Chapter VIII

SUMMARY, CONCLUSION AND POLICY
SUGGESTIONS

8.0. CONCLUSION:
Silks of Bengal were much acclaimed over the world since ancient times. Among them the most well known silk sari is, which carry its legendary name is Baluchari, a product of exquisite design and fabulous weaving technique. The present work has been devoted to the development of this beautiful product of Bengal.

8.1. SUMMARY OF THE WORK AND TESTING OF HYPOTHESES:
The literature, the researcher’s ideas and data are interwoven in the eight chapters of this work. Now, the purpose of the investigator is to review the legitimacy of the contribution of the present work.

8.1.1. Summary:
Here, brief highlights of the chapters will help the readers to summarize the present work.

8.1.1.1. Chapter 1:
The chapter at first gives a brief but clear idea about the location of the study area i.e. the settlement of the Silk weavers (especially Baluchari weavers) in Bishnupur. Then the readers are introduced with the research problem of the present work. After this discussion, the chapter deals with the problems faced by the investigator during her work which have made some gaps or lacunae in the work, obviously these gaps provide scope for further study. Then the chapter discusses the aims and objectives of the work, and also the hypotheses and issues regarding the survival of the Baluchari craft. After this, the author has given a detail account on the overview of literature, which has been used as the secondary data base for the present work. These References have been presented by dividing them in two sections, i.e. a) References in printed form and b) on-line References. The first section has been divided in five sub-sections: i) References on Bishnupur, ii) References on silk, iii) References on social, cultural and economic history of India related to sericulture and silk industry, iv) References on industry and v) References on survey and mathematical calculation. After the overview of literature come the account for sources of data and period of
study. The next section depicts the questionnaire-survey and interview based methodology of the work. Then further scope and limitations of the work have been discussed and lastly organization of the study has been depicted.

8.1.1.2. Chapter 2:
This chapter deals with all the technicalities, like definitions, properties, characteristics, classifications, history and also present conditions of Textile industry and obviously of silk. This chapter is divided into six sections, the first section analyses the significance and the characteristics of the textile industry. Here some useful and relevant definitions and classifications of the textile fibres have been discussed.

The second section deals with physical and chemical properties of silk, the main raw material of the Baluchari industry.

The third section describes different processing steps of the silk yarn prior to weaving, i.e. silk-reeling, throwing and weighting. Several processes of purifying silk filament i.e. scouring and bleaching and processing, for which the customers are attracted to the silk material, dyeing and softening have also been discussed here.

The fourth section has discussed the processes of silk weaving. Since Balucharis are woven in handloom only, the discussion here is restricted only within the handloom processes and is not extended in power loom. Motions of weaving, parts of handlooms, several types of handlooms and the processes of pattern weaving are described in this section. Here the most important thing is that the readers of this work becomes acquainted with the jacquard machine (by which Balucharis are woven today) for the first time while going through this work. This section also has tried to find out the main obstacles for the weaving community or the industry personals for not weaving Baluchari in power loom.

The fifth section briefly analyses the historical aspects of the silk industry all over the world, especially in some Asian countries like China, Japan, Persia and some European countries like Italy, Greece, England and also the American colonies and Egypt. This section gives a temporal analysis from the ancient silk route to the modern day’s situation in the silk industry.

The sixth section deals with the history of silk industry in India. The section has been further split into four sub-divisions. Here ancient References in Indian mythology and historical evidences have been discussed briefly. Then evidences of medieval periods
are referred. The discussions on the conditions of silk industry in British period are comparatively vivid. Here situations in Eastern, Western and Southern India are discussed separately giving special attention on the Bengal silk industry. While analyzing the conditions of the industry in the modern India; first the strengths and the weaknesses of the modern silk industry have been discussed. Then the readers can know about several producing centres of the famous silk items of India, like Banarasi brocade, Patola, Paithani, Maheswari, Chanderi, Bomkai, Ikat, Narayanpet, Gadwal, Chinnon, Kancheepuram etc., then two important aspects of modern silk industry have been discussed. These aspects are:

1. The role of sericulture and silk industry in Indian economy as a whole and
2. Impact of recent recession in World Economy on Indian silk production and export.

As the study area of this work, Bishnupur is situated in West Bengal; this section lastly has given a brief report on the situation of sericulture and silk weaving industry of the state.

It is expected that, since this work is based on different aspects of Baluchari, a special type of handloom-woven silk cloth, the readers will be equipped with some relevant knowledge about the silk weaving as a whole, after going through this chapter.

8.1.1.3. Chapter 3:
This chapter deals with several points associated with Baluchari. By the arrangement of these points the chapter can be divided into two parts.

First part deals with several characteristics of Bishnupur, the study area. The points discussed here are, a) a brief account of Bishnupur, the present place of Baluchari (the physical features, communication and infrastructure), b) history of Bishnupur, c) cultural background of Bishnupur and d) silk-weaving history of Bishnupur.

The second part of this chapter deals with the story of textile as well as Baluchari. The points discussed here are: a) the textile traditions of West Bengal, b) the story of Baluchari (i) evolution, ii) the golden age, iii) period of ill fate, iv) Impact of the colonial rulers, v) Resuscitation of Baluchari, c) Making of Baluchari: (i) Rehanking, ii) De-gumming, iii) Dyeing, iv) Looms, v) Designing and d) Baluchari economy.

8.1.1.4. Chapter 4:
In this chapter the readers of this work come to know about the category of the weavers. Artisans in India as well as in West Bengal can be divided under two groups, one within Khadi sector and another outside Khadi sector (i.e. cooperatives, self help
groups, handloom cluster and the private sector). Khadi sector is under the Ministry of Micro, small and medium enterprises, Government of India and non-Khadi sector operates under the Ministry of Textiles. In many cases, there is lack of consistency among the schemes introduced by both the ministries. This chapter gives description of various schemes for the financial and social benefit, training of the weavers, marketing of the handloom products, quality control measures for the items etc. This chapter also throws light on the lacuna in the implementation of these schemes on the weavers as a whole and also among the Baluchari weavers.

**8.1.1.5. Chapter 5:**
This chapter has analyzed the prospects of Baluchari to capture its potential market on the backdrop of a brief profile of domestic household market of Indian textile. Then the chapter gives a comparison between the handloom sector of West Bengal and the Baluchari industry of Bishnupur. In the next part reasons for low market share of Baluchari have been analyzed on the basis of primary data collected from customers, silk – wholesalers and retailers both from private and government sector.

**8.1.1.6. Chapter 6:**
This chapter at first has given a brief SWOT i.e. strength, weakness, opportunity and threat account of Indian handloom. Then it provides a detail discussion on the vicious cycle of the business operation in Baluchari industry. The chapter discusses the factors responsible for less demand of Baluchari in the market in comparison to other substitute commodities in the domestic market, the escalating production cost of Baluchari weaving resulting in less profit and also the reasons for absence of effort in product diversification or introduction of any new innovative technology with respect to Baluchari manufacturing and the causes behind low rate of capital investment and absence of energetic entrepreneurship.

**8.1.1.7. Chapter 7:**
The socio-economic condition of the Baluchari weavers has been depicted in the first section of the chapter. This chapter has tried to find the ways to revive the Baluchari industry from the threat of extinction. It has discussed the steps to break the low level equilibrium trap and how the weavers can come across their break-even points regarding making profit in Baluchari business.
8.1.1.8. Chapter 8:
This chapter gives the summary of the present work and has tested the hypotheses given in the first chapter. Then the chapter gives the strength-weakness-opportunity-threat analysis of Baluchari and also a critical appreciation of the government policies. After that the investigator has proposed some humble suggestions for the development of Baluchari industry and she has also highlighted the scope for further study.

8.1.2. Testing the hypotheses:
The present work has followed the hypothetico-deductive approach, which involves the development of a theoretical structure or framework prior to its testing through empirical evidence. (Brannick and Roche, 2007) Then variables and measurements prove the reliability and validity of the said framework. This work has framed six hypotheses in the first chapter which are to be tested here.

a) Hypothesis no.1: Art of weaving Baluchari by handloom is very much complex and needs tremendous skill and expertise on part of weavers and at the present level of technology power loom has not yet been able to produce an original Baluchari. Single lift jacquards with 150 to 300 needles are commonly used to weave the body of Baluchari with dispersed 'Butties' or small figures. The borders and the loose ends or 'anchal' of Mina Balucharis with complex design are generally woven in jacquards with 400 needles. So the weavers are compelled to combine two machines to weave the body and the borders and anchals separately. This process consumes much time, toil and physical strength. The weavers regret that if they could be able to weave Baluchari in a 600 no. of jacquard then it would be possible to weave a single Baluchari in a single machine. But the problem is jacquard with 600 or more needles can not be pedaled by mere physical strength of a weaver, because the machine becomes very heavy. The weavers said to the investigator that they need such a handloom in which the pedaling of the treadles will be done with electric power. But the investigator came to know from the engineers that as the motion of treadles and pedals are associated with all other motions of a loom, if pedaling is done with electrical power, and then the loom will no longer be a handloom, but will automatically become a power loom. The readers of this work can think in this stage that weaving of Balucharis with complex and modern designs can be very easily done by power loom because
here jacquards can be attached with unlimited number of needles. But the thing is not so easy in the real world. A power loom can produce repetition of same design in a bulk. In the anchal of a Baluchari a big square design is placed in the centre and small square designs are arranged as panels around the four sides of the big designs. The variation of the sizes of the squares in a same row is very difficult to weave in a power loom. Thus power loom can weave a sari very much like a Baluchari, but it can not copy the original pattern of a typical Baluchari. Thus first hypothesis has been proved by empirical evidence.

b) **Hypothesis no.2:** Art of weaving Baluchari has come across many transformations in techniques, traditional and cultural themes through a long journey from historical past to modern days. Historical evidences put forward that Baluchari took its birth during the reign of Murshidkuli Khan, the famous Nawab of Murshidabad (1704). Royal patronage began to dwindle down in 1757, when Nawab Siraj-Ud-Daula was defeated by the East India Company in the Battle of Plassey. Thus Baluchari weaving enjoyed its golden age for around fifty years. A revival in recent times, of Baluchari has led to nationwide as well as world wide popularity and renewal of interest among the consumers. The resuscitation of Baluchari weaving was occurred only after independence under the Central Government-scheme of revival of ancient textile-tradition of India in the later half of 1950s. Under the leadership of the three persons, the-then Director of the Indian Textile Design Centre (Kolkata Region), Sri Subho Tagore, founder of the Craft Council of India Srimati Kamala Devi Chattopadhyay Sri Hanuman Das Sarda, director of the Bishnupur Silk Khadi Seva Mandal, a centre of the All India Khadi and Village Industries Commission, a textile designer named Akshay Kumar Das Patranga invented the process to weave Baluchari and under his supervision Sri Gorachand Diyashi, a weaver had woven the first Baluchari by a jacquard loom in 1957. These five persons have placed their names in the cultural history of Bengal as well as India. Thus the second hypothesis has been proved to be correct by historical evidences.

c) **Hypothesis no.3:** There remain some big lacunae between the schemes framed by both the Government of India and the Government of West Bengal and their proper implementation in case of Baluchari.
As the cooperative movements and khadi movements are running very poor in Bishnupur, majority of the artisans belong to unorganized sector and they are earning their livelihood under cruel money lenders. There is no self-help group in Bishnupur and the mini handloom cluster formed recently is not running smoothly due to many reasons. Thus the ways by which government’s benediction can reach to the Baluchari artisans are practically blocked.

d) **Hypothesis no.4:** Despite all its potential to capture the domestic and international textile market, market share of Baluchari in comparison to other substitutes is surprisingly low.

The investigator has collected primary data from the customers of silk, big retailers and wholesalers of silk and also silk-centric festivals and fairs. From these data analyzed in chapter fifth, the fourth hypothesis has been proved to be correct.

e) **Hypothesis no.5:** Baluchari industry is suffering from a vicious cycle of business operation.

Major findings of the investigator regarding the problems of Baluchari are as follows:

Demand of Baluchari is low because, a) consumers have no feeling of pride about Baluchari, as they are not aware about the historical and traditional value of Baluchari, b) as Baluchari has a large number of close substitutes in market, a small price hike will cause big curtail in market demand due to high price elasticity, c) consumers who belong to the monthly income group of higher than 20,000 rupees, do not like to purchase Baluchari much due to monotonous design and colour, and d) consumers who belong to the monthly income group of less than 20,000 rupees; do not like to purchase Baluchari much due to high price. In addition, production cost of Baluchari is high due to, a) high installation cost of loom, b) inadequate supply of high-quality silk thread in reasonable price due to neglect in sericulture, c) thread-traders undesired control over the thread market, d) problem in designing, e) lack of advanced technology and f) Government tax on Baluchari. Thus profit is less in Baluchari business. Presently the rate of interest, marginal efficiency of capital, situation of cost and productivity of capital goods and also product and process innovation are not in favour of Baluchari business. As a consequence there remains very low rate of capital investment in the Baluchari business. At
the same time, less attention in innovation in Baluchari manufacturing is caused by a) failure to adopt improved rationalized methods and b) failure to generate more entrepreneurs from the weaving section. Thus product diversification is practically absent. For all these reasons market of Baluchari could not expand and the demand of Baluchari remains static. Thus the vicious cycle of the business operation of Baluchari is running unhindered.

f) **Hypothesis no.6:** If supported by proper management, art of weaving Baluchari has a tremendous potential to be the economic backbone of the so called backward region of Bishnupur as well as that of Bankura district and it can become a good earner of foreign exchange for the state of West Bengal. The present condition of Baluchari-business is distressful, but the investigator can site two examples, which can prove the potentiality of it. In the beginning of the 21st century, introduction of handloom-cluster approach have changed the ill fate of silk industry in two places, one is Bhagalpur in Bihar and another is Chanderi in Madhypradesh. Both the places have adapted themselves to the changing times with modernization of methodologies, equipment and even composition of the yarns and also contemporary designs and quality. The total value of trade from Bhagalpur cluster is around 100 crores annually and 50 percent is from export market. In both cases success came from collaboration between government of India and non-government organization (Asian Society for Entrepreneurship Education and Development – ASEED in case of Bhagalpur and Entrepreneurship Development Institute of India – EDI, in case of Chanderi). One mini-cluster has been formed in Bishnupur also, but it is not running well due to lack of good faith and good intention on part of both the government and private entrepreneurs. But the investigator can say from her personal experience, that Baluchari is far better in look, quality and material composition than Chanderi or Bhagalpuri silk. It has enough potential to beat its substitutes in the market, if supported by proper management.

8.2. **‘SWOT’ (STRENGTH-WEAKNESS-OPPORTUNITY-THREAT) ANALYSIS OF BALUCHARI INDUSTRY:**
Concept of such analysis has come from the business management studies.
8.2.1. Inner strength of Baluchari industry:
Being a traditional weaving art, making of Baluchari has some inner strength of its own. Factors for strength are enumerated below.

1. Availability of skilled labour: From the time immemorial, skilled silk-weavers were attracted to and settled in Bishnupur from different areas of West Bengal as well as India due to patronage of Malla kings. The present weavers are carrying the inheritance from them. Labour cost for production of Baluchari remains low due to this pool of skilled labour.

2. Advantage over its main competitor in the sari-market, i.e. Banarasi:
Baluchari has some unique characteristics of its own, which give it a lead to certain extent over Banarasi:

a) Banarasi is woven by silk thread intermingled with jari. Real jari (not synthetic fibre) thread is a pipe like gold or silver fibre filled with silk. Because of the use of such precious metal jari becomes very expensive. Another noticeable fact is that sparkling jari has a tendency to look darker and gloomy with time. Thus even an expensive Banarasi is not capable of maintaining its initial look with time. A typical Baluchari has no such problem, because except Swarnachari, all Balucharis are woven with silk thread of different colours and silk thread has greater longevity than jari and also it is capable of maintaining its initial look for a long time. At the same time it remains less expensive than Banarasi.

b) Banarasi woven with jari, at its initial phase looks very gorgeous. Many consumers who do not like clumsy sparkling look prefer Baluchari, because it has more descent look than Banarasi.

c) Banarasi is generally used to give a new bride a gorgeous look at her marriage ceremony. But due to its heavy weight it is not popular at all among Indian women. Banarasi leads the sari-market because it is used in Indian marriage ceremony customarily. Baluchari is lighter in weight and more comfortable to wear than Banarasi, so it is popular among women for occasional use.

8.2.2. Main areas of weakness of Baluchari industry:
Ancient art of Baluchari weaving is lagging behind the power loom products in the national and international market for the following factors:

1. Inadequate marketing and research and lack of branding;
2. Less effort in selling and distribution;
3. Highly fragmented structure of the weaving and processing sectors;
4. Technology obsolescence across the textile value chain;
5. Dependence on brokers and traders and
6. Use of child labour.

8.2.3. Opportunities for Baluchari industry:
Despite the existence of the weaknesses Baluchari industry has some unique opportunities to explore. The main opportunities are as follows.

1. **Good position of Indian handloom product in global market:** Customers are becoming increasingly aware about the harm caused by the chemicals used by powerloom industry. Handloom products are comfortable to wear and are aristocrat in nature, so customers appreciate them. Indian Government patronizes handloom industry. Increasing demand for handloom products from abroad and international buyers’ preference for India after China has kept India in a strong position in global market.

2. **Strong position of overall Indian silk industry in the global scenario:** Indians are the largest consumers of silk, second largest producer of silk, largest importer of mulberry raw silk. Silk production has increased from about 4,000 tonnes in 1980 to about 18,300 tonnes in 2007. Mulberry silk currently accounts for over 88 percent of the production total of all varieties of silk. Around 53,000 villages of India are involved in growing silk cocoons by bringing approximately 185 thousand hectares (out of a net cultivable area of over 190 million hectares in the country) under cultivation of silk worm-food plant. India has about 30 percent more arable land than China, and mulberry plantations presently constitute less than 1 percent of the area cultivated. If increased even by 0.25 percent, the present supply-demand gap for silk in India, would be bridged. Baluchari being a mulberry-product can harvest good crops in this strong background. (Sathiyavathy et. all, 2008)

3. **New horizon in the production of raw materials of Baluchari:** Production of silk, the raw material of Baluchari is the most eco-friendly activity amongst all agri-business, because all its effluents can be gainfully recycled. Indian multivoltine silkworms are hardy in nature and can thrive even in the tropical belt. The scientists of the Central Silk Board in collaboration with their counterparts from Japan International Cooperation Agency (JICA) have achieved a breakthrough in developing bivoltine silkworms that can successfully grow even in tropical weather. All most all silk-cloth producers in EU and Hong Kong prefer bivoltine silk yarn
because of its high tensile strength that allows weaving on high speed looms. This means that, India’s production of silk, and its quality and productivity are poised for a quantum jump. This breakthrough has opened up several possibilities for Indian silk to take firmer grip in the global market in the coming years. (Sathiyavathy et. all, 2008)

4. Good International Relation of India: Silk appears to be the least affected by the global economic slow down amongst other textiles. India currently ranks fourth among the largest exporters of the silk goods in world after China, Italy and South Korea. Most of the well-off customers of silk in the world reside in EU and US. Good political equation of India with U.S. and E.U helps Indian silk as well as Baluchari to be exported in those countries. Better understanding for buyers’ need is possible in India than China due to language advantage.

8.2.4. Main threats of the Baluchari industry:
To rescue Baluchari weaving from extinction, it is very much essential to identify the main threats of the industry. The author has identified following points in this regards:

1. Competition with power-loom
2. Non-achievement of high-quality finishing in the products
3. Less variety and non-availability of ready-made garments
4. Poor financial strength
5. Competition with national and international brands
6. Sudden appreciation of rupee against U.S. dollar

8.3. CRITICAL APPRECIATION OF GOVERNMENT POLICIES:
Both the central and the state governments have series of policies, funds, projects and schemes for the benefit of weaving communities. But there is a big lacuna between the provision and the practical implementation of those schemes in Bishnupur. For some unknown reasons the government of West Bengal is unconcerned about such problems. Thus COOPTEX of Tamilnadu or APTEX of Andhra Pradesh is flourishing under close supervisions of the state governments and TANTUJA, TANTUSREE and MANJUSHA are becoming sick day by day. A Strange irony lies in the fact that resuscitation of Baluchari occurred with close association of Khadi Institution in Bishnupur, but today Khadi movement is about to dwindle down here due to lack of initiative and leadership. Khadi movement in Murshidabad is far stronger than Bishnupur today. The honourable Union Minister Sri Pranab Mukherjee (since he is
member for parliament from Jangipur, Murshidabad) has taken personal initiative to launch a mega weaving cluster project in Murshidabad. In Bishnupur also there is a mini cluster project, but due to some conflict of interests among certain groups the cluster project failed to be active. As the Baluchari artisans are bound to be out of the umbrella of government schemes, due to unavoidable circumstances, they are unable to enjoy the benefits provided by the government.

Following table will help the readers to realize the gap between government claim and practical reality of Bishnupur.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Policy - items</th>
<th>Provision of the government’s scheme</th>
<th>Lacuna in Bishnupur</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Technological up gradation</td>
<td>a) One time assistance for foundation of Common facility centre for pre-loom and post-loom operations, dye house and purchase of computer aided textile design (CATD) system and b) Margin money for working capital to purchase new looms, jacquard and other accessories.</td>
<td>a) Nothing present in Bishnupur. b) Not accessible for majority of weavers belonging to private sector.</td>
<td>Proposed location of computer aided design/manufacturing (CAD/CAM) centre in Bankura Sadar (2008-2009).</td>
</tr>
<tr>
<td>2</td>
<td>Quality consciousness</td>
<td>a) Establishment of quality control laboratory and b) Use of Silk Mark and Handloom Mark logo.</td>
<td>a) Not present in Bishnupur. b) Not very popular yet in Bishnupur.</td>
<td>a) No proposal for future.</td>
</tr>
<tr>
<td>3</td>
<td>Strengthening of raw material base</td>
<td>One time assistance for establishment of yarn depot.</td>
<td>Not present in Bishnupur.</td>
<td>No proposal for future.</td>
</tr>
<tr>
<td>4</td>
<td>Financing arrangement</td>
<td>a) Periodical review of financial requirements of the handloom industry and b) Encouraging private sector to participate in financing.</td>
<td>Result not yet found.</td>
<td></td>
</tr>
</tbody>
</table>
5. Integrated Human resource development

- a) Assistance and training for technological and managerial skill upgradation;
- b) Funds allocation for innovative ideas;
- c) Exploring the potential for e-commerce and
- d) Health Insurance Scheme.

| Not accessible for majority of weavers belonging to private sector. |

6. Product diversification

- Appointment of textile designer, who should be a graduate from National Institute for Fashion technology or institution of same category in cluster approach.

| Not existent in Bishnupur as mini cluster is not running smoothly. |

| No government initiative to manage the situation. |

7. Publicity and marketing

- Assistance for: Advertisements, printing of brochures, catalogues;
- Participation in fairs;
- Participation in buyers-sellers meet;
- Market survey to obtain customer’s feedback;
- Visit for weavers of one place to other handloom clusters and
- Scheme for reimbursement of one time rebate given on handloom products.

| Not accessible for majority of weavers belonging to private sector. |

It is clear from the above table that Bishnupur is not up to the mark in all the seven heads i.e. technological up gradation, quality consciousness, raw material base, financing arrangement, human resource development, product diversification and marketing. Thus government should take proper, immediate and adequate actions to change the depressing situation of Bishnupur.
8.4. POLICY SUGGESTIONS:
In the opinion of the investigator actions are needed from both the manufacturing and the marketing end of the Baluchari industry, because new waves in market demand will create favourable weaving environment, where as product diversification with the help of new technology will make the product more cost effective and competitive in the market. Here are some policy suggestions from the investigator in order to enrich, promote and strengthen the Baluchari industry:

8.4.1. Policy – suggestions for manufacturing end of Baluchari:
The table below shows the requirement of weaving industry of Bishnupur from both the public and private sector and also from the private and public partnership under seven heads viz. technological up gradation, enhancement of productivity, quality consciousness, raw material base, financing arrangement, employment opportunities and human resource development.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Policy - items</th>
<th>Public Sector</th>
<th>Private Sector</th>
<th>Public-private partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Technological up gradation</td>
<td>Bishnupur should have: a) Equipped dye laboratory with special emphasis on eco-friendly natural and vegetable dyes; b) CAD/CAM centre for storage and distribution of old and new designs and patterns of Baluchari and c) Provisions to make access of the new generation looms to the Baluchari weavers.</td>
<td>Private entrepreneurs should create: a) Awareness and supportive measures for application of IT to make better working environment; b) Close link up with famous designers of National and International level (like Sabyasachi, Agnimitra Paul of Kolkata, Bibi Russell of Bangladesh) and c) Collaboration with experts from institutes like IITs and weaving technological colleges.</td>
<td>National Institute of Fashion Technology (NIFT) and the Nodal Centre for up gradation of Textile Education (NCUTE) should be assisted to grow into an autonomous resource centre for handloom including Baluchari.</td>
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</tbody>
</table>
| 2. Enhancement of productivity | Government should provide:  
a) Effort to install Mega cluster for Baluchari looms in and around Bishnupur like Rejinaagar, Murshidabad;  
b) Special emphasis to develop drought and pest resistant host plants, and disease resistant silk worms;  
c) Horizontal expansion of mulberry in potential areas and  
d) Effort to create digital storage of old and new designs and patterns and make proper documentation on the evolution of Baluchari. | Baluchari producers must practice:  
a) Division of labour by creating clarity of every body’s role and specialization by function and  
b) To create coordinating plans and investment strategy in both marketing and technology. | Efforts should be made on:  
a) Implementation of zone and state specific collaborative sub-projects for silk worm seed and yarn production;  
b) Establishment of systems for disease surveillance in collaboration with the National Remote Sensing Agency and the Indian Meteorological Department and  
c) Creating a soil Science and Agricultural Chemistry Research Support System, including Technology Assessment and Refinement (TAR) Programmes and Research Institute-Village Linkage (IVLP) programmes. |

| 3. Quality consciousness | Government should provide:  
a) Training of the local silk worm rearer of Bishnupur about modern seri-biotech research and silk-worm seed technology for both mulberry and tasar to enhance supply of local raw material of good quality;  
b) Coordination in silk testing facilities among the Khadi, Entrepreneurs of Baluchari should:  
a) Increase the use of Handloom Mark and Silk Mark logo for quality assurance to customers and  
b) Arrange for awareness programmes about the importance of those logos like road show, exhibition etc. to train the Baluchari | a) Buyers – sellers meet and exhibitors meet should be arranged frequently to train them about the Consumer Protection Act and assure the quality of Baluchari and  
b) Good and efficient silk testing laboratory should be installed in or near Bishnupur. |
cooperative and private sector;
c) Setting up of modern processing units for silk yarn, meeting international quality and environmental norms and
d) Encouraging the people of Baluchari Business to use Handloom Mark and Silk Mark logo and launching penal action to any violator of those logo-agreement users.

4. Strengthening of raw material base

<table>
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<tr>
<th>4. Strengthening of raw material base</th>
<th>Government should try:</th>
<th>Private sector should:</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) To encourage the local people to grow Mulberry and Arjun trees and rear mulberry and tasar (especially bi-voltine) cocoons;</td>
<td>a) To encourage the local people to grow Mulberry and Arjun trees and rear mulberry and tasar (especially bi-voltine) cocoons;</td>
<td>a) Build strong resistance before the nuisance of thread mafias and arrange for the systems to get raw silk at proper and reasonable price and</td>
</tr>
<tr>
<td>b) To install Silk-Thread Bank in Bishnupur having sufficient capacity to meet the local demand;</td>
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<td>b) Keep continuous pressure on the government to take steps for the benefit of their side, like decrease of the price of the raw silk.</td>
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<td>c) To provide proper monitoring on the price of cocoons and</td>
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<td>d) To install centres to make twisted yarn suitable for weaving the warp of the Baluchari, it will decrease the sole-dependence of weavers on Bangalore and will help to reduce the production cost of Baluchari.</td>
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<td>Efforts should be made on:</td>
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<td>b) Creating strong opposition for the dumping of raw silk from China.</td>
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<tr>
<td>a) Establishment of large scale reeling filatures and spun silk mills for the production of superior grade raw silk and spun yarn in bulk quantities and</td>
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<td>b) Creating strong opposition for the dumping of raw silk from China.</td>
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| 5. Financing arrangement | Government should make arrangement for:  
  a) Easy access to micro-level loans to the small producers to raise their credibility and medium and large-scale loan to big producers to allow them to grow further through banks and other financial institutions at a time and  
  b) Exemption of interest in case of unavailability and extraordinary price hike of raw material or any big hike in production cost due to natural or socio-economic causes. | Efforts should be made on:  
  a) To maintain financial flexibility, i.e. more than one source of funds by the private entrepreneurs and  
  b) To encourage the loom less weavers to own looms and encourage the loom owner to increase the number of their looms to come across the break-even point in order to make profit by the N.G.O.s by arranging easy finance for them. | Efforts should be made on:  
  Government should encourage the private banks and credit societies to arrange for easy finance for the Baluchari-business people by giving several facilities to those institutions. |

| 6. Maximizing employment opportunities | Efforts should be made for:  
  a) Betterment of the conditions of sick cooperative societies and Khadi organization of Bishnupur so that more and more numbers of weavers can come under the umbrella of the organized public sector. | Efforts should be made for:  
  a) Increasing profit in Baluchari business, so that more people are attracted to it. | Efforts should be made on:  
  a) Creating Handicraft and Heritage tourism in and around Bishnupur and promote Baluchari-business with the help of the tourist flow, so that many people can find their means of livelihood and  
  b) Making ‘Shilpagram’ or craft village in Bishnupur like Shantiniketan, so that the ambience attracts more tourists as well as experts from the associated fields. It will create scope for employment of local people. |
### 7. Integrated Human resource development

Efforts should be made on:

a) To increase the rate of literacy among the Baluchari weavers, so as to make them capable of understanding the modern weaving techniques;

b) To increase the coverage of Health Package Scheme among the weavers;

c) To install Performance Evaluation System for each producer for qualitative grading and rewarding accordingly and

d) To arrange for frequent workshops in order to explore the possibilities of young and vibrant talents in the field of Baluchari weaving.

As every handloom silk of India like Kanchipuram, Banarasi, Baluchari has some unique characteristics of its own and the illiterate and poor weavers know nothing about the weaving techniques other than their own practice, non-government organizations should come forward to arrange for some exchange programmes for the weaver of different states in order to enrich their weaving knowledge.

Efforts should be made for:

a) Encouraging the involvement of private banks and financing companies for proper implementation of insurance schemes for the weavers and

b) Sending the Baluchari weavers to various national and international festivals to give them direct exposure of the tastes of consumers of different places and also encouragement and appreciation from them.

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From the above table it is clear that if both the public and private sector go with proper synchronization and undesirable conflict of interests has been mitigated, distressed situation of the Baluchari weavers can be revived.

### 8.4.2. Policy – suggestions for marketing end of Baluchari:

Purchasing power of the Indian people is steadily increasing. So there is a vast scope to explore new sectors of silk-market for Baluchari. Here are some suggestions from the investigator to revive Baluchari industry from the point of view of marketing.
<table>
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<tr>
<th>Sl. No.</th>
<th>Policy - items</th>
<th>Public Sector</th>
<th>Private Sector</th>
<th>Public-private partnership</th>
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<tbody>
<tr>
<td>1.</td>
<td>Product diversification</td>
<td>Efforts should be made on:</td>
<td>a) Entrepreneurs should think globally and act locally, i.e. as the menu at McDonalds changes from market to market, based on local eating custom, production of Baluchari cloths should be diversified for different countries according to local dress code.</td>
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<td></td>
<td>a) Encouraging the weavers to grow their business through creativity like combining old and new patterns, experimental use in colours, using threads other than mulberry silk etc.</td>
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<td>a) Leading silk exporting companies should make collaboration to overcome any sort of crisis in business with the diplomatic help of the Indian Government.</td>
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<td>2.</td>
<td>Exports and innovative</td>
<td>Efforts should be made on:</td>
<td>a) This sector should try to get people's attention and deliver an unforgettable message for Baluchari to the customers through every appropriate media opportunity; b) Marketing strategy for Baluchari should be so intense, that Baluchari can be capable to steal the customers from its closest competitors, Kanchipuram and Banarasi; c) Baluchari business-people should make it sure to the customers that, 'Quality' of their products remains supreme always; d) Retailers should collect regular data related sales growth and profit growth of</td>
<td>Efforts should be made on: a) Joint ventures and strategic alliances between weavers of Bishnupur and international textile majors, with focus on new products and retailing strategies; b) Installation of handloom textile/apparel park; c) provision for selling handloom cloth including Baluchari in the super malls; d) Restructuring the role of Central Silk Board to facilitate partnership between State</td>
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<td></td>
<td>marketing</td>
<td>a) Making emporium, permanent outlets and shopping malls exclusive for handloom and handicraft items in cities and towns; b) Coordination between The Central and the State Governments to formulate specific action plans for export of Baluchari; c) Restructuring of Export Promotion councils to make it capable of devising dynamic export strategies, promoting financing and promoting legal advice in dispute settlements; d) Making the consumers aware about the rich traditional and historical background of Baluchari and feel</td>
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In India there exist several success stories regarding art of handloom. Key to success for South Indian silks is keen interest and close association of their state governments in marketing and key to success for Chanderi and Bhagalpuri silk is proper collaboration of private and public sector. Government of West Bengal should decide which model they will follow to revive the handloom silk of West Bengal along with Baluchari.

8.5. SCOPE FOR FURTHER STUDY:
The present work can be used as an initial exercise and groundwork for further studies on:
8.5.1. Development of Handicraft or Heritage tourism in and around Bishnupur with Baluchari craft as an inevitable attraction:
The present study leaves scope for conducting extensive work on planning and development of Handicraft or Heritage tourism in and around Bishnupur. It will help:

a) The tourists to spend more for Baluchari,

b) All the separate entities from the travel agents to hoteliers, local chamber of commerce and artisans to be included in an informal sort of profit making network.

This sustainable form of economy will be controlled by the market itself and influence of government will decrease.

8.5.2. Coordination of the artisans weaving different sorts of handloom-silk from different parts of India:
The present study leaves scope for conducting extensive work on making coordination of the artisans weaving different sorts of handloom-silk from different parts of India. If the Baluchari weavers get exposures of the weaving techniques of Banarasi or Kanchipuram through certain workshops, they will be able to know the answers to the questions like:

a) Why does Swarnachari look so gloomy in front of Banarasi?

b) How to use silk threads of seven to eight colours in Baluchari like Banarasi?

c) How to weave zardousi Baluchari?

d) How and why does Kanchipuram acquire the first position in customers’ choice?

e) How have Bhagalpuri silk of Bihar and Chanderi of Madhya Pradesh been revived from distressed condition?

By getting these answers Baluchari artisans will be capable of capturing a bigger market.

8.5.3. Exploring the traditional and non-traditional export market for Indian silk:
The present study leaves scope for conducting extensive survey on the nature of demand from export market and modifying Baluchari products accordingly.
Traditional market for Indian silk includes Singapore, The United Arab Emirates, Malaysia, Hong Kong etc. and the non-traditional market includes United States of America, the European Union nations, Canada, Australia, Japan etc. Customers from each country have some unique tastes of their own. Baluchari industry should explore these markets.

8.6. POSSIBILITIES OF NEW BEGINNING:
The artisan holds in the palm of his or her hand some aspects of eternity. As the bhakti-poet sings of his / her devotion and can see his faith reflected in a piece of earth, a flower or a stone, so too does the craftsman fashion his faith or bhakti in each thing that he creates. The skill that the craftsman has cultivated in himself makes him wield the power to create images that delight the senses and feed the imagination. The quality of a Baluchari weaver’s inherent skill can be seen in the richness of the colours he blends into the fabric he weaves. The Baluchari industry has displayed an innate resilience to withstand and adapt itself to the demands of the modern times. Despite many threats and hostile factors it still lives due to some strength originated in itself.

The hand-reelers, designers, card-cutters, weavers or all the artisans associated with different steps of Baluchari weaving are giving hard toil to save Baluchari from extinction.
Economic compromise of modern Baluchari with reduced *anchal* and simpler motifs to keep the price low

Ancient Baluchari

Present day’s Baluchari

Plate 8.1

Plate 8.2
The present work has tried to throw light on different sectors of the industry consisting rearers, weavers, money lenders, middlemen, wholesalers, retailers and associated government personnel. While working on this subject the investigator herself has felt that the Baluchari industry is waiting for a new dawn of development. The present work has been dedicated to the imminent new beginning of Baluchari weaving.