CHAPTER VIII
CONCLUSIONS AND RECOMMENDATIONS

India possesses the rich heritage of Ayurveda, globally regarded as the oldest Science of Healing and its rich potentials are enough to raise the strong foundation of Global Vision of Health Future with this Divine Science of India. The entire world, now being fed up from the hazardous effects and side-effects of chemicals, is seriously thinking of various alternatives and all eyes are now specially on India’s Ayurveda. Patients and doctors are now more inclined to prefer alternative remedies for chronic problems.

8.1 Conclusions

The sample selected for the present study includes 48 manufacturers from entire Thane district engaged in the field of Ayurvedic medicines. The detailed study of socio-economic features of the entrepreneurs and their business shows that there are proportionately more number of Non-Maharashtrian entrepreneurs in the sample. Their age profile shows that the sample is dominated by the entrepreneurs of the age 45 years and above. It seems that older generation was more interested in the field of manufacturing of Ayurvedic medicines compared to younger generation. Even though this field requires Ayurvedic doctors or similarly qualified people, still the proportion of non-qualified entrepreneurs is exactly same as qualified entrepreneurs. Those who are not suitably qualified for this business, appear to be relying on qualified doctors and technical staff.

Most of the entrepreneurs live in joint families having business background. This typical feature of the sample proved to be beneficial for the growth of their business. Though majority of the entrepreneurs were earning less than Rs.10,000 per month before starting their business, are now enjoying economically sound position. Most of them have entered the business with the ambition of achieving something in life. Very few of them are self motivated as far as entering the business is concerned. No businessperson can stand firmly in his/her business
without the support of the spouse and other family members. Entrepreneurs in the sample expressed their gratitude towards their spouses and other family members for co-operating them in the business. Since the field of Ayurvedic medicines is highly technical in nature, very few have dared to enter this field without having any previous experience. Sample depicts the predominance of small scale industries in the field of Ayurvedic medicines. This industry shows an oligopolistic structure, where a large market share is captured by a few big players like Dabur, Baidyanath, Charak, Himalaya Drug Company, leaving very little for a vast number of small firms.

Since the present study has taken into consideration the post reform period, i.e. the period after the year 1991, 60 percent units selected in the sample have emerged in the last 20 years. To make the comparison between the performance of the units emerging in post reform period with those emerging in pre reform period, some older units are also selected in the sample. Majority of the selected units are located in their own premises. Though many of them are following the code of conduct laid down by Good Manufacturing Practices Act, still the fact shows that only 48 percent units have actually received the GMP certificate.

Ayurvedic drug manufacturers have to carry out innovations continuously to survive in this competitive and quality conscious world. These manufacturers have to face criticism every now and then, so they have to strive hard to prove the efficacy of their medicines. This trend is also reflected among the entrepreneurs under the present study. Most of them are satisfied with 10 percent profit margin, but have achieved appreciable growth in their annual turnover.

Sample consists of six women entrepreneurs having small scale manufacturing units. Except one unit, all other units are established only after the year 2000. Most of them follow code of conduct laid down by GMP and four of them have actually received GMP certificate for their units.

Entrepreneurship development in any field depends on the nature of endogenous as well as exogenous factors so an attempt is made initially to study the nature of endogenous factors like socio-economic variables. Some of these factors influence each other and they together influence the pattern of entrepreneurship.
Regional status of the entrepreneur is not associated with the age, qualification, type of family in which he/she is living, family background, initial and present income of the entrepreneurs, reasons for entering the business, the person motivating the entrepreneurs. But the regional status of the entrepreneurs and cooperation from the spouse are significantly associated. The data show that the proportion of Maharashtrian entrepreneurs getting cooperation is considerably higher than the proportion of Non-Maharashtrian entrepreneurs. Previous experience in the similar line, forms of organization selected by the entrepreneurs, the training undergone by the entrepreneurs and sources of initial finance do not depend on the regional status of the entrepreneurs.

Even though initial investment made by the entrepreneurs does not depend on the regional status of the entrepreneurs, the current investment is significantly associated with the regional status of the entrepreneur. Percentage of Non-Maharashtrian entrepreneurs investing between 5Lacs and 60Lacs is significantly higher than that of Maharashtrian entrepreneurs. Percentage of two groups of Maharashtrian entrepreneurs investing between 5Lacs and 60 Lacs and 75Lacs to 5 Crore does not differ much. But the percentage of two groups of Non-Maharashtrian entrepreneurs making investment in the same range differ significantly. It shows that there is wide disparity between two groups of Non-Maharashtrian entrepreneurs in the matter of current investment. Regional status of the entrepreneur does not determine the type of market in which he sells his Ayurvedic medicines.

Age of the entrepreneur and their qualification, type of family in which they live, family background are not associated. But the age of the entrepreneur and his/her initial income are significantly associated. Two groups of entrepreneurs, younger and older differ significantly as far as initial income is concerned. Nearly 39% entrepreneurs from younger group earn less than Rs. 10,000 per month at the time of establishment, but 80% entrepreneurs from older group earn initial income less than Rs.10,000. This fact shows that nearly 61% younger entrepreneurs could earn more than Rs. 10,000 per month at the time of establishment of the unit. But
only 20% entrepreneurs from older group were able to earn more than Rs. 10,000 per month.
Age of the entrepreneur is not associated with the present income, reasons for entry in the business, persons motivating entrepreneurs, cooperation from the spouse, previous experience in the similar line, form of organization, entrepreneurial training, sources of initial finance, initial and present investment and type of market.
Qualification acquired by the entrepreneur does not depend on the type of family in which they live, family background initial and present income. Qualification does not determine the reasons for which the entrepreneurs enter the business. Both suitably qualified and not suitably qualified entrepreneurs enter the business with very strong motives to achieve something and to make money. Suitably qualified entrepreneurs are depending less on others and more on themselves as compared to not suitably qualified entrepreneurs.* Cooperation from the spouse is not associated with the qualification of the entrepreneurs. It is a particular community in which spouse3 helps the entrepreneurs in the business. Previous experience gained by the entrepreneurs in the similar line does not depend on their qualification. Even not qualified entrepreneurs seem to have gained previous experience in the similar line. Qualification of the entrepreneurs does not influence the form of organization selected by the entrepreneurs. Both qualified and not qualified entrepreneurs prefer proprietorship form more than any other form.
Ayurvedic medicine industry requires either experienced or qualified staffs so there are very few entrepreneurs in both the categories having undergone some entrepreneurial training. Initial and present investments made by the entrepreneurs depend on their economic conditions rather than their qualifications. Majority of the entrepreneurs prefer informal sources of finance including borrowing from family members and others and very few prefer formal sources like borrowing from banks and other financial institutions.
Both qualified and not qualified entrepreneurs prefer local and state wide markets for selling their medicines. Since 41 units out of 48 are small scale units, their capacity to capture national and international markets is very limited.

Type of family in which entrepreneurs live is not associated with their family background. Usually it is believed that families having business background prefer to live in joint families. But the present sample shows that entrepreneurs living in nuclear families are also having business background.

Type of family and initial and present income of the entrepreneur are not associated. Same proportions of entrepreneurs from both the types of families earn less than Rs. 20,000 per month.

Getting cooperation from the spouse does not depend on the type of family. Entrepreneurs from joint as well as nuclear families get cooperation from the spouse.

Whether the entrepreneur lives in joint or nuclear family is in no way related to the previous experience gained in the similar line. Form of business selected by entrepreneur in the sample does not seem to be depending on the type of family. Actually joint family is suitable for the partnership with the family members, but the present sample does not reveal this characteristics. Even though some entrepreneurs living in joint family received informal training from their fathers and grandfathers, sample does not give any evidence for the association between the type of family and training undergone by the entrepreneur. Living in a particular type of family does not make any difference to the entrepreneurs while selecting the particular source of initial finance. Majority of the entrepreneurs from both the families have preferred informal source of finance in the initial stage of their business.

Sample shows comparatively greater capacity of investment of entrepreneurs living in joint family, but there is no statistically significant difference between the two groups. The general trend of the entrepreneurs in the sample to sell their products in the local and state wide markets is also retained by the entrepreneurs living in the joint as well as nuclear families.
The surprising result obtained from the sample is the absence of any association between family background of the entrepreneurs and their initial and present incomes. Comparatively low income in the initial stage of the business and significantly higher income later cannot be attributed to the family background of the entrepreneur at least for the present sample. Proportionately more entrepreneurs with service background have entered the business to achieve something. It is their desire to prove themselves which might have remained unfulfilled in their service. But there is no statistical significance associated between family background and the reasons for entering the business. Entrepreneurs with both the backgrounds are motivated by family member and others. Very few of them are self motivated. This may be due to high uncertainty associated with the business which keeps one’s motivation level low. Majority of the entrepreneurs from both the categories have gained experience in the similar line which proved to be beneficial for their business. The only difference is that entrepreneurs with business background got this experience in their own business and entrepreneurs with service background got it from their service. Family background does not seem to be influencing the choice of the entrepreneurs regarding a particular form of business. Some tendency of entrepreneurs with business background, even though not proved by statistical test shows that they rely more on informal source of finance at least in the initial stage. Even though entrepreneurs with business background required informal training from their fathers and grand fathers, the percentage of entrepreneurs receiving formal training is low. Since the production of Ayurvedic drugs require qualified and experienced people, the formal training has no role to play. Entrepreneurs from both the categories have made less investment in the initial stage and similar percentage of entrepreneurs has made the investment upto Rs.15, 00,000 in the business. Currently except three companies (large scale and medium scale), others could not cross the limit of present investment above 5 Crore.
Majority of the entrepreneurs in the sample were earning very small income in the initial stage. Most of them have expressed the desire to achieve something in the business. Achievement motive proved to be dominant factor behind the entry of the entrepreneurs irrespective of their initial and present income. Family members and others can successfully motivate the persons with different level of income in the initial stage. Greater percentage of the entrepreneurs earning greater than Rs.40,000 presently are motivated by others compared to those earning less than Rs.40,000. Significant association between the level of present income and the persons motivating the entrepreneurs shows that those earning higher level of income currently are the persons motivated by others. Motivation from family members and others compared to self motivated, proved to be beneficial in raising the economic status of the entrepreneurs.

Initial and present income of the entrepreneurs is not associated with the cooperation from the spouse. Entrepreneurs in the sample could not reveal any influence of the cooperation received from the spouse on their incomes.

Initial and present income of the entrepreneurs do not show any influence of the previous experience gained by the entrepreneurs. Proprietorship form of business remains the first choice of the entrepreneurs irrespective of their initial and present income. Since entrepreneurship in Ayurvedic medicines does not depend much on entrepreneurial training, income received by the entrepreneurs in the initial and later stage of their business development is independent of their entrepreneurial training. Initial and present income of the entrepreneurs and the choice regarding the sources of finance used by them are independent. Informal sources of finance are preferred by the entrepreneurs from different income groups. Initial investment made by entrepreneurs in the business is independent of their initial and present income. Even though the present investment is not influenced by the initial income, it is very much influenced by present income. Data show that more entrepreneurs from lower income groups and less entrepreneurs from higher income groups make less investment today. At the same time less entrepreneurs from lower income group and more entrepreneurs from higher income group can make higher investment today. Income presently earned
by the entrepreneurs plays a significant role in influencing the size of present investment. Income earned initially and currently do not influence the choice of market for selling the Ayurvedic medicines.

Reasons for entering the business and the persons motivating the entrepreneurs to enter the business are not associated. Majority of the persons are motivated by others. Reasons for entry and the cooperation from the spouse are not associated. Reasons for entering the business are not associated with the previous experience gained by the entrepreneurs. Reasons for the entry do not determine the form of organization selected by the entrepreneurs, entrepreneurial training undergone by them and sources of finance used by them. Initial and latest investment made by the entrepreneurs and the choice of market to sell their products are not influenced by the reasons for the entry in the business.

Persons motivating the entrepreneurs do not determine the cooperation from the spouse, previous experience, form of organization, entrepreneurial training, sources of finance, initial and present investment and the type of market selected for selling the products.

Cooperation from the spouse and the previous experience gained, form of organization, entrepreneurial training, sources of finance, initial and present investment and the type of market selected for selling the products are not associated.

Previous experience in the same line and the form of organization, entrepreneurial training, sources of finance, initial and present investment and the type of market selected for selling the products are not associated.

Form of organization selected by the entrepreneurs and entrepreneurial training, sources of finance, initial and present investment and the type of market selected for selling the products are not associated.

Entrepreneurial training and sources of finance, initial and present investment and the type of market selected for selling the products are not associated.

Sources of initial finance and initial and present investment and the type of market selected for selling the products are not associated.
Initial and present investment and the type of market selected for selling the products are not associated.

Profit is not associated with the regional status of the entrepreneurs. Two groups do not differ much in terms of profitability. Profit does not depend on age of the entrepreneur. Two groups of entrepreneurs between and above the age of 45 years do not show any statistical difference as far as profitability is concerned. Acquiring suitable qualification for manufacturing Ayurvedic drugs does not give any guarantee of very high profit. Profit does not depend on the type of family or family background. Profit is associated with the initial income of the entrepreneurs. Majority of the entrepreneurs are satisfied with the profit margin upto 10%. But the percentage of entrepreneurs from two income groups differ significantly as far as commonly accepted profit margin is concerned. 46% entrepreneurs from lowest income group and 7% entrepreneurs from highest income group earn profit upto 10%. Though profit and initial income are associated profit is not associated with present income. Profit does not depend on the reasons for the entry, cooperation from the spouse, previous experience, forms of organization, entrepreneurial training, initial and present investment and market selected for selling the products.

Profit is inversely correlated with initial and present investment. It is also inversely correlated with the age of the enterprise. Older enterprises get less and newer get more profit. Profit is inversely related with the age of the entrepreneurs. Old entrepreneurs get less profit compared to young entrepreneurs.

Annual turnover is not associated with the regional status of the entrepreneurs. Appreciable growth of the turnover or very poor turnover is not community specific. Annual turnover made by entrepreneurs is not associated with his/ her socio-economic characteristics like age, qualification, type of family, family background and initial income. Annual turnover is significantly associated with the present income. More entrepreneurs from lower income groups (below Rs.20, 000) make the lowest turnover in the group, whereas fewer entrepreneurs from higher income group (above Rs.60,000) make the lowest turnover. It shows that as the present income of the entrepreneur increases the amount of annual turnover
also increases. Annual turnover is not associated with the reasons for the entry in the business. Annual turnover is significantly associated with the cooperation from the spouse. Entrepreneurs who get cooperation from their spouse can make higher turnover. Annual turnover and previous experience are not associated. Annual turnover is associated with the form of organization. Comparatively higher turnover is made by entrepreneurs having partnership and company form of organization. Annual turnover is not associated with the entrepreneurial training, initial and present investment and type of market.

Initial and present investment and annual turnover are weakly correlated. There is some evidence to say that those who invest more initially and currently in the business can achieve higher turnover. Annual turnover is inversely related to the age of enterprise and the age of entrepreneurs. Older enterprises and older entrepreneurs achieve comparatively less turnover.

Innovations carried out by entrepreneurs and their socio-economic characteristics like regional status, age of the entrepreneurs, qualification, type of family and family background, initial and present income and the reasons for the entry. Innovations are significantly associated with the cooperation from the spouse. More entrepreneurs getting cooperation from their spouse are able to practice innovations and very few entrepreneurs not getting cooperation from their spouse are able to practice innovations. Innovations and previous experience, forms of organization, entrepreneurial training, initial and present investment and type of market are not associated.

Comparison between initial and present income of the entrepreneurs selected in the sample shows appreciable growth of their incomes.

Entrepreneurs in the sample have experienced the growth of their investment from 50% to over 5000%.

Initial and present investments are inversely related to the age of the entrepreneurs. But this relation is very weak.

Entrepreneurs in the sample experienced the growth of employment from 100% to 3000%.
Forty-one units out of 48 units are small scale units so they could not achieve any significant growth of their exports.

Though 81% units follow GMP code of conduct only 48% units have actually succeeded in receiving GMP certificate.

Comparison of the performance of the Pre and Post Reform units show that there are more variations in the profitability of Post Reform units. Pre Reform units show less variation in their profitability.

Post Reform units making the turnover in the range of 25Lacs to 4 Crore are more in number as compared to Pre Reform units making the same turnover.

Even the older units are practicing innovations so the proportion of units from Pre-Reform period practicing innovations is more than that of the units in the Post Reform period.

Proportionately more units from Pre Reform period got GMP certificate.

Out of six units run by women five units have emerged in Post Reform period. Majority of the women entrepreneurs have experienced appreciable growth of their incomes. Initial investment made by them is ranging between Rs. 1, 00,000 to Rs.16, 00,000. Five women entrepreneurs have made current investment between Rs. 5, 00,000 and Rs.1, 50, 00,000. Size of employment at the time of establishment ranging between one to nine workers, but currently ranging between 5 to 60 workers. Only one unit is not able to reach the break even point, but others are able to earn profits in the range of 5 to 16% and above 16%.

Annual turnover of the units run by women entrepreneur ranges between 5Lacs and 2.5Crore. All units are practicing innovations in various forms. Five women follow code of conduct laid down by GMP and four units have actually received GMP certificates. Five units are selling their products in local, state as well as national market whereas one unit is exporting its product.

Entrepreneurs engaged in the business of Ayurvedic medicines face lot of problems.

- The problem related to quality of raw material is not so serious because most of the entrepreneurs buy raw material from their regular dealer.
• Majority of the entrepreneurs in the sample seem to be depending on the informal sources of finance due to corruption, lot of paperwork and delay in getting loan sanctioned by the financial institutions. Nearly 44% entrepreneurs faced the problem of fixed and working capital. 40% faced the problem of skilled labour which is the need of Ayurvedic drug industry. 41% entrepreneurs faced the problem of marketing their products.

• Share of Ayurvedic medicines in the total market for medicines is very small.

• Recovery, being the greatest problem before the businessmen, is faced by 70% entrepreneurs.

• Nearly 39% entrepreneurs faced the problem related to the completion of legal formalities.

• Many Ayurvedic drug manufacturers find it difficult to follow the code of conduct laid down by GMP. During the survey it was found that 15 units were closed down in the last few years due to their inability to follow the code of conduct laid down by GMP.

• Most of the entrepreneurs in the sample are not aware about various schemes and incentives introduced by government and banks.

• Due to stringent conditions laid down by GMP, lot of paperwork and heavy metal content issue, manufacturers of Ayurvedic drugs are not able to increase their exports satisfactorily.

• Nearly 70% entrepreneurs face stress in the business due to financial problems, payment recovery problem, problem of maintaining quality of raw material and finished products and apathy of the government towards Ayurvedic industry.

8.2 Limitations of the present study
The present study is based on the sample selected from 138 Ayurvedic drug manufacturers from Thane district. Out of 138 units manufacturing Ayurvedic medicines 125 units are termed as “Own Licensee” and remaining 13 units are “Loan licensee.” During the actual survey of all the units given in the latest list of FDA it was found that many units were difficult to trace because they have given either insufficient addresses or have been shifted to some other location. Nearly 15 units were closed down due to various reasons. Major reason behind their closure is the stringent norms laid down by GMP due to which they found it difficult to survive. After extensive survey and telephonic and electronic contact with many manufacturers ultimately 96 units were identified as working units, so 50% sample, consisting of 48 units, was selected for the present study. The conclusions drawn from the sample are confined to this group of entrepreneurs hailing from Thane district of Maharashtra. They may not be applicable fully to the entrepreneurs from other parts of the country.

Even though the present study intends to analyze the performance of the entrepreneurship in the post reform period, some units, established in the pre reform period were also selected for comparing the performance and for making the sample size sufficient so as to draw some valid conclusions. Entrepreneurs selected in the sample were expected to give the details about the growth of their exports as a result of globalization. But since 43 units out of 48 units in the sample are small scale units, they are satisfied with mere survival and cannot think of export. Due to lot of paper work and stringent conditions laid down by GMP, they do not dare to export. Those who are exporting their products are doing so indirectly and are reluctant to disclose the actual figures of their exports. As a result of this no primary data about the export could be collected during the survey. However macro level data about the export of Ayurvedic medicines were used for the present research.

Since most of the data are qualitative in nature and the sample size being larger than 30, a Non-parametric large sample test like Chi-square test was used to test various hypotheses.
8.3 Recommendations

Policy recommendations related to the business of Ayurvedic drugs are focused mainly on the problems faced by entrepreneurs in this field.

Recommendations to the Government

The field of potentials of Ayurveda should just not be confined to emergence of business opportunities for large scale companies but converted and expanded to an extremely vast field of Economic Potentials for India, through its roots of the small scale Ayurvedic industries. When the richest heritage of alternative health care systems belongs to India then why we are handicapped in exploring its economic potentials. The total national industrial sector constitutes of 95% of the Small Scale Industrial sector that as such contributes remarkably towards National economy and growth. The remarkable contributions of SSI sector include earning of precious foreign exchange for the nation which amounts to about 35% of country’s total exports, as well as serving the nation by providing employment and livelihood opportunities to majority of country’s population. The small scale Ayurvedic industry in India constitutes about 98% of the total Indian Ayurvedic Industry.

But unfortunately, this sector, the major contributor of National Growth does not receive even a minor consideration from country’s policy makers. Whatever is shown as a consideration towards this small, but factually a very big and major sector, by country’s all-in-all think-tanks, is merely an eye wash. Why do in India, we are usually are not able to achieve the given or taken targets, whereas on the contrary the developed countries usually do whatever they say well within the stipulated period. These is due to the fact that the developed countries work more and talk less but here the all-in-all think-tanks talk more and work less. This
sector does, not at all, receive any sort of support or encouragement from the
government but whatever its achievements are, are primarily and solely on
account of its own dedicated and laborious survival efforts.

Exogenous factor influencing the development of entrepreneurship is the
government and its various schemes. Today, there are said to be many schemes on
papers for boosting the SSI sector, even through the banks, but the question arises
whether these schemes are really available to this sector or they are just shown on
papers. The procedures for getting them are not simplified. Just for an example,
the union finance policy provides collateral free loans for the SSI sector, but it is
noteasy to get.

If any segment of the large scale sector, may it be industrial or any other, is
running under losses, the government or the banks have various proposals to
attempt for its revival but if a small scale sector starts running under losses and
gets unable to repay its debts, the government or the banks have no scheme not
even as a humanitarian savior for this sector. Nobody attempts, at all, to act as a
savior to root out the cause and assist the small entrepreneurs to revive their
business and attempt for the poor man’s survival. The bank managers simply
worry not to increase the number of NPAs during their tenures in their branches
for the sake of their track records resulting to further promotions, but they do not
at all worry either about the hardships being faced by such entrepreneurs or to
find out any possible ways or means to assist the entrepreneurs. Rather they will
increase their pressure with a sole motive just to recover their debts and that too
anyhow, may be by hook or by crook. It is easier to get loans or working capital
limits of multiple Crore, but it is very difficult to get them for few Lacs. For loans
or limits of multiple Crore the bank’s management will pleasingly knock the
doors of large scale sector and even personally visit them but for the same when it
tunes to few Lacs, the small entrepreneurs keep repeatedly knocking the doors of
the banks and are usually made busy for just removing the hurdles of innumerous
formalities.
Revival schemes or packages for SSI on the pattern of large scale or public sector undertakings should be introduced and made available on priority to the small scale Ayurvedic Sector. Hurdles need to be removed from the path of propagation of small scale Ayurvedic industry. To convert this greatest heritage of India's Ayurveda, an economic potential for our country, it would be utmost essential to provide active assistance to the small scale Ayurvedic sector and bring global awareness about the wonders & miracles of Ayurveda.

China and India are the two major potential players in this field and they both shall compete for the Leadership position, but today, the share of India in the World Herbal Trade is nearly less than 1% whereas that of China is around 24%. This huge difference of global share can only be removed with the active participation of the small scale Ayurvedic industry. The following recommendations can be made to convert this rich heritage of India into a commercial reality.

1. Selection of qualified & skilled Ayurvedic physicians by Department of AYUSH, who possess excellent communication skills for appointment as Ambassadors of Ayurveda in all Indian missions abroad. They should be provided rigorous & professional training to successfully accomplish various tasks such as:

   i. Collection & maintenance of an up-to-date database of all tools of alternative health care system, including Ayurvedic practitioners, herbalists, therapists, dealers, importers & exporters existing in the country where he is stationed

   ii. Organising of various seminars and arranging of Ayurvedic workshops of common interest for common masses in a simple manner.

   iii. Bridging liaison with the Indian industry belonging to ISM and the overseas importers belonging to alternative health care system for bringing them closer.
iv. Maintenance of ISM industry’s computerized database with the help of all Ayurvedic Directorates of states, in the embassy for instant replies.

v. Coordinating with CII for all the above listed matters whenever required.

2. Publishing an attractive international journal named as Voice of Ayurveda directly by Department of AYUSH, carrying various interesting features and highlighting various aspects of Ayurveda and its latest advancements in India and abroad in common man’s language on quarterly basis. This journal should be made available for regular display at all Indian missions abroad.

3. Immediate instructions should be sent to all ISM Licensing authorities to decide on applications within a stipulated time period. Such time period should separately be specified for each kind of application, like grant of manufacturing license, renewal of such licenses, approval of formulations, issuance of free sale certificates, quota allocation for government controlled herbs, etc. and a time bound decision should be made mandatory to be followed.

4. The tiny to small manufacturers in the states are still unaware of implementation of GMP norms and new amendments in Schedule-T, even after passage of more than 9 years of statutory GMP norms and new amendments in Schedule-T coming into force, for which ISM licensing authorities should immediately be directed to organize district wise practical GMP workshops with the help of District Ayurvedic&Unani Officers or the concerned Ayurvedic Drugs Inspectors, as the casemay be, to make the manufacturers GMP compliant.

5. The subsidies provided by the Department of AYUSH for the technical upgradation of manufacturing facilities of existing license holders usually lapse because lack of awareness programs and the amount of heavy expenditure to be initially made. The cottage and small level industry is already facing scarcity of cash inflow and as such this should be converted into long term interest free loans
from financial institutions and/or banks and the subsidy amount to be passed on to such institutions or banks as a part of interest which they would normally have charged otherwise for the disbursal of such loans.

6. Department of AYUSH should send recommendations to concerned Ministry of Environment to immediately bring ISM formulation industry completely out of the purview of pollution control or at least from the purview of red or orange categories which are primarily meant for industries having hazardous chemical efflux. Department of AYUSH should also send recommendations to Ministry of Power and Energy to release prioritized electricity connections to ISM industries.

7. The members of ISM industry participating in PM’s “Adopt one primary health centre and one primary education centre” programme, should receive 150% as tax benefits, for adopting any Ayurvedic or Sidha or Unani dispensary.

8. Department of AYUSH should take proper measures to popularise its website and provide complimentary (general) or paid (banner based) hyperlink facility in its website to those I.S.M. product manufacturers who possess a certificate of GMP.

9. Recommendations for drastic improvisation of the education system for ISM by making it oriented solely for ISM and not clubbing it with other systems are necessary. For this purpose, instead of a combined PMT, a separate PISMT exam policy for admissions to any of the ISM can be recommended.

10. A separate National ISM policy be framed for the active global propagation of Ayurveda and sent to concerned ministries or planning commission for its implementation.

11. Inter Governmental meetings through respective Ministries of Health and Foreign Ministries be arranged for the global acceptance of Ayurveda as a
recognised system of medicine as well as the recognition of ISM qualifications as a legal measure of practice of the system in sunrise countries. The persons participating in such meetings should be high tech professionals & high placed politicians, well versed in all technicalities of ISM.

The most important problem faced by Ayurvedic drug industry is the growing shortage of raw material due to depletion of various species of medicinal plants. The most important ingredient of Ayurvedic medicines like Guggul is to be imported now so the government through forest department should pay more attention towards cultivation and protection of medicinal plants. Policy of plantation of medicinal plants should also include the care and protection of medicinal plants and strict check on illegal exploitation and collection of medicinal plants. Government can give rights of cultivation and protection of medicinal plants to the people in nearby areas and cultivators can be asked to give some percentage to the government.

Government can set up well-equipped laboratories for testing raw material as well as finished products.

Raw material supplied by dealers may not be of the quality and type as per the requirements of the manufacturers, so the dealers of raw material should obtain licence before dealing in the trade of raw materials required for Ayurvedic industry. It should be made obligatory on the part of dealers to appoint a technically qualified person to identify the medicinal plants exactly before supplying them to the end users.

Price policy controlling the prices of raw material is the urgent need of the day. Since rising prices of raw materials make the Ayurvedic medicines costlier and beyond the reach of the common man, this issue needs immediate attention on the part of government.

Good Manufacturing Practices (GMP) norms should be made more flexible and supportive, so the manufacturers can follow these norms with greater ease. GMP Act should not bring manufacturers of Ayurvedic medicines in problem.
Government should implement uniform licensing policy and that too through Food and Drugs Administration (FDA) because in many states like Orissa there is no FDA. In such states licenses are issued by District Collectors who do not have qualification in Ayurveda, nor are they well informed about Ayurvedic medicines. Government should create strong export base for Ayurvedic medicines and promote Ayurveda on global level. Government should provide more infrastructures and save the industries manufacturing Ayurvedic medicines from going to other states.

**Recommendations for Further Areas of Research**

The present study is undertaken for Thane district of Maharashtra. Similar study can be done for the entire Maharashtra. Inter-state comparison of entrepreneurship in the field of Ayurvedic medicines can be carried out to develop a broader perspective about this issue. Since macro level data regarding the impact of globalization on the exports of Ayurvedic medicines are available, an empirical study regarding the same impact can be conducted at micro level by selecting an appropriate sample. Since Ayurvedic medicines depend largely on medicinal plants, an interdisciplinary study of entrepreneurship development in the field of medicinal plants and other plant products can be undertaken by the students and teachers of Botany Department.