ABSTRACT

ENTREPRENEURIAL DEVELOPMENT IN LEATHER GOODS INDUSTRY OF U.P. SINCE 1981

For centuries, the role of entrepreneurship in developing the economy was not fully acknowledged by the classical economists. They laid much emphasis on provision of physical resources like finance, machines, raw materials, etc., and very little on the entrepreneurs who effectively manage these inputs to achieve success and who cash in the opportunities for innovations and new avenues for the enterprise. There are many countries including India which are rich in physical resources and yet they are economically underdeveloped basically due to lack of entrepreneurial skills. On the other hand, there are countries which are poor in physical resources but have achieved higher growth because of their enthusiastic, energetic, satisfying and enterprising people. Japan, South Korea, Malaysia, Taiwan, Hong Kong and Germany are the instances of enlightened entrepreneurship.

Entrepreneurship contributes to industrial development of a country in several ways, viz., assembling and harnessing the various inputs, bearing the risks, innovating and imitating the techniques of production to reduce the cost and increase its quality and quantity, expanding the horizons of the market, and coordinating and managing the manufacturing units at various levels. In fact, the industrial development of a country greatly
depends upon the miteatures and abilities of entrepreneurs. Industrial development cannot be achieved without the development of entrepreneurship. Entrepreneurship, therefore, is regarded as the ultimate determining factor of the industrial growth of a country.

The term 'Entrepreneurship', like many other economic terms, has long been a controversial subject. Many definitions of this term have been given by different economists reflecting the various aspects of entrepreneurial activities, Cantillon and Knight, for example, have emphasised on 'Risk-bearing' aspect of entrepreneurship with management, the function of which is to coordinate, administer and control the activities of the firm. Schumpeter was the first who associated the entrepreneurship with 'Innovation', which may be brought about by introducing a new commodity, a new technique of production, a new form of organisation, a new market or a new source of raw materials. In his view, the entrepreneur is an innovator who undertakes a new combination of factors of production.

Understanding the entrepreneurial process, entrepreneurs' problems and their development strategies as such with special reference to leather goods industry of U.P. is of vital importance keeping in view the following strengths and potentials.

The need for foreign exchange for the economic development of any country in general and developing one in particular can not be over stressed and the main source of foreign exchange is export
earnings. The need to maximize Indian exports has possibly never been so pressing as it is now. India is faced with 'Trade Deficit' and despite all out efforts to increase the growth rate of exports, it is trailing behind the export targets and the imports bill is increasing day by day.

One of the urgent step in this regard is that the industries which are already doing well and their future export prospects are also bright should be consolidated, given priority and weightage. The leather goods industry is one of the such industries.

Leather goods industry of U.P. occupies a prominent position in the economy, on account of its massive potential for export, growth and employment. Of the many high thrust export items, leather and leather goods occupies an important place in India's foreign trade, because of their earning of precious foreign exchange. India presently earns 7 to 8 percent of the total foreign exchange earnings from the leather goods industry.

The leather goods industry apart from being one of the major foreign exchange earner for the country, provides employment to about 12 lakh persons. India's strength in terms of labour force is quite significant, it enjoys the abundant work force, operating on quite low wage levels compared to international wage standard. It is quite a big strength for this particular sector.

The growth of leather industry has been sustained by the country's large live stock population. India posses 194 million cattle, 70 million buffalo, 95 million goat and in this way India
ranks first among the major live stock holding countries in the world and with 48 million of sheep, it claims sixth position.

Leather and Leather goods production in developed countries of the west and in U.S.A. has declined substantially and it is likely to continue. Whereas the demand of these products are on rise with betterment of standard of living. The reasons for this decline are: Stringent regulations relating to pollution control requiring heavy investments; rising wage levels and growing disinterest among the labour force for this industry because of its dirty and highly polluting nature. Earlier these opportunities were seized by countries like south Korea, Taiwan, Japan, Hong Kong, Singapore, Brazil, Spain, Portugal and Turkey etc. But now as in most of these countries the cost of production is on the rise on account of rise in wage levels resulting in future movement of the leather industry towards less developed countries.

The aforesaid conditions provide good opportunities to China, Thailand, Indonesia, Malaysia, Philippines, Argentina, India and Pakistan etc. But India seems to be in most advantageous position on account of rich resources endowment in this sector. This provides an opportunity to India in general and U.P. in particular to become a world leader in the production of leather goods. U.P.'s industry has the capability to do so, but the progress is slow and it is yet to accelerate. Presently India's share in the world imports of leather and leather products remains at a dismally low 2.7 percent and U.P.'s share in it is 14%.
Indian leather goods industry's entrepreneurs in general and U.P.'s entrepreneurs in particular have almost failed in their efforts of harnessing and exploiting the available largets livestock of the world on their disposal at quite cheaper rates. Moreover, leather goods industry has been still languishing in its out dated and traditional form whereas the countries which were far behind of us only a decade back are now much ahead. The individual entrepreneurs as well as the whole industry has been suffering from a large number of problems and bottlenecks. Researchers', scientists' and policy makers, hopes regarding potentials of this industry in earning foreign exchange and hard currency (a prerequisite in accelerating economic growth and over all development) have been belied. Although, there has been a lot of research work done so far on the subject but incidentally or unfortunately none of the researches and studies carried out by individual researchers and established institutions as well could make the required dent for ameliorating the hardships faced by the entrepreneurs of this particular industry in U.P. The real difficulties & problems are yet untonched and are causing poor entrepreneurial performance. The govt. of India & U.P. as well established a number of institutions and agencies at Kanpur and Agra both, to look after the industries' requirements and solve the entrepreneurs' problems. However, the business class, workforce and other concerned still complain about the govt. and its agencies' apathy towards the industry. The entrepreneurs
complain that the problems existed in the past are still faced by them despite the so called "best efforts" of the govt.

Therefore, there is an urgent, need to undertake a comprehensive research which could go a long way in curing the ailments of the entrepreneurs on the one hand & recommend "some measures to be resorted by the govt. of uttar Pradesh (U.P.) and India, on the other. The present study is a timely attempt in this direction. Specifically, the following are the main objectives of the study.

1. To study the socio-economic, educational, occupational, marital, financial & residential background of entrepreneurs of the leather goods industry of U.P. besides tracing out their age & the nature/form of units launched by them.

2. To measure the performance of the entrepreneurs and ascertain whether there exists any relationship between their background & performance.

3. To study & analyse the main characteristics and differences which exist between successful & un-successful entrepreneurs in the leather goods industry of U.P.

4. To shed some light on the weaknesses & problems of entrepreneurs & suggesting measures for improving their performance and for boosting exports besides meeting fully the domestic demand of leather goods (footwear and its components, leather garments including saddlery & other leather products etc.)

5. To find out what has prompted the new entrepreneurs to enter
the leather goods industry & assess their managerial abilities.

In nutshell, the main purpose is to analyse & understand the entrepreneurial process so as to enable the state/govt. to formulate policies for the development of entrepreneurship & to make new entrepreneurs aware of the the different complexities involved in launching and carrying on the new projects in all the industries in general & leather goods units in particular in the Uttar Pradesh (U.P.).

Research Methodology included the interviews of the entrepreneurs (manufacturers & traders both) workmen and others concerned persons besides lower level govt. officials. Other required information was sought through distribution and collection of questionnaire to various persons. It constituted the primary source of information. Although the total entrepreneurs contacted were 300 (200 in Kanpur and 100 in Agra) but unfortunately only 200 (120 in Kanpur & 80 in Agra) responded & gave the sought information. Apart from primary 2 source, the secondary sources of information were also taped. These include: C.L.E. Kanpur, T.D.A. & I.I.F.T. N.Delhi, D.I.Cs of Kanpur & Agra, N.F.T.C., L.D.M.C and B.C.U. Agra. The discussion with various other private persons associated with the council and leather business proved to be very beneficial.

The researcher faced a large number of problems & difficulties in the collection of primary statistics in particular & contacting lower level govt. staff in general. The responses of
both of these categories' of people have been very disappointing & disheartening. And therefore, probably they could not come out with the real & original pictures & data. This is the limitation of the present study.

The first chapter of the thesis intitled "INTRODUCTIN" incorporates the need and importance of the study, objectives of the research, research gap, hypothesis, research methodology, the universe, sample and the structure of the questionnaire besides a brief review of the difficulties faced and the limitations of the study etc.

The second chapter named as 'Leather Goods Industry of U.P.' "An overview" deals with the different facts & figures in connection with the total availability and percentage of raw material/livestock in Uttar Pradesh in proportion to the whole of India. Capacity & actual production of various categories' of leather goods such as footwear & its components, leather garments & other leather products etc have been discussed in detail along with the required & necessary tables. The capacity and real exports from the state 1981-82 to 1995-96 besides targets have also been explained with the help of the statistics, facts & figures. The states' share in the total production & export of the country too is touched upon with the help of tables & figures. Potential of earning foreign exchange (a pre-requisite for economic growth & development) and employment generation are also incorporated in the given chapter. Moreover, it is the main chapter depicting the
actual pictures of the leather goods industry of Uttar Pradesh (U.P.) since 1981-82 onwards to 1995-96. Although the conclusion, as such after preparing and writing the second chapter, are not drawn but yet it is understood that the duty of various tables mentioned, facts and figures' presentation has paved the way for further research in the field of entrepreneurship in leather goods industry of Uttar Pradesh (U.P.). The discussion here has further inspired the researcher and proved the fact that the leather goods industry alone if tackled with utmost care may go a long way in generating enormous employment opportunities for educated and qualified managers (M.B.A.s, M.F.C.s, M.I.B.s, M.COMs.) skilled and semi skilled workforce/menpower besides earning a very handsome amount of foreign exchange which will further accelerate the economic growth and development in the state in particular and country in general).

The third chapter entitled "conceptual framework" deals with the historical aspect of entrepreneurs and entrepreneurship. The views of classical, neo classical and advanced/modern economists in connection with the entrepreneur and entrepreneurship are incorporated. And the experts of all the four periods have almost agreed in principle with each other on the meaning & scope of both the terms i.e entrepreneur and entrepreneurship. And the researcher himself has concluded that "An entrepreneur is an enterprising person or an association of such persons who are full of enthusiasm and zeal to see the new
opportunities, arrange, combine and coordinate various factors of production e.g. land, labour, capital, organisation, and management; try to meet risk and Uncertainty involved, in a systematization and scientific way so as to get the desired and pre-determined objectives of creating something new achieved, more effectively, efficiently, economically, profitably and in a better way". An act performed by the aforesaid is termed as "entrepreneurship". And this act might be in any field i.e. Business, Agriculture, Profession and Academic etc. The conditions which make a person entrepreneur besides his functions and qualities are also discussed. Apart from it, the chapter deals with the true nature and types of entrepreneurship as well.

The fourth chapter "Review of literature" is concerned with the various studies carried out by different researchers in the field of entrepreneurship. These studies are further sub-divided into three categories 1. Studies on entrepreneurial history 2. Studies on emerging entrepreneurship and 3. General studies on entrepreneurship. The chapter also deals with the summary of major studies regarding entrepreneurship besides incorporating the findings of major researches on leather goods. The research gap or the need of the present study too, figures in the chapter. The researcher is of the opinion that though a large number of studies have been undertaken by the persons in govt. service academic and business in leather/goods industry of U.P. but unfortunately the problems of the entrepreneurs still remained unresolved probably
due to the following reasons. 1. Govt. /state's apathy towards this industry. 2. Real problems are not studied and consequently recommendations made are poor and substandard resulting into the "no action" on the part of state and central govt. The present work is an attempt to go through and understand the entrepreneurial process as a whole in this industry, highlight main bottlenecks and their solutions and consequently recommending some measures to the govt. which will pave the way for new, smooth, effective and efficient emergence of entrepreneurship. A part from it, the work also point out, after thorough, consistant & vigorous study, the main factors/characteristics which make an entrepreneur failed / succeed in his/her endeavour and efforts.

The Fifth & the main research chapter "Entrepreneurship development" deals with the real problem of 1. Tracing out the different types of of backgrounds of entrepreneurs of leather goods industry of U.P. 2. Appraising and evaluating their performance with the help of some financial and non financial indicators and lastly 3. Ascertaining wheather there exist any relationship between their background and performance. Moreover, the factors which have got a direct/indirect bearing on the performance of entrepreneurs have been identified. Apart from this, the profitability and liquidity in respect to place (Kanpur and Agra) and type/nature of products (Footwear and its components, leather garments & other leather products) have also been dealt with in this particular chapter. There are around half
a dozen parameters/indicators of growth such as increase in profit, sales turnover, growth in assets, increase in earning per share (E.P.S.) and increase in investment/capital appreciation etc. whereas on the other hand about one and a half a dozen factors are selected out of a long list. And these factors include organisational form, occupational and educational background, geographic origin, social background, age, motivational reasons, investment level, location of units, parental occupation and education, sources of funds/initial capital, expenditure on research and human resource development, channel of distribution, nature of market covered, wages and salaries administration, sex and marital status of entrepreneurs. The overall impact/effect of the oforesaid factors on the performance of entrepreneurs is studied in this chapter.

The sixth chapter deals with the different problems with which the entrepreneurs of leather goods industry are confronted. Moreover, the difficulties and the hardships faced by individual entrepreneurs as well as the industry as a whole are pointed out in this chapter. The suggestions/solutions observed by researcher himself of the existing problems have also been incorporated. The total problems have been listed in appropriate sub-categories and groups and are given as follows: A. Managerial problems, which are further sub-divided into four heads 1. Marketing 2. Production 3. Financial and 4. Personnel or human resource including labour one. B. Non managerial problems which
have also been discussed under various subgroups. And lastly, there are some general as well as specific problems. Apart from simply mentioning the numerous problems of the entrepreneurs and industry, the suggestions/solutions therefore too are discussed and explained in a very detailed, clear and comprehensive way so that state/govt. could come forward and initiate some measures to ameliorate and cure the ailments from which the leather goods industry & its entrepreneurs boths have been suffering since long long ago.

The seventh and the last chapter entitled "findings and conclusions" incorporates the main findings and conclusions of the present study. Apart from dealing with the summery, findings and conclusions of the whole of the research, various recommendations have also been made which may be forwarded later to the govt. of Uttar Pradesh (U.P.), for the consideration of planners, policy makers and officials. This will help the government to come out with a clear cut policy formulation, chalking out strategies and preparing plans for the development of leather goods industry.

In fact, some suggestions have already been made in the pre-last chapter "Problems areas and their suggestions" which showed be considered at length. The recommendations made in the present chapter are of a wide range and inculde managerial, non managerial, general and specific aspects of the whole of the industry of Uttar Pradesh (U.P.) and it is hoped, that if the aforesaid recommendations (chapter seventh) are taken into
condsidration by the state and central govt.s. and the remedial
reasures, as suggested, are initiated, the leather and leather
goods productions will get a boost economically which will pave
the way in further and accelearated export. Moreover, our
entrepreneurs will be able to compete in the international market
resulting in to the faster inflow of hard currency and foreign
exchange which is a sinequa non for rapid industrialisation,
raising standard of living, prosperity of the country and
countrymen in the long run.

As a matter of fact Indian leather industry is unique in
that it is not comparable to others. Many leading exporting
countries do not have raw material base and depend on imports.
Their technology and processes are influenced by those prevailing
in advanced countries. But their products proudly claim their
country’s origin.

We have a strong raw material base in goat, sheep and
buffalo. (figures and statistics already mentioned) Formerly
Indian kips were a valued item of export but now economical
production needs quality hides which can offer whole splits. We
have neglected the development of our raw material sources due to
lack of proper animal husbandry, veterinary care and scientific
breeding. By relying on foreign exchange earnings and giving in to
the philosophy of ‘building up our exports by using imported cow
hides’, the fine buffalo has been neglected. Though CLRI has
proved that buff soles are suitable, it took the exports of Ballys
of Switzerland to certify that they are good enough.

The policy makers in New Delhi had not in the early 70s grasped the significance of Dr. Seetharamaiah Committee's philosophy which wanted 'Gradual increase in export of finished leather and leather products and decrease in that of E.I. leather's. In its zeal the government began to offer massive incentives for the former and penalties for export of the latter. Thus, suddenly deprived of their regular raw material, the buyers of Indian tanned hides and skins had to seek other markets for their supply. At home, due to lack of appropriate processing technologies, machinery, chemicals and other inputs there was accumulation of raw material.

Even in the export of finished leather for which no other country in the world had a definition, we stipulated a series of operations to qualify it. Therefore, so-called finished leather, camouflaged finished leather, etc., found their way to foreign markets.

A healthy turn happened in early nineties when Dr. Man Mohan Singh introduced his 'Liberalisation policy'. Are we taking full advantage of this policy and enjoying the benefits they can offer? Foreign investment is attracted with tempting terms. Controlling shares in joint ventures are allowed. Import anything you want if it is for export production has been the golden slogan of the government of Rao, Goda and Gujral.

Classic raw material even when India was exporting E.I.
leathers in early years, many exporters were not aware of the end uses they were put to. By stopping the export of E.I.s we were denying ideal raw material for specific products and if this had continued, we could have obtained the technology of finishing our material from our buyers.

Export of finished leather, logically, should have come down and its place should have been taken up by leather products.

Figures show this has not been the case:

Export of semi finished leather (value in million rupees) 1981-82 (521.19), 1982-83 (544.16), 1983-84 (533.38), 1984-85 (491.56), 1985-86 (450.00).


From 70s to 90s export of products should have gone up and that of finished leather must have come down considerably. The figures show that we have 'not enough incentives' to export finished products. The reasons are many and are often repeated on several platforms. But footwear export has considerably gone up due to manufacturers using imported raw materials. The number of foreign collaborations and the export from these giant units will show comfortable export figures. From the country's view, export performance is bright but from industry's view it shows a stagnate infrastructure development. If this situation is allowed to continue, India will become a big job working country for foreign
manufacturers and brand owners (multinationals and transnationals).

It is time to consider wheater the steps taken to implement the 'Seetharamaiah Committee Recommendations' are relevant today. They have served a magnificent purpos - that of exposing the industry to the benefits of earning added value by exporting as finished leather and products.

The committee also recommended strengthening and enriching our raw material sources by taking appropriate steps. Unfortunately these matters were not given due attention.

The lone voice of Dr. S.K. Bharat, then Deputy Director of CLRI and his heroic efforts to improve the Indian hides and skins did not get enthusiastic response from the governments of State and Centre.

We have to brush aside our weakness and owning that we do not have technology, designing techniques, appropriate raw material etc. We have all these. No other institute in the world than our Central Leather Research Institute can offer technology of the best kind for processing, identifying right material and judicious handling of chemicals. There is a reservoir, we can take as much as we can.

We must request Mr. Chidambaram, the most efficient minister who is an authority on financial management and at heart a dedicated industrialist to remove boldly the definition-needs of finished leather and also allow a part of our skins as E.I.
leathers to be exported by exporters of finished leather. This will result in a two way traffic in technology and get us the feed-back on speciality leather processing.

Instead of becoming jobbers for multi-nationals and international brand-makers, we should introduce Indian classic products in foreign markets. We do not need any collaboration in technology, chemicals and if we do need we can import freely from any part of the world. Let engineering giants be attracted to come forward to take up manufacture of a number of small machines and tools for the footwear industry. Already we are almost self-sufficient in footwear components. The money we set apart to pay foreign consultants, purchase of international technology, may be diverted to the private sector entrepreneurs through the Council for Leather Exports (CLE) for spending.

Let there be a five year complete freedom to the CLE to work without monetary limitations. CLE with the captains of many leading associations can form an apex body 'Federation of Leather Industry Associations (FIA) and prepare its export promotion plans. If outside funding is needed, let the government offer it as an interest-free loan to CLE and the industry will certainly pay it back in the form of increase in foreign exchange earnings.

I feel that it is time we realised our strength and acted with fresh enthusiasm instead of being bogged down by adhoc compulsions and problems. A brief review of the recommendations made by the researcher will be in the fitness of things.
Following are some of the recommendations observed by researcher during the field work:

1. The leather industry deserves priority in the Industrial Development of the state. This industry provides employment to a large number of people mostly belonging to the weaker sections of the society. This industry is also one of the most promising industrial sector in the state in particular and country in general.

2. Apart from meeting the requirements of domestic market for leather and leather products, this industry is an important export oriented industry also. The global developments open very good opportunity for development and export enhancement from countries like India. The 9th plan should aim for U.P. to achieve an impressive share in total export of leather and leather products from India. The present share of U.P. of 14% in the total export of leather & leather product from India is not commensurate with the resources & potential this state possesses. This share is proposed to be raised to 25% by the end of 9th five year plan.

3. A comprehensive plan is needed for this sector to grow and contribute to the economic development of the state ensuring prosperity to the masses.

One of the major problems in planning and implementing development programmes in leather industry in the state is the lack of reliable data which need to be strengthened. The researcher honestly & humbly recommends that surveys feasibility studies etc. should first be taken up. There is a very good scope for developing components, machine and machine parts, auxiliaries grinderies
industries etc. in the state.; A strong data base will be necessary in order that project profiles based on correct assessment of the requirements in terms of quality and quantity to motivate and to attract entrepreneurs from all over the world in general & country in particular for investment in leather and allied industries.

4. There are a number of agencies and government departments who are directly or indirectly involved in the development of leather industries, and programmes and policies adopted by these organisations have an effect on leather industry. Leather Development Council was formed to ensure interaction, co-ordination and co-operation among these organisations. This council under the chairmanship of the industries minister will certainly be able to evolve suitable support mechanism by way of government policy and implementation of co-ordinated programmes for the leather industry in the state.

5. Directorate of industries has remained the focal point for co-ordinating various programmes for the leather industry. The researcher very strongly recommends strengthening of the leather section in the directorate of industries which have technically qualified staff also.

A co-ordination committee under the chairmanship of commissioner and director of industries should be formed. All programmes of various departments and agencies must be discussed and ratified by this committee. Proper co-ordination among various agencies/ departments is most important work of the government.

6. The state government agencies and institutions must be
strengthened. Leather Development and Marketing Corporation was created as specialised organisation to plan and implement programmes for the all round development of leather industry. This corporation must be supported to start and continue sustainable activities for leather industry.

7. Technical training institutions of the state government have not been able to keep pace with the technological developments and ever increasing qualitative demands and requirements of the industry. Even programmes like National Leather Development Programme (NLDP) and Leather Technology Mission (LTM) have not taken due care of these institutions. The institutions need to be updated with modern workshops, laboratories and suitable qualified staff. The staff of these institutions should get trainings and refresher programme in national institutions like CLRI, FFDI, NIFT and PTDC. Industries' active involvement and participation should also be ensured.

More of the training facilities like FFDI's sub centre at Kanpur and Agra need to be created.

8. Development of leather complexes having found to be the most useful and effective tool for catalysing the all round development of leather industry which traditionally has developed and grown in clusters. Inter dependancy among the different related industries is a major reason for this. And therefore, a timely & proper effort should immediately be taken in this respect.

9. A major strength of U.P. Leather Industry has been its large population of traditionally skilled workers. The skill of these workers can be put to better use and with certain inputs like
training & education, supply of standardised components and materials they can produce quality products. A comprehensive programme which takes care of these inputs and ensures marketing of the products will be of immense benefit to these artisans, the industry, the state and to the country & countrymen.

10. The supply of raw material for leather industry will be a crucial and limiting factor in the growth of this industry. A large gap has been projected between the requirements and the supply. Augmentation and upgradation of quality of raw material is necessary. Wastage of raw material due to non recovery or deterioration due to delayed collection can just not be allowed. Suitable policy is necessary that can benefit the artisans and also ensure complete exploitation of animal by-products.

11. Most of the tanneries are old tanneries. Though over a period of time these have adopted modern techniques and occasionally added sophisticated machineries but in order to really modernise, a number of inputs are required. The challenge of environmental protection necessitates adopting newer, cleaner and low waste technologies as is the case in European, American & South East Asian countries like U.S.A., U.K, Germany, France, Canada, S. Korea, Brazil & Italy etc. The benefits of modernisation are multifold. A close cooperation between technology institutions, the industry, financial institutions and the government is called for.

12. A high product quality will have to be ensured in order to develop a better image and establishing faith and reliability in the minds of the buyers. Footwear has been identified an extreme
focus item for export growth. Establishment of modern footwear testing laboratories will help the producers in quality management and control.

13. The global developments in leather industry open up bright opportunities for this industry in India. At the same time environmental protection is a great challenge. Initiatives have already been taken by the government and the industry. Future growth of this industry will depend upon how effectively this challenge is met. Here again the responsibility is to be shared among the industry and the government.

14. Concerted efforts will be needed for expanding and developing the markets. The importance of specialised fairs and exhibitions has been growing. Country specific plans and strategies will have to be developed. Efforts should be made for the identification of U.P. Leather Industry as a reliable and potential producer state in India. Participation in national and international fairs by delegations comprising industry people and the government agencies involved in this effort are recommended. For developing and establishing brand names, the government should also assist the entrepreneurs.

15. Lack of trained personnel in machine maintenance and dependence on imported machineries is a major problem. Machine manufacturing capability need to be developed, establishment of prototype training and development centres may catalyse this process.