Being a Pioneer : A Case of Intention, Market, and Challenges

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Abstract

Purpose : An individual who completes engineering in his/her heydays, works for the government at a lucrative position, quits his/her job to pursue higher education abroad, refuses jobs abroad, comes back and joins a private organization in his/her own state, is less likely to be an entrepreneur. What are some challenges pioneer entrepreneurs face to establish and run their organization is important to understand. The influence of different contexts also assumes importance. The purpose of this article was to understand entrepreneurial processes and decisions from a particular entrepreneur in a specific context.

Methodology : In order to comprehend the experiences of the entrepreneur regarding the historical background, traits, and life path and learning of an entrepreneur, this study employed a narrative technique of inquiry. The theory and existing research literature have been compared with the individual experiences of entrepreneurs.

Findings : Entrepreneurship is influenced by push variables such as political backdrop, high self-efficacy, networking, and job unhappiness. The goal of entrepreneurship is to be supported by opportunities for success, industry networks, peer networks, and prevailing policies. Policies that encourage entrepreneurship and are simple to understand and apply could increase compliance; nevertheless, a loose policy could lead to abuse and corruption.

Practical Implications : In the form of a case study, narrative research could be used to practically illustrate a situation, decision-making process, result, and implication. Policymakers, educators, and entrepreneurs could use the knowledge in their respective sectors.

Originality : While distinct, narrative research is not broadly applicable, it is crucial to comprehend particular case findings in order to comprehend the order of decisions and their results. The case study's general lessons and ability to make sense of things were retained.

Keywords : **oxygen, Indian, industrial gases, industry, entrepreneurship, hubris**

JEL Classification Codes : L65, L78, M11, M13, O31, R11

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In the Indian setting, the COVID-19 crisis highlighted the importance of oxygen for both industry and health. Before the pandemic, the oxygen industry remained obscure from public notice. Demand, storage, production, and distribution all became critical in addressing the crisis's issues. Before COVID-19, there was an approximate daily production of 6,900 metric tons of oxygen. Almost 1,000 metric tons were consumed daily for medical purposes, with the remaining metric tons being used by the industrial sector (Mirza et al., 2023). The epidemic exposed weaknesses in the nation's oxygen delivery infrastructure. The industrial belts of eastern India

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were the sites of oxygen plant concentration. There was a shortage of trucks, liquid medical oxygen, and cryogenic tanks. Additional tankers were airlifted from overseas, tankers used for liquid nitrogen and argon were adapted to carry oxygen, and railways devised oxygen express trains. Over 550 cities and districts had their hospitals geo-mapped, and an internet platform was set up to monitor the commodity's movement in real-time. Through the Prime Minister (PM) Cares fund, the federal government has funded 1,222 pressure swing adsorption (PSA) oxygen plants, generating 1,750 metric tons of captive oxygen every day (Gandham et al., 2022). Furthermore, a large number of plants were established in states, as well as through corporate sponsorships and public sector initiatives. Rather than a lack of manufacturing capacity, transportation problems were the cause of the imbalance between supply and demand (Zachariah, 2021).

Through supply chain monitoring, states were able to track and guarantee the delivery of oxygen at various locations thanks to oxygen demand aggregation systems (ODAS) and oxygen digital tracking systems (Gandham et al., 2022). Aside from the pandemic, the Indian gas sector has been expanding at a 12% annual average over the past few years, while the industrial oxygen sector has been steadily expanding at a 15–17% annual rate (Bhuyan, 2020).

Industry Overview

Oxygen production comes under the broad category of industrial gases. Medical oxygen and industrial oxygen differ in terms of cleanliness, kind of container, and lack of moisture, oil, and other impurities. Oxygen is used during surgery, intensive care treatment, and inhalation therapy. It is typically supplied to hospitals through bulk liquid deliveries and then distributed to usage points. Small portable, non-cryogenic air separation units are gaining wide use in-home care.

Industrial Use of Oxygen

Many industries use oxygen. Fuel gases are employed in gas welding and cutting processes. It causes the combustion temperature in furnaces used by the steel industry to rise. Lead, zinc, and copper are a few more metals that contain oxygen. You can use oxygen to reduce your energy requirements. It is an oxidizing raw material used in the chemical, medicinal, and petroleum industries. In order to boost the capability of catalytic cracking regenerators, refineries utilize it to enrich the air feed. They are employed in sulfur recovery as well. Waste and dangerous items are completely burned and destroyed in incinerators using this method. Oxygen regulates the heating pattern and lowers NOx emissions in the glass and ceramics sectors. It is a bleaching chemical used in the pulp and paper industry.

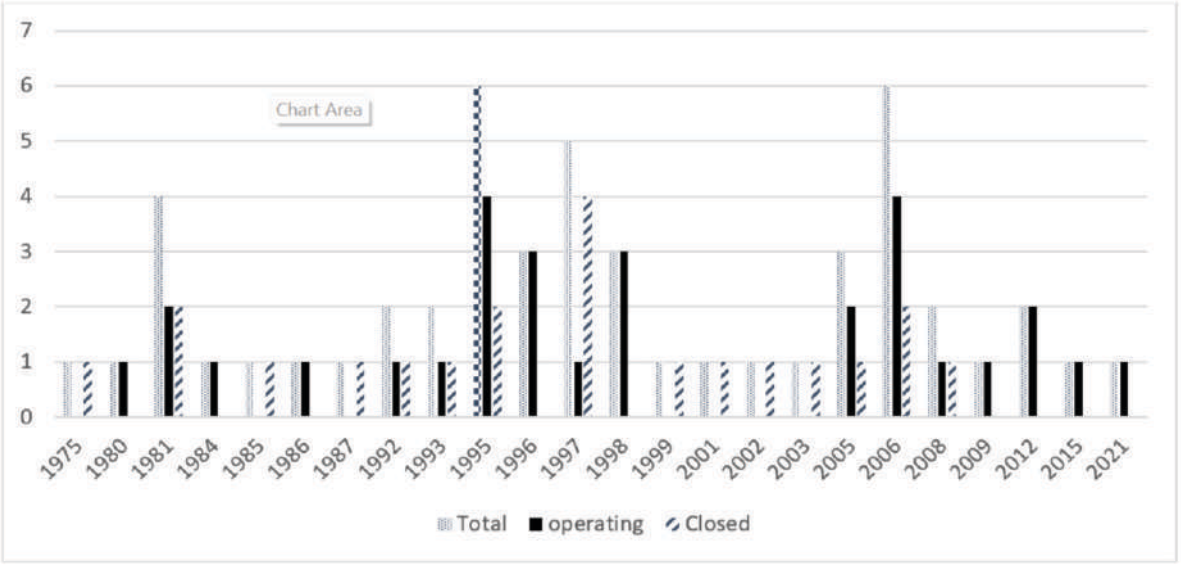
Additionally, oxygen has applications in the environment. Wastewater is treated biologically using it. By reducing hydrogen sulfide generation, oxygen injection into sewers minimizes corrosion and odors. According to Universal Industrial Gases, Inc. (n.d.), oxygenating water in aquaculture contributes to higher productivity.

Current Status of Companies Producing Industrial Gases in Odisha

Figure 1 lists the number of industrial gas businesses in Odisha by year of establishment and whether or not they are still operating. The data indicates that the industry's success rate is 59%. However, a statistically significant association between the incorporation year and the current status (functional or closed) is not revealed by a chi-square test. It is projected that more established companies will operate more efficiently (Kar & Jena, 2019). A company's chances of surviving are also shown to be influenced by its location and industry (Kar & Das, 2022).

On the list, Anand Industrial Gases, which was founded in 1980, is the most established business. Some companies are private limited companies, but "Noble Gas Limited" is a public limited company.

Figure 1. ***Incorporation Year, Status in Operation or Closed; Industrial Gas Companies in Odisha***



Data source : (FLIAR BI., n.d.).

Literature Review

This literature review discusses various theoretical perspectives to explain different processes of entrepreneurship. Such theories can be used to explain events in this narrative research. The economic theory was the earliest proposition to explain entrepreneurship. It is conceptualized as a mechanism to match the demand and supply gap (Baumol, 1968; Schumpeter, 1965). Psychological qualities play a part in entrepreneurship, according to trait theories. The development of trait theory is significantly aided by Bandura's self-efficacy and McClelland's drive for success. According to Gary Becker's human capital theory, productive skills have the power to impact entrepreneurship (Lazear, 2004; Weiss, 2015). Social network theory gained traction in entrepreneurship because of Granovetter's shaky social connections (Granovetter, 1983). The structural gaps hypothesis subsequently contributed to the comprehension of social networking mechanisms (Burt, 2001, 2004).

Entrepreneurship has been explained by the individual-opportunity nexus, which describes how people find, assess, and take advantage of opportunities (Shane, 2003). The resource-based theory of entrepreneurship indicates that entrepreneurs emphasize the valuable, rare, and non-substitutable resources for competitive advantage. The institutional theory has also been applied to entrepreneurship to explain entrepreneurship (Bosma et al., 2018; Bruton et al., 2010; Sine & David, 2010; Urbano et al., 2019). An entrepreneur's role as a market maker is well-established in the literature. However, most of the theories assumed rationality and cause and effect paradigm to discuss entrepreneurship. A distinction between effectuation and causality is introduced by the effectuation hypothesis (Sarasvathy, 2001). Rather than a search and selection process including every potential market, it is proposed that the creation of a new market is a process involving a new network of stakeholders that results in the transformation of existing realities into new possibilities (Sarasvathy & Dew, 2005). A related theory proposed that new market categories emerge and are legitimated through a confluence of factors internal to the category (entrepreneurial ventures) and external to the category (interested audiences) (Navis & Glynn, 2010, pp. 1990–2005).

Scholars have discussed the role of culture as a source of entrepreneurship (Lounsbury & Glynn, 2001; Verheul et al., 2002). It might explain how culture and community play a part in the processes of entrepreneurship. There are other theories to explain social entrepreneurship. The rationale behind entrepreneurs launching new companies

in spite of high failure rates is explained by Hubris' theory of entrepreneurship. Because of their socially constructed confidence, entrepreneurs are able to obtain, distribute, and utilize resources; nonetheless, these decisions raise the possibility that businesses will fail (Hayward et al., 2006). One of the critical theories to explain entrepreneurship is Shapiro's theory of entrepreneurial events, which emphasizes the influence of events on intentions (Shapero & Sokol, 1982). As a result, various theories exist to explain various facets of entrepreneurship.

The Case

Established in 1980, this was Odisha's first oxygen scheme. The study's goal is to comprehend the environment that prevailed at the time. Moreover, it is the only instance pertinent to the goal. Thus, a narrative research methodology is considered appropriate. On September 22, 2018, an interview took place at the Anand Industrial Gases office located in Mancheswar, an industrial development situated in Bhubaneswar, Odisha. There was a 52-minute duration to the interview. Secondary sources provided more details regarding business and industrial gas-producing businesses.

Education and Career

In 1966, Mr. Mohapatra graduated with a degree in mechanical engineering from the University College of Engineering (UCE), Burla. Founded in 1956, it is the most ancient engineering institution in Odisha. Before quitting in 1970, he worked as a Motor Vehicle Inspector for the Transport Department for four years. It was not a job he enjoyed. He obtained a German training program while attempting to pursue higher education overseas, and he moved to Germany to study machine design. He was also accepted to a US institution after applying, but he decided to study in Germany instead. He considered finishing his training in Germany before moving to the US, but in the end, that plan was abandoned. When he arrived in Odisha in 1972, his maternal uncle, the illustrious Biju Pattnaik of Odisha (former chief minister), advised him to join Kalinga Tubes (incorporated in 1950). In 1978, the Indian Metals and Ferro Alloys Limited (IMFA) group purchased the Kalinga Tube, and Mr. Moahapatra remained employed with the company until 1979. He departed the IMFA because he did not like the management there and did not want to work there any longer.

Biju Babu – The Legend

The conversation momentarily turned to Biju Babu's (Biju Pattanaik, the former chief minister of Odisha; see Pattnaik, 2016; Sahoo, 2008) conclusion of his industrial career. The industry demands ongoing oversight and supervision. Industry cannot wait if one is involved in politics. To invest in politics and elections, Biju Babu needed money. He sold his assets, including industry, to pay for election and political costs. Kalinga Iron Works was sold, and he founded and contributed to the Industrial Development Corporation. After growing ill, the Odisha Textiles Mills ultimately had to be sold. The final item disposed of was the Kalinga Tubes. After the infamous emergency of 1975, Biju Babu was released from prison and decided to pursue a career in politics, selling off all of the businesses he had founded. After becoming a clergyman, he desired to give up his last business.

In the 1950s, the textile industry was established initially, followed by Kalinga Iron Works and Kalinga Tubes. At that time, Kalinga Airlines was also operating; its hangar at the Kolkata airport is still referred to as Kalinga Hanger. The chance for people to learn about and participate in industries was one of the most significant benefits. People studied, gained inspiration, and worked in the industries he founded. Mr. Mohapatra said, "Otherwise everybody of our father's generation worked for the government only. There was no other job."

Entrepreneurship

Mr. Mohapatra began to consider his options. What came next for him after working for the government, attending school overseas, and entering the private management field? When he was in Germany, he was requested to remain there. They had said people even did not have enough to eat. Mr. Mohapatra had countered them, "There is enough to eat. It is not so bad in Odisha."

Reviving the Oxygen Plant

From 1979 to 1981, he was thinking, running from here to there and arranging finance. He says, "All these take time. Nothing gets done easily. I had no problem in staying; my house was there." His goal was to establish an oxygen factory. In Barbil, Odisha, he discovered an ancient plant. It was closed and not functioning there; it belonged to Biju Babu. It was up to Mr. Mohapatra to disassemble and remove machinery and equipment, transport them to Bhubaneswar, and put them into service. It was a problem in engineering.

He said :

> We took a lot of risks and had to put in hard work. Somehow, it worked. A small and old plant was re-commissioned here. Then, gradually, we changed the small plant to a bigger plant. From the beginning, it was an oxygen plant.

This is the first oxygen plant in Odisha and the first industry in the Mancheswar Industrial Estate. Prior to the establishment of Odisha's oxygen plant, medical patients frequently died from oxygen deprivation. That's why he believed it would be a wise decision. He said, "I am a mechanical engineer and did not have much knowledge about oxygen; still, I chose this product."

There were numerous issues after the initial commissioning. Both parts and machines refused to operate. On the other hand, it might be possible to stabilize it and begin the procedure. As the only lending organization at the time, Mr. Mohapatra took a loan from the Industrial Promotion and Investment Corporation of Odisha (IPICOL). The loan amount was rupees 30 lakhs; the equivalent amount could be 5–6 crores now. In such circumstances, banks did not lend money to industries at the time. He could pay off the loans before time. Anand Industrial Gases was established during the period of the slogan "1,000 industries in 1,000 days (Das, 2017)."

After six months of plant installation, production could begin. Medical personnel began using oxygen. The market developed on its own. Bhubaneswar's Capital Hospital was the first client. Then, the hospitals of different district headquarters started taking oxygen from Anand Gases. The government also approved it as a vendor for government hospitals. Till today, they remain as customers. As of now, there are many plants in Odisha.

Nitrous Oxide and Acetylene Plant

Within the same building, Anand Gases grew and added a nitrous oxide plant. The gas provides anesthesia during the procedure. There are no other nitrous oxide-producing factories in Odisha. Furthermore, there is not really a need for more of these kinds of plants. The nitrous oxide factory only runs for five or six days a month. At that operational level, it satisfies the state's demand. It is necessary to shut down the oxygen plant during such days. To store liquid oxygen, there is an oxygen tank. Later on, there is also an acetylene gas plant constructed. The gas is put to use for brazing. It was much later to add this plant. Instead of the neighboring property that the government had agreed to provide for the acetylene scheme, another piece of land is provided. Although Anand Gases was compelled to acquire the property and build the plant there, this raised the cost of operations and the duration of coordination.

Nitrogen is a byproduct of Anand Gases. Nitrogen is not needed before, but its necessity has grown recently.

Nitrogen is also utilized in fire extinguishers and in food packs to keep food items (mixtures, chips, etc.) fresh longer.

Terra Block

Another engineering unit was built for the production of terra blocks; as of this year (2018), the terra block machines are more than ten years old. The son of Mr. Mohapatra heads the unit. Terra Blocks is a popular technology, and it has good demand; it is also exported. Bricks can be made with regular cement, fly ash, and sand. Cement is not needed for connecting or plastering. To build the structure, it can be arranged in a matching and interlocking manner. There are a few holes in the brick, where a bit of cement is put to lock both the bricks (for details, refer to http://www.terrablock.in).

Gas Plant Capacity

Cubic meters are used to measure all gases. The oxygen plant has an hourly capacity of 100 cubic meters. A large cylinder has seven cubic meters, while small cylinders used in medicine have one cubic meter. At a pressure of 150 kilograms per square centimeter, the gas is filled. Every gas must be filled to the same pressure. Cubic meters are used in the customer's final charge. While nitrous oxide and acetylene are weighed because they liquefy under pressure (much like LPG), oxygen is not. Thus, it is necessary to weigh and convert these two gasses to cubic meters. The older oxygen plant's capacity was 50 cubic meters per hour, but after renovation, the capacity was 100 cubic meters per hour. The oxygen cylinder for storage has a capacity of 13,000 liters.

The insulation needs to be strong enough to withstand the –185° temperature that the plant must reach. The nitrous oxide plant requires stored oxygen to operate. The nitrous oxide factory does not have committed staff and only operates for a few days each week. At now, the plant is operating at 100% of its capacity. It is not as simple as some may imagine to operate an oxygen plant.

Mr. Mohapatra explained :

> The raw material is air, so no raw material inventory is required. Many entrepreneurs think they can accomplish it. But, the main drawback is electricity. We pay rupees 7 lakhs per month for electricity. The plant has to run for 24 hours; it cannot be stopped. If you stop it, it takes an extra 3–4 hours to bring the temperature down for the production process to be ready. If the plant is shut down for 12 hours, then, to get the production, you need an extra 8 hours. For those many hours, you have to pay for electricity. If there is no sufficient market, and you have to shut down frequently, then it is not viable. You also cannot get customers immediately.
>
> There are further issues as well. It appears that no client desires prompt payment. They wish to use it for no cost for as long as they can. In order to get the clients to pay, Anand Gases needs to threaten to cease providing! Despite the fact that it is illegal, private players find it extremely difficult to make payments, and even when they do, their checks bounce. Notices regarding the delivery of gases must frequently be provided to even government hospitals, and only then can they make the necessary payments.

One company, Anand Gases, and the other, Paradeep Oxygen, were the hospitals' providers. Before serving the warning from both factories to cease deliveries by a specific date, the suppliers are required to have a conversation with one another. It takes effort to carry out these tasks again. There is a recent case in Gorakhpur in UP where many children died because of a lack of oxygen[1] . They paid up because this particular facility was feared. How can the

[1] for details refer (https://en.wikipedia.org/wiki/2017_Gorakhpur_hospital_deaths)

industry continue if customers don't pay on time and there is a four to six-month delay? Electricity and personnel salaries are the industry's responsibility. Customers have the option to pay after notice; why don't they do so sooner?

Mr. Mohapatra tries to find a reason for this and said :

> This is due to the attitude, not to pay up. The alibi is often the absence of a clerk! At every stage, they want to take some money to clear bills. They think getting money is our work, and they are helping us! And, if it is our work, why should they do it for free? They do not know why the government pays them a salary.

Industrialization in Odisha

Mr. Mohapatra went back to memory lane and narrated :

> When we started, we were first-generation entrepreneurs. More than 50% of those started by that time have closed down. The lands allocated have become colleges, cement warehouses, hostels, etc. Even now, a few have started hospitals and hotels on the land. These were not the original purpose. Somehow, it is going on, and the government is allowing it.

He further added :

> Those industries that started at that time got huge subsidies and cheap loans, they diverted funds, and they vanished. When it was closed, tracing them was not possible. The address is from Kolkata, and they are not available. Many are found to be cheats. There was a lot of hue and cry that Odia people diverted and swindled funds. Later, there was an investigation, and statistics indicated that most of them were non-Odias. Those who came from outside went out. I think only one industry, ours, is surviving since 1985. Factories are there, but they have changed hands multiple times. The company SKS now has a third owner. The company Manishree Refractory has closed.

Money is the main issue—nobody wants to pay! The Rourkela Steel plant caused the SKS to close; it did not pay around 10 crore rupees. How long can an industry function without getting paid? The main grievance of the majority of the currently closed industries is the non-payment of dues. This conversation happened during a CII Rourkela conference. The steel plant's failure to pay has caused the industry to close.

A government rule has come recently that if any government departments keep the SME bills pending after 45 days, they have to pay double. The rules have become strict, but the ground realities are not known.

At least half of the industries are closed because of this kind of payment relationship. He narrated his experience:

> There is a railway coach factory in Mancheswar, close to our plant, and we were supplying. The coach factory was established later than our plant. The general manager (GM) of the Coach Factory often used to visit us and even get paychecks at the end of the month. When he was transferred, and another one joined, the payments stopped coming. We had to follow up from pillar to post; it was challenging. The railway orders used to come from the Kolkata Head office of Eastern Railways. In one particular year, the order did not come in time. The GM of the Mancheswar factory requested the head office to release the order urgently, or else 1,000 people would remain idle. The order came after 2 months, and on the GM's request, we supplied the gas, but we did not get money for those two months! When I followed up at the Calcutta Head office, I

> was told by an Odia gentleman controlling the purchases that the order was not from the head office and the payment could not be released! When I told them it was on trust and goodwill, the person asked me if I was a social worker! We stopped supplying to railways, and they threatened that the pending money would not be sanctioned. I replied that we do not need it. For a few days, a third-party vendor took the gas from us and supplied it to them. Mr. Mohapatra stopped that even.

Following this incident, Paradeep Oxygen gave it to the railway factory, and they experienced a similar outcome. Once more, the Dhenkanal plant that supplied the railway manufacturing closed down afterward. They currently pay exorbitant transportation costs to obtain oxygen from Kharagpur, and no one in Odisha provides it for them. They are only 3 km distant from Anand Gases. They must behave professionally.

Market and Challenges

In the interim, numerous new oxygen factories opened and shut down. Only one of the four new oxygen plants that Anugul had is still alive. The Anugul plants used to provide 500 large cylinders per day to L&T projects. The project had a five-year duration. For five years, these oxygen plants were financially crippled, and the project contractors even removed the oxygen cylinders! Mr. Mohapatra said, "If you do business with large companies, this is what is going to happen. We do not entertain large companies; stay away from them. If it is a multinational, then we stay still further away!"

In and around Bhubaneswar, a sizable contractor worked on the construction of towers. It is unknown where they are at this time. The money was lost, the cylinders were lost, and the employees were not paid. Following the completion of the job, contractors sell everything and depart. Mr. Mohapatra cautioned :

> Large companies are dangerous. The local and small players make up for a good market. That is why the business survives. Small hospitals pay cash and take oxygen. That is our strength; if the huge money is stuck up, then how can somebody survive?

The ancillary industry plays a crucial role in starting new businesses. The first private hospital in Odisha was called Kalinga Hospital. The two NRI promoters visited Anand Gases to inquire about the availability of oxygen. They wanted to be sure of the supply, without which a hospital could not work. The agreement of oxygen supply is signed for 10 years, after which the hospital construction started. Unless there was a natural disaster, Mr. Mohapatra guaranteed them a supply! Only 3–5 of the oxygen plants have medication licenses, which is another requirement for supplying to hospitals. Hospitals often use liquid tanks in addition to tubes for liquid oxygen supply. TATA Steel owns a large facility at Kalinganagar. Anand Gases may decrease if the liquid tank fills up because they get their feed from cylinders.

Debtor Outstanding

Mr. Mohapatra estimates that the outstanding per month is around rupees 40 to 50 lakhs. If customers pay a particular month, they keep pending for the next two months. Anand Gases does not have loans or liability and can manage. How can a new plant be able to manage? It cannot pay the electricity bills, cash credits, and salary. If the salary is not paid, good employees will leave, and the plant cannot run.

Challenges of Setting up an Industry

Following the introduction of GST, the business is required to pay GST monthly at a rate of 18%, with severe penalties for late payments. If consumers don't pay, how can a newcomer make money? New industries cannot

emerge after GST. The ground reality of cash flow is not taken into consideration by the policy. Eighteen percent is a significant amount; once more, a large chunk of the loan is utilized for bribery and license acquisition; the remaining portion can only be used for industry establishment and management of unfavorable payment relations.

The land was cheaper earlier, but now it is very costly; land is a non-productive asset, so how can one buy land and pay the loan component for it? He says, "I am sure no small-scale industry can survive in this situation; even those who are applying for a new industry will try to take advantage of loopholes and go away."

Only those who have some background can create another one. He explained :

> For example, I can open another unit. Because I have my own money, if I lose, I lose my own money; even if I take a loan, I can pay it back." It is evident that all of the current units—big or small—are only expanding. There is no room for a new sector. It would not be feasible due to corruption, late payments, and GST. He says, "I have been observing it; those who come are failing. One guy used to come to us for liquid nitrogen; he was manufacturing a different type of ice cream. The unit survived only for 2 months.

Additionally, it is evident that TATAs are growing, and the Reliance is diversifying from gold to shoes. Those who already have it can keep growing. However, Mr. Mohapatra began as a novice, and things are difficult now.

Additionally, the majority of people surviving in the business are experts like engineers and chartered accountants. They also possess some experience, etc. Those who came with their wealth without expertise squandered their wealth by writing huge checks.

Family and Support

By the time Mr. Mohapatra began, his father had already passed away. His older brother provided some assistance for him. In general, family support was nonexistent. He is a bit of a lone ranger. However, he was fortunate to have a robust peer network. There would be a senior, batchmate, or junior from his college there working as a responsible government officer. Thus, there was either no delay or very little bribery.

Current Status

With 25 workers, Anand Gases generated rupees 3 crores in revenue during the 2017–2018 fiscal year. The margin varies slightly but is typically 15%. However, we are stable as a small-scale industry with no issues. Bhubaneswar and its environs are home to numerous small hospitals.

Succession Plan

After serving in the Army for a long term, Mr. Mohapatra tragically lost one of his two sons. After leaving TATA to work with him, his older son, who was in charge of the Terra block unit, returned. His daughter completed her MBA and relocated to Kolkata. She worked with him for a few years before getting married. He says, "My son will take it forward. The struggle period is over."

Advice to Entrepreneurs

He advises future entrepreneurs to create ventures with their own money. He says, "If you do not have your own money and depend on a loan, then it is better not to try. The loan is very, very risky."

He took loans only two times; the first time from IPICOL and the next time for a significant expansion from OSFC. He also cites the successful operation of an Odisha mineral processing plant as an example. Their attempt to

construct a captive power plant project through a large debt was unsuccessful. The owner and the manufacturer served as guarantors. They lost everything—even their own home—due to the bank debt. Little ones can make costly errors. Their own money would have been better spent on a small power plant. About fifty of Anand Gases' contemporaries, according to Mr. Mohapatra, might be successful in the Mancheswar industrial park.

Mr. Mohapatra summarized :

> I see my business as a product of significant value; I am able to save 500 lives every day. That gives me peace of mind. I tell that even to my employees that they all will go to heaven after their death. It is a noble work.

Discussion and Conclusion

The business owner, in this instance, has a good education, is technically proficient, and has accepted one of the best positions as a state government motor vehicle inspector—a position he does not particularly enjoy. He attended college in a developed nation and turned down a lucrative job offer after learning more about it. After noticing Mr. Mohapatra's talent, Mr. Biju Pattnaik invited him to join Kalinga Tube. Subsequently, however, Mr. Mohapatra did not like the management of the company that took over Kalinga Tubes. It indicates the independent mindset of an entrepreneur. Often, the entrepreneurial decision-making context is complex and chaotic (Pathak et al., 2022). The entrepreneur's opportunity-seeking behavior is exemplified when he decided to re-commission the plant in a different location. It also indicated the risk-taking behavior to be the first oxygen plant of Odisha, and he was a mechanical engineer without an understanding of oxygen. Entrepreneurs can come from multiple socio-economic-demographic profiles (Kar, 2020). The time of market entry can have stochastic variations.

The most difficult choices an entrepreneur must make in SMEs are those regarding debt (Kar et al., 2022). Entrepreneurs' banking practices and debt decisions are influenced by bankers and the prevailing attitude toward banking (Kar, 2019). Bankers are reluctant to extend credit when they perceive risk. An alternate institutional mechanism may be able to assist with credit availability in such a scenario. Additionally, the desire of Odisha to construct 1,000 enterprises in 1,000 days demonstrated the influence of policy on the promotion of new ventures. The institutional role has been documented in the promotion of entrepreneurship (Kar & Kar, 2022). Mr. Mohapatra, however, dissuades business owners from using borrowed money for ventures. The entrepreneur emphasizes the importance of the Goods and Services Tax and how it is not in line with operating cash flow. This narrative research emphasizes the high cost of land as a factor of production and its impact on limiting the establishment of new ventures.

The business owner, in this instance, grew the company by introducing Nitrox oxide, which is needed in hospitals and has synergistic production. A distinct market sector is intended to be served by the acetylene plant. The second benefit and reason for expansion was the demand for nitrogen to inflate food bags. The entrepreneur's action of pursuing opportunities led to the creation of terra-blocks. Also, it is known that entrepreneurs find opportunities to expand their business in related sectors (Kar & Mishra, 2022). It also, to an extent, involved family members in the business.

Customer credit and collection is a real problem that needs to be addressed. SMEs frequently give credit based on trust that is later violated. Trade credit provided by SMEs serves as a working cash cushion for larger companies. SMEs seeking expansion put too much faith in big businesses and stretch their loans, putting them in danger. This leads to further issues in the supply chain, which might result in bottlenecks and public health emergencies.

In this instance, the entrepreneur introduced new policy aspects. First, there may be discrepancies between a policy's intended and actual use. The industrial site is not used for its intended purpose strictly. The primary goal of

industrialization is not to create hospitals, hotels, or educational facilities. Foreign business owners took advantage of the subsidy, shifted money, and disappeared. Studies reveal that indigenous businesses and proprietors make a more significant contribution to the local economy than entrepreneurs who are immigrants (Sarangi et al., 2022). The role of SMEs as ancillary industries supporting industrialization is highlighted when a hospital enquired about the availability of oxygen before the commencement of the hospital operation. The entrepreneur, in this case, described himself as a lone ranger. Research also indicates that the kin and family support is not encouraging toward entrepreneurship (Kar & Ahmed, 2022). Entrepreneurial resilience promotes performance (Pathak et al., 2023). In this case, the entrepreneur draws additional *raison de'tre* from the social benefit his venture is providing. The social benefit is also known as one of the motivators for an entrepreneur (Kar & Tripathy, 2016).

Limitations of the Study and Scope for Further Research

The subject of entrepreneurship finds narrative research relevant since it presents a problem when observing an entrepreneur over an extended time. Nevertheless, some disregard it because it is not universal. By placing the background in relation to current research and theories, narrative research serves a valuable function in and of itself. It is likely that memories of past events, the weights given to decisions, and the decisions made about how best to convey those memories will all contain some degree of error, especially in older memories. However, the case study's overarching lessons and ability to make sense of things are still applicable. The explanation of entrepreneurial failures is one area where the research appears to be lacking. The case claims that over time, about 41% of Odisha's industrial gas industry failed. Generally speaking, the entrepreneur is held responsible for entrepreneurial failure (see, for instance, Hubris theory). There are further tenable explanations that call for a theoretical foundation.

Authors' Contribution

Dr. Brajaballav Kar conceived the idea and developed a research design to undertake the qualitative study. Soumya Mohapatra extracted research papers with high reputations, filtered these based on keywords and generated concepts relevant to the study. Dr. Adarsh Rath reviewed the draft, clarified relevant portions and edited the manuscript. The interview was conducted transcripted by Dr. Brajaballav Kar. Soumya Mohapatra conducted a secondary data search and analysis. All authors discussed the manuscript.

Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest or non-financial interest in the subject matter or materials discussed in this manuscript.

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