

# EDI REPORTS

QUARTERLY

Apr./May/June 1986



## Entrepreneurship Development Institute of India

(Sponsored by IDBI, ICICI, IFCI & SBI)

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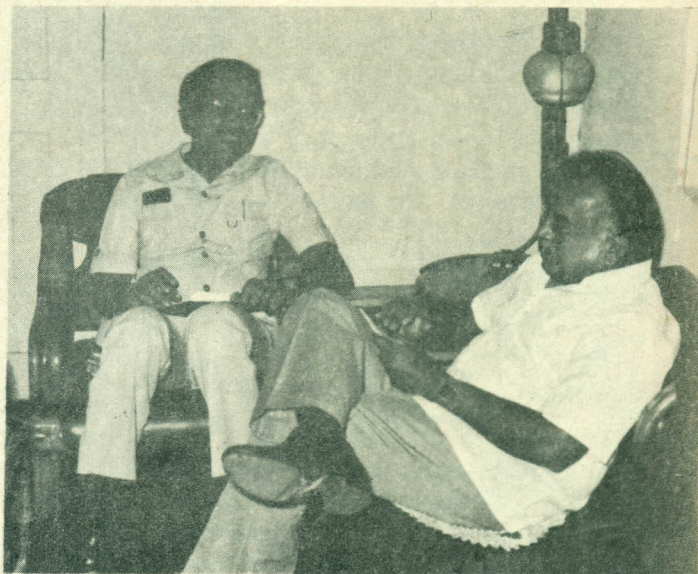
### FROM THE DIRECTOR'S DESK

Two significant developments in the activities of EDI are expected to generate a great deal of interest in the country. These are : the recently identified and validated entrepreneurial competencies and the special interview technique to assess these competencies in potential or existing entrepreneurs; and the rural entrepreneurship development experiment which began in the Bahraich district of U.P.

The research project to identify and measure entrepreneurial competencies which determine success or failure in business has been completed. The subsequent phase of testing the Focussed Behavioural Interview Technique to locate and assess existence of these competencies in potential and existing entrepreneurs is also over. Though this international project of McBer and Company, USA, covers India, Malawi and Equador, and tests the cross-cultural validity of the entrepreneurial competencies, and will yield results after data from all the countries have been analysed by McBer, the EDI faculty involved in this project for India is excited about the prospects of the new interview technique in assessing potential entrepreneurs. For EDP organisations, the behavioural/psychological tests used so far for selecting entrepreneurs posed several problems, especially in rural areas and among less educated target groups which could not communicate well in such written tests. The Focussed Behavioural Interview Technique will enable assessment of entrepreneurial potential through a quick face to face interview without any written tests. Secondly, the techniques offer more effective entrepreneurial appraisal tool to financial institutions which are increasingly called upon to finance projects on the basis of the person behind the project. Presentations made to a number of officers from financial institutions by the EDI faculty have generated optimism about its utility. We hope this interview technique gets wide acceptance after the beginning is made by one or two enterprising financial institutions.

Our rural entrepreneurship project is now finally going ahead full-stream with the completion of the project team which now has a technical expert, an economist, a sociologist, an

experienced trainer-motivator and a seasoned resource person for overall advice on the methodology. A visit to a number of institutions and organisations involved in rural development research and experiments has revealed a vast scope for innovation, experimentation, documentation and development of an approach based on viable opportunities, enterprise of the local people and motivation, training and counselling by an experienced trainer-motivator. Importance of group activities, pre-identification of opportunities, provision for technical/skill formation training, adequately long followup support, counselling in local language, breaking the strangle-hold of unresponsive administrative structure are the lessons other have learnt in the work done so far. We, in EDI, are excited about the contributions we can make in the national development by successfully implementing the particular approach we have in mind.



*Mr. Sriram Aiyer Division Chief,  
Western Africa Region, Project  
Department, World Bank with  
Dr. V.G. Patel, Director, EDI.*

*(Interview on page 7)*

## PROGRESS OF ACTIVITIES

April to June 1986

The Institute completed two S&T EDPs, that were sponsored by the Department of Science and Technology and All India Financial Institutions during this quarter. One was in Meghalaya and the other in Madhya Pradesh. While, both the EDPs went as planned, the Indore EDP bears a singular distinction of promoting project opportunities befitting the stature of science and technology graduates.

### S&T EDP at Shillong

In keeping with the Institute's strategy for conducting a training programme in new areas, a team of EDI experts carried out intensive study of the socio-economic scene in the state so that SSI related problems as well as business opportunities could be identified and examined. On completion of the study, the team had detailed discussions with the key officers of the Industries Department and other developmental agencies.

Subsequently, the programme commenced with 30 participants who during the second phase of the programme, came down to Ahmedabad for receiving intensive technical and business orientation and Motivation Training.

On completion of the programme 22 participants finalised their project reports and are now, in anticipation of their loan sanctions, busy in lining up their project implementation plans.

In view of physical constraints such as low population density, difficult terrain, absence of well-developed transport and communication facilities and the remoteness of the entire state from the major industrial centres in the country, the projects selected by the entrepreneurs are noteworthy. Sand Mill, Steel Fabrication, LDPE Bags, Agricultural Implements, Scooter Silencer, Rewinding of Electrical Motors, Electroplating Workshop, Hawaii Chappals, Steel Furniture, T.V. Boosters and Voltage Stabilisers, etc. constitute an impressive range of opportunities that the participants have opted for.

Now the burgeoning of these units depends upon both the conduciveness of the environment as well as the roots the training inputs have taken; which the Institute is trying to further strengthen by its follow-up measures.

### S&T EDP at Indore

That the EDP at Indore began with a comparative study of two locations viz. Jabalpur and Indore, for holding the programme, in itself made its outcome of special interests to the Institute, to the sponsors and the state.

After receiving Technical Orientation and Achievement Motivation Training at Ahmedabad, the participants

completed their third phase of training at Indore. They worked on their project reports and filed loan applications.

The project range selected by the group makes an impressive array of business opportunities: Forged Auto-components, Ferro Cement Products, Synthetic Adhesive, Petroleum Jelly, Industrial Grease, Vegetable Leather Tannery, Di-calcium Phosphate, Soya Milk Products etc.

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## FORD FOUNDATION

Keeping in mind the immense significance of the project, which involves working in three states for testing and documenting an effective approach to develop rural poor as entrepreneurs, the Institute has lined up a team of internal and external experts who have already established contacts and initiated interactions with a host of local developmental agencies, govt. departments, non-government organisations, lead banks, gramin banks and other related agencies. This has proved of immense help in the process of identifying suitable agencies to work in association with the Institute. Discussions with national and state level organisations were useful to identify probable locations in Baharaich district where EDP experiment is planned to be conducted to evolve a model to develop entrepreneurship in the rural poor.

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## NEWS FROM ANDHRA PRADESH

APITCO has conducted 12 EDPs during 1984-86 and proposes to conduct another 12 during 1986-87. The proposal includes 2 S & T women EDP in Vijayawara and Visakhapatnam.

Seven EDP-Coordination, specially trained at EDII, run the planning, implementation & monitoring-cum-guidance of the programme activities. These seven EDP-Coordination are based at seven district headquarters and in addition to their head quarter district they look after two neighbouring districts also.

All the EDPs have been jointly sponsored by the Commission for Special Employment Schemes, Government of Andhra Pradesh and IDBI.

As a result of special thrust on the Backward and Scheduled Classes 35 projects by BCs and 42 projects by other classes have already reached different level of completion and about 18 units by BCs and 32 by other classes are likely to start the setting-up process.

In addition to its action on the EDP front, APITCO is also working out strategies to spread the philosophy of entrepreneurship in the youth of the state and make them aware of it as a possible and better career opportunity.

## TRAINER-MOTIVATORS PROGRAMME FOR MALAVIAN PARTICIPANTS

The Institute designed and conducted a special trainers' training programme of eight-week duration to equip the instructors of Malawi Entrepreneurship Development Institute (MEDI) and Small Entrepreneurship Development Organisation of Malawi (SEDOM) with required knowledge, skill and aptitude to enable them to initiate, plan and implement entrepreneurial development activity at their respective organisations.

The programme was sponsored by the International Labour Organisations (ILO) and attended by 10 participants from MEDI and 2 from SEDOM including one lady instructor.

This training programme was in line with the action plan prepared by the Malawian participants during the Inter-regional Workshops on Entrepreneurship Development held in Ahmedabad in January 1985 and 86.

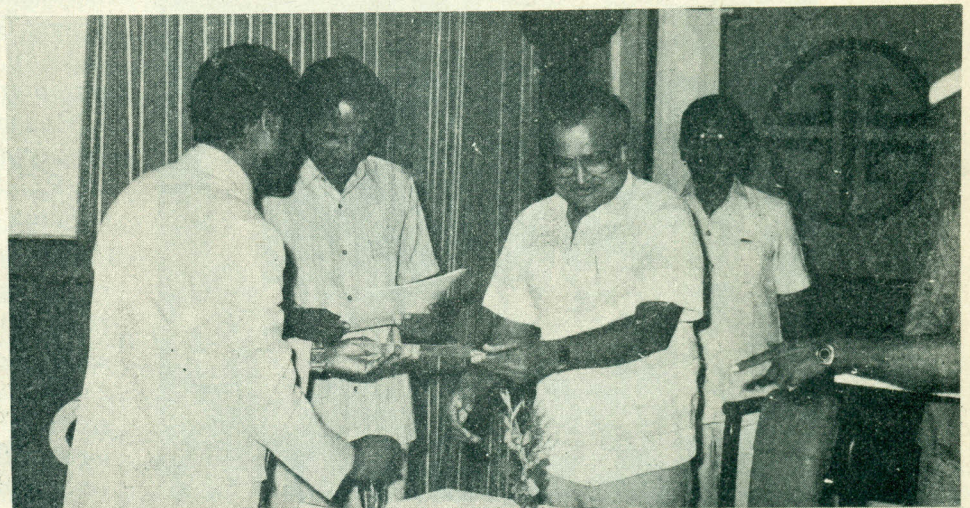
The main objective of the training was to expose the participants to various approaches used in counselling potential and existing entrepreneurs in various areas of enterprise implementation and successful management of the same, to develop in them skill and aptitude required for effective implementation and successful completion of EDPs; and to provide them with adequate knowledge and skill to understand the intricacies involved in formulating an appointment curriculum with special emphasis on ED activity.

The training programme commenced on July 7, 1986 and concluded on 30th of August 1986, and was co-ordinated by the most experienced EDII trainer-motivator Mr. Ramesh Dave. The programme Director was Mr. H.C. Raval, Sr. Training faculty.

The total programme package consisted of classroom sessions, group discussions, case studies, audio-visual aids, game and simulation exercises and field and institutional visits.



*Participants from Malawi along with Mr. Ramesh Dave (in the foreground), their Programme Co-ordinator during one of their field visits.*



*Dr. V.G. Patel, Director of EDI-I giving certificate to a participant, Mr. Kunje who was also the group incharge. In between them is Mr. H.C. Anand, the Programme Director.*

## SEMINAR IN NIGERIA

In spite of being hard pressed on the national front, the Institute has tried its best to provide professional support to those developing countries who participated in the two Inter-Regional Workshops held in 1985 and 1986 and were sponsored by the EDI-W and IDBI and hosted by the Institute.

At the instance of the Nigerian Bank for Commerce and Industry, a 3-day seminar was conducted by a two-member team from the Institute. The seminar was well attended by about 80 participants who were senior officers, policy makers and executives from federal government and various states including industries department, ministry of finance and planning, small industry development assistance agencies, banks, business schools and consultants to many development organisations. While the EDP approach was presented in its totality and the impact was positive, the seminar spent considerable time in discussing lack of appropriate policies and commitment of government.

The concern for developing small industries, particularly through self-employment of educated and uneducated youth was voiced and therefore, it was concluded that the country must initiate EDPs on an appropriate scale.

### **Our Training Faculty B.P. Murali meets Karnataka Jt. Director of Industries, Mr. B.C. Ramakrishna**

The high-level interaction between the Director of EDI and Secretary, Industries and Commerce and his Departmental Heads, held after the Refresher Course and Valedictory Function of the EDP trainers organised in Bangalore, bore one positive result: that the involvement of the Institute was considered highly

essential to shape the promotion and development of small industries and to give a befitting movement and direction to the same.

B.P. Murali, the training faculty of the Institute who is also the Regional Resource Person (RRP) for the State of Karnataka, UP and Bihar, attended the meeting of the Co-ordinating committee for EDPs which was organised by TECSOK. Mr. B.C. Ramakrishna, Jt. Director of Industries, indicated that under TRYSEM programme 5000 persons were to be trained every year, and that the government of Karnataka wished to provide necessary man-power to accomplish the task. In this direction, the Joint Director felt, the Institute could help the government in identifying and training trainers who could conduct self-employment programmes in rural areas.

Subsequent to this, Mr. Murali suggested that since considerable funds were available for various promotional/developmental activities, the Department could explore the possibility of sponsoring EDPs for artisans. In this context, the Jt. Director suggested that the Institute could involve officers from Karnataka Village Industries Corporation in such activities, and develop the modus operandi for conducting EDP for artisans.

On the whole, the Jt. Director desired that the Institute should involve itself first, in formulating a programme for developing artisans; second, to conduct orientation programme for officers from KVIC who would act as trainers/extension officers for implementing the programme conceived by the Institute; and third, to chalk out strategies for identifying the artisans and for implementing the technical inputs for skill improvement part of the programme.



*At the inauguration of "M/s. Assung Tyre Works, Itanagar set up by Mr. Koj Apand, one of the entrepreneurs trained during EDP conducted at Itanagar, both the Deputy Director of Industries, Mr. P.C. Sharma and EDI trainer incharge Mr. S.B. Sareen were present.*

*During his followup visit in April 1986, the trainer had the satisfaction to note that 10 out of 28 participants had already started their units and 5 of them were on the verge of starting their entrepreneurial venture.*

## SPECIAL FEATURE

### INTER-REGIONAL WORKSHOP ON ENTREPRENEURSHIP DEVELOPMENT FOR FRENCH-SPEAKING AFRICAN COUNTRIES HELD IN ABIDJAN



*EDI-I team with the organisers and some of the participants of the Inter Regional Workshop on Entrepreneurship Development held at Abidjan for the francophone countries of Africa.*

Although the Institute had the privilege of hosting two Inter-Regional Workshops for developing countries, but this was its first experience of hosting a workshop away from its "live laboratory" in Ahmedabad and its first experience in conducting a workshop for non-English-speaking countries.

The workshop was inaugurated by M.V.B. Bihute, Vice-President of the African Development Bank (ADB). Mr. Guy de Lusignan, Deputy Director, EDI-W, in his keynote address, spoke about entrepreneurship policy and the need for multilateral agencies such as the World Bank, ADB, and UNDP to reorient their efforts to foster projects in the private sector. The World Bank, he said, is rethinking over previously-held ideas on the operational and policy levels. He referred to the 1983 World Development Report on the Management of Public Enterprises as the basic document for this rethinking and some of the problems it brings out such as excessive centralization, lumbering public enterprises and the lack of support to the private sector, specially the lack of incentives to promote small industries.

The big question facing the developing countries and thus the World Bank, Mr. Lusignan said, is how to reduce the dominance of the State and encourage entrepreneurship? An analysis of the problem points to the failure of investment codes, the need for simplifying procedures for creating an enterprise, liberalising

customs regimes and making tax reforms etc.

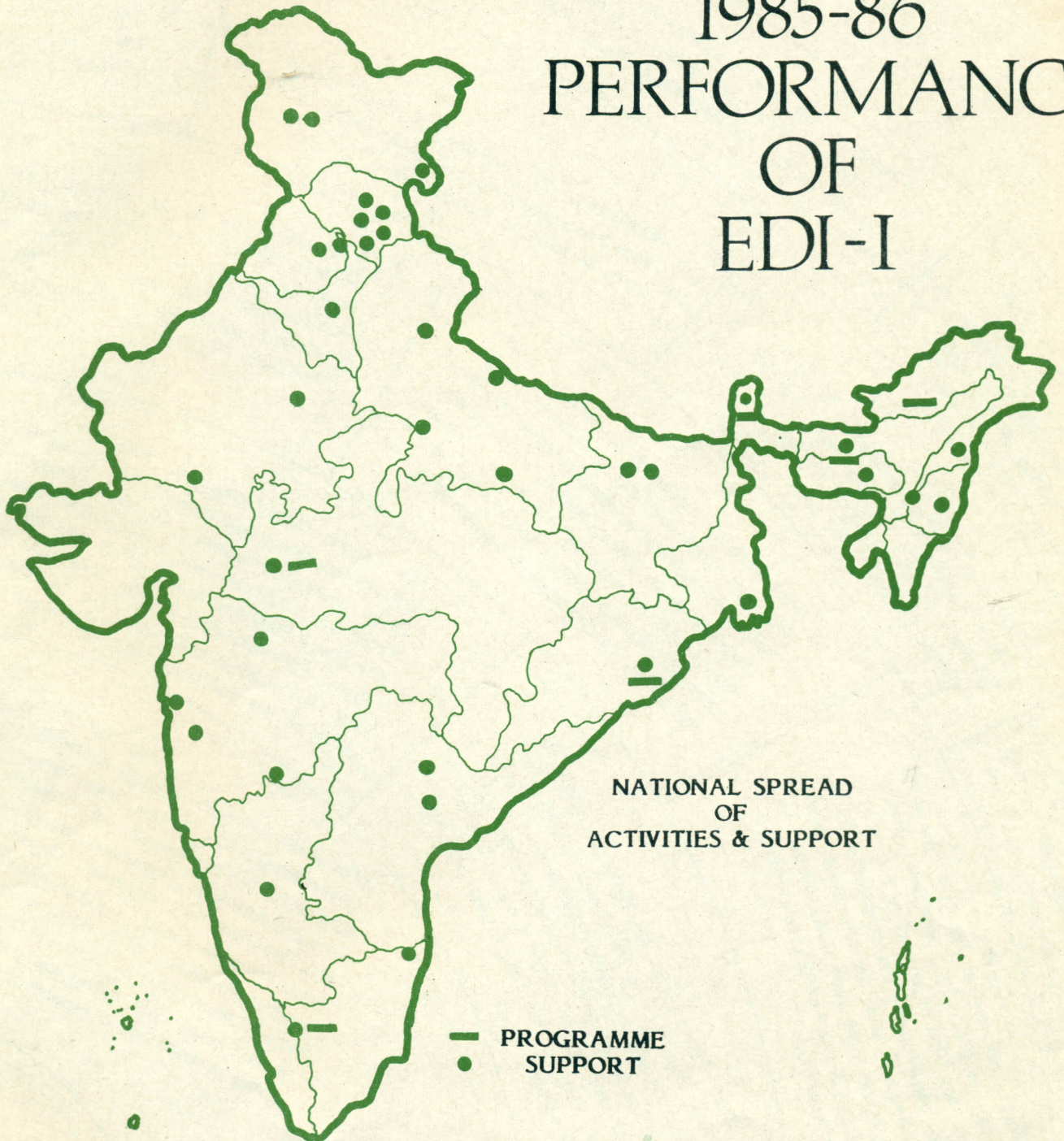
All means must be used to spark dynamism in the private sector taking into account the African context. Mr. de Lusignan mentioned that large companies are not natural to Africa and small ventures are better-suited. "The main problem in Africa", he said, "is that commercial banks are not willing to lend to small entrepreneurs and that development banks have not been able to rise to the task."

Later, Dr. V.G. Patel, Director of the Institute, presented the objectives of the Workshop that were to stress the critical role of entrepreneurship development; to familiarise the participants with the characteristics and content of the Indian experiment; to discuss the relevance of the Indian experience to their own countries; to identify the modifications required for application of entrepreneurship development to their specific country; and to prepare feasible action plan for the implementation of ED activities in their own country.

In his concluding remarks, Mr. Michel Wormser of WAPID, posed the questions that were at the basis of the workshop: "How to do more with less resources and shift policies in the direction of generating more jobs? How can one arrive at a new generation of small and medium size entrepreneurs that no longer will need help from the government?"



# 1985-86 PERFORMANCE OF EDI-I



SIKKIM, Gangtok. A five-day programme for existing entrepreneurs. Also extension motivation programme for the officers of various local developmental agencies.

A three day seminar for the Appraisal Officers of GSFC, SBI, Dena Bank, Bank of Baroda and SISI organised by the Institute to acquaint the participants with a new technique known as "Institutional Event Interview" (FBEI) which is supposed to be more effective entrepreneurial competency.

Ford Foundation, New Delhi assigned to the Institute a three year project for testing and documenting suitable project for the entrepreneurship development project rural poor as the target group. Interactions with various institutions and spawork already begun.

Undertaken research project to study the characteristics, styles and profiles of innovative entrepreneurs. Field work in three states viz., Maharashtra, Karnataka and Tamilnadu is completed. 34 entrepreneurs associated with innovative projects/process of marketing strategies were interviewed by the Institute's research team. Data being analysed. Interesting results being expected.

ATC began in December '85. 13 trainees from 7 organisations given 6 weeks' in-house training. Second phase to begin after they complete on-the-job-training.

ASSAM. 5 & T EDP at Guwahati. 35 participants selected. 26 completed the programme. 9 units already started. 10 more expected to start very soon.

International research project to identify and cross-culturally validate entrepreneurial competencies of entrepreneurs in India, Malawi and Ecuador. The Institute selected to do the Indian part of the project. The first phase completed. Second phase in progress.

"A Handbook for New Entrepreneurs" with 5 & T target group in mind, completely written by EDI faculty and some outside experts, under print.

MEGHALAYA. 2 five-day Extension Motivation Programmes for the Development Officers of MIDC at Khaziranga.

A special study to get insight into specific problems in entrepreneurial development in locations such as Leh, Bahaich and Manipur undertaken. Findings being analysed and project opportunities being compiled.

Also conducted one-day seminar for 20 senior officers of Industrial assistance agencies in Nairobi, Kenya.

Pre-programme promotion for S & T EDP at Shillong. Participants selected. The programme completed in the first quarter.

Team also took sessions in a 2-day  
at Arusha, Tanzania sponsored by  
World Bank.

EDI faculty included in the Government of  
India team for Nepal to conduct EDPs and  
other co-related programmes.

work completed  
and 35 partici-  
pation to be com-  
pleted of 1986-87.

ORISSA. S & T EDP at Cuttack. 25 partici-  
pants completed the programme. 5 units  
already started. 9 expected to start  
shortly.

Conducted a 12-day training programme for  
conducting AMTs for 17 EDP trainers of  
MARA Institute of Technology, Malaysia.

Intensive interactions undertaken in  
U.P., M.P., Orissa and North-Eastern  
Region and Bihar for institutionalising  
EDP activities in the states. U.P. Centre  
already set up. Decisions in other states  
being taken.

TAMILNADU. S & T EDP for women at Coimba-  
ture. 21 Women trainees completed the  
programme. All finalised their Project  
Reports, and filed loan applications.  
Project implementation being done.

A three member EDI team visited Senegal  
to help the local Govt. in initiating EDP  
activities. Feasibility study for the  
same carried out. Requisite needs as-  
sessed and report submitted.

10 day refresher course in Bangalore for  
the trainer-motivators of the I ATC. 17  
trainers from three organisations given  
accreditation. First phase of the II ATC  
completed. 15 potential trainers given 6  
weeks of theoretical inputs. Screening  
and evaluation to be done after on the-  
spot training in their respective regions.

MADHYA PRADESH. S & T EDP at Indore. Pre-  
programme promotion activities initiated  
in March end. Programme to be completed  
during the first quarter of 1986-87.

EDI team invited by the Development bank  
of Mauritius to conduct a one-week pro-  
gramme for 30 entrepreneurs being financed  
by the Bank for setting up tiny and small  
enterprises. Another programme for devel-  
oping agencies conducted by another  
team of the Institute in Mauritius.

Research project on some Impact genera-  
ting entrepreneurs was undertaken. 20  
self-made growth oriented entrepreneurs  
interviewed by the research team.  
Analysis being done.

High-powered EDI team invited by the  
World Bank to expose the Senior Officers  
of the EDI-W and the World Bank to the  
of the EDI-W and one at USAID and one at  
International Finance Corporation  
one in EDI/W and one at USAID and one at  
conducted. The interaction bore fruitful  
results. Need for urging the developing  
countries to internalise EDP activities  
realised by the Bank. The decision to  
finance all such activities in developing  
countries specially those of Africa,  
by the Bank.

TIES  
NCE



FEASIBILITY /  
SURVEY STUDIES FOR  
CONDUCTING  
EDPs

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(Manipur)  
h & Kargil  
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(P)

PRE-PROGRAMME  
PROMOTION FOR  
EDP CONDUCTED  
AT

Patna  
(BITCO)  
Ludhiana  
(NITCON)

SELECTION OF  
POTENTIAL  
ENTREPRENEURS  
FOR EDP AT

Latur  
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Goa  
(EDC)  
Madras  
(IIT)  
Coimbatore  
(ITCO T)  
Patna  
(BITCO)  
Jalgaon  
Mirzapur  
(UPITCO)  
Simla  
(HIMCON)

ACHIEVEMENT  
MOTIVATION  
TRAINING  
IMPARTED TO  
ENTREPRENEUR  
OF EDPs AT

REC, Srinagar  
SJCE, Mysore  
IIT, Madras  
Dinapur  
Nagaland  
Chirapunji  
(NEITCO)  
Srikakula  
(APITCO)  
Thana  
Latur  
(MITCON)  
Mysore  
(TECSOK)  
Jaipur  
Abu  
(RAJCON)  
Allahabad  
Kanpur  
Chobypur  
Hamirpur  
(UPITCO)  
Mandi  
Kula  
Rampur  
Dalhousie  
(HIMCON)

SELECTION OF  
TRAINER FOR  
SPECIALISED  
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TRAINERS  
FULLY  
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APITCO  
(5)  
TECSOK  
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NITCON  
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Srinagar  
(1)  
WEBCON  
MITCON  
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(2)  
MITCON  
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NEITCO  
(13)

EXTENSION  
MOTIVATION  
PROGRAMMES  
CONDUCTED AT

Kathmandu  
(Nepal)  
Kazhirangar  
(Meghalaya)  
Gangtok  
(Sikkim)

INSTITUTIONAL  
LISATION OF

UP  
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MANIPU

# PROFESSIONAL SUPPORT PROVIDED TO EDP ORGANISATIONS

## ENVIRONMENT FOR ENTREPRENEURSHIP

In his key note address to the Regional Workshop on Training for Entrepreneurship and Self-employment sponsored by the Asian Development Bank and the International Labour Organisation and hosted by the National Manpower Youth Council (NMYC), Minister Solita Monsod stated that in the Philippines "we shall focus our development efforts towards increasing employment opportunities in the rural areas with emphasis on agriculture and small industry". Furthermore, she indicated that "with appropriate incentives and a favourable policy environment, rural-based entrepreneurial activity can vigorously prosper and be the backbone of Philippine's industrialisation". The insights that come out of the workshop largely revolved round the hope of learning the requirements for creating this favourable climate.

Dr. V.G. Patel (EDI) India mentioned how the state development banks in this country lent out from 90% to 100% of the project cost. One could almost hear the gasps of wonder from the bankers in the group. He further added that two factors make sure that the money does not go down the drain. One is a sound selection process of these would be entrepreneurs. The other is that those selected have to go through a training programme from 60 to 90 days making sure that the one who gets it has the motivation, the skill and the knowledge to make the business succeeded.

On the other hand, Mr. Yung-sang Choi indicated that in Korea there is no such training programme as an entrepreneurship development programme. The training institutes offer managerial and technical training to entrepreneurs who are in business. And where do these entrepreneurs come from? His view is that they spring from the Korean masses through a national climate that fosters the entrepreneurial spirit. This is a climate developed by a government and private sector cooperation during the last twenty years of industrialisation. The government came up with laws and regulations that are obviously pro-small businesses and other laws like one which specifies that government agencies must procure a certain percentage of their needs from small business.

With participants from 34 countries and such resource persons as Dr. Philip Neck, Dr. Robert Nelson, Prof. Alan Gibb, B. Ashworth, Dr. V.G. Patel, Mr. Rony Diaz and Mr. Stijn Albregts, the workshop impressed an avalanche of insights and ideas on entrepreneurship development. However all these thoughts if brought together would show that at the bottomline, there should be an integrated and coordinated scheme not only of

institutions, but more important, of government policies, if we are to have an environment not only for entrepreneurship but for economic recovery and growth.

*(Based on the Article by MELTO S. SALAZAR in "Business Day" of FRIDAY, AUGUST 8, 1986 issue)*

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### Where Do Those Great Entrepreneurial Ideas Come From ?

— Steven J. Benett (USA)

*As an entrepreneur and business writer, I am often asked how people dream up ideas that make money. Do winning ideas come as a bolt out of the blue? Can you churn them out through some formula?*

*I say no to both. After interviewing nearly 200 entrepreneurs, I've come to the conclusion that creative entrepreneurial ideas come largely from an increased awareness of unfulfilled needs in our immediate environment and the world about this. Here's what I suggest :*

#### **(1) Keep an active Wish List :**

Everytime you say to yourself "why doesn't some one invent this kind of widget or offer this kind of service", you might have just identified a unique entrepreneurial opportunity. If you need that widget or service, then others might too. And that really fulfills the major prerequisite for starting a business: customers.

#### **(2) Monitor the cultural media :**

Almost every headline or news item is the key to an entrepreneurial project. For example : The Wall Street Journal once ran an article describing how most schools don't know what to do with the computers they fought so hard to get. The entrepreneurial solution? Start a computer/software newsletter for educators. May be publish a software review. Become a consultant and teach teachers about hardware and software. Perhaps even write your own educational software.

#### **(3) Check your "Internal Environment" :**

Many of us have native flair or talents that we consider to be "just avocations". Often that flair can be transformed into entrepreneurial gold.

Many new entrepreneurs have achieved success because of their keen sense of awareness of the world about them and their own capabilities. You can develop that sense, too—all you have to do is open your eyes to the wealth of opportunities present in day-to-day living.

*Excerpts from the article of the same title by Steven J. Benett, (USA) in the Newspaper for YOUNG ENTREPRENEURS*

## THE ART OF RISK-TAKING



Once King Nala caught a Swan who, while pleading for his life, promised to win, in the bargain, the hands of the beauty-queen Princess Damayanti for him. King Nala set him free and true to his promise, the Swan flew to Princess Damayanti and sang in primrose words of King Nala as the only eligible bachelor worthy of marrying her.

Out of sheer gratitude for his newly-spared life the Swan, however, concealed the blackest blemish in King Nala—his habit to take uncalculated risks, his weakness for dice-playing because of which, later, the conjugal life of Nala and Damayanti was reduced to one long woe.

Nala lost his kingdom, all his personal properties and even his loin cloth !

Ashamed of himself Nala could not face Damayanti. He fled away leaving her to the misfortunes of his doings.

From himself a king, Nala had to become the charioteer of another king to earn his livelihood. And his queen Damayanti had to work as an attendant to the Princess of yet another kingdom.

Time passed by and, on the strength of his excellent service, Nala mastered the art of dice-play of which the king he served was a past-master.

Later, with his newly acquired mastery Nala regained his lost wife, wealth and kingdom—everything.

For Damayanti, King Nala of the old and the new was absolutely the same. But, for Nala himself, it was an existence of antipodal difference—the difference between the fear and abyss of one engrossed in blind gambling and the confidence and bliss of one taking calculated risks !! That is what differentiates entrepreneurs from gamblers....

# PROGRAMME PROMOTION

— Ramesh Dave

The Pre-Programme Promotion activities constitute the first phase of an Entrepreneurship Development Programme (EDP). They can be grouped under three major heads :

- i) Pre-training preparations
- ii) Programme Promotional measures
- iii) Identification & selection of entrepreneurs

## i) Pre-training Preparations

For pre-training preparations, the trainer-in-charge of a programme has to first of all decide about his centre, and collect preliminary information about its socio-economic climate, business potentials & facilities available. These information constitute the context in which the trainer-in-charge later evaluates his given target group, estimates their intellectual aptitude and determines the cut-out point for final selection of potential entrepreneurs.

For programme promotional measures a trainer has to have a well developed sense of time and others' likes and dislikes. Since the major concern of a trainer at this point is to spread awareness among the target group about the programme and persuade action in form of response he must note the methods and manner by which, the local people tend to accept any new thing.

For example, during my Andaman & Nicobar programme so long as I had not adopted the 'trading to manufacturing' angle, all my efforts to attract the attention of the people towards the programme went in vain. But the moment I started harping on the Unique Sales Point (USP) of "make your son a manufacturer, since it is something superior to being a trader or a shop keeper, which you already are" - the message went home to the people and they started responding to my calls. For it has been invariably observed that, the great ones may indulge only in the pursuit of excellence but the ordinary mortals like us are obsessed with the idea of betterment. And it is this obsession which should be encashed upon when promotional measures are being considered.

The basic objectives of the pre-programme activities are :

- a) Creating wide-based interest in entrepreneurial activities
- b) Developing relationship with industrial and other developmental agencies to support the programme.
- c) Extending the developmental attitude in the officials of Government & non-Governmental agencies.
- d) Enlisting available business opportunities and ascertaining their viability.

- e) Assessing and making necessary arrangement for the training needs.
- f) Contacting, inter-acting and finalising experts and professionals for selection, opportunity guidance and other input needs.

## ii) Programme Promotional Measures

The basic means and materials for creating awareness about the programme are :

- a) Newspapers, preferably those in the local languages
- b) Pamphlets or handbills
- c) Posters
- d) Banners
- e) Cinema slides
- f) Circulars to all related organisations, educational institutions, employment bureau, Chamber of Commerce, trade associations & leaders.
- g) Group meetings
- h) Meeting social workers and opinion leaders
- i) Local radio/TV stations
- j) Door to door canvassing, if the area is small.

All these measures require to be lined up and set in order of preference, keeping in mind the socio-economic & cultural background of the target group. And in all cases, the following precautions have to be taken :

- i) The messages communicated have to be uniform, if possible, the same write-up should be used.
- ii) The language should be local; and the style simple, direct and lucid.
- iii) The content should be positive and clear and provide complete information about the programme.
- iv) The points should be categorically presented so that how, where, when, for & by whom, part of the programme and its objectives require no further explanation.
- v) The message must not create any ambiguity or misunderstanding about the programme.

All these precautions are required to be taken at this preliminary stage because any misunderstanding will create a wrong expectation, wrong expectations not fulfilled leads to bigger frustration and that frustration culminates into negative criticism, strong sentiments and ultimately reversal of public opinion against the programme itself, as it happened in the case of tribal group in one of the states.

The trainer in-charge in his anxiety, more to impress his bosses than to do lasting good to the tribals, unleashed a host of promises that his genial spirit could imagine, managed a big response, ran through the programme

somehow and immediately after the completion of the programme, vanished from the scene leaving the participants to wait for the moon to fulfil their expectations.

Whatever might have been the short term gains of that trainer but the brunt of his indiscretion fell on the second trainer who went there to conduct a programme for another organisation. The innocent fellow was assaulted by the people and sent back physically and morally maimed.

Keeping in mind the possibility of such violent resentments, it is always safer to be sensible in what one promises. Disproportionate claims have ruined more prophets than modest admittances. And a trainer-motivator, as a semi-missionary person, has to keep this in mind all the time, more so during the pre-programme period.

During this time, the place, the people, the environment and the authorities - all are new for the trainer; and he is new to them. On top of that, the EDP activity itself is

more or less new. In such a situation, where three unknown entities - the trainer, the programme and the target group plus environment - are new to one another; facts about each alone can settle them into a long, lasting relationship of faith and confidence.

### iii) Identification & selection of entrepreneurs

Identification and selection of really potential entrepreneurs hold the key to the success of an EDP. And this itself depends upon the quality of response generated.

Thus intelligently organised pre-programme promotion work leads to good response from higher echelon of the target group. Good response makes it possible for a stringent application of the selection tests, which in turn seek out the entrepreneurial potentialities of the participants in a more pronounced manner and, therefore, make their identification and selection easier and surer and their ultimate performance better than otherwise.

## PUTTING AN EDP ON STREAM

—Ashok K. Sinha

To conduct an Entrepreneurship Development Programme (EDP) is like commissioning a hi-tech plant. It calls for intense planning, extensive study, and exertive executorship.

Extensive study has to be done of the motivational-cum-socio-economic level of the targeted group at a given centre; of the participation capabilities of official and unofficial organisations; and of the infrastructure and resource base available there.

Intensive planning is done to adjust the model, the inputs and the modalities; to involve the local agencies and key persons; and to create a conducive atmosphere for the programme to take place.

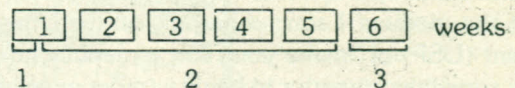
Exertive executorship is required to gain attention, stimulate interest, create desire and persuade action in the target group; to attract involvement, provide inputs and gain acceptance from the selected participants and to create conducive environment, motivate concerned officers and facilitate smooth implementation of the projects promoted.

Extensive study and intensive planning constitute the pre-programme promotion phase of the EDI-EDP model, which is the bed-rock of all ensuing programme activities. The handling of this phase is significant and its success decisive, in two respects—first, it promotes the programme and creates a 'demand' for it and second it collects information about the people and the place, to

make the programme more and more acceptable and productive.

In this sense each EDP is a marvel of manufacturership. In the same stroke, a programme is cut-out and shaped

into entrepreneurs. An EDP, therefore, has to be given more attention during the pre-programme stage. The six weeks of activity can be phased into three stages:



1. Introductory
2. Study
3. Formulatory

During the introductory stage, the head of the EDP conducting organisation along with the study teme, Sr. Training faculty and the trainer-motivator incharge of the programme must make a joint interaction with the local agencies and their superiors. Such a joint interaction would help to establish an immediate rapport with the organisations, in giving the trainer-incharge the best possible start; and in getting the first hand feel about the centre where a programme worth over a lakh of Rupees is to take place, where a programme aimed to train at least 30 entrepreneurs is going to happen, a programme leading to an official investment of fifty to sixty lakhs of rupees is going to be shaped and conducted.

During the second stage the study team consisting of techno-economic and behavioural experts along with the trainer-motivator would undertake extensive grassroot level study of the region and the target group and in consultation with locally available experts line up viable business opportunities and short list the methodologies and training inputs for the programme.

During the third stage, the sr. training faculty and the study team finalise the programme content, the faculty, the modalities and everything about the programme. The programme is announced and the trainer in-charge remains at the centre to conduct the programme as per the guidelines and parameters, conscientiously worked out by the team of experts.

The above staging of the pre-programme promotion work has been done by keeping in mind that if one enterprise building requires entrepreneurship then "manufacturing" thirty and odd successful entrepreneurs out of a group of potentials would certainly require something far more than a series of sessions, or a pack of motivation games. Each EDP in that sense is an experimentum crucis of executive skills and can be truly productive if a team work is put in.

A trainer-motivator, no doubt, is the personification of all training inputs and most of his motivational and counselling strength emanates from that consciousness. He is the power-house, the guardian angel for his entrepreneurs. But then his consciousness of being the only one should not degenerate into the lonely one simply because he is left at bay to face the environment and the people, all alone.

Entrepreneurship Development is basically an economic activity which is essentially a cubic exercise to align its six resources—energy, materials, supplies, manpower, investment and will to do an be better. The main objective of pre-programme promotion work, therefore, is to have the best possible perception of each one of these. Needless to say, deeper the perception, better the conception; and better the conception more effective is the implementation.

If a study of the EDP results vis-a-vis promotional works done for the same is made it would not be difficult to find out that the programmes promoted meagerly also ended poorly. "Well begun is half done" perhaps applies best to EDPs.

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## MY BEED EXPERIENCE

— Bharat Bhat

Beed, a district town in the State of Maharashtra, had disappointed many organisers of EDPs by not even responding to their call. The total area of 3,07,762 sq. km. teeming with 14,84,424 (1981 census) brave people not yielding even 30 potentially eager entrepreneurs was more than a disappointment for the local leader, who was very keen on promoting EDPs in his region.

In the meantime, idea to use the expertise of EDI-I, was mooted by the state financial corporation and the state level Technical Consultancy Organisation. The local leader accepted the suggestion, made a request and I was put on the job by the Institute.

The assignment aroused a peculiar mix of feelings in me. I was happy as well as was feeling shaky, since it was for the first time I was to conduct promotional work for a programme which was to be conducted by someone else.

Normally, the experiences gathered during promotional work are put to use at various levels of programme preparations—such as session inputs, quantum of technical orientation, cut-out point for selecting potential entrepreneurs and above all, the kind of products that can safely be handled by the group. This transformation of experiences into modalities automatically takes place when the trainer is the same. But in the Beed case, I had not only to do the promotional job but had also to pass on the experiences to the one in charge of the programme. And that exactly made my job more challenging and interesting.

I started my work by contacting important people and leading industrialists in the district and soliciting their help by way of their reference to village or sub-urban chieftains. I wanted to use the same to organise as many small group meetings as possible. Ultimately, I addressed 28 meetings in educational institutions, youth club, traders' associations, mahila mandal etc.

The purpose behind personal contacts was well served and also got good response from all government organisations. But the key role was the timing I had fixed up to meet the people and to do the other normal pre-programme preparations.

I used to leave my place of abode early in the morning at six. And before the target group could be ready for their daily work, I used to be there to repeat my parrot talk about the programme and what good it held for individuals, for community and for the district as a whole. And in the day time I used to visit leading industrial houses to find out the possible opportunities to accommodate ancillary units.

I concentrated on the other part equally well because I, after a couple of days of interaction only, realised that without talking about the possible business avenues, the response of the people could not be properly aroused. So I lined up quite a number of products that the sugar mills and two major industries in the district could very well offer as sound business opportunities.

This reinforcement in the content of my talk did the real trick. People listened to me carefully. They started having a feeling that opportunities were there and the programme was the only way to grab them.

Once I found such a feeling in a pronounced measure in all the feedbacks I gathered, I scored on that with the help of posters, banners, handbills and also newspaper ads in the local language.

When the programme was announced, the leader who had requisitioned the Institute's help, could not believe his eyes when he saw the group of young men and women coming in to collect the application form.

### **MOHD. YASEEN** — An Illiterate Entrepreneur

*(During his interview-sprea connected with McBer Project on Personal Competencies of Successful Entrepreneurs, our faculty member, Akbar Ansari, met this outstanding harvester of business opportunities.)*

Mohammed Yaseen, born in a poor family of weavers, naturally did not ever go to school because his father could not afford it. Being the third child out of seven, living in a remote village in Muzaffarnagar district in Uttar Pradesh, another natural fate for Yaseen was to fall a prey to a spate of illnesses during which he lost the use of his right hand! On top of all that, given to early marriage so common in Indian villages, polygamy permitted by his religion, Yaseen had to strive for his entrepreneurial career with a load of seven children and two spouses at his back!!

Yaseen started his working life as an ordinary labour in a small township near his village and later took to rickshaw pulling in the same town and did that hard work, sans one hand, for ten long years.

A man of ordinary metal, bogged down by such physical, intellectual and environmental limitations, would have normally taken to any ignoble means of livelihood. But not Yaseen. From the very beginning he staunchly believed in honesty and hard work, and had an urge to improve his lot by encashing on available opportunities. His march from being a common labourer to becoming a rickshaw puller provided sufficient crystallisation to his need for achievement.

Earlier, Yaseen had seen some of his relatives making road brushes. He got interested in that and applied himself to acquire the skill.

He could not hold himself and asked how did I do it. But out of sheer concern for the officer who had been deputed by him to remain with me all the time, I did not tell him the truth.

In fact, during my full six week's stay for the promotion work, the officer could meet me only twice—once when he was introduced to me and last when he came to see me off. In between he used to come at 9.30 a.m. by the time I had already completed my rounds of personal meetings; and after whiling away his time, left for home at 5.30 PM. Although, he was duly informed that I used to leave early in the morning and returned late at night he never for once tried to be there before his office-hours.

I did not complain against him or blame him, because my intense involvement in developmental work has taught that it cannot be done within a prescribed time-frame. One has to be on the job all the time. The job of a trainer motivator as such is that of involvement, not of employment. And the officer was employed whereas I was involved!

After 10 years of peddling rickshaw on the rugged roads of the small town, Yaseen thought of venturing into the business of brush-making. Perhaps, too much of dirt on the road kept him reminding of the brush! Perhaps, from rickshaw pulling to road-brush, he thought it to be more down-to-earth, more fruitful, more enterprising!!

It was in 1975 that he started his brush making unit with a loan of Rs. 800/- (66 \$ approx.) under the lead bank scheme.

Initially he manufactured road brushes on orders and supplied to the local market only where people knew him and he was sure of both the customers and the cash return!

Being conscientious, he put his heart and soul into the quality of the product, which in turn, created better demand for the same and brought enquires from customers using a variety of road-brushes.

In less than six years he expanded his unit to manufacture almost all types of brushes, and his clientele increased from contract suppliers to the large industrial units like the Modi and JCT groups.

There is not a single machine in his unit. Everything is done manually. And yet his annual turn-over is over Rs. 2 lakhs (16,500 \$). He has won two shields for 1984 and 1985 in the exhibition organised by the DIC, Muzaffarnagar.

Mohammed Yaseen's growth and career proves the point that entrepreneurial competencies are not deterred by environmental barriers. On the contrary, they are sharpened and made more volatile as rivulets in a hilly terrain!

— AKS