

## Women Entrepreneurship in India: A Case Study of Rink's Creation of Rinku Lakdawala

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### Abstract

The recent advances in technology and the modern Automation world demand the able administration and initiations from the educated women class and dynamic women entrepreneurs, who absolutely vouch for accidental to the economic growth of nations. It is the order of the day where concept of women entrepreneurship programs have to be devised to analysis the market failures and at the same time to abode the afire civic problems by adding a new dimension of Women entrepreneurship for all SMEs' and advance policies. Entrepreneurship is the basic activity that entails a core basic understanding "Made On Own". In country like India, the business domain and working scenarios are dominated by menfolk only, but women with dynamic changes in the environment, have realized the criticality of survival and coming in par with the men. Women are becoming more assertive, powerful and standing for their rights, freedom and equality in the business domain. They enter small business and entrepreneurial activities that enriches their life for money earning and getting recognition in the society as well. The paper entails the importance of woman entrepreneurship through a case study where her entrepreneurial skills help her to get an identity for herself and be respectful in the eyes of the society. Woman is not confined to home based business, they are equally equipped to work in the mainstream of the business whether it a service or manufacturing unit. Mrs. Rinku Lakdawala of Rink's Creation is a great role model to follow where she kept no stones unturned to make herself successful in Textile Industry.

**Keywords:** Women Entrepreneurship, Challenges, Factors, Innovations

### 1. Introduction

Entrepreneurship is the basic activity that entails a core basic understanding "Made On Own". This concept says that a person who has done the business from scratch and is the pioneer, doing its own and bearing the consequences of the same, is called as an Entrepreneur in the real sense. Any business is being catered by any person or individual involves series of risks and challenges that one has to face to make profits and growth for long term future. In country like India, the business domain and working scenarios are dominated by menfolk only, but women with dynamic changes in the environment, have realized the criticality of survival and coming in par with the men. Changes in dynamic environment means, the vital changes in the social, economic, cultural and traditions in the country that has the direct bearing on the conditions of the women. Women are becoming more assertive, powerful and standing for their rights, freedom and equality in the business domain. They enter small business and entrepreneurial activities that enriches their life for money earning and getting recognition in the society as well. The power of woman has been underestimated every time, thus the concept of woman entrepreneurship is on very high scale. In every city of India, you will find the woman doing business, awareness is rising day by day but more efforts are required in terms of education, finance, support from family and the broad mindedness by the males. Woman in today's world needs the respectful standing as they are too humans and deserve equal chance to perform in every stream of business. The record shows that woman is no exception to proof them in any stream. They have reached at a competitive edge in every industry that can be defined in business terms. Moreover they are the untapped resource that they pave the way in economic development of the country with bringing profits to the company also. They possess all qualities of innovation, creativity, hard work and leadership traits to move ahead. They can drive change and be change agents to bring about fruitful changes in the organizations. Today in the globalized era, the woman entrepreneurship is on rise and is the need for hour as they are correspondingly responsible to bring success in any field that one could dream of in the business domain. In a competitive market, it is not sufficient just to be creative, it is also essential to be entrepreneurial, with small businesses and project management skills, as also to be able to build a wide network of symbiotic

contacts. The technical skills are needed to conceptualize, design, manufacture and market your products profitably, consistently and innovatively. Every vocation has its unique range of technical and trade skills and, as a fashion field novice, it is necessary to learn the ropes as fast as possible. This case is about the woman entrepreneur Rinku Lakdawala, owner of Rink's Creation in the fashion industry in textile city of Surat, India.

## 2. Objectives and Methodology

The primary purpose of the paper is to study the journey of one woman entrepreneur in fashion industry and the challenges faced by her in the garment sector in the city of Surat, India. For the purpose of the study primary and secondary sources of data was used. In this study, data was collected from Primary and secondary source. For the primary source, personal interview was conducted with the woman entrepreneur in garment industry in the city of Surat, India. For Secondary sources and information form Journals, articles newspaper, internet, books and concerned organization have been used. After the interview, the analysis of the case was done in respect to different factors like Social, Economic, Competitive, Facilitating and Locational Mobility of the entrepreneur.

## 3. Literature Review

Women entrepreneurship, with growth of business sector, has certainly picked up pace in the last decade or so. When we talk about women entrepreneurship, specifically, according to Kalim, Entrepreneurship is an idea or vision which a woman holds to explore and optimize which could help her create new jobs & economic empowerment among her fellow beings. The business friendly policies of a nation has always made rigorous efforts that women entrepreneurship shall be motivated by providing them platforms and opportunities that help them deal with impediments such as financing and human resource. However, if we talk of India precisely, there are a lot of hurdles to women as well. Patriarchal society, male chauvinism, stiff competition from male entrepreneurs, lack of will power and social outlook are all barriers that demoralize women entrepreneurship Goyal & Prakash (2011). The challenges faced by women entrepreneurs need to be addressed by the educational institutions especially in terms of business planning and inculcation of managerial skills, Rao, Venkatachalam & Joshi (2012). Female entrepreneurs have been identifies as a "major force for innovation and job creation" (Organization for Economic Cooperation and Development, 1997) and therefore much research about women business owners has concentrated on their motivations to become entrepreneurs. Orhan & Scott (2001). Entrepreneurship development programme with women, particularly the new generation, should take cognizance of the entrepreneurial environment with a practical and theoretical understanding of entrepreneurship. The role of women in a country like India should be viewed as an asset. The entrepreneurial inputs should help women develop skills to meet future challenges. Ganeshan, Kaur & Maheshwari (2002). But unfortunately, the government sponsored development activities have benefited only a small section of women i.e. the urban middle class women. Women sector occupies nearly 45% of the Indian population. Highly educated, technically sound and professionally qualified women should be encouraged for managing their own business, rather than dependent on wage employment outlets. The unexplored talents of young women can be identified, trained and used for various types of industries to increase the productivity in the industrial sector, Goyal & Prakash (2011). One cannot eliminate the recently growing contribution of women when we talk about the growing numbers in self-owned business or "Entrepreneurship". Parker (2009) notes that "a higher proportion of men than women engage in entrepreneurship in all developed economies, despite a recent trend increase in female entrepreneurship in some of them". Considerable research effort has been expended on explaining this difference as well as the observed gender gaps in performance; see, for example, Brush (1992, 2006) and Minniti (2009). The explanations focus on the one hand on differences in preferences (often shaped by women's assigned social roles), such as being a consequence of women's position within family structures, and on the other hand on constraints, most notably access to finance. Acs, Bardasi, Estrin and Svejnar (2011). The most important factors of success among humanistic entrepreneurs were 1) a successful record of previous work history, 2) strong analytical skills acquired in a broad humanistic education, 3) early investment in personal reputation and broad biographical experience outside the narrow field of the profession, 4) early socialization experiences functioning as biographical resources in the discovery of successful business ideas, 5) a training in how to communicate effectively with customers in an increasingly global and knowledge-based economy. Kupferberg (2006). The important gender differences in the decision to become self-employed in the German labor market, Specifically, we found that: (i) men are more responsive to the wage differential between salaried- and self-employment; (ii) liquidity constraints, as proxies by wealth, are important for men considering self-employment, but not women; and (iii) the link between father's self-employment status and the probability of self-employment is stronger for men. Such differences might be due to the different labor market opportunities and occupational strategies of women compared to men. Georgellis and Wall (2006). The motivation for considering female entrepreneurship in both developed and developing economies arises from our increasing understanding of the significance of the role of women in creating, running and growing businesses as a fundamental driver for economic growth, development and poverty reduction. Entrepreneurial activity might in principle be a highly significant way for

women to engage in the market economy—a vehicle to construct employment opportunities, including when these are scarce or when discrimination in the labor market does not facilitate full women's participation in the economic sphere. Acs, Bardasi, Estrin and Svejnar (2011).

#### **4. A Case of Rink's Creation of Rinku Lakdawala**

##### *4.1 Introduction*

In an era of economic boom with its cyclic crests and troughs, entrepreneurship has taken center stage to stimulate innovation and growth. Given the underutilization of female human capital; policy makers have developed congenial policies to upgrade female entrepreneurship. Increased female entrepreneurial activity heralds a progress for women's rights and optimization of their economic and social living index. Women entrepreneurship is synonymous with women empowerment. Parallel to the male counterparts, female entrepreneurs are catalytic in job creation, innovation and more than tangible in contribution to the GNP of the country. An economy thrives when women get a level playing field as men. This particular case reflects the journey of a tenacious woman, Rinku Lakdawala of Rink's Creations, who withstood and sustained societal and familial norms and made her dreams spectacularly tangible.

##### *4.2 Background*

Entrepreneur's path rarely a straight line is more convoluted for women. Rinku Lakdawala hails from a traditional & conservative gujarati family comprising of five siblings (four sisters & one brother) with a modest financial background. Being the eldest, it was onerous for her to share the financial pressures of her family. This she managed by enrolling in short vocational courses, like Mehendi, Soft toy making, Beauty Parlour etc., whereby she could earn with pride and dignity & contribute to the family's income. The seeds of entrepreneurship were sown at a very young stage. Post schooling, higher education was ruled out as the family was gender sensitive and financially constrained. It took almost a year for her, to convince her father, to enroll her for Diploma course at SNTD College, a women centric institution. Rinku's tenacity of character was discernible when @ Rs. 20 an hour, she took up a teaching job in a government institute related to art classes. For financial sustenance she enrolled in tailoring courses as well and teaching the same to the students. The foundation for fashion designing was laid at the grassroots level here.

##### *4.3 Business Opportunity, New Venture & Expansion*

Post marriage, being bitten by the fashion designing bug, she sold her gold necklace for Rs. 1500 in 1996, to procure a sewing machine for Rs. 1200 & tailoring accessories for Rs. 300.(year is important).Her tiny home garage(200 sq. .Ft.) was converted into a tailoring unit, "**Rink's Creation**". This was her retail outlet for the next 18 yrs. with the same faithful tailor & loyal clients. In 2001 she shifted to (5000sq ft. premises) & expanded into the wholesale segment, by setting up a rental production unit with 25 dedicated workers. Today her staff comprises of 80 direct workmen, in addition to approx. 200 associate workmen who work on job contracts for her.

##### *4.4 Technology Innovation & Upgradation*

Rinku believes to constantly improve, educate and update oneself and be among the best. Also, great attention should be paid to technology up gradation and modern manufacturing practices. To have a near-perfect production set- up, every year there is a need to invest in facilities and renewal of existing machines, and the drive to modernize the procurement procedures which is very important for the design and development. Initially limiting to merely hand embroidery work, she later diversified into machine embroidery, after procuring two automatic embroidery machines (multi head). She had to import those machineries. Currently her unit has 7 automatic embroidery machines. Competition in this type of business is cut-throat. Being a woman, she continues facing these challenges to a more acute extent. Competitive edge in the fashion industry can be achieved only by continuous investment in technology and manpower that will deliver greater productivity and result in higher quality outputs. Innovation, creativity and product design are becoming the key prerequisites for success. None of this would result in success without proper market segmentation and focused orientation on profitable market niches.

##### *4.5 Diversification*

Initially Rinku used to take only 150 pieces /design orders. Now her requirements are minimum 500 piece /design order. Earlier she had to solely depend upon exports from Mumbai exporters. However, with raised fashion awareness thanks to Bollywood, the domestic market demand has super-ceded the exports. Recession too had an impact on the exports, which was a blessing in disguise for entrepreneurs like Rinku. The current fashion trend was on heavily embroidered sarees, so she developed design catalogues for higher range sarees. One masterpiece of each design is prepared & a photo-shoot is done for the catalogue. Specifically in the

development of heavy sarees, there is no prototype, but is only done according the client's wishes. She was, chameleon-like, able to quickly adapt to changing market trends & emerge successful.

#### *4.6 Creativity, Aestheticism & Innovation*

A successful fashion entrepreneur needs innovation to be able to identify opportunities in a climate of ambiguity and chaos, together with passion and enthusiasm. For her outcome and provide impetus to her drive to constantly improve her products' features. She also needs determination and persistence to drive ideas through the many obstacles and challenges coming her way. Alertness and a sharp eye about the contemporary fashion & embroidery trends have kept Rinku on the forefront of her business. With this perspective, she gets installed new machineries with the customized improvements. Initially it was only plain embroidery that was in vogue. Amalgamation of plain embroidery with sequins work was the next in demand. With too much of sequins, the trend somersaulted to absolutely plain embroidery. Cording & chain stitching eventually followed. To meet the demands of new designs - stone work, bead work, & cut work are done by workers manually at home. This is then followed by tailoring and finishing work at her manufacturing unit. The quality control checks are also done at this final dispatch point.

#### *4.7 Challenges*

The issues and constraints experienced by women entrepreneurs have resulted in restricting the expansion of women entrepreneurship to a large extent. The challenges of a fashion entrepreneur can be differentiated between industry specific and personal challenges. The fashion design entrepreneur as the fulcrum point of the company has to balance creativity and a hard-nosed managerial approach, in addition to the industry related aspects. Fashion is ephemeral, dangerous, exciting and unfair. The fashion industry is an unpredictable and hypercompetitive market with short product life cycles, (Saviolo & Testa). What makes the arrival as well as the achievements of women entrepreneurs even more significant and commendable are the struggles they have to put up, frustrations they have to experience and the multiple handicaps they have to overcome to emerge as entrepreneurs at the early stage and subsequently achieving success in business at the stage of managing their enterprises. In case of women, however, handicaps to entry into business ownership have been for too many given the traditional, conservative, orthodox Indian society, especially in the non-metro cities, the so called Tier2 cities such as Surat, Indore, Jaipur, Coimbatore, etc. The process of breaking many of these shackles has been rather slow but commendably steady.

##### *4.7.1 Dealing with Male Laborers*

The transient and the migrant labor force is a nightmare to the manufacturing segment. The large exodus of this labor during festivals, summers, harvest times, ceremonial times etc. is the major issue resulting production commitments go haywire. If the enterprise is women -managed, the problem gets compounded manifold. Added to this, although the manpower is skilled, they are low educated, come from the deprived strata of the society, with their own dogmas and beliefs. The migrant population, staying away from home for long intervals, has its own social and cultural pitfalls. Taking instructions from women folk is not their preferred way of work. Poor living and sanitation facilities add to their difficulties. This all culminates in a unique unpleasant interaction with the enterprise owners.

##### *4.7.2 Domination by Male and Ideology of Male Dominated Society*

Probably, the greatest deterrent to women entrepreneurs is a kind of patriarchal- male dominant social order. This is the stumbling block in their way towards success. Male chauvinism is still prevalent in many parts of the country. The constitution of India speaks about the equality between both the genders, i.e. men and women. However, in practice, women are looked upon as "abla" i.e. weaker one in all respects. This in turn, serves as a barrier to woman's entry into business. The laws of Manu written early in the Christian era which stress the need to control women because of the "evils" of the gender are still deep-rooted and hence prevalent. In India from the very beginning, women have been managers of the kitchen and have solely dominated the area of household activities. So deep has been the impact of this understanding, that the general attitude of the people about women entrepreneurs is that they are makers of pickles, papads, masalas, and other household goods. Thus the society at large continues to suffer from a various misconceptions (myths). Typically women have been portrayed as those undertaking business of predictable lines only. Dealing with male associates, supply chain and logistics personnel is not an easy task as many men have problems in taking orders from women. The women have to make extra efforts for acceptance.

##### *4.7.3 Labor Issues take other Forms*

Skilled labor is not easy to come. Many experienced workers leave the unit after gaining sufficient exposure. Chasing these skilled persons for continued association, takes up different nuances for the female enterprise owner.

##### *4.7.4 Family-Work Life Balance*

Workloads are exhausting with the extra self-imposed burden of taking care of the home and family, in addition

to earning a livelihood and creating value. This results in a hampered and compromised personal and social life, leading to guilt for neglecting the family.

#### *4.7.5 Credit Discrimination & Lack of Collateral Guarantee*

Business Credit alone can act as a catalyst in expanding both enterprises & improved profitability. Credit discrimination is the real issue that Rinku had to grapple with. There exists a gender bias & a general distrust towards the creditworthiness of women. Complicated banking procedures, insistence on collateral, and the not so positive attitude of bankers forced her to plan on non-institutional sources of credit such as family, friends & moneylenders.

#### *4.7.6 Marketing Problems*

Due to the apprehensions and suspicions about women entrepreneurs in business and industry, new client phobia hampers the growth of business. This manifests in slowdown in the business cycle; difficulty is faced in recovering funds & product promotion too.

#### *4.7.7 Cut-throat Competition with other group of Men and Established Self-sufficient Entrepreneurs*

Women entrepreneurs do not have a proper organizational set-up to pump in lot of resources for canvassing and advertisements. Thus they have to face a stiff competition with the other male dominated entrepreneur's network, which easily undertake the promotion and development aspects and carry out smooth and suave marketing of their products with both the organized sector and their male counterparts.

#### *4.7.8 Mental Harassment*

Textile market being male dominated, females might feel mental harassment. In addition to this, the obvious limitation of movements at odd working hours, in moffusil areas, etc. is a deterrent to their growth, which is well exploited by the competitors.

#### *4.7.9 Client asks for Discount at the end of the Year:*

The very obnoxious trade practice of seeking heavy discounts, while setting the accounts annually, although not limited to women entrepreneurs only, can be a big blow to the cash flow management. The goods that are threatened to be returned do not get disposed even at 25% of the selling price resulting in heavy losses. The entrepreneur is cornered most of the time and has very little leeway.

#### *4.7.10 Not a member of Embroidery Association*

Being member of the Embroidery association can help the women entrepreneurs to address the various business issues and also to learn about the current business trends and future outlook. However, this association is not very active yet, and discourages women for various reasons and pretexts.

However, despite these numerous barriers and tangible obstacles, women are entering in to the field of business in increasing numbers. What makes their arrival as well as achievements even more significant and commendable are the struggles they have to put up, frustration they have to survive and the multiple handicaps they have to overcome to emerge as entrepreneurs at the entry stage and subsequently achieving success in business at the stage of managing their enterprises.

### *4.8 Strengths of Rinku Lakdawala*

Key features that made Rinku, a successful entrepreneur are the ability to encompass the available business with hard work and discipline, in fact, now a life philosophy for her. In addition, very important are persistence and knowledge of her work and above all, passion for the job. She is supremely confident and her strategies are well laid out in her mind. She is very appreciative about the people who work for the enterprise. Rinku is also greatly respected by her employees as she has a general concern for their welfare & is also ready to provide them with help in every way. Her employees are seen to work relentlessly from dawn to dusk, even when she is busy in other activities or indisposed, since they feel duty bound to their employer. Good team work and the earned respect of the employees are another important factor for her success. In her enterprise, many employees have been associated since foundation day, for almost 18 years. Very often in these companies, is not exclusively dealing only with fashion and designing. Unlike the world's large corporates with full teams of employees, in small firms, a person must have knowledge of different aspects, such as creation, designing and tailoring, as it is otherwise significantly difficult to survive, since knowledge at the grassroots provides some kind of control. In the fashion business like this, it is very important to have a professional and dedicated teamed that works together to achieve fantastic results, and the progress of the company. The client for whom she is designing caters to personalities of Bollywood like Sonakshi Sinha, Shweta Tiwari to name a few. Her clients also supply her designs to leading teleserials in the country. The enterprise had a turnover of Rs 3 crore, last year. Now the entrepreneur's dream is to develop her own brand name on national level and international level market. She also dreams to own her own fashion house, which is currently on rent.

Table 1: Statistical Data of the business enterprise of the Women Entrepreneur under study

Year	No. of people	Turnover	No. of pieces output	Market share	
				Local	For Exports
2009-10	80	105 lacs	1.5 lacs	30%	70%
2010-11	250	225 lacs	2.25 lacs	50%	50%
2011-12	300	300 lacs	2.5 lacs	80%	20%
2012-13	325	400 lacs	3.0 lacs	70%	30%
2013-14	350	500 lacs	3.25 lacs	60%	40%

Table 2: Future Projections of the business enterprise of the Women Entrepreneur under study

Year	No. of people	Turnover	No. of pieces output	Market share		
				Local	For Exports	Exports (Direct)
2014-15	400	600 lacs	3.75 lacs	70%	10%	20%
2015-16	450	800 lacs	4.0 lacs	50%	20%	30%

#### 4.9 Achievements of Rinku Lakdawala

Rinku won the “**Bhaskar Business Women of the Year Award, 2012**”, this award being an initiative of Dainik Bhaskar group to recognize and felicitate the efforts of woman of substance, who through their self-belief and determination have made substantial difference/contribution to the people/society and inspired the lives of people around them. Their character, selflessness and determination makes them pride and joy of the society. She has also won the “**L. P. Savani Women Entrepreneur Award, 2012**”, this award is an appreciation of who achieved extraordinary success and done commendable work in their respective field.

#### 5. Analysis of the Case Study

On the basis of analysis of the case developed on Rink’s Creation, discussion (through scheduled interview) & literature review, the Conceptual framework & the Challenges faced by the women entrepreneur are as follows:

Table 3: Conceptual framework for Women Entrepreneur under study & the Challenges faced by her:

Factors	Sub factors/According to the Literature Review	As Perceived by the Entrepreneur
Social Factors	<ul style="list-style-type: none"> <li>Childhood</li> <li>Background</li> <li>Education</li> <li>Religion</li> <li>Community setup and cultural issues</li> <li>Support from spouse/family/relatives/community</li> <li>Social mobility</li> <li>Work-Life Balance</li> <li>Glass Ceiling</li> </ul>	Lower middle class, struggler, hard worker Started business at very early stage, financial issues Diploma from SNTD Traditional, conservative Gujarati family  No- not really Yes- to an extent Yes- to an extent Yes- its challenging Yes- credit discrimination
Economic Factors	<ul style="list-style-type: none"> <li>Financial assistance from Institutional sources</li> <li>Accommodation in Industrial estate</li> <li>Attitudes of the government</li> <li>Encouragement from large business</li> <li>Labor conditions</li> <li>Raw material</li> <li>Size of the composition of market</li> <li>Lack of access to credit</li> </ul>	No- because of the tedious paper work and the negative attitude from bankers. Yes- did face problems Yes- did face problems No- not really Yes- faced labor problems No-no problem Yes- challenging Yes- to great extent
Competitive Factors	<ul style="list-style-type: none"> <li>Potential Entrants</li> <li>Rivalry among existing firms</li> <li>Suppliers</li> <li>Buyers</li> <li>Substitutes</li> </ul>	Yes- to great extent Yes- to great extent Yes- to great extent Yes- to great extent Yes- to great extent
Facilitating Factors	<ul style="list-style-type: none"> <li>Experience &amp; training</li> <li>Arrangement of Finance</li> <li>Occupational &amp; Geographical Mobility</li> <li>Lack of Risk Taking Capacity</li> <li>Lack of exposure to Business Environment</li> <li>Lack of Technological knowledge</li> </ul>	Yes- through work Yes- through family and friends No- not really No-she did took initiatives Yes- to some extent No-kept updated
Locational Mobility of Entrepreneurs	<ul style="list-style-type: none"> <li>Resources</li> <li>Language</li> <li>Culture</li> <li>Nature of Enterprises</li> <li>Red Tapeism</li> </ul>	Yes- available No-problem faced Yes- somewhat Garment Industry-male dominated Credit discrimination
Other Factors	<ul style="list-style-type: none"> <li>Lack of Professional networks</li> <li>Male domination Industry</li> <li>Corruption</li> </ul>	Yes-not a member of embroidery association Yes- totally Yes- to great extent

### 5.1 Social Factors

Women entrepreneurs face a series of problems appropriate from the beginning till the enterprise functions. Being a woman itself poses various problems to their existence as leaders. These problems pertain to her responsibility towards family, society and her personal life. But now times have changed and women entrepreneurship is gaining acceptance in India. Similarly in Rinku's case, she belonged to a traditional and conservative gujarati family. Her struggle started from childhood only. Being the eldest, it was her duty to provide finance to her family. It took a year to convince her father for diploma course at SNTD College. After that she enrolled in tailoring courses as well and taught students. She sold her personal ornaments to start her own business. Entrepreneurship has been a male preserve and an idea of women taking up entrepreneurial activities was considered as a distant dream. Women don't get deserved position in male dominated Indian society and male ego puts barriers in their progress. Many men accept problems in demography orders from women. Stiff antagonism with male dominated entrepreneurial network. Dealing with male associated, supply chain and logistics personnel is not a simple task. Burden of family responsibilities along with workload results in hampered and compromised personal and social life. Inability to attend to domestic work, time for up grading of knowledge and for education of children, personal life is a major concern for women entrepreneurs.

### 5.2 Economic Factors

Accessing credit, particularly for starting an enterprise, is one of the major constraints faced by women entrepreneurs. Women have fewer opportunities than men to gain access to credit for reasons like lack of collateral, unwillingness to accept household assets as collateral and negative perceptions of female

entrepreneurs by loan officers. Similarly, Rinku also faced such type of situation i.e. credit discrimination due to which she switched to non-institutional sources of credit like family, friends and money lenders. It was tough to hold labor during festival time, chasing the skilled persons and to make laborers listen to her instructions. Size of composition of market was very large as Surat being the hub of textile industry. Lack of access to credit due to gender bias and distrust towards the credit worthiness of women.

### *5.3 Competitive Factors*

High competition with established self-sufficient entrepreneurs. As women entrepreneurs don't have a proper organized set up to pump in lot of resources for canvassing and advertisements. With a short production cycle the risk that consumer tastes change is lowered, moreover providing new garments more frequently means that buyers will return to the shop regularly. For this, Rinku had to regularly update her design according to the demand of the market. This involved huge financial investment. Delaying in her commitment to fulfill the demands of the buyers acted as an opportunity to the Suppliers.

### *5.4 Facilitating Factors*

Rinku did not receive any training due to financial problem. She experienced only by expanding her business and facing challenges. To arrange finance for the business she sold her ornaments and took help from family, friends and moneylenders. She had always taken risk to invest in new technologies and manpower. She did not have so much exposure to business environment. She learned everything through her experience and the will to update her knowledge. She always believed in constant improvement, updating herself with new technologies and be the best.

### *5.5 Locational mobility of Entrepreneurs*

In Rinku's case resources were available easily. As she was born and brought up in Surat, she did not face any language problem to communicate with customers, suppliers, buyers, laborers, etc. Fashion Industry in Textile sector being male dominating in Surat, Women Entrepreneurs have to undergo mental stress and sometimes sexual harassment towards them.

### *5.6 Other Factors*

Studies reveal that women find it more difficult than men to gain access and establish themselves in professional networks such as bank managers, accountants, trade suppliers, sales men and other stakeholders. Clients ask for discounts at the end of the year. Goods are threatened to be returned, don't get disposed even at 25 percent of selling price resulting in heavy losses. Not being member of embroidery association in Surat discourages women to survive in the market. The association helps entrepreneurs to address various business issues and also to learn about current and future business trends. Corruption is one of the major concerns for Rinku in the field of garment as just for small amount of money; designers copy and sell her designs.

## **6. Conclusion**

Woman is an important milestone in the development of country as a whole and has higher potential to go to greater heights. Women in such category represent true mark of respect and progress, resulting in woman empowerment as well. Rinku represents those enterprises that are managed by women and are done so extraordinarily with them as the decision – makers. She represents a group of women entrepreneurs who have broken away from the beaten track and have explored new avenues of economic participation by generating employment for the marginalized strata of the community. She has competed with men and successfully stood up with them in every walk of life and business is no exception for this. These women leaders are assertive, persuasive and willing to take risks. They managed to survive and succeed in this cut throat competition with their hard work, diligence and perseverance. She has unquestionably established the fact that women can be as capable and successful entrepreneurs as men in business and industry.

## **7. Managerial Implications**

The woman is the symbol of power and perseverance. They have all the necessary qualifications, skills, abilities and aptitudes to make them stand in every course of work they perform in domestic or business domain as well. They possess integrated intelligence to anticipate the future needs. Such abilities are well required for business to be a success. They work in Small Enterprises or giant Corporates but what stand them distinctive is that they have the quality of being loyal to what they perform and do. Managerial Implications of such aspects are:

- They are future decision makers in all important key result areas of business
- Womenfolk are being required as the part of business and workforce as they are untapped resource and can prove to be great source of economic development.
- They are in much numbers in metros to work in MNC's as they have more strength to work as per the

standards and levels of MNC's.

- They can be political, legal, economic and seek health awareness and knowledge about support groups and positive attitudes towards working in business
- They benefit in coming future in terms of confidence, improved career opportunities and updating of skills
- Better decision makers and respected in family and community

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