Appendix Two

Entrepreneurship Caselets

The thirty caselets presented in this Appendix are based on the data collected between September 2006 and May 2007 as a part of this study. In some cases, additional information was secured from the websites of the enterprises. These caselets attempt to understand entrepreneurship by exploring details about both entrepreneurs and their enterprises. With reference to entrepreneurs, the caselets look into their background – socio-cultural, demographic, family, educational – and work experience. With reference to enterprises, the caselets explore their history of existence, target area, clientele, office locations, and human resources. The caselets have been arranged alphabetically following the name of the entrepreneur.

**Ajay Aggarwal**

MD, Netware Pvt. Ltd.

Data about Ajay Aggarwal and Netware Pvt. Ltd. was collected during the personal interview with Ajay Aggarwal on 28 September 2006. The interview, which went on for 80 minutes, took place at his office in Mumbai. At the time of the interview, Netware had been in operation for about 10 years.

Ajay Aggarwal founded Netware in 1996 as a firm. He transformed it into a company in 2000. He was 24 years of age when founding the organization, and was 34 years old at the time of interview. He got married after founding the organization. He was Hindu by religion and hailed from Marwari business community. Ajay Aggarwal completed his B.Com. in 1992 at Mumbai. Afterwards, he had joined a L.L.B. programme at Government Law College, Mumbai, but left it. Coming from a traditional business family background, he was oriented towards entering business from the beginning of his career. As a result, he never joined a full-time job as a professional. Other than working as a temporary research investigator for a large market research organization, he had worked in diamond and financial sector as an apprentice with business owners known to his family members. The purpose of working as an apprentice was to develop skills required for building a business in
related sectors. Ajay Aggarwal’s father, a graduate, was a trader, and his mother, who was school educated, was a housewife. His wife was a part time textile designer cum Unit Manager at an export house of a friend. Ajay Aggarwal had an uncle, an ICT consultant, who played an important role in the development of Netware. Netware primarily provided services related to web designing. It had only one office, located in Mumbai.

**Akhtar Hussain**

*Proprietor, Communication Networks*

Data about Akhtar Hussain and Communication Networks was collected during the personal interview with Akhtar Hussain on 27 October 2006. The interview, which went on for 70 minutes, took place at his office in Mumbai. At the time of data collection, Communication Networks had been in operation for about eight years. However, as the business operation had begun three years prior to founding Communication Networks, Akhtar Hussain had been in the same business since last 11 years.

Akhtar Hussain founded Communication Networks as a firm in 1998. However, he had begun business operation since 1995 when he was 25 years old. Registration as a firm took place when the flow of business increased. At the time of data collection he was 36 years old. He got married after founding the business. He was a Sunni Muslim by religion and had his regional roots in Maharashtra. He had not originated from any business community. None of his family members was involved in business. After SSC Akhtar Hussain completed a Diploma in Industrial Electronics in 1989 from Sabu Siddhi College in Byculla, Mumbai. As a part of his employment career before becoming entrepreneur, he worked for five-and-a-half years as a Customer Support Engineer for a large Indian ICT company. Parents of Akhtar Hussain had not completed school education. His mother was a housewife and his father was a technical worker for an automobile products company in India. Like his mother, Akhtar’s wife was also a housewife. However, she had studied till graduation. Communication Networks provided services in data recovery and ICT infrastructure management. It had only one office, located in Mumbai. It had ten employees and job profile of all the employees was technical in nature.
Alok Dutta
MD/CEO, Silicon Networks Pvt. Ltd.

Data about Alok Dutta and Silicon Networks Pvt. Ltd. was collected during the personal interview with Alok Dutta on 05 December 2006. The interview, which went on for 85 minutes, took place at one of the offices of Alok Dutta in Mumbai. At the time of data collection, Silicon Networks had been in operation for about 16 years.

Alok Dutta founded Silicon Networks in 1990 when he was 28 years old. During the time of data collection he was 44 years old and married. He hailed from a Bengali Hindu family, but was brought up in Mumbai. Alok Dutta was not from any business community. None of his family members was involved in business activities. Alok Dutta completed his B.E. degree in Electronics and Communications in 1985 from Birla Institute of Technology, Mesra. Later on, in 1987, he completed M.S. in Computer Engineering (with specialization in Micro Electronics) from Syracuse University, New York. After completing studies in the USA, he worked for two years in India as a System Analyst in the VLSI group of a reputed Indian ICT company.

Alok Dutta hailed from an educated family. His father was a graduate in Chemical Engineering and had worked in the Chemical industry. His mother, who was a housewife, was also a graduate. His wife, who had done a Master’s degree in Special Education, ran her own school in Mumbai.

Silicon Networks was a company which was involved in VLSI Designing and Software Development. At the time of the interview, the company had around 100 employees of whom one-fourth were administrative staff and rest were technical staff. The organization also employed consultants. However, the number of consultants kept changing. Silicon Networks had three offices in Mumbai, two in the USA, and one in UK. In addition to having a large number of clients in the USA and UK, Silicon Networks had clients who were located in other countries like China (Hong Kong), Germany, Norway, and Taiwan.

Amit Sharma
CEO and President, Sindh Infotech Pvt. Ltd.

Data about Amit Sharma and Sindh Infotech was collected during the personal interview with Amit Sharma on 02 December 2006. The interview, which went on for
55 minutes, took place at one of his offices in Mumbai. At the time of data collection Sindh Infotech had been in existence for about 22 years. However, as the business operation had begun two years after registration of the company Sindh Infotech was in business since last 20 years.

Amit Sharma, founded Sindh Infotech in 1985 at the age of 29 years. The organization began its operation in 1987. At the time of data collection Amit Sharma was 51 years old and married. He was Hindu by religion and was from a Punjabi family residing in Mumbai. Amit Sharma completed his B.Tech. in Chemical Engineering in 1977 from the Indian Institute of Technology (Bombay). Coming from a family which was involved in business activities, he never worked as an employee for any organization. His family was involved in edible oil business. His father went to college, but could not complete the degree. His mother, who was a housewife, was school educated. His wife, who was involved in family business, had an M.A. degree in English Literature. Sindh Infotech was involved in developing software products for export businesses. The organization had 12 employees of whom 9 were technical employees and 3 were administrative employees. Sindh Infotech had two offices, both located in Mumbai.

### Anil Despande
CEO, Tech Writers Inc.

Data about Anil Despande and Tech Writers Inc. was collected during the personal interview with Anil Despande on 24 November 2006. The interview, which went on for 110 minutes, took place at his office in Pune. At the time of data collection, Tech Writers had been in operation since last 12 years.

Anil Despande founded Tech Writers in 1994 when he was 25 years old and married. At the time of data collection he was 37 years old. Anil Despande is a Brahmin from Maharashtra. No one in his family was involved in business. His father, a Superintendent of Customs, was school educated. His in-laws were highly educated. His mother-in-law, who provided strong moral support when he decided to become an entrepreneur, was a Ph.D. in Economics and was a faculty member at BMCC College, Pune. His father-in-law, a post-graduate, retired as a senior manager from an automobile company. His wife had completed her graduation from SNDT College, Pune and post-graduation in Sports Science and Nutrition from SVT, Juhu,
Mumbai. She was a diet consultant. After HSC, Anil Despande completed a Diploma in Industrial Electronics from Bharti Vidyapith Polytechnic, Pune and later on, did B.E. in the same area from the same Institution. Afterwards, he completed post-graduation in Marketing Management from the Institute of Management Education, Pune. Prior to becoming an entrepreneur, Anil Despande had worked as a sales engineer for about seven organizations over a period of three-and-a-half years.

Tech Writers was involved in technical writing and e-learning. The company had 26 employees of whom eight were involved in administrative work and rest 18 were involved in technical work. The organization also employed seven technical consultants. Other than having a large number of clients in India, Tech Writers also had clients in other countries like Australia, Denmark, and Greece. Clients belonged to various industry verticals like education, electrical, ICT, ITES, life sciences, logistics, and telecommunications. The company had four offices globally. In India, one office is located in Pune and the other one is in Bangalore. One of its abroad offices is in the USA and the other in Singapore.

**Arjun Desai**

**MD and CEO, Win Infotech Ltd.**

Data about Arjun Desai and Win Infotech Ltd. was collected during the personal interview with Arjun Desai on 09 January 2007. The interview, which went on for 45 minutes, took place at his office in Bangalore. At the time of data collection Win Infotech had been in operation since last 19 years.

Arjun Desai founded Win Infotech in 1988 at the age of 28. At the time of data collection he was 47 years old. He got married before founding the company. He hailed from a Hindu Brahmin family with no business background. No one in his family was involved in business before he started his business venture. He had a mixed parentage, with mother from Maharashtra and father from Karnataka. He was brought up in Karnataka. His father was an officer in the Department of Agriculture and mother was a housewife. His wife too was a housewife. Arjun Desai completed his B.Sc. in 1983 from MES College, Bangalore and, later on, in 1985, he completed his MBA from Bangalore University. After finishing studies, he initially worked with a large Indian ICT company as a trainee software engineer for more than one year and later on with another Indian ICT company as a marketing staff for two and a half
years. Win Infotech offered services in ICT infrastructure management and BPO for clients belonging to different industry verticals like legal, financial, manufacturing, and healthcare. Win Infotech had 150 employees of whom 125 were technical staff and 25 were administrative staff. The organization also had three technical consultants. Win Infotech had two offices, one in Bangalore and another in Beaverton, the USA.

Chandan Sivaram  
MD, Soft Solutions Pvt. Ltd.

Data about Chandan Sivaram and Soft Solutions Pvt. Ltd. was collected during the personal interview with Chandan Sivaram on January 17, 2007. The interview, which went on for 35 minutes, took place at his office in Bangalore. At the time of data collection Win Infotech had been in operation for 18 years.

Chandan Sivaram founded Soft Solutions in 1989 at the age of 40. He was married while setting up this business. At the time of data collection, he was 58 years old. He was from a Hindu Brahmin family which traced its roots from Tamil Nadu. However, he was born and brought up in Mumbai and was settled in Bangalore since many decades. Parents of Chandan Sivaram were school educated. His father worked as a clerk with a reputed newspaper. His mother was a housewife. His wife, who was a science graduate, was also a housewife. Chandan Sivaram was a B.E. in Electronics from Veermata Jijabai Technological Institute, Mumbai. Before becoming an entrepreneur he worked for three ICT companies in India for more than 15 years in different capacities like Trainee Programmer, Programmer, and Branch Manager. Human resource at Soft Solutions was 40 people strong. This included both employees and consultants. Soft Solutions produced software products in the area of ERP and also offered services in the same area. Other than catering to the clients from the ICT industry, Soft Solutions addressed the requirement of clients from different other industry verticals like banking and finance, education, government, healthcare, manufacturing, media, research, telecommunications, and trading. Besides, India, clients of Soft Solutions were located in various other countries like Australia, China (including Hong Kong), Indonesia, Malaysia, Singapore, Sweden, UAE (Dubai), UK, and the USA. Soft Solutions has two offices in India (in Bangalore and Chennai), and one office abroad (in Singapore).
Dinesh Marwari
President, Ryze Softech Pvt. Ltd.

Data about Dinesh Marwari and Ryze Softech Pvt. Ltd. was collected during the personal interview with Dinesh Marwari on 29 January 2007. The interview, which went on for 60 minutes, took place at Dinesh Marwari’s office in Chennai. During the time of data collection, Win Infotech had been in operation for seven years.

Dinesh Marwari founded Ryze Softech in 1999, at the age of 24. At the time of data collection, he was 31-year old and married. He hailed from a Marwari family which is in large-scale business for more than 100 years. His father, who was a B.Tech (Mechanical Engineering) from Anna University, was an entrepreneur involved in manufacturing and real estate industry. His mother, a housewife, had completed her B.Com. His wife had a Master’s degree in Education from Columbia University Teacher’s College. Dinesh Marwari completed his B.Sc. Computer Science in 1992 from Loyola College, Chennai. In 1995, he completed M.E. Computer Engineering (with a minor in Business Management) from Cornell University in the USA. Afterwards, he worked with a software services company in the USA as a Client Engagement Manager for about three years. Ryze Softech had a total of 490 employees. It had two divisions: the BPO segment had 370 employees and the software services segment had 120 employees. The company had two offices, one at Chennai and the other at Fremont in the USA.

Gautam Apte
CEO, Innovative Web Solutions Pvt. Ltd.

Data about Gautam Apte and Innovative Web Solutions Pvt. Ltd. was collected during the personal interview with Gautam Apte on 11 January 2007. The interview, which went on for 45 minutes, took place at his office in Bangalore. At the time of data collection Innovative Web Solutions had been in operation for six years.

Gautam Apte founded Innovative Web Solutions in 2001, at the age of 32. He was married while setting up this business. During the time of data collection he was 38 years old. He hailed from a Maharashtrian Hindu family which was involved in business. His mother ran a beauty parlour and his brother looked after the family
business in printing started by his grandfather. His father worked as Director of
Languages for the state government of Maharashtra. Both his father and mother were
post-graduates. At the time of data collection, Gautam Apte’s wife was not working.
However, earlier she used to produce and direct television programmes in Mumbai.
Gautam Apte was a B.E. in Chemical Engineering from Shah and Anchor Kutchhi
Engineering College, Mumbai. After graduation, he had worked for four ICT
companies in different capacities. Altogether he worked for more than 10 years as an
employee of which three years he had worked abroad and the rest in India. Innovative
Web Solutions was involved in providing internet services. The company had one
office in India at Bangalore and one abroad in UK. The company was supported by
140 employees of whom 130 were technical staff and 10 were administrative staff. In
addition, there were 40 technical consultants.

**Hitesh Patel**

**MD, Knowledge Software Pvt. Ltd.**

Data about Hitesh Patel and Knowledge Software Pvt. Ltd. was collected
during the personal interview with Hitesh Patel on 12 December 2006. The interview,
which went on for 80 minutes, took place at his office in Mumbai. At the time of data
collection, Knowledge Software had been in operation for five years.

Hitesh Patel had founded Knowledge Software in 2001, when he was 42 years
old. He was married by then. At the time of data collection he was 47 years old. He
hailed from a Hindu Gujarati business family involved in textile business. His father,
a B.Com., was involved in the family business. His mother, an M.A. and M.Ed., was a
Lecturer in Child Psychology at SNDT University, Mumbai. His wife was a B.Com.
Like his wife, Hitesh Patel himself was a B.Com. He completed the degree in 1979
from Narsee Monjee College, Mumbai. Even though afterwards he had joined for a
LLB programme at Mithibai College, Mumbai he could not complete it. Before
starting Knowledge Software he had worked for his family business for 24 years.
Knowledge Software was involved in production of entertainment and knowledge
management softwares. The organization had one office, located in Mumbai. It had 30
employees of whom 18 were technical staff and 12 were administrative staff. The
company had also appointed one technical consultant and four legal consultants.
James John
CEO, Spaceage.com

Data about James John and Spaceage.com was collected during the personal interview with James John on 23 January 2007. The interview, which went on for 65 minutes, took place at his office in Chennai. At the time of data collection, Spaceage had been in operation for three years.

James John founded Spaceage in 2004 at the age of 32. At the time of data collection he was 35 years old and married. He was a Tamilian. His parents were school teachers, and his wife, an MCA, was involved in software development. James John completed his B.Sc. in Computer Science from St. Xavier’s College, Palyamkottam. Later on, in 1993, he completed his M.Sc. in Computer Science from St. Joseph’s College, Trichi. Afterwards, he worked for about nine years in 11 organizations. Three of these organizations were located abroad. Except for two of his employing organizations, which were training institutions, rest were companies in the ICT industry. Spaceage was involved in the development of a product for facilitating software development. Its only office was located in Chennai. The company had 25 employees of whom 23 were involved in technical activities and two were involved in administrative activities.

Jayant Srinivas
President, Ahead Technologies Pvt. Ltd.

Data about Jayant Srinivas and Ahead Technologies Pvt. Ltd. was collected during the personal interview with Jayant Srinivas on 10 January 2007. The interview, which went on for 30 minutes, took place at his office in Bangalore. At the time of data collection, Ahead Technologies had been in operation for last 11 years. However, the business had begun three years before forming the company. As a result, Jayant Srinivas had been in business for the last 14 years.

Jayant Srinivas founded Ahead Technologies in 1996, at the age of 20. At the time of data collection, he was 34 years old and unmarried. Jayant Srinivas began his business operation three years before forming the company, that is, in 1993. He hailed from a Hindu family of Karnataka. His father, a civil engineer, retired as General Manager of a large nationalized construction company. His mother, who was school
educated, was a housewife. As mentor he had an individual who was an ICT entrepreneur with Ph.D. Jayant Srinivas completed B.E. Electronics in 1993 from Annamalai University, Tamil Nadu. He was one unique entrepreneur, who, despite lacking a business family background, had never worked as an employee before founding Ahead Technologies. He tried to venture into entrepreneurship immediately after completing studies. As that business became successful, there was no reason for joining another organization as an employee. Ahead Technologies executed software consultancy projects for government departments. At the time of data collection Ahead Technologies had 800 employees of whom 650 did technical work and 150 did administrative work. It also had 3,200 technical consultants. Ahead Technologies had quite a few offices. Two offices were located abroad, one in North Potomac, the USA and one in Amsterdam, The Netherlands. In India, the organization had seven offices, two in Bangalore and one each in Chennai, Dehradun, Delhi, Mumbai, and Mysore.

**K. Padmakumar**  
MD, Frontech Ltd.

Data about K. Padmakumar and Frontech Ltd. was collected during the personal interview with K. Padmakumar on 20 January 2007. The interview, which went on for 115 minutes, took place at his office in Bangalore. At the time of data collection, Frontech had been in existence for 21 years. However, given that business activities began two years after registration, the company had been active for the last 19 years.

K. Padmakumar founded Frontech in 1986. However, the operation began in 1988. While founding the organization he was 45 years old. At the time of data collection, he was 64 years old and a widower. He hailed from a Tamil family. His father was a doctor. His school-educated mother was a housewife. His wife, a graduate, was also a housewife. K. Padmakumar completed his B.E. in Mechanical Engineering from P.H.G. College, Coimbatore. Before becoming an entrepreneur he worked in three organizations for 24 years. Other than working for a government organization for one year, he worked for private companies in the automobile and ICT industries. Frontech was involved in developing products and offering services in the area of technology migration. The organization had 50 employees of whom 44 were
technical staff and six were administrative staff. Only office of the organization was located in Bangalore.

**Kirti Harlalka**  
**Partner, Knowhow**

Data about Kirti Harlalaka and Knowhow was collected during the personal interview with Kirti Harlalka on January 29, 2007. The interview, which went on for 55 minutes, took place at her residence in Chennai from where her business operation took place. At the time of data collection, Knowhow had been in operation for one-and-a-half years.

Kirti Harlalka founded Knowhow in 2005, at the age of 27. She was already married while setting up the organization. At the time of data collection, she was 29 years old. She hailed from a Punjabi business family located in Mumbai where she was born and brought up. She got married into a Marwari business family. Kirti Harlalka’s father as well as father-in-law were involved in trading: whereas her father was involved in textile trading, her father-in-law was involved in trading multiple products like agarbatti (fragranced sticks), kerosene lamps, etc. Both her mother and mother-in-law were housewives. However, in comparison to her mother-in-law, who most probably had not studied, her mother was highly educated. Her mother was a post-graduate in English. Kirti Harlalka’s husband worked in the corporate sector. She completed her B.Sc. in Chemistry in 1998 from Mumbai. Later on, she did her MBA from Management Development Institute, Gurgaon in 2000. While studying, she did multiple odd jobs like working as survey research investigator, secretary of a lawyer, teacher in a school on leave vacancy, hostess for product exhibition, and sales person. After completion of studies she had worked with two organizations. Initially, she worked with a company in the pharmaceutical sector as Biotech Business Manager. Later on, she worked as Industry Analyst with a business research organization. Knowhow was involved in business research. Clients of the organization were from different industries like financial, FMCG (Fast Moving Consumer Goods), healthcare, ICT, retail, sports and telecommunications. The organization had about 35 freelancers working for it. Knowhow did not have any employee. Being in the initial stage, founder’s residence in Chennai was being used as the office.
Kunal Raman
CEO, Sharp Technologies Pvt. Ltd.

Data about Kunal Raman and Sharp Technologies Pvt. Ltd. was collected during the personal interview with Kunal Raman on 24 January 2007. The interview, which went on for 65 minutes, took place at his office in Chennai. At the time of data collection, Sharp Technologies had been in operation for three years. However, Kunal Raman was a founding team member of an organization set up by his brothers seven years prior to formation of Sharp Technologies. As a result, he had altogether 11 years of experience in entrepreneurship.

Kunal Raman founded Sharp Technologies in 2004, at the age of 32. However, prior to founding Sharp Technologies he was also actively involved along with his brothers in founding two organizations in the same industry in 1996 and 1997. At the time of data collection Kunal Raman, a Tamilian, was 35 years old and married. Both his parents were school-educated. His father, a SSC, was a P.A. to the judges in Chennai High Court. His mother, who studied till 8th standard, was a housewife. His wife, also a housewife, was an engineer (Electronics Instrumentation) from Annamalai University. Two brothers of Kunal Raman, with whom he had founded previous business, were highly educated. His elder brother was a Ph.D. from Princeton in Electrical Engineering and a B.Tech. from IIT (Madras) in Electronics and Communication. The second brother graduated in Electronics and Communications Engineering. Both his brothers were currently involved with the organizations that they founded together in 1997. Kunal Raman completed his B.Tech. in Mechanical Engineering from IIT (Madras) in 1993. In 1995, he completed his M.S. in Operations Research from the same institution. He had joined for a Ph.D. in Operations Research at Business School, University of Rochester, New York, the USA in 1995. However, he did not complete his Ph.D. as, at that time, in 1996, he was more interested in becoming a part of the organization his brother was founding. Having joined the founding team of an organization at a very early age, he had very little work experience as an employee. After completing B.Tech., he had worked with a large organization in India as Management Trainee (Mechanical Engineer) for about three months. Sharp Technologies developed software products in the area of small network data backup. The company had one office, located in Chennai. Clients of the organizations were spread out in different countries including Australia, Canada, and
the USA. The organization had 30 employees of whom 22 were involved in technical work and rest 8 were involved in administrative work.

**Mangalam Srinivas**  
Chairman and CEO, Global Technologies Pvt. Ltd.

Data about Mangalam Srinivas and Global Technologies Pvt. Ltd. was collected during the personal interview with Mangalam Srinivas on 16 January 2007. The interview, which went on for 50 minutes, took place at his office in Bangalore. At the time of data collection Global Technologies had been in operation for six years.

Mangalam Srinivas founded Global Technologies in 2001, at the age of 40. At the time of data collection, he was 46 years old. He was already married while founding the organization. He did not hail from a business family. His father, an M.A. in Economics, was an officer in the government sector. His mother, a SSC, was a housewife. His father-in-law, an Electrical Engineer, was an entrepreneur. However, according to Mangalam Srinivas, having his father-in-law as entrepreneur did not influence him to become an entrepreneur. His wife, an Electrical Engineer, was a housewife. Mangalam Srinivas completed his Masters in Computer Science from Indian Institute of Science, Bangalore. Before becoming an entrepreneur he had worked for about 17 years as an employee. Initially, he worked for two years with a reputed Indian software company as a Software Engineer. Later on, he worked for 15 years with a reputed multinational electronics company. He joined as a Software Design Engineer and left as MD of the India chapter of the company. Global Technologies developed software products related to Digital Signal Processing. The company had clients in different countries like France, India, Taiwan, UK, and the USA. Global Technologies had around 200 employees of whom 185 were involved in technical work and rest 15 were involved in administrative work. In addition, there were 20 consultants involved in administrative activities.

**Naresh Ponnaiah**  
CEO, Sunshine Technologies Ltd.

Data about Naresh Ponnaiah and Sunshine Technologies Ltd. was collected during the personal interview with Naresh Ponnaiah on 23 January 2007. The
interview, which went on for 60 minutes, took place at his office in Chennai. At the time of data collection, Sunshine Technologies had been in operation for last three years.

Naresh Ponnaiah founded Sunshine Technologies in 2003, at the age of 30. At the time of data collection, he was 33 years old and married. He hailed from a weaving community in Tamilnadu. His father, a B.Sc. (Chemistry) was involved in real estate trading. His mother, a housewife, was educated upto Pre-University Certificate (PUC) level. Naresh Ponnaiah completed B.Com. in 1993 from Kuddallore, his hometown. After completing studies, initially, he had founded an organization involved in ICT training and software development and operated this organization as the entrepreneur for three years. Afterwards, he worked in India as an employee of two reputed companies for more than seven years. Sunshine Technologies was involved in developing software products in the area of business rule engine. Clients of the company were from different industries like apparel, banking and finance, electrical, government, ICT, ITES, law, manufacturing, pharmaceutical, printing and publishing, real estate, retail, and trading. These clients were located in different countries like Germany, India, and the USA. The company had 25 employees of whom 20 were involved in technical work and 5 were involved in administrative work. In addition there were 4 consultants.

**Naveen Jayakumar**

**Director, Datamagic Pvt. Ltd.**

Data about Naveen Jayakumar and Datamagic Pvt. Ltd. was collected during the personal interview with Naveen Jayakumar on 12 January 2007. The interview, which went on for 30 minutes, took place at his office in Bangalore. At the time of data collection, Datamagic had been in operation for 20 years.

Naveen Jayakumar founded Datamagic in 1987, at the age of 34. He was already married at that time. At the time of data collection he was 54 years old. He hailed from a Hindu Brahmin family from Andhra Pradesh. Neither of his parents had any formal education. His father was involved in agriculture and also functioned as an Ayurvedic doctor without any formal training. His wife, who had studied upto PUC, was a housewife. Naveen Jayakumar completed his Master’s Degree in Physics in 1974 from Andhra University. Before becoming an entrepreneur, he worked with
three large Indian companies for about 12 years. Of these companies, two were involved in electronic industry and one was involved in aeronautics. Datamagic developed computer-based instruments. The only office of this organization was located in Bangalore. It had 10 employees, all of whom had technical job profiles.

O.P. Nayar
Chairman & CEO, Accent Tech Solutions

Data about O.P. Nayar and Accent Tech Solutions was collected during the personal interview with O.P. Nayar on 27 January 2007. The interview, which went on for 35 minutes, took place at his office in Chennai. At the time of data collection, Accent Tech Solutions had been in operation for 16 years.

O.P. Nayar founded Accent Tech Solutions in 1991, at the age of 37. He was already married when he formed this company. At the time of data collection, he was 53 years old. He hailed from Kerala. No one in his family was involved in business. His father was a farmer who had studied till Std. 4. His mother, who had more or less similar educational background, was a housewife. His wife, a doctor, was a housewife. O.P. Nayar had completed his B.Tech. in Electronics and Telecommunications from College of Engineering, Thiruvananthapuram. After completing studies he worked as R & D Engineer for an electronics company for one-and-a-half years. Afterwards, he worked for a large Indian ICT company for 15 years. He joined the company as an engineer and left it as a Senior Manager, Customer Services. Accent Tech Solutions developed software products and offered software services for various industry verticals. The company had 30 offices in India alone spread over major cities in the country. In addition, it also had offices outside India in Singapore, UAE (Dubai), and the USA. Clients of the company were from different industry verticals like banking and finance, education, government, healthcare, ICT, manufacturing, media, and telecommunications. The company, along with one sister concern, had altogether 3,000 employees, of whom 2,500 were involved in technical activities, whereas 500 were involved in administrative activities.
Appendix Two

Entrepreneurship Caselets

Pankaj Sen
MD, Advanced Software Systems Pvt. Ltd.

Data about Pankaj Sen and Advanced Software Systems Pvt. Ltd. was collected during the personal interview with Pankaj Sen on 10 January 2007. The interview, which went on for 75 minutes, took place at his office in Bangalore. At the time of data collection, Advanced Software Systems had been in operation for 10 years.

Pankaj Sen founded Advanced Software Systems Pvt. Ltd. in 1997, at the age of 40. He was already married at that time. At the time of data collection he was 50 years old. He hailed from a Hindu family in West Bengal. Even though he was not from a business community, some of his family members were involved in business. His father, a school teacher, was an M.A. in English Literature. His mother, a PUC, was a housewife. His brother ran a business in relation to shipping. His wife, who was working for a large Indian ICT company, had completed M.A.(English) and M.Lib., and was pursuing MBA. Pankaj Sen completed B.Sc. in Physics in 1978 from St. Xavier’s College, Kolkata. Later on, in 1982, he completed B.Tech. in Radiophysics and Electronics from Calcutta University. In 1984, he completed M.Tech. in Electronic Communication. After completing studies he worked for six ICT companies for more than 13 years in different capacities like Assistant Manager in the EDP Centre, Consultant, Engineer for Software Quality Management, Manager of Business Development, and Manager of Network Projects. Advanced Software Systems was involved in software product development. Clients of the company were from different industries like banking, healthcare, insurance, manufacturing, security, and shipping. The only office of the company was located in Bangalore. The company had 12 employees; job profile of all the employees was technical in nature. In addition, the company also availed the services of five consultants.

Raj Modi
Director, Softech and Director, Raj Software and Communications

Data about Raj Modi and Raj Software and Communications was collected during the personal interview with Raj Modi on 12 October 2006. The interview, which went on for 75 minutes, took place at his office in Mumbai. At the time of data collection, Raj Software and Communications had been in operation for 10 years.

Raj Modi founded Raj Software and Communications in 1997, at the age of 40. He was already married at that time. At the time of data collection he was 50 years old. He hailed from a Muslim family in West Bengal. Even though he was not from a business community, some of his family members were involved in business. His father, a banker, was an M.B.A. His mother, a housewife, was an M.A. in English Literature. His sister ran a business in relation to trading. His wife, who was working for a large Indian ICT company, had completed M.A.(English) and M.Lib., and was pursuing MBA. Raj Modi completed B.Sc. in Physics in 1978 from St. Xavier’s College, Kolkata. Later on, in 1982, he completed B.Tech. in Radiophysics and Electronics from Calcutta University. In 1984, he completed M.Tech. in Electronic Communication. After completing studies he worked for six ICT companies for more than 13 years in different capacities like Assistant Manager in the EDP Centre, Consultant, Engineer for Software Quality Management, Manager of Business Development, and Manager of Network Projects. Raj Software and Communications was involved in software product development. Clients of the company were from different industries like banking, healthcare, insurance, manufacturing, security, and shipping. The only office of the company was located in Bangalore. The company had 12 employees; job profile of all the employees was technical in nature. In addition, the company also availed the services of five consultants.
collection Raj Software and Communications had been in operation for one year. However, ten years prior to founding Raj Software and Communications, Raj Modi had founded Softech and was involved with its operation till founding of the second company. As a result, when we conducted the interview, Raj Modi had eleven years of entrepreneurial experience.

Raj Modi founded Softech in 1995 and Raj Software and Communications in 1996. While founding Softech he was 25 years old. At the time of data collection he was 35 years old. He got married after founding Softech. Raj Modi hailed from a Gujarati Jain family which was involved in business. His father, who had studied up to Std. 10, was involved in yarn trading. His mother, who had also studied till school-level, was a housewife. His wife, who was a B.Com., was involved in a part-time accounting job. Raj Modi completed his B.Com. in 1992 from Jai Hind College, Mumbai. Prior to founding Softech, he had worked for six years as a data entry operator for a company in the diamond industry. In 2006, Softech was already a dead organization, as the only software product which Softech was producing had gone off the market. Raj Software and Communications was involved in offering services for financial market and in developing software products for the same sector. The only office of Raj Software and Communications was located in Mumbai. Softech had no employees. Raj Software and Communications had two employees and their work was technical in nature.

**Rajat Apte**

**President, Magnatech Inc.**

Data about Rajat Apte and Magnatech was collected during the personal interview with Rajat Apte on 21 September 2006. The interview, which went on for 110 minutes, took place at his office in Mumbai. At the time of data collection, Magnatech had been in operation for 15 years.

Rajat Apte founded Magnatech in 1991. At that time he was 27 years old and unmarried. When he was interviewed, he was 42 years old and married. He hailed from a Maharashtrian Hindu family. No one in his family was involved in business. Other than his wife, all his immediate family members including his parents, brother, and sister-in-law were doctors. His wife was a Bachelor in Marketing and International Trade from the U.S.A. She was a wellness consultant/yoga and nutrition
expert. Rajat Apte completed his B.E. in Computer Systems Engineering in 1986 from Veermata Jeejabai Technological Institute, Mumbai. In 1988, he completed his Masters in Computer Engineering from North-Eastern University, Boston, the USA. He had also joined for MBA at Babson College, the USA in 1988. However, he could not complete the degree. Afterwards, he had worked with a MNC in the USA for 3 years, initially as software engineer for two years and later on in relation to business development for one year. Magnatech was involved in offering software services. Clients of Magnatech were primarily located in the healthcare industry. Magnatech had two offices, one at Mumbai and another at Westborough, the USA.

**Ranjan Raghavan**

**MD, Bangalore Technologies**

Data about Ranjan Raghavan and Bangalore Technologies was collected during the personal interview with Ranjan Raghavan on 17 January 2007. The interview, which went on for 35 minutes, took place at his office in Bangalore. At the time of data collection, Bangalore Technologies had been in operation for nine years.

Ranjan Raghavan founded Bangalore Technologies in 1998 at the age of 35. At the time of data collection, he was 44 years old and married. He hails from a highly educated Karnataka-based family. Prior to securing Ph.D. degree from University of Minesota, the USA, his father had completed two Master’s degrees. His father worked for the Karnataka Government as a Class I officer. He was the founding Director of Administrative Training Institute, Mysore. Both his mother and wife, who were graduates were housewives. Ranjan Raghavan completed his B.E. (Electronics) from the University of Mysore in 1985. Afterwards, in 1986, he did his M.E. (Computer Science) from Indian Institute of Science, Bangalore. Later on, in 1990, he completed his Ph.D. in Computer Science from the University of Nebraska at Lincoln, the USA. Before founding Bangalore Technologies, Rajan Raghavan worked abroad for seven years for an MNC which was involved in the ICT industry. Bangalore Technologies developed software products targeted towards healthcare sector. However, other than healthcare, the company had clients who were engaged in financial services, media, member management, performance management, and real estate. The only office of Bangalore Technologies was located in Bangalore. The organization had 85 employees of whom 75 were technical staff and 10 were
administrative staff. In addition, there was one company which was appointed as a consultant.

Rupa Datta  
MD, Infonet Pvt. Ltd.

Data about Rupa Datta and Infonet Pvt. Ltd. was collected during the personal interview with Rupa Datta on 11 April 2007. The interview, which went on for 60 minutes, took place at her office in Mumbai. At the time of data collection, Infonet had been in operation for six years.

Rupa Datta, founded Infonet as a partnership firm in 2001 when she was 27 years old and unmarried. Later on, in 2004, she got the organization registered as a company. At the time of data collection she was 33 years old and married. She hailed from a Punjabi Hindu family. However, she was brought up in Mumbai. Her father was a practising Chartered Accountant. Her mother, who was a B.A. in Home Science, ran a home-based business in jewellery and clothing. Her father-in-law, a B.E. from IIT, was also an entrepreneur involved in testing electronic machineries. Her mother-in-law was a housewife. Her husband, a chartered accountant, was working as a Vice President at a Call Centre. Rupa Datta completed her B.A. in Sociology in 1993 from St. Xavier’s College, Mumbai. Afterwards she became a Microsoft Certified Systems Engineer and Microsoft Certified Software Developer. Before becoming an entrepreneur she had worked for 14 years in different organizations. This included working for five years as a trustee for a social sector association, for three years as a Systems Engineer for an ICT company, and for six years as a Networking Consultancy freelancer for different organizations. Infonet offered services in technical writing, and accessibility. In its two offices in Mumbai the company had 60 employees of whom 52 were technical staff and 8 were administrative staff.

S. Ram  
Director, Integrated Software Solutions

Data about S. Ram and Integrated Software Solutions was collected during the personal interview with S. Ram conducted on 18 January 2007. The interview, which
went on for 90 minutes, took place at his office in Bangalore. At the time of data collection, Integrated Software Solutions had been in operation for 22 years.

S. Ram had joined Integrated Software Solutions soon after it was founded in 1982. At the time of data collection, he was part of the entrepreneurial team of the company. When we interacted with him he was 55 years old. He got married after joining this organization. His family hailed from Andhra Pradesh. His father was a musician. His mother, a graduate in Physics, was a teacher. His wife, an M.Sc. in Statistics, worked for Integrated Software Solutions. S. Ram completed his B.Sc. in 1972 from Osmania University, Hyderabad. Afterwards, in 1975, he did his B.E. in Electrical and Communication Engineering (ECE) from Indian Institute of Science, Bangalore. In 1977 he graduated from a M.E. programme from School of Automation, Indian Institute of Science, Bangalore. Prior to joining Integrated Software Solutions he worked for one ICT company for about three years. Afterwards, he worked as an independent consultant in the ICT sector for about four-and-a-half years. Integrated Software Solutions was involved in offering generic ICT Services and developing software products. The only office of the company was located in Bangalore. However, its sister concern had offices elsewhere. Along with its two sister companies, Integrated Software Solutions had altogether around 900 employees of whom around 810 were technical staff and 90 were administrative staff.

S. Sivakumar
MD, Datainformatics Pvt. Ltd.

Data about S. Sivakumar and Datainformatics Pvt. Ltd. was collected during the personal interview with S. Sivakumar on 25 January 2007. The interview, which went on for 75 minutes, took place at S. Sivakumar’s office in Chennai. At the time of data collection, Datainformatics had been in operation for 18 years.

S. Sivakumar founded Datainformatics as a firm in 1989, at the age of 26, before he got married. Later on, it was registered as a company. At the time of data collection he was 44 years old and married. He hailed from a Tamil Hindu family. His father, who had studied till Std. VII, worked in a textile retail shop in a town in Tamil Nadu. His mother had studied till Std. II. His wife, who was a M.Phil. from Jawaharlal Nehru University, New Delhi, was self-employed. S. Sivakumar completed his B.E. in Electronics and Electrical Engineering in 1985 from
Coimbatore, Tamilnadu. Before becoming an entrepreneur he had worked with an ICT company for two and a half years. Datainformatics was into reselling software product for publishing industry. It was also a dealer for products of a reputed multinational computer manufacturing company. The only office of the company was located in Chennai. The company had 18 employees of whom six were technical staff and rest 12 were administrative staff.

Sudha Sharma
Principal Consultant, Design Lab

Data about Sudha Sharma and Design Lab was collected during the personal interview of Sudha Sharma on 24 May 2007. The interview, which went on for one hour, took place at her office in Mumbai. At the time of data collection Design Lab had been in operation for one year.

Sudha Sharma founded Design Lab in 2006 at the age of 46. At the time of data collection she was 47 years old and unmarried. She hailed from a north Indian Hindu family. Her father, who had studied till SSC, was into film production. His mother, a graduate, was a housewife. He had two brothers. One brother, a graduate, was a creative consultant and teacher in higher education. Another brother, also a graduate, was a Chief Manager in a company in the ICT industry. Sudha Sharma completed her B.A., Economics in 1981 from Mithibai College of Arts, Mumbai. In 1983, she got a Diploma in Business Management from Chetana Institute of Management, Mumbai. In 2000, she became a Certified Web Master after completing a six months course from World Wide Web Institute of Geneva. In 2002, she became a Certified Usability Analyst after completing a two months course from Human Factors International, the USA. She had acquired the last two certifications from Mumbai. Before starting Design Lab she had worked with nine organizations over a period of almost 20 years. She worked with those organizations in different capacities like Software Developer, Head of Production, Project Manager/Visualizer, Design Manager, and Product Manager. One of her key focus areas was Design and User Interface. The companies which she had worked for primarily belonged to two industries, ICT and finance. Design Lab was involved in various activities like design and user interface consultancy, website and web application development, branding and multimedia, and usability and HCI consultancy. At the time of data collection,
Design Lab was operating from the residence of Sudha Sharma in Mumbai. Five freelancers worked for her, among whom four were involved in technical work and one was involved in administrative work.

Ullas Gowda  
MD, Knowledge Solutions Pvt. Ltd.

Data about Ullas Gowda and Knowledge Solutions Pvt. Ltd. was collected during the personal interview with Ullas Gowda on 09 January 2007. The interview, which went on for 75 minutes, took place at his office in Bangalore. At the time of data collection Knowledge Solutions had been in operation for seven years.

Ullas Gowda founded Knowledge Solutions in 2000 at the age of 38. At the time of data collection, he was 45 years old and married. He hailed from a Hindu family which belonged to a fisherman caste from South Karnataka. His father, who had studied till matriculation, functioned as a Sales Manager for a large matchstick factory. His mother, who had studied up to Std. 5, was a housewife. His wife, an electronic engineer, worked as a technical writer for a software company. His uncle, an entrepreneur, had a Diploma in Engineering. In 1984, Ullas Gowda completed his B.E. in Electronics from University Visveswaraiah College of Engineering, Bangalore. Later on, in 1990, he completed his MBA in Engineering Management from University of Dallas, Texas, the USA. Before founding Knowledge Solutions he had worked as employee for about seven years in four organizations in Electronics, ICT and Steel Casting industry. His last employment was for a MNC and he was posted abroad. In addition, he had also founded two other businesses in electronic goods trading and recruitment sector prior to founding the current company. Knowledge Solutions was involved in e-learning. Clients of the company belonged to different industries like banking and financial services, business process outsourcing, educational institutions, healthcare, hospitality, information technology, manufacturing, retail, and telecommunications. The only office of the company was located in Bangalore. The company had 13 employees. Work profile of all the employees was technical in nature. In addition, there were four consultants.
Vinay Reddy
MD, Software Consultants Pvt. Ltd.

Data about Vinay Reddy and Software Consultants Pvt. Ltd. was collected during the personal interview with Vinay Reddy on 12 January 2007. The interview, which went on for one hour, took place at his office in Bangalore. At the time of data collection Software Consultants had been in operation for four years. However, seven years prior to formation of Software Consultants Vinay Reddy had formed another company and was operating it till he set up Software Consultants.

Vinay Reddy founded Software Consultants in 2003. However, prior to that he was involved with another company which he had founded along two other individuals in 1996. While founding the previous company he was 38 years old. At the time of data collection he was 49 years old and married. He was from a family which had originated from Andhra Pradesh. His father, who had studied law and hotel management, was a hotel manager. His mother, a graduate, was a school teacher in Madras before her marriage. His wife was a Special Educator for children with Autism. Vinay Reddy completed his B.Com. in 1979. He began his B.Com. at St.Xavier’s College, Calcutta and finished it at Vivekananda College, Madras. After that he tried to pursue CA. However could not complete it. Later on, in 1985 he completed a Diploma in Computer Applications and Programming from Span Computers, Bangalore. Prior to starting his first company he had worked for four years as Finance Manager for a group of hotels in India. Software Consultants developed software products and offered services in website development, website hosting, networking, and Linux. Clients of the company belonged to different industries like banking and finance, biotechnology, education, electronics, entertainment, event management, floriculture, government, healthcare, hospitality, ICT, logistics, manufacturing, media, pharmaceuticals, printing and publishing, real estate, security, telecommunications, trading, and training. Other than Indian clients, Software Consultants had clients from other countries like Brazil, France, Germany, Malaysia, Philippines, Singapore, UK, and the USA. The only office of the company was located in Bangalore. The company had 40 employees of whom 33 were technical staff and seven were administrative staffs.
Vishnu Krishnaswamy
Director, Techvision

Data about Vishnu Krishnaswamy and Techvision was collected during the personal interview with Vishnu Krishnaswamy on 11 January 2007. The interview, which went on for one hour 30 minutes, took place at his office in Bangalore. At the time of data collection, Techvision had been in operation for nine years.

Vishnu Krishnaswamy founded Techvision in 1998. While founding the company he was 34 years old and married. At the time of data collection he was 43 years old. He hailed from a Hindu Brahmin family from Tamilnadu. His father, who had studied till the Intermediate level, was a school teacher. His mother, who did not study beyond Std. 10, was a housewife. His wife, who had done B.Sc. (Physics) and B.E. (Computer Engineering) was a computer engineer for an ICT company. Vishnu Krishnaswamy completed his B.Sc. in Physics in 1983 from Madras Christian College. In 1986, he did his B.E. in Computer Science from Indian Institute of Science, Bangalore. In 1995, he had completed his M.S. in Computer Science from Steven’s Institute of Technology, New Jersey, the USA. Before starting Techvision, Vishnu Krishnaswamy had worked in India for three years in one organization and abroad for around 15 years in three organizations. All his employers were ICT companies. He began his career as a Software Programmer. His last job was as a Senior Consultant. Techvision developed software products for the healthcare industry. The only office of the company was located in Bangalore. The company had 15 employees of whom 11 were technical staff and one was administrative staff. In addition, there was one technical consultant.