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FROM THE
DIRECTOR'S DESK

This Techie is India's Pride



A telecom engineer, an inventor, a visionary, an entrepreneur.....Well, need I get into an introduction for Dr. Sam Pitroda. He sure doesn't need one and as Mr. R. M. Malla, President – EDI and Chairman, IDBI Bank Ltd. said, "If the US has Bill Gates, India has Sam Pitroda." So very true.....

Very few have the courage to examine their cyclic routine, tell oneself that bigger things are awaiting me, and not just that – one fine day break free from the so called secure routine to strike a reconciliation between one's farsighted vision and passion to make it big. Dr. Pitroda's story is such, and I was so impressed to hear it all from him.

He was our Chief Guest for the 13th PG Convocation, organised on 3rd April, 2012.

Every chapter of his life is an inspiration – when he narrated how on advice of his father who was just class 4th pass (*and, by this time, Dr. Pitroda had settled in the lap of comfort after having served a corporate in the US for ten years*), he set up his first company in 1974 – the 'Wescom Switching', I thought how essential it is to stop sometime and tell yourself that we could well be the protagonist of our life, if only we can spot the opportunities that life proffers to all of us at some point or the other. I must say the passing out students too got the message clear. Post Convocation, some beaming students told me how they right away connected with Dr. Pitroda and related with his life so very easily.

(cont....)



Then, as Dr. Pitroda delved into the episodes of selling his company, spending all his money, becoming broke at a point in time, struggling with serious illnesses, returning to the US and then gathering it all to stage a big comeback – all too profound with so much learning – it did summon up admiration for the man's belief in self. And, his take on failure, "Failures can teach you what a classroom cannot" drew applause like never before. Also, fully familiar with the temptations of the materialistic world, he advised the students to be honest and fair in their dealings. Attacking all forms of pretension and blind replication, he even preached against the US model of consumerism – "In India we need affordable, accessible, scalable and sustainable business models."

And, finally I very easily understood why he is credited with leading mega transformations. To my appeal of instituting a National Policy on Entrepreneurship, Dr. Pitroda, overwhelmed all by announcing, "If such a policy is not there in the country as yet, I take the responsibility to take this matter forward. You work with the community; you are an Institute of repute, so help us by drafting a policy. This draft shall be submitted to the Government in the next 90 days." *Could there be a bigger encouragement to reach out for goals?*

Well, we have accepted the prestigious task and will be very soon formulating the policy that will, I am sure, give the much needed focus to a country that's looking forward to reengineering its economy on the premise of entrepreneurship. Our committee is presently consulting various stakeholders from across the country and also deliberating on various existing policies before getting down to drafting one of the most well meaning policies of the country.

Thank you, Sir, for giving us an opportunity to know the great persona in you and for considering us deserving. Thank you.

- Dr. Dinesh Awasthi

.....And their enthusiasm rubbed off on others

While expertise and knowledge play their own part in one's success, thinking ahead of one's time and taking the path less beaten always promise richer rewards. The students of the 13th batch of EDI's **'Post-Graduate Diploma in Management – Business Entrepreneurship'** flaunted the uniqueness of their thought and their foresight when it came to making a choice regarding their career. This was so very conspicuous as they walked down the convocation alley with Chief Guest, Dr. Sam Pitroda, Adviser to the Prime Minister (Public Information Infrastructure and

Innovations), Mr. R. M. Malla, President-EDI and Chairman-IDBI Bank Ltd., Dr. Dinesh Awasthi, Director-EDI and the esteemed governing body members and faculty.

The 13th Convocation of EDI's **'Post-Graduate Diploma in Management – Business Entrepreneurship'** was organised on April 3, 2012 at its sprawling campus. In all 66 students were awarded diplomas - 16 in New Enterprise Creation, 24 in Family Business Management, 18 in Services Management and 8 in Agri-Entrepreneurship.



Seen during the Convocation are (5th from L) Chief Guest, Dr. Sam Pitroda, Adviser to the Prime Minister, Public Information Infrastructure & Innovations; (5th from R) Shri R.M. Malla, President EDI & Chairman - IDBI Bank Ltd. and (4th from L) Dr. Dinesh Awasthi, Director-EDI with EDI Governing Body Members (R-L) Shri Anand T. Kusre, Nominee Member of ICICI Bank Ltd.; Shri V.S. Rathore, Executive Director, Small Industries Development Bank of India, SME Development Centre; Shri P. S. Shenoy, Ex-Chairman, Bank of Baroda, Dr. Y. K. Alagh, Vice Chairman & Professor Emeritus, Sardar Patel Institute of Economic & Social Research; Dr. Sailendra Narain, Chairman, Centre for SME Growth & Development Finance; Mrs. K. Rama Devi, President, Association of Lady Entrepreneurs of Andhra Pradesh and Shri B. Ravindranath, Executive Director, IDBI Bank Ltd.



Award winners seen with EDI President, Shri R.M. Malla and (R to L) Dr. Dinesh Awasthi, Director-EDI, Dr. Sunil Shukla, Chairperson-PGPs & Chief Faculty-EDI and Mr. Satya Acharya, Faculty-EDI

Welcoming Dr. Sam Pitroda, Dr. Dinesh Awasthi, Director-EDI hailed him as an internationally acclaimed development thinker, policy maker, telecom inventor and an entrepreneur par excellence. Dr. Pitroda, said Dr. Awasthi, had the credit of having spent over four decades in Information and Communications Technology and related human and national development initiatives, adding that he spurred India's telecommunications revolution in the 1980s and headed six technology missions related to telecommunications, water, literacy, immunization, dairy and oil seeds. Dr. Awasthi also informed the house that as

Chairman of India's National Knowledge Commission from 2005 to 2009, Dr. Pitroda had provided a blueprint for reform of knowledge related institutions and infrastructure in the country and that currently as Adviser to the Prime Minister of India on Public Information Infrastructure and Innovations, he has taken upon himself the task of providing a plan for creating digital infrastructure in the country for enhancing governance and improving delivery of public services.

Shri R. M. Malla, President-EDI and Chairman-IDBI Bank Ltd., emphasized on the growing significance of entrepreneurship. Mr. Malla stated that IDBI's association with EDI came out of a strong sense of commitment that there was a need for a national level institution that could impart training in entrepreneurship and thereby generate a cadre of entrepreneurs who would take economic growth to the far corners of the country. Addressing the students, the President said that while business models, success stories and the rest can be taught, what can't be taught is the inherent ability in students to identify and seize an opportunity. "You must be able to take appropriate risks at the right time to succeed. An entrepreneurial bent of mind has been a key characteristic of all successful entrepreneurs. For a business venture to be successful it is not necessary to have a grand beginning but a smart, knowledgeable and dynamic entrepreneur is a

must for a venture to succeed,” said Mr. R.M. Malla. He warned the students from becoming either complacent or over-confident and over-ambitious. Promising support, he said, “Traditionally, financial institutions have always provided support to new entrepreneurs. In fact, IDBI was established with the intention of catalysing industrial development in the country. The industrial landscape is dotted with corporates that have grown and prospered due to the support provided by institutions such as IDBI. The increased competitiveness has induced caution in lenders but we are always ready to extend support to any viable business proposition.” Emphasizing on the significance of technology, he stated that technology has number of benefits to offer. Besides allowing for instant communication, technology allows even the smallest business to expand its market globally and hence the new entrepreneurs must rely on it largely.

The president concluded by adding that all reports suggest that India will become the greatest country by 2050, but added that as this depends largely on our entrepreneurs, the passing out graduates make the best of their abilities.

President-EDI awarded diplomas to students.

The Chief Guest of the Convocation awarded medals for best performance to meritorious students and delivered the Convocation address.

Dr. Sam Pitroda began his convocation address by congratulating the passing out graduates for becoming job creators and adding that to grow well, India needs 15 million jobs every year and that with 550 million young below 25 years in India, this isn't difficult. Dr. Sam Pitroda traced his journey as an entrepreneur and derived lessons from it for the students. He said that he had grown up in an environment with almost nil facilities but his ambition took him to the US where he, after working for some time for a company, set up his own business in digital communication. However, due



Dr. Sam Pitroda, presenting the Best Sportsperson's Award to Gurpreet Singh Aulakh

to differences among partners, he wound off the company, after which during a chance visit to Delhi he realised that he was unable to make a phone call and that India's telephones needed to be fixed. It was from here that he began work in this sector and explored the potential of telecom technology. Dr. Pitroda called his experience as an entrepreneur and the joy of doing multiple things at a time, as immensely important. Some of the factors that he listed as significant for an entrepreneur were: human resource management, hard work, risk taking ability, sound business model, discipline, honesty, ethics and the ability to analyze. To the students, he said that if they wished to make a contribution, they must create jobs, work in a team as nothing can be achieved without support, depend on the power of technology and thus be the agents of change as every sector in India needed intervention and the young must seek to create new processes and systems.

The Chief Guest then awarded medals for meritorious performance to students.

The function concluded with vote of thanks by Dr. Dinesh Awasthi.

Students of Jain Group of Institutions, Bengaluru visit EDI

EDI has designed tailor made courses for the students of the Jain Group of Institutions to impart entrepreneurial and managerial skills to them so that, one; smooth transition in family businesses is ensured and second, potential entrepreneurs get groomed to set up their units and achieve success of their enterprise during the times of booms and recession alike. 130 students of these courses visited EDI for classroom lectures on contemporary business trends and practices.



Seen here are the students with (9th from R) Dr. Dinesh Awasthi, Director-EDI; (9th from L) Dr. Sunil Shukla, PGP Chairperson and members of the EDI faculty group associated with the programmes

A 7-member delegation from Trinidad & Tobago led by Senator Mr. Fazal Karim, Hon'ble Minister of Science, Technology and Tertiary Education visited EDI on January 11, 2012 to explore the possibility of introducing entrepreneurship education in their country. They evinced keen interest in EDI's Distance Education Programme in Entrepreneurship. Director-EDI suggested that the Minister must take advantage of the fellowship support extended by the ITEC Division of the Ministry of External Affairs, Govt. of India, for capacity building of their man-power in various facets of entrepreneurship and investment promotion.



(2nd from L) Senator Mr. Fazal Karim, Hon'ble Minister of Science, Technology, Tertiary Education alongwith other members of the Trinidad and Tobago delegation

Our Efforts Get Appreciated



ADFIAP Award for EDI in Human Capital Development

EDI has been awarded the prestigious ADFIAP (Association of Development Financing Institutions in Asia and Pacific) award in the category of Human Capital Development for innovative and outstanding projects that have led to huge development impact in the country. The multiplier effect of EDI's work in the area of 'Developing a Cadre of Resource Persons to Promote Entrepreneurship' was adjudged above all and was considered for the award which was presented at the ADFIAP Awards Night during the 35th ADFIAP Annual Meetings in Istanbul, Turkey on 25th April, 2012.

EDI STED-Roorkee project awarded the Numero Uno position for 2011-12

EDI, in association with the Department of Science and Technology, Govt. of India, has initiated the Science & Technology Entrepreneurship Development (STED) Project, to promote enterprises that are based on Science & Technology.

Roorkee was identified for implementing growth inducing strategies so that the survey instruments cluster here could be developed and simultaneously growth in other arenas could be promoted. EDI intervention envisioned a wholesome package comprising need assessment survey, technology upgradation, technology demonstration programmes and aiding establishment of techno-enterprises.

A survey before the implementation of the Technical Demonstration Programme (TDP) was undertaken by EDI STED Roorkee team on products including Survey and Nautical Instruments, Magnet Compass,



(Extreme right) Shri H. K. Mittal, Advisor & Head, NEB, DST, Govt. of India, presenting the award to Mr. Raman Gujral, Faculty-EDI & Project Director STED-Roorkee. Also seen are (R-L) Mr. Rakesh Shukla & Mr. Shailendra Sharma, STED Coordinators and Dr. Anita Gupta, Joint Director/Scientist-E, NSTEDB-DST, Govt. of India

(Extreme left) Prof. P. Radhakrishnan, Chairman STED National Advisory presenting citation to Mr. Raman Gujral

Theodolite Making, Telescope Making, Calipers, Binoculars, Drawing Instruments, etc. The survey involved methods and techniques like Questionnaire, Observation and Personal Interview. The study was conducted in four different areas under STED Roorkee i.e.: Bharat Nagar, Eamli Road, Sati Mohalla & Purani Tahseel.

This helped in designing a tailor made training programme which facilitated EDI in strengthening the skills of the surveying instrument artisans and deriving worthwhile benefits.

Various interventions have led to some of the following tangible advantages for the cluster at Roorkee.

- Increased efficiency by reduction in unit costs.
- Improved quality and range of products.
- Increased production of high value-added products.
- Skill upgradation that has led to modernization of ventures.
- Linkages between trainees and support system officials to enable the trainees to draw benefits from the ongoing government run development programmes.

(Contd. on pg. 27)



(2nd from R) Ms. Sheilabai Bappoo, Hon'ble Minister of Social Security, National Security & Reforms Institutions, Govt. of Mauritius with other members of the delegation visited EDI

A 3-member Mauritius delegation led by Ms. Sheilabai Bappoo, Hon'ble Minister of Social Security, National Security & Reforms Institutions, Govt. of Mauritius, visited EDI on January 10 & 11, 2012 to seek EDI's cooperation in strengthening their NGOs, institutionalizing NGO Management Programmes in Mauritius and capacity building of teachers / NGO

professionals / government officials dealing with NGOs and Social Enterprise Development in Mauritius.

The visit resulted in arriving at a formal Memorandum of Understanding (MoU) between the Govt. of Mauritius and EDI. To start with, Govt. of Mauritius would plan to organize a National Conference on Social Entrepreneurship. Apart from a series of activities, EDI might also extend support in setting up an Entrepreneurship Development Centre (EDC) in Mauritius.



Faculty Development Programme....

For those bigger leaps

Education has today come to acquire multiple perspectives. It no longer just brings the notion of 'good grades equals good job' to mind. Good and focused education today opens up a plethora of career choices for youths. And, one such field is 'entrepreneurship'. While till some time ago people used to consider entrepreneurship as naturally happening to those who were from a business family or rich enough to invest and take risk associated with entrepreneurship, fortunately today, perspectives have changed. People do not have to be made to believe that entrepreneurship does not always happen naturally and that training in entrepreneurship is just as important as in any other profession. Youths are opting to major in entrepreneurship education and this is a good omen as it speaks so much good for the economy of the country. In all this, teachers of entrepreneurship play a major role as they mentor students and ensure that they grow

in terms of acquiring knowledge on entrepreneurship and keep up their motivation.

To spur the trend, a few years back, the National Science & Technology Entrepreneurship Development Board (NSTEDB), Department of Science and Technology (DST), Government of India, took the initiative of introducing Entrepreneurship as a subject in the academic curricula of science & technology institutions. EDI pitched in to offer programmes to adequately equip the faculty involved in teaching the subject. The Institute has, as of now, organized 98 programmes, training close to 2015 teachers.

Lately the Institute organized two FDPs-one on campus during December 19-30, 2011, with 35 participants from 11 states and the other in Jammu, during March 12-23, 2012 with 21 participants from 9 states. The main objective of the programmes was to expose the



Participants of the Faculty Development Programme at Ahmedabad seen with (7th from R) Dr. Dinesh Awasthi, Director-EDI; (6th from R) Dr. Sunil Shukla, Programme Director; (1st from L) Dr. Pankaj Bharti, Programme Coordinator and EDI faculty group associated with the programme

Entrepreneurs from world's factory take lessons here

Dayananda Yumlembam | TNN

Ahmedabad: Chinese, who have usurped major market-share worldwide, are looking at Ahmedabad to hone their entrepreneurial skills. A delegation had visited from China to attend a programme on entrepreneurship at Entrepreneurship Development Institute of India (EDI). "We learnt that Gujarat is the centre of entrepreneurial activities in India because of the entrepreneurial spirit among the people here as well as other geographical factors like its long coastline and a strong initiative from the state government. So it was just appropriate for us to associate with EDI in Gujarat and learn about entrepreneurship

from the institute," said Zhou Chang Chung, deputy dean of faculty of Management and Economics at Kunming University of Science Technology in the Yunnan province in China.

Chung was taking part in a faculty development programme in entrepreneurship at EDI along with associate professors at Kunming University of Science Technology Xiong Bin and Fuhong in December 2011.

"We do not have a structured programme solely dedicated to entrepreneurship in our university yet. So we want to learn from EDI on how to develop such a model for our students. At the moment, we offer entrepreneurial courses to our students,



Chinese entrepreneurs at EDI

as a part of other subjects, only in the final year of the four-year programme," said Bin.

Highlighting classroom features that were interesting to them, Bin

said: "We are impressed with the dynamic interaction between students and faculties in the classrooms in India. We notice that there is rigorous interaction, discussion and exchange of knowledge and experience among students as well as between students and faculties."

The delegates also pointed out that the functioning of institutes like EDI, which act as a bridge between the government and the enterprisers, is a very interesting system.

"We are looking forward to have faculty and students exchange between our university and EDI so that we can learn from each other. We are also proposing to set up a joint research centre with EDI at our University," said Bin.

As appeared in *The Times of India*, 25th January, 2012

participating faculty members to the comprehensive Entrepreneurship Development process and equip them to coordinate or organize entrepreneurship related activities in their colleges, polytechnics or schools. The participants also got a peek into donning the role of a mentor-cum-motivator for the students so that more and more students could opt for entrepreneurship as a career. The participants were equipped with requisite skills, knowledge and competencies for effective implementation of Entrepreneurship Awareness Camps and Entrepreneurship Development Courses in their institutions.

For the first time three participants from Kunming University of Science & Technology, China attended the programme at Ahmedabad to learn about the various aspects of entrepreneurship teaching and training so that they could implement it in their country.

The participating faculty members appreciated the structured methodology, curriculum and their interaction with experts in entrepreneurship development, curriculum development and opportunity guidance.

Project Director, Dr. Sunil Shukla expressed happiness over the growing preference for entrepreneurship, and for this, credited the faculty members. He congratulated the participating faculty for keeping themselves adept with the major changes across the world economy and in playing a major role in mentoring their students so that they could cut a successful career in business for themselves.



Competitive Advantage.... **They now possess**

It has been rightly said, “Machines are important in organizations but the man behind these machines is more important.” And, as Peter F. Drucker puts it - “the prosperity, if not the survival of any business depends on the performance of its managers of tomorrow.” Perhaps the prosperity of a country rests, as a huge responsibility, on the shoulder of its people. The task becomes easy for them if their efforts are backed with professional expertise and traits. Organizations, the world over are, therefore, acknowledging the significance of training its human resource in different fields. Developing countries that are poised for growth, are all the more in realization how trained professionals will lead the countries to sustainable success and are stepping forth in a big way to ensure such training for its professionals. Under one such project, ITEC, Ministry of External Affairs, Govt. of India provides an opportunity to professionals from 161 countries to get trained in Indian institutions in a variety of areas. EDI, imparts capacity building training in twelve different aspects of entrepreneurship under the aegis of the ITEC, Ministry of External Affairs, Govt. of India.

The international training programmes organized over the last few months were:

Entrepreneurial Management

Challenges in the changing environment have become all-pervasive for organizations, today. The

conventional rules of the game are fast becoming a thing of the past. Today’s business world wears a dynamic, forthright approach to dealings, alliances and collaborations.

If complexities and challenges best describe today’s environment, new opportunities have also surfaced and wait to be tapped. A solution to make the best of these opportunities lies in sporting an environment that boasts of expert entrepreneurial management practices.

With the objective of cultivating Entrepreneurial Management skills, an International programme was organized on campus. It helped participants create a winning organizational framework that emphasized on functioning entrepreneurially so that a unique entrepreneurial culture could be fostered at all levels of an organization. 34 participants from 22 countries participated in the programme.

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

According to Programme Director, Dr. Sunil Shukla, “The programme had helped the participants align their goals with that of their organization, draw an accord between the two and adopt an approach that



Dr. Parimal Trivedi, Vice-Chancellor, Gujarat University and Chief Guest of the valedictory function addressing the participants



Dr. Trivedi, presenting Certificate to a participant. In his valediction address, Dr. Trivedi said that problems of developing countries are generally similar, except that they differ in magnitude. He advised the participants to identify the most wanting area in their respective countries and address it by using the knowledge and the experience gained here in India

ensured the maximum result from the existing resources.

Cluster Development Executives (CDEs) Programme

Cluster Development Programme (CDP) has become one of the most effective instruments to ensure survival and growth of micro, small and medium enterprises (MSMEs). Experiences show that successful implementation of the Cluster Development Programme could help MSMEs improve their business performance, adopt appropriate technologies, improve quality and productivity, increase turnover and

export, improve HR and management efficiency. Benefits in terms of value addition, product customization, brand building, improvement in marketing and export performance were also conspicuous at these MSMEs. This ensures their holistic development and contributes towards Local Economic Development (LED). Efforts in this direction are, thus, needed to enhance competitiveness of the cluster MSMEs and make them stand tall in the globalized economy.

Cluster Development Executives (CDEs), can streamline development initiative in the desired manner. This international programme aimed at creating a cadre of CDEs by improving knowledge and skills of participants so as to enable them to successfully implement a Cluster Development Programme and ultimately address the woes of MSMEs. 34 participants from 22 countries participated in the programme.

Listing the areas focused upon, Programme Director, Mr. Sanjay Pal said that the dynamics of MSMEs working in clusters, role of trust building and CDEs, consortium approach for ensuring holistic business performance, role of business development services (BDS), private-public-partnership (PPP) mode in developing common facility centres (CFC) and improving global competitiveness of the cluster firms were especially covered because if the participants formed a holistic perspective on these topics, they wouldn't ever lag behind in any way."

Entrepreneurship & Small Business Promotion

Since the objective of the training programme was to develop a cadre of hard-core professionals who could work for the promotion of economic activities in developing countries, participants were, equipped with tools and techniques that lead people from all walks of society towards new enterprise establishment. They got in-depth understanding into identifying and analyzing barriers to entrepreneurship development and devising appropriate strategies to encounter them. The programme was conducted during 2nd January, 2012 to 10th February, 2012 for 39 participants representing 23 countries viz. Afghanistan, Bangladesh, Botswana, Cambodia, Dominican Republic, Ecuador, Ethiopia, Kenya, Liberia, Malawi, Montserrat, Myanmar, Mongolia, Namibia, Nigeria, South Africa, Sri Lanka, Tanzania, Tajikistan, Trinidad & Tobago, Tunisia, Ukraine and Vietnam. Besides getting exposed to the nuances of entrepreneurship training, the participants also examined all that goes into identifying business opportunities and preparing business plans. They felt confident about being able to design and manage

support services for potential entrepreneurs. Programme Director, Mr. S. B. Sareen said that it was heartening to note how the participants have imbibed learning on the aspects of enterprise selection, implementation and management of new enterprises as well as survival, growth and diversification of existing enterprises.

Industrial & Infrastructure Project Preparation & Appraisal

With a view to sharpening the skills and competencies on business idea identification, formulating investment projects, appraisal and financing, leading to prudent investment decisions for sustainable economic growth, a 6-week programme on 'Industrial & Infrastructure Project Preparation & Appraisal' was organized during January 02, 2012 to February 10, 2012. 22 countries were represented by 31 participants comprising officials from investment promotion agencies, Chambers of Commerce and Industry, development bodies, financial institutions and various Ministries. The training programme helped the participants understand the process of business idea generation and formulation,



Participants of the Programme 'Entrepreneurship & Small Business Promotion' seen with (7th from L) Dr. Dinesh Awasthi, Director-EDI; (6th from L) Mr. S. B. Sareen, Programme Director and faculty members of EDI associated with the programme



Participants of the Programme 'Industrial & Infrastructure Project Preparation & Appraisal' seen with (in the centre) Dr. Dinesh Awasthi, Director-EDI; (3rd from R) Mr. D. M. Parikh, Programme Director and faculty members of EDI associated with the programme

screening for pre-feasibility studies. They also benefited from inputs on computer supported comprehensive appraisal, viability and sensitivity analysis Excel, MS-project and a UNIDO developed software, COMFAR. Mr. D. M. Parikh, the Programme Director felt that the participants understood the rationale behind this 'need-of-the-hour' programme and against this, appreciated the inputs as contemporary and that which would help them promote an economic analysis of industrial projects.

ICT enabled Office Applications, Web-Designing & E-Commerce for Small Enterprise Operations

During January 02 and February 10, 2012, EDI Campus was abuzz with 24 IT professionals from 18 countries, enthused with the spirit of imbibing advanced learning in the field of information technology and communications. The training programme, 'ICT enabled Office Applications, Web-Designing & E-Commerce for Small Enterprise Operations', under the directorship of Mr. Jignasu Yagnik, aimed at preparing the participating SME representatives and stakeholders to efficiently and effectively use information technology to enhance their competencies to use web and information technologies. The programme was designed against the backdrop that today SMEs are in dire need of professionals with skills to use web and information technology effectively for their daily use. The participants

termed the programme extremely comprehensive and appreciated the inputs shared with them on the grounds of having derived an understanding on applicability and usage of a variety of functionalities of office productivity suite – MS office professional, creating smart applications, developing e-commerce enabled website and effectively using project management and accounting softwares.

Promoting Innovations & Entrepreneurship through Incubation

The present day economy beckons knowledge-based ventures by virtue of standing on the premise of innovation and entrepreneurship. Increased awareness about this, especially in developing nations, has led policy makers and other

stakeholders to view business incubation as a necessary tool to promote dynamic, innovation driven enterprises. Business Incubators have, therefore, become widespread and are definitely pointing towards an era of competitive, forward looking enterprises. In order to create a cadre of officers, fully conversant with the process of business incubation, the Institute, with professional support from the Asia Pacific Incubator Network, Coimbatore and the Dept. of Science and Technology, Govt. of India, organized a programme during February 20 to March 30, 2012 for 39 officials from 25 different countries. The main objective of the programme was to enable incubation managers accept challenges of modern day business and introduce changes that address all functional areas and impart a forward push to the venture. The programme



Participants of International Programme visit institutes and organisations outside Ahmedabad to get an insight into the Indian institutional set up and working. During their study visit, this year, the participants of the programme - 'ICT enabled Office Applications, Web-Designing & E-Commerce for Small Enterprise Operations' also visited Agra, besides several other cities. Seen here are the participants with the Taj Mahal in the backdrop



Prof. Anil K. Gupta, Professor, IIM-A was the Chief Guest at the valediction of the programmes on 'Promoting Innovations & Entrepreneurship through Incubation', Addressing 'Bottom of the Pyramid through Fostering Social Entrepreneurship/Social Business' and 'Capital Markets, Commodity Markets & Investment Banking'. Seen here is Dr. Gupta addressing the participants. Also seen are (2nd from L) Dr. Dinesh Awasthi, Director-EDI; (L-R) Programme Directors, Mr. S. B. Sareen, Mr. Ajay Dixit and Mr. Satya Ranjan Acharya

Prof Anil Gupta, emphasized primarily on wisdom, culture and knowledge which every country has, and something which each participant must not just learn from but also carry back home with him or her. He said that India is a diverse country and diversity means more opportunities, something which must be explored. Prof. Gupta stated that EDI promotes entrepreneurship as it knows that entrepreneurs are important for the growth and development of any economy. Prof. Gupta also emphasized on the significance of ethical capital, lack of which, he said, has been the main reason for crumbling capital markets



Prof. Gupta presenting certificate to a participant

addressed problems in the areas of entrepreneurial ecosystem, sources of funding, business models and strategies to obtain financial leverage for the incubated business. The participants even visited some of the renowned incubators across the country to understand the process of initiating, planning and implementing business incubation activities. Programme Director, Mr. S. B. Sareen said that the curriculum focused on providing skills that help the participating

incubation managers in designing state-of-the-art business models and, if desired, adjusting these to the economic, cultural, social and political realities of his/her country.

Addressing 'Bottom of the Pyramid through Fostering Social Entrepreneurship/ Social Business'

With the objective to sensitize and develop a cadre of social entrepreneurs, trainer-motivators, counselors and to sensitize policy makers to meet the challenges of poverty alleviation through sustainable social business ventures, a 6-week training programme on 'Addressing Bottom of the Pyramid through Fostering Social Entrepreneurship / Social Business' was conducted during 20th February – 30th March, 2012. 28 participants from 17 countries participated in the programme which focused on enlightening them on the tools and techniques of promoting, developing and managing social enterprises. Also they were taught various subjects of social entrepreneurship such as; setting up and managing social enterprise, market assessment & identifying social business opportunity and developing a social business plan. As the profile of the participants comprised those interested in practising social entrepreneurship, the programme, they said, was contemporary and exhaustive in terms of knowledge and understanding of the concept, process and economics of social business ventures. Dr. Dinesh Awasthi, the Programme Director said, "The hallmark of social entrepreneurship seems to be its ability to combine social interests with business practices to effect social change. Its hybrid world: part

business-part social- has spawned a new breed of practitioners, the social entrepreneurs, as well as a new brand of organization, the revenue earning social enterprise. One of the reasons social entrepreneurship has received so much attention recently is that it is perceived to be a source of new and innovative solutions to persistent social problems.” This programme reaffirmed these facts and informed the participants how they could adopt this extremely pragmatic, committed and result-oriented phenomenon.”

‘Capital Markets, Commodity Markets & Investment Banking’

Training programme on ‘Capital Markets, Commodity Markets & Investment Banking’ was organized during 20th February – 30th March, 2012 for 30 officials from 19 countries with the main objective of enabling the

participants to learn the dynamics of capital markets and financial services. Topics covered included; Capital Instruments and their features, significance, regulations, functioning and significance of secondary markets and commodity markets etc. By the conclusion of the training programme, the participants were able to understand the dynamics of capital markets and the emerging features of financial services, the world over, besides grasping the technological dimensions and the behaviour and prospects of commodity markets. They even visited several capital market related institutions to understand the practical aspect of trading and role play. Mr. Satya Ranjan Acharya, Programme Director, expressed happiness over the claim of participants that they had become professionals with adequate skills in the securities market while simultaneously gaining an insight into the current structure, pricing, risk, and competition in financial markets.



(In the centre) Mr. Li Chong Ren, Party Secretary & Vice Director-General, Research Office of the People's Government of Yunnan Province; (3rd from R) Mr. Yang Ye, Deputy Counsel, Development Research Centre of the People's Government of Yunnan Province and other members of the delegation seen during their meeting at EDI

A 14-member delegation of Yunnan Development Research Centre (YDRC), China, led by Mr. Li Chong Ren, Party Secretary & Vice Director-General, Research Office of the People's Government of Yunnan Province visited EDI on January 2, 2012 with a view to working out the modalities for establishing an Entrepreneurship Development Centre (EDC) in Yunnan.

Enumerating the growth-oriented prospects of Gujarat, Director-EDI previewed the impact that

could be generated by establishing business relationship between the Govt. of Gujarat and Yunnan wherein EDI could play the role of an intermediary to facilitate stronger linkages. This apart, he also pointed out that there could be areas of cooperation between EDI and YDRC, such as; student/faculty exchange, setting up a full-fledged EDC and support for carrying out ED related activities.

Technical Wizards Learn to Make it Big in Business

The Institute initiated a 10-month tailor-made multidisciplinary week-end programme, titled, 'Biotechnopreneur Programme' for professionals interested in having a career in life sciences. The objective is to promote entrepreneurship among life science graduates, medicos, scientists and those in related fields. This would raise the incidence of new enterprise creation in the areas of biotechnology, pharmaceuticals, medical devices and other technology and innovation driven sectors. The programme emphasizes on practical and field related aspects such as; technology evaluation, business plan preparation, networking with institutions for financial resources and implementation. Besides training, the programme imparts guidance in selection of technologies and commercialization of the technology.

Six-month

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(Through Distance Learning)

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With the completion of classroom inputs, the participants have now been attached to mentors keeping in mind the expertise domain of the mentor and the area selected by the participant for business venture. The mentoring sessions are presently under way.

A 1-day workshop on 'The Journey of a Biotechnopreneur' was also recently organized wherein 5 successful Biotechnopreneurs shared their experiences with the participants focusing mainly on failures, threats and challenges encountered by them, and the strategies they employed to overcome these. Besides, special inputs were

provided to participants on 'regulatory requirements' and 'procedural aspects' for starting a business venture in the area of bio-technology.

A huge market awaits these trained techies and professionals. They are all set to trigger the process of their growth and success. A colossal world of innovative products and technologies waits eagerly to experience their expertise.....

Scientists & Technologists...

Get Entrepreneurially Inclined

In times when the world of business is beckoning the technologically aware and savvy, efforts need to be put in place to bring such technologically sound ideas to the forefront. Technology's potential in transforming the ordinary into the extraordinary needs to be explored; it cannot be allowed to lay dormant. Scientists and technologists are, therefore, incomparable human resource for a country and must be given the right opportunities to convert their innovative ideas into reality.

Thus, in order that many high tech and high end projects see the light of the day and brighten the economy's prospects in the long run, there is a need to

orient scientists of research laboratories and other R&D institutions to the finer concepts and nuances of entrepreneurship. With this goal in focus, EDI organized a 5-day national training programme on Entrepreneurship Development & Management for scientists & technologists. The programme commenced from 19th December, 2011 at EDI. 21 scientists / technologists working in government departments, ministries of central government and public sector units participated from various states such as; Gujarat, Madhya Pradesh, Kerala, Rajasthan, Orissa, Uttar Pradesh, Delhi, Andhra Pradesh and West Bengal. The programme was sponsored by

Department of Science & Technology, Govt. of India, New Delhi.

Besides inputs on establishing and managing an enterprise, areas such as; business opportunity identification, business plan preparation, information on various schemes of assistance were also comprehensively delved into. Mr. Prakash Solanki, Programme Director, felt that the programme succeeded in sensitizing the participants towards the significance of promoting knowledge

(Contd. on pg. 26)



Participants of the programme, 'Entrepreneurship Development & Management for Scientists & Technologists' seen with (in the centre) Dr. Dinesh Awasthi, Director-EDI; (3rd from R) Mr. Prakash Solanki, Programme Director and esteemed members of EDI faculty group associated with the programme

A facelift of Sorts to the leather clusters

Leather has always fascinated us as an ‘appeal-enhancing’ accessory. Unique designs, colours, stitching patterns and so many other factors hold significance for a buyer while purchasing a leather article. The most amazing aspect is that it offers immense scope for experimentation, growth and development. But sadly, in potential leather clusters, such as; Chennai, Kolkata and Santiniketan, innovation, improvements and modernism needed to be induced to ensure step matching of the clusters with the demands of the present day customers and markets. One way that was perceived as a potent strategy of enhancing the scope and scale of the clusters, was by introducing expert business development services so that the entrepreneurs could be informed about the lapses and the ‘prospect-increasing’ measures. Thus, with this objective, the projects were launched with the funding support of DFID, GIZ and World Bank wherein SIDBI was the Implementing Agency (IA) and EDI, the Facilitating Agency (FA).

Efforts that went in over the last 32 months in the leather clusters at Kolkata / Santiniketan and Chennai have given a face lift to the clusters in terms of increased productivity and thus profits, reduced rejection rate, better market presence and adoption of best practices.

Implementing Business Development Services in Leather Cluster

At Kolkata and Santiniketan

These clusters having taken a back seat despite the presence of skills and the willingness among the artisans to excel, did



bewilder thinktanks. The primary concern behind launching this project was, therefore, to understand the problems of micro, small and medium scale enterprises and delve into the reasons why the existing market mechanism did not provide worthwhile solutions and thus strengthen the business development services market to address these and many other issues.

Interventions were made to ensure introduction of new services, product customization, new Business Development Service Providers (BDSPs), training and capacity building of existing BDSPs.

Some very innovative and need-based interventions were undertaken in consultation with the cluster members. Some of the tangible interventions that were highly appreciated in terms of the results that they fetched, were the value-added fashion gloves designed as a product diversification strategy and which replaced the obsolete industrial gloves; international brand building by enabling the local entrepreneurs to participate in international fairs and arranging buyer-seller meets in Italy and Japan to explore the potential of new markets; capacity building of Business Membership Organizations (BMOs), micro and unorganized sectors through managerial and skill development training and Training the Trainers in advanced designing and leather finishing. Besides technology related training for designers, machine operators and personnel related to the leather industries also led to appreciable impact. Exposure visits were arranged for the unorganized sector to Agra and Indore so that they could learn from the 'Best Practices' adopted by these clusters. The interventions also saw initiatives being taken in the field of credit rating of MSME units and ERP implementation for better accessibility to data and management efficiency in the leather units.

It is heartening to note that the interventions have led to setting up of 535 unique micro, small and medium enterprises and have generated employment for 1295 persons. A cadre of 53 persons have been put in place as business development service providers and

encouragingly 12 new BDS projects have been launched. Also, quality upgradation of 43 firms, productivity increase in 9 firms, design development of 55 firms and product line extension of 6 firms have dramatically changed the environ of the cluster from a complacent one to a 'vibrant, buzzing with work' cluster. In a landmark move, 91 firms got into various levels of marketing tie-ups in their visits to exhibitions and trade fairs abroad. A major threat that the cluster posed was that of pollution, and so environmental compliance in 300 tanneries did send across the message of citizens being the protectors of green environment and becoming socially responsible, if guided and mentored correctly. The prospects of energy saving were also explored and energy audit measures were adopted by units, thus bringing about remarkable efficiency.

High tech facilities installed

The Kolkata Leather Cluster since a very long time had experienced the dearth of locally available high-end testing facility which propelled the need for establishing a common testing laboratory for MSMEs so that quality testing of leather and leather products through REACH compliance could be encouraged and initiated.

Keeping this objective in mind, the Tanning Training and Service Centre was established. It is a joint project by the Govt. of West Bengal, Italian Trade Commission and ASSOMAC.

Apart from serving as a Common Testing Laboratory, the Centre will also be used for research, development and multi-level training of the tannery section. With this the local MSMEs will gain on the grounds of price, quality and availability of testing services.

At Chennai

This project aimed at revitalizing the Chennai leather and leather products cluster through carefully planned interventions over a period of 32 months. Based on the revelations of the diagnostic study, the project as a first



BDSPs interacting with MSME owners at the Fair

step, introduced measures to control input and manufacturing cost. Energy efficiency methods, lean manufacturing practices, cleaner production technology in tanneries were some of the significant initiatives introduced.

Bulk purchase of dyes and chemicals through Special Purpose Vehicles led to around 30% gain in material procurement. Apart from reduction in effluent discharge, cleaner production technology in tanneries resulted in recovery and re-use of chemicals leading to a benefit of around ₹ 14 lakh / year / unit. The project also focused on introducing SA 8000 certification among cluster units to enhance their visibility in the global markets.

Performance Highlights

	2008-09	2010-11
Turnover of more than ₹ 3 to 5 crore each	11 units	22 units
Exports worth more than ₹ 20 crore each	7 units	22 units

Also, placing emphasis on training, a cadre of Business Development Service Providers was put in place to address the day to day problems of cluster entrepreneurs. About 270 entrepreneurs were trained in different areas like, design, IT-MIS and soft skills so as to enhance their efficiency level.

BDSP Fair Organized

BDSP Fairs were an interaction between owners of Micro, Small & Medium Enterprises (MSMEs) of leather units and Business Development Service Providers (BDSPs) where the BDSPs or consultants made individual presentations about their services and benefits to MSMEs. One such fair, organized in FREYA-IIDF, Bantala, witnessed participation of micro entrepreneurs from outside Kolkata like Sonarpur, Howrah, Nadia, North 24 Parganas, Birbhum, etc. and also of artisans from the unorganized sector. The primary aim of the fair was to identify potential buyers and establish linkages between the two parties, so that they could continue business even after the project was over. Some of the BDSPs present were Central Leather Research Institute (Research & Testing), SME Rating Agency (Credit Rating), SGS (Testing), Bureau Veritas (Certification), Samadhan (ERP), etc. who discussed about how their services could benefit the cluster members, the industry and society as a whole. An exhibition of various design collections by FREYA- IIDF, was highly appreciated for giving a peek into the existing trends.

Implementing Business Development Services in Dyes & Chemicals Cluster at Ahmedabad

EDI in association with Small Industries Development Bank of India (SIDBI) launched the project, 'Implementing Business Development Services in Dyes & Chemicals Cluster at Ahmedabad.' 1200 dyes and chemicals units, employing 40000 workers, were addressed. Some of the major interventions were as follows;

- Survival of most of these cluster units was an issue on account of their inability to comply with the pollution control norms. EDI addressed this issue by installing of Pre-Treatment Plant in 5 units and by demonstrating its effectiveness. Gradually most of the cluster units adopted this.
- Cleaner production method was demonstrated to reduce generation of effluents. This has led to cost reduction by about 5-7%. Methods were also introduced to facilitate evaporation of hazardous effluents by using multi effective evaporation followed by spray dryer and other scientific techniques.



Dissemination Workshop on Energy Conservation at Naroda Industries Association

- A Special Purpose Vehicle was created to give the cluster units certain advantages, like that of bulk purchase. As a result of this, the overall benefit to the cluster is to the tune of ₹ 240 lacs per annum per unit.
- A cadre of 24 business development service providers were readied to assist the units of the sector on a continuous basis.

What EDI PG courses essentially equip you with

- Competencies to set up own business ventures
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The **EDI-Kudumbashree** programme

The *Kudumbashree* was welcomed as an innovative anti-poverty mission of the Govt. of Kerala. It was envisioned as a target oriented, well conceived, impact-yielding poverty alleviating plan with focus on involvement of the disadvantaged.

The Kudumbashree project was well researched and was evolved as a holistic project after considering the lapses that had been conspicuous in other developmental programmes. Launched in 1998, the Kudumbashree brought the entire state under its fold by 2002 with the mission – ‘To eradicate absolute poverty in ten years through concerted community action under the leadership of local governments, by facilitating organization of the poor for combining self-help with demand-led convergence of available services and resources to tackle the multiple dimensions and manifestations of poverty, holistically.’



Mr. V. S. Sukumaran, Project Director, Kudumbashree addressing the participants during a training session

Kudumbashree primarily aimed at empowerment of women and children and in keeping with this, its activities were organized in three major areas:

- Organized women into community based organizations so that they could voice their demands at potent platforms. Community Development Society (CDS) is a registered apex organization at the local body level and their organizational structures provide opportunities for collective public action. 1058 CDS have been formed at local level while the number of Area Development Societies are 16903 and that of Neighbourhood Groups (NHGs) are 1,83,868. The demands stated in these group meetings were considered step-by-step and formed a part of the anti-poverty plan of the Local Self Government. Thus the project, in this way, has facilitated participation of the poor in the planning process, as a major stakeholder.

The local body then monitors implementation of the plan.

- Set up Thrift and Credit Societies to facilitate access of the poor to easy credit. A member is eligible to avail loan up to a maximum of four times his/her savings.
- Considering Micro Enterprise Development as an opportunity for providing gainful employment to people below poverty line, Kudumbashree project supported micro enterprises by training people in the area and also by assisting this through other means like, promoting networking, easy finance and markets.

EDI association with Kudumbashree was primarily with the objective of promoting its micro entrepreneurship development endeavor.

EDI's strategy for ensuring generation and sustenance of Kudumbashree micro enterprises:

- Identification and selection of potential entrepreneurs
- Entrepreneurship orientation training & business plan preparation
- Skill development and linking them with appropriate projects
- Financial intermediation
- Test production and standardization
- Market penetration
- Performance Improvement Programmes

EDI adopted the methodology of putting in place a cadre of specially equipped trainers who could implement micro enterprise creation programmes at the grassroots for maximum results. Primarily, Kudumbashree's District Mission Team which was assigned the responsibility of monitoring the entrepreneurship development activities at grassroots level, was equipped with skills to ensure high incidence of micro enterprises.

Besides, the methodology also brought in its fold several programmes to hasten the process of enterprise creation, such as; the Entrepreneurship Orientation Programme, Micro Enterprise Consultants Programme and other specialized Capacity Building Programmes. The participants were imparted knowledge, skills and attitude to ensure not just setting up of enterprises but also sustainability of the enterprises set up. Also, there were EDI – trained business counsellors to aid the process of business creation and growth. A gamut of technical skills, entrepreneurial skills, management skills and ample motivation fetched results that changed the countenance of Kerala.

Results at a glance:

- No. of women trained: 39,500
- No. of enterprises set up: Group Enterprises-2,700
Individual Enterprises-6,800
- Employment opportunities generated: 32,500
- No. of existing entrepreneurs addressed through performance improvement programmes: 1,400

According to Mr. V.S. Sukumaran, Project Director, "It is satisfying to note the results and the impact that has come about. During all these years, we received all kinds of assistance from all quarters, and this certainly aided us in a very significant way in helping us move ahead as per our strategy."



"I had undergone ToT on Entrepreneurship Development, while I was working in Kudumbashree as District Mission Co-ordinator. The programme was really beneficial and I got good experience on various aspects of Entrepreneurship Development. This helped me a lot in promoting micro enterprises in rural areas."

Mr. C.B. Mohandasan
Former District Mission Co-ordinator

(Contd. from pg. 19)

Scientists & Technologists...

based enterprises and that this made them internalize the knowledge and information imparted, much to the satisfaction of all faculty members involved in the programme.

He opined....

“We always understood the significance of technology and entrepreneurs and at the same time have also acknowledged that a closer match between the two could lead to wonderful results. But then, we being technocrats could not chalk out the ways and the means of striking such a match. It is here at EDI that we could derive meaning about something that had till now just existed somewhere in our thoughts. I am confident now, have a direction and am sure to shape success in the way I have always envisioned.”

Mr. Subrata Sen

Curator E, National Science Centre, New Delhi

EDI Chief Faculty Visits the USA:

In a quest to extend the boundaries of knowledge, the Institute is leading the Global Entrepreneurship Monitor India Team consisting of the prestigious Indian School of Business, Hyderabad and Institute of Management and Technology, Ghaziabad. The GEM is a worldwide entrepreneurship survey, anchored by the Babson College of the US and London Business School. Our academic collaborations have further strengthened by our partnerships with reputed universities from China, Thailand and the US.

As a sequel to forming this consortium EDI Chief Faculty participated in the Annual Conference of GEM held in San Francisco during January 18-21, 2012. Every year GEM conducts a survey on status and environment of entrepreneurship in about 60 economies.

The event was attended by about 120 delegates from 60 countries wherein GEM team conducted a workshop focusing on various segments of data collection, analysis and report writing. This event also provided an opportunity to network with a wide spectrum of country representatives, GEM global team and Global Entrepreneurship Research Association (GERA). The idea of exploring the possibility of bringing out an exclusive BRIC countries' report with other counterparts was well received.



(Extreme Right) Dr. Sunil Shukla, Chief Faculty-EDI seen with (R-L) Japan and Singapore representatives



Department of Science and Technology (DST) sponsored Technical Entrepreneurship Development Programme on 'Multimedia Digital Imaging & Animation' was organized during 16th January-29th February, 2012 at Bhopal. 25 participants participated in this programme. The main objective of the programme was to provide entrepreneurial, managerial, financial and technological inputs so that the participants could initiate their entrepreneurial career. Seen here is (in the centre - 1st photo) Mr. Raman Gujral, Faculty-EDI addressing the participants of the programme. Besides, another DST sponsored 'Women Entrepreneurship Development Programme (WEDP)' was organized at Rae Bareilly, Gorakhpur and Bhopal. The main objective of the programme was to train women to set up their own ventures. Seen here are (2nd photo) participants during a training session



SIDBI sponsored 2 Entrepreneurship Development Programmes on Computer Hardware and Repairing of Domestic Appliances were organized by STED Rae Bareilly. The main objective of the programme was to sharpen the participants' skills in computer hardware and domestic home appliances repairing. Besides, participants were given entrepreneurial inputs to help them start their own ventures



NABARD sponsored 6 skill development programmes were organized in Rae Bareilly, Kushinagar, Deoria, Hardoi and Vidisha. The main objective of the programmes was to develop entrepreneurial skills among rural youths who wish to set up small/micro enterprises

(Contd. from pg. 8)

Our Efforts....

- Linkages between trainees and financial institution for credit needs.

All STED projects at different locations in India were reviewed by a high level national STED advisory committee in Chennai. The Committee appreciated

the innovative interventions and the resultant achievements of the Roorkee STED project, thus awarding it the first position. The citation says, "For appreciable performance and local area development for financial year 2011-12 in India".

EDI employees who completed 25 years and 10 years of service with the Institute were felicitated by Shri R. M. Malla on 3rd April, 2012



Dr. Dinesh Awasthi
Director
(25 years)



Shri V. S. Sukumaran
Associate Sr. Faculty
(25 years)



Smt. Sarita Modi
Sr. Manager, Finance & Accounts
(25 years)



Mr. Pravin Chavda
Asst. Manager, Administration
(25 years)



Mr. B. Ganapathi
Librarian
(10 years)

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