



EDI Reports

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ENTREPRENEURSHIP
DEVELOPMENT
INSTITUTE OF INDIA

NOVEMBER '97 TO FEBRUARY '98

From the Director's Desk



WHAT IS NEW FOR 1998-99

I hope all entrepreneurship organisations, like EDI, are preparing action plans for 1998-99 if they have not already done so. Several crucial questions are raised which need to be answered. Is entrepreneurship training becoming stale? Are we all doing more of the same? What are the changes required in training curriculum and types of programmes to serve the changing needs? What are the innovations in training? What new thrust areas have emerged? Should we not focus more on performance and growth of entrepreneurs rather than new enterprise creation only?

In short, if the economy is changing, if reforms are taking place in the country, if entrepreneurs are to face new challenges of globalisation, imports and exports, the ED approach and content must also respond to these changes and challenges.

Quite clearly, given the massive unemployment, efforts to create self-employment, micro and small businesses, new enterprise creation will remain strategically significant in our country. Therefore, the thrust on EDPs must grow rather than decline. We will need to respond with more programmes backed-up by more efficient training, counselling and promotional techniques (shorter duration, larger groups and more effective quality), more focussed target groups and need-based training modules and packages; more use of new communication technologies, particularly Radio, Television, Video, Films and Satellite. And in content or curriculum, attention should be paid to new products and processes, innovative ventures; opportunities in services rather than only manufacturing; management inputs, counselling on developing a competitive edge and therefore, strategic management and niche marketing.

In programmes, a major shift towards improving performance of existing enterprises and preparing for growth is long overdue. We need technology selection, absorption and upgradation of programmes; introduction of innovations, planning tie-ups by networking, use of computers and information networks for scanning the environment; new sources of funds; new methods of financing or marketing; development of competencies for exports and dealing with international business.

This means we must add freshness in our work; not just to rejuvenate our faculty and staff but, because the changing scenario demands it. Central and State governments can be expected to continue subsidised training and hence more support for new enterprise creation, primarily for micro and tiny enterprises. This will not provide sufficient vibrancy. It is a developmental role which must be played again and again. Required vibrancy and dynamism, leading to innovations as well as financial self-sufficiency can be achieved only from (a) programme packages and modules which relate to larger small enterprises (say with an investment of Rs.10 lakhs to Rs.1.00 crore in EDPs) and (b) programmes for capacity building of existing entrepreneurs. This also means new capabilities within the ED organisation to serve the new emerging needs.

The whole entrepreneurial movement therefore must now operate on the basic principle that "since we are all involved in developing, promoting and counselling entrepreneurs, we must ourselves become entrepreneurial (creative, innovative, challenge-seeking, problem-solving, scanning the environment, seeking opportunities and responding with a concern for quality) and commercially viable". These two must become a part of every ED organisational culture.

At the end, let me thank my long time friend and colleague, A.K. Mahapatra of WEBCON, Calcutta, whose recent letter (reproduced in this Bulletin elsewhere) expressing his concerns about the future of EDPs encouraged me to write on this theme.

Dr. V.G. Patel

'MEET' OF THE CHAIRMEN OF ED ORGANISATIONS

Evidences verify the need for placing some emerging issues that ED organisations face, in a framework of evaluation. From the standpoint of

Leadership and Choice of Chief Executives

There was consensus that appointing a competent chief executive is



Shri S. H. Khan, President EDI & Chairman IDBI, addressing the Chairmen and Chief Executives of ED Organisations. Also seen in the picture are Dr. V. G. Patel, Vice-President & Director EDI (on the left of Shri Khan) and Governing Body Members of the Institute

ED organisations, areas that demand introspection and a clear connection of ideas are start-up performance of most EDPs; size and scale of operations measured in terms of number of enterprises started; organisational health, i.e. experienced staff, credibility etc. and dependence on government sponsored schemes and other programmes, etc.

It is important to deliberate on these issues because experiences prove that trained entrepreneurs perform substantially better than others.

The institute, therefore, organised a 'Meet' on December 4, 1997. Chairmen of Institutes of Entrepreneurship Development/Centres for Entrepreneurship Development attended this 'Meet', which was chaired by Shri S.H.Khan, President, EDI and Chairman, IDBI.

Shri S.H.Khan highlighted the role played by all India financial institutions in the setting up of some of these state institutions. Setting up of EDI, he said, was in itself a step towards creating a national resource organisation to spread and support entrepreneurship development activities throughout the country.

Shri Khan felt that in this meeting it was important to have a dialogue with the heads of institutions since the key issues centered around state support and commitment to these organisations.

Dr.V.G.Patel, Vice-President and Director, EDI presented a comparative profile of ten operating state institutions. Referring to national evaluation study of EDPs, Dr.Patel revealed how EDPs, as developing strategy, were very sound even at a low start up rate. He also emphasized on the need for raising the start up rate and talked about the contributions of state entrepreneurship institutions. Dr.Patel felt that adequate funds should be available for research, development of faculty, publications, new experiments etc. Based on the interaction, some areas of action identified were:

- **Leadership and Choice of Chief Executives**
There was consensus that appointing a competent chief executive is one of the most critical requirements for the success of ED organisations. A person coming from: Government or private sector or any other profession may be appointed but
 - a) on a full-time basis.

organisation are met from the corpus income; one-third from the contributions of the state government/ sponsors; and the remaining from programme surplus.

Working Capital

It was requested that IDBI/SIDBI or other institutions/banks could consider extending short-term working capital loans to needy state institutions. To ensure that such loans do not become permanent/ long-term liability, safeguards can be sought, say from the governing body of the Institution.

Commitment of Promoters and Autonomy

It was felt that besides the promoter's sustained interest, the state government should also be responsible for the growth of these institutions. The Governing Body of these institutions was expected to have sufficient representation from entrepreneurs, scholars, educationalists and other professionals keeping in view that this will enrich deliberations, enhance stature, increase autonomy and widen community acceptance.

Besides, it was agreed that relevant state agencies must have a stake



Shri T. M. Damodaran, Programme Co-ordinator and Shri G. Natrajan, Sr. Secretary, receiving mementoes from Shri S. H. Khan, President EDI and Chairman IDBI, on completion of ten years of service with EDI

- b) should be selected through a competent selection committee/ Governing Body rather than being nominated directly; and
- c) in order to maintain objectivity and avoid interference, the Governing Board of the Institute should be the ultimate authority of the Director's appointment.

Financial Stability and Viability

Corpus Fund

The need for a corpus fund to provide financial stability and stable operational base was clearly recognised. In view of the urgent need for having a stable source of finance, Shri Khan agreed to consider extending IDBI support for the creation of corpus fund to selected needy organisations on merit, if the state governments and other institutions also made their own contributions.

It was agreed that the corpus be built through grants received from the concerned state government, all-India financial institutions and other sponsors including commercial banks, especially lead banks.

Secondly, the structure and size of the corpus fund should be such that one-third of the expenses of an ED

in these institutions and they must actively participate and support these.

Clarity of Mission and Strategy

It was clearly emphasized that under the new economic environment and changing technological and competitive scenario, IEDs and CEDs should upgrade their programmes and quality of training. The delegates felt that sufficient attention should be paid to changing needs of new as well as existing entrepreneurs by evolving suitable programmes. It was considered as urgent to sensitize school children and college youth, government officials and bankers, etc.

EDI's role was regarded as important in reviewing the training programmes and providing new models of inputs and approaches to the state institutions.

At the end, Shri Khan thanked all the Chairmen and CEOs for positively responding to the key recommendations.

It was widely believed that this meeting had strengthened commitments and motivated all concerned. Dr.Patel assured the delegates of EDI's continuous support & involvement as he regarded this as EDI's prime mission.



AN ANSWER TO THE CREDIT NEEDS OF RURAL POOR

Rural development, poverty alleviation and employment generation through promotion of micro and small enterprises constitute an important segment of the Institute's mission. It also addresses the credit needs of trained potential rural entrepreneurs and regularly organises training programmes on 'Informal Micro Credit Delivery System'.

Sponsored by Small Industries Development Bank of India (SIDBI), Lucknow, one such programme was organised by the institute during November 03-21, 1997 at EDI campus. 19 middle level executives from 15 NGOs representing the states of Assam, Orissa, West Bengal, Kerala, Madhya Pradesh, Rajasthan and Gujarat participated in the programme.

While the issue of provid-

ing training to potential rural entrepreneurs has been addressed substantially, problems related to finance appear to be a major hurdle for these trained potential entrepreneurs. Although the formal banking system is well established in India, rural India continues to depend on money lenders for 90 per cent of its credit needs. This is because servicing of micro credit is not seen as economical from the commercial banks' point of view given the difficulties that arise in appraisal and transaction costs. The experiences of the institutes working at the grassroots level have brought to the fore that rural poor give very high priority to any credit system which is informal, accessible and provides them with easy credit facilities.

EDI, therefore, decided to provide technical training to

middle level executives of NGOs in implementing programmes on micro credit.

This training intervention was titled 'Informal Micro Credit Delivery System'. The NGO officials were expected to form Self-Help Groups (SHGs) at grassroots level and then play the role of an intermediary financial institution between the banks and SHGs. This was expected to enhance the capacity of SHGs in terms of savings mobilisation and ensured their deeper involvement in productive activities as the NGOs guided the SHGs in utilising the loan in the right direction.

The modified training package this time, consisted of three modules of one week each. The theme of the first module was 'Exposing NGOs to Informal Micro Credit Delivery System'. It fo-

cused on the capacity building of NGOs with regards to forming SHGs and approaching various financial institutions for bulk lending. The theme of the second module was 'Management of Informal Micro Credit Delivery System'. Under this module, the participants were trained on developing the accounting system for micro credit operations, besides assessing the financial viability of a credit programme to make it cost effective. Bearing in mind that at this stage the NGOs are expected to operate micro credit programmes; provide loans to SHGs etc., the important question that the members of SHGs might now have to address is 'where to utilise the loan?' To especially fulfill this requirement the third module was on 'Credit Delivery for Micro Enterprise Development'.

An integral part of all the three modules were visits to NGOs, SHGs and micro enterprises to provide practical exposure to the participants. To make the training programme participatory in nature, sessions were introduced in each module for sharing the experiences of the participants. Presentation of assignments, related to different topics in each module were also made.

A 'Handbook on IMCDS for NGOs Professionals' will also be developed by EDI, to help the NGOs in future. The feedback of this 6th programme on IMCDS was very positive. The participants stated that they were now in a position to understand the needs of trained potential rural entrepreneurs and facilitate easy access of the poor to credit. The programme was co-ordinated by Dr. Naresh Singh, Associate Faculty, EDI.

MILESTONES IN RURAL ENTREPRENEURSHIP

The EDI organised a special programme on Rural Entrepreneurship Development for Development Workers of voluntary organisations/non-government organisations during December 8-31, 1997.

The EDI's experience in promoting rural entrepreneurship highlighted that participation of voluntary sector is necessary to combat the problems of poverty and unemployment in rural areas and thus promote micro enterprise development. In consonance with this, the institute has already organised 9 such programmes for the extension officers of NGOs/VOs to train them as Rural Entrepreneur Trainer-Motivators. In order to reinforce its belief and keep up the development triggered by its efforts, the Institute, with the support of NABARD, organised this training programme. The programme was carefully planned to make a significant impact on development workers from voluntary agencies/non-government organisations involved in assisting potential rural entrepreneurs in initiating income generating activities. 25 development workers from 25 voluntary agencies representing 13 states like, Assam, Bihar, Gujarat, Karnataka, Kerala, Maharashtra, Madhya Pradesh, Andhra Pradesh, Orissa, Uttar Pradesh etc. participated in the programme.

The main objectives of the programme were to:

- help the participants understand the basic needs of different target groups;
- develop their skills, attitudes and behavioural attributes for initiating, planning and implementing rural entrepreneurship development activities;
- equip them with skills to perform specific tasks related to RED, such as identification of viable business opportunities and linking the same with selected rural entrepreneurs;
- help them in preparing business plans and getting financial and other support;
- train them in counselling prospective rural entrepreneurs for launching and managing micro enterprises successfully.

To accomplish the aforementioned objectives, the course content comprised — Knowledge on Entrepreneurship Development Process which included inputs on effective promotional methods, effective interaction process, assessment of entrepreneurial potential amongst rural poor, planning implementation of the training programme and counselling skills. This section also gave an insight into the steps for systematic follow-up, process of identifying the types of resources for rural enterprises and identifying key elements in feasibility/ viability assessment of an income-generation project, helping potential entrepreneurs make sound project plans. — Skill Development Inputs which focused on developing communication and problem solving skills. — Behavioural Development and Achievement Motivation Training that imparted extensive information on developing required attitudes and traits in trainers to help them play effective role as change agents.

The training methodology consisted of classroom lectures, group discussions, case study, simulation exercises, audio visuals, role plays and field visits to ensure maximum advantage to the participants.

The valedictory function of the workshop was held on December 31, 1997 at EDI campus. The chief guest for the occasion was Shri. R. Balakrishnan, Chief General Manager, NABARD, Ahmedabad. Mr. Balakrishnan urged the NGOs to be open to technological upgradation as this, he believed, can enhance the capacity and performance of the rural poor. He also felt that NGOs should try to develop cordial relationship with bankers right from the initial stages. He concluded by mentioning that the need for potential market is just as crucial as imparting proper training techniques to the development workers of NGOs/VOs and that the EDI is hence playing the lead role in changing the face of rural areas.

The programme was rated at a very high level by the participants. They found the inputs and the programme methodology particularly helpful so much so that they claimed they were now confident enough to perform their roles efficiently and achieve creditable results.

ORIENTATION PROGRAMME FOR TISCO OFFICIALS

Tata Iron and Steel Company, Jamshedpur, has proposed to set up its Entrepreneurship Counselling / Guidance Centre in order to promote entrepreneurship as a desired option amongst potential entrepreneurs as well as counsel new/existing ones. With a view to equipping the officers chosen for this centre, with the theories and practices of entrepreneurship development, it sanctioned an Entrepreneurship Orientation Programme for them. The programme was organised between 17-28 November 1997 and attended by 8 officers selected for the proposed ED centre.

The main objectives of the programme were to help the officials acquire necessary skills to be able to:

- initiate and implement entrepreneurship development activities
- develop requisite skills and attitude for organising result-oriented EDPs
- counsel new and existing entrepreneurs
- enrich their knowledge in the field of entrepreneurship development

In the wake of diverse objectives of the programme, the methodology was accordingly designed to cover them all elaborately and divided into three sections.

Attitude

An active, encouraging attitude of the trainer can sow seeds of optimism in the participants. Motivation from the trainer can visibly change the way the participants feel about setting up their business.

Hence, two full day sessions on Achievement Motivation Training were well received by the officials.

Skills

Considering that the job of an Entrepreneur Trainer-Motivator demands skills like; good communication, problem solving, decision making, public speaking, counselling etc., six sessions focusing on developing these skills in the participants, were organised.

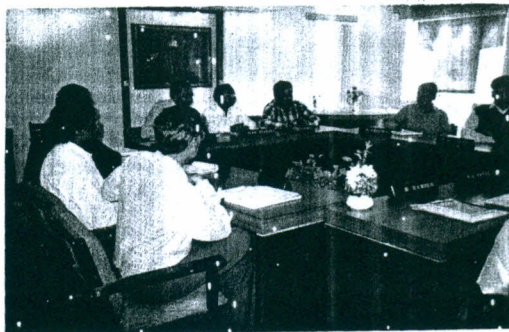
Knowledge/Information Needs

A successful trainer always begins by becoming completely attuned with certain aspects like; who is an entrepreneur, what is EDP, philosophy behind EDP, etc. Hence, concentrating on such basics, sessions were conducted on all these areas, besides a session on creating general awareness on the Entrepreneurship Development Movement. Bearing in mind that Business Opportunity Identification, Selection of Potential Entrepreneurs are vital questions that trainers often have to address, four sessions on Business Opportunity Identification Techniques and two sessions on Selection Procedure titled 'Rationale for Selection Tools and Techniques' were kept. Other impact making sessions were on project feasibility and project report preparation, aiming at equipping the participants with skills in guiding and assisting potential entrepreneurs in preparing a detailed project report.

An important aspect of this section was a session on 'Networking of Institutions - Role and Importance', in which the participants were given useful information on the institutions involved in promoting small scale industries; services offered by developmental institutions like; District Industries Centres, State Finance Corporations, Commercial Banks, Industrial Area Development Authority etc. The participants stated that these sessions were nothing less than splendid knowledge for them. They felt that EDI-EDP model study was perfect in all major areas.

The valedictory function of the programme was on 28th November, 1997. The Chief Guest for the function Dr. V.G. Patel, Vice-President & Director, EDI, called upon the participants to make best use of the training and render help in promoting enormous opportunities disguised in entrepreneurship, as extremely challenging. Mentioning that TISCO provides maximum opportunity to its employees to depict their talents, he appreciated the role of vision and foresight in TISCO management.

The programme concluded with a promising beginning as the TISCO officials put forth that they could now even singlehandedly manage the workings of the proposed centre. They added that the programme had helped them cast off their doubts and not just developed new skills in them but also groomed the existing ones.



Officials of TISCO interacting in one of the sessions during their visit to EDI

SOUTH AFRICA AND INDIA EMBARK ON A SUCCESSFUL BUSINESS TRACK

The EDI organised a six-day workshop on 'How to do Business with South Africa', during January 5 - 10, 1998 at EDI Campus. Sponsored by Small Industries Development Bank of India (SIDBI), the workshop was attended by 34 small scale entre-

preneurs broke through the shackles of economic isolation as companies from several countries invested in the country and they are set to have a multiplier effect in the long term. Foreign Direct Investment, said Mr. De Vos, also manifests in a concrete way, South Africa'

participants and the experts on various subjects. Experts from EDI, national level export promotion organisations, University of Mumbai, SIDBI and various other financial institutions took interactive sessions, ensuring maximum participation of those present. Besides, officials from South Africa, individual entrepreneurs active in South Africa as well as experts on electronic commerce also played an important role as resource persons in the workshop.

Besides giving a glimpse into the political and socio-economic perspective of the New South Africa, the sessions of the workshop informed the participants on subjects like; Adopting a long-term approach in the Southern African markets, Role and experience of Exim Bank in promoting exports to South Africa, Export through Internet, SIDBI's schemes and assistance for small scale exporters, International marketing strategy for small scale exporters etc.

The valedictory function of the workshop was organised on January 10, 1998. The Chief Guests for the occasion were

Africa's case—the foremost pre-occupation is with the political transformation from apartheid to inclusive constitutional democracy, he said. In this, three elements are important: the role of leadership in opening the way for national reconciliation and democracy; the promotion of constitutionalism and the principle of power-sharing; and the process of redefining a national identity, said Dr. Venter. He added that in the economic arena, employment-creation and the new government's macro-economic strategy are of vital importance. He concluded by mentioning that since the government's capacity and willingness to meet the needs of the people are immense, South Africa foresees a healthy business and political scenario and expressed hope that South Africa and India will embark on the path of strong business relationship.

Mr. Samveg Lalbhai, in his valedictory address said that India and South Africa share many common experiences from the nature of their developing economies to our colonial histories and shared cultures. He emphasised

to see South Africa achieve its true potential and have its own standing in the world global scenario.

He added that South Africa is technologically most advanced country in the African continent and is now in a position to set up joint ventures and provide technology and technical knowhow to their Indian counterparts.

Highlighting the exports of India to South Africa and its imports from South Africa, Mr. Lalbhai said that South Africa offers much to foreign investors/businessmen as it is a large market with substantial growth potential and access to African and Indian Ocean Markets.

Mr. Samveg Lalbhai expressed the desire to see India-South Africa commercial ties rising to new heights and mentioned that the aim is to enlarge the scope of cooperation in all possible fields.

Dr. Abhijit Bhattacharya, the Programme Director, expressed his happiness over successful dissemination of knowledge on business with South Africa, in this workshop. He said that the participants were from different industries with different product interest and the workshop had effectively catered to their needs, besides creating an awareness about the emerging opportunities in South Africa. Dr. Bhattacharya's views were supplemented by the views of some of the participants.

Mr. Anand Thakkar of Mumbai said that the workshop gave a clear idea on the buying habits in South Africa, besides the basic information needed for doing business with South Africa. This, he said, was extremely useful for him since he was planning to open a production unit of greeting cards very soon in South Africa.

Mr. Tushar Shah of Ahmedabad stated that one very good thing about the programme was that it was specifically designed for SSIs, keeping the Southern African Markets in view. He called the programme very informative, mentioning that it covered all necessary details.

Dr. Bhattacharya added that in this era of liberalisation and globalisation when economic barriers are swept away, the entrepreneurs whether they are small, medium or large, will have to think in terms of global competitiveness. EDI, he said, has already chalked out a long term strategy for assisting the SMEs in internationalising their business operations and is trying to establish business linkages between SMEs from India and other countries.

The workshop ended on a very positive note and a hope that small scale entrepreneurs will now find their way in South Africa. On the part of EDI, the next important step will be to follow-up constantly with the participants and ensure that the knowledge acquired from the workshop plays an important role in their success.



Mr. Jacques De Vos, Consul General of South Africa, speaking during the inauguration of the workshop. Also seen in the picture are (right to left) Dr. V. G. Patel, Vice-President and Director, EDI and Dr. Abhijit Bhattacharya, the Programme Director.

The post apartheid South Africa undoubtedly offers tremendous business opportunities to Indian Exporters and hence this workshop on 'How to do Business with South Africa' was organised to enlighten the SSEs on the procedures and formalities of doing business with South Africa.

The workshop was inaugurated by Mr. Jacques De Vos, Consul General of South Africa. In his address, Mr. De Vos, said that the 20th century is rapidly drawing to a close and much of what has happened in this century is recalled with abhorrence. However, there is also much to commend this century, he said. The scientific, technological, industrial and other advances made during the 20th century dwarf all of mankind's progress during the previous thousands of years, dramatically improving the standard of living of countless people, stated Mr. De Vos.

He firmly said that South Africa's transition to democracy is universally recognised as one of the most significant political achievements of the twentieth century. Over the past two years, he recalled, South Africa visibly

growing participation in the global economy. The United States of America, Japan and the European Union, as well as the rapidly growing economies in Asia and Latin America, remain of vital importance to South Africa and he considered South Africa and India to be similar in this regard, adding that South Africa and India have embarked on a road of strategic partnership.

He concluded by drawing attention towards the varied opportunities in South Africa and Southern Africa and strategic business ties with India.

Speaking on the occasion, Dr. V.G. Patel, Vice-President & Director, EDI, emphasised on the fact that small business entrepreneurs should develop the habit of learning and expressed hope that doing business with South Africa will be profitable. Considering that exports or doing business abroad requires different skills and approach, Dr. Patel concluded with a hope that this workshop would be extremely beneficial, particularly so, when small entrepreneurs have proven that they can compete with the best.

The sessions of the workshop were designed to ensure maximum interaction between the



Mr. Samveg Lalbhai, President, Gujarat Chamber of Commerce and Industry, Ahmedabad, presenting the certificates to the participants of the workshop.

Dr. Denis Venter, Executive Director & Head, Africa Institute of South Africa, Pretoria and Mr. Samveg Lalbhai, President, Gujarat Chamber of Commerce and Industry, Ahmedabad.

In his address, Dr. Denis Venter said that three broad challenges face any country that is struggling to build a sustainable democracy; achieving accountable competent governance, broad-based economic prosperity and social stability. In South

India attaches importance to political and economic ties with South Africa, and sees it as a powerful entity not just in Africa but also globally.

Ever since India and South Africa resumed diplomatic relations in 1993, said Mr. Lalbhai, the bilateral relations have witnessed an exemplary progress. The two countries are also exploring possibilities for joint ventures, he announced.

He said that India is very keen

DIC OFFICIALS OUTLINE A NEW APPROACH

Officials of District Industries Centres can really impel the potential entrepreneurs in reaching heights of success by offering help in a variety of ways.

However, in order to make them even more responsive to the needs and requirements of potential entrepreneurs, it is imperative that they undergo a training in this direction. Touching upon this need the Directorate of Industries and Commerce, Madhya Pradesh sanctioned an entrepreneurship orientation programme for its officials. A group of 27 officers of DIC, Madhya Pradesh, attended the Entrepreneurship Orientation Programme at EDI during 24th November to 3rd December 1997.

The main objective of the programme was to develop requisite skills and attitude in these officials to help them implement result oriented Entrepreneurship Development Programmes as well as counsel new and existing entrepreneurs.

Based on the aforesaid objectives, the three sections of the programme, i.e. enriching knowledge, developing attitude and skills, were designed in a way to give impetus to the process of entrepreneurship development.

Enriching knowledge: The process of developing entrepreneurs involves understanding of certain basic facts like; who is an entrepreneur, what is entrepreneurship, what is EDP, philosophy behind EDP etc.

Bearing these in mind, sessions were held to give an insight into all these aspects. Besides, sessions on Planning a Small Scale Enterprise, How to do Market Survey, Project Feasibility and Project Report Preparation etc. were organised.

Developing Attitude: Keeping in view that sensitivity to the needs of potential entrepreneurs is most desirable in these officials, one full day session on Achievement Motivation Training was organised.

Developing Skills: In order to develop certain specific skills in these officials like; Good communication, Problem solving, Decision making, Public speaking, Counselling etc. the programme concentrated on giving maximum inputs on all these.

A session on evaluation and documentation of EDP was also arranged and much appreciated and acknowledged by the trainees.

The valedictory function of the programme was held on 3rd December 1997. The participants expressed their gratitude to EDI for giving them proper orientation and equipping them with necessary skills to perform their tasks more effectively. They even requested EDI to take up more such activities at Divisional level in Madhya Pradesh so that field level officers at Taluka level and officers from boards and corporations associated with development of SSI sector could also be involved.

CIS AND EAST EUROPE OPEN NEW AVENUES FOR INDIA

The EDI organised a six-day workshop on Export to CIS and East Europe in collaboration with Shri Bhagubhai Mafatal Polytechnic in Mumbai during November 10-15, 1997. The workshop was sponsored by the Small Industries Development Bank of India (SIDBI).

To face the challenge of an open economy, the small scale enterprises (SSEs), which form a vital segment of the Indian Business, should gear up to internationalise their business operations. SSEs have the advantage of adaptability and flexibility but unfortunately lack knowledge of international business environment, marketing techniques, procedures and formalities of export, forex management, etc.

As a step towards equipping the existing and the potential small scale entrepreneurs with knowledge of international business and creating awareness about market potential of various countries and products, a series of workshops is being organised by the EDI.

The emerging markets in the Commonwealth of Independent States (CIS) & Eastern Europe (EE) which include large and resource rich countries like, Russia, Ukraine, Kazakhstan and developed markets such as Poland, Hungary and Czech Republic undoubtedly have huge potential for Indian exports. But to tap the potential of these former Soviet Block countries which are now in the process of transition from centrally planned economy to free market economy, it is necessary to understand the specific business environment prevailing in these countries. In this context, the workshop on Export to CIS & East Europe was extremely beneficial to the participants.

Some of the main objectives of the workshop were to:

a) impart necessary general knowledge on export marketing, procedure and documentation, pricing and costing,

- b) familiarise the participants with existing business opportunities in CIS & EE and discuss with them the various marketing strategies for promoting exports to CIS & EE;
- c) identify products which have



(Left to right) Mr. Ireneusz Makles, Consul General of the Republic of Poland, Mumbai, Mr. P. D. Patodia, Chairman, Western Region, Indian Export Organisations and Prof. A. C. Mehta, Principal, Shri Bhagubhai Mafatal Polytechnic, Mumbai, during the inaugural function of the Workshop.

- d) make the participants aware of the financial issues involved while dealing with the CIS & EE countries;
- e) inform the participants about various export promotion schemes offered by SIDBI to small scale exporters;

The structure and methodology of the workshop was designed to ensure maximum interaction between the participants and experts on various subjects. General topics on export were usually followed by concrete discussion on exports to CIS and East European markets. Experienced professionals, well-known academicians, industrialists, trade officials, diplomats took interactive sessions. Exporters active in the CIS & EE markets shared their experience with the participants. India's one of the topmost experts on internet explained the participants about capturing the emerging markets using the latest de-

velopments in information technology. A special profile of 27 CIS and EE countries was also prepared by Mr. Madhu Kotak. Some of the faculty members in the workshop were Mr. Madhu Kotak, Vice-Chairman, Kotak & Co. Pvt. Ltd., Dr. Michal Kral, Consul General, Czech Republic, Mr. D.S.N. Murthy, Deputy General Manager, Export Credit Guarantee Corporation of

and that it should be followed by some concrete actions towards real business generation. They wanted the institute to take initiative in taking a group of participants to CIS & EE for opportunity exploration and negotiation. The Consul General from Poland has complied with their request and agreed to coordinate with his counterparts from other East European countries. The institute has also decided to work on this suggestion besides regular follow-up with the participants.

The participants felt that the sessions in the workshop were highly beneficial, equipping them with specific knowledge of business environment in some important CIS and East European countries; such as Russia, Poland, Czech Republic, Hungary, Uzbekistan and Kazakhstan. They felt that they had gained complete knowledge on important subjects like export through internet, mar-

The valedictory function of the workshop was organised on November 15, 1997. The Consul General of the Czech Republic in Mumbai, Dr. Michal Kral was the Chief Guest of the function. He congratulated the EDI, SBMP and SIDBI for having successfully



Dr. Michal Kral, Consul General of the Czech Republic, presenting the certificates to the participants during the valedictory function of the workshop.

organised the workshop. He invited the participants of the Seminar to actively explore the Czech market.

The Vice-President & Director of EDI, Dr. V.G. Patel, appealed to the participants to improve their core competencies for acquiring competitive edge in the international market and hoped that very soon some of the participants would be venturing into the vast markets of CIS and East Europe.

The participants felt that the workshop gave them a direction

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The Vice-President & Director of EDI, Dr. V.G. Patel, appealed to the participants to improve their core competencies for acquiring competitive edge in the international market and hoped that very soon some of the participants would be venturing into the vast markets of CIS and East Europe.

The feedback of the participants was highly encouraging and they felt that more such export oriented programmes should be organised to enhance general export competencies of small scale entrepreneurs.

EDI LIBRARY AND INFORMATION CENTRE (EDILIC)

In order to serve the diverse needs of EDI faculty and programme participants, EDILIC was set up way back in 1983. Enriched with updated information sources on entrepreneurship and related subjects, it is an information resource centre of national level repute. Now, EDILIC's membership is open to all Individuals and Institutions who are involved in the area of Entrepreneurship Development and Research and also small and medium enterprises.

- Psychology
- Economics
- Information Technology
- Chemical Technology
- Technology
- Women and Gender Issues
- Commerce

Kinds of Information Resources Available

- Books
- Research Reports
- Handbooks
- Manuals
- Encyclopaedias
- Dictionaries
- Working papers
- Economic & Industrial Surveys
- Press Clippings
- Annual Reports

Periodicals

EDILIC subscribes to about 100 journals, magazines and newsletters (national as well as interna-

■ Research/Training/Education on entrepreneurship

■ SMEs and SSIs

■ Useful Internet Web Sites

Library and Information Services Offered

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- Industrial Information Service
- Current Information Dissemination (CID)
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- Inter-Library Loan Service
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Information Offered

- Project profiles on products
- Industrial statistics
- Export-Import business information
- Market
- Manufacturers' addresses

tion) in the field of Entrepreneurship and related subjects. Most of the periodicals are unique in nature.

Membership

EDILIC membership is primarily given to all the faculty and staff members of EDI. However, in order to meet the demands raised by several individuals and institutions, now EDILIC membership is open to all. Individuals, institutions, industries, corporate houses are welcome to become members of the Library.

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For a detailed brochure on EDILIC, Membership Form and further details please contact: Mr. P. Venkata Kesavan Librarian Entrepreneurship Development Institute of India, Ahmedabad P.O. Dhat - 382 428 Gujarat, India.

Subjects Covered

- Entrepreneurship
- Training
- Management

A STEP TOWARDS CONSOLIDATING THE SMALL SCALE ENTERPRISES EVEN FURTHER

Consolidation and growth of small scale enterprises demand a great deal of planned efforts extending much beyond mere business plan formulation. What is pervasive in this realisation is that amidst day-to-day activities, an entrepreneur loses track of certain important needs, like the change in management style or acquiring certain new skills which can actually act as a platform for his success. Proper training and counselling in the direction of equipping the existing entrepreneurs with skills to encourage planned growth, can really bring about a visible change in the performance graph of small scale enterprises. The EDI realised the necessity of such interventions and organised 'Growth-cum-Counselling Programmes' at different places in the country. This training model in collaboration with Durham University Business School (DUBS) is suitably modified to the Indian needs & trends. The main aspect of this training programme is to provide one-to-one counselling services to existing entrepreneurs. However, the main focus of the programme is on training entrepreneurs as well as developing business counselling skills of small enterprise consultants and trainers thereby enabling them to provide the much needed counselling services to existing entrepreneurs. The state level organisations for promoting entrepreneurship also extolled the realisation behind this program

me and organised the same in association with EDI. Accordingly, the institute organised three such programmes, under the sponsorship of SIDBI, in Mysore, Indore and Aurangabad, in association with Centre for Entrepreneurship Development of

The programme was divided into 3 blocks, namely the Growth Programme for existing entrepreneurs, Business Counsellors' programme for consultants and trainers, and the third block focusing on providing inputs on hard skills.



Mr. Ravi Kumar, Founder Member of The Consortium of Electronic Industries of Karnataka, speaking during the counsellor-counseee interlinking session on the concluding day of the first phase of the Growth Programme. Also seen in the picture are (right to left) Mr. N. Mahabala, Director, SISI, Bangalore & EDI Faculty Members.

Karnataka, Centre for Entrepreneurship Development - Madhya Pradesh and Maharashtra Centre for Entrepreneurship Development respectively.

At all the places, the programme was well attended by small scale entrepreneurs from various sectors like; plastics, engineering, packaging, electricals etc. 16 participants attended the Aurangabad programme and the programmes at Indore and Mysore were attended by 14 and 16 participants respectively.

The first block, i.e. the Growth Programme, mainly covered all the key areas related to growth of an enterprise focusing on the various characteristics of a good business, an exact framework for understanding the intricacies of business and then working in the right direction. The entrepreneurs were helped in examining their enterprises in an objective manner and understanding the performance base and the growth potential of the business.

To further improve upon entrepreneurial competencies, knowledge on finance, production and market was also imparted. The importance of systematic planning for achieving planned goals was especially emphasized upon. Later the entrepreneur, with the support of counsellor, was also expected to chalk out a clear cut growth plan.

The second block or the Counsellors' Programme, helped the counsellors understand their role in terms of providing support services to small scale enterprises, enabling them to acquire and use problem solving skills, developing their skills in profiling of small enterprises in terms of their current performance and potential for growth. Each counsellor was then attached to one entrepreneur keeping in mind the former's skills and the latter's competencies. The counsellor guided the entrepreneur on the approach to be adopted towards enterprise growth. Some of the meetings between the counsellor and the entrepreneur were held at the latter's factory as well. The counsellors were expected to interact with entrepreneurs on one-to-one basis in order to evaluate the performance base and the potential base.

The 3rd block of the training programme, i.e. inputs on hard skills comprised sessions by eminent faculty on certain important aspects like; enterprise management, entrepreneurial competencies, delegation, leadership etc.

The participants felt that the programme was highly informative, well conducted and led to a change in their perceptions and management style.

EXPORTING TO GROW

'Competition all around' is the buzz word today and the EDI realises the need for small scale enterprises to internationalise their operations, given the advantages of flexibility & adaptability. Hence, alongside the aforementioned Growth Cum Counselling programme, the institute also designed and organised such programmes with a focus on giving a clear understanding of the venture with regards to growth and export potential. It can be said that a new dimension was added to the Growth-Cum-Counselling programme by imparting export related inputs besides other significant details.

Two such programmes, sponsored by Small Industries Development Bank of India (SIDBI) were organised by EDI. The first of these began at EDI campus on Dec. 5, 1997, with its last phase to conclude on March 23, 1998. 36 entrepreneurs and counsellors have participated in the programme. The 2nd programme at Bangalore commenced on February 25, 1998 and will continue till May 4, 1998 to cover all the three phases. 37 entrepreneurs and counsellors have enrolled in the programme.

The programme was specifically designed to promote exports in small scale sector. The skills in these entrepreneurs were developed to understand necessary and sufficient conditions to exploit the export market.

According to Mr. V. Padmanand, the Programme Director, the inputs of the programme were developed keeping in view the need of the participants and of the present scenario. He explained that the participants were happy because they felt this was an area they felt inquisitive about and the EDI had addressed their needs; taken care of their requirements in the context of Indian/global economy.

all these areas. The session was concluded with certain significant observations, such as 'risk taking attitude' to be developed in entrepreneurs, provide them as company leaders, groom sufficient field experience to them, develop special skills in areas like; 'how to raise finance', 'good public relations', 'general management' covering all functional management areas such as, market operation, finance, personnel, control and monitoring, strategic management, decision making etc.

At the end of the workshop, the delegates expressed their gratitude to EDI for holding such an important workshop and taking up the issues that demand serious concern. They felt that EDI should more often organise such workshops so that valuable conclusions are derived and implemented in order to bring about a healthy change in the way students think and feel about self employment.

NEW APPROACHES TO ENTREPRENEURSHIP EDUCATION

The EDI organised a National Workshop on "Approaches to Entrepreneurship Education" on 22nd and 23rd December, 1997. Around 20 faculty members from various educational institutions were invited to present their papers and express their views.

Entrepreneurship in Education being one of the major thrust areas of the Institute, it has contributed towards capacity building of a large number of engineering colleges so that entrepreneurship education may be introduced and regarded as a significant part of their curriculum. The Institute is also instrumental in introducing a course on entrepreneurship in a few management schools.

Given the fact that India will be entering the 21st century with around 106 million unemployed youths; most of them educated, the need of the hour is to create job providers instead of job seekers. This necessitates reorientation of our education system which could help the youth leave behind their negative attitude and approach towards self-employment and view the same in a more encouraging and positive framework. The present hour reveals that this is the time to initiate a national debate on the subject, involving educationalist,

planners, policy makers and educational administrators and chalk out a positive course of future action with respect to introducing entrepreneurship in education, and hence this workshop was organised.

The workshop aimed at addressing a few critical issues like problems and prospects and modalities of introducing entrepreneurship in education and strategic interventions for the same. The desired objective was targeted by way of paper presentations, followed by discussions, besides meeting of the delegates to formulate a model curriculum.

In his welcome address, Dr. P.C.Jain, the Workshop Director gave a brief note on the programme and its objectives. Dr. V.G. Patel, Vice President & Director, EDI, began his inaugural address with a brief introduction to the history of entrepreneurship development programmes in India. He described the current activity of entrepreneurship development as, "Fire Fighting Opportunity". Dr. Patel presented a critical analysis of ED programmes organised by various agencies and placed it in the current scenario, making some significant observations. He opined that the goal of EDP since inception is new enterprise creation but the foundation, he said,

needs to be strengthened further. He also mentioned that in SBI EDP model, start up rate is rather low mainly because identification of possible business opportunities and business plan formulation are not covered. According to him, an institution that concentrates on Business Opportunity Guidance, has a fairly good start up rate. Commenting on the current scenario, he brought forth that the system today, is encouraging entrepreneurship but as an alternative rather than a desired option, reminding that the 'charms of being an entrepreneur' is the last and the least important factor being considered if at all people think of entrepreneurship. Speaking on the approaches to entrepreneurship in America and Europe, Dr. Patel stated that entrepreneurship development is undertaken along with basic education, but in India it is considered after the education is over. Certain aspects, he suggested, should be borne in mind while planning the curriculum like:

- Emphasis on imparting knowledge and developing skills and attitude.
 - Analysis of outcome and benefits to students.
 - Flexibility.
- Besides, certain sessions, taken by EDI faculty and eminent

guests from outside, such as 'Conceptual Framework of Entrepreneurship Education', 'Critical Evaluation on Entrepreneurship Curriculum' etc. focused on some major areas of entrepreneurship development and ensured maximum participation of the delegates. Some of the significant suggestions were to introduce entrepreneurship in three phases - preliminary, intermediate and advanced, keeping in mind that the inputs change the mind set of the students ensuring long term gains. It was also pointed out that it is dangerous to compare ourselves with American Institutes as there is a vast difference in the social and economic scenario of the two countries and hence the question of uniformity does not arise.

In the 'Group Presentation on Model Curriculum and Modalities for Implementation', Mr. C.R. Biswas, Additional Chief Secretary, Department of Science & Technology, Government of Gujarat, mentioned that there is a need for adopting a broad spectrum technology to fight the problem of unemployment. He opined that neither advanced technology nor rural appropriate technology would help face global competitiveness. Rather, he suggested, that we should have mastery over

FORTHCOMING INTERNATIONAL CONFERENCES / SEMINARS

Regional Conference on Gender and Technology in Asia
(7-10 April 1998), Thailand

The conference will focus on key areas such as, information technology; indigenous knowledge and technology; impact of new technologies on women; gender and technology studies; gender and environment.

For details, please contact :

Gender and Development Programme

School of Environment Resources and Development,

Asian Institute of Technology

P.O. Box 4, Klong Luang, Pathumthani, Thailand 12120

Tel: (66-2) 524 5675, Fax: (66-2) 524 6166

E-mail: gendev@aif.ac.th

A Forum and Conference on SMEs and SME Policy in the Central and Eastern European Economies (2-4 April 1998), Hungary

The conference is a follow-up of the workshop on SME Policy in the Transition Economies at the ICSB 1996 World Conference in Stockholm, Sweden. UNIDO will present for discussion the results of the Comparative Analysis of SME Strategies, Policies and Programmes on the Central European Initiative Countries.

Further information can be obtained from:

Conference Secretariat, Hungarian Small Business Association,

1021, Budapest, Szeher ut 7, Hungary

Tel: +36-1-319-3159, Fax: +36-1-319-3169

E-mail: soko@econ.coew.hu

Seminar on Enterprise Development from the University Sector
(11 to 15 May 1998), England

This seminar is aimed at those who are in some way involved in enterprise development from the University sector. This seminar will make a platform for the people in the University Sector to interact on the issues related to enterprise development projects.

For more details, please contact:

DHP International Ltd.

Sheffield Science Park, Cooper Building, Arundel Street,
Sheffield, UK

Tel: +44 (0) 114 22 11 815 Fax: +44 (0) 114 22 11 801

E-mail: dhp.int@sci-tech.org.uk

1998 Babson College-Kauffman Foundation Entrepreneurship Research Conference (21-23 May 1998), Belgium

This research conference will mainly deal in entrepreneurship and related topics. Also has a special topic for presentation entitled 'Public Policy and High Growth Firms', in which an author of the best paper will receive a cash award of US \$ 2500.

For more information, please write to:

Mr. Paul D. Reynolds, 1998 Conference Director

Center for Entrepreneurial Studies., Babson College, Babson

Park, MA 02157-0310

Tel: +617-239-4420 Fax: +617-239-4178

E-mail: mccarthy@babson.edu

First International Conference on Stimulating Manufacturing Excellence in SMEs (SMESME98) (20-22 April 1998), Sheffield

The conference will focus on research issues, which aim at improving the manufacturing and business performance of SMEs. It will bring together a network of researchers from various disciplines who are concerned with unlocking the competitive potential that SMEs possess.

For further details please contact:

Mrs. N. Parkes, SMESME98

Dept. of Mechanical Engineering,

University of Sheffield, Mappin Street, Sheffield S1 3JD, UK

Tel: +44 (0) 114-222-7702, Fax: +44 (0) 114-275-3671

E-mail: N.Parkes@Sheffield.ac.uk

The 43rd World Conference of the International Council for Small Business (8-10 June 1998), Singapore

The theme of the conference is 'Entrepreneurship at the Threshold of the 21 Century'. Based on the theme, the Conference will focus on the latest research findings, key issues and regional and global trends in the selected topics such as: small business and job creation; entrepreneurial environment and infrastructure etc.

For more information, please get in touch with:

Mr. Wee-Liang Tan, Director, ENDEC, Mail Box B3-C53/54,

School of Accountancy and Business, Nanyang Technological

University, Nanyang Avenue,

Singapore 639798, Tel: +65 799 4839, Fax: +65 791 4538

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WEST BENGAL CONSULTANCY ORGANISATION LTD.
CHATTERJEE INTERNATIONAL CENTRE, 4TH FLOOR
33A, JAWAHARLAL NEHRU ROAD, CALCUTTA-700 071

Dear Dr. Patel Sb.

Kindly accept my heartiest congratulation for your pioneering effort to set up "The Inter-Regional Centre for Entrepreneurship & Investment Training" at EDI campus.....

I take this opportunity to bring your kind attention to the fact that Entrepreneurship Development Programme as formulated by EDI is being organised by TCOs including WEBCON for the last 12/14 years through its accredited trainers. It appears that EDP is gradually loosening its edge and impact. These days both the Government and institutions are relatively reluctant to sponsor EDPs because of the change in the credit policy of the financial institutions and banks which are hammering on result oriented EDPs where they evaluate the success not only in terms of units set up but also by the quantum of loan sanctioned and disbursed by the sponsoring banks/Fls. I think it is time that EDI should consider in situations appraise the role of EDP as an instrument to achieve socio-economic objective. 'an afraid EDP course curriculum so as to make it more effective. Unless the sponsoring institutions appreciate the role of EDP as an instrument to achieve socio-economic objective, 'an afraid EDP may not be smooth sailing proposition. I hope, with your vast experience as a pioneer of entrepreneurship development in the country, you would pay a serious thought to the issue and take up the matter suitably with the Government. Fls and banks so as to regain their confidence towards sponsoring and supporting EDPs. I shall be glad to be advised of your considered views in the matter. Meanwhile, if you have already revised the EDP course curriculum to suit the changing circumstances as explained above, a copy of the same may please be sent to n.e.

With personal regards,

Yours sincerely,
(Sd/-)
(A. K. MAHAPATRA)

Dr. V. G. Patel
Vice President & Director
Entrepreneurship Development Institute of India
Ahmedabad, Near Village Bhat, P. O. Bhat 382 428.
Tel.: (033) 226-6527, 29-6278 Fax: (033) 226-8037 Telegram: NOCBEW



Participants of the Training Programme on Goal Oriented Project Planning (GOPP), organised by the Institute for managers, executives and officers involved in planning projects/events. The programme was organised during November 18-23, 1997

PROGRAMME ANNOUNCEMENT

SEVENTH SUMMER CAMP ON ENTREPRENEURIAL ADVENTURE FOR YOUTH

(19-29 MAY, 1998)

A unique opportunity for the youth to inculcate entrepreneurial competencies like, **creativity, innovation, systematic planning, leadership, problem-solving** etc., to develop a competitive edge and to reach the heights of success, in whatever career they choose to pursue.

The participants are also exposed to innovative career options.

The youth are motivated through motivation development exercises, psychological tests and instruments for self-assessment, exposure to potential business opportunities, visits to industrial units/institutions and interaction with 'achievers'.

Students, of higher secondary and junior colleges, of any discipline can join.

A fee of Rs. 12,000/- per participant which includes board/lodging and camp material.

For further details and registration contact :

Dr. Sunil Shukla, Camp Leader
Entrepreneurship Development Institute of India
AHMEDABAD

P. O. Bhat 382 428, Gujarat, India.

FIFTH SUMMER CAMP ON ENTREPRENEURIAL STIMULATION FOR CHILDREN

(4-9 MAY, 1998)

The objective of the camp is to inculcate the spirit of 'Entrepreneurship' amongst children and to enable them to develop certain skills like **Problem-solving, leadership, Effective Communication**, etc. These skills would equip them to face difficulties and challenges in future, thus helping them become **achievers**.

The camp participants are exposed to various types of entrepreneurship stimulation activities including games and exercises, puzzle-solving, quizzes, competitions, industrial visits and formal and informal meetings with successful entrepreneurs and achievers.

School children in the age group of 12 to 17 years are eligible to join the camp.

A fee of Rs. 4,000/- per participant which includes board/lodging and camp material.

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