

'Seven Crises In Business'

A series of video programmes for potential as well as existing entrepreneurs

Based on the concept developed by Dr. V. G. Patel, a renowned expert in entrepreneurship, and the Institute's faculty team, the EDI has, with the financial assistance from the Friedrich-Naumann Foundation, Germany, produced a compact series of audio-visual programmes containing seven films on different crises which any enterprise may face during its life span- from Birth to Prosperity..... and Death ! They are : 1) Starting Crisis; 2) Cash Crisis; 3) Delegation Crisis; 4) Financial Crisis; 5) Leadership Crisis; 6) Prosperity Crisis; and 7) Management Succession Crisis.

The series deals with business planning, management and growth quite different from the typical functional management approach and business education. It is a refreshing, unique and directly useful method for gauging the performance of a firm or a business, as well as what is likely to go wrong in the future. Each crisis is a 'potential killer' of business in the long run, if not timely and properly managed.

For Whom ?

The main objective of this series of performance-enhancing cassettes is to help prospective as well as existing industrial entrepreneurs, owners of small and medium enterprises, to anticipate, avoid and cope with the 'Seven Crises' in industry and business and achieve success and desired growth.

* Students of Business Management or potential entrepreneurs among the educated youth would find them useful as these programmes are intended to sharpen their knowledge and insight into the process of starting and managing business enterprises for success and growth.

- * Management experts and consultants, counsellors in financial institutions and bank officers can use them for diagnosing client businesses and advising them for better performance.
- * Training and educational institutions can use them for organising Entrepreneurship Development Programmes (EDPs). Management experts can use these programmes as a reference and training aid.
- * Industries associations, chambers of commerce and industrial promotion agencies can use them for their short duration seminars and discussions to improve performance of new entrants as well as established entrepreneurs in industry.

The cassettes fill a long-existing vacuum in business counselling audio-visual material suitable to Indian conditions.

Description of the Cassettes

1 Starting Crisis

Duration : 26 minutes

Price : Rs. 250/- US \$ 20

The worst killer of them all, this crisis is responsible for 50% of business enterprises getting into trouble because of mistakes made at the start-up phase. Before starting a new venture, an entrepreneur must acquire an all-round managerial understanding or experience of the line chosen, avoid under-financing, choose suitable production process/equipments. He/she must also learn about accounts and taxation as applicable to small-scale industry.

A must for all new entrepreneurs, EDP trainers, teachers and counsellors.

2**Cash Crisis**

Duration : 52 minutes
 Price : Rs. 250/- US \$ 20

Once the teething troubles are over and the business is in the process of getting established, an entrepreneur may face this crisis as he/she starts paying attention to profits and growth rather than cash-on-hand and, therefore, he/she overinvests in raw material stocks or in the excitement of enlarging sales, ends up with rising outstanding amount and number of debtors. This crisis may occur by excessive investment in fixed assets too. The cassette guides existing entrepreneurs on how to avoid/overcome this crisis, how to save cash and plan working funds since entrepreneurs constantly complain of working capital shortages

3**Delegation Crisis**

Duration : 57 minutes
 Price : Rs. 250/- US \$ 20

Once the business has established and sales and the number of workers are growing, it becomes difficult for the owner-manager to manage all aspects of the enterprise. Work has grown, but time has not. In such circumstances, what should he/she do to delegate responsibilities? But how to delegate, when to delegate and whom to delegate without losing control? For the Indian owner-manager dominated small/medium firms and family businesses, the one-man show creates serious problems at this stage. This cassette is a must for all of them to learn how to start sharing responsibilities, create time and manage better.

4**Leadership Crisis**

Duration : 20 minutes
 Price : Rs. 250/- US \$ 20

Along with the process of growth and expansion of the business, the entrepreneur should simultaneously start developing a management team. Otherwise, managing a large firm by the owner-manager or a couple of partners becomes difficult even if he/she/they had delegated some responsibilities earlier. The cassette guides as to how to become 'A Leader' of the firm, rather than remain 'A Manager' and what capabilities/qualities are required at this stage; how to grow and acquire a new style of managing a medium/large firm rather than creating and facing problems by following SSI style of doing everything by the owner. For creating time for planning for growth, diversification and competition, this cassette carries a message of building up a good team of managers.

5**Financial Crisis**

Duration : 30 minutes
 Price : Rs. 250/- US \$ 20

The growth process gets a further jolt in many cases when the entrepreneur fails to choose the right source of funding for expansion or does it without proper planning. The cassette describes various sources of raising funds with the advantages and disadvantages of each source and guides the entrepreneur to do his/her homework before going in for expansion funding. Should he borrow? Go to public? Lease assets? There is a cost and time to each source. Choosing the most suitable source will avoid this financial crisis.

6 Prosperity Crisis

Duration : 11 minutes
Price : Rs. 250/- US \$ 20

When everything is under control and the enterprise functions smoothly, the entrepreneur becomes overconfident and begins to relax, satisfied with current success. He/she is then caught napping and the prosperity crisis arises. At this stage, he/she fails to watch out for new competition, technological changes, raw material substitutes, new products, changing consumer tastes or needs and so on. The other common possibility is that because of the success, many entrepreneurs become overconfident and start taking a big leap forward, making very ambitious expansion moves, going into lines which are not familiar to them. The cassette highlights how prosperity crisis arises and guides the entrepreneur on how to avoid it. Important for all successful entrepreneurs-small, medium and large.

7 Management Succession Crisis

Duration : 13 minutes
Price : Rs. 250/- US \$ 20

The crisis may arise because of sudden setbacks for which the immediate cause is not in the entrepreneur's hands. For example, a long illness, an accident or even death of the owner-entrepreneur; or a situation when the entrepreneur becomes incapable of managing the enterprise and no one has been groomed or developed to take over the management responsibilities; or the legal successor (key person) does not have sufficient share/shares in the firm to avoid interference of other partners or shareholders. In such a situation, the enterprise is likely to be forced to wind

up. The cassette cautions the entrepreneurs, particularly family-run businesses, about all these unexpected developments and suggests remedies for a smooth transition.

8 Planning for Competition & Growth

Duration : 15 minutes
Price : Rs. 250/- US \$ 20

Planning is a prerequisite for success. It is not true that only large firms need to plan or can plan. On the contrary, the vulnerable small firms on the growth path need to plan even more than anyone else. Plan for survival, plan for competition and plan for diversification and growth. The cassette emphasises the need for planning in SSI enterprises and suggests strategies to meet competition (short-term plan) and diversification for growth (long-term plan).

Special Offer :

The Institute will bear the packing & postage charges in case of order for the complete set of the above eight cassettes.

OTHER VIDEO CASSETTES

9 Business Opportunity Selection and Guidance (B.O.G.)

Duration : 60 minutes
Price : Rs. 750/- US \$ 75

In developing first-generation entrepreneurs, providing business opportunity guidance is very critical. An entrepreneur is supposed to be an opportunity seeker. His/her first task is to identify and select a feasible opportunity. Many first-generation entrepreneurs do not have sufficient knowledge and skills to identify and assess the entrepreneurial opportunity. Trainers and counsellors find it difficult to provide this valuable input in identifying and assessing a business opportunity.

- * Presentation of four cases as well as different stages of project selection.
- * Conceptualising need and relevance for BOG.

- * Counselling the entrepreneurs through effective narration; and
- * Do's and Don'ts for entrepreneurs.

The cassette will be useful to all potential entrepreneurs, EDP trainers, small business counsellors and promoters.

10 Assessing Entrepreneurial Competencies

Duration : 60 minutes
Price : Rs. 1000/- US \$ 100

This audio-visual presentation will be of immense interest to all those who are actively involved in identification, selection and development of entrepreneurs. It will also be useful to those who are involved in assessing and supporting entrepreneurial talent, especially banks and financial institutions. The success of a business lies in the competence of the person-behind-the-project. It is, therefore, important that equal importance is given to assessing the competencies of the promoter in implementing and managing the unit successfully as well. Focussed Behavioural Event Interview (F.B.E.I.) is a new technique for identifying entrepreneurial competencies. The cassette deals with the importance of assessing an entrepreneur, introduction and description of the FBEL technique and the method to operate the technique. It is useful not only for all the financial institutions and banks but also for trainers engaged in developing potential entrepreneurs in order to find out whether the person has enough latent potential that could be developed to make him/her a successful entrepreneur.

11 Five Success Stories of EDP-made Entrepreneurs

Duration : 60 minutes
Price : Rs. 1000/- US \$ 100

This video film contains five success stories of first-generation entrepreneurs from different walks of life, viz. :

- A drum maker (artisan)
- An unemployed graduate
- A woman entrepreneur
- A motor mechanic
- A building contractor

All these entrepreneurs have gone through the Entrepreneurship Development Programmes, have set up their enterprises and are running them successfully.

These motivating stories prove the efficacy of the EDI model to train persons with latent entrepreneurial competencies to become successful first-generation entrepreneurs. Useful for ED organisations, trainers and SSI promoter agencies as well as aspiring potential entrepreneurs.

EDI PUBLICATIONS & AUDIO VISUALS

EDI Reports

The EDI regularly publishes a quarterly bulletin, i.e. EDI Reports, covering various activities undertaken by the institute. (Free circulation on demand)

Publications

1. Entrepreneurship Development Programme in India and Its Relevance to Developing Countries - V.G. Patel Rs. 130/- US \$ 25
2. Developing New Entrepreneurs Rs. 200/- US \$ 40
3. Self-Made Impact-Making Entrepreneurs Rs. 250/- US \$ 45
-Gautam R. Jain & M. Akbar Ansari
4. National Directory of Entrepreneur Trainer-Motivators (1989) Rs. 80/-
5. Entrepreneurship Bibliography Rs. 55/- US \$ 11
6. Strategy of Success in Business and Industry (Hindi) Rs. 50/-
-V.G.Patel (1975)
7. In Search of Identity -The Women Entrepreneurs of India Rs. 160/- US \$ 15
- Ajit Kanitkar & Nalinee Contractor
8. The Seven Crises & Business Strategy for Survival & Growth (In print)
-V.G. Patel

Papers

1. Potentials of Ex-servicemen for Entrepreneurship: A Study Rs. 48/- US \$ 4
-Gautam R. Jain (1989)
2. Course of Entrepreneurial Succession in Family Business : A Feasibility Report Rs. 43/- US \$ 3
-Gautam R. Jain (1989)
3. The Missionaries : A Study of Entrepreneur Trainer-Motivators in India Rs. 72/- US \$ 6
-Dinesh Awasthi (1989)
4. Proceedings of National Workshop on Developing Research Agenda on Entrepreneurship Rs. 81/- US \$ 7
-Gautam R. Jain & Dinesh Awasthi (1989)
5. Agenda for Change Rs. 75/- US \$ 6

Video Cassettes

1. Five Success Stories of First-Generation Entrepreneurs Rs. 1000/- US \$ 100
2. Assessing Entrepreneurial Competencies. Rs. 1000/- US \$ 100
3. Business Opportunity Selection & Guidance Rs. 750/- US \$ 75
4. Starting Crisis in Business Rs. 250/- US \$ 20
5. Cash Crisis in Business Rs. 250/- US \$ 20
6. Delegation Crisis in Business Rs. 250/- US \$ 20
7. Leadership Crisis in Business Rs. 250/- US \$ 20
8. Financial Crisis in Business Rs. 250/- US \$ 20
9. Prosperity Crisis in Business Rs. 250/- US \$ 20
10. Management Succession Crisis in Business Rs. 250/- US \$ 20
11. Planning for Competition & Growth Rs. 250/- US \$ 20
12. Problem Solving - An Entrepreneurial Skill Rs. 750/- US \$ 75

Kit

1. Achievement Motivation Training (AMT) Kit Rs. 700/- US \$ 56

Clippings

1. Entrepreneurship Newspaper Clippings Year-Book - 1989 Rs. 120/- US \$ 10
2. Entrepreneurship Newspaper Clippings Year-Book - 1990 Rs. 185/- US \$ 15

(A 10% discount is allowed to all training/educational institutions, government/semi-government organisations and libraries on all above audio-visuals. Postage will be charged extra)

THE INSTITUTE

The Entrepreneurship Development Institute of India (EDI), set up in 1983, is an autonomous institution registered under the Societies Registration Act, sponsored by the Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India (IFCI), Industrial Credit and Investment Corporation of India (ICICI) and State Bank of India, with the active support of the Government of Gujarat. The institute is a national resource centre governed by its own board. Committed to education, research and training, it has earned a great deal of national and international recognition for its efforts as reflected in the support it has received from the World Bank, International Labour Organisation, UNIDO, Commonwealth Secretariat and several other international agencies.



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