

# EDI REPORTS



ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA

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## FROM THE DIRECTOR'S DESK

## Continuity with Change



Dr. V.G. Patel, Founder Director, EDI, laid down his office on 28th February 2003, after a very glorious innings spanning about 20 years. He had a vision for entrepreneurship development and made it a national movement, unparalleled in the annals of entrepreneurship development history anywhere in the world. Initially, there were a few takers of the concept that entrepreneurs could be created. The conventional wisdom was that entrepreneurs are only born but cannot be created. Dr. Patel not only challenged this orthodoxy but also proved to the world that entrepreneurs could be created through sound and systematic training interventions. Today, the concept has established its roots, nationally and internationally. Several Institutions - national and regional - have been set up to promote entrepreneurship. It is a remarkable feat by any standard.

I took over from Dr. Patel, on 1st March 2003. I am aware of the responsibilities that I am to shoulder and the tasks ahead that I have to perform to fulfill the expectations of my Governing Body, which reposed confidence in me and entrusted me with the challenge of carrying forward the movement. I will need support from all the stakeholders and am confident that it will continue with renewed vigour.

EDI has, undoubtedly, established itself as an undisputed leader in the field of entrepreneurship training, not only in India but the world over. However, we have to look beyond in terms of new initiatives to strengthen the movement started by Dr. Patel, so ably. We have to reposition the Institute as a Centre of Academic Excellence that is knowledge driven. Educational programme that started about five years back is yet to be established as a brand. Research in the field of entrepreneurship also needs to be given much more focus. It will also help strengthen our base in policy research that would be of direct use to policy makers and planners. Introducing entrepreneurship in universities and colleges should also occupy the centre stage. All this requires a distinct orientation and significant change in the faculty profile. Our agenda will revolve around this repositioning strategy.

The first step in this direction would be to make an attempt to get EDI the status of a 'deemed university' so that academic credibility is enhanced. It will also give new impetus to research activities leading to strengthening of our Post Graduate Programmes by upgradation of courses and teaching material. Other direct benefit that will accrue will be in terms of increase of our outreach among Institutions of higher learning in India and abroad.

While creation of new enterprises will remain the focus of EDI interventions, we would like to devote substantial resources on enhancing competitiveness of existing enterprises through cluster development approach and export oriented growth programmes. Sector and sub-sector development approach will be the key to such interventions. Capacity building of support system and creation of a cadre of business development service providers will be our prime concerns, in this regard.

Unemployment and poverty continue to persist as the key focus of planners and policy makers. So far, EDI has successfully contributed towards the goal of poverty alleviation and employment creation through micro enterprise development in rural areas. Our attempt will be to address urban poverty and unemployment as well. After all, poverty hurts urban and rural poor the same way. As an extension of the strategy of promoting micro enterprises, the Institute will also place micro finance development in sharp focus. Attempts would be made to strengthen micro finance institutions to make them more effective, operationally.

The agenda is complex, but so is entrepreneurship. We are determined to address the issues one by one and finally attain the goals with cooperation and support of all the stakeholders. I invite all those who have concern for entrepreneurship development, to join hands towards the ultimate goal of making India a globally competitive economy.

Dinesh Awasthi

*"Let our youths be driven by the spirit of Entrepreneurship"*  
-Julie Shah, BD Cell, EDI  
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## DIRECTOR GENERAL OF UNIDO VISITS EDI

His Excellency, Dr. Carlos Alfredo Magarinos, Director General, UNIDO visited the Institute on April 2, 2003 to discuss the proposal of reviving the Inter-Regional Centre for Entrepreneurship and Investment Training which aims at accelerating growth through Investment Promotion and Entrepreneurship in Asia, Africa and Arab regions.

EDI made a presentation focussing on activities undertaken by IRC so far and its future plans.



Seen in the picture are (L - R) His Excellency Dr. Carlos Alfredo Magarinos, Director General, UNIDO; Dr. V. G. Patel, Former Director, EDI and Dr. Dinesh Awasthi, Director, EDI.

His Excellency was accompanied by Mr. M. Mohanty, Principle Adviser to Director General, UNIDO, Mr. Sanjay Garg, Under Secretary, Ministry of Industry, Govt. of Gujarat, Mr. M. Sahu, Industries Commissioner, Govt. of Gujarat and Mr. R.J. Shah, Sr. Technical Adviser, Govt. of Gujarat

His Excellency, Dr. Carlos Alfredo Magarinos appreciated the work done by EDI, adding that it was very visionary to start such an institute so many years ago. His Excellency also threw light on some of the important areas which were promising and in which UNIDO had great belief. Entrepreneurship Development, Dr. Carlos mentioned as one such area which should be strengthened to promote economic development of nations. His Excellency opined that it is a tricky issue to develop entrepreneurs and that EDI has been doing a good job at generating new entrepreneurs and increasing the number of start-ups. Dr. Carlos emphasized on conducting a thorough enquiry into areas; such as, how many trained potential entrepreneurs have set up their enterprises, how many of them survived, which are the sectors in which maximum number of people survived, how many failed and why, etc. This research, he said, would prove significant in helping us focus our partnerships in certain particular areas.

Dr. Carlos emphasized on the importance of Entrepreneurship Development as a tool to fight extreme poverty and implement income generating activities besides working towards upgrading SMEs and making them productive.

His Excellency concluded by highlighting UNIDO's role in designing developmental concepts and implementing these at various places.



# PROMOTION OF MICRO ENTERPRISE AND MICRO FINANCE

## Linking Performance with Rural Areas

The role of NGOs has been stressed in the development process of any economy. Welfare strategies of NGOs, aimed at economic regeneration and empowerment, are all encompassing and incorporate within their folds an orientation towards implementation of income generation activities, measures for improvement of health and sanitation, overall economic development, etc.

NGOs are, today, increasingly considered as important actors in the socio-economic arena of a country and on account of their significant contribution they are also being actively supported and strengthened by government schemes and policies.

However, for a measured, controlled and tangible performance, demonstrating direct benefits, it is important for NGOs to adopt a more professional approach to operations and management.

Through the programme, **Certificate Course for Rural Business Development Services**, EDI envisions to create a cadre of independent development consultants; equipping them with skills that are critical to the functioning of NGOs and implementation of income generation and economic development programmes.

The trained consultants then work in the development sector, supporting various players, thus accelerating as also sustaining the process of advancement. The NGOs benefit from trained consultants in the areas of exploring sources of funds, pursuing income generation activities and rural industries development programmes. In the areas of project monitoring, evaluation and impact assessment, the funding agencies seek support of these consultants. The entrepreneurs-in-the-making are the ones in dire need of escort services and counselling support for speedy implementation of their proposed business projects and the trained consultants help them handle all project implementation related crucial aspects.

The 3-month Certificate Course, with these objectives, was organised during November 11, 2002 to January 31, 2003 on EDI campus. The course was sponsored by SIDBI and was attended by 21 participants from NGOs across the country, such as; New Delhi, Manipur, Rajasthan, Assam, Karnataka, Tamil Nadu, Jharkhand, Madhya Pradesh, Orissa and Chattisgarh.

Pedagogy of the course had been planned carefully to achieve the objectives and comprised lectures and discussions on concepts and practices of promoting rural entrepreneurship. This methodology was supplemented

by case studies, group discussions, role-plays, simulation exercises and interaction with rural development experts for development of requisite competencies.

Field visits were a major and a much appreciated component wherein the participants visited training / industrial support institutions, small / micro enterprises and NGOs so that they could witness the effectiveness of classroom learning.

Dr. Dinesh Awasthi, the Programme Director, felt that the trained functionaries will certainly add wings to the process of rural entrepreneurship development which would lead to social and economic upgradation. Dr. Awasthi expressing concern on the state of poverty and unemployment in rural areas, remarked that the change agents have massive responsibilities on their shoulders but their determination speaks that they will handle these effectively and render economic strength to rural India.

## Entrepreneurial Initiatives to revamp the Agriculture Sector

The Indian economy, with its initiatives and policies to attain a global standing, has also, in the recent times, studied the status, prospects and the unharnessed potential of its agriculture sector. There have been efforts to implement some corrective steps and the ambitious, "Agri-Clinic and Agri-Business Centre Scheme" has been launched by the Ministry of Agriculture, (GOI), in association with NABARD, with this in view. The main objective of the scheme is to provide extension services to the farmers through technically trained agriculture graduates. The scheme has accepted the challenge of changing the attitude of agriculture graduates from being job seekers to job givers. It also aims at changing the attitude of farmers and motivating them to avail extension services through private sources for their economic prosperity.



Shri Sukhbir Singh, CGM, NABARD awarding certificate and congratulating a participant on his successful completion of the programme



In consonance with the above objective Small Farmer's Agri-Business Consortium (SFAC) and National Institute of Agriculture Extension (MANAGE), the two technical arms under the Ministry of Agriculture, entrusted to EDI the task of providing training to agriculture graduates. This two-month long training program was organised during 15th September to 15th November 2002 for 26 participants. Mr. P.K. Laheri, Principal Secretary, Rural Development, Government of Gujarat inaugurated the first agripreneurs training program at EDI campus.

With the launch of this scheme, existing extension network will be supplemented and agri-services will be strengthened as the farmers would now be able to access professional consultancy. Besides, Agriculture Graduates would also learn to be self-employed by making use of their skills and learnings and honing them further.

The training programme was built on the following four premises:

- ❖ Develop adequate conceptual base in different subject areas.
- ❖ Acquire sufficient operating skills in using modern management tools and techniques in different functional areas.
- ❖ Develop application skills of management techniques appropriate in the context of Agri-Business
- ❖ Develop a holistic perspective of the Agri-Business sector, its dynamics, complexities, challenges and opportunities in the emerging global context.

The participants were exposed to various aspects such as; entrepreneurial competencies - awareness & assessment, business opportunity identification, potential opportunities, agri-inputs-marketing, agri-export marketing, procurement management, supply chain management, rural advertising and communication, trading, retailing, rural credit and agri-finance etc., market assessment and business plan formulation.

Enterprise management and business counselling were also adequately stressed upon.

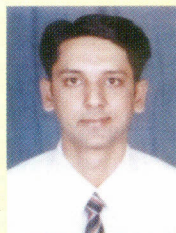
Technical orientation was included as a special feature in the training programme so as to help the participants apply their knowledge and skills in real life contexts. Prominent agri-business firms, non-government organizations, banks and the corporate sector extended their support in this endeavour. Capsules planned to enrich the learning process included knowledge series by noted experts and top level Agri-Business executives on subjects of relevance to the participants. Case studies, management games, corporate and industrial visits were also organized.

## Immediate Accomplishments

- Five participants were offered franchisee rights of Amul retail chain outlets in different parts of Ahmedabad city.
- Mahindra Sublabh services, an associate of Mahindra & Mahindra also came up with franchisee rights of their agri-business centers for two participants.
- A participant is also planning initiation of information based TV channel on agri-business.

According to Mr. Manoj Mishra, the Programme Director, "EDI is in regular contact with the passed out trainees and is extending support in preparing project reports, obtaining licenses, registration of their firms, linkages with input agencies etc."

## Feedback of a participant



The agriculture sector has great potential and has come up with many ideas to start an enterprise. I am happy that I will be of help to the farmer community of our country.

The content, information, opportunity identification module of this course helped us a lot in crystallizing our plans.

During the training programme, we visited Wardha near Nagpur where we came across many small-scale industries, operating and growing successfully with innovative ideas and strategies. We got an opportunity to study these. We also visited Centre of Science for Villages (CSV, Wardha) which is working at the grassroots level. All this gave us an opportunity to learn and come up with creative ideas.

I also got acquainted with several concepts that facilitate setting up and managing a business venture.

**ASHISH KANWAL**  
Plant Breeding and Genetics



Shri Sukhbir Singh, CGM, NABARD addressing the participants during its valedictory function. Shri Singh encouraged the participants to make meaningful contributions at the grassroots level so that the rural economy gets a boost. He also projected the ways by which NABARD could be of help to the trained agriculture graduates. Shri Singh expressed happiness over the fact that agriculture graduates are now recreating a place for themselves as entrepreneurs and in the process bringing about substantial improvement in the economic conditions of the rural poor.

*"The most important thing about an opportunity is the person who sets out to look for it".*

**-Dr. Edward De Bono**  
World's Leading Authority on the Direct Teaching of Thinking



# ENTREPRENEURSHIP ENVIRONMENT AND SUPPORT SYSTEM

## Accelerating Productivity at Enterprise and Sectoral level



Ms. Anita Das, National Officer, Cluster Development Programme in India, UNIDO inaugurating the NSIC sponsored Cluster Development Programme. Seen on the right of Ms. Das is Dr. Dinesh Awasthi, Director, EDI and next to him is Mr. B. Mitra, Regional Director, NSIC Ltd., Mumbai. Seen behind Ms. Das is Mr. V. Padmanand, Cluster Development Expert, EDI.

Cluster approach views a cluster not as a mere agglomeration of firms but more as an inter-dependent network comprising the actors that together face common challenges and opportunities. The approach argues that small firms can increase their competitive advantages in the international plane by cooperating and by strengthening linkages with private and public service providers. In the light of this approach the role of 'Cluster Development Agents' (CDA) acquires paramount importance.

A 14-day training programme, sponsored by the National Small Industries Corporation Limited, for enhancing capabilities of Cluster Development Agents, was organised during January 20 to February 2, 2003 at EDI campus. 28 Business Development Managers of National Small Industries Corporation (NSIC) participated in the programme. Seven regional heads of NSIC also joined the programme over the last 2 days for orientation towards the clustering approach.

The programme oriented NSIC officials to clustering approach and built their capacities for effective implementation of cluster development strategies. The skills imparted to participants were focussed on frames of reference viz. the interventions in other clusters, both in developing and developed economies, and on tools of analysis to layout common business plans for the cluster actors viz. raw material procurement consortium, marketing consortium, common facility centres, jointly hiring services of private BDS providers, etc.



Participants of the programme seen with the Chief Guest for the valedictory function (4th from R) Mr. A.K. Goyal, Joint Technical Adviser, Industries Commissionerate, Govt. of Gujarat, (5th from R) Dr. V.G. Patel, Former Director & Vice President, EDI and EDI faculty members. Dr. Mauli Patel (1st-L) was the Programme Director.

Inset : Mr. A.K. Goyal addressing the participants.

A Government of Gujarat sponsored programme for Cluster Development Agents also saw the completion of its third phase on December 31, 2002. The programme was sponsored by Industries Commissionerate, Government of Gujarat and attended by 35 participants who represented the Industry Associations and Support Institutions. The first phase of this 3-phase programme focussed on significance and growth of SME clusters in industrial and developing economies, besides giving an overview of the Cluster Development Approach and the changing role of participants as CDAs. The second phase focussed on application of class room based teachings in the field and, therefore, concentrated on interaction in the field. The third phase directed efforts towards preparation of diagnostic study and action plans.

The valedictory function of the programme was organised on Dec. 31, 2002. The chief Guest for the valedictory function, Mr. A.K. Goyal, Jt. Technical Advisor, Industries Commissionerate, Government of Gujarat, pointed out the role of right technology, price delivery mechanism and the market in industrial development, adding that a CDA can play a major role in facilitating these, thus, making the right kind of intervention to restructure a cluster. Dr. V.G. Patel, Former Vice-President & Director, EDI made a reference to concern for efficiency, cost, price management & marketing practices and in all these areas, he emphasized, a CDA could intervene strategically, making the business compete with the best. He urged the CDAs to work towards performance improvement of enterprises and fetch, marketing, technological and price advantages to the entrepreneurs



## 14th International Training Programme on Industrial Project Preparation and Appraisal



Participants of the programme seen with (R-L) Dr. Sunil Shukla, Sr. Faculty, EDI, Dr. Dinesh Awasthi, Director, EDI & Mr. Umesh Menon, Programme Director, EDI.

Entrepreneurship scenario has changed dramatically in the present era of globalisation, liberalisation and privatisation, which has ushered in a host of new challenges and opportunities for new & existing entrepreneurs. Although avenues have opened up, it is significant to systematically exploit these opportunities, constantly explore the dormant ones and untraversed areas. This enhanced level of entrepreneurship will also spur the growth of the economy. However, the approach to identification of such opportunities, developing a business plan and their appraisal requires to be systematic to pave the way to industrial development. UNIDO studies reveal that lack of appropriate skills to adopt such an approach is a major constraint in several developing countries. The need of developing countries in upgrading local skills and capabilities in preparation and appraisal of pre-investment studies calls for appropriate human resource development efforts.

Training Programme on Industrial Project Preparation and Appraisal has been planned with this need in focus. EDI organised one such programme during January 6 - February 14, 2003. Supported by Indian Technical and Economic Co-operation, Govt. of India, the programme was attended by participants from countries such as; Colombia, Cuba, Tonga, Kyrgyzstan, Tanzania, Azerbaijan, Oman and Kenya.

This 14th programme in the series aimed at enhancing knowledge and skills of participants in preparation and appraisal of Industrial Investment Projects; facilitating experience sharing among them in the area of Project Development Cycle and thus developing a core group of professionals well versed in Industrial Project Identification, Preparation and Appraisal leading to well studied industrial projects and prudent investment decisions.

The participants, upon completion of the programme stated that they were comfortable with identifying data requirements and analysing their suitability for preparation of industrial feasibility studies. They also expressed confidence about application of the skill acquired to integrate data gathered into a full-fledged feasibility study.

The programme also offered the participants a unique opportunity to understand the importance of environmental impact study, besides exposing them to Computer Model for Feasibility Analysis and Reporting (COMFAR), a UNIDO developed software.

Visits to institutions engaged in project appraisal and funding were particularly appreciated by the participants, which they felt were unique opportunities for them to interact personally on issues and problems they themselves faced in the area, and deliberate on alternative approaches to seek solutions.

The Programme Director, Mr. Umesh Menon, expressed happiness over learnings being rated high by the participants and felt that these efforts will institutionalise the process of sustainable development in developing countries thus promoting productive activities.



Dr. V.G. Patel, Former Vice-President & Director, EDI presenting certificate to a student of Post-Graduate Diploma in Entrepreneurship Development and Business Entrepreneurship & Management. The course is jointly being conducted by Gujarat Law Society & Centre for Entrepreneurship Development (CED), Gujarat. Dr. Patel was the Chief Guest during its convocation ceremony organised in Ahmedabad.

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

**- Johann Von Goethe**  
*The noted German Philosopher*



# STRENGTHENING ED ORGANISATIONS AND ED PROGRAMMES

## Evolving a Sound Organisational Framework

A meeting of the Chairmen / Heads of national and state level entrepreneurship development organisations was hosted by the Federation of Entrepreneurship Development Institutions (FEDI) on February 18, 2003 at EDI campus. The same was chaired by Shri P.P. Vora, Chairman-IDBI and President-EDI. It was attended by EDI Governing Body Members, Chairmen / Heads of the FEDI member institutions and EDI faculty members who are on the boards of these institutions.

In order to get in-depth knowledge on issues that continue to mar the growth of these organisations, EDI took up a 4-state study of two successful and two not-so-successful ED institutions. With the completion of the study, it was thought appropriate to share its findings so that the major issues could be discussed among the key stakeholders. Thus, the study on Institutional Capacity Assessment of State Level ED Organisations : Key Findings from a Field Study, took the center stage of the Meet. The presentation on key issues of the research was made by Dr. Tara Nair, Faculty, EDI.

### Dignitaries Opine .....

Shri P.P. Vora, who chaired the Meet, in his observations, drew attention on the changing industrial arena between pre and post reform periods. In an era propelled by liberalisation, privatisation and globalisation, he explained, economic changes have played a vital role, thus bringing about major shifts in business practices. Funds which were easily available for long term and that too, at an extremely low rate, he added, have dried up making small scale industries vulnerable in a fiercely competitive world.

Appreciating the importance of entrepreneurship training in a de-regulated system, Dr. Y.K. Alagh, Vice-Chairman & Professor Emeritus, Sardar Patel Institute of Economic & Social Research, pointed out the need for reviving the same in an atmosphere where the state is increasingly withdrawing from such activities. In fact, this is the time when EDOs should show their own entrepreneurial abilities, he remarked.

Shri V.P. Singh, Chairman & Managing Director, IFCI, felt that Venture Capital Financing could offer a solution under the new economic regime and changing technological and competitive scenario. This apart, he opined that there should be functional merger of institutions such as; ED organisations joining hands with Technical Consultancy Organisations (TCOs) in developing entrepreneurs.

According to Dr. Jayaraman, Member Secretary and Director CED-Tamil Nadu, "Entrepreneurship must be considered as a mass movement and ED institutions should spread this movement by developing entrepreneurial attitude in people. He also emphasised that institutions should come up with innovative programmes to suit the changing needs of new as well as existing entrepreneurs."

Ms. Madhura Chatrapathy, Director, ASCENT and EDI Governing Body Member felt that 'entrepreneurship' could not be limited to industries only and should expand to other fields as well, such as education. According to her, certain new fields like bio-technology, information technology and plasma are opening up for entrepreneurial opportunities. Moreover, one needs to acknowledge, added Ms. Chatrapathy, that other than the formal sector institutions like EDOs, a number of NGOs are involved in implementing many innovative models of entrepreneurship training. They unfortunately, do not attract the attention of policy makers, she remarked.

Dr. A.K. Srivastava, Secretary General, FEDI, stressed on the need for strengthening the cause of the federation on the ground that as a national body it could provide proper direction to ED organisations in nurturing new entrepreneurs as also in the growth of existing ones.

In his concluding remarks the Chairman expressed willingness of all India development banks/institutions to extend technical assistance to the state level EDOs which he felt, would help them reorient their mandate in the changing environment.



Dr. Tara Nair, Faculty Member, EDI, making a presentation on 'Institutional Capacity Assessment of State Level ED Organisations : Towards Developing a Framework'.



Seen during the presentation, are (R - L) Shri P.P. Vora, Chairman - IDBI & President-EDI & Dr. V.G. Patel, Former Vice-President & Director, EDI.



# PERFORMANCE IMPROVEMENT OF EXISTING ENTREPRENEURS

## Achieving Managers in the Making

Concern for constantly upgrading the performance of enterprise one manages, is a unique entrepreneurial trait, and enterprises standing on this pillar always identify, assess and tutor themselves to use the existing resource base innovatively each time, handle problems efficiently and thus forge ahead. While an entrepreneur's initial efforts may be directed towards attaining profitability and accomplishment of enterprise objectives, it is quite likely that with the passage of time and the growth of the enterprise, he/she may fall in the trap of fixed and complicated operational procedures and systems. Such a situation shakes the foundation of a business. Direct implication of this is, no wonder, on market standing, profitability, productivity and most significantly on employee motivation, which deteriorates sharply. Ergo organizational paralysis, even chaos finds roots with frustration setting in among employees, mainly in the managers who are answerable for their respective areas. A Manager's role amidst such crises becomes ambiguous and difficult to execute.

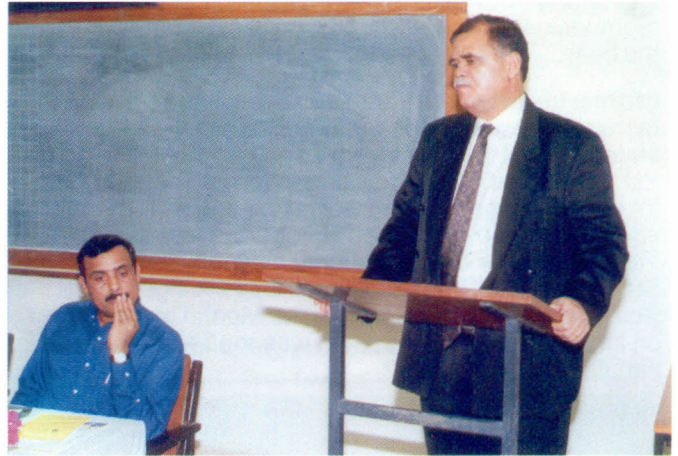
In order to address the concern of such managers, EDI announced an Indian Technical and Economic Co-operation, Ministry of External Affairs, Govt. of India sponsored International 'Management Development Programme' during January 13 - February 21, 2003. It was attended by 18 participants from countries such as Fiji, Bhutan, Myanmar, Tonga, Costa Rica, Filipino, Iraq, Uzbekistan, Kenya, Madagascar and Suriname.

This programme, a unique combination of classroom concepts and applied insights, provided the managers with essential skills and techniques to effectively enhance individual and organisational performance in today's dynamic yet turbulent times. The key inputs comprised



Participants seen during a classroom session.

several modules which focussed on General Management Principles, Individual Processes, Organisational Processes, Business Finance, Marketing Management, Operations Management, Human Resource Management and Entrepreneurship.



Mr. E. Barwa, Joint Secretary, ITEC, Ministry of External Affairs, Govt. of India addressing the participants during the valedictory function. Also seen in the picture is Dr. Sunil Shukla, the Programme Director.

The programme not just enabled the participants to explore their latent potential, thus enhancing productivity, but also oriented them to a culture focussed at supporting organisational change and development. The managers also mastered the concepts of business strategy, thus feeling confident of leading their organisation to growth.

The various sessions together focused on helping the managers seek a balance between various departments of an organisation, and optimise resource use by objective decision making.

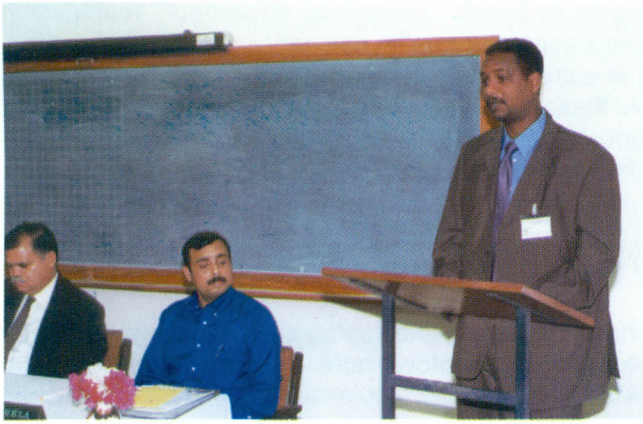
Field visits to around 15 industrial and institutional units in and around the states of Rajasthan, U.P. and Gujarat, gave the participants an opportunity to witness implementation of certain managerial principles and the results thereof, besides helping them get an insight into the application of management tools and techniques in dealing with management functional & decision problems.

The chief guest for the valedictory function of the programme was Mr. E. Barwa, Joint Secretary, ITEC, Ministry of External Affairs, Govt. of India. Mr. Barwa expressed hope that the new skills of participants would help them gear up business operations of their organisations and thus their country. He urged the participants to prove themselves as efficient managers with unique ability to overcome constraints & hurdles.



Addressing the participants in the valedictory function of the programme, Dr. V.G. Patel, former Vice President & Director of EDI, talked about goals and objectives, emphasizing that good managers should never lose sight of these. Dr. Patel also stressed on the significance of maintaining coordination and cooperation in an organisation, which he said, precede growth & expansion. For bringing about such an effective environment, Dr. Patel fixed prime responsibility on top Managers. He then wished all participating managers and professionals success in all their endeavours.

Dr. Sunil Shukla, the Programme Director, expressed confidence that all participants would now adopt a more constructive and positive approach, monitor their own work techniques so that their organisation benefits from their learning.



Teshome Beyene, a participant, expressing his views on the programme during the valedictory function.

## Feedback of a Participant

It was at EDI that I realised the significance of managerial ability. Various aspects of management such as planning, controlling, decision making etc. became clearer to us and we not just got knowledge but also some keys to effective functioning and optimal performance. Entrepreneurship was a new module that we delved into and learnt how all its components, such as, entrepreneurial competencies, strategies & ventures, creating an entrepreneurial climate are the pre-requisites of a growing organisation.

I hope to benefit my organisation with my new learning and I will also ensure that all that is planned is actually accomplished in an harmonious environment.

—TESHOME BEYENE  
*Ethiopia*

## Indo-Chinese Entrepreneurs Explore Blossoming Partnerships

The amazing speed with which the current technological revolution is sweeping through global economy has

created fantastic business opportunities in various sectors, the world over. Further, globalisation and liberalisation has led to integration of the world economy with the Indian economy, making the domestic market open to international competition. Success of enterprises of any country, in such a scenario, depends on their ability to understand the international business environment and strategize accordingly, besides developing an outstanding ability to constantly explore, penetrate and develop new markets in different parts of the world.

The technologically advanced and internationally competitive Chinese market is establishing its niche in the markets, overseas. In the Brass-parts industry, China is ahead of most of its competitors. The Indian Brass parts manufacturing entrepreneurs of the Brass-parts Cluster at Jamnagar, Gujarat are unable to maintain the same competitiveness in the international markets. Lack of knowledge on the finer concepts of the brass-parts industry in the international arena has relegated Indian entrepreneurs, of the field, to a back seat.

EDI has recently taken up this Industries Commissionerate, Govt. of Gujarat sponsored Cluster Development Project for the Brass-parts Cluster in Jamnagar. Although Jamnagar houses around 4500 brass-parts manufacturing units producing around 10,000 varieties of Brass-parts in the fields of electricals, automobiles, engineering, consumer goods and building hardware, the cluster is faced with major problems, such as; lack of advanced technical knowledge, inefficient production practices, inadequate knowledge of marketing & product diversification, etc.

As a part of the project, therefore, 15 entrepreneurs from Brass-parts Cluster, Jamnagar and officials from EDI & UNIDO visited Hong Kong, Shanghai & Yuhuan in China so that they could understand and get an insight into the latest concepts and strategies of marketing and manufacturing in the field. This visit gave them an opportunity to evaluate Chinese Brass-parts Industry vis-à-vis their own industry on the frontiers of technology, marketing, exports, overall business environment and prevalent government policies.

The delegates visited around 20 units in a span of 5 days and got an opportunity to view from close quarters, the manufacturing processes adopted, systems of inspection, quality control, packaging, etc. In addition, marketing practices of the entrepreneurs in China also reigned their agenda. Entrepreneurs also evinced interest in comprehending the tax, duty & tariff structure in China.

The delegates had an opportunity to visit a local market in Hong Kong, namely Kowloon where brass products are traded. They also interacted with potential sales agents in Hong Kong and Shanghai. This opened up an avenue for exploring possibilities of appointing sales agents there.



## Upgrading the Brass Parts Cluster

Considering the need for enhancement of general export competencies of the entrepreneurs, the visit also intended to equip them with knowledge on all vital aspects of export-import tie-ups with Chinese entrepreneurs. About 10-15 one-to-one and group meetings were organised, where potential exporters and importers came with their product samples and brochures. In order to facilitate export-import tie-ups, trade terms were also negotiated.

Shanghai and Hong Kong being important trading centres, the delegates got good exposure in the main areas of marketing and trading practices of Chinese entrepreneurs. They could also visit some of the important trading centres, marketing offices of Chinese entrepreneurs and had an opportunity of meeting some top ranking officials like the Consulate General of India in Shanghai, Mr. Sujon Chinoy and Consul Mr. Arijit Ghosh. Their inputs on the overall business-trading environment in China added to the exposure of the entrepreneurs.

Mr. Sanjay Pal, Faculty Member, EDI who represented EDI in the delegation expressed that this visit will certainly promote business relations between Indian brass-parts manufacturing entrepreneurs and Chinese entrepreneurs of the field. He added that this exposure would help our entrepreneurs internationalise their business practices by modernising their processes and venturing out in the international market place.



Visit of the delegation to a Brass Factory at Yuhuan.



Mr. Sanjay Pal, Faculty, EDI interacting with the entrepreneurs of the Brass-parts Industry of China.

The recent peripeteias in the economy the world over, have placed technology in the forefront, giving credence to the point that only the technologically aware and literate will forge ahead. Jamnagar Brass Parts Engineering Cluster is one sector where the Institute intervened to bring about technology upgradation. The project of upgrading this cluster at Jamnagar has been assigned to EDI by the Industries Commissionerate, Govt. of Gujarat.

A team of technology experts from the Institute visited about 1500 engineering units at Jamnagar for a detailed study of plants, machines, equipment, manufacturing processes and quality assurance measures adopted by the entrepreneurs in manufacturing precision brass parts. All these pieces of information were properly recorded and later analysed to identify common technology related problems of the industry. These problems are the barriers in maintaining a consistent level of production and quality.

The problems generally encountered are :

- ❖ piping, coring and segregation in castings,
- ❖ pin-holes, blow holes and shrinkage in cast components,
- ❖ maintaining proper chemical composition of castings,
- ❖ a poor surface finish of cast components,
- ❖ use of improper cutting oil for machining brass
- ❖ design and manufacture of press-working tools,
- ❖ poor productivity due to wrong design of drill jigs,
- ❖ elimination and removal of chips and burrs from machined parts,
- ❖ health hazards due to improper buffing and polishing technology,
- ❖ tarnishing of brass-parts
- ❖ defective plating on brass components,
- ❖ pollution problems in foundry and plating shops.

Technology experts addressed these problems, and solutions were given through personal counselling and by way of organising a number of technology based workshops. However, the entrepreneurs got more than just theoretical inputs. Several technologies were demonstrated to them which gave them a distinct idea about their application-orientation. Many technologies have been implemented in plants by adoption of machining processes.

This has resulted in achieving higher productivity and improved quality. The engineers employed by the Institute also visited Ludhiana to observe UNIDO methodology of cluster development and what followed this was, initiation of action at Jamnagar for a holistic approach to Brass-parts Engineering Cluster Development.



## **EDI to Promote New Units in the Food Processing Industry Sector**

EDI. has been appointed as a Nodal Agency by the Ministry of Food Processing Industry, Govt. of India, to promote new ventures in the Food Processing Sector.

In view of the immense potential that the Food Processing Industry Sector offers and given the thrust of the Government of India, it has become imperative that new entrepreneurs be motivated and trained to take up the challenges in this sector. This calls for a professional nodal agency that can coordinate and implement various projects for grooming potential entrepreneurs and helping them set up enterprises in the Food Processing Sector.

Experiences of the Institute indicate that it is both possible and feasible to create first generation entrepreneurs through well thought-out training interventions, thus facilitating them to launch and effectively manage their food processing ventures in a globally competitive market.

EDI, on submission of a proposal to the Ministry of Food Processing Industries, Govt. of India has been appointed as a nodal agency of the Ministry to promote new ventures in food processing sector in 4 states viz. Gujarat, Uttar Pradesh, Bihar and Maharashtra as all these states have high potential for promotion of Food Processing Industries because of their natural resource endowment. Accordingly, it has been planned to undertake the following interventions with immediate effect:

- Conduction of Entrepreneurship Development Programmes
- Capacity Building of Stakeholders / Implementing Agencies

To begin with, the Institute Conducted the 1<sup>st</sup> State Level Stakeholders' Workshop at EDI Campus, Ahmedabad. Simultaneously, EDI organised 3 such workshops in Maharashtra, Uttar Pradesh & Bihar also. Around 55 officials from state / Central govt., NGOs, Industry Associations, Financial Institutions & banks participated in the workshop.

The objective of the workshop was to bring all the key stakeholders on one platform to deliberate on the possibilities of their collaboration in the efforts of the Ministry in promoting food-processing industries in the country; especially through entrepreneurship development programme strategy.

There is a need to create competent and competitive entrepreneurs who set up new ventures in the food processing industry sector, in view of the potential that the sector holds for the future of the Indian economy. EDI through its various interventions strives to address this need and achieve the highest possible start-up rate.

## **International Seminars & Conferences**

### **48th World Conference, International Council for Small Business, 15 - 18 June 2003, Stormont, Northern Ireland**

For details contact : ICSB World Conference 2003 Secretariat, P.O.Box 888, Dept. of Harrogate, HG28UH, UK.  
Tele : +44 1423 879208 Fax : +44 1423 870025 Email : info@icsb2003.org

### **Microenterprise Development Institute, Southern New Hampshire University, Manchester, 9 - 28 June 2003. This Institute offers micro enterprise development & micro-finance course**

For details contact : Tele : 603 644-3124 Fax : 603 644-3158 Email : mdi@snhu.edu  
Website : [www.snhu.edu/Southern\\_New\\_Hampshire\\_University/Academics/MDI\\_Home/MDI\\_About\\_the\\_Institute.html](http://www.snhu.edu/Southern_New_Hampshire_University/Academics/MDI_Home/MDI_About_the_Institute.html)

### **9th Annual Micro-finance Training Programme, 14 July - 1 August 2003, Naropa University, Boulder, Colorado, USA.**

For further information, contact : Tele : 303 245-4805 Fax : 303 245-4819 Email : MFT@naropa.edu or  
Visit : <http://www.naropa.edu/microfinance/indexhtml>



## EDI FORTHCOMING PROGRAMMES

	Name of Programme	Duration/Period	Target Group	Objectives & Outcome
1.	Post Graduate Programmes : A) Post Graduate Diploma in Business Entrepreneurship & Management (PGDBEM)-6th Batch B) Post Graduate Diploma in Management of NGOs (PGDMN)-4th Batch	Throughout the Year Sept.2003-Aug. 2004	Graduate Students, Family Business Wards, Employees, NGO Nominees (for PGDMN)	To train and motivate students to set up their own enterprises, manage Family business effectively and set up/manage an NGO.
		An aptitude test will be held on 27 July, '03. and the personal interview will be held on 11-12 August,'03.		
2.	Trainers' Training Programmes for New Enterprise Creation (2 Nos.)	2 Weeks July-Sept, 2003	NGO Functionaries	To sharpen skills of NGOs in organising REDPs.
3.	Training Programme on Micro Finance (1 No.)	1 Week July-Sept., 2003	NGO Functionaries	To build capacities of NGOs for implementing micro finance delivery project in a sustainable manner.
4.	Regional Workshops for SPEC (2 Nos.)	2-3 Days July.-2003 Aug.-2003	Entrepreneurs, Industry Associations, Chambers of Commerce	To sensitize the entrepreneurial community on the need to prepare their wards for succession and create an awareness about the role of training in professional development of successors.
5.	Growth-cum-Counsellors'Programme	3 Phases over 4 Months July-Oct., 2003	Existing SMEs	To facilitate growth among established entrepreneurs through focus on project management techniques and export counselling.
6.	Seminar for Small Industry Association Executives	2 Days July, 2003	Office Bearers of Industry Associations	Office Bearers of Industry Associations will be oriented towards the concept of Business Development Services (BDS). Would lead to increased awareness about the need of BDS and emphasise its relevance for success of SMEs.

### FIRST CONVENTION OF OLPE LEARNERS OF MAHARASHTRA

EDI organised the first convention of OLPE learners of Maharashtra on 16th March, 2003 at Shri Bhagubhai Mafatlal Polytechnic, Mumbai. All participants benefitted from this one day deliberations and interactions on latest issues and concerns of the business world. A special lecture on "Opportunities in the IT Sector" gave them newer insights. This was also a unique opportunity for past and present learners to meet and interact with OLPE learners turned entrepreneurs, who had put up an exhibition of the products manufactured / marketed by them.

Mr. Deepak Upadhyay, Project Leader, briefed the distinguished gathering about the new initiatives taken by the Institute. Availability of all OLPE reading material on CD, addition of Unit No. 11 focusing on emerging business opportunities, additional support for learners from rural areas were some of the important ones mentioned by Mr. Upadhyay





Vice President & Director, EDI, Dr. V.G. Patel (3rd from L) laid down his office on 28th February, 2003. On his Farewell Function, Dr. Patel is seen with (4th from R) Shri P.P. Vora, Chairman-IDBI & President-EDI and other EDI Governing Body Members.



Shri P.P. Vora, Chairman-IDBI & President-EDI, presenting memento to Dr.V.G. Patel



Dr. Dinesh Awasthi took over as the Director of the Institute with effect from 1st March, 2003. Seen here is Dr. Awasthi addressing the gathering during the farewell function of Dr.V.G.Patel



Till a few years back, good, high profile jobs were regarded as an exclusive preserve of management graduates, engineers, particularly IITians. But the Indian corporate sector that offered lucrative, promising opportunities to the educated class, arbitrarily started cutting down its workforce, in the recent years, leave alone opening up new avenues.

Be it any sector, job opportunities today have reached a frozen halt. According to the Labour Ministry's latest estimates total jobs in the organised sector of the economy (i.e. the large scale industry) shrank by 0.15 per cent in 2000. This stands for a net loss of 45000 jobs in just one year in large industries only (source: India Today, July 9, 2001). As per the results of the latest quinquennial survey of National Sample Survey Organisation on Employment and Unemployment (55th Round; 1999-2000) the rate of growth of employment, on Current Daily Status (CDS) basis, declined from 2.7 percent per annum in 1983-1994 to 1.07 percent per annum in 1994-2000. The employment generating capacity of the economy especially of the organised sector vis-à-vis the GDP growth is declining fast over time; the organised sector in the late 90s reached almost a near jobless growth (Source : A Package for Creation of 10 million Employment Opportunities per annum over the Tenth Plan, Planning Commission, Government of India, May 2002). Ever inflating economic decline, cutthroat competition and minimum opportunities have forced industries to enormously slash down their work force.

Today, millions of youths, educated from premier professional institutes and general stream colleges are finding themselves despondent as the job market has shrunk to a never before limit.

Even if a person lands a job, how much is it to his/ her satisfaction and what is the security attached with it are questions which even if addressed, do not provide encouraging answers. Such a scenario has ensued only because the existing curricula is more text-book oriented and loses its impact once the students enter the job market.

However, what these students do not consider or should we say are not taught to consider is a 'career in entrepreneurship'. Throughout their period of education, they are conditioned in a way to focus on "good jobs" only. They aim at higher returns and higher position but only by working for someone and not for themselves.

Educational inputs in schools and colleges remain distanced from the requirement of entrepreneurship and from helping youth become entrepreneurs. Had 'entrepreneurship' been introduced as a mandatory

subject at school and college levels, besides making counselling services available for students to raise their achievement motivation level, the discouraging trend of today's job scenario would certainly not have acquired such alarming heights. The qualities of Effective Communication, Goal Setting, Problem Solving Leadership, Self Confidence, Systematic Planning, etc that students imbibe while undergoing a course in entrepreneurship, help them in career development and prepare them for the future, right from an early stage.

Dr. Sunil Shukla and Dr. Dinesh Awasthi of EDI recently conducted an NEDB sponsored study on 'Entry Barriers to Entrepreneurship', which had the objective of understanding the perception of students and employees towards entrepreneurship as a career option. The analysis of the perception has helped in identifying barriers and facilitators to entry into entrepreneurship. The study derived that we need to create an "enabling environment for entrepreneur and entrepreneurship, which could be supplemented by developmental interventions to create well rounded indigenous and resilient entrepreneurs. Creation of a favourable environment will require removal of external and internal entry barriers to entrepreneurship. This calls for a multi-pronged strategy to at least minimize, if not eliminate, these barriers". The following table provides a framework of strategies that can be adopted against certain entry barriers.

*Continued on next page*

**“ The challenge lies in development of entrepreneurship which can withstand global competition. I am confident that EDI's PG students will seize their destiny and go on to create great companies.”**

**- Shri Yashwant Sinha**  
Former Finance Minister  
of India



Entry Barriers	Reasons	The Need
Attitudinal - No Interest in a business career or a distinct preference for employment	<ul style="list-style-type: none"> <li>✗ Intolerance for uncertainty/insecurity</li> <li>✗ Lack of entrepreneurial motive</li> <li>✗ Lack of business aptitude</li> <li>✗ Accessibility to power in job</li> </ul>	<ul style="list-style-type: none"> <li>❖ Inculcating entrepreneurial values, behavioural training</li> <li>❖ Motivation development</li> <li>❖ Skill training / counselling</li> <li>❖ Reducing power distance, decentralisation</li> </ul>
Desire to wait for some more time	<ul style="list-style-type: none"> <li>✗ To gain experience</li> <li>✗ To arrange for finance</li> <li>✗ To seek social security and try for a job first</li> </ul>	<ul style="list-style-type: none"> <li>❖ Managerial skills / vocational training</li> <li>❖ Ensuring timely access to finance / capital</li> <li>❖ Changing the mindset</li> </ul>
Lack of confidence and ignorance about information related to launching and managing a business	<ul style="list-style-type: none"> <li>✗ Lack of knowledge of business opportunity</li> <li>✗ Low risk taking tendency</li> <li>✗ Lack of knowledge about procedure and formality involved in launching a Business</li> <li>✗ Lack of managerial skills</li> <li>✗ Lack of finance</li> </ul>	<ul style="list-style-type: none"> <li>❖ Business opportunity guidance</li> <li>❖ Behavioural training</li> <li>❖ Information on organisations, procedures, sources of assistance</li> <li>❖ Managerial skills / training</li> <li>❖ Ensuring ease of access to timely and adequate credit</li> </ul>
Disapproval of family friends and relatives	<ul style="list-style-type: none"> <li>✗ No risk bearing capacity of the family</li> <li>✗ Not being from business Community</li> <li>✗ Financial instability - pressure to earn money through job</li> </ul>	<ul style="list-style-type: none"> <li>❖ Counselling for confidence building</li> <li>❖ Demonstration of cases of successful first generation entrepreneurs</li> <li>❖ Provision for social security and fellowship for those opting for an entrepreneurial career.</li> </ul>

Source : Study on Entry Barriers to Entrepreneurship by Dr. Sunil Shukla and Dr.Dinesh Awasthi)

his trend and mindset, if not addressed, by impact-oriented schemes and strategies, is likely to increase unemployment and disparities.

is important for academicians, government and decision making authorities like University Grants Commission to consider introducing 'entrepreneurship' as a part of the regular curriculum. The curriculum of this course can be designed accordingly, starting from the basic stage and going on to cover the advanced stage as well (including practical training) by the time students complete their college education.

What the society today fails to accept is that people without a business background can also become successful businessmen. Availability and access to finance and a business background are generally regarded as prerequisites for establishing a business venture. However, the fact remains that entrepreneurial know-how and characteristics can be acquired through proper training and guidance. Acquisition of such knowledge and entrepreneurial competencies would also complement their educational / academic qualification. It is also worth mentioning here that the growth of an economy is contingent upon the level of entrepreneurship in the society. Schumpeter (1934) argued that entrepreneurial manifestations in terms of new venture formation have been instrumental in economic transformation of Western Europe and North America. It is, therefore, necessary to induce our youth to choose self-employment as a career option, channelise the idle resources, identify latent opportunities and emerge as a job creator rather than a job seeker.

Another advantage that will accrue if 'entrepreneurship' is brought, as a subject, within the purview of academic spectra, is that our youth will be equipped in a way to render further corporate power to the companies they choose to work with. Thus, this added knowledge will also ensure job security for those who do not set up their businesses but take up high-profile jobs in the corporate sector. They would be entrepreneurial in their approach towards work.

Results of the Entrepreneurship Development Programmes conducted by EDI show about 50 per cent success rate. However, the groups chosen then, comprised people from diverse backgrounds - some literates, some semi-literates and some illiterates. If an EDP is, therefore, conducted for a group which is homogenous, the results would be far more commendable.

Introduction of 'Entrepreneurship' in our academic curriculum, we think, would provide a befitting answer to the problem of unemployment. Initiatives from state governments towards this can certainly act as a strong inducement to our youth to opt for entrepreneurship as a career option. In this massive task, assistance can be sought from National Resource Institutions in the field, like Entrepreneurship Development Institute of India, in the areas of Curriculum Development, Literature Development and Faculty Development. An initiative on the part of the government to introduce the subject 'entrepreneurship' at all conventional levels of education and on the part of the students to choose New Enterprise Creation as a career option will go a long way in making the country a one of the major world economic powers.



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**Last Date for receiving applications: July 12, 2003**

For more information, look up our website, write at EDI head office or e-mail at [pgdmn@ediindia.org](mailto:pgdmn@ediindia.org), [ediindiaad1@sancharnet.in](mailto:ediindiaad1@sancharnet.in)

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