

# Success and Failure of Entrepreneurs in Implementation of Strategic Programs in Small Scale Enterprises in Two States of India: A Comparative Study

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## Abstract:

**Purpose:** Gujarat and Odisha are two different provinces in the Indian sub-continent under South-Asiatic region. Gujarat, with less mineral resources, tribal population, moderate poverty developed much economically due to installation of industries, particularly, small scale sector. On the other hand, Odisha, in spite of its vast natural resources like minerals, forests, rivers, population, flora and fauna, long coast line, natural harbors and surplus electricity has all characteristics of poverty. These phenomena led to an approach.

**Approach:** Both the states have similarities in many cases, yet Odisha perish in poverty. Small Scale Industries (SSIs) flourish in Gujarat but become sick in Odisha. Causes to these aspects draw serious attention of the people of Odisha. A study was initiated in this regard to find out the draw backs of poor performance of the state in SSIs sector.

**Findings :** The study revealed that a careful implementation of strategic programmes with judicious use of own social and financial resources in the factory premises and outside the state made Gujarat SSEs more advantageous for high economic growth which was not observed in case of Odisha SSEs.

**Future Implication:** The prosperity of Gujarat SSIs have been described through five major elements of strategy eg. Arena, vehicle, differentiators, staging and economic logic. Strategic programme-activities of Gujarat and Odisha have been compared, differences brought out for the Odisha entrepreneurs to consider and follow for high growth of the SSEs in the state.

**Key Words :** Arena, vehicle, differentiators, staging, economic logic, entrepreneurs, strategy and implementation.

## 1. Introduction

Entrepreneurs are becoming increasingly interested at present in strategic programmes associated with social and financial implications, value creation process, their application in the day-to-day markets to acquire competitive advantages. The prospects of financial consistency social activities and management capabilities all combine and initiate strategic actions for higher performance of a firm. Refined management

styles contribute meaningful advantages to win the day-to-day markets for better performance and growth of the firm. Rare studies under quantitative and empirical approaches have established the link between strategic attempts to socio-economic activities, Research is spare to explain the conditions under which firm level adoption of growth processes lead to creation of superior value and superior firm performance. Such research is a striking need and has been considered a determining factor to ensure profitable outcome.

The purpose of the study was to examine how the small scale entrepreneurs of Gujarat and Odisha state differed in their strategic attempts of production programme, financial and social factor management and implication in growth prospective. Gujarat SSEs prosper gloriously, whereas, Odisha SSEs fall sick in many cases. A comparison of the kind of differences in strategic functioning of SSEs will bring to light the hidden aspects of success which may be helpful to the perishing SMEs of Odisha showing ways and means for survival and recovery of the units.

## **2. Review of Literature:**

Scholars and consultants have thought much about analyzing the strategic situations Strategy is used to mean whatever one has made up his mind to do. To the chief executive officer of a firm, strategy means an integrated concept how the business will achieve its objectives (Donal & Fredrickson, 2001). If business has a single unified strategy, then it has also the parts. They presented a frame work of strategy design arguing five elemental parts explaining the ultimate structure of strategy. The domains of a choice for achieving the objectives of a strategy vary from person to person. Few plead for five forces analysis comprising core competencies, hyper competition, resource view of firm, value chains and host of other helpful analytical tools (Porter, 1980). A strategy addresses how the business intends to engage its environment. It does not tell about the internal arrangements made to reinforce and support the strategy (Goalbreath and Kazangian, 1986). A strategy is intentional, informed and integration of choices. The strategy can take its own shape without grand and well considered aspirations (Hamel and Prahallad, 1993). There are diverse opinions among the working groups on the requirements of strategy. A strategy is explained as a projection to reach at doing something new and different for the purpose of creating wealth and adding value to the factory products (Kao & Raymond, 1997). It goes beyond the scope of this project to present a complete discussion on strategy. Without entering much into the details of strategy, a programme is intimated to work in the field as per the established propositions of Donald Fredrickson cited above.

## **3. Methodology:**

Operational effectiveness and the strategy both are complementary to each other and their weightage is highly essential for assessing the performance of an entrepreneur. It was decided to collect primary information (data) from the strategist entrepreneurs through a well planned questionnaire. The questionnaire was prepared as per the propositions of Donald and Fredrickson (2001) which displayed all the five major elements of strategy for the growth of the enterprises.

Convenient sample selection procedure were used to select states, districts and industries of two kinds (engineering and food processing). Two provincial states (Gujarat and Odisha) in India were selected for study. A total of 110 number of SSIs were included counting equally half of the totals from each of the states. Inaccessible locations were not considered for collection of data. Thirty number of units in each state from engineering category and twenty-five number of units from food processing category were decided for data collection. Those entrepreneurs who co-operated to provide meaningful information as per the requirements detailed in the questionnaire were selected for study. Attempts were made to select respondents on the basis of their qualification and experience befitting to the subject of research. The kind

of enterprises with their numbers selected for study in different locations are listed below :

**Kind of enterprises selected for sample study.**

State	District	Location	Enterprises	
			Engineering	Food processing
Gujarat	Novasari	Navasari	2	1
	Surat	Surat	3	2
	Baroda,	Baroda	3	3
	Kaira,	Anand	7	6
	Ahmedabad	Ahmedabad	15	13
	Total		30	25
Odisha	Gunjam	Berhampur	3	4
	Khurda	Bhubaneswar	7	5
	Cuttack	Cuttack	11	13
	Balasore	Balasore	5	1
	Mayurbhanj	Baripada	9	2
	Total		30	25

Entrepreneur respondents were contacted prior to the visits on the fixed dates for collection of data from the unit premises. Closed ended questionnaires were provided to the respondents. They had to go through the questionnaire for understanding the contents. Explanations were made to clear up doubts if any in the questionnaire. They had their own choices to tick out the appropriate boxes in the questionnaire carved below each of the questions in words of relative grades.

The questionnaires was self-explanatory. Few identifying parameters (Key) for answering each question were suggested. These parameters were listed just below the question and above the answer box which were suggestive in nature and never binding to question answer at all. Questions were answered by ticking the relevant box placed below, Numerical are written below the boxes representing the degree of success in equivalent points of the progressive work achieved on strategy implementation in SSEs managed by the owners (companies). Degree of success of the SSEs on the particular element was fitted to a five point rating scale (Grade). The five point rating scale was identical in each of the five questions for inserting the answers; Respondent-entrepreneurs were requested to have a holistic view for answering the questions. The answers were kept secret and used for academic purpose only. The five major strategic elements were arena, Vehicle, differentiators, staging and economic logic. Each of them had one question only. Keys facilitated the answers to put in grades (ratings) of evaluation against the achievements of the industry based on relative merits. Contents of the questionnaire is presented below :

**3.1 Arena - Where the business will be functioning ?**

Key - The answer is based on considering the composite, achievements in :

i) advanced product categories, ii) coverage of potential market segments, iii) geographical area under progressive coverage, iv) advanced core technologies adopted, v) attempts for value addition.

Grades	Highest	Good	Normal	Below Normal	Lowest
Ratings	5	4	3	2	1

### 3.2 . Vehicle – How business will reach there ?

Key - Answer to this question may be based on achievements is :i) Progress in internal development, ii) Partnership, joint ventures initiated, iii) Licensing and franchising taken up and adopted so far, iv) Acquisition of fully owned stores and infrastructures.

Grades	Aggressive	Good	Moderate	Satisfactory	Lowest
Ratings	5	4	3	2	1

### 3.3 . Differentiators - How the business will stand functioning and become successful ?

Key - Answer is based on composite achievements of  
 i) Appreciable quality product, ii) Product styling befitting to modern age requirements, iii) Pricing the product, attempt for low range pricing. iv) Product reliability, such as durable eco-friendly products.

Grades	Excellent	Good	Adequate	poor	Very poor
Ratings	5	4	3	2	1

### 3.4 . Staging – projection of the programme, At what speed it will run and reach the destination ?

Key - Answer to this question is associated with the composite achievements in  
 i) Speed of expansion- rapid/slow/neutral, state/regional/local, ii) Sequence of Initiatives – early footholds in blocks/Tahasil/ talukas/Districts etc.

Grades	Highest	Good	Normal	Below normal	Lowest
Ratings	5	4	3	2	1

### 3.5 . Economic logic - How to obtain return and profits ?

Key - Answer to the question is based on composite achievements in  
 i) Attempts made towards lowest cost of the product through scale advantage, fixing the cost of product on global, regional and in individual stores level, ii) Achieving lowest cost through replication advantages, iii) Premium price due to unmatched services, iv) Premium price due to proprietary product features.

Grades	Highest	Good	Moderate	Satisfactory	Lowest
Ratings	5	4	3	2	1

## Collection, Tabulation, Processing and Analysis of Data.

Primary data from the individual respondent entrepreneurs were collected through the questionnaire and organized, recorded systematically in well prepared tables. Reliability test was employed to examine the truthfulness of the data, appropriate techniques of investigation were followed and tools used for quantitative study of the variables and statistical analyses. Since, the variables of two states i.e. Gujarat and Odisha were paired, the value of Fisher's 't' was calculated for testing the significance of the difference between the two treatment means of independent groups.

#### 4. Results and discussion :

Performance of the small scale enterprises of engineering and food processing units in either of the states were worked out section wise.

##### 4.1 Arenas :

The enterprises should have more a vision objective than part of the factory programme (strategy). It has to unite the specific items, such as new category of products, coverage of potential market segments, geographic business spread, outstanding techniques used in specific product designing manufacturing, servicing, distributing and attracted selling.

The results of an in-depth analysis of SSIs on engineering and food processing sector of Gujarat and Odisha reveal very merge information on markets and spread in geographic scale. It can't be clearly told of choosing arenas by them, no qualified products and markets were targeted by them. No instances, especially, specify the business with a wider array of products, market coverage, and geographic spread on the strategic action. The strategy does not reasonably specify the classes of criteria for selected arenas in all the cases. The challenges were not clear and specific as those ought to be.

**Table 1(a) Observed frequencies of the rating scale (grades) on arenas of two states on engineering enterprises.**

States	Ratings/ frequencies					Mean score
	5	4	3	2	1	
Gujarat	0	18	12	0	0	3.60
Odisha	0	19	17	4	0	3.17

$$DF = 58, t_{0.05} = 2.000, \text{calculated 't'} = 2.28$$

Table 1(a) shows that mean score of the states on arena were 3.60 and 3.17 for Gujarat and Odisha respectively. Both states were legging behind the target of achievements in production of advanced new items in the enterprises. There was no progressive coverage of geographical area for extension of potential markets for consumer articles. It can be assumed that core technologies have not been adopted to a desired level. The product value up-gradation style was not up to the standard. Combined effort under all the aspects should have been upgraded. There was significant difference in arena approach between two states. Odisha was backward in this regard compared to Gujarat state.

**Table 1 (b) : Observed frequencies in the rating scale (grades) on arena of two states on food processing industries.**

States	Ratings/ frequencies					Mean score
	5	4	3	2	1	
Gujarat	0	6	12	7	0	2.96
Odisha	0	7	5	7	6	2.52

DF = 48,  $t_{0.05} = 2.015$ , calculated 't' = 1.689 (NS)

Table 1(b) shows that the observations in case of food processing enterprises in between two states Gujarat and Odisha with respect arena, Gujarat is slightly advanced, Odisha has not progressed as that much of Gujarat in case of advanced food products, coverage of market segments, geographical spread, modern technologies and value addition processes. Differences observed in all the combined aspects of arena between two states are not significant.

The discussion reveals that “higher is the degree in achievements of arena (i.e. making advanced products, expansion of market segment, coverage of more geographical area, application of advanced technology and value creation processes) greater is the success in strategic programmes.”

#### **4.2 Vehicles : Conveyance of business.**

Beyond deciding arenas in which the business will be active the entrepreneur needs to decide how the business will reach there, particularly, the ways and means to be adopted to start business in different market segments, cover specific geographical areas and attempts to value creation steps in the deliberate strategic choices.

Under vehicle it was necessary to find the ways how entrepreneurs will reach the destination and achieve the targets. To get access in this regard, the entrepreneur must look into the internal developments made, joint ventures initiated, licensing and franchising taken up and adopted so far including acquisition of fully owned stores and infrastructures. Hence, it needed careful attempts with the use of previous experience, technical knowledge and licensing with other companies. The enterprises which used a number of vehicles without programme concentration met with severe disadvantages and failed to reach the designation. Keeping these all in view, the primary attempt and action might have been set up accordingly. These were not adhered to at many of the entrepreneurs level.

It is seen from the table 2(a) that mean score of the states on vehicle are 3.73 and 3.30 for Gujarat and Odisha respectively on engineering SSEs. There were significant differences between the achievements of Gujarat and Odisha on engineering units. Achievements were higher in case of Gujarat SSEs, Entrepreneurs in both the states could not achieve their targets. The observation indicted that Gujarat was more advanced in internal unit development, establishing joint ventures, taking up franchising, Licensing and acquisition of stores and infrastructures.

**Table 2(a) Observed frequencies of rating scale (grades) on vehicles of two states on engineering enterprises.**

States	Ratings/ frequencies					Mean score
	5	4	3	2	1	
Gujarat	1	20	9	0	0	3.73
Odisha	0	12	15	3	0	3.30

DF = 58,  $t_{0.05} = 2.000$ , calculated 't' = 2.0476

Average achievement was observed in case of food processing industries of Gujarat whereas Odisha stepped behind Gujarat in all the aspects of enterprise development, joint venture, franchising, licensing and in acquisition of stores and infrastructures. The mean score under vehicle of food processing enterprises were 3.12 and 2.40 respectively for Gujarat and Odisha. There was significant difference in vehicle between the two states, Gujarat advance much compared to Odisha.

**Table 2 (b) - Observed frequencies of rating scale (grades) on vehicle of two states on food processing enterprises.**

States	Ratings/ frequencies					Mean score
	5	4	3	2	1	
Gujarat	1	5	15	4	0	3.12
Odisha	0	6	6	5	8	2.40

DF = 48, Table  $t_{0.05} = 2.015$ , calculated 't' = 2.295

The studies under vehicle suggests that “more is the degree of achievement in programmes under vehicle (internal development, joint ventures, licensing, acquisition of stores and infrastructures) higher is the strategic success for economic return”.

### 4.3 Differentiators: Instruments for winning the business market.

The job of the entrepreneur is to see how the business will win the market. He is to utilize appropriate means to attract the customers to come to the business door in the competitive market. The entrepreneur must orient proper weapons for best results. The firm is to display outstanding products to attract customers for sale and keep them intact. Conscious choices of the means to be utilized for beating the competitors in the market to surpass their all efforts. Company's executives should be very much active, up front, outstanding and honed to snatch the hands of upper market and win profits. The firm ought to attract and retain customers by offering the lowest possible rate of articles produced in the unit and establish reliability. Capturing a competitive market does not necessarily mean that the industrial unit has to be at the extreme end on differentiating dimensions rather having the best combination of differentiators which confer a tremendous market space advantage. This philosophy is cent percent true in case of some stainless steel SSIs of Gujarat and food processing units of Odisha.

In selecting differentiators, strategists should give absolute preference to these few forms of superiority which mutually reinforce (i.e. image and product styling) consistent with firm resources and capabilities.

The entrepreneurs often forget to adhere to the appropriate differentiators. While examining the adopted differentiation in between two states it was noticed that due importance was not given to the points on imaging, customization, pricing, styling the products and reliability of the products and particularly so in case of engineering SSIs of Odisha. Table 3 (a) gives an account of differentiators of Gujarat and Odisha. The mean score against differentiator of Gujarat is 3.53 and that of Odisha is 2.96. There is significant difference in differentiators between two states which indicated more product styling, reliability, careful pricing and judicious customization work done in case of Gujarat engineering SSIs, Odisha engineering SSIs did not take a careful attempt in these aspects for which many of the units fell in sick.

**Table 3 (a) - Observed frequencies of the rating scale (Grades) on differentiators of two states on engineering aspects.**

States	Ratings/ frequencies					Mean score
	5	4	3	2	1	
Gujarat	0	16	14	0	0	3.53
Odisha	0	9	11	10	0	2.96

DF = 58, Table  $t_{0.05} = 2.000$ , calculated 't' = 2.800

Significant differences also exist in Gujarat and Odisha food processing enterprises. The mean score of Gujarat and Odisha food processing businesses were 3.68 and 2.56 respectively. Odisha's food processing business is not much developed as that of Gujarat in case of product reliability, styling, pricing and customization process. Food processing business has got clear image in Gujarat which is not seen in Odisha.

**Table 3 (b) - Observed frequencies of the rating scale (grad) in differentiators of two states on food processing enterprises.**

States	Ratings/ frequencies					Mean score
	5	4	3	2	1	
Gujarat	4	12	6	3	0	3.68
Odisha	0	8	4	7	6	2.56



DF = 48, Table  $t_{0.05} = 2.015$ , calculated 't' = 3.047

Milk and milk products of Gujarat have spread out extensively and gone to many countries of the world to fetch a good market. Quality products of milk are gaining importance day by day in the business throughout many states in the Indian sub-continent. It was also clear from face-in-face interview with entrepreneurs and consumers of Odisha that purchasing power of Odisha consumers in case of food items, was very low. This may be ascribed to the poverty of the people of the state. The rural based SSIs of the state, do not adopt any advance technology in production of food items as they don't have good markets in the state.

It is understood from the study of SSIs of both the states that "greater is the degree of attempts (work) in differentiators (creation of image, customization, pricing, styling and product reliability) higher is the achievements in the strategic programmes."

#### 4.4 Staging : Projecting a programme.

Choices of arena, vehicles and differentiators constitute the basic frame work of a strategy which executives plan to put into action. This frame is activated in a composite programme which is known as staging. The programme is exhibited in action and brings the results finally. Initially, some initiatives come first followed by others and then the rest like the laying out of a foundation, putting the walls and then casting the roof of a building at last.

Decisions on staging could be considered on several factors. Entrepreneurs must put emphasis on resources first. Funding and staffing at each level create problems at the outset which carefully be settled. The items of staging which require immediate fulfillment should be satisfied urgently. Attending to the threshold needs of arena, vehicles and differentiators are a necessity to acquire resources and attracting stakeholders in to strategy. The important factor is the act of pursuit of early gains. Perusing of works tactfully one by one based on urgency is a cleaver's challenge, Relatively doable tasks carefully be done before attending to challenging jobs and complicated interventions or initiatives. These are a few of the factors might be considered while deciding the speed and sequence of strategic initiatives. The concept of staging has gone fairly unexplored by now for which the entrepreneur-strategists pay a very little attention towards it.

From the details of observation on staging with these activities of SSE – entrepreneurs of Gujarat and Odisha on engineering and food processing units, the following points become clear.

**Table 4 (a) - Observed frequencies of the rating scale (grade) in Staging in two states of engineering enterprises.**

States	Ratings/ frequencies					Mean score
	5	4	3	2	1	
Gujarat	0	3	12	12	3	2.5

Odisha	0	3	9	15	3	2.4
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DF = 58, Table  $t_{0.05} = 2.00$ , calculated 't' = 0.39 (NS)

Observed mean score on staging was 2.5 of Gujarat and 2.4 of Odisha (Table-4(a)). There was no significant difference in between Gujarat and Odisha with respect to staging on engineering enterprises. The states achieved lower rates of success on resource acquisition for meeting the threshold needs of arena, vehicle and differentiators. Pursuits of fulfilling the needs in both the states were based per urgency of the enterprises. The speed and sequence of staging were sluggish in both states in all strategic initiatives.

The art of staging remained unexplored on the parts of most of the entrepreneurs in each state.

**Table 4 (b) - Observed frequencies of the rating scale (grade) in Staging in two states of food processing enterprises.**

States	Ratings/ frequencies					Mean score
	5	4	3	2	1	
Gujarat	11	5	22	7	0	3.80
Odisha	0	6	5	10	4	2.52

DF = 48, Table  $t_{0.05} = 2.015$ , calculated 't' = 2.356

In case of food processing enterprises, however differences were observed significant. The mean score of Gujarat was 3.80 as against 2.52 of Odisha. Food processing units in Gujarat were much advanced in resources mobilization, fulfilling the threshold needs of arena, vehicles and differentiators. Pursuit of meeting the urgency of doable items in Gujarat food processing units were remarkable. Factories, such as milk processing enterprises, flour mills, oil mills and cakes, snakes etc. were advancing faster than expectation. These units had expending business outside the state and country. Odisha food processing units did not pay much attention for expending the business outside except the coverage of local markets and in situ sell of products. Partly this may be due to the cause of low quality food products which were not admired by outside customers in one hand and there were no surplus product for outside sell on the other hand. Unavailability of storage facilities and raw materials for food processing units in Odisha may be a reason for that. Except few rice mills, no other SSI units are flourishing in Odisha. Agriculture sector perhaps in the state is not well organized to produce plenty of raw materials for continuous supply to the factories, mills and other enterprises throughout the year.

From the above discussion it becomes clear that "higher is the quantum of work in staging, greater is the success in strategic approach".

#### 4.5 Economic Logic : How business will prosper and obtain profits ?

The whole objective of the business strategy is to have a clear idea about how the profit will be generated.

According to Donald and Frederickson, 2001, the profits must be above the firms cost of capital. It is not exactly to have some revenue that are just above or equal to firms costs. It would not be wise to tell a number of reasons to the customers for which product cost has gone up and they shall have to pay for that while buying the product. It is also not required to speak out why the product cost will be lower than the product costs offered by the other competitor firms.

Most successful entrepreneurs have a central logic which serves as a fulcrum' for profit creation. It becomes necessary to obtain, sometimes, premium prices by offering customers a sale value of units to meet the product cost. Therefore, the entrepreneur must have strategy to gain economic returns. A strategy is an integrated, mutually, reinforcing set of choices or choice that from a coherent whole. It represents a lever and a point centrally located around which other choices work within own loci.

The ultimate objective of the enterprise is to improve in its all aspects without business breaks and external threats. Failure to do this, create vulnerability even for big companies with a good strategy. The entrepreneurs must put their head together for continuous search of ways and means for fulfillment of the factory's objectives.

The SMEs should always try to improve its operational effectiveness and try to fulfill the productivity targets. The needs of the enterprise should be uniform with the desires of stakeholders in factory premises. To match with the changes in the factory, there should be corresponding changes in the strategy.

The enterprise has to obtain targeted returns by offering the lowest cost of the produce to the customers on global, regional and factory store basis. Lowest cost of the product could be achieved through scale and replication advantages, premium price due from unmatched product services and proprietary product features.

Entrepreneurs evaluated their progress in strategic programmes considering the above mentioned criteria and noted grades against economic logic.

**Table 5 (a) - Observed frequencies of the rating scale (grade) on Economic logic of two states on engineering enterprises.**

States	Ratings/ frequencies					Mean score
	5	4	3	2	1	
Gujarat	0	16	9	5	0	3.336
Odisha	0	9	13	8	0	3.033

DF = 58, Table  $t_{0.05} = 2.000$ , calculated 't' = 2.045

It is observed from the table 5(a) that the mean score of Gujarat was 3.336 as against the mean score of 3.033 for Odisha. There was significant difference in achievements of logic, Gujarat small scale entrepreneurs achieved benefits of scale and replication advantages. Obtained the premium prices from unmatched services and proprietary products. Odisha SSI entrepreneurs could not obtain such benefits

from the similar sources, their profit was less from the sale of products Gujarat engineering entrepreneurs could fetch good profits from fabrication works on different metals. Odisha SSI entrepreneurs could not compete in this line, perhaps, due to the non availability of service of suitable technical hands in small scale enterprises for production of fabricated articles.

There was no significant difference in implementation of such programmes in economic logic under the study of food processing enterprises between two states of Gujarat and Odisha (table 5(b))

**Table 5 (b) – Observed frequencies of the rating scale (grade) on Economic logic of two states on food processing enterprises.**

States	Ratings/ frequencies					Mean score
	5	4	3	2	1	
Gujarat	0	13	7	4	1	3.28
Odisha	0	11	3	5	6	2.76

DF = 48, Table  $t_{0.05} = 2.015$ , calculated 't' = 1.635 (NS)

The mean score under food processing SSI units of Gujarat was 3.28 and for Odisha it was 2.76. This indicated better performance of Gujarat SSIs in economic gain. Odisha's work in food processing section was not satisfactory. The state could not reap benefits of scale and replication advantages nor from premium prices that could be due from circulation of proprietary products and provision of providing maintenance services to the customers.

A judicious exercise on the items of economic logic must be done by the entrepreneurs to fetch good returns from the business. On the other hand, it is established that "a rigorous exercise on the items of economic logic seems to bring a definite success to the firm's business".

## 5. Principal Results :

Production of modern articles, expansion of market segments, coverage of more geographical area, use of advanced technology for manufacturing articles and value addition works bring more strategic success in the business Gujarat SSIs could, therefore, perform better than Odisha SSIs. All these items combined constitute arena. Hence, "higher the strategic work in arena, greater is the success for economic gain of SSIs".

Progress in internal development joint ventures, licensing, acquisition of stores and infrastructures, all brought higher economic growth to the SSIs in Gujarat which has not observed in case of Odisha. "Larger

the strategic work in vehicles sure is the success of SSIs in their self business deals.”

While selecting differentiators the strategist entrepreneurs must put more emphasis on those forms of superiority products which mutually reinforce i.e. image and product styling consistent with firm resources and capabilities. Creation of image customization, styling the products, enhancing reliability of manufactured articles etc, all brought higher economic growth to SSIs of Gujarat, Gujarat SSIs did a lot of work in these lines, hence is the prosperity. So it is told “higher is the work in differentiators greater is the strategic success in firms economic growth”.

Proper selection and choices of arena, vehicle and differentiators constitute the basic frame work of success in strategic programmes. Selection and activation of arena, vehicle and differentiators in a composite programme is known as staging. The programme is exhibited in action based on threshold maxima and needs. Pursuing the works one by one according to the urgency is a challenging task. Relatively doable jobs are taken up carefully before attending to challenging works. Complicated intervention or initiations could be started maintaining speed and sequence of the strategic programme. The concept is not fairly explored in both the states excepting Gujarat is found a bit advanced in this regard which brought success in many occasions of SSIs in the state. That part of job with programme advertising, brand building and sequence exercise is missing in Odisha. Hence SSIs in the state of Odisha couldn't perform well and fell in sick in most of the cases. Progress in staging enhances economic gain to the firms business.

Inferences could be made under economic logic that progressive work in scale, scope and replication field results in bringing down the cost of factory products to a reasonable level for the purpose of sale. Work in premium price due from providing essential services associated with circulation of proprietary product features to the customers add more advantage towards compensating the product cost of the factory. Gujarat SSIs attained higher score in economic logic showing better performance in financial growth of SSIs. Odisha's SSIs, fell in sick due to lack of progressive work in these lines of economic logic.

“Careful implementation of economic logic brings down the production cost of the firm to the lowest level which facilitates to enhance the purchasing power of the customer resulting in higher product sale and economic gain of the firm.”

## **6. Conclusion**

Each of arena, vehicles, differentiators, staging and economic logic are non-monetary reinforcing items (inputs) in the process of implementation of successful strategic programmes for growth of the small scale enterprises.

Level of capacity utilization and level of technology use are important exploratory variables which explain differences in working styles of the firms progress. Those should be taken care of for a finer, uniform, economically viable growth of the SSEs throughout the country.

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