CHAPTER - VI

FINDINGS AND DISCUSSION

PRODUCTION

EMPLOYMENT

INCOME

TECHNOLOGY

MARKETING

CREDIT
FINDINGS AND DISCUSSION

The findings of the inquiry are presented under the following heads and sub-heads.

A. Production

B. Employment

C. Income

D. Technology

E. Marketing

F. Credit
A. PRODUCTION:

The productivity per loom is found to be 0.43 meter per day. The productivity records a declining trend from 1.86 meter in 1987-88 to 1.18 meter in 1995-1996 and to 0.43 meter in 1998-99.

TABLE - 26

PRODUCTIVITY PER LOOM PER DAY

<table>
<thead>
<tr>
<th>Year</th>
<th>Productivity (in m.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1987-88</td>
<td>1.86</td>
</tr>
<tr>
<td>1995-96</td>
<td>1.18</td>
</tr>
<tr>
<td>1998-99</td>
<td>0.43</td>
</tr>
</tbody>
</table>
B. EMPLOYMENT:

B.1: The character of employment remains discouraging with part-time weavers accounting for 72 percent, while full-time weavers account only 28 percent in 1998-99, while they were 62 percent and 38 percent respectively in 1987-88.

TABLE - 27
CLASSIFICATION OF WEAVERS BY NATURE OF WORK

<table>
<thead>
<tr>
<th>Nature of Work</th>
<th>1987-88</th>
<th>P.C. (%)</th>
<th>1998-99</th>
<th>P.C. (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part - Time</td>
<td>1,74,597</td>
<td>61.97</td>
<td>169</td>
<td>71.91</td>
</tr>
<tr>
<td>Full - Time</td>
<td>1,07,148</td>
<td>38.03</td>
<td>66</td>
<td>28.09</td>
</tr>
</tbody>
</table>
The picture of employment looks more discouraging in Imphal East where the part time weavers account for 78 percent. Imphal West records 64 percent. The low percentage of full time weavers of 28 percent indicates the marginal alleviation given to the weaving occupation a basic and competitive source of employment and occupation. In fact what we experience in the rural economy of Manipur is the emergence of Occupational Multiplicity based on Flex-time. This speaks of the lack of the innovative competition in the weaving sub-sector.

B.2 : As far as working days are concerned, there is substantial difference between the two situations :- “Before Joining” and “After Joining”. The number of weavers, of the range of 26-30 working days a month, records a fairly rising trend from 36 “before joining” in Imphal West to 54 weavers “after joining”.
In the same fashion the number of weavers of the range of 26-30 working days records 23 in Imphal East “before joining” to 28 “after joining”. Better participation is a good sign.

C. INCOME:

The finding reveals a marginal increase in the earnings of weavers “after joining”. It records a marginal increase of 12 percent “after joining” the co-operative societies.

The average earning “before joining” could be Rs. 499 per head per month and it was raised to Rs. 559 “after joining”

It is really interesting to note that Imphal West District does better with percentage increase of 13 percent. However in absolute terms, Imphal East presents a new dimension of performance of Rs. 588 as average monthly earning “after joining” while percentage increase could be only 11.
<table>
<thead>
<tr>
<th>Particulars</th>
<th>Imphal West</th>
<th>Imphal East</th>
<th>Average Earning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before joining</td>
<td>470</td>
<td>529</td>
<td>499</td>
</tr>
<tr>
<td>After joining</td>
<td>530</td>
<td>588</td>
<td>559</td>
</tr>
<tr>
<td>P.C. increase</td>
<td>13%</td>
<td>11%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Imphal East presents another interesting picture in terms of average higher p.c. of the members having income above Rs. 2000/- per month. 13.68 percent of members could earn income of Rs. 2000 and above. This could be attributed to the larger number of 16 weavers engaged in weaving of silk cloth compared with only two weavers in Imphal West. Further 35 percent of weavers in Imphal East worked for 6 to 10 hours while only 21.19 percent of weavers worked for 6 to 10 hours in Imphal West.
Another indirect factor is high income of the family. This category of families (8 families in Imphal East and 3 families in Imphal West) earning Rs. 2,000/- per month and above belongs to the high income family of the range of Rs. 45,000/- to Rs. 50,000/- per annum. This high annual income turns out to be additional factor for better economic foundation.

As regards the availability of financial assistance Imphal East does better with 14.53 percent getting financial assistance, while only 12.71 percent of members in Imphal West obtained financial assistance.

Interestingly enough, in the case of technical knowledge also, Imphal East does better as 11.97 percent do get better technical knowledge while only 5.93 percent of Imphal West get the same knowledge.
TABLE - 29

INCOME EARNED AFTER JOINING SOCIETY

<table>
<thead>
<tr>
<th>Income (in Rs.)</th>
<th>Imphal West</th>
<th>Cu. Freq(%)</th>
<th>Imphal East</th>
<th>Cu. Freq. (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>P.C.(%)</td>
<td>No.</td>
<td>P.C.(%)</td>
</tr>
<tr>
<td>0 - 500</td>
<td>86</td>
<td>72.88</td>
<td>72.88</td>
<td>96</td>
</tr>
<tr>
<td>500 - 1000</td>
<td>4</td>
<td>3.39</td>
<td>76.27</td>
<td>0</td>
</tr>
<tr>
<td>1000 - 1500</td>
<td>24</td>
<td>20.35</td>
<td>96.62</td>
<td>0</td>
</tr>
<tr>
<td>1500 - 2000</td>
<td>2</td>
<td>1.69</td>
<td>98.31</td>
<td>5</td>
</tr>
<tr>
<td>2000 - above</td>
<td>2</td>
<td>1.69</td>
<td>100.00</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>118</td>
<td>100.00</td>
<td>117</td>
<td>100.00</td>
</tr>
</tbody>
</table>

D. TECHNOLOGY:

One of the important findings of the investigation is the application of traditional technology of fly shuttle. 82.31 percent of the weavers use fly shuttle, followed by 15.35 percent accounted for by the loin loom. The application of improved variety appears insignificant accounting for 2.31 percent only. It is not a surprise that only 13 percent of the members could receive assistance in terms of technical know how and designing. It must
be noted in this connection that improved technology is most crucial input not only for large scale production but also for meeting the changing taste of consumer. Of course, the initial capital investment is fairly high in the case of machine/semi automatic looms. But improved technology remains the major concern for the revitalisation and restructuring the handloom sub-sector in the face of competition of the mill made textile production. The upgradation of multiple skill should be very important area of improvement.

The application of traditional technology of fly shuttle to the extent of 82.31 percent of the weavers may also explain the low productivity of handloom stated above. In fact, there is no production-effort integrated with technology driven lines. When we talk of improved technology, it has three major implications:
(i) Availability of appropriate technology,

(ii) Availability of adequate knowledge about the machine, adequate capital and

(iii) Larger mental horizon and greater market interaction.

One cannot reap the economies of scale in the absence of optimum firm size and improved technology. Therefore, any attempt to improve technology should be followed by a new policy of human resource development. In fact, both technical efficiency and efficiency of manpower should go together. As such, the policy for adoption of better technology should be proceeded by a well-designed human-resource development. There is a need for a happy matching between skill-structure and technological structure.

E. MARKETING:

While marketing becomes very important in the overall attempt, it is found that only 14 percent of the members under investigation could receive assistance in terms of marketing facility. In other words, only 14 percent of the members did not face the marketing problem of their output.
Most of the societies operate in the village economy. The networkings of the of marketing channels are fairly distorted and weak. Therefore, market response is not encouraging. The weavers suffer largely because of distortion and imperfection of the market. The co-operative societies are expected to provide the link to make the market more regulated, fairly responsive and remunerative. In other words, the market efficiency is one of the important instrument and for ensuring better returns on the investment made by the weavers. By and large, most of the marketing problems is not adequately taken care of. There is a need for streamlining the heirarchy of market from the local market to international market.

F. CREDIT:

The investigation reveals that 15 (fifteen) societies get financial assistance accounting for only 12.71% in Imphal West. Imphal East 17 societies receive financial assistance accounting for 14.53 percent. Not only the percentage of the society is low, the quantum of assistance is also found fairly low. The average assistance is Rs. 3500/- per member while the minimum is Rs. 2000/- and the maximum Rs. 5000/-.
DISCUSSION ON PRODUCTION:

On the whole, right from 1987-88 to 1998-99 the trend of productivity is not encouraging as indicated in Table - 26 and Graph-20 above. There are many responsible factors for the undesirable trend of production in the weavers co-operative societies.

It is a fact that production is the outcome of interaction of various inputs and organisation of skill. Therefore, when discussion is made about the behaviour of production, reference is to be made to various inputs and factors. Of course, an attempt is also made as a part of exercise (thesis) to explain the concerns on income, technology, marketing and credit also. Keeping this fact of interaction in view, attempt has been made to explain the trend of production of handloom weavers co-operative societies in Manipur.

In the course of investigation and field visit, it has been found that most of the weavers work as part time weavers with less professional outlook. Most of the women, right from the morning devote themselves to domestic affairs, such as child care, kitchen care and housekeeping which are also equally heavy. When both brain and body are considerably tired they start working on the loom.
From time to time they are interrupted when there are unexpected and unguarded domestic problems. As a matter of fact, in the absence of domestic helper system in Manipur, the housewife (member of the weaving co-operative societies) is overall custodian of the organisation of the family. Hence, she is confronted with the allocation of time; time to be allotted to economic activity and time to be allotted to management of family. In other words, the existing social order where a housewife practically manages all activities in the family, becomes a constraint on the production trend of the societies particularly in this age of rising commercial competition from mill-made yarns. It now appears that the flex-time theory is seen in the weaving sub-sector. This has also resulted in the limited scale of production with static design and innovation. By and large, innovation and design are possible under stimulating influence of competitive production and professional maturity.

The second factor could be lack of sound commercial organisation of the society. It has been noticed that the societies do not function as commercial enterprises based on professional norms,
the financial discipline and written bye-laws. From time to time, one also finds the problem of vested interest of a handful few who tend to dominate the process of decision making, operational plan and implementation. The broad based discussion among the members with reference to competitive market is fairly low. For example, mention may be made of societies where prolonged continuation of the *one-man institution* is visible. They are:

1. Kongpal Porompat Weavers Co-operative Society Ltd.  
   Kongpal Kongkham Leikai,

2. Chingonglei Makhong Weavers Co-operative Society Ltd.  
   Thongju Maning Leikai,

3. Khurai Sajor Puthem Leikai Weavers Co-operative Society Ltd.,

4. Ima Leimarel Sidabi Weavers Co-operative Society Ltd.,

5. Top Leirak Siva Weavers Co-operative Society Ltd.,  
   Keishamthong
In the above societies the President/Secretary continue to become President/Secretary for more than 8 to 9 years as against the normal terms of 3 years.

Another interesting finding is the use of land, either by Chairman or Secretary for the construction of office building and workshed of the societies. The process is very simple. The private land of Secretary or President is hypothecated in the name of co-operative society on paper. Now the land legally belongs to the co-operative societies. Office building and workshed are constructed on the land. The members of the family continue to avail of the benefit of accommodation for various purposes in the buildings and worksheds constructed on the land. Cosy kitchens, drawing room, bedrooms are seen in the premises of the building constructed for the co-operative purposes. In fact, the dwelling purpose of the house remains intake. As such the purpose of work-shed and office becomes secondary. In other words, the private land has been made use of with the help of loan from the National Co-operative Development Corporation (NCDC). This has been the trend of the most of the co-operative societies in the valley districts of Manipur. Two more important considerations may also be taken note of.
In the valley the availability of land is difficult. Nine out of the
tenth of the total geographical area belong to the hill area. The
man-land ratio is one acre in the valley. The scarcity of land is
age-old issue in the valley with rising density of population.

There is also a feeling among the important functionaries
of the co-operative societies for having the office within their easy
reach. Therefore, the vested interest has been reinforced by the
considerations namely (i) scarcity of land in the valley and (ii)
administrative convenience.

It may also be mentioned that production depends upon
the departmental efficiency of the Government. In this connection,
the picture of Manipur looks dismal. The economic atmosphere
has been largely disturbed by the unabated practice of “improper
payments, defaults and leakages”. This is what the modern social
scientists call “corruption”. The problems are very deep rooted and
the foundation of production is equally affected by the undue
temptation of the improper payments (bribery, nepotism and
favouratism). The economic relation of the production has been
made very costly. It is not a surprise that in Manipur a new
phenomenon of link man has developed. These linkmen have been acting as a go-between. Payment has to be made for their unfair services. In fact, some of the Secretaries and Chairmen of the co-operative societies act as link-man — not as builders of the societies. In these cases, the production is bound to suffer.

It is equally interesting to have reference to a list of members of the weaving co-operative societies belonging to the same family and near relatives. The intention is very simple. The promoter of the society particularly secretaries and chairmen have a tendency of getting the expected benefits monopolised within the limited framework of family members and relatives. In some cases, the societies have become a new form of individual property and a mere family enterprise. Thus, the consideration of competitive production becomes secondary while the primary consideration is to get full advantage of loans, grant and subsidies. As a matter of fact, the weaving co-operative societies are expected to undertake various activities of innovation, design, marketing, institutional linkage with financial institutions. This has become a new imperative in this era of professionalisation, projectisation and specialisation.
A time has come for us to treat the co-operative units as competitive enterprises which must act within the prescribed norms of scientific laws and research. Mention may also be made of some successful co-operative enterprises like Anand Milk Union Limited (AMUL), Gujarat.

AMUL Gujarat, the in-house Research and Development (R & D) has been introduced to identify the competitive elements of production within co-operative fold. Although, Manipur is said to be the land of handlooms and handicrafts, much headway has not been made because of the lack of innovative character of the organisation. This can be tackled only when the State has a separate Handloom Directorate and a separate handloom policy in the light of competitive impulses and aggressive commercialisation after 1990s. In other words, it may now be necessary to suggest a new orientation of the public authorities including the chief functionaries of the co-operative societies.

There is another important factor for the low rate of production in the Handloom sub-sector. The availability of raw-material particularly yarn is undoubtedly a problem. In other words, while production depends upon the efficient forward and backward
linkages i.e. the efficiency of input and output markets, the production of the weaving co-operative societies in Manipur has been experiencing the problem of fluctuating supply of yarn. The yarns of various kinds required by the weaving co-operative societies come from different states like Assam, Maharashtra, Tamil Nadu, West Bengal, Uttar Pradesh etc.

The supply is controlled by a few merchants. It may be interesting to mention that the yarn supply in Imphal market is in the hands of a few businessmen. Of course, attempt was being made by the Government of Manipur to ensure the supply of yarns by establishing the Spinning Mill Corporation at Loitangkhunou long back in 1971-72. But, unfortunately the spinning mill ceases to operate. The supply has stopped. The mill has been closed. The workers are on strike. The machines remain idle. Yarn is not forthcoming. In other words, the concerted attempt made by the Government of Manipur to meet the rising demand of yarns of the weavers has not delivered goods.
The above fact of the input market (yarn) is one of the serious constraints on the diversification of production. While some of the weavers have commendable skills of diversified production of competitive designs, production remains impossible with limited availability of yarns. As such the production suffers. Some of the societies operate pathetically.

It is also mentioned that production depends on various factors of production such as number of weavers, raw material, organisation, income, marketing, technology, design, finance, efficiency of concerned departments etc. Elaborate discussion has been made on the findings on technology, credit and marketing separately.

**EMPLEMENT**

Employment implies gainful utilisation of available resources including manpower. The performance of a productive unit is intimately associated with the programme of utilising the available resources. The question is very simple. How far the available manpower is gainfully and fully utilised? If they are not
fully utilised we have a problem of underemployment. Now, what we find in the course of investigation in the area of employment is extensive presence of part time weavers. The part time weavers account for 72 percent while the full time weavers 28 percent.

The duration of employment depends upon a number of factors like social system, technology and returns (income). As far as the social system is concerned as stated above, there is no “helper system” in Manipur as we find in some states of the country. We also have largely a joint family system where the important lady of the family is socially required to look after multiple activities both for stability and welfare of the family. She is the partner of the family. She is the mother of the family. She is the custodian of the family. She is the entrepreneur/manager of the family. In other words, she is involved in the determination of the fate of the family. In fact, very marginal time is left with her to act as a full-time weaver in view of multiple responsibilities mentioned above. Weaving has just become a way of life and a tradition of Manipuri families in the valley as well as in the hill areas. The tradition of weaving skill gets
transferred from generation to generation. Even without formal
teaching one acquires traditional skill of competitive weaving. Their
products are excellent. The design is attractive. The colour is
captivating. However, they operate within the confines of the locality
with less interaction with larger national and international markets.
It is a well known fact that occupation undertaken as a way of life
cannot compete nationally and globally as the object of production
is normally to meet the domestic requirement and almost the local
requirement. Besides, the geophysical isolation, it appears, has
greatly influenced the localised production rather than competitive
production on a large scale. It may also be mentioned that the level
of the economy of Manipur has been survival oriented with low
per capita income of Rs. 6,930 in 1991-92. But in the rural areas,
the range of gainful employment opportunity is restricted to
agriculture, fisheries, forestry and weaving only. The source of
income from these primary sector is not only limited but also the
rate of increase is low. Now, most of the part time weavers are
involved in occupational multiplicity without much importance
being given to professional competence on large scale.
INCOME:

Income represents the level of commercial achievement of the economic activities of the weavers. It also speaks of the degree of incentive they enjoy. Above all it also indicates how far they can create surplus income for reinvestment for better performance in future. *Hence, finance is said to be key to growth & development* (World Development Report 1992).

Looking from this angle, the investigation reveals better performance in Imphal West in terms of percentage increase (13 percent). But in terms of absolute amount as average earning of a member per month Imphal East does better with Rs. 588/- as monthly average earning. However, in terms of percentage increase, it is only 11 percent. The average earning of the two districts could be Rs. 559/- after joining and percentage increase could be 12 percent. Now, one could like to ask a simple question. Could a member of the family meet all her requirement for survival and development with only Rs. 559/- per month while we are facing mounting problem of price rise on all fronts? In other words, the income earned by a weaver is too meagre to meet his/her own
requirement, — not to speak of development activities. This certainly could be one of the reasons why the weavers would like to undertake various other activities to supplement their income. This is what they are facing today. In other words, the low average earning of a member per month also explains the tendency for part-time weaving.

D. TECHNOLOGY:

Technology is said to be the engine of development process. It means the way and technique by means of which the work gets done. Efficient technology reduces the burden on the workforce and also reduces the cost of production in the long run. Technology also sensitises the workforce and enlarges the vision of greater scale of production. When we talk of application of technology, it implies a defined skill and operational acumen. It has now been recognised as a Superfactor in Western countries in view of its tremendous influence on the actualisation of production.
By and large, the traditional fly-shuttle is the principal technology in the weaving sub-sector in Manipur. The productivity of the technology has now been questioned. Of course, attempt is being made to update the technology.

**TABLE NO. - 30**

**TECHNOLOGICAL CHANGE TABLE**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Particulars of Loom</th>
<th>No. of Loom</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Loin Loom</td>
<td>40</td>
<td>15.38</td>
</tr>
<tr>
<td>2.</td>
<td>Fly Shuttle Loom</td>
<td>214</td>
<td>82.31</td>
</tr>
<tr>
<td>3.</td>
<td>Semi-automatic and other improved loom</td>
<td>06</td>
<td>2.31</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>260</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

The investigation reveals the application of traditional technology of fly shuttle loom to the extent of 82.32 percent and also that 15.38 percent is accounted for by the loin-looms. Both techniques cannot come under modern technology. Semi-automatic and other improved machines account for only 2.31 percent. In some states of the country, the application of modernised looms
such as semi-automatic, Jacquard, jalla, dhobiloom, etc. has been made by way of updating the technology. In this connection, reference may be made to the difference of productivity between fly-shuttle and Jacquard. Normally, under the given circumstances, a weaver, with a Jacquard can produce a Sari with border design worth Rs. 300/- within two days while a weaver with the fly-shuttle takes about 15 days to produce one Sari. In other words within 15 days a weaver with a Jacquard can produce seven saries worth Rs. 2100/-. So one can produce 14 saries worth Rs. 4200/- per month. To that extent, the productivity is low in the case of traditional technology of fly-shuttle. Therefore, there is an urgent need for encouraging the extensive application of Jacquard technology. This calls for a new technology policy of the State with appropriate focus on the modernisation of technology. It may also require the institutional credit support in view of higher cost of the improved loom.

However, the investigation reveals an interesting finding in favour of adoption of modernised handloom technology by the younger group of weavers age 18 to 45. The weavers of the age group of (45+) express a visible reservation on the application of improved technology merely on the ground of fear of failure.
In fact, to tide over this problem arising out of psychological fear one may suggest a planned process of change starting from sensitisation, motivation, awareness campaign, demonstration and training before the weavers are actually placed at work. In fact, in response to the competitive technical character of modern development, a comprehensive programme for human resource development with necessary focus on the “man and technology” in the new context may prove rewarding. The task of change should also accommodate the dynamics of global change.

It is in the context that one would like to have a reference to the level of dyeing, designing and finishing/quality control. The competitive production does not end only with production. It goes beyond that. What we are going to produce should be well-designed, with attractive colours and lasting finishing (Quality control). Of course, these exercises come under the modern terminology - “Total Quality Management”. But, the crux of the issue is the appropriate technology and organisation of skill to step up the productive process possibly with economies of scale. Right now, the societies are not maintaining the appropriate technology for dyeing, designing and finishing. They lack common organisation. It is by and large led by individual weaver who undertakes knowledge intensive tasks with visible difficulties.
Therefore, when we talk of improved technology, it should cover not only the techniques of production but also the technique of dyeing, designing and finishing. Even one can go to the scientific technique of marketing as such. It has been rightly said that unless the existing level of low technology is replaced by the modern technology, both scope and scale of handloom production may suffer. One example may be cited about the half hearted attempt of the Government of Manipur regarding the introduction of new technology.

Under the scheme of NCDC a semi-automatic machine and Burmese Loom was given to one society viz, the Ima Leimarel Sidabi Weavers Co-operative Society Ltd. Ingudam Leirak, Sagolband, Imphal West in the year 1987.

The machine has been designed to multiply the production with maximum economy of time. This semi-automatic machine remains idle/unused in a big room of the society. The interaction with the functionaries of the society disclosed the lack of systematic and scientific training as major factor. Lack of scientific plan of training about the use of the machine has resulted in the fear of failure. They feel uneasy to get closer even to the loom.
GENERATION OF HANDLOOM TECHNOLOGY IN MANIPUR

FIRST GENERATION LOOM: PANG IYONG (THROW SHUTTLE LOOM)

SECOND GENERATION LOOM: FLY SHUTTLE LOOM
THIRD GENERATION LOOM: FLY SHUTTLE LOOM WITH JACQUARD APPLIANCE
FOURTH GENERATION LOOM: SEMI-AUTOMATIC
FOURTH GENERATION LOOM: SEMI-AUTOMATIC
FOURTH GENERATION LOOM: SEMI-AUTOMATIC
MARKETING:

It is observed that almost 99 percent of looms under investigation are commercial looms. Of course, two/three pieces of production of a loom are retained for either domestic use or a sample for future production. Thus, commercialisation of loom is quite evident to a large extent. But the question before us is whether the commercial production so made for the purpose of sale in the market do have ready market at remunerative price. It is also seen that two prominent sections in the central market of Manipur Khwairamband Bazar, take full advantage of the distress sale of the individual producers although they are members of the society.

It is really a painful experience that out of 235 societies investigated, only 3 societies are found to be involved in marketing activities of their own products. In other words practically the co-operative societies are running mainly for the purpose of production with negligible attention to the marketing system. We have co-operatives, but no marketing co-operatives based on set principles of large scale marketing. This has been one of the major hurdles on the expansion/diversification of production of the societies in Manipur. The exercise also reveals less efficiency in organisational network.
Further investigation reveals another interesting point of lasting significance. There has been debate in Manipur whether marketing is a problem or production is a problem or both. The interaction with the co-operative marketing agencies in Manipur, e.g. Manipur State Handloom Society, Manipur Handloom and Handicraft Development Corporation, Manipur Development Society etc. unfolds a fact that marketing is not a major concern about the development of Handloom sub-sector in Manipur. The modern technique of marketing begins with the formal identification and communication of the quantum of goods required in different places. This has to be followed by the supply of physical goods within the specific time-frame. Once we are able to despatch and deliver standard commodities within stipulated time, one does not experience marketing problem.

This is **Demand Driven** approach. This is not supply driven approach. In other words, we have to produce the desired quantity of goods only when proper assessment and quantification of market has been made. In Manipur, in the absence of market assessment, orders from domestic foreign firms cannot meet the rising demands. It appears that the ultimate weavers are not aware of how much they are going to produce. Even if they are aware of
A VIEW OF OBSERVATION ON THE INTERACTION BETWEEN 
PRODUCT DESIGN AND CUSTOMERS' DESIRE

A VISIT TO THE SALES DEPOT OF A WEAVERS' 
CO-OPERATIVE SOCIETY
the quantity and quality, they are not in a position to produce because they do not have working capital and appropriate technology to produce the clothes in large scale. Hence, one finds a missing link between the firms which get order and the ultimate weavers who actually produce.

**CREDIT:**

The importance of credit can hardly be overemphasized in the development of any productive unit. Credit has generalised purchasing power. Hence the financial planning of the society is as important as physical plan. The importance of credit is visibly high in the co-operative societies operating at micro level. The investigation reveals that 15 (fifteen) societies get financial assistance accounting for only 12.71 percent in Imphal West. In Imphal East 17 societies receive financial assistance accounting for 14.53 percent. Not only the percentage of the society is low, the quantum of assistance is also found fairly low. The average assistance per member is Rs. 3500/-, while, the minimum is Rs. 2000/- and the maximum Rs. 5000/-. The low quantum of assistance and also low percentage of members who receive credit facility explain the limited scale of production. In fact, the societies in Manipur, it appears, cannot avail of the benefit of economies of scale because of lack sufficient credit support.
It may be noted that the low cost of production and large scale of production go normally together. But it is not possible without adequate quantum of credit. The low quantum of credit could also be responsible for the minimum monthly earning of Rs. 559/- per month. If other factors remain the same, the quantum of earning depends upon the quantum of investment. In this age of competitive diversification it becomes necessary to review the credit policy of the weaving co-operative societies. In this connection, the district credit planning being, undertaken by the lead banks should identify the area of importance and the credit requirement in the context of the development of the handloom sub-sector.

### TABLE - 31

**TYPES OF ASSISTANCE**

<table>
<thead>
<tr>
<th>Types of Assistance (Code)</th>
<th>Imphal West</th>
<th>P.C. (%)</th>
<th>Imphal East</th>
<th>P.C. (%)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>50</td>
<td>42.37</td>
<td>35</td>
<td>29.91</td>
<td>85</td>
</tr>
<tr>
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<td>15</td>
<td>12.71</td>
<td>17</td>
<td>14.53</td>
<td>32</td>
</tr>
<tr>
<td>2</td>
<td>20</td>
<td>16.95</td>
<td>35</td>
<td>29.91</td>
<td>55</td>
</tr>
<tr>
<td>3</td>
<td>7</td>
<td>5.93</td>
<td>14</td>
<td>11.97</td>
<td>21</td>
</tr>
<tr>
<td>1,2</td>
<td>3</td>
<td>2.54</td>
<td>4</td>
<td>3.42</td>
<td>7</td>
</tr>
<tr>
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<td>1</td>
<td>0.85</td>
<td>2</td>
<td>1.71</td>
<td>3</td>
</tr>
<tr>
<td>2,3</td>
<td>0</td>
<td>0.00</td>
<td>2</td>
<td>1.71</td>
<td>2</td>
</tr>
<tr>
<td>2,4</td>
<td>3</td>
<td>2.54</td>
<td>2</td>
<td>1.71</td>
<td>5</td>
</tr>
<tr>
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<td>2</td>
<td>1.69</td>
<td>3</td>
<td>2.56</td>
<td>5</td>
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<tr>
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<td>0.00</td>
<td>2</td>
<td>1.71</td>
<td>2</td>
</tr>
<tr>
<td>2,3,4</td>
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<td>14.41</td>
<td>1</td>
<td>0.85</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>118</strong></td>
<td><strong>100.00</strong></td>
<td><strong>117</strong></td>
<td><strong>100.00</strong></td>
<td><strong>235</strong></td>
</tr>
</tbody>
</table>

0 - No Assistant, 1 - Financial, 2 - Raw material, 3 - Technical know, 4 - Marketing