promote New Enterprise Creation (NEC) and Enterprise Upgradation (EU) in 4 targeted countries, viz., Lao PDR, Mozambique, Sudan and Yemen. A country wise analysis unfolds the success achieved.

Lao PDR : With a view to providing faculty support in the area of New Enterprise Creation Programme organized in Pakse, Lao PDR, during September 25-30, 2006, a faculty expert from EDI visited Pakse. A group of 38 potential entrepreneurs were provided in-depth information on setting up and managing small and medium enterprises in the province.

Yemen : It is heartening to note that subsequent to vigorous follow-up support provided to the potential entrepreneurs trained in the First round of New Enterprise Creation Programme held in Sana'a in January, 2006, out of 14 business plans finalized, 9 projects have advanced to the stage of implementation (Four already established and the rest in the process of getting licence, land, etc). A strong linkage with financial institutions, particularly with the Co-operative and Agricultural Credit (CAC) Bank would further facilitate emergence of new enterprises in future.

With regard to Enterprise Upgradation Programme initiated in February, 2006 with 15 existing

enterprises, support is sought in the areas of equipment/ machinery procurement, technical training and marketing. As regards access to finance, in addition to existing linkage with Small Enterprise Development Fund (SEDF), it is planned that association be established with CAC Bank to significantly enhance the success of the programme.

Besides, a workshop on 'Computer Model for Feasibility Analysis & Reporting' (COMFAR) was organized during October 1-4, 2006 for the benefit of 21 participants from CAC Bank. It was suggested that the bank spread its network across the country and simultaneously take up capacity building of its staff members.

With initiatives in the areas of New Enterprise Creation and Upgradation of Existing Enterprises appearing promising, developed economic structure in these countries is not far away. Development here is certainly on its way to creating knowledge economies; and no wonder, new possibilities, avenues and opportunities are sure to lead to enviable results.

Creating Businesses, the Creative Way

Wealth creation in any economy is, to a large extent, on account of the presence of small-scale industries. Small and medium enterprises exhibit characteristics which make them cornerstones of growth for an economy. Setting up a small-scale enterprise, however, can be given a spur by identifying and motivating potential entrepreneurs and bringing them in the mainstream.



Delegates of the Workshop seen with (2nd row, 4th from R) Dr. Dinesh Awasthi, Director-EDI and distinguished dignitaries

Role of SMEs in foreign trade has also been recognised by now. Economies in the Greater Mekong Sub-region (GMS) can noticeably prosper with a 'wide and strong based' SME sector. Although resource rich with tremendous inherent potential, the region by and large lags behind primarily on account of absence of entrepreneurial competence in people; non-conducive business environment; lack of mechanism for public-private partnerships and inconsistency in policy formulation and implementation. For the region to match steps with contemporary economies of the world, it is necessary to ensure that these vacuums are filled up.

The Global Issues and Sustainable Development (GISD), Division of **Swiss Agency for Development and Cooperation (SDC)** following its mandate of development and trade, has taken a number of initiatives to support the SME sector in the sub-region, especially in Cambodia, Lao PDR and Vietnam. The GISD-SDC package aims at creating

suitable awareness in the GMS, building an effective task force for undertaking advocacy on behalf of SMEs at the regional and international platforms, empowering the stakeholders including industry associations, chambers of commerce, specialized support institutions, NGOs and civil societies by creating awareness and building their capacities in trade negotiations and contributing in the policy making process by the concerned governments and international agencies, including WTO.

The GISD-SDC initiatives involve premier institutions of Ganga-Mekong region to accomplish its goals. EDI has been appointed to broadbase entrepreneurial activities in the region. EDI conducted a workshop in partnership with **Mekong Institute, Thailand** with the objectives of strengthening entrepreneurial skills in trade negotiations and regional trade integration in GMS countries.

The Workshop was organised during November 15-17, 2006 at Bangkok.

The curriculum frame encompassed an analyses of strengths and weaknesses of SMEs of GMS countries, with specific reference to Cambodia, Lao PDR and Vietnam; perceptions and concerns on International Trade; capacity building to compete in world markets and development of modalities for exchange of information on trade and exports.

The Workshop was attended by senior delegates from Cambodia, Lao PDR and Vietnam representing Ministries/Public Sector, Chambers of Commerce, Industry Associations, Export Councils, Media dealing with economic issues, Women Associations and Entrepreneurship Training Institutions.



(R-L) Prof. Ramon C. Sevilla, Academic Director, Mekong Institute, Thailand, Dr. Shailendra Narain, Regional Advisor, GISD-SDC and Dr. Dinesh Awasthi, Director-EDI during the review meeting after the Workshop

The delegates felt that there did exist knowledge gaps in terms of awareness on contemporary business developments and issues. They stated that the workshop had not just led to strengthening of inter and intra regional trade linkages but had also successfully developed skills and competencies. They found this initiative of GISD-SDC and EDI extremely valuable and worthwhile and felt the need to continue with such efforts.

Outcome of the Workshop.

- Awareness was created on capacity building in entrepreneurship.
- Stronger trade linkages and mechanism for exchange of information were established.
- Forum for private sector and policy makers for advocacy and negotiations were put in place.
- Development and trade towards multilateral mainstreaming of regional economic integration got a boost.
- A conducive environment for expanding entrepreneurial base and international trade was created.

Dr. Sailendra Narain, Regional Advisor, GISD-SDC monitored the workshop and expressed willingness to extend such support in future for the region.

Dr. Dinesh Awasthi, Director, EDI said that "The potential is immense; all it is required is to give a thrust to dormant entrepreneurial spirit of people so that they develop an eye to spot opportunities, channelise resources and set up businesses".

Dr. Ramon C. Sevilla, Academic Director, Mekong Institute, Thailand awarded the certificates to the delegates and assured similar support in future with EDI.

Dr. Sunil Shukla, Convener of the Workshop, in his vote of thanks, specifically acknowledged the generous support of GISD-SDC. Expressing satisfaction at the overwhelming response to the workshop, Dr. Shukla mentioned the efforts put in by Mr. Vinod Paratkar (Advisor, Lao-India Entrepreneurship Development Centre, Vientiane), Mr. M. K. Dutta (Advisor, Cambodia-India Entrepreneurship Development Centre, Phnom Penh) and Mr. Rajkumar Phatate (Advisor, Vietnam-India Entrepreneurship Development Centre, Hanoi) towards coordinating and facilitating participation from their respective countries. Dr. Shukla was also thankful to MI & IIFT for providing faculty support.

International Centre for Cluster Competitiveness and Growth (IC³G)

Clustered Successes

Cluster Development has today acquired the status of a panoramic movement that attempts to transform some 'unwise' techniques in businesses, in a way that they begin potraying a profitable and edifying picture. EDI, under the aegis of the International Centre for Cluster Competitiveness and Growth (IC3G), is assisting clusters in coming out of their blues and adopt a more futuristic approach to business. As a part of its responsibility to extend hand holding support to12 clusters, the Institute achieved some landmarks that are worth highlighting.

- A delegation from the Ball Bearing Cluster, Jaipur visited Bearing Expo organised at New Delhi. The basic objective of this visit was to explore the possibility of domestic and export tie-ups, understand the prevalent heat treatment metallurgical practices and observe the technological innovations in the bearing industry. As a result 150 trade enquiries were received by the entrepreneurs in the cluster.
- In the Gold Ornament Cluster, Trichur, a consortium named M/s Fine Jewellery Manufacturers' Consortium Pvt. Ltd. was formed. Consortiums facilitate special capital development in the cluster and lead to their fast growth.
- In the Brass & Bell Metal Cluster, Khurda special melting devices have been developed to save energy and help in economizing. To positively impact productivity of brass and bell metal products, artisans were imparted knowledge on carbide tips.
- A skill development programme was organised in the

Leather Goods' Cluster, Shantiniketan wherein 45 persons were trained on manufacturing quality leather products. It is interesting to mention here that all the trained persons were employed in the local industries. The local industry association also participated in a trade fair organised at Purulia.

A one-day sensitization programme on ISO 9000 was conducted in Readymade Garments Cluster, Bangalore. Also acknowledging the benefits of wielding a technical acumen, the units in the Cluster are in the process of installing collar trimming and turning machines, computer aided embroidery machines, computerised button stitching machines, etc. A few of the entrepreneurs have applied for CLSS/TUF scheme to avail financial assistance for modernisation of their plant and machinery. With the purpose of establishing a common brand name, a few entrepreneurs have joined hands and formed an association called BTM Garment Manufacturing Association. This will help them carve a niche in the market.

In the Leather Footwear Cluster, Agra, an 8 weeks' training programme on footwear design and pattern cutting, led to development of eight new designs. Efforts to improve the marketing prospects of the cluster are seen as the immediate 'mantra' for success, and in view of this, a visit was organised to Khadim and Metro Shoes for marketing tie-ups.. On persuasion of SISI and the local industry association, a 20-member delegation from Portugal headed by Mr. Alfredo Jorge Moreno, Executive Director, AICCAPS (a footwear manufacturing association) visited Agra to explore possibilities of export opportunities in Portugal. Worthwhile results are likely to follow.

In the Agricultural Implements Cluster, Moga, a training programme on Grade 25 Casting was organised to create awareness about better energy saving practices. In an encouraging move, DBC furnace is being installed in 4 units. A business information center is also in the process of being developed to facilitate knowledge dissemination and address the inhibitions of entrepreneurs. Information Centre will comprise technical journals and informative literature.

EDI is also intervening to induce a sustainable growth pattern in the Govt. of Punjab and DCSSI, Govt. of India sponsored, Auto Parts Cluster at Jalandhar, Ludhiana and Phagwara.

- Technical upgradation being a remedy to deal with the thwarts and defeats that most entrepreneurs in the cluster face, 47 technological implementations were carried out, thus resulting in impressive growth. Improvement in quality and productivity of auto parts, and adoption of best manufacturing practices have become the main concern for entrepreneurs now. They have also been educated on 17 new designs; an effort which is likely to give a facelift to the cluster.

The clusters are drifting away from conventional standards to more market savvy, contemporary approaches. The good news is that they have voluntarily begun to realise the complexities of economic processes and are metamorphosizing to live up to the trends that rule.

Leather Goods' Cluster, Shantiniketan wherein 45 persons were trained on manufacturing quality leather products. It is interesting to mention here that all the trained persons were employed in the local industries. The local industry association also participated in a trade fair organised at Purulia.

A one-day sensitization programme on ISO 9000 was conducted in Readymade Garments Cluster, Bangalore. Also acknowledging the benefits of wielding a technical acumen, the units in the Cluster are in the process of installing collar trimming and turning machines, computer aided embroidery machines, computerised button stitching machines, etc. A few of the entrepreneurs have applied for CLSS/TUF scheme to avail financial assistance for modernisation of their plant and machinery. With the purpose of establishing a common brand name, a few entrepreneurs have joined hands and formed an association called BTM Garment Manufacturing Association. This will help them carve a niche in the market.

In the Leather Footwear Cluster, Agra, an 8 weeks' training programme on footwear design and pattern cutting, led to development of eight new designs. Efforts to improve the marketing prospects of the cluster are seen as the immediate 'mantra' for success, and in view of this, a visit was organised to Khadim and Metro Shoes for marketing tie-ups.. On persuasion of SISI and the local industry association, a 20-member delegation from Portugal headed by Mr. Alfredo Jorge Moreno, Executive Director, AICCAPS (a footwear manufacturing association) visited Agra to explore possibilities of export opportunities in Portugal. Worthwhile results are likely to follow.

In the Agricultural Implements Cluster, Moga, a training programme on Grade 25 Casting was organised to create awareness about better energy saving practices. In an encouraging move, DBC furnace is being installed in 4 units. A business information center is also in the process of being developed to facilitate knowledge dissemination and address the inhibitions of entrepreneurs. Information Centre will comprise technical journals and informative literature.

EDI is also intervening to induce a sustainable growth pattern in the Govt. of Punjab and DCSSI, Govt. of India sponsored, Auto Parts Cluster at Jalandhar, Ludhiana and Phagwara.

- Technical upgradation being a remedy to deal with the thwarts and defeats that most entrepreneurs in the cluster face, 47 technological implementations were carried out, thus resulting in impressive growth. Improvement in quality and productivity of auto parts, and adoption of best manufacturing practices have become the main concern for entrepreneurs now. They have also been educated on 17 new designs; an effort which is likely to give a facelift to the cluster.

The clusters are drifting away from conventional standards to more market savvy, contemporary approaches. The good news is that they have voluntarily begun to realise the complexities of economic processes and are metamorphosizing to live up to the trends that rule.

ISSUE NO. 3 : 2006-2007

EDI REPORTS 75

Initiatives to Institutionalise ED Activities in Uzbekistan



Uzbek participants of the EDI conducted, ITEC sponsored programmes, seen with (4th from left) EDI, Director, Dr. Dinesh Awasthi, (3rd from left) Mr. Sanjay Pal, Faculty, EDI and (2nd from right) Ms. L. Savithri, Under Secretary, Ministry of External Affairs, New Delhi during the Alumni Meet at the Indian Embassy in Tashkent.

As a consequence of the MoU signed during the visit of the Hon'ble Prime Minister of India, Dr. Manmohan Singh to Uzbek Republic in April 2006 and at the instance of Eurasia Division of the Ministry of External Affairs, Govt. of India, a 3-member delegation led by the Director, EDI, Dr. Dinesh Awasthi visited Tashkent during March 5-9, 2007 to finalize the modalities of setting up Uzbekistan India Entrepreneurship Development Centre in Tashkent. Based on the analysis of the 'country needs' for entrepreneurship development and investment promotion, the delegation would submit a detailed action plan to the Ministry.

An alumni meet organised in the Indian Embassy in Tashkent, for the Uzbek participants of EDI conducted - ITEC sponsored programmes saw overwhelming response. These EDI trained participants would be roped-in in future endeavours of EDI in this country.



Entrepreneurship Development Institute of India
(via Ahmedabad Airport & Indira Bridge),
P.O. Bhat - 382 428, Dist. Gandhinagar, Gujarat, India
Tel.: 079-23969163, 23969161 Fax : 079-23969164
E-mail : ediindiaad1@sancharnet.in Website : www.ediindia.org

EDI Regional Offices :
Lucknow Office : 432/36, Kala Kankar Colony,
Old Hyderabad, Lucknow-226 007.
Tel.: 0522-2780820 Telefax : 0522-2780856
E-mail : edinro@sancharnet.in

Bangalore Office : 102, Ground Floor, 17th A Main Road,
5th Block, Rajajinagar, Bangalore-560 010
Tel.: 080-23119361 Telefax : 080-23119360
E-mail : ediro@giasbg.vsnl.net.in

Guwahati Office : H. No. 36, Nr. D.G.P. Office,
B. K. Kakoti Road, Ulubari, Guwahati-781 007
Tel.: 0361-2461063 E-mail : edinero@india.com