Chapter 5

The Indus Entrepreneurs (TiE) – A Case Study of Networking among Entrepreneurs in India

This chapter studies one particular professional association of Indian expatriates, The Indus Entrepreneurs (TiE) established in 1992 in the USA by a group of first generation Indian entrepreneurs. It is one of the important professional associations of Indian expatriates that has several chapters across the world. One of the main focus areas of TiE is promotion of entrepreneurship among Indians. The association not only engages itself with educated professionals in India but also informs policy intent vis-a-vis promotion of entrepreneurship among educated professionals. To achieve the goal, many strategies have been formed resulting into interventions at various levels. In this frame, this chapter has attempted to explore the structure of an association of Indian expatriates and aims to find out the nature of networking among educated entrepreneurs, reasons for their networking and its impact on their professional goals. This chapter has further tried to comprehend the role of its functionaries. Besides, it attempts to analyse the basis of networking and the accruing relationship with the home economy.

The chapter is divided into three sections. The first section explores (i) the origin of TiE and its different chapters formed around the world, and (ii) the functioning of these chapters. The second section analyzes the membership base of the association which explores the members’ profile, i.e. educational expertise, area of entrepreneurship, etc. It further reflects the members’ areas of expertise and their involvement in the development process. The third section investigates the activities and programs of the TiE in order to understand role of TiE in building entrepreneurial skills and how it assists them in the economic activities.

5.1 Background

The Indus Entrepreneurs (TiE) is a global, not-for-profit organization established in 1992 in the US. The founder members were successful entrepreneurs, senior professionals and
corporate executives who had migrated from the South Asian region¹ and now settled in the US. The association was mainly formed to create a forum for informal exchange of ideas and learning but did not have the mandate for advancement of entrepreneurship. Hence, for the initial two years, TiE operated as an informal association of individuals with monthly meetings organized by an ad hoc executive committee. It seems that individual initiatives played a critical role in keeping the TiE alive for the first two years. Activities of the organization were limited in these two years. In 1994, TiE registered as a non-profit organization in the USA and became a formal organization with its head quarter in the Silicon Valley. In the onset, it organized a conference mainly to draw attention from fellow Indians and establish itself as an organization. That two day conference was attended by 500 Indian entrepreneurs from the Silicon Valley, resulting in the institution of an annual conference of TiE which is known as TiEcon. The emergence of TiE coincided with the great entrepreneurial drive that accompanied the so-called ‘dot-com bubble²’ period.

Box 5.1
TiE-Global at a Glance

<table>
<thead>
<tr>
<th>Origin</th>
<th>Chance meeting of a few Silicon Valley entrepreneurs in 1992; the idea of bringing together high-achievers of Indian origin was born.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>To foster and advance entrepreneurship across the globe.</td>
</tr>
</tbody>
</table>
| Objectives   | • Networking  
               • Mentoring of entrepreneurs  
               • Integration with mainstream society  |
| Core values  | • Mutual respect  
               • Meritocracy  |
| Philosophy   | Silicon Valley culture plus guru-shishya (also referred to as guru-chela) relationship i.e. the student-teacher relationship, an Indian concept. |

Source: Compiled from TiE Profile

¹ Afghanistan, Bhutan, Bangladesh, India, Maldives, Nepal, Pakistan and Sri Lanka
² Around 1990s, Information Technology received an overwhelming response around the world. This happened due to revolution in computer and web-based technology which resulted in unprecedented growth of web based activities. The industry saw emergence of thousands of websites like business portals, personal website, etc. and demand of professionals from India. The literature refers to this period as ‘dot-com’ which subsequently burst at the onset of new century due to poor investment and business strategies.
Today, TiE has grown into a professional organization with the mission to foster entrepreneurship and nurture entrepreneurs. The TiE mission is to: *Advance the virtuous cycle of wealth creation and giving back for the welfare of society at large* through the following:

- Entrepreneurship and Professionalism
- Social Entrepreneurship
- Sound Economic Policies
- Bringing people together
- Volunteerism

It seems that values and beliefs of TiE reflect the culture and value system of the Silicon Valley since the association believes that entrepreneurship and wealth creation are invaluable human endeavors and entrepreneurs with roots in the Indus region have a special role to play as a consequence of their unique experiences. As mentioned by studies, Indian entrepreneurs in Silicon Valley have created a niche for themselves and own large enterprises. Hence, successful technocrats and entrepreneurs seem to have found a different role where they are helping budding entrepreneurs in the home economies. Entrepreneurship is a new, start up venture as well as new enterprises within larger companies. It has been stated that with ever shortening *product life cycles* and global competition, entrepreneurship has become increasingly more critical for survival even for large corporations. It could be the spirit of risk-taking and decisive action by visionary individuals with talent and conviction that TiE strives to encourage.

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1 Dees (1998) states that normally an entrepreneur is associated with starting a business however, the term entrepreneur originated in French economics as early as the 17th and 18th centuries. The term is related to ‘undertakes’, not an ‘undertaker,’ or someone who undertakes a significant project or activity. Most common name in French economics is of J B Say who believed that the entrepreneur shifts economic resources out of an area of lower into an area of higher productivity and entrepreneurs create value (Koolman, 1971). Joseph Schumpeter is another economist closely associated with entrepreneurship in the 20th century. He described entrepreneurs as the innovators who drove the creative-destructive process of capitalism. He viewed the market process as a dynamic process driven by creative destruction: “It [referring to the market process] must be seen in its role in the perennial gale of creative destruction; it cannot be understood irrespective of it…” (Schumpeter, 1950: 83). Schumpeter’s entrepreneurs are the change agents in the economy. By serving new markets or creating new ways of doing things, they move the economy forward.
5.1.1 Spread of TiE across the Globe

By 2008, TiE expanded exponentially with 47 chapters being added in 10 countries, with about a third of these chapters based in India and the rest located in major cities of the world as indicated in Figure 5.1. The United States has the highest number of chapters (23) followed by India. India has 13 chapters located in various cities viz, New Delhi, Chennai, Hyderabad, Jaipur, Kolkata, Kanpur, Mumbai, Bangalore, Pune, Patna and Thiruvanantapuram. Similarly, the membership of TiE has also grown over the years and now there are 800 members and 8000 associate members globally.

Here, it is important to mention that TiE chapters are autonomous in nature and operated by a governing body prescribed norms, though, there is regular interaction between TiE - global and its chapters. TiE- Global has the role of a visionary and building up the capacities of local chapters. They also are being updated about each chapter's activities and other specific engagements regularly.
Figure 5.1
World wide presence of TiE Chapters

Source: prepared from TiE Website (www.tie.org)
5.2 TiE – Delhi: Emergence and Networking among the Educated

As already mentioned, TiE has a number of chapters around the world which are formed on the philosophy of TiE-global. TiE - Delhi chapter was formed simultaneously with Chennai and Hyderabad chapters, in the year 2000. Delhi chapter of TiE is different from others due to its strategic location for it seeks to engage not only with the entrepreneurs but also with the policy makers to influence and foster the spirit of entrepreneurship. TiE members have been part of various government committees in relation with entrepreneurship. This chapter is emerging to become a bridge connecting the Indian government and the industry with successful Indian entrepreneurs and leaders around the world.

In the last few years, TiE Delhi has organized several lectures, workshops, meets where TiE (global) has interacted with high skilled budding Indian entrepreneurs, government officials, ministries and policy makers in India. In initial years, the Delhi chapter of TiE was working as a platform towards bringing budding entrepreneurs together. In 2001, it accelerated its pace of functioning as evidenced by activities and interacted with global partners on regular basis (Annexure X: activity chart of TiE). The membership base has also expanded manifold in last 2-3 years along with its activities. It is found that a large number of entrepreneurs and budding entrepreneurs have become members of TiE-Delhi. Though year-wise data of the same is not available, review of members’ profile reveals a steady increase in the number of Indian entrepreneurs mainly from the knowledge intensive firms (TiE directory, 2006).

5.2.1 Membership and Profile of Members

As mentioned earlier, TiE members are entrepreneurs, would-be entrepreneurs and professionals with an interest in entrepreneurship, either in a startup context or within a larger company. The Delhi chapter follows the same pattern, which represents a diverse set of industries, both from old and new economies including software and information technologies, biotech, financial and other services. TiE recognizes that to be successful its members must understand and operate within a larger socioeconomic environment, therefore it encourages members from all racial and ethnic origins of their entrepreneurial endeavors. TiE membership can be divided broadly into two types - charter members and
associate members defined by their experience, entrepreneurial growth and role in the association.

Charter Members (Functionary) - Charter Membership is given to successful entrepreneurs, corporate executives and senior professionals. These individuals are generally at a stage in their professional growth where they are willing and able to contribute to fellow members. It was found that one may become a charter member only by invitation, subject to TiE's bylaws. Interestingly, charter members pay significantly higher annual membership fee than other members and financial help in TiE-Delhi operations. These members also take part in management and govern the activities of TiE. Charter members are the main actors of any chapter as they play an active and important role in mentoring, networking and learning from each other. Charter members network with expatriates or TiE-global members for the internalization of small firms in getting information, bringing venture capitalist, etc. to India. It can be said that charter members are main actors who bring expatriate members and associate members on a common platform.

Associate Members - Associate members are mainly beneficiaries of TiE who are associated with diverse occupations such as Information Technology, Automobile, Furnishing, Traveling, etc. The analysis of TiE-Delhi' data reveals that at present, associate membership strength is 116, out of which only seven are female members (TiE directory, 2006). It is important to note that the presentation of women entrepreneurs is very small both in associate and charter members categories.

Table 5.1
Sex wise distribution of TiE-Delhi members

<table>
<thead>
<tr>
<th>Gender</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Associate</td>
</tr>
<tr>
<td>Male</td>
<td>109 (93.96)</td>
</tr>
<tr>
<td>Female</td>
<td>7 (6.04)</td>
</tr>
<tr>
<td>Total</td>
<td>116 (100)</td>
</tr>
</tbody>
</table>

Note: Figures in parenthesis denote percentages
Source: Calculated from TiE-Delhi directory, 2006

4 It is to be noted that number of TiE associate members has increased in last three years phenomenally as stated by TiE-Delhi secretariat. In 2006-07, TiE-Delhi secretariat reported that membership base is over 250 and information on same was available. For this reason, data of 2006 has been used to understand the profile of its members.
Table 5.1 depicts the strength of TiE-Delhi. TiE has 116 associate members and 36 charter members. Discussions with TiE informs that membership has increased over the years though data is not available for the same. Analysis of members’ profile depicts that some of the members have worked abroad for short durations and returned to the home country only. It also came out that many members have business ties with foreign partners and some of the businesses were realized because of their networking with TiE-Delhi. TiE-Delhi has provided a platform to members for networking and fruitful interaction with foreign partners. Analysis of member profiles shows that, members, especially charter members, are leaders in their respective fields.

Further discussion in the chapter is about associate members only since they are main audience and beneficiaries of TiE programmes.

5.2.1 (a) Educational level of TiE-Delhi Associate members

The profile of members reveals that TiE-Delhi has highly skilled and educated members (see figure-5.2). The educational analysis of members shows that out of the total, 52 are graduates. It is to be noted that 5 members have completed degrees in Charted Accountancy and have their own accountancy firms. 58 members have postgraduate degrees mainly in engineering and out of these, 40 members have Masters in Business Administration. However, 22.41% members have studied overseas either at graduate or postgraduate level mainly in the US except in one case completing his studies from London School of Economics, UK. There are some members who have pursued a diploma course or held a management degree from a foreign institute.

Some members are law graduates and others have completed their doctoral degree. It is important to mention that 41 members studied engineering and computer technology at the graduate level. These members were trained Engineers from premier institutes of India like BITS and IIT and many of them finished their masters from foreign universities like Harvard, Stanford, Colombia, etc.
Graph 5.1
Educational Qualification of TiE Delhi members: Technocrats

Source: Calculated from TiE-Delhi directory, 2006

5.2.1(b) Types of Member: Entrepreneurs and Future-Entrepreneurs

It is found that a large group (34%) wishes to become entrepreneurs in the future. At present, they are salaried employees but at a higher level within their field of expertise like aviation, academia, etc. They can be termed as Entrepreneurs-in-making and take part in TiE’s activities. The rationale behind this is that such members have capacity to become entrepreneurs and will be able to promote entrepreneurship in their respective fields. The Figure 5.3 depicts the nature of membership in TiE-Delhi showing that 34% are future entrepreneurs. It implies that these members, though working with institutions at present, wish to work independently in future.

5 These members aspire to be entrepreneurs in near future hence they have become members of TiE to learn more about entrepreneurship and available opportunities. TiE promotes such type of memberships.
In the Figure 5.3, 66% of members are entrepreneurs at present. These entrepreneurs are venturing into various fields of enterprise but majority of them belong to the knowledge-based industry.

5.2.1(c) Experience and Years of Entrepreneurship: Focus on Knowledge Based Industries

The present section presents the professional experience of the entrepreneur members. These members are spread into ten sectors of the economy but majority of entrepreneurs belong to IT and IT Enabled Services sector, followed by entrepreneurs from the advertising industry. However, in contemporary times, all major enterprises including advertising and travel sectors are IT enabled. For instance, an entrepreneur belonging to travel sector, operates a travel agency through web-based technology and makes travel plans for international and national business personnel. Though, he belongs to the travel industry, his functioning is completely dependent on information technology.

As per Figure 5.4, 65% members (charter as well as associate) belong to IT industry wherein representation of other sectors is comparatively smaller. For instance, only 3 percent belong to academia and law. There are 8 percent members belonging to advertising sector which is IT and telecom enabled, as stated above.
In total, 7 percent entrepreneurs are affiliated with biotech and pharmaceutical industries while other 4 percent are from banking and accountancy which provides consultancy to IT firms mainly. Members belong to health and heavy industry sector too but their representation is very small in terms of number, ranging from 1 percent to 4 percent only.

5.2.1 (d) First Generation Entrepreneurs

It would be important to mention that all members of TiE are ‘first generation entrepreneurs’ and greatly influenced by the success of information technology. This phenomenon is greatly related to the success of Indian expatriates professionals in the US labor market. One of the important factors of their success was the endowment of social and human capital acquired through formal and informal networks of professionals (Prashantham, 2004). In India, entrepreneurs have been greatly benefited from the networking of Indian expatriates especially immigrants, as many have become entrepreneurs after their exposure to TiE-Delhi and its activities. Figure 5.5 reveals that majority of them entered into entrepreneurship only 5-10 years back (before joining the TiE), unlike the traditional generations of entrepreneurs.
This is corroborated by the fact that more than 30 members have 5-10 years of experience as an entrepreneur and majority of them started their firms during 1995-2000. There are more than 20 members who started their own enterprises between 2000 and 2004. Interestingly, most of the first-generation entrepreneurs have overarching preference for knowledge-based industries. Less than 5 members have chosen to be entrepreneurs in the field of old economics.

Discussions with members also indicated that 40 entrepreneurs have worked as a salaried person before starting their own enterprise while the rest of them started independently after completing their education. Another important factor is that many of them have worked overseas mainly in the US and subsequently returned to India to start their own enterprises. This phenomenon happened only in late 1990s owing to various factors. The factors seem to be flexible working atmosphere in India, availability of suitable infrastructure, curtailment of redtapism and encouraging government policies. It is also indicated by some studies that many changes happened in India around this time which motivated professionals to return and work in the home country (Khadria, 2002). In terms of work experience, 16% of members worked abroad for 2-5 years with
multinationals belonging to the IT sector. However, other 9 percent worked for a much longer period, 5-10 years and mainly in countries like US, Hong Kong and UK. Though, 4 members have worked in foreign countries for more than 15 years after graduating from the foreign universities, they returned to the home country to work independently later on. In this category, all people belonged to the IT sector except one who has his own legal consultancy firm.

5.2.1(e) Experience of Entrepreneurs and Various sectors of economy

Table 5.2 deals with the enterprise and their years of experience in their respective fields. The analysis of the table can be summarized as follows. Only 5.26 percent have 20 years of experience in fields other than IT or new economics sector like hospitality, retailing, etc. 29% entrepreneurs have only 0-5 years of experience, mostly belonging to IT and telecom industry, 30 members have experience of 5 to 10 years as an entrepreneur.

Table 5.2
Entrepreneurs and experience in respective field

<table>
<thead>
<tr>
<th>S.N.</th>
<th>Area of Enterprising</th>
<th>Years of Experience</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>0-5</td>
<td>5-10</td>
</tr>
<tr>
<td>1</td>
<td>Advertising</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Biotech</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Banking and Accountancy</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Heavy Industries</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Travel Industry</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>Academia</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>IT &amp; Telecom</td>
<td>19</td>
<td>13</td>
</tr>
<tr>
<td>8</td>
<td>Law</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Health</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Business Consultant</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>25</td>
<td>30</td>
</tr>
</tbody>
</table>

Source: Calculated from TiE-Delhi- directory, 2006

These members have same kind of experiences in the industry as well. In this category, majority of entrepreneurs come from IT and Telecom sector only. Other sectors do have representation but the number varies from 2 to 4 in each industry. For instance, 4 members are business consultants.
Table 5.3 explores the background of future or aspirants entrepreneur members. Interestingly, even in this category, majority of members belong to IT and Telecommunications. Indeed, most of the members belong to technical fields such as engineering, trade, aviation, etc. and only 13% members are associated with academics, mainly teaching at management institutes in NCR region and consultancy.

<table>
<thead>
<tr>
<th>S. No</th>
<th>Occupation</th>
<th>Number (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>IT &amp; Telecommunication</td>
<td>22 (55.0)</td>
</tr>
<tr>
<td>2</td>
<td>Aviation</td>
<td>1 (2.0)</td>
</tr>
<tr>
<td>3</td>
<td>Teaching (Management Institute)</td>
<td>5 (13.0)</td>
</tr>
<tr>
<td>4</td>
<td>Oil Industry (IT related)</td>
<td>2 (5.0)</td>
</tr>
<tr>
<td>5</td>
<td>Engineering</td>
<td>6 (15.0)</td>
</tr>
<tr>
<td>6</td>
<td>Trade</td>
<td>4 (10.0)</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>40 (100)</td>
</tr>
</tbody>
</table>

Note: Figures in parenthesis denote percentage
Source: Calculated from TiE-Delhi- directory, 2006

5.2.2 Programs and Activities of TiE- Delhi

TiE-Delhi performs a number of activities to foster entrepreneurship and share knowledge among its members. An examination of past events discloses that activities have been mainly organized in the form of conferences, workshops, lectures, networking meets and mentoring\(^6\) clinics mode, all of these promote mentoring, networking and learning. However, mentoring is one of the important activities of TiE-Delhi where a mentor acts as an angel, guide, and advisor to the educated entrepreneurs. Recent literature on entrepreneurship also recognizes the importance of mentoring in a globalized world where knowledge producers share their expertise with those who wish

\(^6\) Mentoring refers to a developmental relationship between a more experienced mentor and a less experienced partner referred to as a mentee or protégé. It is a structured and trusting relationship that brings young high skilled entrepreneurs together with educated individuals (mentors) who offer guidance, support and encouragement aimed at developing the competence and character of the mentee. A mentor is an adult who provides a mentee with support, counsel, friendship, reinforcement and constructive example.
to establish as entrepreneurs. It is emphasized that mentoring is instrumental within corporate as well self-motivated business environment though it cannot be applied to those who are at the beginning stage of entrepreneurship (Graham and O’Neill, 1997; Sullivan, 2000 and Evans and Volery, 2001).

5.2.2 (a) Mentoring Program

Mentoring has the biggest value propositions to TiE-Delhi members. Focus of TiE chapters, including TiE-Delhi, has been on mentoring in which charter members act as advisors to the budding associate members (entrepreneurs). Charter members have recorded a higher level of satisfaction with the progress because it has given them an opportunity to share their embedded knowledge, vision, etc., with others. All successful TiE chapters have a robust mentoring program, which is also one of the reasons for their charter members to report higher satisfaction levels. Mentoring at TiE is a one-on-one interaction between a senior entrepreneur (charter member or immigrant member) with an entrepreneur (associate member). It provides guidance and advises budding entrepreneurs on various issues depending on the needs. For a robust mentoring program, it is considered critical that the chapter has an appropriate number of mentors ready to spend time with the mentees. According to Sridhar Iyengar, President of TiE-Global, the openness to be mentored and willingness to mentor come naturally to Indians. He says, “In our [Indian] culture, the relationship between the guru-shishya (teacher-student) is very important. Mentoring, of course, isn’t just limited to the Indus community. But because of our DNA, we are more aware of having somebody who has mentored us and that makes us more amenable to taking the time to mentor others” (TiE Rockies, 2004).

Even, in India, mentoring is considered as a valuable activity as one entrepreneur describes that ‘Mentoring and advice from the experience and successful entrepreneurs has contributed greatly to our success. Being a member of TiE, I am today confident that

7 A case in point is the experience of the President of the TiE chapter in Seattle who co-founded click2learn, now merged with Docent to form SumTotal. He states that, ‘The Seattle chapter was setup by Vijay Vashee (in 1999) almost exactly around the time I departed Microsoft to start my own company (co-founded with a few colleagues). The timing could not have been better, in terms of the excellent support, both from an expertise and financial perspective that my company received from TiE charter members. At the time, several entrepreneurs were looking for guidance and TiE was right there to provide the same, simultaneously to various startups’ (TiE Seattle, 2004).
I can reach out to ANY entrepreneur in the world'. TiE-Delhi has been able to organize such mentoring sessions for members where international members (TiE-Silicon Valley or UK) have been mentors.

The above discussion denotes that the concept of mentoring is integral in TiE's program which emphasises on relationship building, sharing of knowledge and expertise by older entrepreneurs (from India and overseas) with high skilled younger generations. This is one of the important prepositions for development of entrepreneurship in any economy.

Mentoring program of TiE has evolved over the years involving expatriates in the home economy. There are many cases where Indian expatriates have provided mentoring to members belonging to the Delhi chapter. Given the frequent visits of members from various TiE chapters mainly US to India, it provides an opportunity for social capital to flow across countries, including back to the home country (India). However, it should also be noted that TiE in the US has sought to move beyond its Indian roots to portray a more inclusive image, as evident from new interpretations of its acronym as Talent, Ideas and Innovation. The efforts of TiE have been to improve the capacities and capabilities of people through social and human capital. TiE-Delhi philosophy also follows the same theory as reflected by the past events of TiE organized in last 3-4 years where more than 200 entrepreneurs have been mentored on various issues. Mentoring Sessions have been organized as per sector specific problems where mentees are especially mentored on the problems related to their industries. Though, a study reveals that there are no evidences of cross-boundaries\(^8\) mentoring (by expatriates Indians) but in case of TiE-Delhi, Indian expatriates have played an important role by sharing their ideas and visions with Indians through direct and indirect involvement.

\(^8\) Here, cross-boundary refers to interaction taking place between two chapters located in two different nations.
TiE-Delhi follows two types of mentoring models devised by Kanval Rekhi, an expatriate Indian and considered a guru of mentoring. He migrated to the US in early 70s after graduating from IIT Bombay and subsequently became successful in Silicon Valley.

The models are as follows:

- **Individual Mentoring Program**: Throughout the year, charter members and visiting members (expatriate Indians) provide one-on-one mentoring sessions to help members with their business plan creation and presentation, fundraising, operational guidance.

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9 TiE has been using different types of mentoring models and some of which are:

- **The TiE Silicon Valley/Delhi Model**: In this model, the mentee is required to apply online about mentoring and then one-hour session with a mentor is arranged for this purpose. After that session, it is left to mentor and mentee to take the relationship forward or for the mentor to recommend the mentee to another contact if its required.

- **The TiE UK model**: In this model, mentoring is a managed process over many sessions by the chapter.

- **The TiE Bangalore model**: In this, a group of 12-15 charter members interact on a fixed day. These interactions are held on group basis and sessions are held in some charter member’s office so no expenses are involved.

10 It is also called as Mentoring clinics where parallel sessions are organized generally at a big event like TiEcon where more than 50 entrepreneurs are mentored on a single day. Mentoring clinic is a concept where a large number of mentors (between 5-10) are requested to assemble on a fixed date and time to interact with budding entrepreneurs. These are some of the features of the mentoring clinic.

- Non-TiE members can also participate in the program. e.g., senior professionals from consultancy companies, law firms, accounting firms, HR firms, etc. in the clinic.
- A mentoring clinic provides high visibility therefore the local TiE’s chapter has the opportunity to generate visibility for the TiE
- A mentoring clinic is a good membership generating drive too as the session is also opens for non-members

The planning of a mentoring clinic is done in advance where a date is fixed as per mentors (charter or high profile expatriate Indians). Potential mentors are briefed about the mentee in advance and vice versa. For this purpose, mentees are requested to send their applications online about the nature of mentoring required by them. One session generally lasts for 3 hours with 5 different mentees. The session is followed by feedback from both mentees as well mentors and followed by further coordination. The coordination may be directly or facilitated by the secretariat as suggested by the mentors. In some chapters, a networking dinner is preceded by a talk from one of the mentors. At times, mentees or budding entrepreneurs are difficult to put across their queries to the mentors. Therefore, UK model plans a ‘pre-mentoring’ committee which requires a very different level of planning and execution support. It perhaps makes the mentoring program very productive for the mentee as well as the mentors.
business development and career counseling. A typical mentoring session lasts for one hour. Appointments are generally arranged in advance, using an online application for holding a mentoring session. In case of expatriates coming to India, all members are informed in advance about their arrival and their specialization so that match making could be done accordingly. TiE’s focus is always on the quality mentoring, therefore mentees are requested to inform in advance about their problems and issues for effective mentoring.

- **Company Mentoring Program:** In this model, companies are mentored by a group of charter members. These sessions generally organized a few hours and the management of the company receives guidance and information related to its plans. The interactive session provides a setting for understanding the strategic and tactical aspects of company building.

Discussion with members revealed that TiE-Delhi focuses on individual mentoring only and do not organize group mentoring whereas mentoring clinics are organized at special events. Mentoring is considered the biggest driver of value across TiE world for associate members as well as for charter members. For associate members, it is a way of accessing guidance from appropriate mentors, be it charter member or expatriate TiE-member. For charter members, to whom TiE is a medium of giving back, mentoring is the way to help, guide and nurture budding entrepreneurs. In the process, both also get exposed to new ideas and sometimes, newer investment opportunities.

Some members associate mentoring with business plans and funding though, TiE-Delhi limits mentoring to strategic guidance and decision-making. Mentors are generally helpful in making appropriate connections for the mentees with relevant and interested people from the TiE world or from the outside contacts. One of the members stated, “When I went for a mentoring session and discussed issues related to setting up an IT firm which focused on specific software development, my mentor provided inputs as well as connected me to a Indian immigrant venture capitalist. This venture capitalist provided me initial seed money to implement ideas. This has been really encouraging he really hand-held and guided at the time of difficulties”.

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There are many such examples which indicate that mentors have significantly helped mentees in accessing markets/customers, accessing capital or expert advice. This could be reason that TiE assumes that the key ingredient of a strong mentoring program is a large pool of mentors.

**Criteria of a good mentor**

- Experience in any field
- Exposure across 3-4 business cycles is more valuable than one large success.
- Ability to listen and impart a neutral point of view.
- Ability to make the mentee feel comfortable.
- Ability and willingness to commit time to the mentoring program.

Mentoring also proves effective in bringing in the latest information on technological advances prevalent internationally. Founding father of TiE-global, A.J. Patel says that 'mentoring program is key of all activities as budding entrepreneurs not only seek advise but also learn from mentors about what to do or what not to do which may not be available in any business manual or book'. The program also gives a chance to interact personally and share and rebuild the existing knowledge. In fact, these mentoring meetings have resulted in business opportunities for some. TiE officials stated that TiE-Delhi does not encourage such practices as mentoring is not meant for funding purpose. But, at times, mentors show keen interest in new ideas or technology brought to their attention by mentees, resulting in arrangement of capital to develop the same.

5.2.2 (b) Networking and Knowledge Building through Workshops, Lectures and Conference

In the context of the current discussion on internationalization of small firms and their capabilities, the first objective of TiE, networking, is perhaps the most salient feature. The networking facilitated by TiE can be thought of as being domestic (to the host economy) and international (Prashantham, 2004). It currently appears that the former is more structured and active while the latter is emergent but growing. In terms of domestic networking, each chapter generally has monthly networking meetings, often with a guest
speaker. On a larger scale, an annual conference of TiE, called TiEcon\textsuperscript{11} is organised; the year 2004 and 2005 conference held in New Delhi, India, attracted more than 1000 delegates from across the world and has been a great success in term of bringing entrepreneurs together.

In terms of international networking, there are growing evidences of linkages built by immigrants Indians with the home country. It has also addressed public policy in India. Government of India (e.g. the Head of the Task Force for Information Technology, Committee on Venture Capital, Telecommunication policy, etc.) has been known to seek counsel from senior TiE members on telecommunication policies in India. Furthermore, it has been recognized by US government too. For example, former US President Bill Clinton invited a 200-member delegation of TiE to accompany him on his official visit to India in 2000, hailed by many as a watershed in Indo-US relations.

Apart from Indian expatriate professionals, TiE -Delhi and TiE-Global have been motivating many foreign venture capitalists to invest in India. In the last 4 years, around four to six delegations of American venture capitalists have visited Delhi where interactions with TiE members were also held.

\textsuperscript{11} TiEcon is an annual event and it is organized by some prominent and strong chapters of TiE, where members of all chapters participate and it has a theme to address every year. In 2004, TiE global organized TiEcon in Santa Clara, California, which attracted 3,000 delegates and was promoted as the largest gathering of entrepreneurs in the world. TiE Delhi has organized four TiEcon in last 5 years which have been a great success and generated more business opportunities for budding entrepreneurs. TiEcon India-2003 was held on 8\textsuperscript{th} January 2003, bringing 1200 delegates of which 10 percent were overseas luminaries. This was also attended by CK Prahlad, Sam Pitroda, etc. The conference witnessed a presence from a wide range of sectors including IT, ITES, Biotech, Media, Healthcare, Venture Capitalists, Entrepreneurs, Bankers, Management Consultants, Industry association, etc. At the TiEcon 2003, economic agenda of India was visualized where it was perceived that by 2008, software and BPO sector will contribute to 10 percent (Gross Domestic Product (GDP) and over 2 million jobs. On the other hand, third TiEcon was organized in 2003 was attended by over 700 delegates and business leaders where focus was on the spirit of entrepreneurship. The conference had planned several sessions on industry sector targeted at creating opportunities for Indian entrepreneurs in global scenario to benefit from such platform. Interestingly, various venture capitalists from USA also shared their future plans and discussed the areas of entrepreneurship with Indian entrepreneurs, emphasized on the need for small and medium entrepreneurs. By organizing such conferences, TiE has been able to highlight the Indian entrepreneurs at the global level; more development opportunities for the IT based industries. However, other sectors of industry too got benefited from such platforms e.g. Tourism, Travel, Power, etc.
Other activities such as workshops and lectures on different areas have also been organized to enhance the capacities of members. The workshops have been addressed by prominent leaders from India as well as USA. Taking into account the background and expertise of members in the sector, the focus has been to enhance the capacity and capabilities of Indian entrepreneurs. For instance, since 2001 a series of workshops have been organized on ‘Effective Business Plan for Funding’, providing budding entrepreneurs an opportunity to present their projects effectively to the venture capitalists. Some of the important workshops held in the past are as follows:

Table 5.4
Important workshops, discussion and lecture organised by TiE-Delhi in last few years

<table>
<thead>
<tr>
<th>Year</th>
<th>Name of the Events</th>
</tr>
</thead>
</table>
| 2001 | • Meet with Arvind Sohani, VP, Intel and Board Member, Nasdaq  
      • Speaker Meet: Future of Entrepreneurship and Opportunities in India  
      • Speaker Meet: Future of Technology Stocks, Corporate Governance, Competition Bill  
      • TiE Networking Event  
      • Workshop: How to Reinvent, Redesign and Refocus your business |
| 2002 | • Workshop on Opportunities in Enterprise Software  
      • Workshop on Business Opportunities in Storage Area Networks  
      • Meet with Chinese Delegation  
      • Lecture: Opportunities in Service Sector  
      • Workshop: BPO - Opportunities and Challenges |
| 2003 | • Workshop: BPO- From vision to value  
      • Workshop: Enterprise Project Management  
      • Lecture: Entrepreneurs Opportunities Ahead  
      • Lecture: Doing Business in a Global Matrixed Environment |
| 2004 | • Lecture: Outsourcing Agreements  
      • Workshop: Incubation Financing of Technology Startups  
      • Workshop: Developing Effective Plan for Funding  
      • Workshop: HR: Attracting and Retaining the right talent  
      • Presentation to the VC Delegation from Silicon Valley |
| 2005 | • TiECon Conference  
      • Interaction with Bill Gates and Narayan Murthy  
      • Workshop: HR Summit - People, Processes and Profitability  
      • My Story sessions |
| 2006 | • Discussion: Interaction with Canadian delegation  
      • TiECon: Entrepreneurship the DNA of growth |
<table>
<thead>
<tr>
<th>Year</th>
<th>Activities</th>
</tr>
</thead>
</table>
| 2007 | • Workshop: Mentoring to funding  
• My story sessions  
• The entrepreneurial summit  
• Workshop: SIG, Education and Training  
• Discussion: Start up Essentials, steps to success  
• Discussion: Education and training- creating scalable business |
| 2008 | • Mentoring sessions  
• Competition: Srijan- business plan competition  
• Entrepreneurial Summit  
• Discussion: FMCG  
• Workshop: TiE Digital Marketing Master pieces  
• Discussion: What makes successful entrepreneurs? |

Source: Compiled from TiE- event calendar of different years

The table illustrates that different types of activities are organized for members. The focus of the activities is primarily on new entrepreneurs as reflected by topics of various workshops and discussions like what makes successful entrepreneurs, etc. Though nature of TiE's activities is changing over the years earlier focus was on BPOs it shifted towards other sectors such as education and training and FMCG. Interactions with members also confirm the same and they also stated the focus of activities on new members. Over the years, the nature of activities has changed.

TiE-Delhi has used various kinds of communication techniques to inform about the events like networking meets, conferences, etc. New age technologies like email campaigns and group mailers, have proved effective in generating desired awareness and bringing increased participation in the program. Secondly, networking with other Indian business councils like Confederation of Indian Industries (CII) has also proved beneficial for various other purposes.

Some chapters of TiE have formed Special Interest Groups (SIGs) which are smaller networking group of members sharing interest in a specific domain. Currently, TiE global has 5 SIGs: Semiconductor, Networking, Wireless, Life sciences and Software services. It has been found that formation of SIGs depends on the need of the respective chapter as no SIG group has been formed by the TiE-Delhi whereas TiE-Jaipur has formed SIGs related to marble industries. SIG activities include more regular meetings featuring industry expert panelists and networking; mentorship; and informal email communities discussing industry issues.
TiE does not have structured system of finances and has been found to generate finance for its activities from diverse sources like membership fees, event fees and contributions from sponsors. However, charter members generally contribute for various events and activities. Elected officials and volunteers organize most of the TiE-Delhi operations and activities as office of TiE itself is housed in one of the members’ office premises.

5.2.3 Social Entrepreneurship

It is known that development of social sector and infrastructure certainly contributes to individual knowledge and capacities, leading to economic growth (Sen, 1999). According to government records, 30 million children are still out of the school system in India and even if they attend, 37% of children drop out before completing primary education while only 9 percent reach the higher education (GOI, 2006). In such a scenario, it is imperative that focus is on bringing opportunities and building human capacities for a better tomorrow which would leverage the economic growth. The same has been shared by the leading economists who believe that contribution to education and healthcare certainly builds competencies and enhance human capital (Schulze, 1961; Becker, 1993; Todaro, 1985 and Sen, 1995, 1999). It needs to be clear that people should have freedom of opportunities and choices as a constitutive role of freedom relates to the importance of substantive freedom in enriching life. Sen (1999) has put forward that ‘substantive freedom include elementary capacities like- able to avoid such deprivations as starvations, undernourishment, escapable morbidity and premature mortality, as well as the freedom that is associated with being literate and numerates and so on.’ (pg 38). In this frame, TiE Delhi is trying to create some opportunities for the marginalized and poor people. TiE-Delhi through India Sponsor Foundation (ISF), a Non-Governmental Organization (NGO), has been trying to work for social development.

The India Sponsor Foundation (ISF) was launched in 2001 by a group of TiE members. ISF is based on three concepts - Connectivity, Credibility and Commitment. It was formed to catalyze social change by leveraging India’s trapped resources, enabling
individuals and organizations to contribute to the voluntary sector. It also aims to build social infrastructure in order to provide basic opportunities to people living in deprived conditions so that their capabilities and average productivity could be enhanced\(^\text{12}\).

Figure 5.2 India Sponsor Foundation Linkages

![Diagram of ISF linkages]

Source: Adapted from Annual Report, ISF-2004

ISF is mainly involved in fundraising, building organizational capacity through mentoring and guiding, enabling transfer of learning through information sharing, etc. It arranges funds for small and grass root organizations who are working for marginalized people in the area of education and health. ISF ensures that funds are used for the purpose intended and provide ongoing feedback to donors. ISF predominately works through NGOs addressing the issues like education, health, environment, targeting especially women and children. Its current partners are located in Delhi, Uttarakahal, West Bengal

\(^{12}\) 1993 Noble Prize winner Douglas North has emphasized about the social infrastructure and how the change in policies related to social development can determine the growth of any economy. It argued about China’s failure after 14 century though China had lead in technology. It all happened because of ruler who considered foreign ideas were trouble makers. It implies that the social infrastructure of an economy—the rules and regulations and the institutions what enforce them—is a primary determinant of the extent to which individuals are willing to make investments in capital, skill and technology. Therefore long term economic performance is determined by the change in social infrastructure (Jones, 2002)
and Gujarat. For example, in Gujarat, ISF supports organizations involved in reconstruction and rehabilitation. ISF has supported several programs across different sectors and some projects are adopted and nurtured by the ISF itself with local partners. In this reference, ISF is providing technical and local support, monitoring, guidance and financial aids to the following projects running in Delhi.

5.2.3 (a) Jan Jagriti-- An Integrated slum development program

Jan Jagriti is a program which has been working for a slum located in Moti Lal Nehru Camp, Munirka, New Delhi. The project has various partners such as Children's Hope Inc., Vidya (a NGO) for Education, Intel Technology and NIIT for Computer Education, Ranbaxy Pharmaceuticals for Health and the Municipal Corporation of Delhi for Sanitation. ISF has focused on the education of drop-outs and over age migratory children. They are imparting remedial and computer education to children and youth as well as facilitating vocational guidance/training for skill development through Shamik Vidya Peeth (also known as Jan Shiksan Sansthan, a government program supported by the Ministry of Human Resource Development). The program aims to enable them to join labor market. ISF has also opened a non-formal school for out of school and drop-out children to mainstream them in regular schools. Apart from this, it also provides health care facilities to women and children through a mobile van staffed with a doctor and a nurse visiting the centre twice a week, sponsored by Ranbaxy Lab. They also provide information and create awareness on reproductive health and HIV-AIDS prevention among women and youth.

5.2.3 (b) Swayam Sudhar Shiksha Project

This project has been designed by ISF and supported by Xansa, a TiE-Delhi Charter member. The project has evolved from "ADOPT A SCHOOL PROGRAM" initiative to upgrade the existing standards of infrastructure in government schools for quality education for marginalized children. As a pilot project, it provided support to a government school in Harola village of Noida, Uttar Pradesh which is now benefiting 2100 students of the Primary and Junior wings of the school. Some of the activities have been:
• Training of trainers in Hindi and English reading skills.
• Computer literacy for more than 500 students of the school
• Installation of computer and curriculum based software.
• Construction of toilet and provision of drinking water facility.
• Support for vocational courses in Tailoring, Cooking, Arts and Crafts.
• Painting competitions and sale of best entries to corporate houses to develop greeting cards.
• Career counseling workshops.
• Support for achievers of Class VIII, higher level of education/ furthering in other schools.

5.2.3 (c) Vahini Shakti

This project aims to empower underprivileged women by training them as commercial drivers of four-wheelers expanding their livelihood options. The Transport Department, Government of Delhi, the Institute of Driving, Training and Research (IDTR), Delhi Police and the Mega Cab Company are supporting this project. The training has various modules and implementing organizations are:

- Programs on confidence building - ISF.
- Training of driving of commercial and domestic vehicles - IDTR.
- Technical know-how related to vehicles - IDTR.
- Self defense skills - Delhi Police.
- Training for administering first aid - Guru Teg Bahadur Hospital.
- Apprenticeship and placement - Mega Cab.

The successful women have been placed as trainee/apprentice drivers at Mega Cab, a renowned 24-hour taxi service in the Capital. In addition to above-mentioned project, ISF has set up a health clinic at Sai Foundation, benefiting residents of the neighbouring Jasola village. The scope of this partnership includes Sarva Sudhar (Slum development), Svasth Abhiyan (Health and hygiene), Shiksha Diksha (IT Education) and Mobile crèches at construction sites.

It is also networking with various foundations in the US in order to get more financial support for the education sector in India.
Summing Up

The Indus Entrepreneurs (TiE), an association of high skilled Indian expatriates was formed in 1992 in Silicon Valley, with an objective of sharing knowledge and promoting entrepreneurship. Over the years, TiE has grown in size and has formed chapters in all major cities of the world. Delhi chapter of TiE came into being in 2000 and since then it has organized several lectures, workshops, meets where TiE delegations from (international chapters and TiE-global) have interacted with members, government and policy makers. In India, TiE members (entrepreneurs) have been greatly benefited from networking of Indian immigrants as many took up entrepreneurship only after their exposure to TiE. Origin of TiE-Delhi led to an accelerated networking among members resulting in better-knowledge sharing. Continuing interaction between charter-expatriate members focuses on issues like upcoming business opportunities, need of venture capital, scope for new-technology industries etc. Charter members are keys to networking, mentoring and knowledge-sharing thereby accelerating the process of engaging with expatriate Indians. Mentoring is one of the biggest activities of the TiE where for members it is a way of accessing guidance from appropriate mentors be it charter member or expatriate member. In many TiE chapters, ‘mentoring’ is closely associated with business plans and funding but TiE- Delhi only aims to help members with mentoring and knowledge dissemination sessions. TiE-Delhi through its members is also involved in social infrastructure development and has supported various projects in education and health sectors like Swayam Sudhar Shiksha Project. TiE-Delhi has played a crucial role in formulating and influencing public policy too. This indicates that TiE has been instrumental in providing a platform to high skilled entrepreneurs to interact and learn from Indian expatriates. The next chapter attempts to study the functions of TiE as well relationship of members with other types of members and Indian expatriates in greater details.