

# EDI Reports

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## From the Director's Desk



EDI's PGDBEM has challenged the convention of "Post-graduation by 2-years courses only" which most business schools follow in the quite popular MBA programmes. The young generation is in a hurry to join the rapidly changing environment offering new opportunities. Their impatience to get into action is justified. And years of teaching and training experience must enable academic institutions and teachers to save time and compress the duration. We have done just that and the response is good. Secondly, entrepreneurship is all about job creation and our PGDBEM specialisation of Family Business Management and New Enterprise Creation have opened up opportunities for aspiring youth to prepare for self-employment, be their own boss, contribute to the growth of their family enterprises and become 'job-creators' rather than 'job-seekers'. In the process a void in educational opportunities and career options has been filled. I am happy that several institutions in and outside Gujarat have immediately followed the EDI example by offering the long term programme on family business management and 1-year course of new enterprise creation.

Response to EDI Course with non-subsidised full fees also conveys the message of financial self-sufficiency and market for relevant, quality programmes, disregarding the price if the institution offering the courses has high credibility.

But the best message came from the Convocation Guest, distinguished entrepreneur Shri Subhash Chandra of Zee Telefilms Ltd. While his remarkable achievements are highlighted elsewhere in the Report, his address emphasised that entrepreneurship requires hard work; there are many opportunities around and one must look for them and seize them; that doing something different (unconventional) is achievable provided the entrepreneur eats, drinks and sleeps with the business idea. And what we learnt from his presence on Campus was that one can remain humble and modest in spite of great achievements and that one must share the wealth and success with the Society.

Last but not the least, the presence of all the directors of entrepreneurship institutions, eminent academicians, educationalists at the Convocation sent another welcome message to all of us. i.e. we have been well accepted by the community at large; and our success is a result of encouragement and support of so many. We gratefully acknowledge them.

- V.G. Patel



**ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA**

## SECOND CONVOCATION OF POST GRADUATE DIPLOMA IN BUSINESS ENTREPRENEURSHIP AND MANAGEMENT

CONVOCATION



Chief Guest of the Convocation function (fifth from R) Shri Subhash Chandra, Chairman, Zee Telefilms Ltd., seen with EDI Governing Body Members, (R-L) Shri V. Venkateswarlu, Shri M. L. Bagri, Shri Subodh Bhargava, Shri Sailendra Narain, Shri G. P. Gupta, President-EDI, Shri G. Subbarao, Dr. V. G. Patel, Vice-President & Director-EDI and Dr. K.V.S.M. Krishna, Course Director - PGDBEM

*Inset : Shri Subhash Chandra delivering the Convocation address*

The EDI organised the second convocation of the Post Graduate Diploma in Business Entrepreneurship & Management course (1999-2000) on July 22, 2000. The chief guest for the function was Chairman of Zee Telefilms Ltd., Shri Subhash Chandra. In all, 66 students successfully completed the course and were awarded the certificates : 34 in New Enterprise Creation, 14 in Family Business Management and 18 in Management of Non Government Organisation stream. The students who were awarded medals for best performance were; Nooruddin Bombaywala from New Enterprise Creation, Bharat Jain from Family Business Management and Archchana A. from Management of NGO.

The function began with the welcome address of Dr.V.G. Patel, Vice-President & Director, EDI. Dr. Patel began by extending a very hearty welcome to the convocation chief guest, distinguished entrepreneur Shri Subhash Chandra. Briefly introducing the chief guest, Shri Subhash Chandra, Dr. Patel said that all his businesses are marked for being pioneering, path breaking and therefore have higher risks associated with them. Innovations and Improvisation, Dr. Patel called, as the motto of Shri Chandra. Highlighting his landmark achievements, he welcomed Shri Chandra as India's first and foremost ice-age entrepreneur, having ventures in information, communication and entertainment industries. Dr. Patel also extended a warm welcome to Shri G.P. Gupta, President-EDI & Chairman-IDBI and the members of EDI Governing Body.

Shri G.P. Gupta, in his presidential address, began by welcoming the chief guest and hailing him as the role model of all budding entrepreneurs. Sharing his comments on the activities of the institute, Shri Gupta said that the institute's entry into the post-graduate level education is a significant contribution to the field of entrepreneurship development. He appreciated the fact that the programme develops creators of jobs and not job-seekers. He said that this course has a shorter duration of one-year, thereby accelerating the process of bringing well-equipped, confident young men and women into the economy's main stream. A noteworthy feature of this programme, he said, is that it is not supported by any government subsidies or grants. This proves that there is a market for quality education even at a higher fee, he opined.

Shri Gupta acknowledged the fellowship support extended by RGVN, IDBI, SIDBI, NABARD and Sir Ratan Tata Trust. Shri Gupta also gratefully appreciated the valuable contribution of the Sponsors of the Institute and the Office of the Development Commissioner, Dept. of SSI, Govt. of India, for setting up a new training centre

with state-of-the-art training, communication and computer facilities at a total cost of Rs. 1 crore. Sharing thoughts on the two major initiatives of the institute in the near future, he said that the institute has recently signed a MoU with a group of entrepreneurs including highly successful Indian entrepreneurs from the Silicon Valley of the USA to set up an Information Technology Incubation Centre. In the highly volatile, knowledge based information technology field, the Incubation Centre will develop, every year, 5-10 entrepreneurs, by providing innovative project ideas, technical training, marketing assistance and venture capital, he announced. Talking on the second initiative, he said it relates to setting up of an 'Academy of Achievers'. The Academy will create a comprehensive and easily accessible base of information about successful Indian entrepreneurs and high profile achievers, said Shri Gupta. The President concluded his speech by hoping that the graduating students will enhance the image of EDI by their noteworthy performances.

Shri Subhash Chandra, the chief guest for the occasion awarded the diplomas to the students and the medals for best performance to meritorious students.

In his address, Shri Subhash Chandra traced the various stages of growth of his business and depicted how at various stages it was his logic and research which he trusted.

Highlighting some significant aspects on which rests the success of a business, he said that logic in deciding a business, quality aspect of a product, awareness about the requirement of the people and determination to succeed are highly important and can take one on the peak of success. He opined that the graduating students were lucky to have received this training and that they should now look for innovative opportunities and explore these to their maximum to attain success in life.

Sharing his advice, he said that it is important as to where and how one creates a cutting edge and plans for medium and long term growth. He wished the graduating students all the best in life.

The function ended with a vote of thanks by Dr.V.G. Patel.

## PGDBEM 1999-2000 Students Redefine Innovation



### Nikita Wadhwa, Look Urban

She is the first lady entrepreneur of EDI's second batch 1999-2000. Nikita successfully launched the brand **Look Urban** on 9<sup>th</sup> June in Ahmedabad. What is remarkable is that Nikita had then not even completed the course. Hers is a business with a noble cause. She aims at generating employment for the underprivileged women of the country. Besides she plans to not just revive the lost glory of Indian culture and designer textiles but also imbue it with new life and vitality. She says "I aim at establishing design houses across the country initially, so as to foster the development of the underprivileged while simultaneously making designer clothes available to the masses & promoting eco-friendly concepts."

### Ashwin Kalantry, Cybershop Tech. Pvt. Ltd.

Ashwin launched his company, Cybershop Tech. Pvt. Ltd. on 3<sup>rd</sup> June 2000. His company is the first of its kind to provide grocery on line. He says "I want everyone to experience shopping at their doorstep".



### Nishant Shah, Protean Technopack Pvt. Ltd.

Protean Technopack Pvt. Ltd. is Nishant's Dream Venture. He launched his company even before he completed his course at EDI. His unit is based at Valsad and he is into manufacturing unique packaging material. On being asked where he sees himself 5 years down the line, he said, "My aim is to build a corporate house, providing complete packaging solutions, throughout the globe, in the next 5 years to come".

## **"Paths are made by walking and walking down beaten paths for beaten men", says the visionary Subhash Chandra, Chairman of Essel Group of Industries with an annual turnover of more than 350 million USD.**

Subhash Chandra is a name synonymous with exemplary success. His first venture was a vegetable oil unit and within just 4-5 years, he turned around the company achieving a turnover of more than Rs. 5 crores. To follow this amazing success closely, were Rama Associates Limited and the mega Essel Packaging Ltd. which became Asia's largest and world's second largest manufacturer of integrated laminated tubes.

After path breaking success in manufacturing ventures, he envisaged that he should go into entertainment business. Little wonder then, an amusement park christened, 'Essel World' came into being Today Essel World is the only amusement park that can match international standards.

Mr. Chandra then decided to set up a channel to compliment Doordarshan but there were many restrictions in the Indian laws, which were not allowing him to venture into such a project. But inspite of government restrictions on broadcast media, he set up Asia Today Ltd. This company finally launched the Zee TV channel. Zee had phenomenal reach in India.

But the visionary Subhash Chandra knew too well that strong content coupled with an equally strong distribution network was the only way to make deeper inroads into millions of households. And thus, he set up new ventures in the media business like SITICABLE Network Pvt. Ltd. - the distribution company, Zee Cinema - the first Hindi movie pay service, ASIAN SKY SHOP - the company in telemarketing, MUSIC ASIA and ZICA - Zee Institute of Creative Arts, the first full-fledged animation film institute of international standing.

Innovations and Improvisation are his hallmark and he subsequently set up regional language channels and the two 24-hour channels; all of which stand for numero uno status.

Subhash Chandra established ZEE EDUCATION in 1994 primarily to provide computer education through television. Apart from computer education, management programmes, programmes for school children, women and senior citizens, now also form the product spectrum. October 1999 saw Zee Education being spun off into Zee Interactive Learning Systems (ZILS). ZILS will integrate television, multimedia, internet and print for providing learning solutions to various segments of the society.

Naturally, appreciation and recognition followed in the form of various national and international awards for him and his company.

Subhash Chandra is certainly India's first ice age entrepreneur who has successfully harnessed media, in all its forms to pass on the fruits of entertainment, education and information to millions of viewers.

## WOMEN ETMs : A CLARION CALL TO SUCCESS (CFTC Sponsored WETM Programme)



*Ms. Madhura Chatrapathy, a notable entrepreneur from Bangalore and EDI Governing Body Member giving her valedictory address. Also seen in the picture are (R to L) Dr. V. G. Patel, Vice President & Director, EDI and Shri S. B. Sareen, Programme Director, EDI*

A progressive society has a pronounced entrepreneurial culture. But for a society to be thus, varied efforts are required on the part of the government, non-government/ social organisations, achievers from within the society and most of all Entrepreneur Trainer-Motivators (ETMs) who have taken upon themselves the responsibility of raising the motivation to achieve, thus inducing people to set up their ventures.

However, it is quite apparent that hindrances faced in bringing women, as entrepreneurs, to the fore, are many. And, therefore, in the case of women, an ETM's role becomes immensely important.

EDI, therefore, conducted a training programme for promoting and strengthening women entrepreneurship in the Asia Pacific Region. The object of the programme was skill development of Women Entrepreneur Trainer-Motivators and business counsellors. The programme also attempted at clarifying certain inhibiting factors and promoting the 'desirable aspects' of entrepreneurship, especially highlighting its benefits for women, so that they too could be brought into the economic mainstream.

The programme was sponsored by the Commonwealth Secretariat, London, U.K. 19 representatives from 5 developing countries, viz. Bangladesh, Malaysia, Samoa, Sri Lanka and Tonga participated in the programme. The programme was organised during June 5 - 30, 2000.

The focus was on developing a cadre of hard core professionals to promote economic activities among women in the Asia Pacific region.

Keeping in view the objectives of the programme, the curriculum was designed to include major topics such as; economic development and entrepreneurship, barriers to entrepreneurship, SSI in developing countries, charms of being an entrepreneur and trainer's intervention in EDP process.

Lecture-cum-discussions, case studies, group discussions, role plays, simulation exercises, interaction with experts, field visits and practicum sessions were incorporated in the methodology of the programme.

The valedictory function of the programme was organised on June 30, 2000. Ms. Madhura M.

Chatrapathy, an eminent woman entrepreneur from Bangalore and EDI Governing Body Member, was the Chief Guest for the function.

Ms. Chatrapathy in her valedictory address said that this programme was a need-based one and that she was happy it was so well-received. She said it was important that even the smallest of gender issue was understood. She was of the opinion that women should be encouraged to enter into business as then it becomes easier for them to manage there familial as well as professional roles well. She felt that family plays an important role in the case of a woman becoming an entrepreneur as involvement and acceptance of the family becomes an important parameter in making the community accept her as an entrepreneur. 'Stereotypical roles' or 'stereotypical businesses' should be broken and women should be encouraged to enter into more challenging businesses, she opined. Ms. Madhura M. Chatrapathy concluded by urging the participating Trainer-Motivators to help their trainees in all possible ways and ensure that an impact is created.

Dr. V.G. Patel, Vice-President & Director, EDI, in his concluding remarks, during the valedictory function, said that he was happy that the participants were satisfied with the programme inputs and were confident of achieving a commendable outcome. He asked the participants to keep EDI informed about their activities and results. Dr. Patel promised them complete EDI support and cooperation whenever required.

Speaking about the programme, the Programme Director, Shri S.B. Sareen said that the feedback was very encouraging and the participants had developed skills required to counsel small entrepreneurs in the emergence, consolidation and growth of their business. The participants, he added, had prepared their future plans and were quite confident of successful implementation.

The participants of the programme opined that the programme had given them a unique confidence besides helping them reach near perfection with regard to acquiring unique tools and techniques on the subject of Women Entrepreneurship Development.

## PROGRAMME FOR DEVELOPMENT OF RURAL WOMEN

Planners, researchers, academicians - all lay emphasis on equal participation of women in the economic sphere of the country. However, the concern of the government to offer necessary support to make development of women a reality, and open new avenues for them, is quite evident in its various strategies and policies, especially designed to encourage women to enter into the mainstream of socio-economic life.

The Swashakti Project of the Govt. of India envisions organising training camps for formation of Self Help Groups among rural women so that they get a forum to critically analyse their situation and devise strategies, with mutual support, to overcome hindrances. Besides, the objective is also to ensure self reliance and collective action by way of disseminating information and up-to-date knowledge.

For effective implementation of the Swashakti Project, need to build capacities of senior officials from Women's Development Corporation, Uttar Pradesh, (the nodal agency for implementation of the project) and its support agency, UP Land Development Corporation was an indispensable requirement.

With this perspective, the institute conducted an 'Orientation Programme on Micro Enterprise & Small Business Development for Senior Officials of Swashakti Project', Uttar Pradesh. The programme was conducted in association with National Institute for Public Cooperation and Child Development.

The 6-day programme was attended by 25 participants. Inputs on orientation and skill development for handling entrepreneurship development was the main focus. Women empowerment, informal micro credit delivery system, tools and techniques of entrepreneur identification and selection, enterprise opportunity selection and identification, business plan/ project formulation, achievement motivation training and counselling and interaction with women entrepreneurs were among the other aspects emphasised upon.

The orientation programme was inaugurated by Mr. S.C. Saxena, IAS, Managing Director, UP Women Development Corporation. Mr. Saxena, in his inaugural address, urged the participants to derive full benefit from the programme and also develop a comprehensive strategy for women entrepreneurship development under the aegis of Swashakti Project. He looked forward to a long-term collaboration with EDI. Mr. Raman Jaggi, Programme Director & Associate Sr. Faculty, EDI, stating the programme objectives, assured the group of EDI's long term commitment to the cause of women entrepreneurship development. The inaugural function was also attended by Ms. Sulochana Vasudevan, National Institute for Public Cooperation and Child Development (NIPCCD); Dr. V.P. Singh, Project Director, Swashakti-UP; and Mr. Bonani Dhar, Consultant, World Bank.

EDI utilized the services of various external expert institutions and individuals for conducting sessions during the programme, which provided the participants with knowledge and understanding on initiatives of various institutions in the area of entrepreneurship development and micro finance.

The participants appreciated the systematic coverage of all important aspects and modules. They opined that they could sense a change in their awareness level as also their perspective, and assured exceptional results from the project.

Self Help Group is a specialised form of savings and credit group where members from homogenous socio-economic background form themselves into a group and function in an organised manner with the specific objective of pooling their savings, so as to be able to extend credit to its members.

## BAHRAINIS TRAINED TO SET UP THEIR ENTERPRISES

*EDI has been declared as a resource centre to fulfill capacity building requirements of developing countries in the area of Entrepreneurship Development and Investment Decision-Making. The Inter-Regional Centre for Entrepreneurship & Investment Training has been set up at the Institute with the objective of developing and strengthening indigenous capacities of selected developing countries in Asian, African and Arab regions in the areas of Entrepreneurship and Investment Promotion.*

An Entrepreneurship Development Programme (EDP) was taken up in Bahrain under the aegis of Inter-Regional Centre for Entrepreneurship and Investment Training (IRC), UNIDO, and Ministry of Oil & Industry, Bahrain, with support from Bahrain Development Bank.

The programme was divided into several distinct phases. The first phase, i.e. first classroom training commenced on 4<sup>th</sup> March 2000. The second phase, during April 16 to May 7, 2000, laid emphasis on finalising business ideas, data collection, formulation of preliminary business plans, documentation for getting licences & approvals and tie-ups for loan with Bahrain Development Bank.

Counselling sessions and interaction with the trainees, on business ideas, data collected, additional information required and the business plan work initiation were immensely fruitful. Out of 16 trainees, 14 could finalise their business ideas in the first week after completion of the training programme.

Necessary approvals and licences for all the trainees, who had finalised their business ideas, were also considered imperative, as in Bahrain no employed person can secure industrial licence/ Commercial Registration for setting up an enterprise. But as a result of concerted efforts of officials involved, the trainee entrepreneurs and employed officials were given relaxation and accordingly their applications were forwarded to the concerned Ministries. Projects that fell under Bank's priority areas were also identified in consultation with Bahrain Development Bank and submitted to the Bank for preliminary scrutiny.

The entrepreneurs were further guided, counselled and advised for additional data collection as per the needs of Bank.

The EDP was concluded on 7<sup>th</sup> May with the award of programme completion certificates.

A meeting with trained entrepreneurs, subsequently, discussed the progress made by them vis-à-vis support services needed in near future to facilitate quick establishment of enterprises. A noticeable outcome of the Meet was that 8 business propositions needed technology and related tie-ups with Indian companies; it was therefore, agreed upon that such tie-ups will be facilitated with the support of UNIDO, Technology Bureau for International Industrial Partnerships (TBIIP), New Delhi.

Further, follow-up support was regarded as the most important aspect and the following areas were identified for the purpose :

- ◆ Counselling and project preparation support to entrepreneurs whose projects were yet to be initiated.
- ◆ Support with regard to project report finalisation and liaison with Bahrain Development Bank for 6 projects where the work had already been initiated.
- ◆ Liaison with the Ministry of Oil & Industry and Ministry of Finance for issuing industrial licences and commercial registration to the trained entrepreneurs.
- ◆ Arranging visits for a group of entrepreneurs to India for technology and related linkages.

The participants extremely appreciated the programme and having completed the formalities, were confident of setting their own enterprises. It was also agreed upon that Dr. Hashim Hussein, Acting Head, Investment Promotion Service Office (IPSO) UNIDO, Bahrain would take up the responsibility for following up with the respective Ministries and the Bahrain Development Bank, besides providing necessary counselling and project preparation support to the trained entrepreneurs.

### ADVANCED TRAINING PROGRAMME ON PROJECT DEVELOPMENT CYCLE (PROJECT PREPARATION AND APPRAISAL)

As a part of the capacity building exercise in the area of investment promotion, by UNIDO, a training programme was organised by EDI for the officers of Islamic Development Bank (IDB), during October 9 - 20, 1999 at Jeddah, Saudi Arabia. An advanced version of this programme, on **Project Development Cycle** was conducted during May 6 - 17, 2000.

15 participants from the IDB participated in the programme. The programme covered the following major thematic areas :

- ◆ Introduction to Project Development Cycle
- ◆ Market analysis
- ◆ Technical analysis
- ◆ Economic cost benefit analysis

In each of the modules, apart from imparting conceptual

knowledge on the subject, live cases on project development cycle were discussed to reinforce the learnings.

The faculty for the programme comprised EDI experts besides, a consultant on financial appraisal.

The group was heterogeneous and came from different backgrounds. They appreciated the course; laying accent on its pedagogy and live cases which they said helped them relate to their work environment. They were particularly impressed by the practical outlook of the programme.

## BUILDING CAPACITIES TO FLOAT SMALL & MEDIUM ENTERPRISES IN MOZAMBIQUE



*Participants of the Programme seen during Class-room discussion*

The major developments taking place in the pattern of industrial development, across the world, has intensified globalisation of products and services. In the new global economic scenario, the capacity to identify, prepare, appraise, promote and implement viable and competitive industrial projects has become an added constraint for entrepreneurs. As a part of the UNIDO integrated programme for Investment and Technology Promotion, all aspects of project development cycle, spread over ten modules have been planned, with a view to setting up an Investment Advisory Centre for small & medium enterprises in Mozambique.

The first module was implemented in Maputo during 29<sup>th</sup> May - 9<sup>th</sup> June 2000 and focussed on capacity building for identification of investment opportunities in Mozambique and preparation of project profiles.

22 participants in the programme represented University of Mozambique, financial institutions, National Directorate Industries and other developmental organisations. To begin with brief presentations by the representatives of each of the institutions were scheduled so that the participants could learn by way of experience sharing.

An important aspect of the programme was fieldwork leading

to identification of at least 20 bankable investment opportunities and preparation of investment profiles. The task as assigned to the participants was to identify at least 60 investment opportunities suitable to the Economic and Physical Environment of Mozambique, which would provide at least 20 bankable opportunities. The participants were equipped with skills to take up general opportunity studies - the standard UNIDO methodology for country level exercise in opportunity identification.

As the participants opined, the uniqueness of the programme lay in its tailor-made teaching material prepared with case studies on general and specific opportunity study.

### PGDBEM ALUMNI ASSOCIATION

Dear Friends,

PGDBEM, with the completion of its glorious 2 years has given a chance to nearly 126 individuals across the country to unite and work towards a common cause. Students Alumni is regarded as a growth lever of any institute; leading to concerted action and quality initiatives.

Students of the previous two batches i.e. 1998-1999 & 1999-2000 gathered at EDI Campus on July 22, 2000 after completion of the 2nd Convocation. After long discussions on myriad of tasks to be performed, formal announcement was made on the formation of PGDBEM ALUMNI ASSOCIATION. The task of collecting & compiling information on all members of PGDBEM was assigned to Vinod Agrawal, Chitan Katira, Jinesh Shah (1998-99 Batch), Ashwin Kalantry and Gurudev Singh Laliya (1999-2000 Batch).

In order to facilitate easy communication between members of the ALUMNI, it was decided that a web site on ALUMNI Association be launched. A close, strong network is a characteristic of good, supportive friends and the association, working in its close knit structure, aims at disseminating information to all members so that each one is benefitted in more than one way. Besides, other activities have also been planned.

*The students Alumni invites suggestions from all to help plan constructive activities.*

## **DEFENCE PERSONNEL ACQUIRE SKILLS TO SET UP OWN VENTURES**



*Dr. V. G. Patel, Vice President and Director, EDI, welcoming His Excellency, the Governor of Gujarat, Shri Sunder Singh Bhandari, on campus, for the inauguration of the programme. Also seen in the picture is Shri S. J. Haider, Collector of Gandhinagar*

During March 29 - June 16, 2000, the institute conducted a unique course on Entrepreneurship Development for retiring/ retired armed force personnel. The course was sponsored by Directorate General Resettlement, Ministry of Defence, New Delhi and organised in association with Directorate of Sainik Welfare Board, Ahmedabad.

His Excellency Shri Sunder Singh Bhandari, Governor of Gujarat inaugurated the programme on 29<sup>th</sup> March 2000.

His Excellency announced that the Defence Ministry of the Government of India is actively involved in providing re-employment to defence personnel in the civilian sector as a part of its resettlement and rehabilitation programme and expressed happiness over the fact that the Director General of Resettlement's initiative in sponsoring this pilot course for the resettlement of defence personnel.

His Excellency, Shri Bhandari was elated over the fact that all participants would acquire knowledge on critical aspects of establishing and managing business enterprises besides gaining industrial exposure in setting up their own business ventures. He promised financial support from national & state financial institutions towards setting up of enterprises under their special ex-servicemen schemes.

He concluded with the hope that the success of this programme will see implementation of many such programmes in future and significantly enough in other parts of the country as well.

The participants of the programme comprised defence personnel from the Air Force and the Army, due for retirement in the coming months. The main objective of the programme was to sharpen the skills of the participants in the field of entrepreneurship development so that they could start their own enterprises after retirement and be on their own. In all, 28 participants : 24 from the Air Force and 4 from the Army successfully completed the programme.

The inputs for the programme were carefully designed so as to equip the participants with complete knowledge and skills necessary for new enterprise creation. All participants after conducting market survey, identified their projects and prepared their project reports. Each report was scrutinised and modified by business experts. Project Reports were prepared on the following opportunities.

- ◆ Products and injection moulding
- ◆ Mini rice and flour mill
- ◆ Soya Milk and Soya Paneer





*Hon'ble Union Minister of State for Defence, Shri Harin Pathak addressing the participants and guests during the valedictory function of the programme*

- ◆ Glass, floor and consumer durable cleaners
- ◆ Ghani oil mill
- ◆ Food processing
- ◆ Hosiery manufacturing
- ◆ Herbal plantation
- ◆ Manufacturing of paper shopping bag
- ◆ Projects related to service sector
- ◆ Starting a restaurant
- ◆ Poultry farming.

The valedictory function of the programme was on June 16, 2000. Hon'ble Union Minister of State for Defence, Shri Harin Pathak was the Chief Guest for the function.

In his address, Shri Harin Pathak, said that he was delighted to note that the institute had organised a special programme for the Defence Personnel who have spent prime time of their life in the Defence of motherland. Over 55,000 armed forces personnel retire every year at a comparatively young age and jobs being limited in number, it is not possible to absorb all ex-servicemen in suitable jobs, he expressed. But according to him something that is outstanding in these retiring personnel is that they possess several qualities that form the hallmark of entrepreneurship.

Career in entrepreneurship, he felt, was an ideal option for them as they already are masters of certain competencies such as resourcefulness, planning, perseverance, not getting discouraged by failure, problem solving attitude etc. He was happy that the training at EDI had further exposed them to the environment of business, thus sharpening the existing competencies, equipping them with new business skills and reducing chances of failures.

Blending the theoretical with the practical to make a person a competent businessman, he said, was EDI's forte and appreciated the fact that the trainees had even prepared their complete project reports.

Shri Pathak expressed happiness over the fact that EDI had decided to provide necessary follow-up support to these trained trainees in setting up of their businesses. Besides, he also

announced that state financial institutions would come forward to provide financial support for the establishment of enterprises under their special ex-servicemen schemes.

Shri Pathak wished all the participants great success in the years ahead.

Mr. R.K. Makar, Director Training, Directorate General Resettlement, Govt. of India, wished that the partnership between Directorate General Resettlement & EDI continues so that similar result oriented programmes are organised in future as well. He commended the job of EDI in making the Defence Personnel independent & competent to become self-employed.

Guest of Honour, Air Marshal, Shri V.K. Bhatia said that this was the first ever course in the entire history of ED in India. Mentioning, dedication, discipline, diligence and drive to succeed as the four pillars of success, he urged the trained personnel to believe in these and make success stories of their life. He announced that today facilities for funds are also available and so there's nothing that should deter the trained personnel from setting up their enterprises.

The participants of the programme opined that they all already possessed some traits and EDI further sharpened these, imparted new business skills and made them reach near perfection to set up own enterprises. They said they were provided with good teaching material, list of resource persons and institutions to be contacted in case of problems and this they were confident would be immensely useful for them. EDI, they felt, had prepared them for a new life.

Dr. Naresh Singh, the Programme Director, speaking on the feedback of the programme, said that participants were fully satisfied with the training programme in terms of teaching material, classroom inputs and other arrangements, besides overall coordination of the training programme. All the participants recommended that EDI should continue conducting such training in future as well, he said. Some were of the opinion, said Dr. Singh, that this should be a compulsory course for the defence personnel and the duration could be extended to cover all enterprise management related aspects in great detail.

**'PLANNING' A 'PLANNED' GROWTH  
(The Growth-cum-Counsellors' Programme)**



*Shri R. P. Malik, DGM, SIDBI, Ludhiana, addressing the participants during the inaugural function. Also seen in the picture are (L to R) Shri Narendra Mighlani, General Secretary, Shri Suraj Bhan Jain, Chairman, Shri Vinod Thappar, President, Knitwear Club, Ludhiana and EDI Faculty Members, Shri S. B. Sareen and Shri V. Padmanand*

Adoption of any effective business strategy follows proper planning and application of entrepreneurial traits and characteristics. Presence of these properties in an entrepreneur also helps him/ her reach the ultimate level of technology change to facilitate overall growth. However, a fact that is inescapable is that although over a period of time, advantages to an organisation accrue even without the efforts of an entrepreneur, he/she should not lose track of certain important aspects of business and continue orienting his/ her efforts towards planned growth.

Proper training and counselling in the direction of equipping small scale entrepreneurs with skills that can bring about a visible change in the performance graph of SMEs, therefore, become indispensable.

In view of the necessity of such interventions, EDI planned and implemented 'Growth-cum-Counsellors' programme at different places in the country. This training model was developed by EDI in close association with Durham University Business School (DUBS) and was later modified to suit Indian trends and needs.

The main objective of the programme is not simply to train entrepreneurs but also to provide them one-to-one counselling by EDI trained counsellors. In order to directly benefit a select group of entrepreneurs, the programmes are mainly sector-specific. This year the focus was on the knitwear industry, more so towards promoting exports in this sector.

Programme on Effective Business Counselling preceded the actual Growth Programme. The former was organised during March 6 - 11, 2000 at Ludhiana. The focus of the counsellors' programme was on developing business counselling skills of small enterprise consultants, related officials and trainers, thus enabling them to provide the much needed counselling services to existing entrepreneurs of the dominant Hosiery industry of Ludhiana so that consolidation and growth of their enterprises could be facilitated. The main objectives of the programme were to develop skills of participants in profiling of small enterprises in terms of its current performance and potential, clarify the role the counsellors would play in 'Growth Programme' and develop in them all the necessary skills to help small scale entrepreneurs enhance the prospects for their business, especially in the export market.

This programme had 29 participants from organisations such as the Indian Overseas Bank, Central Bank of India, Punjab National Bank, Small Industries Service Institute, National Institute of Fashion Design,

North India Industrial Technical Consultancy Organisation, including professionals like Chartered Accountants and Management consultants.

Various classroom inputs and practical sessions were designed in such a way that the participants (to be trained as counsellors) gained knowledge in helping the counselees(entrepreneurs) in understanding their status with respect to several efficiency parameters, with emphasis on assessing the potential of the enterprise for growth. Such an understanding was believed to help entrepreneurs in preparing realistic growth plans.

Growth Programme, which followed the Counsellors' Programme, was organised during March 13 - May 5, 2000 at Ludhiana. The programme was especially targeted at small-scale entrepreneurs of the Hosiery Industry of Ludhiana and was attended by 23 ambitious entrepreneurs.

The core component of the programme was, creating the much-needed awareness for planning and imparting knowhow to facilitate this. Aspects related to Management, Finance, Marketing, etc. were also widely covered.

The broad objectives were to help the participants take an objective look into their enterprise; thus understanding the

potential and the efforts required for exploiting the export-markets. Growth plan and performance improvement strategies were chalked out and skills were developed in participants to assess these.

This elaborate programme was conducted in three blocks, which together centered on sharpening entrepreneurial and export competencies, imparting skills on systematic planning, costing techniques, export marketing, incentive schemes, finance and other related aspects. Counsellor - Counselee interaction formed an integral part and was greatly appreciated.

The faculty for both the programmes were drawn from several reputed organisations in the field. The feedback of the programme was very encouraging and according to the Programme Director, Mr. S.B. Sareen, the participants felt that all important growth related aspects were covered in detail. What really left an impact on participants was that each one of them was given individual attention, their problems assessed, solutions worked out and their capabilities developed in the context of Indian global economy, said Mr. Sareen. The participants also felt that more such useful workshops should be organised in future.

## Emergence of 'Entrepreneurial Quality' in Pharma Managers



Seen above is Shri Madhav Kulkarni, Sr. Vice-President, Strategic Business Unit, Pharma, Zydus Group giving away the Certificate to one of the participants of the programme. Standing to his right is Dr. Sunil Shukla, Programme Director and to his left is Shri M. A. Suryanarayana, DGM, Training, Zydus Group

Success of Zydus Group has often been attributed to entrepreneurial dynamism of its employees.

Through constant training interventions by EDI, the group has helped its employees build new perspectives and competencies. EDI has already imparted training to 18 batches of its Area Business Managers and Regional Business Managers with the objective of making these operational level functionaries entrepreneurial in their behaviour and attitude.

Recently, i.e. during June 19 - 24, 2000, EDI conducted training programme for its 30 newly inducted Area Business Managers from 4 companies of the group, i.e. Zydus Cadila,

Zydus Alidac, Zydus Biogen and Zydus Medica.

Keeping in view their present roles within the organisation, the course curriculum was structured in a way to focus on internalisation of roles & responsibilities, competencies required for becoming an outstanding manager, leadership qualities and effective team building skills. The inputs aimed at increasing productivity of sales force with special emphasis on performance management techniques. Through deliberations, participants were exposed to various challenges and opportunities that lie ahead of them in the pharmaceutical industry.

According to Dr. Sunil Shukla, the Programme Director, "We have worked towards creating an environment which will induce people, to think and act entrepreneurially. I am glad that we have succeeded and enhanced efficiency within the organisation".

According to one of the core faculty members involved in the programme, Prof. B. B. Siddiqui, 'The feedback of the participants was encouraging. They felt immensely confident of their newly acquired abilities.'

## Workshop for Parle Group

The Institute organised a 2-day workshop on 'Problem Solving' : An Entrepreneurial Skill' for contract manufacturers of Parle Products Ltd., Mumbai, during April 17-18, 2000. In all, 35 participants attended the programme. As the prime focus of the programme was to develop problem solving skills in participants, the key inputs centered around entrepreneurial competencies, problem solving, leadership, delegation, personal effectiveness etc.

Participants included entrepreneurs as well as senior officials of Parle group. They opined that the programme will give an impetus to the high demand trend and subsequently to high growth.

## **ENTREPRENEURSHIP DEVELOPMENT IN UTTAR PRADESH**

The largest and the most populous state in the country, Uttar Pradesh, is primarily associated with widespread poverty and unemployment. No wonder then, Uttar Pradesh has always been a testing ground for major developmental programmes.

Proclaimed as the agricultural state of the country, it has unfortunately remained stagnant, over the years, in this sector as well. This is mainly due to its dependence on obsolete and redundant technologies. Sophisticated techniques are unheard of.

As a result of this and in view of the potential the state has the policy makers and development workers, planned innovative activities to enhance agricultural produce as also the overall expansion and modernisation of the agricultural sector. A programme termed as U.P. Diversified Agriculture Support Project (UPDASP) was, therefore, structured by the World Bank and the Govt. of U.P. to make meaningful contribution to this sector. The programme was conducted by the Institute.

UPDASP specifically focuses on developing entrepreneurs in agriculture and allied sectors. For providing an insight into 'entrepreneurship' and contributing to enterprise development by way of diversification in the agriculture sector, the institute developed a two pronged strategy whereby it (i) designed and undertook capacity building of the project functionaries and partners and (ii) provided professional support at field level EDPs.

Capacity Building Programme :

In order to achieve its goals, the institute set for itself the task of providing support by way of training and providing consultancy in the creation of enterprises. The collaborating NGOs, DPCs, District Project Implementation Unit were, therefore, imparted skills and expertise with regards to inculcating entrepreneurial capabilities and creating an awareness at the grassroots.

These objectives turned into satisfying accomplishments in the 10-day residential programme organised at Lucknow during 3 - 13 January 2000. The focus was - Capacity Building On Enterprise Launching And Management. 46 participants representing DPIU and collaborating NGOs of UPDASP from 8 districts of UP participated in the programme. The participants shared their ideas and experiences with others throughout the programme.

The participants were exposed to important small enterprise principles and their applications specifically in rural situations/ local context. Besides this, the participants were equipped with necessary knowledge and skills to perform various promotional, organisational, motivational, managerial and counselling tasks. The programme contents covered critical areas of enterprise creation and management. The training model focused on development of skills, knowledge and attitudes necessary to become an effective trainer in developing potential rural entrepreneurs.

Subsequent to the capacity building programme, professional support was provided to the District Project Implementation Units of UPDASP in 8 districts for conducting entrepreneurship development programmes of 8 days duration. The support consisted of

- ◆ Programme formulation as per the local requirements.
- ◆ Assistance in formation of the interview committee; selection of the potential entrepreneurs.
- ◆ Training and development of entrepreneurs and also providing follow up support.
- ◆ Networking and liaising with support system for availing their support.

Support Agencies, District Level Units of UPDASP and the participants highly appreciated the programme. Technical information on the proposed projects of the participants was highlighted as 'immensely useful'.

## **NGOs GAIN INSIGHT INTO APPROACHES TO ENTERPRISE DEVELOPMENT**

Institute's experience of more than a decade in the area of rural entrepreneurship is a testimony to the fact that latent entrepreneurial potential can well be tapped in rural and urban poor and the under-privileged. They too can be groomed into entrepreneurs by well-designed, comprehensive training package comprising knowledge, skill & attitude.

Over these years, EDI's association with NGOs has brought impact-making results to the fore due to their successful reach at the grassroots. The Institute's intervention has led to creating and strengthening of capacities of NGO functionaries in the area of entrepreneurship development.

Aiming at accelerating the pace of growth in rural areas, the Institute conducted an orientation programme on Advanced Approaches to Enterprise Development for Voluntary and Non-Government Organisations during May 15 - 17, 2000 at Lucknow.

26 participants from 21 organisations from the states of U.P., Bihar, Himachal Pradesh and Rajasthan attended the programme.

The primary objective was to build capacities of participants by equipping them with requisite skills, knowledge and

competencies so that they acquire expertise in imparting training in the field of entrepreneurship development, besides initiating various training programmes in the field.

The 3-day programme provided inputs on a host of new and modern tools for enterprise development.

According to the Programme Director, Mr. Raman Jaggi, 'the participants were happy with the inputs and stated that they had benefited a lot. They thanked EDI for providing them a forum for exchange of experiences in the field of entrepreneurship development.'

## EDI INTERVENTIONS YIELD TANGIBLE RESULTS IN HAZARIBAG



*Mr. Raman Jaggi, Incharge EDI Northern Region Office, explains the functioning of Training-cum-Production Centre to Hon'ble Union Finance Minister Shri Yashwant Sinha at the function organised in Hazaribag, Bihar*

The Institute has been instrumental in bringing about a unique enterprise development strategy in the past under the Rural Industries Programme supported by SIDBI. The interventions made till now in the industrially backward state of Bihar, led to the establishment of micro & small enterprises in large numbers under select product areas. This was done under the sub sectoral approach adopted by the support team for Rural Industries Programme (STR) based at Institute's Lucknow office.

To further support the clusters created under select product areas, the Institute has now established three Training-cum-Production Centres (TPCs) for readymade garments and one TPC for carpet weaving at Hazaribag in association with Smt. Dhana Devi Charitable Trust, Hazaribagh. In addition, one common facility centre for Button holing & stitching is attached to one of the TPCs for readymade garments at Piyawartand village, where the TPC for carpet weaving is also located. The project is being sponsored by Small Industries Development Bank of India (SIDBI).

The Training-cum-Production Centres were inaugurated by the Hon'ble Union Finance Minister, Shri. Yashwant Sinha on 15<sup>th</sup> July 2000. Mr. B.K. Bose, DGM, SIDBI, Patna, Shri Sharat Sinha and Nilima Sinha, trustees of Smt. Dhana Devi Charitable Trust also attended the inaugural function. Mr. Raman Jaggi, Incharge, Northern Regional Office, in his inaugural speech, briefed about the concept and functioning methodology of these TPCs. These Training-cum-Production Centres will be extending training to village women for skill development in tailoring and carpet/durree weaving, he said, adding that the training inputs will be provided for six months through master craftsmen coupled with advanced

inputs from resource institutions like NIFD, NID, etc. The TPCs for readymade garments comprise sewing machines, embroidery machines & interlock machines and the TPCs for carpet weaving consist of looms producing durrees, he informed. Speaking about the common facility centre, Mr. Jaggi said that it contains 'wonderstitch' machines, which can be used for Buttonholing & stitching and could be a source for revenue generation for the centres. He also stressed the need for building forward and backward linkages for the production coming out of these centres and assured EDI's full support for it.

Mr. B.K. Bose, DGM, SIDBI, Patna, highlighted SIDBI's initiatives in Bihar under enterprise development area. He also discussed about the future plans of SIDBI in South Bihar.

Union Finance Minister, Shri Yashwant Sinha in his address appreciated the role of EDI and SIDBI in promoting micro enterprises in industrially backward states like Bihar. Stressing upon women's participation, he called it an important aspect for bringing about change in society. He assured that efforts are being made to make women self-dependent through exposure to vocational training. Throwing light upon the present industrial scenario, Shri Sinha said that many industries have closed down due to non-availability of funds or inability to tap the right market. He felt that it is essential to develop market linkages for sustainability of any enterprise. Encouraging and appreciating the Institute for its innovative initiatives, and sponsoring agencies for extending whole hearted support, Shri Sinha assured all possible support from his side for all such impact creating activities.



*Hon'ble Minister of State for Youth Services & Cultural Affairs, Govt. of Gujarat, Shri Mahendra Trivedi addressing the Summer Camp participants and guests during the valedictory function.*

Today's youth is more demanding; and places accent on ideas, projects and plans that substantially add to their overall performance.

Egged on with this spirit, the summer camps at EDI bring about over all personality development in youth. The ninth camp in the series was organised on campus during May 9 - 19, 2000 for higher secondary and college students. The camp was attended by 30 students from various parts of the country.

The specific objects were to foster entrepreneurial traits as well as enable them to realise their latent potential and develop their capabilities to meet the challenges ahead. These objectives were achieved through a variety of activities like entrepreneurial motivation development exercises, evaluation and development of entrepreneurial traits and competencies, visits to institutions of repute to analyse the process of creation, self-assessment through specially designed psychological tests and instruments, career and psychological counselling, formal and informal interaction with successful entrepreneurs and achievers; besides outdoor activities like games, quizzes, puzzle-solving, etc.

Well-known achievers invited to interact with students were Mr. Pradeep Chona, Director of Havmor Ice-cream, Mr. Rajesh Gandhi, Managing Director of Vadilal Ice-cream, Mr. Ashok Purohit, owner & promoter of City Pulse, a state-of-the-art block of theatres in Gandhinagar and Dr. V.G.Patel, Vice President & Director, EDI. The achievers, through their own inspiring life stories imbued in the students an urge to excel in life. They gave brave examples from their own lives, which left a lasting impression on the minds of all students.

The valedictory function of the Camp was held on May 19, 2000. The chief guest for the function was Hon'ble Minister of State for Youth Services & Cultural Affairs, Govt. of Gujarat, Shri Mahendra Trivedi.

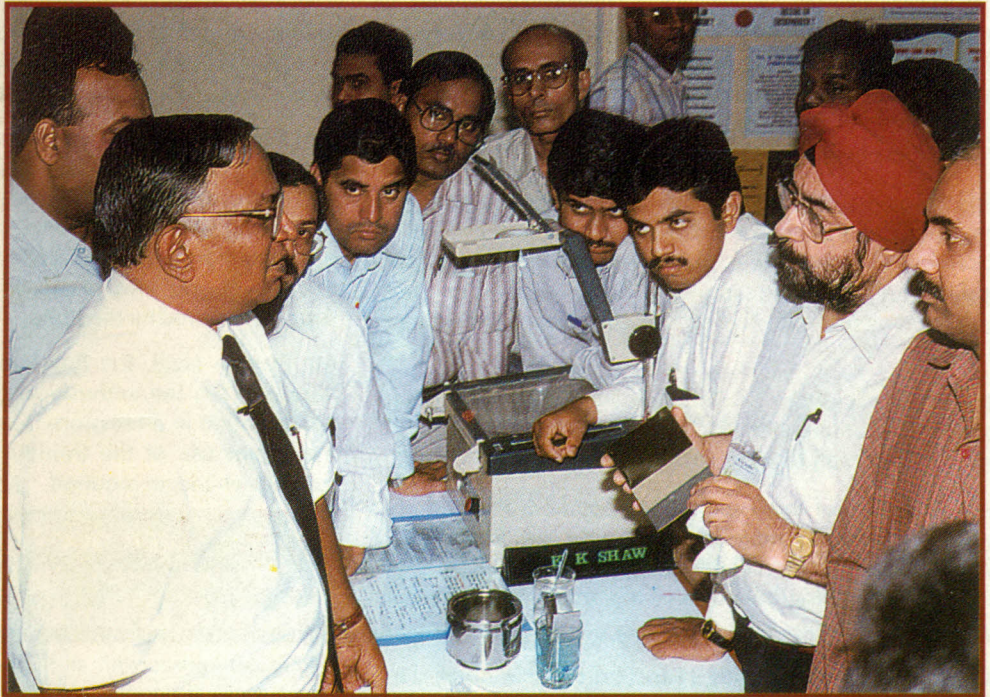
In his address, the chief guest geared and motivated the students by narrating the hardships he had faced in life and how he had overcome them. He said that difficult times should be seen as opportunities and with determination all difficulties/ problems can be solved. Emphasizing on ethics, he urged the students to pursue their dreams but never leave ethics. He asked them to carefully select their objectives and targets and plan systematically to reach them. The Hon'ble Minister concluded his speech by wishing the students great success in the years to come.

Dr. Sunil Shukla, Camp Leader said that the various activities, exercises and meetings with achievers during the Camp spelt little secrets of success for the students. Career counselling and guidance particularly helped them in making the right choice, he said.

The elated students said with confidence that they would make effective use of this training and try to develop a well-rounded personality. Prof. B. B. Siddiqui proposed the vote of thanks in the valedictory function.

*Continued on page 15*

## SEMINAR ON SURFACE ENGINEERING OF STAINLESS STEEL



Mr. K. K. Shaw, an EDI expert (first on left) demonstrates Electropolishing Technology to participants of the Seminar on 'Surface Engineering of Stainless Steel'

A National Facility for Science & Technology based Innovations sponsored by the National Science & Technology Entrepreneurship Development Board (NSTEDB), DST, Government of India, was set up at EDI with the sole aim of playing a facilitatory role in bringing ideas from laboratories to the industrial arena. The Innovation Centre is expected to encourage evolution of technology-driven enterprises by making available information on new and advanced technologies.

To realise the said objective, the centre has developed a National Data Bank (NDB) to facilitate (a) potential entrepreneurs in selecting suitable projects and (b) existing entrepreneurs in technology upgradation and quality improvement. The NDB has several innovative technologies for ready application in industries, viz. Machine tools, Aircrafts, Missiles, Nuclear, Automobiles and several other engineering sectors.

The faculty at Innovation Centre opine that in this competitive age of technology update, potential as well as existing entrepreneurs look forward to latest technological options. One of the areas in which need for upgraded technology is felt is improvement of surface quality of stainless steel used for manufacturing and fabrication of Plants and Equipment for Dairy, Pharmaceutical, Food Processing and Chemical Industries. The technology that promises record breaking results in this sector is called 'Electro-polishing' but unfortunately many entrepreneurs in our country are not aware of this process. The process was developed, tried and tested by the centre and perfected for commercial application.

To bring the entrepreneurs face-to-face with this technology, two, 2-day seminars were organised by the Innovation Centre. These seminars were attended by 52 participants from different parts of the country.

Subsequently, the Innovation Centre successfully transferred, tried, tested the commercially viable technology to a Mumbai-based young entrepreneur. The technology facilitates removal of iron particles from Austenitic and P-h grade stainless steel and finds application in manufacturing of pharmaceutical plants.

### SUMMER CAMP FOR CHILDREN

*Continued from page 14*

The 7th Summer Camp for Children in the age group of 12-16 years was organised, on campus, during May 1-6, 2000, 38 children from various parts of the country participated in the Camp. The main objective of the Camp was to inculcate the 'spirit of achievement' at a young age. With the same objective the Institute also organised a camp in Lucknow during May 29-June 3, 2000

## FACULTY OF SCIENCE & TECHNOLOGY INSTITUTIONS ACQUIRE NEW LEARNING ON 'ENTREPRENEURSHIP'

The spirit of entrepreneurship is an indispensable competitive resource for the economic development of any nation. However, people can be made entrepreneurial by inculcating in them certain skills and competencies that form the hallmark of a good entrepreneur.

With this objective of hastening the pace of new enterprise creation, the Department of Science & Technology (DST) introduced entrepreneurship in the curriculum of science and technical institutions. At the same time, however, need was felt to provide training to faculty so that they could teach the subject effectively.

Department of Science & Technology, Govt. of India, sponsored a programme with this as the main focus which was conducted by the Institute at Lucknow during May 9 - 20, 2000.

The main objective of this Faculty Development Programme was to equip the faculty members with skills and knowledge that are essential for inculcating entrepreneurial values in students as also guiding and motivating them to pursue an entrepreneurial career.

22 faculty members representing 11 institutions participated in the programme. It was a balanced group; representing Degree Colleges, Engineering Colleges, Polytechnics and Industrial Training Institutes. The trainees reflected deep interest in gaining insight into the intricacies of entrepreneurship education and training. The inputs focused on enterprise development & management, cluster development approach, exposure to internet and its usage in enterprise development. The programme struck a balance by giving equal weightage to both theoretical and practical aspects.

Before this the participants had not had any exposure to 'entrepreneurship development' and so they were thankful to both EDI & NSTEDB for exposing them to this area and giving

valuable insights. They requested EDI faculty to extend support by way of counselling also so that ED initiatives at institutional level could show immediate results.

Shri Sanjay Aggarwal, IAS, District Magistrate of Lucknow was the Chief Guest at the valedictory function of the programme and expressed happiness at the initiative of the institute towards organising such a programme at the regional level. He called upon the participants to replicate the efforts of the Institute at their level and also promised to make available necessary support required for the same.

Mr. Raman Jaggi, the Programme Director said that he was happy to see the enthusiasm in participants and their active participation in all sessions. He urged the participants to make maximum use of the training received and promised EDI's support whenever required.

### Science & Technology Entrepreneurship Development (STED) Project in Moradabad, Uttar Pradesh

Micro enterprises with all their characteristics, pave the way to meet socio economic objects in India. They are employment generating, capital saving and capable of operating on a decentralised basis. Over these years, one of the major concerns of development workers has been to raise income and quality of life of the poorer sections of the population. In view of Moradabad's proximity to Delhi, the scope of promoting micro enterprises in this area is immense.

The Institute, therefore, undertook a programme for promoting entrepreneurship among rural and urban population in Moradabad. For proper execution, an office has been opened at Moradabad. The Institute will undertake identification, selection, training of potential entrepreneurs, besides providing professional support to them so that the aims and goals of the project are achieved. Developing vertical and horizontal linkages for the entrepreneurs will be a major objective of the project which ultimately targets at helping in enterprise promotion and employment generation in Moradabad district. With industrial development as the main focus, the project will devote itself to programmes that revolve around this object.

The Project is sponsored by NSTEDB, DST, Govt. of India

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