



# EDI REPORTS

**FROM  
THE DIRECTOR'S DESK**

## **OUR FOCUS HAS BROADENED**

'Entrepreneurship means growth and is the need of many a developing nation'. It may sound more like a cliché but it is certainly the fact of the time. And in cognizance of this, today there are several national level organisations/colleges that promote the cause of entrepreneurship. Even internationally, the term no longer raises eyebrows; it is no more an excuse for 'no other option'. The concept has been accepted at par with other choices that face youth at the crossroads of beginning a career.

I am glad that EDI's programmes are market effective; they do not just impart 'go-up-the-ladder' tricks but ensure that this growth is sustained. We can today safely envisage the future on the premise of entrepreneurship. The newly formed batch of 114 business-inclined, aware and committed youths for the EDI PG programmes, 2005-06, is a testimony to the acceptance of our belief. This is compounded by the expanding outreach of the Institute's Open Learning Programme in Entrepreneurship. A remarkable feat on the front of bolstering the performance of Clusters and thus of existing entrepreneurs, has been by way of undertaking a Need Assessment Survey of five Handloom Clusters spread across the country, as a part of the Ministry of

Textiles, Government of India sponsored project. The revelations will help strategise and plan the activity schedule.

Our programmes have always taken into account the possibility of obsolescence of strategies and methodologies. Whenever this has happened, research and subsequent changes have closely followed.

The successfully completed EDI-EU Project for Economic Rehabilitation of the Earthquake Affected Region (EDI-EU PERKS), also has an impressive saga to narrate. The two-year project revived the economy of Kachchh and Saurashtra and assigned the status of replicability to the model designed.

It is satisfying to note that around two and a half years of hard work is amply visible in the setting up of 6186 small enterprises, rehabilitation of 455 units and creation of 11,131

(Cont....)



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EDI has entered into an agreement with the Aquinas South Asian Regional Institute of Management (ASARIM) to spearhead entrepreneurship in Sri Lanka and Maldives, in addition to designing and implementing a rehabilitation strategy for the Tsunami victims. Seen above, during the collaboration signing occasion, are Dr. Dinesh Awasthi, Director, EDI and ASARIM President, Mr. Guy de Fontgalland exchanging the agreement. Also seen are (L-R) Mr. Samantha, Secretary General, Federation of Chambers of Commerce and Industry of Sri Lanka (FCCISL), Mr. Nawaz Rajabdeen, President, FCCISL, Mr. Jitendra Kumar, High Commissioner of India in Sri Lanka and Mr. S. B. Sareen, Faculty-EDI & Country Director, Sri Lanka

employment opportunities. The results became our ambassador. And a major development subsequently, has been in terms of entering into a collaboration with Aquinas South Asian Regional Institute of Management (ASARIM), Colombo, so as to broadbase entrepreneurship in Sri Lanka and Maldives. The planning is comprehensive in coverage, long term in scope and realistic in perspective. The very sequential, yet succinct and application-oriented strategy of EDI-EU PERKS gives the Institute an added insight; application of which will yield worthwhile, tangible results in Sri Lanka and Maldives as well. Headed by Mr. Samantha B. Abeywicrama, Secretary General, Federation of Chambers of Commerce & Industries of Sri Lanka, the recent visit of a 19-member Sri Lankan delegation of the Federation to get a first hand peek into the relief strategies was immensely rewarding. I must say our hon'ble

Chief Minister, Shri Narendra Modi introduced them to result-oriented measures and modules that pulled people out of the Gujarat earthquake crisis. The Chief Minister's leadership and dynamism was immensely appreciated by the delegates.

The visit led to clarity in terms of formulation of a vision wherein Back-to-Business (rehabilitation of disaster struck units) and New Enterprise Creation (establishment of new ventures) were identified as the main focus areas. It was envisioned that 10,000 new set-ups including the ones to be rehabilitated, would be the target. We would very shortly be receiving the Term of Reference from Sri Lanka, thus enabling us to design the rehabilitation model. This, I must mention, will also be informed by a detailed assessment of the Tsunami hit regions; for which an EDI expert team would shortly be visiting Sri Lanka.

The Institute has also awakened to the need of developing entrepreneurship in foreign lands. With the revival of the UNIDO and Govt. of India sponsored Inter-Regional Centre (IRC) for Entrepreneurship and Investment Training, and the Ministry of External Affairs assigned task of setting up EDI Centres in Cambodia, Lao PDR, Vietnam and Myanmar, EDI has the world's eye on it. While the Centre at Lao PDR has already been commissioned, the other three countries will witness results in about 6-8 months' time.

EDI has to fulfil the responsibility of giving a concrete entrepreneurial routing to many countries. Competitive pressures have scaled up the need for efficiency and EDI is there to carve this desired efficiency level.

I am sure EDI will continue to create milestones that concretise entrepreneurship nationally and internationally.

*- Dr. Dinesh Awasthi*



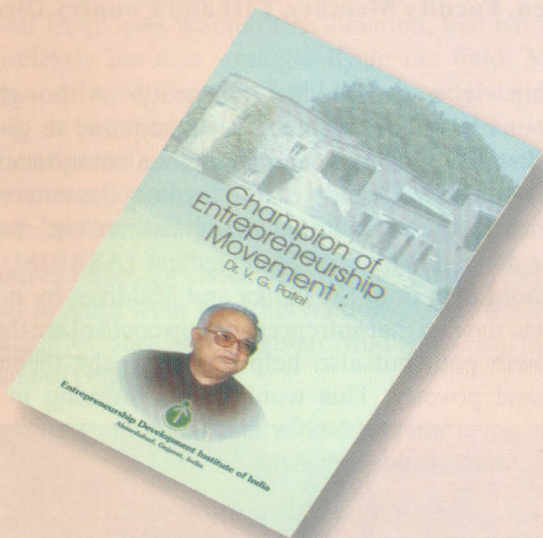
## EDI President visits the Institute



Shri Vaddarse Prabhakar Shetty assumed charge of the IDBI Ltd. as its Chairman and that of EDI as its President with effect from 1st March, 2005. EDI invited Shri Shetty on campus on May 24, 2005 to have an interaction with its employees and get a first hand insight into the workings of the institute.

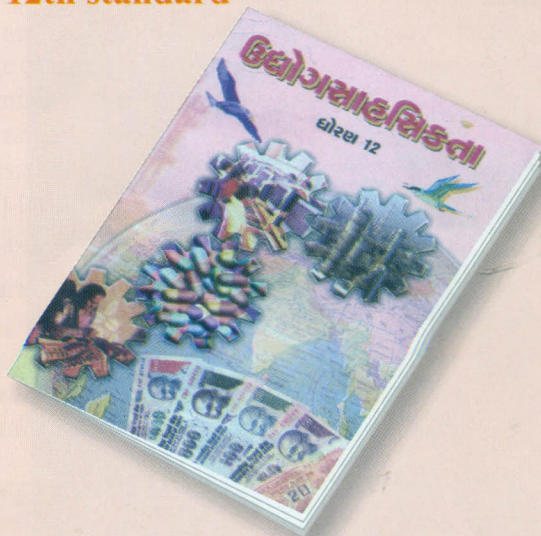
Seen here is Shri Shetty addressing EDI employees. Also seen is Dr. Dinesh Awasthi, Director – EDI.

## Documentation of the Genesis and Growth of Entrepreneurship Movement, and Dr. V. G. Patel's Contribution



The book traces the journey of Dr. V.G. Patel, Former Vice President and Director, EDI, through the entrepreneurship development movement. It brings forth the landmarks which added to the momentum of the movement and gave it the strength that it wields today. A lucid documentation of events, in Dr. Patel's own words, make it an interesting reading and gives enriching insights. It is an essential document for those attached with the phenomenon of entrepreneurship in some way or the other, and also for those who wish to come face-to-face with this revolution which bears the power of changing the economic landscape of any country.

## Textbook on Entrepreneurship for 12th standard



Assigned by the Gujarat State Text Book Board, Govt. of Gujarat, the Institute completed the task of developing Text Book on Entrepreneurship for the 12th standard in vernacular medium (Gujarati). This followed the completion of text book for the 11th standard, last year. While the course structure for the 11th standard was designed in such a way as to expose the students to the charms of becoming an entrepreneur and motivate them to think about entrepreneurship as an ideal career option, hard core inputs such as, business opportunity, market survey, market/technical/financial analysis of a project, business plan preparation and business regulatory provisions are covered at the 12th standard level. A panel appointed by the Board consisting of teachers, entrepreneurship experts and academicians found the inputs satisfactory and quite useful to the students.



# Sri Lankan Delegation Visits EDI



**Hon'ble Chief Minister of Gujarat, Shri Narendrabhai Modi addressing the Sri Lankan delegates. Also seen are (R-L) Mr. Hasmukh Adhiya, IAS, Principal Secretary to the CM, Mr. S. B. Sareen, Faculty Member, EDI and Country Director, Sri Lanka**

Entrepreneurship is a worldwide necessity. Although the phenomenon does exist, its re-inforcement is required to give it a result-oriented thrust. To promote and strengthen entrepreneurship movement in Sri Lanka and Maldives, the Institute has entered into an agreement with a reputed Sri Lanka based institute viz., Aquinas South Asian Regional Institute of Management (ASARIM). This collaboration would help both Sri Lanka and Maldives by not just awakening them to the fact that entrepreneurship could place them on an enviable growth path but also help deal with the menace of unemployment and poverty. This would entail working in close association with governments, NGOs and institutions engaged in promoting small enterprise development.



**Delegates during a brainstorming session at EDI. Addressing them is (3rd from R) Dr. Dinesh Awasthi, Director, EDI**

A Sri Lankan delegation visited EDI to learn about the strategy to be adopted for rehabilitation of Tsunami victims. During the devastating earthquake of Gujarat in 2001, the Government not just concentrated on rebuilding infrastructure but also gave due attention to economic rejuvenation. As a result, in a record time, the intervention yielded concrete results and came forth as sustainable. It most certainly brought forth the foresight, unparalleled vision and dynamism of the implementation authorities.

Recently, Sri Lanka had to face the wrath of Tsunami which brought about wide spread destruction. Rehabilitation strategy now has to prove itself in this country, and so the delegation wished to learn from the process, criteria and methodology that the Gujarat Government





had considered to finalise its plan during the time this state faced the most shattering natural calamity.

The delegation, therefore, visited the Hon'ble Chief Minister to understand the rehabilitation models and modus operandi. Their visit to the Hon'ble Minister of Industry, Shri Anil Patel had also been planned to give them strategic orientations in this direction.

With this very objective the delegation also had interactions with EDI experts. They wished to get insights into the EDI implemented European Union (EU) Project for Economic Rehabilitation of Kachchh and Saurashtra, which proved itself as a replicable revitalisation model. The Institute made a detailed presentation on this.

Under the operational and strategic issues involved in such an intervention, technology plays a major role. Right technology can make most targets achievable within a short-time. 'Low Cost Housing' was one such technology adopted to ensure reconstruction of houses. Visit to Rural Technology Institute, Gandhinagar brought the delegates face-to-face with this technology.

To ensure that their revitalisation plan yields an exemplary growth impulse, they also interacted with NGOs of repute like Self Employed Women's Association, that worked not just tirelessly but also strategically in the field. Mr. S.B. Sareen, the Project Director, felt that their understanding got further broadened and deepened by meeting the beneficiaries and witnessing the overall rejuvenation as also the enrichment on all fronts. He felt that the meetings served as a step-by-step guide to a rehabilitation model.

A massive effort, as visualised, the Sri Lankan delegation wished to learn from the interventions under the dynamic leadership of Shri Narendrabhai Modi, the Hon'ble Chief Minister of Gujarat.

## THE SRI LANKANS EXPERIENCED DYNAMISM

Addressing the delegation, the Chief Minister said that the Gujarat Disaster Management Model is so effective and popular that after the Taliban war in Afghanistan, they approached the Gujarat state and asked to develop a similar programme for the war-affected people. "Government of Gujarat has deputed an officer to help them out", announced the Chief Minister, expressing his willingness to help Sri Lanka wade out of the Tsunami crisis. He further, in his address, mentioned that the World Bank, in its report, has admitted that normally it takes at least 10 years to revive the economy after such a devastating earthquake but it is a remarkable work that within a short span of 4 years the economy of the state has been put back on rail. This, reinforced the Chief Minister, was because of the well-planned policy interventions of the state. "Today, Shri Modi emphasized, Kachchh is the fastest developing district in India". The secret of success is 'people's participation' in the regeneration process, said he. Shri Modi also said that Bhuj is the second city in the world, after London, to be rebuilt as per the original town planning scheme after a crises, and that recognising the excellent work done by the Gujarat government, various international bodies have bestowed laurels, the three major ones being the UN Sasakav Award; World Bank's Green Award and Commonwealth Countries' Best Governance Award.

"Gujarat also was the first state to design a Disaster Management Act and establish the Disaster Management Authority in the country and the Central Government today wishes to adopt the same approach at a national level", asserted the Chief Minister.

The Hon'ble Chief Minister in his concluding remarks extended invitation to the delegates for all kind of support or expertise.

The Industry Minister of the State, Shri Anilbhai Patel in his address pinpointed the similarities in both the countries; i.e. between India and Sri Lanka, and emphasized that therefore, the Gujarat Rehabilitation Model can be replicated. Shri Patel established the need to do a study on losses, prior to designing and implementing a rehabilitation model. Endorsing the Chief Minister's point of view, Shri Patel spoke on the opportunities available in the state like; gems & jewellery,

dyes & chemicals, food processing, salt, knowledge-based industries, etc. and invited Sri Lanka to initiate collaborative activities and draw advantage from India's expertise.



**Shri Anil Patel, Hon'ble Minister of Industries, Gujarat State, addressing the Sri Lankan delegates**



# Entrepreneurship Education

## NEED FOR ENTREPRENEURSHIP EDUCATION

We have entered an age where need for entrepreneurs has become imperative. The country needs a large supply of competent entrepreneurs to accelerate growth and generate productive employment. A large brigade of youths at the threshold of making a career choice, does inspire hope. They, however, need to be worked upon. They require a change of mind-set and proper training to believe that they can be successful entrepreneurs. The task requires concerted efforts; it requires the academicians, government policy makers and national level organisations in the field, to work in tandem.

A **National Seminar on Approaches to Entrepreneurship Education** was organised by the Institute in Delhi under the sponsorship of National Entrepreneurship Development Board, Ministry of SSI, Government of India. The objective was to bring in all the key players on a common platform and deliberate on this need. It was inaugurated by the Secretary, Small Scale Industry, Ministry of Industry, Government of India, Mr. Anupam Dasgupta on 10th June, 2005 at India International Centre, New Delhi.

The seminar was attended by 40 leading personalities from the field of Education, comprising vice-chancellors from different universities, and key officials from AICTE, CBSE, UGC, DST, IGNOU and NIESBUD.

Welcoming the gathering Dr. Dinesh Awasthi, Director, EDI mentioned that there is a huge army of unemployed youth, yet setting up own enterprise is thought of as a last resort. He expressed concern over the fact that entrepreneurship is not considered as the first career choice. The need of the day is to 'Catch Them Young', he opined. Highlighting the main objective of the seminar, i.e. to develop a road map to reach youths and create awareness about entrepreneurship, Dr. Awasthi

mentioned that education as a medium should be relied upon. He appreciated the efforts of NEDB, Government of India, towards introducing the scheme on setting up Entrepreneurship & Business Development Centres at select universities. To this, he added that the need now is to reach out to the



Dr. Dinesh Awasthi, EDI-Director, throwing light on the objectives of the seminar. Also seen are (R-L) Mr. Anupam Dasgupta, Secretary, Ministry of SSI & ARI, Govt. of India and Dr. Arun Nigavekar, Chairman, UGC



large number of youth through a vast network of universities.

In his keynote address, Dr. Arun Nigavekar, Chairman, UGC, placed accent on concentrating on youths coming out from nontechnical backgrounds, i.e. arts, commerce & science. He mentioned that the 21st century belongs to knowledge-driven people and that a nation, which has the capacity of generating knowledge and converting it into useful elements, will be the stronger one, economically, financially and politically. Dr. Nigavekar underlined that knowledge converted into product, process or service is the 'Mantra' for success of any nation. Highlighting the field of education as a means of generating knowledge, he said that this medium should be trusted to sow seeds of entrepreneurship in our youth.

He concluded his address by mentioning that we must equally concentrate on the lower spectrum of the society and guide today's youth towards the road to self employment. Dr. Nigavekar acknowledged the efforts put in by EDI and wished it success in similar such endeavours.

Mr. Anupam Dasgupta, Secretary, Ministry of Industry, SSI & ARI, Government of India, endorsed the statement made by Dr. Nigavekar, adding that this seminar was an ideal platform for brainstorming for those involved in imparting education and designing curriculum so that entrepreneurship education could be appropriately integrated in formal education. "All of us should work out a strategy to develop entrepreneurs on a massive scale so that the problems of unemployment and poverty can be tackled," Mr. Dasgupta emphasized. He also suggested that EDI can in collaboration with UGC, IGNOU, AICTE and other educational bodies workout a plan to introduce Entrepreneurship at the higher education level.

Dr. Sunil Shukla, Professor, EDI gave an overview of the activities that EDI had initiated as also plans to initiate to inculcate the spirit of enterprise amongst youth. In this context, he highlighted the importance of holding this seminar and putting in joint efforts.

A need was established; a point was reinforced. The delegates endorsed the criticality of promoting entrepreneurship and promised to intervene in a way that orients college-going youths towards entrepreneurship.

## ***Presentations - A Precursor to Brainstorming Sessions***



**Dr. Sunil Shukla, Professor, EDI presenting the findings of the study**

### ***On the Study - Entry Barriers to Entrepreneurship: As Perceived by Youth***

Subsequent to the inaugural function, Dr. Sunil Shukla, Professor, EDI presented the findings of NEDB sponsored study, 'Entry Barriers to Entrepreneurship: As Perceived by Youths'. Highlighting the prime objectives of the study, Dr. Shukla stated that the perception of youths towards entrepreneurship as a career option is laden with inhibitions and this, he said, arises primarily because of the barriers that are often associated with entrepreneurship. He mentioned that while the study probed into these areas, it also sought to evolve a policy framework and strategy to create an enabling environment for growth of entrepreneurship.

Lack of motivation, a rigid job-oriented mindset, lack of business knowledge, discouragement by family and friends and absence of finance were the main hindering factors, as highlighted in the presentation. Summing up on an encouraging note, however, Dr. Shukla did highlight that the study brought forth the willingness of interviewees to take up entrepreneurship if assistance with regard to finance, project idea and training in business was made available. This certainly established the significance and the need of orienting youths towards entrepreneurship by planned training interventions. Facts and figures, as highlighted by Dr. Shukla, supported this.



### Prime recommendations that came forth :

- Policy makers need to workout a strategy and an action plan to introduce entrepreneurship at school or college level.
- Development of managerial capabilities must also be made an integral part of the curriculum on entrepreneurship.
- Techniques such as; interaction with entrepreneurs, entrepreneurial games and exercises and short duration theme-based programmes need to supplement the conventional classroom teaching.
- Universities can expect a positive impact by preparing a business opportunity data bank for the students of entrepreneurship.
- Women should be encouraged to take up entrepreneurship education, besides efforts should be made by universities to create widespread awareness about entrepreneurship.

### On NEDB Scheme

In order to broaden the frontiers of entrepreneurship, EDI had proposed to the National Entrepreneurship Development Board, Department of SSI&ARI, Ministry of Industry, Government of India, to set up Entrepreneurship & Business Development Centres in select universities and colleges. In cognisance with this, the Ministry launched a scheme on which a presentation was made by Shri S.K. Mukherjee, Director, NEDB. Shri Mukherjee began by reinforcing the need to establish the Centres and hence the importance of this scheme. He held that the Centres will certainly bring about more awareness about Entrepreneurship as a career option, in addition to motivating students, inculcating entrepreneurial values in them and by promoting networking between them and the support agencies. According to Shri Mukherjee, at least five such Centres, one each in East, West, North, South and North East Regions of the country will be established in the current year.

### Recommendations of the dignitaries present on the occasion :

- The motivation level of faculty for these Centres must be kept high by making the positions full-time.
- A committee to be constituted to monitor and coordinate the activities of the Centres.
- As against five Centres planned to be established, the number, it was suggested could be increased for better impact.
- SSI Ministry could also consider the cost of infrastructure as most universities may not be able to bear this.
- Under the scheme, training programmes for existing entrepreneurs could also be planned.



## GAUGING PROGRESS OF OLPE LEARNERS

Tiny, small and medium scale industrial units have come to play an increasingly significant role on the developmental front on account of their sizeable contribution to employment and export earnings. EDI's 'Open Learning Programme in Entrepreneurship' is a strategy to ensure emergence of more and more small and medium scale entrepreneurs.

And not just this, EDI also organises interactions to obtain view points and feedback that improve its efficacy. OLPE Learners' Convention is organised with this very motive.

The 5th Convention in the series was organised in Lucknow on April 3, 2005 for learners from Northern and Eastern Regions. The learners were imparted learnings on the emerging areas of business opportunities, competencies and effective marketing strategies. The convention helped gauge progress, dealt with hindering factors and served as a progressive forum where the learners got meaningful insights.

Counsellors' workshops are also a regular feature which ensure that the counsellors play a central role in helping learners set up their enterprises. The inputs focus on imparting updated information on effective methodologies that keep the motivation and confidence levels of students upright & also develop in them a unique problem shooting ability - the essentials of a successful entrepreneur. The problems of counsellors are discussed and their knowledge on market trends and subject matter is updated OLPE has successfully trained. 37 counsellors in the last six months in counsellors' workshops at Lucknow, Ahmedabad and Bangalore.

The OLPE Cell envisions that more such face-to-face meets should be organised so that the learners open up with their problems and get a feel of the pulse of the market by interacting with experts. This, feels the Course Director, Prof. Sunil Shukla, will impact the success rate.



**Counsellors brainstorming during the 'Meet' at Lucknow. Inset : Mr. Raman Gujral, Faculty, EDI addressing the Counsellors**

## "We are on Cloud Nine", they yelled

The exuberance of youth was at full play. It was 18th of May, 2005, the valediction of the Summer Camp for Youth, when 47 young boys and girls spoke with zest about their career plans. One couldn't help but wonder, "So young yet so wise".

They came forth as 'aware', 'open to learning' individuals. They were confident about their beliefs and had a reason for holding it so upright.



**Participants of the camp seen with (5th from L) Mr. Rajesh Gandhi, M.D., Vadilal Industries Ltd., (6th from L) Dr. Dinesh Awasthi, Director - EDI, (4th from L) Dr. Sunil Shukla, Camp Leader and (7th from L) Dr. B. B. Siddiqui, Distinguished Faculty, EDI**



Upon asking they said, they had been transformed in just about 2 weeks. They spoke at length about the **Summer Camp on Entrepreneurial Adventures for Youth**, which they emphasized, gave them a distinct orientation to perfectionism.

It sure indicated emergence of a strong entrepreneurial economy abuzz with enterprising youths.

EDI organised this Summer Camp on Entrepreneurial Adventure, during May 8 - 18, 2005. 47 youths from 7 states of the country participated in it. The camp focussed on inclining them towards adopting an entrepreneurial attitude in whatever they did. An entrepreneurial career was also what they explored in addition to learning about other viable career options. The camp placed accent on the development of the right faculties through classroom training, psychological exercises, mental gyms, industrial visits and interaction with highflying achievers. Visits to institutions such as; National Institute of Design, Indian Institute of Management, Nirma Institute, gave the participants an insight into the skills indispensable to emerge a winner par excellence. Interaction with path breaking achievers established the significance of 'core competence' for the youth and developed strategic orientations in them.

Some of the young achievers who interacted with them were Ms. Prutha Desai, who emerged victorious even when surrounded by mishaps of the earthquake, Mr. Krishnakant Jha, Editor, Gandhinagar Samachar, who made it big inspite of his physical disability; Mr. Manoj Somani, a young entrepreneur, Mr. Manthan Choksi, the Gujarat Number One Chess player. Interaction with achievers freed the participants from several of their apprehensions and instilled tremendous confidence in them.



**A participant of the Youth Camp presenting her views during the valedictory function. Also seen are (in the centre) Dr. Dinesh Awasthi, Director-EDI and (L-R), Dr. Sunil Shukla, Camp Leader and Prof. B. B. Siddique, Distinguished Faculty, EDI**



Dr. Sunil Shukla, the Camp Leader, said that the prime objective of the Camp is to groom the participants in a way that they excel in the present economic structure which is characterised by its knowledge dynamism. "I am glad that we could carve competencies, knowledge and a strategic vision", he said.

Dr. Shukla also made a mention of the EDI's 12th National Summer Camp on Entrepreneurial Stimulation for Children organised during May 1-6, 2005 wherein 76 children from as many as 14 cities had participated.



**During the Parents' Meet at the conclusion of Summer Camp on Entrepreneurship Stimulation for Children, a parent expressing her views on the feedback by experts on her ward**

*The camp received soaring response with 76 participants from across the country.*

These children in the age group of 12-16 years were groomed in a way that their deeply embedded zeal and dynamism were evoked. Effort was made to steer their thought process in the right direction. On these very lines EDI also organised a Regional Summer Camp in Patna during May 30 - June 4, 2005. A Parents' Meet marked the conclusion of the Camps. An assessment of the children so as to know their endowments, weaknesses and ways of transforming the weaknesses into strengths was shared with the parents.

The Camps were an eye opener for children and youths as their perspectives, vision and competence were honed and also developed.

## PG Perk-UPS

**A new dimension added to the knowledge of EDI's PG Programme students.**

The students of EDI PG Programmes 2004-05 batch organised a very high-spirited fest and called it the ENTREPRENEURIAL FEST.

The underlying idea was to provide a stimulated business environment wherein the students could test their entrepreneurial personality. 16th May, 2005 was abuzz with entrepreneurial games and tests, which gauged the students' leadership abilities, organisational skills, clarity of thoughts, confidence level and commitment to career choice.

The amazingly worked out series of events touched upon some common problems faced by corporate houses and the step-by-step route that is adopted to reach solutions. Presentations opened up the students. All the conversation about risks and uncertainties charged them further. Their words reflected a stronger commitment, zeal and a vision that seemed to say, 'bask in the glory of your enterprising self'.

The family business students of the PG programme were addressed by Mr. Rajesh Gandhi, Managing Director, Vadilal

Industries on the nitty-gritties of a family owned entrepreneur.

By virtue of hailing from a family owned enterprise, Shri Gandhi shared with the students, the challenges that face family businesses. He threw light on the focus, approaches and certain general practices that must be kept in mind to pioneer any innovation or even while carrying further the existing systems. The students felt that the information shared and subsequent discussions, opened up a gamut of challenges that might grope a family business at a certain point of time. They also discovered the route that should be adopted to reach solution.

## 7th Convocation of EDI

**POSTGRADUATE DIPLOMA PROGRAMMES**

**Chief Guest**

Padma Bhushan

**Shri Hari Shankar Singhania**

President, J.K. Organisation

**Shri V.P. Shetty**

President-EDI & Chairman-IDBI will preside.

**Date : 17th September, 2005**

**Time : 5.00 p.m.**

**Venue : Entrepreneurship Development Institute of India**



than one and a half year of this 2-year project already completed, strategic interventions focussing on creating technology awareness, improving quality and productivity, establishing network among cluster actors, strengthening market linkages are in full swing and have yielded sustainable results.

This project, sponsored by DCSSI/ICICI, involved visiting about 2,000 units by Business Development Service (BDS) Providers, for counselling entrepreneurs on improving their productivity, quality, minimizing rejection and improving the market linkages. With the completion of this exercise around 67 technological innovations had been carried out, leading to sustainable impact on quality and productivity.

### *Assessment of Clusters*

Clusters have evoked great curiosity. While their inherent potential to growth is quite evident, it is equally significant primarily understand their lacunae as also the areas, which when tapped can ensure exemplary performance.

A diagnostic study, therefore, prior to implementation of a chain of initiatives can generate far appreciable results.

In view of this, the Development Commissioner (Handlooms), Ministry of Textiles, Govt. of India, assigned the Institute, the task of conducting a Need Assessment Study of 5 handloom clusters spread across the country, viz.

- Banaras in Uttar Pradesh
- Madhavaram in Cuddapah District, Andhra Pradesh
- Kurunchipadi in Cuddalore District, Tamil Nadu
- Sonepur District, Orissa
- Bijoinar, Guwahati, Assam

The study aims at understanding the current scenario in these clusters. A SWOT analysis will help arrive at the anomalies as also the strengths which need to be worked upon. Value chain analysis will pinpoint the gaps in the existing structure. Recommendations in terms of an action plan will be immensely useful for harnessing the potential of the clusters and their market.

Mr. K. K. Shaw, Sr. Faculty-EDI and Incharge of Cluster related activities holds that by inducing dynamism in clusters through turnaround strategies, EDI is successfully aiding the economic development of the country, as these clusters of industries, said he, get equipped to match steps with the latest trends and developments.



# ED Organisations and Support System

## *Small Industry Associations : Momentum and Focus are Envisioned*

Small Industry Associations possess the potential to give the necessary thrust to entrepreneurs so that these entrepreneurs get enriching insights into business essentials, and experience impact making growth. This means that the Industry Associations will have to look beyond the role of mere facilitators.

To give such a bent of mind to Industry Association Officials, EDI, under the sponsorship of National Entrepreneurship Development Board, Ministry of SSI & ARI, Government of India, organised a “**National Workshop on the Role of Small Industry Associations in the Changing Policy Environment**” at Delhi.

It was inaugurated by Shri Mahabir Prasad, Hon'ble Minister of Small Scale Industries and Agro & Rural

Industries, Government of India, at India International Centre, New Delhi on 24th June, 2005.

Around 40 officials from CII, ASSOCHAM, FICCI, PHDCC, FASII, FISME, Gurgaon Chamber of Commerce and Industry, Ministry of SSI, Members of other Industry Associations and Development Commissioner (SSI), participated and brainstormed on the subject.

The Hon'ble Minister, Shri Mahabir Prasad began his address by highlighting the potential of the small scale sector. The Minister stated that the small scale industry sector accounts for 95% of industrial units, 40% of output of the manufacturing sector, 35% of total exports and provides employment to around 17 million persons.

Expressing concern about the SSIs in the present times of globalisation and liberalisation, the Minister said that to survive amidst such a competitive environment small scale entrepreneurs need to change their mindsets, approach and perspectives. It is here, he opined, that an enabling economic structure, with the Small Scale Industry Associations in the forefront, can help tackle the limitations as also open a window of new opportunities.

Talking about the small industry associations, Shri Prasad said that they should live up to the recommendations of the first Ford Foundation team which said that they must be formed to help develop the small scale sector and improve the efficiency of the existing units. It was thus envisaged, added the Minister, that the small industry sector would be strengthened with extension of services like technical assistance, counselling, training, establishment of common facility centres, etc.



Seen during the lighting of the ceremonial lamp to mark the inauguration of the seminar are the Hon'ble Minister of SSI, Shri Mahabir Prasad; Ms. Stuti Kacker, Jt. Secretary, Ministry of SSI & ARI, Govt. of India and Dr. Dinesh Awasthi, Director - EDI

However, the Minister felt that in the present times, SIAs had got preoccupied only with local and peripheral issues and that they must expand their activities. The need of the hour, he said, is to orient them to take up a spectrum of activities, so that tangible benefits reach the entrepreneurs.

Emphasising the initiatives of the Ministry of Small Scale Industries, the Hon'ble Minister said that the Ministry has come forward with several need based developmental schemes for small scale entrepreneurs, and the onus of bringing it before entrepreneurs becomes primary for industry associations; mainly because most of these policies have been

formulated on the suggestions of industry associations.

The Minister concluded by appreciating EDI's endeavours towards strengthening existing entrepreneurs in the country as also realising the need to strengthen the base of small industry associations.



## Futuristic Action Plan as emerged during the workshop

- SIAs should initiate measures to form a national level Federation, which would involve dialogue between various state level SIAs, national level federations like CII, FICCI, etc. Involvement of government and national resource organisations like EDI must also be sought.
- A plan aimed at restructuring and strengthening the existing set up of SIAs to be evolved.
- Regional and local level workshops to be organised by SIAs in consultation with organisations like EDI; national level federation and the Government of India.
- Training to be provided to full-time professionals and office bearers of SIAs so that they get sensitised on the present needs and trends. The training programme to be designed in consultation with national resource organisations in the field.
- Suggestions made towards improving the receptivity as also the functioning of SIAs, to be incorporated in the Small and Medium Enterprise Development Bill.
- Measures should be initiated by the Government of India to create the SIA Development Fund. Efforts to be directed in this area.
- Government of India should take appropriate action to implement the recommendations of several study groups and committees, thus ensuring that development is ensued in the SSI sector on the fronts of taxation, labour, marketing and finance.



**Hon'ble Minister of SSI, Govt. of India, Shri Mahabir Prasad addressing the gathering. Also seen are (L-R) Dr. Dinesh Awasthi, Director - EDI and Mr. Bipin Shah, Sr. Faculty, EDI**

The workshop, as emphasized upon by Mr. Bipin Shah, Senior Faculty, EDI, sought to establish a conducive support system and institutional mechanism. The prime objective was to brainstorm on the role of SIAs in the changing policy environment so that they become more effective in their operation, he opined.

A future course of action was also decided for SIAs so that growth of entrepreneurs could be facilitated. EDI's study on Small Industry Associations in India was also deliberated upon and it was suggested that SIAs come out with approaches to cope with the changing demands/expectations of their members under a liberalised economic dispensation.

Realising the need to orient officials of Small Industry Associations to meaningful contributions towards small scale sector development, the participants made presentations underlining the new roles which could be adopted.

In his paper "Interest Groups and Small Scale Entrepreneurship in India"; Dr. Dinesh Awasthi, Director, EDI highlighted that the SIAs are poised to play a very crucial role in strengthening the small scale sector in the new economic scenario. He brought forth that all that is needed is to build their capabilities so that they shoulder new responsibilities and challenges by providing value added services to their members. Expressing faith, Dr. Awasthi said that given the right orientation, the associations can make worthwhile contributions towards making the Indian Small Scale Industry Sector internationally competitive.

The outcome of the Workshop was seen in terms of a clear understanding of the current trends in global economic scenario as also domestic policies that affect SSIs, and the role that Industry Associations can play in helping the sector combat upheavals.





# Promoting New Ventures in the Food Processing Industry Sector

## The Food Processing Sector Burgeons

The issue of 'development' has acquired enigmatic proportions, with the new age unfolding enormous opportunities. A major phenomenon that has proved to spur the process of development, and thus economic growth is that of 'entrepreneurship'. That entrepreneurs can be trained to set up own enterprises, needs no further emphasis. Entrepreneurship Development Programme has evolved as a progressive strategy, trains people to abandon their job-searching mentality; instead imparts skills that help them build their own business empire.

With the diversity that India flaunts in terms of climatic, soil and landscape conditions, the potential for giving an upsurge to the food processing industry galores. Realising this, and bestowing belief in the EDP strategy, the Ministry of Food Processing Industries, Govt. of India assigned to EDI the massive work of creating entrepreneurs who could set up their enterprises in this sector and trigger growth.

To begin with, the Institute, in the year 2003-04, was assigned the task of promoting enterprises in the states of Gujarat, Maharashtra, Uttar Pradesh, Uttaranchal, Bihar and Jharkhand. The implementation package comprised stakeholders' workshops, identification of partner organisations and tie-ups with them, Trainers' Training Programmes, Entrepreneurship Development Programmes and follow-up with the trainees.

The encouraging results in the initially sanctioned six states established that a well-planned intervention could indeed advance growth to unbelievable heights.

State	No. of Trainees trained	No. of units started	Total investment made (Rs. in lacs)	Employment generated
Gujarat	598	368	1979.44	1515
Maharashtra	646	402	1271.57	1602
Uttar Pradesh	463	182	808.96	709
Uttaranchal	171	97	372.45	217
Bihar	200	87	234.69	576
Jharkhand	458	251	1193.81	941
<b>Total</b>	<b>2536</b>	<b>1387</b>	<b>5860.92</b>	<b>5560</b>

55% of the trained trainees set up their ventures with a total investment of Rs. 58.60 crores, thus generating employment opportunities for 5560 individuals. With constant follow-up, and some in the process of setting up, the results are likely to enhance.

The results prompted the Ministry to make it a nationwide revolution and it extended the project, in the year 2004-05, to cover all the eight North Eastern states, in addition to the states of Jammu & Kashmir, Himachal Pradesh, Punjab and Haryana. With the completion of the first phase of the module in the North Eastern Region a fundamental shift in the way people perceive entrepreneurship, has been brought about. This is manifested in the creation of 665 units, in 7 out of 8 states, with an investment of Rs. 188.58 lacs.

State	No. of Trainees trained	No. of units started	Total investment made (Rs. in lacs)	Employment generated
Assam	366	98	78.89	328
Manipur	60	58	08.77	60
Mizoram	28	25	26.40	70
Meghalaya	51	07	20.55	69
Arunachal Pradesh	25	02	01.15	08
Tripura	75	11	30.82	52
Sikkim	60	22	22.00	92
<b>Total</b>	<b>665</b>	<b>223</b>	<b>188.58</b>	<b>679</b>

With work in the North Eastern Region in full swing, the task of implementing 100 EDPs, in the year 2005-06, in J&K, Himachal Pradesh, Punjab and Haryana besides the first six sanctioned states, has also been initiated with equal rigour. The following activities have been conducted successfully as of now:



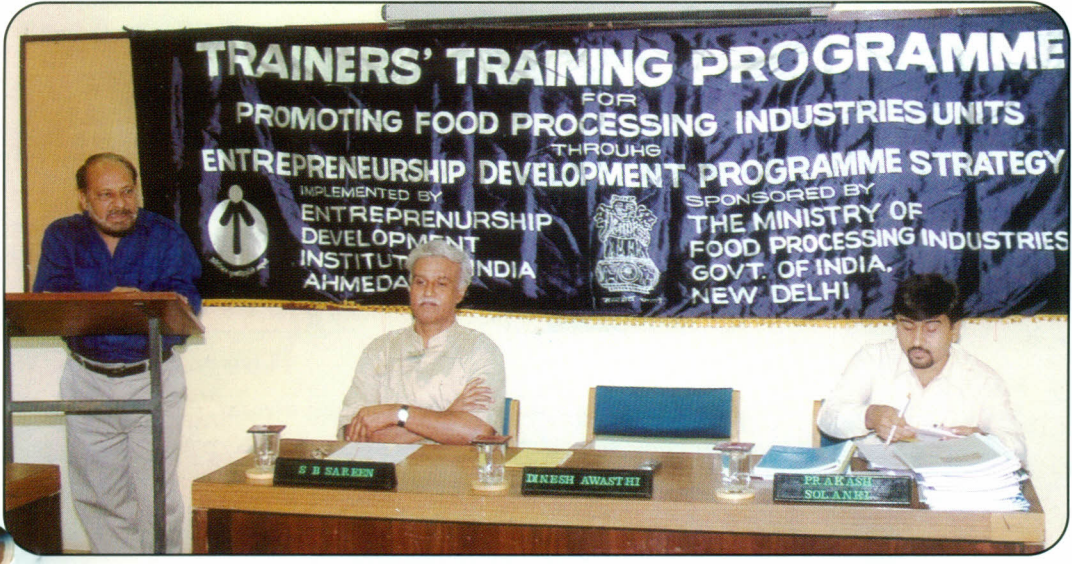
**State-level Stakeholders' Workshops:** Four one-day state-level Stakeholders' Workshops were organized in J&K, Himachal Pradesh, Punjab and Haryana in May 2005 so as to create a conducive environment for smooth implementation of the project, thus bringing together all relevant players viz., government, banks, financial institutions and industry associations on a common platform. This helped in deliberating on the possibility of their collaboration in the efforts of the Ministry in promoting food processing units in the states through EDPs. The brainstorming led to meaningful realisations and discussions, which led to an understanding of the required change in the mindset as also the interventions.

**Identification of Implementing Agencies:** The Institute made concerted efforts to bring in a vast pool of experienced organizations, through its years of experience and expertise in the area of New Enterprise Creation (NEC) and income generation activities. In the process, about 50 implementing agencies have been identified in 10 states, which the project targets. A cadre of dynamic individuals stimulates the whole process of development, in addition to ensuring a better reach.



**Mr. Aijaz Ahmed Khan, Hon'ble Minister of State for Agriculture, J & K, addressing the gathering during the Stakeholders' Workshop, to promote Food Processing units through EDP strategy in Sri Nagar. Also seen are (L&R) Mr S.B. Sareen, EDI Faculty & Project Director, Mr. Shakeel Ahmed Qalander, President, Federation Chamber of Industries, Kashmir and Dr. M. I. Parrey, Director, J & K, EDI**



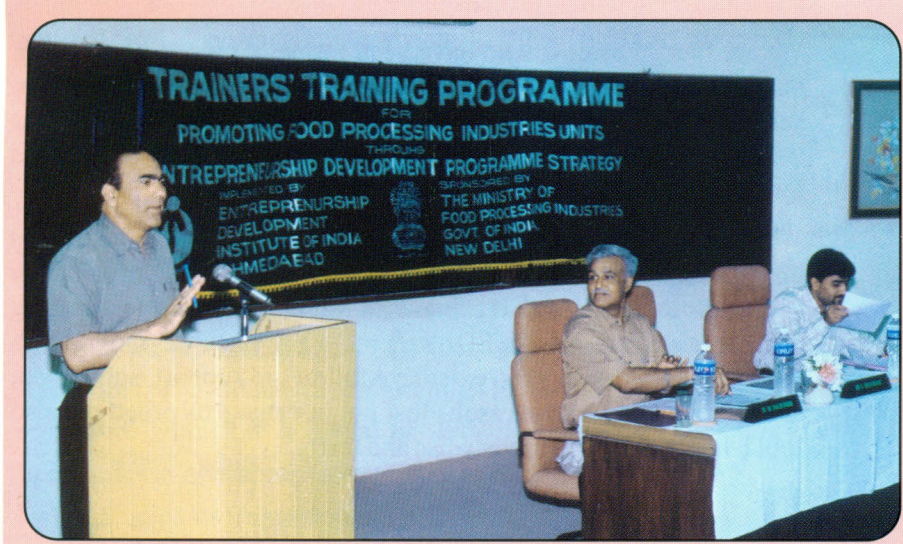


**Dr. Dinesh Awasthi, Director-EDI, addressing the participants of the Trainers' Training Programme as the Chief Guest of its Valedictory Programme. Dr. Awasthi highlighted the potential of Food Processing Industries in India and the significant role that trainers could play in harnessing this potential. Also seen in the picture above are (L-R) Mr. S.B. Sareen, Programme Director and Mr. Prakash Solanki, Faculty, EDI**

**Capacity Building Programmes:** As a measure to develop a cadre of well qualified resource persons who, in turn, could motivate, train, guide and counsel the potential/existing entrepreneurs to derive benefit from government policies and programmes geared towards promoting food processing industries, the Institute conducted two Trainers' Training Programmes at its campus - one during April 11-June 11, 2005 for 24 participants from Gujarat, Maharashtra, Uttar Pradesh, Uttaranchal, Bihar, Jharkhand and the other from May 30-July 29, 2005 for 18 professionals from Punjab,

Haryana, Jammu & Kashmir and Himachal Pradesh. The participants opined that they came face-to-face with tactical methodologies which when implemented could lead to burgeoning growth in terms of new enterprises.

Mr. S.B. Sareen, the Programme Director, believes that the project is fostering a strong spirit of entrepreneurship in the country by producing competitive entrepreneurs with the ability to meet global business standards.



**Chief Guest of the Valedictory Function of the Trainers' Training Programme for promoting Food Processing Industries, (organised during April 11-June 11, 2005), Dr. M. I. Parrey, Director, J & K Entrepreneurship Development Institute, addressing the gathering. Dr. Parrey focussed on the sound techniques that had been imparted to the trainees, and motivated them to adopt an approach that does full justice to their knowledge. Also seen are (L-R) Mr. S.B. Sareen, Project Director and Mr. Prakash Solanki, Faculty, EDI**





**Naila Khanday**



**Riyaz Ahmed**

Naila Khanday and Riyaz Ahmed from the J & K Entrepreneurship Development Institute were participants of the Trainers' Training Programme for promoting Food Processing Industries, organised during May 30 - July 25, 2005.

They give us some useful information about their state and as to how the learnings would help them make a contribution in the revival of the economy of the state.

“Amidst the issues and problems that it is surrounded by, Jammu & Kashmir needs extra efforts to generate growth impulses. It calls for a very focussed, multi-pronged approach with the capability to ensure that the economy is pulled out of the rigours of unemployment and poverty. Realising the benefits of entrepreneurship, it has sure become an abiding concern for the government to promote entrepreneurship as one of the strategies, to promote growth that is sustainable.

J & K Entrepreneurship Development Institute was set up with these very aims, i.e. to develop a widespread culture of entrepreneurship, help tackle the problem of unemployment and thus promote overall economic growth.

Promoting new ventures in the area of Food Processing has a lot of potential in the state. The state already occupies a prime position in production of several products like walnuts, apples, apricot etc. but what's lacking is a business perspective and the knowledge of strategies that facilitate growth.

We are four of us now who have been formally trained on boosting the growth of the food processing industry sector in the state, and I am sure we will be able to reach our targets. We have an action plan for which we thank EDI as the training here certainly gave our ideas a direction, in addition to adorning it with knowledge.

We have already done a lot of field study which has helped us understand the areas that need to be worked upon as also the strategy that needs to be adopted to achieve all round result. We are working out, in association with EDI experts, a package, beginning with sensitisation workshops to extensive follow-up support, subsequent to EDPs, so as to ensure results that not just make us proud but also EDI which has helped us visualise and learn.”



# International Interactions

## *Developing Skills in Industrial Project Preparation and Appraisal*



**Participants of the programme seen during a classroom session**

Determining project viability and assessing the entrepreneur should be adequately addressed to ensure prudent lending of credit. It is imperative that financial institutions and banks adopt a scientific and detailed appraisal method to assess a project report as also the man-behind-the-project. This is further necessitated by evidences that bear out that economic performance of developing countries can be spurred by a systematic approach to identification of opportunities, formulation of industrial project and their appraisal. Upgradation of local skills and capabilities in preparation and appraisal of pre-investment studies can substantially check sluggish economic growth.

To address this need and orient efforts towards development of human resources in this area, EDI planned a training programme on 'Industrial Project Preparation and Appraisal'. The sixteenth programme in the series was organised with the support of Indian Technical and Economic Co-operation, Government of India, and attended by 18 participants from 9 countries.

The objective of the course was to sharpen the participants' skills in preparation and appraisal of industrial projects as also help them get familiar with the area of Project Development Cycle.

The major inputs of the programme covered components such as; Marketing Analysis, Technical Analysis and Financial Analysis. The Marketing Analysis inputs covered aspects like; market research, demand forecasting, pricing

methods & policy, retailing, marketing strategies, etc. The participants were taken to some reputed retail chains to understand the upcoming trend of retail chains in India. Technical Analysis inputs included areas like product technical specifications, manufacturing process, technology choice, cost of technology, etc; Financial Analysis comprised inputs like cost of project, means of finance, working capital, projected financial statements, capital budgeting and risk analysis.

The participants also got an understanding of Computer Model for Feasibility Analysis and Reporting (COMFAR).

The methodology implemented to impart the learnings included interactive sessions which comprised case studies and field visits. The participants were taken to units of different sizes; small, medium and large, and those representing several industry categories. (Textiles, Pharmaceutical, Food Processing, Electronic Equipments, etc.).

They also spent some time understanding the Microsoft project software. Presentations on their individual countries, related industries and investment opportunities / constraints faced in the changing global scenario helped the faculty at EDI address their concerns directly and also offer specific inputs in some cases.

Mr. D.M. Parikh, the Programme Director said that an effort was made to impart both soft and hard skills in a way to develop competence amongst participants so that they get equipped enough to address this major concern of their respective countries.



## **Empowering the Folk in the Arab Region**

Trained business counsellors play a critical role in floating a wholesome, growing business environment. With their unique strengths and competitive advantages they have proven to be the most important factors in entrepreneurial success.

As a part of its capacity building interventions in the Arab Region, UNIDO, Investment & Technology Promotion Office (ITPO), Bahrain, under the aegis of Arab Regional Centre for Entrepreneurship & Investment Training (ARCIT) organised a 2 week regional training seminar on 'Developing Business Counsellors for Growth of Small & Medium Enterprises' at Manama, Bahrain, during May 28-June 8, 2005. The seminar was meant for professionals engaged in development of small & medium enterprises in the region.

EDI Faculty Members, Mr. V. Padmanand and Mr. D. M. Parikh, imparted inputs to equip the participants with skills in profiling small and medium enterprises in terms of their current performance and potential for growth, and also develop in them skills required to assist existing entrepreneurs in consolidation, performance improvement and growth of their business.

The programme was attended by 22 participants from 12 countries.

## **Foretelling An Era of Opportunities Across the Globe**

Entrepreneurship, if pursued diligently can give rise to a plethora of positive paradigms. This holds especially true for developing countries, which require a greater number of people with entrepreneurial talent. In times when market friendly strategies are being formulated, with markets having become deregulated and liberalised, entrepreneurship has emerged as the winning tool. Unprecedented changes and opportunities beckon people.

The Government of India and UNIDO have revived the **Inter-Regional Centre for Investment Promotion and Entrepreneurship** at EDI so that emergence of entrepreneurship could be given a spurt in developing countries, thus creating a socio-economic environment favouring entrepreneurial careers and performance.

This two-year project covering four countries, viz. Mozambique, Sudan, Yemen and Lao PDR would focus upon both New Enterprise Creation (NEC) and Enterprise Upgradation of existing units, and in the process, bring about partnerships along with Indian enterprises.

To start with, a 2-member EDI faculty team, comprising Mr. Manoj Mishra and Mr. Umesh Menon, was in Mozambique during June 12- 25, 2005 to prima-facie review the problems encountered by private sector enterprises. With the Investment Advisory Centre (IAC), set up in the first phase of the project, playing an active role in counselling both potential and existing entrepreneurs, the team in tandem with IAC, reviewed the roles being performed by different bodies in the country, such as; financial institutions, confederation of industries, agriculture promotion organisations and Ministry of Industry, towards enterprise development.

By involving local stakeholders, EDI team identified that a major thrust could be given on setting up rural industries revolving around processing as well as manufacturing by-products.

As regard possible partnerships with Indian enterprises, a roadmap would be evolved once the strategic document covering opportunities and constraints for developing SMEs in agro sector is readied.





# Towards Adding the 'Industrialised' Dimension to the Developing World

The modern day economic need demands countries across the globe, especially the developing ones, to refashion their growth strategies in a way that they operate with an orientation towards entrepreneurship. 'Entrepreneurship' has emerged as a major force with a power to spur development, and EDI, on its part, has always believed in extending a helping hand to lesser-developed nations on the front of concretising entrepreneurship. The initiatives for ASEAN Integration, funded by the Ministry of External Affairs, Govt. of India, is one such channel, that is magnanimously supporting development causes in these countries. This government body has assigned EDI the task of setting up EDI-like Entrepreneurship Development Centres (EDCs), in four countries, namely; Cambodia, Lao PDR, Myanmar and Vietnam. This is a testimony to the fact that a country with a futuristic growth vision will have to embrace Entrepreneurship whole-heartedly.

The Centre at Lao PDR (LIEDC) has already been commissioned and was inaugurated on 27th November, 2004 by the Hon'ble Minister of External Affairs, Govt. of India, Shri Natwar Singh. This Centre will work towards creating the necessary pre-conditions that promote entrepreneurship, as also directly promote activities that give a boost to this phenomenon. ED Centres at the other three locations will be commissioned in a short span of time.

What EDI has been covering systematically is a need assessment survey of each country and identification of viable business opportunities, need and options for planned interventions, policy framework for promotion of SMEs and organisational framework for an ED Centre. A detailed action plan is what follows this exercise.

So far, Lao PDR-India Entrepreneurship Development Centre (LIEDC) has conducted 12 Entrepreneurship Development Programmes and awareness workshops. Whereas 11 of the trained participants have already commenced full-fledged entrepreneurial activities, many more are at an advanced stage of floating their units.

In the 21 more programmes planned for the coming year, the Centre looks forward to achieving all its set targets.

In a noteworthy move, LIEDC has worked out a joint plan with ILO to implement the national level project of 'Know

About Business'. Work on this project is in full swing with its implementation envisioned in 11 schools covering 600 students. The idea is to help incorporate entrepreneurship as a subject at higher secondary and vocational levels. Inculcating the spirit of enterprise among children at a tender age will instil a sense of challenge in them and also make them think out-of-the box, thus paving the way to a bright and successful career.

Dr. Dinesh Awasthi, Director, EDI, under whose able guidance the project is being executed, believes that all efforts are leading to creation of a strong entrepreneurial cadre which in the days to come would prove indispensable for a strong competitive economy.



**His Excellency, Mr. Tsewang Topden, Indian Ambassador in Lao PDR, addressing the participants during the Valedictory Function of one of the Entrepreneurship Development Programmes. H.E. Mr. Topden has extended remarkable support in the establishment of LIEDC. The activities taken up, and those planned for future also reflect his futuristic vision towards broadbasing entrepreneurship in Lao PDR**



**Seen in the picture is (third from R) His Excellency, Mr. Tsewang Topden, Indian Ambassador in Lao PDR with (R-L) Mr. Vinod Paratkar, EDI Faculty Member and Advisor, LIEDC; Mr. Boun Yenb Siththisakd, Director, LIEDC; Dr. Phonephet Boupha, Dy. Director General, Department of Higher Technical and Vocational Education, Govt. of Lao PDR; Mr. Bas Rozemuller, Chief Technical Advisor, ILO, (Standing extreme R) Mr. Sythala, Country Manager, ILO and the participants of the ED programme**



With the project being executed from concept-to-completion stage, EDI is set to promote industrial development in these countries with the emergence of trained entrepreneurs, armed with distinct competitive advantages.

## Visit of the UNDP Delegation



A UNDP high level delegation visited EDI on August 1, 2005 to get an insight into the activities of EDI, initiated to promote entrepreneurship in developing countries.

Seen here are (3rd from R) Mr. Zephirin Diabre, UNDP Associate Administrator and UN Under Secretary General and (4th from R) Dr. Maxine Olson, UN Resident Co-ordinator and UNDP Resident Representative, India, taking a note of the EDI details being presented by Dr. Dinesh Awasthi, Director-EDI. Also seen are (R-L) Dr. J.S. Juneja, Chairman, Global Projects and Services Pvt. Ltd., Mr. Harsh Singh, Assistant Resident Representative, UNDP, India, Mr. Ravi Rajan, Adviser South - South Co-operation, UNDP and Ms. Momin Jaan, Private Sector Partnership Office in UNDP, India.



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