

EDI Reports

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FROM THE
DIRECTOR'S DESK

Significance of skills in the indian employment scenario



In India, unlike in industrialized countries or even in China, the demographic trends are quite favourable with almost 59 per cent population in the working age of 15 to 59 years and close to 20% in the age group of 15-24 years. The population below the age of 15 years accounts for almost 33 per cent. However, while the numbers and proportions might favour the Indian economy, the cause of concern is the quality of the workforce in terms of skill levels. A skilled young population in an environment where investment is expanding vis-à-vis the industrial world wherein the ageing population is an issue could be a major advantage. It is important to realize, however, that we can reap this demographic dividend only if we invest in human resource development and skill formation in a massive way and create productive employment for our relatively young working population.

The skill shortages have emerged in almost all areas be it manufacturing or services. NASSCOM-McKinsey Report 2005 projections indicate that there was a likely shortfall of about



**ENTREPRENEURSHIP DEVELOPMENT
INSTITUTE OF INDIA**

Ahmedabad



500,000 suitable professionals (representing an opportunity cost of US\$ 10 bn) by the end of the decade. Besides being a possible dampener to growth, the skill gap could hold back employment since employers might be forced to adopt capital-intensive technologies due to such labour shortages. Besides, there is an acute shortage of masons, plumbers, carpenters, mechanics of various electrical and electronic consumer durables, automobile repair mechanics and so on. There is a serious mismatch between the skills sets in demand and the skills available (or mostly lack of such skills) with the teeming unemployed poor. Most poor do not possess marketable skills as they have hardly any access to formal skill formation systems like ITIs and vocational training centers as they, by and large, do not fulfill entry conditions to these centers.

Going by the estimate of the Ministry of Labour and Employment, Government of India, only 5 per cent of the Indian Labour Force in the age group of 20-24 years has obtained vocational skills through formal means where as the percentage in industrialized countries varies between 60 per cent and 96 per cent. Also, about 63 per cent of the school students drop out at different stages, before reaching Class X. Data from the 61st round of NSS shows that only 3 per cent of the rural youth (15-29 years) and 6 per cent of the urban youth have gone through any kind of vocational training. The current set up for skill formation and upgradation is woefully inadequate. For inclusive growth, it is vital to enhance the productivity of labour in the unorganized sector.

The present capacity of our vocational education system is close to three (3) million. While 17 Union Ministries, all the State Directorates of Technical and Vocational Education, a number of NGOs and industry trade associations are engaged in this task, to reach this figure of about three million, it needs to be augmented to cover at least eight million new entrants to the labour force. As of now, in the formal vocational training and education stream, we have 6843 Industrial Training Institutes (ITIs) and Industrial Training Centers (under the Ministry of Labour) and about 7000 Vocational Schools (under the Ministry of HRD). Compared to these



numbers, China has about 5,00,000 Secondary Vocational Schools. This calls for some innovative mechanism to reach out and train the large number of resource poor unemployable youth so that they are able to earn their livelihood.

Also, what goes hand-in-hand with this training is a good grounding in intrapreneurial skills so that these skilled people also get armed with the right skills, knowledge and attitude to maximise the results within the existing resources.

Besides the limited capacity of the system, vocational education in India is characterised by outdated, structurally defined, centralized syllabi and low knowledge base teachers without much idea of market conditions or of imparting multi-skills. A good part of this is due to the fact that regular (academic) education and vocational training are perceived as mutually exclusive and alternate categories, not as an integrated system of education. Because of this, there is a perception among most people in the country that vocational education, as it exists in India, is for the "second class" citizens, not preferred and often not considered dignified enough. It may also be added that non-formal, in-house, on-the-job skill training is considered to be far superior than the formal ones.

Therefore, the Approach Paper to the 11th Plan rightly argued that there is a need to devise innovative ways of modernizing the ITIs and increasing their numbers substantially. Concerned with this phenomenon, the Prime Minister of India, in his address to the nation on this year's Independence Day (15 August 2007) announced that the government will endeavour to set up 50,000 skill training centres to meet the skill deficit of the country. This would mean around a ten fold increase in the number of training centres and an unprecedented scope to bridge the gap between unemployment and shortage of skilled labour. This would of course require development of suitable

training material as well as a very large number of quality trainers/instructors.

In this respect, a UNDP supported SKILLS Project, implemented under the National Science and Technology Entrepreneurship Board of the Department of Science and Technology; Government of India, a few years back, should be studied in greater detail and should be replicated. The innovative components of the Project like e.portal based skill training, public private partnership model to impart skill, involving private sector, and a large number of competency based skill training modules are worth replicating. The nodal institutions of this Project may be entrusted to play the role of mentoring, monitoring and accreditation.

Industries and industry associations will have to be involved as stakeholders in running them so that the scope and content of the training provided in these institutions is relevant to the needs of the industry and the job market, like in Germany. The number of skills for which training is provided also needs to be expanded to include new skills particularly in the informal sector. It will also require regular periodic surveys of the labour market.

In the above background, skill development along with other supportive measures for the informal sector is of vital importance and requires fast solutions with broad impacts in close cooperation among government, NGOs and private Sector.

To conclude, if one wants to transfer bad jobs to good and more productive jobs, improve current jobs by productivity growth, the only way to achieve these goals will be to enhance skills. Therefore, it is of paramount importance that 'skill formation and upgradation' is assigned high priority in the matrix of employment creation, poverty alleviation and inclusive growth.

EDI students leave behind top notch business schools

A team of nine students of EDI's Post Graduate Diploma in Management – Business Entrepreneurship stood upright amidst the cheering crowd and applause. They had made a clean sweep at the Business Simulation Competition for management students from across the nation, held at IIM, Ahmedabad.

IIM, Ahmedabad had organized "The National Business Olympiad", as part of the 'Confluence – 2010'. The Confluence focused on themes pertinent to existing business scenario in a bid to encourage innovations and help expand boundaries. The Olympiad, organized as a part of the confluence, had the objective of testing business acumen, knowledge, skills, attitude and the decision making power of students in the areas of finance, marketing, operations and research and development.

The event was conducted in association with SmartSims across more than 20 cities in the country to select the teams for the finals at IIM, Ahmedabad. Top 40 B-School teams of the country were selected to take part in the grand finale.

Various teams from reputed B-Schools, such as; IIM-Ahmedabad, Bangaluru, Kolkata, Lucknow; FMS, Delhi; S.P. Jain Institute, Symbiosis, IIFT and various other top colleges took part in this competition, besides EDI. In

addition to B-Schools, teams from eminent corporate houses also participated in the event.

Students of EDI bagged all the first three positions leaving behind the IIMs and other known B-schools. Dr. Kiran Bedi, Former IPS Officer was the Guest at the award presentation ceremony and felicitated the winning team members. The award comprised a cash prize of ₹ 1 lac and a certificate.

Abhishek Goenka, Hemant Mehta and Love Anandjiv were the members of the winning team. The runners-up position went to the team comprising Ankush Jha, Manish Bansal and Vandana Bordia. "Getting felicitated by Dr. Kiran Bedi was a moment of honour," said an elder brother Abhishek. Speaking about their experience and winning strategy, Hemant Mehta said, "As we progressed from city round to prelims to the finals, we made sure that we learnt from our mistakes and did not repeat them. Team worked as we were very cautious at every move." Adding to this, Love Anandjiv said, "Apart from the joy of winning the competition, the Olympiad helped us gain practical experience which I am sure would help us all, particularly me, in diversifying my family business. Hemant and Abhishek both keen on setting up their own business, endorsed Love's views.

These students of EDI PG Programme credit the course for developing in them the kind of acumen that they sported at the competition in understanding the market situation and putting their best foot forward.



Dr. Kiran Bedi, Former IPS officer, presenting certificate and a prize of ₹ 1 lac to the winning team members

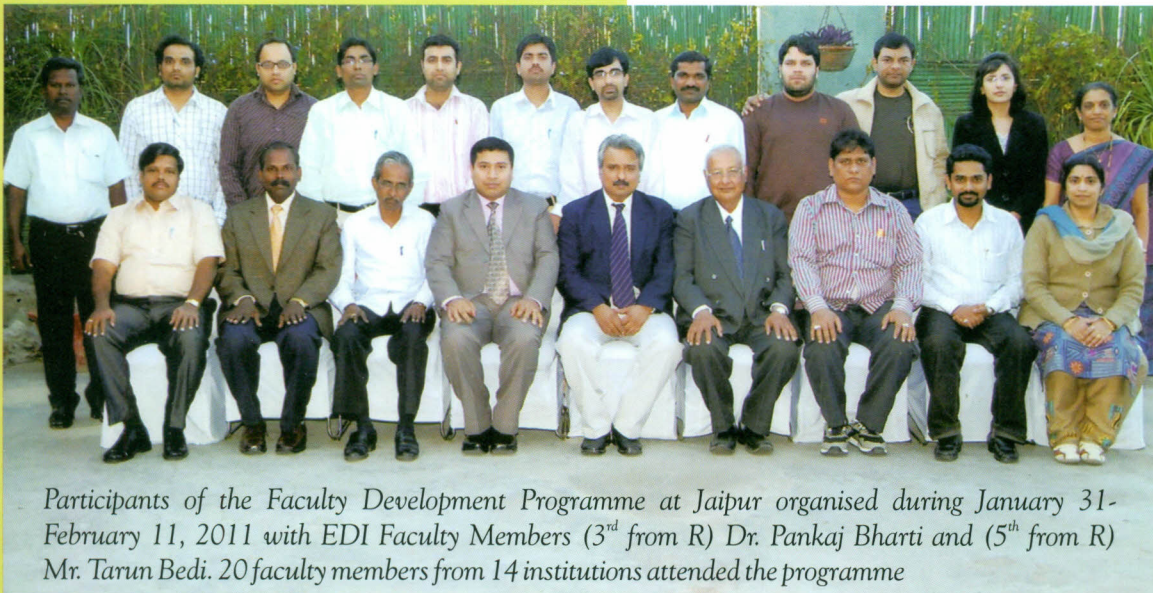
Creating a cadre to bolster entrepreneurship

Youths need skills, knowledge, and competencies for effective initiation of Entrepreneurship related activities. For this, they require a certain orientation that inspires them to take the plunge. Right from their college days, the traits of an entrepreneur need to be reinforced. The need, therefore, is to institutionalize entrepreneurship education across institutions and colleges so that it churns out thousands of trained and motivated students ready to float their own enterprise. The National Science & Technology Entrepreneurship Development Board (NSTEDB), Department of Science and Technology (DST), Government of India, took the initiative of introducing Entrepreneurship in the academic curricula of science & technology institutions. And to accomplish this objective, it was felt that the faculty involved in teaching the subject must be equipped appropriately. For the year 2010-11, EDI had planned ten Faculty Development Programmes, at Ahmedabad, Bhopal, Trivandrum, Coimbatore, Jaipur, Bangalore, Dehradun, Varanasi, Puri and Lucknow. In all, 220 faculty members have been trained.

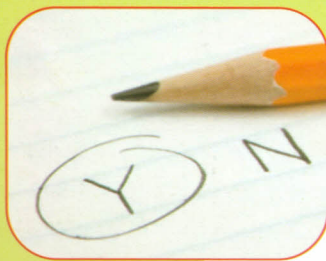
The participating faculty members got a glimpse into the entrepreneurship development process & model; procedures and formalities in setting up new enterprises, incentives and benefits for entrepreneurs, curriculum development, procedures involved in initiation, planning, implementing and evaluating EDP curriculum, business opportunity identification, business profile preparation, business plan formulation, small business management and dealing with business crises. The faculty members appreciated the curriculum, the methodology and their interaction with experts in entrepreneurship development, curriculum development and opportunity guidance. They appreciated the practical insights that they received. Project Director, Dr. Sunil Shukla felt that conceptualizing, designing and implementing programmes for potential entrepreneurs with special reference to curriculum design, programme planning and management will now be easy for the faculty group to handle. He added that having such an aware group around, will generate results in the long run.



Participants of the FDP at Ahmedabad seen with (4th from L) Dr. Dinesh Awasthi, Director-EDI; (5th from L) Dr. Sunil Shukla, Programme Director; (5th from R) Mr. Pankaj Bharti, Programme Coordinator and EDI faculty group associated with the programme.



Participants of the Faculty Development Programme at Jaipur organised during January 31-February 11, 2011 with EDI Faculty Members (3rd from R) Dr. Pankaj Bharti and (5th from R) Mr. Tarun Bedi. 20 faculty members from 14 institutions attended the programme



....Participants Opine

“The inputs of Faculty Development Programmes are contemporary and pragmatic in terms of the requirements of the present day business environment. The strategy to be adopted to goad the students into setting up own business and simultaneously imparting knowledge to make them capable enough about achieving this objective, are areas in which I am comfortable now. I thank EDI for all this.”

Dr. Venkatesan Murugesan
Associate Professor
Indian Institute of Foreign Trade,
New Delhi

“I am happy that I attended this training programme. Entrepreneurship is the need today and it is important to orient maximum number of youths towards this discipline. I am sure about being able to make a tangible contribution now.”

Mrs. H. S. Sethu
Associate Professor, Academic Co-ordinator
Welcomgroup Graduate School of Hotel Administration
Manipal University, Manipal

(Contd. on pg. 27)

- a. College students can apply for “business start-up funding” that is funded by government. This measure is to encourage business ideation among young people;
 - b. Many incubation centres have been set up by Government where start up business can get help in terms of technology, policy, management and cooperation;
 - c. Government’s sustainable efforts to build market economy in China.
4. Contribution of MSMEs in developing countries is phenomenal. Please comment in relation to your country.

SMEs in China are the main job providers and they contribute nearly half of nation’s GDP. Over 95 % of all companies in China are SMEs. Needless to say, without SMEs, China will not be able to function now.

5. Chinese entrepreneurs have gone global. What do you think has been the distinctive aspects of your Government’s policy to achieve this?

Several aspects have been there:

- a. Overall “Open Door” policy of China played the main role here;
 - b. Set up policy (like, tax exemption for three years for FDI—Foreign Direct Investment) to attract FDI so that Chinese industry can have opportunities to be linked in the global industrial chain;
 - c. Encourage exports (Tax redeemable policy)
6. What, according to you, are the similarities and the differences between the entrepreneurial scenario of India and China?

Both countries have motivated and determined people. They face similar kind of challenges and competition both domestically and internationally.

But I did observe some of the differences during my first trip to India.

- a. Most Chinese young entrepreneurs do not have good family business background. Most of them start their business from a scratch;
- b. More and more women in China are becoming successful entrepreneurs and this trend will be on a rise for decades to come;



- c. The average education level of Chinese entrepreneurs is lower than that of Indian entrepreneurs, especially in the areas of foreign language and computer;
 - d. Chinese entrepreneurs are more 'forthright' in terms of facing risks and difficulties;
7. How was your experience of teaching the students of EDI PG students?

First of all, I owe my thanks to Dr. Sunil Shukla, Chairperson PGPs.

As for my experiences, I would say, everything was beyond my expectation.

I liked the students very much. They are all young and energetic and most of all, they showed great interest in the business cases and ideas that I brought to them from China. This is a good evidence that successful businesses share common value, and entrepreneurship is gaining grounds at the international level. I really enjoyed my stay in EDI and meeting all the professors and staff. They are all very professional, polite and friendly. I thank them all for the hospitality extended.

Widespreading the entrepreneurial impact

EDI has designed tailor made courses for the students of the Jain Group of Institutions to impart entrepreneurial and managerial skills to them so that, one; smooth transition is ensured and second, potential entrepreneurs get groomed to set up their units and achieve success of their enterprise during the times of booms and recession, alike.



Students of the Jain Group of Institutions seen at EDI during one of the contact sessions. With them are (in the centre) Dr. Dinesh Awasthi, Director-EDI; (7th from L) Dr. Sunil Shukla, Project Incharge and members of the EDI faculty group associated with the programme

Exploring contemporary issues in entrepreneurship

The Ninth National Biennial Conference on Entrepreneurship, organised by the Institute during February 16-18, 2011 was inaugurated by Shri Jay Narayan Vyas, Hon'ble Minister of Health, Family Welfare and Tourism, Govt. of Gujarat. This three-day Conference was attended by over 150 academicians, practitioners and researchers engaged in the field of Entrepreneurship, from prestigious national and international institutions.

In his welcome address Dr. Dinesh Awasthi, Director of the Institute, introduced Shri Jay Narayan Vyas to the august gathering. A renowned Economist, Politician and Policy maker who has played a key role as an academician and a leader. Dr. Awasthi felt that the scenario of entrepreneurship was undergoing

significant changes and the focus therefore, was to research the emerging trends and patterns. He hoped that the Conference would serve as a platform for researchers and academicians from all over the world to generate productive and enlightening and exciting responses. It will provide an opportunity to practitioners and thinkers in India and abroad to assimilate, communicate and disperse their experiences and experiments.



Shri Jay Narayan Vyas, Hon'ble Minister - Health, Family Welfare & Tourism, Govt. of Gujarat, inaugurating the Ninth Biennial Conference on Entrepreneurship. Also seen are (R-L) Prof. Dwijendra Tripathi, Eminent Historian; Dr. Dinesh Awasthi, Director-EDI & Conference Host and Prof. Sasi Misra, Conference Chair



Shri Vyas, addressing the conference



Shri Jay Narayan Vyas in his inaugural address congratulated the Institute for organizing this conference and significantly broadening the frontiers of the important discipline of entrepreneurship. He said that while there are a large number of management institutions, there are very few institutions committed to developing entrepreneurial personalities. And in this context, EDI, he said, was doing a great service to the nation by promoting this discipline, as entrepreneurship alone can make India carve out a niche for itself on the world map. Dwelling on how entrepreneurship wasn't easy, the Hon'ble Minister said that successful entrepreneurship demands high, and then even higher levels of performance; a mindset that goads one into taking calculated risks; great drive and a frame of mind that encourages decisions and action in the face of a crisis. That all of these qualities can be developed in entrepreneurially inclined individuals, and that individuals can be trained to become entrepreneurs is something that the Chief Guest appreciated calling it a big work. Congratulating the delegates of the Conference for championing the cause of entrepreneurship, he said that they were on the right track in joining hands with EDI to research how this area could be strengthened to



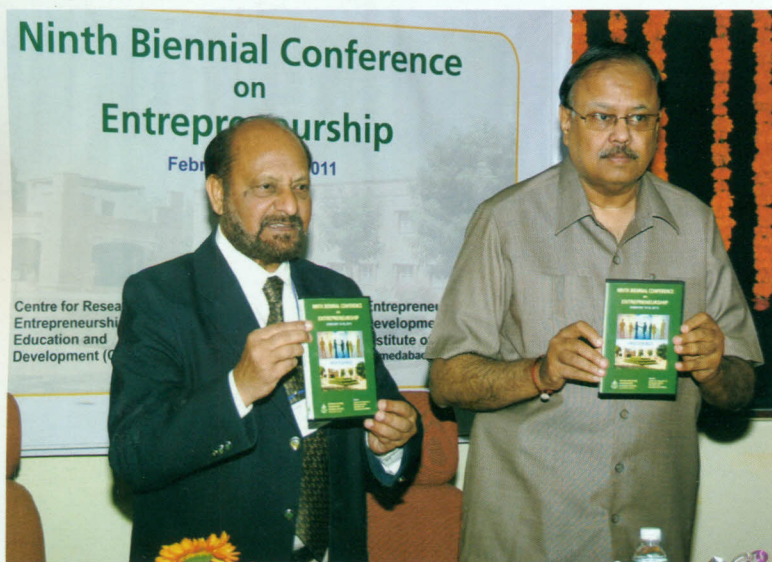
Prof. Dwijendra Tripathi, Eminent Historian being felicitated by Dr. Dinesh Awasthi, Director-EDI

make a bigger impact on the Nation's growth, as entrepreneurs, he said have been important at every stage in history, they are the ones who built nations and started the process of globalization centuries ago, created societies and brought together different civilizations.

The process of globalization has infused a new dimension of competitiveness and inflow of foreign investment, a fact which he said necessitated holding such conferences such as the present one, as it would go a long way in strengthening the inputs that reach out to potential entrepreneurs. The Chief Guest felt that this Conference would unfold more than one aspect about entrepreneurship, prompt changes, make it easier and appealing for the masses so that they harness the potential that lies in the expanding manufacturing and the services sectors. The Chief Guest concluded with his best wishes to the delegates and EDI for its work.

Prof. Dwijendra Tripathi, Kasturbhai Lalbhai Chair Professor of Business History & Entrepreneurship (Emeritus), Indian Institute of Management, Ahmedabad was felicitated during

(Contd. on pg. 28)



Mr. Jay Narayan Vyas, Hon'ble Minister - Health, Family Welfare & Tourism, Govt. of Gujarat, releasing the book on ABSTRACTS of 'Ninth Biennial Conference on Entrepreneurship.' Also seen with him is Dr. Dinesh Awasthi, Director-EDI

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India beckons

Internationally, the term entrepreneurship is revered for the kind of values and traits that go with it. Developing countries are especially keen on acquainting their professionals – be it Government officers, NGO functionaries or entrepreneurs – on entrepreneurial skills that always make themselves apparent with the success that accompanies them.

Every year, EDI conducts programmes for professionals from developing countries on various aspects of entrepreneurship and small and medium enterprises. These are conducted with the sponsorship support of Indian Technical and Economic Cooperation, Ministry of External Affairs, Govt. of India.

The programmes conducted over the last few months:

ICT enabled Office Applications, Web-Designing & E-Commerce for Small Enterprise Operations: Resource constraint has almost always restricted the use of software and web based solutions in Small and Medium Enterprises. SMEs, with all their attributes need support in this area. Professionals with skills to use

progressive computing tools for decision support, web applications, internet/intranet services, e-commerce etc. would assign a distinct competitive advantage to SMEs. This programme was conducted with an aim to prepare participants to efficiently and effectively use Web and Information Technologies for their business functions.

The programme equipped the participants with intermediary and advanced skill and techniques for effective and efficient use of Office productivity tools with VBA, Web applications and E-commerce for SMEs. The training enhanced individual and organizational software usage competencies leading to improvement in ROI in ICT.

17 participants representing micro & small business entrepreneurs, middle and senior level executives of SMEs, IT professionals, business facilitators, consultants, counselors, analysts, academicians and researchers, representatives of development & support institutions, executives of government organizations engaged in investment/business promotion and



Participants of the programme 'ICT enabled Office Applications, Web Designing and E-Commerce for Small Enterprise Operations' seen with (5th from R) Dr. Dinesh Awasthi, Director-EDI; (4th from R) Mr. Jignasu Yagnik, Programme Director and EDI faculty group associated with the programme



Participants of the programme 'Business Development Service Providers for Micro Enterprise & Micro Finance' seen with (5th from R) Dr. Dinesh Awasthi, Director-EDI; (4th from R) Mr. Manoj Mishra, Programme Director and esteemed members of EDI Faculty associated with the programme

functionaries of Non-Government Organizations attended the programme. 12 countries were represented in the programme. The participating countries were Zambia, Iraq, South Africa, Seychelles, Algeria, Namibia, Uganda, Iran, Ethiopia, Cambodia and Afghanistan.

Participants expressed confidence about understanding all aspects of enterprise hardware, networking & security issues, applicability and usage of a variety of advanced functionalities of office productivity suite-MS Office professional,

creating smart applications using macros, queries and report objects, developing e-commerce enabled website and using project management software.

Programme Director, Mr. Jignasu Yagnik felt that the participants would now be able to easily comprehend business applications of Internet for marketing and competitive intelligence and use accounting software – Tally / Microsoft for Small Business Accounting.

Business Development Service Providers for Micro Enterprise & Micro Finance:

Micro businesses need an enormous range of services. The issues and debates in Business Development Services (BDS) for micro enterprise and micro finance sector have raised a few important issues like: What roles should Micro Enterprise and Micro Finance promoting institutions assume? How does BDS relate to local economic development? How could sustainability of BDS be ascertained? and so on.

This international programme on Business Development Service Providers for Micro Enterprise and Micro Finance had been designed to address these issues. The programme aimed at strengthening knowledge and developing skills for planning and implementing Micro Enterprise & Micro Finance projects effectively. An in-depth orientation on aspects, like; identification of viable business opportunities and linking these with entrepreneurs, preparation of business plan, introducing entrepreneurs to key business management areas of finance and accounts, Business Development Service (BDS) for micro enterprise and micro finance and marketing, was appreciated

by the participants. The various modules helped provide an integrated understanding on the sector to 21 professionals from government departments, Non-Government Organizations, consulting organisations of 16 countries, including Mauritius, Ethiopia, Tanzania, Cuba, Bulgaria, Vietnam, South Africa, Tanzania, Iran, Uganda, Lao, Uzbekistan, Nigeria, Guinea, Mexico, Afghanistan.

As Programme Director, Mr. Manoj Mishra puts it, "The input structure attempted to amalgamate the twin issues of Micro Enterprise and Micro Finance with a cross cutting theme of Business Development Services for Micro Businesses emerging out of the Micro Finance Delivery Systems being practiced the world over. An interesting mix of case studies from various developing countries added a practical dimension to an overall understanding of the sector."

The participants expressed confidence about the knowledge gained at the programme.

Entrepreneurial Management:

Today, as organizations grow and mature, they face several challenges in the changing environment. The conventional wisdom, pyramid structure and organizational hierarchy are becoming the things of the past. Alliances and collaborations are giving way to competition.

If complexities and challenges best describe today's environment, new opportunities have also surfaced and

wait to be tapped. In such a scenario, management practices and organizational functions need a fresh approach so that these promising opportunities could be seized and explored optimally. This has become the biggest challenge in front of organizations today. Evidences suggest that an effective solution lies in the practice of promoting and harnessing entrepreneurial management which permeates at all levels of an organization.

An International programme on Entrepreneurial Management was organized during November 8 – December 17, 2010 to help participants create a winning organizational framework and put into practice a entrepreneurial management that fosters a unique entrepreneurial culture leading to firm action at all levels of the organization. 35 Policy makers, Business owners, Managers, Executives and Professionals from 26 countries including Afghanistan, Bhutan, Cambodia, Egypt, Estonia, Ghana, Indonesia, Iran, Laos, Lithuania, Madagascar, Malaysia, Myanmar, Nepal, Oman, Papua New Guinea, Peru, Philippines, Russia, Sierra Leone, Sri Lanka, Tajikistan, Tanzania, Vietnam, Zambia, Zimbabwe participated in the programme.

The programme sharpened the participants' knowledge and skills and equipped them with attributes to practice entrepreneurial management effectively and thus create a conducive environment where entrepreneurial values could germinate and grow.



Mr. I. P. Gautam, IAS, Commissioner, Ahmedabad Municipal Corporation was the Chief Guest at the Valediction of the Programmes on 'Entrepreneurial Management' and 'Cluster Development Executives (CDEs)'. Seen here is Mr. Gautam addressing the participants. Also seen are (in the centre) Dr. Dinesh Awasthi, Director-EDI; (L-R) Programme Directors, Dr. Sunil Shukla and Mr. Sanjay Pal. Mr. Gautam gave the participants an insight into how entrepreneurial qualities are important in any profession to succeed and how these are indispensable for not just entrepreneurs but also employees. He urged the participants to make use of the skills that they had acquired during the training programme

According to Programme Director, Dr. Sunil Shukla, “the programme was successful in imparting latest techniques in entrepreneurial management to the participants.” He added that the participants would be able to appraise and harness entrepreneurial management practices. The participants felt that they had acquired up-to-date knowledge on current trends in organizational strategies and working styles and that this would result in better alignment of individual and organizational goals.

Cluster Development Executives (CDEs) Programme:

Cluster Development Programme (CDP) has become one of the most effective instruments to ensure survival and growth of micro, small and medium enterprises (MSMEs). Experiences show that successful implementation of the Cluster Development Programme could help MSMEs improve their business performance, adopt appropriate technologies, improve quality and productivity, increase turnover and export, improve HR and management efficiency. Joint initiatives nurtured under CDP could help the cluster firms go for value addition, product customization, brand building, improvement in marketing and export performance. This ensures their holistic development and contributes towards Local Economic Development (LED). These efforts are needed to enhance competitiveness of the cluster MSMEs and make them stand tall in the globalized economy.

Cluster Development Executives (CDEs), can streamline development initiative in the desired manner. This international programme conducted during November 8 - December 17, 2010 aimed at creating a cadre of CDEs by improving knowledge and skills of participants so as to enable them to successfully implement a Cluster Development Programme. 40 participants from 28 countries participated in the programme.

Programme Director, Mr. Sanjay Pal said, “the programme tried to cover all aspects of clusters and their significance and tried to impart maximum learning to the participants. Listing the areas focused upon, he said that, dynamics of MSMEs working in clusters, role of trust building and CDEs, consortium approach for ensuring holistic business performance, role of business development services (BDS), private-public-partnership (PPP) mode in developing common facility centres (CFC) and improving global competitiveness of the cluster firms/MSMEs were covered in details and added to the perspectives of the participants.”



The participants appreciated the various modules of the programme, and felt confident about making meaningful contribution to the economic growth of their respective countries by successfully implementing cluster development programmes. Their action plans indicated that they had developed insights into facilitating overall development of the local economy which would in turn help in addressing larger issues like poverty eradication, employment creation, income generation and local economic development (LED).

Entrepreneurship & Small Business Promotion:

World over, Entrepreneur Trainer-Motivators (ETMs) have been recognized as important players in promoting entrepreneurship. They induce among people the spirit and impart them the skills to set up their own business ventures. However, for carrying out such a major responsibility, ETMs need to acquire new tools and techniques that are in line with modern advancements and trends. EDI organized an international training programme on Entrepreneurship & Small Business Promotion during January 03 - February 11, 2012 for 39 professionals from 30 countries including Kenya, Zimbabwe, Ghana, Lithuania, Armenia, Uganda, Lesotho, Azerbaijan, Chile, Ghana, Egypt, Jordan, Iran, Seychelles, Nigeria, Uzbekistan, Uganda, Belarus, Tanzania, Zimbabwe, Philippines, Grenada, Zambia, The Gambia, Malaysia, Aruba, Indonesia, Afghanistan, Mexico, and Nigeria.



Mr. J S Mukul, IFS, Joint Secretary, Ministry of External Affairs, Govt. of India, lighting the ceremonial lamp to inaugurate the programmes, 'Entrepreneurship & Small Business Promotion' and 'Business Research Methodology & Data Analysis'. Also seen is Dr. Dinesh Awasthi, Director-EDI

The programme sought to create a cadre of hard core professionals who could work for promotion of economic activities in developing countries. The participants were equipped with tools and techniques to lead potential entrepreneurs to new enterprise creation as also facilitate growth of existing small enterprises. It was felt that their efforts would intensify and strengthen the efforts of policy makers and planners towards economic development of their respective countries.



Participants of the programme 'Business Research Methodology & Data Analysis' seen with (8th from L) Dr. Dinesh Awasthi, Director-EDI; (7th from L) Mr. Jignasu Yagnik, Programme Director and esteemed members of EDI Faculty associated with the programme

Industry associations get a thumbs up

Shri Maheshwar Sahu, IAS, Principal Secretary, Industries & Mines Department, Govt. of Gujarat, inaugurating the Capacity Building Programme. Also seen are (R-L) Dr. Dinesh Awasthi, Director-EDI and Mr. S. B. Sareen, Programme Director. Shri Sahu felt that the SME sector is flourishing, but the challenges that they were confronted with could also not be disregarded. The Chief Guest emphasized on the significance of strategizing and evolving unique methods to ensure sustainable growth of SMEs. He felt that officers of Industry Associations and Business Organizations could play a vital role in ensuring an effective and efficient environment for the SMEs to flourish. Shri Sahu advised the participants to draw maximum learning from the programme to be able to contribute significantly to SME growth.



In the wake of economic liberalization and globalization, the SME sector got exposed to tough challenges in the domestic and export markets. However, quite contrary to the inhibitions, the SME sector growth has been robust and rewarding even amidst market upheavals and crises.

Despite noticeable progress, the sector does face challenges and requires an enhancement in processes and technologies. To achieve newer breakthroughs, however, they need support from proactive SME associations, chambers and business member organizations.

The importance of Industry Associations in begetting economies of scale and scope, converging opportunities' to trigger growth, alleviating poverty and rendering a strong base

The objectives of the programme were to help participating Industry Associations/ Chambers of Commerce and Industries/Business Member Organizations;

- become aware of their role beyond the usual advocacy, and equip them with skills to impart customized services to their members
- understand and appreciate the role of networking and cluster development in promotion of collective endeavours at the intra as also inter association levels
- get exposed to the functioning of some of the better managed and organized Chambers/Associations in and around Ahmedabad, and draw relevant lessons from such a mutual learning
- understand the cluster development approach and its significance and draw learning from EDI's cluster revivification strategies



to the Small Scale Enterprise Sector cannot be undermined. Industry Associations or Business Member Organisations (BMOs) or Chambers of Commerce and Industries exist in various forms like product based / sectoral associations, regional/area associations, associations of manufacturers, and even BDS providers, federations, confederations, etc. Most of the BMOs and industry associations need to adopt a dynamic developmental role to facilitate overall growth of the SME sector. Strengthening Industry Associations to help them strategically approach vision, action plan, and institutional linkages can foster growth and competitiveness in the SME sector.

To enable these Associations to become aware of the possible interventions that they could make in providing tangible services to their members and thus

help them become competitive, EDI conducted a 5-day capacity building programme for Industry Associations/ BMOs/ Chambers of Commerce and Industries during 9-13 January, 2011.

The participants appreciated the inputs imparted in terms of acquiring insights into the possible interventions they could make, providing customized services to the members. They stated that they gained a perspective and vision to coordinate/deliver professional services on a sustainable basis to their existing and potential members in the broader interest of socio-economic well being of society. The Programme Director, Mr. S.B.Sareen expressed satisfaction over the outcome of the programme and said that this initiative will greatly improve the prospects of the SME sector.

EDI makes entrepreneurship boom in Iran

Dayananda Meitei | TNN

Ahmedabad: Out of 5,000-odd students who were taught entrepreneurship in the last two years, over a 1,000 have launched their own economic ventures in the Kermanshah Province in Iran which was almost completely destroyed in the eight-year long war with Iraq in 1980s.

Kermanshah's is the most recent success story amongst the 32 provinces of Iran from where the students were trained in enterprise by Ahmedabad-based Entrepreneurship Development Institute of India (EDI) and have become successful entrepreneurs. In fact, entrepreneurship is the new wave amongst students in Iran thanks to EDI.

"Two years back there was no concept of entrepreneurship through a planned training program in Iran. Unemployment was the biggest issue with a big number of youth not being able to find a source of livelihood through jobs. It was then that the government of Iran invited EDI to introduce and mobilize entrepreneur-



EDI director Dinesh Awasthi and prof Sareen along with participants in Iran

ship and self employment amongst the students in their country," said faculty of EDI S B Sareen who is coordinator the institute's project with Iran project called 'Capacity Building for Promoting Entrepreneurship in Iran'.

After an initial research in Iran, Director of EDI Dinesh Awasthi, faculty members Sunil Shukla, DM Parikh, Umesh Menon and Sareen taught entrepreneurship development to selected trainers (teachers) of the 2000 training schools spread across Iran under the Technical and Vocational

Training Organisation (TVTO) of Iran. Through three weeks training modules conducted in batches, EDI has taught 120 teachers of the targeted 500 till now.

Sareen said, "The project is achieving success and gaining recognition in Iran. After the initial success we are starting the second phase of the project which is to sensitize the support system consisting the policy makers, financial banks, ministry of industry and commerce and other related departments. The idea is to create an entrepreneurial

Kermanshah's riches

The Kermanshah Province in Iran suffered heavy fighting during the Iran-Iraq war. Kermanshah lends its name to a type of Persian carpet named after the region. It also has famous sweets made of rice, locally known as Nân berendji. The other famous Kermanshahi good is a special kind of oil, locally known as Rûne Dân and globally in Iran known as Roghan Kermanshahi. The Giveh (a kind soft, comfortable, durable and handwoven-top shoe common in several parts of Iran) of Kermanshah known as Klash is the highest quality Giveh. TNN

society."

EDI will also work towards cluster development and organize training programme for those who are already in business on how to improve their ventures in Iran. "As most of their requirements are imported from other countries in Iran, entrepreneurship has a high potential in Iran. A right direction and support is just what they need," said Sareen.

(As appeared in Times of India. Written by Dayananda Meitei)

Growth enshrouds these clusters



Passion, commitment, awareness, growth and motivation are now conspicuous in most clusters that EDI is working in. These same factors characterize the Textile Machinery Component Manufacturing cluster at Ahmedabad and Engineering Cluster at Baroda. Over last two years, after all the efforts that have gone in towards revitalization, these clusters have registered impressive growth. The cluster has been implementation of several programmes on honing soft skills of cluster entrepreneurs especially planned over last four months. These programmes have been received well by the entrepreneurs. Significant improvement in productivity, quality, health & safety standards, domestic & international marketing has enthused entrepreneurs with confidence, motivation and trust in the approach adopted by EDI. Technology upgradation has set in an upbeat environment in the cluster where each one is keen on adopting new techniques to prove their mettle. Entrepreneurs have been acquainted with high end technologies of manufacturing textile bearings & fabrication of welded structures.

EDI has also identified the need of establishing two Common Facility Centers (CFC) one each at Baroda & Ahmedabad. These are the Tool & Dye Manufacturing Centre at Baroda and the Indigenization of Textile Machinery Component at Ahmedabad.

A preliminary project report giving all the particulars of the plants & machines required for the centre has been submitted to the Government of Gujarat and respective associations. At the behest of the Government, EDI is also facilitating formation of a Special Purpose Vehicle and preparation of Detailed Project Report.



BDS Market Development Project – Kolkata & Santiniketan

Skill upgradation & market development have been identified as flagship activities in the Kolkata Leather Cluster. In keeping with this objective, efforts were made to improve the skill base of artisans which positively impacted marketing, especially the performance of the cluster in the area of exports.

Two Skill Development Programmes (SDP) on leather goods, two on footwear making and one on leather gloves making were implemented over last four months, thus helping the cluster deal with the problem of shortage of skilled labour. Most of these training programmes were designed in a way to impart basic skill training to higher level of skill formation.

Another set of programmes were also designed to benefit existing workforce and upgrade their skills. The skill levels of the participants were substantially enhanced after the programme, and their productivity & efficiency also witnessed improvement. The workforce is now productively employed, making a meaningful contribution.

To institutionalize the skill development initiative, the ILPA technical school is in the process of getting established. The establishment of this institution will take care of skill upgradation & skill development on a regular basis. It will also take up project report preparation, liaisoning with government schemes, developing training modules & conducting training of trainers.

An integrated approach was also adopted to improve marketing & export performance of the cluster. This included market survey on leather goods in the domestic market; market survey on e-marketing & brand building initiatives in Japan and Italy; establishing promotional help desk in Italy for information collection & dissemination; participating in trade fairs – domestic & international, visual merchandising & local shows etc. A specialized Business Development Service Provider (BDSP) was hired to do e-marketing of 10 MSMEs on a pilot basis.

Another 40 units will be targeted for e-marketing after evaluating the performance of the initially selected units. The objective is to promote products manufactured by MSMEs through internet marketing. Besides, the entrepreneurs, their employees will also be trained on e-marketing.

Another specialized BDSP has been hired for conducting domestic market survey. A few cities of India have been identified for the purpose of market survey and ascertaining the market worthiness, taste & preferences of the customers and the demand potential. The potential of the domestic market has not been properly exploited by the firms in Kolkata. An understanding of the demand supply picture would open up marketing opportunities. EDI's strategies target this untapped potential.

The programmes have been undertaken after understanding the existing environment and determining the applicability of the programmes designed. The workforce has been able to comprehend the trends in vogue and imbibe skills that are in demand leading to a vivid cluster countenance.

Chennai Leather Cluster makes a foray into greener pastures.

Chennai Cluster has the advantage of being located in a state that accounts for a share of about 60% of the Indian Leather industry's output. The Chennai cluster alone accounts for about 25% percent of the sector's production in Tamil Nadu.

Under the guidance of EDI experts several awareness programmes, BDS Provider Training Programmes, training programme on Personal Enhancement for Organizational Excellence and Import-Export procedures were organized. Cluster entrepreneurs learnt about enhancing competitiveness, team building, motivation, workspace improvement and conflict resolution among many other significant hard core business aspects, like; cleaner production technologies, lean manufacturing, energy efficiency etc. Efforts to set up a Common Facility Centre are also underway.

A Design Development Programme to open up avenues

A Design Development Programme was conducted by Moda Pelle Academy, Milan, Italy, in association with Freya (IIDF). The programme was organized by EDI, under the project, 'Implementing Business Development Services in Kolkata and Santiniketan Leather Clusters'. The project is supported by Small Industries Development Bank of India (SIDBI), World Bank and Department for International Development.

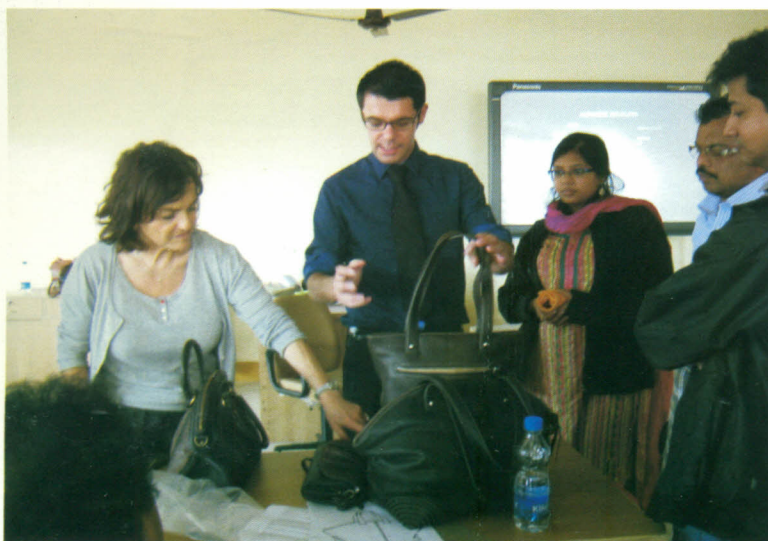
The primary objective of the programme was to develop Business Development Services Providers (BDS) who could take care of high-end design requirements in the overseas market and also impart training in design development.

Two internationally acclaimed Italian fashion consultants, Gionata Gaudiano and Daphne Stern, were invited from Milan, Italy, to impart training on the various trends existing in the Italian and Japanese markets. The training programme was organized during 18–22 December, 2010.

15 designers from various public and private institutions and cluster MSMEs participated in the training programme.

The programme created awareness on the latest design techniques and trends, significance of linkages and network formation amongst indigenous, national and international BDS in design.

The high-end design capabilities of existing private and public institutions and MSMEs were conspicuously enhanced and they gained enriching insights into aspects like, brand-building, business and market development. Perspectives were also shared on the fusion of traditional and innovative styles, concept of 'Kawaii' or the concept of appeal (by emphasizing on the element of 'cuteness') in design motifs and patterns to capture children's market. Participants also presented their company's current production with an eye on the Japanese market, examples of



Italian consultants giving valuable tips to designers on trends and patterns



designs for Japan, their application in the Indian products and subsequent adoption in the Indian markets.

Also, in view of brand building and market development initiative in Japan, issues like historical context, Japanese tastes, economic climate, style and current trends, successful brands in Japan, branding and promotion strategies were discussed at length.

The participants got a vivid picture of the tastes and preferences of the Japanese customers and understood the economic climate of Japan.

The participants also got the opportunity of interacting with various entrepreneurs of large export and business houses. They shared their proposals and past experiences regarding venturing into different international markets for export of leather products. Deputy General Manager, Small Industries Development Bank of India (SIDBI), Mr. Samir Kumar presented certificates to all the participants. The valedictory function concluded with a congratulatory message and a word of encouragement from the Chief



Mr. Samir Kumar, DGM-SIDBI, Chief Guest at the Valediction of the programme, presenting certificates to participants

Guest to the participants to take their plans ahead in the international markets.

The participants appreciated the training programme and credited it with imparting them the right knowledge, awareness and motivation.

EDI Announces National Summer Camps

18th & 19th Summer Camps on Entrepreneurial Stimulation for Children

in the age group of 12-16 years
01-06 May, 2011 & 22-27 May, 2011

20th Summer Camp on Entrepreneurial Adventures for Youth

in the age group of 16-22 years
09-18 May, 2011

Major Objectives

- Foster Entrepreneurial Traits such as; initiative-taking, creativity, leadership, problem solving skills, etc.
- Develop their capabilities to meet the challenges ahead.

For detailed information and registration, contact
Dr. Pankaj Bharti, Camp Coordinator, at EDI Head Office address
E-mail: pbharti@ediindia.org

Last Date for registration
April 25, 2011

Opening the gates for Handloom Clusters

Office of the Development Commissioner (Handlooms), Govt. of India has launched the Integrated Handloom Cluster Development Programme in 20 selected handloom clusters spread over 12 states of the country. The programme launched in 2006 has attempted to revive the clusters by introducing new products and designs with the help of reputed designers. In addition, quality upgradation of the processes has also been taken up to help the clusters match pace with the modern market trends. Efforts have also been put in to form Self Help Groups, Consortiums and Producers Company so that the sellers work in accordance with trends in vogue.

To provide a platform to cluster actors to catch the pulse of the market and interact with the buyers directly, the strategy of exhibitions has worked well. In the past, exhibitions in prominent cities like, Delhi, Ahmedabad, Bangalore and Mumbai have yielded worthwhile results. Continuing with the same objective, the institute organized exhibitions of all 20 clusters in Bangalore and Ahmedabad during 30 July-8 August, 2010 and 12-23 January, 2011 respectively.

During the exhibitions, representatives from EDI, Cluster Development Executives and Designers deliberated on the ways and the means which must be adopted to give the clusters a winning face.

The first two days of both the exhibitions were devoted towards holding Buyer-Seller Meet. During the buyer-seller meet, in addition to the sellers getting a first hand experience of the buyers' requirements, a large number of orders was also placed.

The exhibitions were a grand success with total retail sales and orders at Bangalore worth ₹ 68.81 lac and at Ahmedabad worth ₹ 93.16 lac.





(Contd. from pg. 6) **Creating a cadre to bolster entrepreneurship**



Prof. D.K. Tripathy, Vice Chancellor, VSS University of Technology, Burla presenting certificate to a participant during the valediction

At the Faculty Development Programme at Puri during 10-21 January, 2011, faculty from technical and management colleges, besides trainers from ED organizations participated. The valedictory function was graced by Prof. D.K. Tripathy, Vice Chancellor, VSS University of Technology, Burla.

Kolkata entrepreneurs get exposed to Japanese trends

Mr. Sanjay Pal, Project Director – Business Development Services Project visited Japan during January 23 –February 11, 2011 along with a team of entrepreneurs and representative of BMO. The team visited Tokyo and Osaka in Japan for visits to factories and international trade fairs, interaction with designers and producers etc. to gauge the international trends and practices.

The Delegation visited TSUCHIYA KABAN CO. LTD, a reputed leather goods manufacturer in Japan. A visit to their manufacturing unit was rewarding in terms

of knowing their production, quality control, material handling and packaging practices in detail. The delegates could see the latest machines deployed for manufacturing. The delegates were also taken to the PRINCESS TORAYA (Bag) GALLERY where they could study the changing patterns and designs as per the changing tastes and preferences of the customers over the years starting from the early nineteenth century. INTERNATIONAL FASHION FAIR at Tokyo exposed the participants to local Japanese and also other international brands. Also, while the TOKYO LEATHER FAIR which the delegates visited gave them insights into a variety of leather products, WORLD BAGS & LUGGAGE MUSEUM exposed them to leather products popular in different centuries. The delegation got exposed to antique and contemporary designs and methodologies.

Meeting the officials at Japan Leather and Leather Goods Industries Association (JLIA) and the Buyer-Seller Meets were rewarding. The delegates got an opportunity to display their samples and received good feedback from importers and buyers. The visit was highly satisfying in terms of the exposure that the delegates got and the networking that they could strike.



Mr. Sanjay Pal, Project Director-BDS project, in a meeting with esteemed officials of Hyogo Prefectural Government at Kobe, Japan

(Contd. from pg. 11)

the inaugural function. In his address, Prof. Tripathi brought before the gathering, as to how his inquisitive minds questioned the existing theories in history, identified the vulnerable areas, appraised the environment and evolved several new schools of thought and comprehensible frameworks. Prof. Tripathi also gave an insight into how his being a business historian made him review the discipline of entrepreneurship leading him to evaluate some crucial aspects of it and evolving enlightening pieces of work.

Prof. Sasi Misra, Conference Chair, briefed the house about the conference. The Conference bears testimony to the institute's pursuit of excellence and clear contribution to entrepreneurship education, training and research within India and South East Asian Countries. Consonant with eight biennial conferences over the past 16 years, the **Ninth Biennial Conference**

on **Entrepreneurship** continues to be an established forum for researchers, educators and practitioners to share their ideas and research results with other researchers and thinkers in the field, interchange feedback and sharpen their own ideas.

Over 270 papers were submitted for the conference. Of these 117 selected papers were presented at the conference on themes viz., Entrepreneurship Education, Women Entrepreneurship, Social Entrepreneurship, Small and Medium Enterprises, Micro-Enterprises, Innovation, Agripreneurship, etc. Seven papers by International delegates from countries like Canada, Germany, Indonesia, Kenya, Kuwait and Saudi Arabia will also present the papers. Twenty Ph.D./Research Scholars in entrepreneurship are actively participating in the conference. The Conference was attended by 150 delegates.



Seen here are (in the centre) Dr. Dinesh Awasthi, Director-EDI and (2nd from R) Dr. Sunil Shukla, Chief Faculty-EDI and Chairperson PGPs with (R-L) Mr. Mitul Shah, Joint Secretary-EDI Alumni Association; Mr. Gaurav Parmar, President-EDI Alumni Association and Mr. Mihir Gajrawala, Secretary-EDI Alumni Association during the inauguration of the Alumni Meet

Entreplexus'10

The Alumni Meet of EDI's PG students was organised on 22nd January, 2011. The event saw overwhelming response from students of all previous batches and promoted healthy interaction and networking amongst all.

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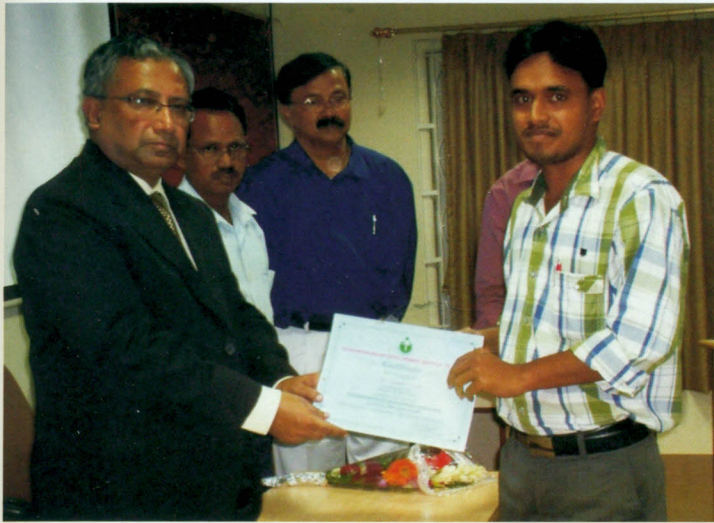
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Entrepreneurship Orientation Programme



Certificate distribution by Mr. S.K.Choudhury, General Manager, SBI-LHO, Bhubnaeswar

An Entrepreneurship Orientation Programme was organized with sponsorship support of State Bank of India during 15-20 November, 2010. Fr. P. D. Thomas, Director-XIMB inaugurated the programme in presence of Mr. Sadanand Sahu, Chief Manager, SBI, LHO, Bhubaneswar and Mr. C. R. Pattanayak, Regional Coordinator-EDI. Mr. S.K.Choudhry, General Manager, SBI-LHO, Bhubaneswar graced the valedictory function as the Chief Guest. Also present were Mr. Manoj Mishra, AGM, Mr. R.B. Pattanaik, Chief Manager, Mr. Sadanand Sahu, Chief Manager, SBI-LHO, Bhubaneswar. 25 participants participated in the programme. The programme aimed at orienting the participants towards the charms of being an entrepreneur and also put to rest some of their concerns related to this discipline.

Dr. Dinesh Awasthi, Director-EDI, addressing the distinguished guests on 'Promoting Entrepreneurship' at the International Symposium and Expo on Comprehensive Entrepreneurship, hosted by Association of Lady Entrepreneurs of Andhra Pradesh (ALEAP) at Visakhapatnam on 5th December, 2010



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Advantages of Entrepreneurship have influenced many an individual but most do not come to the turf because they fear failure and thus rejection from society. GET-IT (Graduate Entrepreneurship Training through Information Technology) is a programme which targets such inhibitions by imparting application oriented knowledge, skills and attitude. It is a training programme that helps entrepreneurs and small business owners develop essential IT and business skills. GET-IT developed by "Micro Enterprise Acceleration Institute [MEA – I] Geneva, empowers under or unemployed young people aged between 16 to 25 years with business and IT related skills- helping them find a job or start their own business. GET-IT training is based on an innovative, modular curriculum which fills the gap between business and standard IT courses. Equipped with these skills and driven by their ambition, young people worldwide can create opportunities to transform their lives and the lives of others in their communities.

The five thematic modules on aspects such as, operations & management, finance, communications, marketing, technology and management imparted skills to help the students understand the elements that make a business achieve milestones. The modules also encompassed stories on entrepreneurs to drive home the fact that problems are a part and parcel of every entrepreneur's business history and that it's only ones grit, patience and knowledge that helps sail through crises. The modules also focused on technology related information, business situations and current market trends.

This five-day GET-IT programme was held in Kristu Jayanthi College, Bangalore during 5th October to 9th October, 2010. Students who attended the programme called it a breakthrough in the area of application oriented learning for them. Programme Director, Mr. N. Ramesh expressed satisfaction over the results that the programme had generated and felt that the inputs would enable the participants to harness the power of IT to establish and grow successful businesses.

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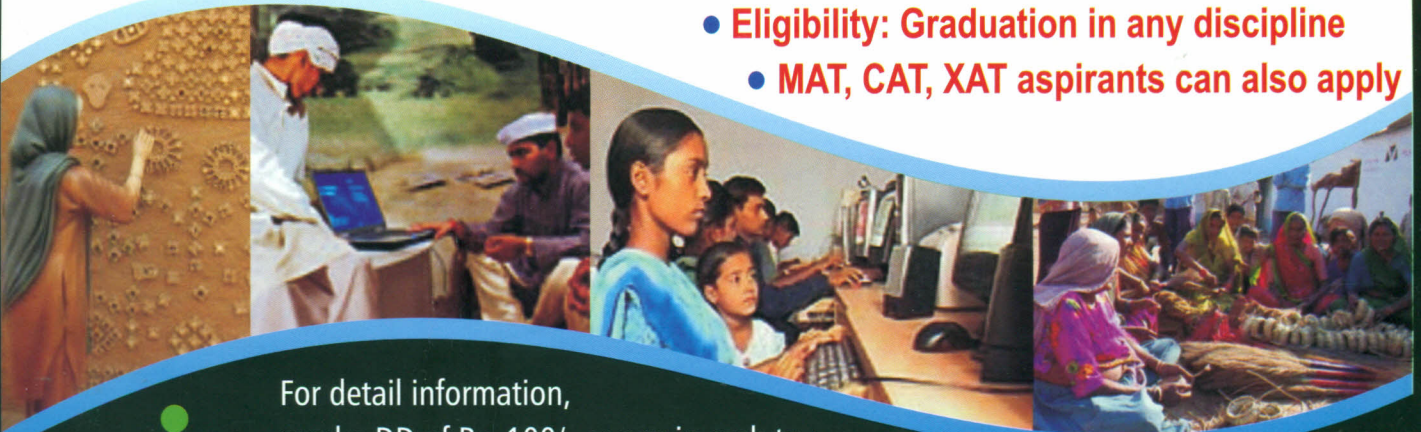
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SME Clusters of Gujarat...documented

This document was conceived with investors during the Vibrant Gujarat Summit - 2011, industry associations, technical institutions and the like, in mind. It gives an enlightening insight into the clusters of Gujarat. It is interesting to note how these clusters have evolved and scaled up over the years; how distinctively they have used their opportunity sensing abilities and the policy support structure to carve out a broad-based growth plan at every critical juncture. The document gives a glimpse into their genesis, strategies, strengths, potential and technology sophistication. It was released on 13th January, 2011 during the SME Convention (Vibrant Gujarat 2011 Summit) by Shri Saurabh Patel, Minister of State for Industry, Govt. of Gujarat and Shri R. M. Malla, Chairman and Managing Director, IDBI Bank Ltd. and President-EDI.

Shri Saurabh Patel, Minister of State for Industry, Govt. of Gujarat and Shri R. M. Malla, Chairman and Managing Director, IDBI Bank Ltd. and President-EDI, releasing the document on 'SME Clusters of Gujarat'



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