

EDI REPORTS

BIMONTHLY

May/June — July/Aug. 1985



Entrepreneurship
Development
Institute of India

7 & 8

(Sponsored by IDBI, ICICI, IFCI & SBI)

FROM THE DIRECTOR'S DESK

The regularity of publishing this bulletin was affected due to the disturbances in Ahmedabad, which began sometime in March. This bulletin, therefore, combines progress of last four months covering the period of May-August 1985.

The field activities of EDI in Arunachal Pradesh, Assam, Orissa, Bihar, Tamil Nadu and documentation and research work in Madhya Pradesh, continued smoothly. The national highlight of the past few months was the completion of the first Accredited Trainers Course — the first ever comprehensive Entrepreneurs Trainer-Motivator programme in the country, which ended in Bangalore in July 1985. Seventeen Trainer-Motivators were given accreditation and we are confident that they will be able to function as competent entrepreneur promoters, motivators and counsellors and contribute to the improvement in the quality and performance of EDPs through their respective organisations.

We must commend APITCO, MITCON and TECSOK for creating fulltime positions of EDP trainers and subsequently nominating them for this intensive six-months course thereby recognising the importance of the quality and coverage of training inputs required in developing a well-rounded Trainer-Motivator.

The first phase of inhouse training of similar trainer-motivators from North-East Region was also completed and now the participants are conducting entrepreneurship programmes on their own in their states. We will have more to report on their performance in the next bulletin.

The international highlight has been the successful visit of EDI-I team to USA, Tanzania and Kenya to spread the EDP movement beyond our country. Four seminars conducted in the World Bank, Economic Development Institute and USAID in Washington were well received by the official economists and operational heads of these international organisations — opening doors for initiation of and support to EDPs in developing countries, particularly the African continent.

In Kenya, where the team conducted a one-day seminar for 20 senior executives of development banks, small industry assistance agencies and government departments, we expect some formalisation of EDP approach to locate and develop Kenyan entrepreneurs systematically.

We are now preparing for the second Inter-Regional Workshop to be held in January 1986. Sponsored by IDBI and EDI of the World Bank, Washington, the Workshop this time will not only have English speaking developing countries from Africa but also from Asia including Vietnam, Laos, Sri Lanka, Bangladesh, Burma and Nepal.

Participation time is restricted to senior policy makers and chief executives of development banks and small industry assistance agencies. The workshop is re-scheduled now to take place between January 27 to February 1, 1986.



Inaugural session of EDP conducted by EDI-I team in Port Louis, Mauritius, for 30 entrepreneurs financed by the Development Bank of Mauritius (a detailed report on Page 2).

MAURITIUS VISIT

The Development Bank of Mauritius sent a request to the Institute to organise a 7-day programme to entrepreneurially orient 30 young entrepreneurs for whom the Bank had already sanctioned financial assistance. Subsequently, a two-member team consisting of the Director and myself was constituted to carry the EDP movement to the island, which later on turned out to be something more than a mere 7-day EDP.

When we reached Mauritius it was sunshine all over and no rain. More so, because those who had come to receive us seemed really happy to have us there. After the inaugural function, one of the organisers took me aside and said, "Well, Mr. Raval, I want to tell you some hard facts, specially about the way these young ones over here show their reactions. If they like your programme, they would come for all the seven days; if they don't, they would quietly disappear the very second day!"

This piece of information was quite amusing as well as amazing — amazing because we had presumed that since the loans had already been sanctioned, the identified entrepreneurs would be more concerned with the **content** rather than the **interest** part of the programme.

However, as they say, fore-warned is fore-armed, so we had to decide upon the presentation as a strategy rather than bother about the cohesion of the training inputs. Since we were not at all aware of their likes and dislikes, their strengths and weaknesses, nor we were in know of their level of motivation, we decided to put the young entrepreneurs through the Achievement Motivation inputs in the beginning itself. The decision seemed logical because, that way, we could know the most about the participants in the least time and thereby make suitable adjustments, if required, in the training package that we had planned.

The strategy paid rich dividends. The second day, not only all of them were there, but they also expressed their desire that the programme should be made residential so that they could have sufficient time to interact with the faculty and know more about their strengths and weaknesses.

The 7 days of training inputs had desired impact. So much so that some of them decided not to venture into new enterprises unless they completely equipped themselves with essential competencies.

The programme thus made the entrepreneurs goal-oriented and realistic in their approach. They realised the importance of planning a venture. Some of them decided not to avail loans unless they were sure about their project-preparations.

Due to pressing demands from both, the participants and concerned authorities, the programme was extended by a day.

The success of the programme had a far-reaching impact. The Development Bank of Mauritius has decided to carry out the EDP activities on a regular basis. The Bank has recently invited the Institute to organise one programme for their extension officers and one EDP for 30 more potential entrepreneurs.

— H. C. Raval, Sr. Faculty

EXPANDING EDP ACTIVITIES IN HIMACHAL PRADESH

In accordance with the decisions at the meeting held under the Chairmanship of Commissioner-cum-Secretary Industries, Himachal Pradesh, HIMCON has been assigned to conduct as many as 75 EDPs during the seventh Five Year Plan (1985-89). For this an allocation of Rs. 4.5 million has been made out of which Rs. 2.8 million will be put in by the State Govt., Rs. 1.28 million by Banks and the balance amount by IDBI.

In order to meet the organisational requirements, in all 34 posts of Chief Trainers, Trainers and Project Formulation Officers have been approved. Besides, the recruitment of adequate supporting staff too has been cleared.

In consultation with EDI, HIMCON has finalised the programme content, structure and duration of the EDPs. Two trainers, already selected in consultation with EDI faculty experts, will be deputed by HIMCON to undergo special training under the Third Accredited Trainers' Course at Ahmedabad.

Apart from the general candidates, some of the special target groups kept in view for these EDPs are Ex-Servicemen, Women, Scheduled Caste and Scheduled Tribes, Craftsmen, Artisans and Technocrats.



Mr. Gurung, M.D., HIMCON along with Mr. Paramjeet Singh, EDP incharge in discussion with Mr. H. C. Raval, Sr. Faculty during their visit to the Institute.

EDP DISCUSSIONS WITH THE OFFICIALS AND SENIOR ECONOMISTS OF THE WORLD BANK

The World Bank in Washington invited Dr. V.G. Patel, Director of the Institute and Shri H.C. Raval, Senior Faculty, to conduct seminars in the World Bank and its Economic Development Institute on the Entrepreneurship Development Programme (EDP) approach.

Both Dr. Patel and Shri Raval conducted two seminars in the World Bank and one in the Economic Development Institute and USAID each. They were attended, on an average, by 30 senior economists, directors of various African and Asian regions, chiefs of divisions and projects, and other programme executives.

The importance of carrying out the whole process from promotion, motivation, development and follow-up was well appreciated especially when five case studies of first-generation entrepreneurs were presented through a video cassette prepared by the Institute.

The need for a proper policy framework, appropriate schemes of assistance money collaterals and skills to evaluate inherent entrepreneurial capabilities among the loan applicants were some of the areas where intensive discussions took place. Shortage of the entrepreneur trainer-motivators of the type described in the EDI presentation was considered to be an important constraint.

As a result of these seminars and also individual meetings with senior officials arranged by the Chief of West Africa Division, Mr. Sriram Iyer who coordinated the visit, the Bank is expected to include entrepreneurship identification, training and counselling mechanism as an essential part of small and medium industry assistance programmes in African countries. Ghana, Zimbabwe or Nigeria and other such countries are likely to be selected by the Bank for immediate initiation of EDP type effort. Short term seminars may also be organised to generate interest and involvement among the country governments.

On the return trip, the team was requested by the Bank to take sessions in the World Bank-sponsored training programme for African countries at Eastern and Southern African Management Institute (ESAMI) in Arusha, Tanzania. Two days were spent with the ESAMI participants. Since they were from various operational levels of banks, training organisations and government departments, the execution aspects of EDPs generated substantial interest.

The team spent two days in Nairobi, Kenya, where the Chairman of the Industrial Development Bank, Kenya, together with the Ministry of Industrial Development organised a one-day seminar attended by some 20 chairmen and managing directors of various industrial assistance agencies, secretaries to the government, advisers and bankers.

While the EDP approach was appreciated and considered necessary, focus of discussion centered around policy constraints on new entrepreneurs in Kenya where liberal imports and customs duty policies have prevented local enterprises to emerge in important manufacturing areas. The group decided to meet again and formulate a concrete action plan by the end of July.

EDI help may be sought by them in working out a strategy and preparing an extensive action plan.

SOME ISSUES RAISED AT WASHINGTON

During the audio-visual presentation of success stories, one of the senior economists of the World Bank remarked, "By developing one, you are throwing away other artisans of the locality".

Perhaps, he observed the story of Chinu Dabgar in an isolated perspective.

In fact, the growth of Chinu has sparked the entrepreneurial urge in his neighbours too. They are, without undergoing EDP training, following the foot-steps of Chinu and thereby have improved themselves. Some of his former fellowmen have gone to the extent of encashing on the new avenues that Chinu has discovered after EDP training.

Chinu, thus, has become an epitome of EDP for his kind of men in the locality and is generating an impact equivalent to years of promotional work.

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A senior officer wondered whether the kind of entrepreneur trainer-motivators the team was talking about could at all be found to carry out the EDP activities!

He felt that in this materialistic world to find men and women of such missionary zeal would require putting the clock back not by decades but in terms of centuries!

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Another senior economist felt that the kind of training inputs the team talked of putting the entrepreneurs through... the "order was too tall. How can that be possible in three months what in Business Management Course could hardly be done in two years time?" The gentleman asked.

The answer is very simple. An entrepreneur has to be developed to perceive an enterprise as a whole and **not** as an expert in the involved activities as parts. So the depth of the inputs provided to him in each area entirely depends on the size of the enterprise. Besides, EDP is just a preparatory and not a degree course.

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When they came to know that an average cost of training an entrepreneur came to Rs. 4,000/-, one of the officials simply refused to believe. He, however, reluctantly accepted the cost when the details about the items and expertise that went into an EDP free of any charge such as camp office establishment, faculty, expert services were given to him.

A NARROW ESCAPE

In course of their study of economically viable opportunities in Bahraich district of Uttar Pradesh, EDI faculty members went a little too far and reaped the consequences that normally awaits over-enthusiastic ones.

Since Bahraich shares a common border with Nepal, they decided to cross the border, go to Nepalganj and have a better understanding about the inflow as well as outflow of men, materials and money in the district.

One of them who staunchly believes in annotating his reports with actual visuals, had, as usual, his camera with him. At the border neither the good faculty member insisted, nor the gentle customs official bothered, to make out an export receipt for the camera.

On their return from Nepalganj, the team had no problem since the customs official was the same. The team boarded a UP Roadways bus and proceeded towards Nanpara, a taluka township in the district, happily putting two and two together, and discussing what did not fit in their total scheme of things—quite unaware of what feat of fate awaited them round the corner.

A mobile customs party stopped the bus and started sizing up the passengers and their bags etc. One of the officials spotted the camera in the hands of the EDI faculty member and asked for the papers since that was of a foreign make. The trainer told the truth which was corroborated by both the conductor and the bus driver.

The EDI faculty even took the name of the custom official who had checked him across the border, but of no avail. The officer-in-charge confiscated the camera and insisted on his getting down the bus and the poor faculty member had no choice but to obey him.

His other team mate who had all this time kept aloof, decided to proceed towards Nanpura and raise some official help to rescue his colleague. On his way ahead, he came to discover to his dismay that his friend was suspected all the more because the driver and the conductor of the bus had spoken in his favour! For most of the time they were found hands in glove with the smugglers.

Here, the poor faculty member was getting all the more miserable in pleading hard his innocence. But the customs officials simply refused to believe even an inch of his long stories and went ahead to write a receipt for confiscating the camera. When the faculty informed the official that the papers for the camera were at the Institute and he could produce the same, the custom official shot some sharp questions about the Institute itself. When the official came to know about the Institute and that the person he was holding

was a faculty member, his stiffness immediately melted into respect. He gave the camera back much against the wishes of his colleague who had already made the confiscation note for the same, and said to the faculty member that he could resume his onward journey...

Back home, the faculty member prepared his study report that ran over 120 typed pages. But not even a single photograph was to be seen — much to the dismay of all concerned.

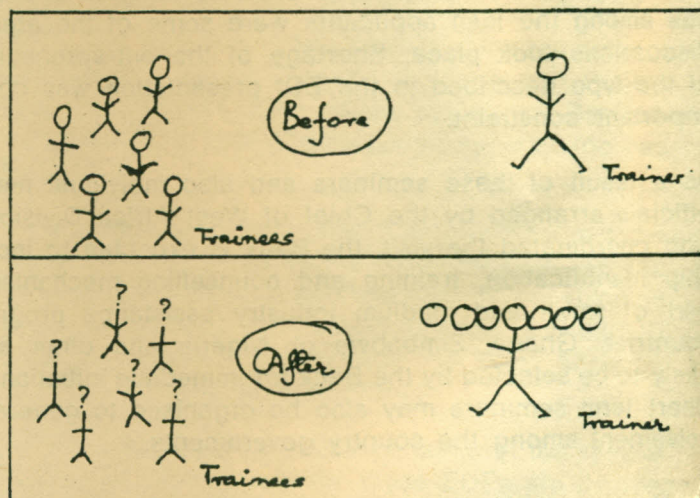
Later on he confessed to one of his friends, "the very idea of visuals now visualises to me the narrow escape. Since then I have resolved to debar them rather than be behind the bars!"

CARTOONS

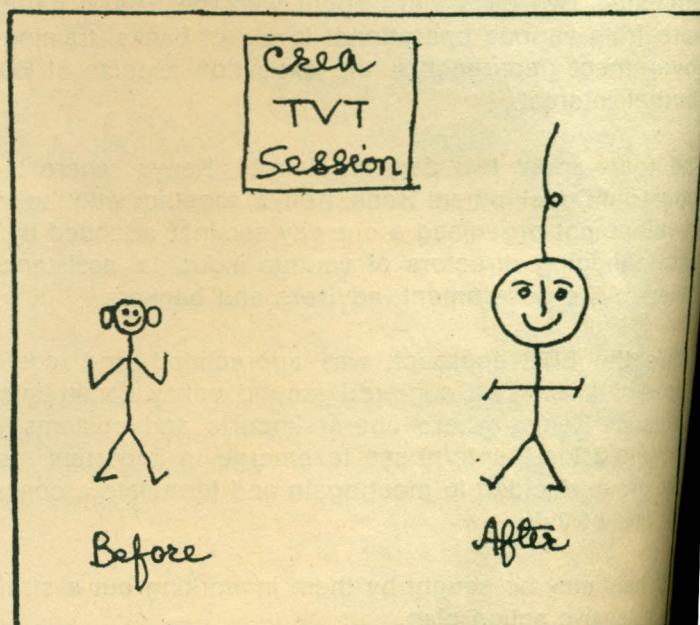
Vinod Paretkar (MITCON)

(A)

Brain Storming Session



(B)



ACTIVITY REPORTS

S & T EDP

S & T EDP in Guwahati Assam was commenced in the month of April with 30 participants and was completed in July '85. Twenty-six participants completed the programmes and submitted their loan applications — four of them have already started their unit. Loan applications of ten participants are expected to be sanctioned very shortly. On the whole, the programme generated a fresh awareness among the local people and a deep confidence in EDP activities among the agencies involved.

During the third phase of their training programme, the participants formed Young Entrepreneurs' Society (YES) with the immediate objective of providing assistance in implementing projects and creating infrastructural facilities for their members.

The Association has already applied to the authorities for recognition.

Cuttack, Orissa

As a sequel to the success of the first EDP conducted by EDI in Bhubaneswar, the Department of Science and Technology sanctioned an S & T EDP for Cuttack. This programme too has generated good response.

SUPPORT TO VARIOUS INSTITUTIONS

Pre-Programme Promotion

The Institute provided expert facilities to NITCO and BITCO for pre-programme promotion activities for the EDPs they had planned to conduct in Chandigarh and Patna respectively.

The involvement of the Institute's expert faculty member helped the local agencies in getting excellent response from the potential participants.

Selection of Entrepreneurs

The Institute also provided expert support to BITCO in the selection of participants for their EDP at Patna.

The Indian Institute of Technology, Madras, where the course in Entrepreneurship has been introduced, also approached the Institute for help which was gladly provided in selecting candidates for the same.

Selection of Trainer-Motivators for ATC

The Institute helped NITCO and HIMCON in the selection of entrepreneur trainer-motivators right from the screening of the application, the routine tests for identifying necessary traits and motives required for the job to the personal interview.



Potential Science and Technology entrepreneurs from Guwahati in smiles after having completed their second phase of training in Ahmedabad.

The selected entrepreneur trainer-motivators are intended to undergo intensive training at the Institute under its Accredited Trainers' Course.

The programme commenced on 30th of July with 30 participants. After having received preliminary inputs in Cuttack, they are scheduled to visit Ahmedabad in the third week of September for business/technical orientation and field visit.

Meghalaya and Manipur

The pre-programme preparations for S&T EDP one each in Meghalaya and Manipur, have been completed by the faculty members. They have planned to commence the programme in the last quarter of this year.

SPECIAL TRAINING PROGRAMME

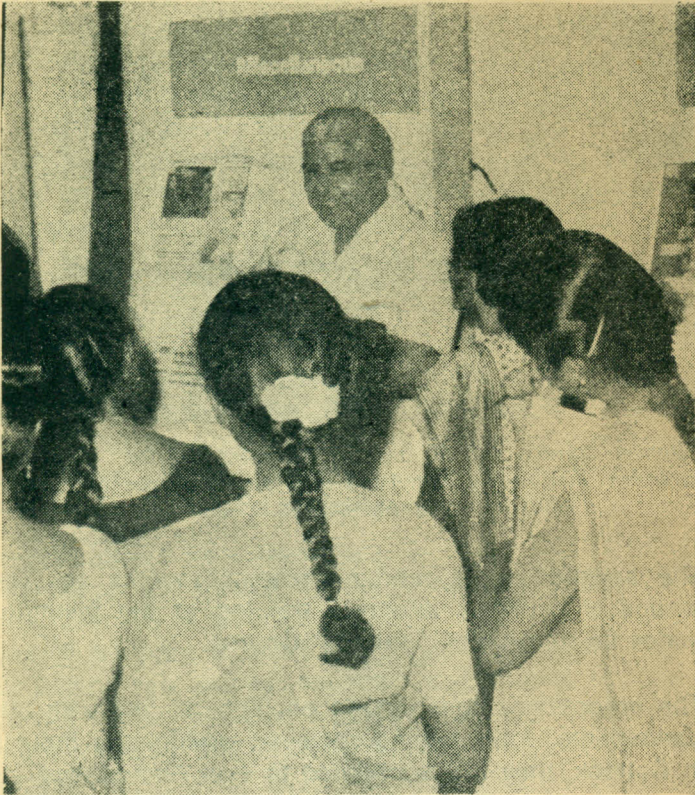
Gangtok, Sikkim

(a) The Institute conducted a 5-days intensive training programme for the existing entrepreneurs of the state of Sikkim. The programme was sponsored by the Directorate of Industries.

Encouraged by the good work done through such a programme, the Directorate has requested the Institute to conduct one more programme for another batch of existing entrepreneurs.

(b) Encouraged by the success of the Motivation Programmes for Extension Officers that the Institute organised in Goa and Arunachal Pradesh, one similar programme was sponsored by the Director of Industries, state of Sikkim, for their Extension Officers. The Institute conducted the programme the success of which could be measured by the fact that the entrepreneurs trained in the EDP and self-employment programme conducted by the Institute are now having quite an easy sail in dealing with those officers.

S & T EDP FOR WOMEN AT COIMBATORE



Dr. L. A. Joshi, G. M., IDBI, Madras with the selected participants of Women S&T EDP at Coimbatore being run in association with ITCOT and CODISSIA by the Institute.

TRAINING OF TRAINER-MOTIVATORS FROM NEPAL

Dr. Ramesh Sood, World Bank Advisor in Nepal and Mr. G. D. Pandey, Executive Director, Cottage and Village Industries Development Board, Kathmandu, Nepal visited our Institute on August 29, 1985.

The Board has been conducting EDPs for the rural people in Nepal for a fairly long time. But over the period, they have realised that their trainer-motivators required specialised training for better performances.

When Mr. Pandey came to know about the Accredited Trainers' Course of the Institute, they decided to personally approach and explore the possibility of getting their trainer-motivators suitably trained.

After detailed discussions with the Director of the Institute and Shri H. C. Raval, Sr. Faculty, it was decided that keeping in mind the socio-cultural background of Nepal, the Institute would provide an exclusive training to a batch of ten trainer-motivators of the Board at Ahmedabad and later help them in on-the-job training in Nepal.

I arrived at Coimbatore on the 13th of June and the first thought to strike me was the odd date on which I was there!

However, I brushed aside the superstition and rushed in to see the Secretary, Coimbatore District Small Scale Industries Association (CODISSIA).

After six weeks of intensive promotional work, we finally selected 25 participants out of which 14 are science graduates and 11 technical diploma-holders. 9 are married and the rest maidens.

The products selected by this mixed group of potential entrepreneurs constitute an interesting range—ready made garments, corrugated packaging, rubber moulded goods, power-looms, testing instruments, electronic balance, computer data centre, Silicon adhesive hearing aid.

The programme is in full swing and a more comprehensive report would be available after it concludes in the first week of November.

— Naline Contractor, Training Faculty



Mr. G. D. Pandey, Executive Director, Cottage & Village Industries Development Board, Kathmandu in discussion with Mrs. Hina Shah, Training Faculty of the Institute and Mr. H. C. Raval, Sr. Faculty sharing some happy notes with Dr. Ramesh Sood, the World Bank Advisor in Nepal,

MY FIRST KEY-NOTE ADDRESS ABROAD

When Sri Lanka Women's Chamber of Industry and Commerce invited me to deliver the key-note address to the inaugural workshop on entrepreneurship development they organised on the 8th of June in Colombo, I felt happy on two counts. First, that I was the first Indian woman in the field to enjoy the privilege outside the country and second, that years of my hard work in the area of entrepreneurship development among women had paid rich dividends, specially for the Institute to which we are so bound by our commitments.

The workshop was attended by around 75 existing as well as potential entrepreneurs. So, to make my talk equally meaningful, in my key-note address, I chose to talk about my experience with women entrepreneurs during the last five years.

Women entrepreneurs are no different than men, only that the process of their becoming entrepreneurs needs more support and assistance at different stages of project implementation than men. But once they establish and succeed, their profiles are exactly like those of men entrepreneurs.

Women entrepreneurs, however, need strong support especially during product selection, market survey, project formulation and implementation. As such, EDPs have to be, to that extent, specially designed for women.

At the end of the workshop, the Chamber proposed to have a special cell to develop women entrepreneurs systematically. To start with, it would organise workshops and seminars for existing entrepreneurs on subjects like marketing and financial management, product selection, costing etc.

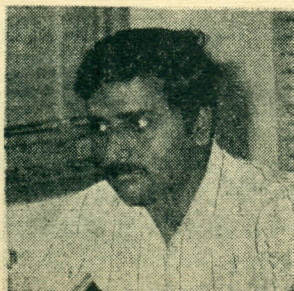
The Chamber also proposed to get at least three entrepreneur trainer-motivators trained at EDI-I and subsequently, request the Institute to conduct the first EDP for women in Sri Lanka.

After the workshop, I also held discussions with Sri Lanka Business Development Centre, the Women's Bureau of Sri Lanka and the Industrial Credit Bank of Ceylon. The main objective of the meetings was to spell out action-plan required to make the entrepreneurship development of women in the country a success.

— Hina Shah, Training Faculty



Hina Shah



B. P. Murali

McBER RESEARCH PROJECT

EDI's Contribution Acclaimed

The research project to identify and understand the personal entrepreneurial characteristics of successful entrepreneurs was initiated by Prof. David McClelland, of Harvard Business School and President of McBer & Co of USA in 1984. India, Malawi and Ecuador were the three countries selected for the study. EDI was assigned to complete the Indian part of the study.

The project ran into three phases. In the first phase data related to the entrepreneurial behaviour of the both successful and unsuccessful entrepreneurs was to be collected. In the second phase, appropriate tools and techniques to measure entrepreneurial characteristics identified during the first phase were to be developed. And during the third phase, a model for selecting and training entrepreneurs was to be formulated and perfected.

The eating pattern in Cranefield is strange. One does one's eating all in a span of nine hours. Breakfast at 8-30 a.m., lunch at 1-00 p.m. and dinner at 6-30 p.m. For about 15 hrs. a day one goes without food!

A team of the Institute's faculty, consisting of Mr. H. C. Raval, Sr. Faculty, Mr. B. P. Murali and Mrs. Hina Shah, Training Faculty, all of whom were earlier involved in the research, were invited to Oxford and Cranefield to get acquainted with the working of the second phase of the project.

In the Oxford meet that ran for a week, 32 participants from 9 countries — Ecuador, Hawaii, Kenya, Malaysia, Malawi, Philippines, U.K., USA and India — discussed in detail the findings of the first phase. They also opined on the identification and selection instruments designed on the basis of the earlier findings.

The participants then moved on to the Management School, Cranefield Institute of Technology, Bedford. About 18 trainers rehearsed some of the training modules as it would be applied in a real entrepreneurial training situation. The trainers were divided into small groups and each group was given the task of presenting a particular module of the training programme to the rest of the group who would act as entrepreneurs. After the presentation, the group would assume the role of trainers and discuss that particular training module and suggest how the module could be strengthened keeping in view the target groups in various countries. Subsequently, each training module was re-written by the presenting group so that, towards the end of the Seminar, a training manual containing the experiences of the trainers involved and the requirements of the target groups identified could be compiled and made available.

— Hina Shah and B. P. Murali



SPECIAL FEATURE : MITCON EDPs



ABOUT MITCON

Maharashtra Industrial and Technical Consultancy Organisation Limited (MITCON) is a joint venture of ICICI, IDBI, IFCI, SICOM, MSFC and MSSIDC. It got incorporated in April 1982. Its registered Office is at Pune. Apart from Maharashtra, its area of operation covers the regions of Goa, Daman and Diu as well. The scope of services rendered by MITCON includes Pre-investment Consultancy, In-plant Consultancy, Entrepreneurship Development Programme, and Opportunity Guidance Training Programmes.

The unique feature of its working can be described as — MITCON works with the client and not for him.

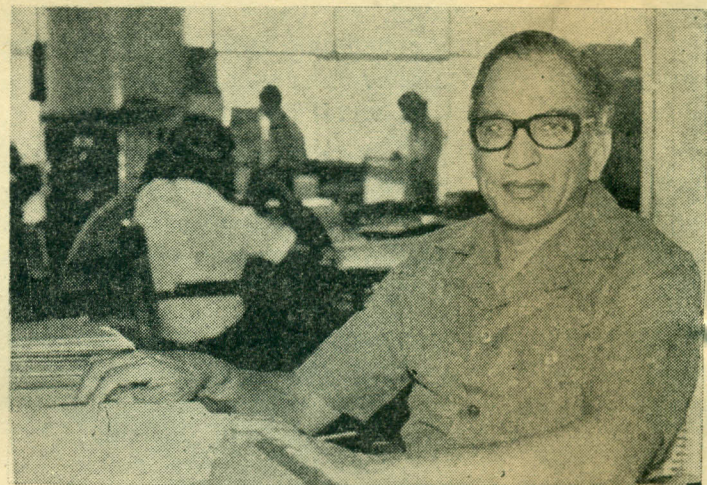
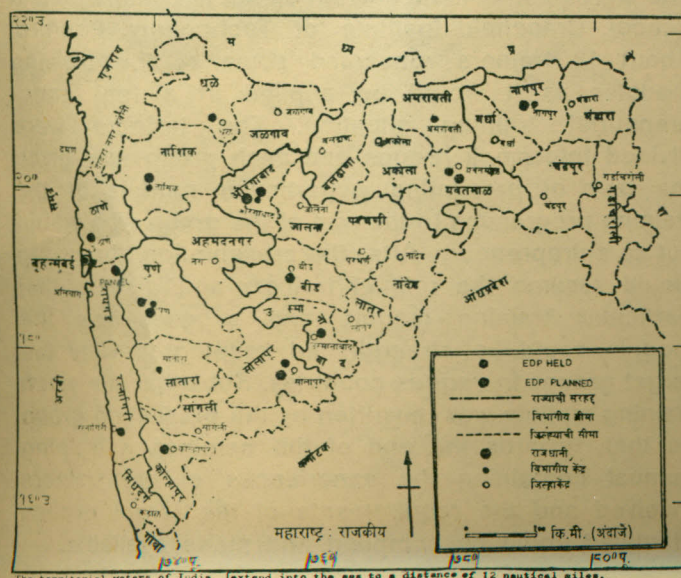
EDPs Conducted in 1984

Sr. No.	Location	Sponsoring Agency	No. of Trainees
1)	Aurangabad	MSSIDC, MDC	28
2)	Beed	MSFC	25
3)	Goa	EDC	18
4)	Solapur	MSFC	25

EDPs Conducted so far in 1985

1)	Pune (General) with MSSIDC	30
2)	Pune (Women) with Bank of Maharashtra	22
3)	Nasik with SICOM	24
4)	Yavatmal with MSFC	26

EDP Map of Maharashtra



Suresh P. Ranade, Managing Director, MITCON, is an Electrical Engineer. He did his Diploma in Industrial Management from the University of Bombay and is also a Chartered Engineer from U.K. Before taking charge of MITCON, he was Associate Vice-President (Engg.) in Kirloskar Consultants Ltd.

AN EXCERPT FROM THE INTERVIEW With MR. S. P. RANADE, MD, MITCON

AKS : How far it is pertinent to talk and relevant to work for the entrepreneurship development in Maharashtra since it is one of the industrially most developed states in the country ?

Mr. Ranade : That Maharashtra is industrially developed is a historical accident — by virtue of Bombay being the most natural harbour in the country and the railway network emanating from here. But, by Maharashtra what is meant outside and what we understand here is quite different. Outside Bombay, and now Poona and Nasik triangle, the rest of Maharashtra is as bad as any other place in the country — that is where the industrial development is required.

AKS : How do you feel about the people of Maharashtra being conducive to the entrepreneurial activities ?

Mr. Ranade : I remember once Dr. V. G. Patel very nicely observed about it and told me, 'Ranade, in Maharashtra when you want to call somebody with respect, you call him **Saheb**, in Gujarat, we call him **Bhai**.' That shows the difference in attitude. The hero image projected to our boys here is that of a '**Saheb**' — one who holds a higher position. But nobody calls one a '**saheb**' — or '**bhai**' to a man who makes position in business.

However now, we find that a large number of young persons have, of late, taken to either self-employment or entrepreneurship. These boys have established industrial units and have started earning good amount.

AKS : When did you have your first experience in EDP and how was that ?

Mr. Ranade : My first experience of running an EDP was in Aurangabad. We ran it with the help of Marathwada Development Corporation and with Bajaj Auto. The programme was run primarily to develop entrepreneurs as ancillary suppliers to Bajaj Auto Plant coming up in Aurangabad.

Although in terms of success ratio — the programme was not at all a success and yet we learned a lot out of it. The most important thing I realised was that **entrepreneurship development training was not a part-time job.**

AKS : So that sad experience induced you to send six of your trainers for the EDI-ATC Course !

Mr. Ranade : That's correct. I realised that I must have full-time thoroughly trained trainers to do the job professionally.

AKS : Now that you have six fully trained entrepreneur trainer-motivators and have used them for conducting EDPs, what, according to you should be the minimum educational qualification and other qualities of a good trainer ?

Mr. Ranade : Well, I think the person should be a graduate from a good college. Graduate because it brings in him a certain level of awareness which is normally missing in a non-graduate or a technical or a professional diploma holder. If he is a post-graduate or even further qualified, then again it may not necessarily help. Because what we are looking for is a front-line worker — who works himself, who mixes with people easily, who creates empathy with people quickly, who can understand others and has tremendous amount of vitality. To my mind, vitality and enthusiasm are the two major factors. A person with lesser physical ability or vitality or enthusiasm may not last long in this.

AKS : How do you propose to intensify EDP activities within the MITCON set-up or do you think to have a separate unit for the same ?

Mr. Ranade : No, we would not like to have it as a wing of MITCON. We would like to have it as a separate establishment because the task in the volume, in the content, in the dimension is so much that it can be handled only as an independent group of activities.

I think entrepreneurship development is far too important a job to be left to a consultancy organisation which can attend to it only on a part time basis.

AKS : Then what could be the roles that TCOs can play in EDP activities ?

Mr. Ranade : The role of TCOs should be to give unstinted support to EDP activities — in terms of personnel, premises and other support — initially. It should actively participate in opportunity guidance and be a data bank for the centre.

AKS : What, do you think, can induce more and more EDP conducting organisations to have trained trainer-motivators ?

Mr. Ranade : One important fact which induced me was the two-day workshop organised by EDI at Ahmedabad. I think, such workshops even on an annual basis would work a long way in inducing more and more institutions to have trained EDP trainers.

The second thing would be to show the direct impact of a Trained Trainer-Motivator on the success of an EDP.

AKS : As head of the organisation what specifically do you feel are your responsibilities towards your trainer-motivators ?

Mr. Ranade : Now that they have chosen their career path, to provide opportunities to them to become successful entrepreneur trainer-motivators is my first responsibility. I must see that there are opportunities and openings for their career growth. Otherwise, they might migrate to other professions and vocations that possibly would be more rewarding and lucrative.

AKS : In one year, one trainer-motivator can perform how many EDPs ? What are your calculations about it ?

Mr. Ranade : I would like to give a view which I'll be open for correction later on. It depends on the kind of activities we expect a trainer-motivator to perform. If he has to be involved right from pre-promotional work to follow-up then, I think, he cannot conduct more than 2 EDPs in a year. But I think his involvements particularly related to follow-up work, are beyond his capabilities and reach. For example, to make sure that a trained entrepreneur gets which he has applied in time — this is the job of various infrastructural organisations. But if they chose to neglect the same, there is precious little that the trainer-motivator can do in this regard. He can simply keep on pressing. He can keep on following up. But still the results may not come. So we have tried to develop a new model in which the corporation which is sharing the cost of the programme will share the responsibilities as well. That is, that corporation's infrastructure in that location will help the trainer-motivator in doing the follow-up. But how it works out, well I will be in a position to speak about that only next year.

SPECIAL SECTION :

ENTREPRENEUR TRAINER-MOTIVATORS



ACCREDITED TRAINER-MOTIVATORS

—A New Cadre of Professionals

The job of an entrepreneur trainer-motivator is not an employment, it is an involvement. For nothing less than that can induce a person to carry over forty kg. of weight (of written materials, training kits and his own baggage etc.) on his head and wade through waist high water in a fast flowing river in an unknown land and then stride through twelve kilometers of distance — only to start an entrepreneurship development programme in time! It cannot be anything less than self - abnegation that would make a person run under the shadow of big boulders hurtling down the hill and unaware of how closely a huge rock missed him, rush to meet a small group of tribals to make them aware of what good EDP held for them!! It cannot be anything other than the missionary zeal which would fill one with worries for a trainee-entrepreneur and in spite of having been abused and insulted and threatened by the trainee's wife and father, go on meeting and encouraging him to keep up his spirit and see that his loan was sanctioned, unit was set up and started running profitably!!! Such are these new professionals whom the country needs in plenty. And the Institute has been the first one to perceive this need.

The Institute at the very outset, therefore, set itself to perform the role of human-resource building institution for entrepreneurship development. Subsequently, a highly task-oriented course was developed and announced. And the response was quite encouraging too!

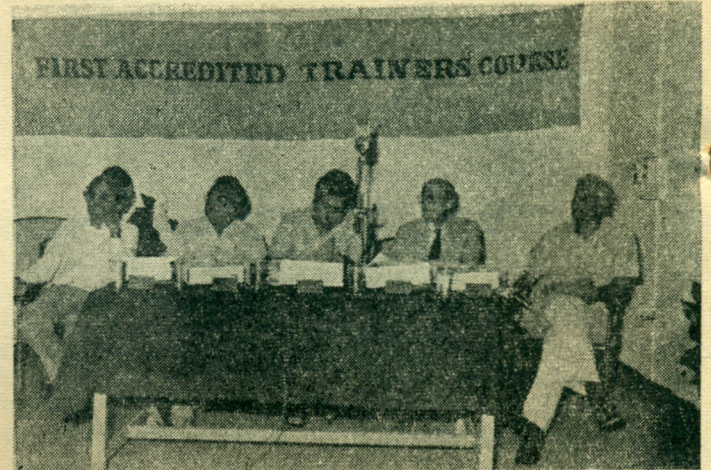
But a thought has since been mooted within the Institute : whether only EDP conducting organisations can have a place for such trainer-motivators.

What emerged is just enlightening.

The Accredited Trainer-Motivators have equally other important roles to play — the roles of Extension Officers and Development Officers in government organisations, financial institutions and rural development units.

Apart from these, the course has many more interests to serve. The Ex-Servicemen Rehabilitation Offices can get their own people selected and trained as Trainer-Motivators who, in turn, can conduct EDPs for their fellow men, war-widows, young sons and daughters of disabled or dead soldiers and thereby properly help them in settling on their own.

Valedictory Function of the EDI's FIRST ACCREDITED TRAINER'S COURSE was held at Bangalore, seventeen of 22 participants were given Certificate of Accreditation by Hon'ble Minister of State for Small Scale Industries, Karnataka.



Seated from left to right - Mr. C. H. Pathak, Course Director, Dr. V. G. Patel Director, EDII, Shri R. V. Deshpande, Hon'ble Minister, Shri S. Padmanabh, IAS, Commissioner and Secretary, Commerce and Industries Department, Govt. of Karnataka and S. B. Patil, IAS, MD, KSFC.

The avenues are many but the problem is one and the same — whether opportunities should be made available first or the human-resources should be there before the opportunities are created.

The issue is beyond the scope of the Institute to discuss. But the basic fact which has to be kept in mind is that to organise a steady growth of successful small scale unit, EDPs have to be organised. To organise result-oriented EDPs, the programme itself and the professionals involved have to be developed. And to organise the programme and develop the professionals some institutional facilities have to be created.

ATC is the manifestation of those very institutional facilities.

ATC, thus, develops human-resource for conducting EDPs which, in turn, develops human-resource for small scale industries, which, in turn, develops opportunities for employment, self-employment and productive uses of skills rusting in the far-flung, under-developed, un-developed regions of the country.

Although twice removed from the real problems. ATC holds the key to solve all of them.

ENTREPRENEUR TRAINER - MOTIVATORS

— Their Role in EDPs

H. C. Raval, Sr. Faculty

The Entrepreneurship Development Programmes (EDPs) are not merely a matter of group training. Each potential entrepreneur has to be developed which calls for individual attention, guidance and counselling. This is what makes the job of a trainer-motivator, who is the key-figure in any EDP, so critical and crucial.

An EDP aims at helping identified potential entrepreneurs in developing themselves for setting up new ventures and running the same successfully. That is, the EDP process, from this point of view, is meant to change a potential entrepreneur's identity. For, to let one rush into a new venture, on false pretext or through temptation of incentives, without having undergone basic changes in identity, is bound to create problems for the entrepreneur as also for the enterprise at a later stage. This task of effecting or rather helping to bring about basic changes in an entrepreneur's attitude, aptitude and ambition makes the job of a trainer-motivator so difficult and challenging.

On the basis of experiences gathered in course of training over seven thousand entrepreneurs by a leading entrepreneurship development centre, following jobs description for a trainer-motivator has been worked out:

- 1) Selection of suitable centres for EDPs
- 2) Identification and selection of potential entrepreneurs for training.
- 3) Organisation and administration of training programme.
- 4) Conducting of certain training sessions.
- 5) Individual counselling to potential entrepreneurs.
- 6) Providing post-training support and guidance to the entrepreneurs in setting up and running their ventures successfully.

The above job description of a trainer-motivator reveals that he has to be a versatile person, without being a "jack of all trades and master of none". Then alone he can play the pivotal role of a trainer-motivator in EDP programmes.

EDP NEEDS AND A TRAINER-MOTIVATOR'S ROLE IN THEM

As such a trainer-motivator is expected to work during all the three stages of an EDP:

- 1) Pre-training : for identification and selection of potential entrepreneurs
- 2) Training : planning and implementation
- 3) Post-training : follow-up and support services.

This beginning-to-end involvement makes it essential to understand a trainer-motivator's roles in an EDP and analyse the same, so that right basis to work out a suitable programme to train and develop him in a more basic and effective manner could be worked out. The following table enlists the EDP needs with the corresponding roles that a trainer-motivator has to play in each of them.

EDP Needs	Trainer-Motivator's Roles
1. Selection and identification of a training centre.	Development Officer, Technical, Commercial and Financial Analyst.
2. Generating wide-base interest.	Public Relations Officer/ Development Officer.
3. Identification and selection of entrepreneurs.	Motivator Counsellor
4. Designing and organising a training programme.	Administrator/ Co-ordinator
5. Conducting Training programme.	Trainer, Counsellor
6. Project Guidance	Technical, Commercial and Financial and job Counsellor
7. Providing Technical and Behavioural inputs.	Technical Advisor Behavioural Expert.
8. Follow-up for implementation of trained entrepreneur's project.	Liaison Officer.

Let us now consider, in operation sequence, some of these roles in greater details.

Administrator's Role

A trainer-motivator is the administrative head of an EDP Centre. It is he who plans, organises and operates an EDP. His functions, therefore, includes advertising and announcing of a programme, screening of applications, arranging and conducting selection tests, maintaining correspondence etc. Some of these administrative duties may be handled by support staff so that he can spare required time for more important tasks of promotion, liaison, training, project guidance and follow-up for project preparation and implementation.

Liaison Officer's Role

A trainer-motivator has to act as a co-ordinator for a training programme. He has to keep close contacts with agencies supporting entrepreneurs. This role also calls for soliciting help from :

- i) several local organisations to motivate entrepreneurs for attending training programme.
- ii) local entrepreneurs and industries for placement of trainees for technical training, organising field trips, assembling appropriate faculty, assessing industrial opportunities and
- iii) officials of various agencies involved in industrial development.

Training Manager's Role

A trainer-motivator has to assess the progress and obtain feed-back of a programme and its inputs. He has to review the design, sequence, contents and pedagogy of the programme, keeping in view the target groups and the socio-economic background of the prospective entrepreneurs. He has to select and organise and take quick decisions for making required changes. He needs to be open in relation to the continuously changing training needs and he has to be sensitive enough to perceive such needs. He has to know well types of methodology etc. which are relevant to EDPs. In addition, he must also be able to organise and impart technical inputs as and when required.

All this requires managerial as well as professional training role-combination.

Motivator's Role

The most important role of a trainer-motivator is to motivate the identified and selected entrepreneurs and make them aware of their potential strengths and capabilities and also the possibilities of overcoming their weaknesses. And this he has to do by winning their confidence and building their trust in themselves. He has to see that the participants do not get confused by their problems, and also that they do not feel frustrated. He has to keep motivating his trainee entrepreneurs and help them in developing the latent entrepreneurial traits in them and thereby achieve the change in identity.

Counsellor's Role

Since majority of the entrepreneurs taken in for EDP training are new in the field, they, even for minor problems need counselling. A trainer-motivator has therefore not only to counsel them but most of the time act as their friend, philosopher and guide. And for that continuous, full-time availability of the trainer-motivator with his eagerness and sincerity is a must. He has to be within reach for counselling during the project establishment stage and even in some cases, at the operational stage.

But one important care requires to be taken on this point. Counselling should be done in such a way that the newly groomed entrepreneurs do not become quite dependent of that. The trainer-motivator has to draw a line beyond which he should neither counsel nor guide his entrepreneurs; for, excessive counselling may harm rather than help them. He has to develop the participants and not make them dependent and weak.

Thus, the role of a trainer-motivator as a counsellor is a critical one. But, it is this role together with the role of a liaison officer which determines the success of an EDP.

TRAINER-MOTIVATOR — SKILLS AND QUALIFICATIONS

The roles of a trainer-motivator call for certain skills and qualifications in him.

Given below are some indications of requirements of qualifications as also skills/personality traits.

Qualifications

Again, on the basis of the findings about trainer-motivators who have been conducting EDPs for over a decade, following requisite qualifications for a person to become a successful trainer-motivator have been worked out.

- a) A degree in any discipline, preferably in Commerce;
- b) Some administrative experience in middle or supervisory level, in industry or business;
- c) Some general knowledge of commercial, economic or technical aspects rather than specialisation in any of these aspects.

Skills/Personality Traits

More important than the qualifications are the skills and personality traits that a trainer-motivator has to necessarily have. They are :

- a) The trainer-motivator should have high power motivation, as he has to influence others.
- b) He should be high in extension motivation as he has to work for long hours. He must get pleasure in extending help to others. He must be sensitive to needs of others.
- c) He should take initiative, be patient and yet aggressive when required. He should have a problem-solving attitude and be resourceful. He should have moderate need for achievement. He should be a challenge seeker.
- d) He should have skill for data identification, data collection and analysis. He must have good communication skill. He must be creative enough to generate new ideals.

Apart from these skills and personal traits, a trainer-motivator must have more of them, if he is to work in rural areas.

Most of the potential entrepreneurs in rural areas have low educational background, peculiar communication habits and average financial background. A trainer-motivator who is to work in rural areas must have adequate knowledge about the centre where an EDP is to be conducted and the villages surrounding the centre. It is all the more better if a trainer-motivator from the same district or area be deputed for the job. This will help him in identifying resources to support the entrepreneurship development programme and help in resorting to informal approach in discussions and counselling which is essentially required since the trainee entrepreneurs have a very low educational background. He must be informal and have a very good communication style as the participants would be by and large shy and quiet. And above all, he will have to make special efforts to motivate them so that class room participation keeps increasing.

Also, a generalist, compared to a specialist in any discipline, will be more effective in handling the trainees of a rural area, since the products selected by the entrepreneurs are normally simple or of simple technology, in which case a generalist will be more effective. And as the resources available in rural centres for starting small-scale units are usually very scarce, the trainer-motivator working in such areas must be creative in nature to generate more and more ideas in selection of products and in developing resources for the products selected by entrepreneurs.

In view of such a typical rural environment, the profile of a trainer-motivator working there would be a combination of a person with commerce background (degree), business acumen, a generalist having informal communication skill, creative, high power motivation, high extension motivation and average achievement motivation, highly initiative, problem-solving and capacity to work under stress and strain.

In urban centres, as the trainee entrepreneurs selected for the programme will have high education, more work experience, preference for complex projects and good financial background, the trainer-motivator who is to work in such centres must have good educational background, good experience in industry and business and a specialist in any discipline and highly resourceful. In urban centres, specialists in various disciplines are easily available. Therefore, a resourceful trainer will be able to make the expert services of specialists working with other institutions and also that of consultants working free-lance, available to his entrepreneurs.....

(Excerpts from his paper entitled 'Entrepreneur Trainer-Motivators — Role and Selection')

TRAINING OF ENTREPRENEUR TRAINER-MOTIVATORS

— Some Issues and Experiences

C. H. Pathak, Training Faculty

The Valedictory function held at Bangalore on 30th of July 1985 was first of its kind in so many ways. It marked the completion of the first-ever Accredited Trainers' Course (ATC) developed and promoted by the Institute. It was for the first time that 17 trainer-motivators exclusively trained for conducting EDPs received accreditation to that effect. And it was for the first time that a need for more and more such trained persons was expressed by those who had experienced the gulf of difference that the presence of professionally trained trainer-motivators had made to EDPs in their regions.

Needless to say that an entrepreneur trainer-motivator is the backbone of any entrepreneurship development programme. Since he has to be in the diverse roles of a promotor, selector, motivator, counsellor, manager, leader and development officer—a trainer-motivator has to have a particular combination of qualities coated with certain skills and behavioural traits. My personal involvement, as the Project Director, in selecting, training and developing these new cadre of professionals constitutes perhaps a life-time exciting experience which deserves a more detailed and exhaustive treatment.

However, it would be appropriate to share here some of the happy and unhappy situations that this first-batch of trainer-motivators had to face specially during their on-the-job training, which constitutes the second and the most important phase of ATC training course.

Two of the major but common problems faced by these participants during their on-the-job EDPs were that :

- i) during their promotional work, if other government officials in the region were not kept in good humour by even a false pretense of their involvement, they tended to **create** problems for the trainer-motivator.
- ii) wrong notions created and spread mostly by "abandoned" entrepreneurs of short-duration EDPs conducted by all sorts of agencies made the trainer-motivator spend most of his time in convincing people that he had entirely a different mission in hand.

These two compelling experiences of almost all the trainee trainer-motivators lead to at least one positive conclusion — that in an area where short-term, ad hoc, haphazard EDPs have been conducted for the first generation entrepreneurs, a proper EDP must be preceded by two preparatory measures—first, one exten-

sion motivation programme for the officers of that area and second a special two-days orientation programme for the people so that they exactly know how different the regular EDP is from the 'irregular' ones.

But, apart from the unpleasant experiences, the trainer-motivators had also individually encountered some interesting experiences that deserve special mention since they do throw light on what mighty difference the first part of the ATC training course did bring about in their approach and attitude to work.

It was one of the greatest heights of commitment when an ATC trainer in Andhra Pradesh had the date of his marriage changed since it collided with his scheduled EDP work.

After having found the date of the local committee meeting to sanction loan, an ATC trainer in Maharashtra urged his entrepreneurs to complete their Project Report and submit their loan applications before the date. Thus, he got most of the loans cleared by the committee at one stroke.

In order to boost up the moral of his entrepreneurs another trainer-motivator from Maharashtra invited the family members of the entrepreneurs in the valedictory function and got each one of them awarded a medal for having successfully completed the training.

Such were the maiden EDP experiences of these young persons full of vigour and ambition, prepared to work under pressure and ready to travel extensively; having aptitude for developmental activities and temperament and tact to become a friend, a counsellor and a guide to those potential entrepreneurs who do not know what strengths lie unexplored and unused in them!

FIRST ACCREDITED TRAINERS' COURSE

—The Change That Was Ushered

Ajay Dixit, Training Faculty

We firmly believe that entrepreneurs are not only born but can also be identified, trained and developed from those castes, tribes, and communities that for generations have wrongly been taken as unenterprising and unindustrious.

We also believe that one may be a born entrepreneur but **never** a born entrepreneur trainer-motivator. For his (or her) responsibilities are so varied and many that he may have a natural talent for one or two of them but not for all the roles that he has to perform. Thus, the first step that the Institute took, after the announcement of the course and receiving requisitions from the interested organisations, was to select suitable persons for training. The persons were selected on the basis of tests specially formulated to identify and assess requisite traits and qualities in them.

The total participants selected for the First ATC were twenty-two in number. Age-wise, three were in the group of 20-25; thirteen between 26-30; five between 31-35 and only one above 35 years.

Educational background-wise, 6 were commerce graduates; 3 arts graduates; 7 held technical degree; 4 were MBAs and 2 post-graduates in science.

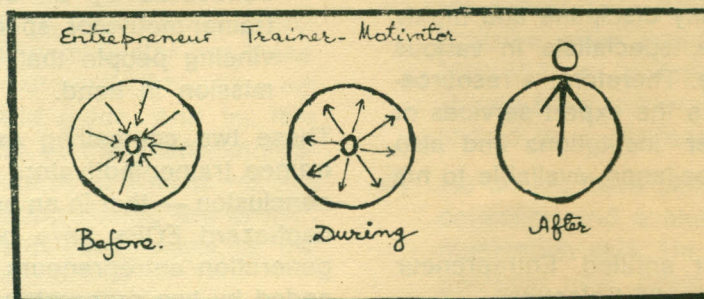
Experience-wise, three had less than one years' experience of service; seven between 1-3 years; six between 3-5 years; four between 5-7 years and two between 7 to 10 years of job-experience in either public or private sector organisations.

But in almost all cases the attraction for this new job was the same — power-motivation, latent desire to help others, love for inter-personal relationships.

During the first phase, the participants were given to know about various competencies required to fulfil the objectives of EDPs. The major areas covered in the training included :

- (i) the process and model of EDPs involving promotion, identification of entrepreneurs, scientific method for selecting and training them and also the kind of follow-up required for making the training programme a success.
- (ii) skill development inputs to groom their inter-personal, communication and problem solving skills.
- (iii) theoretical details as well as practical training in the approach, style and methodology for motivating potential entrepreneurs.

Three Phases of ATC



- (iv) inputs to develop their aptitude, behaviour and power-motivation.
- (v) resources and knowledge-based inputs like problems of small scale industries, research work done in the field of entrepreneurship development and also meetings with successful and un-successful entrepreneurs.

The training was imparted through case studies, field work, simulation exercises, participation in group discussions and some special games that help one in self-analysis and in assessing one's own capabilities. During the phase II part of the course, each participant conducted one entrepreneurship development programme in the area and for the target group allotted to him by his organisation. The Institute provided its expertise and support in pre-programme promotion, selection and achievement motivation training (AMT). This gave first hand experience to the participants and also opportunity to implement what they learnt during the first phase of their training.

Each participant submitted a detailed report on the programme conducted by him. The report constituted one of the major bases to assess and evaluate how far the training had developed the aptitude, attitude and skills of a trainer-motivator.

During phase III, necessary inputs to supplement and strengthen the much-needed skills and knowledge of the participants were provided mainly through group discussions, problem narrations and experience sharing. Senior Faculty members of the Institute and some experts from outside helped the participants in analysing and assessing their own performance and in making necessary adjustments in their individual approach and style.

Finally, the individual competency of each participant was evaluated on the basis of the detailed report submitted on the EDP conducted by him, an intensive written test and situation-analysis organised towards the end of the III phase and a personal interview taken by a panel of experts drawn from various fields.

WHAT THEY HAD TO SAY

The last note that the participants of the First Accredited Trainers' Course were given to write on the last day of their Refresher Course (Saturday, 27th July) was on their own self. The topic was "Myself: Before and After the Training". Some of the interesting excerpts are being reproduced here.

These excerpts are interesting in more than one ways, but most of all they reveal the intense working of their sensibility and sensitivity.

— EDITOR

"This training has helped me to know my strengths and weaknesses of which I was unaware. It has also taught me to accept things which I could not change and has given courage to change those things which I can, and wisdom to know the difference".

— Dhanesh Kalal (MITCON)

"I have found that my inter-personal relationship, public speaking and explaining power has improved".

—Kiran S. Inamdar, (MITCON)

".....training inputs and methodology increased my self-confidence to such an extent that I was fully prepared to conduct EDP on my own without any assistance".

— N. Ramesh (TECSOK)

"My thoughts about EDP were in pieces and in an un-organised form Now, after training, I feel that my thoughts have crystallised and have clear picture of what is EDP and how to conduct EDPs effectively and efficiently".

— G. K. Manohar (TECSOK)

"The main advantage I got in the training is I have realised my capabilities.....".

— V.V.S. Prasad, (APITCO)

"Before training : A person without a set goal, not caring too much about future, lacking certain interpersonal skills like being able to convince other people and not quite caring for the other man's feelings, generally going too fast without caring whether others are with me or not".

"After training : A person with a clear goal, able to convince others without hurtling them, caring for other man's view-point, can adjust with others".

— Aniruddha P. Sanzgiri, (MITCON)

".....this total programme was useful to show my capacity, calibre and other internal qualities.....".

— M. Ajaykumar, (APITCO)

"By the end of EDP I had realised that the job is a responsible one and is quite an enriching experience. The job is a distinct one, demands much more creativity, responsibility and planning and organizing skills".

— Rohini V. Muley, (MITCON)

LETTERS FROM OUR SUCCESSFUL ENTREPRENEURS

To,
The Director
E.D.I. of India
Navrangpura,
Swastik Society,
Ahmedabad.

Respected Sir,

I am happy to inform you that, I started my unit which is functioning nicely. About our friends, they have stated their unit. Only some among us have left the idea because of unavoidable problems.

Any-way we will never forget the happy days which we had enjoyed over there. Co-operative people and the whole environment.

Lastly I am to thank E.D.I. the great institution which created us and I wish this institution will give birth to many entrepreneurs in coming days.

Thanking you sir,

Faithfully yours,

Sd/-

R. D. MILLS

Singchuthang Manglay Bazar

South Sikkim

Prop. Jagat P. Sharma

To,
The Director
Entrepreneurship Development Institute
of India
Swastik Society
Ahmedabad-380 009

Respected Sir,

It is my pleasure to start my venture "M/s. Shivalay Soap Industries" at Singtam, only due to the EDP conduct by EDI in association with WEBCON. During my visit to Ahmedabad, I was not confident to start my own unit due to some reasons, I have received tremendous moral support from you and your officials to overcome the problems. The presence of EDI and the training at Gangtok made it possible to achieve my target.

It is not for the establishing the unit but also the programme inputs is helping to guide me in my daily industrial activities.

I hope that EDI will extend their help and co-operation in future to guide and to assist me in solving the problems and also in expansion of my unit.

Thanking you once again,

Yours Sincerely,

(CHANDRIKA PRASAD)

EDP Trainee - Entrepreneur

Gangtok (Sikkim)

Dr. V. G. Patel
Director
EDI,
Navrangpura,
Ahmedabad-9.

Respected Sir,

I am very happy to state that after completion of the Entrepreneurship Development programme at Gangtok. I have already started my unit as "M/s. Teesta Cold Drinks" at Gangtok.

I am very much thankful to you and officials of EDI to hold the unique programme in the State and the support and guidance provided to me during the technical training at Ahmedabad which had made my dreams to reality. I also extend my thanks to the trainer Shri Ramesh Dave who spent two days in formulating a new product for my unit and the product is receiving a large support from the customers.

The credit of the unit is mainly due to EDI, the Directorate of Industries and the State Bank of India who are the main pioneers of the venture and myself the entrepreneur.

Thanking you,
Yours Faithfully,

Sd/-

(YADAV RAJ GURUNG)

Proprietor

M/s. Teesta Cold Drinks,

Gangtok, (Sikkim)

SINGCHUTHANG MANGLAY BAZAR

To,
Dr. V. G. Patel
Director
Entrepreneurship Development Institute
of India,
83/A, Swastik Society
Navrangpura
Ahmedabad-380 009.

Dated : 22nd July 1985

Respected Sir,

It is one of your Entrepreneur's from Sikkim dropping you this letter. I hope that your family members and the Office staff are all in sound of health. Here we the Entrepreneurs are all doing well that is those who have set up their units. I am the one who had taken the crash course in manufacturing of Ice Cream and at present I have set up my factory at Singtam which is one of the major towns in Sikkim. Though my products are of limited ones but I have been producing quality products and such I have captured the market which was earlier being monopolised by a factory from Siligurie which used to bring and sell here at rate higher than what I am selling my product. The other Units which have been set up are; A Soap Factory by Chandrikar Prasad, De --- Husking by C. B. Thapa and Ready made Garments by Miss Indira and also Type Writing machine repairing unite also.

Yours Faithfully,

Sd/-

(Karma Tempo Rapgay)

Proprietor

Karma's Ice-Cream

Swanay Goli Tar.

AVAILABLE Audio-Visual Presentation Of Success Stories

An audio-visual presentation, transferred on to VHS Cassettes, of four rural and one women entrepreneur is available for EDP promotional and motivational activities.

The rendering of the success stories has been done in such a way that they can be used to generate interests in new target groups and inspire them with "We-too-can-do-it" kind of feelings. The presentation can also be used to convince the policy makers and the institutions about the efficacy of the EDP process and its potentials.

The total viewing is altogether of over forty-five minutes. The cost of one VHS Cassette is Rs. 1000/- plus packing and forwarding charges.

The presentation can be dubbed, at an extra cost, into a local language, if so desired.

For further details please write to the Publicity and Promotion Division, EDI.