CHAPTER - VI

CONCLUSIONS,

SUGGESTIONS AND

RECOMMENDATIONS
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CONCLUSIONS, SUGGESTIONS & RECOMMENDATIONS

While microlevel study was given due share in the previous chapters, macrolevel scenario as far as New Product Development is concerned also deserves proper account. The reckonable players responsible for correct facilitation of New Product Development can be divided into three categories viz.,

i. Government
ii. Industry
iii. Firms

The Government can be further divided into
i. Central Government
ii. State Governments
iii. Govt. Commercial Undertakings.

The suggestions should be category-specific; otherwise there will be confusion, then there will be possibility of the suggestions being brushed aside as if they are not for them; to avoid the buck being passed on to others; and also to avoid responsibility for common good and industry improvement being shirked, category specific suggestions are presented here.

CENTRAL GOVERNMENT AND ITS RESPONSIBILITY TOWARDS NPD

Textiles are a subject of union list. Hence, necessarily, GOI keeps doing and also has to keep doing something under the plans. Hitherto, its focus has been
on technology, welfare, mass production, marketing promotion, training etc. But in a globalised world where product alone decides success of a firm or industry, product should be focused on. There is a saying "If you give a fish, you feed a person for a day; but if you give a fishing rod, you feed a person for life." Product improvement infrastructure is like fishing rod which is in sharp contrast with the fish; all the programmes and subsidies extended so far are likened to fish. All the programmes have done nothing to teach either weaver or his industry about product development. Even when the MFA phase-out was known first and also when globalisation was welcomed during first phase of economy opening, never was a thought given by the Government of India about NPD in handloom industry. Government was under the mistaken impression that NPD is the responsibility of the industry or firms. Either Government of India or States failed to develop a vision about the criticality of NPD. Government is allocating some sizable amounts as "dolcs" every year to the industry under the different subsidies / schemes. But the schemes did not build the long term strength. Input subsidies, transport subsidy, discount reimbursement publicity subsidy, export promotion projects, room upgradation schemes, habitat provision or improvement welfare schemes like pension, PF, thrift insurance and interest subsidy are the major accounts on which Government of India is spending money. Since it has to spend money and also it does not seemingly know of better ways, it is allocating funds on these heads.

The reduced employment in the industry and traditional weavers seeking employment in other fields disproves any claim of any positive impact of the schemes and whole governmental spend. No attempt was seen in any of the available literature that the impact of each scheme was assessed through an independent
organisation. All the projects and schemes when being prepared were not systematically evaluated for their relevance and reality. The planning is top down rather than bottom up.

The frequent transfer of the incumbent of the post of Development Commissioner for the Handlooms deprives the firm grounding of the policy / leadership continuity. Due to this, the schemes are likely to be made in posthaste, without checking with ground realities. The vision and learning of one officer goes away with him with his transfer. The present incumbent has not the way to plan for two years ahead or institutionalise his vision or plan beyond his stay. He can neither think for future nor can he plant his vision into the future. An enthusiastic officer, being aware of his short stay tends to do in haste based on the information whatever he lays hands on in a rush not attempting an in-depth study. The schemes have to be checked for there strategic relevance. The strategy obviously refers to placing of the proposed activity in the context of existing strengths and competitors stand.

While inviting the globalisation, the handloom industry, conversely, is left in the era of pre - globalisation. Globalisation needs strength - building. But what the Government is intervening with are weakness - perpetuating measures. All these schemes of subsidies / relates are not aligned with the globalisation preparation process and in fact they are likely to weaken the industry further. Now, the negative impact on the industry is double and the process of killing the handlooms accelerated at double the rate. To make it clear, it may be said that what should not be done is done and what should be done is not done. It means the negative impact is double. What negative impact has each scheme on the future growth is detailed below.
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<tr>
<th>S.No.</th>
<th>Scheme</th>
<th>Negative Impact</th>
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<tr>
<td>1.</td>
<td>Reimbursement of discount allowed on consumer purchasers</td>
<td>a. Dependancy syndrome</td>
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<td></td>
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<td>b. Artificial jacking up of prices</td>
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<td></td>
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<td>c. Fake transaction</td>
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<td>d. subsidising wrong quality</td>
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<td>e. unearned benefit</td>
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<td>2.</td>
<td>Project package scheme for all needy components</td>
<td>a. Dependency syndrome</td>
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<td></td>
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<td>b. Fake projects</td>
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<td></td>
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<td>c. uniform project components which are not firm specific</td>
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<td></td>
<td></td>
<td>d. Absence of R &amp; D / NPD orientation</td>
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<td>3.</td>
<td>Marketing Expenditure Reimbursement</td>
<td>a. Dependency syndrome</td>
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<td></td>
<td></td>
<td>b. Unearned benefit</td>
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<td></td>
<td></td>
<td>c. product importance downplayed</td>
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<td>4.</td>
<td>Welfare Schemes like housing, PF, ration of foods, loom upgradation</td>
<td>a. dependency syndrome</td>
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<td></td>
<td></td>
<td>b. better programmes sidelined</td>
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<td>c. expectation of continuation</td>
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<td></td>
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<td>d. value of hard work down played</td>
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<td></td>
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<td>e. Long term growth hampered.</td>
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Globalisation requires that the foundation of the industry is strengthened so that the industry can withstand the rigours of competition and survives it.
CENSUS

Census facilitates exact targeting of programmes and right utilisation of funds. Census should be periodical so that the parameters are observed and monitored. The last census of handlooms was done in 1987. In this current critical period, the planners should have reliable information. But it is unfortunate that the 16-year-old information is employed now. Guess work or imaginary extrapolation replace the verifiable data. This vacuum has given scope for false projects and unethical tapping of funds. The states also did not take any initiative to take state level census.

STATES IN A VACUUM

Identity Cards / an identity number / solid data base of weavers will help the state in the correct implementation of schemes. Since handloom issues are looked after by the union, the states did not take enough initiative in the matter of census.

STATES WITHOUT A PLAN ACCORDING TO THEIR NEED

The states in many cases don't have own schemes. They blindly follow central schemes and automatically provide matching grants for the centrally sponsored schemes. Naturally state specific or region specific schemes have no place in the budgets. Good or bad, what the Central schemes bring forth, is accepted by states.
RESEARCH NEGLECTED BY STATES

It is also unfortunate that states don't have technology institutes, training institutes, research centres, product development centres, designing institutes etc. If at all they are, they are very few on very minor scale.

STATE DEPARTMENTS NOT MANNED BY TECHNICAL STAFF

The State handloom departments are fully staffed by non-technical manpower. In A.P. very recently one or two officers of technical qualifications are taken on deputation, on adhoc basis. The irony is that technicality is adhoc, non-technicality has a prime place of permanence. It is not difficult to imagine the reach of the vision of clerks in such a subject of high technicality. When technicality is pushed to the last place, one can imagine the level of ability of the State departments to give direction to the handloom weavers.

In the absence of vision, the State departments have made themselves the post offices for Central Government schemes; only clerks are recruited because the departmental heads were made to believe that State departments have to just release the money and render accounts.

Budgets / Plans / Schemes of the State Departments are prepared by clerks only; the departmental head who generally comes on transfer has to depend heavily on the clerks till his next transfer. The vested interest of clerks is that they only should climb the ladder of career and so the technicality is kept out of focus. It is not difficult to understand the ability of the clerks to give direction to an industry which is full with people and poor education.
When hunger deaths happened in Chirala in 1991 and when weavers committed suicides in Karimnagar and Guntur Districts in 2001, the State departments resorted to fire-fighting measures like distribution of foods, arranging training of the weavers in stitching etc. The textile commissioner who is also the commissioner for textile parks had the idea of requirement of stitching labourers for garment units being set up in textile parks. One idea which crossed the mind of the textile commissioner of the state during the unfortunate incidents was that the weavers should be trained in stitching since garments units need them. But the practicality of this is doubtful since low wage earners can not relocate their lives in the cities; the garment unit owners need very skilled labourers; the requirement might not be at that very moment; the unit might not upcome as planned; the garment unit might need the skilled labour very urgently. The Governments did not understand that weaving profession itself has enough potential and with a little more training and a little more product modification, the affected weavers can be rehabilitated better than in any other altogether new trade. The deaths and suicides are reported off and on. No review of the situation has taken place at any higher level to check whether the initiatives taken corrected the situation.

**POWERLOOMS IN KARIMNAGAR DIST CLOSED DUE TO UNDIFFERENTIATED PRODUCT**

The powerloom workers committed suicide because there was no employment. The powerloom could not provide employment because their undifferentiated and routine product has faced slump in the demand. The powerlooms in Sircilla do mainly 20's plain cloth for rough use of poor people. But, the powerlooms in other villages of Nalgonda District do other differentiated products; hence they are better.
The powerlooms in Karur have developed export market with a wide variety of differentiated products. Their skill range is very wide. They can do any type and they also can change to a new product very fast.

Weavers and traders must realise that any business or any product has a life cycle and at the end of which the demand may come down or price may come down. Some institution should give them this awareness.

Industry is active in copying, but it is sluggish in making experiments and developing a new product. Somebody should teach them. "Any body drowns not because he moves but because he is motionless". Any industry which is constantly experimenting and coming out with new products will stay alive.

DECLINE OF GOVERNMENT INSTITUTIONS TRACED TO NEGLECT OF PRODUCTS

Government institutions includes Government of India institutions like HHEC, NHDC, ACASH, CCIC, All India Handloom House, State Handloom Corporations like KHDC, UP Handlooms, and also state apex co-operatives bodies like APCO, Cooptex etc.

These organisations do trade of inputs and output. The marketing of the output is expected to empty their godowns which in turn leads to fresh production orders and thus more and longer employment.
The institutions sell in wholesale to Government departments. Retail sales are made through retail outlets of their own. These own outlets were successful in the beginning when there was lesser competition and more support from Government. There was not much competition in the aspects of wider choice, product quality and product features. These institutions were very comfortable and hence gradually developed lethargy, since marketing was not much of a problem. Since the rate of change in demand, preferences or tastes is rather slow and normal, during earlier years these institutions did not find it difficult to market. The scenario was something like "sellers market". When the goods with very less degree of differentiation were ready with season, the offtake was automatic. The marketing was very comfortable. But the spell was "deceptive". The institutions did not look into the future which if seen would have given its spectacle fraught with several changes in the competition and consumers choice. They took the lull and comfort for granted. The institutions did not prepare themselves for the future.

When the first sound of the competition bell rang, the vulnerability surfaced. The number of retail outlets was drastically reduced on the grounds of non viability. The first signal of a poor product is seen in the "non viability" they mistook it for locational disadvantage. In big cities where four outlets were their, two were closed on the ground of non viability. The marketing outlet network strength of these institution was reduced by half. The decline of these institution was self perpetuating / automatic.

To make it clear, first the marketing outlets were reduced, later staff were downsized, thus marketing ability was reduced, so less purchases were done,
hence less service and benefit was extended by these institutions, since the reach was less and marginal, the utility of these institutions was perceived to be less, hence the Government ordered either closure or further downsizing; the institutions have become too small to do anything sizeable now. What can these institutions do now to the weavers?

GOVERNMENT SHOULD MEAN BUSINESS TO BE IN BUSINESS

Many Governments have concluded that Government is not good at business, hence marketing outlets should be cut down; Government should assume the role of facilitator. People at the helm, think that the job of a facilitator is easy. A realisation may dawn on them sometime later that facilitation also is not easy. If Governments, conclude that they are not good at business, then what are they good at? Government should give the best value to what it spends. It should be accountable for the money it spends. It should address the problems. If it decides to do what is easy to do, it is not addressing problems, it is going to spend on easy things which don't solve problems. Remaining cosy with easy things don't build a nation. Giant sized Governments should do greater things with vision and concomitant plans, which citizens as individuals can not do.

Governments should know that governance is not easy, low enforcement is not easy, defence is not easy, education is not easy, public health is not easy. Can Governments remove them from priority just because they are not easy. The wisdom of World Bank, and the wisdom if USA & Europe should be absorbed with due check for their regional relevance. Their wisdom need not guide us because they have no handlooms of this great number. Their citizens don't depend on handloom for livelihood. Their heritage does not contain handlooms and crafts.
The handlooms which survived the fierce competition have great things to offer. A sulzer loom costing Rs. 10.00 lakhs cannot make a "Jamdhani Sari". A "Brother" or Juki machine cannot produce "extra weft" designs. A computer operated processing house of Vimal can not produce the intricately designed ikat saree of Pochampally. Such a great industry providing employment to 50 lakh hands cannot be deprioritized just because it involves the value exchange process or marketing element. It may be business or it may be marketing but if many people are getting benefited by it, Governments should do it. Government has to create value in that field if the benefits of such act reach many.

The Government institutions with good marketing muscle, instead of strengthening it with better product offer, have weakened it by reducing the number of outlets and continuing to offer the same "old product range". In stead of training the marketing personnel, they reduced their number. A destructive process replaced a constructive process. Handlooms were left in the lurch.

Since there is no right support coming forth from the Government, the weavers deserted the profession; the employment level came down. Even now, the intrinsic strength of this keeps several lakh weavers in this profession. They are those of Dharmavaram, Kanchi, Banaras, Pochampally, Gadwal, Chanderi, Varayur, Venkatagiri etc. The strength is in those product. If the product is great and if it can retain people in employment, its strength should be made greater and enhanced. That is new product development. Every effort should be made to improve the product. Never was a thought given to this by State Governments, especially the Government of A.P. They simply tried to put them in stitching labour without checking about the skill synergy.
QUALITY PROBLEMS

Quality of the goods offered in the outlets of the Government institutions is always a big question mark. Bad quality spoiled the image of good quality. Prices of goods had to be marked down by offering higher percentage of discounts. Even after allowing of these discounts, there was accumulation of heavy unsold stocks. This accumulation has compounding effect on the problems because of high interest, quality deterioration, image tarnishing, blockage of further activity etc.

Why bad quality has found its way into these well meaning institutions?

a. The primary production centres are wrongly founded. They have wrong interests. Probably their members are not real.

b. The procuring officials are corrupt

c. The Systems are wrong and loose

d. The CEO is careless or corrupt

e. There was no leadership continuity.

All these factors contributed to bad quality. If all these were corrected and if the management focused on quality, the going would have been greater. Potent brand could have been built. All this goes to emphasise the nurturing of products. If great care was shown on products the brand image would have been created.

BRANDING APPROACH TO PERPETUATING THE LIFE OF HANDLOOM PRODUCTS

No handloom institution in India has taken advantage of this branding approach. Branding is not just affixing name to its product. It is a promise to give
a certain consistent quality without ever going back on it. Customers ultimate interest is given the highest priority. Deliveries are correct and on time. Customer satisfaction is guaranteed. It even took several decades for many companies to build a brand. It was a focused quality approach. It is not any Government certificate. A brand promises more than a certificate does. Brand is an assurance of quality, not only in product but also in post sale or pre sale service. Brand is a complete personality of a company. It spreads across every aspect of the company.

Many companies mistook brand name to be a good name label and remained complacent with it. They may also have concluded that brand names don't work. It is true. Brand names don't work. Only brands work.

BRANDING AND NPD

Branding is about complete satisfaction. Total quality ensures this. If new products (with customers input) are developed, branding is firmly founded. Product quality means quality inputs, quality design, quality aesthetics, new and more uses of the product and latest product form. All these go into a branding. NPD is a great tool of branding. Branding approach would have drawn the attention of CEOs to NPD. Brands extend the firm's life.

Branding would have helped easy and sustained marketing. Nonhandloom competitors has used this approach and cut into the share enjoyed by handloom products. All famous textile brands like Vimal, Raymonds etc. go by branding approach.
Brands make the customers purchase exercise easy. Buyer's risk of dissatisfaction is minimised. If a strong brand is there, the quality judgement skill of the buyer need not stretch much. It is simple because it is reliable. Even a young child can buy a saree for her mother if the sari is of a strong brand. It also means it facilitates communication of required standards and available parameters.

Government handloom institution never had this insight of branding. When the product failed, quality failed, and marketing failed, they conveniently accepted failure as final and hence closure / capability reduction resorted to

VOICE OF THE CUSTOMER NOT FACTORED INTO PRODUCTS

Customer's verbatims are many. Customers needs are wide ranging, many and different.

Customers buy our products. He also reject if he does not like our products. If products are not purchased by him, unsold stock accumulates. The institutions must understand the loyalty pattern of the customers. Loyalty is a function of quality delivered. Loyalty is in place when the customer consistently gets what he wants. His needs may have changed. He expects something new. If the government handloom institutions on one hand dont give what the customer expects to get and on the other the competitors gives it, the customer naturally changes his loyalty and buys from the competitors.

Customer is vocal only when he is asked to do so and only when he is promised he will get what he wants. A deliberate attempt has to be made to unearth the voice of the customer. A system has to be developed to listen to his voice.
Largest handloom organizations having 100 to 600 outlets and lakhs of customers also have no system to record the voice of the customer, there is no system to build the input of the customer into products.

The vague and mental records of the sales persons with regard to customers requirements are heavily relied upon. Memory of voices of lakhs of customers recorded in the minds of a few individuals may not represent the truth as well as the multiplicity of customer needs.

There is also no way to factor these inputs into designing. The creative imagination wing of "dreaming" design department and the firm-in-ground-and-practical suggestions of sales persons or customers have to be integrated into the product designing. Many handloom organisations have failed to devise a system to integrate these two.

As regards finding out of voice of the Customer (VOC), the best method is maintaining a panel of customers who usually visit the local shops. This panel should be properly structured to represent all starata. The voice about their needs and evaluation of recent launches should be periodically assessed and recorded by interacting with the panel. The panel of customers should be replaced on rotation basis periodically. If a thought was given, Co-optex or APCO would have maintained a sample of 15000 to 20,000 customers on panel. The annual sample survey on consumption of textiles by Textiles Committee, Bombay which maintain a panel of 13000 consumers across the country can be taken as a model for VOC research and consumer research.
Big organisations are seen giving millions of rupees on design projects to NIFT & NID. The evaluation of their designs against market response is yet to take place. These design institutes have a tendency to depend on intuition, imagination and foreign catalogues rather than on the information obtained direct from the buyers through survey. Hence the likely folly of dependence on individual creativity which is far removed from market realities needs to be checked Voice of the custoemr should have its place. It is a possibility if properly devised.

**IN HOUSE PRODUCT DESIGN VS OUTSOURCING/INHOUSE DESIGNERS**

Serifed as well as APCO tried in-house designing. In the absence of a proper creativity-enhancing culture, in-house designers feel not only demotivated but contribute less.

In house designers were not properly groomed with exposure. The officers at supervisory level should know the ins and outs of designs and have a flair for creativity. The designers should not get the treatment that is usually given to clerks by their supervisor.

Proper library with magazines and recent literature should be made available to the designers. The designers should be given specific projects. The boss should be able to assess them.

**OUT SOURCING**

Outsourced designing skills may not be able to understand the basic
realities of the host organization. Many external designers give design which cannot be massproduced or which are not workable on existing looms.

External designers are very much removed from the first lot production, second lot production and their evaluation. Their job ends with paper designs and prototype development. Their relevance to existing production facilities and relevance to the actual consumers requirement is not checked.

External designers are difficult to be integrated into the organisation. There are several cases of organisations blaming the external designers for the poor response of the market to their designs.

Government organisations give funds to government sponsored design institutes without much thought, expecting great results. If the work is not clearly defined and the design acceptance not properly evaluated, the results will be suboptimal that both are to be blamed. Many design institutes under the pressure of the need to mobilise resources give a lot of sales talk and take projects. Generally, the CEO of handloom institutions gets transferred by the time the design project is on the launch, the design institute dodges the brick bats and fresh game starts with a new CEO.

There should be a mix of external and internal design skills. The internal designers should be a binding force and sustainance tool for continuous NPD. The internal designers should supervise and co-ordinate the external designer's work.
HANDLOOM FIRMS AS WHOLE

Handloom firms and handloom weavers as a whole are a more important cog in wheel of the industry than any other aforesaid constituents.

Industry is theirs. It is in their hands to make or mar. They own the industry which has "perennial potential" (a famous handloom advocate Mr. Marthand Singh uses those words for Indian crafts). If the weavers and weavers firms gives life to the industry, the industry gives employment and life to the weavers. The industry is full with potential to live across generations.

1. The handloom firms and weaves should have a set of core values as regards quality, delivery, responsiveness, innovation, credit and work ethic.
2. The industry should organise itself without looking for much help from the Government. The greatest service to country is to live independent of doles from the Government.
3. The spirit of innovativeness, an open mindedness, agility and quick responsiveness to the change required by the market should be deliberately cultivated in the community.
4. NPD is the life of the industry, the onus of NPD is on the industry, not on Government. A deliberate focus should be on NPD.
5. High weaver concentration hubs should, on their own identify common community service areas. They should fund themselves. They should fund market research, NPD infrastructure and implementation of social norms. Industry leadership should be encouraged. Industry associations should be strengthened. Wrong quality inputs, payment default by
weavers, copying, lure of customers of one trader by the other, deceptive insolvency petitions, cultivation of good work ethic should be checked. Disciplinary mechanisms should be devised by the community itself.

6. The systems should be deliberately built for long term growth of the industry. Many weavers don’t understand the importance of delivery deadlines. They enjoy fun and frolic when the dead line is quite near. The cotton ikat weavers of Nalgonda District had a tendency to disregard delivery deadlines. They earned a bad reputation for late deliveries. If a choice is given any exporter would avoid working with ikats due to this bad reputation. If the cotton ikat weavers as a community take recourse to branding approach, they could save themselves from bad name. The weavers should be made to understand to honour the requirement of the indentor at any cost by going extra mile.

AN IDEAL MODEL FOR NPD IN HANDLOOM INDUSTRY

1. FOCUS ON INFRASTRUCTURE FOR NPD

Governments have to focus on developing infrastructure for NPD. Every state should have its own institution for creativity and product design. Prof. Tirthamkar Roy in his study on “Hand Made in India” sponsored by World Bank say that three key means to value additions are

a. Skill upgradation
b. design input and
c. technical upgradation.
The state infrastructure should be created to ensure these key means "Innovation experimentation, exploration" are the three most pressing needs in crafts sector. In the face of new circumstances and new opportunities, creativity in both thought and approach is the crucial buzzword.

A large scale program of carpet weaving training in Kashmir, for instance, increased the number of weavers dramatically from 3500 in 1975 to more than 50000 in 1990.

A designer sent to work with tribal weavers in Madhya Pradesh suggested a small innovation - the fabrics be dyed with tea leaves. The soft, smoky colours that resulted were an instant hit, and the fabric is now being sold in the international market.

There should be infrastructure to have ongoing designing and innovation programmes. NIFT, NID, National Centre for Designs and Product Development, Indian Institute of Crafts & Designs, Jaipur etc. should be the models for the State Governments to copy. For instance Institute of Crafts and Designs established by Govt. of Rajasthan emerged after taking inspiration from NID.

SUBSIDIZE DESIGN DEVELOPMENT

Governments should recast their subsidy programmes and give more priority to design development programmes. Subsidies create "dependency syndrome". But subsidization of NPD gives the best benefit and best value that their impact will reach into future; dependence on other subsidies will taper off if
NPD is subsidised. Industry is strengthened at its core by the support to NPD. Governments should focus on NPD.

**TECHNICAL MANPOWER INADEQUACY IN GOVERNMENT**

State Departments should be technically oriented. The textile technologists or handloom technologists should be adequately available and they also should key posts. The Government departments should be able to guide and direct the industry, not just disburse or despatch the money or documents. The decay of the industry is partly traced to the non technical manpower abounding in the Department. NPD is not the cup of tea non technical staff. It amounts to say that long term growth of the handloom industry is not the interest of the current manpower.

**GOVERNMENT FIRMS SHOULD BUILD POWERFUL BRANDS**

Branding approach can straighten the defective outlook of the marketing firms. All Governments institutions should focus on building a brand. Brand building emphases total quality and NPD. Brands develop loyal consumer base. Cutting down on the marketing muscle, downsizing the marketing staff etc. are all actions in retrograde and infact they weaken the organisations.

Organisations grow by designing the best product offer. Even without cutting down the staff the efficiency of the organisation can improve dramatically with recourse to NPD.
PLAN TO SUCCEED

State Organisations should aim at their continuation of existence and sustained support. All these are possible with the help of planning. Absence of activity planning is a natural plan for extinction. By cutting down activities in the name of efficiency, the rate of decline accelerates. Plan to succeed should necessarily contain planning for NPD.

VOICE OF CUSTOMER

A sure way to fail is to produce products without checking with the buyers. Production is done in many firms based on assumptions and broadly represented opinions. Area wise, age wise and group wise customising of production should be done. Mass production should evolve into customised production. Only when the customers voice is known, production can be customised.

Voice of the customer through their verbatims should be found out by organising area wise customer panels or some other method.

BALANCING OF DESIGN SOURCES

Designing sources should be properly balanced. Internal and external design sources should be drawn upon. Inhousing designing gives stability, continuity, relevance and also controllability. Outsourcing gives cross fertilisation of skills, new perspectives and wider choice. A mix of the sources are indispensable.

A CULTURE OF CREATIVITY AND VALUE CHAIN

Any industry should sustain itself. No industry can create 50 lakh jobs
for all the displaced handlooms. The industry should plan for its long term sustainance. The constituents of the industry like firms, weavers etc. should discipline themselves. There should emerge local leadership and visionaries. The firms and weaves should submit themselves to leadership and vision. Reducing the quality of inputs one worse than the other, delayed deliveries, dishonouring of their words, disregard for the buyers priorities, short term gains, deceptive borrowings, wilful repayments default etc. form part of bad ethics and bad work culture. One should strive best to nurture good work culture without comparison with the neighbouring delinquents. Good culture is a common wisdom for common good. It is possible with wilful concerted efforts only. It does not take shape on its own.

The fuel of any industry is innovation and creativity. The industry, if it has to survive, has to necessarily take recourse to innovation.

The local industry associations should develop a system to ensure in the industry the creativity, innovation and experimentation.