

EDI REPORTS



ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA

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Achievements Spur Our Pace



The last year reverberates of achievements on many fronts. We were successful in following a roadmap that led to success of our programmes and models. EDI established its core competence in almost all its focus areas. The pace and rigour of work saw implementation / completion of some major projects. Interventions in the food-processing project have successfully created competitive advantages that have given a face-lift to the sector in the identified states. The European Union Project for Economic Rehabilitation of Kachchh and Saurashtra implemented the replicable revitalization model, success of which, has led to extension in terms of follow-up and handholding support to trained trainers.

EDI also took some mega leaps towards creating a strong entrepreneurial economy, abuzz with enterprising youth. The Institute offered a course on 'Entrepreneurship and New Venture Planning' in premier institutions such as, IIM, Ahmedabad; IIM, Kozhikode; NID, Ahmedabad; IIFT, New Delhi; MICA, Ahmedabad; and Dhirubhai Ambani Institute of Information & Communication Technology, Ahmedabad.

In a bid to propose setting up of Entrepreneurship Development Cells in various colleges and universities, the Institute also made a presentation to Smt. Anandiben Patel, Minister of Education, Govt. of Gujarat on factors that hinder as also facilitate youth to take up entrepreneurship as a career option. It is heartening for me to mention here that on the suggestion of the Minister a similar presentation was made to His Excellency, the Governor of Gujarat and the Vice-Chancellors of Universities of Gujarat so that appropriate measures could be initiated to develop strategic orientations in our youth.

Also, support from institutions like Indian Technical and Economic Co-operation; Small Industries Development Bank of India; Development Commissioner, Small Scale Industries; Govt. of Gujarat has catapulted EDI into an Institute with National and International standing in several areas.

We envision an equally ambitious year ahead. EDI has been assigned the responsibility of setting up Entrepreneurship Development Institutes in Cambodia; Laos; Myanmar and Vietnam, thus ensuring that entrepreneurship development gains firm grounds even internationally. Some international assignments from organisations like the Commonwealth Secretariat, UNIDO, Ministry of External Affairs, Government of India, work in cognizance with this focus in the forthcoming year as well.

EDI's work on cluster development has gained sound footing and its initiatives have improved the caliber and functioning of several dormant clusters. The forthcoming year would see excellent prospects and growth impulse being generated in a few Handicraft's clusters, with the support of the Development Commissioner, Handicrafts, Government of India.

The initiatives under the Food Processing Project would land in other states as well, thus enhancing the rigour and reach of the project.

Research and Publications also will simultaneously be focused upon to concretize and document experiences. Textbooks on Entrepreneurship, manuals unfolding EDI's experiences and strategies will find a prime place on the agenda. Manuals on EDI's strategies implemented in the areas of Food Processing and Brass Parts will help ensure a sustainable effect by capturing these institutional initiatives in a permanent form.

I am glad that so much has taken place. This could be achieved because of the committed faculty members of the Institute who worked tirelessly to ensure that the plans were executed well. I hope that the year ahead is much brighter with more opportunities for EDI to march forward towards its goal. I seek support of all, i.e. the society at large, the government, policy-makers, academicians and my faculty group. This is important because pursuit of entrepreneurship requires concerted efforts.

- Dinesh Awasthi

**The Saga of Clusters
in India**
-By Kunal Sood &
Sanjay Pal
on Page 14

Dr. Dinesh Awasthi, Director, EDI, felt that the teachers are the ones who can foster EDI's objective of nation-wide dissemination of the concept of entrepreneurship and that they should promote independent thinking and the spirit of entrepreneurship among for youth. Dr. Awasthi geared the teachers to harness latent entrepreneurial spirit & competencies from the students by imparting entrepreneurship teaching and training.

Feedback

A participant opines.....

"Adequate weightage was given to every aspect of entrepreneurship, thus equipping us with skills that make us feel so confident about introducing meaningful changes. I feel equipped enough to initiate ED activities."

- Riti Desai

Dr. BMN College of Home Science, Mumbai

Entrepreneurship Education Gaining Further Mileage

The Institute has initiated interventions towards introducing Entrepreneurship course in the higher education system by offering a course on 'Entrepreneurship & New Venture Planning' in premier institutions such as; IIM, Ahmedabad; IIM, Lucknow; NID, Ahmedabad; Indian Institute of Foreign Trade, New Delhi; NIRMA University, Ahmedabad; MICA, Ahmedabad; and Dhirubhai Ambani Institute of Information and Communication Technology, Ahmedabad.

Encouraged by the response of students at these institutions towards assuming entrepreneurship as an ideal career option, the Institute on March 5, 2004, took the initiative of making a presentation to Smt. Anandiben Patel, Minister of Education, Government of Gujarat, on its achievements in the area of Education and the findings of the Institute's study on 'Entry Barriers to Entrepreneurship' that identifies facilitating and hindering factors for educated youth in taking up Entrepreneurship as a career option. It is worth mentioning that this presentation was also attended by about 45 college principals of Gujarat, officials of education department and nominees of Vice Chancellors. In view of the benefits that accrue to the society, particularly the youth, from broadbasing entrepreneurship, the Minister of Education, Government of Gujarat, recommended that a committee be formed to design a strategy to introduce entrepreneurship course in the formal education system, wherein EDI, the Minister opined, would be playing the key role. The Minister also suggested that a similar presentation be made to His Excellency, the Governor of Gujarat and the Vice Chancellors of Gujarat-based Universities so that decisions could be taken on appropriate interventions to be introduced to tap the entrepreneurial potential in youth.

Accordingly, Dr. Dinesh Awasthi, Director and Dr. Sunil Shukla, Sr. Faculty, EDI made a presentation on March 9, 2004, to His Excellency, Shri Kailashpati Mishra, the Governor of Gujarat, 12 Vice Chancellors, Principal Secretary- Education Department, Commissioner-Higher Education and officials of Education Department.

With this initiative, it is expected that the Institute's efforts in institutionalizing entrepreneurship education would make further strides in the near future.



Dr. Dinesh Awasthi, Director EDI, making Presentation to (3rd from L) Smt. Anandiben Patel, Hon'ble Education Minister, Govt of Gujarat and principals of various colleges

ENTREPRENEURSHIP EDUCATION

The Faculty Group Imbues the Spirit of Entrepreneurship in Students

Amidst the changing paradigms and demanding global economic structure, a nation sure requires competent entrepreneurs to remain a front runner. Trained and motivated entrepreneurs can keep an economy forever dynamic. Besides, with the job market having shrunk to a never before limit and with entrepreneurship having emerged as a promising career option, it is important to focus efforts towards inspiring more and more youth to take up entrepreneurship. This necessitates creation of an enabling socio-economic environment for entrepreneurs and entrepreneurship. The most influential role in the process of changing the mindset of students and training them, subsequently, is played by the teaching group. The crucial change agents, therefore, in the process of developing young entrepreneurs are teachers with necessary skills, knowledge and information in the area of entrepreneurship.

in their colleges / technical institutions and schools. The teachers also acquired competencies to effectively initiate Entrepreneurship Awareness Camps and orientation courses. According to Dr. KVSM Krishna, the Programme Director, "the course has imparted inputs that will enable the teachers to perform a proactive role in infusing entrepreneurial traits in the present generation."

The valedictory function of the programme was conducted on 2nd January 2004. The chief guest for the function was Shri Rajiv Gupta, IAS, Commissioner, Higher & Technical Education, Govt. of Gujarat. Shri Gupta in his address stated that the future lies in the manufacturing industry and that China is known for its industries in the manufacturing sector. Shri Gupta emphasized on the nation's need for entrepreneurs, adding that the present scenario with people running after jobs shows that they lack somewhere and therefore, while teaching, we must concentrate on producing entrepreneurs.



Shri Rajiv Gupta, IAS, Commissioner, Higher and Technical Education, Govt. of Gujarat, delivering the valedictory address. Also seen are (R-L) Dr. Dinesh Awasthi, Director, EDI and Dr. KVSM Krishna, Programme Director

Against the backdrop that the faculty group plays an important role in strengthening the entrepreneurial personality, thus imparting skills for making feasible business plans, mobilizing resources and managing an enterprise, EDI organized a National Training Programme on Faculty Development in Entrepreneurship. The programme was attended by 31 faculty members from colleges and NGOs.

The programme exposed the teachers to the comprehensive entrepreneurship development process and equipped them with skills to co-ordinate as also organize entrepreneurship development related activities



A participant receiving his certificate of successful completion of the course at the hands of Shri Rajiv Gupta

With particular focus on rural folk and women, Shri Gupta said that special concentration should go towards making them entrepreneurs. Cautioning, the chief guest added that once education starts getting regarded as service, entry of several overseas institutions will become easy and the higher crust of the students will be taken away by them. Shri Gupta, therefore, concluded by urging the faculty members to sharpen skills and become internationally competitive.

MICRO ENTERPRISE AND MICRO FINANCE DEVELOPMENT

Gaining Insights into Rural Marketing



The Participants of the programme seen with Mr. Sanjay Pal, the Programme Director (3rd from R) and Mr. K. Panchaksaran, Director, SIPA (1st from R)

Competitive entrepreneurs can withstand global pressure as also grow and become self-reliant only when their business and marketing acumen drives them so. Whereas the tremendous growth in the number of new enterprises has been the most memorable success over the last decade or so, the point worth considering is whether all these entrepreneurs have been able to grow from strength to strength or not. In order to ascertain that the enterprises are not just set up but that they also grow and survive during crises, it is imperative to equip the entrepreneurs with entrepreneurial zeal and techniques of management and entrepreneurship. Knowledge on various aspects such as; technology, production and marketing are also important. Whereas several NGOs working towards creation of new enterprises by local persons have experienced success, some of these enterprises in the long run face difficulties on a very important management front, i.e. of marketing.

Lack of access to markets, knowledge of product pricing etc, make a project non-viable. To address this problem, the Institute organized a programme on Rural Marketing for NGOs, with the sponsorship support of Small Industries Development Bank of India.

The main objective of this programme was to develop a cadre of trained professionals in the NGO sector in Rural Marketing (marketing of rural products) to help them provide updated knowledge to potential entrepreneurs.

The NGO officials got insights into the basic concepts of marketing management in general and rural marketing in particular. Market research and analysis, understanding consumer behaviour, market survey, market segmentation, pricing and distribution, etc, with special reference to rural products were other aspects which were taken up at great length. Significance of quality control, scope for design development, low cost technical improvement in rural products were also put forth before the participants so as to improve them on the fronts of packaging, branding, retailing, organizing exhibitions, participating in trade fairs, low cost innovative advertising, etc. Field visits brought the participants face-to-face with rural marketing in action.

All 26 participants expressed that they had gained sound understanding on the intricacies of rural marketing and were in a position to provide marketing support to rural producers and artisans by identifying new markets for their products. Product design and development, quality

control, pricing and distribution policy, packaging and product promotion were areas upon which they looked at with a great amount of confidence. They also understood the importance of supply chain management in marketing rural products and procedures for export marketing, and came to know the requirements of buyers in the overseas countries.

The participants were also provided with a list of organizations who could be potential buyers for their products, within the country and abroad. Moreover, information was imparted on marketing schemes of various government and semi-government organizations. By way of discussions with some successful rural producers and marketing organizations like Banascraft, Ahmedabad, SIPA, Chennai etc. Participants also got insights into marketing strategies.

The implementation plans prepared by the participants reflected their understanding and ideas to handle the intricacies of rural marketing.

Development Consultants : Changing the Face of Rural India

In spite of its distinct advantages of adaptability and flexibility, Small and Medium Enterprises are by and large ill-equipped to face the challenges of liberalization and globalisation. The strategies for growth and management need to be refashioned and reoriented to help the SME sector attain operational efficiency.

In the case of SMEs in rural areas, in particular, it is important to ensure a sustained entrepreneurial vision that can exploit existing opportunities, explore the dormant ones and spur the growth of the enterprise, finally.

Therefore, on one hand where we stress on the role of SMEs in dealing with vicious issues of unemployment and poverty, on the other hand, it is also true that they need to enrich their operations and advantages to attain a perceptible standing.

NGO professionals, however, have been playing a significant role in not just training people to set up own small scale enterprises but also in terms of examining existing enterprises and implementing strategies for planned growth. With a view to further strengthen this cadre and update their reservoir of expertise and skills, EDI organized a 12-week long programme during September 29 to December 13, 2003 for creating a cadre of Development Consultants. The programme was titled 'Certificate Course for Rural Business Development Service Providers / Consultants'. Professionals from across the country engaged in promoting rural entrepreneurship participated in the programme.

The primary objectives of this 3-month programme were to enhance the capacity of participating consultants so that they could give a boost to the development of rural industries and rural clusters, provide professional management support to NGOs for streamlining their operations and management, to funding agencies in project monitoring, evaluation and impact assessment, and to individual entrepreneurs for speedy implementation of their proposed business activities.

To supplement the classroom inputs were the intensive interaction with experts in rural entrepreneurship development, guidance; entrepreneurs; behavioural scientists and entrepreneur trainer-motivators. All this gave the participants a practical insight into rural entrepreneurship development efforts.

Field visits to training/ industrial support institutions, small/micro enterprises and NGOs to view things in action were much appreciated by the participants who felt that they were well equipped to bring about growth oriented awareness and foster actions that help achieve it.

The participants expressed satisfaction over the inputs offered and opined that they felt confident about extending assistance to NGOs, funding agencies and budding entrepreneurs. The course, they said had built new skills in them, making them competent enough to perform new roles. Mr. Manoj Mishra, the Programme Director, reflecting over the action plans of the participants opined that their plans are aimed at revivifying the rural areas and that in devising so their primary aim has been the economic self-sustenance of rural India.



Participants of the Programme seen with (4th from R) Director, EDI, Dr. Dinesh Awasthi, (3rd from R) Programme Director, Mr. Manoj Mishra, and EDI Faculty Members

Orientation Programme on Group Entrepreneurship Development

The new economic world order, marked with threats, challenges and opportunities, requires entrepreneurs with finance, technology and marketing leverages, to succeed. Lapses on any of these fronts might trigger operational deficiencies. This could be sighted as one of the reasons for low overall efficiency of the enterprises set up by the rural folk.

Low levels of education, limited exposure to market economies and limited access to finance and market intelligence restrict their capacity to buy raw material leading to small levels of operations and ultimately the higher prices they have to pay for procuring raw-material. The cost of production, therefore, goes up and the product becomes uncompetitive. Besides, production of each individual is small, and hence they have limited bargaining power and do not get remunerative prices. With all these handicaps the rural poor are not able to reap the economies of scale. They are forced to operate at subsistence level and as a consequence, they seldom grow. Small market fluctuations not just affect them but sometimes completely wipe them out.

Promoting these entrepreneurs in groups rather than individuals will increase their competitive advantages. While they will be individual owners of their enterprises, they will also create forward and backward linkages (including market) as a group. It will also be quite feasible to organize common facilities and other support services at one place for such a group. This kind of a production organization could be initiated by involving women self help groups, which already exist in most places. Other than women's groups, this approach is also very effective in the case of artisan groups or the groups promoted by World Vision viz: Slum Development Committees, etc.



Participants of the Programme seen with (3rd from R) Dr. Dinesh Awasthi, Director, EDI, (2nd from L) Mr. Manoj Mishra, Programme Director and EDI Faculty Members

An orientation programme for slum development committee leaders and SHG (women) members of World Vision-36 men and women - was recently organized in Ahmedabad to bring them face-to-face with the approach of Group Entrepreneurship and the techniques on which its functioning rests.

Addressing the Socio - Economic Needs of Developing Countries

Rural development, poverty alleviation and employment generation are now widely associated with the activities of NGOs as these have come to play a major developmental role in the socio-economic milieu of countries across the globe, especially in the developing world.

Major strategies that have been accepted the world over by governments and NGOs alike in dealing with poverty and unemployment are micro-enterprise and micro-finance development.

While micro-finance as a means to empower poor has been quite successful in many countries, the utilisation of credit for adequate income and employment generation is a cause of concern for most of the stakeholders. Moreover, there is a growing concern that micro-enterprise development programmes are not successful to the desired extent because of the lack of adequate and also timely availability of credit. With the involvement of a number of agencies and NGOs in both these initiatives, the Institute felt the need to develop capacities of professionals from development agencies managing these activities. An international training programme on Managing Micro-Enterprise & Micro-Finance Development for professionals from government and non-government organisations was, therefore, conducted by EDI during 5 January to 13 February, 2004.

This programme aimed at building managerial capacity of development professionals to enable them to acquire and develop management skills, review current developments and adopt strategies to successfully implement the twin initiatives viz. Micro-Enterprise and Micro-Finance. Supported by the Indian Technical & Economic Co-operation (ITEC), Ministry of External Affairs, Govt. of India, it was attended by 12 participants from five countries; South Africa, Armenia, Uganda, Uzbekistan & Guyana.

The participants were exposed to the fundamentals of micro-enterprise and micro-finance development and the application of these specifically to rural situations / local context. The course content covered all the critical areas of promotion and management of micro-enterprises and micro-finance delivery.

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SUPPORT SYSTEM AND ED ORGANISATIONS

The ETMs : Ensuring Excellence on the Economic Front



His Excellency, Hon'ble Governor of Gujarat, Shri Kailashpati Mishra delivering his address.

The cadre of Entrepreneur Trainer-Motivators has taken upon itself the mega task of promoting and structuring the stability and growth of the country. This is achieved by creating a force of performing people i.e. the entrepreneurs. ETMs, a core group of professionals, engaged in this task need to be recognized for their significant contribution to economic growth.

Also, it is important to remember that amidst the changing times, the ETMs must have the knowledge about the initiatives that fit the changing economic and social needs so that the entrepreneurs that emerge possess the awareness and potential to take India on the global map. Thus with a view to providing a platform to ETMs to analyse and work out organizational and individual problems that they come across in implementing entrepreneurship development related activities, the Institute organized a 2-day Convention during March 15-16, 2004.

The Best Entrepreneur Trainer-Motivator (ETM) Awards were also presented to 2 Best ETMs for their commendable work. The award winners are : Shri Ulhas U. Bhale of Maharashtra Centre for Entrepreneurship Development, Aurangabad. (Award for Best ETM Award), Ms. Sayalee Gankar of Pune (Award for Best Entrepreneur Trainer-Motivator Promoting Women Entrepreneurship).

The Convention was inaugurated by His Excellency, the Hon'ble Governor of Gujarat, Shri Kailashpati Mishra. His Excellency in his address began by congratulating not just the winners but also the entire cadre of ETMs for making meaningful contribution to the society. In this race for development of self, he added, it is the ETMs who are

making praiseworthy contribution to the economic development of the nation. His Excellency called them the 'messiahs' of modern India and added that the society at large must understand and facilitate their work.

Speaking about the National Convention the Governor said that he was impressed with the initiative and the Institute's concern towards strengthening the movement by addressing the gaps and lacunae. Emphasizing on the importance of entrepreneurs, the Governor maintained that they are the ones who nurture the industrial sector of a country, lead to generation of employment opportunities and effective utilization of resources and that they are, therefore, the need of the nation. His Excellency added that it is high time that the policy makers, academicians and authorities give some serious thought to it. Giving credit to EDI His Excellency said that EDI's contribution has been commendable towards creating a network of entrepreneurship development institutions in the country as also orienting efforts towards maximizing entrepreneurial growth. The Governor then emphasized on the need for entrepreneurship education amidst changing times, so that entrepreneurs who can withstand global competition emerge and take the nation on the world map. To this, the Governor added that entrepreneurial skills, competencies and wisdom should especially be inculcated in youth so that they show amazing results in future. The Hon'ble Governor urged the ETMs to continue with their noble task of motivating, training and assisting potential entrepreneurs to set up new ventures.

Dr. V.G. Patel, former Vice President and Director, EDI, delivered the keynote address. Dr. Patel congratulated the winning ETMs and reminded all present that the first EDP was started in April 1970 and that since then we have come quite far. That of ETMs is a professional cadre today and it deserves all the recognition, said Dr. Patel. But, he emphasized that the times are changing and it is a time of the survival of the fittest, global competition is in and so the quality of training and counselling should also be such that those whom the ETMs train can survive global competition. He added that the entrepreneurs today require education, and in case of entrepreneurs who do not possess this, the ETMs should be able to fill up the gap. Dr. Patel also added that micro-entrepreneurs must be developed in such a way that they survive without any handholding support. He said that the time has come to develop entrepreneurial competencies so that the entrepreneurs can face any crises. He concluded by urging the trainers to also focus on existing entrepreneurs.

Dr. Dinesh Awasthi, Director, EDI congratulated the winning ETMs and reinforced the words of Hon'ble Governor that the ETMs make significant contribution to all strata of the society and towards economic development. He addressed the ETMs as the 'Dronacharyas' of entrepreneurship development. Dr. Awasthi motivated them for further impact making contribution and said that they must use this convention as a platform to discuss and also to find workable solutions to make entrepreneurship development interventions more result oriented. Dr. Awasthi also proposed the vote of thanks, expressing his gratitude on behalf of EDI to His Excellency, Shri Kailashpati Mishra, the Governor of Gujarat for accepting to grace this occasion.

Mr. S. B. Sareen, the Convention Co-ordinator and Convenor-Award Committee, subsequent to the completion of the Convention, opined that it proved to be a potent platform for ETMs to gauge the factors that hinder their performance and added that the Convention also probed into ways and methodologies that can be implemented for better organisation of EDPs.

The Award Winners



The Award Winners (2nd from L) Mr. Ulhas U. Bhale of MCED, (winner of the Best ETM Award) and (3rd from L) Ms. Sayalee Gankar of Pune (Winner of the Best ETM Award Promoting Women Entrepreneurship) seen with the Hon'ble Governor, Shri Kailashpati Mishra and (R-L) Dr. Dinesh Awasthi, Director, EDI, Dr. V. G. Patel, Former Director, EDI and Mr. S. B. Sareen, Award Convenor.

Best Entrepreneur Trainer-Motivator Award

Shri Ulhas U. Bhale of Maharashtra Centre for Entrepreneurship Development, Aurangabad was adjudged as the "Best Entrepreneur Trainer-Motivator". Shri Bhale received an award of Rs. 21,000 and a citation at the hands of His Excellency, the Hon'ble Governor of Gujarat, Shri Kailashpati Mishra, on 15th March, 2004 at EDI Campus. Shri Bhale has conducted 29 Entrepreneurship Development Programmes and a number of short duration programmes for different target groups in his career of 14 years as an Entrepreneur Trainer-Motivator. His achievement is especially an

honour for EDI as he is an EDI trained Trainer-Motivator.

Mr. Bhale's EDPs are inspired by new ideas and approaches which make them result oriented. To make his programmes impact making, he keeps on experimenting with new result-oriented ideas and approaches. Statistics show that entrepreneurs trained by him have accomplished remarkable success.

He has developed 707 entrepreneurs, out of which 517 have already started their industrial ventures, which means a remarkable success rate of 73 per cent.

His forte lies on several fronts such as business opportunity identification and guidance, business plan formulation, marketing and financial management, etc. Besides, he keeps himself updated with the latest in industrial policies of the state and central governments.

It is not just training potential entrepreneurs which is considered important for success but also imparting assistance related to legal formalities and procedures, making project reports, etc., which he holds crucial for success.

Award for Best Entrepreneur Trainer- Motivator Promoting Women Entrepreneurship

The Award for the Best Entrepreneur Trainer-Motivator Promoting Women Entrepreneurship was received by Ms. Sayalee Gankar of Pune. Ms. Gankar received an award of Rs. 21000 and a citation. Ms. Gankar is an EDI trained trainer, having conducted 16 Entrepreneurship Development Programmes and a large number of specialized programmes in her career of 14 years as an entrepreneur trainer-motivator.

The fact that she left her job the moment she felt that she was performing more as an organizer than a trainer-motivator speaks volumes of her commitment towards her role as a trainer-motivator. Today, a free-lancer, her EDPs are marked with distinct innovation.

She has trained and developed 430 entrepreneurs and out of these 332 have already started their industrial ventures, which means a remarkable start up rate of 77%. Considering the hindrances faced by her during times of working in hostile environment and amidst infrastructural constraints, the success rate of 77% is truly a feat worth recognition. Industrial scope and opportunities, business communication and achievement motivation training are some areas on which she emphasizes the most to reach her objectives.

Ms. Gankar is also actively associated with a large number of professional bodies working in the field of entrepreneurship development. She has written a number of articles on Women Entrepreneurship, Problems and Sickness faced by Small Industry Sector, and Role of Support Network in Strengthening Entrepreneurship.

EDI congratulates the winners.

Developing Skills in Industrial Project Preparation & Appraisal

Economic performance of most developing countries can be spurred by a systematic approach to identification of opportunities, formulation of industrial projects and their appraisal. Sluggish economic growth of most countries can be checked by upgrading local skills and capabilities in preparation and appraisal of pre-investment studies. In order to address this need and orient efforts towards appropriate development of human resources, EDI, planned a training programme on Industrial Project Preparation and Appraisal. This 15th programme in the series was organized during 16th February to 26th March, 2004 and supported by the Indian Technical and Economic Co-operation, Government of India.

The 20 participants of the programme represented Iraq, Afghanistan, Ethiopia, Nepal, Armenia and Sri Lanka.

The objective of the course was to sharpen the participants' skills in preparation and appraisal of industrial projects as also help them get familiar with the area of Project Development Cycle.

The major inputs of the program covered components such as; Marketing Analysis, Technical Analysis and Financial Analysis. The Marketing Analysis inputs covered aspects like; market research, demand forecasting, pricing methods & policy, retailing, marketing strategies, etc. The participants were taken to retail chains like Pantaloons and Westside to understand the upcoming trend of retail chains in India. Technical Analysis inputs included areas like product technical specifications, manufacturing process, technology choice, cost of technology, etc; Financial Analysis comprised inputs like cost of project, means of finance, working capital, projected financial statements, capital budgeting and risk analysis.

The participants also got an understanding of Computer Model for Feasibility Analysis and Reporting (COMFAR).

The methodology implemented to impart the learnings included interactive sessions which comprised case studies and field visits. The participants were taken to units of different sizes: small, medium and large. The units represented several industry categories. (Textiles, Pharmaceutical, Food Processing, Electronic Equipments, etc). There exposure to Masibus in Gandhinagar, Mother Dairy, Vadilal, and several small-scale units in Mahavir Industrial Estate were especially insightful. Visit to iNDEXTb, Govt. of Gujarat gave them an understanding into the institutional infrastructure of Gujarat.

They also spent some time understanding the Microsoft project software. Presentations on their individual countries, relating to industry and investment

opportunities / constraints faced in the changing global scenario helped the faculty at EDI address their concerns directly and also offer specific inputs in some cases. Mr. Nikhil Raval, the Programme Director, commenting on this, said that in answering the major concerns of most developing countries, we have tried make them competent in preparation and appraisal of industrial projects by imparting both soft and hard skills in the area.

EDI Advocates Techniques on Project Appraisal as also Assessment of Man-Behind-The-Project



Dr. Dinesh Awasthi, Director EDI, presenting, certificate of successful completion of the course to one of the participants. Also seen is Mr. Nikhil Raval, the Programme Director

The task of financing a project has gone through several stages of evolution in the recent times. The lending practices for setting up projects have gone from putting emphasis on the person to identifying tools on accurately appraising projects. In the recent times, however, assessing an entrepreneur has taken a somewhat backseat amidst the changing social, political and industrial environment. In this context, it is imperative that Financial Institutions and Banks adopt a scientific and detailed appraisal method to assess a Project Report as also the competencies of the entrepreneur-behind-the-project to arrive at sound investment decisions. A viable project in the hands of a not-so-competent entrepreneur may fail just as a competent entrepreneur may succeed in implementing a non-viable project. It is, therefore, significant that both, determining the project viability and assessing the entrepreneur should be equally and adequately addressed to ensure prudent lending of credit. By implementing proper skills and techniques in these areas the bankers would also be avoiding defaulters. Over the years, the Institute has developed a scientific technique called the Focussed Behavioural Event

Interview Technique to assess the project and the competencies of would-be entrepreneurs. To help bankers and financial institutions' personnel effectively utilize this technique, EDI has designed and conducted training programmes on skill and attitude development of bank managers and officers engaged in project appraisal as also the assessment of entrepreneur-behind-the project.

A 6-day training programme on Project Appraisal and Entrepreneur Assessment was conducted during 15th-20th December 2003 for middle and front line managers and officers of banks / financial institutions and investment promotion agencies and all those involved in project formulation and appraisal and investment decision-making.

15 participants representing the UTI Bank, Mumbai; Central Bank of India Training College, Bhopal; Lumbini Bank Ltd., Nepal; Indian Overseas Banks in Madurai, Baroda and Chennai; Bharat Overseas Bank, Ahmedabad; Jammu and Kashmir Bank, Ahmedabad; District Industries Centres in Rajkot, Anand, Patan,

Bhavnagar and Mehsana; and Industrial Organics Limited, Ludhiana, participated in the programme.

The specific objectives of the programme were to sharpen the overall project formulation and appraisal skills among the participants, which would include hard skills areas; like market analysis, technical analysis and financial analysis. In addition emphasis was put on training participants in identifying competent entrepreneurs using specific behavioural tools and techniques.

Classroom lectures were supported by presentations of analytical tools & frames of reference. Case studies, syndicate discussions, group presentations and experiential learning were extensively followed.

The Programme Director, Mr. Nikhil Raval is of the view that the all exhaustive and encompassing programme inputs helped the participants become more pro-active, dynamic and responsive officers in the continuously changing, complicated and competitive environment of today's financial services sector.

Honing Skills of ETMs to Broadbase Entrepreneurship

Consolidation and growth of small scale enterprises, the need of many a developing country, can be accomplished by imparting all the necessary motivation, training and assistance to potential and existing entrepreneurs, thereby facilitating new enterprise creation and growth of existing ones. In sustaining the presence of entrepreneurs and expanding their base, the entrepreneur trainer-motivators play a very significant role. Evidences bear out how the commitment and drive of ETMs have spurred many potential and existing entrepreneurs to enviable success. In view of the

contribution that this 'force' makes towards changing the economic landscape of the country, it becomes important to hone as also upgrade their skills to enable them to conduct impact making training programmes.

EDI recently conducted an International Training Programme for New Enterprise Creation during January 27 to March 5, 2004. The programme was supported by Indian Technical and Economic Co-operation, Ministry of External Affairs, Govt. of India. It was attended by 18 ETMs from 9 developing countries such as; South Africa, Morocco, Kenya, Tazakistan, Armenia, Madagascar, Guyana, Vientiane and Haiti.

The objective of the programme was to develop a cadre of hard core professionals who can work for the promotion of economic activities in the developing countries. The participants were equipped with new tools and techniques that lead individuals from all strata of the society to new enterprise establishment. The participants got indepth understanding into identifying and analyzing constraints and barriers to entrepreneurship development and devise appropriate strategies. Various aspects such as; enterprise selection, implementation and management of new enterprises as well as survival, growth and diversification of existing enterprises were covered in detail. According to Mr. S. B. Sareen, the Programme Director, "an attempt was also made to share with the participants the Indian experiences in small enterprise creation, its sustainability, entrepreneurship development and its relevance in developing countries." This was endorsed by the participants as they felt that the study visits catered to this objective satisfactorily.



Hon'ble Minister of Education, Govt. of Gujarat, Ms. Anandiben Patel, handing over the certificate of successful completion of the course to one of the participants

The valedictory function of the programme was organized on March 5, 2004 with the Hon'ble Minister for Education, Govt. of Gujarat, Smt. Anandiben Patel as the Chief Guest. In her valedictory address, the Hon'ble Minister congratulated the participants for successfully graduating and becoming the 'Messiahs of Change', adding that it was also a good initiative on the part of Indian Technical and Economic Cooperation, Ministry of External Affairs, Govt. of India to invite developing countries to get an exposure of the Indian Development experience. The Minister mentioned that this would also help maintain bilateral relations with these countries. Smt. Anandiben called the ETMs visionaries par excellence as she said they have envisioned the growth of the nation on the premise of entrepreneurship and she felt that this certainly is the edifice of a solid system and structure. Smt. Anandiben highlighted the importance of entrepreneurship in dealing with the issues of poverty and unemployment. She also stressed upon the need for infusing the spirit of enterprise in school and college children and in this task the minister urged the ETMs and teachers to play a significant role. The Minister Anandiben concluded by delving into the various roles of ETMs and motivating them for further impact making interventions.

Dr. Dinesh Awasthi, Director, EDI, in his address, highlighted the importance of an ETM's role in rendering a pronounced entrepreneurial culture to a society. In the light of the important role of ETMs and the ever-changing

economic landscape, he regarded upgradation of their knowledge as important. Dr. Awasthi brought forth as to how the presence of strategic skills in ETMs would help them offer timely assistance and training.

Continued from page no.6

Addressing the Socio - Economic Needs of Developing Countries

The Entrepreneurship Development Process, Skill Development Inputs, Achievement Motivation Training and Competency Development, Perspectives on Micro Finance Delivery System, Self-Help Groups' Promotion Approach, and Management of Micro-Finance Delivery System formed a major part of the curriculum.

The programme led to the development of knowledge, skills and attitudes necessary to become an effective trainer in developing potential rural entrepreneurs and facilitators of micro finance delivery. The Training approach was based on Adult Learning Principles / Experiential Learning. EDI developed training Manual was used extensively. A two-week field visit to expose the participants to Indian experiments was also an integrated part of the Programme. According to the Programme Director, Mr. Manoj Mishra, "I foresee major changes on the grounds of many developing countries and am sure that there would be perceptible changes on the fronts of social and material advancement of these countries".



A German delegation comprising (from L to R), Dr. Leckenhoff, Technology Expert, Prof. (Dr.) Erwin Blum, President, University of Applied Sciences, Landshut, Prof. (Dr.) Elmar Stuhler, Technical University of Munich & Dr. Marlies Stuhler visited EDI during 23-27 February, 2004 to explore the possibilities of future collaboration with EDI in the areas of faculty / student exchange programme and conducting ED related activities.

PERFORMANCE IMPROVEMENT OF EXISTING ENTREPRENEURS

Fostering Entrepreneurial Skills in Managers & Executives



Seen during the Valedictory Function of the Programme are (R-L) Dr. Dinesh Awasthi, Director, EDI, Mr. E. Barwa, Jt Secretary, Ministry of External Affairs, Govt. of India and Dr. Sunil Shukla, the Programme Director.

The assets of those trained in entrepreneurship are their entrepreneurial competencies, knowledge and strategic vision. These play a pivotal role in any initiative that is undertaken either by a trained entrepreneur for his/her own venture or by a trained manager / executive working for an organization.

Successful implementation of growth strategies and restructuring policies depends upon individuals with the right skills so that the challenges having emerged with the opening up of the economy can be successfully taken up.

Developing countries with immense potential to excel on various fronts are especially in need of such capabilities in the managers and executives, so that the economic circumstances of these countries could be suitably altered.

The Institute conducted an Indian Technical and Economic Co-operation (ITEC), Ministry of External Affairs, Govt. of India sponsored six-week Management Education Programme, during November 3rd to December 12, 2003 for 26 professionals from 14 developing countries such as Myanmar, Bhutan, Uzbekistan, Tanzania, Uganda, Armenia, Cambodia, Nigeria, Ethiopia, Malaysia, Nepal, Sri Lanka, Brazil and Indonesia. The participants were imbued with essential skills and techniques so that their performance was effectively enhanced not only as an individual but also as a member of an organization. According to Dr. Sunil Shukla, Programme Director, 'Although the course dealt with overall management skills, the main emphasis was on entrepreneurship. We want to build 'intrapreneurs',

who are pro-active and lead the organization to great heights". The course comprised four modules, had four weeks of classroom sessions and two weeks of study visits.

General Management, Behavioural Processes, Business Finance, Operations Management, Marketing Management, HR Management and Entrepreneurship were some of the topics covered. The field work exposed the participants to certain significant entrepreneurial aspects in process. The participants got an opportunity to see the implementation of classroom theories. Speaking about this, Dr. Shukla opined, "At a micro level, the circumstances in each country may be different, but we teach them the basic tools and techniques which will enable them to adapt these theories to their practical world".

The participants expressed satisfaction over the exposure imparted to them and appreciated the inputs covered which they said were a perfect blend of theoretical and practical knowledge. They felt that their visits to industrial and business organizations in Rajasthan and Uttar Pradesh complemented their classroom learning.



Mr. E. Barwa, Jt. Secretary, Ministry of External Affairs, Govt. of India handing over the certificate of successful completion of the course to one of the participants.

Mr. E. Barwa, Jt. Secretary, Ministry of External Affairs, Govt. of India, the Chief Guest of the valedictory function of the programme, expressed happiness over the success of the programme and urged the participants to

implement their creative ingenuity, vision and foresight in targeting as also accomplishing worthwhile advantages for their countries.

Dr. Dinesh Awasthi, Director, EDI reflected over the achievements that can accrue as a result of entrepreneurial competencies. Dr. Awasthi motivated the participants to put their action plans into practice so that their respective countries benefit from their knowledge.

The Cutting Tools Sector Undergoes Changes

Cutting tools play an important role in improving quality and productivity of machining processes. It was, therefore, envisioned that improvement of this area would positively impact the performance of the Engineering Cluster in Rajkot. Improved quality would ensure higher productivity and quality of machining processes involved in manufacturing diesel engine, machine tools, bearing, electrical motors, submersible pumps, kitchenware, watch making, etc.

Under the sub-sector programme for enterprise development, the cutting tools sector was therefore selected for introducing perceptible changes and developments.

Programme to Develop Successors of Family Businesses'

Evidences suggest that it is important to direct efforts towards strategic planning in a business so as to ensure that it thrives from step to step. Many successful companies are distinctly characterised by planning and restructuring which create new insights for entrepreneurs, thus improving the pace of growth. Heads of firms must have the foresight to anticipate changes and crises, and must constantly plan to add new strategic dimensions to the organization. However, it is often seen in family-owned businesses that a track of developmental directions laid by fore-fathers or the heads of the organization loses its pace and dynamism once taken over by the successors.

It is, therefore, necessary to understand how change in ownership impacts the dynamics of an organization, as an understanding of this would facilitate inculcation of certain skills and competencies in successors to ensure smooth transition.

Thus in order to groom successors to take over the business of forefathers, the Institute conducted the 16th programme on Family Business Management during February 2-9, 2004.

The objective of this programme was to strengthen a family business as it moves through the stages of

The market potential of the sub-sector, its importance in the development of engineering industries, existence of a large number of firms within the sub-sector, potential for employment generation and growth, were other criteria which led to selection of this sub-sector for introducing revivifying strategies.

An in-depth study covering technological, marketing and export related scenario and needs was conducted in order to get an overall glimpse into the potential of this sub-sector prior to implementation of the interventions.

While the sub-sector analysis helped in gauging its long term potential, a diagnostic study is also being presently carried out to unveil the real problems and prospects of the sub-sector. About 150 users/manufacturers of cutting tools have been contacted during the course of this diagnostic study to acquire complete information on areas such as; technology and marketing. Moreover, information on the various cutting tools used in the industry, their technical specifications, functional requirements and application has also been collected. The enterprises were visited with a structured interview schedule in order to elicit information from them. The findings which come to the fore will guide the Institute in implementing a suitable model for ensuring positive introductions and improvements in the sub-sector.

ownership. This was accomplished by imparting training to successors on competencies and expertise required for success in business. The various inputs covered family business policies; government regulations; sources of finance on regional, national and international levels and networking with financial institutions; relevance of basic business strategies such as, marketing, advertising and organisational innovations for business growth besides insights into entrepreneurial and managerial competencies; intrapreneurship; change management and stages of successor development.

The participants also acquired an understanding on preparing a module for affecting change and getting the same accepted in the existing entrepreneurial environment. Strategic challenges in family businesses and relevance of family business values were also driven home.

Case discussions, role plays, simulation exercises and lectures led to preparation of action plans, which again reflected the skills and attitudes that were developed in the participants.

According to Dr. Sunil Shukla, the Programme Director, "the programme focused on imparting certain skills and competencies to successors so that the organisation could be safeguard from upheavals which accompany change of leadership." Dr. Sunil Shukla expressed satisfaction over the growth/diversification plans of the participants, adding that their knowledge would sure ensure organisational growth.

The Saga of Clusters in India

-By Kunal Sood & Sanjay Pal, Faculty Members, EDI

Traditionally it is believed that competitive advantage lies solely inside the enterprise, depending primarily on enterprise choices, unaware of the role of externalities in building competitiveness especially in a liberalised scenario. This holds true as any enterprise is a set of discrete activities and how well it manages these activities decides its competitive strength. Which means, if an enterprise is efficient in managing its activities it will have cost advantage over its competitors and if it is unique it will have differentiation advantage. However, it is getting well established that the externalities (Michael Porters' Diamond of National Competitive Advantage) viz. factor conditions, demand conditions, related and supporting industry and inter-enterprise linkages play a critical role in building competitive advantage. Clusters, defined as geographical agglomeration of related enterprises and support institutions facing common challenges and threats, offer such external advantages, for example, pool of specialized workers, easy access to suppliers of specialized inputs and services and quick dissemination of new knowledge.

The importance of clustering is well established and documented. However, sufficient evidence is not available, on the factors facilitating and/or hindering the growth of clusters, causes of stagnation and ultimate decay of the clusters, differences in the dynamics of decaying vis-à-vis growing clusters and what role can the public policy and private sector play under such circumstances. A study, sponsored by DCSSI, Govt. of India, was therefore, undertaken by EDI to probe into these issues.

An effort was made to showcase the factors that lead to growth, stagnation and decay of industrial clusters involved in manufacturing the same product/product line. It is worth mentioning that the examples of a growing and decaying cluster in the same product line are relatively scarce in the Indian context. However, one such pair of clusters in existence are hand tools clusters, in Nagaur and Jalandhar. While the hand tool cluster in Jalandhar is progressing, the one in Nagaur is finding it difficult to sustain market competition and is gradually declining. It is worth mentioning here that another cluster, that of Ludhiana hand tools is relatively new but is showing enough dynamism and progressing at a much faster pace.

What is interesting is that Nagaur has history of about 400 years where as Jalandhar and Ludhiana are relatively new, Jalandhar had its first unit in 1947 and Ludhiana in 1974 but, export of hand tools from Jalandhar is of about 350 crores and from Ludhiana about 135 crores. Ludhiana also contributes to the tune of Rs. 70 crores in terms of indirect export through Jalandhar. Nagaur depends on Ludhiana and Jalandhar for exports and its

total export is of about 30 crores only. Therefore, the study encompasses these three clusters and tries to showcase the critical success factors which contributed to the success of Jalandhar and now Ludhiana, soon to be the biggest player in hand tools exports from India.

The study points out that the competitive advantage of Ludhiana and Jalandhar hand tool clusters as compared to Nagaur primarily depends on the clusters' export market linkages (sophisticated buyers), availability of general and specialized factor inputs, existence of nationally and internationally competitive related and supporting industries, and higher degree of subcontracting/vertical depth. The role of the government in creating a conducive environment for certain industries is another significant factor, as is the factor of foreign collaborations in the organized sector.

The range of factor conditions, include, for example, raw material or natural resources that a cluster might be able to utilize, and cluster specific factors like training, research and technology institutes. Not just the availability, but more importantly, mobility of factor conditions is a decisive factor in rendering competitive advantage to clusters. Thus, factor conditions like cluster specific skilled human resource, scientific infrastructure, physical infrastructure (e.g. CFS being less mobile) are a greater source of competitive advantage than capital which is highly mobile.

If we look at raw material availability, it has never been a major problem in the clusters of Jalandhar and Ludhiana due to availability of basic metal working clusters at Ludhiana and Mandi Gobindgarh in Punjab. The rolling and re-rolling mills cluster in Punjab is located at Mandi Gobindgarh and Ludhiana. Mandi Gobindgarh is rightly called the Steel Town of Punjab. Nagaur sources its requirements from Mandi Gobindgarh through trade channels adding to costs and delays.

In terms of physical infrastructure, Punjab is well ahead of Rajasthan, even ahead of most other states of India. According to an infrastructure index prepared by the National Council of Applied Economic Research, it has a score of 185.6 against 83.9 of Rajasthan, and a national average of 100. The index is based on variables like per capita electric power, railway route length per 000 sq km, surfaced road length per '000 sq km, unsurfaced road length, handling capacity of major ports, bank branches, post offices, primary schools, hospital beds, primary health centres, etc.

In terms of cluster specific infrastructure again Ludhiana and Jalandhar have advantage over Nagaur. Both clusters in Punjab have Container Freight Stations (CFS) which is a critical infrastructure for exports especially for locations away from sea ports. The biggest advantage of

CFS is bringing the facilities of transportation and customs clearance of import and export cargo to the Doorstep of importers and exporters. The Jalandhar and Ludhiana clusters are endowed with cluster specific scientific knowledge transfer facilities like Central Institute of Hand Tools (CIHT), Central Tool Room, MERADO, etc. CIHT introduced the process of blanking that increased productivity manifold.

Capital, another key factor, Punjab is well served by banks with 51 branches per 000' sq. km against the national average of 21 bank branches per 000' sq. km.

Cluster-Specific Human Resources, especially skilled labour, is a critical factor in maintaining competitiveness of the clusters especially because the technology employed is mostly labour intensive. Here again Ludhiana and Jalandhar have an advantage because of widespread engineering industry in Punjab which attracts the best talent in this field and skilled workers are easily available.

The key advantage that Ludhiana has over hand tool clusters of Jalandhar and Nagaur is local availability of nationally and internationally competitive clusters of related and supporting industry instead of isolated enterprises. The hand tools cluster at Ludhiana shares common inputs, skills and technology with locally available clusters manufacturing auto components, bicycles and components, sewing machines and parts, machine tools, auto-parts, industrial fasteners, etc. Availability of these related industries has promoted specialisation in the cluster as many shops have come up in Ludhiana offering facilities for die making, heat treatment, machining, nickel/zinc plating, shot blasting, polishing, etc.

Similarly, the backward linkages, viz. machinery suppliers are critical actors, if they are competitive then the enterprises enjoy more cost effective and innovative inputs. Ludhiana again has the advantage over other two clusters in this regard as Ludhiana produces a variety of machine tools of different sizes and types. The machine tool industry at Ludhiana plays a significant role as the cost effectiveness, quality, accuracy and durability of inputs builds in the competitiveness of the cluster. Timely service, reduced down time, and joint innovations are some advantages that add to the Ludhiana hand tools cluster's competitiveness.

Export orientation and market linkages established by the clusters of Ludhiana and Jalandhar, through regular participation in international trade fairs, are other factors that contribute to their success. Catering to the sophisticated export markets these clusters have raised their own skill levels. Demanding and sophisticated buyers contribute directly to the competitiveness of these clusters.

Various Government schemes have contributed

substantially to the growth of the hand tools industry in India. Due to acute shortage of foreign exchange, restrictions were imposed on import of various items, including hand tools. This served the industry well during its initial period. The manufacturers got a protected and growing home market.

The Government introduced International Price Reimbursement Scheme (IPRS) in 1981. Under the scheme the hand tool exporting enterprises were reimbursed the price difference that existed in the international and domestic prices of steel. This increased price competitiveness of the forged hand tools from India in the international markets. The scheme was a turning point in the growth of Hand Tools industry in Punjab, bringing more cost competitiveness to the industry. Similarly, the freight equalisation scheme of the Union Government, was able to alleviate the locational disadvantage that Rajasthan and Punjab used to suffer from being far away from the sources of raw materials i.e. Iron, Steel and Coal, and gave a big push to the hand tools industry.

Foreign Collaboration: In the Indian context, the Jalandhar and Ludhiana hand tools clusters have competitive advantage over Nagaur, but, there is another side of the story. India's world share in hand tools is 0.6% and is ranked 23rd in the world. So there ought to be reasons for its poor performance globally.

Findings reveal that in the hand tools sector, most of the enterprises in the clusters of Jalandhar and Ludhiana and few in Nagaur, are using drop hammers for forging technology. This technology was initially acquired by the organised sector enterprises through their foreign collaborations, viz. Jhalani Tools (P) Ltd. in collaboration with Gedore of Germany in 1961. The hammers which the organized sector acquired through their foreign technical collaborations were later indigenized in Bombay and Ludhiana, and most of the units in Jalandhar and Ludhiana are using these hammers. So the forging technology in these clusters dates back to 1960.

In 1984 when CIHT was commissioned, most of its technocrats were serving at Jhalani prior to that, thus bringing along with them the skills and technology acquired from the IndoGerman collaboration. At present too many employees from the organized enterprises who had foreign collaborations are found to be working in the enterprises at Ludhiana and Jalandhar. Thus the critical human resource for the cluster has orientation of 1960s.

These enterprises with foreign collaborations also acted as buyer for the clusters of Ludhiana and Jalandhar. These clusters get export orientation from Jhalani Tools only which participated in International trade fair for the first time from the sector and brought first export order to Jalandhar.

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a great bearing on the competitiveness of enterprises and this is why clusters have an advantage. However, enterprises in the clusters can enhance their competitiveness by building collaborative frameworks with their suppliers/peers to strengthen these externalities. The policy focus has to be on public-private co-operation; local industry associations will be the best institutions to collaborate with. So far most of the industry associations have been engaged in writing memorandum and petitions on behalf of their members to the governments, to gain some favours. The need of the hour, however, is that they become more proactive and initiate the process of strengthening the clusters, thus making them globally competitive, by appropriate interventions. 'Public goods' and initiatives for collective benefits may be the foremost thrust areas.

While the government and outside agencies can provide start-up support and facilitation, sustainable clusters tend to be driven by private sector leaders.

Times of India
dt. Feb. 17, 2004, in Special edition of Wee Wonder

St. Kabir School, (Drive-in). New Branch, Ahmedabad

MY EXPERIENCE AT EDI

I'd like to share with you my personal experience of six days I spent at Entrepreneurship Development of India camp, Ahmedabad popularly known as EDI. The theme of this camp was to inculcate entrepreneurship qualities in young scholars. Here I, along with 51 fellow participants learnt about the meaning of the word 'Entrepreneurship' and other things related to it like positive thinking, time management, creativity, how to choose our career etc. For six consecutive days we worked hard and put in 16 hours of effort. We would wake up at 5.45 am for Yoga and then after bath we



would have prayer for 20 minutes followed by breakfast. Then, we would be given lectures on many subjects in an airconditioned room. After lunch all the participants were given different mind teasing activities such as tangrams, puzzles etc. then after dinner, groups according to their turns performed cultural activities like dancing, acting etc. This was just a day's schedule.

Then, one day esteemed cricketer Parthiv Patel came in and had an interesting session with us. Our camp leaders Dr. Sunil Shukla and Dr. B. B. Siddhique are eminent personalities in the field of psychology and education.

Hrushit Shah, Std 9 A

For the year 2004-05, EDI is organising (A) 11th Summer Camp on Entrepreneurial Stimulation for Children during May 2-7, 2004 & (B) 13th Summer Camp on Entrepreneurial Adventures for Youth during May 9-19, 2004. For information contact Dr. Sunil Shukla, Camp Leader at EDI. E-mail : sunilshukla@ediindia.org



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