



# EDI REPORTS

## We have moved ahead but shouldn't we shift gears now?

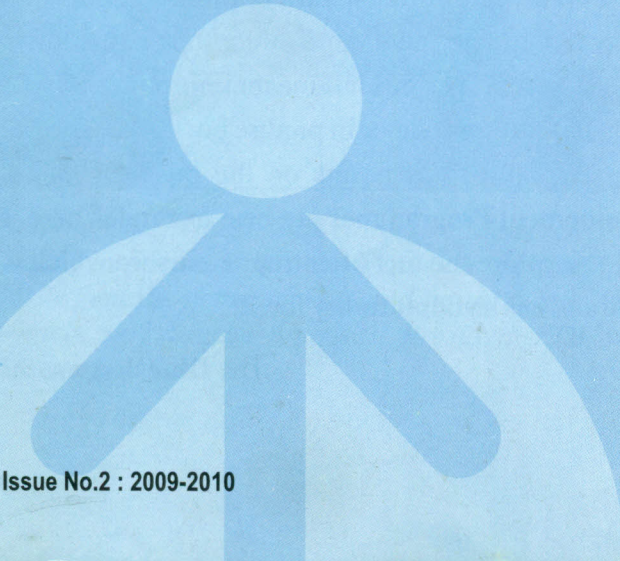
### FROM THE DIRECTOR'S DESK ▶▶



As EDI completes 25 years of service in promoting entrepreneurship, I feel happy to witness strong undercurrents of entrepreneurship all around. Today, we are a nation of entrepreneurs, no more driven by necessity or circumstances but driven by opportunities and choice. We have instances of achievers who have defied convention and confounded the skeptics in society. Entrepreneurship as a profession is being respected and entrepreneurs are being widely admired.

Yet, while we achieve newer heights in businesses, and create wealth at a much faster pace, we must appreciate the fact that this trend is still in its infancy and needs to be nurtured. An environment needs to be created wherein entrepreneurship germinates and grows. We must ensure that our outmoded laws give way to a simplified and harmonized system, easy to understand, simple to enforce. After all, several of our 'home grown' entrepreneurs have made it big across the continents! They could do it here as well if these roadblocks were removed.

Isn't it an irony that smaller the business, higher is the transaction cost? How does one talk about sustainability and scalability of businesses which swarm the informal sector. Government support or loans are also generally denied to such firms on account of their status. After all, close to 92% of the businesses are informal and they are chafing under red tape and policy lacunae. We think of



## FROM THE DIRECTOR'S DESK

these as 'sore thumbs' but do not really focus on devising small business oriented policies or ways that remove their glitches. While this should be in place, I also advocate instituting a National Policy on Entrepreneurship.

Starting a business is also in itself more of a hassle many a time. For example, in the most affluent city of India, i.e., Mumbai, it takes 30 days and around Rs. 30,000 ( 71% of the per capita income) to start a business while South Africa accounts for 22 days and 6% of the per capita income. Talking about enforcements of contracts and considering one of the best cities in this regard, i.e., Guwahati – it takes 600 days to enforce one. While this is comparable to Brazil which takes 622 days and Indonesia which takes 570 days, it is far behind Hong Kong standards with 211 days. These issues need to be analyzed to impart entrepreneurship a firm footing.

Closely linked to this is the fact that our key support institutions need to understand that they are there to complement each others' task. Schools/Universities, Government Institutions, Incubation Centres, Entrepreneurship Development Institutions and Research Laboratories need to work in unison. Rote and mechanistic learning must be replaced by creative, out-of-the-box thinking and a cadre of trained teachers must be churned out at an immensely good rate.

EDI has been focusing through a variety of interventions to promote potential entrepreneurs and strengthen capabilities of existing ones; sometimes this has meant improving not just the prospects of the entrepreneur in picture but also of several suppliers located at various points on the business chain. Cluster Development Programmes are best examples here. I call upon all to explore the turf of entrepreneurship which is inexhaustible and has an opportunity for all.

**Dr. Dinesh Awasthi**

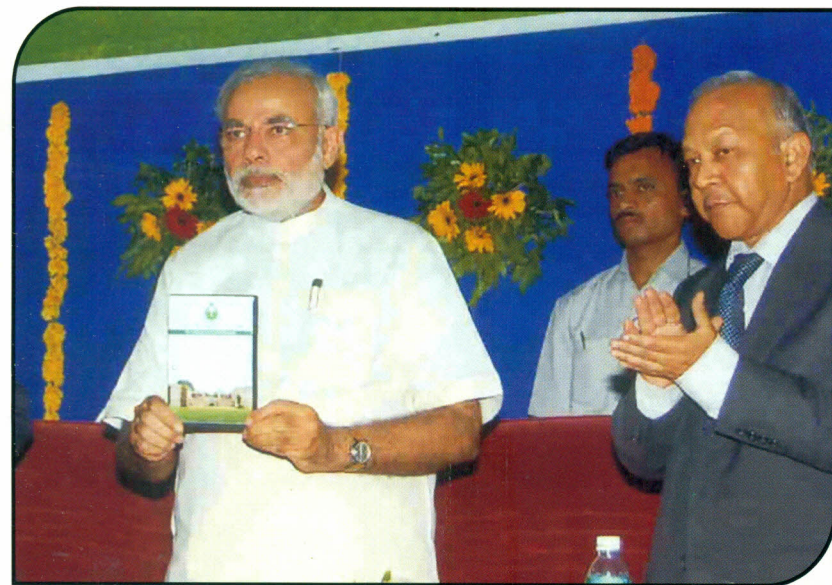
# EDI Celebrates Completion of 25 Years



*Seen on the dais is Chief Guest of the evening, Hon'ble Chief Minister of Gujarat, Shri Narendra Modi in interaction with Shri Yogesh Agarwal, Chairman-IDBI and President-EDI. Also seen are (L-R) Shri V.N. Dhoot, Chairman & Managing Director, Videocon Ltd. and Dr. Dinesh Awasthi, Director-EDI.*



*Hon'ble Shri Narendra Modi addressing the gathering.*



*Hon'ble Chief Guest, Shri Narendra Modi released EDI's Corporate Film which gives a glimpse into EDI's genesis, achievements and future plans. Also seen is Shri Yogesh Agarwal, President-EDI and Chairman-IDBI.*

The Silver Jubilee Celebration Function of the Institute took place on September 26, 2009. The Chief Guest for the function was Hon'ble Chief Minister of Gujarat, Shri Narendra Modi. Shri Yogesh Agarwal, President EDI and Chairman – IDBI presided over the function.

Dr. Dinesh Awasthi, Director-EDI in his welcome address, called this a landmark moment in the history of EDI. He extended a warm welcome to the Chief Guest, the Members of EDI Governing Board and the previous years' Presidents of EDI who were all a part of the function. Dr Awasthi announced EDI's willingness to contribute to Govt. of Gujarat's Girls' Education



*Shri Narendra Modi inaugurating the permanent exhibition erected on EDI Campus to give an insight into EDI's activities under various thrust areas.*

Programme by way of imparting inputs on entrepreneurship.

Shri Yogesh Agarwal, President –

EDI began his address by commending the Institute for taking up the mandate of shaping India on the premise of entrepreneurship. The President said that EDI sought to challenge the



*Shri Yogesh Agarwal delivering the Presidential Address.*

orthodoxy that entrepreneurs cannot be created and that they are only born. Shri Agarwal stated that Gujarat showcases an entrepreneurial community which has fully harnessed the state's

economic potential, and that the campus of EDI in this state justifies what an entrepreneurial spirit can achieve. Shri Agarwal also hailed Shri Narendra Modi as a 'visionary' who had seen the state progress under his leadership. Highlighting the Institute's achievements the President announced that EDI had made a significant difference to society and had earned its trust. It has, he said, added value to societies across the length and the breadth of the country by evolving itself as

*Hon'ble Chief Minister releasing the pictorial biography, encapsulating EDI's journey over the last 25 years. Also seen are (R-L) Shri Yogesh Agarwal, President-EDI & Chairman-IDBI; Dr. Dinesh Awasthi, Director-EDI and Shri V. N. Dhoot, Chairman & Managing Director, Videocon Ltd.*



## EDI employees who completed 25 years of service with the Institute were felicitated by Shri Yogesh Agarwal on the occasion of the Silver Jubilee Celebration



Smt. Lalitha Krishnan  
Manager  
(Plan Co-ordination)



Shri S.B. Sareen  
Associate Sr. Trainer



Shri K. K. Soni  
Sr. Manager, Administration



Shri Mukesh Shah  
Sr. Manager  
Finance & Accounts



Shri Vasant Patel  
Executive Asst. to Director



Shri PSS Babu, Secretary

while the management institutes produce job seekers, the entrepreneurship institutes create job providers.” The Chief Minister felt that Entrepreneurship is probably not as popular among the higher educated elite in India who look for secured jobs and that many people may have ideas about setting up a business venture but realizing the risk involved, they shy away.

Entrepreneurship, stated the Hon’ble Chief Guest, is a critical element of a growing economy and in India, he felt, the beginnings have already been made with steps in the right direction.

The Chief Minister expressed happiness over the fact that this national level entrepreneurship development institute is functioning in Gujarat which is the Entrepreneur Capital of India.

In terms of new initiatives that EDI could take up, the Chief Minister suggested incubation activities in the form of guidance to the trainees to help establish new ventures, networking with financial institutions, proliferation of IT inputs in the management of the ventures, undertaking more and more research studies, collaboration with similar institutions abroad, increasing interface with various departments of the government and faculty exchange with foreign universities, etc.

The Chief Minister concluded with his best wishes to the Institute.

The Silver Jubilee Celebration Function also saw inauguration of an exhibition, release of a pictorial biography and the corporate film on the Institute.

## Bharti Foundation and EDI Celebrate Entrepreneurship

### EDI-Bharti Day

The Bharti Centre for Entrepreneurial Initiatives set up at the Institute, under sponsorship support from the Bharti Foundation, New Delhi recently organized the EDI-Bharti Day. Two of the major activities organized on this day were a lecture by Shri Pradeep Mallick, Well Known Strategic Advisor and Mentor and past Chairman CII (WR) and presentation of the Bharti Entrepreneur of the Year Award-2008. The topic of Shri Mallick's discourse was 'Leadership Challenges in Turbulent Times'. Dr. Y.K. Alagh, Chairman, Institute of Rural Management presided over the event.

The event began with the welcome address of Dr. Dinesh Awasthi, Director-EDI. Dr. Awasthi highlighted the achievements of Shri Pradeep Mallick and informed the house about some of Shri Mallick's unparalleled feats in the fields of power distribution and power transmission, primarily managing large turnkey projects in India, Gulf, West Asia and North Africa. Dr. Y.K. Alagh, esteemed Board Member of EDI, was also welcomed by the Director.

Shri Pradeep Mallick, speaking on "Leadership Challenges in Turbulent Times" primarily dealt with three basic factors-'Leadership', 'Change' and 'Challenges'. Adding a fourth dimension to it, Shri Mallick focused on the question-'How can the youth of today intervene in such an environment?' Highlighting the qualities of leadership or a leader, Shri Mallick said that true leader moves beyond the limited dimensions of technical knowledge to cover personal, professional and societal facets of life. Leaders, he elaborated, recognize the value of teams and for them no individual is bigger than the entity they serve. Moving on, Shri Mallick traced the genesis of change to the beginning of mankind. Hailing change, the only constant aspect of life, as the mother of all major discoveries and inventions, he said, it has fuelled man's thirst for knowledge and creativity. The speaker introduced the third aspect,

i.e., 'Challenge' by mentioning that despite progress in all walks of life, we have somewhere failed to achieve 'internal progress', thus presenting a challenge before us for holistic improvement. The present economic downturn and global meltdown, said the speaker, has been triggered primarily because of 'Greed' and 'Abuse of Power'. Highlighting the dikats for managing this, the speaker mentioned 5 mantras viz. 'good governance', 'practicing a culture of values and openness'; 'health being the most important thing'; 'innovation' and 'reduce needs for sustainable consumption'. Focusing on the 4<sup>th</sup> dimension, i.e., 'What role could we play', Shri Mallick, highlighted some strategies such as, 'Use of knowledge, intellect and values to live each day fully and make a difference.' Shri Mallick concluded by highlighting some of the business opportunities in India for youth of today.

Dr. Y.K. Alagh presented the Bharti Entrepreneur of the Year Award 2008 to Mr. Prakash Dasanur,



*Distinguished Speaker Shri Pradeep Mallick, well known Strategic Advisor and Mentor and Former Chairman CII (WR) seen with (R-L) Dr. Y. K. Alagh, Chairman, Institute of Rural Management, Anand and Dr. Dinesh Awasthi, Director-EDI.*



*Bharti Entrepreneur of the Year 2008, Mr. Prakash Dasanur, Managing Director, Dasanur Agro Industries, Hubli receiving the award at the hands of Dr. Y. K. Alagh, Chairman, Institute of Rural Management, Anand. Also seen is Dr. Dinesh Awasthi, Director-EDI.*

Managing Director, Dasanur Agro Industries, Hubli. The Award instituted by the EDI and sponsored by Bharti Foundation comprised a cash prize of Rs. 1 lac, a trophy and a citation. Dr. Dinesh Awasthi read out the congratulatory message sent by him -

“The Bharti Entrepreneur of the Year Award is a recognition of first generation successful entrepreneurs. The award emphasizes on the significance of structured training and counseling in the area of entrepreneurship. Our heartfelt congratulations to this year’s winner Mr. Prakash Dasanur a young, dynamic, first generation entrepreneur, started his career as

Supervisor in a small scale unit manufacturing agricultural implements and tractor driven equipments and went on to start the Dasanur Agro Industries in 1998 with a meagre amount of Rs.16,000/-. Today he is the proud owner of Dasanur Group of Companies with a turnover of 26 crore and a workforce of 124 employees. He envisions a gross turnover of Rs. 40 crore by the year 2010 and also has plans to manufacture mechanized agri implements. Mr. S.B.Sareen, Convenor, Bharti Entrepreneur Award Committee introduced the purpose of the Award and Mr. Prakash Dasanur, the winner of 2008 to the audience.

As EDI and Bharti Foundation celebrated the significance of entrepreneurship training, what came up as just so apt for the occasion was the release of the book titled, “IF WE CAN DO IT WHY CAN’T YOU?”, edited by Dr. S.S.Dash and Dr.Thimmappa, Faculty Members, EDI. The book is a compilation of twenty nine success stories of EDI Post Graduate Programme Alumni who after their education in Entrepreneurship established their own business ventures.

Dr. Y.K.Alagh delivered the Presidential Address and extolled EDI’s efforts towards promoting entrepreneurship by putting up events that establish its significance in the community at large. Dr. Alagh also appreciated the support of the Bharti Foundation in cementing entrepreneurship among youth.



## Empowering Entrepreneurs

A workshop, 'Empowering Entrepreneurs through Franchising' was organized for the Post Graduate students of the Institute to develop their capability to analyse the franchise opportunities in the current business and economic environment of the country, get an overview of the franchise system, develop efficient ways to manage an enterprise and foster a climate of good business growth.

This unique workshop, organized by the Indian Franchise Association (IFA) on September 10, 2009 was attended by 65 PG students. Dr. Dinesh Awasthi, Director, EDI, Ahmedabad; Dr. Sunil Shukla, Chief Faculty; EDI Faculty Members, Mr. Satya Acharya, and Dr. Thimmappa K., were also present at the workshop.

The day long workshop gave an in-depth understanding on franchising and answered as to why franchising works. Col. (Retd.) Upendra Sachdev, Executive Director, IFA, opened the workshop by introducing the concepts and features of the franchising industry and presented an overview of IFA.

The topics covered were - basics of franchising; setting up a business through franchising and researching a franchise; legal challenges to franchising and brand protection; evaluating the market for the product/service and how to manage a franchise successfully. Business opportunities of various leading brands that have made a mark in franchising in health, wellness, fashion, education, retail, food and speciality services were undertaken in greater details to incorporate a clear understanding of the subject.

With a perspective of learning and understanding the current economy, the students were motivated to shape their own future by not being dependent upon jobs but by creating jobs. Discussions centered around how to evaluate franchise companies; understand basic franchise terminology; avoid pitfalls and decide between purchasing a new v/s. existing business. Practical examples were highlighted through ice-breaking sessions. The sessions were interactive and stimulated healthy, result-oriented discussion.

The workshop also inculcated team spirit and promoted communication skills. The speakers addressed many of the apprehensions of the students and encouraged and motivated them to take the plunge.

The faculty members also clarified their concepts on franchising. The workshop offered them a platform for interaction and exchange of ideas.

The workshop concluded by giving solutions and inculcating new ideas; methods that help people become financially independent and make future leaders through informed business decisions.

It turned out to be a tremendously informative workshop as it guided students to wisely choose a franchise/business start-up and gave them information about legalities and bank loans. It covered all the basics one needs to open a business, whether it's a franchise or starting a new business.

The workshop was a step towards building knowledge and capacity of the youth to be independent and successful entrepreneurs.



Times of India, Ahmedabad

**EDI Alumni... Carving their niche**

# Disposable paper mug to ease travails of train travel

*Designed by an NIDian, the mug has caught the fancy of an EDI student who plans to market it*

Vasundhara Vyas Mehta | TNN

**Ahmedabad:** On a long train journey, you need to do the big job in the loo and there is nothing to wash it with. The travail leaves you exasperated!

The solution to the problem — a disposable paper mug — has been found in National Institute of Design (NID), Ahmedabad.

An NID graduate, Sandeep Paul has designed the mug that folds and holds up to 1.2 litres of water. Paul, a graduate of the batch of 2004, had come up with this product while he was still a student here.

Trying to enter it into the market is Bhushan



Sandeep Paul and Bhushan Bawankule. (Right) The mug

Bawankule, a student of Entrepreneurship Development Institute of India (EDI), Gandhinagar. "I learnt about the product from a relative. It interested me and I offered to combine this design with my recently acquired entrepre-

neurial skills," said Bawankule.

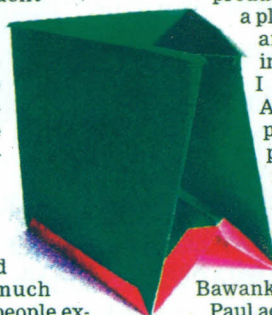
Talking about the disposable mug, Paul, who is a contextual innovation designer at an electronic goods company and based in Noida, said, "It was during my student days when we used to travel a lot and mostly took the train, that I realized that the tumbler attached to the tap in the toilet was usually stolen. This did not leave much choice for the people except to carry used paper cups or cut mineral water bottles."

Paul added, "It was this observation that led me to design the disposable mug. But while travelling, space and economics are the other things that people want to save on. The material used in the mug is recycled paper that can be used

and thrown."

The mug is made in such a way that it can fold to the size of a sachet or a thin booklet.

"What fascinated me most was the simplicity and potential market of the product. I have made a plan to market it and will put it into action after I pass out in April 2010. We plan to sell this product at the railway station, with the help of the Indian Railways," said Bawankule.



Paul added, "After the disposable mug, we are planning to come up with a range of products revolving around hygiene."

The disposable mug won Paul the Business World Design Excellence Award in 2004 for best concept design. Paul was also honoured by Chief Minister Narendra Modi for being an outstanding designpreneur.

## EDI PG Student Shines in Business Plan Contest

Sanjay Patil, student of Post Graduate Diploma in Management-Business Entrepreneurship, was a part of the team that won the prize in B-Plan event, the Prana'09, organised by CEPT University, Ahmedabad. Other members of the team were Biraj Kuk student of Environmental Engineering at CEPT and Mitesh Barot, an Entrepreneur.

The competition invited innovative business ideas that specifically focused on rural development. Sanjay and his team came up with the idea of preparing Banana Fibre from the waste generated in banana cultivation.

In India, banana is cultivated on 5.65 lakh hect. area and the states leading in its cultivation are Maharashtra (0.54 lakh hect. Gujarat (0.49 lakh hect.) Huge quantities of biomass (pseudo stem, leaves, suckers etc.) is generated but unfortunately discarded as waste. The idea of the team was to generate banana fibre from this and use it as natural fertilizer and in making paper bags for various agro products. Banana Fibre came forth as an eco-friendly product with excellent domestic as well as global market.

**What the team envisioned in promoting this innovative business opportunity...**

- Generation of employment opportunities using local resources, thus reducing migration of rural populace to urban areas
- Reduction of global warming and pollution by utilizing waste in creating eco-friendly products
- Banana Pseudo stems are agro waste for farmers and its disposal means additional cost for farmers. So utilization of this waste would help farmers in not just cutting down costs but also increasing income
- The project opens up prospects of establishing bio-gas plant for electricity and cooking purposes

The winning team was awarded a citation and a cash prize of Rs. 25000/-.

## Here's Orienting The Kids, Just Right

It's been rightly said that seeds of achievement need to be sown early so that a child internalizes winning values at the right age and develops the spirit that makes achievers. EDI over the last 15 years has been inculcating these achieving values in children so that they become 'go getters' in the real sense. EDI has been the front runner in organizing such programmes. 807 children have been groomed through the Institute's Camps on Entrepreneurial Stimulation for Children. The objective of the camp is to inculcate the 'Spirit of Enterprise and Achievement' in children so that they target higher-order achievements. The 16th camp in the series was held at EDI campus and it trained 89 participants from all over the country. The states represented were Gujarat, Maharashtra, Madhya Pradesh, Delhi, Rajasthan, Haryana and Andhra Pradesh. One of the other highlights of this programme was that there were four international participants this time from Tanzania.

The Camp helped them unleash their hidden potential and talent so that they could help them develop their capabilities and skills for a better career ahead. Activities included mental gyms, motivation and creativity exercises, puzzles, value education and presentations, learning through success stories, industry visits and 'yoga'.

The entire group was divided into two sub-groups of 12 to 14 years and 14 to 16 years. A parents' meet was organized on the last day of the camp to brief them on their ward's performance and potential. Formal and informal interactions with well-known entrepreneurs and achievers from various fields were organized to motivate the children to target mega successes in life.



*Ms. Jayshree Lalbhai, Director-Managing Trustee, Rachna School, Ahmedabad and Chief Guest of the Valediction, presenting certificate to a camp participant. Also seen is Dr. Sunil Shukla, Camp Leader.*

The achievers who were invited to interact with the participants were Ms. Aishwarya Majmudar, Winner of the show, 'Little Champs' on Star Plus; Ms. Parul Mehta, Entrepreneur, Mr. Pulkit Gaur, Robotic Engineer; Ms. Prutha Desai, an epitome of courage-she not just survived the oddities of the 2001 Gujarat earthquake but also emerged a winner. All achievers talked about their own experiences of handling crisis in their respective lives which in turn helped the children gain a lot of self confidence and also helped them learn that there's no problem without a solution, and all it requires is an ability to think out-of-the-box and emerge a winner.

The programme module of six days was divided into six sessions each day. Exploring career options, understanding self, charms of being entrepreneurial



& entrepreneurial characteristics, thinking creatively and differently, meeting achievers, understanding the secrets of success, entrepreneurial values and problem solving were the landmarks of the curriculum.

Akshita Parekh from Mumbai said, “This was the first time that I have come to Gujarat and I am glad I would remember my first visit to the state because of EDI that has contributed a lot to my life. Here I learned many things so much so that I felt confident about my approach to life. We learned innovative concepts through the medium of entertainment.”

*Ms. Jayshree Lalbhai, Chief Guest of the Valediction, advised the participants to develop a futuristic vision so that they are able to explore their tremendous inherent ability to succeed. She called upon the participants to use the inputs imparted to them as a platform to enrich learning even further.*

Mr. Naynesh Parikh, father of Akshita Parekh from Mumbai felt that the camp has really been beneficial for his daughter and she stands groomed. He felt that she was an introvert but this camp helped her overcome her drawbacks and made her a confident person.

Shyam Makwana, an international participant says, “Coming to India was a dream come true for me. India is indeed a very nice country with diverse traditions and values and I experienced it closely by meeting 85 children from 7 states, other than these there were four international participants from Tanzania. This programme by EDI is very unique in itself and it has helped me learn the capabilities needed to achieve goals.”

What was especially appreciated by the children was a session on ‘Becoming an Entrepreneur’. They termed it as insightful and a preamble to their successful future. They said, it gave them a new perspective. Detailed presentations by the students imparted tremendous confidence as they opened up, forsake their stage fear and developed an eye to spot details. Dr. Sunil Shukla, the Camp Leader, felt that the camp was important in building a vision in children, so that they grow up to carve a niche for themselves.

## These Youths... They Have it in Them What it Takes to Succeed

58 youths from various states of the country, besides Abu Dhabi and the USA, were at EDI to learn the mantras that go into making achievers. Youths, when empowered, can become the torchbearers of a country's development, progress and success. Therefore, to bring them to uphold the baton of change and development for themselves and the nation, EDI for the last 16 years has been organizing **Summer Camp on Entrepreneurial Adventures for Youth**. The camp gives them a platform to explore their personalities, hone their strengths, identify their weaknesses and turn these into advantageous areas. Coming together of 58 youths from ten states of India as also Abu Dhabi and USA and from diverse backgrounds, in itself created an ambience that promoted learning.

The camp focused on imparting entrepreneurial motivation, personality development through simulation exercises, evaluation and development of entrepreneurial traits and competencies and exposure to potential opportunities existing in industry and other occupations. Self-assessment through specially designed psychological tests, career and psychological counseling and formal and informal interaction with successful entrepreneurs gave the participants an opportunity for introspection and thus, improvement.

Special sessions on problem solving, decision making, team building, creativity and related themes were also appreciated.



*Participants of the camp seen with (1<sup>st</sup> row, 4<sup>th</sup> from L) Dr. Dinesh Awasthi, Director-EDI and (to his right) Dr. Sunil Shukla, Camp Leader and eminent Faculty Members of EDI associated with the camp.*

Monali Mehta, a participant from Vadodara opines, "I had an experience of a lifetime; the camp has made me a completely changed person. *Learning with games* was what was adopted as a concept for driving in learning and it was well executed. I have gained a lot of knowledge and direction about the career options ahead of me.

Nirja Acharya from Abu Dhabi says "I give full credit to this Camp that gave us an opportunity to discover the inner talents and creativity which would have otherwise remained hidden."

Participants even got to experience the true spirit of enterprise, as based on the guidance of EDI experts and their own creativity they set up their small enterprises, and earned money by working strictly within EDI campus. They cherished this experience and called it useful to drive in the points that money doesn't come easy and that there is no dearth of ideas, all it requires is creative thinking.

The achievers who were invited to interact with the participants were Dr. V.G. Patel, Former Director and Vice President, EDI; Dr. Bhushan Punani, Director, Blind People's Association and Mr. Pulkit Gaur, Robotic Engineer. They shared their valuable experiences to open doors for these young learners to the world of entrepreneurial, creative and mental resources which could steer a person out of crises situations.

Dr. Sunil Shukla, Camp Leader was happy with the success of the camp and requested the participants to implement this learning in all that they do in life.

Dr. Dinesh Awasthi, Director, EDI, in his interaction with the participants, encouraged them to grow into competent, trained and well informed individuals who put on the armor to face any situation.

## Zydus Group Executives Unleash Their Potential



*Zydus Officers seen with (in the Centre) Shri Pankaj Patel, CMD, Zydus Group and Chief Guest of the Valedictory Function. On his right is Dr. Dinesh Awasthi, Director-EDI. Also seen are senior officials of the Zydus Group and EDI.*

Organizations, the world over are experiencing the impact of recessionary trend. While one school of thought advocates playing safe, the other professes exploring newer options and avenues of growth. One way the organizations are strengthening their position to combat the pressures of the competitive time is by resorting to training their professionals so that they develop unparalleled competencies and capabilities.

EDI, backed with years of successful experience in conducting programmes to enhance entrepreneurship and intrapreneurship skills, designed the **Post Graduate Programme in Corporate Entrepreneurship and Management** for a group of 150 officers from Zydus Group, a leading pharmaceutical company of the country. The programme was inaugurated at the Institute, on 4<sup>th</sup> February, 2008. To develop creative and innovative human resources, EDI conceived this three-phased programme for Zydus Cadila executives and

managers. The objective of the programme was to create Corporate Entrepreneurs (Intrapreneurs) with skills and competencies that take Zydus to its objective of achieving high. The programme was aimed at helping the officers develop entrepreneurial, managerial and leadership skills besides knowledge, skills and attitude for effective sales and marketing.

The 18-month programme had been thoughtfully designed to include learning through personal contact sessions (at EDI), self instructional study material, intensive counselling, project report preparation and evaluation methodology to gauge the competencies and learning acquired by the officer. Corporate Entrepreneurship; Entrepreneurship and Intrapreneurship; Managerial Effectiveness; Strategic Business Management; Sales and Marketing; Organisational and Human Behaviour; Finance and Accounts; Operations and Quality Management; and Information and Communications Technology were the areas covered.

Mr. Pankaj R Patel, Chairman and Managing Director, Zydus Group was the Chief Guest the Certification Ceremony of the Post Graduate Programme in Corporate Entrepreneurship & Management (PGPCEM). Also present on the occasion were Dr. Dinesh Awasthi, Director-EDI; Mr. P R Joshi, President H.R. and Corporate Communications, Zydus Group; Dr. Sunil Shukla, Chief Faculty, EDI and Programme Director and Mr. Rajiv Joshi, Faculty, EDI and Programme Coordinator.

Congratulating the first batch of PGP-CEM pass-outs, Chairman and Managing Director, Mr. Pankaj Patel said, “We live in an age where knowledge and learning are a premium and therefore investment in continuous learning becomes essential for both employees and companies. Honing skill sets, upgrading the knowledge base and gaining new insights enriches the entire milieu. In these times, when we talk of investing and building knowledge assets for the organization, the learning quotient proves invaluable.”

Dr. Dinesh Awasthi expressed that the curriculum primarily focussed on imparting skills that help build a successful organisation, mobilize support from various sources and maximise the results from within the existing resources.

Dr. Sunil Shukla, in his address threw light on the coverage of the programme. Mentioning the modules covered, he stated that the idea was to make the curriculum all-encompassing, comprehensive and application oriented.

Dr. Dinesh Awasthi, Director, EDI awarded the certificates to the Zydus executives, and the Chief Guest, Shri Pankaj Patel awarded the medals for scholastic performance.

The Programme concluded with vote of thanks by Mr. Rajiv Joshi.

## Building Capacities of NGOs

Building capacities in the area of good governance can help NGOs come forth as transparent, accountable and responsive to people's needs. Such skills need to be enforced in NGOs, more so; because it builds the credibility of this important institution in the eyes of the stakeholders.

Recognizing this as a worldwide need, EDI has instituted an ITEC, Ministry of External Affairs sponsored programme titled, 'Governance and Management of Non-Government Organizations'. The participants are provided with core knowledge, practical skills and tools to govern, manage and lead non government organizations.

This year the programme was organized during 6<sup>th</sup> July to 14<sup>th</sup> August, 2009. It had 27 participants from Mauritius, Ghana, Indonesia, Tunisia, Nigeria, Madagascar, Phillipines, Seychelles, Maldives, Moldova, Tanzania, Trinidad, Bulgaria, Uzbekistan, Afghanistan, DR Congo, Cameroon and Vietnam.

The objective of the program was to enable Non-Profit Organizations/NGOs to strengthen governance and management areas, so that they function effectively. The program was targeted at Members of Governing Board, CEOs, Programme Managers/Officers of Non-profit Organizations and NGOs, Employees of Donor Organizations/Agencies and Government Officers dealing with Civil Society Organizations.

The course content was divided into six modules based on Governance & Management of Non-profit Organizations (NPOs/NGOs), Strategic Management, Accountability, Transparency,

Sustainability and Participation, Management Practices of Financial Resources, Human Resources & External Resources, Project Planning, Design and Implementation, Macro Perspectives of Good Governance & Development. Study visits to well known NGOs further complemented the learning imparted by putting theories into practice.

A two-week study tour, further exposed them to the workings of an NGO, as a part of study visit.

Co-Course Director, Dr. Santosh Kumar felt that the participants were in a position to measure their existing organizational capacity and devise strategies to ensure planned change in the area of governance, accountability and sustainability.

Dr. Subranshu Tripathy, Co-Course Director, said that one of the striking features of this programme was that the participants initiated self-tutorial classes, thus



*Participants of the Programme during their study visit to an NGO.*



**CENTRE FOR MICRO ENTERPRISES,  
MICRO FINANCE & SUSTAINABLE LIVELIHOOD**

providing a platform for experience-sharing. The deliberations were rich.

One of the participants Mohammed Bougei Attah, Nigeria, expressed his views in a News Letter of the World Association of Non-Governmental Organizations (WANGO). The article was titled 'Beyond Boundaries'. We present excerpts from it.



*Dr. Dinesh Awasthi, Director, EDI with one of the participants conveying profound appreciation to EDI and Govt. of India on behalf of the group.*

“For me, coming to India is a dream come true. Though I have visited some Asian nations around this largest country in the region – Malaysia, Singapore, Thailand – the thought of staying in India for a period exceeding one month was never really explored. For the first time in my life, I saw in real life, those beautiful scenes and people of India... Arriving at the campus of the Entrepreneurship Development Institute of India (EDI) was another exciting experience of my life. The Institute itself is an epitome of structural layout, with serene environment. For me and many of my colleagues, EDI is a very environmental friendly

place. EDI provided us one of the rare opportunities to visit some of the best scenes in the world, including the ‘The 7th Wonder’ – Taj Mahal and the residence of Mahatma Gandhi. Visiting such outstanding NGOs like SAATH, SEVA Mandir and others added value to the entire program as we understood implementation of classroom teaching in practical situations. Again, meeting such great Indian human rights activists, like; Gagan Sethi, Dr. Rajesh Shah and Sachin Oza among several others inspired me greatly.”



## Their Skills can Spur Their Pace

EDI, in association with United Nations Development Programme (UNDP) and Ministry of Rural Development, Govt. of India, launched an innovative pilot project for “Support to the operationalisation of NREGA” in Bhilwada district, Rajasthan at village Raila Vaneda block. The project was inaugurated by Ms. Manju Rajpal, District Collector, Bhilwada in the presence of Chief Executive Officer, Mr. Mohanlal Sharma and other high level govt. officials. The inaugural function was attended by village-level panchayat officials, Sarpanch and communities involved in skill based activities from eight villages across three blocks Vaneda, Shahpura and Horda.

The National Rural Employment Guarantee Act (NREGA) enacted in 2005, timely and demand driven initiative of Ministry of Rural Development, Govt. of India. It goes beyond poverty reduction and recognizes employment as a legal right. The productive structures created under NREGA operationalise the concept; however, the inherent skills remain unharnessed. This one-year project attempts to orient the skills of artisans in relevant areas and thus moves towards creating sustainable employment. The age long tradition of hand weaving including the artisan based skills will be suitably integrated under NREGA to promote the traditional art and encourage artisans to be on their own.

EDI, celebrating completion of 25 years has been proactively performing the task of such informal sector based livelihood improvement under its rural development efforts across the country. Officials and Faculty Members, in addition to experts and resource

persons from the private sector, also attended the launch function.

In her inaugural speech, Ms. Rajpal, Collector, Bhilwada district stressed upon the need for providing due importance to skill-based workers, particularly the women members of the society. She called the project, a much needed intervention. She wished success for this action-research project being undertaken under the auspices of EDI. Mr. Manoj Mishra, Senior Faculty EDI and Project Director, mentioned that handloom which happens to be the second employment generator after agriculture has tremendous potential to bring about a sustainable change in the economy and can emerge as a catalyst in successfully operationalising NREGA. Mr. Mishra thanked the Ministry of Rural Development and district administration in taking the lead in providing a platform for experimentation.

Around 500 families associated with handloom weaving will be imparted skill upgradation training. Suitable market linkages, and product-line innovations will also be pursued in an attempt to harness their latent potential. Dialogue with district administration officials to consider evaluation of wage standardization and payment pattern under NREGA has already been initiated. In addition to assured employment of 100 days, in the act also assured value for maximum appreciation of the product to the artisans. Designer Mr. Sanjay Garg, Marketing Expert Mr. Manish Verma, Eminent Informal Sector Faculty Member, Mr. Tarun Bedi and Project Officer Mr. Sanjay Rana were also present on the occasion.

## Skill Upgradation for Bankers

EDI conducted a specialized training programme on 'Project Appraisal, Entrepreneur Assessment and Credit Risk Assessment' during October 5 to 10, 2009. The programme had 18 participants from nationalized banks and financial institutions, such as Bank of India, SEEDs, Punjab National Bank, State Bank of India, North Eastern Development Finance Corporation Ltd., NABARD, Canara Bank, Central Bank and Bank of Baroda. One of the other striking features of this year's programme was that there were two international participants from Sarvodaya Economic Enterprise Development Services Ltd., Sri Lanka.

The broad objective of the programme was to upgrade the skills of banks and financial institutions' personnel in formulating and appraising projects in the SME sector and assessing the entrepreneurs-behind-them.

Credit Risk Assessment Module was incorporated with the one on Project Formulation and Appraisal, Selection and Assessment of an Entrepreneur to impart specialized skills to the participants. Academicians from reputed financial institutions and experts from industry were invited to provide special inputs.

Mr. D.M.Parikh, Programme Director expressed his happiness over the participants' enthusiasm to grasp the nuances of the modern day financial world.

Participants felt that the contents were exhaustive and encompassing. One of the participants, Mr.Pranjal Gogoi expressed the view that this programme had benefited them by updating their current skill level and would facilitate better and efficient working in their organization. The participants rated the programme inputs as highly valuable and especially appreciated the training methodology and exercises included in the curriculum. Skills and attitude development of bank managers and officers was highly appreciated.



*Participants of the programme, 'Credit Risk Assessment based Project Appraisal & Entrepreneur Assessment' organised during October 20-25, 2008, seen with (3<sup>rd</sup> from R) Dr. Dinesh Awasthi, Director-EDI; (4<sup>th</sup> from R) Mr. D.M. Parikh, Programme Director and (2<sup>nd</sup> from R) Mr. S.B. Sareen, Faculty Member-EDI.*

## The Art of Communication....Going Places

Communication as a tool continues to strengthen and establish itself as indispensable for organisational growth. The ever evolving and challenging technologies at workplace in the present times necessitate the workforce to acquire skills of an able communicator... good enough to be able to understand the challenges and relate to them.

A professional must wield command over the basic elements of language, as this is the main pillar of communication. 'English' as a language per se has come to be accepted across nations. The globalised world which boasts of multinationals and the disappearing boundaries of nations extensively uses English as the primary tool for communication and business transactions. Amidst escalating global competition and the race to conquer, the skills and techniques in the use of English certainly eases the goal of accessing the international markets and thus, establishing business-to-business linkages.

A successful entrepreneur's world is multicultural, operating within which he/ she is expected to execute his / her business plans such as; those related to diversification, modernisation, etc. The concepts and skills in the use of English language in business communication and operation need to be sharpened to facilitate this. The programme on '**Use of English in Business Communication**' (sponsored by ITEC, Ministry of External Affairs, Govt. of India) has, therefore, been designed to address this need in professionals across countries.

The objective of the programme is to acquaint the participants with the dynamics of English language so as to facilitate its effective use in Business Communication. This year the programme was conducted during 7<sup>th</sup> September to 16<sup>th</sup> October, 2009. It was attended by 23 participants representing Uzbekistan, Thailand, Mongolia, Laos, Guinea, Nepal, Maldives Madagascar, Nigeria, Russia, Sudan, Vietnam, Afghanistan, Bhutan and Bangladesh.

The participants were equipped with the basic and advanced mechanics of English language so that they articulate their points for business purposes, lead better in business with enhanced communication skills and expand their business territories, using these skills, to comprehend



*Exuberant participants on the last day of the programme, after receiving their certificates.*

## CENTRE FOR SMEs & BUSINESS DEVELOPMENT SERVICES

business systems and procedures across the globe. Imparting knowledge, skills & attitude needed for self development was also focused upon.

Subsequent to introducing the participants to the dynamics of communication, the course delved into advanced language structures; principles of writing; modern business writing styles; organisational communication and verbal and non-verbal communication. Study visits to selected Departments of English / Business Communication / Corporate Houses of repute, gave the participants first-hand peek into the implementation of the learning imparted to them during classroom training. Ms. Julie Shah was the Programme Director.

Fabien Ifeanyi from Nigeria opines....

I am happy I decided to do this very contemporary programme in Business Communication. I must say that its application-orientedness is par excellence. This learning is going to be immensely useful in my area of work and I also intend to share it with some of my colleagues. The programme structure was prudent, in the sense that it was designed after understanding the requirements of modern day office functioning and covered all major tools of communication in business.





## **SEWA Employees Pick Up Research & Computer Skills**

EDI at the behest of Self-Employed Women's Association (SEWA) conducted a programme to train its field staff, research assistants/investigators in understanding the methods of data collection and management of this process upto the stage of digitization of the data. The programme was sponsored by the United Nations Development Programme.

The programme had been designed with emphasis on quantitative and qualitative research method to ensure capacity building of participants to conduct research. The programme was divided into two modules. The first was titled, 'Research Methods and Data Collection and Digitization', and was conducted by Dr. Santosh Kumar, Senior Faculty and Chairperson-PGDMN. The second module was titled, 'Computer Aided Data Analysis and Interpretation' and was conducted by Shri Jignashu Yagnik, Faculty-I.T.

Inputs on both the modules were conducted on Campus. 19 employees in all attended the two modules. Throwing light on the coverage of the programme, Dr. Santosh Kumar mentioned that the first module primarily consisted of Research and Research Process; Sampling Design; Tools of Data Collection; Designing of Questionnaire; Mock

Exercise on Designing and Using a Questionnaire; Focus Group Discussion (FGD); Field Work and Verification of Data Collection. Shri Jignashu Yagnik mentioned that the second module included Data Coding and Verification; Frequencies; Cross Tabulation Descriptives; Multiple-Response Tables; Chi-Square Statistics; Test of Means; Different types of T-test Univariate of Analysis of Variance; Correlation and Regression.

Participants were of the opinion that the programme had helped them acquire research based skills which would be of importance to them in all their future endeavours.

Shri Jignashu Yagnik feels that the present day work environment is such that computer skills have become indispensable, and in that connection the skills imparted aimed at bringing about unprecedented difference in the competency level.

Dr. Santosh Kumar advocated, "All NGOs should undergo this programme to adopt the skills of data interpretation as research is primarily based on the authenticity of this. Also research is a skill based activity in itself which involves systematic data interpretation and research. This would help the NGOs perform better."

## EDI and Cyber media join hands to promote Entrepreneurship nationally



*Dr. Dinesh Awasthi, Director - EDI (on the left) and Mr. K. K. Tulshan, Executive Director, Cyber Media seen during the Memorandum Signing Ceremony. Also seen are (L-R) Dr. Sunil Shukla, Chief Faculty-EDI and Mr. Raj Pathak, Adviser, Cyber Media.*

EDI and Cyber Media India Ltd., Delhi entered into a Memorandum of Understanding on 30<sup>th</sup> October 2009 to jointly undertake and launch an initiative titled 'Entrepreneurship Unleashed'. The initiative would endeavour to successfully complete the project over a period of 3 years.

'Entrepreneurship Unleashed' is India's first country wide 360 degree project to promote entrepreneurship and address entrepreneurs across the country as well as motivate the population at large to choose entrepreneurship as a career. The project

shall aim at addressing information needs of enterprising population as well as provide platform to MSMEs to interact with experts, network to improve their competitive position and connect with various Central/State schemes such as Credit Guarantee Scheme, Marketing Assistance Scheme, Technology Upgradation Scheme Business Incubators etc. The project shall reach out to various segments of entrepreneurs through mediums including Television, Radio, Internet, Ground Events, Print Knowledge Centre.

Young men and women on the threshold of making a career choice shall be targeted. Also, entrepreneurs belonging to agro, micro, small and medium enterprises and self employed categories would be focused upon so that they grow.

The project is expected to inspire enterprising young men and women, provide hand holding support to entrepreneurs, enroll entrepreneurs as role models and identify first generation successful entrepreneurs as role models.

## Unleashing Entrepreneurship for Development and Trade in Vietnam

The Greater Mekong Subregion (GMS) comprises Cambodia, Yunnan Province of People's Republic of China, Lao's People's Democratic Republic, Myanmar, Thailand and Vietnam. Over the past few years, the GMS countries are facing enormous challenges in terms of unleashing their entrepreneurial potential and aiding the growth of small and medium enterprise sector. However, the esprit among decision makers, and policy formulators about reviving the sector, urged the Global Issues and Sustainable Development (GISD), Division of the Swiss Agency for Development and Co-operation (SDC) to commission EDI to launch a project titled "*Unleashing Entrepreneurship for Development and Trade*" to unleash the entrepreneurial potential of the GMS. The project comprises awareness workshops, research projects and seminars to disseminate the findings and experiences.

As a part of the project EDI conducted the workshop on "*Unleashing Entrepreneurship for Development and Trade*" at Ho Chi Minh City, Socialist Republic of Vietnam during 3-5 November, 2009. The objective

of the workshop was to spread and strengthen entrepreneurship in the GMS through capacity building, research, networking and increasing regional and global trade of the GMS under the prevailing WTO regime. The prime objectives of this workshop were to create awareness to raise entrepreneurial potential of the GMS; reinforce competitiveness of the SME sector; impart a brief understanding of WTO provisions and deliberate on trade negotiations, advocacy, policy influencing and other relevant issues. About 25 delegates representing government, industry, academia, trade associations, chamber of commerce and the media from all the six countries of Greater Mekong Sub-Region participated in the workshop. Faculty members represented reputed institutions like Mekong Institute (MI), IIFT, Kunming University of Science and Technology, GMS Business Forum, Chambers of Commerce and Industry and Vietnam Chamber of Commerce and Industry (VCCI) and EDI. The programme was conducted under the leadership of Dr. Sunil Shukla, Chief Faculty, EDI.



*Participants of the workshop seen with (6<sup>th</sup> from L) Dr. Dinesh Awasthi, Director-EDI and (4<sup>th</sup> from L) Dr. Sunil Shukla, Project Director and Chief Faculty-EDI.*



# INTERNATIONAL CENTRE FOR CLUSTER COMPETITIVENESS FOR GROWTH & TECHNOLOGY

## Clustering Success

Over the last decade, the significance of clusters and their contribution in economic growth has been increasingly recognized. As an outcome, emphasis on cluster and network development has increased both in developed and developing countries. Clusters are considered as an effective platform to enlarge the production base, trigger growth, alleviate poverty and redress economic imbalance. In India cluster based

development intervention has become one of the most effective instruments in terms of ensuring survival and growth of existing enterprises; be it tiny, micro, small or medium. Small producers located in village hinterland face many obstacles to growth like location disadvantage, limited market exposure, lack of scale economy, limited bargaining power, limited understanding about value addition possibilities, problems related to standardization and quality control etc. All these deficiencies are addressed under a Cluster Development Programme (CDP).

Implementation of Cluster Development Programme necessitates involvement of a

Cluster Development Executives who could do a quality diagnostic study, value chain analysis and cluster mapping, develop a cluster vision, strategy and action plan and ensure smooth implementation of CDP. Besides, understanding the basic tenets of a cluster and its significance in developed and developing countries are of paramount importance as developmental strategies ensue from an up-to-date understanding.

EDI specifically designed a training programme for officials of NABARD to promote dissemination of cluster



*Mr. K. S. Singhwan, Chief General Manager (Eastern Zonal Office) SIDBI, inaugurating the workshop. Also seen are (R-L) Dr. Dinesh Awasthi, Director-EDI; Mr. Sanjay Pal, Faculty-EDI and Dr. Tamal Sarkar, Project Director, Foundation for MSME Clusters.*

# INTERNATIONAL CENTRE FOR CLUSTER COMPETITIVENESS FOR GROWTH & TECHNOLOGY



development methodology in order to support cluster based development initiatives in select clusters taken up by NABARD. It was felt that a macro level understanding of the clusters was necessary to monitor cluster development.

This programme, titled **Capacity Building Programme for CDEs & Nodal Agencies** was conducted on EDI Campus, during August 17<sup>th</sup> to August 21<sup>st</sup>, 2009.

The landmark of the programme was to make the participants understand how to streamline development initiatives in a successful and purposeful manner.

The contents of the programme were all-encompassing and included major topics like cluster & its significance in the changing paradigm of enterprise development; cluster actors and their role; how to conduct a diagnostic study; information needs and sources of information for cluster mapping; value chain analysis and analysis of business operation including SWOT; vision building and strategy formulation, action plan formulation; implementation strategy; monitoring and evaluation and importance of documentation in clusters.

A detailed analysis of the participants' feedback brought out that they termed it as a very comprehensive learning programme touching practical issues on cluster development. They also felt it had improved their overall understanding and knowledge on cluster development strategies.

A participant, Mr. H. R. Atre said, *'As a NABARD officer, I now have a better understanding of the*



*Sanjay Pal, Faculty-EDI and Cluster Expert addressing the participants of the Capacity Building Programme.*

*cluster and will be able to provide strategic support to CDA'. The participants appreciated the visits to khadi and handloom clusters. They felt that these visits had brought them closer to the application-orientedness of the strategies learnt towards cluster rejuvenation.*

Sanjay Pal, Faculty and Cluster Expert says, "Training and capacity building have always remained forte of EDI's interventions. Considering the large numbers of clusters requiring development support in our country, it is important to hone professional capabilities of the cluster development implementing agencies through well structured training programmes."

# INTERNATIONAL CENTRE FOR CLUSTER COMPETITIVENESS FOR GROWTH & TECHNOLOGY

## Implementing BDS FOR MSMEs

On account of their flexibility, adaptability and potential for employment generation, MSMEs play a vital role in the Indian economy. The sector has successfully addressed the need for employment creation, poverty alleviation and regional imbalances. Government of India has been taking proactive steps in the direction of strengthening the competency of Indian MSMEs. The Eleventh Five-year plan of the Government focused on the MSME sector for achieving various growth targets. The MSME Act 2006 has been another proactive step in the direction of creating an enabling environment.

However, one of the lacunae MSMEs face in our country is non-availability of quality Business Development Services (BDS) which indirectly affects the performance of firms operating in the cluster. Unlike their large counterparts, MSMEs find it difficult to hire experts in various functional and management areas on a permanent basis. On the other hand they are not aware of the availability of quality BDS in the market. Many of their operational and management problems remain unresolved due to non availability of right kind of BDS. The situation is no different with the firms operating in the leather clusters of Chennai, Kolkata and Shantiniketan. Here again, it's been felt that for sustainable growth of a cluster, a well developed BDS market is important.

In the light of this, a project titled 'Implementing BDS in the Leather Clusters-Chennai, Kolkata and Shantiniketan, and Dyes & Chemicals Cluster-Ahmedabad' has been taken up. Supported by Department for International Development, International Bank for Reconstruction and Development, Kreditanstalt für Wiederaufbau (KfW), Gesellschaft für Technische Zusammenarbeit (GTZ) and World Bank, Small Industries Development Bank of India (SIDBI) is the nodal agency for the project.

The aim is to strengthen the SME sector by designing & implementing activities to foster BDS market; strengthen access of MSMEs to BDS; help make BDS providers in the clusters self-sustainable and develop select clusters as 'role models'.

Deficiencies in BDS supply in clusters vary in nature. Either the BDS services are not appropriate for the type of MSME or

# INTERNATIONAL CENTRE FOR CLUSTER COMPETITIVENESS FOR GROWTH & TECHNOLOGY



they are not cost-effective, or not 'packaged' or delivered in the desired manner. Such deficiencies in both demand and supply will be addressed by either transaction subsidies or specific interventions, like sensitization, product development and capacity building for BDS providers. The outcome will be tangible in terms of improvement of MSME access to finance and market oriented BDS, thereby fostering MSME growth, competitiveness and employment creation. The Project is designed to achieve this objective through a multi-pronged approach that will address key bottlenecks to MSME growth and competitiveness. Interventions would have to be sustainable and holistic development.

What problems do businesses have? Why isn't the present market/BDS situation providing solutions to them?' and similar areas gave the base for project designs strategies and measures.

The project commenced on 13<sup>th</sup> March, 2009 and it envisions to achieve the objectives over a period of 32 months from its commencement.



*The Institute conducted a Sensitisation Workshop under the project, 'Implementing BDS in the Dyes & Chemicals Cluster'. Seen here (in the centre) is Shri Bipin Shah, Project Director, addressing the gathering. Also seen are (R-L) Shri Shailesh Patwari, President, Naroda Industries Association and Shri Nilesh Gajjar, Sr. Consultant (Chem. & Env.) GITCO.*

After successful completion of the diagnostic study and subsequent sanction of action plan, Launch Workshops were conducted in the selected clusters.

The basic objective of these launch workshops was to make the participants aware about the projects, overall objective, implementation strategy and the outcome. Presentations were made on the findings of the diagnostic study and the action plan was proposed for BDS Market Development.

Technical sessions were organized to make the participants aware on certain issues specific to the cluster. For example, in Kolkata the topic which was taken up in the technical session was 'Significance of MSME Rating' which was handled by SME Rating Agency (SMERA), Kolkata Office.

In the Chennai cluster technical sessions on Findings of Diagnostic Study Report (DSR), and the Action Plan were handled by Mr. D. M Parikh, Project Director and Mr. R.M. Subramaniam, Cluster Advisor, Chennai Leather Cluster. Session on Cleaner

Production Technologies for Tanneries was handled by Dr. N.K Chandra Babu, Deputy Director, Chennai Leather Research Institute (CLRI). Website as a Vehicle for Business Development of MSMEs was handled by Mr. Prasad Madhavan, Director, TANSTIA-FNF. Topic of Credit Linkages with Mentoring Support was addressed by Mr. Amarnath and Ms. Aiyar, Senior Mentors, BYST.

Similarly, technical sessions in the Dyes and Chemicals Cluster, Ahmedabad focused on Cluster Development for MSME by implementing BDS; Role of Association; Environmental Problems and Solutions; Ideal Primary Treatment Plant. The sessions were handled by Shri Venkataraman, Sr. Cluster Expert, Monitoring and Evaluation (M&E), Foundation for MSME Cluster, Shri Jaimin Vasa, President, Gujarat Chemical Association (GCA) & Shri Bhupendrabhai Patel, Ex-President, Vatva Industrial Association (VIA), Shri Harshad Shah, Neochem Industry and Shri Mahendra Sadaria, eminent Environment Consultant.

## INTERNATIONAL CENTRE FOR CLUSTER COMPETITIVENESS FOR GROWTH & TECHNOLOGY

MOUs were signed with Partner Organizations/ Business Membership Organizations in Kolkata, Ahmedabad and Chennai for joint implementation of activities. For example, in the leather cluster, Kolkata, an MOU was signed between EDI and IIDA Infrastructure Development Authority for conducting ‘Skill Development Programme’ to address one of the crisis areas i.e., shortage of skilled workers in this cluster.

According to Mr. Bipin Shah, Project Director, Dyes and Chemical Clusters, Ahmedabad, “The action plan is futuristic and focuses on (a) building capacity of existing and potential Business Development Service Providers and financial Institutions, (b) sensitization of MSMEs and their capacity building and (c) establishing market linkages among MSMEs, BDS and BMOs.”

Dr. Dinesh Awasthi, Director-EDI opining on Business Development Services (BDS) Market Development Project says “Clusters make a significant contribution to the economy. I am happy that the concept of improving business prospects through BDS, would be implemented to identify the weak links and convert these into strong areas.”

### A Brief profile of the selected clusters

Cluster	No. of units	Turnover	Export	Employment
Leather Cluster, Chennai	MSMEs 500 units Micro units 700	2000 crore	1000 crore	40000
Dyes & Chemicals, Ahmedabad	1290	10000 crores	2000 crores	40000
Leather Cluster, Kolkata	4000	4500 crores	US\$ 517 mn	57300
Leather Goods Cluster, Santiniketan	80	5.5 crores	1.5 crores	1200

Mr. Sanjay Pal feels “BDS market development is a result-oriented strategy to improve competitiveness of MSME clusters. Through this approach one could ensure that the MSME sector gets quality services for business performances. There is hardly any precedence of a similar intervention within the country, and successful implementation of this project will create a replicable model for other MSME clusters”.

# INTERNATIONAL CENTRE FOR CLUSTER COMPETITIVENESS FOR GROWTH & TECHNOLOGY



**On 30th September'09, EDI organized a workshop to inaugurate the Project on Implementing BDS for MSMEs in the Chennai Leather Cluster. Dignitaries expressed their opinion as below :**

Dr. Dinesh Awasthi, Director-EDI elaborated on the role of EDI as the facilitating agency of the project. Dr. Awasthi emphasized on the importance of Business Development services in cultivating an environ of growth and competitiveness in clusters.

Dr. Chitra Alai, DGM, SIDBI in her address briefed all about SIDBI's various services for MSMEs to increase turnover and employment opportunities, upgrade manufacturing facilities and enhance competitiveness.

Dr. A.B. Mandal, Director, Central Leather Research Institute, in his address hailed CLRI as a Resource Centre that would be offering all assistance in identifying cleaner production technologies and other related services.

Mr. D.M. Parikh, Project Director and Faculty-EDI made an elaborate presentation on the potential and the prospects of Chennai Leather Cluster and urged all to use this platform to derive maximum benefit. Shri R.M. Subramaniam, Cluster Advisor, EDI Project Office, Chennai endorsed his views.

Mr. Karunanidhi, President, Pallavaram Tanners Association thanked EDI for its initiatives in assisting MSMEs in Chennai Leather Cluster and suggested that workshops of this nature may be organized in tannery hubs like Pallavaram / Chromepet, Ranipet and, Ambur as well, to enable more people to benefit. He requested the tanners and product manufacturers in Chennai Cluster to avail various services offered through this project and derive maximum benefits .

Mohammed Nazeeb, MD, Pallavaram Tanners Industrial Effluent Treatment Company (PTIETC), said that the tanners are conscious of their commitment to protect the environment and that they would abide by all parameters to ensure this. He assured that all efforts would be taken to adopt cleaner production methods.

The tanners, BDS providers, representatives from Association of Tanners and Institutions who attended the workshop looked forward to their increased competitiveness not just in the country but across the globe.

*...Contd. page 10*

## **EDI Alumni... Carving their niché**

### **Accomplishment!!!**

Vishnu Kumar Sah, a student of 10<sup>th</sup> Batch of PGDMN programme, is working with the Adventist Development and Relief Agency (ADRA) India, an International humanitarian organization, as Zonal Coordinator in Bihar. For his outstanding performance, ADRA India has awarded him with the Certificate of Excellence for the Year 2009.

*EDI Family congratulates Vishnu.*

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**For details, contact:**  
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## Entrepreneurship Development Institute of India

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

Tel : +91-79-23969159, 23969161, 23969163, Fax : +91-79-23969164

E-mail : [info@ediindia.org](mailto:info@ediindia.org) Website : [www.ediindia.org](http://www.ediindia.org)

#### Central : Bhopal

19, Chatrapati Shivaji Colony, Chuna Bhatti, Kolar Road, Bhopal - 462 016.  
Phone : 0755-2424015  
Telefax : 0755-2424015  
E-mail : [gujralraman@yahoo.com](mailto:gujralraman@yahoo.com)

#### East : Bhubaneswar

N-1/224, IRC Village, Nayapally, Bhubaneswar - 751 015.  
Phone : 0674-2554494  
E-mail : [ediero@rediffmail.com](mailto:ediero@rediffmail.com)

#### North : Lucknow

265, Chandralok Colony, Aliganj, Lucknow - 226 024.  
Phone : 0522-2330820  
Fax : 0522-2330856  
E-mail : [edinro@rediffmail.com](mailto:edinro@rediffmail.com)

#### North-East : Guwahati

House No. 36, Near DGP Office, B. K. Kakoti Road, Ulubari, Guwahati - 781 007.  
Phone : 0361-2461063  
Fax : 0361-2459112  
E-mail : [ediner@india.com](mailto:ediner@india.com)

#### South : Bengaluru

102, 70<sup>th</sup> Cross, 17<sup>th</sup> 'A' Main Road, 5<sup>th</sup> Block, Rajajinagar, Bangalore - 560 010.  
Phone : 080-23119361  
Telefax : 080-23119360  
E-mail : [ediro@giasbg01.vsnl.net.in](mailto:ediro@giasbg01.vsnl.net.in)

#### Thrissur

C/o. KILA Campus, Mulamkunnathukavu P.O., Thrissur - 680 581.  
Phone : 0487-2206241  
Telefax : 0487-2206242  
E-mail : [vssukumaran@ediindia.org](mailto:vssukumaran@ediindia.org)