Chapter - 4

DATA COLLECTION AND ANALYSIS
ABOUT GROWTH OF SELECTED FIRMS IN
WESTERN MAHARASHTRA

[1850-1947]

4.1 Introduction:

After studying the economic history and analyzing the theory of entrepreneurship, it would be proper to study the actual phenomenon of the rise of modern industries in Western Maharashtra during British rule, i.e. between 1850-1947 with the help of the selected sample cases. The chapter could be recognized as the agent for understanding the correlation between the theory of entrepreneurship and the phenomenon of industrial growth in the chosen period in Western Maharashtra.

4.2 ‘Universe’ of the Data Analysis:

The chapter presents the analysis of the entrepreneurial performance of the selected cases of entrepreneurs in the region during British rule. To identify the sample size of the cases, it is imperative to prepare the data of the entire ‘universe ‘ or the source list from which the sample could be derived.

4.2.1 Difficulty in Getting the Universe:

Delimiting the entire universe for such a study would seem to be a difficult rather an impossible task as the data and information about all the cases of the evolution of entrepreneurship is scanty and insufficient.
4.2.2 Sources of the Universe:

Moreover, it was not possible to find the universe for sampling from a single source, but it became necessary to pick the universe from a varied and scattered source of literature on the phenomenon of the rise of modern industries in Western Maharashtra and the inability to cross-check the available data.

In general, the various books on economic history, biographies and autobiographies of the industrialists and the periodic list of the businessmen prepared by different organizations such as Maratha Chamber of Commerce could be taken as the major source to identify the Universe for the study.

4.3 The Universe:

The table below shows the universe data of the cases of entrepreneurs. It has been tried to present the cases in a chronological order as far as was possible.

The principle of exclusion would be applied to derive the sample size for the purpose of further analysis. The entire universe with 29 cases could be grouped into different categories on the basis of certain criteria and the principle of exclusion could be applied to derive the sample size as given below.
Table 4.1
The ‘Universe’ of the Study

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the Entrepreneurs</th>
<th>Period of establishment</th>
<th>Major Field of Operation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cavasajee Nanabhai Davar</td>
<td>1854</td>
<td>Textiles</td>
</tr>
<tr>
<td>2</td>
<td>Jamshedji Tata</td>
<td>1868-77</td>
<td>Textiles, iron and steel</td>
</tr>
<tr>
<td>3</td>
<td>Nowrosjee Wadia</td>
<td>1873</td>
<td>Textiles and shipping</td>
</tr>
<tr>
<td>4</td>
<td>Makanjee Khatav</td>
<td>1874</td>
<td>Textiles</td>
</tr>
<tr>
<td>5</td>
<td>Thakersey Moolji</td>
<td>1874</td>
<td>Textiles</td>
</tr>
<tr>
<td>6</td>
<td>Seth Padumjee Ferdunjee</td>
<td>1885</td>
<td>Paper</td>
</tr>
<tr>
<td>7</td>
<td>Seth Hindumal Balmukund</td>
<td>1893</td>
<td>Textiles</td>
</tr>
<tr>
<td>8</td>
<td>Ardeshir Godrej</td>
<td>1896</td>
<td>Locks, soaps, furniture etc.</td>
</tr>
<tr>
<td>9</td>
<td>Paisa Fund Glass Factory, Talegaon.</td>
<td>1907</td>
<td>Glass and Glass products</td>
</tr>
<tr>
<td>10</td>
<td>Lakshmanrao Kirloskar</td>
<td>1910</td>
<td>Metal plough, oil engines, crushers etc.</td>
</tr>
<tr>
<td>11</td>
<td>Walchand Hirachand Doshi</td>
<td>1914</td>
<td>Construction, sugar, confectionaries, automobiles etc.</td>
</tr>
<tr>
<td>12</td>
<td>Ganpatrao Sathe</td>
<td>1920</td>
<td>Biscuits and Chocolates</td>
</tr>
<tr>
<td>13</td>
<td>Sir Dhanjisha Cooper</td>
<td>1920</td>
<td>Engineering, automobiles.</td>
</tr>
<tr>
<td>14</td>
<td>Parshuram Trimbak Bedekar</td>
<td>1920</td>
<td>Pickles and spices.</td>
</tr>
<tr>
<td>15</td>
<td>Madhav Lakshman Dahanukar</td>
<td>1928</td>
<td>sugar</td>
</tr>
<tr>
<td>16</td>
<td>Digambar Parshuram Dandekar</td>
<td>1930</td>
<td>Ink, educational instruments</td>
</tr>
<tr>
<td>17</td>
<td>Malhar Sadashiv Parkhe</td>
<td>1930</td>
<td>Envelops, Paper</td>
</tr>
<tr>
<td>18</td>
<td>Gururaj Oagale</td>
<td>1930s</td>
<td>Glass products</td>
</tr>
<tr>
<td>19</td>
<td>Madhavrao Kunte</td>
<td>Early 20th century.</td>
<td>Lead pencils</td>
</tr>
<tr>
<td>20</td>
<td>Pune Rangshala Mandalee</td>
<td>-do</td>
<td>Paints and colours</td>
</tr>
<tr>
<td>21</td>
<td>R.K. Godbole</td>
<td>-do</td>
<td>Engineering products</td>
</tr>
<tr>
<td>22</td>
<td>Vishnu alias Dhani Velankar</td>
<td>-do</td>
<td>Textiles</td>
</tr>
<tr>
<td>23</td>
<td>Vinayak S. Sambhoos</td>
<td>-do</td>
<td>Handloom weaving</td>
</tr>
<tr>
<td>24</td>
<td>Mr. Marathe</td>
<td>-do</td>
<td>Handloom weaving</td>
</tr>
<tr>
<td>25</td>
<td>Vinayak Mahadev Deval</td>
<td>1935</td>
<td>Electro –plating on vessels</td>
</tr>
<tr>
<td>26</td>
<td>B.D. alias Abasaheb Garware</td>
<td>1945 onwards</td>
<td>Agency, nylon, plastic, Paints etc.</td>
</tr>
<tr>
<td>27</td>
<td>Jamnalal Bajaj</td>
<td>-do</td>
<td>Trading, sugar, automobiles etc.</td>
</tr>
<tr>
<td>28</td>
<td>B.G. Shirke</td>
<td>1945</td>
<td>Construction</td>
</tr>
<tr>
<td>29</td>
<td>Navalmal Firodia</td>
<td>1947</td>
<td>Agency, automobiles</td>
</tr>
</tbody>
</table>
4.3.1 Sampling Criteria- Principle of Exclusion:

The criteria for applying the principle of exclusion would be listed as below-

1] The non-availability of the reliable data and information

2] Too short span and discontinuous presence in business

3] The late entry in the industrial field as compared to the chosen period and


On the basis of these criteria, following groups in the universe could be formed to apply the principle of exclusion.

A] Group 1- Criteria 1 - Non-availability of Reliable Data and Information:

The non-availability of reliable data and information about the case of entrepreneur- It would be agreed that this is the greatest hurdle in analyzing the data and thus the cases which show this weakness could not be taken into the sample size. The cases falling in this category are classified in Group One category and are given below
Table 4.2

Group 1 Cases [Non-availability of Reliable Data]

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the Entrepreneur</th>
<th>Sr. No. in the Universe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cavasjee Nanabhai Davar</td>
<td>One</td>
</tr>
<tr>
<td>2</td>
<td>Nowrosjee Wadia</td>
<td>Three</td>
</tr>
<tr>
<td>3</td>
<td>Makanjee Khatav</td>
<td>Four</td>
</tr>
<tr>
<td>4</td>
<td>Moolji Thakarsey</td>
<td>Five</td>
</tr>
<tr>
<td>5</td>
<td>Sir Padumjee Ferdunjee</td>
<td>Six</td>
</tr>
<tr>
<td>6</td>
<td>Seth Hindumal Balmukund</td>
<td>Seven</td>
</tr>
<tr>
<td>7</td>
<td>Vishnu alias Dhani Velankar</td>
<td>Twenty two</td>
</tr>
</tbody>
</table>

The above table shows that there are seven cases of the Universe in the Group 1 category, which is based on the criterion of non-availability of reliable data and information necessary for the analysis. Though, these cases include the pioneering industries in the country in the 19th century, the information and data about them are not sufficient for the purpose of analysis and hence, all the cases included in the Group 1 category are excluded from the sample size.

B] Group 2- Criteria 2 - Too short Span and Discontinuous Presence in Business:

This group consists of those cases in the Universe which came into existence mainly due to the influence of other big industrial houses and which showed either too short span of time of existence or a discontinuous presence on the industrial scene of the region for which again a scanty and passing information is found. These cases are given in the following table.
Table 4.3

Group 2 Cases [Too short Span and Discontinuous Presence in Business]

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the Entrepreneur</th>
<th>Sr. No. in the Universe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Madhav Dahanukar</td>
<td>Fifteen</td>
</tr>
<tr>
<td>2</td>
<td>Gururaj Ogale</td>
<td>Eighteen</td>
</tr>
<tr>
<td>3</td>
<td>Madhavrao Kunte</td>
<td>Nineteen</td>
</tr>
<tr>
<td>4</td>
<td>Pune Rangshala Mandalee</td>
<td>Twenty</td>
</tr>
<tr>
<td>5</td>
<td>Vinayak Mahadev Deval</td>
<td>Twenty Five</td>
</tr>
<tr>
<td>6</td>
<td>R.K. Godbole</td>
<td>Twenty One</td>
</tr>
<tr>
<td>7</td>
<td>Mr. Marathe</td>
<td>Twenty Four</td>
</tr>
<tr>
<td>8</td>
<td>V.S. Sambhoos</td>
<td>Twenty Three</td>
</tr>
</tbody>
</table>

The table above gives that there are eight cases of industrialists in the Universe showing too short span of existence or discontinuous presence for which again no reliable, coherent and sufficient data could be found.

One of the common features of these cases could be stated that many of them came into existence due to the encouragement of the established big industrial houses. A passing reference of these cases could be found in the data of the big industries such as Kirloskars and Paisa Fund Glass Factory at Talegaon. For example, Gururaj Ogale, originally a trainee in the Paisa Fund Glass Factory at Talegaon started his own glass factory at Karad near Satara in southern part of Maharashtra for which no further references are found. Also, the Kirloskars were seen to encourage many employees with them to start their own units, detailed information for which could not be readily found. Hence, these cases
could not be included for the further analysis in the sample size and are excluded.

**C] Group 3- Criteria 3 - The Late Entry in the Industrial Field -**

This group consists of those cases of industries, which entered late into the industrial field as compared to the period chosen for the study. The entrepreneurs who initiated their ventures in the mid 1940s could not reflect their real entrepreneurial talent in the short span of a couple of years of time. It is true that many of them have shown a remarkable progress and have even become the big industrial houses, the initial years of their ventures could not provide sufficient statistical proof and information for the purpose of analysis in the present study. The Appendix would discuss some of these cases to present a post-Independence business scenario to enable to understand the process of entrepreneurial growth in a more detailed manner. These cases are shown in the following table.

**Table 4.4**

**Group 3 Cases [Late Entry in the Business]**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the Entrepreneur</th>
<th>Sr. No. in the Universe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>B.G. Shirke</td>
<td>Twenty Eight</td>
</tr>
<tr>
<td>2</td>
<td>B.D. alias Abasaheb Garware</td>
<td>Twenty Six</td>
</tr>
<tr>
<td>3</td>
<td>Jamnalal Bajaj</td>
<td>Twenty Seven</td>
</tr>
<tr>
<td>4</td>
<td>Navalmal Firodia</td>
<td>Twenty Nine</td>
</tr>
</tbody>
</table>
D] Group 4- Criteria 4 - Availability of the Sufficient and Reliable Data and Information for the Analysis – [The selected Sample Size]

This group of the cases from the Universe of the data could be regarded as the most important group among all other groups classified earlier. This group is based on the criteria of the availability of sufficient and reliable data and information required for the analysis in the study. Hence, these groups of cases are included in the sample size of the present study. Following table shows the cases in Group 4, which are included for the purpose of analysis.

Table 4.5

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Name of the Entrepreneur</th>
<th>Sr. No. in the Universe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jamsheji Tata</td>
<td>Two</td>
</tr>
<tr>
<td>2</td>
<td>Ardeshir Godrej</td>
<td>Eight</td>
</tr>
<tr>
<td>3</td>
<td>Paisa Fund Glass Factory, Talegon.</td>
<td>Nine</td>
</tr>
<tr>
<td>4</td>
<td>Lakshmanrao Kirloskar</td>
<td>Ten</td>
</tr>
<tr>
<td>5</td>
<td>Walchand Hirachand Doshi</td>
<td>Eleven</td>
</tr>
<tr>
<td>6</td>
<td>Ganpatrao Sathe</td>
<td>Twelve</td>
</tr>
<tr>
<td>7</td>
<td>Sir Dhanjisha Cooper</td>
<td>Thirteen</td>
</tr>
<tr>
<td>8</td>
<td>Parshuram Trimbak Bedekar</td>
<td>Fourteen</td>
</tr>
<tr>
<td>9</td>
<td>Digambar Parshuram Dandekar</td>
<td>Sixteen</td>
</tr>
<tr>
<td>10</td>
<td>Malhar Sadashiv Parkhe</td>
<td>Seventeen</td>
</tr>
</tbody>
</table>
4.4 Method of the Analysis:

The ten cases selected for the analysis could be taken as the representatives of the process of the development of entrepreneurship in Western Maharashtra in British rule, i.e. between 1850-1947. These cases would be analyzed on the basis of the general features to make the study objective as far as possible.

4.4. A - General Features for the Analysis of the cases in the Sample Size -

1] Origin and Background:

This feature is broad and would include the following sub-points –

A] The Family Tree of the Entrepreneur:

This feature could be taken as the base for knowing the family background of the selected entrepreneur in the study.

B] Personal Information:

This sub-point besides providing information about the personal background of the entrepreneur on which the business was established, would also throw light on the socio-economic conditions of the respective period.

C] Motive for Establishing the Business:

This could be taken as one of the important features taken for the ranking purpose of the entrepreneurs at the end.
D] Period and Place of Establishment:

This feature would help to understand the time and place of the establishment of the chosen business.

E] The Initial Progress:

This would cover the information about the traits of the entrepreneurial qualities of the entrepreneur in the crucial period of a business. This feature would be used for determining the rating of the business.

2] Classification of the Entrepreneur:

This is a broad feature, which would include following types of classification of the cases-

A] Chronological - [on the basis of the period of establishment] – Broadly, this would be done into the following three categories-

I] 1850s to 1900 - This includes the period in which the foundation of the modern industries in the region and in the country was made.

II] 1901 to 1920 – This period denotes the first two decades of the 20th century including the First World War. The period was the beginning phase of the nationalist agitations and as a part of it, the Swadeshi movement.

III] 1921 onwards - This is the third phase in the chosen period which covers the inter–war period and the Great Depression.

B] Product wise – This could be taken as an informative feature for the analysis which would provide the information about the main products of the business.

C] On the basis of Size – Generally, in this feature, a broad classification would be maintained about the size of the firm or business, such as small, medium and large business and big industrial house.
D) On the basis of the Type of Organization:

This shows the nature of the organization of the business. The major categories would be family business, partnership firm and a private or public joint stock company.

3) Source of Finance and Capital- This feature would state the main source of the capital of the business by the selected entrepreneur wherever the information is available. The major sources of finance would be owned funds, private borrowings and public issues, the managing agency etc.

4) Path of Expansion and Success- This would be considered as the most important feature as it directly shows the entrepreneurial qualities of the businessman. This feature has been used in ranking the entrepreneur into different classes.

5) Difficulties and Obstacles - This feature also may seem important in analyzing the entrepreneurial performance of the businessman. This is a complementary feature to the earlier one and hence is used in the rating purpose.

6) Special Features - This would include those characteristics of the business which stood above from the other business and may have been directly responsible for the success in the business. Obviously, this would be useful in ranking the entrepreneur.

7) Rating and General Remarks - This could be regarded as the climax of the general features taken for the analysis of the sample size. Though, all the general features stated above could be taken as equally important, as explained before, some of them would be weighed more important and useful than the rest for the purpose of rating of the selected entrepreneur. These are given below.
Table 4.6

The Selected General Features For The Ranking of The Entrepreneurs

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>The title of the Feature for the Rating</th>
<th>Place in the list</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Motive for establishment</td>
<td>1-C</td>
</tr>
<tr>
<td>2</td>
<td>The Initial Progress</td>
<td>1-E</td>
</tr>
<tr>
<td>3</td>
<td>Path of Expansion and Success</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>Difficulties and Obstacles</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Special Features</td>
<td>6</td>
</tr>
</tbody>
</table>

4.4. B –Classes in the Ranking-

On the basis of the above features, the ranking of the entrepreneur would be done in the two classes.

1] Class One – Highly entrepreneurial and

2] Class Two – Above Average.

On the basis of the above methodology, the sample of selected entrepreneurs would be analyzed as follows.

4. 5 The Analysis of the Selected Cases of Entrepreneurs-

At the end of the analysis of the general features of every entrepreneur, a summary chart of the analysis would be given to enable to look at the analysis at one glance.
4.5.1 Case One- Name of the Entrepreneur:

Sir Jamshedji Tata

Name of the Firm- Tata group of industries

A] The Family Tree

```
FAMILY TREE

Jamshedji Tata + Hirabai
   /         \
  |           |
Dorab       Ratan

Cooverbai / Dadabhai
   /         \
  |           |
Hormusji    Ratanji
   /         \
  |           |
Nasir       Jahangir [JRD]

Ratan  Jamshed  Noel
```

B] Personal Information-

Sir Jamshedji Tata, the founder of the empire of Tata industries was born in a small town of Navasari in Gujrat in a family of a Parsi priest in 1839. He came to Bombay at the young age of 14 years to study. It could be guessed that his habit of reading could have enabled him to understand the situation and also could have sown the seeds of his extraordinary deeds in the later life.

In 1868, he entered into trading and then took over an oil mill in Bombay to convert it into a textile mill. This adventurous beginning could be taken as the foundation of his entrepreneurial performance. [1]

C] Motive for Establishment:

From the information above, one could agree that the very urge to start a personal venture was the main cause behind the formation of his ventures.
D] Period and Place of Establishment:

The period was 1870s onwards in which Sir Jamshedji Tata launched his venture located in Bombay.

E] Initial Progress:

1] Success in Trading:

In 1868 at the age of 29, he started trading with the Far East Asian countries and Europe. He formed his own firm with the initial capital of Rs. 21,000. Being a daring and ambitious trader, he competed with the world topper Manchester textile mills.

II] Adventurous Business:

To support trading, he bought an old oil mill in Bombay and converted it into a textile mill. The bold action resulted in the fruits of success within two years of time. Had he been a normal entrepreneur, he would have continued with the running of the mill and trading business without going further into the other adventurous enterprises. But Sir Tata as he was honoured by British, was not satisfied with this and went on achieving the horizons of greater success.

III] Empress Mill:

The Empress Mill at Nagpur established in 1877 was the first business enterprise of Sir Tata in the real sense. Though, the place does not come under the chosen region for the present study, it would not be improper to give a brief information about the mill as the extra-ordinary traits of Sir Jamshedji Tata could be seen in this venture.

The choice of the location at Nagpur far from the established place of Bombay but near to the cotton growing areas, was a surprise to the business world of those days. Besides the easy availability of cotton and cheap labour than Bombay, the railway connectivity to the port and
absence of competition from other businessmen were the main advantages of the Mill. [2]

2] **Classification-**
   
   **A] Chronological;**

   As is mentioned, the first business by Sir Jamshedji Tata came into being in 1877 before which many small ventures were taken by him. He was among those first generation entrepreneurs who not only initiated their own enterprises but also contributed to the foundation of the industrial development of the country in the second half of the 19th century. Hence, chronologically he could be put in the first category of industrialization, i.e. between 1850s-1900.

   **B] Product-wise:**

   Though, the initial efforts of Sir Jamshedji were in the field of textiles, later on a vast diversification in Tata Industries was witnessed, ranging from iron and steel to the common consumer goods such as soaps, salt, oil and automobiles.

   **C] Size:**

   The classification of the business on the basis of the size could be seen in one of those business houses of the country which led their impact on the international level. A private enterprise by an ambitious entrepreneur gradually turned into a big business house which became a role model for the business sector of the country.

   **D] Organization:**

   It was perhaps the Tatas who popularized the system of public issues for financing the business in the country, way back in 1880s. Though, the business was seen to be managed by the close and distant relatives of Tata family, the nature of organization was not like a family business but the board of directors and shareholders were responsible for running it. It could be taken as an unique example of Tata industry that it was a
magical mixture of the family business and a public limited company which is discussed further as a special feature of the business. [3]

3] **Source of Finance and Capital:**

As stated earlier, the initial capital in the first venture was Rs. 21,000 which led the foundation of the business empire.

4] **Path of Expansion and Success:**

I] **Bold, Diversified and Visionary strategy:**

Sir Tata was aware about the need of the economy for economic development and he believed that unless the sectors like steel, hydroelectric power and the research based on technical education are developed, the economy would not progress. Hence, he ventured into all the three sectors to create a sound base for country’s economic and industrial development. His iron and steel project in Bihar [the place came to be known as Jamshedpur] in the last decade of the 19th century could be considered as a milestone in the path of the industrial development of the country.

II] **Influencing Personality:**

Sir Tata had an influencing style and it has been reported that he even could be successful in influencing the British authority in putting his brilliant ideas before them and obviously this helped him favorably in launching his ventures successfully. [4]

As the business rolled on the generations after one another of extraordinarily talented entrepreneurs kept the flag of the Tata empire flying high. One of such captains who contributed to the reputation of the House before Independence is referred here.


It would be unjust if the name of the third generation of Tata business is kept aside in the analysis. The half-Indian, half-French talented entrepreneur the country could ever produce is the only recipient
of the highest award of ‘Bharatratna’ among the businessmen. With his innovative and bold talents the business empire of Tatas went through many achievements to its credit. [5]

IV] Major Companies:

Following is the list of the major companies with the Tatas established in different fields at different period


V] Labour Welfare:

It makes them noble businessmen as the Tatas not only were among the first to pioneer the industrial development but also were ahead in introducing various labour welfare measures for their workers even before it was made compulsory by law. Following table provides the information about the time gap in implementing various reforms by Tatas and the legal compulsion for the same.

The table shows that Tatas gave their workers a healthy working atmosphere. With the entrepreneurs like Tatas, India could proudly boast of the absence of the exploitative entrepreneurs in the early period of the Industrial Revolution in Europe.
### Table 4.7

**Various Reforms Started by Tatas**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Various reforms started by Tatas</th>
<th>Year of Introduction</th>
<th>Year of the Law</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Eight hours of working</td>
<td>1912</td>
<td>1948</td>
</tr>
<tr>
<td>2</td>
<td>Free medical services</td>
<td>1915</td>
<td>1948</td>
</tr>
<tr>
<td>3</td>
<td>Labour welfare department</td>
<td>1917</td>
<td>1948</td>
</tr>
<tr>
<td>4</td>
<td>Education for children of labour</td>
<td>1917</td>
<td>--</td>
</tr>
<tr>
<td>5</td>
<td>Grievances and Works Committee</td>
<td>1917</td>
<td>1947</td>
</tr>
<tr>
<td>6</td>
<td>Paid leave</td>
<td>1920</td>
<td>1948</td>
</tr>
<tr>
<td>7</td>
<td>Provident Fund</td>
<td>1920</td>
<td>1952</td>
</tr>
<tr>
<td>8</td>
<td>Compensation</td>
<td>1920</td>
<td>1948</td>
</tr>
<tr>
<td>9</td>
<td>Apprenticeship</td>
<td>1921</td>
<td>1961</td>
</tr>
<tr>
<td>10</td>
<td>Maternity Benefits</td>
<td>1928</td>
<td>1946</td>
</tr>
<tr>
<td>11</td>
<td>Bonus</td>
<td>1934</td>
<td>1965</td>
</tr>
<tr>
<td>12</td>
<td>Gratuity</td>
<td>1937</td>
<td>1972</td>
</tr>
</tbody>
</table>

Source- R.M.Lala,’trans. Prabhakar Urdhvareshe,’Samridhhichya Margavar’-Appendix

### VI] Institutions for Social Development

Here is the list of various institutions which were established in various fields show their concern for the society.

1] Tata Institution of social Work [1936]

2] Tata Memorial center for Cancer Research and treatment [1941]

3] Tata Institute of Fundamental Research [1945] and
4) Tata Institute of Social Sciences [1948]. The years of establishment of these institutions are shown in the brackets which indicates that these were set up much before Independence. [7]

5) Difficulties and Obstacles:

Some of the major problems that a century and half old business of Tatas have faced could be given here.

I] The Early Crisis:

The earliest of all the problems could be seen occurred in 1888 soon after Sir Tata successfully converted an old, sick mill into a prosperous one with a huge campus. It was the first time that he went for the public issues to fulfill his dream. It was an unforgettable incident in the business history of the country that the shares were entirely sold out within three days. This reflected the public trust in the name of Tatas. Unfortunately soon after the overwhelming response, the value of the shares went down by 25% due to the stock exchange fluctuations which made it difficult to pay the dividends to the share holders. The prestige of the brand of Tatas was challenged. Any entrepreneur with normal courage would have collapsed with anxiety and frustration, but not Tatas. Sir Tata sold his private property to pay the dividends and retained the company from becoming bankrupt. It could be imagined with ease that had he not done so, the business would have lost its reputation in the beginning period and perhaps would have never regained it back.

II] Difficult Decisions:

His decisions to shift to Nagpur from Bombay and again to shift the skilled labour from Nagpur to the newly established Swadeshi Mill to recover it from losses and to make it the best textile mill of those days, were major situations of crisis.
III] Failures:

Though, the business of Tatas achieved success in almost all fields they entered in, there were some failures too. It was shipping where Sir Tata could not continue against the monopolistic business strategies of the British P&O company for trade in far east countries. Tatas could not bear the loss of the cut-throat price war and non-cooperation of the exporters in helping them.

In 1898, Tatas met one more failure when the idea to establish a science university with Sir Tata’s personal contribution of Rs. 30 lakh was neglected by the then Viceroy, Lord Curzon. [8]

These failures do not seem to lower the entrepreneurial ranks of Tatas, on the contrary, highlight the courage, tenacity and vision of the businessman.

6] Special Features:

The list of the special entrepreneurial features of Jamshedji Tata and the entire business house could be perhaps never be a complete one.

I] Ahead of time:

Tatas were ahead of time in many respects. The business not only pioneered the textile industry in the country, but also the founder, Jamshedji left a vision for developing the iron and steel industry and the power generation in the country. The honesty and transparency which is known as business ethics in modern terms were the inborn qualities of the Tatas.

II] Pioneering Industries:

The history of Indian business broadly coincides with that of the history of Tata’s as they were pioneering in many sectors such as iron and steel, research institutions and hospitals, civil aviation and postal services etc.
III] Bombay Plan:

Though, largely Tatas remained aloof from the politics of the country before and after Independence, their actions were widely influencing on the national strategies for business and other related sectors. JRD Tata led the famous Bombay Plan to develop the industrial sector along with eight major industrialists of the country way back in 1944.

IV] Not a Family Business:

Moreover, unlike other family businesses, Tata group of industries was not a family enterprise but included many capable outsiders to run their units. Some of these names could be stated as Homi Modi, Sumant Mulgaonkar, Ajit Kerkar, Ratan Tata, Rusy Mody, Nani Palkhiwala etc. The business would be compared with an international organization of ‘Commonwealth’ where every member of the organization is treated equally. [9]

7] Ratings and General Remarks:

From the discussion above, it could be stated unarguably that the Jamshedji Tata could be ranked in the first category of highly entrepreneurial class who perhaps would not find any match.
4.5.1 a] Summary Chart of the General features-

Table 4.8

Summary Chart- Sir Jamshedji Tata

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>General Features</th>
<th>Information about the Feature</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Origin and Background</td>
<td>A talented Parsi migrated to Bombay for trading and business.</td>
</tr>
<tr>
<td>a</td>
<td>Personal Information</td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Motive for Establishment</td>
<td>The born entrepreneur under the influence of nationalist feelings to develop the country commercially.</td>
</tr>
<tr>
<td>c</td>
<td>Period and Place of</td>
<td>1870s onwards, Bombay</td>
</tr>
<tr>
<td></td>
<td>establishment</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Classification</td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Chronological</td>
<td>An unique business house with the spread over all the three phases of industrialization - 1]1850-1900, 2]1900-1920 and 3]1920 onwards</td>
</tr>
<tr>
<td>b</td>
<td>Product-wise</td>
<td>Textiles, steel, soaps, oil, automobiles, civil aviation etc.</td>
</tr>
<tr>
<td>c</td>
<td>Size</td>
<td>Large business empire, largest private sector business till Independence.</td>
</tr>
<tr>
<td>d</td>
<td>Organization</td>
<td>A family business on public limited base</td>
</tr>
<tr>
<td>3</td>
<td>Source of Finance and</td>
<td>Borrowings, savings and public issues, internal sources.</td>
</tr>
<tr>
<td></td>
<td>Capital</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Path of Expansion and</td>
<td>Inspiring and courageous strategies with bold decisions</td>
</tr>
<tr>
<td></td>
<td>Success</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Difficulties and Obstacles</td>
<td>Shortage of finance, adverse external environment, hostile government etc.</td>
</tr>
<tr>
<td>6</td>
<td>Special Features</td>
<td>Dedication, nobility, courage, honesty etc.</td>
</tr>
<tr>
<td>7</td>
<td>Ratings and Remarks</td>
<td>Highly entrepreneurial, a role model.</td>
</tr>
</tbody>
</table>
4.5.2 Case 2- Name of the Entrepreneur- Ardeshir Godrej  
Name of the firm- Godrej and Boyce  
1] Origin and Background-  
a] The Family Tree

b] Personal Information-  
I] Failure as a Lawyer:

The beginning of the business history of Godrej for more than a century could be begun by the incidence of the returning of Mr. Ardeshir Godrej, a lawyer from Zanjibar in East Africa to Bombay in 1890s. It was perhaps a turning point in his life that he could not become a successful lawyer in Bombay and went into business.

II] The Year 1897:

The year was 1897, the year of the coronation of the Queen Victoria of England and also, the year of the introduction of a motor car - the most modern mode of transport in the country then. The year seems to be
important in the history of the country with the establishment of the University of Bombay, and the beginning of the various services by the Bombay Municipal Corporation such as water supply scheme, public hospitals, roads, markets etc. With all these, the rural face of Bombay island as a hamlet rapidly changed into an urban center.

III] Influence of Swadeshi- Young Ardeshir was aware of the social change and was also influenced by the nationalist feelings. He believed that the only way to the development of the country was through the establishment of ‘Swadeshi’ industries.

IV] The Unsuccessful First Venture- His entry in the business field was in a novel field. The reason behind manufacturing the surgical equipments with the generous help by one Mr. Mervanji Cama, a rich old Parsi, was to prove that India could produce the high quality products.

Unfortunately, his products though of a good quality could not sell in the market as the label,’Made in England’ was in dominance among the buyers. He was advised to put the foreign tag on his products to fetch the demand which he obviously rejected. Thus, the first venture of Ardeshir Godrej was a failure which he faced bravely and rolled on into the next venture of manufacturing locks with his extra-ordinary business spirit.

[10]

C] Motive for Establishment- It was nothing but the entrepreneurial urge and the belief in the Swadeshi movement that led to the establishment of Godrej industry.

D] Period and Place of Establishment- As mentioned above the period of the establishment of business by Ardeshir Godrej was as early as in 1897 in Bombay.

E] Initial Progress-

I] Godrej and Boyce- The decision of Ardeshir to produce locks mechanically as against the traditional style in the north led to the
innovative and cost-saving business strategies. The foundation of the Godrej industry was led with the partnership of the nephew of Mr. Cama the financier, one Mr. Boyce. Though the partnership did not last long, the name of the firm remained the same due to the nobility of Mr. Ardeshir.

II] Huge Success- The Company achieved a huge success right from the beginning and claimed for 36 patents in the production of locks. The Godrej locks became the symbol of safety and quality forever. The product was reported to claim not less than 10% share in the aggregate turnover of Godrej industries. [11]

2] Classification-
A] Chronological- As is mentioned before, the beginning of the Godrej business was in 1897. It falls in the first category chronologically.

B] Product wise- The diversified products like the safes, soaps, steel furniture, food products etc. produced by the Godrej fall in the common consumption goods category.

C] Size- The small industry became a big leading business house with diverse products.

D] Organization- The personal venture of Mr. Ardeshir Godrej went through a partnership with Mr. Boyce and finally became a large public limited company in 1932.

3] Source of Finance and Capital- As mentioned earlier, the small beginning of the business in 1897 was possible only with the generous help by Mr. Mervanji Cama.

4] Path of Expansion and Success-
I] Diverse Production- The shift from locks to manufacturing safes by Godrej could be taken as the natural one. The Godrej safes were protected not only from the thefts but also from the fire. It would be amazing to
know that Mr. Ardeshir got the products tested by the real thieves and the chemical experts to prove its quality.

The next production of the soaps - one of the most common consumption goods was also successful in spite of the risk of the foreign competition.

The diverse production employed more than 1500 workers and was earning an annual profit increased above the level of one lakh and more in the decade of 1930s. The thirst for diversification in Mr. Ardeshir’s life never died till his death in 1936. A little before his death, he experimented on the products like ink, sweets from papaya, herbal paints and colours, perfumes, biscuits, sweets and confectionaries etc.

The diverse productions by the industry seems to be a strong partner in the success.

II] **Innovation**- Though, Indian soaps were produced since 1916-17, they were not of good quality and he had no fear of competition from the domestic producers. Mr. Ardeshir innovated the production of soaps by using vegetable oils instead of animal fats which could suit to the taste of the conservative Indian consumers. This seemed to be a clever strategy for overcoming the foreign competition.

III] **Novel Idea**- When he brought out his first soap in 1920 named, ‘Godrej No. 2’ only to bring the next product named ‘Godrej No. 1’ in 1922 to show that the new soap was of a better quality which proved to be a smart marketing strategy.

IV] **The Second Generation**- Mr. Pirojsha Godrej, younger brother of Mr. Ardeshir took the captainship of the Godrej industries after the death of his brother in 1936. Though, Mr. Pirojsha did not initiate any new venture, he gave a firm base for the business. He too believed in Swadeshi spirit and possessed the managerial skills. His qualities such as caring about the customer complaints and reputation of the company,
diversifying the range of steel furniture and being aware of the changes in the market led the Company to achieve the monopoly in the products like storages among the migrants in the U.S. [12]

Thus, the path of success could be seen vibrant and glorious for Godrej.

5] Difficulties and Obstacles-
I] The Initial Crisis- The major difficulties in the business life of the Godrej could be stated. The initial loss in the production of medical equipments could be considered as the fatal crisis. However, it was an extra-ordinary spirit of Mr. Ardeshir that he did no lose his courage and carried on further.

II] Failure in Initiating Other Products - Some of the Godrej ventures died in their infancy. The plan of the House to pioneer the domestic manufacturing of bicycles could not come true due to the difficulties in the imports of the spare parts due to the outbreak of the Second World War. The Godrej did not lose courage and sold the stock of spare parts to Hind Cycles company to unlock their capital in it.

Also, manufacturing manual typewriters was a dream of the House since 1942. But, again the Second World War put the obstacles in importing the parts which led to delay the actual production to start only in 1953, i.e. after Independence. The complaints by the consumers with the products were successfully tackled by replacing them with good quality products. These failures seemed to lead almost no impact on the success of the Business House.[13]

6] Special Features-
I] Honesty, Quality etc.-The entrepreneurial qualities like the honesty, discipline, dedicated assistants, devoted workmanship and the most important of all, the thrust on the quality, all were noticed in the case of Godrej industries.
II] True Parsi Entrepreneurship - Again, it could be added that these features could be labeled as the true Parsi entrepreneurship. Mr. Ardeshir was a ‘born’ entrepreneur who possessed an undying urge to run a business while Mr. Pirojsha may not be a ‘born’ entrepreneur but was perhaps, a ‘made’ entrepreneur with the business environment in the family.

7] Rating and General remarks - No doubt, the rating for Mr. Ardeshir should rank as highly entrepreneurial in the Class One category as being the founder of not only his business but in the country as well.

4. 5.2 a] Summary Chart of the General Features-

Table 4.9

Summary Chart- Mr. Ardeshr Godrej

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>General Features</th>
<th>Information about the Feature</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Origin and background</td>
<td>Mr. Ardeshir-A lawyer failed in his profession, founded diverse products in the country with instinct and courage</td>
</tr>
<tr>
<td>a</td>
<td>Personal Information</td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Motive for Establishment</td>
<td>A true business instinct and influence of Swadeshi spirit</td>
</tr>
<tr>
<td>c</td>
<td>Period and place of establishment</td>
<td>1897, Bombay.</td>
</tr>
<tr>
<td>2</td>
<td>Classification</td>
<td>The first category[1850-1900]</td>
</tr>
<tr>
<td>a</td>
<td>Chronological Product-wise</td>
<td>Common consumer goods, locks, safes, soaps, steel furniture etc.</td>
</tr>
<tr>
<td>b</td>
<td>Product-wise</td>
<td>Big industrial house</td>
</tr>
<tr>
<td>c</td>
<td>Size</td>
<td>A private venture became a partnership</td>
</tr>
<tr>
<td>d</td>
<td>Organization</td>
<td>a public limited company</td>
</tr>
<tr>
<td>3</td>
<td>Source of Finance and Capital</td>
<td>Personal borrowings, public issues</td>
</tr>
<tr>
<td>4</td>
<td>Path of Expansion and Success</td>
<td>Diversity, strategic success</td>
</tr>
<tr>
<td>5</td>
<td>Difficulties and Obstacles</td>
<td>Loss, failures, foreign competition</td>
</tr>
<tr>
<td>6</td>
<td>Special Features</td>
<td>Honesty, discipline, thrust on quality</td>
</tr>
<tr>
<td>7</td>
<td>Ratings and Remarks</td>
<td>Highly entrepreneurial.</td>
</tr>
</tbody>
</table>
4.5.3 Case 3- Name of the Firm- Paisa Fund Glass Factory, Talegoan

1] Origin and Background- The case of the Paisa Fund Glass Factory at Talegaon near Pune should be considered with a difference. Unlike the earlier cases, the factory was not a family or personal enterprise but was initiated and managed by the public movement namely the Paisa Fund Committee. The discussion of the evolution and working of the factory would not be complete unless the personal information about Mr. Antaji Kale, the main hand behind the establishment of the factory is presented.

A] The Family Tree/ The major force behind the factory – It could be understood that the family tree could not be presented in this case. Instead the names as the major force behind the Factory have been given in the following chart-

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the Person</th>
<th>Nature of Contribution to the Paisa Fund Glass Factory, Talegaon.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Antajipant Kale</td>
<td>The originator of the idea of Paisa Fund</td>
</tr>
<tr>
<td>2</td>
<td>Lokmanya Tilak</td>
<td>Popularized the idea by his support</td>
</tr>
<tr>
<td>3</td>
<td>Vasukaka Joshi</td>
<td>Idea of a glass manufacturing factory</td>
</tr>
<tr>
<td>4</td>
<td>Annasaheb Vijapurkar</td>
<td>Directory of Samartha Vidyalaya which gave its land for the Factory at Talegaon.</td>
</tr>
<tr>
<td>5</td>
<td>Nanasheb Deshmukh</td>
<td>President, Paisa Fund Committee[1905-29]</td>
</tr>
<tr>
<td>6</td>
<td>Narsinha Kelkar</td>
<td>President- [1929-1935]</td>
</tr>
<tr>
<td>7</td>
<td>Dhondumama Sathe</td>
<td>President, [1935-1937]</td>
</tr>
<tr>
<td>8</td>
<td>Rambhau Abhyankar</td>
<td>President, [1937-1942]</td>
</tr>
<tr>
<td>9</td>
<td>Damuanna Potdar</td>
<td>President, [1942-1966]</td>
</tr>
</tbody>
</table>
B] Personal Information –

I] Personal Information of Antaji Kale - Mr. Antaji Kale, the originator of the idea of Paisa Fund was born in 1867 in a Brahmin family whose widow mother brought him up at Khattalwada village in Thane district. Antaji left his education and started giving tuitions for livelihood. Being an expert chess player he gave coaching to the Europeans. His shift to Bombay as a teacher went in vain as he had to return back to his native village due to the religious riots. Though, a semi-educated person he was fond of reading and updated his knowledge of the contemporary affairs and soon became famous as the ‘living Gazettee’ by his villagers.

In the miserable time of the famines of 1896, he listened to the lectures of the great nationalist leader like Lokmanya Tilak and his followers on the injustice made by the government and the need for proper implementation of Famine relief Code. Mr. Kale was fascinated by such lectures and took an oath to devote his life selflessly for the national cause. On this backdrop the idea of Paisa Fund was rooted to give birth to the Paisa Fund Factory at Talegaon. [14]

II] The Idea of Paisa Fund- The idea of Paisa Fund could seem both simple and fascinating at the same time. The idea was a by-product of the nationalist movements. It is guessed that the concept of collecting small amount from a large number of people for the industrial development of the country originated in Ranigunj in Bengal way back in 1865 when one Mr. Tarapad published the idea of national fund in the newspaper ‘Indian Mirror’. Though, some of the leaders supported the idea, it could not develop in Bengal.

It could be further guessed that the idea might have traveled to Maharashtra in the 1870s through the articles in the newspapers which was readily accepted by the region. This shows the contradiction between
the prejudice of the Maharashtrians being non-entrepreneurial in mind set and the actual reality.

III] Mr. Kale and the Paisa Fund- Mr. Kale after checking the legalities of the idea started popularizing the concept in the public and collect fund by touring rigorously in the region in the year 1904-5. He worked systematically and set separate committees in each village to look after the collection of money. His dedication to the work was selfless and he never accepted any money for his tours to popularize the idea.

He published a magazine named ‘Paisa Fund’, wherein he wrote many articles. He wrote in newspapers and also published a book to promote the idea. His efforts and dedication were recognized by Lokmanya Tilak who helped to spread the idea. [15]

IV] Talegaon Glass Factory - With the continuous and selfless efforts rendered by Mr. Kale, the collection of the fund went up to Rs. 22,000 by 1907-8 which was decided to invest in a factory by the Central Committee of Paisa Fund. Lokmanya Tilak asked the public opinions from his newspaper, ’Kesari’ about the choice of the product and the place of the factory. The options of starting a handloom factory, a textile mill, a sugar, paper and match box factory were ruled out and the idea of one Mr. Vasukaka Joshi who himself was an entrepreneur in Pune, to start a glass factory was accepted.

V] Choice of the Product and Location- It would be interesting to know the logical reasoning behind the choice of the product and the location of the factory at Talegaon.

The study of the Committee members came to the conclusion that the glass manufacturing was the cheapest and most convenient with a small amount of capital of Rs.12,000 out of the collection of Rs.16,000. Besides this approach, it is guessed that the untried or the unsuccessful production of glass in the country could have encouraged the Committee
to accept the challenge to pioneer glass production in the domestic sector. This once again may reflect the bold entrepreneurship of the Maharashtrian people.

Similarly, the choice of the location of the factory at Talegaon on Pune-Bombay road was made due to the donation of land of 11 acres by the nationalistic school, Samartha Rashtriya Vidyalaya on the condition of admitting their students for technical education. [16] On this backdrop, the working of the glass factory could be presented.

C] Motive for Establishment- There should be no confusion in stating the cause of establishment of the Factory at Talegaon as the influence of the Swadeshi movement and an urge for the industrial development of the region.

D] Period and Place of Establishment- The collection of the Fund began in 1904-5 and in July 1908, the Paisa Fund Glass Factory at Talegaon near Pune came into being.

E] Initial Progress-

I] From 1908- 1915- It would be surprising to know that in spite of uncommon background, the Factory worked satisfactorily in the first five years since its establishment. The contribution of Mr. Ishwardas Varshney, a foreign trained technician till 1915, could be considered important for the foundation of the factory.

II] The Second Phase- The real beginning of the Factory should be taken since the take over by the team of seven trained apprentices of the Factory. The second phase of the Factory started since 1918 with the production of glass items.

The major glass products of the Factory were pottery and ceramics, China crockery, crucibles [pots required for melting glass], bangles, domestic vessels, lamp glass, lampshades, bottles etc. [17]
2] Classification-
A] Chronological- As per the above information, the establishment of the Factory in 1908 puts it into the second category, i.e. between 1901-1920.
B] Product-wise- The specialization in glass and glass products of the Factory was a rare scene in the industrial sector in those days.
C] Size- The operations of the Factory went on increasing from a small size unit to a medium size factory concentrated in glass products.
D] Organization- It should be noted that the organization and management of the working of the Factory was not usual as family or partnership enterprise as seen in those days. As is mentioned earlier, the Central Paisa Fund Committee members were the directors of the Trust by which the Factory was run. The Factory was a rare example of an organization based on charity.

3] Source of Finance and Capital- It is clear to state that the source of finance for the Factory was a rare example of collection of small amount from a large number of people for the industrial development of the region under the influence of the Swaeshi movement. The Factory began on the capital of Rs.12,000 sanctioned by the Committee out of the total collection of Rs.16,000 of which the distribution was Rs.10,000 for the labour, furnace and raw material, Rs. 300 for rent of the land and Rs. 2,500 for the salary of the Japanese expert technicians.

4] Path of Expansion and Success-
I] All Round Development- The factory since its establishment never looked back and achieved success one after another continuously. Since 1945, the moulds for different glass products were also prepared by the factory. The factory was provided with the electric generators worth Rs. 50,000 along with the new buildings. The separate shades for pottery,
packing and storage, canteen, guest house and quarters for the employees were built.

II] **Diverse Production**—Obviously with these developments, the considerable progress was achieved. Below is given a chart of the variety of products manufactured in the Factory on the eve of the independence.

Table 4.11

**Production in the Glass Factory, Talegaon in 1947**

<table>
<thead>
<tr>
<th>Production Items</th>
<th>Quantity</th>
<th>Price worth [Rs.]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangles</td>
<td>3,53,309[dozens]</td>
<td>44,163</td>
</tr>
<tr>
<td>Lamp glass</td>
<td>7120 [gross]</td>
<td>1,42,400</td>
</tr>
<tr>
<td>Bottles</td>
<td>2325</td>
<td>34,875</td>
</tr>
<tr>
<td>Domestic Vessels</td>
<td>2186</td>
<td>1,37,564</td>
</tr>
<tr>
<td>Lamp shades</td>
<td>485</td>
<td>30,283</td>
</tr>
<tr>
<td>Lamps</td>
<td>300</td>
<td>9,000</td>
</tr>
</tbody>
</table>


The table indicates the commendable success achieved by the Factory by producing a vast quantity of a variety of glass products worth a big value, considering the price levels of 1940s.

III] **Labour Reforms and Research and Development**—The Factory was not behind in practising the labour reforms for its employees. Apart from the rise in the salaries, facilities like the provident fund and gratuity schemes, ration and cloth shops for the workers, primary school for their children, general library etc were provided. Moreover, the research and development which could be considered as an essential part of any industry were carried on for testing the quality of the inputs and the production. All this may show a picture of a well managed and progressive glass factory.
IV] Visit of the Governor of Bombay- Another proud achievement for the factory was the visit of Sir George Clark, the Governor of Bombay region in 1911 who appreciated its performance. His visit proved to be beneficial as the Bombay government started purchasing the products of the factory which gave it the recognition. To this was added the visit of the King and the Queen of England in the same year to an exhibition in Bombay where the production process of the factory was demonstrated. [18]

6] Special Features –
I] Endless list - The list of the special features of the enterprise may seem unending. The novel way of finance, the rare choice in the production and the uncommon location coupled with the selfless and dedicated hard work with a broad aim of the industrial development of the region, all these and many others could be considered as the special features of the enterprise.

II] Training and Guidance- The Factory not only flourished itself, but helped the willing entrepreneurs to start their ventures in glass production field by providing the technical training and guidance. This could be taken as nothing but the rare business behaviour of blue entrepreneurship. It is a different thing that many of their trainees could not successfully carry their business of glass manufacturing. Of course, the exceptional cases like that of the Oagale brothers who successfully managed their unit of glass products at Oagalewadi near Karad in Satara district did exist.

III] Praise from the Leaders- It was no surprise that the Factory received a praise from the leaders for its novel entrepreneurship. All in all, the Factory stood firmly as an answer to the blame of non-entrepreneurial character of the Maharashtrian people. [19]

7] Ratings and General Remarks- Obviously, the rating of the Talegaon Glass Factory would be in the first category of highly entrepreneurial class.
### 4.5.3 a] Summary Chart of the General Features

#### Table 4.12

**Summary Chart- The Paisa Fund Glass Factory, Talegaon.**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>General Features</th>
<th>Details about the feature</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Origin and Background</td>
<td>Antaji Kale, a poor Brahmin from Thane district was inspired by the concept of Paisa Fund and devoted his life to the idea supported by the intellectuals and leaders</td>
</tr>
<tr>
<td></td>
<td>Personal Information</td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Motive for Establishment</td>
<td>Patriotism and entrepreneurship</td>
</tr>
<tr>
<td>c</td>
<td>Period and Place of establishment</td>
<td>1907, Talegaon, near Pune.</td>
</tr>
<tr>
<td>2</td>
<td>Classification</td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Chronological</td>
<td>Second category, [1901-20]</td>
</tr>
<tr>
<td>b</td>
<td>Product-wise</td>
<td>Glass and glass products</td>
</tr>
<tr>
<td>c</td>
<td>Size</td>
<td>Medium</td>
</tr>
<tr>
<td>d</td>
<td>Organization</td>
<td>A novel organization managed by the selfless Trust</td>
</tr>
<tr>
<td>3</td>
<td>Source of Finance and Capital</td>
<td>Collection of meager amount [a paisa] from large number of people [Rs. 16,000]</td>
</tr>
<tr>
<td>4</td>
<td>Path of Expansion and Success</td>
<td>Steady success, praise by the rulers</td>
</tr>
<tr>
<td>5</td>
<td>Difficulties and Obstacles</td>
<td>difficulties in establishment, failed to inspire others considerably</td>
</tr>
<tr>
<td>6</td>
<td>Special Features</td>
<td>Novel, nationalistic, blue entrepreneurship</td>
</tr>
<tr>
<td>7</td>
<td>Ratings and Remarks</td>
<td>Highly entrepreneurial.</td>
</tr>
</tbody>
</table>
4.5.4 Case 4- Name of the Entrepreneur- Lakshmanrao Kirloskar

Name of the firm- Kirloskar Brothers.

1] Origin and Background-

The Family Tree:

Lakshmanrao Kashinath Kirloskar

Shantanu Prabhakar Ravindra Rajaram

Chandrakant Shrikant Sarojn

Neelan Anjali Nutan Ajit

Jayashri Shriti Uma Sriy

Anu Sanjay Rahul

[Source: Bhave, Savita. [1979] Kalapudhati Char Paule, Mauj Publications, Mumbai Appendix 2]

B] Personal Information-

The entrepreneurial performance of Shri Lakshmanrao Kirloskar, the founder and pioneer of the engineering industry in the country in British rule, seems to be fascinating and inspiring as it reflects the example of the business against the adversities.

I] Initial ventures- Mr. Lakshmanrao Kirloskar was a teacher in the Victoria Jubilee Technical Institution in Bombay, who left his job and went to his native place in southern Maharashtra and started to teach to ride a bicycle- a new mode of traveling emerged in the early 20th century. He also started manufacturing buttons and small tin containers.
His production of the metal plough for agriculture at Kundal Road near Satara in 1910 seems to be the real beginning of his entrepreneurship.[20]

C] Motive for Establishing the Business-
As is pointed out earlier, the cause of the establishment of the business by Kirloskar could be the inner urge of entrepreneurship and not the personal compulsions.

D] Period and place of the Establishment of the Business-
The beginning was in the first decade of the 20th century, and the place was a barren land near Kundal Road station in Satara district in southern Maharashtra which later became famous as Kirloskarwadi.

E] The Initial Progress-
I] The Hardships- Though, the difficulties and obstacles faced by the entrepreneur would be discussed later, it would not be improper to state about the series of hardships faced by Mr. Kirloskar in the initial years.

He had started the business in his native place of Belgaum in the earstwhile southern Bombay State, now Karnataka, from where he shifted to Kundal in Satara district with the encouragement and support of the ruler of the Princely State of Aundh, His Highness Bhavanrao Pantpratinidhi. Chapter V discusses the role of the Princely States in developing entrepreneurship in Western Maharashtra.

The piece of a barren land away from the urban region without any necessary facilities for starting a business could have created a great challenge before Mr. Kirloskar which he faced successfully with his undying determination and entrepreneurial courage. The degrees of joy which he felt after he could successfully sell his first product was reported to be equivalent to that of which he felt after the birth of his eldest son, Shantanu. [21]
2] Classification-
   a] Chronological - The business of Kirloskar could be put into the second category i.e. between the 1901-1920.

B] Product wise - Surprisingly, the century old business has concentrated in the engineering field with the agricultural equipments like the metal ploughs, oil engines, pumps, cane crusher, groundnut decorticator etc.

C] Size- The business of Kirloskars was started at a small scale, later to become a joint stock company of Kirloskar Brothers Ltd. in 1920 and thereafter progressed steadily to become a big business house.

D] Organization- As mentioned earlier, the nature of the organization of Kirloskar industries traveled through different phases from being a small family unit to a large joint stock company and finally in a big inter-state business and also a multi-national company after Independence.

3] Source of Finance and Capital- As is mentioned before, His Highness of Aundh State, Satara donated a large piece of land from his territory and also gave a finance of Rs. 10,000 at a small interest rate of 2% which in turn was borrowed from a sahukar from Satara at the higher rate of 6% by the King.

Further, the Kirloskar Brothers Limited Company was born with the share capital of Rs. 12lakh which was collected by selling share worth Rs.25 each. Mr. Lakshmanrao was strict on distributing dividends on the share capital and showed extra-ordinary qualities by not accepting any share in the profits until the dividends were paid. This again proves the fact that the basic motive of a true entrepreneur behind running the business is not many a times money motive but the instinct to do something different. [22]

This may reflect the importance of the entrepreneurial urge and may also reflect the insignificant role of the capital for the business as against the common notion.
4] Path of Expansion and Success-

I] Steady and Safe Strategy - Kirloskars believed in a steady strategy. He seemed to be a safe player and did not adopt risky strategies for the business.

II] The Colony of Kirloskarwadi - The study of the Kirloskars would not be complete without mentioning the colony of Kirloskarwadi, an independent industrial township on the western lines. Mr. Lakshmanrao was influenced by the industrial colonies of the Cadbury and National Cash Register before establishing it which in turn became a role model for other businesses due to its social reforms and modern lifestyle.

Kirloskarwadi possessed the basic infrastructure like roads, water and electric supply, and also was self-reliant for the needs like school, hospital community hall etc. It never practised the social evil of ‘untouchability’ even before Mahatma Gandhiji appealed against it. The Colony had a good cultural atmosphere full of sports, theatre, speeches by the famous personalities etc. The more commendable achievement of the Colony was the active participation of the wives of the workers and officers in all the activities led by Lakshmanrao’s wife Mrs. Radhabai who was known as ‘Mama’.

Thus, not only an economic transformation was made by the Kirloskarwadi, but it also contributed to a cultural revolution in the region.

III] Second Generation - Mr. Shantanurao Kirloskar -

I] Entry in Depression - Mr. Shantanurao [1903-92], the eldest son of Lakshmanrao joined his father with an engineering degree from the United States in 1926. This was the initial period of the Great Depression which seemed to take the taste for a businessman with no exception of the Kirloskars.
II] Diversification- Shantanurao tried to overcome the depressionary time by diversifying the production of iron plough and oil engines by manufacturing steel furniture, steel body for the transport buses, iron ‘charakhas’, hand pumps of a better quality than the imported pumps etc. All this advancement kept the factory with the 600 odd labour employed and the business could successfully fight the market depression.

III] Exports- Besides diversification in manufacturing, Shantanurao’s next step was to export the products to the other regions. His first achievement was the order of 2000 sugarcane crushers from the Central provinces which he not only fulfilled but also took the responsibility of the maintenance. This could be stated as the origin of the modern marketing strategies – the ‘after sales services.’

IV] Prizes and Monopoly- Shantanurao and his team received the first prize for their machines in the Industrial Exhibition held in Pune in 1926 wherein the European visitors could not believe the products as domestically produced. There was no surprise that the Kirloskars acquired the monopoly in the market.

V] Concentration in Agricultural Equipments- Mr. Shantanurao was reluctant to divert from the specialized field of the agricultural equipments. He rejected the offer of manufacturing bomb shells for the military during the Second World War period, as a temporary shift of the production was considered harmful in the long run. This shows his vision for the future of the business.

VI] Collaboration- The Kirloskars were the first Indian company to collaborate with the foreign company, the Parry and Company at Madras way back in 1930s, for manufacturing leth machines at Harihar in the state of Mysore, now south Karnataka. [23]
5] **Difficulties and Obstacles**- The challenge accepted by Mr. Lakshmanrao Kirloskar in converting a barren land into a developed industrial colony witnessed many obstacles.

I] **Shortage of Coal**- The shortage of coal for melting iron was a major problem during the First World War which was solved with a brilliant idea by Mr. Kirloskar. The need was fulfilled by collecting the fallen coal from the rail boggies on the rail side roads. This shows that a determined entrepreneur does not get defeated by the adversities in his way.

II] **Great Depression**- Mr. Shantanurao faced the depression at his entry in the business boldly by diversifying the business with the production of vehicle bodies and charakhas etc. to get enough demand. [24]

6] **Special Features**-

I] **Monopoly and Customer Relations**- The Kirloskars deserve the credit of mechanizing Indian agriculture by creating an indispensable monopoly among the humble farmers by assuring the quality and service of their products. A strong customer relation, probably an unheard term in the business sector of those days was their policy.

II] **Blue Entrepreneurship**- The Kirloskars showed a rare quality among the businessmen to help others overlooking the fact that the new business would become their rival. The cases of small businesses as the product of the encouragement and support by them would be discussed in Chapter V.

7] **Rating and General Remarks**- The initial difficulties faced by Mr. Lakshmanrao, and the bold strategies by Mr. Shantanurao for running the business in crisis period doubtlessly put the business in the first category of highly entrepreneurial class.
## 4.5.4 a] Summary Chart of the General Features

### Table 4.13

**Summary Chart - Lakshmanrao Kirloskar**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>General Features</th>
<th>Information about the Feature</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Origin and Background</td>
<td>A technician left his job to start the business, pioneered the engineering industry in the region.</td>
</tr>
<tr>
<td>a</td>
<td>Personal Information</td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Motive for Establishment</td>
<td>High entrepreneurial quotient</td>
</tr>
<tr>
<td>c</td>
<td>Period and place of</td>
<td>1910, Kirloskarwadi (Satara)</td>
</tr>
<tr>
<td></td>
<td>establishment</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Classification</td>
<td>Second category, [1901-1920] Agricultural, engineering equipments</td>
</tr>
<tr>
<td>a</td>
<td>Chronological</td>
<td>A big industrial house with its own industrial colony on modern lines</td>
</tr>
<tr>
<td>b</td>
<td>Product-wise</td>
<td>A public limited company</td>
</tr>
<tr>
<td>c</td>
<td>Size</td>
<td></td>
</tr>
<tr>
<td>d</td>
<td>Organization</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Source of Finance and</td>
<td>Borrowing and assistance by the Raja of Aundh, Satara. [Rs.10,000]</td>
</tr>
<tr>
<td></td>
<td>Capital</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Path of Expansion and</td>
<td>Overcame hardships and pioneered engineering sector of the country</td>
</tr>
<tr>
<td></td>
<td>Success</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Difficulties and Obstacles</td>
<td>Initial hardship, Shortage raw material, depression, unfavourable atmosphere</td>
</tr>
<tr>
<td>6</td>
<td>Special Features</td>
<td>Quality, customer relations, blue entrepreneurship</td>
</tr>
<tr>
<td>7</td>
<td>Ratings and Remarks</td>
<td>Highly entrepreneurial</td>
</tr>
</tbody>
</table>

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4.5.5 Case 5- Name of the Entrepreneur- Walchand Hirachand Doshi

Name of the Firm- Walchand Group of Industries

1] Origin and Background-

a] The Family Tree

The Family Tree:

Nihalchand Bhimji Doshi

Nemichand

Sakaram Gautamchand Jyotichand Hirachand

Manik Jivraj Walchand Gulab Nanchand Ratan Lalchand

Raoji Bahubali Bharat Ajit

Chakor Vinod Shashank

Govind

Arvind

Rajas

b] Personal Information-

I] Maharashtrian Jain- Mr. Walchand Hirachand Doshi, son of a wealthy migrated Jain trader in Sholapur in southern Maharashtra, was born on 8th April 1882. His education at various places in Maharashtra transformed a Gujrati Jain into the Maharashtrian culture. He had to join family business of trading due to the death of his elder brother in the plague epidemic. However, young Walchand wanted to do something creative under the influence of the Swadeshi movement.

II] Contractor Walchand- In 1903, he started a construction business with one Mr. Lakshmanrao Phatak and took a contract to build a railroad of about ten kilometers on the Barshi Light railway line near Solapur. The business went successfully and thus made him, ‘contractor Walchand.’
The journey ahead went on continuously from one successful venture to
the other in the next decade. [25]

C) **Motive for Establishment of the Business**- From the personal
information above, it is clear that the inborn instinct to become an
entrepreneur in Seth Walchand became stronger by the *Swadeshi*
movement to cause the establishment of the business.

D) **Period and Place of Establishment**- Though, Seth Walchand started
as a contractor in 1903, his first entrepreneurial venture came into
existence in the next decade in the southern Maharashtra.

E) **Initial Progress** -

I) **From Contractor Walchand towards Seth Walchand**- The firm
named as the Premier Construction Company did so well that Mr.
“Walchand was appointed as the director of the Tata Construction
Company. In the second decade of the 20\textsuperscript{th} century, he entered wide range
of businesses such as the ship-building and sailing, aircraft manufacturing
and air transport, car manufacturing and the sugar and confectionary
production. These enterprises made him popular by the name of Seth
Walchand. [26]

2. **Classification**-

A) **Chronological**- The classification of the Walchand enterprise would
be under the second category i.e. between 1901-20, as his real beginning
was observed from 1914.

B) **Product -wise**- His business was largely diversified in various fields
like, shipping and navigation, sugar, air and land transport,
confectionaries etc. Hence, he could be classified as a versatile and
diversified entrepreneur.

C) **Size**- The business of Seth Walchand could be recognized as a large
business empire in different areas of manufacturing and service.
D] Organization- Started with a small, partnership for contract construction, Seth Walchand went far ahead from ‘a contractor Walchand to Seth Walchand’ an internationally recognized businessman.

3] Source of Finance and Capital-

Unfortunately, not much information and data could be found about the sources of finance of business of Seth Walchand Hirachand. However, a wide guess could be made in this regard Seth Walchand would have used the owned funds and the borrowings.

4] Path of Expansion and Success-

I] Diverse Ventures- After the initial success in the contracts of the construction, Walchand stepped in the shipping business by taking over the Scindia Steam Navigation Company which was originally owned by the royal family of the State of Gwalior. This could be recognized as a bold step indeed in the life of a businessman.

He also entered into the venture of aircraft manufacturing which was located at Bangalore in Karnataka and the most important to mention was the Premier Automobiles- a motor car manufacturing company launched by him in Bombay in collaboration with an Italian firm,’Fiat’.

II] Walchandnagar Colony- After achieving success in the versatile enterprises, he moved his interest towards the agro based industries by starting a sugar factory backed by its own sugarcane farm near Indapur in Pune district. This could be taken as the beginning of his another adventure- The Walchandnagar Colony. The residential industrial colony was a well developed factory premise on the lines of Kirloskarwadi by the Kirloskars discussed earlier.

III] Other ventures- One more interesting business by Seth Walchand could be stated of the Ravalgaon Sweets and Confectionaries near Malegaon, in Nashik district. He also showed interest in improving the
agricultural equipments for the development of the sector. For this purpose, he took over the Cooper Engineering Works at Satara on the request of its founder- Sir Dhanjisha Cooper whose entrepreneurial role would be discussed later in the study. [28]

All these ventures clearly reflect the high entrepreneurial traits in Seth Walchand.

5] **Difficulties and Obstacles** - Not much information was found on the difficulties and obstacles faced by Seth Walchand. Some of the major problems in his business are reported below.

I] **Unfavourable Situations**- The versatile achievement in business by Seth Walchand seems to be commendable as all this was achieved in the unfavourable situation of hostile and indifferent industrial policy by the British government for the domestic industries.

II] **Foreign Competition**- Seth Walchand had to face a severe foreign competition when he took over the Scindia Navigation Company. It was his boldness and courage that he not only faced the competition successfully but also could start the novel facility of the reservations for the Indian navigation companies on Indian shore. [29]

6] **Special Features** -

I] **Nationalistic Spirit**- In his youth, he was influenced by the great nationalist leaders like Dadabhai Naoroji and Lokmanya Tilak and the Swadeshi spirit. As a result, he seemed to devote all his life to the cause of nation’s economic development through his unmatchable business empire.

II] **Opposed Foreign Capital**- Perhaps his nationalism made him oppose the entry of foreign capital in the business sector. He seemed to be liberal to the extent of taking help of foreign technology and technicians but not the foreign capital. Indeed, it could be rarely seen that a businessman of a
versatile achievement remaining strict about being self-reliant in the capital. [30]

7] Ratings and General Remarks-

It seems an easy task to grade Seth Walchand in the highly entrepreneurial category of the Class one rank due to his all round success in the business sector. The Summary Chart of the general features of Seth Walchand has been presented as below-

4.5.5 a] Summary Chart of the General Features

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>General Features</th>
<th>Information about the Feature</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Origin and Background</td>
<td>Son of a wealthy Jain trader, who entered into diverse businesses</td>
</tr>
<tr>
<td>2</td>
<td>Classification</td>
<td>Second Category[1901-20] Diverse range of products from aircraft air transport, shipping, navigation, road transport and automobiles to sugar and confectionaries.</td>
</tr>
<tr>
<td>3</td>
<td>Source of Finance and Capital</td>
<td>Largely owned funds, borrowings</td>
</tr>
<tr>
<td>4</td>
<td>Path of Expansion and Success</td>
<td>Adventurous success in diversified areas</td>
</tr>
<tr>
<td>5</td>
<td>Difficulties and Obstacles</td>
<td>Hostile government policy and severe foreign competition.</td>
</tr>
<tr>
<td>6</td>
<td>Special Features</td>
<td>Diversity, against foreign capital, boldness</td>
</tr>
<tr>
<td>7</td>
<td>Ratings and Remarks</td>
<td>Highly entrepreneurial</td>
</tr>
</tbody>
</table>

Table 4.14
Summary Chart - Seth Walchand Hirachand
4.5.6- Case 6- Name of the Entrepreneur-  Mr. Ganpatrao Sathe
Name of the Firm- Sathe Biscuits and Chocolates

1] Origin and Background-
A] The Family Tree

The Family Tree:

```
Smt. Seetabai Sathe
  /          \
/            / \
Nanasahab    Ganpatrao Dattatraya
            /            /
           /              /
        Madhukar       \
          |              |
          |              |
        Ashok          Vijay
```

B] Personal Information-

I] Self-dignity and Independent- Mr. Ganpatrao alias Baburao Sathe was born at the dawn of the 20th century in a middle class Brahmin family in Pune who lost his father when he was a primary school student. It was a sign of his self-dignity and determination that he rejected to go to his maternal uncle at Nagpur with his family and stayed alone in Pune to continue studies on his own.

II] Influence of Great Personalities- Mr. Sathe was influenced by the famous scholarly personalities such as Dattopant Potdar and Prof. Hardikar who were his teachers. Their views might have shaped his life and temperament in later times directly or indirectly. He was also influenced by the nationalist thinking prevailing in those times. As a result, he decided to shoulder the family responsibilities after the
matriculation. He took a job in Military Accounts Office at Wanworie near Pune and brought back his family from Nagpur.

III] Beginning of the Business- It would be surprising to know that the birth of the Sathe Biscuits was not conceived by the hands of Mr. Ganpatrao, but it was his mother Seetabai whose tiny activity turned into the pioneering industry of western food.

As Ganpatrao’s salary was not enough to maintain the family of six members, Mrs. Seetabai, the uneducated, widow mother of Ganpatrao started making cookies on the fire-wood cooking stove, [Chool] for sale. Eventually, the son, Ganpatrao joined the venture and this was the origin of the business of Sathes which was further developed by him to become a modern industry. [31]

C] Motive for Establishing the Business-

The cause of establishment of the business would be a mixture of both - the economic compulsions faced by the Satthes and the influence of Swadeshi movement.

D] Period and Place of Establishment-

It was in 1920, that the enterprise came into being in Pune at the residence itself.

E] The Initial Progress-

I] Success in the Beginning- Seetabai’s experimental products entirely fitted in the criterion of the Swadeshi concept as they were made of ‘desi’ sugar [called ‘vartaki’] and became popular among the conservative and nationalist people who wanted to consume western eatables without breaking their oath of ‘Swadeshi’ It was no surprise that the entire production could get sold out immediately.

II] The Real Beginning- Gradually, Mr. Ganpatrao started helping his mother in the ever-growing business. The expansion of the production to
meet the demand was done by the construction of a four square feet furnace [bhatti] in the house.

After the imprisonment of four months for participating in the nationalist agitation, Mr. Ganpatrao left his government job and decided to grow the business to contribute to the ‘Swadeshi’ movement. The daily production of 10-15 pounds [approximately 5 kilos] was increased by four times with the increase in the size of the oven.

III] The Technical Expansion- He sent his younger brother to Navsari in Gujrat for the mechanical training. It was a talented strategy of Mr. Sathe that he used the imported and self-made machines in combination.[32].

2] Classification -
A] Chronological - The business could be classified in the second category chronologically i.e. between 1901–20 as the beginning was made in 1920.

B] Product wise - Obviously, the business would be put into the category of food items.

C] Size- the business of Sathe Biscuits started with a tiny home unit and gradually grew to become a big industry of western food products.

D] Organization – The business was first a private affair later to become a public limited joint stock company in 1949, soon after the chosen period of the study.

4] Source of Finance and Capital-

Obviously, the capital required at the time of the establishment would have been the savings of the family, though no direct reference was available to support this. The discussion next would show that the borrowings was the major source of capital till the business became the joint stock company in 1949.

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5] Path of Expansion and Success-

It was observed in the case of Mr. Sathe that the path of expansion and success was never smooth. He took a challenge to expand his business in its early stage and seemed not to spare any efforts for the growth of his business.

I] First Effort of Expansion- As he thought of expanding his small venture, he bought a sick biscuit factory in the Pune Camp on suitable installments with the favour of his well-wisher one Mr. Gadgil. In need for money, he took a loan from the Pune Merchants Cooperative Bank, this seemed to lead his business on the path of success in real terms.

II] Second Step- As the second step of the expansion move, as is mentioned before his younger brother, Dattopant Sathe, a trained mechanic left his job and joined the biscuit business to give a strong technical support. This seemed to assure a good quality of the products and also fetched a silver medal in an exhibition in London in 1932.

III] The New Factory- The construction of a new building for the factory with the financial support by Mr. Sathe’s two friends, namely Mr. Raghunathrao Sohoni and Mr.Annasaheb Bhate . The new factory had its own laboratory whose in charge was Narayanrao, Ganpatrao’s another younger brother and a M. Sc. degree holder. The factory was inaugurated at the hands of then the Director of Industries, Mr. P.B. Adwani which clearly indicates that the business was recognized by the authority.

IV] Modernization and Chocolate production- Mr. Sathe went to Europe in 1939 to study the biscuit industry in those countries as his business was facing severe competition from the companies like Huntley Palmer and Britannia. He also ordered foreign machinery for his factory on this tour. He competed with the established companies by not only improving the quality of the products but also the external appearance. He
also entered in the chocolate production as he could get a chocolate factory at a cheap price.

V] The Big Place- The last expansionary move in the chosen period of the study was witnessed when the business of Sathe Biscuits was shifted from a small place to a big place of 27 acres on the Pune-Alandi road. In the due course of time, the new buildings for the factory were built and thus the progressive trend continued thereafter.

VI] The Second World War- The Second World War turned out to be a boon for the Sathe industry. Due to the difficulties in imports of foreign biscuits, Mr. Sathe could get orders from the Defense and he took every advantage of the situation for expanding his business. It was another proud achievement for Sathes who not only supplied chocolates and biscuits to the military departments, but also served as the main supplier of cocoa- the basic ingredient for the sweets and confectionary industry in the country.

VI] The Public Limited Company- It would be worth mentioning of the next expansionary move, which happened slightly after the chosen period of the study, i.e. in 1949, the private business became a public limited company. [33]

Thus, the continuous efforts and planned strategy led the business towards success.

5] Difficulties and Obstacles-
I] Shortage of Capital- As the business was started out of the financial needs, it was obvious that it would have felt the shortage of required capital from time to time. The first such problem was noticed when Mr. Sathe tried to buy a sick biscuit factory for expanding the business and could not pay the initial installment of Rs. 2000 which was borrowed from the bank.
II] Difficulty in Imports- The Second World War turned out to be a boon for Mr. Sathe and also put obstacles in the imports of German machinery on his visit to Europe in 1939. The ordered machinery could not reach India due to the outbreak of the Second World War. Mr. Sathe was a man of guts who did not lose his hope and carried on his plan of modernization with the domestically produced furnaces with the help of local engineers.

III] Competition- The business witnessed a change in the climate after the Second World War. The urgent need for updating the machinery was felt as the market became competitive. In response to the need of the time, Mr. Sathe again went to Europe and bought the machinery capable of producing 1-1.5 tones of production per day.

IV] The Karachi Episode- One more testing episode happened with Sathes in 1945. To overcome the shortage of sugar in the region due to the strict policy of the government, Sathe took a bold step by opening a branch in Karachi [Sindh, now in Pakistan] as the government there had promised him to supply the required quota of sugar. It was his bad luck that by the time the unit in Karachi was ready, the government collapsed and the new rulers were not in favour of helping him. Mr. Sathe thus was caught in a trap.

Any one with the ordinary entrepreneurial abilities would have lost his strength to carry on the business, but not Mr. Sathe. He adopted a strange strategy of exchanging the new factory with a hotel in Pune. Unfortunately, this decision also turned in a failure as the government banned the sale of liquor in the hotels, which made it almost impossible to run the hotel profitably. Mr. Sathe went in a huge loss out of all these transactions. He bravely accepted the loss as a part of game and continued to run the original business as usual. [34]
6] **Special Features**-

I] **Bold, Adaptive and Innovative** - Mr. Sathe seems to be bold, courageous, adaptive and innovative type of entrepreneur who would not lose his guts due to the obstacles occurred in the path of the business. His timely adjustable and suitable business policies show his flexible business strategies.

7] **Ratings and General Remarks**- On the basis of the above analysis, the entrepreneurship of Mr. Ganpatrao Sathe could be rated in the first category of highly entrepreneurial qualities.

A Summary Chart of the analysis of the general features is shown below.

4.5.6 a] **Summary Chart of General Features**

**Table 4.15**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>General Features</th>
<th>Information about the Feature</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Origin and Background</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a Personal Information</td>
<td>Poor, semi-educated Brahmin</td>
</tr>
<tr>
<td></td>
<td>b Motive for Establishment</td>
<td>Economic compulsions and influence of Swadeshi movement</td>
</tr>
<tr>
<td></td>
<td>c Period of Establishment</td>
<td>1920</td>
</tr>
<tr>
<td>2</td>
<td>Classification</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a Chronological</td>
<td>Second Category</td>
</tr>
<tr>
<td></td>
<td>b Product-wise</td>
<td>Food products-biscuits, chocolates</td>
</tr>
<tr>
<td></td>
<td>c Size</td>
<td>Tiny home unit became a big industry</td>
</tr>
<tr>
<td></td>
<td>d Organization</td>
<td>Tiny home unit became a big industry</td>
</tr>
<tr>
<td>3</td>
<td>Source of Finance and Capital</td>
<td>Owned funds and borrowings from banks and finally public issues</td>
</tr>
<tr>
<td>4</td>
<td>Path of Expansion and Success</td>
<td>Fast, Strategic growth, influenced by the external environment.</td>
</tr>
<tr>
<td>5</td>
<td>Difficulties and Obstacles</td>
<td>Shortage of funds, foreign competition, hostile government, huge losses during expansion etc.</td>
</tr>
<tr>
<td>6</td>
<td>Special Features</td>
<td>Bold, courageous, strategic expansion</td>
</tr>
<tr>
<td>7</td>
<td>Ratings and Remarks</td>
<td>Highly entrepreneurial</td>
</tr>
</tbody>
</table>
4.5.7 Case 7- Name of the Entrepreneur - Sir Dhanjisha Cooper  
Name of the firm- Cooper Engineering Works, Satara.

1] Origin and Background-
A] Family Tree:

The Family Tree:

Bomanji Irjibhai

Dhanjisha Bomanji Cooper

Nariman

Farokh  Sam

Jal Cooper

B] Personal Information-
I] Insufficient Information Sources- At the outset, it should be made clear that the available information and data about Sir Cooper’s life and work were found scanty and limited. The reason for this was stated as the popular newspapers of his times had boycotted him as they considered him to be a British propitious leader.

II] Versatile Personality- The personality of Sir Dhanjisha Cooper was found versatile as he played many roles in his life. A Parsee scholar, political leader of the Satara district who also became the Chief Minister of Bombay Province for a short while and a staunch social reformer who founded the branch of the International Organization of The Rotary International Club in Satara, Sir Dhanjisha Cooper held an important
place in the industrialists in Western Maharashtra in British rule. Perhaps, being loyal to the British would have helped him in getting success in different fields. However, it is indeed remarkable that all these achievements were acquired by him in the absence of any favourable family background as he was a son of a poor, uneducated Parsi carpenter at Satara in southern Maharashtra. Being a Parsi, it was obvious that he was generous, religious, hard working with the flexible entrepreneurial mind.

Besides his main activities, he played a role of a middleman between the rulers and the public of Satara. He was aware of the local needs and participated actively in removing the social evils such as untouchability from his region. More interestingly, he was a keen reader of Hindu saint literature like ‘Dasbodh’ and ‘Gatha’ which proves his love for Hinduism. His public contacts ranged from Dr. Babasaheb Ambedkar, Karmvir Bhaurao Patil, Keshavrao Thakare etc, who were well known leaders of those times.

II] Background of the Business- The background of the establishment of Cooper industry would seem interesting. Sir Cooper attracted a group of workers in the Kirloskar industry for starting his own venture in the same field. He started a business of manufacturing almost the same products as that of the Kirloskars at Padali village at the outskirts of Satar. Mr. Bhaurao Patil, who later became a famous educationist in Maharashtra was among the group of workers who left the Kirloskars and joined the Cooper group [35]

Perhaps, this was a rare example in those days of the modern business strategy of competition with the rival businessmen at such an extreme level.

C] Motive for Establishment- It could be said the entrepreneurial spirit led to the establishment of Cooper Engineering Works. Though, the
period was influenced by the *Swadeshi* spirit, Cooper could not be put among the *Swadeshi* entrepreneurs.

**D] Period and Place of Establishment-** It was in 1920 that the Cooper engineering industry was started at the village Padali, near Satara Road station.

**E] Initial Progress-

I] Competition with the Kirloskars-** From the beginning, Sir Cooper seemed to compete with the Kirloskars. He manufactured the same products, such as the metal plough, diesel engines and the agricultural equipments. He also copied the act of publishing magazines of the Kirloskars under the leadership of Keshavrao Thakare who came from Pune to Satara for the special purpose.

II] Original Contribution-** However, it would be unjust to Sir Cooper if one concentrates only on his imitative entrepreneurship and overlooks the originality of his venture. Cooper industry helped substantially to the rural and agricultural development of the region with the quality production. One could also notice the innovative skills in Sir Cooper’s entrepreneurial character with the production of diesel engines for the automobiles which became popular in the 1920-30s. [36]

**2] Classification-

A] Chronological-** The venture could be put in the second category, between 1901-20.

B] Product-wise-** Like the Kirloskar industry, the Cooper industry was concentrated in the engineering and agricultural equipments sector.

C] Size-** Though, it competed with the large and established industry of Kirloskars, the Cooper industry was a medium size unit with a regional market.

D] Organization-** Like the Kirloskars, the Cooper industry was a joint stock company with the family ownership.
3] **Sources of Finance and Capital**- The references of the sources of capital of Cooper industry were not found. It could be guessed that being a rich and reputed person, Sir Dhanjisha might have put his owned funds initially and later on depended on the public issues and profits from the business.

4] **Path of Expansion and Success**- It could be understood that it would not be possible to analyze the performance of Sir Dhanjisha Cooper without mentioning the name of the Kirloskars.

I] ‘**Cartel’ with Kirloskars**- The cooperative strategy seemed to be followed by both the companies for avoiding the price war. Sir Cooper accepted the offer by the Kirloskars to share the market at the rate of 10:6 and pay the compensation if the sales went more than the agreed proportion by either of the two companies. Perhaps, this could be stated as a pioneering example of a ‘cartel’ in the market.

II] **Collaboration with Walchand** - Another business strategy adopted by Sir Dhanjisha Cooper was to collaborate with the Walchand industries. Both the companies contributed to manufacture the motor cars domestically in 1940 which led to found the Premier Automobiles. The share of both the companies in the production of a car was like this- The diesel engine was manufactured by the Cooper Engineering Works while the other parts were made by the Walchand industries. The joint group employed 1900 workers and 230 officers which could be the largest employment in the region in those times.

III] **Cooper Colony**- The joint venture made progress that led to the establishment of the Cooper Colony on the lines of Kirloskarwadi and Walchandnagar. The Colony obviously contributed to the change in the social scene of the surrounding region. [37]

Thus, the performance of Sir Dhanjisha seems to be of an imitative nature, but should not be treated as less significant.
5] **Difficulties and Obstacles**- The Cooper industry made continuous progress as it avoided the risk of facing competition in the market on its own and went for cooperation and joint venture strategy.

I] **Death of the son**- All was going well in the decade of 1940s, but a tragic incidence occurred with Sir Dhanjisha Cooper which perhaps was a turning point in his personal and business life. The untimely death of his only son, Mr. Nariman who had taken keen interest in establishing Premier Automobiles came as a severe blow to Sir Cooper. It could be guessed that had Mr. Nariman lived longer, the face of Cooper industries would have been different. This perhaps made the strong businessman in Sir Cooper to request the Walchand group to merge his industry with it. Thus, not the financial or other business obstacles, but the personal tragedy changed the future of the established and successful industry of Sir Cooper

6] **Special Features**

I] **Imitative Entrepreneurship**- He was an imitative and not a born entrepreneur. Perhaps, the success of the established industries would have made him an entrepreneur.

II] **Flexibility and Adoptability**- He was a practical businessman with an adoptable and flexible nature and was not just profit-minded. As is seen in the discussion above, he did not hesitate in merging his venture whenever it was difficult to run it on his own.

III] **Foundation of Industry in Backward Region**- He could be regarded as the pioneer of the business environment in the neglected and industrially backward region of Satara in southern Maharashtra. Also, his courage to start a venture to compete with Kirloskars could be seen as a commendable effort.
7) **Ratings and General Remarks**- There would seem no dispute if Sir Cooper is put in the second category of the above average entrepreneurial skills.

4.5.7 a) **Summary Chart of the General Features**

**Table 4.16**

**Summary Chart - Sir Dhanjisha Cooper**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>General Features</th>
<th>Information about the Feature</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Origin and Background</td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Personal Information</td>
<td>A Parsi, versatile personality who competed with others and developed the backward region by his business</td>
</tr>
<tr>
<td>b</td>
<td>Motive for Establishment</td>
<td>Personal urge to compete with the established industries</td>
</tr>
<tr>
<td>c</td>
<td>Period and Place of Establishment</td>
<td>1920, village Padali, Satara</td>
</tr>
<tr>
<td>2</td>
<td>Classification</td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Chronological</td>
<td>Second Phase [1901-20]</td>
</tr>
<tr>
<td>b</td>
<td>Product-wise</td>
<td>Engineering products and agricultural equipments etc.</td>
</tr>
<tr>
<td>c</td>
<td>Size</td>
<td>A medium size firm</td>
</tr>
<tr>
<td>d</td>
<td>Organization</td>
<td>A joint stock enterprise run by the Cooper family</td>
</tr>
<tr>
<td>3</td>
<td>Source of Finance and Capital</td>
<td>No reliable data available.</td>
</tr>
<tr>
<td>4</td>
<td>Path of Expansion and Success</td>
<td>Imitative and Cooperative sharing of the market with Kirloskars and collaboration with Walchand in automobile production</td>
</tr>
<tr>
<td>5</td>
<td>Difficulties and Obstacles</td>
<td>Untimely death of the only son which made a turning point in the business</td>
</tr>
<tr>
<td>6</td>
<td>Special Features</td>
<td>A made entrepreneur, with practical and flexible approach</td>
</tr>
<tr>
<td>7</td>
<td>Ratings and Remarks</td>
<td>Above Average.</td>
</tr>
</tbody>
</table>
4.5.8 Case 8- Name of the Entrepreneur- Vasudev Parshuram Bedekar

Name of the Firm- Bedekar and Sons Private Limited. Bombay.

1] Origin and Background-

A] Family Tree:

The Family Tree:

[Diagram: A family tree showing Trimbak Sadashiv Bedekar, Parshuram, Vasudev, and Govind]

B] Personal Information-

I] Background of the Business- A poor Chitpavan Brahmin from Konkan, one Mr. Trimbak Sadashiv Bedekar indirectly pioneered the seeds of the family business which eventually became the famous food industry. The taboo on the Maharashtrian society of being non-entrepreneurial seems to be rechecked if one comes across the business of Bedekars which could be taken as one of its kind.

Mr. Trimbak Sadashiv Bedekar had a tiny rice trading business which the son, Mr. Parshuram developed into a grocery shop in the native village in Konkan. He then tried many other ventures with the limited success in various places and finally came to Bombay and started a grocery shop in partnership. This enterprise could be regarded as the origin of the next venture of the business by Bedekars.

II] The actual Beginning of the Bedekar business- The next generation, Mr. Vasudev joined father’s grocery shop by leaving education half-finished in the seventh standard. Mr. Vasudev, alias Anna initiated the
business of the spices and other cooking items of the middle class Maharashtrian people in 1910. In fact, he could be credited to start a revolutionary trend in the consumption of the middle class people who did not have the habit of buying these products from the market.[39]

C] Motive for Establishment- It was doubtlessly the inner urge of entrepreneurship in Mr. V. P. Bedekar behind the establishment of the business of spices and pickles.

D] Period and Place of Establishment- The efforts of the earlier two generations led to, the real beginning of the business of Bedekars in 1910 in the suburb of Bombay.

E] Initial Progress- There are many interesting incidents in the initial business history of Bedekars which not only reflect the influence of external conditions, but also stress on the opportunistic behaviour on the part of the beginner in the business.

I] The Epidemic of 1915-17- After the starting of the business in 1910, it progressed thereon step by step with adding in the varieties of the products for sale. During the couple of years of 1915-17, the region faced severe epidemics of dengue and influenza for which there was no proper medical treatment found in those days. A domestic remedy was used by applying the mustard and ‘aalshi’ four, a small grain which is traditionally considered beneficial in cough and colds. The shortage of the best quality of grains created an opportunity for Mr. Bedekar who sold the flours and gained both, the profits and goodwill among the customers.

II] A Cultural Revolution- By 1920, Mr. Bedekar was settled in the spices business by giving a good quality products. By establishing an ensured demand in the city of Bombay and the region, Bedekars could be credited to initiate a silent cultural revolution by changing the consumption pattern of the conservative people who otherwise would not
bought the traditional food items from the market. This resembles with the case of Sathes who pioneered the domestic production of the biscuits and chocolates in the country and also created a revolutionary wave in the conservative people.[40]

2] Classification-
A] Chronological- As mentioned earlier, the beginning of the Bedekar business was in 1910 and hence, would be in the second category, from 1901-20.
B] Product wise- The business of Bedekars of spices, pickles and condiments consumed by the middle class Maharashtrians falls in the category of food items.
C] Size- The business as domestic enterprise run single handedly by the owner, gradually became a medium sized export business till the time of the study.
D] Organization- Bedekar spices and pickles business was a tiny private enterprise in its beginning which became a partnership firm in 1942 and was named as V.P. Bedekar and Sons Private Limited, from March 1943.

3] Finance and Capital- No reliable information was found about the source and amount of the initial capital of the business of Bedekars, however, it could be guessed that being a tiny business, the major source of finance would have been the owned funds and private borrowings.

4] Path of Expansion and Success-
I] Closing of the Grocery shop- The first step towards progress in the business by Mr. Bedekar could be considered when he took the decision of closing the established grocery shop and to concentrate on the new business of spices and pickles. The huge loss in the shop was recovered by the hard work and it has been reported that by 1925, the business became free from the loans taken for meeting the loss and financing the new business.
II] **Opportunistic**- While studying the path of expansion and success of the Bedekars, it immediately strikes that Mr. Vasudev Bedekar was an opportunistic entrepreneur who took every advantage of the external situation.

It would be proper to present a few notable examples. During the freedom movement of 1942, due to social disturbance, the citizens of Bombay went back to their native places during the summer. When they returned in the month of June, the proper time to prepare the mango pickles for the year had passed and they had to rely on the ready made pickles from Bedekars. The situation created a rare opportunity for Mr. Bedekar to establish his market and expand the business.

III] **Expansion of Branches**- By 1925, the domestic nature of the business changed into a professional and modern one. In 1930, the second outlet of their products was opened followed by the third and fourth one in the next couple of years. The fifth branch of the shops was started in 1935 and thus, the tiny venture gradually became a multi-branch enterprise in the city of Bombay.

IV] **Mechanization**- The production of spices and pickles which had a big demand was initially done by labour. The moderate mechanization was gradually adopted after 1921. The eighteen inch grinder and a small disintegrator machine was the first step of mechanization in the business.

The shift of the entire production at the new factory at *Kurla* a suburb in Bombay was another step of successful business of Bedekars. The manufacturing then became semi-automatic with the chopping and packing machines.

V] **Private Limited Company**- In 1942, the family business of Bedekars became a private limited company with the partnership five brothers and the parents. The birth of V.P. Bedekar and Sons Private Limited came
into existence on the 1\textsuperscript{st} March, 1943. In 1950s, the business created a monopoly in the domestic market. [41]

5] Difficulties and Obstacles- The business faced many obstacles testing the entrepreneurial spirit of Mr. Bedekar. Some of the difficulties are listed below-

1] Creating Market- The initial difficulties before Mr. Bedekar could be seen in creating the market as the idea of buying the traditional food items was not developed among the middle class people of those times.

II] Internal Disagreement- His daring and firm decision to close the grocery shop and concentrate on the business of spices and pickles was not agreed by his father. Thus, he had to face disputes within the family in implementing his plan.

III] Weak Financial Side- It is obvious to understand that the huge loss of three to four thousand rupees in the old grocery shop due to sale on credit by his father might had hampered the financial side of the new business of spices and pickles.

2] Finding Suitable Places- While opening the new outlets and branches of the products, the shortage of suitable places on rent was another problem in those days. Hence, many a times a quick decision and immediate implementation was required in shifting the place of the shop. Of course, Mr. Vasudev proved his ability in such situations. [42]

6] Special Features-

I] Similarity with the Sathes- The similarity between the case of Sathes and Bedekars could be noticeable as both were in the food items sector. However, the difference would be more important that is the Sathes went in the western food sector while the Bedekars could be credited to commercialize the traditional food products of the region.

I] Innovative and Revolutionary Business - Mr. Bedekar should be given the credit of innovating a new enterprise which was not existing
before and also a due regard should be credited to him for revolutionizing the traditional pattern of consumption of the middle class urban people of the early 20\textsuperscript{th} century.

**II] Bold, Courageous, and Opportunistic**- While carrying his novel business, he acted with courage and opportunistic behaviour to establish his new business by taking quick decisions and timely implementations, almost single handedly and became successful in giving the business a firm status.

**II] Monopoly in the Market**- With the strategic plans, the novel business created the monopoly in the domestic market not for a short period but for a long years to come.

**III] Aloof from the Interference from the Government**.- Perhaps, the business could be regarded as unique, considering the hostile attitude of the British government which put directly or indirectly hindrance in the progress of the domestic industries as the other cases in the study have reflected. The business being of the traditional food items was fortunate to remain free from the hazards of the unfavorable policies of the foreign rule.

**7] Ratings and General Remarks**- The novel production carried on the brave strategic plans make Mr. Vasudev Bedekar a businessman with an extra-ordinary abilities who might have inspired others. Obviously, to rank him in the first category of the highly entrepreneurial businessmen seems to be natural.

The summary chart of the analysis has been presented below.
4.5.8 a] Summary Chart of the General features

Table 4.17

Summary Chart - Mr. V. P. Bedekar

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>General Features</th>
<th>Information about the Feature</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Origin and Background</td>
<td>A Chitpavan Brahmin closed the family grocery shop and initiated</td>
</tr>
<tr>
<td>a</td>
<td>Personal Information</td>
<td>selling spices and pickles in Bombay.</td>
</tr>
<tr>
<td>b</td>
<td>Motive for Establishment</td>
<td>Personal need and entrepreneurial urge</td>
</tr>
<tr>
<td>c</td>
<td>Period and Place of Establishment</td>
<td>1910, Bombay.</td>
</tr>
<tr>
<td>2</td>
<td>Classification</td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Chronological</td>
<td>Second Phase [1901-20]</td>
</tr>
<tr>
<td>b</td>
<td>Product-wise</td>
<td>Food items- spices and condiments</td>
</tr>
<tr>
<td>c</td>
<td>Size</td>
<td>A medium size firm</td>
</tr>
<tr>
<td>d</td>
<td>Organization</td>
<td>A partnership of the Bedekar family</td>
</tr>
<tr>
<td>3</td>
<td>Source of Finance and Capital</td>
<td>Owned funds and private borrowings, after 1942, share capital of the partners</td>
</tr>
<tr>
<td>4</td>
<td>Path of Expansion and Success</td>
<td>Strategic, bold and opportunistic businessmanship created a monopoly</td>
</tr>
<tr>
<td>5</td>
<td>Difficulties and Obstacles</td>
<td>Creating market, getting suitable places during the disturbed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>external situations along with the financial problems</td>
</tr>
<tr>
<td>6</td>
<td>Special Features</td>
<td>Novel and revolutionary business, perhaps a single case to remain</td>
</tr>
<tr>
<td></td>
<td></td>
<td>free from the hazards of the foreign rule</td>
</tr>
<tr>
<td>7</td>
<td>Ratings and Remarks</td>
<td>Class One- Highly entrepreneurial.</td>
</tr>
</tbody>
</table>
4.5.9 Case 9- Name of the Entrepreneur- Digamber Parshuram Dandekar

Name of the Firm- Camlin Industries

1] Origin and Background-
A]

The Family Tree:-

Parshuram Trimbak
   └── Vishnu ── Digamber ── Govind ── Moru ── Lakshman ── Yashwant
      └── Subhash ── Vasanth ── Dilip ── Sharad ── Madhay ── Indumati
          └── Ashish ── Anagha ── Nilima ── Shiram ── Aparna ── Kanchan

B] Personal Information-
I] Urge to do a Business- Mr. Digamber Parshuram alias Kakasahebs Dandekar was a semi educated middle class Chitpavan Brahmin. Mr. Dandekar was influenced by the Swadeshi spirit and wanted to do business. His elder brother Govind alias Nanasaheb had a satisfactory job in the Bombay Corporation who could fulfill the needs of the family. It would have been a matter of surprise for the acquaints of the family to see Mr. Digamber a B.Sc., leaving his job to start a business. It was nothing but the sheer urge to do a business in his character.

II] Choice of the Product- The choice of the product of his business was made on the basis of a commodity of common consumption with simple technology and it was the ink. The entire family of Dandekars participated in the business at various levels. [43]
C] **Motive for Establishment**- The spirit of *Swadeshi* and an inner urge of entrepreneurship, both could be taken as the cause behind the establishment of the venture by Mr. Dandekar.

D] **Period and Place of Establishment**.- It was in 1930 in Bombay when Mr. Digamber Dandekar started the production of ink powder in his residence.

E] **Initial Progress**-

I] **Initial Loss**- The seven-eight years in the beginning of the venture went in a loss as the production was on an experimental basis. Also, the easy availability of the imported ink made his business unsuccessful. This would have discouraged any ordinary businessman, but not Mr. Dandekar. He accepted the challenge of establishing his brands of ink, namely the ‘Horse’ and ‘Camel’ along with the ‘Royal’ stamp-pads.

II] **Diversification**- Gradually, the diversified products like the gum-paste, seal [*lac*] and chalks were tried. Mr. Digamber Dandekar employed sales assistants and managers to systematically manage the growing business. All this paid in and finally in 1939 business was shifted to a factory in the suburb of Mahim in Bombay.

III] **Progress and Exports**- The initial loss was compensated by the growing demand in the region and also from outside. He exported the *lac* to Shri Lanka, then Ceylon successfully. His brother Baburao joined him in production unit and with a smart marketing strategy the Dandekars carried on their novel business to become an established brand in the market. [44]

2] **Classification**-

a] **Chronological**- Chronologically the business of Dandekars could be put into the third category [1920 onwards].
B] **Product wise**- The Camlin Industry by Mr. Dandekar was specialized in the educational stationery requirements such as ink, chalks, gum, seal, stamp-pad etc.

C] **Size**- Camlin Industry, a tiny, domestic venture carried by the Dandekars gradually became a private limited company of a medium size in 1946, a little before Independence.

D] **Organization**- As mentioned earlier, the family business became Camlin Limited, a private limited company in 1946.

3] **Source of Finance and Capital**- It could be guessed that in the initial years, the business might be using the personal savings and borrowings.

4] **Path of Expansion and Success**- In spite of initial difficulties, Camlin industry went ahead to achieve success in creating a brand in the field of educational stationery. The journey of success could be discussed as below.

I] **Systematic Strategies**- The loss of the initial years was faced bravely by the founder of the business and the business was strategically developed. In 1943, a decade old business started preparing balance sheets of the company. The modern marketing strategies with wide advertisements were adopted and sales were managed by more employment. A lorry was purchased to transport the production to the market, which definitely would have increased the pace of growth of the business.

II] **Diversification and New Branches**- A branch was opened in *Pune* to capture a wider market. Moreover, a vast diversification of products ranging from school stationery to brilliantine and pain-balm was introduced. Thus, a strong foundation of the Camlin industry was created before Independence and it flourished in real terms in the post-Independence period and almost monopolized the sector. [45]
5] Difficulties and Obstacles-
I] Initial Loss- As is mentioned earlier, the first few years of the business went in a loss and the experiments to manufacture ink of a good quality had a limited demand due to the availability of the imported ink.

II] Failure in Chalk production- The efforts to manufacture chalks of Camlin industry could not become successful due to the theft of the aluminum mould for making chalks worth Rs.500, indeed a big amount considering those times.

III] Defective Production- During 1940s, the production of gum paste out of starch became faulty and the paste became black in colour. Obviously, the sale could have been difficult, but Mr. Dandekar applied a wise explanation that it was meant for the windows during the black-outs of the Second World War.

6] Special Features-
I] Novel and Complex Product- The choice of the product by Dandekars deserves a praise as ink was a novel and complex product to produce for the beginner which needed to do many experiments.

II] Patience and Courage- It could be indeed a tough task for the founder to bear the continuous losses in the initial years and to carry on the business. This shows the patience and dedication of the entrepreneur towards his business.

III] The strategic production, diversification, clever marketing, hard work and thrust on quality all could be seen in the business behaviour of Camlin industry.

7] Ratings and General Remarks- In the period of the study, the business was an upcoming venture. Still on the basis of above analysis, the Dandekar could be put in the Class One category. Below is presented the summary chart of the general features.
## 4.5.9 a] Summary Chart of the General Features

### Table 4.18

**Summary Chart – Mr. D. P. Dandekar**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>General Features</th>
<th>Information about the Feature</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Origin and Background</td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Personal Information</td>
<td>A middle class Brahmin with an urge of business and inspired by the <em>Swadeshi</em> spirit, left his job and started making ink powder domestically.</td>
</tr>
<tr>
<td>b</td>
<td>Motive for Establishment</td>
<td>Urge of entrepreneurship mingled with the spirit of <em>Swadeshi</em> movement</td>
</tr>
<tr>
<td>c</td>
<td>Period and Place of Establishment</td>
<td>1930, Bombay.</td>
</tr>
<tr>
<td>2</td>
<td>Classification</td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Chronological</td>
<td>Third category-[1920 onwards Ink and educational stationery</td>
</tr>
<tr>
<td>b</td>
<td>Product-wise</td>
<td>A medium size firm</td>
</tr>
<tr>
<td>c</td>
<td>Size</td>
<td>A private joint stock enterprise run by the Dandekar family</td>
</tr>
<tr>
<td>d</td>
<td>Organization</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Source of Finance and Capital</td>
<td>No reliable data available.</td>
</tr>
<tr>
<td>4</td>
<td>Path of Expansion and Success</td>
<td>Upcoming business, bravely faced difficulties, used diversification and wise marketing strategies.</td>
</tr>
<tr>
<td>5</td>
<td>Difficulties and Obstacles</td>
<td>Initial loss, theft, defective products etc.</td>
</tr>
<tr>
<td>6</td>
<td>Special Features</td>
<td>Patience, dedication, hard work, quality</td>
</tr>
<tr>
<td>7</td>
<td>Ratings and Remarks</td>
<td>Highly entrepreneurial</td>
</tr>
</tbody>
</table>
4.5.10 Case 10 –

Name of the Entrepreneur- Malhar Sadashiv alias Baburao Parkhe

Name of the firm- Pepco Paper and Pulp Conversions Limited

1] Origin and Background-
A] The Family Tree:

```
<table>
<thead>
<tr>
<th>Sadashiv</th>
<th>+</th>
<th>Rangubai/Maisaheb</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Malhar</td>
<td></td>
<td>Gopal</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sudhakar</td>
<td>Prakash</td>
<td>Arun</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vidyadhar</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
```

B] Personal Information-
I] Similarity with Sathe- Mr. Malhar Sadashiv alias Baburao Parkhe was born in a middle class family whose personal life before the beginning of the business may look similar to that of Mr. Ganpatrao Sathe, the case has been presented earlier. He lost his father at a young age and the widow mother started a domestic enterprise of making paper envelopes with the help of the initial capital of Rs. 1500 and a small press and dye machine. Eventually, her sons joined the business to expand it and this was the background of the Parkhe industries.

II] Help by Seth Padumjee- Though, young Baburao did not want to do a job, he worked at the famous paper mill of Pune, the Deccan Paper Mill
by Seth Padumji Ferdunjee, the reference of which has come in the source list of the study, earlier in this chapter. The reason to take the job in the mill was to acquire technical knowledge about paper manufacturing. The owner of the Mill was a noble entrepreneur to such an extent that he helped Mr. Baburao to establish his business which could have become his competitor in future. This was another example of the blue entrepreneurship among the established entrepreneurs.

### III] Spiritual Faith

Mr. Parkhe seemed to be a different businessman who along with the materialistic view of expanding his business also believed in the spirituality. He had a deep faith in his spiritual guru, Shri Gajanan Maharaj of Akalkot [Solapur] who guided him in carrying on the business from time to time. [47]

### C] Motive for Establishment

The mixture of the personal compulsion along with the born instinct of entrepreneurship under the influence of *Swadeshi* movement could have caused for the establishment of the business.

### D] Period and Place of Establishment

It was in 1930 that the widow mother of Baburao Parkhe initiated the venture at Pune.

### E] Initial Progress

#### I] Expansion and Diversification

The enterprise went through many ups and downs from its beginning. The business initiated by the widow mother was developed by Mr. Baburao and his younger brother Gopal, an innovative entrepreneur himself. Gopal tried to manufacture unbreakable slates and book binding cloth which then was imported from Japan. Thus, the domestic business started gaining speed in the initial period.

#### II] The Tragedy

As mentioned above, the Parkhe enterprise was heading towards the success when a tragedy fell like a bomb on the family. Young Gopal died an untimely death before he could prove his
entrepreneurial qualities. This was a double loss to Mr. Baburao as he not only lost his younger brother but also an active assistant in his growing business. It could be guessed doubtlessly that had Gopal lived longer, the journey of Parkhe industries would have been altogether different than the actual one. It was Baburao’s commendable courage that he did not give up. [48]

2] Classification-

a] Chronological- The business started in 1930, could be classified in the third category, i.e. 1920 onwards.

b] Product-wise- As the name of the firm suggests, the Parkhe business was concentrated in manufacturing paper pulp and paper products, mainly envelopes.

c] Size- The business, a tiny residential venture to became a modern and specialized one later.

d] Organization- The tiny venture became a medium size company with a modern factory. It was a mixture of family business and a private limited company.

3] Source of Finance and capital- As mentioned earlier, the initial capital was Rs.1500.

4] Path of Expansion and Success-

I] Efforts for Expansion- Mr. Baburao’s first effort to expand the business was seen when he replaced the manual method of manufacturing envelops with the machines. He was keen on using machines in production and got it repaired by his friend, when the newly bought machine was not working properly.

II] Visit to Japan- Soon before the out break of the Second World War, he went to Japan to study the number one paper industry in the world of those times. After returning, he expanded his unit in a bigger place with the employment of ten workers.
III] Market Expansion- Initially the paper was sold in Pune only. Later he managed to expand his fixed market over to Bombay, Satara, Kirloskarwadi, Ogalewadi etc. Further in the process of development and expansion, the business was shifted from Pune to Khopoli in 1953. Thus, it seems that the continuous efforts were taken by Mr. Parkhe in expanding and upgrading his venture. [49]

5] Difficulties and Obstacles- The venture of Parkhes met many difficulties right from the beginning of the enterprise. Some of them are given here.

I] Starting Trouble- The business of Parkhes started in 1930, the period of the world wide Depression. Obviously, it must have faced the related problems. Also, the business met a loss of Rs.1600-1700, the reference of which has come before.

II] The Second World War- During the Second World War period, it became difficult to continue with the manufacturing of envelops, hence Mr. Parkhe temporarily diverted the production to manufacture the air dry board. The timely decision shows, his adoptability to the adverse situations. [50]

III] Death of Brother- As is mentioned earlier, the untimely death of his younger brother, an active partner in his upcoming business was perhaps the biggest personal shock for him and also for the business.

Thus, the problems widely ranging from the personal, financial and marketing levels were experienced by Mr. Parkhe with the courage and undying spirit of entrepreneurship.

6] Special Features-

I] Courage and Hard work- From the above discussion, one could easily recognize the qualities of Mr. Baburao Parkhe as courage and determination to carry on the business in personal and other adversities, hard work, quest for modernization and the dignity of labour while
working in an established paper mill to get technical knowledge for his business.

II] Spiritual Belief- As is already mentioned, this was a speciality of his entrepreneurship that he depended on his spiritual guru, for the business decisions. The entrepreneurial urge and the faith both, seemed to mix together in his case. In fact, it may be stated that the entrepreneurial qualities of Mr. Parkhe seem to be outweighed by the spirituality and reliance on the Guru.

7] Ratings and General Remarks- Mr. Parkhe’s example seems to be a puzzle for the study. It would be agreed that he stands in the second category of the above average entrepreneurial qualities.

4.5.10 a] Summary chart of the General Features

Table 4.19

Summary Chart - Malhar Sadashiv alias Baburao Parkhe

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>General Features</th>
<th>Details about the Feature</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Origin and Background</td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Personal Information</td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Motive for Establishment</td>
<td>A middle class bread winner, carried further widow mother’s enterprise</td>
</tr>
<tr>
<td>c</td>
<td>Period and Place of establishment</td>
<td>Personal compulsions, entrepreneurship under <em>Swadeshi</em> spirit</td>
</tr>
<tr>
<td>2</td>
<td>Classification</td>
<td></td>
</tr>
<tr>
<td>a</td>
<td>Chronological</td>
<td>Third category-1920 onwards</td>
</tr>
<tr>
<td>b</td>
<td>Product-wise</td>
<td>Envelops, paper and paper pulp</td>
</tr>
<tr>
<td>c</td>
<td>Size</td>
<td>Medium</td>
</tr>
<tr>
<td>d</td>
<td>Organization</td>
<td>A joint stock private company</td>
</tr>
<tr>
<td>3</td>
<td>Source of Finance and Capital</td>
<td>Personal borrowings and public issues</td>
</tr>
<tr>
<td>4</td>
<td>Path of Expansion and Success</td>
<td>Fluctuating, mechanization and modernization,</td>
</tr>
<tr>
<td>5</td>
<td>Difficulties and Obstacles</td>
<td>Adverse external environment, death of brother, financial problems</td>
</tr>
<tr>
<td>6</td>
<td>Special Features</td>
<td>Hard work, modernization, dignity of labour, courage and spirituality.</td>
</tr>
<tr>
<td>7</td>
<td>Ratings and Remarks</td>
<td>Above average.</td>
</tr>
</tbody>
</table>
4.6 The Inter-Comparison of the Selected Cases of the Entrepreneurs in Western Maharashtra in British Rule-

After the discussion and analysis of each of the selected cases of entrepreneurs in Western Maharashtra in British rule, it seems to be proper to present a brief inter-comparison of the major factors of the analysis on the basis of the above discussion which would enable to understand the entire analysis at a glance. The following table shows the comparative information of the selected cases of entrepreneurs analyzed in the earlier part of the Chapter.

Table 4.20

Inter –Comparison of the Selected Cases of Entrepreneurs at a glance

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Name</th>
<th>Period</th>
<th>Product</th>
<th>Main Features</th>
<th>Rating Class</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jamshedji Tata</td>
<td>1868</td>
<td>Textiles, shipping etc.</td>
<td>Courage, innovative</td>
<td>One</td>
</tr>
<tr>
<td>2</td>
<td>Ardeshir Godrej</td>
<td>1897</td>
<td>Locks, soap, steel furniture</td>
<td>Quality, hard work, discipline</td>
<td>One</td>
</tr>
<tr>
<td>3</td>
<td>Paisa Fund Glass factory</td>
<td>1907</td>
<td>Glass, glass items</td>
<td>Novel idea and organization</td>
<td>One</td>
</tr>
<tr>
<td>4</td>
<td>Lakshman Kirloskar</td>
<td>1910</td>
<td>Metal plough, oil engines etc.</td>
<td>Pioneering engineering sector</td>
<td>One</td>
</tr>
<tr>
<td>5</td>
<td>Walchand Hirachand</td>
<td>1914</td>
<td>Sugar, shipping, aerocrafts, cars</td>
<td>Bold, diversity,</td>
<td>One</td>
</tr>
<tr>
<td>6</td>
<td>Ganpatrao Sathe</td>
<td>1920</td>
<td>Biscuits, chocolates</td>
<td>Pioneering food business</td>
<td>One</td>
</tr>
<tr>
<td>7</td>
<td>Sir Dhanjisha Cooper</td>
<td>1920</td>
<td>Metal products, eng</td>
<td>Imitative, adaptive</td>
<td>Two</td>
</tr>
<tr>
<td>8</td>
<td>V.P. Bedekar</td>
<td>1910</td>
<td>Spices, pickles etc.</td>
<td>Trend setter, quality, honesty</td>
<td>One</td>
</tr>
<tr>
<td>9</td>
<td>D.P. Dandekar</td>
<td>1930</td>
<td>Ink, educational stationery items</td>
<td>Swadeshi, hard work, diversity</td>
<td>Two</td>
</tr>
<tr>
<td>10</td>
<td>M.S. alias Baburao Parkhe</td>
<td>1935</td>
<td>Envelops and Paper</td>
<td>Hard work, spirituality</td>
<td>Two</td>
</tr>
</tbody>
</table>
4.7 Conclusion- The chart presents a quick review of the entire analysis done in the earlier part of the Chapter. As is mentioned before, the main focus of the study is on the process of evolution and development of entrepreneurship in Western Maharashtra in British rule on the basis of the entrepreneurial theory discussed in Chapter Three. The post-Independence entrepreneurial situation in brief and the analysis of the performance and achievements of some of the cases selected for the study would be presented in the Chapter Six separately.

Out of the ten cases of the entrepreneurs in Western Maharashtra selected for the analysis, the seven cases are in the highly entrepreneurial category and the remaining three are in the above average category on the basis of their performance in the chosen period of British rule [1850-1947].

References:
2] Ibid. [P. Preface]
3] Ibid. [P. 8-15]
4] Ibid. [P. 107-110]
5] Ibid. [P.20]
6] Ibid. [P.Appendix-1.]
7] Ibid. [P. 172]
8] Ibid. [P. 240-253]
9] Ibid. [P. Preface]
11] Ibid. [P.15-19]
12] Ibid. [P. 23-45.]
13] Ibid.[P/47-50]
15] Ibid. [P. 82-84]
16] Ibid. [P. 119-139]
17] Ibid. [P. 156, 279-280]
18] Ibid. [P. 148]
19] Ibid. [P. 149]
21] Ibid. [P. 25-27]
22] Ibid. [P. 152-154].
23] Ibid. [P. 56-57]
28] Ibid.[ P. 146-147]
29] Ibid. [P. 147]
30] Bhave, Savita. Ibid. [P. 22-23]
31] Sabade, B.R. ‘Udyojak Maharashatra’, Ibid. [P. 137]
32] Ibid. [P. 138-140]
33] Ibid. [P. 140-145]
34] Ibid. [P. 146]
36] Ibid. [P. 92-101]
37] Ibid. [P. 104-105]
38] Ibid. [P.113-114]
41] Ibid. [P. 110-112]
42] Ibid. [P. 113-115]
44] Bhave, Savita. Ibid. [P.75-78.]
45] Dandekar, Sharad. Ibid. [P.34-35]
46] Deshapande, Sushama. [Ibid. P.103-105]
48] Ibid. [P.55-58]
49] Ibid. [P.102-103]
50] Ibid. [P.124-125]