

YOUTH ENTREPRENEURSHIP IN KERALA

– EVIDENCING CONTRADICTIONS TO THE BLACK BOX FIRM

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Abstract: Youth unemployment and the ways to tackle it have become the major policy considerations of recent time. As traditional career paths become scarce, entrepreneurship is increasingly accepted as an important alternative. In this context, the present study analyses Youth Entrepreneurship in Kerala, with special reference to Thiruvananthapuram district. The study analyses various factors motivating and challenging young entrepreneurs, and evidences these factors to be an alternative to the traditional notion of a firm.

Youth Entrepreneurship, Motivating and Challenging factors, Black Box firm

I. INTRODUCTION

Reducing youth unemployment is one of the major challenges for years to come. In July 2016, there were 20.5 million unemployed in the United States alone (Bureau of Labour Statistics, 2015); complementing the statistics that a third of world's 1.8 billion youth being currently in job search pursuit. (SYE, 2015). This would further imply the global youth unemployment rate to be around 13.1%. These facts lay out a broader perspective of global employment scene. Thus ignoring the youth unemployment imposes not only widespread social discontent, but also bears tremendous economic costs. Youth unemployment is an immense waste of human resources and if tapped efficiently could contribute to economic and social progress. The ILO estimates that halving youth unemployment from the present 14.4% to 7.2% would add 4.4% to 7% to global Gross Domestic Product (GDP). The direct economic gains of such a policy outcome to the society would be matched by a reduction in expenditure to counter risky behavior as well as social benefits in terms of reduced vulnerability and exclusion. Decent work can also shift young people from social dependence to self-sufficiency and helps them escape poverty. A far reaching impact of such a visible reduction in unemployment would be in imparting young people a sense of meaning and belonging which adds to their internal potency.

1.1 Entrepreneurship as an Opportunity

Within the framework of potential strategies to augment employment avenues for young people, entrepreneurship is increasingly¹ accepted as an important alternative. As traditional career paths become scarce, entrepreneurship may be regarded as an additional way of effectively integrating youth into the labour market. Increased popping up of small enterprises, more as self-employment options is a supporting observation to this shift in paradigm. Given global demographic trends, it is important that the social and economic contributions of young entrepreneurs are recognised. Entrepreneurship can unleash the economic potential of young people.

A number of reasons may be put forth for promoting youth entrepreneurship (Chigunta , 2002). This includes

- i. Entrepreneurship creates employment opportunities for self-employed youth as well as the other young people they may employ.
- ii. Brings the alienated and marginalized youth back into the economic mainstream.
- iii. Helps addressing some of the socio- psychological problems and delinquencies that arise from joblessness.
- iv. Helping youth develop new skills and experiences that can be applied to other challenges in life.
- v. Promotes innovation and resilience among youth.
- vi. Promotes the revitalization of the local community by providing valuable goods and services.

For developing countries, entrepreneurship and self- employment can be a source of new opportunities. Developed countries shall view entrepreneurship as a mode to economic dynamism. For young people in the informal economy, micro-entrepreneurism is a bottom- up method for generating income.

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However, entrepreneurship is a seed that needs intense nurture. It requires appropriate economic conditions and elevated consumer spending pattern, which attributes an element of uncertainty to outcomes of entrepreneurship.

Thus most policies of present day offer a well administered framework for promulgating youth entrepreneurship and the arena itself has been recognized as an avenue of opportunity, both by the Academicians and prospective innovative brains.

II. OBJECTIVES OF THE STUDY

1. To identify various motivational factors behind youth entrepreneurial ventures.
2. To recognize challenging factors faced by a youth entrepreneur in undertaking the venture.

III. METHODOLOGY

The present study used primary data in particular, the nature of study being an intense case study. However, in several contexts, especially with regard to policy references and statistics, secondary data were also referred to. Primary data were mainly collected from the following categories of entrepreneurs:

- Pure profit enterprises
- Cooperative units
- Intrapreneurial ventures

Regarding the pure profit enterprises, sample was drawn from 25 entrepreneurs in the study area of Thiruvananthapuram district. The district having the advantage of being the capital city is observed to have many such budding initiatives, especially micro and small scale units flourished during the recent decade. Initially, the list of micro, small or medium enterprises run by youth falling to an age of below 40 years was collected from District industries centre (DIC) for over a period from 2007-2012 (The period 2007-2012 was set as a benchmark as the study units were expected to have a vintage of at least 3 years). However, the list not being updated regularly contained names of units which stopped functioning and even those which did not take off. Thus the list was found to be partially reliable. Further the study was oriented as a case study of 25 sample entrepreneurs carefully filtered. An interview schedule was then prepared and structured personal interviews were followed. This helped in obtaining results that are representative and having the ability to be generalized. For open ended questions, an unstructured interview schedule tactic was used incorporating flexible questions so as to incorporate the views and pinching concerns of the respondents.

As regards with cooperatives, only five units had a youth entrepreneurship dimension. Of these, three were community owned and the rest by workers; including Kudumbashree run ones [Kudumbashree -prosperity (Sree) of the family (Kudumbam)]. Here a group interview technique was employed with direct participation from the researcher wherein, the members of the cooperative were allowed to interact with each other discussing various dimensions of the research question.

Corporate entrepreneurship being a very novel initiative, only one relevant unit was studied. Data from this single intrapreneurial unit was collected through telephonic interview following an unstructured interview schedule. The so collected data is presented in a descriptive way and is less analytical.

The present study shall draw conclusions on the basis of wider socio-economic contexts.

IV. NEOCLASSICAL FIRM

Different perspectives have been developed on the concept of entrepreneurship on academic front. Some hold the view that psychological drives for monetary gains are present in all societies which form the prime reason for enterprising skills. Some scholars explain entrepreneurship in the context of a broad political economy paradigm. For instance, Flavia Derossi holds political power as the main factor in entrepreneurial development in industrializing countries. In this view access to the sources of power is the determining factor of private entrepreneurship. Yet another perspective looks at the issue of entrepreneurship from a sociological point of view. This perspective, the theory of entrepreneurial supply, as elaborated by Thomas Cochran, emphasizes cultural values, role expectations, and social sanctions. From the brief review of perspectives it is evident that, entrepreneurship involves more of a behavioral aspect. This cannot be fully understood from the narrow neoclassical view of a firm.

Precisely, Neoclassical notion of entrepreneurship as a source of capital accumulation and firm as a typical black box has been reigning academic literature for long. Its supremacy is in the fact that neoclassical paradigm is largely

concerned with theoretical model building using stable and quantifiable variables which henceforth can be put to empirical testing. This is also the profound weakness implied. The neoclassical dimensions are far way different from entrepreneurs in flesh and blood. (Hence neoclassical theorizing has behavioural aspects least addressed to.)

The recent emergence of alternative thinking in particular has pointed out that, the neoclassical entrepreneur presents an unrealistic and partial conception of the firm and entrepreneur. This happens for two reasons (Calderon, 2004)

Firstly, neo-classical firm is not analyzed as an organization. It is defined as a collection of individuals who work in the same place, but not together. Without being an organization, an entrepreneurial venture cannot yield collective goals.

Secondly, the Neoclassical entrepreneur is unable to address “the issue of entrepreneurship owing to its epistemological standpoint.”

An overarching weakness of the neoclassical way of thinking is that the production context is not understood as a hierarchical phenomenon of thinking but as another price relation, wherein each bilateral relationship is explained with the help of parameters like wages, profits and technology. This rationale can be well attributed to the historical progress of neoclassical regime, characterized by industrial growth, capital accumulation and lengthy diffusion of innovations.

Now circumstances have changed .With alternative dimensions emerging, the ingenuity of business man has been replaced by the rationality of a manager and synergy of the company and its units as a comprehensive whole.

But an exhaustive analysis in alternative grounds is still unavailable, probably adding to the life of neoclassical doctrine.

V. MOTIVATIONAL FACTORS

What factors determine the setting up and establishment of a venture? This has been the pivotal contradiction between Neo-Classicals and the schools falling on the alternative paradigm. The traditional school bases its ideal firm on marginalist principles, wherein not many of their assumptions have a profound acceptance in its rational sense.

The present study is a short run analysis among firms having a vintage of at least three years and is invalid to the traditional long run notions (The target group being young entrepreneurs). Accordingly several motivational factors were identified out of literature review and observation which were presented to the different categories of respondents. The responses may be summarized as follows.

5.1 Pure Profit Enterprises

Motivational factors behind initiating a pure profit enterprise were categorized on the basis of a classification adopted in a research proposal by Centre for Development Studies (CDS), 2003. The various factors motivating a young entrepreneur so identified are:

- (i) Compelling factors
- (ii) Facilitating factors
- (iii) Opportunity factors

To identify the intensity of motivation, the prima facie noted factors both following the traditional doctrine and others were spelt out on a four point Likert scale. The interview was hence structured in such a way as to allow respondents to rate their preferences from strong disagreement to strong agreement wherein strong agreement shows most motivating factor. Such a method was used here as it is likely that entrepreneurs are motivated by different factors simultaneously.

5.1.1 Compelling Factors

Sometimes, it is external compulsion or compulsion from within that push people to launch a venture by themselves. In Kerala especially where the number of educated unemployed youth is high, people are compelled to seek for self-employment options. An external stimulant in the form of financial support or support on non-financial ground can accelerate the pace of commencement of new ventures here in the district. Similarly the urge for following one's own passion has significant influence in the dawn of entrepreneurial ventures by young entrepreneurs. This is treated as a form of compulsion from within.

Table 1 presents the details regarding the major compelling factors, which have affected the study samples.

Table 1: Compelling Factors Motivating Entrepreneurs

Factors	Average Score	Percentage of Firms			
		4	3	2	1
Dissatisfaction with previous job	1.24	0	12	8	80
Desire to earn profit	3.12	79	10	7	4
Fear of unemployment	1.04	0	0	88	12
Passion for the work	3.56	87	11	2	0
Desire to be one's own boss	3.72	88	12	0	0
For achieving higher social status	2.80	0	80	20	0

Source: Sample Survey, 2016

It is here clear that profit is no longer the single important determinant behind initiating an enterprise especially for youth. Rather the desire to be one's boss or to be self-employed has the highest average score. 88% of the respondents had a strong agreement to self-employment as a prime motive in initiating the units. Another trend among the sample studied is that, most of them started the ventures out of the passion for their work. Particularly this behavior was seen among women entrepreneurs with satisfactory financial backgrounds. Fear of unemployment was observed to have the least ranking. "So long as passion for work and sustained efforts is there, employment opportunities will automatically be generated", says a young entrepreneur.

However, the role of profits in business activities should not be undermined. It still holds an important place in activities of a firm. But profit becomes the major concern for units, only after they establish themselves in the market amassing a group of faithful customers. At first this aspect to get established overpowers profit motive.

5.1.2 Facilitating Factors

The factors facilitating entrepreneurship include- the encouragement and support from members of the family, friends or relatives both material and moral, the experience gained from previous employment, a good educational background, the skills acquired etc. The possibility of using idle funds and the easiness in entering a particular line of business were identified to be other major facilitating factors.

The influence of various, facilitating factors in motivating an entrepreneur is summarized in Table 2.

Table 2: Facilitating Factors Motivating Entrepreneurs

Factors	Average Score
Influence of friends and family	3.84
Previous experience in the same line	2.92
Previous assets	3.12

Source: Sample Survey, 2016

The influence of friends and family has the highest facilitating impact. Moral support from one's close relations and friends boosts up morale, recharges self-confidence, stimulates enterprise, and strengthens people to face the challenges, especially those that arise in the initial years. Regarding the entrepreneur's financing pattern, a majority of them had assets in the form of inherited property and fund, which made them less rely on bank credits. These entrepreneurs mainly used the bank credit for business expansions rather than initiating the venture. Their pattern of loan structure reveals that, all of them started their businesses with less investment rather than pooling in a significantly large amount. This pattern they believe to be an insurance against the market uncertainties. Three out of the total respondents had work experiences in the same line. Others possessed a firm business background. This indicates that previous experience is particularly useful when it comes to the marketing stage of a particular product as it requires expertise in the field.

5.1.3 Opportunity Factors

The opportunity factors are those which emanate positive externalities. These factors create significant robust to the growth of a firm. The opportunity factors that the present study identifies are technological advancements and opportunities in marketing. This includes initiating the venture in the trend sector.

Table 3: Opportunity Factors Motivating Entrepreneurs

Factors	Average Score
Technological advancements	2.84
Opportunities in market	3.96

Source: Sample Survey, 2016

The study identifies that, better marketing opportunities are essential for every enterprise to grow, nurture itself and develop a concrete customer confidence. However, youth run enterprises having a vintage of less than three years face difficulties in accessing those marketing opportunities as they have less exposure to credibility concerns.

These are the various motivating factors behind the initiation of a pure profit enterprise, wherein firm has a multiplicity of goals and factors motivating them. Of these, passion for work seems to be the most striking one.

5.2 Cooperative Ventures

The motivating factors behind the setting up of a cooperative are different from that of a pure profit enterprise. This is mainly because; the cooperatives are initiated by a unique class of people, with entrepreneurial aptitude. Cooperatives offer many possibilities in the entrepreneurial sector, especially for people who are economically weak. Co-operation imparts valuable schooling in democracy where even the poorest and newest members enjoy equal rights. Following observations were made regarding the motivational factors behind the initiation of cooperative ventures.

5.2.1 Financial Stability

- i. Units especially Kudumbashree ventures, having achieved greater credibility across years, receive big contracts often which are a key motivation.
- ii. Cooperatives along with being a production unit also function as agency providing small scale finances to its members.

5.2.2 Infrastructure

- i. The community owned cooperatives have the advantage of the basic infrastructure like land and buildings being offered by their respective community authorities. This covers their initial investment expenditure.
- ii. Cooperatives have the advantage of advertising their products through exhibitions, trade fairs etc. These trade fairs are also probable marketing outlets.

5.2.3 Empowerment

- i. Every single member enjoys decision making power in a cooperative, which is a source of empowerment.
- ii. Government finances and support programmes do motivate the cooperatives to a large extent. Some of the major schemes and policies that the units themselves found to be relevant include, Government participation in the share capital through the District Industries Centers, Reimbursement of advertisement expenses, Other financial assistance on advertising through cinema slides, trade fairs, radio broad casts etc and Government run trade fairs, exhibitions etc which intensify the credibility.

5.2.4 Experience

Previous experience similar to that of pure profit enterprises is an important motivation here also, as experience in the same line is essential especially for marketing and advertising of products. All sample units had members having previous experience in entrepreneurial activities, either directly or indirectly.

5.3 Corporate Entrepreneurs

Another class of entrepreneurs studied is corporate entrepreneurs or intrapreneurs, of which a single online grocery firm was found to have the proposed characteristics. The various motivational factors identified shall be described as below.

The innovation and novelty of the concept of online grocery was itself found to be a key motivating factor. Moreover the market feasibility of the venture was assessed to be positive. While the venture was initiated, the concept itself was

new to the customer class. Hence the prime concern was in earning their confidence. It took the firm more than a year to start making Rs three to four lakh per month. Till date, they have invested around Rs 1.25 crore and get revenue of Rs 15 lakh per month. They currently get 2,200-2,500 orders per month.

The firm operates on a combination of its own inventory for fast-moving products, as well as partnerships with retailers in the city. The company also provides same-day delivery to offices or houses, depending on the customers' convenience. All this attributes to the fact that profit similar to the other enterprises no longer seems to be the sole advent. Rather it is secondary yet an ultimate goal.

Again it was observed that the firm's strategy was to establish a market in the district by focusing primarily on Tier ii and Tier iii cities since these cities require lesser investment and personnel. This shows the strategic move of gradualism. Innovations account to be another motivation for sustenance. The firm studied has its own unique features which may not induce at profit at one stretch. These may seem to be more of an experimental nature. From the nature of the firms being analyzed, following common motivations shall be observed, which attribute to behavioral aspect of firms

- Innovations
- Increasing credibility
- Differentiated cost pattern

The analysis so far describes the various motivations behind the initiation and establishment of an enterprise. But in real contexts, several challenges overshadow the prospects which need to be ideally examined.

VI. CHALLENGING FACTORS

6.1 Pure Profit Enterprises

Along with analyzing the key motivations, it is also important to shed lights on the challenges that the modern enterprise face. As per the World Bank Report, 2011; the major difficulties in establishing a business venture were identify as:

- Difficulties in access to finance, especially for start-up firms.
- Deficient experience.
- Absence of special Government program in support of entrepreneurship and innovation.

The present study broadly classifies the major challenges faced by young entrepreneurs in Thiruvananthapuram district on the following lines:

- Availability of finance and factors
- Experience
- Social challenges

An unstructured interview schedule was followed among pure profit enterprises and corporate entrepreneurs, so as to clearly assess the nature and intensity of various barriers. The questions were framed in such a way as to respect the conclusions of traditional school also. Besides, thoughts and ideas of various alternative schools were also incorporated so as to make the study more precise. The various challenging factors were mentioned on a four point Likert scale. The respondents were requested to rate the challenges they face from strong disagreement to strong agreement. The key responses are summarized along.

6.1.1 Availability of Finance and Factors

The factors that form hindrances to the entrepreneurial evolution and expansion are primarily in the form of scarcity of finances or lack availability of quality factors required for business. Among these various factors, availability of skilled labor and quality raw materials were given more relevance. However, the different units may face different factor challenges, depending on the nature of firm and field of business play.

Table 4 presents the details regarding the basic challenges that a young entrepreneur faces on financial and factor grounds.

Table 4: Availability of Finance and Factors as a Challenge

Factors	Average Score
Availability of capital	2.84
Skilled labour is scarce	3.88
It is hard to find quality raw materials	2.64
Increased cost of production	3.00

Source: Sample Survey, 2016

It is obvious from the analysis that the major constraint faced by youth is in mobilizing skilled labor force. This is particularly relevant in the cases of clothing and Grocery sector, which requires skilled labor force. Another issue in labor mobilization was found among enterprises making use of technology as in enterprises at IT front and similar kind. Although Kerala has a strong base of educated labor force, their employability does seem to be a serious issue. It is worth mentioning about the inadequate educational and non-financial support from the state in improving the employability of youth.

Financial constraints only have a moderate influence over establishing an enterprise. This may be because, a majority of respondents relied on their previous assets for initial investments. They resorted to bank credits only at the expansionary phase. Quality raw materials become a constraint largely for clothing sector wherein raw materials needed to be mobilized with difficulty. The fast changing trends, tastes and preferences also pose a significant constraint to such ventures.

6.1.2 Experience

Experience, particularly experience in the same business line sharpens the credibility and potential growth of enterprises, which youth entrepreneurs lack. This becomes a serious issue with the 4% of respondents falling to an age category below 30 years. The concern of experience was further classified into three basic questions which were then asked to the respondents. The table 5 summarizes the responses:

Table 5: Experience and Other Relevant Factors Being Challenges

Factors	Average Score
Existence of established firms	2.84
Lack of experience in the same line	3.16
Credibility issues	1.24

Source: Sample Survey, 2016

A potential threat that almost all respondents agreed with was about the existence of established firms. Especially in trend sector like clothing the threat from branded products and retail outlets prevails. For most of the respondents it took time to get themselves established in the market. This was observed to be made possible with quality service delivery and advertising tactics, wherein for small scale enterprises, even word of mouth publicity was found to be crucial. Another major hurdle, that inexperience or lack of experience causes is the time lags in execution of a business innovation. "It takes a lot of time and effort to convert an idea into a prototype, which deteriorates the marketing opportunities for a firm", says a respondent from social entrepreneurship sector.

Regarding credibility issues, majority of entrepreneurs deemed themselves to be quite credible.

6.1.3 Social Challenges

Social challenges in this particular context of study includes cumbersome social environment, psychological factors like fear of failure and lack of Government support. The table 6 conveys the relevant responses:

Table 6: Social Challenges

Factors	Average Score
Fear of failure	1.36
Social environment	3.52

Source: Sample Survey, 2016

Social environment in which the entrepreneur lives offers a major challenge to them. Social environment here includes the influence of friends and family. This was nevertheless an ex-ante challenge which formed a barrier for entry into the particular field. Once established, social environment seems to have a positive impact. Respondents comment that this contradiction is mainly because the Kerala society, being a conservative one, still values the security offered by paid jobs over risky world of business. The concept of entrepreneurship as a career choice would take time to find its roots in the district. Interestingly only a very few entrepreneurs feared failure.

Challenges above mentioned may be further extended to other entrepreneurial categories also.

6.2 Cooperative Ventures

Cooperatives in their business pursuit often face many challenges. But they are different in form from that of pure profit enterprises. The effective functioning of a cooperative depends on the structure and composition of enterprises. Only a cooperative with strong leadership and vibrant members can flourish economically. Following a group interview strategy, the members of the five cooperative units studied revealed the potential and actual challenges they foresee as follows:

1. Cooperatives unlike other business units are less flexible. This implies that switching from one business to other requires consensus, even if the current business is incurring a loss.
2. In case of cooperatives offering financial assistance to its member similar to a chit fund system, the cooperative may incur financial losses if members default payments.
3. Lack of adequate fund at disposal for expansion is another challenging factor.
4. In case of community owned cooperatives, the democracy of members being constrained by an external agency, the efficiency is also questioned.
5. Lack of commitment from members was viewed to be a potential challenge. The whole idea of cooperatives revolves around the commitment and accountability of members.
6. Marketability of the products poses another threat.

These are the major challenges cooperative units posed to be threatened.

6.3 Corporate Entrepreneurship

The final category of entrepreneurs studied was corporate entrepreneurs. The sample venture is new to district's market and is now a sole dominant player in the field. But the threat from established firms entering the market scene forms the setting. In this background, the basic challenges identified were as follows.

1. For the venture presently studied, novelty of the concept itself was observed to be a hurdle. Compared to other metros, it is difficult to earn the customer confidence of Keralites, especially in a field like online grocery where the targeted customers are used to buying grocery for which tangibility provides a distinct utility.
2. Compared to other Tier- II and Tier-III cities, infrastructure, basically road and other means of transport are not conducive for such an enterprise, whose service delivery largely depends on quick accessibility.
3. Another challenge, observed to be faced was the climate and market space of Thiruvananthapuram. The director of the venture in a secondary source commented that the humid atmosphere particular to the state made their products soggy at delivery initially.
4. Another challenge that corporate entrepreneurs often face is the scarcity of resources. To get the right kind of resources and raw materials often, they had to resort to other states and cities.
5. Lack of awareness among the customers, the service of similar kind being unknown was another major hurdle.

However apart from these challenges, corporate entrepreneurship shall have more potential for development as the investment climate in the district especially in recent decade has flourished.

To resolve these challenges, the entrepreneurial system itself is to be mended over. More youth entrepreneurs must have access to growth insights and market potentials; wherein a short term hand-holding support shall be offered, by Government authorities and venture capital firms. This shall complement the intense mentoring required.

VII. CONCLUSION

The present study was a brief attempt to reframe neoclassical black box theory of firm with more behavioral aspects and dynamism of youth. It was attempted to be more qualitative in research approach in which a case study method was used which allowed for close observation of responses. The whole paper attempts to identify the various factors motivating young entrepreneurs in initiating a business venture in the district and those which hinders them from expanding their venture.

The conclusions drawn, attributes to several concepts and theories hitherto developed on alternative arena, of which behaviouralist notions of a firm were boldly reflected and traditional school being contradicted.

Firstly, the multiplicity of goals that a firm endures on its establishment is well represented by alternative thinkers and is supported by the present study also. Firms studied here had a multiple goals, of which the desire to be self-employed and thus earn social dignity was found to be the most important motivation. This factor as a motivation, to an extent shows dynamism of youthfulness. Nevertheless it is to be admitted that the traditional school was not wrong in pointing out 'profit making' as a prominent goal. However, it is not the sole driving force.

Secondly, the traditional theory initially assumes that in decision making, firm exhibits global rationality. The real business world, however is bound to uncertainties, both that are foreseen and not. The behavior of sample units, where the young entrepreneurs starts the venture with less capital invested, and further on expanding as firm progresses, marks the possibility of their expansion path being affected by unforeseen events and occurrences.

The issue of uncertainty was found having the least influence among cooperative consortium.

As far as challenging factors are concerned, most challenging factor among all the enterprises is the scarcity of skilled labor and quality infrastructure. Unlike the traditional theory projects, even the smallest enterprise in the unit, was conscious about the established and potential opponents. Marketability of products emerged as a concern solely for cooperatives. For corporate entrepreneurs, the basic challenge is in creating a bunch of loyal customers, which is a herculean task.

In short, strong dynamism has been observed within young entrepreneurs having a multiplicity of goals. For pursuing this on its real account, several challenges were also found to be addressed.

Short term success rates were found to be less self reinforcing as the market is prone to continuous volatility. Thus to be successful over the long run, the young entrepreneurs should invest in surrounding themselves with the right growth coaches to ignites their paths ahead. From the political mechanism, more doors need be open for startups and other self-employment ventures for youth, locally and outside. This further shall act as a potential agent; regenerating growth waves.

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