

EDI Reports

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From the Director's Desk

Planning for 2001-2002

The annual planning exercise by the faculty team within EDI provides, every year a valuable opportunity for scanning the environment for entrepreneurship in the country, identifying emerging needs at national and even international level and taking account of recent performance and lessons learnt. Though this is an internal exercise, I thought of sharing it with those who are keeping track of entrepreneurship development initiatives in the country.

In the emerging national scenario, need for modernisation, diversification, technical upgradation and partnership promotion for the sustenance of existing small and medium enterprises deserve most urgent response. Entrepreneurship training, counselling and consultancy have a

big task ahead of improving the competitiveness of our entrepreneurs against China, South-East Asia and very soon Latin America. In EDI, the Growth Programmes, the Performance Improvement Workshops for entrepreneurs would dominate this thrust area. But even here, the SME strategy will have to be more focussed on product clusters in specific locations. Opportunities for working for SME clusters arise because of keen interest evinced by developmental institutions, state governments and international organisations like UNIDO, that has a major cluster-focused project in India.

Opportunities for New Enterprise Creation (EDP) Programmes arise in the 3 new states of Chhatisgarh, Uttaranchal and Jharkhand, where at present there are no entrepreneurship institutions. A beginning has to be made in consultation with the state governments to build local capabilities as well as to carry out a large number of EDPs. We would be working in these regions.

Among the Rural Enterprise Development Programmes, a new trend is emerging and therefore needs can be detected. A large number of Self Help Groups have emerged with growing balances of savings which need to be productively used towards income generation activities. Here is an opportunity for micro enterprise development focusing on these groups.

But it is in entrepreneurship education that a lot more needs to be done; UGC having accepted entrepreneurship curriculum which was developed at EDI and which has now been made available throughout the country by the Commission. There are needs for developing more teachers, good teaching materials and of course ways to attract a large number of students towards self employment. Why can't we use college holidays, and there are so many of them, for motivational workshops "selling entrepreneurship" to them all over India?

And that leads me to the problem of marketing entrepreneurship programmes. While business schools have been successful in attracting managers and executives of the corporate world to Executive Development Programmes, even at high price, entrepreneurship institutions still find it difficult to get sufficient participants even in programmes which improve efficiency and profitability of enterprises. We need to have marketing strategies, and perhaps marketing agencies to reach out to the vast potential market in family businesses, intrapreneurship, bankers' skills, SMEs, industry associations etc. Now that all institutions have to increase the share of fee based programmes in their total income for survival and growth, marketing will become even more important. We, at EDI, have decided to increase the share of stand-alone, fee based programmes (versus sponsored activities) to 60% in the coming year.

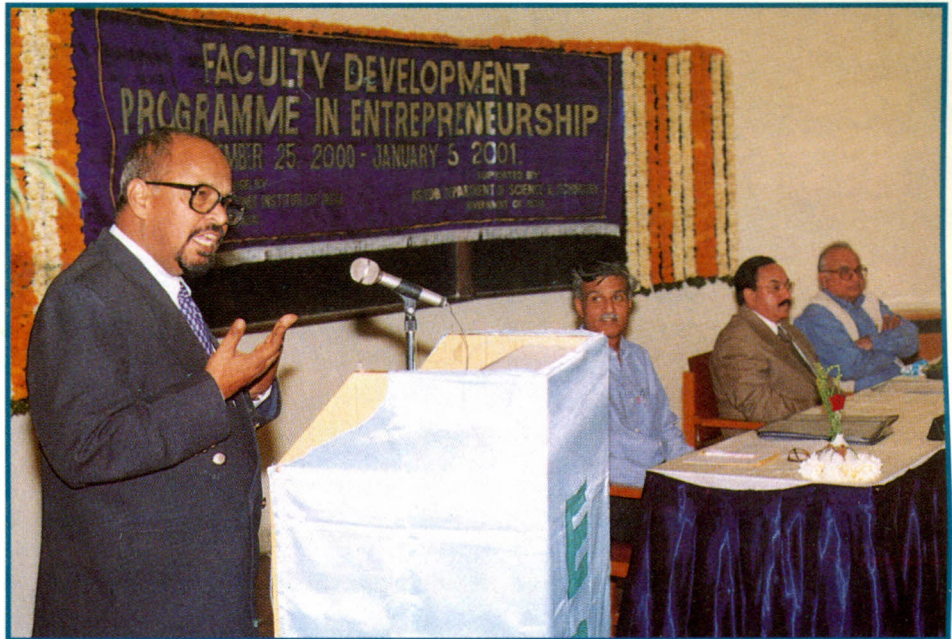
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ENTREPRENEURSHIP DEVELOPMENT INSTITUTE OF INDIA



SPECIAL FEATURE
Heralding The Death Knell of Indian SSIs :
EDI Blue-Print for Survival
- By Prof. V. Podmanand
Faculty Member, EDI
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EDI TRAINS ACADEMICIANS TO REINFORCE ENTREPRENEURIAL VALUES IN STUDENTS



One of the participants expressing his views on the programme during the valedictory function. Also seen are (R-L) Dr. V.G.Patel, Vice President & Director, EDI, Shri A.M.Bhardwaj, Principal Secretary, Education Department, Govt. of Gujarat and Shri S.B.Sareen, Programme Director

A young potential entrepreneur has to contend with several factors that hinder his/her endeavour to set up an enterprise. More so, for a person still in college, to regard entrepreneurship as a possible career option is akin to 'I am good for nothing' kind of a situation. The need of the hour, therefore, is to introduce them to the benefits of becoming an entrepreneur and infuse in them the motivation to achieve.

The 2-week (December 25, 2000 - January 05, 2001) Faculty Development Programme had been especially designed in view of the realisation that education needs to be more application-oriented, offering greater potential to assist today's youth launch fast growing and sustainable business ventures. For this, however, the most crucial aspect is to train the faculty and bring about awareness in them so that they acquire skills to develop entrepreneurial vision among the student community.

The National Science & Technology Entrepreneurship Development Board (NSTEDB) sponsored this 33rd National Faculty Development Programme which was inaugurated on December 25, 2000. The programme was attended by 32 participants from 11 states and 2 union territories of the country.

The main objective of the programme was to equip participating academicians with requisite skills, knowledge and competencies to effectively guide and counsel students towards an entrepreneurial career.

The valedictory function of the programme was on January 5, 2001. The chief guest for the function was Shri A.M. Bhardwaj, Principal Secretary, Education Department, Government of Gujarat. Shri Bhardwaj, addressing the participants, said that although EDI had opened up new horizons for them through this course, they should always be prepared for unforeseen situations and as EDI has taught them, stand upright, motivated enough never to lose heart. This quality in teachers, he said, will see that their students set new standards of success. He also urged the participants not to stand in justice or failure in the system as this, he said, will prove to be a hindrance in the implementation of their plans. EDI, he said, had given a vision to the participants and it was upto them now to utilise the learning to the maximum advantage of today's youth. He concluded by saying that there could be many obstacles in their way of bringing entrepreneurial opportunities to the student community but the challenge lies in cutting through all problems and convincing the student fraternity to opt for a career in entrepreneurship.

Dr. V.G. Patel, Vice-President & Director, EDI, in his concluding remarks said that one cannot develop entrepreneurs unless one is himself/ herself entrepreneurial and motivated enough. Commenting further, Dr. Patel said that he was confident that the participants had not just acquired knowledge but were also motivated enough to take up any challenge. He said that the system in a university may not always be conducive but the trained teachers must not lose focus of their goals; instead continue surging ahead with

the mission of developing job-creators and not job-seekers. He said that an entrepreneur is a creator of wealth, which is what the present situation of the country demands. Dr. Patel invited the teachers to take up research in entrepreneurship and assured support from the separate centre (Centre for Research in Entrepreneurship Education and Development) which EDI has created for the purpose.

According to Mr. S.B. Sareen, Programme Director, the participants were exposed to all the prime aspects of entrepreneurship development process namely selection of potential entrepreneurs, motivating them substantially, business opportunity guidance, project report preparation, counselling

etc. Giving the feedback report he mentioned that the inputs were highly rated by the participants who put forth that they felt immense development in their knowledge and attitude; more so, they experienced confidence after having prepared their action plans. The action plans prepared by the participants clearly reflected their commitment towards infusing entrepreneurial traits in the present generation. Many participants decided to organise Camps on Entrepreneurship Awareness, Contests on Entrepreneurship as a subject and Industrial Visits. They even resolved to publish a magazine highlighting the innumerable opportunities in the field and help students formulate elaborate business plans.

THE FIRST CONVENTION OF GUJARAT BASED 'OLPE' LEARNERS

Open Learning Programme in Entrepreneurship (OLPE) was launched in the year 1995 to train and guide people on how to launch their enterprises. As of today, 2057 learners from 17 states across the country have benefitted from this course.



Dr. V.G. Patel, Vice President & Director, EDI addressing the learners during the inauguration of the Convention. Also seen on the dais is Mr. Deepak Upadhyay, Project Leader, OLPE

The first Convention of OLPE learners from Gujarat was organised on 19th November 2000 at EDI Campus. The objective was to promote experience sharing among OLPE learners and expose them to the changing economic scenario. The convention also sought to identify institutional support for the learners and help them evolve long term growth plan for the success of their enterprise. It also brought to the fore the problems which the learners face in setting up their enterprises, thus giving them an opportunity to discuss these with experts.

An important feature of the convention was an exhibition organised by the learners depicting the products manufactured by them. Some of these included Compressed Air Dryers, Filters, Auto Batteries, Invertors, Fly Ash Bricks, Hollow Blocks, Plastic Toys, Leather items, Venetian Blinds, PVC Moulded Items etc.

Dr. V.G. Patel, Vice-President & Director, EDI, inaugurated the convention. Dr. Patel encouraged learners to draw inspiration from those who'd set up their enterprises. Highlighting 'counselling' as the key feature of OLPE, Dr. Patel urged the learners to draw maximum benefits from their counselling sessions. Emphasizing on building up motivation, Dr. Patel, asked the learners to keep up their efforts and never miss a

chance to learn. He advised the learners to develop good relations with their bankers so that seeking loan for their viable projects becomes easy. Placing thrust on the high success rate of Entrepreneurship Development Programmes, Dr. Patel mentioned that the actual credit lies in running a business successfully and the learners should master this area.

During the course of classroom sessions, distinguished Guest Faculty, Mr. J.B. Patel, listed the opportunities that exist in the service sector. He presented the comparative statistics of contribution of service sector and manufacturing sector to Gross Domestic Product. Mr. Patel also apprised the participants on various business opportunities available in food processing industry and waste utilisation.

Discussing e-commerce, Mr. Patel stated how one can make use of it for export purpose and for accelerating the growth rate of businesses. Mr. K.K. Shaw, Technical Expert, highlighted various innovative technologies available at EDI's Innovation Centre and circulated among the participants some 200 innovative product technologies.



Participants of the Convention seen exhibiting their products in an exhibition especially organised to display products of OLPE learners

According to Mr. Deepak Upadhyay, Project Leader, OLPE, "The one-day convention took care of all the queries of the participants with regard to implementation and management of their projects. They also discussed and clarified some product specific problems and acquired knowledge on innovative technologies directly relevant to their product line". The participants in their feedback endorsed the views of Mr. Upadhyay, adding that it was a great opportunity for them to interact with leading experts and technocrats.

RESTRUCTURING INDUSTRIAL CLUSTERS



Seen in the picture, during the inaugural function, are (R-L) Dr. George B. Assaf, Representative and Regional Director, UNIDO, Mr. D.P. Bagchi, Secretary to the Government of India, Ministry of Small Scale Industries and Agro & Rural Industries, Dr. V.G. Patel, Vice President & Director, EDI and Prof. V. Padmanand, Programme Director.

A cluster can be defined as a sectoral and geographical concentration of enterprises, in particular small scale enterprises, faced with opportunities and threats. With its wide experience of developing clusters in several developing countries, UNIDO has since 1996 been implementing cluster development Programmes in India. With a rich foundation of clusters in India, several SME support institutions both at the national and state level are currently formulating and implementing programmes to develop clusters.

Being a relatively new concept there is a strong need for Resource Persons who can undertake development of clusters in a professional and effective manner.

EDI has rich experience of working in and developing industrial clusters. It has expertise in identifying need-based clusters where it subsequently conducts training programmes titled 'Growth Counsellors' Programme' to build capacities of entrepreneurs possessing their units (in the cluster) so that they gain up-to-date understanding of various aspects of business and prepare a strategic growth plan for their units. The institute has worked in clusters such as; Seafood, Cochin; Leather, Chennai; Machine Tools, Bangalore; Knitwear, Ludhiana; and Drugs and Pharmaceuticals, Ahmedabad.

United Nations Industrial Development Organisation (UNIDO) in association with Entrepreneurship Development Institute of India (EDI), therefore, organised a 'Training Programme for Cluster Development Agents' during October 11 - December 22, 2000 on EDI campus. There were 25 participants in this programme, which aimed at equipping professionals with necessary knowledge, skills and attitude required to be an effective Cluster Development Agent. The programme was divided into 3 phases which together aimed at imparting knowledge related to diagnostic study of industrial clusters, equipping with skills required to formulate action plans and take initiatives directed towards developing a given industrial/artisanal cluster. The Chief Guest for the inaugural function was Mr. D.P. Bagchi, Secretary to the Government of India, Ministry of Small Scale Industries and Agro & Rural Industries.

Mr. Bagchi highlighted the significance of the small-scale sector. The sector, he said, provides employment to millions of persons and contributes 40% of industrial production. Mr. Bagchi drew attention towards the 'Agenda for the Millennium' which the Ministry of Small Scale Industries has come up with in view of the challenges ahead of the SSI sector.

Speaking on the importance of clusters to bring dynamism and vibrance in the sector, Shri Bagchi announced that after its international experience of SME development in the developed and developing



Mrs. Anita Das, National Expert, UNIDO Focal Point for Cluster Development Programme, expressing her views in a colloquium which followed the inauguration of the Programme. The colloquium focussed on "CLUSTER DEVELOPMENT"

countries, UNIDO started its cluster initiatives in India in 1996. He commended the UNIDO methodology of cluster approach of stimulating private sector initiatives through collective vision-building and synergy among various cluster players like manufacturers, suppliers, sub-contractors, business service providers, financial and technical institutions - local, national and international. He urged the development agents to bring to his Ministry's notice the anomalies that might be prevailing in their cluster.

Mr. Mukesh Gulati - Manager - Focal Point, Cluster Development Programme, UNIDO, called this, and similar cluster development initiatives, a step towards realisation of a vision as these, he said, are highly significant for our economy.

He emphasised on the fact that the industry associations are fragmented due to various reasons and therefore there's need for external intervention in the form of a person or a development agent who can ensure efficiency within the cluster. Expressing his thanks to Mr. Bagchi and Dr. V.G. Patel, Vice-President & Director, EDI, Mr. Gulati appreciated the positive response and efforts by the states towards SME development. He announced that 7 states i.e. Uttar Pradesh, Gujarat, Karnataka, Kerala, Andhra Pradesh, Madhya Pradesh and Rajasthan are already into the programme. According to him pilot level initiatives are necessary to give a boost to various functional areas of a cluster and to reach to the problems faced by various clusters.

Valedictory function of the programme was organised on 21st December 2000. The chief guest for the function was Shri S.K.Tuteja, Additional Secretary and Development Commissioner (SSI), Ministry of Small Scale Industries and Agro & Rural Industries, Government of India.

Shri Tuteja in his valedictory address brought forth that the best change agent is the one who makes some unobtrusive, effective changes, i.e. allows the people with whom he is working to work in their own ways and still brings about changes.

Addressing the Change Agents, he said that they now have to work with Industry Associations and Industrialists who are busy themselves and know their needs and problems but are unaware of the approach to be adopted. So, emphasized Shri Tuleja, a Change Agent should bring about networking of institutions with others (local leaders) to bring about change and effective development. He urged the Cluster Development Agents to take initiative even if the work is slow and laden with problems.

Throwing light on the existing industrial scenario, Dr. V.G. Patel, Vice-President & Director, EDI said that small-scale industries are the backbone of industrial development and national economy. He added that the Development Commissioner (SSI) further helps promote, assist and encourage small industries by not just formulating policies but also by implementing various schemes. Dr. Patel asserted that group dynamics in 'entrepreneurship' is just as important as the concept of individual in 'entrepreneurship'. And so in this context he drew attention towards the Growth Programmes (focusing on different clusters) conducted by EDI. As regards the present programme for Cluster Development Agents, Dr. Patel appreciated the support extended by various agencies and cited the importance of the programme by mentioning that individual survival is not sufficient; it is important that we now work in clusters.

The participants opined that they acquired new knowledge coupled with a clear vision that will, in future, help them identify the shortcomings in a cluster and emerge with new implementation plans.

The trained Cluster Development Agents are presently involved in restructuring their clusters. EDI, in association with these trained development agents, is also engaged in the task of revivifying some dormant clusters. Besides, the Institute is also working on a manual on 'Developing Industrial and Artisan Clusters'. The manual will be of use to both the implementors and the facilitators of clusters.

EXHIBITION ON BUILDING MATERIALS



Shri T.N.Gupta, Executive Director, Building Materials & Technology Promotion Council (BMTPC), explaining an innovative technology in building material to Shri L.N.S.Mukundan, Chief Secretary, Government of Gujarat. Also seen in the picture is (R. of Shri Gupta) Dr. V. G. Patel, Vice President & Director, EDI

An exhibition was organized by Building Materials & Technology Promotion Council (BMTPC), Ministry of Urban Development, Poverty Alleviation, Government of India in association with EDI and the International Centre for Advancement of Manufacturing Technology (ICAMT) at EDI campus during December 4 to 7, 2000.

The main thrust of the exhibition was to demonstrate latest eco-friendly and energy efficient technological developments in the field of Building Materials, Construction and Housing Industry. The display focused on various types of panels depicting various cost-effective, low-cost housing technologies.

The exhibition interalia covered state-of-the-art, innovative and proven technologies for cost effective housing and habitat reconstruction sectors. It also covered alternatives to wood, energy efficient technologies, disaster resistant housing construction, and enterprises engaged in production of innovative building materials and technologies.

Shri LNS Mukundan, Chief Secretary, Government of Gujarat inaugurated the exhibition. Shri Mukundan said that he was happy to witness how EDI had once again responded to the need of the day. He said that economies thrive on entrepreneurial initiatives by its people and here the role of the government as a facilitator is very important. He added that to play a meaningful role in the process of project development cycle, the key players responsible for industrial development need to equip themselves with the necessary competencies in identification of industrial investment opportunities. Thus, he said, HRD plays a crucial role in building capacity for project identification, formulation, appraisal, implementation and successful management.

Shri Mukundan expressed happiness over the fact that this exhibition on building materials and cost effective housing covered various proven technologies and provided alternatives to conventional building materials, which ensured desired longevity and durability.

Shri Mukundan concluded by expressing that training programmes (the exhibition was a part of the programme on 'Industrial Project Preparation and Appraisal with Special Focus on Building Materials Sector) of this nature go beyond capacity building and they result in tangible impact with regard to technology transfer and MoU between enterprises in India & other developed countries. He wished that many programmes of this nature should be organized in future.

Speaking on the exhibition, Shri T.N. Gupta, Executive Director, BMTPC and Advisor to the Ministry of Urban Development, Poverty Alleviation claimed that these technologies on one hand discourage the use of natural timber and precious agricultural land in the construction industry, and on the other, encourage the consumption of pollutants like Fly-ash, Red Mud, Phosphor-gypsum etc. thus offering new opportunities for employment in the construction and building materials industry.

This exhibition was a special feature of an international training programme 'Industrial Project Preparation and Appraisal' conducted by EDI in association with UNIDO during November 20 to December 8, 2000. The focus of the programme was on building material sector.

It had been especially designed for existing and potential entrepreneurs in the field, personnel engaged in promoting

projects, corporate planners/ managers planning to initiate/diversify enterprises in the building materials sector.

The programme was attended by 16 participants; 5 from India and 11 from countries such as; Bangladesh, Nepal, Mozambique, Botswana, Uganda and Sri Lanka. The participants represented the Ministry of Industry, Commerce and Supplies, Board of Investment, Investment Promotion Office and entrepreneurs in the field.

FACILITATING BUSINESS DEVELOPMENT IN DRUGS, PHARMACEUTICALS AND MEDICAL DISPOSABLE/DEVICES INDUSTRY

Growth is the buzzword for any enterprise today and competition-driven enterprises formulate and employ strategies to address this reality. But when an entrepreneur is focussed on devising strategies that facilitate successful accomplishment of organisational objectives, his/her enterprise witnesses a planned upswing in the growth process. Generally, however, reality doesn't match with this logical approach, which should be adopted. Most entrepreneurs, in gradual course, forget all about strategies, plans and policies to achieve business objectives, thus drastically slowing down the process of growth.

To address this need of enterprises and entrepreneurs, EDI conceptualised a programme titled the "Growth-cum-Counsellors' Programme." To make the programme highly specific in terms of its results and impact, the focus was narrowed down to only one cluster, i.e. Drugs, Pharmaceuticals and Medical Disposable/ Devices Industry. In the past as well, the institute has conducted similar programmes for different clusters.

Based on the effectiveness of the past programmes, this programme was also planned in 3 phases:

- ◆ Training programme on Effective Business Counselling
- ◆ Growth Programme for established entrepreneurs in the cluster
 - Block 1 (Dec. 20 - 23, 2000)
 - Block 2 (April 2001)
- ◆ Individual Counselling by EDI trained counsellors.

The first phase, i.e. Training Programme on Effective Business Counselling was organised during December 11 - 16, 2000. The programme focused on developing business counselling skills of small enterprise consultants, related officers and trainers, thus grooming them to provide the much-needed counselling services to existing entrepreneurs in order to facilitate consolidation and growth of small enterprises. Twenty Counsellors participated in the programme and acquired learning on the actual process of business development of a given venture.

The second phase of the training programme addressed the needs of those ambitious entrepreneurs in the field who wished to take an objective look at their enterprise so that they could get an insight into its performance level. The objective was to

help all 25 participating entrepreneurs understand the competencies that contribute towards top performance thus helping them adopt new technologies or upgrade the existing ones for better performance.

The first block of the second phase particularly helped the participants understand the performance and potential base of their venture besides giving an insight into its present level. This facilitated realistic goal setting for change/ growth.

The second block is scheduled for April 2001 and will focus on hard skills, delegation and leadership, interpersonal relationship, employee motivation, key entrepreneurial competencies and technology upgradation related inputs.

Visits to factories, special inputs to upgrade quality, training for good manufacturing practices and analysis of impediments to growth were elaborately incorporated in the course curriculum.

Individual counselling, the much appreciated intervention, focused on one-to-one counselling of entrepreneurs by EDI trained counsellors. This step on the part of the counsellors, of clearly perceiving even the concealed problems and lacunae in the functioning of an enterprise and thereafter counselling the entrepreneur on the rectifying measures, was much appreciated by the participants.

The Growth-cum-Counsellors' Programme, therefore, clearly identified individual/ organizational attributes and not just imparted skills that lead to success of an organization but also honed the existing traits to facilitate continuous business development.

RESEARCH FELLOWSHIPS IN ENTREPRENEURSHIP

Centre for Research in Entrepreneurship Education and Development (CREED) was set up at EDI in the year 1997 to act as a crucial link between theory & practice in the field of entrepreneurship with special focus on applied research backed by sound theoretical underpinnings.

CREED announces Research Fellowships to promote research studies in the field of Entrepreneurship. Fellowships will be available to teachers, trainers & researchers working at or associated with an Indian Institution. For more information, contact:

The Co-ordinator, CREED at EDI Head Office.

SUSTAINING THE GROWTH MOMENTUM IN DEVELOPING COUNTRIES

Driven by increasing competition, privatisation and creation of global markets, the business paradigms are rapidly changing. The coming times will beckon only the technologically literate and globally aware.

Developing countries, in particular, are at maximum risk and require significant restructuring and refocussing. These countries are, by and large, endowed with natural resources as also certain competitive advantages that offer a variety of industrial opportunities. A systematic approach to identification of business opportunities, formulation and appraisal of business plans with focus on cost effective technologies is bound to open new horizons for industrial development.

Research by UNIDO indicates that lack of entrepreneurial abilities as also well-studied industrial projects act as key constraints to industrialisation of developing countries.

A strong, competitive economy, therefore, requires capacity building of individuals and institutions shouldering the responsibility of investment promotion and industrial development.

EDI's recognition on the international platform from agencies, such as; the World Bank, ILO, UNIDO, Commonwealth Secretariat, Friedrich-Naumann-Stiftung (FNSt), Germany leading to its interaction with more than 30 developing countries makes its focalization on skills in entrepreneurship and investment promotion, result-oriented. UNIDO and Government of India, therefore, set up a focal point institution at EDI, viz. 'Inter-Regional Centre' (IRC) for Entrepreneurship and Investment Training'.

The IRC is operational at EDI since 1997 with an aim to develop and strengthen indigenous capacities of selected countries in Asia, Africa and Arab regions in the area of Project Development Cycle, thus facilitating emergence of new entrepreneurs and growth of existing ones and in the process institutionalising investment promotion and entrepreneurship development in these regions.

To accomplish its objectives, IRC adopted the well-planned approach of;

- ◆ identifying Focal Point Countries (FPC) in Asia, Africa and Central Asia,
- ◆ identifying credible institution(s) within each FPC,
- ◆ implementing concept-to-completion approach in each FPC so as to institutionalise investment promotion and entrepreneurship development, by way of establishing an Investment Advisory Centre (IAC)
- ◆ parallely offering (on-campus) seminars on project preparation and appraisal thus strengthening capabilities to formulate and appraise viable industrial investment projects and
- ◆ networking with other relevant projects of UNIDO dealing with private sector, technology and quality management, thus bringing about synergic effect.

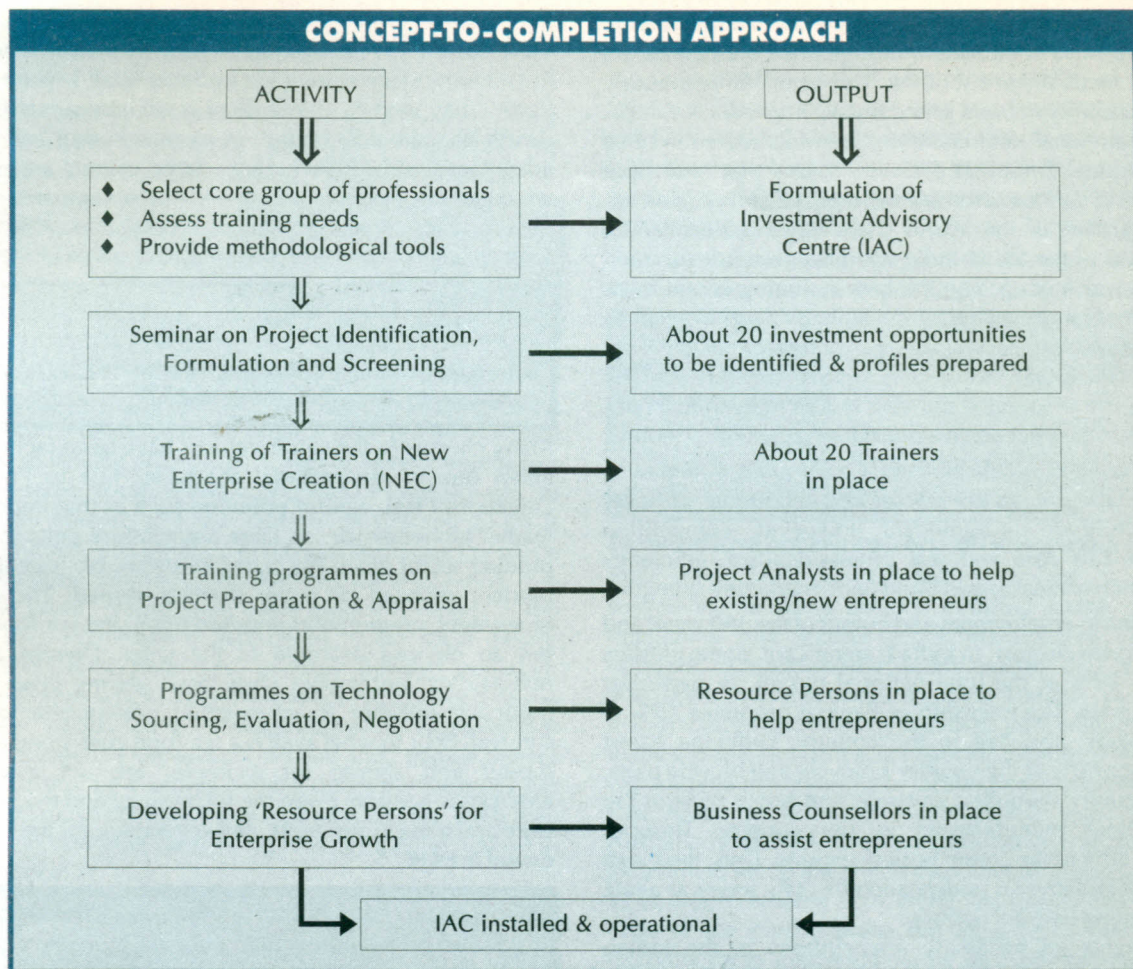
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INTERNATIONAL CHAIR IN ENTREPRENEURSHIP University of Natal, South Africa

The University of Natal, the University of Limerick (UL) in Ireland and South Africa's National Research Foundation (NRF) have agreed to support the establishment of an **International Chair in Entrepreneurship** at the University of Natal. The University of Natal is a broad-based, multi-cultural, tertiary institution serving about 22,000 students.

The incumbent will be located in and become the Director of the newly established Centre of Entrepreneurship, which aims to provide students with enterprise skills, foster the start-up of new businesses (particularly in technology-related fields) and support the development of entrepreneurial thinking and learning in the University. In addition, the Chair is expected to be a catalyst and a resource for supporting the development of an enterprise culture in the wider community; locally, nationally and regionally. In support of these objectives, the Chair will involve itself in programme development, research, knowledge transfer (from UL and other institutions), technology transfer, policy formulation and projects with an emphasis on the upliftment of disadvantaged communities. The main outcome of the joint initiative will be both an enhanced understanding and a strengthened capacity in enterprise development. The establishment of this Chair parallels a similar position established in the Eastern Cape Province by NRF, UL and others in 1999. For More Information contact:

Human Resources Administration, University of Natal, Durban 4041, South Africa.
Tel: +27 (0)31 260-2295, Fax: +27 (0) 31 260-2139, E-mail: ballim@nu.ac.za



The various IRC project activities have not-just-made enormous strides with concurrent positive growth but have also focussed on sustaining this upsurge. Till date,

- (a) it has successfully built capacities of 288 professionals (from 25 countries) in the areas of Investment Promotion and Entrepreneurship Development;
- (b) offered sector-specific training on Project Development Cycle;

- (c) rendered the Arab Regional Centre for Entrepreneurship and Investment Training, operational in Bahrain;
- (d) established the focal point with private sector participation in Mozambique;
- (e) facilitated the establishment of an exclusive Entrepreneurship Development Institute in Saudi Arabia and
- (f) developed a portfolio of investment opportunities in Mozambique for Partnership Promotion.

HERALDING THE DEATH KNELL OF INDIAN SSIs : EDI BLUE-PRINT FOR SURVIVAL

- by Prof. V. Padmanand

The overwhelming majority of enterprises, in the world are small, notwithstanding inter-country definitional variations. In the developing country context, in particular, in industries at the diminishing stages of their life cycle (at least in product form), in sectors where labour costs are the most critical of variable costs and, in industries with relatively little scope to reap economies of scale, small scale units may well survive and thrive. However, internecine competition amongst developing countries and the economies of the far and south-east bodes ill for relevant sectors in the Indian Industrial firmament. Be it the cotton textiles cluster at Tiruppur, the knitwear cluster at Ludhiana, leather at Kolkata and Chennai, sea-food at Kochi and Kolkata, machine tools at Bangalore, chemical units at Ahmedabad, dumping and exchange rate fluctuations notwithstanding, there remain

significant lessons to be learnt from the South and Far Easterners. The options for survival may lie at the enterprise level in terms of professionalism in functional areas of management of finance, marketing.... and technology upgradation, for example. But, equally important remain policy initiatives in terms of perhaps removing reservations as to encourage scalar growth, phased removal of the subsidy and the 'dole' culture for existing SSIs, instead, rewarding performance and efficiency in terms of tax holidays with regard to corporate income tax, for example. So also are de-facto implementations of VAT, and say, ensuring that unethical exploitation of export incentives or duty and tax exemption schemes are minimalised by adequate supervision and control. Similarly, policy requiring compulsory marketing, at least, on the international front via consortia or large trading

houses and, merchant exporters who have the wherewithal to withstand adversities in markets with high price elasticities, are all salves that merit sincere scrutiny. The latter simultaneously possess the capability to build brand loyalty in products categorised by mere notional differentiation. Free marketisation need not imply fair-play. Empirical evidence warns that Non-Tariff Barriers (NTBs) of various sorts may be imposed almost in an ad-hoc basis regardless of the World Trade Organisation (WTO) regime. Survival of the SSI in India warrants cluster level interventions on a war footing. The thinkers including economists and, management and technical consultants need to work in tandem with the performers viz. the small entrepreneur to ensure the salvation of the Indian industrial economy. The old economy is dying. Long live (hopefully) the new Indian industrial economy... relying on the same sectors constituting the old economy.

In the Indian context, small industries have great potential in sectors where labour costs are critical and economies of large-scale manufacture are not significant. However, competition from Southern-East Asia warrants professionalism, efficiency and, the adoption of measures to build upon marketing strength.

The contribution to employment and output of the 350 small and medium enterprise clusters in India is significant. Some clusters produce upto 80% of the total national output, in particular product categories. The township of Panipat produces 75% of the total blankets produced in the country. Ludhiana based clusters produce 60% of the country's bicycle and bicycle parts, 95% of the country's woollen knitwear and about 85% of the sewing machines manufactured in the country. Tiruppur contributes to 80% of the cotton hosiery exports. Thus, the thrust on cluster level initiatives is understandable. Italy serves as a role model in exploring relevant options.

However, insights on necessary interventions in the Indian context are lacking.

The empirical evidence of the phenomenon

EDI has counselled entrepreneurs of the machine tool cluster at Bangalore and the leather entrepreneurs of Chennai to focus on customised special purpose machines and on customised leather goods manufacture respectively.

Even in sectors where we could gain or reap competitive advantage, we are being beaten by the East Asians. Enterprises in the Indian marine product industry face bankruptcy, standardised leather products viz. leather garments and shoes of many types are outpriced by competitors in the South East, imported electronics and engineering (including machine tool) products are sold in India at a fraction of the manufacturing costs of our domestic entrepreneurs. A major lesson to be learnt is that 'Small' may well remain beautiful in manufacturing in all the sectors specified above. Marketing requires the muscle of scale. The following section highlights the relevant policy and support initiatives warranted at the cluster level.

Consortiums and trading houses: The option

Development of consortiums is an absolute imperative as an alternative to domestic and export marketing through large trading houses. The Japanese, the Chinese and many of the South East Asian economies export products of the old economy, be they chemicals, textiles, seafood or leather products, through large players oft possessing the financial and resource strengths of MNCs from the West. These players can offer better credit terms, slash prices and still survive in the short and medium term, invest in brand development, invest in own product design development in textiles and leather garments and, have access to

large volumes market such as the Americas. Indian firms lack these advantages. Hence manufacturing in sectors which are in the maturity stage of their life cycle, at least, in terms of product 'form', may well be the forte of small enterprises. The relative dearth of scale economies in manufacturing and labour cost advantages ensures this. Also, large players are not going to venture into manufacturing in these sectors given such circumstance. However, the marketing front is invariably the forte of large players viz. consortiums or trading houses only.

EDI has been developing such consortiums in the machine tool cluster at Bangalore and the medical disposable sector at Ahmedabad and also in the rubber cluster at Kochi and Kottayam.

Many clusters in the sub-continent have been facing cash crisis either due to raw-material shortages; due to Public Interest Litigations (PILs) against pollution such as that imposed on the leather tanneries or in large aquaculture units in the marine product sector given sea water intrusion, or; due to non-tariff barriers imposed by buyer markets abroad. The quality and investment requirements imposed upon the sea-food industry is but an obvious example of the latter. Diverse avenues for maintaining sustainable cash flows during crisis years in a particular industry is an essential prerequisite for extensive survival. Pray, to what avail is a sea-food cold-storage if premium lobster and shrimp for example, are not available? The enterprises need be given the technology and the permission to store and trade in say, fruits and vegetables, for the domestic and export market.

EDI has offered these technologies to seafood processing units and cold storages at Kochi over growth programme for the marine products cluster sponsored by SIDBI.

In recent years, the currency crises and devaluations in South East Asian economies with capital account convertibility may have turned them temporarily cost competitive in certain sectors. An Indian enterprise cannot afford to remain idle under the circumstance of such raw-material or other market related crises. Cash is oxygen for an enterprise and unless alternative sources for cash circulation are available, erosion of working capital and bankruptcy is the obvious result. Many enterprises in the marine, textile and the leather product sectors serve as perfect reference cases for the same. The option for market led diversification such as through enhanced focus on Scandinavian, CIS or South American markets for the leather goods industry merits attention. Enterprises with scope for product or market led diversification have greater resilience to random or systemic business risk. Counselling support is required for enterprises to explore relevant options.

Focus on niche marketing lines and channels

Customization of products is one means by which smaller players (almost all players in the sub-continent are small in comparison to many of their South East Asian counterparts) can compete against the large volume trading houses and consortias in the South East. Offering small customized machine tools or leather goods in small volumes viz. wallets, gloves or customized jackets to speciality stores rather than attempting to tap the large volume standardized chain-store channel for marketing has helped several small, medium and large players (by Indian standards) survive cost-competition from South-East Asia. The cotton textile and knitwear industry have a lot to learn

from the success strategies of some of the leather and leather product manufacturers. Scope for customization of rubber gloves may be low but that for leather goods is large.

Customization and specialisation is the need of the hour. Increasing market orientation, particularly towards the international market lends dynamism to clusters.

EDI has counselled entrepreneurs in the machine tool cluster at Bangalore and the leather entrepreneurs of Chennai to focus on customised special purpose machines and on customised leather goods manufacture respectively.

Operational monitoring and regulatory mechanisms

Greater efficacy in regulation and monitoring is essential to ensure that scarce developmental finance does not go to willful defaulters or to sinking enterprises. Cases of several enterprises claiming the same stocks within a godown or cold-storage to constitute their inventory of raw material or finished goods is hardly uncommon. The plethora of bankers facilitates the scope for such practices. Similarly, mechanisms for evaluating true turnover and profit, could yield much greater revenues to the exchequer and, contribute to reductions in the fiscal deficit. Simultaneously, such initiatives, perhaps through voluntary disclosure schemes would help bring more enterprises into the formal sector necessitating professionalism in all functional areas of management. Duty and tax evasion and, exploitation of unorganised labour by avoiding coming under the Factories Act de-jure, for example, are effectively hidden subsidies. India may hardly slap anti-dumping charges against competing nations in this circumstance.

Realising that inefficiency in management and cost structuring of projects has led to most of our manufacturing industries becoming uncompetitive, EDI has been focusing on working with the UNIDO, Cluster Development Project, New Delhi, on developing common raw material purchase groups and on implementing the mutual credit guarantee scheme (to solve working capital problems) in clusters of EDI intervention such as the handblock printing cluster at Jaipur, the handicrafts cluster at Varanasi & Kutch, the Pipli applique clusters at Bhopal and Ahmedabad, the coir cluster at Alleppey and the rubber cluster at Kochi and Kottayam.

Professionalism in management and formalising business operations

Professionalism in management is necessary for survival of the Indian SSIs. Diversion of working capital to finance creation of fixed assets is a common means to avoid cumbersome procedures and unrealistic margin and collateral requirements in seeking expansion funds from term lending institutions. The single window clearance is an absolute necessity. Enterprises pursuing the diversion option, highlighted above, often find themselves strapped for cash. Greater development of informal credit and savings institutions viz. Non-Government Organisations (NGOs) could help avoid yet another critical malady faced by SSIs viz. approaching 'shylocks' for short-term finance. Few hardly ever get out of the vicious debt trap. Professionalism in management in ideal capital structuring of projects in terms of debt equity mix is hardly given a thought. While the Indian

entrepreneurs are very street-smart when it comes to over invoicing exports for incentives and drawbacks, under-invoicing for reducing the burden of customs tariffs, or exploiting the advance license mode for duty free import and dumping of products in the domestic markets, they remain ignorant of their cost structure. Marginal costing and related cost structure audit for managerial decision making is often unheard of. The need for training and counselling on such issues is hardly realised.

Professionalism in management for example, in terms of ideal capital and cost structuring of projects is an imperative.

Realising the need, EDI has launched a Cluster Development Agents Programme which is to be progressively interlinked with its standard programmes for developing business counsellors. EDI has also been conducting programmes for development of Industry Association Executives as to enhance professionalism as inputs of SMEs.

Forward and backward(vertival) integration : The need

Integration, both forward and backward, is necessary for sustenance in some sectors. Finished leather manufacturers integrating into leather goods manufacture catering to the domestic complementary goods market, and leather garment and shoes manufacturers sourcing specific varieties of raw-material hides and skins by means of joint ventures in countries in the CIS and East Africa are specific examples. Marine product exporters sourcing shrimp or lobster from projects in Bangladesh, East Africa or knitwear manufacturers sourcing wool from Australia is hardly uncommon. However, it is hardly necessary for a firm to set up integrated manufacturing and service facilities as to ensure reliable flow along its supply chain. Empirically even at the cluster plane the absence of machinery manufacturers, for example, has hardly affected cluster performance.

Business risk is thus reduced. The objective may be to enhance margins or reduce risk in supplies or enhance capacity utilisation. Counselling on such issues and identification of foreign partners by industrial promotion and extension organisations and consultancy cells at the State level is a vital requirement.

Franchise options for market reach and brand development

Many product categories, such as those in the textile and leather product sector in India survive on the basis of tariff barriers against imports from Vietnam, China or Thailand.

An obvious means for a small firm strapped of resources for market development to grow in scale and establish a brand name for a product form sold often on the basis of 'notional differentiation' is the franchise route. If a 'McDonalds', 'Van Heusen' or 'Aptech' can grow from tiny units to megaliths, there is no reason why SSIs or associations of SSIs may not adopt this strategy for developing a brand, developing reliable channels and greatly enhancing their scope in terms of dispersion of points of purchase. Counselling and seed capital support for such initiatives may ward away the fear, of say, Indian consumers taking to Chinese textiles and garments following progressive reductions in customs duties warranted by the WTO and the IMF regime.

EDI has been working on utilising the franchising methodology for growth of knitwear cluster units at Ludhiana.

Summary note : Raw material, financial and market consotia would help Indian SSIs reduce their cost of production and successfully compete on the quality front too, with SE Asian competition. However, formation of consortiums need be backed by solid business counselling along the lines indicated above.

EXECUTORS OF STED PROJECT EQUIPPED WITH NEW KNOWLEDGE

Strategies directed towards Enterprise Development and creation of result-oriented business opportunities are always focussed upon development of marginalised sections of the society or of a region. Setting up of micro enterprises is employment generating, capital saving and capable of operating on a decentralised basis.

This being one of the fundamental thrusts of EDI, it is implementing Science and Technology Entrepreneurship Development (STED) Project in collaboration with National Science and Technology Entrepreneurship Development Board (NSTEDB), Dept. of Science and Technology, Government of India, in 3 states namely; Pithoragarh, Uttaranchal; Moradabad, Uttar Pradesh; and Hazaribagh, Vananchal. The aim is to reach tangible benefits to the marginalised sectors by an integrated and strategic approach covering identification of business opportunities, promotion of resources and technology transfer. The Institute will undertake identification, selection, training of potential entrepreneurs, besides providing professional support to them so that they set up their micro enterprises. Developing vertical and horizontal links for the entrepreneurs will also be focussed upon.

However, to achieve the aforesaid ultimate goal, it was felt important to conduct a training and development programme for the implementing (i.e. project) staff. EDI, therefore, planned 3-day orientation and training programmes for the STED project staff of all the three locations.

A programme was conducted during November 2 - 4, 2000 to accomplish this end. The specific objectives were to orient the newly appointed staff towards the STED approach; develop skills in entrepreneur-motivation and counselling and impart knowledge to provide assistance for business establishment and development, etc.

The curriculum focused on aspects such as; Business Opportunity Identification & Guidance, Project Report Preparation, Project Feasibility Assessment, Imparting Know-How on STED Project, Competencies & Traits of a Successful Entrepreneur, Knowledge on E-mail Usage, Internet and Project Formulation using Computers.

The sessions were designed to disseminate maximum information, by way of group interaction and participatory learning approach.

Both EDI faculty members and outside experts appraised the participants on various issues and topics.

The participants felt that all STED objectives and methodologies were now clear to them so much so that they could now be focused, think in an innovative manner as to what could possibly be tapped and achieved by these inputs.

INNOVATION CENTRE : UPGRADING TECHNOLOGICAL CAPABILITIES OF ENTERPRISES

The world economy is quite evidently assuming new dimensions in view of increased challenges to growth and competition. In order to survive and stay competitive, it is imperative for businesses to modernise and upgrade their technological capabilities.

While technologies indigenously developed in R&D laboratories/ universities/ project research centres are inherently sound, either entrepreneurs are not aware of them or the technologies are not always suitable for production on a commercial scale.

To bridge the existing information gap in the process of commercialising such innovations for the entrepreneurial community, the Innovation Centre : A National Facility for Science & Technology based Entrepreneurial Innovations has been set up at the Institute by National Science & Technology Entrepreneurship Development Board (NSTEDB), Dept of Science & Technology, Govt. of India.

The Information Centre aims at bringing information on technology - based business opportunities to entrepreneurs and thus helps in commercialisation of new technologies and processes.

Given below are some details on three innovative technologies for metal processing industry from the data bank of the Innovation Centre which has over 200 technologies for ready application in engineering industry, metal treatment industry, fabrication industry and industries associated with surface engineering.

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EDI FOCUSES ON FINANCIAL MANAGEMENT AND ACCOUNTING SYSTEM OF NGOS

EDI's efforts to promote entrepreneurship in rural areas, by imparting training to NGO functionaries has yielded promising prospects in rural areas. However, the Institute's experience of working in association with the NGO sector has brought forth a highly pertinent issue, which is of sustenance of these NGOs and their projects in the long run. This becomes problematic for NGOs on account of poor management which again is due to lack of managerial capabilities. One important area of management, seen in dire straits in most NGOs, is finance and accounts.

In view of such a situation in NGOs and in order to build their capacities in this area, the Institute conducted a training programme focussing on Financial Management and Accounting System of NGOs.

This third programme in the series was conducted during 18-23 September, 2000. In all, 20 participants from the NGOs of Assam, Andhra Pradesh, Gujarat, Karnataka, Kerala, Maharashtra and Meghalaya participated in the programme.

The module of the programme focused on development of skills, knowledge and attitudes necessary to become an effective executive in maintaining finance and accounts of NGOs. In consonance with this requirement of developing various competencies, the programme was based on participatory learning. Lecture, group discussion, simulation exercise and case study techniques were widely used.

Recapitulating the objective of the programme, the participants said that they were perfectly groomed to shoulder complete responsibility of sustainability of their NGOs. They opined that none of them were professionals in the area of finance and accounts and this area always remained a kind of an enigma for them, but knowledge gained at EDI made concepts look very simple. They added that finance and accounts no longer seemed difficult.

Dr. Naresh Singh, the Programme Director, expressed happiness over the feedback of the participants and added that the message and learning should be spread to more such NGOs across the nation.

EMPOWERING WOMEN THROUGH INDIRA MAHILA YOJNA

The Institute organised a Training Programme for Master Trainers under Indira Mahila Yojna (IMY) at Faridkot district of Punjab state for Child Development Project Officers and Supervisors of IMY block of Faridkot district of Punjab. The programme was supported by Department of Women & Child Development, Ministry of Human Resource Development, Government of India (DWCD, MoHRD, GoI).

The main objective of the training programme was to groom Child Development Project Officers and Supervisors into Master Trainers so as to enable them to execute the conversion plan of Integrated Child Development Services (ICDS) project properly and in turn help them provide training to the Angan Vadi Workers (AVWs) at grassroots level.

The project's focus was on areas such as; health, education and nutrition for women and children in rural areas with primary emphasis on incorporating micro finance component to make the project sustainable in the long run and reduce the dependence on grants, thus leading to complete independence over a period of time. The government has already started initiating implementation of conversion schemes on pilot basis in selected locations of ICDS projects by strengthening the capacity of Indira Mahila Blocks (IMBs) and Indira Mahila Kendras (IMKs).

In all 28 participants attended the training programme (5 CDPOs and 23 Supervisors) from five IMY blocks, i.e. Faridkot, Kotkapura, Malout, Lambi and Mukatsar of Faridkot and Muksar districts of Punjab State.

The programme received excellent feedback and as the participants said, trained them in all aspects required to mobilise poor rural women for forming Self-Help Groups, which can be followed by initiatives to start micro enterprises.

This approach ultimately will lead to employment generation and poverty alleviation in rural areas thus bringing about improvement in quality of life of poor women and their families.

According to Dr. Naresh Singh, the Programme Director, this training would definitely help Master Trainers in meeting the challenges of IMY Project and they would be able to create a self-reliant society.

VISIT OF UGANDAN DELEGATION TO EDI



Mr. Joseph Kanakulya Wasswa, Minister of State for Industry and Commerce & in charge of Small Scale Industry, presenting a report on the economic scenario of Uganda, to Dr. V. G. Patel.

A 5-member delegation from Uganda headed by His Excellency, High Commissioner of Uganda to India, Mr. Joseph Tomusange along with the Minister of State for Industry and Commerce, In Charge of Small Scale Industries, Mr. Joseph Kanakulya Wasswa visited EDI to know more on the ways & means to develop indigenous entrepreneurship potential for alleviating the twin problems of poverty and unemployment in Uganda.

The presentation made by EDI focussed on issues related to New Enterprise Creation and Performance Improvement of Existing Entrepreneurs, leading to accelerated industrial development in an economy.

Convinced by the effectiveness of the New Enterprise Creation training approach of EDI in terms of employment generation and poverty alleviation at a most cost effective manner, the delegates felt that entrepreneurship development could be effectively initiated in Uganda by following the systematic approach implemented by EDI.

The High Commissioner of Uganda and Director EDI agreed that to begin with a sensitisation workshop could be organised in Uganda wherein a 2-member team could visit Uganda (a) to assess the environment/organisation and in the process (b) identify a Focal Point Institution to house ED activities (c) conduct a sensitisation workshop for support system officials and (d) crystallise a further action plan.

DIRECTOR'S DESK

(Continued from page 1)

There are some important strategic lessons from the past. Financial self-sufficiency should not force us to forget that we must focus on "impact" and not only on "activities". Constant evaluation of the benefits being derived by our individuals, regions and states must be undertaken. Which also means moving away from "partial" approach to "integrated" one i.e. concept to completion; concentration on few districts or states rather than spread too thinly. And time has come for deriving increased benefits from networking with other institutions possessing complementary expertise, resources and reach of their own. Days of doing it alone are over.

In this context, I am very happy that the **Federation of Entrepreneurship Development Institutions (FEDI)** has

been established with all national and state entrepreneurship institutions (barring one from Delhi) as Members. We have started sharing experiences and very soon programmes, teaching materials and even man-power on need basis. We, at EDI, plan to call upon experienced trainers from FEDI Members as well as NGOs to help us implement a massive programme of economic rehabilitation in the earthquake affected areas of Gujarat. We are working on a proposal to set up 5000 micro and new enterprises including resettlement of affected clusters. We hope national and international bodies will extend assistance. This task cannot be undertaken by EDI alone. I am sure my colleagues in entrepreneurship and related institutions would offer their support when the project is launched.

- V.G. Patel



EDI recently organised a meeting with International Development Support Organisations in New Delhi. The objective of the 'Meet' was to apprise International Funding Agencies of the work that the institute has been carrying out in the area of Entrepreneurship, and in the process explore possibilities of future collaborations with them. Seen in the picture is (in the centre) Dr. V. G. Patel, Vice President & Director, EDI, making a presentation on the activities of the Institute. Also seen are some Senior Faculty Members of the Institute.



A Chinese Official Delegation, led by Mr. Wang Aiwen, Deputy Director General, Department of Training & Employment, Ministry of Labour & Social Security, visited India to study employment promotion through the development of community based services in Urban Areas in the country. This study visit was sponsored by UNDP.

The delegation visited EDI to know about the activities being carried out by the Institute in the field of Micro Enterprise & Micro Credit and to explore possibilities of future collaborations.

EXTENSION OF EDI DIRECTOR'S TENURE

The 56th EDI Governing Body has decided to extend the tenure of Dr. V. G. Patel, Vice-President & Director, EDI by a period of two years, w.e.f. 01 March, 2001.

"The status of an entrepreneur has significantly improved in the society as a high achiever, someone who can be a role model compared to the earlier days when they were considered exploiters, money minded, ruthless individuals, who monopolized ownership of business."

Dr. V. G. Patel, Vice President & Director, EDI

INNOVATION CENTRE

(Continued from page 12)

Name of Technology : Neutral Salt for hardening various types of metals for temperature ranging from 800° C to 1250° C.

Ready Application in : Units engaged in heat treatment of ferrous alloys.

Benefits that Accrue : 1. Reduction in production cost
2. Improvement in the quality of metallurgical properties of metals.
3. In case of knowledge of formulation of chemicals, a unit can be set up with low investment.

Name of Technology : Economizer

Ready Application in : Economising the heat transfer while treating metals for hardening in units engaged in heat treatment of ferrous alloys.

Benefits that Accrue : 1. Since heat consumption is minimised, the production cost goes down
2. Low investment.

Name of Technology : Anti-decarburisor (Accelerator)

Ready Application in : Prevention of loss of carbon from the surface of the metal during heat treatment of metals thus improving the quality of hardness of the metal.

Benefits that Accrue : 1. Improvement in the quality of metal in terms of its hardness.
2. Prevents oxide corrosion in metals.
3. Low investment.

For more Information contact Mr. K.K.Shaw, Technical Expert, Innovation Centre at EDI Head Office.



Shri S.K. Tuteja, Additional Secretary and Development Commissioner (SSI), Ministry of Small Scale Industries and Agro and Rural Industries, Government of India, inaugurating the SIDO Hall on 21st December, 2000. The SIDO Hall has been constructed at EDI with generous support of the Small Industry Development Organisation, Government of India.

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10th Summer Camp on ENTREPRENEURIAL ADVENTURE

FOR HSC AND COLLEGE GOING STUDENTS

May 1 - 11, 2001

Objectives

- ◆ Foster entrepreneurial traits such as; initiative, creativity, leadership, problem solving skill, etc.
- ◆ Help students realize their latent potential
- ◆ develop their capabilities to meet the challenges ahead.

Learning methodology will include visits to leading institutions, simulation exercises, role plays, classroom lectures, interaction with well-known entrepreneurs and achievers, motivation development exercises etc.

Focus will be on career guidance and psychological counselling.

Fee : Rs. 13,500/- (A.C. double occupancy accommodation)

For registration, please contact **Dr. Sunil Shukla**, Camp Leader at EDI Head Office before April 15, 2001

8th Summer Camp on ENTREPRENEURIAL STIMULATION FOR CHILDREN

For Children in the Age Group of 12 to 16 Years

April 23 - 28, 2001

Objectives

- ◆ Inculcate the spirit of enterprise and achievement at a tender age
- ◆ Orient students towards higher-order achievements
- ◆ apprise the parents on the strengths and weaknesses of the child by organising a 'Parents' Meet'

Learning methodology will include mental gyms, motivation and creativity exercises, puzzles, value education, presentations, industrial visits, interaction with well-known entrepreneurs and achievers etc.

Fee : Rs. 5000/- (Non-A.C. double occupancy accommodation)



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