

Selected Case Studies of Social Entrepreneurs in Khurda District, Odisha



School of Management

Centurion University of Technology and Management

HIG-5, Phase-1, BDA Duplex, Pokhariput, Bhubaneswar-751020

<http://www.cutm.ac.in>

Foreword

Using entrepreneurship for social development has been an increasing area of interest among development practitioners, not only due to the success of micro-finance programmes and schemes, but also because of the dwindling availability of aid funds. The mainstream neoliberal economy requires remote communities to be included in the national and international markets, especially under regional economic integration. In Asia, where rapid economic growth happens in tandem with increasing poverty the challenge is to solve societal problems through innovation and local knowledge production. Although, the language of social entrepreneurship is new, the phenomenon is not. Social entrepreneurs have always existed and have built institutions. “In addition to innovative not-for-profit ventures, social entrepreneurship can include social purpose business ventures, such as for-profit community development banks, and hybrid organisations mixing not-for-profit and for-profit elements, such as homeless shelters that start businesses to train and employ their residents” (Dees and Haas 1998:1).

The term entrepreneur is associated with some sort of business and has originated in French economics as early as 17th and 18th centuries. Jean Baptise Say, a French economist mentions “The entrepreneur shifts economic resources out of an area of lower into an area of higher productivity and greater yield”. In other words, an entrepreneur creates value. In the 20th century, the economist most closely associated with the term was Joseph Schumpeter. He described the entrepreneurs as the innovators who drive the “creative-destructive” process of capitalism. He says believes that the role of entrepreneurs is to reform or revolutionise the pattern of production. Similarly, Peter Drucker says the entrepreneur looks for change and exploits it as an opportunity. . Management theorists capture opportunity as creating value which entrepreneurs have an eye for.

According to Dees and Haas (1998), social entrepreneurs play the role of a change agent in the social arena by:

- Adopting a mission to create and sustain social value (not just private value),
- Recognising and relentlessly pursuing new opportunities to serve that mission,

- Engaging in a process of continuous innovation, adaptation, and learning,
- Acting boldly without being limited by resources currently in hand, and
- Exhibiting a heightened sense of accountability to the constituencies served and to the outcomes created.

The concept of social entrepreneurship means different things to different people. One group of researchers refer to social entrepreneurship as not-for-profit initiatives in search of alternative funding strategies or management schemes to create social value. A second group of researchers understand it as the socially responsible practice of commercial businesses engaged in cross-sector partnerships. And a third group views social entrepreneurship as a means to alleviate social problems and catalyze social transformation. Numerous definitions stressing different aspects and dimensions of social entrepreneurship have been offered (Mair and Marti, 2005).

What is Social in Social Entrepreneurship?

Social entrepreneurs attempt to create social value which is beyond income and profits. At one extreme there are those who would like to believe that social entrepreneurs be driven exclusively by social goals and subscribe to the Not-for-Profit (NFP) view. It would imply that any income generated in the course of social entrepreneurship must be strictly reserved for achieving the social purpose in view. There are others who would not like to confine social entrepreneurship to NFP. There is a thin line between NFP and for-Profit entrepreneurs (Peredo ND). It is hard to say that the former is social and the latter is not there are innumerable examples of social entrepreneurs who have aimed at profit and expanded their operations to serve the needy and underprivileged. They are perfectly within the category of social entrepreneurs.

The degree and intensity of social impact created by social entrepreneurs as opposed to profits may vary, but in most cases economic sustainability is fundamental. The main objective is to create a social benefit that is not limited by personal gain. The objective is also to bring about social change on a wider and more effective scale which is different from a traditional NGO. Besides social entrepreneurs consider the agency of underprivileged people and do not simply view them as passive recipients of benefits. Social entrepreneurship has become a buzzword,

with sustainable business, triple bottom line and bottom of the pyramid economics gaining currency in the development discourse.

Social Entrepreneurship – Examples from India

India has been in the forefront in encouraging social entrepreneurship. There is ample space for social entrepreneurs given the fact that every third Indian is deprived of necessities of life: food, health, education, shelter and livelihood. Some of the prominent social entrepreneurs of India include Verghese Kurien of AMUL, Ela Bhatt of SEWA, Harish Hande of SELCO, Bunker Roy of Barefoot College, Dr. G. Venkataswamy of Aravind Eye Hospital, Dr Devi Shetty of Narayan Health, Jeero Billmorria of Child Line, Anil Gupta of Honeybee Network, Vinnet Rai of Aavishkaar, seven Gujarati women of Lijjat, etc. In India, more and more professionals, including women, are becoming social entrepreneurs in recent times. Fortunately, for social entrepreneurs, access to finance in reasonable terms and conditions has also improved.

Considering their importance for society, this compendium presents a few case studies of social entrepreneurs from Bhubaneswar and its periphery. The case studies are based on the ease of access of each writer and in no way represents comprehensive treatment of the subject in the region. In future, case studies of social entrepreneurs from Odisha in a comprehensive manner will be taken up. The objective of the compendium is to understand the factors that catalyse social entrepreneurship, maintain their drive and contribute to success. We hope the study while recognising individual entrepreneurs will encourage young people from the region to take up the challenging role and become pathfinders in our socio-economic ecosystem.

Dr.. Smita Mishra Panda

Professor, Centurion University of Technology and Management

ORISSA DIESEL ENGINE PVT. LTD.

Whether it is a working day or a holiday, whether it is a day of fair weather or hostile weather, whether it is morning or late evening hour, you call Ali Patnaik, he is full of energy, optimism and self-confidence, to bring change in our approach to life. It is to break away from the inertia of laziness, to instil self-confidence and realize a sense of achievement. It is not usual for a typical Odia engineer, graduating from a respectable engineering college, having parked himself in a comfortable, secured and well-paying job; moving to a world of uncertainty, where all the well-wishers are in the habit of praying to prove him wrong. But, Ali is not a usual and stereotypical Odia. As a child and as a student he had his own mind. For him success is never final and failure is never fatal. He has been careful to retain his integrity and commitment to professionalism. He nurtures a spirit of inquiry and never accepts something as inevitable. Observing Ali, one could feel an echo of the famous French philosopher Tocqueville in him: “inevitable becomes intolerable the moment it is thought that it is not inevitable”.

Ali comes from a large family of five brothers and six sisters. While in school, Ali

lost his mother. Then, his father, a revenue officer, passed away when Ali was pursuing higher secondary education. Ali grew under the care of his eldest brother, a medical doctor. His schooling was in Bhanjanagar, Ganjam district of Odisha. He graduated in Mechanical engineering from REC Rourkela (Presently NIT) in 1982 with first class honours. With his interest in Automobile engineering he joined Ashok Leyland and served as Sr. Service Engineer, in charge of Western Odisha. With the setting up of NALCO in Odisha, he switched to the public sector undertaking as Senior Automobile Maintenance Engineer in 1989 and continued till he started his own venture, Orissa Diesel Engines Pvt. Ltd. (Orissa Diesel) in October 1991. Presently, Orissa Diesel has its plant at A 5, Mancheswar Industrial Estate, Bhubaneswar, 751 010, which was purchased from OSFC through an open auction of an industrial shed in 1995.

Initially, the company offered maintenance services for diesel engines used in transportation and power generation. Subsequently, in 2006, the company took up dealership to sell AMW diesel engine

vehicles. In 2013, it took the dealership of Ashok Leyland vehicles.

Why Diesel Engine Repair Business?

Initial years of work experience in Ashok Leyland gave Ali enough self-confidence to turn around the diesel engine maintenance operation at NALCO, his new employer. Unfortunately, the internal system and processes of the public sector undertaking quickly disillusioned him. He observed that Odisha did not have a good maintenance and reconditioning facility for Diesel Engines. Most of the companies were sending diesel engines to cities in neighbouring states (Vizag, Hyderabad and Kolkata) for repair. Considering the opportunities in the local market and his competence of providing maintenance service for diesel engines as an employee of Ashok Leyland and NALCO, Ali thought of realizing his dream of having his own enterprise offering the service. He had the know-how, the confidence to independently manage the operation and maintenance of diesel engines, clear understanding of the needs of the customers and adequate contacts to get business.

He was confident of earning from the new initiative, twice his salary of Rs. 5200/- per month, and also get back to a similar job, in

case of failure. He was ready to lose the investment of about Rs. 3 lakh that came from his savings, in case the venture failed. With his youthful exuberance and self-confidence, he recollects how he forgot to calculate the amount of future financial security, a job in public sector undertaking would have brought in. Such analytical lapse was a blessing in disguise for him! Yes, there were many such blessings that he received during his eventful journey. These include getting a site in time for business expansion, unexpected service contracts and industrial diesel engine dealership (second in India and first in a non-metro area). An extremely self-respecting person, who did not resort to personal borrowing, Ali got support from well-wishers during need. He speaks with gratitude for the confidence some friends reposed in him through financial and linking supports.

Using his good will he could get the service orders from big and reputed companies like National Aluminium Company (NALCO), Mahanadi Coal Fields Ltd (MCL), Paradip Phosphates Ltd (PPL), Tata Iron and Steel Co. Ltd. (TISCO), etc. Ali's philosophy of business has been not to cut corners.

Some of the key factors that led to his success in the business are the gap in demand and supply of high quality service in diesel engine repair segment in Odisha, continuous innovation in product and process design and vendor development. His technical education, prior work experience in and exposure to both private and public sector, and a supportive family that reposed full faith in him and did not distract him were also responsible for his success.

Challenges faced

Key challenges that he faced include delay and difficulty in getting the first bank loan, lack of cluster approach in automobile service sector, lack of associate service providers for collaboration, lack of business environment in Odisha (especially the negative mindset and apathy of Government Officials towards business persons), lack of skilled manpower, long lead time in mutation and conversion of land and delay in getting electricity supply.

Learnings

After more than two decades of struggle and fight against a non-responsive system, Ali recognises that compromising with the system is probably the best way to do business. However, he feels it is too late for

him to change his attitude and put that learning to practice. With his son graduating in Mechanical Engineering and daughter with a degree in Law, as emerging entrepreneurs, he foresees the hurdles they have to cross to do ethical business.

Future of the business

Since, the economy in general and Auto Industry in particular is going through very tough times, he foresees a difficult time in near future.

Impact of the business

The impacts of Ali's business in the immediate environment are many.

- The work contracts, which was going out to Andhra Pradesh and West Bengal are being done in Odisha. It has resulted in employment generation and savings in time (thus, productivity enhancement for service users).
- The unit has become an excellent training ground for workers. Thus, he is helping to build the capacity of local youth.
- His effort has improved auto industry servicing in Odisha.

Advice to future entrepreneurs

- Preparation of a detailed Project Report through an agency with Domain Knowledge is essential for reducing failure and a necessary condition for success.
- Prior acquisition of a fair working knowledge on Technology, Finance and Marketing of the product or service that one wishes to promote is essential.

- One has to have the spirit of adventure and enquiry

Ali feels that there is a great need for Government to sensitize various departments and officials towards Business, Industry and Entrepreneurs in the state, if Odisha intends to be an industrial hub.

Prof. Haribandhu Panda

GAYATRI ENGINEERING CONSTRUCTION AND CONSULTANCY

Unlike typical educated Odias who are job seekers, Mr. Pradipta Panigrahi, a first generation entrepreneur, is an exception. The 1973 born Physics graduate and a post-graduate in Business Administration treaded a different path. Immediately after his MBA in 1994, he started Gayatri Engineering Construction and Consultancy (P) Ltd, popularly known as Gayatri Solar. It earned the reputation of being the leading solar energy entity in the state of Odisha after two decades of hard work. Pradipta considers himself fortunate to get the unstinted inspiration of his wife and mentorship of his father and brother, the last two being the Chairman and Managing Director of the Company respectively.

Why Solar Energy Business?

As a student, Pradipta was fascinated by the Solar cooker in his home, way back in 1984. Considering his environmental sensitivity, understanding of the science and market potential of solar energy, and entrepreneurial ambition, it was logical for him to enter into solar thermal and photovoltaic business. Thus, Gayatri Solar was born. Now the “organisation is pan-Indian with leading position in Odisha” says Pradipta proudly.

Challenges faced

For Pradipta, the key challenge was acquiring finance for the enterprise and creating an enabling environment for his business. From the beginning he worked hard to increase customer base and market share. Within two decades of work in green energy and environmental sector, he has built competence in technical, organisational and human issues affecting the business, i.e. Energy Conservation, Solar Energy and Climate Change.

Taking advantage of his competence and opportunities in the market, in 2007 he started a new entity, G-ON Energy Controls to work on green energy systems and energy efficiency. The organisation is actively working in the broad area of energy efficiency, clean energy and new generation of energy technologies for domestic, commercial, agricultural and industrial applications. With the company’s vision; “to combat global warming” through energy efficiency and Clean Development Mechanism (CDM), it is involved in creating awareness and promotion of green technology to reduce carbon dioxide emission to the environment. It is associated

with Bureau of Energy Efficiency (BEE), Govt. of India; Dept. of Energy, Govt. of Odisha and Orissa Small Industry Corporation Ltd (OSIC), Govt. of Odisha. The company deals with diversified products and services.

Products

- LED lighting systems (indoor and outdoor)
- LED traffic signal
- LED street light
- Green building material
- Water free urinals
- Day light harvesting system

Services

- Energy management
- Energy audit
- Lighting study
- Green building design consultancy and turnkey projects
- Promoting the concept of re-location of trees.

With an initial personal investment of Rs. 40 lakhs, the company got financial assistance from Oriental Bank of Commerce and Bank of Baroda. G-ON's close working with prominent players in the industry such as BEL, BHEL, Goldwyn, Bajaj, Wipro, VIN, Honeywell, etc. has resulted in its present

turnover of about Rs. 20 crore with annual growth of 20-30%.

Learnings

Since 1994, the organisation's motto has been "to be genuine in what we do". "This approach has given us the rewards to be big, to be visible and to be stable which are the three important ingredients to be successful" says Mr. Panigrahi. Support from IREDA, BHEL, BEL, OREDA, CII, NSIC, OSIC, IDCO, SDA, GOLDWYN, Invest Bhubaneswar, TIE and financial institutions has made them stand on a firm footing.

Impact of the business

G-ON and Gayatri Solar represented Odisha at Silicon Valley, USA. They have been awarded with a showcase of medals for creating awareness on energy conservation among people/ organizations by 37th Indian National Science Congress.

G-ON Energy Controls has participated in Confederation of Indian Industries (CII) organized Expo and was awarded the "Best small Scale Industry" since last four years.

The key factors leading to Mr. Panigrahi's achievements include:

1. Clarity of purpose, passion, perseverance and open mind; and
2. Flexibility and team approach to work

Getting accepted in the market for solar energy, which almost did not exist in 1994 was a challenge for Gayatri Solar. “Consistent product awareness, creating new milestone projects and orders led to overcome the problem of market creation. Identifying the correct market on hit and trial method took a long time initially” says Mr. Panigrahi unhappily. “Hotel Industries in and around Puri was a sizeable market for us, but we miss the bus from 1994 to 1999 and we focused it in the year 2000 – 2001 and we achieved a sizeable success; the learning’s were to find out and explore the solutions within our nearby areas and talent before we go and find solution elsewhere” says Panigrahi.

Energy sector is going to play a critical role for the next 20 – 30 years. Green energy is need of the Globe; hence sustainable business model in the energy sector with

different product mix is the future. The company is determined to re-define the energy services for the masses in future.

Mr. Panigrahi is passionate about young entrepreneurs entering in to the wonderland of opportunities. Being aware of the pitfalls that an amateur is likely to face, he has taken up mentorship of young entrepreneurs as a hobby.

Advice to Future Entrepreneurs

Mr. Panigrahi believes entrepreneurship is a natural instinct of human being. Success can come if one is passionate about his/her work and knows how to optimize time and resources. One needs to understand one’s self and the power within. Risk taking and facing challenges with patience and smile makes one stronger. The future Entrepreneurs require to master these abilities.

Prof. P. K. Mohanty

INTEGRITY INFOTECH PRIVATE LIMITED (IIPL)

Unlike many engineering students of Odisha who aspire to be employees of reputed companies, Mr. Balakrushna Dixit, an Electrical Engineer passed out from BPUT in the year 2009, had a different vision altogether. He was born in a middle class family and the only child to his parents with no family business background. His father who worked as an engineer with SOUTHCO wished his son will follow his footsteps and join any PSU and lead a comfortable life. But, Mr. Dixit with his challenging and never accepting defeat spirit could convince his parents and near and dear ones to be an entrepreneur.

Mr. Dixit was an average student throughout his academic career. He is gifted with keen analysis power and self-confidence. While continuing his study as an engineering student, he developed interest in web designing. Mr. Dixit accepts that this interest had a profound impact on him and kept him busy with his laptop at the cost of other subjects taught at the Engineering College. The indomitable quest to get mastery on web designing forced him to sharpen his skills in the field by spending most of his quality time as he found dearth of experts in

the field readily available to him during his college days. He is thankful to the few faculty members and friends who encouraged him.

Why Web Development Business?

Mr. Dixit analysed the business environment in and around Berhampur and found many small and medium enterprises seeking help to design and develop websites to make their presence in the internet world. The idea of becoming an entrepreneur and providing service in the domain germinated in his mind as a student. After developing sound knowledge and skill in web designing and web development he gained experience and became an expert by developing and hosting websites for few non-profit organizations in Berhampur on voluntary basis. This resulted in developing good interpersonal relationships and contacts with many small and medium enterprises in Berhampur. He capitalised on the social capital and his indomitable entrepreneurial zeal finally culminated in establishment of Integrity Infotech Private Limited (IIPL), a premier web and software development company in Berhampur.

It provides industry-specific solutions and manages hosting for databases, server clusters, security management, data protection and more.

His success as an entrepreneur was well acclaimed by receiving awards like, IT Excellence award, Entrepreneurship excellence award and Odisha Youth Icon Award.

Challenges faced

Mr. Dixit faced the typical challenge that every service sector faces, i.e., shortage of quality manpower for his newly established company. He was forced to stretch himself in honing the skills of newly recruited staff and provide e-solutions on time to the clients. Besides manpower, the financial adversaries during the establishment of the enterprise were major stumbling blocks. Instead of having an office space in a posh locality, Mr. Dixit started his venture from home with the laptop sponsored by his parents during college days with a mere earning of Rs.1000/- to Rs. 2000/- for web designing.

Learnings

He learned the managerial skills in a hard way through practice. He believes in the old

saying that 'a bird in hand is worth two in the bush'. Instead of looking for more deals one needs to concentrate on the quality and honour the commitment made to the clients. He espouses on the timely delivery of quality services. As new technology is invading the IT space in a rapid manner and change is the order of the day, he keeps himself abreast of the developments in the field by burning the late night lamp on many a days.

He proudly says that most companies die out of indigestion, not starvation. One has to be very careful in taking up assignments weighing the strength and weaknesses. Greed needs to have limit. It should not lead to apoplexy.

Future of the business

After getting considerable success in Berhampur, Mr Dixit has a plan to extend the business to neighbour districts like Khurda, Puri and Koraput by the year 2015. With an existing staff of seven members, he is planning to increase the numbers.

Impact of the business

This enterprise provided enormous impact on the business environment in Berhampur. The important ones are:

- Providing the much needed visibility of small and medium enterprises by providing IT service in economical way;
- Serving as an excellent training ground for web developers; and
- Promoting ethical business practices.

Advice to future entrepreneurs

The future entrepreneurs are required to have appropriate knowledge and skill in the

area before venturing into it. During the initial phase of operation an entrepreneur may get lured to another field of operation or get distracted by facing hurdles in the field of operation. However, a successful entrepreneur requires ample concentration to consolidate activities with full commitment.

To become a successful entrepreneur, Mr. Dixit gives utmost importance to trustworthiness. Trust has to be built not only with clients but also with employees.

Prof. R. Pradeep Patnaik

COMPUTER LAB

Mr. Santosh Kumar Sahoo, a budding entrepreneur from Cuttack, Odisha is a disciplined, hardworking, chivalrous, gentleman with a strong conviction to provide employment opportunities to millions of rural youth. To accomplish the mission he is relentlessly pursuing activities in his Computer Lab for the last twenty years.

Mr. Sahoo was born and brought up in a lower middle class joint family consisting of three paternal uncles with their family members in addition to his own large family. Mr. Sahoo's father (an ex-service man) was the bread winner and his mother was the home maker. After retirement from defence service, his father temporarily shifted to Jaipur and engaged as a supervisor in a private company. The financial burden to sustain the large family put pressure on the two older brothers to contribute to the family. Being the second child Mr. Sahoo after completing his PG Diploma in Computer Science joined as an employee of Computer Lab in Cuttack. His sincerity and hardwork coupled with business acumen soon made him the owner of the Computer Lab.

He cherished the idea of providing one stop IT Solutions & Services to clients nationwide, across diverse areas of business. The objective of Computer Lab has been to build new products and services, and implement prudent business and technological strategies that are cost efficient and of high quality.. .

The mission of Computer Lab is to be the most preferred partner for rendering IT Services to different Govt. Departments and to actively participate in e-Governance initiatives in the State and Nationwide. His nature of business includes Bulk Data Digitization; Scanning and Printing of Documents, Biometric Data capture, Customised Software Development and Call Centre Operations.

Why computer service business?

IT-Services is an upcoming Business vertical in twenty-first century India. His educational background (PG Diploma in Computer Science) coupled with employment experience had given Mr. Sahoo the orientation. With the long cherished dream to provide employment opportunities to millions of rural youth, he analysed the

relevance and scope of IT services and came to a conclusion that the future prospects of IT services were very bright and had potential for exponential growth for decades to come. Being a knowledge and service driven vertical, Computer Lab's ROI is encouraging.

Challenges faced

During this 20 year journey, the major challenges faced and overcome in sustaining the entrepreneurship are:

- acquisition of projects on a continuous basis;
- acquisition of skilled and dedicated manpower resources keeping in view the high attrition of trained resources; cash-flow issues and timely settlement of wage and payments;
- unhealthy business practices amongst competing entrepreneurs;
- meeting expectation of highest quality services against lowest price criteria;
- complying with the restrictive eligibility and other criteria for MSME-Entrepreneur; and
- Indian IT majors venture in local market competing with small

entrepreneurs due to recession in US & UK.

Future of the business

Computer Lab is looking towards becoming one of the most ethical and successful enterprise of the country by 2020. It further aspires to become a role model for future entrepreneurs.

Learnings

One has to scan the environment on a continuous basis to see opportunities. Adopting unethical means may provide success in a short run but cannot sustain the business over a long period of time.

Impact of the business

Employment opportunities created: In the process of executing projects, Computer Lab has created employment opportunities in rural areas of over 200+ every month for over a decade and has crossed 50000+ in the last two years.

Economic growth: Computer Lab has continuously been growing and profit making since inception and has complied with all the financial statutory compliance requirements. The 50000+ employees generated by Computer Lab are exclusively from poor or lower middle class families,

those who could not pursue higher education due to financial bottlenecks. They are provided with decent earning opportunities at their localities with limited skills. The rural youth were enabled to avail citizen centric services through ITES culminating in bridging the gap between Govt. benefits and schemes and the common man.

Platform for interested parties: Computer Lab established itself as an ideal platform for cluster formation, conduct of conferences, seminars and spread of success stories to future entrepreneurs.

Advice to future entrepreneurs

- Love what you do.
- Build a team immersed on your vision.
- Be creative and come up with innovative ways to solve your problems.
- Create a delightful work culture.
- Learn quickly from your mistakes.
- Never compromise with quality.

Prof. Rabindra Kumar Mohanty

ESSAR BAKERY

The capital city of Odisha has undergone a metamorphosis in the last two decades. Once earned the fame for its rich cultural heritage and architectural excellence through its noticeable temples and forts, the city is becoming a major trading centre and commercial hub because of urban sprawl with an exponential rate of growth. The city has witnessed a 30% rise in population in the last decade (Census 2011). Average literacy rate of the city is 93%. The city hosts a plethora of opportunities for amusement, entertainment, shopping and dining for its dwellers. At the same time the city offers a vast opportunity for the new age entrepreneurs to set up and develop their business. Such opportunities are aptly visualised and harnessed by Essar Bakery.

The foundations of Essar Bakery can be traced back to 1965, when the city was lush green; the streets were less congested and neat. The inhabitants of the city were mostly government employees. During that time, Mr. K. Raghvan, a dynamic, suave and soft spoken gentleman sensed the opportunity of tourism and travel in the city and the business opportunity along with that. He then established Sajitha and Choice Bakery

and a South Indian Hotel. In due course he established Hotel Venus which soon became a favourite destination for tourists, travellers and vacationers. In the year 1974 Mr. K. Mohanan a young, flamboyant and ambitious boy from Kerala joined Mr. K. Raghvan who was supposed to be his maternal uncle. Mr. Mohanan soon fell in love with the city. After his graduation from BJB College in 1978, he joined his uncle's business. Mr. Mohanan had the passion and appetite to take the business to a next level. He took active interest in the bakery business and led Choice bakery at Bapuji Nagar, Bhubaneswar. In due course choice bakery was renamed as Essar Bakery.

Mr. K. Mohanan, born on 30th October 1956 at Tellacherry, Kerala married P.V.Sunila and they have two children Ms. Simna and Mr. Rohit. Mr. Mohanan ventured into hotel and bakery business since 1980. He is gregarious and has deep interest in watching movies, making friends, spending time with family and visiting places.

The success of Esssar Bakery resulted in coming up with another manufacturing unit to scale up business at Rameshwarpatna in

1996 and the other one in the year 2009 at Chandaka Industrial Estate. It had also opened six retail outlets to sell the products to the customers directly. The names are as follows,

- Venus bakery
- Venus Cake
- Venus Café
- Venus Hotel
- Sensation
- Venus Next

Today Essar Bakery makes several items like Breads, Cakes, Pastries, Cookies, Toasts, Patties, Sandwiches, Buns, Burgers, Pizzas, Tikkas (veg and paneer) and samosa to fill the cravings of the masses. The total annual revenue generated is approximately at 20 million INR.

Challenges faced

The initial years were full of challenges as the market opportunities for bakery items were less and there were hardly any retail outlets selling exclusive bakery items. The salesman had to sell the items door to door. The manufacturing facility was small at Bapuji Nagar and scaling up of business was unthinkable due to financial resource constraints. The recent challenges as Mr. Mohanan recollects as with higher rate of VAT (13.5% on food Items) and inflation

leading to rising prices of raw materials along with competition in the bakery business. But as it is said a smooth ocean never makes great sailors. Mr. Mohanan is focused and determined to face the odds and strive to improve upon them.

Learnings

Mr. Mohanan is now experienced and realizes the competition and changing landscape of bakery market in the city. To withstand in a competitive market, one needs to be innovative in diversifying the products as per the changing choice of customers and introduce new technology to minimise wastage and reduce cost. He is optimistic about the future of Essar Bakery. With all the pressure and rigour of work, Mr. Mohanan learnt that through humility and a paternalistic approach, a committed workforce can emerge. He is a firm believer of training workers to adopt new skills. The staff describes him as a hard task master with a soft heart. Among the trust and confidence of thousands of happy customers, retailers and suppliers, the bakery has received a certificate of appreciation for participating in the Masterline cake festival.

Future of the business

Mr. Mohanan is optimistic about the future of Essar bakery. In its expansion plans, Essar Bakery is planning to start another manufacturing unit at Khurdha industrial estate. Essar also faces competition from other players like Mongines, Cookies, Café Coffee Day and local bakery shops, squeezing profit margins. The impact of Government tax policy on bakery products (including higher rate of VAT, at 13.5% on food items) and rising inflation have led to rising cost of raw materials.

Impact of the business:

The bakery business has a large impact on the lifestyle of the people of the city and the employees who are engaged in it. It provides:

- Smiles on the faces of poor employees by providing them livelihood opportunities

- Happiness to customers by providing ready to eat quality products to keep pace with the challenging city life
- Building confidence for Suppliers
- Tax Earnings for Government
- Stake holder Value Creation
- Responsible Citizenship Behavior

Advice to future entrepreneurs

Mr. Mohanan believes the entrepreneurial landscape in bakery business is healthy but the young entrepreneurs must be open to technological advancement in improving operation to reduce wastages and cost.

Prof. Subhendu Mishra

BHARAT PETROLEUM

Mr. Shushil Kumar Sharma is a dynamic, hardworking and successful business man. Born on 4th May 1963 in a small village called Kantia in Jatni area under Khurda district honed his business skills and a discerning eye to assess the opportunities available for businesses and their growth. He has become a flourishing businessman by virtue of his dedication, devotion, intuition, introspection and amicable dealings. Mr. Sharma, son of Late Dwarika Prasad Sharma, a Graduate in Commerce and Law, had more than 10 years of experience in transport, grain and pulses trading business.

Shree Paschimasombhu Fuels and Lubes, established by Mr. Sharma, is an outlet of Bharat Petroleum Corporation Limited (BPCL). It is located at Kantia, 10 kms away from the district headquarters of Khurda and 12 kms from the city of Bhubaneswar. Now, a major junction connecting Pipili, Puri, Konark, Delang, Bhubaneswar, Khurda and Nayagarh. This location has strategic advantages and has huge business potential for a petrol refilling centre.

Why Petroleum and its Associated Business?

Petroleum and its associated business is very attractive considering the capital requirement and risk-return analysis. This business is flourishing in India and the country is obtaining rich sources of revenue out of this. One of the major reasons behind growth of this business is the rapid upsurge of the vehicle density in India. Among the leading corporations associated in this business, Bharat Petroleum Corporation Limited (BPCL) is more popular because of its customer service and product diversities. Mr. Sharma after analyzing the business opportunities ventured into this.

Bharat Petroleum Corporation (BPCL) traces its history to 1928 when the Burmah Shell Oil Storage & Distribution Company of India was incorporated in England to enter the petroleum products business in India. The business of the Company grew substantially given the international backing of Shell and it achieved the leadership position in India. In 1952, Shell and Burmah Oil Company set up Burmah Shell Refineries in Mumbai. The entire operations

of Burmah Shell in India were nationalized in 1976 and the refinery and Marketing Companies were merged to form BPCL in 1st August 1979.

Bharat Petroleum Corporation (BPCL) is the second largest oil refining and marketing company in the country. It has bagged the fuel supply contract for Kerala State Electricity Board's Kozhikode diesel power project at Nallalam. Recently it has signed an MOU with LG Chem South Korea for a Joint Venture to set up a petrochemical plant adjacent to its Kochi refinery Complex.

Bharat Petroleum Corporation Limited is good in product marketing. It has given much importance to its customers. It has introduced the 'smart-card' technology at retail outlets in Chennai. The company has launched 'Smart fleet', a programme for fleet owners and operators. The company has introduced 'Petro card', a customer loyalty programme, and enrolled over 2.25 lakh customers by the end of March 2001.

Challenges faced

Even after a long association in business, Mr. Sharma faced few major challenges. As the place was not a high population density area, business was not constant. Now

emerging as a major junction, better business is expected. Frequent disruption in power supply adds to the misery of the refilling centre. As Jatni market is expanding, more competition is expected to rise. Lack of manpower sometimes worries Mr. Sharma to carry out effective day to day operation.

Learnings

After more than one decade of struggles and skirmishes in number of businesses, Mr. Sharma feels happy and confident with this business. Mr. Sharma realized that adoption of modern technology and updated knowledge helps a business to grow. With his son graduating in Business Administration, Mr. Sharma is quite hopeful to expand his business with his son as an associate.

Future of the business

Though Mr. Sharma is a promising and revolutionary entrepreneur, still sometimes he worries about the sales at the outlet. He says "the sales in outlet are positive and we are taking serious steps to keep our sales active". Leveraging on the advantages of the location, his challenge is to offer fast and efficient services to customers. He has plans to have more number of dedicated staff. Mr.

Sharma is also planning to adopt scientific way of doing business to reap maximum benefit. Above all Mr. Sharma is very positive in handling all adverse situations in near future.

Impact of the business

Some of the key impacts of this business in the immediate environment include:

- Providing the much needed access to fuels and lubricants in the semi-urban area.
- Creating employment opportunities for the local youth.
- Providing opportunities to other business units to grow in the near vicinity.

Advice to future entrepreneurs

- For any business, a detailed plan needs to be drawn considering both internal and external forces.
- Prior knowledge and relationship with company personnel, customers

and other stakeholders are essential to succeed in the business.

- Spirit, commitment and professionalism is the key for any entrepreneur.

Mr. Sharma is very enthusiastic about his business. His leadership quality along with local reputation has helped him to create a value added enterprise.

Prof. Bhagabat Barik

BODY CARE GYM

Sunday or Monday, morning or evening, Kanti Babu is full of life and energy. Being a lively person, one will always find him on the move. Kanti Ranjan Swain, a man of dedication and determination, has a flair for sports and athletics that made him choose a career option, which few people will dare. Apart from a black belt in taekwondo and winner of four gold medals at national level, he is able to prove himself as a capable boxer. Luck plays an important part in each one's life. Despite getting a golden opportunity to be a part of the prestigious Feather River Academy, California, he was unable to progress his career in Taekwondo due to financial constraints. Being guided and mentored by some of the best coaches of India like Javed Khan at national level and Biswajeet Mohanty at State level, to his bad luck he could not make it to Olympics for Taekwondo as this was not in the list of Olympics games basket. A sportsman is defined from his sportsmanship spirit and attitude. Mr. Swain is also no exception. He preferred to open a gym to make his dream a reality.

Mr. Swain is married and lives in a joint family along with parents and two older brothers. After graduation, he chose to enrol for PG programme in Yoga and Naturopathy at the Utkal University. Finally, his passion for sports came alive with the opening of Bodycare Gym in Bhubaneswar in the year 2001. Initially, Bodycare Gym provided workout on machines and then slowly initiated some other aspects of services like Aerobics, Yoga etc.

Why Bodycare Gym?

Unlike many sports persons aspiring for a secured government job, Mr. Swain decided to provide health care and wellness services to people by launching a Gym. The growing awareness of a sizable number of people in Bhubaneswar about physical, psychological fitness requirement in a stressful city life provided the much needed thrust to consider the business.

He was also aware of the dearth of well-equipped gym and trainers in Bhubaneswar. Kanti Babu is a perfect example having the splendid combination of Know-How and Do-How in this area. He was confident of earning a good amount from the new

initiative, thus he started the business with an initial investment of Rs. 20 Lakhs. He invested Rs. 10 Lakhs from his own capital and took a loan of Rs. 10 Lakh from bank. This reminds us of a famous quote “Where there is a will there is a way”. The Gym achieved its success due to:

- fewer competitors having proper equipment and trained/ skilled instructors;
- Mr. Swain’s proficiency pertaining to technical education on Yogic Science and Naturopathy;
- Initiation of Yoga and Dancing Aerobics for the first time in Bhubaneswar;
- Lifestyle counselling to youngsters through customer specific diet chart
- Introduction of a Special Spa and Body Massaging;
- Facilities like separate changing rooms for ladies and gents, a juice parlor inside the gym and safe racks to place helmet, key rings and mobile phones, and availability of proper parking place.

Challenges faced

Mr. Swain faced considerable challenges in this business as there was lack of awareness among majority of the people regarding

fitness and misconception that gyms were meant for body building. Now, the increased competition and cost minimization are major challenges.

Learnings

Mr. Swain says “life is a learning process and change is the only constant”. So, we have to adapt our business accordingly. But quality is one area where one cannot afford to compromise. Thus, proper strategy formulation and implementation is the key learning for this business to sustain. He very clearly highlights on four important strategies for success.

- The focus should be retaining the existing customer base.
- Introducing schemes during slack season
- Fixing price as per the service availed by the customer
- Retaining the trainers who are already groomed.

Future of the business

The key focus of Mr. Swain is to sustain more inflow of customers and to take the business to a higher level. He is very positive that with growing interest of people after approximately 10 years Gyms in Bhubaneswar will be successful.

Impact of the business

Some of the key impacts of the business are-

- The gym emphasizes more on yoga and aerobics which leads to less consumption of electricity.
- It provides diet chart to each of the customers so that they can understand their body requirement and eat accordingly.
- It helps to ensure holistic fitness for individuals.
- Mr. Swain provides counseling to teenagers as well as adults about lifestyle so that they can have a proper balance between professional and personal life.

Advice to future entrepreneurs

The sole advice to the future generation is to be natural, careful and provide quality fitness service. The Gyms should focus on quality trainers. The future generation should act as eye opener and plan out strategies accordingly to make the public aware about what true fitness means.

Activities like yoga and aerobics should be given more focus as they are natural way of keeping an individual fit. As stated “Health is wealth”. Gyms should not be designed for the purpose of profit rather it should focus on creating a healthy individual that in turn will create a healthy State and Country eventually. Kanti Babu feels that there is a great need for W.H.O, Health Departments of Government and NGOs to carry out sensitization programs. At the same time he suggests that the Government should make it mandatory to go for proper certification and documentation process before allowing a Gym to operate as there are many Gyms which do not have trained instructors and proper equipment.

Help yourself to become Energetic, Active and feel Light. Thus, it reminds me of a famous quote: “if wealth is lost nothing is lost, but if health is lost everything is lost”. Your body needs extra care! Please take care.

Prof. Pooja Patnaik

JAGADAMBA RETAIL

Pradeep Agarwal seems to be very unassuming at the surface when someone sees him for the first time, but beneath that lies an assertive, confident and self-reliant person, who believes that there is no short cut to success. It only comes with hard work, dedication and honesty. He was born in the year 1968. He had a knack for doing business as academic excellence was not his cup of tea. So, after passing intermediate, he joined his uncle's garment business to hone his skills in business and later on decided to start his own business. He established "Jagadamba" family store in Jatni dealing with sale of all kinds of textiles and garments. It was conceived in the year 1991 by Mr. Pradeep Kumar Agarwal who is the sole proprietor of this business. At the beginning he was only dealing with sale of sarees. His initial investment was very less as he did not have a huge fund to start the business. Later, he expanded the business with financial support (loan) from Punjab National Bank, Jatni. He has recently added two exclusive outlets of Peter England and K-lounge to his business. His area of operations is currently limited to Jatni. Since last 10 years Jagadamba has seen a steady growth in its business with growth rate at around 10% per annum. It is dealing with all

kinds of textile products like sarees, kids wear, men's wear and fabrics of various reputed international and national brands like Raymond's, Digjam, Arvind Mills, Manyavar, Peter England, Killer, Monte Carlo, Duke etc., to create value for customers and make a difference by offering genuine and branded products to customers.

Mr. Pradeep Agarwal focused on cost cutting right from the start of the business as he was not having enough funds to spend. He believed on his hard work and dedication to grow his business. He stocked merchandise according to customer's choice. He started his shop in a limited space with less rent and without any kind of support of sales staff. The business started growing year after year with capital growth and sales growth and leading to goodwill growth. His success mantra was based on variety and reasonable price which appealed to the customers at large. From a modest beginning he has taken Jagadamba to a level where it has reached now as among the top retailer in Jatni with customers flocking from nearby places. It has built a reputation of its own in the industry as well as the customers and public at large.

Why this Retail Business?

As the financial conditions of his family did not allow him to study further he joined his uncle's business. He wanted to take responsibility of his family on his young shoulders. After learning the tricks of the trade from his uncle's business, he could identify the demand of genuine and branded goods in Jatni. As it was not available in Jatni, people used to depend upon the Bhubaneswar market for shopping. With moral support from his father Mr. Jagdish Prasad Agarwal and uncle Mr. Sitaram Agarwal he decided to start his own business.

Challenges faced

From the many challenges he faced the major ones are related to:

- Finance and arrangement of funds at the inception and growth stage of the business;
- Managing and coordinating with suppliers from diverse locations and honoring the commitments; and
- Creating and building a brand image of "Jagadamba" among customers and to counter competition.

Key learnings

He learnt that honesty and complete dedication are two major pillars for success in any business. One has to be honest with all the stakeholders of the business. Proper planning and management of day to day operations has to be done with utmost care in order to create the much needed brand image. Finally, the objective has to be selling quality product at affordable price (value for money).

Future of the business

Mr. Pradeep Agarwal plans to develop his business and network in retail and textiles all over Odisha. He wants the Jagadamba brand to grow all over Odisha. He has also plans for moving into manufacturing and developing and designing his own brands of textiles and garments which will give him a unique competitive advantage. He wants to achieve this in the next 5years from now. He has also plan to have a tailoring unit to cater to the demands of many customers. But at the heart of everything he has a desire and willingness to provide genuine products to customers and to do business honestly.

Impact of the business

Jagadamba as a business house has social as well as economic impact in the sense that it has resulted in a change of mind set of people in general towards organized retail. It has provided employment opportunities to many people in the nearby area. It has also changed the mind-set of other entrepreneurs in giving them the confidence that they can also achieve something like it if they work hard and with honesty. It is also helping kids by giving donation to them and helping them in their education in nearby area. That's how Jagadamba has set a shining example for others to emulate.

Mr. Pradeep Agarwal is never after any award. However, he received many awards for his excellence in business. To enumerate few

- Best management in Odisha for 3years from Odisha Textile Association
- Best seller in Odisha by Pan America brand of clothing in the year 2002
- Awards from All India Merchants Textile Association for customer support.

Advice to future entrepreneurs

Mr. Pradeep Agarwal with his experience and knowledge in the field has some advice for future aspiring young entrepreneurs.

- Work with dedication to fulfil dreams in life.
- Do genuine and honest work. Nothing is impossible if you have single minded determination and focus on your work.

He is also member of various social clubs and organization in this area like the Marwari club and the Rotary club. He spends his spare time contributing to various social causes. Mr. Pradeep Agarwal is a shining example of an entrepreneur who has faced so many challenges and has come out in flying colours and has made a name of his own as well as Jagadamba in Jatni and other nearby areas in the minds of the customer as well as the general public.

He is leaving a legacy of his own for others to follow and emulate. As he says in his own words “Nothing is impossible if you dare to dream and go after it with full dedication and focus”.

Prof. Prashant Chopdar

BOB N HARRY'S

Delighting the customers with delicious bakery products, BOB N HARRY'S is known as one of the finest bakers in Bhubaneswar. It is a specialist in preparing various types of Biscuits, Cookies, Cakes, Breads and many other products that suit the taste buds of the consumers. Started in the year 1997, BOB N HARRY'S is known as one of the leading manufacturer, retailer of a wide assorted bakery items.

Mr. Hari Prasad Sharma and Mr. Biswa Ranjan Acharya aged about 43 years are friends from their school days. Both of them were engaged in different industries prior to the beginning of this enterprise. After completing their PGDM, Mr. Hari was teaching Accounts and Financial Management and Biswa Ranjan was into sales and marketing. They could not utilize their potential properly while working with different organizations. This realization germinated the seed of becoming entrepreneur in them and culminated in the creation of BOB N HARRY'S.

Why Bakery Business?

Mr. Hari said "When we thought of starting a business, it was quite a difficult task to identify the appropriate one". After carrying out quite a bit of research, they found out that essentials would be always in demand i.e., *Roti, Kapda and Makan*. Since finance was major constraint for them, they tried to find out a business where working capital requirement and working capital cycle would be comparatively less. They scanned the then business environment of Bhubaneswar and found very few players in bakery industry which had a huge growth potential as people's eating habit was undergoing change to cope up with the busy and fast moving city life. They determined to start bakery business even though they had no experience on this. Both of them did a short term course from IHM, Bhubaneswar which was a pre-requisite to sanction loan from the bank. To start this business their Parents, Bank of India, SIDBI and friends were key supporters. They started with their own contribution and some amount of loan from a bank. The mission of the enterprise is, as stated by Mr. Hari, "to serve fresh products, ensure warm environment, great

value and friendly service to make the customer simply feel good”.

Challenges faced

They started the business with initial investment of Rs. 12 lakhs and one employee in the workshop. They were managing the store without engaging any employee at the beginning which was a difficult and strenuous task. Mr. Hari says, “Entrepreneurship sounds glamorous but it involves a lot of hard work. It leaves one with almost no time for anything else”. They had to engage themselves in the store or in the workshop from 9.00 a.m. to 9.00 p.m. Another major challenge at the beginning of the business was over capitalization. They struggled a lot to overcome that challenge. After two years business in 1999 when super cyclone hit the coastal area of Odisha, the business was affected very badly. For about a year and half they suffered a lot due to decrease in sales and increase in wastage. Gradually, the business picked up.

Today the enterprise is a well-known name among the people of Bhubaneswar. The present worth of this enterprise is around Rs. 50 lakhs and the annual turnover is approximately Rs. 40 lakhs. They achieved an annual growth rate of 15%. They have employed 3 persons in the workshop to

make cakes, biscuits, breads etc. and one to assist them in the retail store. The enterprise has received many awards, among which it is worth to mention that it won 2nd and 3rd position in all Odisha bakers competition held by Institute of Hotel Management Bhubaneswar for two consecutive years 2007 and 2008.

Learnings

They had learned that dealing in low cost and high volume perishable products like bakery items, sales in time is the key factor. Hard work and determination is the key for success in business. There will be many hindrances or distraction factors since the inception of any business. But one needs to pursue the objectives and tackle the difficulties.

Future of the business

They adhere to the philosophy that “no work is small”. Now, they want to scale up the business and go for franchisee model in near future.

Impact of the business

With rapid growth and changing taste of people, bakery products have gained popularity among masses. The bakery industry has achieved third position in

generating revenue among the processed food sector. The business is able to cater to the needs of middle income consumers who want varieties of food and an improved living standard in busy fast moving city life. It provided the much needed low price and high nutrient value products.

Advice to future entrepreneurs

Finally the owners of this successful enterprise advise that 'be an entrepreneur

and add value to the society by accepting challenges'. Generate employment for you as well as for others. By doing this you will help the society. You have to set clear goals and objectives when you set out with an enterprise. If those goals and objectives are not met within a set time frame then you should pull out. Entrepreneurship is about building value around a business idea.

Prof. Somabhusana J. Mishra

MAA UGRATARA FOOD PRODUCTS

In the year 2000, Mr. Panda at the age of 25 started his venture 'Maa Ugratara Food Products' at Badakumari, Bolgarh, Khurda in his own residential building. Initially, he was manufacturing only mixture products keeping eye on the local market. After three years from the inception of Maa Ugratara Food Products, Mr. Panda started manufacturing more snacks items like Mudki, Tara and Chips. Now he is having variety of Mixture products (Like *Jaee* Mixture, *Dali* Mixture, Special Mixture and Chips).

Mr. Panda born in a Brahmin family in Badakumari village of Panchagada Prangana, known for the peasant militia (*Paika*) of [Odisha](#), is under the Bolgarh block of Khordha district. Mr. Panda is the third child of Mrs. Haramani Panda and Mr. Nilakantha Panda. He was academically poor but had a passion to become a business man. That unceasing passion for business developed in him as a child made him to be a leading manufacturer of Mixture in the block of Bolgarh and Begunia.

Currently Maa Ugratara Food Product manufactures and sells 50 quintal mixture on

monthly basis. He supplies his product to local whole sellers, vendors and retailers directly. The price of Mr. Panda's product is 35% - 40% less as compared to the other players like Ruchi, Saurashtra and Bharata. The price of the products ranges from Rs. 60 to Rs. 90 per Kg. The turnover of the business is Rs. 50 lakhs per month. But Mr. Panda says that he requires only Rs. 4 lakhs for a smooth operation. The policy of Mr. Panda is not to store stocks (raw material or finished goods) in his storehouse. He is practising the management strategy of Just in Time (Toyotism). He counts each day as a manufacturing cycle, the success mantra for his venture. Now, Mr. Panda has employed 4 workers in the business and indirectly continues to help a number of people for income generation. Mr. Santosh, a vendor, opined that he had been selling the Maa Ugratara Food Products for the last 5 years but never found any disturbance in supply of product.

Why Dry Food products?

Though he was not well trained or had any experience in mixture firm yet the cooking style of his mother inspired him a lot to start this venture. He found that the local mixture products available in the market were not

having good taste and quality. People of the locality were not able to buy the expensive branded mixtures to satisfy their taste buds. Finding the gap of a quality product which is also less expensive, Mr. Panda started the business with an initial investment of Rs. 20,000.

His dedication to work and his parents support in the factory will be an example in our area, one of the villagers Mr. Jagdish Nayak noted.

Challenges faced

The main challenge faced by Mr. Panda was regarding capital from banks. He could not avail loan from bank and borrowed the money with higher interest rate from a private money lender to start his business. Availability of skilled manpower and modern techniques was another challenge for him. However, marketability of his product was never a challenge for him. As big players are entering into the local markets, now Mr. Panda feels that to survive in the business he needs to adopt modern technologies to make the product cost effective.

Key learnings

Great willpower and goodwill of all stakeholders can make an entrepreneur successful. To have goodwill one needs to be ethical in all business dealings.

Future of the business

As the market is open for all players and all products, Mr. Panda is planning to add more products in his basket, widen the area of operation and streamlining the distribution channel.

Impact of the business

- It provides a training ground for young entrepreneurs who are interested to enter into the same field.
- It provides directly and indirectly employment opportunities for rural youth.

Advice to future entrepreneurs

One has to dream and make an action plan to turn it into reality. There is not a single formula to be successful. But one has to recognise the mistakes in business and learn from it to become successful.

Prof. Prakash Kumar Pradhan

BAJRANG PLANT RESOURCES AND RESEARCH

In a techno-savvy era, educated youth are moving toward a materialistic world. They are showing less interest in welfare of people as well as development of rural sector. About 800 million people live in India's rural areas, which lack agricultural infrastructure and skilled jobs. In such a scenario in 2011 a young man, Haraprasan Nayak at the age of 31, started a horticulture nursery in the name of 'Bajrang Plant Resources and Research' in the rural area keeping in mind to provide income generation opportunities to the people. He started his project in 'Byree' an unknown village which is 20 kms away from Cuttack.

Although Mr. Nayak was born and brought up in the city, he has an emotional relation with this village. His grandfather Dr. Nagendranath Nayak, former Chief District Medical Officer, Cuttack was born in this village and spent his post-retirement life to help the poor people in the said area. He built a health center to provide free health services to the people.

Mr. Haraprasan Nayak is the eldest son of Dr. Chittaranjan Nayak (Cardiologist, SCB Medical College). Mr. Nayak completed his

B.Sc (CBZ) from NSM City College Cuttack in the year 1999 and then joined in a course from GNIIT. After completion of his degree, he joined a Bangalore based IT company. He worked there for 1 year and returned to Odisha and joined a CA firm as a project manager and continued for 7 years. But his passion for agriculture compelled him to quit the job.

In his words, "I had a passion for agriculture even when I was child. I don't know how my love for agriculture started but I was always a nature lover. When I see my grandfather working in the garden, I always feel cherished".

Why Horticulturist?

The passion towards agriculture found expression in the year 2011, when he took the challenge to explore his dream in the village Byree with 2 acres of semi-arid land. Having keen interest in different kinds of flora prompted him to bring greenery in the semi-arid lands of the region. He found that the hilly barren lands can provide livelihood to the village farmers by growing cashew plantation. However, there was no nursery in the near vicinity to provide quality cashew

plants in the area to be grown. This inspired him to make an initial investment of Rs. 10 lakhs to establish a nursery. The capital was funded by his father Dr. C.R. Nayak. Dr. Nayak said, “When I saw his passion towards agriculture, I suddenly decide to give money to materialize his dreams”.

Challenges

To develop the nursery in a semi-arid land the major challenge he faced was scarcity of water. To solve the problem he depended on groundwater. Labor problem was another challenge in this area. Frequent occurrence of natural disasters and invasion by wild animals like elephants and wild boar was a perennial threat to the nursery. He never stopped his work and continuously strived to face the challenges. He says that “If one keeps faith in God and carried out the work with dedication then problems will automatically vanish”.

Now the worth of the nursery is Rs. 3 crore. “I never thought that I would earn profit from this business rather I started the nursery to develop greenery and provide opportunities of livelihood to the rural people” Mr. Nayak says.

His nursery deals with grafting of both cashew plants and mango plants. Mr. Nayak uses the v-grafting method in his nursery. He uses healthy and vigorous root stock and scions from desirable cultivars. His method is otherwise known as saddle graft. This is like an inverted apical-wedge graft, with the rootstock forming the V shaped end (cuts 1 and 2) and the scion forming the slit for it to fit into (cuts 3 and 4). This makes it appear that the scion is sitting on top of the rootstock like a saddle. These results in a strong union as a large amount of the internal stem surfaces are united, but it’s critical to make the cuts match, which makes it difficult to do.

Future of the business

Apart from this project, he is doing research on hybridizing plants, especially Rose. He has grown rose plants successfully from seeds. His dream is to conduct research in in-vitro propagation of medicinal plants with his sister Smitaparimita Nayak, who is doing research on medicinal plants. He has plans to develop a medicinal plant nursery and orchard. He has also keen interest in photography. He is well known nature photographer in both national and international level. His amazing photographs

can be seen in the website “treknature.com” with his ID- ‘Haraprasan’.

Impact of the business

The market demands for these grafts are high in the state. Basically he supplies to the state level nurseries and he is trying to supply to the government. “This year we will get approval from the state government to supply grafts” he says. “My dream is to become a successful social entrepreneur by 2020” he replies to a question related to his future vision. His effort provided a source of livelihood and afforestation in the barren lands. His vision of creating more employment opportunities for the rural people is fructifying.

Advices to future entrepreneurs

“Farming is charming but the only thing that it requires is full of dedication and persistent hard-work without any leisure” says Mr.

Nayak. Responding to a question related to advice for the future generation, he says, “You should keep faith in yourself, be a hardworking person, concentrate on your job and accept the existence of God to fulfill your dreams”. One needs to understand the nutrients requirement for growth and development of plants. A fair knowledge of plant diseases and pesticides is also needed to become a successful farmer.

Not only has Mr. Nayak created a niche for himself in the social entrepreneur sphere but also he became the role model for the young people in that area. Basically, he is a good person and full of confidence to achieve the goal, say friends and relatives. Through this remarkable project he can bring changes in the mind-set of the educated youth in rural as well as urban areas. At the end we wish him all success in life.

Prof. Kshitish Kumar Khuntia

CHAPAN BHOG- A SWEET SHOP

Mr. Subrat Mohanty, a Management Graduate from Fore School of Management in 1992 developed a keen interest to be an entrepreneur while working in East-West Airlines. The Airline ceased its operation in 1997 and Mr. Mohanty returned to Odisha to start a mineral water business under the banner of Green Life. The venture failed and he became bankrupt. “My father was very dissatisfied and wanted me to return back to Delhi to do a job there”, says Mr. Mohanty. But, one failure could not stop Mr. Mohanty to become an entrepreneur. He rejuvenated his energy by analysing the problems faced in the mineral water business and convinced his father to start a new business in the food sector.

Why food business?

With a small survey he could find that food is the only sector where there is more chance of business survival. So, he approached his father to give his garage to start a “*Mithaii*” shop named as “Chhappan Bhog”. After some inhibitions, his father allowed him to use the garage for the purpose. From the beginning his father used to warn him that a *Mithaii* shop in a residential area would not work.

“I started my business with Rs.1 lakh taken as short-term personal loan from ICICI bank with interest rate of 15%” says Mr. Mohanty. He feels that the key supporters are his customers for the growth of his business. Mr. Mohanty says “We have been recommended by our initial customers to others, due to our quality products, honesty in dealings, cordial behavior and prompt services”.

Challenges faced

In this winter, while sitting on an arm chair, taking a cup of coffee and going down memory lane, Mr. Mohanty reiterated that during the journey of these 10 years, the major challenges faced and overcome in sustaining the entrepreneurship were:

- Maintaining hygiene and procuring quality ingredients;
- Paucity of skilled and dedicated manpower;
- Unhealthy business practices amongst competing entrepreneurs.

Key learnings

Mr. Mohanty perceives that without learning life ceases. So, he constantly keeps himself abreast of different culinary practices by

attending seminars, conferences and training programs nationally and internationally. He learned that one needs to continuously invest in business. Accumulation of money is the major drawback for business. The moment one starts accumulating the downfall of the business starts.

Impact of business

The impact of the business can be traced by observing the employment opportunities created for many.

Future Plans

Mr. Mohanty has expanded his business by opening different branches in Bhubaneswar and opening Namkeen and dibba sweets factory in Rasulgarh. He constantly persists on providing hygienic and qualitative food to customers. Mr. Mohanty proudly says that this year he is one of the highest sales-tax payers among the competitors. He is planning to open few more branches.

In the year 2009, Mr. Subrat Mohanty received the Entrepreneur's Award from Journalist Association for maintaining hygienic ambience, honesty, transparency and commitment in business. Mr. Mohanty believes that the key factor leading to his

achievement rests on his staff members. He says, "If they are happy, they will make me happy and strive to achieve the excellence. This is where I will build my competitive advantage". While interacting with staff members, one of them employees said, "We believe that Baba (Mr. Mohanty) strengthens our social security and will by providing PF and ESI to all of us. So, it becomes our responsibility to strengthen Baba's business." Chhappan Bhog's popularity can be assessed by the stories covered by, Aajtak, Zee TV and NDTV.

Advice to future entrepreneurs

When asked to advise the future entrepreneurs, Mr. Mohanty suggests, the following:

1. Always be confident, be generous to mankind
2. Be committed, be truthful.
3. Understand the importance of time.
4. Have patience.

For future entrepreneurs, I would suggest "Do not accumulate money. It is the drawback of business". The moment you do it, the downfall of business starts, says Mr. Mohanty.

Mr. Subrat Mohanty does not want to publicize himself, so he does not discuss much about his social work. According to

him, God has made him efficient to help others and not to boast about it. On insistence, he revealed with shyness, that 20% of his income is spent on social work. “My family members and relatives always purchase sweets, bakery, snacks and meals (without onion-garlic) from Chhappan-Bhog due to its incredible taste and quality”, says

Dr. Rath, a local resident of Jayadev Vihar. “We have been offering sugar-free sweets keeping an eye on the health conscious people of the city and now, we are trying to be the top in packaging sweets in Odisha”, says Mr. Mohanty confidently.

Prof. Monalika Rath

RAJAMONI FOODS

Arisha Pitha, the customary “cake” of Odisha, is now a marketable commodity. It has transcended the state boundaries and finding place amongst the delicacies of other states. In Bengal it is called as ‘*Anand Pithe*’ which is on the verge of extinction from the state, but it has survived in our state. It may be due to the association of this homemade cake with every auspicious occasion and festival in Odia culture.

Behind this lies the enduring enterprising spirit of Tara Das. For her this began as a way of tiding over her personal and financial adversities and has culminated into a proper corporate venture. “I had to sustain my family and medical expenses of my ailing husband. With no options, I decided to encash on my culinary skills, especially preparing traditional Odia cakes which I was best at” says a proud Tara.

She, along with her husband Sachidananda Das, two daughters and a son moved to Bhubaneswar from Delhi in early 1994 after her husband underwent kidney transplantation. “But my husband’s illness continued and his recurring medical expenses nearly milked us dry. Along with

my son, I took the plunge into the business to earn some money”. While Tara cooked the *Pithas* day in and day out, her son went around marketing. “Sadly we ended up earning nothing, but it did catch the fancy of some customers who tasted the *Pithas*. We began getting orders from marriage parties, families and friends,” she said.

As orders mounted, a worker from Salepur, Cuttack district was hired. Business took off and the worker strength rose from one to three in her small makeshift factory adjacent to her house in Sailashree Vihar, Bhubaneswar. The product, labelled as ‘Rajamoni’, packed with five cakes was endorsed by almost every big shop selling snacks in the city.

Why this business and Success Storyline

Started with two kg of rice and two kg of jaggery, now her daily requirements of raw materials has reached to fifty kg of rice, forty five kg of jaggery and twenty litres of vegetable oil. She sells around two thousand pieces of *Arisha Pitha* on any given day. The production touches three thousand per day during festive occasions and the auspicious wedding seasons. Each *Arisha* weighs around hundred gram, and costs Rs.7/- per piece.

She also prepares a special kind of *Arisa Pitha* that is made from *Desi Ghee* which costs Rs.16/- per piece. Other than *Arisa Pitha*, she also prepares *Laddu*, *Namkins*, *Khira Gaja* etc. The delicacies prepared from rice powder and jaggery, can be preserved for at least one month in any season.

Das claims that it is hectic lifestyle of today's world that is stopping people from making the *Pitha*, which involves intricate and time consuming methods. "*Arisa Pitha*" has almost vanished from household in the state. People have become so busy that they do not get the time needed to prepare the dish, so I have been trying to keep the tradition alive", she said. Residents of the city agree with Das, "I make *Arisa Pitha* at home only when I get the time", said Sanjukta Mishra, a resident of Niladri Vihar. "But I never manage to match Tara's preparations. She knows the secret of preparation of the most perfect *Arisa Pitha*", Mrs. Mishra added. Tara started her business on August 16, 1999 on the day of Ganesh Chaturthi. After the death of her husband, her son Siddharth has been providing the much-needed support to the business. "My son has been toiling hard to market the product. I have hired four people, who are

also helping me a lot in preparing *Arisa Pitha* she said. My son is helping me in every walk of life", she told.

Challenges faced

She attributes her success to her secret method of preparing and mixing the ingredients. "In order to make the cakes taste differently from others we prepare a different mixture of jaggery with right proportion of water", she says with great deal of satisfaction. The cakes come with a crispy crust and soft inside. But fate tested her patience when workers in her factory duped her and started their own parallel business. They not only hijacked her trade secret but also marketed the cakes with the look-alike label named "Rajlakshmi" whereas the original was named as "Rajamoni". "It hurt me badly. We had to convince shop-owners about the duplicity of the packets", said Tara. Incidentally it was during the same time that she lost her husband. She overcame the problem when affected labourers from a nearby leather factory arrived at her doorstep for work.

Impact of the Business

Today her *Pithas* have spread to almost every town of the state, as well as other parts of the country. *Arisa Pitha* has gone global, “I receive orders from customers living in US, Germany and Japan. My clients include NRI’s, Non-Residents Odias as well as foreigners,” Das said. So well-known is her *Pitha* that Das does not even have to foot the bill of sending her items by courier to her overseas customers. Instead, it is her clients who collect Das’s preparations from friends and relatives who live in Odisha. She bagged many accolades from different organizations. She has been awarded from IIM, Ahmedabad, under the tag of Shristi Samman on 29th February in the year 2007, Nehru Juba Sansthan in the month of November 2002, and she has been interviewed on many television channels.

Future of the business

Siddharth, an MBA graduate said, “Our next step is to launch our product in the international market” with a vision to be more successful and a mission to open a chain of outlets with Odia food delicacies, synchronizing with promotion tools of web, e-marketing. “But the greatest hurdle is the meagre resource” he laments. On an average

they earn Rs.10,000/- per day, which touches Rs.20,000/- during marriage season. With increase in cost of raw material and labour, Tara and her son are scouting for someone who can finance their endeavour. She rues that no financial institution nor the Government has come forward with financial assistance. “We had approached the Government to allot us a shop in Ekamra Haat where we can sell as well as promote our cakes, but the Government has paid no heed,” she rued. Das is eager to participate in various food shows in foreign countries. “I would like to urge the state tourism department to help me market this mouth-watering delicacy in foreign countries” Das said.

She urges the youth “to work hard, work dedicatedly, and never say ‘I can’t, rather say I can do this work’. There will be many hurdles in each and every aspect but one has to cross it effectively. If one wants to achieve something then he/ she must do it whole heartedly”.

Some Food Facts

- Tara began her journey on 16th August 1999.
- She makes *Arisa Pitha* for her clients based in India and abroad.

- Clients include NRIs, NRO's, and Foreigners.
- Das has won awards for making and reviving Odia delicacy.
- She operates from her home in the capital's Sailashree Vihar.
- Each *Pitha* weighs around hundred grams and costs Rs.7/-.
- Special *pitha* made of Desi Ghee costs Rs.16/-.

- She sells around 2000 pieces of cakes daily.
- During Festive season, production touches 3000 pieces a day.

Tara wants to register “Rajamoni Foods” as a company and wants to open a second unit only for large orders.

Prof. Shiv Sankar Das

