

17th

**SUCCESSION PLANNING FOR
ENTREPRENEURIAL CONTINUITY**
(S P E C)

September 8-15, 2004



To equip wards and
nominees of
entrepreneurs for
their role as

**Family
Business
Successors**



Entrepreneurship Development Institute of India

Ahmedabad, Gujarat, India



Need to Groom Successors: _____

For a healthy and growing business, it is necessary to incubate entrepreneurial culture within the organizational structure. Although it is widely believed that entrepreneurial competencies are self-perpetuating and the successor naturally imbibes these. However, it is important to equip the succeeding generation with entrepreneurial competencies and the foresight of forefathers in order to ensure that the business, when in their hands, expands and diversifies.

Recognizing the need to groom successors, Entrepreneurship Development Institute of India (EDI), Ahmedabad, developed a training capsule titled 'Succession Planning for Entrepreneurial Continuity', way back in 1990. EDI has been offering the programme regularly after suitably modifying and updating it, to suit the needs of the changing environment. The Institute announces the programme for the current year.

Objectives: _____

The singular aim of this training is to prepare wards/nominees of family businesses in such a way that they acquire entrepreneurial and managerial skills to ensure smooth transition and in turn achieve success of their enterprise during the times of booms and recession alike.

Programme Contents: _____

The programme will have seven broad modules with the following key inputs:

1) Family business succession

- a) Preparing family for transition and business for succession
- b) Problems of transition management
- c) Stages in successor development
- d) Entry into the business
- e) The role of the successor in business revitalization

2) Understanding business and the family

- a) Business vs. family
- b) Sensing trouble signals
- c) Understanding conflict & communication

3) Continuity with change

- a) Nurturing and passing on values in the family
- b) Building values in the business culture
- c) Reinterpreting and renewing values in a changing world
- d) Change in family business tradition
- e) Managing resources for change and minimizing resistance

4) Preparing for strategic change

- a) Achieving the potential of family business
- b) Preventing past business strategy from limiting future success
- c) Strategies for sustenance and growth

5) Managing capital and liquidity for effective transitions

- a) Understanding how transitions erode family control
- b) Managing liquidity needs
- c) Managing cost of capital

- d) To sell or not to sell
- e) Tax planning
- f) Financial solutions: Maintaining family control through generations

6) Creating entrepreneurial environment

- a) Entrepreneurial motivation
- b) Entrepreneurial competencies: Awareness, assessment and development

7) Non-family executives in the family business

- a) Family business owners and non-family executives
- b) Intrapreneurship: Unleashing the entrepreneur within
- c) Dealing with non-family executives

Pedagogical Methods: _____

A variety of teaching methods - case discussions, role-plays, simulation exercises, lectures and discussions - would be used. Relevant and standard psychometric tests will be administered to assess participants' potential and develop personality profile.

For Whom: _____

The programme is open to those who are in line for top leadership in a business concern such as; sons, daughters and nominees of entrepreneurs. It would be particularly useful to prospective successors in small and medium size enterprises.

Venue: _____

The programme is residential and would be held at the elegant and sprawling campus of the Institute located near Ahmedabad airport. The participants would be accommodated in comfortably furnished air-conditioned residential halls of the Institute on double occupancy basis.

Duration: _____

This programme will be organized during **September 08 – 15, 2004.**

Fee: _____

The fee for the programme would be Rs. 15,000/-. This would cover lodging and boarding, cost of the training, teaching material and institutional visit.

How to Apply: _____

Nominations must be sent in the prescribed format and mailed along with a demand draft of Rs.15,000/- drawn in favour of EDI, Ahmedabad, to:

Prof. Sunil Shukla
Programme Director (SPEC) at
 EDI head office address.

E-mail: sunilshukla@ediindia.org

The last date for receiving nominations is **August 31, 2004.**

Feedback from the participants:

Our earlier programmes have brought about a significant change in the knowledge level of the participants. This is evident from some of their reactions.

“Now I feel confident to take my father’s business to new heights. EDI equipped me to face the global entrepreneurial challenges.”

-Milind Parekh, Nasik

“My motivation level is enhanced and I feel equipped with the ability to seek opportunities. I plan to implement my learning carefully and reap rich benefits.”

- Nirav Patel, Bangalore

“I am now more focused and determined to target high-order achievements.”

- Zeeshan Bahadur, Rajnandgaon

“I have the right attitude and knowledge today and this gives me the confidence of generating the right results.”

- Swapna Hedge, Pune



THE INSTITUTE

Entrepreneurship Development Institute of India (EDI), set up in 1983, is an autonomous institution registered under the Societies Registration Act and sponsored by all India financial institutions viz., Industrial Development Bank of India (IDBI), ICICI Ltd., IFCI Ltd. and State Bank of India (SBI) with active support from the Government of Gujarat.

The Institute is a 'National Resource Centre' governed by its own board. Committed to education, research and training, it has earned a great deal of national and international recognition for its efforts as reflected in the support it has received from the World Bank, International Labour Organization, UNIDO, Commonwealth Secretariat and several other international agencies.

EDI has been spearheading entrepreneurship movement throughout the nation through well-conceived and well-directed training. This, in turn, has led to the design of several training programmes around strategic thrust areas like Entrepreneurship Education, Micro Enterprise and Micro Finance Development, Strengthening ED Organizations, Entrepreneurship Environment and Support System, Performance Improvement of Existing Enterprises and International Interactions.

The 'Succession Planning for Entrepreneurial Continuity' (SPEC) programme of the Institute has established itself as a rigorous grounding phase for successors of family businesses. As of now, through 16 such SPEC programmes, the Institute has groomed 268 successors of family businesses.

EDI also offers a one-year academic programme leading to Post-Graduate Diploma in Business Entrepreneurship and Management and Post-Graduate Diploma in Management of NGOs.



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