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STAGES INVOLVED IN BAMBOO BASED ENTERPRISES IN DIMAPUR DISTRICT, NAGALAND

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ABSTRACT

The paper focuses on the profile of enterprise owners and stages involved in the development of bamboo based enterprises in Dimapur District, Nagaland. By using Five Point Likert Scale, data was collected from 82 bamboo based enterprises in the area of study and analyzed to draw a meaningful conclusion by using factor analysis. Out of the four different stages of enterprise development namely survival stage, growth stage, maturity stage and recession stage, adopted in the study, the first two stages of enterprise development were found among the bamboo based enterprises in the area of study.

KEYWORDS

bamboo based enterprises, bamboo shoot, entrepreneurial activities, Naga society.

I. INTRODUCTION

In the era of modernization process, traditional societies have started evolving their economic pursuits by orienting themselves as entrepreneurs. These societies had been using various available resources for meeting their subsistence needs. Whereas due to increasing their economic demands, they are trying to integrate their economic activities vertically by adding value to their products, increasing production, targeting new segments of customers, diversifying geographical markets, employing labour, acquiring managerial skills etc. (Blowfield et al, 1995). The Naga society has started responding to these changes as well as bamboo based enterprises. The Naga people have survived through the centuries with the diverse and varied uses of bamboo and its products. It continues to play a predominant role in every walk of life, ranging from agricultural tools and implements to shelter, food and livelihood. Bamboo was considered as a poor man's timber at the time when the economic value was not much known. Traditionally, it was used for making food products, handicraft and art products, bamboo huts, mugs etc. But, now with the introduction of innovative machines and tools, value added products such as charcoals, bamboo mats, bamboo incense sticks and wood substitutes such as bamboo ply, flooring tiles, shuttering, curtains etc. are being manufactured (NBDA, 2010). Bamboo as a resource can play a significant role in the rejuvenation of rural economy and the overall economic development of the state of Nagaland.

Bamboo is an important resource in the socio-economic, ecological, climatic and functional context for Nagaland and the State has now taken a step in an initiative to harness the potential of bamboo and its benefits. The State announced its bamboo policy on 15th March, 2004 (Dept. of Forest, Ecology, Environment and Wildlife, GoN, 2004) and with it the Nagaland Bamboo Development Agency (NBDA) was established to undertake the programmes and activities of bamboo with the objective to foster in ecological security and economic growth through development and utilization of the bamboo resources (Ibid).

II. REVIEW OF LITERATURE

The importance of bamboo for mankind is unlimited. Boa (1995) found that despite the high value of bamboo in farming system and as a source of food and utility items in rural life, scientific research on this plant group has been limited, especially in comparison to economically important tree species. The emergence of social forestry has seen increased emphasis on understanding the interplay between forestry and agriculture, and also on bamboo research.

In the light of the use of bamboo, Fitri (2002) opined that for centuries the Indonesian people have accepted bamboo as a natural resource. They use bamboo in almost all aspects of their life: for cooking utensils, working tools in the field, furniture, and of course as a building material. The bamboo building designers do not have any handbooks with norms or guidelines but they use their own experience to design a bamboo building.

Woody bamboos are of direct importance to people. They are used for everything from construction to irrigation system, from musical instruments to food and fuel. Their greatest economic importance is in the Asia-Pacific region, but they are also fundamental to local economies in other regions of the world (Bystriakova et al., 2004). In the context of the availability of bamboo, Sta and Romualdo (2006) found that about 80 per cent of the world bamboo resources are found in Asia. China is the leading country with 39 genera of bamboos with around 500 species and a plantation area of 5 million hectares. China is also the largest exporter of bamboo products ranging from food (shoots) and small daily products including chopsticks and toothpicks to handicraft, furniture and industrial products such as bamboo flooring, sheet products, textile, charcoal and vinegar.

Bamboo plays important roles in the daily life and well-being of both rural and urban populations in Ethiopia. Rural and poor people depend on bamboo as major sources for food, medicines, fodder, fibre, household utensils, furniture, and fencing and construction materials. Bamboo products may also form valuable traded commodities at local, regional, national and international levels, providing employment and income opportunities at each level (Tadesse, 2006).

The construction of bamboo houses not only decrease the pressure on timber consumption but also promote the bamboo cultivation in rural areas which ultimately benefits the local farmers. In this context, Smith et al. (2006) opined that market for bamboo can be grouped into traditional and emerging markets. Demand remains high in traditional markets for the products such as handicrafts, blinds and bamboo shoots with profitable opportunities despite moderate growth. Emerging bamboo markets, particularly wood substitutes, have been pioneered by Asian producers and include flooring, panels and furniture (non-traditional). Increased restrictions of certified timber supply create a positive market outlook for bamboo.

Valentijn (2010) observed that industrially manufactured bamboo products are mostly used in indoor applications and hardly in outdoor applications in Netherland. However, there is an increased interest in using bamboo for outdoor applications, yet it remains a relative unfamiliar material. Exploration need to be done to find out the possibilities of bamboo for outdoor applications, focusing on exterior joinery applications.

Again, Business researchers have developed a number of models over the years to define stages of entrepreneurial growth. Rebuilding the work of Rostow (1960, Joseph (1963) has formulated a model that sees the companies moving through five stages of economic development. The stages consists of traditional small company (to be), planning for growth, take-off or departure from existing conditions, drive to professional management and mass production marked by a diffusion

of objectives and an interest in the welfare of society. In contrast, Roland & Bruce (1964) formulated three stages of growth in overall size, volume of production and market coverage. The stages consist of unit management with no specialized organizational parts, unit management with functional parts such as marketing and finance and multiple operating units, such as divisions, that act in their own behalf in the marketplace.

Welsh & White (1978) identified several stages to a successful entrepreneurial growth that should guide an aspiring entrepreneur on his path and help others to understand the behaviour of the entrepreneur. The five stages were existence, survival, success, take-off and resource-mature.

MG Taylor Corporation (1996) articulated seven stages of enterprise growth and development. The stages include conception, looping, success, overshoot and collapse, entrepreneurial button, maturity, turnaround and death.

Rediscovering the work done by Cao, Chen & Wang (2009), Wang & Zhu (2011), analysed the enterprise development strategies based on the features of different stages in enterprise life cycle. The features of different four stages of enterprise development life cycle are listed in Table 1.

TABLE 1: FEATURES OF ENTERPRISE DEVELOPMENT LIFE CYCLE

Sl. No.	Stage	Features
1	Survival	This period includes pregnancy and infancy stages. Enterprises are mostly groping, studying and searching for survival + Has full of creativities and possibilities for the future + possess the best innovativeness + should stand in the market firmly and smoothly transit itself into the growth stage.
2	Growth	In this period, enterprise grows at the highest speed. As a result of the improvement of techniques and the ability of product designing, the cost of production is decreased + the scale effect is raised and the marketability is strengthened + the abundance of fund + the rapid development of enterprise + the improved skills, qualities and creativities of employees. The most remarkable characteristics at this stage are contradiction and lack of continuity.
3	Maturity	It includes the prime and stable period. Leading rules have been established + enterprises enter into the most ideal stage + the peak period in the life cycle curve + enterprise's controlling force and flexibility have arrived at a balanced + satisfy the demands of customers + produce new enterprises and derive new business with its marketing ability or its profitability + the turning point towards recession.
4	Ageing/Recession	It is the early stage of bureaucracy and then death stage. Pay more attention to the external performance + lack of internal innovation + flexibilities continuously turn down + insensitive to the short-time demands + cannot make immediate decisions + out-of-date products and techniques, enterprises lose their competitiveness + generally goes to two directions i. Shrinking and gradually going to die and ii. Reconstructing the enterprises and get rebirth in the recession.

Source: Wang Yue & Zhu Hanxiang (2011), Proceedings of the 8th International Conference on Innovation and Management, Kikakyushu, Japan.

The present paper has adopted the Enterprise Development Stages developed by Cao, Chen & Wang (2009) and Wang & Zhu (2011). But, some variables which were not fit for the paper were ignored. The relevant variables have taken into account to analyse the various stages of bamboo based enterprise development in each stage in the study area.

III. RESEARCH GAP

The findings of various research studies carried out in the past clearly shows that there is high prospects to use bamboo as a source of raw materials for producing high value added products by promoting entrepreneurship. It may be mentioned that not many comprehensive studies have been made on the economic value and stages of enterprise development of bamboo based enterprises situated in Dimapur District of Nagaland. Therefore, the topic is considered for the present study.

IV. STUDY AREA PROFILE

The state of Nagaland lies between the geographical coordinates of 25°6' and 27°4' North latitudes and 93°20' and 95°15' East longitude. It is bounded by Assam in the West, Myanmar (Burma) on the east, Arunachal Pradesh and part of Assam on the North and Manipur on the South. The population of Nagaland is 19.79 lakhs as per census 2011 spreading over to eleven Districts (<http://www.census2011.co.in>). Agriculture is the most important economic activity in Nagaland, with more than 90 per cent of the population are employed in agriculture and allied activities. Cottage industries such as weaving, woodwork, bamboo based products and pottery are also an important source of revenue. It is a largely mountainous state which is the home of 16 different tribes, each of whom has their distinct customs, languages and dialect (Statistical Handbook of Nagaland, 2014).

Dimapur is the biggest city in Dimapur District and the commercial hub of the state. It is also considered as the gateway of Nagaland and Manipur. It has a population of 3.80 lakhs (as per 2011 census). Dimapur district was a sub-division under Kohima district of Nagaland, and latter it was inaugurated as the eighth district of Nagaland in December, 1997 (GoN, 2004). Besides being referred to as a gateway of Nagaland and Manipur, main commercial activities of the State, is centered in Dimapur, the district headquarter. Dimapur district in Nagaland is bounded by Kohima district on the south and east, Karbi Anglong district of Assam on the west, the Karbi Anglong and stretch of Golaghat District of Assam on the west and the north. The only railway station and airport of the State is located in Dimapur city.

V. OBJECTIVES OF THE STUDY

The objectives of the paper are

1. To acclimatize the profile of bamboo based enterprise owners and
2. To examine the various stages involved in the development of bamboo based enterprises in Dimapur District, Nagaland.

VI. METHODOLOGY

The study is exploratory in nature. Primary data were used to meet the objectives of the study. Demographic variables of the enterprise owners and variables falling under the various stages of enterprise development were selected for the study. The list of registered bamboo based enterprises was collected from the office of DIC, Dimapur. The primary data was collected from the enterprise owners through a well-designed schedule. All the bamboo based enterprises of Dimapur district run by Nagas are included as the research population. As on 31st March 2014, there are 189 number of bamboo based enterprises in Dimapur district of Nagaland, out of which 164 enterprises are run by Nagas (Annual Report, NBDA, 2014). For the purpose of studying the response of the enterprise owners, 50 per cent of the population is taken as the sample size of the study. Collected data were presented in the statistical tables analyzed through descriptive statistics.

The sample design of the study is presented below:

TABLE 2: SAMPLE DESIGN

Coverage	Dimapur District, Nagaland
Sample Unit	Registered bamboo based enterprises having existence of minimum 3 years or more with minimum 2 workers either paid or unpaid and run by the Nagas only.
Sample Element	Enterprise Owners
Sampling Frame	Bamboo based enterprises in Dimapur, Nagaland
Sampling Technique	Stratified Random Sampling
Population	189 bamboo based enterprises (out of which 164 are run by Nagas)
Sampling Basis	50 per cent of the enterprises run by Nagas
Sample Size	82 bamboo based enterprises

VII. DEMOGRAPHIC CHARACTERISTICS OF SAMPLED ENTERPRISE OWNERS

The demographic characteristics of the bamboo based enterprise owners are highlighted in Table 1:

TABLE 3: DEMOGRAPHIC CHARACTERISTICS OF SAMPLED ENTERPRISE OWNERS

Attributes	Category	Frequency	Approximate Percentage to the Total where N=82
Type	First Generation	82	100
	Second Generation	00	00
Category	Trained	56	68
	Untrained	26	32
Age	18-27 Years	08	10
	28-37 Years	36	44
	38-47 Years	16	20
	48-57 Years	14	17
	58 Years and above	08	10
Gender	Male	70	85
	Female	12	15
Marital Status	Married	44	54
	Unmarried	38	46
Caste	Scheduled Tribe	82	100
Religion	Christianity	82	100
Educational Status	Illiterate	00	0
	Below Class X	20	24
	Class X Passed	20	24
	Class XII Passed	18	23
	Graduate	24	29
	Post Graduate	00	00
Experience in the Field of Business	3-5 Years	38	46
	6-10 Years	14	17
	11-15 Years	12	15
	16-20 Years	10	12
	21-25 Years	06	07
	26-30 Years	02	03
Size of Family	2-4 Members	38	46
	5-7 Members	36	44
	8-10Members	06	07
	11 Members and above	02	03
No. of Dependents	No Dependent	07	09
	1-2 Dependents	18	22
	3-4 Dependents	32	39
	5 and Above	00	00

Source: Field Survey and Researcher's Calculation

Table 3 envisaged that all the 82 sampled enterprises are of first generation entrepreneurs out of which 56 entrepreneurs (68 per cent) are trained and the other 26 entrepreneurs (32 per cent) are untrained. 44 per cent of the enterprise owners belong to the age group of 28 to 37 years. The number of enterprise owners between the age of 38 to 47 years measures 20 per cent of the total. It is followed by 14 enterprise owners (17 per cent) who are in the age group of 48 to 57 years. The number of enterprise owners in the age group of 18 to 27 years and 58 years and above constitutes 10 per cent in each category respectively. There are 70 male (85 per cent) and 12 (15 per cent) female enterprise owners out of which 54 percent are married and 46 percent are unmarried. The population of Dimapur District of Nagaland is mostly the various Naga Tribes whose religion is Christianity. As a result, the all sampled enterprise owners falls under Christianity.

While performing various entrepreneurial activities, educational level and the field of study of the entrepreneur may become important. Among the sampled enterprise owners, graduated enterprise owners (29 per cent) are maximum and it is followed by below Class X and Class X passed enterprise owners accounting 24 per cent in each category. Again, 23 per cent of the total enterprise owners fall under Class XII passed category. There are no enterprise owners falling under illiterate and post graduate categories.

In the present study, 46 per cent of the enterprise owners have 3 to 5 years of experience in the field of their business. Those owners having more than 6 to 10 years of experience comprise 17 per cent. It is followed by 15 per cent, 12 per cent, 7 per cent and 3 per cent of the total enterprises having the experience of 11 to 15 years, 16 to 20 years, 21 to 25 years and 26 to 30 years respectively.

The size of the family and number of dependents to the entrepreneur has also considered as one of the demographic variables of the study. In the study, 46 per cent, 44 per cent and 7 per cent fall under the category of families having 2 to 4 members, 5 to 7 members and 8 to 10 members respectively. Only 3 per cent constitute the enterprise owners having 11 members and above. Focusing to the number of dependents to the enterprise owner, 9 per cent of the total samples has no dependent. 22 per cent and 39 per cent determines the enterprise owners having 1 to 2 and 3 to 4 dependents respectively. There are no enterprise owners having 5 and more dependents.

VIII. STAGES INVOLVED IN DEVELOPMENT OF BAMBOO BASED ENTERPRISES

The stages under the study comprises of Survival Stage, Growth Stage, Maturity Stage and Ageing/Recession Stage. Only the first two stages were found among the sampled bamboo based enterprises in Dimapur, Nagaland. Enterprise resources and ability of the enterprise are the major variables in all the stages of enterprise development. By using Five Point Likert Scale, the sub variables under these two main variables have measured. The tabular representation of the process of measurement is shown in Table 4, 5, 6 and 7.

TABLE 4: PERFORMANCE OF ENTERPRISES DURING SURVIVAL STAGE

Enterprise Resources		Very poor performance	Poor performance	General Performance	Better performance	Perfect performance	Total enterprise
i.	Enterprise culture	16 (20)	60 (73)	6 (07)	0 (0)	0 (0)	82 (100)
ii.	Knowledge Resource	0 (0)	38 (46)	44 (54)	0 (0)	0 (0)	82 (100)
iii.	Human Resource	0 (0)	30 (37)	52 (63)	0 (0)	0 (0)	82 (100)
iv.	Financial Resource	14 (17)	60 (73)	8 (10)	0 (0)	0 (0)	82 (100)
v.	Material Resource	0 (0)	8 (10)	68 (83)	6 (07)	0 (0)	82 (100)
vi.	Technology Resource	16 (20)	60 (73)	6 (07)	0 (0)	0 (0)	82 (100)
vii.	Market Resource	0 (0)	18 (22)	64 (78)	0 (0)	0 (0)	82 (100)
viii.	Information Resource	0 (0)	52 (63)	30 (37)	0 (0)	0 (0)	82 (100)
Enterprise Abilities							
i.	Entrepreneur’s Ability	0 (0)	2 (02)	74 (91)	6 (07)	0 (0)	82 (100)
ii.	Studying Ability	0 (0)	60 (73)	22 (27)	0 (0)	0 (0)	82 (100)
iii.	Innovation Ability	16 (20)	50 (60)	16 (20)	0 (0)	0 (0)	82 (100)
iv.	Strategy Ability	6 (07)	62 (76)	14 (17)	0 (0)	0 (0)	82 (100)
v.	Technology Ability	12 (14)	62 (76)	8 (10)	0 (0)	0 (0)	82 (100)
vi.	Production Ability/Capacity	0 (0)	32 (40)	50 (60)	0 (0)	0 (0)	82 (100)
vii.	Marketing Ability	0 (0)	20 (24)	62 (76)	0 (0)	0 (0)	82 (100)
viii.	Organisation & Mgmt. Ability	0 (0)	40 (49)	42 (51)	0 (0)	0 (0)	82 (100)
ix.	Human Resource Mgmt. Ability	0 (0)	36 (44)	46 (56)	0 (0)	0 (0)	82 (100)
x.	Financial Mgmt. Ability	8 (10)	60 (73)	14 (17)	0 (0)	0 (0)	82 (100)
xi.	Enterprise Brand Ability	16 (20)	64 (78)	2 (02)	0 (0)	0 (0)	82 (100)

Source: Field Survey

Number in parenthesis indicates the percentage of number of enterprises to the total enterprise.

TABLE 5: ALLOTTED SCORE ON PERFORMANCE OF ENTERPRISES DURING SURVIVAL STAGE

Enterprise Resources		S1=1 Very poor performance	S2=2 Poor performance	S3=3 General Performance	S4=4 Better Performance	S5=5 Perfect performance	Total Score (S)	Rank
i.	Enterprise culture	16	120	18	0	0	154	18
ii.	Knowledge Resource	0	76	132	0	0	208	8
iii.	Human Resource	0	60	156	0	0	216	5
iv.	Financial Resource	14	120	24	0	0	158	16
v.	Material Resource	0	16	204	24	0	244	2
vi.	Technology Resource	16	120	18	0	0	154	17
vii.	Market Resource	0	36	192	0	0	228	3
viii.	Information Resource	0	104	90	0	0	194	10
Enterprise Abilities								
i.	Entrepreneur’s Ability	0	4	222	24	0	250	1
ii.	Studying Ability	0	120	66	0	0	186	11
iii.	Innovation Ability	16	100	48	0	0	164	14
iv.	Strategy Ability	6	124	42	0	0	172	12
v.	Technology Ability	12	124	24	0	0	160	15
vi.	Production Ability/Capacity	0	64	150	0	0	214	6
vii.	Marketing Ability	0	40	186	0	0	226	4
viii.	Organisation & Mgmt. Ability	0	80	126	0	0	206	9
ix.	Human Resource Mgmt. Ability	0	72	138	0	0	210	7
x.	Financial Mgmt. Ability	8	120	42	0	0	170	13
xi.	Enterprise Brand Ability	16	128	6	0	0	150	19

Source: Field Survey and Researcher’s Calculation

Note: Total Score (S)=(S1xn)+(S2xn)+(S3xn)+(S4xn)+(S5xn), where S1,S2.....are the scales and n=number of enterprise.

TABLE 6: PERFORMANCE OF ENTERPRISES DURING GROWTH STAGE

Enterprise Resources		Very poor performance	Poor performance	General Performance	Better Performance	Perfect performance	Total enterprise
i.	Enterprise culture	0 (0)	6 (21)	20 (72)	2 (07)	0 (0)	28 (100)
ii.	Knowledge Resource	0 (0)	4 (14)	21 (75)	3 (11)	0 (0)	28 (100)
iii.	Human Resource	0 (0)	4 (14)	22 (79)	2 (07)	0 (0)	28 (100)
iv.	Financial Resource	0 (0)	18 (64)	10 (36)	0 (0)	0 (0)	28 (100)
v.	Material Resource	0 (0)	0 (0)	25 (89)	3 (11)	0 (0)	28 (100)
vi.	Technology Resource	0 (0)	16 (57)	12 (43)	0 (0)	0 (0)	28 (100)
vii.	Market Resource	0 (0)	2 (07)	24 (86)	2 (07)	0 (0)	28 (100)
viii.	Information Resource	0 (0)	7 (25)	17 (61)	4 (14)	0 (0)	28 (100)
Enterprise Abilities							
i.	Entrepreneur's Ability	0 (0)	2 (07)	22 (79)	4 (14)	0 (0)	28 (100)
ii.	Studying Ability	0 (0)	8 (29)	18 (64)	2 (07)	0 (0)	28 (100)
iii.	Innovation Ability	0 (0)	9 (32)	17 (61)	2 (07)	0 (0)	28 (100)
iv.	Strategy Ability	0 (0)	12 (43)	14 (50)	2 (07)	0 (0)	28 (100)
v.	Technology Ability	0 (0)	17 (61)	10 (36)	1 (03)	0 (0)	28 (100)
vi.	Production Ability/Capacity	0 (0)	11 (39)	14 (50)	3 (11)	0 (0)	28 (100)
vii.	Marketing Ability	0 (0)	7 (25)	18 (64)	3 (11)	0 (0)	28 (100)
viii.	Organisation & Mgmt. Ability	0 (0)	5 (18)	21 (75)	2 (07)	0 (0)	28 (100)
ix.	Human Resource Mgmt. Ability	0 (0)	6 (21)	20 (72)	2 (07)	0 (0)	28 (100)
x.	Financial Mgmt. Ability	0 (0)	15 (54)	11 (39)	2 (07)	0 (0)	28 (100)
xi.	Enterprise Brand Ability	0 (0)	17 (61)	9 (32)	2 (07)	0 (0)	28 (100)

Source: Field Survey

Number in parenthesis indicates the percentage of number of enterprises to the total enterprise.

TABLE 7: ALLOTTED SCORE ON PERFORMANCE OF ENTERPRISES DURING GROWTH STAGE

Enterprise Resources		S1=1	S2=2	S3=3	S4=4	S5=5	Total Score (S)	Rank
		Very poor performance	Poor performance	General Performance	Better Performance	Perfect performance		
i.	Enterprise culture	0	12	60	8	0	80	8
ii.	Knowledge Resource	0	8	63	12	0	83	4
iii.	Human Resource	0	8	66	8	0	82	5
iv.	Financial Resource	0	36	30	0	0	66	19
v.	Material Resource	0	0	75	12	0	87	1
vi.	Technology Resource	0	32	36	0	0	68	18
vii.	Market Resource	0	2	75	8	0	85	3
viii.	Information Resource	0	14	51	16	0	81	6
Enterprise Abilities								
i.	Entrepreneur's Ability	0	4	66	16	0	86	2
ii.	Studying Ability	0	16	54	8	0	78	11
iii.	Innovation Ability	0	18	51	8	0	77	12
iv.	Strategy Ability	0	24	42	8	0	74	14
v.	Technology Ability	0	34	30	8	0	72	15
vi.	Production Ability/Capacity	0	22	42	12	0	76	13
vii.	Marketing Ability	0	14	54	12	0	80	10
viii.	Organisation & Mgmt. Ability	0	10	63	8	0	81	7
ix.	Human Resource Mgmt. Ability	0	12	60	8	0	80	9
x.	Financial Mgmt. Ability	0	30	33	8	0	71	16
xi.	Enterprise Brand Ability	0	34	27	8	0	69	17

Source: Field Survey and Researcher's Calculation

Note: Total Score (S)=(S1xn)+(S2xn)+(S3xn)+(S4xn)+(S5xn), where S1,S2.....are the scales and n=number of enterprise

In the initial stage that is the survival stage of enterprise development; out of 82 sampled enterprises 6 (7 per cent) enterprises has better performance on availability of bamboo resources. It is followed by 68 (83 per cent) and 8 (10 per cent) enterprises which shows general and poor performance respectively in getting raw materials for their entrepreneurial activities. The market resource as to which product could be sold and where could be sold did not face much difficulty and shows a general performance by 64 (78%) enterprises and 18 (22 per cent) enterprises are under poor performance in this regard. A general performance on human resource, knowledge resource and information resource has achieved by 52 (63 per cent), 44 (54 per cent) and 30 (37 per cent) enterprises respectively. Only 8 (10 per cent) enterprises can achieve better performance to get financial resources. The availability of technology and maintenance of enterprise culture accounts only 7 per cent of the enterprises with general performance. 60 (73 per cent) enterprises show poor performance in availability of finance, technology and maintenance of enterprise culture. It is followed by 52 (63 per cent), 38 (46 per cent) and 30 (37 per cent) enterprises which faces poor performance in getting information resource, knowledge resource and human resource respectively. Very poor performance in getting technology resource, maintaining enterprise culture and getting financial resource can be seen in 14 to 16 enterprises.

Again, considering the ability of bamboo enterprises there are 6 (7 per cent) enterprises that has better performance on their entrepreneurial ability. A general performance on entrepreneur's ability, human resource management ability, marketing ability, organization & management ability and production ability are found among 42 to 74 enterprises ranging to 51 to 91 per cent of the total bamboo based enterprises. Poor performance can be seen in enterprise brand ability, innovation ability, strategy ability, technology ability, financial management ability and studying ability measuring 60 to 78 per cent of the total enterprises. Again, very poor performance has also experienced by 7 to 20 percent of the total enterprises in strategy, technology, financial management, innovation and enterprise brand abilities in survival stage.

Out of the 82 enterprises, 28 were able to move to the growth stage. Under this stage, 25 (89 percent) did not faced problem with the availability of the material (bamboo) resources and 3 (11 percent) of enterprises were showing better performance. 4(14 percent) enterprises were showing better performance in their ability and 22 (79 percent), 2 (7 percent) of the enterprises were showing general and poor performance respectively. General performance on market resource shows by 24 (86 percent) enterprises, better performance by 2 (7 percent) and 2 (percent) poor performance respectively. In terms of knowledge, the enterprise has improved from the survival stage. Now, 21 (75 percent) of the enterprises is showing general performance, 3 (11 percent) of the enterprises is performing

better and 4 (14 percent) showing poor performance. Human resources in terms of it availability of work force and their correspondence skills shows that there is general performance by 22 (79 percent) of the enterprises, better performance by 4 (14 percent) and poor performance by 4 (14 percent) respectively. The enterprises at this stage is having more information about the market, customers, and its products and so .It shows that 17 (61 percent) is having general performance, 4 (14 percent) is performing better but 7 (25 percent) is still lacking and shows poor performance. Because of the experience earned during the survival stage, the enterprises is able to manage its affairs systematically thereby improving its management ability by 21 (75 percent), working culture by 20 (72 percent) of the total enterprises showing general performance. But, 6 (21 percent) enterprises both in the management ability and working culture are having poor performance. Human resource management ability for 20 enterprises which constitute 72 percent shows general performance, 2 (7 percent) indicates better performance and 6 (21 percent) is reflecting poor performance. General performance in the marketing and studying ability is same with 18 (64 percent) enterprises. However, under better performance category marketing ability is having better performance than the studying ability by 3 (11 percent) and 2 (7 percent) enterprises respectively. As a result of improvement in the knowledge, marketing and studying ability some of the enterprises are now able to come with innovative ideas adding more value to their products and marketing networks etc. This is reflected among 17 (61 percent) and 2 (7 percent) of the enterprises as general performance and better performance. But 8 (29 percent) enterprises is still lacking behind showing poor performance.

Production capacity, strategic, technology, financial management, enterprise brand ability are the areas where the enterprises are not performing well. Technology and Financial resources are the worst among all during this stage. Among these, financial resources is showing the worst performance by 17 (61 percent) of the enterprises. This is due to the fact that they are not able to get any financial assistance from the banks, governments and others for their business expansion. Though their marketing ability has improved but due to the increase in cost of labour, materials, and other cost, their profit margin has not increased much. And therefore, they are not able to get good returns as expected.

Based on, Table 5, 6 and 7, a comparative ranking of key factors influencing enterprise development at survival and growth stages is prepared and presented in Table 8.

TABLE 8: COMPARATIVE RANKING OF KEY FACTORS INFLUENCING ENTERPRISE DEVELOPMENT AT SURVIVAL AND GROWTH STAGES

Survival Stage	Growth Stage	Rank
Entrepreneur's Ability	Material Resource	1
Material Resource	Entrepreneur's Ability	2
Market Resource	Market Resource	3
Marketing Ability	Knowledge Resource	4
Human Resource	Human Resource	5
Production Ability/Capacity	Information Resource	6
Human Resource Mgmt. Ability	Organisation & Mgmt. Ability	7
Knowledge Resource	Enterprise culture	8
Organisation & Mgmt. Ability	Human Resource Mgmt. Ability	9
Information Resource	Marketing Ability	10
Studying Ability	Studying Ability	11
Strategy Ability	Innovation Ability	12
Financial Mgmt. Ability	Production Ability/Capacity	13
Innovation Ability	Strategy Ability	14
Technology Ability	Technology Ability	15
Financial Resource	Financial Mgmt. Ability	16
Technology Resource	Enterprise Brand Ability	17
Enterprise culture	Technology Resource	18
Enterprise Brand Ability	Financial Resource	19

Source: Researcher's Calculation

In the survival stage, entrepreneur's ability, material resource, market resource, marketing ability, human resource, production ability ranks 1st, 2nd, 3rd, 4th, 5th and 6th respectively. This indicates that during this stage the entrepreneur knew very well what he can do and is therefore very confident with the skills, talent and abilities to start the enterprise. With full of energy, enthusiasm and determination the entrepreneur is able to manage all the required resources at-least up-to a minimum level to begin with. The entrepreneur knows what to be done and how to be done. He thinks and belief that his idea will work. The main material resource i.e. the raw bamboo is also easily available in plenty. Nagaland is blessed with these resources and is found in every district. It grows naturally wild in the forest and is even grown in the backyard of the house or near the village areas. It is a renewable resource and can be harvested with a span of 5 years only. Therefore, as far this raw material resource is concern, it faces no problem. The market resource as from where this material can be procured and marketing ability in which the products to be sold can be considered as satisfactory. With the installation of the bamboo treatment plant in Dimapur, the market for the treated bamboo is also made easier for the entrepreneurs. There is knowledge of the usage of bamboo material almost all the Nagas. The traditional knowledge has been passed from generations and therefore, the entrepreneur does not find it much difficulty in getting the work force for entrepreneurial activities. The entrepreneur produce the item which he knows is quite good in the market and as there is neither scarcity of the materials nor the workforce, he has the production ability.

At the bottom of the ranking list, there is the enterprise brand ability which ranks 19th. Here the product image/brand is yet to be noticed by the customers. The product is still in the infancy stage and may require some value addition/modification etc. The entrepreneur tries to explore the market for his product. It will take some time to know the existence and value of the product by the markets. Working culture, financial resource, technology resource and technical ability are some other major issues and shows poor performance during the survival stage. During this stage the financial position of the enterprise remains weak. The entrepreneur does not have much knowledge on the use of technology nor have the capacity to go for installing costly machine. He starts with some simple tools and equipments and does not bother much for the technology. However, the knowledge with regards to his work and skills more or less shows acceptable performance. There is also not much problem in getting the required information, managing human resource and his enterprise.

Then, the enterprise moves to the growth stage which is the second stage of enterprise development. In this stage, material resource ranks 1st, that indicates that there is no difficulty at all in getting the raw bamboo material. The entrepreneurial ability and market resource still remains strong as it was in the survival stage and ranks 2nd and 3rd. There is improvement in the knowledge of the enterprise at this stage and is able to move up to the 4th rank. The entrepreneur is now aware of the market scenario, about his product and all such knowledge that is required for the enterprise. He has ability in getting desired manpower and upgrading their skills. The experience gained during the survival stage has made him more confident to move forward. However, financial resource is the major problem faced by the enterprises that ranks 19th at the bottom. The enterprise is not able to get financial assistance either from the bank or from relatives or friends. Due to poor financial condition he is not able to procure machinery which can substitute manual work thereby increase its production capacity with better quality. The entrepreneur is not able to put his innovative ideas into reality because of financial constraint.

IX. FINDINGS

Regarding the demographic profile of the 82 sampled enterprises 56 entrepreneurs are trained and the other 26 entrepreneurs are untrained. 44 per cent of the enterprise owners belong to the age group of 28 to 37 years. The number of enterprise owners between the age of 38 to 47 years measures 20 per cent of the total. There are 70 male and 12 female enterprise owners out of which 54 percent are married and 46 percent are unmarried. Among the sampled enterprise owners, graduated enterprise owners (29 per cent) are maximum and it is followed by below Class X and Class X passed enterprise owners accounting 24 per cent in each category. Again, 23 per cent of the total enterprise owners fall under Class XII passed category. There are no enterprise owners falling under illiterate and

post graduate categories. In the present study, 46 per cent of the enterprise owners have 3 to 5 years of experience in the field of their business. Those owners having more than 6 to 10 years of experience comprise 17 per cent. It is followed by 15 per cent, 12 per cent, 7 per cent and 3 per cent of the total enterprises having the experience of 11 to 15 years, 16 to 20 years, 21 to 25 years and 26 to 30 years respectively. Again, 46 per cent, 44 per cent and 7 per cent fall under the category of families having 2 to 4 members, 5 to 7 members and 8 to 10 members respectively. Only 3 per cent constitute the enterprise owners having 11 members and above. Focusing to the number of dependents to the enterprise owner, 9 per cent of the total samples has no dependent. 22 per cent and 39 per cent determines the enterprise owners having 1 to 2 and 3 to 4 dependents respectively. There are no enterprise owners having 5 and more dependents. The study found only two stages which are Survival Stage and Growth Stage among the 4 stages of enterprise development (Survival Stage, Growth Stage, Maturity Stage and Ageing/Recession Stage). Enterprise resources and ability of the enterprise are the major variables in all the stages of enterprise development.

SURVIVAL STAGE

In the initial stage that is the survival stage; out of 82 sampled enterprises 6 (7 per cent) enterprises has better performance on availability of bamboo resources. It is followed by 68 (83 per cent) and 8 (10 per cent) enterprises which shows general and poor performance respectively in getting raw materials for their entrepreneurial activities. The market resource as to which product could be sold and where could be sold did not face much difficulty and shows a general performance by 64 (78.05%) enterprises and 18 (22 per cent) enterprises are under poor performance in this regard. A general performance on human resource, knowledge resource and information resource has achieved by 52 (63 per cent), 44 (54 per cent) and 30 (37 per cent) enterprises respectively. Only 8 (10 per cent) enterprises can achieve better performance to get financial resources. The availability of technology and maintenance of enterprise culture accounts only 7 per cent of the enterprises with general performance. 60 (73 per cent) enterprises show poor performance in availability of finance, technology and maintenance of enterprise culture. It is followed by 52 (63 per cent), 38 (46 per cent) and 30 (37 per cent) enterprises which faces poor performance in getting information resource, knowledge resource and human resource respectively. Very poor performance in getting technology resource, maintaining enterprise culture and getting financial resource can be seen in 14 to 16 enterprises.

Again, considering the ability of bamboo enterprises there are 6 (7 per cent) enterprises that has better performance on their entrepreneurial ability. A general performance on entrepreneur's ability, human resource management ability, marketing ability, organization & management ability and production ability are found among 42 to 74 enterprises ranging to 51 to 91 per cent of the total bamboo based enterprises. Poor performance can be seen in enterprise brand ability, innovation ability, strategy ability, technology ability, financial management ability and studying ability measuring 60 to 78 per cent of the total enterprises. Again, very poor performance has also experienced by 7 to 20 percent of the total enterprises in strategy, technology, financial management, innovation and enterprise brand abilities in survival stage.

In the survival stage, entrepreneur's ability, material resource, market resource, marketing ability, human resource, production ability ranks 1st, 2nd, 3rd, 4th, 5th and 6th respectively. At the bottom of the ranking list, there is the enterprise brand ability which ranks 19th.

GROWTH STAGE

28 out of 82 total sampled enterprises can attain the growth stage. In this stage, better performance on maximum of the variables under enterprise resources and abilities were experienced by 3 to 14 per cent of the total enterprises. 32 to 89 percent of the enterprises have general performance under all the variables. Poor performance under all variables except "material resource" is also experienced by some of the enterprises. But, the most alarming to the enterprises is the non availability of financial resources. 18 (64 per cent) enterprises are facing this problem even though they are in the growth stage.

In growth stage, material resource ranks 1st, which indicates that there is no difficulty at all in getting the raw bamboo material. The entrepreneurial ability and market resource still remains strong as it was in the survival stage and ranks 2nd and 3rd. There is improvement is the knowledge of the enterprise at this stage and is able to move up to the 4th rank. The entrepreneur is now aware of the market scenario, about his product and all such knowledge that is required for the enterprise. He has ability in getting desired manpower and upgrading their skills. The experience gained during the survival stage has made him more confident to move forward. However, financial resource is the major problem faced by the enterprises that ranks 19th at the bottom. The enterprise is not able to get financial assistance either form the bank or from relatives or friends. Due to poor financial condition he is not able to procure machinery which can substitute manual work thereby increase its production capacity with better quality. The entrepreneur is not able to put his innovative ideas into reality because of financial constraint.

X. SUGGESTIONS

Taking into consideration to the above analyses and findings, the following suggestions are drawn:

1. Out of the four enterprise development stages, only the first two stages are existed among the bamboo based enterprises in the study area. Only 28 enterprises can reach to the growth stage. In order to make the maximum enterprises to attain the growth stage, all enterprise resources and ability has to be hastened and be accessible by the enterprises.
2. The policies on banking and MSME sector initiated over the years by the central government, has a definite reflection to the growth and development of enterprises. But, these programmes and schemes should be implemented effectively and a vigil of a high power monitoring body to the same is also highly recommended.
3. Entrepreneurs and entrepreneurship is the framework of our economy. Bamboo based enterprises are inseparable from MSME sector in any entrepreneurial activity. For reaching the unreached, better information of credit, awareness on credit delivery system, market accessibility, technical know-how, effective training etc. are highly important to entrepreneurs. Optimum utilization of abundant resources to generate income and ultimately create employment for the masses is the alarming need of any business enterprise.

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