



IEF ENTREPRENEURSHIP FOUNDATION

ENTREPRENEURSHIP ECOSYSTEM REPORT

2018

Charting the Landscape



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Foreword

It is estimated that 430 million people are employed in India's unorganised sector, of which approximately 56% are engaged in agriculture and allied activities. Therefore, the remaining almost 190 million people either run, or are employed in small shops, micro ventures or small-scale industries.

This gives impetus for policy makers, private institutions, academics, media, business community and even not-for-profits to focus on the needs, challenges and opportunities of India's micro and small-scale enterprises. The definition of micro and small enterprises in the country has been historically limited by ideas of manufacturing units alone. Much more needs to be done to expand the definition to include the large number of service enterprises and retail ventures. But that is just the first step in building a robust ecosystem for India's small and micro entrepreneurs.

What India needs is a holistic view of the Entrepreneurship Ecosystem and how it can be co-created by various stakeholders that play a part in it. To imagine that expediting permissions, tax cuts and speedy regulatory registrations can help enterprises take off would be short-sighted. Access to all types of finance, for all stages of enterprise growth cycle is a vital component in creating an entrepreneurship driven economy. Providing education to existing and new entrepreneurs is as critical as creating mass awareness for entrepreneurship as a career choice and preparing the society for a cultural shift. Developing a system of advisors, mentors and networks that help sustain and guide the entrepreneurs is also a non-negotiable.

This entrepreneurship ecosystem report is an attempt to bring forth ideas, best case studies, innovative examples and questions with reference to each of the four Levers of the Entrepreneurship Ecosystem – Government and Regulatory Support, Access to Finance, Education and Cultural Preparedness and Mentoring and Networking. It is our hope at IEF Entrepreneurship Foundation that this report and its many nuances will help raise questions and address gaps where needed. It will also enable multi-stakeholder dialogues that focus on India's small and micro enterprises.

13 million people are being added to India's job market annually and by 2030 One Billion people will be of working age in our country. This kind of demographic shift has been unprecedented in the history of our nation and that of the world. Therefore, no one has the right answers on how to create employment opportunities for one billion people within a decade. The clues may lie in the very ethos of our way of life, which is enterprising and inspires for a life which lives in partnership with nature. The answers may also be found in the democratic and federal workings of our polity and the rich heritage and tradition of education and knowledge in our society.

This report explores international best examples and also some innovative steps taken by several states in our republic. It also highlights private sector initiatives and public private partnerships that have taken the lead in playing an active role in shaping the entrepreneurship ecosystem for 21st century India.

We invite everyone who is committed to the dream of a developed, democratic and dynamic India to read this report with open mind and willing heart. For this report speaks about those 190 million people who strive every day without recognition to keep the wheels of our economy turning. This report is about the unsung heroes of our economic engine who need our attention and support. Without the exponential growth of micro and small enterprises and the jobs they create or will create, India's aspirations cannot be fulfilled. On the contrary if this sector is ignored we risk losing social equity and fraternity which are important pillars of our democracy.

India needs an Entrepreneurship Ecosystem which is seeded with our constitutional values of liberty, equality, fraternity and justice. Exploring various stakeholders, their role and different levers that shape such an ecosystem can be a starting point to co-creating it, and that is precisely our attempt with this discussion report. We hope you will find it an enriching and engaging read and give us your feedback. We also hope the report will motivate you to join our efforts at IEF Entrepreneurship Foundation to co-create an Entrepreneurship Ecosystem for India's micro and small entrepreneurs and help the nation move forward towards its rightful destiny in the world order.

- ***Bhairavi Jani, Chairperson, IEF Entrepreneurship Foundation***

Introduction

From time immemorial, entrepreneurs have played a dynamic role in evolving the civilizations that have amalgamated into present-day India. Entrepreneurs have contributed to the fabric of the republic in which our youth today explores its individual talents and voices. India has seen some great homegrown businesses and entrepreneurial success stories. They have helped fuel job growth in sectors as diverse as manufacturing, IT, media, aviation et al. In early 2000s India entered a promising period of GDP growth that has created vast number of opportunities for its large population. And yet the challenge of generating employment for almost 13 million people entering the job market every year is massive.

Unemployment is a gap that not only needs redressal, but also anticipatory solutions, immediately. Corporations and government cannot be the only instruments to alleviate it. 45% of total national income is generated by the unorganized sector in India, or what has been referred to in the past as “India Uninc.” This is a section of small and micro entrepreneurs that comprises the tertiary sector – engaging in activities such as trade, transport, construction, hotels, restaurants, small-scale manufacturing, cottage industries, agri-ventures etc. This segment is the largest source of employment in India, second only to agriculture.

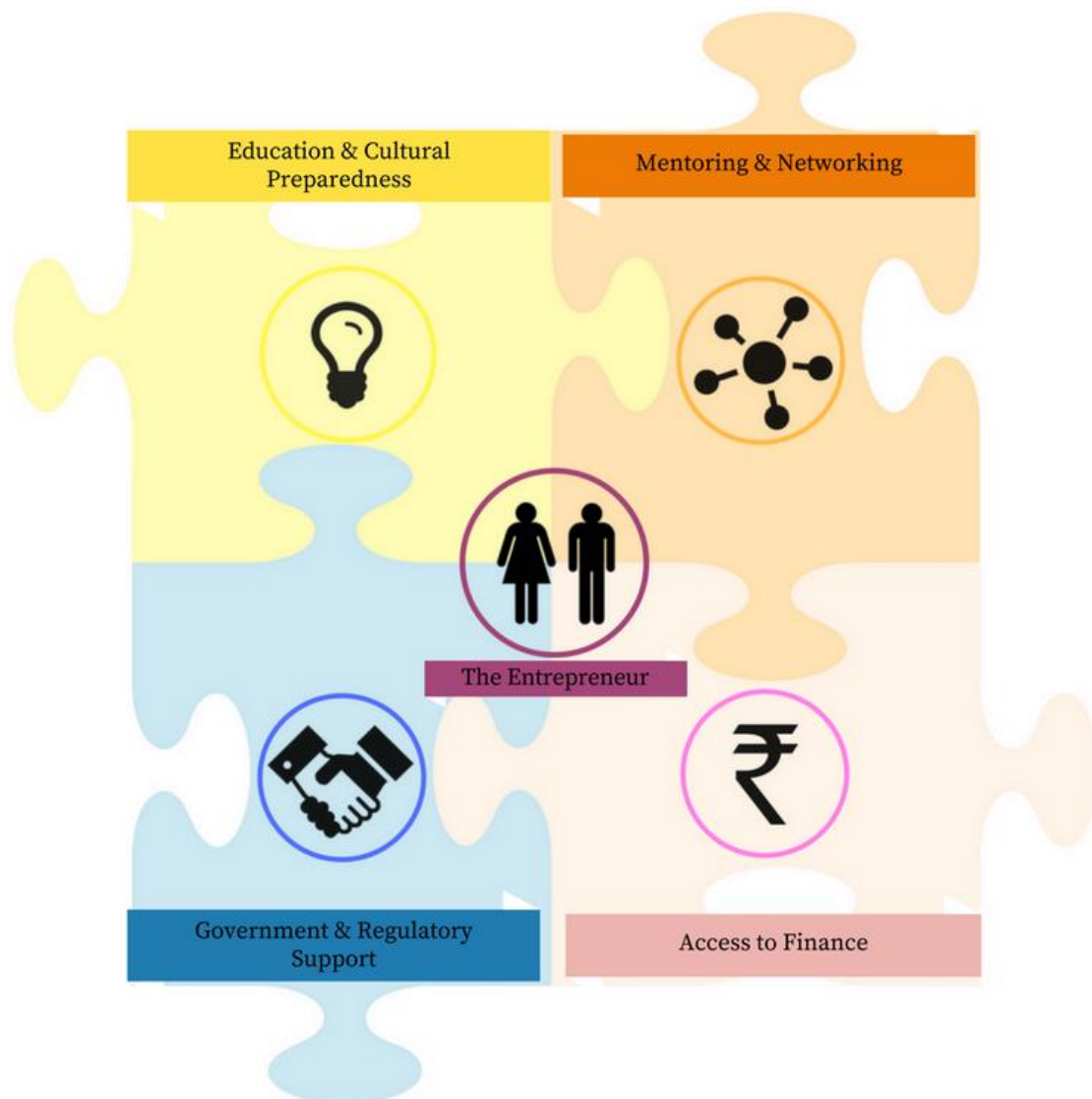
Grass roots entrepreneurship is also known to be among the most powerful instruments in igniting innovation – whether in technologies, products, processes, employment practices, or services. These innovations have driven globalisation and injected efficiency into every aspect of business operations world over.

The small and micro entrepreneurs of India are therefore best suited to provide employment to India’s millions through sustainable, innovative, grass-roots entrepreneurship. But small and micro entrepreneurs are underrepresented in the policy framework, and their needs and demands are not well represented in policies. But that is now changing with the Governments both at the union level and in the states bringing much needed focus to this segment.

There is now an acute need to expedite the process for creating an enabling environment for small and micro enterprises to grow and sustain. These small and micro enterprises include retail outlets, restaurants, music academies, apiaries, small hotels/guest houses, and transport among others. Their significance demands greater emphasis on this sector and a review of the rules, laws and regulations that apply to this sector. Several new entrepreneurs are deterred by the labyrinth of clearances and licenses to which their startups need to adhere.

Sharper focus from policymakers on the requirements of entrepreneurs is therefore the need of the hour. Initiatives and schemes for entrepreneurs have been introduced in various states, and entrepreneurs in corresponding states have made use of them and progressed. However, key areas need to be addressed further, in which respective state governments, and the private sector could work together and improve support for small and micro entrepreneurs.

There needs to be a paradigm shift in understanding what this support can be. An entrepreneur needs among many other things financial support, skills, mentoring, networks, Govt. policies that support enterprise creation and most importantly societal support to succeed. Therefore, creating a supportive and nurturing environment for entrepreneurship is about creating an Entrepreneurship Ecosystem that constitutes many parts and several stakeholders. These can be grouped into four major levers of entrepreneurship: Government and Regulatory Support, Access to Finance, Education and Cultural Preparedness, Mentoring and Networking. The Entrepreneur herself or himself, is at the heart of the ecosystem and understanding him/her and their needs is the corner stone of such an ecosystem.



Government and Regulatory Support

Nurturing a holistic ecosystem that promotes entrepreneurship is vital to the future growth of India. Benefits under the various state driven schemes have been communicated actively, but the procedural requirements to avail them often lack clarity. Startups who apply to seek loans and tax benefits must undergo more than a few layers of scrutiny, and then also need certification to receive those benefits. At the Union Government level there are new programs that have brought small and micro entrepreneurs and their needs to the lawmakers' attention, but we need to focus on convergence and collaboration if we want to achieve reasonable success.

In order for the schemes, initiatives and infrastructure to be utilised to their full potential, it is imperative that prospective as well as existing entrepreneurs are made aware of them and guided on how to best make use of them as well. Policy makers and Government officers too need to be sensitized about the workings of an Entrepreneurship Ecosystem so that they can make more informed decisions.

Access to Finance

Working capital for raw materials, production trials, quality improvements, service improvements, capital assets etc. are major challenges for small and micro entrepreneurs. The entrepreneurs may exhaust their own monetary resources at an early stage and may not know which source to tap for further funds, and how to use them judiciously. Many a times they may not even have access to initial seed money required to start a business. The banking system is largely designed to lend money to low-risk borrower and small and micro enterprises get identified as high-risk due to their very nature. Equity finance is largely inaccessible for small scale start-ups.

There are some developments such as venture funds and loan facilities led by the Government and private sector, but it hardly addresses the scale of the challenge at hand.

Education and Cultural Preparedness

In addition to better access to finance, it is pertinent that a culture of enterprise is nurtured within societal milieus. Specific education is felt to be a necessity for entrepreneurial success, especially for first-time entrepreneurs with no prior exposure or experience within familial quarters. It would help the entrepreneur gain better understanding of how a business is run. In this digital era, every platform available on a handheld device can achieve widespread impact towards this motive. Most importantly, whether in the family business or in one's own first venture, tolerance and even thrust on a hands-on approach must be propagated culturally to leave room for trial and error, and most importantly for failure.

Mentoring and Networking

The need to improve their skills in Business Planning, Fund Sourcing, Talent & Resources, Financial Planning & Management, Compliance and Taxation, Sales & Distribution, Branding & Marketing is felt by every entrepreneur. However, this knowledge dissemination can continue beyond the formal confines of educational institutions or the family business.

Sharing and support organized through mentoring and networking opportunities acquaints entrepreneurs not only with future clients or vendors, but also with compatriots and also investors, who might play the additional role of mentors. An exchange of ideas circulates ways of conducting business profitably and successfully. Peers, investors as well as government officials can make for constructive sounding boards to voice new ideas, and mitigating problems that entrepreneurs may face.

The Entrepreneur

At the heart of this ecosystem is the entrepreneur. Even as public and private sectors join forces to forge a conducive ecosystem for entrepreneurship, keeping an ear to the ground is a constant requisite. The efforts undertaken under each of the four levers of entrepreneurship must convene into what the entrepreneur needs to succeed. Databases that seek out details such as geographies, demographics, nature of business activity of entrepreneurs in each state can become indicative sources of information about requirements for entrepreneurial success. Quantifiable progress, detailed fund allocation, and every state's definite contribution to the nation's progress would then be direct results of having known the entrepreneur on the ground.

It is the objective of this report to explore co-creation of a robust entrepreneurship ecosystem for small and micro enterprises of India. The four levers of entrepreneurship are thus focused on to bring forth ideas and invite discussion on building such an ecosystem for the nation. This report includes available data from various states for better understanding and observation. Examples have been extracted from across 29 Indian states as well as some international best- and next-practices under each lever of entrepreneurship. It highlights various existing models that can be adapted across states for a more robust and far-reaching entrepreneurial ecosystem. And while information sharing is key to this report, indicative questions to determine the progress of the respective lever of entrepreneurship have also been listed under each respective section where the lever is discussed. This is done to ignite and initiate discussions and dialogues for building an entrepreneurship ecosystem for India's small-scale entrepreneurs. Appendices at the end of this report provide further direction on explorations of the various efforts under the four levers of entrepreneurship.

It is understood that what works in one state may not apply to all states given the varying sizes in area and population, topography and attitudes of regions. These differences contribute to variations in regional market opportunities and cultural perspectives as well. However, the research for this report identifies several innovative schemes and initiatives

that exist not too distant from their own contexts, therefore easily tweaked to suit the needs and environments of every distinctive state of India. Moreover, it provides impetus for localization of an inspiring best practice whether national or international.

Every Indian state has key strengths in supporting entrepreneurship, from which other states can learn. But how much more needs to be done also came to fore. The shortfalls are key opportunities to strengthen the entrepreneurial ecosystem, boost enterprise and, thereby rev the Indian economy for the future and create growth that creates jobs in a uniquely Indian way.



Government & Regulatory Support

The phenomenon of Entrepreneurship in India has been well documented in history books, and "even at a much later period, when merchant adventurers from the West made their first appearance in India, the industrial development of this country was, at any rate, not inferior to that of the more advanced European nations" as per the Indian Industrial Commission Report (1916-1918). In the contemporary context, the Indian government places high emphasis on employment creation to solve the job deficit that India faces today. The importance of self-employment and small businesses is further highlighted as a means to create more jobs.

Various initiatives and schemes have been launched by the Government of India in recent years to accelerate entrepreneurship in the society. These schemes have, in turn, encouraged individuals to turn job creators from being erstwhile job seekers.

The range of initiatives offers opportunities to nurture innovation across a plethora of sectors and stakeholders including academics, industrialists, investors, as well as small and big entrepreneurs to foster a holistic and more far-reaching entrepreneurial ecosystem. They include providing access to finance, educating and spreading awareness about the various schemes, and organising avenues for mentoring and networking, therefore opening up markets for the entrepreneur.

These initiatives and schemes support various stages and categories of Indian enterprises such as startups, MSMEs, Research Institutes, Incubators, Accelerators, etc. that operate under verticals ranging from agriculture, environmental preservation, science and technology, and academic innovation among many others. They also mandate recognition of the contribution of small and micro entrepreneurs currently functioning under the unorganised sector, as well as women entrepreneurs, towards enabling India's economic growth.

Some of the efforts of the Government of India to promote entrepreneurship include the Start-Up India and Stand-Up India schemes, Make in India, Atal Innovation Mission (AIM), Support to Training & Employment Programme for Women, the JanDhan-Aadhar-Mobile technological intervention, Digital India, Biotechnology Industry Research Assistance Council, Department of Science and Technology, Trade related Entrepreneurship Assistance and Development, Pradhan Mantri Kaushal Vikas Yojana, National Skill Development Mission, and Science for Equity Empowerment and Development.¹

Apart from the union government, several initiatives by different state governments are further promoting entrepreneurship among local communities. For example, In Maharashtra for MSMEs in backward regions, the state offers incentives such as power tariff subsidy, tax refunds, exemptions from stamp duty on the purchase of land, partial reimbursement of

¹ <https://www.ges2017.org/govt-of-india-support-for-entrepreneurs/>

equipment purchased for power and water conservation, rebate on expenditure on energy and water audit.

The West Bengal government has set up a myEnterprise.wb.gov.in portal to offer a single window for all applications, information and forms.

The government of Karnataka is working towards making the state the IT innovation and startup capital for the world through its new Startup Act. Aside from the Act, the state government offers several facilities to aid the growth of its budding entrepreneurs such as turnkey spaces with reasonably priced internet connections.

The very DNA of entrepreneurial spirit amalgamated with high investment potential makes Gujarat's ecosystem an attractive one.

Known as the Detroit of India, Tamil Nadu hosts several manufacturing centres of eminent international automobile companies catalysing growth in the ancillary and part supplier ecosystem.

Other states such as Goa and Odisha are also introducing similar schemes and programs to build local entrepreneurial ecosystems.

Given below are some of the most innovative and path-breaking, initiatives in the space of regulatory support from the government for building a robust entrepreneurship ecosystem:

Haryana Enterprise Promotion Centre, Haryana

The Haryana Enterprise Promotion Centre (HEPC) is a single-roof clearance system offered by the state government in alignment with the Enterprises Promotion Policy formulated in August 2015 which laid high emphasis on Ease of Doing Business. New units or units under expansion are processed through 63 industrial services of 12 Government departments within 30 days. A grace of 15 days has also been provided for seeking investor information. The initiative has employed 27 relationship managers and 12 relationship executives to hand-hold through the process and resolve grievances of various industrial units.

Student Entrepreneurship Scheme, Kerala

The Government of Kerala's Student Entrepreneurship Scheme promotes entrepreneurship among students building a startup by offering attendance relaxation & grace marks to students from colleges affiliated to Universities in Kerala in lieu of their efforts in pursuing entrepreneurship and innovation during their studies. The attendance relaxation is up to 20% and up to 4% grace marks are awarded. It is also mandated that the "student company (Arts/Science/Business School/Engineering College/Polytechnic) should have made a working model (proto type) which is commercially viable (for technology-based companies) and has started generating sufficient cash flow

towards attaining self-sustainability.” In addition, it is necessary that the project should have a “sound workable business plan validated by a DST approved Incubator (for service-based companies).”



Mahaswayam, Maharashtra

The Mahaswayam portal integrates entrepreneurship, skill development and employment generation in the state of Maharashtra, and brings together job seekers, job providers and other stakeholders on one single, common platform. It is an effort by the State Government to bring together students, youth, job seekers, employers, trainers and entrepreneurs all under one umbrella. The portal provides information about various loan schemes, and also encourages self-employment. The skill development initiative is promoted through the Maharashtra State Skill Development Society, employment facilitation and guidance are carried out through the Directorate of Skill Development, Employment and Entrepreneurship, and Annasaheb Patil Arthik Vikas Mahamandal Maryadit facilitates entrepreneurship and self-employment.

The Integrated Basin Development and Livelihoods Promotion Programme, Meghalaya (IBDLP)

The IBDLP programme in Meghalaya has been designed to develop sustainable and inclusive entrepreneurship through an extensive system of training and capacity building, credit linkage and supply chain development. The programme has led to the holistic development of sustainable livelihood and

micro entrepreneurship in the state. The IBDLP Programme was featured as one of India's governance best practices in the Good Practices Resource Book jointly published by the United Nations Development Programme and Niti Aayog.

Telangana State Industrial Project Approval and Self-Certification System, Telangana (TS – iPASS)

TS-iPASS in Telangana seeks to provide entrepreneurs with speedy clearance services for applications to set up industries within a period of 15 days at a single point. TS-iPASS also provides information about various incentives available to the entrepreneurs. The System also endeavours to create investor friendly environment in the State through its dedicated Investor Facilitation Cell.

These programmes cover a wide gamut of entrepreneurial aspects such as facilitating startups throughout their life cycles, updating processes and policies, creating a central repository for information, skill training, digital payments and IT enabled goods & services, credit for women; the underprivileged; and agri-businesses and more.

While many of these schemes were introduced over a period of time, many business owners are unaware about them or are unclear about how best to avail of them. The journey of an entrepreneur begins with the conceptualisation of an idea and progresses towards developing it into a proposal for starting an enterprise. Nascent stages of any business venture involve applying for statutory clearances and licences, and registrations. At this juncture, entrepreneurs are often bogged by regulatory jargon and procedure, putting her or him off the very idea of starting a venture altogether. More awareness and applying some of these models to other states can help overcome this challenge.

Some global examples of hand-holding by governments for their entrepreneurs are the Unified Centre in Saudi Arabia and the One Stop Business Registry in Canada. These are both one-stop destinations for any and all business registrations.

Moreover, despite being a welcome move for businesses large and small, with the laws surrounding GST open to multiple interpretations, many entrepreneurs have expressed diffidence in filing their taxes. Auto Entrepreneur in France opens avenues for self-employed people for simple taxation availing and one flat tax rate based on their income levels.

The reliability of information on registration procedures for new businesses, application for finance and other benefiting schemes also comes under speculation because of their contrarian nature from multiple sources. In addition to the single window registry, in Canada, a jointly managed partnership between federal, provincial, territorial and municipal level governments, Biz Pal provides with information on permits and licenses that may be required to start and run a business. As step forward, the OSS Business License Centre in Indonesia is

a network of 445 providers that cover 85% of the country. The Centres can issue business permits and licenses in one place.

While national and international best practices are a good place to start, the objective here is to begin a dialogue on what more can be done. Therefore, here is a set of questions, the answers to which can be sought from varied stakeholders of the entrepreneurship ecosystem in order to create a virtual landscape. The goal is to create an incisive direction towards regulatory efforts to make the entrepreneurial ecosystem more robust, ensuring that every entrepreneur is on the path to success.



Govt. & Regulatory Support

- **Who completed the formalities and paperwork for the entrepreneur? (self/ agent/ government official/ other)**
- **Where does the entrepreneur access information about permits, licenses, taxes, documentation and other filings? (online-offline; tv-radio-print; official-acquaintance)**
- **How many times did the entrepreneur visit the government office to complete all the paperwork?**
- **How many different officials did (s)he need to meet to complete the process?**
- **Who does the entrepreneur turn to for legal advice?**
- **Does the entrepreneur know about the Startup India app and portal?**
- **Is the entrepreneur aware of State and Central Government schemes and programs for her or his sector?**
- **Is the business registered or licenced? Under what category is it registered?**
- **Does it fall under the organized sector or unorganized sector?**



Access to Finance

Access to funding is a key lever for the development of the entrepreneurial ecosystem. The need of type, quantum and sources of finances vary at every stage of the entrepreneurship funding and growth cycle. The initial stage is for seed capital, in essence to financially support an idea to get incubated as a venture. The second stage is the scale-up stage where funding is required to acquire capital assets or hire new manpower. Despite having a robust financial sector, Indian financial institutions are not able to support entrepreneurs at the first two stages. This is in large part due to the fact that most small or new entrepreneurs do not have the necessary collateral, which is a criterion in most traditional instruments of formal lending.

At the national level, the government has mobilized funding, introduced credit guarantee, as well as tax incentives for startups under its Startup India Action Plan². Aside from the definite laws that recognize startups for the value they bring to the economy, and offering them advisory and guidance, these programmes also facilitate financial help.

The Government of India has set up a fund with an initial corpus of INR 2,500 crore and a total corpus of INR 10,000 crore over a period of four years (i.e. INR 2,500 crore per year). The Fund will be in the nature of Fund of Funds, which means that it will not invest directly into Startups but shall participate in the capital of SEBI registered Venture Funds.³ The Fund has been set up to support sectors such as manufacturing, agriculture, health, education, etc.

To help startup entrepreneurs overcome the stigma associated with failure of Startups in India, it was felt that the comfort of credit guarantee would facilitate venture debt from banks. This mechanism was envisaged through the National Credit Guarantee Trust Company (NCGTC)/ SIDBI with a corpus of INR 500 crore per year for the next four years. The Action Plan also provides for various tax exemptions.

Tax-incentives by the government encourage private investors to fund startups. Under the Startup India scheme, exemptions of tax are granted on capital gains and investment above fair market value for investors (venture capital funds and incubators).

The scheme also gives tax exemptions for investment in purchase of new assets – this is not only for newly formed MSMEs in the manufacturing domain, but also for services where perhaps a new computer or software may have been purchased. In addition, profits of Indian startups registered with the program are also exempted from income tax for a period of three years subject to non-distribution of dividend.

²

https://startupindia.gov.in/pdf/file.php?title=Startup%20India%20Action%20Plan&type=Action&q=Action%20Plan.pdf&content_type=Action&submenupoint=action

³

https://startupindia.gov.in/pdf/file.php?title=Startup%20India%20Action%20Plan&type=Action&q=Action%20Plan.pdf&content_type=Action&submenupoint=action

The Government of India enacted the Micro, Small and Medium Enterprises Development Act in 2006. Under this Act, lending, credit guarantee as well as debt restructuring programmes have been initiated.

The Government of India has joined hands with SIDBI (Small Industries Development Bank of India) to offer the Credit Guarantee Fund Scheme for Micro and Small Enterprises (CGS). Under this Scheme, the government disburses unsecured loans to businesses up to Rs.100 Lakh in term loans or working capital loans as per the eligibility and feasibility of the business.

The government also launched an agency to facilitate corporate loans to entrepreneurs called MUDRA (Micro Units Development and Refinance Agency Ltd.). The agency has defined three stages of borrowing based on the requirement of funding:

At the *Shishu* stage, MUDRA considers entrepreneurs in their primitive stage, needing comparatively less funding to get their business started. The applicant would be eligible for credit of up to INR 50,000.

Entrepreneurs who need between INR 50,000 and INR 5 Lakh fall under the *Kishor* category, i.e. those entrepreneurs who may have embarked upon their entrepreneurial journey and need additional funds to mobilise their business further, or also those entrepreneurs who need this range of funds in the initial phase of their business.

At the *Tarun* stage, the entrepreneur can apply for a loan of up to INR 10 Lakh. It is the highest amount that an entrepreneur can apply for a loan.

In addition to the Startup India scheme mentioned earlier in this section, the government also launched the Stand-Up India scheme with a special focus on financially empowering SC/ST and women entrepreneurs. Entrepreneurs who fall in these two categories can borrow between INR 10 lakh and INR 1 CR to start a manufacturing, trading or service unit. The repayment tenure of these loans is 7 years.

A major clout that institutions like the Mudra Bank or even schemes like the Startup India and Stand-Up India pull, is the sheer recognition accorded to micro and small enterprises. This recognition comes via formal certification, as well as application documentation for loans from the entrepreneur. The required documentation also pushes the entrepreneur to organize the financial statements of her or his business, in turn, structuring growth milestones right from the startup stage.

Both these tools – recognition and documentation – prepare the entrepreneur to approach and attract private investors for funding. Once initial interest is piqued, the entrepreneur has the requisite statements to showcase proof of performance.

Moreover, “return of investment” can play a vital role in providing a different kind of incentive for Banks and private investors alike to lend to startup entrepreneurs. However, in its early stages, a startup cannot make the same promises of ‘returns’ as a developed enterprise. It is treated as a high-risk-high-return proposition.

A revisit of the problem to which self-employment and entrepreneurship is envisioned as a solution would clear the air on the argument. The ‘return’ now, can therefore be measured

in terms of job-creation in the highly skilled professional space. This number can also be a sort of guarantee against which financial institutions and VC funds may open up access to finance for new or small-scale entrepreneurs.

The Government of India has shown a lead in creating different avenues for access to finance, but the private sector too has been launching programs to support the process. Angel networks, incubators and even impact investment funds have come up to specifically meet financial needs of small and micro enterprises. But given the scale of the requirement much more needs to be accomplished.

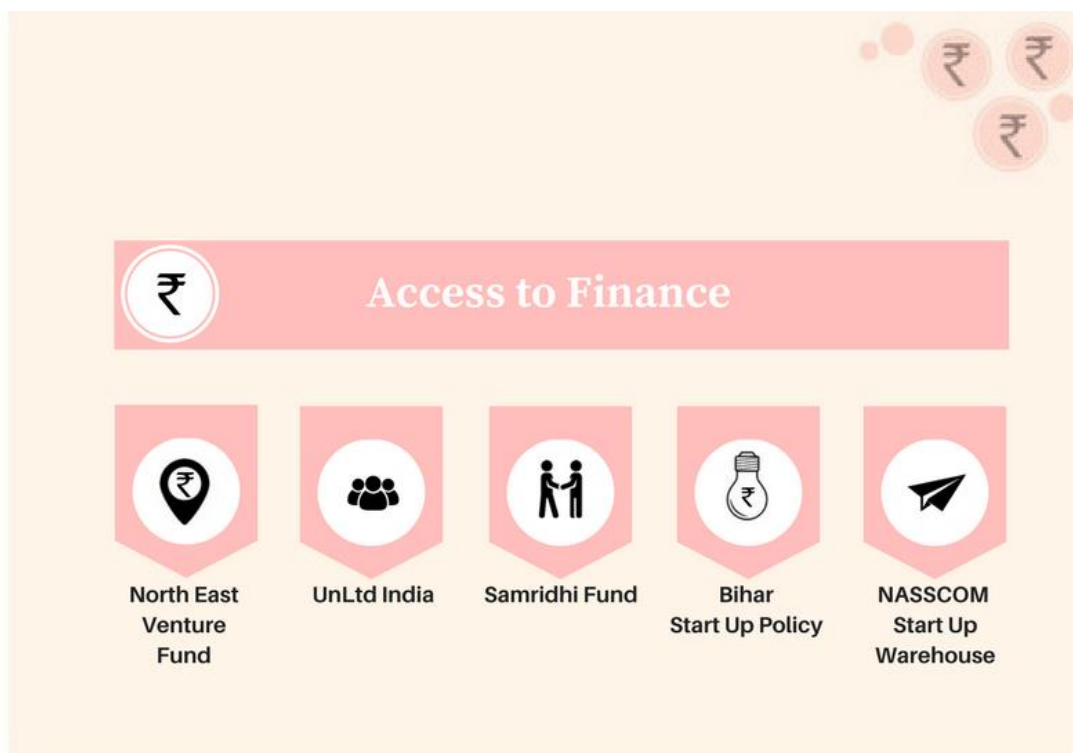
Across the nation, there are several endeavours that have helped facilitate access to finance for small-scale and startup entrepreneurs in an innovative and sustainable way, here are some examples:

North East Venture Fund

North East Venture Fund is the first dedicated venture capital fund for the North-Eastern region launched by North Eastern Development Finance Corporation Limited (NEDFi) in association with Ministry of Development of North Eastern Region (M-DoNER). With a total corpus of 100 Crores, the fund will invest in early- and growth-stage startups with new products and technologies or innovative business models in the north-east states.

Bihar Startup Policy 2017

With a view to leveraging its demographic dividend given the high youth population in the State, The Bihar Startup Policy was introduced with an initial corpus of 500-Crore venture fund. The Policy has been introduced to support startups in the state, accelerate GSDP growth, contribute to job creation, counter brain-drain, and rejuvenate economic growth in Bihar. In addition to financial access, the policy also facilitates access to resources, mentorship, and incubation centres to its beneficiaries.



Samridhi Fund

Samridhi Fund is a ₹430-crore social venture capital fund set up with contributions from Department for International Development (DFID), Small Industries Development Bank of India (SIDBI), Life Insurance Corporation of India (LIC) and United India Insurance Company Limited (UIIC). The primary objective of the Fund is to provide risk capital to scalable enterprises which provide economic, social or environmental benefits to the poor in eight low-income states of India (Bihar, Uttar Pradesh, Madhya Pradesh, Orissa, Chhattisgarh, Jharkhand, Rajasthan and West Bengal), while achieving attractive risk-adjusted returns through long term capital appreciation.

UnLtd India

UnLtd India is a unique launch pad for early stage social entrepreneurs in India providing them with technical know-how, community support, and access to finance (including long-term investment) and the right networks. The long-term investment support recognises the need for a longer gestation period. The framework takes into consideration a period of several years. Entrepreneurs can also raise further funds as they chart their growth trajectory.

Startup Warehouse, NASSCOM

Startup Warehouse provides startups access to investors, mentors, corporates and be a part of training, workshops, hackathons conducted by the IT industry with partners such as Google, Microsoft, IBM, Facebook, Amazon, Digital Ocean and Kotak among others. This creates a virtuous system of identifying ventures that large companies can support, invest or acquire in. It also creates an access to capital and knowledge for small scale entrepreneurs from the industry. At present, the Startup Warehouse Program is operational in Bangalore, Kolkata, Hyderabad, Mumbai, Pune, Kochi, Vizag, Delhi, Chennai, Noida and Gurgaon (virtual warehouse).

In a scenario, where the question of returns cannot be defined in monetary terms, instead of resorting to informal sources of expensive and risky lending, innovative lending and/or investment models with manageable financial cost at the right time of a business cycle can impact the venture positively for long-term success.

In Brazil, the INOVAR program has brought together several agencies to establish a single institutional framework for developing and nurturing a venture capital investment culture in the country. A key funding component of the INOVAR program is the INOVAR Fund Incubator. The Brazil Innovation Forum, Brazil Venture Capital Investment website, INOVAR Business Prospecting and Development Framework, and the development of capacity-building and training programs for venture capital agencies – all are integral part of the program and have together contributed significantly towards the development of a venture capital ecosystem in Brazil.

Another innovative model is that of the United Kingdom. The government in UK gives a New Enterprise Allowance to all beneficiaries who are 18 years of age or older and have a business idea. In fact, they can avail of any one of the three benefits under the scheme – Jobseeker's Allowance, Income Support as a lone parent, or Employment and Support Allowance, if they are in the work-related activity group.

Russia's FASIE Program has helped 8400 startup businesses raise funding in 40 regions of the country. While all the said funded businesses are focused on innovation, the program has spurred social entrepreneurship to some extent as well.

The examples above showcase the nations' determination in offering their entrepreneurs creative solutions to opening avenues for them. However, this ability to address entrepreneurs' needs for funding comprehensively comes as much from intuition as it does from determining grassroots challenges.

Here are some questions to raise in order to understand at the ground level, how entrepreneurs can access finance:

Access to Finance



- What has been the investment in the venture so far?
- Did the entrepreneur invest her or his own savings or with help from friends and family?
- Has the entrepreneur borrowed loan(s) from public/co-operative/private banks? At what rate of interest? With or without collateral?
- Does the entrepreneur have loans borrowed from private persons? At what interest?
- Does the entrepreneur know about non-banking financial entities?
- Is the entrepreneur aware about angel networks, venture capital, etc? Is (s)he looking for that kind of investment?
- Does the entrepreneur pay tax?
- Has the entrepreneur ever submitted a project for finance that was rejected? Why was it rejected?



Education & Cultural Preparedness

A flummoxing aspect of running a business is understanding different aspects and nuances of it. Irrespective of the stage at which they are in their venture cycle, entrepreneurs feel the need to improve their skills in areas such as Business Planning, Fund Sourcing, Talent Acquisition & Management and Human Resources, Financial Planning & Management, Skills Development, Compliance and Taxation, Sales & Distribution, and Branding & Marketing among many other subjects.

In the age of professional education for every vocation imaginable, specific educational pedagogy must be designed for entrepreneurs to become successful. Moreover, specific programs in entrepreneurship in schools as well as at post school levels (offering diplomas or degrees) would improve the perception of entrepreneurship as a career option.

Formal entrepreneurial education interventions can benefit next-generation entrepreneurs as well, even if they already hail from a family that is engaged in running an enterprise.

A gleaming example of successful and consistent education and skilling by a private educational institution is the MBA program offered by the NMIMS University in Mumbai for business inheritors and owners. The institution offers an Entrepreneurship and Family Business Masters in Business Administration (MBA) specifically designed for the education and training of family-business owners and managers to help family-owned businesses to transition into professional organizations and help them remain on their growth trajectory, even as core decision-making stays within the family.

Educational institutions must encourage innovative ideas among students to be commercialized by providing them entrepreneurial skills. Some business schools and even engineering institutes have launched specialised programmes for entrepreneurship, as well as incubators for mentorship. At the beginning of this decade, the University Grants Commission (UGC) circulated an indicative curriculum⁴ among universities that would help propagate entrepreneurship at the under-graduate level. Moreover, the All India Council for Technical Education promotes Entrepreneurship Development Cells in engineering and technology colleges as well.

However, to avail of these mentorship and formal training facilities, gaining entry into these institutions is the first threshold which discourages many a youth – for either the lack of tested aptitude, or inadequate financial resources. A third cog in the wheel is also the mocking that an entrepreneurship aspirant receives from veteran and inexperienced family members and friends alike. The Impact Microcredit program in Canada funds business ideas by high school students with a minimum of USD 100 to start their business. The program is widely popular in Canadian schools and shows how high school exposure to entrepreneurship can lead to

⁴ Also featured in this section under nationwide examples of the EDII on p. 19

more youth choosing entrepreneurship as a career. The Junior Achievement program that began in USA and has now gone global, is also designed with an objective to inspire young people to turn entrepreneurs.

Education and training can greatly promote entrepreneurial culture in the country. Entrepreneurial skills can be taught, and refresher courses in current trends and technology can help the entrepreneur remain relevant within her or his geography as well as explore new ones.

Below are some of the success stories in India in the field entrepreneurship education and cultural preparedness:

Entrepreneurship Development Institute of India, Gujarat (EDII)

EDII is an autonomous, not-for-profit institution. It is recognized by the University Grants Commission (UGC) as a national resource organization engaged in entrepreneurship education, research, training and institution building. The Institute offers Distance Learning, Doctoral as well as Post Graduate Programs. Its two-year, full-time, residential PGDM–BE programme is designed specifically for entrepreneurs and entrepreneurial managers to encourage an entrepreneurial mindset and “enable new ventures through an academically rigorous, directly relevant and highly practical learning experience.” EDII has also been commissioned by the UGC to develop curriculum on Entrepreneurship, and the Gujarat Textbook Board has assigned the Institute development of textbooks on Entrepreneurship for 11th and 12th grades.

National Entrepreneurship Network-Wadhvani Foundation

Wadhvani Foundation-National Entrepreneurship Network or WF NEN offers entrepreneurship courses through short videos, webinars, and blogs. WF NEN also facilitates entrepreneur networking events. WF NEN’s Help Desk for Entrepreneurs is India’s first free helpline for entrepreneurs, startups, and SMEs. NEN is now the largest student/college entrepreneurship community in India with various academic institutes, students, faculty members, and online members.



YourStory

Until the end of the first decade of the 21st century, the only entrepreneurs who were celebrated were those who had big success stories and large-scale ventures to showcase. With the launch of YourStory, widespread acknowledgement of small entrepreneurs came into vogue. The platform reports and celebrates successes of entrepreneurs from their very first milestone accomplishments. YourStory also pioneered the promotion of women entrepreneurs and social entrepreneurship through HerStory and SocialStory respectively.

Startup India Learning Program

The Government of India offers a free online Entrepreneurship program, Startup India Learning Program under the aegis of Startup India. The program has been collaboratively developed by Invest India and UpGrad with the aim of providing entrepreneurs with structured learning to help their ideas and ventures rise to the next level. Lessons cover areas of starting up by over 40 Indian founders for the 4-week Program. Key features of the Startup India Learning Program include industry insights, certification, options to access the courses in English or Hindi, interactive networking and discussion platforms, and step-wise help on creating business plans.⁵ 191000 users have availed of this free-of-cost program.⁶

⁵ <https://startupindia.gov.in/learning-development/>

⁶ <https://startupindia.gov.in/>

Meghalaya Institute of Entrepreneurship, Meghalaya (MIE)

The state of Meghalaya has chosen to view every individual engaged in any kind of commercial activity for the market as an entrepreneur. Meghalaya Institute of Entrepreneurship (MIE) was set up as the nodal institution in the state to facilitate rapid economic transformation, by imparting entrepreneurship education and promoting micro and small enterprises involving the youth, women and other critical target groups in the State, thereby bringing about a paradigm shift in the definition of entrepreneurship. It has facilitated rapid economic transformation, by imparting entrepreneurship education and promoting micro and small enterprises involving the youth at village, block and district levels.

As is evident from the examples above, the frequency, narrative, nuance or nature of issues addressed in pedagogy specially created for entrepreneurs can take various routes, at more localised levels. Franchise models of such institutions that impart entrepreneurship education can be made mainstream in the same way as perhaps NIIT or APTECH became household names in computer, and later IT & software education.

Technology can help create an architecture of entrepreneurship education that goes beyond the mainstream education system for entrepreneurs. Education for entrepreneurs can also be designed to fathom – to a large degree, through visual and bite-sized push-button platforms. Popular media can also aid the appreciation and positive perception of entrepreneurship as a career choice.

In Turkey, a show called *Do You Have an Idea?* has generated deep interest at the regional level through competitive pitches. These regional competitions culminate in national competitions and has brought much popularity for entrepreneurship as a means of livelihood. A similar show called WIN IN CHINA is also generating much interest in entrepreneurship in China.

Apart from business courses, a myriad of entrepreneurship learning platforms are available through massive open online courses (MOOCs). Several business schools or independent entrepreneur trainers host gratis or paid courses online on websites or mobile applications. Video platforms are replete with free topic-specific how-to tutorials, webinars and interviews on a plethora of subjects that entrepreneurship comprises. These visual media allow entrepreneurs to access knowledge on-the-go.


While dissemination of internet services across India grows at a swift pace⁷, the combination of MOOCs with peer-to-peer learning groups and platforms – both on-ground, as well as online are gaining popularity across the urban and rural areas of the country. Not only do these platforms contribute to the personal development of the entrepreneur, but also offer reassuring support for every entrepreneur.

⁷ <http://www.livemint.com/Industry/QWzIOYEsfQJknXhC3HiuVI/Number-of-Internet-users-in-India-could-cross-450-million-by.html>

Peer-to-peer learning entails entrepreneur to gather via learning events or groups. Three major benefits are observed:

1. A group of the same 10 to 12 entrepreneurs congregate periodically to exchange updates on their ventures and also use each other as sounding boards on new ideas and challenges that they may face.
2. Events allow young entrepreneurs to put forth their questions to successful entrepreneurs and derive solutions
3. A strict rule of most of these peer-to-peer platforms is confidentiality. From the get-go, attendee members feel a sense of security in voicing their fears and doubts, which in turn is received with compassion and empathy. Over time, these platforms transform into tightly-knit circles of trust that strengthen the entrepreneur's conviction in her or his own abilities, enabling a more positive approach towards the venture.

Live gatherings as well as online webinars are opportunities to disseminate as well as garner information about various entrepreneurial ecosystem needs. Below are some answers that can be sought from entrepreneurs themselves, in order to understand their learning needs and their idea of cultural preparedness in the country for entrepreneurship:



Education & Cultural Preparedness

- **Has the entrepreneur received formal training in running a business?**
- **Would the entrepreneur like help in gaining a better understanding of how a business should be run?**
- **Would the entrepreneur recommend entrepreneurship as a means of livelihood to friends and family?**
- **Does the entrepreneur receive non-financial support from friends and family for running her or his venture?**
- **Does the entrepreneur feel the need to improve her or his skills in Business Planning, Fund Sourcing, Talent & Resources, Financial Planning & Management, Skills Development, Compliance and Taxation, Sales & Distribution, Branding & Marketing?**
- **Are there local education institutes that teach entrepreneurship as a course?**
- **Do local schools and colleges have entrepreneurship clubs?**
- **Are there non-education training institutes that teach entrepreneurship locally (eg. NIIT-type of institute for business skills)**
- **How easy is it for the entrepreneur to find skilled talent to work for his venture?**



Mentoring & Networking

Access to mentoring opportunities, entrepreneur clubs and other informal bodies can bridge the gap for entrepreneurial learning to entrepreneurs. Mentoring is therefore essential here as many first-time entrepreneurs are not aware how to secure funds or allocate them effectively or hire people or even market their product or service.

Not only would this hand-holding reduce the chagrins that entrepreneurs lug with them, but also help them become better informed. With the right facts about documentation and more accurate business plans, entrepreneurs can navigate through the process of starting a new venture more seamlessly – a process that is currently considered nothing short of a labyrinth.

Enterprise owners and professionals alike have acknowledged the value of establishing relationships through face-to-face interactions for business. Individuals, private institutions, and government agencies organize special events to put business owners in touch with each other, advisors and mentors and sometimes also key officials in government offices.

In the peer-to-peer learning events mentioned in the section on Education and Cultural Preparedness, entrepreneurs also stand to receive insights from speakers who are likely to be successful entrepreneurs or experts in specific business domains. These events also facilitate networking among the invited entrepreneurs to share experiences and contacts.

The Startup India Hub is an initiative by the Government of India under the Startup India scheme, which facilitates engagement with other entrepreneurs in the community; and encourages discussions, opinions and questions to be shared on the platform apart from learning and direction on application procedures.

Apart from educational programs as part of college curriculum, incubators within educational institutions, and even those, which operate independently, are sources of mentorship and help connect with other business owners that may need the entrepreneur's product or services or add value to them.

There are also clubs and formal networks of successful entrepreneurs who may express interest in investing in startups or small businesses for expansion. Such investors often make themselves available for any advice that the entrepreneur might need in her or his entrepreneurial journey. India Angel Network and The Indus Entrepreneurs are among renowned networks that entrepreneurs can approach for investment and mentorship.

As an extension, many venture capital organisations look into mentoring and advising entrepreneurs whose ventures they invest in. Matrix Ventures and Tiger Capital are both examples of such organisations. Many successful entrepreneurs also extend a helping hand to incubators and accelerators in their own alma maters in a personal capacity. The Pan-IIT network does this with much commitment and passion.

Here are some innovative initiatives in India that organize and encourage both mentoring and networking among entrepreneurs on their platforms, whether face-to-face or through online correspondence.

The Agri-Business Incubation (ABI) program

The ABI programme is an initiative of ICRISAT, headquartered in Hyderabad, under the Agribusiness and Innovation Platform (AIP) in partnership with the Department of Science and Technology (DST), Government of India, to promote public-private partnerships. The initiative for Agri-Business Incubation in India aims to enhance the livelihood of farmers and maximize the success of start-up enterprises connected to the agricultural sector by offering them the best opportunities with minimum risk. The ABI-ICRISAT programme has incubated 108 agritech ventures, of which 10 have made an impact as well as profit. Its motive is therefore more than just propagating the formation of new business enterprises. The programme encourages innovation in technology for businesses for them to become profitable with a growing capital base that can kickstart the cycle for more innovations in the form of new products with higher value additions.

Bharatiya Yuva Shakti Trust (BYST)

BYST is a not-for-profit organisation that primarily assists underprivileged Indian youth to start viable enterprises under the guidance of a trained mentor, with the main objective of turning job seekers into creators. Over 5000 mentors have been trained and equipped to support grassroots entrepreneurs by BYST. The organisation is keen on working with young people in the age group of 18 - 35, who are either unemployed or underemployed. Future plans for BYST include expansion in terms of regions served from six to twelve, in turn substantially increasing support to the number of young entrepreneurs and enhancing employment generation. Globally, BYST currently works with Youth Business International (YBI), International Labour Organisation (ILO).



YouthNet, Nagaland

YouthNet is a non-profit organization with a mission to help youth acquire knowledge, develop life skills and form attitudes to enable them to become self-directing, positive, productive, responsible and contributing members of society through active participation and involvement. To promote and facilitate budding entrepreneurs in the State, Centre of Excellence for Entrepreneurship as well as the Northeast Entrepreneurship Fellowship has been set up. They also undertake state and region wide workshops and competitions for entrepreneurs. The organization’s partners include the state government, community residents, grassroots organizations, educational institutions, corporations and philanthropists. YouthNet has received the UN Habitat Youth Award 2010-2011.

The Indus Entrepreneurs, India (TiE)

The Indus Entrepreneurs, commonly known as TiE, is a not-for-profit venture devoted to entrepreneurs in all industries, at all stages, from incubation, throughout the entrepreneurial lifecycle. With a global reach and a local focus, the heart of TiE efforts lies in its five foundational pillars, – Mentoring, Networking, Education, Funding, and Incubation. The network is dedicated to creating a constant cycle of wealth creation and giving back to the community by generating and nurturing next generation of entrepreneurs. TiE currently gives access to 12,000 members in 12 countries. It also opens the doors for budding entrepreneurs to over 1,800 charter members, who are successful, high profile entrepreneurs, corporate intrapreneurs and thought leaders.

Rural Technology and Business Incubator (RTBI), IIT Madras

IIT Madras' Rural Technology and Business Incubator (RTBI) is a registered not-for-profit society established in Oct 2006. Its mission is to incubate start-ups whose focus is to impact rural/underserved societal segments, leveraging ICT (Information and Communication Technologies). Its incubation programme entails identifying means to strengthen entrepreneurs with business models for innovative, low-cost and relevant products and services. Under its exploration efforts, the incubator develops depth and understanding of the underserved segments (including independently funded initiatives) via grass-root trials (technology creation, business modelling, service design, etc.) in areas such as agriculture, education, financial inclusion, healthcare and livelihood. In its 10 years of operations, 46 companies have been incubated and 16 companies have graduated.

An urban phenomenon that started with metropolitan cities and is now spreading to tier 2 towns is that of co-working spaces. Apart from offering shared office infrastructure such as seating, communication and internet facilities, some co-working set-ups also offer occupants the facility to access entrepreneurial experts for mentorship, and also catalyse collaborations and future mergers between budding ventures where there might be synergies. One of the more successful examples of a global network that has gone beyond co-working and is helping build local entrepreneurship communities is Impact Hub. Present in over 80 cities across the world, the network is now planning to launch in India as well. They offer an open space for teams operating from their workspace to access the larger community of advisors, startup owners, professionals and freelancers for collaborations and knowledge exchange. They also organize subject specific workshops and talks by experts to help resident venture owners manage and grow their businesses for long-term success. More importantly they motivate small scale entrepreneurs to look at social impact and go beyond just financial goals.

While mentorship is available in every geography from industry veterans, showcasing local success stories and providing a unified platform for retirees as well to offer their expertise and advice that can help startups sustain in the long term and succeed from perspectives of procedural paperwork, marketing, financial management, people practices, etc. One outstanding example of such a network is the Small Business Association in the USA. Through its network of local chapters, including those in educational institutes, the SBA has created a contributing ecosystem for mentoring and networking.

The G20 Young Entrepreneur Alliance is another example of how entrepreneurs from different geographies and countries can convene to address challenges facing the community and learn from each other.

To understand the gaps in mentorship and networking opportunities, below are some questioned that can be put forth to them:

Mentoring & Networking



- **Is the entrepreneur receiving guidance/mentoring from anyone?**
- **Does the entrepreneur know about any local entrepreneurship networks in the state?**
- **Are there entrepreneurship networks at national and international level that (s)he knows of?**
- **Has the entrepreneur accessed mentoring tools online?**
- **Where does (s)he access news about entrepreneurship?**
- **Does the entrepreneur meet other local entrepreneurs often? Where? When? What is/are the topic(s) of discussion when they meet?**
- **Are there local industry associations of which the entrepreneur is a member?**
- **Are there prominent local entrepreneurs who inspire the entrepreneur?**



The Entrepreneur

The entrepreneur is at the centre of the entrepreneurship ecosystem, as the nerve centre around which the entire ecosystem must function and thrive. The union government's Economic Survey 2015-16 stated that 48 million small businesses were registered in India⁸. Given the popularity of entrepreneurship-related issues in metropolitan cities and tier 2 towns, it may be observed that entrepreneurship is increasingly becoming a legitimate option to seeking a job.

The entrepreneur in today's context, whether running a small or micro business for a few years or having only started out recently, seeks to be understood. While the various government initiatives mentioned under the first lever of entrepreneurship in this report – Government and Regulatory Support – seek to address several issues faced by startups and small and micro entrepreneurs alike, state MSME websites limit their database to identity, educational background, contact information, and other marginal data. While some others seek even less.⁹ Several state MSME websites allow entrepreneurs to reach out for specific guidance and training through formal courses offered by the states but the registration forms leave out important details such as mapping aspirations of the entrepreneurs themselves.

Measures to facilitate ease of doing business include online application for Industrial License and Industrial Entrepreneur Memorandum through the eBiz website 24x7 for entrepreneurs; simplification of application forms for Industrial Licence and Industrial Entrepreneur Memorandum; limiting documents required for export and import to three by Directorate General of Foreign Trade; and setting up of Investor Facilitation Cell under Invest India to guide, assist and handhold investors during the entire life-cycle of the business.¹⁰ These are all great initiatives but they continue to be driven by supply-side thoughts on what is needed and do not dynamically ascertain the demands of the small and micro ventures.

The individual entrepreneur is at the heart of any entrepreneurship ecosystem. Knowing her or his individual details starting with the name of the venture, where it is located, the purpose it seeks to serve, the product or service it sells, the primary contact person and the various business contact details are therefore of prime importance. But what is also important is to understand the context in which the entrepreneur is operating and what are his or her aspirations.

⁸ <https://economictimes.indiatimes.com/small-biz/startups/economic-survey-2016-19000-startups-in-india-but-exit-options-remain-bleak/articleshow/51161562.cms>

⁹ <http://sisiranchi.nic.in/Wave/wave3.pdf>

¹⁰ Economic Survey 2016-17 (p.159) - <http://www.indiabudget.gov.in/budget2017-2018/es2016-17/echapter.pdf>

For example, not just the unorganized sector, but new entrepreneurs who are still in their startup phase, often refrain from registering their businesses immediately on account of lengthy and hazy processes, not to mention the uncertainty of survival of the business since support from within the family and community is often meagre.

The Census of India helped to record the number of entrepreneurs across the country. Aadhaar registrations went a step further to identify every individual engaged in business activity. However, the sectors, categories, markets, and other such details of unregistered micro and small business enterprises are yet to be recorded in a central database.

Such a database can be a great resource for buyers and suppliers alike who offer their goods and services to trade, the manufacturing industry, other Small & Medium Enterprises (SME), firms, companies & industries, or just individual retail customers in India. It can be utilised for performing thorough market research, incisive sales planning, finding buyers & suppliers for specific goods or services that may aid production, and find out precise need for the venture's utility within various sectors. It can also make it easy for entrepreneurs to access capital.

While on the economic side, a repository of such information of the entrepreneur ensures further economic development, such a database can help prospective employees explore the right education and skills that will get them meaningful employment. However, the biggest benefit of such a database of entrepreneurial registry can be accorded to the government. With respect to the policy framework as mentioned at the beginning of this section, the registry has manifold advantages.

First, the database is a swift way to reach small and micro entrepreneurs to know their needs and address them by creating schemes and information about them which they can access to succeed. Second, the registry can direct them towards products or services that they may undertake in order to bridge economic gaps. Moreover, the third big benefit for policy makers is also to know and understand the effectiveness of their regulatory solutions, and whether they help the entrepreneur to sustain her or his venture.

A nation-wide registry or database can help local officials and private stakeholders who work towards augmenting the entrepreneurial ecosystem to know entrepreneurs and understand their needs better. A case in point is the incubation centre proforma set by the Directorate of Industries and Commerce of the State Government of Kerala.

The proforma,¹¹ a simple page-long html document, starts out like all the rest – seeking basic identification and contact details of the entrepreneur. However, it doesn't stop there. It goes on to ask the entrepreneur about her or his project in terms of the type of business (manufacturing or services), the current status of the project in terms of growth and financial aid received, a small note on the project, whether or not the entrepreneur has received any training in the area of the business. Instead of presuming the nature of support that the entrepreneur could *make do* with, the proforma seeks out the answer from the entrepreneur through a multiple-choice question where more than one answer can be chosen.

¹¹ <http://dic.kerala.gov.in/web/Startup/entrepreneur.php>

The Directorate of Industries, Government of Maharashtra also seeks out extensive information through its various categories of proformas¹². The Application form for incentives¹³ on the Government of Andhra Pradesh Ministry of Industries website is also a gleaming example of the level of detail there is to seek from an entrepreneur.

But while seeking personal details about the entrepreneur, it is vital to know the ethos and background from which his or her need or aspiration to start their own venture stems. Several young entrepreneurs enter the arena because they may have grown up in an atmosphere of enterprise within the family. For some others, this experience is replaced by a certain pressure of having to perform within the strict silos of academics or abandoning the same for the lack of monetary resources. Several first-generation entrepreneurs resort to entrepreneurship as a means to *prove* their own capabilities beyond the walls of the formal education system, while some others see it as a way to return to their roots after garnering experience from beyond state boundaries or even national shores.

And while job-creation is a high priority for the government, it is of equal importance whether one enterprise owner generates ten jobs or inspires ten other individuals to eke out their own livelihoods through self-employment.

A popular perception of the startup entrepreneur is a 20-something college drop-out or tech school graduate, a recent survey reported in the media revealed quite a different story. The story was titled and detailed one of the first findings of the report – *The average Indian entrepreneur is a 30-year-old male who never attended IIT*¹⁴. This titbit of data also goes to show that there is merit in exploring surveys and tapping data from private sources that may have deeper nerve ends in the startup community, in turn providing with richer insight.

Knowing the physical dimensions, nature of space or location of the entrepreneur's operations can also facilitate infrastructural as well as financial policies. A content firm may not need an office; a design or coding company may need an air-conditioned space; a food processing unit may require extensive asset investment as well as a well-developed manufacturing facility; a warehouse may want to shun its stereotyping of gender specificity and factor in bio-facilities for the privacy of women labour.

And while on the subject of offering comprehensive infrastructural and financial support, training facilities and modules can also aid the success of varied businesses. An entrepreneur who is aware would be quick on the foot to tap on the various resources, and technology available to her or him to efficiently run their business. Resource-constrained MSMEs seldom manage to lay their hands on modern production technology or staff with at least basic training. This sometimes leads to a compromise on safety standards, and a general sense of dissatisfaction among employees as well, often leading to rapid employee turnover.

¹² https://di.maharashtra.gov.in/_layouts/15/doistaticsite/English/downloads.html

¹³ <https://www.apindustries.gov.in/Incentives/Data/Incentives.pdf>

¹⁴ <https://qz.com/681620/an-average-indian-entrepreneur-is-a-30-year-old-male-who-never-attended-iit/>

It therefore becomes vital for the enterprise owner to understand her or his own values and create a shared value system – a concept that is often assumed to be meant for large corporations, whereas businesses with smaller teams need it most. While the western standards set by the Great Place to Work may not always apply to small and new businesses in an economy such as ours, here is an excerpt from the website that resonates with every enterprise, whether big or small, in understanding the entrepreneur and thereby facilitating a successful enterprise via a feeling of trust.

It All Comes Down to Trust

Decades of research shows workplaces with high-trust cultures see higher levels of innovation, customer and patient satisfaction, employee engagement, organizational agility, and more. Great Place to Work Certification is built to help you get in the trust game.¹⁵

In conclusion, a trust oriented, sustained and guided venture can give wings to the entrepreneur, give scalability to local economies, create livelihoods, impact society and create a system of national economy that is based on the foundation of trust and equity. But this is only possible if the stakeholders of the system begin to understand their role and most importantly understand the entrepreneurs themselves and build an ecosystem enshrined in mutual trust.

Here is a set of questions that could help stakeholders in the ecosystem to support the entrepreneur more thoroughly and rid her or him of the very fear of starting out.

The Entrepreneur

- **Is (s)he a first-time entrepreneur or carrying forward a family business?**
- **What is the product or service of the business? Which sector?**
- **Where is (s)he from?**
- **What is the entrepreneur's family background?**
- **Did the entrepreneur live outside the state or country for a while, and returned? Why?**
- **What made the entrepreneur start the business?**
- **To observe: Does (s)he carry a smartphone?
Approximate age/ age group.**
- **Where does the entrepreneur operate from? (shop-office-home)**
- **When did the entrepreneur start the business?**
- **Is the entrepreneur self-employed? Is (s)he creating any local jobs? How many?**
- **Did the entrepreneur always want to do business?**
- **What are the risks, challenges, and opportunities in the entrepreneur's business?**

¹⁵ <https://www.greatplacetowork.com/certification>

Appendix

The Appendix lists individual state programs under each of the four levers of entrepreneurship ecosystem and reference to links cited in the report.

GOVERNMENT & REGULATORY SUPPORT

Andhra Pradesh

- Scheme for 'Entrepreneurship Skill Development Programmes (ESDP)
- Andhra Pradesh single desk policy 2015–2020
- Designated Technology Park aka DTP Policy 2017-2020

Arunachal Pradesh

- New Industrial Policy Arunachal Pradesh 2008
- Chief Ministers Soft Loan Scheme for Skilled Persons

Assam

- The Industrial and Investment Policy of Assam 2014
- Assam Industrial Development Corporation

Bihar

- MSME Schemes
- Udyog Samwad, Department of Industries Bihar
- Udyog Mitra

Chandigarh

- Chandigarh Industrial Policy 2015
- Scheme for allocation of space in EDC
- SIDBI

Chhattisgarh

- Agro & Food Processing Industries Policy - 2012
- Chhattisgarh Innovation and Entrepreneurship Development Policy
- MSME Development Institute-Raipur • Dept. of Industries, Chhattisgarh • Chhattisgarh State Industrial Development Corporation (CSIDC) • State Investment Promotion Board

Dadar & Nagar Haveli

- Startup Labour Reforms
- This Self- Certification-cum-Consolidated Annual
- District Industries Centre Silvassa

Daman & Diu

- Self-Certification-cum-Consolidated Annual Return Scheme
- Daman & Diu District Industries Centre

Delhi

- MSME Schemes

Goa

- Craftsmen Training Scheme and Apprenticeship Training Scheme
- Directorate of industries, Trade & Commerce

Gujarat

- Cottage & Rural Industries Policy 2016
- Student Startup & Innovation Policy -2017 to 2021
- Investor Facilitation Portal
- Gujarat Industrial Development Corporation
- iNDEXTb

Haryana

- Development of Special Economic Zones
- Haryana Skill Development Mission
- Haryana Enterprise Promotion Board (HEPB)
- Haryana State Industrial & Infrastructure Development Corporation Ltd.
- MSME - Development Institute, Karnal

Himachal Pradesh

- MSME-Marketing Development Assistance (MSME-MDA) Scheme
- Micro & Small Enterprises Cluster Development Programme
- ISO-9000/14000/HACCP Reimbursement Scheme
- Bureau of Indian Standards(BIS) Solan
- H.P. Patent Information Centre, Shimla

Jammu & Kashmir

- Scheme of Fund for Regeneration of Traditional Industries (SFURTI)
- SICOP- J & K Small Scale Industries Development Corporation Limited • SIDCO- J & K State Industrial Development Corporation

Jharkhand

- MSME DI Ranchi
- Single Window Clearance

Karnataka

- Rajiv Gandhi Udyami Mitra Yojana (RGUMY)
- i4 Policy
- Kaushalya Karnataka Scheme
- Karnataka SEZ Policy 2009
- Karnataka Retail Trade Policy 2015

Kerala

- Single Window Clearance System
- The Student Entrepreneurship Scheme
- Startup Boot Camp
- Learn to Code
- Startup Box
- Kerala Industrial & Commercial Policy 2015
- Kerala Startup Mission
- Kerala State Industrial Development Corporation Ltd

Lakshadweep

- Provisional/ Permanent registration certificate
- Assistance to Training Institutions (ATI)
- Department of Industries Lakshadweep

Madhya Pradesh

- Federation of Madhya Pradesh Chambers of Commerce and Industry
- MSME DI Indore

Maharashtra

- Maharashtra MSME Policy 2013-2015
- Mahaswayam

Manipur

- Rajiv Gandhi Udyami Mitra Yojana (RGUMY)
- North Eastern Industrial Consultants Ltd (NECON)
- District Industries Centre

Meghalaya

- Capacity Building and Technical Assistance
- Tourism Development & Investment Promotion Scheme
- New Industrial & Investment Promotion Policy, 2012 of Meghalaya
- Integrated Basin Development and Livelihood Promotion (IBDLP)
- North Eastern Industrial Consultants Ltd (NECON)
- NEDFI

Mizoram

- New Economic Development Policy 2016
- Entrepreneurship Development Scheme
- Zoram Industrial Development Corporation
- NEDFi

Nagaland

- Nagaland Industrial Development Corporation
- NEDFi

Odisha

- Single Window Clearance System
- Odisha Industrial Infrastructure Development Corporation

Puducherry

- Industrial Guidance Bureau

Punjab

- Punjab Bureau of Investment Promotion

Rajasthan

- Rajasthan SEZ policy
- Rajasthan Start-up policy 2015
- Rajasthan MSME policy 2015
- Rajasthan State Industrial Development and Investment Corporation (RIICO)
- Economic Policy and Reforms Council
- Project Development Corporation Ltd (PDCOR)

Sikkim

- Sikkim MSME Schemes
- NECON

Tamil Nadu

- Free Power Supply to Handloom and Powerloom Weavers

Tamil Nadu

- Special Assistance to women entrepreneurs
- TS-iPASS

Tripura

- North Eastern Industrial Consultants Ltd (NECON)
- NEDFi

Uttar Pradesh

- Nivesh Mitra
- Baba Saheb Dr. B.R. Ambedkar Award for Small Enterprises
- MSME Development Institutes

Uttarakhand

- ESDA Scheme
- Single Window Clearance System

West Bengal

- My Enterprise WB
- Directorate of MSME

ACCESS TO FINANCE

Andhra Pradesh

- AP Innovation & Start-Up Policy
- MSME Schemes
- AP IT Policy 2014-2020
- AP Industrial Development Policy 2015-2020
- Biotechnology Policy 2015-2020
- Textile & Apparel Policy 2015 – 2020

Arunachal Pradesh

- Schemes by NEDFi
- North East Venture Fund
- Deen Dayal Swavalamban Yojana

Assam

- Schemes by NEDFi
- Angel Fund Scheme 2014
- North East Venture Fund
- Sarothi-The Start Up Assam
- Assam Financial Corporation

Bihar

- Bihar Industrial Investment Promotion Policy 2016
- Bihar Tourism Policy 2009
- Bihar Start-Up Policy-2017

Chandigarh

- Chandigarh Angel Network
- Punjab InfoTech Venture Fund
- MSME Schemes

Chhattisgarh

- MSME Schemes
- Startup Chhattisgarh 2016
- Chhattisgarh Industrial Policy 2014-2019
- Samridhi Fund
- Venture Catalysts

Dadar & Nagar Haveli

- Industrial Policy 2015-Investment Promotion Incentives
- IDBI/SIDBI Schemes by OI DC
- Gujarat State Financial Corporation
- Omnibus Industrial Development Corporation (OI DC)
- Schemes by EDC Goa

Daman & Diu

- Industrial Policy 2015-Investment Promotion Incentives
- MSME Schemes
- IDBI/SIDBI Schemes by OI DC
- Schemes by EDC Goa
- Omnibus Industrial Development Corporation

Delhi

- Rajiv Gandhi Swavalamban Rozgar Yojna
- Delhi Financial Corporation Schemes
- Women Entrepreneurs Cell Loan

Goa

- IT investment policy 2015
- Chief Minister's Rozgar Yojana
- Capital contribution scheme 2008
- Interest Subsidy Scheme 2008
- Incentives to women entrepreneurs scheme 2008
- CIBA
- EDC Limited

Gujarat

- Scheme for Assistance to Startup/Innovation 2015
- Comprehensive Agro Business Policy (2016-21)
- Gujarat Angels
- GVFL
- Lead Angels
- Infuse Ventures
- GAIN
- Incube Ventures
- Angel Investors

Haryana

- Enterprise Promotion policy 2015
- Haryana Startup Policy 2017

- Freight Assistance Scheme
- Haryana IT and ESDM Policy
- Patent Registration Scheme
- Haryana Financial Corporation (HFC)
- Your Nest
- Prescient Capital
- GSF
- GHV
- Smile Group
- The Startup Superfuel Fund
- Jaarvis Accelerator

Himachal Pradesh

- Equipment Finance Scheme
- Bridge Loan Scheme
- Himachal Pradesh Financial Corporation Schemes for Industrial Term Loan
- Chief Minister's Startup/Innovation Projects/New Industries Scheme
- Himachal Pradesh Financial Corporation (HPFC)

Jammu & Kashmir

- J & K Special Package of Industrial Incentives
- J&K Industrial Policy 2016
- Jammu & Kashmir Self Employment Scheme
- Sher-e-Kashmir Employment Welfare Program for Youth (SKEWPY)
- CII J & K Angel Network

Jharkhand

- Jharkhand Startup Policy 2016
- Jharkhand Industrial and Investment Promotion Policy 2016
- Jharkhand Industrial Park Policy-2015
- Jharkhand Export Policy of 2015
- Food Processing Industry Policy of 2015
- Jharkhand ITeS Policy 2016
- ESDM Policy 2016

Karnataka

- New Industrial Policy 2014-2019
- Karnataka Agri-Business & Food processing Policy 2015
- Karnataka Startup Policy 2015-2020

Kerala

- Kerala State Entrepreneur Development Mission (KSEDM)
- Kerala Technology Startup Policy 2014
- Entrepreneur Support Scheme
- Patent Support Scheme
- Equipment Purchase Loan
- Kerala Financial Corporation Loan Scheme

Lakshadweep

- Incentives by Industries Department
- Prime Minister's Rozgar Yojna

Madhya Pradesh

- Mukhya Mantri Yuva Swarozgar Yojna Scheme for Madhya Pradesh
- Mukhya Mantri Yuva Udhyaami Yojana
- MP Incubation and Startup Policy 2016
- MP Industrial Promotion Scheme 2014

Maharashtra

- Seed money scheme-Maharashtra
- DIC Loan Scheme
- Maharashtra State Innovation & Start-up Policy 2017
- Mumbai Angels
- Lead Angels
- Seedfund

Manipur

- North East Industrial and Investment Promotion Policy (NEIIPP), 2007
- Schemes by NEDFi
- North East Venture Fund
- The Industrial and Investment Policy of Manipur 2013
- IT Policy of Manipur 2015

Meghalaya

- NEDFi Schemes
- North-East Venture Fund (NEDFi-DONER)

Mizoram

- NEDFi Schemes
- North-East Venture Fund (NEDFi-DONER)
- Mizoram Industrial Policy 2012

Nagaland

- NEDFi Schemes
- North-East Venture Fund (NEDFi-DONER)
- Nagaland Industrial Policy 2004

Odisha

- Odisha Youth Innovation Fund Scheme
- Odisha Youth Innovation Fund Scheme
- Odisha Industrial Policy 2015
- Odisha Startup Policy 2016
- Odisha MSME Development Policy 2016
- Odisha Food Processing Policy 2016
- Odisha ICT Policy 2014
- Odisha Bamboo Development Agency
- Odisha State Financial Corporation

Puducherry

- Motivation of unemployed persons to start self-employed enterprises

Punjab

- Industrial Policy of Punjab 2017
- SPIRE Punjab 2016

Rajasthan

- Loan Scheme for First Generation Entrepreneurs
- Rajasthan eGovernance and IT/ITeS Policy 2015
- 500 Startups
- Rajasthan Venture Capital fund
- Rajasthan Angel Innovators Network

Sikkim

- North East Industrial and Investment Promotion Policy (NEIIPP), 2007
- New Industrial Policy Sikkim 2003
- Schemes by NEDFi

Tamil Nadu

- New Entrepreneur Cum Enterprise Development Scheme (NEEDS)
- Entrepreneur Development Scheme
- Unemployed Youth Employment Generation Programme (UYEGP)
- Tamil Nadu Industrial Investment Corporation Ltd

Telangana

- T-IDEA (Telangana State Industrial Development & Entrepreneur Advancement) incentive scheme.
- Telangana Innovation Policy 2016

Tripura

- NEDFi Schemes
- North-East Venture Fund (NEDFi-DONER)
- Tripura Industrial Investment Promotion Incentive Scheme-2017

Uttar Pradesh

- Uttar Pradesh IT & Startup Policy 2016
- Investment Promotion Scheme 2003
- Industrial Investment and Employment Promotion Policy of UP 2017
- Industrial Investment and Employment Promotion Policy of UP 2017
- UP Food Processing Policy 2012
- MSME Schemes
- Uttar Pradesh Angel Investors
- advantEdge
- ReCapital

Uttarakhand

- Startup Policy of Uttarakhand 2016
- Uttarakhand MSME Policy
- Mega Industrial & Investment Policy 2016
- Mega Textile Park Policy
- Veer Chandra Singh Garhwali Paryatan Swarozgar Yojana

West Bengal

- West Bengal Startup Policy 2016
- West Bengal Incentive Scheme 2013
- Udiyaman Swanirbhar Karmasansthan Prakalpa 2008
- Bangla Swanirbhar Karmasansthan Prakalpa
- West Bengal Textile Policy 2013-18
- WB MSME Venture Capital Fund

EDUCATION & CULTURE PREPAREDNESS

Andhra Pradesh

- Centre for Entrepreneurship development
- ISB Hyderabad-Centre for entrepreneurship
- Andhra Pradesh Bankers Institute of Rural and Entrepreneurship Development
- E-Cell IIT Hyderabad

Arunachal Pradesh

- Indian Institute of Entrepreneurship Itanagar
- North-Eastern Regional Institute of Science & Technology

Assam

- Indian Institute of Entrepreneurship Guwahati
- Krishna Kanta Handiqui State Open University EDP
- IIT Guwahati Entrepreneurship Development Cell

Bihar

- Nalanda Educational & Entrepreneurship Development School
- Project Management Association Bihar

Chandigarh

- PTU Nalanda-School of TQM & Entrepreneurship
- Goswami Ganesh Dutta S.D. College Chandigarh
- Chandigarh University -IBM Global Entrepreneur program

Chhattisgarh

- Consulting and Entrepreneurship club at IIM Raipur
- Entrepreneurship Development Cell at Raipur Institute of Technology (RITEE)
- Centre for Entrepreneurship Development Madhya Pradesh (CEDMAP)
- Chhattisgarh Industrial & Technical Consultancy Centre (CITCON)
- Rural Self Employment Training Institute (RSETI)

Daman & Diu

- Technical Training Institute Diu

Delhi

- Women Entrepreneurship and Empowerment (WEE) IIT Delhi
- Jindal Global Business School-Centre of Entrepreneurship
- EMPI's centre for Global Business Entrepreneurship & Research
- Infinity Business School (NCR)
- International College of Fashion (Delhi)
- Faculty of Management Studies
- The National Institute for Entrepreneurship and Small Business Development

- National Small Industries Corporation: Entrepreneurship Orientation Programme

Goa

- Shree Rayeshwar Institute of engineering & IT-Entrepreneurship Development Centre (EDC)
- Goa Institute of Management
- GEMS – Goa Entrepreneurs Mentoring Services Trust
- Start-Up Goa
- Angel Entrepreneurship Development Institute (AEDI)

Gujarat

- The Centre for Entrepreneurship Development (CED) Gujarat
- The Entrepreneurship Development Institute of India Gujarat
- CIIE-IIM Ahmedabad's Centre for Innovation Incubation and Entrepreneurship (CIIE)
- Gujarat Technological university (GTU)
- Indian Institute of Technology-Gandhinagar

Haryana

- E-Max Group of Institutions
- Regional Centre of Entrepreneurship Development
- Centre for Entrepreneurship Development
- The Entrepreneurship School
- iSEED
- The National Institute for Entrepreneurship and Small Business Development
- National Small Industries Corporation: Entrepreneurship Orientation Programme

Himachal Pradesh

- Centre for Entrepreneurship and Innovation – Central university HP
- Micro Small and Medium Enterprises Development Institute

Jammu & Kashmir

- Jammu & Kashmir Entrepreneurship Development Institute (JKEDI)

Jharkhand

- XLRI Jamshedpur
- Cambridge Institute of Technology
- IIM Ranchi
- Xavier Institute of Social Service

Karnataka

- Indian Institute of Management (NSRCEL)
- Xavier Institute of Management & Entrepreneurship
- Centre for Entrepreneurship Development of Karnataka

Kerala

- Kerala Institute for Entrepreneurship Development (KIED)
- MSME Training Institute
- XIME Kochi

Madhya Pradesh

- Centre for Entrepreneurship Development Madhya Pradesh (CEDMAP)
- MPCON
- Madhya Pradesh Association of Women Entrepreneurs
- Student Entrepreneurship Support Cell (SESC) at IIT Indore

Maharashtra

- Maharashtra Centre for Entrepreneurship Development (MCED)
- IIT-Bombay e-cell
- Federation of Indian Young Entrepreneurs
- Nurture Talent Academy

Manipur

- All Manipur Entrepreneurs' Association (AMEA)
- MSME-DI Imphal
- Centre for entrepreneurship & Skills Development Manipur University
- Institute of Cooperative Management (ICM)

Meghalaya

- iCube
- Meghalaya Institute of Entrepreneurship (MIE)

Mizoram

- Mizoram University
- Mizoram Entrepreneurship Network

Nagaland

- Global Open University Nagaland

Odisha

- Institute of Entrepreneurship Development Odisha (MSME initiative)
- Sri Sri University Cuttack
- Xavier Institute of Management Bhubaneswar XSEED Entrepreneurship Cell

Puducherry

- Pondicherry University-MBA in Entrepreneurship
- Pondicherry Engineering College
- Princess College, Pondicherry

Punjab

- Punjab University-Entrepreneurship Development Cell
- Punjab Technical University
- Indian School of Business, Mohali
- Lovely Professional University

Rajasthan

- Entrepreneurship Development Division: Department of Science & Technology, Govt. of Rajasthan
- Rajasthan Institute of Engineering & Technology
- Maharshi Dayanand Saraswati University Ajmer
- JK Lakshmipat University
- Career Point University Kota
- IIT Jodhpur - Entrepreneurship Cell
- IIM Udaipur
- Saksham IIM Udaipur

Sikkim

- Sikkim Manipal University
- SRM University Sikkim
- EILM University

Tamil Nadu

- Tamil Nadu advanced technical training institute - Entrepreneurial Training Development Institute
- ICT Academy

Telangana

- Telangana Academy for Skill & Knowledge
- Jawaharlal Nehru Technological University Hyderabad
- ISB-Technology Entrepreneurship Programme
- Osmania University College for Women

Tripura

- Tripura University

Uttar Pradesh

- Aligarh Muslim University
- Uttar Pradesh Technical University
- IIT Kanpur-E-Cell
- IIM Lucknow-E-Cell
- The Institute of Entrepreneurship Development, U.P

Uttarakhand

- Entrepreneurship Development Cell of IIT-Roorkee
- IIM Kashipur
- Uttarakhand Council for Science & Technology

West Bengal

- Institute of Leadership, Entrepreneurship and Development (iLEAD)
- Science and Technology Entrepreneurs' Park (STEP), IIT Kharagpur
- Entrepreneurship Development Institute Kolkata

MENTORING & NETWORKING

Andhra Pradesh

- NASSCOM 10K Warehouse Vizag
- T-Hub NASSCOM Startup Warehouse
- The Agri-Business Incubation (ABI) program
- IKP Knowledge Park Life Science Incubator
- Progress Software Incubator
- IIT Hyderabad Incubator
- BITS Pilani
- D Labs incubator
- UnLtd Hyderabad
- Wadhvani Centre for Entrepreneurship Development At ISB
- CoworkZone
- The Valley
- Jack Your StartUp
- Rent A Desk
- Hatch Station
- IKeVa
- Collab House
- 91Springboard

Arunachal Pradesh

- National Small Industries Corporation Itanagar
- NE8x

Assam

- Indian Institute of Entrepreneurship
- Startup Assam
- NE8x

Bihar

- Bihar Entrepreneurs Association
- Enterprising Zone
- Incubation Centre IIT Patna

Chandigarh

- Chitkara Innovation Incubator
- Regional Centre for Entrepreneurship Development
- Startup in a box
- TiE Chandigarh
- Startup Accelerator Chamber of Commerce

Chhattisgarh

- Small Industries Service Institute Raipur
- Startups Association of India
- 36Inc Chhattisgarh

Dadar & Nagar Haveli

- MSME - Development Institute, Ahmedabad

Daman & Diu

- MSME - Development Institute, Ahmedabad

Delhi

- Innovate Delhi Entrepreneurship Academy
- 91springboard
- Investopad
- Innov8
- Stirringminds
- The Studio
- AltF Coworking
- MyHQ
- Tlabs
- GHV Accelerator
- GSF Accelerator
- Pitney Bowes accelerator program
- Technology Business Incubator (TBI) IIT DELHI
- Amity Innovation Incubator

Goa

- Prototyze
- TBI Bits Pilani Goa Campus
- Goa IT innovation Centre (GITIC)

- 91Springboard
- Bootstart Mandrem

Gujarat

- MICA Incubator
- NDBI
- International Centre of Entrepreneurship and Technology (iCreate)
- VentureStudio
- The DA-IICT Centre for Entrepreneurship and Incubation (DCEI)
- WorkingCo
- Spaceplexx

Haryana

- Inhwa Business Centre
- 91Springboard
- Investopad
- Quest Offices
- SproutBox
- Fortune Workspace
- InstaOffice
- AltF Coworking
- Hatch101
- Awfis
- Society for Innovation & Entrepreneurship in Dairying (SINED) Technology Business Incubator
- The Hatch
- Veddis
- NASSCOM 10,000 Startups Warehouse

Himachal Pradesh

- Nurturino Consulting Pvt. Ltd
- IIT Mandi Catalyst
- Design and Innovation Centre IIT Mandi
- Born Free Co-working
- Ghoomakad

Jammu & Kashmir

- Start-Up Kashmir
- Think pod Co-working
- Silk Route Consulting Group

Jharkhand

- Jharkhand Entrepreneurs Network
- MSME-Development Institute Ranchi
- Startup2day
- GBI Global Business Incubator
- Re Rise

Karnataka

- TATA First Dot
- Kyron
- AWAKE
- National Entrepreneurship Network (NEN)
- VTPC Karnataka Facilitation & Incubation Cell
- GoK - NASSCOM Startup Warehouse
- Karnataka New Age Incubation Network
- TLabs
- Microsoft Ventures
- Jaaga
- BHiVE Workspace
- TechHub
- Bangalore Alpha Lab (BAL)
- Bangalore Coworking Hub
- CoWork Café
- Bangalore Startups
- Headstart Network Foundation

Kerala

- Sandesh One
- The Startup Village of Kochi
- TIE Kerala
- Innovation and Entrepreneurship Development Centre (IEDC)
- Technology Business Incubator, NIT Calicut
- Amrita TBI, Amrita Vishwa Vidhyapeetham
- NASSCOM Startup Warehouse
- KSIDC Business Incubation Centre
- The Office
- Creative Co-Working Cube
- Dot Space
- Centre A

Lakshadweep

- MSME DI Nucleus Cell Lakshadweep

Madhya Pradesh

- Startups Ignition
- eChai
- Indore Entrepreneur Network
- Adited
- Dylogg
- Rethinkers Accelerators
- Incuspaze
- Regus Business Centre
- Inteligon
- Witty Feed

Maharashtra

- Venture Centre
- NASSCOM 10000 Start Ups Warehouse – Navi Mumbai & Pune
- MITCON – TBI
- Science and Technology Park
- SINE (Society for Innovation & Entrepreneurship)
- WeWork
- Regus
- Camelot Co-Works
- AccessWork
- Mumbai CoWorking
- Bombay Connect
- The Playce

Manipur

- Startup café Imphal
- Nibiaa Consultancy Pvt. Limited

Meghalaya

- NE8x

Mizoram

- Indian Institute of Entrepreneurship (IIE)
- MSME DI Aizawl
- Mizoram Kailawn

Nagaland

- Youth-Net

- Entrepreneurs Associates
- Nagaland Tool Room and Training Centre
- NE8x
- Nagaland Startups

Odisha

- e-MSME Seva
- KIIT - Technology Business Incubator (KIITBTI)
- Trident Business Incubator
- Odia Accelerator
- Invest Odisha
- STPI Bhubaneswar
- Verve Consult
- Work Loop

Puducherry

- District Industries Centre-Entrepreneurship Development Program

Punjab

- STPI Incubation Centre, SAS Nagar (Mohali)
- CEED – Chitkara University
- StartupHub Nation
- Wotta Workspace
- Startup Accelerator Chamber of Commerce
- The Indus Entrepreneurs (TiE)
- imesh Labs
- Next57

Rajasthan

- Startup Oasis
- TiE Rajasthan
- enTRIPreneur
- WiredHub

Sikkim

- TotalStart Sikkim
- Indian Institute of Entrepreneurship
- MSME – Development Institute, Gangtok
- Startup Harbour

Tamil Nadu

- Centre for Entrepreneurship Development
- IITM Incubation Cell (IITMIC)

- Entrepreneurship Development Institute
- The Startup Centre
- TIE, Chennai
- Young Entrepreneur's School (YES)
- Madras Chamber of Commerce & Industry -Start up Entrepreneurial Ecosystem

Telangana

- T-HUB (Incubator)
- TEMPO (Telangana Entrepreneurs Motivational & Promotional Organization)
- 91 Springboard
- Rent A Desk
- Collab House
- CoworkZone
- CloWork
- The Valley
- iKeva
- BITS Pilani
- The IIIT-H Foundation
- DLabs incubator
- The Agri-Business Incubation (ABI) program
- HatchStation
- Indian School of Business (ISB) and SAP Labs
- TBI & TIDE University of Hyderabad

Tripura

- NE8x
- MSME-Development Institute, Agartala
- Society for Entrepreneurship Development
- TotalStart Tripura
- Tripura state Council for Science & Technology

Uttar Pradesh

- 91 Springboard
- Collab Cowork
- Unboxed Coworking
- B Cogent
- Startup Café
- Malaviya Centre for Innovation, Incubation and Entrepreneurship
- Entrepreneurship Cell, KNIT Sultanpur
- IIM Lucknow Enterprise Incubation Centre
- iB Group

- IT UPVAN
- Venture Catalysts Uttar Pradesh

Uttarakhand

- University of Petroleum and Energy Studies, Uttarakhand
- HIMANI
- TIDES Incubation Centre, IIT Roorkee
- Technology Business Incubator, Graphic Era University
- Jumpstart

West Bengal

- Egiye Bangla
- Nwook
- Easydaftar
- Coworkyard
- NASSCOM Startup Warehouse
- Kolkata Ventures
- IIM Calcutta Innovation Park
- Innokul
- Indus Net Labs

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IEF Entrepreneurship Foundation is a non-profit initiative that is creating a collaborative entrepreneurial ecosystem across the country and is bringing all stakeholders onto one platform. Through its three-pronged strategy of action, advocacy and awareness, IEF is committed to energise and empower Indian small-scale entrepreneurs to scale new heights in their business and further enrich the Indian economy.



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