Chapter - VII

SUMMARY OF MAJOR FINDINGS, SUGGESTIONS AND CONCLUSION

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7.1 Summary of Major Findings

Summary of findings of the research problem on impact of Industrial Estate scheme on development of entrepreneurship has been enumerated in the form of following outcomes which are classified into 4 categories.

➢ General findings about the growth of SSI and Industrial Estate Programme
➢ Findings related to Peenya Industrial Estate
➢ Findings on profile of the entrepreneurs and their industrial profile
➢ Findings based on statistical tests towards the evaluation of role of IEP and problems of entrepreneurs.

A detailed analysis of these findings has been given in this chapter.

➢ General findings about the growth of SSI and Industrial Estate Programme

1. The main objective of Industrial Estate programme has been identified for rapid industrialization in rural and backward areas by establishing Small Scale Industries in Industrial Estates. Therefore, the construction of Industrial Estates in rural and semi-urban areas is for balanced regional development.

2. Small Industrialists get considerable benefits in the Industrial Estates such as good working conditions, common arrangements for purchase, sale and transport of their products and raw materials and cheaper amenities for workers.

3. Industrial Estates have been recognized as an effective institutional technique for supporting the innovation, expansion and modernization of
small industries. Perhaps, on account of these reasons, Industrial Estates play a significant role in the promotion and development of small entrepreneurship.

4. During the year 2011-12, the State High Level Clearance Committee has approved 60 Projects with an investment of Rs.34,088.80 crores with expected employment generation to 165010 people. And SLSWCC during 2011-12 has approved 410 Projects with a total investment of Rs.5328.42 crores. These projects are likely to create employment to 65549 people.

5. The main objectives of the new industrial policy 2009-14 is to make the policy more attractive to the entrepreneurs as well as investors irrespective of the size of investment and to build a prosperous Karnataka through development of human and natural resources in a systematic, scientific and sustainable manner.

6. Karnataka has not been able to parallel the success that it had in software industry to manufacturing sector on the whole. While we see an active pursuit of policies in the case of software sector, we see only half-hearted attempts in the case of industrial sector.

7. The State Government has created several organizations and Institutions to provide infrastructural support to the private sector enterprises viz, . The Directorate of Industries and Commerce, Karnataka Industrial Area Development Board, The Technical Consultancy Services Organisation of Karnataka, The Karnataka State Finance Corporation, Industrial Investment Development Corporation, Small Scale Industries Development Corporation and Karnataka Electronics Corporation.

8. The number of registered Small-Scale Industrial units increased from a mere 3,890 in 1969-70 to 24,893 a decade later and to 1,05,567 industrial units in 1989-90. At the end of 2004-05 this number stood at 32138. From 2005 to 2009, 93,845 SSI units has been established in Karnataka. In 2010-2011, 18434 industrial units has been registered and till the 2010-2011 the number of registered SSI in Karnataka stood at 4,13,354.
9. From 2005-06 to 2009-10 the number of employment generated by the SSI units was 4,44,259. And till 2010-11 the total employment generated by the SSI units is Karnataka is about 23,95,451. And for 2010-11 the per unit employment generated by the SSI units is about 5.8 percent. It shows the continuous decrease in the employment generation by the SSI.

10. Up to 2009-10 the cumulative investment made in the SSI was Rs.11,19,249.5 Lakh. In the year 2010-11 itself an amount of Rs.1,20,623.21 Lakh has been invested by 18,434 SSI units and thereby the cumulative investment made by the total of 4,13,354 SSI units by 2010-11 stood at Rs.12,39,873 Lakh. And the per unit investment is about Rs.3,00,000.

11. Majority of Small Scale Industries are concentrated in Bangalore urban district (71,040) followed by Belgaum (35,286), Mysore (23,635), Tumkur (22,729), Dakshin Kannada (21,114). Whereas, the districts viz., Kodagu, Koppala, Ramanagara, Chikballapur and Yadgiri are lagging behind in the establishment of SSI.

12. As of 2011-12 there are 296 Industrial Estates in Karnataka out of which 136 was developed by KIADB in 28 districts of the state covering an area of about 41,983.95 acres, and 160 was developed by KSSIDC having 5,758 sheds.

13. Out of the 10 locations of specific industrial importance (Chapter-III, table no.3.2C), Peenya Industrial Estate, Bengaluru, Hubli-Dharwad, Belgaum, Channapatna, Shimoga and Doddaballapur industrial locations represents the importance of Small Scale Industries.

14. The programme of Industrial Estates was started by Mysore Small Industries Corporation (MSIC, Mysore state was the former name of Karnataka state till 1972).

15. The Karnataka State Government for the purpose of development of the industries in the state has taken various initiatives under the umbrella of Industrial Estate Programmes. Various such programmes or schemes for different need of the entrepreneurs are:
a) Industrial Development Programmes
   - Kaigarika vikasa
   - Prime minister’s employment generation programme (PMEGP)
   - Kayakanagara
   - SCP/TSP scheme
   - Scheme of fund for regeneration of traditional industries (SFURTI)

b) Human Resource Development Initiatives
   - Suvarna karnataka koushalyabhivridhi yojane (SKKY)
   - Rajiv gandhi udyami mitra yojana
   - Government Tool Room and Training Centre (GTTC)
   - Science and Technology Entrepreneurs Parks (STEPs)
   - Rural Development and Self-Employment Training Institutes (RUDSETIs)

c) Artisan Initiatives
   - The Karnataka State Handicraft Development Corporation (KSHDC)
   - Urban Haat
   - Handicrafts Gurukula Training Institute – Construction
   - Khadi & Village Industries Board
   - Karnataka State Coir Development Corporation Ltd
   - Karnataka State Coir Co-operative Federation Ltd.
   - Dr.Babu Jagjeevan Ram Leather Industries Development Corporation (LIDKAR)

d) Investment And Trade Promotion Initiatives
   - Karnataka Udyog Mitra
   - Visveswaraya Industrial Trade Centre

e) Technology Up-gradation Initiatives
   - Karnataka Council for Technology Up-gradation
f) Entrepreneur Development Programme Institutions

- Centre for Entrepreneurship Development of Karnataka, Dharwad (CEDOK)
- Technical Consultancy Services Organization of Karnataka (TECSOK)
- Karnataka State Financial Corporation (KSFC):

16. The analysis reveals that, most of the respondents i.e., 30% (60) industrial units were established under Rajiv Gandhi Udyami Mitra Yojana, 46 units under Kaigarika vikas scheme, 36 units under SKKY scheme, 26 units established under PMEGP, 12 units under SFURTI, 10 units established under SCP/TSP scheme, and only 2 under Kayakanagara programme and remaining 8 under other schemes.

17. The skill and development training offered under Industrial Estate schemes were preferred by all respondents, based on their industrial requirements they have undergone training in government agencies through Industrial Estate programmes. It can be observed from the above table that, 67 Entrepreneurs (33.5%) had undergone training conducted by KCTU. TESCOK offered training in which 60 Entrepreneurs (30%) had undergone training. Even 43 Entrepreneurs (21.5%) had undergone training offered by CEDOK. In trade specific requirements 6 (3%), 15 (7.5%) and 9 (4.5%) had undergone training in LIDKAR, KSHDC and KSCDC respectively.

- Findings Related to Peenya Industrial Estate

1. Peenya industrial area is known for manufacturing and production of engineering as well as electrical products, it also has business firms of the major IT player like Wipro Technologies, ABB Global Services over here.

2. The first stage of the Industrial Estate sprawls over an area of 125 acres, while the second stage established in the year 1979, covering 141.50 acres. Furthermore it is divided into 4 phases, phase 1 consists major industrial
units, while 2, 3 and 4 are residential settlements, especially this phases homes working force of Peenya Industrial Estate.

3. To promote and protect the small-scale entrepreneurs Peenya Industries Association was established in the year 1977.

4. The Peenya Industrial Estate has a diverse blend of Small Scale Industries engaged in production, maintenance and service in various disciplines of mechanical, electrical, electronics, automobile, civil, packaging, garments, lubricants, consumer items, pharmaceuticals, machine tools and a cross sections of other industrial activities. There are quite a good number of export-oriented industries also in this complex.

5. The Association organizes Growth Programmes, Vendor Development Programmes, ISO Certification Programmes, Refresher Courses, Training Programmes, Seminars, symposiums and Workshops, Interactive Meetings on various Technical, Commercial and Management topics to the members. The Association also renders community services.

6. Imparting the training required for the member industries in developing various skill sets especially on CNC Operational Programming both in skill development of source and up-skilling of Human resources of member industries through the common tool room facility, CEE and IMAC, successfully running working women’s hostel, child care centre and green park, a lung space for the residents of Peenya.

7. PIA has joined to the elite group of industrial association that is ISO certified. PIA has been awarded ISO 9001:2008, which is just recognition of its strict adherence to high quality standards in its administrative practices. This is the credit to the commitment levels of the entrepreneurs.

➢ Findings on Profile of the Entrepreneurs and their Industrial Profile

1. 64 percent (128 units) of the total units under study were established under sole proprietorship form of organization. Thus, it is clear that a big
majority of SSIs are having narrow ownership base, due to the internal advantage of sole proprietorship form of organization i.e., no scope for disputes, enjoyment of entire profit, independent decision making, etc. 32 percent (64 units) are functioning as partnership firm, where in few having family members as a partners and few with outside partners. 4 percent (8 units) have established as a joint stock company to get the advantage of shared risk and return.

2. Out of 200 industrial units, 79% (158 units) are engaged in production-oriented activities; where as only 21% (42 units) are related with service oriented activities.

3. Most of the respondents were from small scale industry (95%). And only the remaining 5% is from agro based industry, EOU, tiny industry and ancillary unit which are again comes under the category of SSI if the total investment criteria is considered. The focus of study is on SSI than other categories.

4. The enterprises which are established on own by the respondent entrepreneurs is 46%, inherited to the respondents are of 41% respectively and rest 13% respondents takeover the existing units.

5. The analysis reveals that out of 200 units surveyed 8 units were established in between 1971-1980 and 86 units were established in during 1981-1990, 84 units established in between 1991-2000. And 22 units during 2001-2010.

6. Majority of the entrepreneurs i.e., 152 out of 200 were of middle age of 31 years to 50 years. 28 entrepreneurs are very young i.e., 21-30 years group. And only 2 entrepreneurs were of above 60 years. The descriptive analysis of the same shows that, the minimum age of the respondent is 26 years and the maximum is 67 years having a mean age of 41 years.

7. The study reveals that 96% of the respondents are male, it showed that most of the industrialists are men, only a 4% of the sample is female. And
most of the respondents i.e., 91% are married and very few 9% respondents are unmarried.

8. If the educational qualification is considered, most of the respondents, i.e. 59% are graduates and 29% are below graduates, the study revealed that professional education and being an entrepreneur are not much related for the given samples.

9. The analysis shows that, 46 respondents out of 200 hailed from agricultural background, 64 respondents are from business background. Another 46 respondents are from industry background. Moreover, very less are from profession and other background. These figures show that, a big number of respondents are from business background, and agriculture and industry background.

10. From the analysis it can be inferred that 80% of professional choose to carry on Sole trading concern and followed by 69% being graduate, where as 71% of Post-Graduates choose Others(join-stock, partnership) concern and below graduation are evenly poised with sole trading 59% and Others 41%. The factors Type of Organization and Education are significantly associated with each other at 5% level having chi-square value of 11.01.

11. The analysis further shows that 40% of Professional either choose to establish a new concern or to take over an existing firm, while 43% of Post-Graduates choose to establish a new concern or to take over a existing firm and 56% of Graduates choose to establish a concern and 48% below graduates inherited the concern from their family. From this it can state that the factors Origin and Education are significantly associated with other at 5% level having chi-square value 25.71.

12. The analysis inferred that 58% of respondents who has a family background as Professional choose to be sole trading concern, 86% of others choose to be sole trading concern, and 65% and 75% of respondents of family background of business and industry respectively choose to be
sole trading concerns while 67% of respondents having family background of Govt. employee choose Other concerns(join stock, partnership). From this it can be stated that the factors Family Background and Type of Organization are associated each other with 5% level of significant.14.26.

13. The analysis stated that approximately 50% from all kind of background are of newly established concerns and 67% from background of Govt. employee is chosen for takeovers.

➢ Findings based on statistical tests towards the evaluation of role of IEP and problems of entrepreneurs.

1. Desire to achieve something, Need for independence and Availability of subsidies have high influence. To get social prestige and Success of other have also influenced to some extent whereas, Desire to get gainfully occupied and EDP / EAP and PRC holders meeting has not at all influenced the respondents to become entrepreneur. **Overall Mean score is 2.962963, Variance is 1.894339 and the S.D. is 1.3763.**

2. According to the analysis (table no.6.2), all the entrepreneurs have participated in either the EDP/EAP/PRC/PMC holders meeting. All the respondent entrepreneurs who have attended the EDP/EAP/PMC/PRC holders meeting, on the completion of the meeting or programme have received the follow up assistance too.

3. With respect to various factors of assistance availed form the different agencies, the entrepreneurs were satisfied except for assistance in supply of raw material and margin money given they are indifferent. And the overall average satisfaction rate i.e. 3.81 shows that, the respondent entrepreneurs are satisfied with various follow-up assistances.

4. Regarding the overall Satisfaction level to the follow-up assistance, the average score by Sole trading is 3.31 and in Others is 3.29. The ANOVA output showed that F value is 5.37 and significant value is 0.021. Since it is
<.05, the mean difference exists between respondents of sole trading and others.

5. If the overall Satisfaction level to the follow-up assistance by production oriented concerns is considered, it has given average score of 3.31, and that of service oriented concerns is 3.18. The ANOVA output showed that F value is 7.91 and significant value is 0.01. Since it is <.05, the mean difference exists between the product oriented and service oriented units.

6. The mean (average rating) for assistance for selecting a project is 4.6 which quiet high among other attributes of Industrial Estate Programmes and followed by Project Evaluation with mean score of 3.57 and for the rest i.e., information about the market conditions, and In plant training it ranged from 3.35 to 3.06 out of 5 point ratings.

7. The average score for the overall assistance extended by Industrial Estate Programmes by Sole trading is 3.47, and by Others is 3.58. The ANOVA output showed that F value is 2.72 and significant value is 0.133. Since it is >.05, the mean difference is non-significant which implies that the help extended by Industrial Estate Programmes does not seem to have impact on the whole across the groups categorized based on type of organization.

8. The overall Experience towards Assistance provided by Industrial Estate Programmes is considered it is having the F value of 1.24 and significant value of 0.27. Since it is >.05, the mean difference is non-significant.

9. Only with respect to the rate of interest the entrepreneurs are dissatisfied, whereas towards other attributes their satisfaction level is moderate. Further it also shows that except legal formalities related to financial assistance from Industrial Estate Programmes the standard deviation is more others have a lesser standard deviation.

10. If the overall satisfaction level of the entrepreneurs towards financial assistance from Industrial Estate Programmes is considered, it has a F
value of 3.24 and significant value is 0.073 since it is <.05 , the mean difference exists between respondents of sole trading and others.

11. If the overall perception towards the financial assistance from Industrial Estate Programmes are considered, it has F value of 2.18 and significant value of 0.14. Since it is >.05, the mean difference is non-significant which implies that Financial assistance from Industrial Estate Programmes does not seem to have impact on the whole across the groups categorized based on Nature of unit.

12. There are various reasons for underutilization of the capacity of the industrial units such as, power problem, raw material problem, Human resource problem, financial problem, less demand etc. All the above reasons for under utilizing the capacity have a standard deviation from the mean score. Hence, we can conclude that the reasons may be anything for under utilizing, this reasons keep on changing time to time. Out of the above stated six reasons, power problem and financial problem are the most affecting reason for under utilization of the industrial capacity. Whereas, less demand is the least significant reason for under utilization of the capacity.

13. The problem which is faced by most of the respondent entrepreneurs while availing the financial assistance under IEP is inadequate sanction of amount (43%), followed by non-cooperation attitude of the financing institution(39.5%) and unfavorable terms and conditions (36%) to avail the finance.

14. The overall trend of growth in various attributes of the industrial units has increased over a period of time. Only in very few i.e., in 2 out of 200 units, the profit has been decreased and in another 2 units profit remain unchanged over a period of time. And in 3 units, sales volume has been declined where as in another 1 unit it remains unchanged.
15. The analysis reveals that, 1,113 employees were in 200 units at the time of establishment. At present 6,986 employees working in the same units. In that 92 percent constituting 1,024 employees are male, and only 8 percent constituting 89 are females. This shows the dominance of the male over female. At present 88 percent constituting 6147 employees are male, and 12 percent constituting 839 employees are female. This shows that due to education, equality, freedom concepts the ratio of females working in the unit has been increased over years.

16. The analysis shows that out of 200 units, 166 units representing 83.00 percent to total have started their unit with less than Rs. 25 lakhs turnover, 34 units representing 17 percent to total were earning above Rs. 25 lakhs turnover per annum.

17. At present out of 200 units, 16 units representing 8 percent to total are earning below Rs. 50 lakhs turnover per annum, 184 units representing 92 percent to total are earning above Rs. 50 lakhs turnover per annum. This shows the positive growth of the units in industrial units.

18. Majority of the entrepreneurs under study had introduced some improvements/changes in the industrial units. It is observed that 100 percent (200) respondents had added new product or services to their existing products, 98.5 percent (197) entrepreneurs changed their marketing area, 98 percent (196) entrepreneurs added the employees in their units, 90 percent (180) entrepreneurs installed modern machineries to their units, 76.5 percent (153) entrepreneurs improved their existing products and only 19 percent (38) entrepreneurs deleted production of some of the products over the years.

7.2 Suggestions

1. There is an urgency of providing stimulus measures for industries and service sector to combat the ill effects of the financial crisis prevailing globally. It is better to think above the temporary measures.
2. The state has to think about providing excellent infrastructural facilities for industries with active participation of private sector/industry.

3. Implementation of Suvarna Karnataka Development Corridor Programme (SKDCP) through length & breadth of the State and develop industries at the potential locations along with corridor is required to be done as early as possible.

4. There is a need for development of sector-wise industrial zones for optimal utilization of local natural and human resources so as to minimize migration of people to urban centers.

5. Safeguarding the socio-economic interests of both farmers and investors while acquisition of land. In addition, simplification of land acquisition procedures with emphasis on inclusive development is required.

6. There is need of a preferential treatment for SSI sector enabling to meet the global challenges through attractive package of incentives and concessions. In addition, tailor made package of incentives to those projects having wider positive implications on the State's economy to leverage a better edge over other competing states is also the need of the hour.

7. Additional incentives for entrepreneurs belonging to under-privileged sections of the society to bring them to the mainstream in order to achieve much needed inclusive growth is essential.

8. Efforts needed to focus on skill development in order to enhance the employability of youth especially women and to make ready-to-employ human resource to the industry. It can be achieved through inculcating entrepreneurial qualities amongst local youth in general and women in particular and motivating them to take up self-employment by extending handholding support.
9. Industrial Estate Programmes should not be considered just as a framework but as the soul for entrepreneurship development and thereby development of the SSI.

10. In an Industrial Estate programme implant training in trade specific areas, industry specific areas for the period between 15 days to 3 months for an effective implementation and function of enterprises is essential. The training should be inferred on specific internal basis. For instance, the entrepreneurs who are manufacturing food articles should be trained in Central Food Technological Research Institute (CFTRI), Mysore or such institutions in Karnataka.

11. The institutions working under the Industrial Estate Programmes must introduce simplified procedure which includes the application, collateral security and simplification of modus operandi for release of subsidies and legal processes. The institutions should also introduce Single Window System for scaling the Industrial Estate related problems in a friendly manner.

12. The sanctioning and disbursement of term finance is required to be on a more productive basis. The financial institutions should device procedures which result in friendly ambient of matured trust and friendliness between the enterprise institutions.

13. The state level institutions like TESCOK, CII, FKCCI, IIM should extend their assistance in management, skill development programme in the area of marketing, finance, technology acquisition management and human resource management of the industrial units of the particular Industrial Estate.

14. The institutions like KSSIDC and NSIDC should design a programmes to distribute industrial raw materials like iron and steel, coal, fuel oil, wood, cotton, etc.
15. The government and development institutions should promote industrial cluster programmes in district and taluk level and establish tool rooms and testing centres at district level.

16. Mere establishment of or increase in the number of institutions for assistance or launching of newer and newer schemes do not by itself assure the development of entrepreneurship. An integral functional approach on the part of institutions serving in the state for the cause of entrepreneurship development is even more important. Providing stimulatory, supportive and sustaining services should be the part of this integral functional approach. The stimulatory activities refer broadly to identification of potential entrepreneurs, development of entrepreneurial qualities and provision of infrastructure. Supportive activities refer to the kind of assistance which would help entrepreneurs to start viable enterprises. These include arrangements for finance and consultancy services for management of enterprises. Sustaining activities relate to those which would make a unit efficient and viable on continuing basis, such as assistance for modernization, expansion and diversification. In fact, these three constitute an entrepreneurial development cycle, in which any imbalance in the approach is likely to make the entire programme in fructuous.

17. As a part of this skill formation, the state under IEP should conduct Entrepreneurship Development Programmes. Based on the study it is suggested that there is a need to strengthen the various components of EDPs. The EDPs can be organized more effectively with the help of academicians' and successful entrepreneurs. The strengths and weaknesses of the prospective entrepreneurs can be assessed by conducting a written test before selecting a candidate. The target group for EDPs should not only be technical students as the corporation is doing now, but also the students of Commerce, Management and Arts faculty.
18. The entrepreneurs have to conform to, more particularly the SSIs, a number of regulatory obligations. The entrepreneurial approach' and the bureaucratic approach are two contrasting approaches in the sense that the first one is characterized by 'doing things' in a different way and the other is characterized by 'doing things' in a routine way. It generally results in a built-in-conflict which generates certain difficulty to produce the desired results, i.e., entrepreneurship development. Therefore, the corporation should be helped by a team of experts consisting of psychologists, economists and good managers. This team is expected to evaluate not only economic feasibility of the proposed project but also the entrepreneur himself. This is necessary as competent entrepreneurial skill alone makes a project successful. This type of arrangement would eliminate the bureaucratic element in the decision making process which would extend facilities only to worthy and eliminate/reduce the chances of sickness.

19. In addition to annoying bureaucratic attitude and red-tape of the officials, some units also fail to comply with the various formalities required to be completed, for this they blame the government and quasi-governmental authorities. The gaps left by the entrepreneurs in preparing the case for establishing their units is mainly due to their ignorance about the procedures involved. Prior knowledge on the part of the entrepreneurs in this matter would definitely hasten the promotion stage. Therefore, the KSFC/DIC should open a cell to advise the prospective entrepreneurs on the procedure and formalities to be completed and the proper agency to be approached. Of course, the technical, planning and legal departments of KSFC are doing this job. But the entrepreneurs felt that they do not give the list of documents to be given at once. Thus, the practice of giving the required documents list at once should be started with much sincerity.

20. Alternatively, there must be co-ordination among all the agencies/departments which are required to provide various services to entrepreneurs. The entrepreneurs before getting the loan have to face
more difficulties in getting the necessary documents from taluk office, DIC, KSSIDC, KIADB, KPTCL/KEB, etc., as the, case may be, due to bureaucratic style of functioning, corruption and other causes prevailing in these offices.

21. Public grievance cell may be set up at the each Industrial Estate.

22. The support structure for marketing is necessary if the entrepreneurship programme is to succeed. State level agencies like KHDC, KVIC, KSIMC or district level co-operative societies will have to assume the responsibility and help specialized small institutions to market the goods. Various government departments should purchase their requirements (certain percentage) from SSI units. This can be achieved through legislation.

23. Government should encourage the development of outsourcing services in these Industrial Estates (IE).

24. The government should encourage trade related training in ITI, Polytechnic and job related Job oriented diploma course (JODC) at college level to provide training manpower for this entrepreneurial enterprises.

25. The fundamental objective of IEP is to provide sheds to Industrial Estates on rental basis to facilitate the growth of new small entrepreneurs. So as to enable them to stand on their own legs. But in practice in Peenya Industrial Estate, sheds have become permanent shelters to Industrial Estates, and sheds are being allotted on hire-purchase and in some cases, even on out-right sale basis. A unit making an exit from the estate is almost unknown. Several estate units neither want to expand nor diversify production. Thus, the infants deliberately refuse to become adults in which case, estates become permanent kinder gardens for the same old units and the quantitative impact never improves.

26. Industrial Estates are not merely a group of factory sheds. It is conceived as a nucleus of growing industrial activity. However, the success of such
an activity depends upon the co-ordinated and integrated efforts by many institutions and government departments. IEP requires co-operation from large units of both state and central universities, high-tech R & D institutions and even local bodies.

27. Majority of the entrepreneurs are unhappy about the power supply position in the Industrial Estates. Frequent power failure, fluctuations in voltage and delay in installation of power have all led to significant loss to industrial sheds. With the given system, this situation is not expected to improve in the near future. Therefore, it is worthwhile to consider the feasibility of generating electric power to meet the short fall in large estates.

28. Inadequate supply of raw materials is a common problem of almost all Industrial Estates and estate units are not an exception to this. However, KSSIDC has undertaken the task of providing essential raw materials. But the supply is inadequate, quality is not satisfactory and even the price is higher compared to the outside prices. Hence, there is a need for streamlining the raw material supply and a flexible policy in this regard is necessary. KSSIDC has to arrange for procuring and supplying raw materials to SSIs of the estate. A special quota or priority system of raw material supply to estate is desirable.

With the above given suggestions, the 4\textsuperscript{th} pre stated research question, What could be the effective proposal and solution to improve the performance of Industrial Estate Programmes in entrepreneurial growth and industrialization? has been answered and also the 6\textsuperscript{th} pre stated objective To suggest the appropriate measures to restructure Industrial Estate programme for their effective utilization and there by achieving the objectives of entrepreneurial growth has been achieved.
7.3 Conclusion

Industrial Estates provide organizational set-up in which Small Scale Industries, tiny enterprises, women enterprises, ancillary units, export oriented units and small service business establishments develop and flourish. The entrepreneur is the essence of a nation whose tasks pertain to not only innovations, but also to understand and implement the adjustments that are required in day-to-day running of the enterprise. Properly planned and managed Industrial Estates can serve as an effective instrument for strengthening the entrepreneurship for industrial development in rural and backward areas. Hence, with this primary objective, the Peenya Industrial Estate was established. Moreover, to assist the entrepreneurs of SSI and to promote and protect the small-scale entrepreneurs, Peenya Industries Association was also established in the year 1977.

From the date of inception, till today, the Peenya Industrial Estate has extended its helping hand to the entrepreneurs of SSI by framing its own assistance programme for the overall development of the entrepreneurs and there by accelerating industrial development. However, to continue to act as a facilitator, the Peenya Industrial Estate has to be very keen on solving certain scorching problems of SSI such as the problem of power, raw material and marketing.