CHAPTER V: RECOMMENDATIONS

As per the IV objective of this study stated under, ‘To recommend a holistic systems model (Decision-Framework) of Policy Initiatives and Value Innovation for selected Clusters under the study based on value-inputs from various stakeholders’; the present study has led to Strategic Recommendations under the broader framework of the Blue Ocean Strategy which has the following salient dimensions:

5.1. BLUE OCEAN: A STRATEGY TOOL FOR VULNERABILITY ASSESSMENT AND INNOVATIVE CAPACITY BUILDING

The key concepts of blue ocean strategy include Value Innovation — the simultaneous pursuit of differentiation and low cost — and key analytical tools and frameworks such as the strategy canvas, the four actions framework and the eliminate-reduce-raise-create grid. (Source: Chan Kim and Renée Mauborgne, Harvard Business School Press 2005).

The strategy describes the four principles of blue ocean strategy formulation: how to create uncontested market space by reconstructing market boundaries, focusing on the big picture, reaching beyond existing demand and getting the strategic sequence right (Kim, Chan 2005).

These four formulation principles address how an organization can create blue oceans by looking across the six conventional boundaries of competition (Six Paths Framework), reduce their planning risk by following the four steps of visualizing strategy, create new demand by unlocking the three tiers of non-customers and launch a commercially-viable blue ocean idea by aligning unprecedented utility of an offering with strategic pricing and target costing and by overcoming adoption hurdles.

The concept applies across industries to demonstrate how to break out of traditional competitive strategic thinking and to grow demand and profits for the operating units and the industry by using blue ocean strategic thinking.
Figure 5.1: Blue Ocean Idea

(Source: http://blog.vistage.com/business-innovation/how-to-do-a-blue-ocean-strategy-step)
Figure 5.2. Creating Blue Oceans


Figure 5.3. Value Innovation

Blue Oceans

The blue oceans are new markets created by companies following conscious strategic decisions. The creation of a new market space gives companies a natural monopolistic position, which the company can take advantage from. This is called the Reconstructionist view of strategy, meaning that companies recreate the boundaries of an industry, as a result of the strategy they pursue.

However, Blue Ocean Strategy does not encourage companies to behave monopolistically, as it will hurt them in longer term. Instead, companies must price their service/product strategically, to win a mass of buyers, which results in a win-win situation for the buyers (value proposition), for the company (profit proposition) and for the employees (people proposition).

Figure 5.4: Red Ocean Versus Blue Ocean
The alignment of value proposition, profit proposition and people proposition to create a new market space is called Blue Ocean Strategy.

5.2. Relevance for policy recommendation in the present study-

It can be understood that Blue-Ocean Framework can generically be applied to any product categories, particularly, those which have unique and traditional appeal. Hence, the blue ocean strategy’s framework has been applied in the study in order to:

- Make general assessment (vulnerability analysis) of traditional textile clusters current situation to better understand and respond to its needs for capacity building.
- Recommend/create long-term as well as short-term value for a product and the organization.
- Recommend a highly collaborative format in business model innovation, product/service innovation or simply in innovating around the current service and delivery of existing products and services.
- Help clusters achieve sustainable profitable growth by creating high-value low-cost innovative solutions, resulting in a win-win situation for buyers, entrepreneurs and artisans.
- Recommend measures to strengthen the clusters’ internal innovation capabilities, by assessing processes, organizational structure and people.

Based on the analysis of the existing business strategy and situation of the clusters, it has been proposed to:

- Help them increase the profitability of current business portfolio and/or grow their market share in the short run and also assist them in other areas such as marketing, operations and organization, should the situation requires.
- Suggest means of strengthening their internal capabilities.
Recommend result-driven measures for capacity building and to go further and help strengthen their internal innovation capabilities, by acting in the areas of Processes, Organizational Structure and People.

As is evident now that the need of the study was to identify the vulnerability profile of the traditional textile clusters as to why certain reasons deter the handloom/handicraft units to grow multi-dimensionally; address the causes of those problems/factors and not the symptoms even though the handloom and handicraft sector have enough cause to flourish. Though the government has been claiming to implement various plans and schemes for the well being of the industry, some of the problems prevalent ubiquitously in the traditional textile clusters of India were found to be:

- The competitiveness of selected clusters in terms of limited market share and poor productivity because of lack of higher unit value realization of the products.

- Ineffective integration of scattered artisans, unable to build their grassroot enterprises and link them to latest technology in the cluster for customized interventions and ensure economies of large scale in operations.

- Lack of a supply system that is geared to responding to large-scale orders, adhering to quality and product standardization, limiting them from taking a plunge into global markets.

- Scarce livelihood opportunities to the people in the industry and creation of sustainable employability for the artisans/craftsmen already engaged in this sector.

- Missing requisite support/linkages in terms of adequate infrastructure, technology, product diversification, design development, raw material banks, marketing and promotion, social security and other components that are vital for sustainability of artisans/craftsmen engaged in the Handicrafts/handloom sector.
- **Inability to utilize the resources** available under various ongoing schemes of the Central Government.

- **Lack of linkages** within the industry isolating and thus restricting Public Private Partnership (PPP) model in the form of collaboration between the Central/State Governments, beneficiary artisans and their groups, financially creditworthy and commercially linked marketing enterprises and the financial Institutions.

- **Scarcity of proactive and visionary socially responsible leaders.**

- **Weak technical and program management assistance** for capacity building, designing of the interventions and their implementation, through a competent professional agency.

- **Lack of follow ups** by various agencies, ownership, trustworthy middlemen, education, biases, single window facility and concept of globalization.

    **The five most critical vulnerabilities** across all six clusters identified in this survey done were lack of education amongst artisans; **training and development** programmes being conducted by the government and other institutions do **not aim at long term** cluster sustainability; customer trust is lost owing to unethical practices; poverty and lack of formal/informal **sources of funding.**

Almost all artisans are working like bonded labourers and the ones who gained little experience emerged as middlemen. They have further worsened the grim situation by exploiting the poor artisan excessively due to his **meek social status, illiteracy and ignorance.** For most of the artisans, **migration** to alternate professions has become a preference.

Artisans who are continuing in the same profession are either old or unskilled to take up another job or **lack of education/information** related to alternatives renders them ineffective. The **younger generation is not fascinated** at all by the **wage structure** as the labour/skill
required to make an exquisite piece of art does not fetch even the cost of making it in the market now.

The training and development programmes which are run in any cluster are implemented only for a year or two; sometimes even a few months only. The fake artisans generally get Identity Cards made to grab any monetary benefits being offered by the government programmes.

Uneducated and ignorant artisans who are actually skilled but lack the confidence of approaching government officials due to lack of education and ignorance do not benefit from any such schemes. On the contrary, the fake artisans take away the fruit further harming the system by projecting a wrong picture and providing wrong data to the government officials.

It is thus on the basis of these false reports that the government further plans for new training and development programmes without being actually able to reach the grass roots level and knowing the real picture of the clusters. As a result the programmes planning implementation is obviously not in sync with the real scenario.

Poor artisans who started working like bonded labourers hardly have funds to invest in Research and Development or innovation in the process/techniques. For instance yarn dyeing is extremely expensive as compared to direct dyeing.

Owing to high dyeing costs, artisans resort to direct dyeing which is not only injurious to health but also harms the environment, contaminates the water table and infects the soil on disposal. The quality of yarn is also being compromised owing to high yarn cost (pure silk being replaced by Chinese yarn- Kataan).

The compromise in quality has led to customer trust deficit. The problem is prevalent in the Block Printing, Phulkari, Madhubani and Banaras Brocade clusters where the colour of
the expensive product bleeds when washed or stained with sweat. Artisans in Chamba and Chanderi are more conscious about this problem and do not give in to shortcuts.

One reason why weaves in Chanderi are able to ensure that their traditional textile does not lose its grandeur is because of the Government policy which bans power loom in the cluster. It thus does not face competition from its immediate surroundings.

**Use of poor quality of raw materials** deters the customers from repeat buying. Customers also have lost faith due to the extreme variance in the selling price of traditional textiles. The sellers do not put any fixed price tag on the product and charge their price depending on the type of buyer.

The tickets for seeing the Taj Mahal at Agra are Rs 20.00 for Indians where as for foreigners it is Rs 500.00. The rates are clearly mentioned on the window so it leaves no confusion in the minds of the tourist/visitor. But artisans sell the same product to ignorant buyers for almost ten times of what he would sell to knowledgeable customer.

**Loss of customer trust** leads to loss of repeat buying (market loss), stock piling, and damages during storage, extra transportation, more expenditure and less income. The socio economic status of artisans presses them to sell their products at throw away prices to earn their daily bread and butter.

Borrowings and debts have become a vicious circle due to which artisans are becoming poorer. **Poverty** further leads to debt, borrowings, loans and inability to pay back interest rest alone the principle amount. When artisans are unable to make both ends meet, it is obvious that they face problems in running their day to day operations.

Borrowing and debt already block their way to other formal/informal sources of funding. The artisans cannot innovate, invest in research and development, use environment friendly dyeing processes etc.
Banks that offer loans have too much of paper works and requires many documents for sanctioning a loan. The artisan on the other hand succumbs to the non-user friendly banking services, or is either unaware or incapable of producing the required documents.

The Blue Ocean Strategy’s ERRC Grid (Eliminate-Raise-Reduce-Create) is a non-traditional approach to problem solving which has been applied here in the TRADITIONAL TEXTILES Clusters of India on the merit that the traditional approach of government agencies has grossly failed to turn around the pathetic condition of the surveyed clusters of India.

Figure 5.5: The ERRC Grid

<table>
<thead>
<tr>
<th>THE ERRC GRID</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ELIMINTE</td>
<td>RAISE</td>
</tr>
<tr>
<td>WHICH FACTORS THAT THE INDUSTRY TAKES FOR GRANTED SHOULD BE ELIMINATED?</td>
<td>WHICH FACTORS SHOULD BE RAISED WELL ABOVE INDUSTRY’S STANDARD?</td>
</tr>
<tr>
<td>REDUCE</td>
<td>CREATE</td>
</tr>
<tr>
<td>WHICH ACTIONS SHOULD BE REDUCED WELL BELOW THE INDUSTRY’S STANDARDS?</td>
<td>WHICH FACTORS SHOULD BE CREATED THAT THE INDUSTRY HAS NEVER OFFERED?</td>
</tr>
</tbody>
</table>

Through the Blue Ocean strategy, more progressive and specific ideas for problem solving can be suggested rather than beating about the bush. The Blue Ocean Strategy helps in out of the box thinking and enables to break the boundaries of an indifferent, insensitive, ineffective and traditional ideology towards more open non-traditional innovative thinking for capacity building of Traditional Textiles of India.
Based on the Blue Ocean Strategy’s Buyer Utility Map shown above, strategic placement of traditional textiles in the market can be done. Various measures can be taken in order to attract customers who are looking for similar products by making locations/destinations visible allowing ease of access and payment.

Traditional textiles can be transformed into not only aesthetically wanted fabric but also functionally utility oriented products in order to attract non-customers. Conventional thinking would have to give way to the Blue Ocean Thinking according to the following figure:
Table 5.1: Conventional thinking Versus Blue Ocean Thinking

<table>
<thead>
<tr>
<th>Industry</th>
<th>Conventional Thinking</th>
<th>Blue Ocean Thinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry</td>
<td>Industry conditions are given – compete in existing market space</td>
<td>Industry conditions can be shaped – create uncontested market space</td>
</tr>
<tr>
<td>Strategy</td>
<td>Companies must build competitive advantages to beat competition</td>
<td>Make competition irrelevant</td>
</tr>
<tr>
<td>Market</td>
<td>Exploit existing demand</td>
<td>Create and capture new demand</td>
</tr>
<tr>
<td>Resources</td>
<td>Make the value-cost trade-off</td>
<td>Break the value-cost trade-off</td>
</tr>
<tr>
<td>Organization</td>
<td>Align the whole system of a firm’s activities with its strategic choice of differentiation or low cost</td>
<td>Align the whole system of a firm’s activities in pursuit of differentiation and low cost</td>
</tr>
<tr>
<td>Offerings</td>
<td>Maximizing the offering’s value within industry boundaries</td>
<td>Offering buyers the total solution that transcends the industry</td>
</tr>
</tbody>
</table>

Therefore, extending the blue-ocean framework in the traditional textile clusters of India, the following four grid framework, area-wise vulnerabilities prevalent collectively in all clusters have been mentioned along with the Blue Ocean Eliminate-Reduce-Raise>Create recommendations.

5.3. The Blue Ocean ‘Eliminate-Reduce-Raise>Create’ Grid: A Systemic Way of Turn Around: INNOVATIVE CAPACITY BUILDING (A Snapshot)
**Figure: 5.7: THE BLUE OCEAN CREATE RAISE ELIMINATE REDUCE GRID**

<table>
<thead>
<tr>
<th><strong>Finance</strong></th>
<th><strong>Create</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding Reservoir and extending consistent support to economic activities / entrepreneurs indulging in similar activities by policy makers which are eco friendly generating employability as well as socially viable</td>
<td>Infrastructure for learning CAD and Colleges for learning Folk Art, Textile Art and skill development for children and families of artisans for consistent growth in order to cater to HR deficit</td>
</tr>
<tr>
<td>Production/Operations</td>
<td>Market Partnership with Private Sector; Websites; Tie-up with leading designers; Tie-up with Corporate Gifting; Uniform for Government Officials; State specific Magazines with an orientation towards tourism and the folk art / traditions/culture and shopping outlets; recent activities, trends, information on best price etc.; Fashion Shows in flights showcasing traditional Indian Textiles</td>
</tr>
<tr>
<td>Government (Better) Connectivity (Roads / Railway); Honest and Transparent Supply of Subsidised Raw Material to Deserving Candidates; Tourist Packages; Special Carnivals in the Republic Day and Independence Day Parade; Special Infrastructural/Tax/Insurance benefits to Boutiques (Employers and employees) utilising traditional textiles as raw material NGO’s CSR like Taj Group’s adoption of the village Sarai Mohana, Varanasi, market linkages such as &quot;Jalula&quot; (Switzerland), system of Celebrities’ endorsements/awareness/usage/market/publicity campaigns like Aamir Khan and Kareena Kapoor for Chandri during promotion of their movie ‘3 idiots’, tie up with entities that promote economic activity/livelihoods that are environment friendly and do not pollute the ecosystems</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Legal</strong></td>
<td></td>
</tr>
<tr>
<td>Academic Status to Skilled Artisans</td>
<td></td>
</tr>
<tr>
<td><strong>Technical</strong></td>
<td></td>
</tr>
<tr>
<td>Online websites; Internet Banking Services Awareness and Usage; Product/samples/Shipments/Stock details; Tie-up with websites like makemytrip.com; yatra.com; cleartrip.com; tripadvisor.com etc.</td>
<td></td>
</tr>
<tr>
<td><strong>Reduce</strong></td>
<td></td>
</tr>
<tr>
<td>Finance Borrowings; Debt</td>
<td><strong>The Blue Ocean</strong></td>
</tr>
<tr>
<td>Production/Operations Defects; Lead Time; Use of Sub standard raw material; Harmful Dyes; Scrap / Waste; Unhygienic working conditions; non adaptability to changing trends; adherence to clichéd designs</td>
<td></td>
</tr>
<tr>
<td>HR</td>
<td>Migration; Guarding knowledge; Short term training programmes; Job dissatisfaction; illiteracy</td>
</tr>
<tr>
<td>Government</td>
<td>Middlemen; High dependency for market access; excessive number of NGOs; Price war; Bargaining; Exploitation</td>
</tr>
<tr>
<td></td>
<td>Social Poverty; Illiteracy; Debt/borrowings Consultants/Experts</td>
</tr>
<tr>
<td></td>
<td>Limited knowledge/info about real work force number and working conditions Banks</td>
</tr>
<tr>
<td></td>
<td>Complicated procedures of availing services; Extravagant and cumbersome paper work</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Finance</strong></th>
<th><strong>Create</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Economic</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Powerloom usage in handloom clusters (eg. Chandri)</td>
</tr>
<tr>
<td></td>
<td>Banks Extravagant and cumbersome paperwork</td>
</tr>
<tr>
<td></td>
<td>NGOs Promotion of undeserving artisans</td>
</tr>
<tr>
<td></td>
<td>Economic Powerloom using handloom mark to sell and not powerloom itself</td>
</tr>
<tr>
<td></td>
<td>Labour laws reducing skill transference</td>
</tr>
<tr>
<td></td>
<td>Reading Materials, Visibility/usage/market/</td>
</tr>
<tr>
<td></td>
<td>Partnership with Private Sector; Websites; Tie-ups with e-commerce</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Finance</strong></th>
<th><strong>Create</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pricing Product with Precision; Wages</td>
<td>Market</td>
</tr>
<tr>
<td>Production/Operations Quality; Use of Standard/good quality raw materials; Production Capacity and Production; Infrastructure</td>
<td></td>
</tr>
<tr>
<td>HR</td>
<td>Skill Development, Training programmes play an important role both in preparing the people for change and in transferring knowledge</td>
</tr>
<tr>
<td>Government</td>
<td>Replicate market access like weavers in Mangalagiri; Supply Chain Management; Customer Awareness through Magazines such as Insight, (CERC, Ahmedabad); In-flight Reading Materials, Visibility/Availability at tourist places, - Visibility/Availability at Luxury Hotels, Visibility</td>
</tr>
<tr>
<td>Literacy; Standard of Living</td>
<td>Social</td>
</tr>
<tr>
<td></td>
<td>Government Space like Khadi Gram Udyog in every city; Tax benefit/exemption on purchase to promote buying; Trustworthy, dependable, authentic surveys on actual number of Artisans; Mandatory Television Shows in partnership with Ministry of Textiles, Ministry of Tourism, Ministry of HRD and Ministry of Communication; Mandatory usage as some %of entire raw material for Top Designers with Tax benefit (as subsidies already being given to weavers)</td>
</tr>
<tr>
<td></td>
<td>Banks User Friendly and Easy Loans; Home Service; Interest free loans Consultants</td>
</tr>
<tr>
<td></td>
<td>Public sharing of views on benefits of using Traditional Textiles; Customer Awareness Experts Regular interaction with artisans; direct on-site exchange of market feedback, expectations and problems for fast track redressal; frequent visits to understand working conditions, problems and limitations Economic Recognition to hand crafter product recognition to powerloom as ‘powerloom’ and not handloom</td>
</tr>
<tr>
<td></td>
<td>Political-Legal Law to take strict action against selling of powerloom fabric in the guise of handloom Online websites; Internet</td>
</tr>
<tr>
<td></td>
<td>Services; Awareness and Usage; Product/samples/Shipments/Stock details</td>
</tr>
</tbody>
</table>
Table 5.2: The Blue Ocean ‘Eliminate’ Grid

<table>
<thead>
<tr>
<th>Area</th>
<th>Eliminate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>Incorrect Costing, No fixed price system; Flexible margins; Unscrupulous middlemen and trader margins; Delayed payments with unjust deductions based on the free will of the trader</td>
</tr>
<tr>
<td>Production/Operations</td>
<td>Sub-standard raw material usage</td>
</tr>
<tr>
<td>HR</td>
<td>Non skill transference</td>
</tr>
<tr>
<td>Market</td>
<td>Monopoly of master craft persons/weavers/traders; Ignorance about potential markets/buyers; Selling of powerloom in the name of handloom to ignorant buyers; Buyer ignorance and unawareness to their cultural heritage</td>
</tr>
<tr>
<td>Social</td>
<td>Debt/borrowings</td>
</tr>
<tr>
<td>Government</td>
<td>Powerloom usage in handloom clusters (eg. Chanderi)</td>
</tr>
<tr>
<td>Banks</td>
<td>Extravagant and cumbersome paperwork</td>
</tr>
<tr>
<td>NGOs</td>
<td>Promotion of undeserving artisans</td>
</tr>
<tr>
<td>Economic</td>
<td>Powerloom using handloom mark to sell and not powerloom itself</td>
</tr>
<tr>
<td>Political-Legal</td>
<td>Labour laws reducing skill transference</td>
</tr>
<tr>
<td>Technological/IT</td>
<td>Ignorance on CAD, communication, websites, e-mail, basic computer skills</td>
</tr>
</tbody>
</table>

Certain aspects in the areas of Finance, Production, HR, Marketing, Social economic standards, Role of NGOs, Legal framework etc need to be completely eliminated for the beginning of a new era of growth and development.

Unless the areas where improvement is not possible, and on the contrary they are facilitating the decline of the cluster are amputated, the cluster will not flourish.

Practices that need to be eliminated are costing of products on the basis of guess work (depending upon the IQ level of the illiterate artisan unaware of various ancillary activities which are rendered unacknowledged during the process of production); no fixed price system because it enables the trader/buyer/customer to bargain; unscrupulous middlemen who want to kill the hen laying a gold egg every day for their own selfish immediate gain failing to show further vision to sustainability; unbalanced trader margins who treat the artisans like bonded labourers and keep the maximum profit margin to themselves; excessive delay in payments that completely shatter the morale of an artisan discouraging them from further investment in the business of (HR, skill, funds, family, children) leading the cluster towards likely extinction.
Use of sub-standard raw materials should be completely eliminated even if some negligible market segment wants to buy such products because in the long run, fabric made of inferior raw materials run in colour, cause skin diseases and are not wearable/usable after a one time wear.

Such a situation leads to market loss, loss of customer trust and decline in repeat buying.

Migration should be tackled immediately by the stakeholders because the artist’s dissatisfaction and no monetary benefits are resulting in discouragement to family members who do not want to continue in the same family business.

Artisans who have no alternatives, are old and have no education are still adhering to what they have been doing but are unwilling to force their children/next generation to do the same. In fact they are making all possible efforts to enable their children to adopt new skills and migrate to better jobs.

Unless job dissatisfaction is not eliminated through building systems that make an artisan secure, build his self-esteem and job satisfaction, migration will continue.

In the area of market, monopoly of traders (encouraging exploitation), ignorance about potential markets; price war; bargaining; exploitation, selling of power loom in the name of hand loom, buyer ignorance and unawareness to cultural heritage must be eliminated because these are grave deterrents in the path of developments of Traditional Textiles Cluster of India.

Clusters need to fight the ills of illiteracy by getting education. Education would shield the artisans against other social evils such as poverty, debt/borrowings, easy exploitation and ignorance.

In the entire system, if the termite of corruption is not eliminated, no effort will bear fruit for the capacity building of the Traditional Textile Cluster of India. Corruption can be removed by education, knowledge and awareness regarding the social, intellectual, physical, emotional and spiritual aspects of man.
A better understanding of how effective our own lines would be if the system is corruption free needs to be developed. It is only in the hands of every citizen of our country to pledge against any malpractice.

Other supportive institutions like banks need to eliminate unnecessary and extravagant paperwork. It scares away the genuine uneducated skilled artist and attracts fake artists turned middleman to reap the benefits of the system.

The promotion of undeserving and fake artisans should also be curbed at the earliest because it doubly harms the system. It enlarges the gap between the real and the fake and widens the gap between the policy makers and the artisans at the grassroots.

Some NGOs also have got stuck with fake artisans and are promoting them for personal gain; neglecting and demoralising the real artisan.

Government should also eliminate the use of powerloom in clusters like Banaras Brocade just as Chanderi cluster of Madhya Pradesh.

Labour laws should allow children in the families to pick up family business tricks of the trade after school timings as essential work experience to enable them to learn precious skills for earning their livelihood. Education would also eliminate ignorance towards knowledge about latest technology, importance of CAD, internet (mail, banking, market access, websites designing) etc in order to enhance overall capacity of an artisan.

The Blue Ocean Strategy is never going to become a Red Ocean, unless the government patronizes the clusters like in olden times, kings patronized the traditional textiles and local folk arts and fine arts.

The artisans never had to bother about funds and other petty issues but all they had to concentrate on was honing their skills for the making of masterpieces none other could make.
Table 5.3: The Blue Ocean ‘Reduce’ Grid

<table>
<thead>
<tr>
<th>Area</th>
<th>Reduce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>Borrowings; Debt</td>
</tr>
<tr>
<td>Production/Operations</td>
<td>Defects; Lead Time; Use of Sub standard raw material; Harmful Dyes; Scrap/Waste; Unhygienic working conditions; non-adaptability to changing trends; adherence to clichéd designs</td>
</tr>
<tr>
<td>HR</td>
<td>Migration; Guarding knowledge; Short term training programmes; Job dissatisfaction; illiteracy</td>
</tr>
<tr>
<td>Market</td>
<td>Middlemen; High dependency for market access; excessive number of NGOs promoting undeserving artisans; Price war; Bargaining; Exploitation</td>
</tr>
<tr>
<td>Social</td>
<td>Poverty, Illiteracy, Debt/borrowings</td>
</tr>
<tr>
<td>Consultants Experts</td>
<td>Negligence/ignorance- Limited information/Knowledge about real work force number and working conditions of artisans</td>
</tr>
<tr>
<td>Government</td>
<td>Dependency on fake data for policy formulations; Corruption; Funding of fake NGOs/co-operative societies; Focus on limited clusters</td>
</tr>
<tr>
<td>Banks</td>
<td>Complicated procedures of availing services; Extravagant and cumbersome paper work</td>
</tr>
</tbody>
</table>

The Blue Ocean framework recommendations under ‘Raise” and ‘Create’ actions can be effective only if the elements that ought to be ‘Reduced’ or ‘Eliminated’ are Reduced or Eliminated else the creation and raising of the required actions would not flourish in a vulnerability affected environment.

It is thus essential that the clusters first be free of all negativity so that the capacity building model can be effectively initiated. The actions that need to be undertaken for capacity building under the ‘Reduce’ action framework of the Blue Ocean strategy are as follows:-

- Borrowings and debt are a burden over the lives of the poor skilled artisans which have converted them into bonded labourers. Such a situation has rendered them helpless, money less and self esteem-less.

They are hardly able to earn their livelihood, thinking that they will be able to payback their loans/interest/principle is a big mistake.

Unless the pressure of paying back something which is impossible for them to payback in the circumstances is not removed from their work lives, they will not be able to act freely, grow,
teach their children the same trade, advocate or promote their profession for cluster sustenance.

Reduction of defects, lead time, usage of sub-standard raw material, harmful dyes, and wastage in the process of production would increase the artisans’ productivity and profitability further followed by increase in repeat buying, margins and income.

If taken care of at the right stage of production, it would reap benefits and improve business health.

- Artisans’ productivity is also affected owing to the unhealthy and unhygienic living/working conditions in most of the clusters.

Certain clusters face this problem more than others but no cluster is absolutely free of this issue. Cluster-wise specific issues are discussed in subsequently.

- An important issue that causes most of the businesses to decline is non-adaptability to changing market and social trends. The market is flooded with variety and buyers are facing difficult times choosing the best alternative.

The traditional textile cluster is facing immense competition from other machine made textiles. The adherence to certain old production techniques in the making of traditional textiles can be altered in order to keep pace with the changing trends. Some aspects of designs can also be altered.

- Designer inputs can be taken for reducing repetition of old clichéd motives by new. The punch cards once installed in the handlooms are not replaced by new for years; the designs drawn on fabric are made by the same artist again and again.

Reduction of dependence on people performing supportive functions is essential to put a stay on unlimited exploitation by master weavers and middlemen.

- Reduction in migration is quite essential as it is one of the gravest problems that most of the Traditional Textile Clusters are facing. If this problem is not reduced, the clusters would soon reach extinction owing lack of HR and non-transference of skill. To retain skilled HR in the same
profession, intensive overhauling of the system with regard to wages, working conditions, exploitation, corruption, debt, monopoly of master craft persons etc. would be essential.

- Documentation and knowledge management also has to be taken care of by reduction of secrecy amongst families practicing the trade since ages.

Only few artisans hold the key to the tricks of the trade and they would not share the intricacies of the art till the system offers them security, safety, sustainability and a good standard of life, a reason good enough to continue in the same profession.

- It is also essential to reduce job dissatisfaction and the practice of providing short term training programmes because they are found to be superficial and never reach the grassroots.

- Illiteracy if eliminated almost completely would automatically result into the elimination of many other problems such as exploitation, wrong costing, market inaccessibility, dependency on middlemen etc. Education made better would enable artisans to allocate resources effectively.

- Artisans of Traditional Textile Clusters also face lot of problems in accessing markets. Dependency on middlemen results in loss of margins and exploitation.

If the number of middlemen is reduced considerably, artisans would be able to generate more income (provided they have informed and reliably market linkages).

- Reduction in the number of NGOs, who are actually not doing the expected role they initially announced, should be reduced because it is also projecting a wrong picture to the society and promoting fake artisans.

Many cooperative societies are also being registered in large numbers but after they receive the subsidies from Government, they are not selling authentic products in their outlets, for example the famous tourist and Religious destination ‘Sarnath’ in UP which is only a few kilometres away from Varanasi.
• There are many co-operative societies registered with the Government but almost all outlets sell powerloom fabric in the name of handloom.

They have also installed dummy handlooms with a half woven warp and weft look to cheat on the tourists to convince them that they only manufacture handloom fabric.

• Due to fake projections of the artisans in clusters, consultants, experts or designers who are distantly located in metros have an unclear idea about the working conditions of artisans.

They are not able to synchronise well the working conditions (inability to accept large orders) with the demand generated in the market within the timeframe offered by the buyer.

• A better understanding would take place if designers/experts visit the clusters themselves and then analyse the capacity of the cluster as a whole keeping an overall status of the situation in mind such as the work force, the climatic conditions, the availability of raw material, electricity/power connections, standard of dyeing and working conditions, health (physical and mental) of the artisans, internal rivalry, Indian Festivals, local festivals etc.

• The data collected by the government offices located locally are not conducted on the basis of physical surveys but based on the names available with the government in the voters’ id list.

Artisans who have died or migrated thus still have their names registered in the Textile Commission’s office or the weavers service centre but actually they do not exist (special reference to Banaras Brocade).

• In such a situation, government cannot get a real picture about the number and conditions of the artisans and has a data base which is falsified. On the basis of such information, the government plans and implements policies for people who actually do not exist in the Chamba Rumal cluster, Banaras Brocade cluster, Chanderi cluster, Madhubani cluster, Block Printing and Phulkari cluster.

• The complicated procedures of availing Banking services should also be reduced. The languages spoken by bank employees and written on the pamphlets/documents should also be in the
local language apart from Hindi or English so that the target beneficiaries firstly really acknowledge themselves as target beneficiaries and secondly, really make efforts to make the best use of the available benefits after thoroughly understanding them.

It should be their decision to make use or reject a proposal and not of a middlemen or a trader. It would help reduce exploitative practices.

**Table 5.4: The Blue Ocean ‘Raise’ Grid**

<table>
<thead>
<tr>
<th>Area</th>
<th>Raise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>Pricing Product with Precision; Wages</td>
</tr>
<tr>
<td>Production</td>
<td>Quality; Use of Standard/good quality raw materials; Production capacity and Production; Infrastructure</td>
</tr>
<tr>
<td>Operations</td>
<td>Skill Development, Training programmes play an important role both in preparing the people for change and in transferring knowledge.</td>
</tr>
<tr>
<td>Market</td>
<td>Replicate Market access like weavers in Mangalgiri; Supply Chain Management; Customer Awareness through Magazines such as Insight, (CERC, Ahmedabad); In-flight Reading Materials, Visibility/Availability at Tourist places, Visibility/Availability at Airports, Visibility/Availability at Luxury Hotels, restaurants.</td>
</tr>
<tr>
<td>Social</td>
<td>Literacy; Standard of Living</td>
</tr>
<tr>
<td>Government</td>
<td>Space like Khadi Gram Udyog in every city; Tax benefit/exemption on purchase to promote buying; Trustworthy, dependable, authentic surveys on actual number of Artisans; Mandatory Television Shows in partnership with Ministry of Textiles, Ministry of Tourism, Ministry of HRD and Ministry of Communication; Mandatory usage as some % of entire raw material for Top Designers with Tax benefit (as subsidies already being given to weavers)</td>
</tr>
<tr>
<td>Banks</td>
<td>User Friendly and Easy Loans; Home Service; Interest free loans</td>
</tr>
<tr>
<td>Consultants</td>
<td>Public sharing of views on benefits of using Traditional Textiles; Customer Awareness</td>
</tr>
<tr>
<td>Experts</td>
<td>Regular interaction with artisans; direct on-site exchange of market feedback, expectations and problems for fast track redressal frequent visits to understand working conditions, problems and limitations</td>
</tr>
<tr>
<td>Economic</td>
<td>Recognition to hand crafter product recognition to powerloom as ‘powerloom’ and not handloom</td>
</tr>
<tr>
<td>Political-Legal</td>
<td>Law to take strict action against selling of powerloom fabric in the guise of handloom</td>
</tr>
<tr>
<td>Technological/IT</td>
<td>Online websites; Internet Services; Awareness and Usage Product/ samples/shipment/Stock details</td>
</tr>
</tbody>
</table>

Some of the aspects which are not being intensely practised in most of the Traditional textile Clusters can be raised. Some of the affluent artisans are functioning effectively but
due to internal rivalry, price war and competition, they do not share the tricks of the trade with other artisans.

- The clusters need to raise the process of standardized and precise product pricing because the role of other family members especially women is completely ignored. Their contribution is not negligible and the supportive (e.g. pre-loom and post-loom) activities in which they indulge are lot of working hours but are never paid. By not accounting for these hours, the product cannot be accurately priced.

- One of the key factors, if raised would also make a difference in the problems of migration is grossly insufficient wages which is leading the clusters to an abyss of no return. The art of Chamba Rumal has already been identified as a languishing art and weavers in Varanasi have already chosen to sell their looms as firewood and donate their blood to blood banks for making both ends meet. If the daily wages are increased and the artisans have a comfortable living, they would not resort to such alternatives and pose a threat to the survival of clusters.

- Raising skill transference along with skill development through nourishing the existing artisans, valuing their achievements and providing them new avenues to enhance their skills, sharing ideas in design/process innovation would also nurture and secure the cluster by creating a common facility centre and introducing hand holding support by NGOs, Corporate, and Government organisations. Knowledge management, skill development, skill transference and documentation of the art can be done with much ease.

Market linkages can be raised, an effective supply chain can be managed, and customer awareness can be enhanced through launching magazines, websites, adding value to tourism packages, more public visibility can be raised at airports, railway stations, Hotels etc.

- Reading material especially during flight can have special articles written on Traditional Textile clusters of India, the places from where they can be bought and the price at which
they are available. More television programmes can showcase the rich cultural heritage of the Traditional Textile Clusters and bring in more customer awareness.

Elevating levels of education amongst artisans, their children and middlemen would develop a better understanding and a vision for the sustainable development of traditional textile clusters of India.

Illiteracy reduces the overall business orientation of the HR and renders them to easy exploitation in the hands of middlemen and traders. Better education, more education would enhance their understanding, skills, overall effectiveness and awareness about the business environment and will shield them against most odds.

- Government can also raise/increase in number/add to common public visibility—shopping arcades selling authentic Traditional Textiles of India with the handloom mark and fixed price tag.

- It can also raise tax exemption scope for buyers and sellers of Traditional Textiles of India so that not only trade is facilitated but convenient as well as desirable investment can also be made.

  Government can also take a stand on raising more transparency in conducting surveys for obtaining genuine data so that the real picture of the grassroots is obtained which in turn would help relevant and effective policy making and implementation efforts.

- Government should also make provision for mandatory usage of Traditional Textiles by Ministers, Government officials, gazetted officers, officers of IAS cadre, Professors etc.

  Government should also raise awareness regarding the benefits of using “Made in India” Textiles which are environment friendly and economy friendly, society friendly and culture friendly.
Banking services can raise their own awareness levels by coming down to the intellectual level of the tribes/masses/weavers/artisans for which they can propose various schemes which are also understandable by the target beneficiaries.

Textile Experts/Consultants/Designers can raise awareness in the market about the merits of Handmade Traditional Textiles. They should also enlighten the middlemen and traders that if they do not nurture the roots (the skilled artisan) they will themselves lose their source of income.

They have to share the profits in the right measure with the artisans so that not only they but their generations too can bank upon a mutual exchange of a quality product and value. Consultants and experts have to raise the morale of artisans so that they continue with the family’s traditions and let not the art die, by enlightening buyers to pay the price for such exquisite work of skill.

Hand crafted products should also be recognised/identifiable by the common public so that they are not cheated into power loom fabric buying in the guise of handloom fabric, for instance, Delhi Haat in Delhi shelters some such fake artisans and are cheating the ignorant handloom lovers.

Such customer awareness can be raised by explaining the process of the making of a Traditional Textile either by showing a documentary film or by practical experience (just like efforts made by Government to recognise a fake currency note).

Government should raise a system wherein people selling fake products (usually machine made) in the name of handmade are punished. It would deter others from indulging in the same malpractice.

Manufacturers of Powerloom textiles or machine made textiles should sell their products as machine made only rather than using the name ‘handmade’ or ‘handloom’. Such
traders also endanger the market by cheating customers and losing their trust resulting in depleting repeat purchase.

- Usage of computers, internet and information technology should be promoted amongst artisans so that they can directly access information on change in demand trends, potential markets, existing markets, raw material and design inputs etc. Artisans would also be enabled to sell their products directly without being dependant on greedy middlemen.

Transactions would have more transparency and feedback from the market would encourage the artisans to incorporate changes in the Traditional Textiles for sustainable growth and development.

Table 5.5: The Blue Ocean ‘Create’ Grid

<table>
<thead>
<tr>
<th>Area</th>
<th>Create</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>Funding Reservoir and extending consistent support to economic activities/entrepreneurs indulging in similar activities by policy makers which are eco-friendly generating employability as well as socially viable.</td>
</tr>
<tr>
<td>Production/Operations</td>
<td>Infrastructure; Common Standardised Facility Centres; Scope of purchasing lesser amount/quantity of raw material from subsidised Government outlets</td>
</tr>
<tr>
<td>HR</td>
<td>Infrastructure for learning CAD (Computer Aided Designs) and Colleges for learning Folk Art, Textile Art and skill development for children and families of artisans or other enthusiasts for consistent growth in order to cater to HR deficit</td>
</tr>
<tr>
<td>Market</td>
<td>Partnership with Private Sector; Websites; Tie-up with leading designers; Tie-up with Corporate Gifting; Uniform for Government Officials; State specific Magazines with an orientation towards tourism and the folk art/traditions/culture and shopping outlets; recent activities, trends, information on best price etc.; Fashion Shows in flights showcasing traditional Indian Textiles</td>
</tr>
<tr>
<td>Government</td>
<td>(Better) Connectivity (Roads/Railway); Honest and Transparent Supply of Subsidised Raw Material to Deserving Candidates; Tourist Packages; Special Carnivals in the Republic Day and Independence Day Parade; Special Infrastructural/Tax/Insurance benefits to Boutiques (Employers and employees) utilising traditional textiles as raw material</td>
</tr>
<tr>
<td>NGOs</td>
<td>CSR like Taj Group’s adoption of the village Sarai Mohana, Varanasi, market linkages such as ‘Julaha’ (Switzerland), System of Celebrities’ endorsements/awareness/usage/market/publicity campaigns like Aamir Khan and Kareena Kapoor for Chanderi during promotion of their movie ‘3 idiots’, tie up with entities that promote economic activity/livelihoods that are environment friendly and do not pollute the eco-systems</td>
</tr>
<tr>
<td>Political-Legal</td>
<td>Academic Status to Skilled Artisans</td>
</tr>
</tbody>
</table>
Online websites; Internet Banking Services Awareness and Usage; Product samples/Stock details; Tie-up with sites like makemytrip.com; yatra.com; cleartrip.com; tripadvisor.com etc.

- The actions/situations that can be created in the clusters in the area of finance are a Reservoir of funds wherein the artisans can look up for consistent support facilitating innovation, education, buying of quality raw material etc. In the area of Production, an infrastructure can be created which on the postulates of systems thinking would initiate the model of ‘Multifinality’.

- It would serve as a common facility centre, training and development institute for the development of new skilled HR, a workplace for all artisans of varying standards, a buying house for clients, a designing hub for designers, a reservoir of standard raw material and so on.

- In the area of HR and their development, creation of an infrastructure specially devoted for learning CAD and skill enhancement by older/experienced and skilled artisans can be done. In the area of marketing, partnership with private sector, creation of websites, tie up with leading designers and tie-ups with Corporate gifting can be created. A system for some if not all, Government officials to wear uniform materials made of Traditional Textiles (state specific), completely dedicated to Traditional Textiles, specific fashion shows, visibility at airports and national/international flights – air bazaar can be created. Creation of customer awareness is possible during their travel time effective utilisation.

- Government can also create better connectivity, a system for transparent supply of subsidised raw materials, tourist packages with an essential element to exposure to local folk art, traditional textiles, their producers, processes and a bargain free fixed price marketing outlet for reliable purchase of the finished products.

- Tourists should have easy access to reaching traditional textile outlets and buying the products without fear of being cheated or looted. Buyers should be assured of a hassle free shopping experience where their trust is not lost and they are encouraged to indulge in repeat buying.
Government can also create provision for special carnivals during National holidays/festivals for further creating customer awareness and showcase each clusters cultural heritage to the masses.

- Special infrastructural/tax/insurance benefits can be created. A system that ensures of nipping illiteracy at the grassroot level reaching the unreachable can be made. Artisans can be recognised at National/International levels and provided with sustainable consistent support. A conducive work environment can be created by the effective role of NGOs in the Capacity Building of Traditional Textile Centres. NGOs can be incentivised to adopt smaller units and help create effective self help groups which are more focussed and target oriented.

- They can develop and document the laborious processes/techniques and practices required for the making of a particular Traditional Textile and facilitate the existing skilled HR’s access to market, take their help and guidance in development of new HR through organising workshops and regular training centres for skill transfer and assist them with market inputs, new designs and innovation in helpful techniques to enhance production.

The corporate sector can create funds for CSR activities and follow the example of the Taj Group’s adoption of a handloom weaver’s village named Sarai Mohana of the Banaras Brocade cluster. This CSR activity has resulted in an all round development of the weavers giving them a ray of hope in life, a bright weaver’s fortune and sustainable support.

Creation of tie-up with Organisations like SPHEEA (Society for Preservation of Healthy Environment and Ecology and Heritage of Agra) aiming to work for the management and implementation of sustainable and holistic solutions for the pressing environment and ecological needs of Agra, (Uttar Pradesh), can also build up an environment of growth, development, support and encouragement to artisans who indulge in economic activities which are environment friendly and are least dependant on power consumption for production.

- Celebrities like Aamir Khan and Kareena Kapoor have also created a special market and publicity programme for the weavers of Chanderi for a mutual give and take by campaigning for their movie ‘3 Idiots’ at the same time.
They captured the intricate weaving process and the laborious ornamentation of the ‘sari’ on the loom on camera, bought the masterpieces they made, appealed to the people to buy handloom saris of Chanderi and advertised the products at various occasions in Bombay. The artisans said that they were able to get more demand (and the price) after the two celebrities advertised/promoted for Chanderi.

Aamir Khan gifted a Rs. 25,000 handloom saree to Kareena Kapoor made by handloom workers of Chanderi village in Madhya Pradesh. Kareena was overwhelmed by the present. Recently at a ‘3 Idiots’ promotion meet in Bhopal, Kareena was spotted wearing that beautiful black Chanderi saree.

According to Kareena, Aamir Khan wanted her to have the saree because she is a style icon and she should promote the work of these handloom industries. The ancestors of the workers used to work for royal families. Kareena and Aamir went to the workers’ homes interacted with them and saw that they live in miserable conditions and make only about Rs. 50 a day while the designers borrow their work and sell it for Rs. 30-40,000.

“4 lakh Chanderi sarees were sold in the past four days. It is the place where Aamir Khan & Kareena Kapoor came for their movie ‘3 Idiots’ promotion. This means if superstars, like Aamir, use their good offices for a cause, then they could make a difference,” said a source. Aamir Khan and Kareena Kapoor have indirectly managed to help increase the sales of the Chanderi sareis.

Source: http://www.chitramala.in; Kareena Kapoor increases sales of Chanderi Sarees; Tuesday, January 12th, 2010 at 10:46 am

The Government can create provisions for the skilled artisans to be conferred with Academic status by opening colleges of Traditional Textiles which are state specific. By doing this, artisans will have a sense of security, belonging and stability as salaried employees. They will then be able to share knowledge, help in documentation, concentrate on designs, techniques, processes and innovation instead of funds and market.

Creating websites would facilitate buyer seller access and also support customer feedback. Creating programmes for awareness about internet, CAD, banking services, funds online transfer, awareness about how to avail these opportunities. Government can also create tie-ups with tourism sites for ease of access and as a time saving opportunity for tourists.

5.4. THE BLUE OCEAN ‘ELIMINATE-REDUCE-RAISE-CREATE’ GRID CLUSTER-WISE: INNOVATIVE CAPACITY BUILDING
In order to identify the causes of vulnerabilities, a ‘rank order’ analysis has been performed. Most critical vulnerabilities of the six textile clusters studied have been summarised as follows:

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Vulnerabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phulkari, Punjab</td>
<td>Poverty, Lack Of Education Amongst Artisans, Social Obligations Force Artisans To Borrow Money, Low Level Of Job Satisfaction/Empowerment, Poor Wage Rates / Remuneration</td>
</tr>
<tr>
<td>Block Printing, Rajasthan</td>
<td>Low Level Of Job Satisfaction/Empowerment, Decline In Skill Transference/Continuity, Poverty, Closely Guarded Knowledge Systems, Social Obligations Force Artisans To Borrow Money</td>
</tr>
<tr>
<td>Chamba Rumal, Himanchal Pradesh</td>
<td>Poor Wage Rates / Remuneration, Social Obligations Force Artisans To Borrow Money, Low Level Of Job Satisfaction/Empowerment, Poverty, Extreme Climatic Conditions/Pollution Etc</td>
</tr>
<tr>
<td>Chanderi, Madhya Pradesh</td>
<td>Poor Wage Rates/Remuneration, Lack Of Education Amongst Artisans, Poverty, Low Level Of Job SATISFACTION/EMPOWERMENT, Monopoly Of Master Craft-Persons/Weavers</td>
</tr>
</tbody>
</table>

Apart from the suggestions given in general for all the clusters in the previous section, some specific measures can be taken for capacity building specific to clusters keeping in view their critical vulnerabilities under a particular socio-economic context.

5.4.1. Cluster 1

Vulnerabilities identified in the cluster of Phulkari, Punjab
- Poverty
- Lack of education amongst artisans
- Social obligations force artisans to borrow/lend money

Figure 5.8. The Blue Ocean Eliminate-Raise-Reduce/Create Grid for Phulkari Cluster:

**INNOVATIVE CAPACITY BUILDING**

**ELIMINATE**
- **Shortcuts** for making designs on cloth by tracing on powerloom spun fine cloth
- **Use of direct dyes**

**REDUCE**
- **Social pressures** like early marriage
- **Too much of** compromise on the traditional process to match machine made designs

**RAISE**
- **Awareness** on issues like educating the girl child, supporting, ventures of self-reliance, employment
- **Gender sensitive interaction** of artisans through women who are educated and know the local language
- **Usage of traditional patterns**
- **Availability** of hand woven coarse cloth
- **Availability of access to a traditional design/pattern library** and the technique of making it; Reliable and trustworthy working opportunities
- **Easy visibility** of old masterpieces which serve as samples to be copied by beginners to reach dexterity

**CREATE**
- **More NGOs** like ‘The Nabha Foundation’ facilitating orders from Fab India and creating employability in the villages around Patiala
- **Transport** for artisans (girls) to reach the training centers and back safely
- **Awareness** about the global market potential of the phulkari art and valuing the skill which they possess to sustain the cultural heritage
- **Scope of training young girls** with effective remuneration
ELIMINATE:
- Shortcuts for making designs on cloth by tracing on powerloom spun fine cloth rather than counting threads of hand woven coarse cloth from the reverse side without tracing (not adhering to the unique process of making a phulkari product).
- Use of direct dyes because on washing, the colour of the fabric bleeds and spoils the entire phulkari work on the cloth.

REDUCE:
- Social pressures like early marriage.
- Too much of compromise on the traditional process to match machine made designs.

RAISE:
- Awareness on issues like educating the girl child and supporting her in ventures of self reliance and employment.
- Gender sensitive interaction of artisans through women who are educated and most important- know the local language.
- Usage of traditional patterns.
- Availability of hand woven coarse cloth.
- Availability of access to a traditional design/pattern library and the technique of making it.
- Reliable and trustworthy working opportunities.
- Easy visibility of old masterpieces which serve as samples to be copied by beginners to reach dexterity.

CREATE:
- More NGOs like ‘The Nabha Foundation’ which is facilitating orders from Fab India and creating employability in the villages around Patiala.
- Transport for artisans (girls) to reach the training centers and back safely.
- Awareness about the global market potential of the phulkari art and valuing the skill which they possess to sustain the cultural heritage. If top designers showcase the traditional textiles in their fashion shows, they can create awareness and act as a link between potential markets and manufacturers.
- Scope of training young girls with effective remuneration.
Designer Manish Malhotra, used phulkari in his 2013 fashion week collection in Delhi. At his Wills Lifestyle India Fashion Week show in March he put a spotlight on phulkari embroidery finding expression in a trendy geometric jacket, worn by Bollywood celebrities like Jacqueline Fernandez and Esha Gupta.

![Figure 5.9. IGNCA, Phulkari Designs by Designer](image)

5.4.2. Cluster II

Vulnerabilities identified in the cluster of Block printing, Rajasthan:

- Low level of job satisfaction/empowerment
- Decline in skill transference/continuity
- Poverty
Figure 5.10. The Blue Ocean Eliminate-Raise-Reduce-Create Grid for the Block Printing Cluster: INNOVATIVE CAPACITY BUILDING

**ELIMINATE:**

- Practise of selling screen printing in the name of block printing
- Direct dyeing, use of harmful dyeing (harmful to health, environment)
- Fetching orders showing true block printing samples but furnishing them with screen printing
- Drinking water contamination
- Issuing artisan ID cards to non artisans
- Using same blocks for fabric for apparels as well as home furnishing

**REDUCE:**

- Repetition of designs/blocks
- Usage of wooden blocks

**CREATE:**

- Infrastructure for water recycling
- Government approved space for the block printing industry away from residential premises

**RAISE:**

- Awareness about how the screen printing is killing the block printing artisan and harming the rural economy
- Awareness about the ill effects of harmful dyeing
- Infrastructure for dyeing, drying and printing especially during the rainy season when production is hampered
- Upgradation of artisan list with the Ministry of Textiles
- Awareness about the different techniques of block printing and the importance of natural/vegetable dyeing
- Health insurance and safety measures for dyers
• Direct dyeing, use of harmful dyeing (harmful to health, environment).
• Practise of selling screen printing in the name of block printing.
• Fetching orders showing true block printing samples but furnishing them with screen printing.
• Drinking water contamination.
• Issuing artisan ID cards to non-artisans.
• Using same blocks for fabric for apparels as well as home furnishing.

**REDUCE:**
• Repetition of designs/blocks.
• Usage of wooden blocks.

**RAISE:**
• Awareness about the ill-effects of harmful dyeing.
• Awareness about how the screen printing is killing the block printing artisan and harming the rural economy.
• Infrastructure for dyeing, drying and printing especially during the rainy season when production is hampered.
• Upgradation of artisan list with the Ministry of Textiles.
• Awareness about the different techniques of block printing and the importance of natural/vegetable dyeing.
• Health insurance and safety measures for dyers.

**CREATE:**
• Infrastructure where water can be recycled and treated before being drained.
• Government approved space for the block printing industry away from residential premises.

---

**5.4.3. Cluster III**

**Vulnerabilities identified in the cluster of Madhubani of Bihar**

• Poor wage rates/remuneration.
• Monopoly of master craft-persons/weavers.
Lack of customer sensitisation towards traditional products.

Figure 5.11. The Blue Ocean Eliminate-Raise-Reduce>Create Grid for the Madhubani Cluster:

INNOVATIVE CAPACITY BUILDING

**ELIMINATE:**
- Photo-copying (instead of making it by hand directly on the cloth) the basic design and getting it finished by amateur artisans.
- Washable colour usage.

**REDUCE**
- Trustworthy supply chain
- Awareness amongst influential citizens of India who have the inclination not only to preserve and promote our cultural heritage but also support the artisans who are going through turbulent times

**CREATE**
- Imitating art work of national/state award winners
- Adhering to making saris for Madhubani art
- Dependency on males for selling art work

**RAISE**
- Artisan interaction with well established award winners like Bharti Dayal in the same field
- NGOs like The Asian Heritage Foundation (AHF) which is a Delhi-based NGO

- Practise of government officials asking for more money to give a good location of a stall to awarded artisans in fairs
- Mass-copying of original art work
- Imitating art work of national/state award winners
• Practise of government officials asking for more money to give a good location of a stall to awarded artisans in fairs failing which they are put at places where the common public cannot reach.

• Mass copying and selling of artwork in the name of the original maker.

REDUCE:
• Adhering to making of saris for Madhubani art because in a six metre fabric, the labour cost increases manifold. The cost of silk/fabric being used is already so high; the length of handwork being done makes the finished product beyond the reach of an average buyer.

• Imitating art work of national/state award winners.

• Complete Dependency on males for selling art work.

RAISE:
• Artisan interaction with well established award winners like Bharti Dayal (Madhubani Artist) in the same field.

• Organisations like ‘Julaha’ comprising of experts as its members from the field of traditional textiles, providing market linkages, design inputs, quality control inputs and craft revival inputs to artisans. It has already taken up projects in Chanderi and Varanasi.

Figure 5.12. (Source: www.julaha.org)

• NGOs like The Asian Heritage Foundation (AHF) which is a Delhi-based NGO founded by Culture Czar Rajeev Sethi. It launched an ambitious project called ‘Jiyo’, administered by
the World Bank and financed by the Japan Social Development Fund, which has invested $1.7 million in the company.

Figure 5.13. Jiyo-An NGO

CREATE:

- Trustworthy supply chain where men who collect art work from women residing in Madhubani run away without giving any money to them. They assure them that once they are able to sell their products, they would return and clear their accounts.

- Awareness amongst influential citizens of India who have the inclination not only to preserve and promote our cultural heritage but also support the artisans who are going through turbulent times. One such example is the ‘Shilp Sangh’ at Madhubani. It is a common facility center where raw material, design inputs and training is given to women. It also sells its products at the centre with a fixed price tag on all its products. It has its own marketing outlets and is not dependant on middlemen.
5.4.4. Cluster IV

Vulnerabilities identified in the cluster of Banaras Brocade of Uttar Pradesh

- Lack of formal/informal sources of funding.
- Lack of professional/financial practices.
- Lack of innovation in quality/process/material/designs.

Figure 5.15. The Blue Ocean Eliminate-Raise-Reduce-Create Grid for the Banaras Brocade

Cluster: INNOVATIVE CAPACITY BUILDING
ELIMINATE:

- Powerloom units in the cluster (like in Chanderi of Madhya Pradesh, the government has completely banned powerloom. The weavers thus do not face any threat from local artisans and concentrate on just the internal competitiveness in the cluster).
- Providing the voter ID list to policy makers as the list of handloom weavers.

REDUCE:

- Authentic surveys for identification of actual number of weavers
- Market space that recognizes powerloom fabric and sells the same in the name of ‘powerloom’ rather than ‘handloom’
- Usage of local language at NHDC, WSC and the Ministry of Textiles office especially in the brochures, papers describing various schemes etc.
- Publicity campaigns on radio in the local language which can be heard even by the illiterate regarding the issues related to the handloom weavers
- A corporate weaver village adoption initiative like the Taj Group has done starting from the village ‘Sarai Mohana’
- The practice of government officials recommending weavers for powerloom installation and dumping handloom
• The practice of government officials themselves recommending powerloom installation and dumping handloom to the weavers as they have set commissions from the machinery manufacturers/vendors.

RAISE:
• Usage of local language at NHDC (National Handloom Development Corporation Limited), Weavers Service Centre and the Ministry of Textiles offices especially in the brochures, papers describing various schemes etc.
• Publicity campaigns on radio in the local language which can be heard even by the illiterate regarding the issues related to the handloom weavers.
• A corporate weaver village adoption initiative like the Taj Group has done starting from the village ‘Sarai Mohana’. The Taj initiative brief is mentioned below-

The image shows the Proud staff of the Luxury Hotel Taj, wearing uniforms woven by weavers belonging to the adopted village, ‘Sarai Mohana’.

Saree story: Lending a hand to help weave a silky future Benarasi sarees have been cherished down the centuries and treasured as invaluable heirlooms. Unfortunately, in the last few decades, the weavers who spin these gorgeous dreams in silk, silver and gold have fallen on hard times.

The arrival of power looms and the availability of synthetic Chinese textiles at cheap rates, coupled with governmental apathy, had made it difficult for the weaver community to survive.

Figure 5.16. Taj Hotel Staff
This was when the Taj stepped in. RK Krishnakumar, then vice chairman of the Indian Hotels, and his wife, Ratna, was moved by the plight of the weavers. Ms Krishnakumar was involved with Paramparik Karigar, a group that works for the welfare of traditional craftsman, and was well aware of their problems. Under her guidance, the Taj took up the cause.

As a first step, the Taj commissioned the weavers to weave their magic on silk sarees for its front office and housekeeping staff at all its luxury and palace hotels in India. And exquisite custom-made sarees began to be stocked and sold at Taj Khazana outlets in select Taj hotels. In Sarai Mohana and other villages in and around Varanasi, where these weavers live, the Taj has been working on many fronts to improve their lives. Nutrition programmes are regularly conducted for children.

Medical and eye camps are held; here, weavers with weak eyesight are given spectacles, while those suffering from cataract or glaucoma undergo surgeries. Families forced to sell their looms (some even ended up using these as firewood) were given new ones and damaged looms were repaired.

The weavers were also given solar lamps to cope with the frequent power cuts that Varanasi is subject to, and water pumps were installed to ease the burden of the women. “We invited fashion designer Jay Ramrakhiani to design the motifs for the sarees and silk yarn for the sarees was sourced from Bengaluru,” says Ms Krishnakumar.

“Today, each saree yields the weavers an assured `2,300, which is paid in full once the saree is delivered. Barely a few years ago, each sari earned them `200-300, a sum that they would get after months of waiting, and in instalments. ‘The Taj gives them the yarn dyed and coned, ready for weaving along with the design, helping them to stay debt-free. Each weaver makes about three sarees each month. The sum of their efforts creates about 1,000 sarees over a two-year period.

The Taj has also taken up the responsibility of educating the children of the weavers. “Our only condition,” says Ms Krishnakumar “was that weaving should be a part of the curriculum. Strict anti-child labour laws impose a fine on parents who teach children the art.

We didn’t want the art form to go into a decline.” In providing a viable source of income for the weavers of Varanasi, the Taj initiative has performed a vital service. “The greatest achievement of this initiative is that it has restored the dignity and self-respect of these people,” says Ms Krishnakumar. “The looms are working again and their lives are better than they have been in a long time.”

This article is a part of the cover story on Indian Hotels published in the October 2013 issue of Tata Review

CREATE:

- Authentic surveys for identification of actual number of weavers.
- Market space that recognizes powerloom fabric and sells the same in the name of ‘powerloom’ rather than ‘handloom’.

5.4.5. Cluster V

Vulnerabilities identified in the cluster of Chamba Rumal of Himanchal Pradesh

- Poor wage rates/remuneration
- Social obligations force artisans to borrow money
- Low level of job satisfaction/empowerment

Figure 5.17. The Blue Ocean Eliminate-Raise-Reduce-Create-Grid for the Chamba Rumal Cluster: INNOVATIVE CAPACITY BUILDING

**ELIMINATE:**
- False show of training modules at ‘Rang Mahal’ at the time of official visits from the Ministry of Textiles for getting grants.

**REDUCE:**
- Misuse of the names of National Award Winners by selling inferior art work by forging their signatures.
- Duration of training modules.
- NGOs like the Delhi Crafts Council. It is reviving old designs, documenting the craft, providing training, designs, raw material and remuneration to artisans.
- Variety of fabrics that can be converted into functionality like both side glass framed coasters, trays, table mats, dividers, borders of dupattas etc.
- Local fairs like ‘Minjar’ at the national and international level for global awareness and buying.

**CREATE:**
- Payments from the government to wrong artisans.
- Dependency on miniature artists for the basic design to be made on cloth.
- Training modules being taken by teachers who are not aware of the actual technique of embroidery (eg. at ‘Rang Mahal’, Chamba).

**RAISE:**
- Transport facilities for trainees especially during rainy season.
- Corruption free government support to authentic artisans like Lalita Vakil who is a national award winner but has taken a back seat owing to corruption oriented offers from Government officials.

- False show of training modules at ‘Rang Mahal’ at the time of official visits from the Ministry of Textiles for getting grants.
- Misuse of the names of National Award Winners by selling inferior art work by forging their signatures.

**REDUCE:**
- Payments from the government to wrong artisans.
- Dependency on miniature artists for the basic design to be made on cloth.
- Training modules being taken by teachers who are not aware of the actual technique of embroidery (eg. at ‘Rang Mahal’, Chamba).

**RAISE:**
- Duration of training modules. The artisans are hardly able to reach the training centre and it is time to leave after a couple of hours. Weather conditions are also not very favourable in the district due to which the artisans need to reach back home before dark.

The duration of the training module can thus be extended to a minimum of one year to two, depending on the individual skill and expertise of the trainee and the trainer.
- NGOs like the Delhi Crafts Council. It is reviving old designs, documenting the craft, providing training, designs, raw material and remuneration to artisans and have also arranged for a marketing link at the Rajeev Gandhi Emporium. The government has given a shop to DCC and is named ‘Kamala’, where the art work is sold.
- Variety of fabrics that can be converted into functionality like both side glass framed coasters, trays, table mats, dividers, borders of dupattas (a long 2.5 metre scarf which is worn by women over a suit).
- Local fairs like ‘Minjar’, at the national and international level for global awareness and buying.

**CREATE:**
- Transport facilities for trainees especially during rainy season.
- Corruption free government support to authentic artisans like Lalita Vakil who is a national award winner but has taken a back seat owing to corruption oriented offers from Government officials.

5.4.6. Cluster VI
Vulnerabilities identified in the cluster of Chanderi of Madhya Pradesh

- Poor wage rates/remuneration
- Lack of education amongst artisans
- Poverty

Figure 5.18. The Blue Ocean Eliminate-Raise-Reduce/Create Grid for the Chanderi Cluster: INNOVATIVE CAPACITY BUILDING

- Providing stalls in government organised fairs to fake artisans selling powerloom fabric in the name of handloom Chanderi
- Selling of stalls allotted to identified artisans in market place provided by the Government (eg. Delhi Haat, Delhi) to powerloom traders for more money
- Connectivity by road and railway especially during rainy season
- Centres like Chanderiyaan where the youth is learning CAD and are implementing them practically by weaving those designs on fabric
- Centres like the BVS (Bunker Vikaas Sanstha) guiding weavers to use vat dyes and providing the dyeing facility
- Weavers working like bonded labourers and being exploited by their own master weavers
- Ignorance regarding customer feedback, demand, design requirement and fashion fusion into traditions at the artisans' level without much innovation
- Accurate costing of the entire process
- Specific magazine for distribution to all weavers/entrepreneurs/designers for easy and timely adaptation to change
- Providing stalls in government organised fairs to fake artisans selling powerloom fabric in the name of handloom Chanderi
- Selling of stalls allotted to identified artisans in market place provided by the Government (eg. Delhi Haat, Delhi) to powerloom traders for more money
- Connectivity by road and railway especially during rainy season
- Centres like Chanderiyaan where the youth is learning CAD and are implementing them practically by weaving those designs on fabric
- Centres like the BVS (Bunker Vikaas Sanstha) guiding weavers to use vat dyes and providing the dyeing facility
- Weavers working like bonded labourers and being exploited by their own master weavers
- Ignorance regarding customer feedback, demand, design requirement and fashion fusion into traditions at the artisans' level without much innovation
- Accurate costing of the entire process
- Specific magazine for distribution to all weavers/entrepreneurs/designers for easy and timely adaptation to change
ELIMINATE:

- Providing stalls in government organised fairs to fake artisans selling powerloom fabric in the name of handloom Chanderi.
- Selling of stalls allotted to identified artisans in market place provided by the Government (eg. Delhi Haat, Delhi) to powerloom traders for more money.

REDUCE:

- Weavers working like bonded labourers and being exploited by their own master weavers.
- Ignorance regarding customer feedback, demand, design requirement and fashion fusion into traditions at the artisans’ level without much innovation or incurring much cost.

RAISE:

- Connectivity by road and railway especially during rainy season when Chanderi is completely cut off from the rest of the world because the partially made roads are completely submerged in water and there is no other way to move out of Chanderi.
- Centres like Chanderiyaan where the youth is learning CAD and are implementing them practically by weaving those designs on fabric.
- Centres like the BVS (Bunker Vikaas Sanstha) guiding weavers to use vat dyes and providing the dyeing facility.
Figure 5.19. Chanderiyaan at Chanderi, Madhya Pradesh

Figure 5.20. Design input by Common Wealth Games
CREATE:

- Accurate costing of the entire process.

- A specific magazine for distribution to all weavers/design input entrepreneurs where they can find material on fashion trends, colour palette details, style preferences, fabric specifications, motifs desirable in the garment industry and similar material for simplified adaptation to future needs of the market. The magazine should have specific inputs from designers and design houses not only from the domestic market but also from the global front.

Thus by following the four action framework recommended in the Eliminate-Reduce-Raise-Create Grid of the Blue Ocean Strategy, the traditional textile clusters’ condition can improve. It is therefore essential to-

Eliminate aspects which would not let any effort bear fruit in the direction of the development of the traditional textile clusters like-
1. **(Finance)** Incorrect costing, no fixed price system; flexible margins; unscrupulous middlemen and trader margins; delayed payments with unjust deductions based on the free will of the trader.

2. **(Production/Operations)** Sub-standard raw material usage.

3. **(HR)** Non-skill transference.

4. **(Market)** Monopoly of master craft persons/weavers/traders; Ignorance about potential markets/buyers; Selling of powerloom in the name of handloom to ignorant buyers; Buyer ignorance and unawareness to their cultural heritage.

5. **(Social)** Debt/borrowings.

6. **(Government)** Powerloom usage in handloom clusters (e.g. Chanderi).

7. **(Banks)** Extravagant and cumbersome paperwork.

8. **(NGOs)** Promotion of undeserving artisans.

9. **(Economic)** Powerloom using handloom mark to sell and not powerloom itself.


11. **(Technological/IT)** Ignorance on CAD, Communication, Websites, E-mail, Basic Computer Skills.

**Reduce:**

1. **(Finance)** Borrowings; debt.

2. **(Production/Operations)** Defects; lead time; use of sub-standard raw material; harmful dyes; scrap/waste; unhygienic working conditions; non-adaptability to changing trends; adherence to clichéd designs.

3. **(HR)** Migration; guarding knowledge; short term training programmes; job dissatisfaction; illiteracy.

4. **(Market)** Middlemen; high dependency for market access; excessive number of NGOs promoting undeserving artisans; price war; bargaining; exploitation.

5. **(Social)** Poverty, illiteracy, debt/borrowings.
6. **(Government)** Dependency on fake data for policy formulations; corruption; funding of fake NGOs/Co-operative societies; focus on limited clusters.

7. **(Banks)** Complicated procedures of availing services; Extravagant and cumbersome paperwork.

8. **(Consultants/Experts)** Negligence/ignorance/limited knowledge about real work force number and working conditions.

**Raise:**

1. **(Finance)** Pricing product with precision; wages.

2. **(Production/Operations)** Quality; use of standard/good quality raw materials; production capacity and production; infrastructure.

3. **(HR)** Skill development; training programmes play an important role both in preparing the people for change and in transferring knowledge.

4. **(Market)** Replicate market access like weavers in Mangalgiri; supply chain management; customer awareness through magazines such as insight, (CERC, Ahmedabad); -In-flight reading materials, visibility/availability at tourist places, visibility/availability at airports, -visibility/availability at luxury hotels.

5. **(Social)** Literacy; standard of living.

6. **(Government)** Space like Khadi Gram Udyog in every city; tax benefit/exemption on purchase to promote buying; trustworthy, dependable, authentic surveys on actual number of artisans; mandatory television shows in partnership with Ministry of Textiles, Ministry of Tourism, Ministry of HRD and Ministry of Communication; Mandatory usage as some percentile of entire raw material for top designers with tax benefit (as subsidies already being given to weavers).

7. **(Banks)** User friendly and easy loans; home service; interest free loans.

8. **(Consultants)** Public sharing of views on benefits of using Traditional Textiles; customer awareness.
9. **(Experts)** Regular interaction with artisans; direct on-site exchange of market feedback, expectations and problems for fast track redressal; frequent visits to understand working conditions, problems and limitations.

10. **(Economic)** Recognition to hand-crafted product, recognition to powerloom as ‘powerloom’ and not handloom.

11. **(Political-Legal)** Law to take strict action against selling of powerloom fabric in the guise of handloom.

12. **(Technological/IT)** Online websites; Internet services; awareness and usage; product/samples/shipment/stock details.

**Create:**

1. **(Finance)** Funding Reservoir and extending consistent support to economic activities/entrepreneurs indulging in similar activities by policy makers which are eco-friendly generating employability as well as socially viable.

2. **(Production/Operations)** Infrastructure; common standardised facility centers; scope of purchasing lesser amount/quantity of raw material from subsidised Government outlets.

3. **(HR)** Infrastructure for learning CAD and colleges for learning folk art, textile art and skill development for children and families of artisans for consistent growth in order to cater to HR deficit.

4. **(Market)** Partnership with private sector; websites; tie-up with leading designers; tie-up with corporate gifting; uniform for government officials; state specific magazines with an orientation towards tourism and the folk art/traditions/culture and shopping outlets; recent activities, trends, information on best price etc.; fashion shows in-flight showcasing traditional Indian textiles.

5. **(Government)** Better Connectivity (Roads/Railway); honest and transparent supply of subsidised raw material to deserving candidates; tourist packages; special carnivals in the Republic Day and Independence Day Parade; Special Infrastructural/Tax/Insurance benefits to boutiques (employers/entrepreneurs and employees/artisans/weavers) utilising traditional textiles as raw material.
6. (NGOs) CSR like Taj Group’s adoption of the village Sarai Mohana, Varanasi, market linkages such as ‘Julaha’ (Switzerland), system of Celebrities’ endorsements/awareness/usage/market/publicity campaigns like Aamir Khan and Kareena Kapoor for Chanderi during promotion of their movie ‘3 Idiots’, tie-up with entities that promote economic activity/livelihoods that are environment friendly and do not pollute the ecosystems.

Figure 5.22. Celebrity Kareena Kapoor and Aamir Khan with Weavers of Chanderi Promoting the Traditional Sari

http://www.youtube.com/watch?feature=player_embedded

7. (Political-Legal) Academic status to skilled artisans.

8. (Technological /IT) Online websites; Internet banking services awareness and usage; product/samples/shipment/stock details; tie-up with sites like makemytrip.com; yatra.com; cleartrip.com; tripadvisor.com etc.
5.5. Scope for Future Research

It would be prudent to mention here that only six clusters were taken up in this study. Hence, many more traditional textile clusters need to be systemically surveyed for their vulnerabilities for recommending an innovative capacity building strategy. It is possible only if a holistic approach focusing on understanding the obstacles that inhibit artisans, people, governments, international organizations and non-governmental organizations from realizing their developmental goals is conducted while enhancing the abilities that will allow them to achieve measurable and sustainable results.

5.6. Limitations of the Research Study:

- Information from government officials was not always latest and updated.
- Time and resources constraint also limited quantity/magnitude of data collection.
- Language, culture, gender and status also reflected in the comfort level of respondents.
- Time/Duration of study: Two years period was not ideal enough for the researcher to observe all of the artisans’ problems and real working conditions.
- Design of Schedule: The schedule might not have provided enough evidence of the artisans’ actual interactions with their work environment.
- Personal Perceptions and Bias: Since the field visits were conducted by the author herself, certain degree of subjectivity would be found.
- Sample size: The sample size is small in number which might not represent the majority of population. It is difficult to be considered representative for our results and findings.
- Lack of available and/or reliable data: Lack of data and reliable data has likely limited the scope of analysis.
- Some of the resources consulted were a few years old, and did not contain the most relevant, up-to-date information.
- One of the best ways to learn about the vulnerabilities was to study previous case studies and organizations throughout time. Gaining a historical context for current organizational
problems and procedures was strength of the research. While the researcher consulted a variety of literature, interviewed several experts to aid in the understanding of where the field currently is and where it is we want it to go, the main limitation facing was that a holistic non traditional approach towards capacity building has never been done before.

Therefore, there were no established standards or defined processes. While this can be viewed as a limitation, this particular aspect of the research may also be its greatest strength. There is thus the freedom and ability to fully immerse in research and design, and ultimately, create a system to better the field without being confined to a pre-existing format.

- Likert scales used in the study may be subject to distortion from several causes. Respondents may avoid using extreme response categories (*central tendency bias*); agree with statements as presented (*acquiescence bias*); or try to portray themselves or their organization in a more favourable light (*social desirability bias*).

- **Self-reported data**: Self-reported data/explaining issues from the schedule to artisans is a potential source of bias that should be noted as limitations: (1) selective memory (2) telescoping (3) attribution and (4) exaggeration.

- **Access**: The study depended on having access to people, organizations, documents. Difficult access to people was a big limitation during data collection.

- **Fluency in a language**: Most of the artisans did not speak fluent Hindi or English. This might have resulted in the lack of their comfort level while answering the schedule further resulting in scoring imperfections.

- **Accessibility and readiness** on the part of the target respondents were the major concerns in the study. Hence, a systematic networking and sensitization was done by the researcher prior to the selection of the clusters together with a pilot survey. The Blue-Ocean Framework invoked as a model for recommendation is in fact a generic model applicable to effectively resolve the issues faced by the textile clusters in general.