

Enterprising Tendency: A Comparative Study of Select Cases in India

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Abstract—While talking about Entrepreneurship, people mainly focus on various aspects of business but forget about tendency towards entrepreneurial traits or characteristics. Enterprising Tendency is one of the most important parts of an Entrepreneurship. The aim of the paper is to study tendency towards entrepreneurial characteristics of entrepreneurs. This paper gives the comparative study of an Enterprising Tendency with the help of General Enterprising Tendency Test (GETT) and four cases in Gujarat, India. The GETT was conducted on four lead entrepreneurs of the select cases. The result of the same are listed in the paper. The tendency towards characteristics of the entrepreneurs is also judged subjectively through analysis of the cases. Hence, both objective and subjective analysis are matched in the paper. The results show that there is considerable matching between both. This paper would be useful to understand importance and behavior of tendency towards entrepreneurial characteristics which are required to be a successful entrepreneur.

Keywords- *Enterprising Tendency, Entrepreneurship, Characteristics of an entrepreneur, GETT*

I. INTRODUCTION

When we talk about Entrepreneurship, main focus will be on various aspects of business like Product development, Feasibility analysis, Marketing, Finance, Human Resource Management and Manufacturing etc. But we tend to forget considering tendency towards entrepreneurial traits or characteristics. Enterprising Tendency is one of the most important parts of an Entrepreneurship. The aim of the paper is to study tendency towards entrepreneurial characteristics of entrepreneurs. This paper gives the comparative study of an Enterprising Tendency with the help of General Enterprising Tendency Test (GETT) and four cases in Gujarat, India. This paper will be useful to understand importance and behavior of tendency towards entrepreneurial characteristics which are required to be a successful entrepreneur. The GETT (General

Enterprising Tendency Test) was used to judge the tendency of the entrepreneurs towards particular characteristics to be an entrepreneur. This test was developed by Durham Business School, UK and it is widely used test. It is used widely by DST (Department of Science and Technology), Government of India in their programs related to the entrepreneurship promotion. EDII (Entrepreneurship Development Institute of India) also uses this test. We have also taken help of detailed case study of four cases in Gujarat, India. The result of the same are listed in the paper. The tendency towards characteristics of the entrepreneurs is also judged subjectively through analysis of the cases. Hence, both objective and subjective analysis are matched in the paper. The results show that there is considerable matching between both. The detailed description of all four cases would be out of scope of this paper but the brief discussion of all four cases is given in next section.

The four case studies are: Aura Herbal Textiles Limited – Lead entrepreneur: Arun Baid, Nature Technocrats – Lead entrepreneur: Arvindbhai Patel and Mantis Technologies – Lead entrepreneur: Aurvind Lama. All these ventures are established in Ahmedabad, Gujarat, India.

II. BRIEF PRESENTATION OF CASES

Case 1 : Aura Herbal Textiles Limited is a company dealing with Herbal dyeing of Textiles – Green Technology. This technology was patented by Arun Baid. He was born in Rajasthan in 1967, in Marwadi – community known for business orientation in India, wanted to be in business from childhood. He did his B.Com, MBA (Partial – left MBA fro focusing on business) and had experience of chemical technology due to past business of chemical recycling and was very much interested in environment His journey was not that smooth while commercializing this Green technology though he had patent. Aura Herbal Textiles Limited was certified by Global Organic Textile Standard (GOTS) for their all natural/herbal dyeing process. The

company used certified organic fabrics, textiles and yarns as raw material. Dyeing, weaving and printing were done under keen supervision to maintain quality standards. Dyeing of fabrics up to 120' width was achieved. The company managed to achieve lengths of up to 1000 meters in different fabrics like voiles, poplins, twills, flannels, corduroys, denims, knits and silks. Aura Herbal Textiles Ltd had beautiful color palette of earthy shades & various prints ensuring no waste was generated. The solid was used as manure and the liquid waste helped in irrigating their farms. This firm was supported by Centre for Innovations, Incubation and Entrepreneurship (CIIE), Technology Business Incubator, Indian Institute of Management, Ahmedabad. He has been supported well by his family members, mainly by his wife Sonal Baid and his father M L Baid. Arun was doing business of chemical recycling for over 18 years and earning around Rs. 8 – 10 lacs per month. So, it was not a bad business for him from earning point of view. But he realized that he was not meant for this. He wanted to do a business which might not harm society. He started thinking about something innovative which would be eco-friendly, would not harm society and considered to be ethical business. So, Aura Herbal has come out of realization. Now, the company is growing fast.

Case 2: Nature Technocrats is a case of Arvindbhai who had several Technology innovations with patents too. He was born in 1956 in Vanch village near Ahmedabad in India. He was poor in study, after 10th standard did watch repairing technical course from ITI (Industrial Training Institute) for some time and left. He also completed course on Automobile engineering, got training at Ferguson Tractor Company for 6 months. He had hands on experience of Car garage for 6 months, Diesel pump injector service centre for 6 months, instructor for Diesel Cum Mechanic Mobile Classes started out of Government scheme, a company – Al Arfaz from Saudi Arabia job related to technical maintenance. All these job experience made him work and handle the job independently. He had many innovations like Auto Air Kick Pump, Solar Water Heater, Natural Water Cooler, Auto Sprayer, Natural refrigerator, Innovative tong etc. He had converted some of his innovations into products for commercial purpose with the help of GIAN (Grassroots Innovations Augmentation Network), Technology Business Incubator in India. And some patented innovations were transferred with the help of GIAN. The level of satisfaction from these commercial ventures was limited.

Case 3: Mantis Technologies was founded by Aurvind Lama and Partha Sinha mainly when both were the students of Indian Institute of Management, Ahmedabad (IIM A) in 2007. Both of them have done their engineering before MBA from IIM A. In a span of two years, they grew and as on 2009, they were on a look out some major sources of fund may be in the shape of venture capital. The Integrated Railway Reservation System in India has been there for quite a few years where all the trains of Indian Railway were well coded. Defining software system was comparatively easy. But if we think of the private bus service operators running their buses individually in India, then it is difficult to integrate them with the help of software. In India, low cost

travel industry was very complex and unorganized with each player having its own business requirement. Mantis Technologies effectively integrated the private bus operators. This company was established in the year 2007 and growing very fast. With the help of SAAS (Software As A Service) based model, the bus service operators were integrated which gave many advantages to (1) Bus operators, (2) Travel agents and (3) Customers. The application was run through www.travelyaari.com as platform for booking of bus tickets. Mantis developed state of the art global distribution system (called Mantis Connect) which turned out to be the lifeline of Western Indian bus industry. Mantis pioneered in developing a dynamic bus global distribution system in India. This case also gives details of how founders started the company when they were just students at Indian Institute of Management, Ahmedabad and how they grew. They have never thought of patents or copy rights for their technology. Aurvind never thought to be an entrepreneur. He wanted a peaceful life. He wanted to have a good salary job. Then, the real turning point in the life of Aurvind came when he was in the internship at DPWN (Deutsche Post World Net – Now Deutsche Post DHL) in Germany for 2 months after completion of 1st year of MBA. It was one of the best companies in Logistic and Supply Chain Management industry. He got assignment of vendor analysis and auditing of one Hong Kong based Software Company. He had to audit the project in terms of product and process, set up and cost estimation. His Infosys experience helped him a lot there. That experience of just two months increased his confidence and realization of opportunity. After coming back from training, he met his friend Partha at IIMA whom he had trust and faith. He told Partha to do something about his idea generated through the experience he got from DPWN. They thought that good option might be to go in to Bus Ticket Market as there were many private Bus Operators doing business individually with the help of branches and agents. So integrating these Bus operators was an opportunity. With help of his team of partners they developed the Software and met bus operators. Bus operators showed interest and that has created the company – mantis Technologies. They started the business in 2007 when they were just students of IIM A with their own funds of Rupees 1 lac as an initial investment which they earned from their internship. Some fund, they have got from relatives' of partners and took bank loan. They never contacted any venture capitalists for the fund due to fear of loosing control before building a robust business model. Aurvind and Partha continued working for their employer to pump in fund for their own organization. From just Rs.10000 of revenue in 2006-07, they have grown to the level of Rs.1500000 of revenue in 2009 and now, they have presence in more than 8 states of India.

Case 4: This case is of Kinnari Parikh, owner of Phoenix Soft Toys Creation. She started her business with Soft toys as a hobby and used soft toys in education. Then, she has introduced puppet in her business. As on 2009, she had more than 100 varieties of soft toys and more than 90 varieties of puppets. But she could keep her business small only and still doing her business from home only. Kinnari Parikh was from a traditional Gandhian culture driven family from a village

Chorwad (Gujarat – India), the land of Dhirubhai Ambani. Family was in farming during his child hood. She was influenced by good books. She visited places of inspirations. She was a family oriented person. She did B.Sc., got training from EDII (Entrepreneurship Development Institute of India) in from of small workshop, had hobby of making soft toys. She was married to a doctor. She had to take care of home too while running business. In the final year of B.Sc., one of her friends came to Mumbai to get trained in Toy making. She, in turn, trained her to make toy horse which she sold it to a shop with great difficulty for Rs.5. Later, she saw the same horse being sold for Rs. 22 to another customer. This incident was a great learning for her to understand her actual potential to start something on her own. Within few months of marriage, she joined the course of toy making from Miss Bani Singaporewala. In 1980, as a hobby, she started making toys for her home. She started making toys for her husband’s children clinic and the people visiting the clinic appreciated it. She started making toys as a hobby for home and husband’s clinic with no intention to business but then same hobby got converted into a teaching profession. Teaching gave her lot of experience, encouragement and awards to her and her students. She also developed puppet for education due to intense competition.

III. LITERATURE REVIEW

The Characteristics of an Entrepreneur or Entrepreneurial traits have been given by different researchers in different manner. Charntimath Purnima (2006) emphasized on following major characteristics that one successful entrepreneur should have: Creativity, Innovation, Dynamism, Leadership, Teambuilding, Achievement motivation, Problem solving, Goal orientation, Risk taking and decision making ability, Commitment Sasi Misra and E. Sendil Kumar (2000) gave the characteristics in unique way as follows: *Cognitive Competence* (Ability to analyze and make sense of large volumes of information, Ability to take risks, Innovativeness, Ability to perceive and make sense of equivocal realities, Tolerance for equivocality and uncertainty, high effort-outcome expectancy), *Affective competence* (Ability to control feelings of withdrawal and depression, Competitive desire to excel, Ability to persevere, High central life interest, Dissatisfaction with status quo), *Action-oriented competence* (Ability to take charge and lead employees, Ability to influence external agencies, Ability to find, marshal and control resources, Ability to establish strong networks). A successful entrepreneur must be a person with technical competence, initiative, good judgment, intelligence, leadership qualities, self confidence, energy, attitude, creativeness, fairness, honesty, tactfulness and emotional stability (Desai V., 2001). Negotiating skills, technical skills, the ability to sell their vision to others, ability to motivate people, passion are some of the important characteristics of an entrepreneur (Entrepreneurs’ toolkit, Harvard Business essential, 2005).

IV. ANALYSIS AND FINDINGS

In the Literature Review; the details of the characteristics of an entrepreneur, given by some of the researchers, have

already been discussed which would help in analysis of the results of the GETT.

The results of this test for different entrepreneurs for select cases are as follows:

TABLE I. COMPARATIVE STUDY OF CHARACTERISTICS OF ENTREPRENEURS

Characteristics	Range of Score	Actual Score (Tendency)			
		Case 1	Case 2	Case 3	Case 4
Need for Achievement	Maximum:12 Average: 9	10	12	12	10
Need for autonomy / independence	Maximum:6 Average: 4	05	06	04	04
Creative tendency	Maximum:12 Average: 8	08	11	10	09
Moderate / calculated risk taking	Maximum:12 Average: 8	10	09	11	09
Drive and determination	Maximum:12 Average: 8	12	09	12	10

Description and findings:

The results of the GETT, with findings from the select cases, are described as follows:

Need for Achievement: As given in the test, it includes the sub characteristics like: Forward looking, Self-sufficient, Optimistic rather than pessimistic, Task oriented, Result oriented, Restless and energetic, Self-confident, Persistent and determined, Dedication to completing a task. Purnima (2006) has given that entrepreneurs should have Achievement motivation and Sasi Misra et al (2000) has given importance to Affective competence. Desai V (2001) has given importance to self confidence and energy. These would have some matching with the sub characteristics given in Need for Achievement. It can be seen from the score that all entrepreneurs scored above average in this category. Arvindbhai and Aurvind Lama scored the maximum in this category. They had extremely high need for achievement. In the case of Arvindbhai, that had motivated him to pursue more and more innovations continuously, though he was not successful in business. Both Arvindbhai and Aurvind Lama showed lot of confidence in their innovations out of realization and acted promptly. Hence, Mantis Technologies could achieve fast growth in just two years. But Arvindbhai did not have appropriate soft skills to develop effective business. So, his very high need for achievement was focused more on creating new innovations rather than business development. In the case of Arun Baid, her wife made him acted promptly for their innovation of herbal dyeing and as a team they could achieve good growth of the business. Kinnari Parikh showed confidence in his

innovative products out of hobbies but her need for achievement was not so high, so she could not grow her business even after many years. She herself told that she would like to have small business only.

Need for autonomy / independence: it includes the sub characteristics like: Likes doing unconventional things, Prefers working alone, Needs to do 'own thing', Needs to express what he / she thinks, Dislikes taking orders, Likes to make up own mind, Does not bow to group pressure, Stubborn and determined. All entrepreneurs have scored on and above average in this category. Arvindbhai had highest tendency toward need for autonomy. That may be the reason; he could not build the team of partners for his business development and tried to do everything alone without taking any partners. He was lacking soft skills and business functional knowledge. He could have taken professional partners in his business but he never thought of that. So, he could become very good innovator but could not become good businessman. Even, it made him like doing unconventional things and from case; it was proven that he made many unconventional innovations. Arun and Aurvind both had very good team of partners in their business venture. But Arun had good score in this category which made him entrepreneurs as he never wanted to work for some body. Aurvind Lama had average score, which may be the reason that he preferred to do job initially. But high need for achievement made him entrepreneur. In the case of Kinnari Parikh, her need for independence was average which is fine for small business which she was handling with managing her home as home maker woman, involving her in some social work etc.

Creative tendency: It includes: Imaginative and innovative, Tendency to day dream, Versatile and curious, Lots of ideas, Intuitive and can guess well, Enjoy new challenges, Likes novelty and change. Purnima (2006) has shown that creativity is an important characteristic for an entrepreneur. Even Desai V. (2001) has shown importance to creativeness and Sasi Misra et al (2000) has covered this in Cognitive Competence. All entrepreneurs scored on and above average score in this category. Arvindbhai scored very high in this category and from case also, it was proven that he had many innovations like Auto Air Kick Pump, Solar Water Heater, Natural Water Cooler, Auto Sprayer, Natural refrigerator, Innovative tong. So, his score justifies that. Creative tendency of Arun was average but he was helped by his wife Sonal Baid by bringing innovative idea about herbal dyeing. He built business around that idea brought by her wife. Creative tendency of Aurvind was high and that may be the reason, he thought of innovative SaaS model for hid business during his training at DPWN. And that created Mantis Technologies to integrate and support private bus services in India. Kinnari Parikh's creative tendency was also high and because of that only she could derive a model of using soft toys and puppet in education and training.

Moderate / calculated risk talking: It includes: Act on incomplete information, Judge when incomplete data is sufficient, Accurately assesses own capabilities, Be neither over nor under-ambitious, Evaluate likely benefit against likely costs, Set challenging but attainable goals. Purnima

(2006) and Sasi Misra et al (2000) both have given importance to this characteristic. Sasi Misra has shown that in Cognitive competence. All the entrepreneurs scored on and above average in this category. Arun Baid and Aurvind Lama had high risk taking ability. That may be the reason; they invested comparatively higher capital in their business though the innovations were comparatively unconventional with amount of risk involved. But the risk was moderate and well calculated, so they could get growth in their business in their respective ventures: Aura Herbal and Mantis Technologies. But in the case of Arvindbhai and Kinnari Parikh, they had nearly average score in this category of risk. That may be the reason, they did not invest higher capital in their business and business could not grow properly without proper investment.

Drive and determination: It includes: Take advantage of opportunities, Discount fate, Make own luck, Be self-confident, Believe in controlling own destiny, Equate results with effort, Show considerable determination. In this category, again all entrepreneurs scored on and above average. But Arun Baid of Aura Herbal and Aurvind Lama of Mantis Technologies had very strong drive and determination. Which may be the reason; they could grow their business very well. In the case of Arvindbhai and Kinnari Parikh, the scores were nearly average. That may be the reason; they could not grow their business.

From above scores of GETT, it is seen that all the lead entrepreneurs considered here had scored on and above average score to be obtained for showing tendency towards entrepreneurship. That may be the reason; all of them chose to be entrepreneurs.

Other parameters: Apart from GETT scores, from only cases, some other parameters were found which can be tested in future study.

'Realization of innovation and prompt action on that' is another parameter come out of present study. In case of Aura Herbal, they realized of environmental friendly product. After attending training of Herbal Fabric Painting, they started experimentation in the kitchen and that shows prompt action on realization. In case of Nature Technocrats, Arvindbhai made almost all of his innovations out of realization and prompt action on that. When he got fever, her wife was putting wet cloth on his head and after some time his head got cool. He realized the concept of evaporation out of that and acted promptly to innovate the Natural water cooler out of that. He got puncture on road and faced the problem of filling air in the tyre, so he came out with Auto Air Kick pump. In the case of Mantis Technologies, during his training at DPWN, Aurvind realized that he could build logistics software based on SaaS model which could serve Indian Bus services. He came to India and acted promptly on that and they created Mantis Technologies.

'Building a Team' is also an important parameter come out of study of the cases. Purnima (2006) also support this. In case of Aura Herbal and Mantis Technologies, they built very good team of partners to develop business out of their technology innovations. But in case of Nature Technocrats, Arvindbhai had very good innovations but he could not build a good team of partners to support his technology

innovations. He was lacking in soft skills and business functional knowledge but this problem could have been solved by having good team in his business.

V. CONCLUSION

Building a business with the help of various business functions like Product development, Feasibility analysis, Marketing, Finance, Human Resource Management and Manufacturing is very important. But Enterprising Tendency is equally important. Entrepreneur may have all business functional knowledge but he / she may get failure is he / she does not have required tendency towards entrepreneurial characteristics. We could see from this paper how Tendency towards entrepreneurial characteristics plays a role in shaping a business. We could see that there is considerable matching between objective and subjective analysis of Tendency towards the entrepreneurial characteristics. From both objective analysis through GETT (General Enterprising Tendency Test) and subjective analysis through Case study, we could see that *Need for Achievement, Need for autonomy / independence, Creative tendency, Moderate / calculated risk talking, Drive and determination and other parameters like: Realization of innovation and prompt action on that, Building a Team* are really important for the successful entrepreneurial venture. These will decide success and failure of any enterprises many times. Hence, while building a business, one must consider tendency towards all above characteristics and parameters apart from all essential business functions for the success of enterprise. There is a scope of future empirical research with appropriate sample size to test all above enterprising tendency parameters and even other parameters from the cases.

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