9.1 INTRODUCTION
In this chapter, we will present briefly the summary and the conclusions of my research study, along with the implications of this research for the policy makers at the mills, industry, as well as government level and also for the researchers as well. Towards the end, the future directions for the researchers will be discussed.

9.2 SUMMARY AND CONCLUSIONS

9.21 The objectives of this study were:

a) To examine and understand the relationship between product policy and performance in textile industry.

b) To make an attempt to develop a set of criteria which would help management to take proper product policy decisions.

c) To analyse the factors influencing the product policy decisions with reference to the textile mills.

9.22 On the basis of literature review and the case study analysis of 3 mills, the hypothesis that there is impact of product mix decisions on the performance is developed. This is further examined and tested with the empirical data analysis of the
72 selected mills. On the basis of the statistical analysis it was concluded that product mix decisions has an impact on the performance. It does play an important role in determination of performance. Further, an attempt was made to examine whether predictive models would be developed. It was concluded that no reasonable predictive models could be developed. It was also found that product mix had greater impact on sales than contribution or profits. Thus the sales growth would be affected by the product mix decisions. Sales could be predicted reasonably well with the changes in the product mix.

9.23 On the basis of literature review, analysis of Mill A data, and the applications of analytical approaches, the set of criteria developed, for taking proper product policy decisions, are as follows:

- Market share.
- Market growth.
- Competition.
- Profitability.
- Product Life Cycle.
- Demand.
- Organisation culture.
9.24 The product mix decisions were influenced by synthetic raw material consumption as well as price of synthetic raw material. Cost of cotton prices, also influenced the product mix decisions.

9.3 IMPLICATIONS FOR THE MILLS

It is implied that if the objective of a mill is to achieve, high rate of sales growth, the product mix changes are required. The changes in the product mix decisions, like increasing synthetic production, has a major impact on sales. A mill can apply, the criteria and the approaches developed by the study, to analyse, the existing product policy and to take effective product policy decisions. Since it is a fragmented industry, the strategy developed by Porter (1980) could be adapted by the mills to become successful. The study on the basis of industry data analysis concludes that the structure of the textile industry is of fragmented nature. The strategies recommended to face the fragmented industry are:

- Increased value addition.
- Specialization by product type or product segment or customer type.
- A focussed geographic area.
- Specialization by type of order.
Bare bones no frills - cut down on costs.

Standardization of the diverse market needs, by product or marketing innovations.

Develop economies of scale.

Depending on the culture and orientation, strengths, weaknesses, opportunities and threats, mill could choose one or few of the suggested strategies to become successful.

9.4 IMPLICATIONS FOR THE INDUSTRY

Low profitability of the textile industry as compared to other businesses has prevented the investments and modernization in the industry. So, the industry should aim to change the product mix, improve management, profitability, and the performance to attract investments in industry. The conclusions arrived at by this study is that the industry is of fragmented nature. It is necessary to change the structure of the industry by giving up the traditional approach and management style, attract new young managers and inject new blood in the industry. The industry is dominated by the traditions like wholesalers taking the product decisions which needs to be changed. The industry should become more dynamic and try to cope up and face the competition from the powerloom sector, rather than keep on blaming the Government
policies, cost of raw material, competition for the poor performance of the industry.

9.5 IMPLICATIONS FOR THE GOVERNMENT

The Government should help the industry to come out of the sickness. Textiles is a major industry and Government cannot ignore it. Providing finance alone will not help the industry to come out of the sickness and restore health. The Government should not favour decentralize and art silk mills. All of them to be treated as equal as they are competitors. Government should allow the individual mills to die if they are found to be mis-managed rather than pumping more funds. Nationalization of the mills also not the solution to the problem. That we can see from the poor performance of the National Textile Corporation (NTC) mills. The Government should aim to split the industry into 3 sectors: spinning, weaving, and processing and thus change the textile industry structure.

9.6 FUTURE DIRECTIONS FOR THE RESEARCHERS

For further research, instead of sales mix as an indicator of product mix, one can do the exercise with the actual production figures itself. The assumption in this study is that across the mills
there is homogeneity. One can make an attempt like Bass (1978) to work out with both the assumptions of heterogeneity and homogeneity and compare the results. The finding/hypothesis that product mix has an impact on performance if used as a discreet variable rather than continuous variable needs to be tested and further researched. These are some of the areas where further research could be carried out.

THE END