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FROM THE
DIRECTOR'S DESK

One More Year Devoted to Entrepreneurship



Over the last year, EDI succeeded in characterizing its efforts with excellent foresight in planning and execution of strategies. The year saw the faculty members devising new projects and programmes to reach out to the mass even more convincingly, thus widening the platform of opportunities for maximum number of people. Very consciously, we had tried to focus on Education through various programmes so that youth, who are the pillars of the nation, could be sensitized to make a long term impact on economy. The results, I must say, were

heartening. Another segment where results were encouraging was 'projects for women'. We targeted women through several programmes so that they could be made an integral part of the mainstream. One of the landmark activities- Programme for women scientists and technologists was received with enthusiasm and restored faith and confidence of many women in entrepreneurship. Social entrepreneurship was once again established as an extremely pragmatic,

(cont....)



committed and result-oriented phenomenon with the potential of providing sustainable solutions to society's most pressing problems confronting 'bottom of the pyramid'.

EDI's contribution towards economic development of industrial and artisanal clusters has been termed as unparalleled. The Institute has put many a cluster on a successful growth trajectory. Last year especially witnessed remarkable results in the Mega Handloom Cluster of Sivasagar, Assam and Mega Handicraft Carpet Cluster of Srinagar, J&K. Interventions in the Tufted Carpet Cluster, Gwalior has been overwhelming, especially in the areas of marketing, technology upgradation, design and sales. Besides, as 'Nodal Agency' of various Ministries of the Government, the Institute took a step further with one more year dedicated to ensuring a secure environ in business for potential and existing entrepreneurs. Programmes to raise the status of SMEs have worked well and these businesses today are poised for accelerated growth. A gamut of other inventions, within the country and outside, has equipped people with skills to live their dreams of becoming an entrepreneur.

It was heartening to note that the demand for formal training in entrepreneurship is constantly on a rise. The Institute not just inclined many sectors and targets towards entrepreneurship but also took up many new countries to set up entrepreneurship development institutes. If all goes well, we would soon be having a National Entrepreneurship Policy, as EDI has submitted the draft of the policy for consideration of the Government of India. This is an all-encompassing policy which would establish a more concrete entrepreneurial climate in the country.

The year gone by has left us with the conviction to churn out even more result-oriented activities as the outcome of interventions, last year, have been tangible.

- Dinesh Awasthi

Conference on Entrepreneurship... to probe deeper

Entrepreneurship has acquired a new face in the current conspicuous and the much talked about 'ups and downs' of the market. People have taken to it with a vengeance as an answer to the shrinking job market. Several prestigious management institutions are witnessing a trend wherein students are opting out of the placement process to be on their own. Entrepreneurship courses are also attracting more and more students. And, all these potential entrepreneurs are confident about their well researched, innovative and creative business models to survive all times – *good or not-so-good*. If entrepreneurship flourishes during times of economic prosperity, history bears evidence of emergence of successful enterprises during economic meltdown, too. Hence entrepreneurship has proved its

mettle for aiding economic growth, productivity, innovation and employment at all times. It, therefore, is only prudent to strengthen its roots so that the facilitating factors get a boost and the hindering factors get addressed.

The Tenth 3-day Biennial Conference on Entrepreneurship, organized with this motto, was inaugurated at the hands of Shri Arun Maira, Member, Planning Commission, Govt. of India on February 20, 2013 at the Institute. Prof. Dwijendra Tripathi, noted Historian was also present on the occasion. The Biennial Conference which is being organized by EDI since 1994 testifies the Institute's pursuit of excellence and contribution to entrepreneurship education, research, training and institution building within India and Internationally.

Shri Maira, in his address talked about how he got the first feel of entrepreneurship during his days with the TATAs that had planned to design and entirely build its first car, and added that the whole experience demonstrated to him how it required passion to pursue entrepreneurship. Shri Maira spoke about two main forces ruling the world post the collapse of the Berlin Wall – the force of democracy and the force of capitalism, leading to a contention between the two. And, advocating the vision for India, he said that it had to be the 'Vision of Democratic Entrepreneurship.' He added that India is the world's largest democracy, using technology and innovations in elections and hence justified that it was of the people. But in terms of it being a Government for and by the people, it had a



Seen during the inaugural function of the Tenth Biennial Conference on Entrepreneurship is (2nd from R) Shri Arun Maira, Member-Planning Commission and the chief guest of the function. Also seen are (L-R) Dr. Sasi Misra, Conference Chair; Prof. Dwijendra Tripathi, Noted Historian and Dr. Dinesh Awasthi, Director-EDI

long way to go and in that sense he said, India was an incomplete democracy. Applying this principle to business, Shri Maira said that business needs to be of the people, for the people and by the people. He believed that even the poor should be made a part of it through innovations and this segment should also find means of creating income for themselves. He said that “democracy’, ‘entrepreneurship’ and ownership’ would also be the best form of socialism. This, urged Shri Maira, to call upon EDI and other similar institutions to focus on small entrepreneurs and embody the idea of business of the people. He sent out a call to institutions to promote the concept of WE amidst I, over the next few years of intervention.

Prof. Dwijendra Tripathi delivered the distinguished plenary lecture. Prof. Tripathi began by tracing how Entrepreneurship had attracted people from diverse academic backgrounds and evolved over the years. “Well until the early 1950s, the word ‘entrepreneur’ was confined to economic literature alone. I

recall Economists came to the conclusion that entrepreneurship was the ability to assemble and manage various factors of production, and then gradually withdrew from the scene with the result that within just a few years entrepreneur and entrepreneurship receded into the background of economic literature.” He added that a few years down the line, entry of some other disciplines into the field kept the interest in the concept and theme alive and that the newcomers were more concerned about how to generate entrepreneurship, how to multiply enterprise creators. “This was a logical consequence of growing concern in the post Second World War era for promoting speedy economic development of the newly emerging nations –

Entrepreneurship, the ability to create and develop a self sustaining, wealth generating productive entity was now seen as a panacea for the grinding poverty and material backwardness of the Third World,” said Prof. Tripathi.

The factors that he enumerated towards the upsurge of entrepreneurship were individualism, aggressiveness, tough mindedness, nuclear family structure etc. He added that Eastern societies were soft societies and hence could not provide necessary space for the rise of hard-headed entrepreneurs.



Shri Arun Maira, Member-Planning Commission, releasing the proceedings of ‘Tenth Biennial Conference on Entrepreneurship’. Also seen are (L-R) Prof. Dwijendra Tripathy, noted Historian and Dr. Dinesh Awasthi, Director-EDI



Shri Misra addressing the delegates

Fortunately, however, said Prof. Tripathi, the rise of Japan as an enviable industrial power gave a rude shock to this smug belief as the concepts of entrepreneur and entrepreneurship sought a new meaning. “Japan’s social system and structure as well as the behavioural traits represented a complete antithesis of western norms and mores. And yet this tiny Asian country, still recovering from the wanton destruction of its business and economy, during the Second World War, rose from the ambers,” said Prof. Tripathi. “A cumulative effect of all these developments has been that conceptual issues ceased to be of much consequence in the literature bearing on entrepreneurship. Conceptualization, in fact, reached its final frontier in the post Second World War era,” enlightened Prof. Tripathi. Talking about the present day scenario, he said that development of new entrepreneurs through educational and training activities had now become the primary concern and institutions and organizations focusing on entrepreneurship development have sprung up in most of the developing countries.

He went on to argue in favour of creative urge and organizing ability with regard to entrepreneurship and complemented EDI for promoting this field with immense possibilities and intellectual rewards.

Dr. Dinesh Awasthi, Director–EDI felt that this conference served as a platform for researchers and academicians from across the world to generate

productive, enlightening and exciting responses, and provided an opportunity to professors, practitioners and thinkers in India and abroad to assimilate, communicate and disperse their experiences and experiments.

Giving the house a brief about the Conference, Prof. Sasi Misra, Conference Chair, said that out of 226 papers submitted, 135 were selected. The participants not just represented India but also Germany, Jordan, Finland, Kenya and Nigeria. The 115 papers presented covered the themes of

- Entrepreneurship in the SME Sector
- Intrapreneurship
- Innovation, Incubation & Entrepreneurship
- Social Entrepreneurship
- Entrepreneurship & Family Enterprise
- Gender and Entrepreneurship
- Sectoral Entrepreneurship (e.g. Agripreneurship, Edupreneurship, Tourism Entrepreneurship, Services Management, etc.)

The Conference provided a platform to researchers, academics, planners, policy-makers to share their work, ideas, and concerns, and brainstorm strategies for entrepreneurship development.



EDI has been honoured with the National Education Leadership Award by ET NOW, Seen here is Mr. Nikhilesh Desai, Head-BDC receiving the award, on behalf of the Institute, at the Award Ceremony in Mumbai on 16th February, 2013

Continuing to Create a Core Group of Educators

Evidences are testimony to the fact that teachers have always played a critical role in facilitating acceptance of entrepreneurship, as a career, by students. Their all-encompassing knowledge on entrepreneurship and unique techniques to impart motivation persuades students to weigh various career options as against the benefits of entrepreneurship; broadens their knowledge on the subject and trains them methodically to pursue entrepreneurship.

As a national resource Institute in the field, EDI has taken upon itself the task of grooming teachers so that they are updated with the latest in the discipline, including the methods of

garnering approval of students. Every year, therefore, the Institute conducts Department of Science and Technology, Govt. of India sponsored Faculty Development Programmes in Entrepreneurship. During the year 2012-13, EDI conducted five Faculty Development Programmes, thus grooming more than 100 participants. Over last four months, programmes were conducted during December 10-21, 2012 at Trivandrum, December 17-28, 2012 at Ahmedabad, January 8-19, 2013 at Odisha, March 12-23, 2013 at Bhopal and March 25-April 7, 2013 at Gorakhpur.

The participating faculty members were equipped with the entrepreneurship development process & model; procedures and formalities of setting up new enterprises, incentives and benefits for entrepreneurs, curriculum development, procedures involved in initiating, planning, implementing entrepreneurship development initiatives and evaluating EDP curriculum.

Programme Director Dr. Pankaj Bharti expressed happiness over the way the faculty members were participating in classroom discussion and expressing their willingness to



Participants of the Faculty Development Programme at Ahmedabad seen with (in the centre) Dr. Dinesh Awasthi, Director-EDI; (2nd from R) Dr. Sunil Shukla, Programme Director; (1st from L) Dr. Pankaj Bharti, Programme Coordinator and EDI faculty group associated with programme



promote entrepreneurship among students. The participants said that the programme was well structured, the expert group was experienced and had a wealth of knowledge, which they were now going back with. They added that they had acquired immense confidence and motivation to concretize entrepreneurship.

Under the aegis of the Education Department, Govt. of Gujarat, EDI organised Faculty Development Programme in Entrepreneurship for Professors of Engineering and Technical Colleges during 18-22 March, 2013. The programme was organised under the broad objective of promoting entrepreneurship in the state and with the specific objective of creating a cadre of teachers who could efficiently impart entrepreneurial education to their students.



Participants of the Faculty Development Programme at Ahmedabad seen with (2nd from R) Dr. Dinesh Awasthi, Director-EDI; (in the centre) Dr. Sunil Shukla, Programme Director; (1st from L) Dr. Pankaj Bharti, Programme Coordinator and EDI faculty members associated with programme

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. 119 students of second and fourth year Post Graduate Diploma in Business Management (CEM) and (FBM) visited EDI for classroom lectures on contemporary business trends and practices.



Seen here are the students with (6th from L) Dr. Dinesh Awasthi, Director-EDI; (5th from L) Dr. Sunil Shukla, PGP Chairperson and members of EDI faculty group

Business Membership Organizations will Lead.....

Capacity Building Programme of Business Membership Organizations



Shri Maheshwar Sahu, IAS, Principal Secretary, Industries and Mines Department, Govt. of Gujarat and EDI Governing Board Member, inaugurating the International Programme on 'Capacity Building of BMO Functionaries' organised during 7-13 January, 2013. Also seen are (L-R) Dr. Dinesh Awasthi, Director-EDI and Mr. Sanjay Pal, Programme Director

Support to small and medium enterprises (SMEs) is regarded as an integral part of the strategy for private sector development in many developing and developed countries because of their contribution to poverty alleviation and equitable growth. In order to grow and prosper, SMEs need a suitable legal and regulatory environment, a reliable infrastructure as well as progressive financial and business development services. The most important factors, which can influence the SMEs' environment, are on one hand, government and public institutions, and on the other hand, private service providers, with business membership organizations (BMOs) as critical supporters.

BMOs can be a platform for promoting a better investment climate in developing and developed countries. In order to be a strong and reputable representative of the private sector, BMOs should have the capacity to advocate the interests and concerns of their members; become strong organizations with a proper governance structure and respond to their members' needs by delivering required services and information.

BMOs can promote SME growth through facilitation and/or direct provisioning of demand-driven services and through advocacy aimed at creating a better business environment. Because of their membership nature and mandate, BMOs can represent and voice the concerns of their members at the policy level, creating a platform for change that can lead to sustainable, bottom-up policy reforms.

But, in many developing and developed countries, BMOs are typically characterized with limited organizational capacity and technical skills, inapt management and governance practices and lack of demand-driven services resulting in low levels of sustainability. The development initiative designed to ensure capacity building of BMOs should thus focus on improving their functioning capability and create a better environment for their growth. The most important areas for intervention for a BMO should be facilitation and provisioning of business development services (BDS) which can directly improve the competitiveness of SMEs generally operating in clusters.

However, converting these possibilities into action requires competent business membership organisations which have trained manpower, financial resources,

infrastructure facility, and most importantly long term vision and business/BMO plan. This was the rationale for EDI to conduct this *International Programme on Capacity Building of BMO Functionaries* during 7-13 January 2013 with the support of the Industrial Extension Bureau (iNDEXTb), Government of Gujarat.

38 participants from 27 countries participated in this programme. The main objective of the programme was to make industry associations, involved in MSME clusters, equipped with competencies to undertake competitive as well as socially, environmentally and economically relevant initiatives. The idea was to enable them in such a manner, that they provide better services to their members and also mediate between Business Development Service Providers and Cluster MSMEs.



Participants of the International Programme on 'Capacity Building of BMO Functionaries' seen with (R-L) Mr. Sanjay Pal, Programme Director; Shri Maheshwar Sahu, IAS, Principal Secretary, Industries and Mines Department, Govt. of Gujarat, Dr. Dinesh Awasthi, Director-EDI and Mr. Nikhilesh Desai, Head, Business Development Cell



Shri Sahu in his address said that an Industry Association with a strong vision and good leadership can make a significant contribution towards sustainable development. They can provide tangible services in the areas of infrastructure creation, marketing, financing and human resource development of the industry. Their positive and upbeat role can bring about a paradigm shift

During the first four days, technical inputs were provided on issues related to evolution of small and medium enterprises (SMEs) and changing role of BMOs, significance of cluster development, role of BMOs in value chain upgradation, structure, operation and governance of BMOs, income generating services, BMOs as financial intermediary, provision of business development services (BDS) in improving SME competitiveness, managing advocacy services, effective management and promotion of membership, role of BMO in development of SMEs and significance of BMOs in managing common facility centres (CFCs).

During the last 3 days, the participants were facilitated to attend Vibrant Gujarat Global Investors Summit- 2013. It was one of the rare opportunities for the representatives of BMO functionaries to attend such an important Investors Summit. The participants appreciated the deliberations in all the technical sessions of the Summit.

Tamil Nadu Delegation visits EDI



(3rd from R) Thiru P Mohan, Hon'ble Minister for Rural Industries, Tamil Nadu; (in the centre) Mr. K. Dhanavel, secretary of MSME Development of Tamil Nadu and other members of delegation seen during their meeting at EDI

A 22-member delegation from Tamil Nadu Government led by Hon'ble Minister for Rural Industries, Tamil Nadu, Thiru P Mohan visited EDI to exchange information on best practices for development of Micro, Small and Medium Enterprises (MSMEs). The Tamil Nadu Government has targeted to nurture 1000 first-generation entrepreneurs in each of its 32 districts every year. They are looking forward to EDI helping them in capacity building of their districts industries commissionerates, cluster development, distance education and that of small industries associations.

'Is it a la 'Rise of the Phoenix?'

Afghanis Return with a Conspicuous Resolve

Reconstruction is what Afghanistan is working hard at after times that have pushed it back by decades. Training its people to take up this task is one of the logical ways of approaching this massive responsibility. And, amidst the major changes that are taking place in the socio-economic environment of Afghanistan, an understanding of SME development becomes important as Small and Medium Enterprises (SMEs) play a very important role in a country's economy. In most of the developing countries these industries constitute an important and crucial segment of the industrial sector. They play a significant role in employment creation, resource utilization and income generation. With a view to initiate steps towards this resurrection process, the Embassy of Afghanistan, approached EDI to conduct an SME Development Training Programme for the officials of SME Directorate, Ministry of Commerce and Industries, Afghanistan.

The various modules of the curriculum together aimed at familiarising the participants with the role of SMEs in economic development, SME clusters and the significance of cluster approach, production and operations management, aspects related to enterprise creation and growth, performance management, significance of technology, value chain analysis, importance of innovations and issues surrounding Common Facility Centre.

Visits to some premier organizations and clusters in and around Ahmedabad and Rajasthan for exposure to the nuances and the winning tenets surrounding SMEs were appreciated by the participants. Mr. S. B. Sareen, Director of the Programme said that he had sought to make the curriculum all-encompassing so that exposure imparted made the officials confident and led them to make significant contribution in the socio-economic development of Afghanistan. He said that

back in their country, the officers would be able to identify the market and also formulate result-oriented growth strategies.

All the 19 officials were equipped with learning through classroom sessions, interactions, exercises and field visits. They also drew learning from deliberations on the current scenario of SMEs in India, brainstorming over various success strategies and examining



Participants of the International Programme on 'SME Development Training Programme for the officials of SME Directorate, Ministry of Commerce and Industries, Afghanistan' seen with (6th from L) Dr. Dinesh Awasthi, Director-EDI; (6th from R) Mr. S.B. Sareen, Programme Director and faculty members associated with the programme

the ones that had failed. The participants presented an action plan which reflected their understanding and their vision to put Afghanistan back on the path of restoration.

They expressed satisfaction over the knowledge gained and said that they were going back more aware and with immense conviction. Certain facilitating factors, they said, were right there in front of them but they never realized how these could be used for the benefit of the country. "This learning on the structure, establishment and management of small scale industries will be very useful for increasing the prospects of our economy as well as exports of our country," they said.

Financial Management...the Elixir to Business Success ...Afghanistan Endorses

Inefficient management of financial systems and procedures can jeopardize the prospects of a business. Organizing and prioritizing financial resources give direction to the vision of a business. Financial trends of a company are a clear indicator of its standing in the market. An orderly practice of financial processes can move a business forward even when other supporting systems fail. Hence, with the objective of developing a keen financial sense in officials from Afghanistan, a country which is on the road to recovery, EDI, with the help of Ministry of Finance, Afghanistan, conducted a programme entitled, '**Financial Management for Officers serving in State Owned Enterprises and State Owned Cooperative Departments**'. The programme was conducted over 19 March, 2013 - 6 April, 2013. 25 participants learnt about advanced Financial Management Practices at enterprises and cooperatives. They underwent sessions on integrating financial concepts and policies with management decisions and budgeting processes; evaluating the financial viability of projects and activities through income statements and balance sheets; employing cash flow to analyse business status; calculating the cost of business activities; controlling business operations through effective budget management and communicating effectively with financial executives and staff. The program enhanced the learning of participants through group and individual cases and exercises. They were provided with opportunities to practice the techniques learnt



and evaluate their skill levels. Programme Director Dr. Amit Dwivedi felt that with this programme, the officers would develop a greater understanding of the financial performance of their organisation, suppliers and competitors; which will result in more profit and/or better performance.

All facets of a business or an economy depend on understanding, creating and utilizing finance judiciously. Capacity building of officers in this area will sure help Afghanistan bounce back with new knowledge and wisdom.

"To succeed as a nonfinancial manager, knowledge of basic financial principles and budgeting processes is critical. This course has equipped me with fundamentals and tools which I can implement in my work to improve budget management, increase profits, and assess the financial performance of business activities. I also have an understanding of the terminologies used by accounts and finance staff, and thus feel more confident."

Mr. Yosuf Osman
Director General, Ministry of Finance
Islamic Republic of Afghanistan

Students from National University of Singapore visited EDI

EDI, CII and Young Indians organized an interaction of 26 students from National University of Singapore, on EDI campus. EDI's PG students, participants of international capacity building programmes and students from Pandit Din Dayal Petroleum University (PDPU) and The Indian Institute of Planning and Management (IIPM) attended the session.

The 26 students from Singapore were in Gujarat from 12 – 19 December, 2012 to explore emerging opportunities in entrepreneurship and also to understand Indian Entrepreneurship. The students also sought to explore common areas of partnership in



entrepreneurship. The visit also aimed at familiarizing students with the diverse socio cultural, economic, political and business related fast evolving changes and developments in India. The students from Singapore were led by Mr. Peter Pang, Asst. Vice President (University & Global Relations), National University of Singapore. Prof. Pang appreciated the exposure imparted. Highlighting the differences between industrial scenario in Singapore and India, he said that the students had learnt very significant lessons related to entrepreneurship.

A Technology Drive Ensues...

Programme for Scientists and Technologists

Emergence of technology based enterprises and technology driven entrepreneurs is the need of the day, especially when the globalized world beckons technological innovations and creativity. Commercialisation of innovative technologies call for exemplary entrepreneurial skills and competencies. With opportunities in abundance it's time for best technological brains to step forward and adopt entrepreneurship as a career.

To convert innovative business ideas into reality and to have more and more high tech and high end projects, there is a need to orient scientists of research laboratories and other R&D institutions to entrepreneurship. Thus, to ensure that value added and knowledge based projects become the order of the day, EDI designed a national programme on Entrepreneurship Development & Management for Technologists and Scientists to impart entrepreneurship orientation and training to them. The programme was conducted during 10-14 December, 2012.

The major objective of this programme was to sensitize scientists & technologists towards entrepreneurship and establish the importance of owning knowledge based innovative business ventures. According to Programme Director, Mr. Prakash Solanki, "the

programme was designed with the intention of promoting knowledge based entrepreneurship, which is today a critical factor in India's development."

In keeping with its objective, the programme focused on aspects of entrepreneurship, business opportunities identification & selection, information on support system & various schemes for assistance of new enterprise creation, business plan preparation and establishing & managing a new enterprise. Classroom lectures on concepts and practices of entrepreneurship, case studies, group discussions, role-plays and simulation exercises for development of requisite competencies and industrial visits formed a part of the pedagogy.

23 scientists and technologists working in Departments/Ministries of Central Govt., Public Sector Units, Govt. aided Research Institutes, Govt. Research Laboratories from 11 states such as; Andhra Pradesh, Chandigarh, Delhi, Jharkhand, Gujarat, Karnataka, Kerala, Maharashtra, Pondichery, Tamil Nadu and Uttar Pradesh were sensitized during this training programme.

With the same objective, EDI conducted a similar programme during March 18 – 22, 2013 for 24 women scientists working with Departments / Ministries of Central Govt., Public Sector Units, Govt. aided Research Institutes and Govt. Research Laboratories. The states represented were Gujarat,

Participants of the programme, 'Entrepreneurship Development & Management for Scientists and Technologists' seen with (in the centre) Dr. Dinesh Awasthi, Director-EDI; (2nd from R) Mr. Prakash Solanki, Programme Director and esteemed members of EDI faculty group associated with the programme





Participants of the programme, 'Entrepreneurship Development & Management for Women Scientists and Technologists' seen with (5th from R) Dr. Dinesh Awasthi, Director-EDI; (4th from R) Ms. Mitali Tiwari, Programme Director and members of EDI faculty group associated with the programme

Maharashtra, Madhya Pradesh, Allahbad, Delhi, Jharkhand, Andhra Pradesh, Rajasthan, Karnataka.

Programme Director, Dr. Mitali Tiwari was happy that the participants appreciated and understood the unique challenges associated with entrepreneurship and showed their determination to apply their technical awareness to create sound business ventures.

Participants Opine...

"It is because of this programme that I can confidently envision myself as an entrepreneur. I had technical know-how and this programme, I would say, has not only strengthened my knowledge base but also given me a motive to work towards. Today I have a dream, skills, motivation and the attitude to drive me forward and aim for higher-order achievements."

Dr. B. Chakraborty, Dy. General Manager (R&D),

Research & Development Division, MECON Limited

"This was my first exposure to entrepreneurship training. During this training I realized how I can contribute to the growth of the Indian economy. I am confident about giving a boost to the Indian economy by floating knowledge based innovative projects."

Dr. Padmaja Joshi, Joint Director,
Centre for Development of
Advance Computing (C-DAC)

Empresario 2013



EDI conducted Empresario-2013 during 01-02 March, 2013 on its campus. The main objective of the event was to connect PG students and entrepreneurs with venture capitalists, bankers, investors, industry professionals and potential entrepreneurs. Mr. Pratul Shroff, Founder and CEO, e-Infochips inaugurated the event. Also seen here are (L-R) Dr. Dinesh Awasthi, Director-EDI and Dr. Sunil Shukla, Chairperson-PGPs

KVI Training in Maharashtra

Excerpts from the article....

-By **Vishwas B. Gangurde**
Jt. CEO, KVIC, Mumbai

Khadi and Village Industries Commission is a statutory body of Govt. of India, functioning under the Ministry of Micro, Small & Medium Enterprises spread at grass root level of the country having turnover of ₹ 27,000 crores during last year. KVIC creates ample employment opportunities to unemployed youths in rural areas by providing support in terms of training, marketing and bank finance under various schemes.

143 courses (modules) are being imparted through training centres all over the country, out of which 58 disciplines are stipendiary and 85 disciplines are non stipendiary, consisting of 14 modules on khadi, 120 modules on village industries, 4 modules on marketing, 3 modules on bio-technology, 1 module on Entrepreneurship and 1 module on entrepreneurship awareness.

*The following recommendations are made with the objective of improving the quality of training programmes, modifying syllabi and upgrading the infrastructure of training centres.

1. The courses provided by the Central Ministries and State sponsored institutions including vocational institutes are of higher level than KVIC training courses. Hence, a link needs to be established with such institutions so that the KVIC trained candidates, after a couple of years of experience in low end technology, may have a scope to access with higher level courses like Diploma/Degree etc.
2. Four tier training system, i.e. Diploma level, Certificate level, Artisan level and Short term courses may be introduced by KVIC in its training centres and accordingly the existing training system to be re-structured.

3. Each state must have one training centre especially for women candidates and all trades under the fold of KVIC may be introduced taking into account the potentiality of raw materials and skill.
 4. Every student may be provided exposure in the field of entrepreneurship development, marketing, books of accounts and financial management etc., for encouraging self employment.
 5. Efforts may be made by the Directorate of Human Resource Development of the KVIC to seek recognition for its courses from a recognized university/Dept. of Vocational Education and DGVT.
 6. New technologies/advanced machinery must be employed in conducting practical classes of training programmes. This will also strengthen their skill base and increase their income to substantiate level in the highly inflated price scenario.
 7. Proper linkages in terms of exchange of faculty, use of infrastructure etc., may be established with other institutions, like; ITIs, Polytechnics, Technical Colleges, District Industries Centres, Government Department Training Centres and Research Institutions etc., to facilitate transfer of technology & exchange of faculty members and curriculum.
 8. Interaction with local industries as well as Department of Science and Technology Centres, Rural Development Centres, Centres for food processing, small scale industry, SISI, NSIC, Advanced Training Institutes, Proto types development centres etc., may be developed for betterment of the trainees.
 9. For increasing self employment opportunities 10% to 20% target of PMEGP scheme may be allocated to training centres.
- If the above recommendations are implemented in training centres of KVIC, number of trainees would certainly increase three fold. This would help in augmenting the quality of KVI products. Also, the trainees trained in KVI sector would be demanded by private sector.
- * Major recommendations have been included.



EDI conducted an interactive session of Dr. Minet Schindehutte, Associate Professor of Entrepreneurship, Department of Entrepreneurship & Emerging Enterprises, Syracuse University, New York with its PG students. She interacted with the students on the topic 'Entrepreneurship as a Philosophy for Life - Not an occupation. In this session, she explained different secrets of entrepreneurship and their uses. She emphasized on the clarity of vision and implementation of new ideas by showing various short films and presentations.

International Entrepreneurial Sagas

Entrepreneurial decisions are crucial for sustainable, stable and sound development of any economy. Endorsing this and its National stature, EDI, at the behest of the Ministry of External Affairs, Govt. of India took the onus of giving an entrepreneurial inclination to several countries from Asia, East Europe, Central Asia, Africa, and Latin America. The Institute seeks to build competitive capacities of officials from these countries, by offering various programmes on entrepreneurship and related sectors. These programmes are sponsored by the Indian Technical and Economic Division of the Ministry of External Affairs, Govt. of India. Some of the programmes organized over the last few months were:

Business Research Methodology & Data Analysis:

Against the backdrop that proficiency in selection of analytical tools and interpretation of statistical data would lead SMEs to gaining a competitive edge in the changed economic scenario, a training programme on 'Business Research Methodology & Data Analysis' was organized during October 29 – December 21, 2012. This 6-module programme imparted knowledge in making business decisions based on reliable research outcomes. To grab opportunities that globalization offers, SMEs need information to support their decisions on target markets, product-mix, branding, consumer perception, trends, supply and demand



Participants of International Training 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 - 'Business Research Methodology and Data Analysis' also visited Agra, besides several other cities. Seen here are the participants with the Taj Mahal in the backdrop



Participants of the Programme 'Industrial & Infrastructure Project Preparation & Appraisal' seen with (in the centre) Dr. Dinesh Awasthi, Director-EDI; (6th from R) Mr. D. M. Parikh, Programme Director and faculty members of EDI associated with the programme

forecasting and quality control. 46 participants from 29 countries participated in this programme. According to Dr. Jignasu Yagnik, "The programme was successful in providing the participants with skills on translating business problems into proper statistical frameworks for meaningful research, selecting appropriate research methods and carrying out statistical analysis of data using software."

The participants' enthusiastic attitude has helped EDI create cadres of knowledgeable researchers who are contributing to their country's growth and progress.

Industrial & Infrastructure Project Preparation & Appraisal

Viable entrepreneurial ventures are the prerequisites of sound economies. In ensuing such a scenario, the bankers have a significant role to play. Thus, economic growth of most developing countries can be upgraded by sharpening skills and capabilities in preparation and appraisal of pre investment studies. Training programme on 'Industrial & Infrastructure Project Preparation & Appraisal' was held from January 7 – February 15, 2013. 28 participants from 17 countries participated in this programme. During the programme the participants attended interactive sessions focussing

on case studies and field visits. Participants were taken to several small, medium and large industrial units. Prof. D.M. Parikh said that the training programme had helped officials sharpen skills and competencies on business idea identification, formulating projects, appraisal and financing, leading to prudent investment decisions for sustainable economic growth.

Entrepreneurial Management

33 participants from 22 countries participated in this programme organized during January 7 – February 15, 2013. The participants were equipped with basic concepts of entrepreneurial management, entrepreneurial marketing and also skills and techniques to improve individual and organizational abilities to cope with the demands of today's environ. The programme aimed at developing a spirit of entrepreneurial management, helping them sharpen their knowledge and skills in the changing environment and enabling the participants to practice entrepreneurial management effectively. Programme Director, Dr. Rajiv Joshi said that the programme was successful in adding value to the skill base of professionals by making them abreast with the latest tools and techniques in entrepreneurial management.



Participants of the Programme 'Entrepreneurial Management' seen with (7th from R) Dr. Dinesh Awasthi, Director-EDI; (6th from R) Dr. Rajiv Joshi, Programme Director and faculty members of EDI associated with the programme

Finance for Non-Finance Executives

The discipline of Finance always holds a lot of challenge for non-finance professionals. The techniques and the terminologies bewilder them. But basic knowledge of 'Finance' among professionals from any field, does come in as useful. So to acquaint non-finance professionals with basic yet critical financial systems, EDI conducted the programme, '**Finance for Non-Finance Executives**' during 29 October – 7 December, 2012. 14 participants from 9 countries participated in this programme. The programme aimed at learning to apply the fundamentals of finance to improve budget management, increase potential profits and assess the financial viability of projects. The participants were equipped with basic concepts of accounting, budgeting and cost volume & profit analysis, working capital assessment and management. Dr. Amit Dwivedi, Programme Director said that, the participants understood fundamental terminologies and methodologies of financial and managerial accounting, besides acquiring competency to analyze corporate financial management.

Cluster Development Executive Programme

Cluster development programme has become one of the most effective instruments for the existence and growth of MSMEs. The implementation of Cluster Development Programme could help MSMEs improve their business performance,

improve quality and productivity, increase turnover and export, and management efficiency. Cluster Development Executives (CDEs), can streamline development initiative in the desired manner. Keeping this in mind, EDI conducted Cluster Development Executive programme from January 7 – February 15, 2013. 36 participants from 21 countries participated in this programme. The programme aimed at improving knowledge and skill of the participants successful implementation of Cluster Development Programme. The participants were equipped with skills in areas such as; Business Profiling Instrument and Value Chain Analysis, Action Plan Preparation, Implementation of Cluster Development Programmes, developing Business Development Service Market etc.

Programme Director Mr. Sanjay Pal said that the participants understood the significance of clusters and their contribution to local economy. He added that they also learnt to implement cluster development programme for improving global competitiveness of the local industry.

The participants felt that they would be able to ensure holistic development of clusters, facilitate growth of local firms/ MSMEs and ensure overall development of the economy of their country.

Promoting Innovations & Entrepreneurship through Incubation:

Globalization and liberalization of economies has created enormous opportunities for knowledge based ventures. Innovation and entrepreneurship are critical drivers of social and economic development. 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 25 – April 5, 2013 for 34 officials from 22 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 focused on the areas of entrepreneurial ecosystem, sources of funding, business models and strategies to obtain financial leverage for the incubated business. The participants also visited some of the renowned incubators across



Participants of the Programme 'Cluster Development Executives (CDEs)' visited Ummaid Bhavan Palace, Jodhpur



Participants of the Programme 'Promoting Innovations & Entrepreneurship through Incubation' seen with (8th from R) Dr. Dinesh Awasthi, Director-EDI; (on his right) Mr. S. B. Sareen, Programme Director and EDI faculty members

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 will 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.

Social Entrepreneurship and Corporate Social Responsibility

The traditional approach of welfare activities by the state and intervention of non-profit civil society organizations is increasingly losing relevance due to issues of sustainability. The dual goal of earning profit and benefiting the society by way of providing quality goods and services at affordable price is an answer to address socio economic and political inequalities.

With the objective to develop a cadre of social entrepreneurs, trainer-motivators and counselors who could meet the challenges of poverty alleviation through sustainable social business ventures, a 6-week training programme on 'Social Entrepreneurship and Corporate Social Responsibility' was

conducted during February 25-April 5, 2013. 30 participants from 22 countries participated in this programme which focused on enlightening them on the tools and techniques of promoting, developing and managing social entrepreneurship. The areas covered were setting up and managing social enterprise, carrying out market assessment effectively & identifying social business opportunity and developing a social business plan. The programme was conducted under overall guidance and mentorship of Dr. Dinesh Awasthi, Director-EDI. Mr. Ajay Dixit coordinated the programme. Opining on the discipline of Social Entrepreneurship, Dr. Awasthi says, “Social Entrepreneurship is not about philanthropy and notions of corporate social responsibility. It is all about the belief that it is possible to make a sustainable difference in the lives of poor through market driven solutions. All the persons behind these enterprises, the social entrepreneurs, are committed and most of them have total faith in markets. They believe in profits rather than charity or philanthropy. All of them believe in ‘triple’ bottom line consisting of ‘creation of economic value’, ‘social value’ and ‘environmental value’.”

The participants appreciated the all encompassing coverage of curriculum and the amalgamation of theoretical and practical sessions.

Capital Markets, Commodity Markets & Investment Banking

Training programme on ‘**Capital Markets, Commodity Markets & Investment Banking**’ was organized during February 25- April 5, 2013. 35 officials from 19 countries participated in this programme. The main objective of the programme was to enable the participants learn the dynamics of capital markets and the financial services.

The topics mainly focused on; Capital Instruments and their features, significance, regulations, functioning and significance of secondary markets and commodity markets etc. The participants visited several capital market related institutions to understand the practical aspect of trading and role play.

Mr. Satya Ranjan Acharya, Programme Director, felt that the participants had become adept in securities market, current structure, pricing, risk and competition in the financial market.



Participants of the Programme ‘Informal Sector Enterprise, Entrepreneurship & Local Economic Development’ seen with (7th from R) Dr. Dinesh Awasthi, Director-EDI; (6th from R) Dr. Manoj Mishra, Programme Director and faculty members of EDI

Informal Sector Enterprise, Entrepreneurship & Local Economic Development

Local Economic Development (LED) is a broad and integrated development approach. It provides an alternative to conventional development practices by focusing on optimum utilization and productive integration of local resources, engaging local stakeholders in formulating a development plan and thus facilitating creation of jobs.

The LED approach can be successfully implemented in diverse socio economic environments irrespective of the status of development of the place and remoteness of the area. Training programme on 'Informal Sector Enterprise, Entrepreneurship & Local Economic Development' was held from 29th October to 21st December, 2012 at the Institute with 39 participants from 23 countries.

The main objective of this programme was to provide the participants with necessary knowledge and skills to design and implement Local Economic Development Strategies. The programme also provided the participants with skills to build social and business networks and conduct locally customized EDPs.

The participants acquired knowledge on local economic models & strategies, informal sector enterprise growth & development, community enterprise & group enterprise, cluster and business management, growth and expansion.

Programme Director, Dr. Manoj Mishra, opining on the outcome of the programme, said that this programme has created a cadre that will successfully alter conditions and ameliorate problems of entrepreneurs in the informal sector.

The participants appreciated various modules of the programme, and felt confident about making meaningful contribution. Their action plans indicated that they had developed insights into facilitating development of entrepreneurs in the informal sector which would in turn help in addressing larger issues of poverty eradication, employment creation, income generation and Local Economic Development (LED).

Enterprising Gujarat - Encouraging Entrepreneurship

(An initiative by EDI, CII and Young Indians)

Gujarat is known for its vibrant and entrepreneurial spirit. Entrepreneurs in Gujarat rise above all challenges to compete in today's globalized economy. It is necessary that more young entrepreneurs join the league of self employeds, so that they do well for themselves, and in the process boost the economy.

With an objective to motivate entrepreneurship as the career option, in association with CII and Young Indians, EDI conducted a seminar on **Enterprising Gujarat - Encouraging Entrepreneurship** at its campus as a part of world entrepreneurship week on 7th December, 2012. Students from EDI and various colleges/universities of Ahmedabad, like PDPU, IBS School of Business Management, Xcellon Institute, CEPT and IIPM participated in the seminar. The Chief Guest for the function was Mr. Sanjay Gupta, Executive Chairman, Metro Link Express for Gandhinagar and

Ahmedabad Co. Ltd. Also present on the occasion were Mr. Piyush Shah, Chairman-CII, Shri Yatindra Sharma, Past Chairman-CII, Mr. Dev Mukherjee, Director CII, and Dr. Dinesh Awasthi, Director-EDI. The function began with the welcome address of Dr. Awasthi.

The Chief Guest, Mr. Sanjay Gupta in his keynote address, expressed happiness that 'entrepreneurship' was now taught as a subject, giving youth the advantage of starting early rather than making them wait for several years to take experience before venturing. He urged the students not to be afraid of failures as he believed failures taught lessons which success never did. Shri Gupta termed 'right business ideas' and the 'skills to pursue them' as the essence of entrepreneurship. Giving prominence to 'optimization' over 'innovation', Shri Gupta said that in the Metro Link Express Project, they had achieved optimization in

operational planning, understanding customer expectations, and thus achieved landmarks like reduction in cost by 35 % and increase in speed.



Mr. Sanjay Gupta, Chairman, MEGA Co. Ltd. addressing the students. Also seen on the dais are (R-L) Mr. Dev Mukherjee, Director-CII; Mr. Piyush Shah, Chairman-CII; Mr. Yatindra Sharma, Past Chairman-CII and Dr. Dinesh Awasthi, Director-EDI

Emphasizing on the significance of research he said that for this project too, they had researched technologies across the world and then brought them all together.

Shri Piyush Shah, Chairman-CII Gujarat State Council in his theme address hoped that this celebration of entrepreneurship would motivate many young people to step forward and be a part of this happening world of entrepreneurship. He stated that India was fortunate to be a young country and, very soon it would have a highly conducive entrepreneurial climate.

Shri Yatindra Sharma, Past Chairman - CII Gujarat State Council emphasized on the fact that India needs to foster a stronger culture of entrepreneurship. Tracing his own success story he inspired all to be determined, have the right entrepreneurial spirit and move ahead with a passion to succeed.

In his concluding remarks, Dr. Dinesh Awasthi, Director - EDI, urged all students to dream big and achieve big as India, he said, was going through the most fruitful time with opportunities in plenty and pro-SME policies. Inspiring the youth to think big, he asked them to trust 'next practices' instead of 'best practices' and change the game itself instead of changing just the rules, when pursuing entrepreneurship.

The inaugural session was followed by Panel Discussions on 'Encouraging Start-ups- The Next Generation Innovators: Role of Academics and Business Incubators,' and 'Enterprising Gujarat - Idea Generation & Emerging Opportunities'. The discussions explored entrepreneurship as the key driver of equitable economic growth with immense potential to generate employment opportunities. Also, certain critical questions, like; What does it take to nurture entrepreneurship? , Can the conditions required to nurture entrepreneurship be created by careful design and in a planned manner? and What is the relevance of entrepreneurship in India and Indian Industry?, were answered.

Motivation and Capacity Enhancement Programme for Handloom Weavers of Kerala

India has one of the richest traditions of handloom weaving. However, with the passage of time and invention of technically sound machines, the weaving device, 'the loom', has been subjected to constant hostile threats. If handloom has still managed to survive, it's solely because of the exquisite designs that it produces.....some that even the most sophisticated mills find it difficult to produce or replicate.

The need at this time is to upgrade the knowledge of handloom weavers so that they know about the avenues to be tapped to garner resources, establish a market, catch the buyer's pulse and make upgradations in their existing procedures and machines. With this in view, the Directorate of Handloom and Textiles, Trivandrum assigned to EDI the task of conducting a programme to inculcate entrepreneurial qualities in weavers so that they could begin thinking out-of-the-box, visualizing afresh and start catering to contemporary requirements of their customers. In the year 2010-11, a similar capacity building programme organized by EDI at the behest of the Directorate had benefited 689 weavers, with 91% weavers immediately increasing their production as well as their income.

It was because this encouraging response that the Directorate again approached EDI for a similar intervention, under the programme titled, 'Motivation and Capacity Enhancement Programme'. 21 Motivation and Capacity Enhancement Programmes in 20 mini handloom clusters, identified throughout the

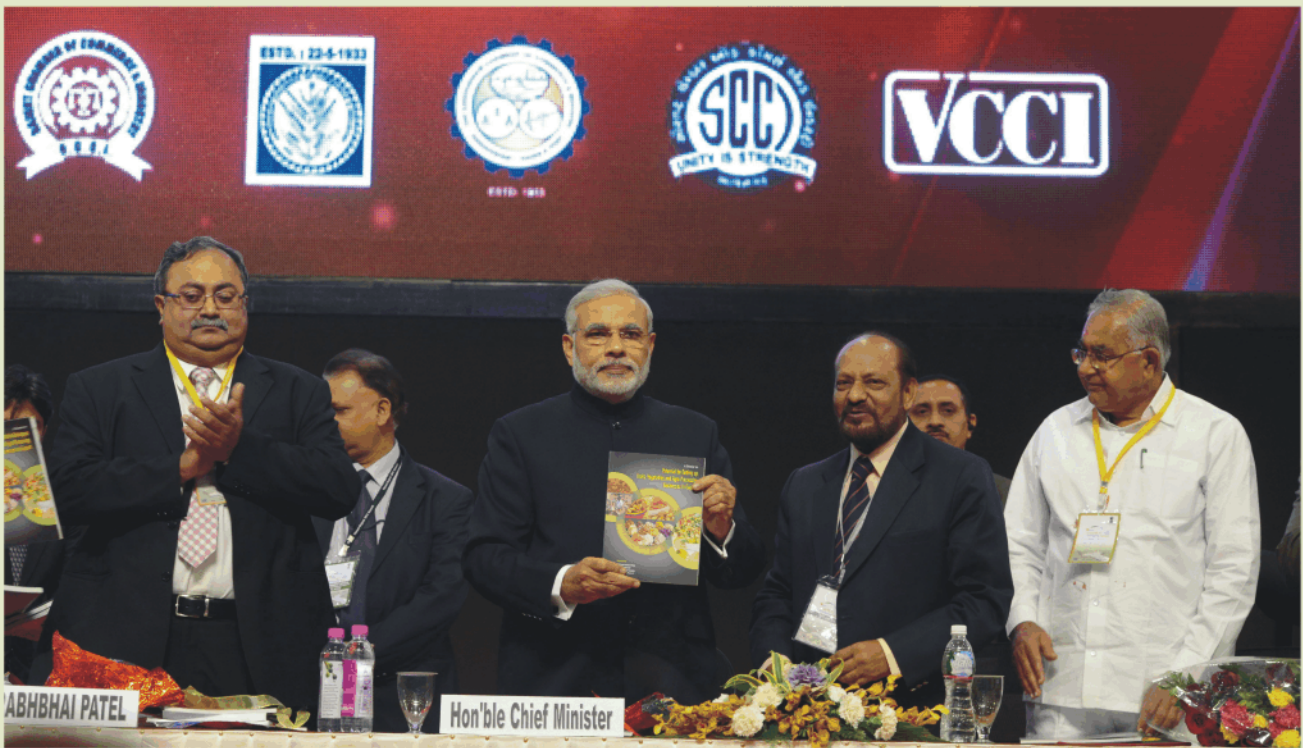
state, were conducted in 2012-13. Around 805 weavers based in Kozhikode, Kollam, Trivandrum and Kannur handloom clusters were trained during this programme.

The main objectives of this programme were to impart a progressive mindset to the weavers, motivate them and make them quality conscious. The sessions centered around the significance of planning, personal effectiveness, entrepreneurial motivation, technical know-how, marketing techniques and management.

The participants were happy about the inputs imparted to them as they felt they had developed an understanding and insight that could help them know the market better and thus design techniques that ensure better market penetration. The Programme Director, Mr. V.S. Sukumaran also emphasized the distinct benefits that the programme had accrued to the participants and how these would improve their business prospects.



Participants seen during 'Motivation and Capacity Enhancement Programme for Weavers Ooruttambalam Handloom Cluster'



Hon'ble Chief Minister of Gujarat, Shri Narendra Modi, inaugurated the SME Convention on 12th January, as a part of the Vibrant Gujarat Summit 2013. Seen here is the Hon'ble Chief Minister releasing the EDI prepared 'Dossier on Potential for Setting up of Fruit and Agro Processing Business in Gujarat'. On his left is Dr. Dinesh Awasthi, Director-EDI with (L-R) Mr. Saurabh Patel, Hon'ble Minister, Energy and Petrochemicals, Govt. of Gujarat and Shri Parbatbhai Patel, Hon'ble Minister for State, Health & Family Welfare, Govt. of Gujarat



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