CHAPTER IV

ORGANISATIONAL STRUCTURE OF FACTORY

IN THE COIR INDUSTRY
In the 1960s, the condition of coir workers and small scale coir manufactures in Kerala were pathetic as the working class of the industry earned only very low wages. The small scale producers at this time were extremely exploited by the established export oriented private-traders. At this juncture, the then government of Kerala, formed a new agency called the *Kerala State Coir Corporation at Alleppey to Protect the Interests of Workers and Small Scale Manufacturers*. It started its function officially on 23 July 1970.

I. The main functions of KSCC are:

1. To carry on the business of developing promoting, and stabilising the coir industry in Kerala.

2. To establish and work as export house for coir and coir products.

The objectives ancillary to the attainment of the above are:

(a) To provide financial, technical, marketing, developmental or any other guidance or assistance to any establishment undertaking or enterprise of any description whatsoever, which is likely to accelerate the development of coir industry in Kerala.

(b) To promote, establish and operate sales office like show rooms to improve the marketability of coir and coir products of the state within and outside India.

(c) To undertake the development and marketing of coir and coir products (of Kerala) within and outside the state and supply the raw materials and controlled commodities required for the coir industry whether the unit is owned or run by government,

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2 The Kerala State Coir Corporation Limited, Memorandum and Articles of Association (Alappuzha, KSCC).
statutory body, company, firm, cooperative or individuals.

(d) To undertake export of coir and coir products from Kerala directly or in collaboration with exporting business corporations, companies or agencies, government or private; to establish trade connections, sales depots, selling agencies, offices for distributing agents etc. to undertake directly or in collaboration with specialized domestic or foreign market surveys to explore possibilities of Indian coir goods in foreign markets; to open publicity-cum-information centres, show rooms, sales depots and ware houses at suitable places in foreign countries, to participate in foreign trade fairs and exhibitions, and to undertake special promotional measures in countries where import potential for coir and coir products of Kerala has not been adequately tapped.

(e) To aid, advice, assist, finance and protect the interests of coir industry in Kerala and to provide them with capital credit and technical and managerial assistance for the execution of their work and business and to enable them to develop and improve their techniques of production, management and marketing.

(f) To put forth schemes of standardisation and quality control according to the specifications fixed by the ISI, the Coir Board and Government of Kerala and to make available technical assistance to coir industrial units for establishing a system of inspection and quality control.

(g) To undertake market surveys and research, both outside and inside the country to collect statistics for guidance of the industry.

(h) To establish liaison with foreign buyers for the export promotion of coir products.

(i) To import equipments, technical know-how, fibres, dyes etc. needed for the industry.

(j) To prepare and publish price lists and publicity materials like catalogues, pamphlets and
brochures for promotion of sales of coir and coir products within India and abroad.

(k) To aid coir-industrial units whether co-operatives or private enterprises or sole traders by supplying credit, giving financial assistance against finished products either by outright purchases at an agreed price or with nominal interest charges (The objective non-functional these days due to loss of the corporation).

(l) To effect coordination between the corporation and the Coir Board, export promotion councils in the coir industry, to help promotion of sales and export of the coir and coir products and the expansion of business of the corporation.

(m) To undertake the processing and manufacture of coir and coir products.

(n) To take up supply of machinery, tools and equipments on hire purchase to coir industrial units in Kerala (objective only on record).

II. Management of KSCC

The control and management of KSCC are vested in a board of directors consisting of officials and non-officials constituted by the Government. The chairman is the head of the board of directors and the managing director is the executive head.

The organisation chart of the KSCC is as follows:
REVIEW OF OPERATIONS

(a) Procurement and Marketing of Coir Products

The most important activity of the KSCC at the one time of its formation was mainly the procurement of coir products from small scale manufacturers in the co-operative and private sectors and to market it in the domestic and international markets. Hence KSCC depends on nearly 40 small scale manufacturers in and around Alleppey and Vaikom in the private sector for certain special items of coir products depending on the timely finishing of the products. Since the private manufacturers have more looms and get sufficient orders from private exporters, they are not interested to execute the orders of KSCC. The present practise of the KSCC is that it weaves the products whether it be carpets or mats in their own looms in the factory. They have also started a semi-powerloom factory in the late 1980s. A separate quality wing is also working to inspect the quality of coir products produced. Regardless of
producing their own products, on receipt of large orders from markets, KSCC purchases semi-finished goods and undertakes the finishing work. However due to shortage of working capital, KSCC is not prompt in the payment of purchase price (one week to six weeks).

The marketing of coir products on the other hand is mainly through internal markets and export markets. The KSCC fix the selling price considering the factors like product cost, finishing charges, packing charges transportation cost and the profit percentage.

<table>
<thead>
<tr>
<th>Period</th>
<th>Domestic Sales (Rs. in lakhs)</th>
<th>Export (Rs. in lakhs)</th>
<th>Total (Rs. in lakhs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997-1994</td>
<td>160.32 (90.99)</td>
<td>15.88 (9.01)</td>
<td>176.20 (100.0)</td>
</tr>
<tr>
<td>1994-95</td>
<td>124.37 (93.53)</td>
<td>8.61 (6.47)</td>
<td>132.98 (100.0)</td>
</tr>
<tr>
<td>1995-1996</td>
<td>190.77 (100.0)</td>
<td>- (n.a.)</td>
<td>190.97 (100.0)</td>
</tr>
</tbody>
</table>

Source: Office Records, KSCC, Alleppey.

Most of the KSCC's sales in the earlier years were in the form of exports. But the (last three years) data shows that the exports are declining whereas the domestic sales going up. For better domestic market, KSCC has opened showroom and sales depots in the important centres in India. At present, the KSCC has 19 show rooms and sales depots in sales like New Delhi, Jaipur, Bhubaneswar, Ahmedabad, Hyderabad, Vishakhapatnam, Bangalore, Madras, Coimbatore, Calicut, Bangalore, Alwaye, Trivandrum, Srinagar, Simla, Calcutta, Ernakulam and Bombay. As all the buildings for showroom and sales depots are on rental basis, KSCC is loosing a huge amount of its profit by paying rents.
The trade mark of KSCC is "COIRCRAFT".

The KSCC has not been prompt in the marketing of coir products. The reasons for this, as reported by the officer are the following:

(a) Lack of interest, lack of promptness and poor quality coir products from private small scale manufacturers due to low price of the KSCC than those offered by established private exporters.

(b) Shortage of chemicals and staff needed to undertake the finishing work at the factory at KSCC.

(c) Lack of working capital to purchase the raw materials for the production process.

(d) Scarcity of superior variety year (e.g., Anjengo yarn) is another reason for the delay in the execution of orders.

(e) Non availability of superior quality matting in all season, e.g., SK matting which is of high demand.

Unlike other factors, KSCC prepares sales budget every year for each showrooms and sales depots. But in most cases, KSCC is not able to achieve its budgeted sales both domestic and overseas due to,

(a) Absence of credit facilities

(b) Lack of marketing efforts and proper strategy for promotion of markets.

(d) Absence of sales to private exporters.

(e) Competition from the Coir Board and COIRFED.

(f) Competition from private factory owners.

(g) Scarcity of certain type of products.

(h) Comparatively poor quality of the products.
(i) Delay in the collection of proceeds of credit sales from government departments and institutions, and

(j) Lack of advertisement facilities throughout the country by means of a common media.

**Export Performance of the KSCC**

KSCC markets the products at the floor price fixed by coir board and covered the export credit and guarantee corporation (ECGC) policies. In the past, exporting was done mainly to countries like USSR, Hungary, Belgium and Australia.

USSR was the main buyer of the coir products of KSCC from 1988 to 1992. But in the period of 1992-93, UAE became the chief buyer of KSCC's products (21.02 percent). In 1993-94, KSCC lost its ground in exporting, but in 1995-96 export rate went up to 9.47 percent i.e., mainly due to Canada.

The reasons accounted for the fall in exports of KSCC are:

(a) Competition from private exporters

(b) Ineffective implementation of Minimum Export Price (MEP) of Coir Board.

(c) Lack of market survey in foreign countries.

(d) Lack of export promotion measures.

(e) Lack of contact with foreign buyers etc.

Another important scheme for promotion of external market is the rebate scheme of sales. The KSCC allows 20 percent rebate on sale of coir products for 90 days a year. The rebate is generally given during the festival seasons.

**Factory**

The main factory of KSCC and its head office is located in Alleppey. The
manufacturing section consists of a unit with 150 looms (hand) for manufacturing mats and matting. They also have a power loom factory inside the main factory with 100 looms. The KSCC also has a Modern Dye-house opened on August 1981 inside the compound at a cost of Rs.30 lakhs. Currently the modern dye house is closed due to the inefficiency of the management and most of the machines and boilers are not working.

The factory employs around 150 workers of which around 120 are the permanent workers. The rest are kept temporary and do not avail any benefits. In order to keep them temporary, after every 80-89 days they are not allowed to work for 15-30 days. By this, they keep them out of the clause given in Factories Act to be a permanent workers of the factory.

The main working sections in the factory can be divided into four, i.e., (a) the primary stage (b) Main stage (c) final stage and (d) packing stage.

The *Primary Stage* consists of

(a) sorting - employing 2 persons

(b) Spooling - Around 20 workers

The *Main Stage* consists of

(c) Wemboly - employing around 4 workers

(d) Quilling - employing around 7 workers, and

(e) Weaving - employing around 60 workers.

The *Final Stage* or the *Finishing Stages* consists of

(f) Shearing - employs one worker. (Shearing is done now-a-days in the powerloom).

(g) Spray paint (or shooting) - employs one worker.

(h) Clipping - employs 2 workers.

The packing stage consists of
(i) Passing - employing 2 persons, and 
(j) Stitching - employing 5 workers.

The dyeing section is not included in the main work and these are around 8 workers permanently employed in this section who is paid a daily wage allowance and on days of no dyeing, they have to work in the other sections like sorting, packing or loading. They are the ones who are the most ill-treated in terms of wages considering the amount of work they do and the extra risk of being in the dyeing section. The workers themselves feel they are outsiders compared to the rest. As the modern dye house is shut down they are to old method of dyeing like heating and adding the colours and taking out the yarn and drying it using bare hands. The female workers are mainly employed in spooling section and the Quelling section.

According to the records, considering the shortage of yarn in the monsoon season, the factory provides regular work to 200-250 days in an year. But in actual practise, the number of days of work are very less it comes only to maximum of 100-150 days. As the workers are forced to come and sign their entry pass every day hoping that they will get work at least for one to two hours a day. In the matting section, workers at a time does not get work continuously around for a month. The actual fact on labour here is camouflaged by making them sign the entry pass. Since the workers are paid piece-rate at times of "no work" the factory pays to each worker depending on the section he/she is working an advance every two weeks to buy "ration". For example, a worker in the matting section (who is the well paid in the factory) gets award of Rs.150 in every two weeks. This money has to be paid back in small amounts every week, when there is working in the factory.

Therefore a worker who earns around Rs.500 a week after all his deductions from the payment may roughly get around Rs.200 to 250 per week.
According to the workers and the leaders, the company is under loss and the reason they say is (a) that the factory is employing more and more office staff which is actually not needed, i.e., for one worker in the factory there are five office staff and (b) the management gets poor quality yarn from distributors by receiving large sums of money and they resells this yarn to outside dealers for lesser amount. Hence they remark as "gain of personal and loss of the government".

General attitude of the workers towards the management is negative and not encouraging. It is noted that the management does not listen to the workers' complaints regarding lack of work for a long period and the general working conditions prevalent in the factory, i.e., they do not have a platform where the workers can complain about their problems and iron out their difference with the management.

The main problems the workers face is that of the lack of raw materials which the factory gets from outside. As the raw materials are supplied by private agents, due to low cost paid by the corporation and as KSCC currently is not able to pay them at the correct times, the private agents prefer to sell their yarn to established private factories who are correct with their payments (like Aspinwall and Alleppey Company, etc.).

Despite these problems in their main factory, KSCC has started a factory in Beypore coast and Kozhikode where manufacturing and fabrication works are carried out. A conclusive analysis shows that, due to the ineffective working of KSCC, private agents of yarn producers and the private small scale producers are not interested to deal with the KSCC which has resulted in low production of coir products, low export rate and most of all less labour the workers. Even with the 23 years of its working, KSCCa has not taken any steps to introduce different market promotion measures as laid down in the object clause of the Memorandum of
Many of the schemes have not yet started because of financial constraints. Hence, KSCC has fared badly to the labour force at large and to the state in particular as it failed to achieve most of the objectives for which it is formed.

**Aspinwall & Company Pvt. Ltd.**

For centuries, trade featured significantly in the history of Kerala, especially in Travancore-Cochin, which had witnessed many expeditions and explorations first by Portuguese and then by the Dutch and English merchants and navigators. In the chequered trading chronicles of Cochin, the growth of Aspinwall is prominent.

J.H. Aspinwall was born in London in 1834. In 1863, he started his saga of Aspinwall venture in Cochin by becoming the sole proprietor of Scott Brothers business in Cochin and changed the trading name into Aspinwall & Company Ltd. In 1967. Under the dynamic guidance of Aspinwall, the company traded successfully in coconut oil, pepper, timber, copra, ginger, turmeric, lemon grass oil, spices and hides. Initially, the company was only concentrated in trade. Throughout his stay, in Cochin, he took keen interest in the civic and public activities of Cochin and was the Vice-President of Fort Cochin Municipality from 1875 to 1878. He also was the president of Cochin chamber of Commerce. The development of the deep sea port at Willingdon Island in Cochin owes a lot to this farsighted Englishman.

From its inception, Aspinwall was involved in the ship chartering business. In

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1880, he also started exporting of coffee, tea, coir yarns, coir mats and mattings, rubber, cement, chemicals etc. In 1889, the company survived a devastating fire and in 1912, the company acquired the island of Ramanthuruth off Cochin coast and started producing and stocking candles and the island came to be known as 'Candle Island'.

Candle Island provided mooring facilities for the large fleet of ships and boats and this was also the stock point for the company's rubber, tea and coir products for exporting.

In 1917, Aspinwall acquired the island called 'Gundu Island' from the well known paliyam family in Cochin and was later converted to the head office of Aspinwall & Company Private Limited.

Aspinwall met with its corporate status in 1920 and the controlling shares of the new company were vested with the well known East India Merchants J.H. Vavasseur & Company of London. Aspinwall then started its own plantation for rubber, tea, coffee and cardamom throughout South India.

In 1940, Aspinwall started its own coir manufacturing factory in Alleppey. Till then, Aspinwall indulged only in handling of the exports of yarn and products brought from local producers. In 1956, Aspinwall became a public limited company and the first sale of a part of shares of Aspinwall was to Narayan Investment Trust Private Limited, a company which was owned by the Travancore Royal family, i.e. by H.H. Maharani Sethu Parvathi Baji and H.H. Shree Padmanabha Dasa. This was a milestone in the beginning of the financial association and management by the Royal Family in the company. In 1971, the Royal family, H.H. Shri Chithira Thirunal Balarama Varma came forward to take over the controlling interests of Aspinwall group of companies when the English company desired to disinvest its holdings.
Aspinwall with a colourful and long history spanning over 130 years, is today, a highly broad-based corporate business house owned and managed by the Royal family of Travancore. The current activities of Aspinwall comprises shipping services, plantations, coffee processing and trading, trading and production of natural fibre products and a still newer venture is in the field of environmental engineering with natural fibres.

**Natural Fibre Product Division of Aspinwall**

The venture of Aspinwall Private Ltd into the field of manufacture of coir and coir products was in the year 1940. In 1940, August, Aspinwall and Company Private Limited started their new coir factory in Alleppey. The factory was started as an associate company of Aspinwall & Co. Ltd. who is one of the oldest exporters of coir products from India. Earlier, Aspinwall used to get manufactured coir products from outside local producers but due to the growing demand of export market, they started their own manufacturing unit based on handlooms.

**Management of Aspinwall**

The control and management of Aspinwall are vested in a Board of Directors from top government officials and from the Royal family. The chairman is the head of the Board of Directors and managing director is the executive head.
In addition to this, they also have their own research wing to introduce new products into the market. The present chairman of the Aspinwall & Company Private Ltd. is H.H. Shree Marthanda Varma, the Maharaja of Travancore.

In 1978, Aspinwall & Company Pvt. Ltd. started their own semi-powerloom factory with hundred looms. They are also on the process of building a new mechanised powerloom factory on the outskirts of Alleppey town.

The company has a team of expert craftsmen to design and produce exquisite coir furnishings which are exported.

Aspinwall & Company Pvt. Ltd. mainly thrives on export. They did not have any domestic markets early for coir products but realising the need for domestic market they have opened showrooms in Mangalore, Goa, Mumbai, Tuticorin, Vizag, Madras, Bangalore, Tirupur and Trivandrum. As of 1996, Aspinwall is the third largest exporter of coir and coir products from India. Europe, U.K., U.S.A. and Australia are the main markets for Aspinwall's products.
Factory

The main factory of Aspinwall & Company for production of natural fibre products is in Alleppey. The factory consists of one hundred and twenty looms operated manually for manufacturing mats and mattings.

The factory employs around one hundred and fifty workers. In times of maximum work, Aspinwall Company hires skilled workers from outside to do their work. The following table shows the distribution of workers in the factory:

<table>
<thead>
<tr>
<th>Sl.No.</th>
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<th>No. of People Employed</th>
</tr>
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<tbody>
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<td>1.</td>
<td>Sorting</td>
<td>2</td>
</tr>
<tr>
<td>2.</td>
<td>Spooling</td>
<td>35 (Female workers)</td>
</tr>
<tr>
<td>3.</td>
<td>Wemboly</td>
<td>2</td>
</tr>
<tr>
<td>4.</td>
<td>Quilling</td>
<td>4 (Female workers)</td>
</tr>
<tr>
<td>5.</td>
<td>Weaving</td>
<td>85</td>
</tr>
<tr>
<td>6.</td>
<td>Shearing</td>
<td>1</td>
</tr>
<tr>
<td>7.</td>
<td>Spray painting</td>
<td>1</td>
</tr>
<tr>
<td>8.</td>
<td>Clipping</td>
<td>3</td>
</tr>
<tr>
<td>9.</td>
<td>Passing</td>
<td>2</td>
</tr>
<tr>
<td>10.</td>
<td>Dyeing</td>
<td>6</td>
</tr>
</tbody>
</table>

The dyeing section remains separate as they are daily wage earners and the factory has a modern dye house where the dyeing process is semi-mechanised. The factory report claims that they use "a20pdyes" which are supposedly hazard free.

As coir industry is seasonal, the shortage of yarn hinders work during the monsoon seasons. The factory provides regular work to 250 days an year. But on all other days, it tries to give work to its workers partly.

As per the Factories Act, the factory gives bonus to its workers during the festival seasons, i.e. during times of Vishu, Onam and Christmas. It also gives annual bonus, leave
encashments, provident fund, gratuity, ESI benefits etc. The export rate as of the fiscal year 1995-96 exceeded Rs. 15 crores for coir and coir products.

In addition to its wide range of coir furnishings, with coir products as its traditional base, the company has diversified into production of jute mattings and furnishings to meet the growing demand for eco-friendly furnishing materials in the world market. In addition to its wide product range in coir and jute furnishings, Aspinwall & Company also manufactures Geo Textiles used extensively for soil erosion, control and re-vegetation applications.

Aspinwall & Company has established a new division, Aspinwall Geotech Ltd. in 1995, which is dedicated for development and manufacture of erosion control geo-textiles using environment friendly and natural materials like coir.

It produces a wide range of soil protection and engineering materials like woven and non-woven geo-textiles, geo-rolls and vegetation fascines, geo cushions and beds, antiweed blankets etc. to provide long term solutions in the areas of soil erosion and sediment control, soil stabilisation and vegetation maintenance. The company has a full fledged Research and Development (R & D) department which develops application specific products and provides technical support and comprehensive solutions to soil and vegetation protection and related environmental problems.

Kerala Coir Mats and Matting Co-operative Society Limited No. 346

In 1957, for the first time in the history of Kerala, the communist party came into
power in the erstwhile state with Comrade E.M. Sankaran Namboothiripad as the first chief minister. During this time, the coir industry has started branching out to various sections. Realising the danger that such a branching out can possibly bring to the workers, the then government to help coir workers took stern action which led to the formation of coir co-operative societies. In Alleppey district, two mats and matting co-operative societies were started, one in Shertallai taluk and the other in Ambalapuzha taluk of the district. Due to the help of the then government, these two projects were quite successful.

The Kerala Coir Mat and Matting Co-operative Society started its official functioning in 1961 with Shri Chidambara Iyer as its first president. The society initially consisted of a secretary and a board of 6 members nominated from among the workers.

If we trace back the history of the Kerala Coir Mats and Matting Society, it is quite clear that this society with its work experience can be traced back to around 100 years (a century). The society was originally a company named Thomas Decruze & Company started many years before independence by a European called Thomas Decruze. After the Indian Independence, it was handed over to West Coast syndicate which was under private management and they renamed the company as "Kerala Coir Manufacturing Company". In the period of 1958-59, the company had to face major financial set backs and in order to escape this, the management's decision was to liquidate the company.

The managing director of the company, Shri G. Chidambara Iyer tactfully intervened and asked the management to turn the company into a co-operative society whose ownership and day-to-day management power lies with the coir workers themselves. The state government's order to convert the company into a co-operative society was issued in 1961 by Mr K.A Damodara Menon, the then Minister for Industries.
Accordingly, the society got registered on October 30th, 1961, under the trade name, "Kerala Coir Mats and Matting Co-operative Society Limited No. 346".

In order to buy shares in the society, the management of the company paid for each worker 50 Rs. 50 Ps and the rest were sanctioned by government. The government could only sanction Rs. 2.5 lakhs and asked the bearers of the society to start its working with that money. But in reality, this 2.5 lakhs was barely enough for the management to pay their debts to financial corporation. The only financial backing for the cooperative society was the gratuity issued by the management to buy shares. With all these difficulties, the society started functioning on 3rd November 1961 with Shri Chidambaram Iyer as the first president.

Till the year 1963, the society could not avail any production orders and the members had to virtually knock on each and every unit doors to get work. From 1964 onwards, the society started getting little work which helped in at least giving some sort of payment to the members or workers. The period of ten years from 1961 to 1971 was very tough for the society in terms of lack of orders, lack of adequate finances and due to the rising prices of commodities (raw materials). There were months when the society was unable to pay its workers their wages and many a times, the society for paying its workers had to loan money from private money lenders.

The non-availability of work led the workers who were the share holders to take back the money they have invested in the society as shares and to take leave from cooperative society. This was mainly due to the lack of monetary returns even after two years of official working. This was a bad phase for the society. During this time, a news spread among the coir factories in Alleppey that the cooperative society was on a big loss.
and that the society is going to break up again. One of the worker P.V. Prabhakaran who was in the society during that time remarks "It was such a bad phase that even a teashop wouldn't give a cup of tea on debt".  

During this time, the board members realised that if the society has to stand on and survive, the society should open its own showroom to sell its products. Accordingly, the government sanction was obtained and the first showroom of Kerala Coir Mats and Matting Society was opened at Vishakapatnam in Andhra Pradesh. Even though there were some initial problems with the showroom, the workers of the society through their hard work made it a huge success. Today, the society has three more 'depots' cum showrooms in Mangalore, Vijayawada and Trivandrum.

Many a summer and monsoon have passed the district and after nearly three decades, the Kerala Coir Mats and Matting Society in Alleppey has earned the name "model society", through sheer sweat and hard work by its farmers who started the society and the workers who are working in the society currently.

The organisation chart of KCMMCS is:

\[
\begin{array}{c}
\text{President} \\
\downarrow \\
\text{Secretary} \\
\downarrow \\
\text{Board of Six Members} \\
\downarrow \\
\text{Shareholders of Members}
\end{array}
\]

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The executive decisions are generally taken by the president, secretary together with the board members.

Most of the KCMMS' sales in the early years were through domestic markets. But since 1994, they have entered into the field of exports and China is their chief buyer. Their main profits are in the internal markets.

The main factory of the cooperative society and its head office is located in Alleppey. A small amount of work is carried out in the Mangalore showroom of the society. The society generally buys the raw material, i.e. coir yarn from the various cooperative societies involved in production of yarn. The cooperative society has around 100 looms for manufacturing mats and mattings.

The society provides employment to around 150 workers. The society also employs temporary workers during times of maximum work. As per the workers compensation Act, the society gives bonus to its workers, fixed by the coir industrial relations. The bonus is generally given three times a year during the festival seasons of Vishu, Onam and Christmas. In addition to this, the society also gives to its members production incentive, bonus, leave encashment, holiday wages, provident fund, ESI, gratuity etc.
The main sections of the society consists of:

<table>
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<td>Wemboly</td>
<td>3</td>
</tr>
<tr>
<td>4.</td>
<td>Quilling</td>
<td>3</td>
</tr>
<tr>
<td>5.</td>
<td>Weaving</td>
<td>80-85</td>
</tr>
<tr>
<td>6.</td>
<td>Shearing</td>
<td>2</td>
</tr>
<tr>
<td>7.</td>
<td>Spray painting</td>
<td>1</td>
</tr>
<tr>
<td>8.</td>
<td>Clipping</td>
<td>2</td>
</tr>
<tr>
<td>9.</td>
<td>Passing</td>
<td>4</td>
</tr>
<tr>
<td>10.</td>
<td>Stitching</td>
<td>2</td>
</tr>
<tr>
<td>11.</td>
<td>Dyeing</td>
<td>10</td>
</tr>
</tbody>
</table>

The dyeing is done manually in hot broilers and the dyed yarns are dried directly under the sun. On days of no dyeing, the workers generally help in other areas like sorting or passing etc.

As per the fiscal year of 1995-96, the society has a yearly turn over of more than a crore. The society also is in the process of installing a small powerloom unit with just 10 looms inside the factory complex. During the time of their diamond jubilee celebration in early 1990s, the society donated from their profits around Rs. 33,000 to the Government of Kerala.

The society provides regular employment for 270 days in an year and during the monsoon seasons, it somehow tries to give work at least partly every day. Administrative wise, the staff employed is very minimal.

The success behind the Kerala Coir Mats and Matting Co-operative Society is mere hard work and the feeling of oneness, i.e. feeling that the society is their own and that any profit gained or and any loss incurred is because of them, i.e. the workers.
The living and working conditions of a coir worker in the organised sector are discussed in the following chapter.