
Case Study: Glory of an Entrepreneur

**Manish Nangia*

ABSTRACT

This case study is focusing on the accomplishment of an Entrepreneur, Mr. Shimpy Malhotra who started his Venture by the name of UK Impex in 1995. UK Impex has specialization in all kinds of beaded, sequined, machine, hand and schiffli embroidered fashion apparel and also boasts of producing high-end fashion footwear for women. They are Manufacturer, Exporter and Supplier of elegant and sleek styled sandals with uppers adorned by crystal broaches, Swarovski and beads. They are also in the process of creating and manufacturing apparels for some of the leading names in the industry. UK Impex has an impressive line of customers around the US and European region as some of the major clients are Morgan Detoi, Cheignon, Naf Naf, Tally Weijl and Monoprix from France and DKNY and Twin Set from Italy. They have been growing very consistently over the years in turnover, infrastructure, and different portfolios which they are handling.

The most important factor for their growth was they consider themselves as potatoes. Since potatoes can be used for virtually all types of vegetables, they can be used by buyers for making variety of merchandise as they can manufacture all types of merchandise with best quality in almost any variety in any quantity which also happens to be the USP of UK Impex. The basic goal of company on a regular basis is whatever comes in your plate, just eat it, otherwise, you will stay hungry. For them the success mantra is to remain open minded in this ever evolving industry of exports rather than getting bogged down to a particular product category.

The company's success lies in giving hundred percent in terms of quality as it is considered to be the single most important parameter for them. They are a quality conscious firm and thus, every activity is conducted under the strict vigilance of expert quality control team. Each product is designed as per the latest fashion trends, taking into account the varied range of sizes, patterns, colors as per the requirement of buyers from different countries. They also believe in timely delivery of products to the buyers and tend to enjoy strong goodwill which is prevailing in the export market for them as buyers trust them for their timely delivery of goods. The future is looking very promising for them as they have already completed 16 successful years in the export business.

Keywords: *Entrepreneur, Venture, Export House*

INTRODUCTION

1.1 Mr. Shimpy Malhotra while doing his studies started working in a restaurant. He also worked in an export house as over lock operator. He was also running a buying house on behalf of someone else after completing his Master of Business Administration from Faculty of Management Studies, Delhi University. He also started the first "Arrow shirt" factory in Bangalore. While working at a very young age in an export house doing all kind of jobs there and running a buying house for someone else he realized that it is not the business which is difficult to manage but the people who are actually very difficult to manage. Being a Management Graduate from a premier institution he realized that he has the potential to manage people efficiently and effectively as according to him the most valuable resource for running a venture successfully is manpower resources. It was his knowledge which he gained from working in various fields and his professional qualifications alongwith strong networking skills he decided to start up his own

export house by the name UK Impex.

1.2 He realized after working in a Restaurant, Export House and Buying House under various bosses that having boss is not fun and decided to be his own boss by becoming an Entrepreneur. He started his Export House with a meager investment of \$ 5000 in 1995 which he borrowed from his friend on the context of starting his own venture. He believes that the strength of his business lies in its rich embellishments, embroideries and making the garments at one of the lowest costs in the market. He considers his Bangladesh counterparts as a big competitor to his business, due to availability of cheap resources. According to him China is slowly moving out of the apparel export as a major competitor due to rising cost of manpower resources. He believes that India is going to be the "next China".

1.3 Mr. Shimpy Malhotra made a mark in the area of exports as his company believes in providing timely delivery of goods to his buyers against all odds. His company has seen many ups and downs but he is of the opinion that Indian

* Assistant Professor-FMS Deptt National Institute of Fashion Technology, New Delhi 9811540026 (M)

export is becoming brighter even with the financial crisis looming across the world. With his positive frame of mind he believes Global crisis is not going to affect the business of export as everyone still needs clothes and shoes to wear.

2.1 U.K Impex is in the process of growing business despite giving a miss to Garment fairs across the world as Mr. Shimpy Malhotra believes that business grows based upon your relations with the buyers and supplying them with the quality and quantity which they wish to buy. For him, participating in fairs means showcasing their designs to the entire world for the purpose of copying. U.K. Impex even do small orders like 50 pieces as they are of the opinion that if you can produce 50 pieces for Sampling, then you pretty much can make 50 pieces for the purpose of export. His brother also supports him in his venture as his brother looks after the complete production of the unit.

2.2 Location

- ❖ The Export House was situated in Chanakya Place, New Delhi
- ❖ One of the Manufacturing plant is recently set up in Noida – UP for increased productivity with better quality.

2.3 Infrastructure

The company's main strength comes from a professional entrepreneur who happens to be a management graduate from premier institution, a committed team and a diversified client base. Their in-house infrastructure facilities and machines with latest technologies facilitate coordination in their work processes as team of professionals is churning out unique ideas for designing.

3.1 SWOT Analysis

An analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) of the company

STRENGTHS

Being a multi purpose export house, they are in a position to make wide varieties of ladies garments, shoes, accessories of a reasonable good quality at a reasonable price due to in-house facilities available for Designing and Production.

WEAKNESSES

The following problems are also hampering the growth of organization.

- ❖ High Employee turnover at the shop floor.
- ❖ Lack of Skilled manpower in the area of Embroidery.

OPPORTUNITIES

By participating in garment fairs across the world the company can explore new avenues for the purpose of exports to new untapped countries.

THREATS

Bangladesh is proving out to be major competitor, as the products are cheaper due to cheap labour availability. Even manufacturers from Sri Lanka are a major threat to the company who are exporting the competitive products at low price.

OBJECTIVES OF THE STUDY

1. To identify the opportunities available with Entrepreneur of U.K. Impex exports.
2. To evaluate the problems faced by Entrepreneur along with possible solutions.

RESEARCH METHODOLOGY

Primary Data

Primary Data was collected by conducting interview in order to analyze the problems associated with the Export House.

1. Interview

Mr. Shimpy Malhotra, the Entrepreneur who happens to be the Owner of Export House was interviewed in order to understand the problems associated with the Export House.

2. Observation method

Observation method was used by visiting the export house. It can be used independently or in combination with other methods of job analysis as it is a technique in which the behavior of employees is watched and recorded without any direct contact with them.

RESULTS/FINDINGS AND DISCUSSION

The following problems were observed regarding behavior of employees in various departments:

- ❖ Work behind schedule in most of the departments due to lack of coordination between different departments.
- ❖ Difficulties in fixing accountability for completion of work since people are working under different supervisors.
- ❖ Poor efficiency of employees due to lack of motivation since they are not having any motivation to perform better.

- ❖ Non committed employees working in the set up due to pressure of work at the time of orders from buyers.
- ❖ Time bound attitude of operational staff during evening hours since employees tend to go back to their home leaving behind their work unfinished.

CONCLUSION AND SUGGESTIONS

1. Adequate training facilities should be provided to the staff members in order to enhance their efficiency and productivity by tying up with educational institutions like NIFT by providing professional training in the relevant area of operations.
2. Upward to downward communication between different levels of staff and management in order to fix up responsibility for a certain task.
3. Various motivation techniques should be adopted like providing free dinner to employees on successful delivery of a big order.
4. Employee of the month award should be given to the best performing employee for a particular month based upon minimum number of defective pieces in production department and likewise in all departments based upon other parameters.
5. Medical facility should be extended to family members of employees in order to motivate them.
6. The company should participate more actively in Garment Fairs for tapping new buyers of other countries in order to grow further.
7. Young Graduates/Post Graduates should be hired at the time of campus placement or otherwise in order to have best possible manpower resources.