CHAPTER 6
BUSINESS MODEL FOR MANUFACTURING AND DISTRIBUTION OF SANITARY NAPKINS
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6.1 EXECUTIVE SUMMARY

Sanitary napkin, an invention that revolutionized the female hygiene industry, exists today as a practical solution to the problem of uncomfortable menstruation periods of females throughout the world.

We are on the verge of entering a lucrative market in a growing country. The current rural female population estimated at 20 crores and increased admissions in hospitals and clinics presents an opportunity for Sanitary Napkins to enter and penetrate the rural Indian market. The Sanitary Napkin market is poised to take advantage of this growth rate and minimal local competition, with a dedicated and well trained workforce, excellent order completion times, and effective management. The initial intention will be to provide sanitary pads to state Government and NGO’S through village dispensaries and aanganwaadi’s throughout Madhya Pradesh.

6.2 THE CONCEPT

After taking four years of painful research, A.Muruganantham (46) of Coimbatore has designed, created, tested and implemented a sanitary napkin-making machine that operates on a small scale. Contrary to a large-scale production model which requires Rs.3.5 Crores as initial investment, Muruganantham’s sanitary napkin-making machine can be made available to a buyer for approximately Rs.75, 000. This allows smaller players to adopt the business model propagated by him, and
thus generates more employment and wealth in the most neglected sections of society.

More specifically, an empowerment forum – such as a Self Help Group or a women’s group – can invest in a sanitary napkin-making unit to create a business that employs up to ten women.

The new invention is capable to make 120 napkins per hour
Initial plans shall be to produce approximately 1200-1400 diapers per day 6 days a week, utilizing an 8 hour working day, enabling us to produce a total of 33,800 diapers per month. As time progresses and the production team become more efficient in the production this figure should rise to approximately 56,000 per month.

6.2.1 What problem or issue does the concept address?

- Millions of women around the world cannot afford sanitary napkins, mainly because they’re manufactured using expensive machinery and thus priced at a premium. Such women resort to an older and cheaper alternative – a piece of cloth or rag. This is an unhygienic alternative and can cause vaginal infections, skin irritations and embarrassing stains in public. But by reducing the unit price of a napkin, the proposed business model enables women to switch over to napkins – dignity must never be unaffordable.

- A light-weight and voluminous product like the sanitary napkin introduces high transportation cost. This model allows local production and thus solves the problem.

- The proposed model addresses the issue of rampant unemployment amongst the poor in rural, urban and semi-urban areas of all developing nations.

Overall, the proposed model offers livelihood, hygiene, dignity and
empowerment to women all over the world. And it does so using a sustainable business framework.

For this model to work in this relatively untapped market it needs to be accessible and affordable, so that it excites the NGO’S and state Government by providing them with what they want, when they want it and in the exact quantity. The primary goal will be to establish and strengthen the product’s existence in the market, which will be bestowed by the awareness campaigns and door to door meetings with the help of Aanganwaadi workers.

The marketing strategy shall be based mainly on ensuring that we make extremely price competitive napkins and make them available where they are not i.e. rural India. Hence it should be accomplished by making the right information available to the right target customers. It should be ensured that the napkin’s prices are favorable relative to the Multinational counterparts' prices, and that the potential customers appreciate the quality of provided napkins. However, the prices charged shall also take into consideration the cost of production and distribution so as to ensure that the business model remains viable and operational. We will be working in a direction where our product is known for its reliability and quality.

The target markets will primarily constitute the state Government and NGO’S who often order in bulk for their customers, and concerned individuals. Hence there will be need to network with the various decision-makers/order-makers to ensure that the orders are received well in advance and a timely delivery can be ensured.
This business model shall provide employment to a large section of rural females who otherwise never leave the house. This will instill a sense of dignity and pride in them which in turn will help evolve a confident society.

This model intends to compensate the production personnel well, so as to retain their invaluable expertise and to ensure job satisfaction and enrichment through delegation of authority.

Awards shall be given out to outstanding individuals for hard work and production so as to not only show appreciation, but to instill a sense of fun into the work and promote the employee satisfaction of high standards.

Keeping in mind the above points the sales should increase from more than 3,96,000 the first year to more than 6,73,000 the second, and P10,09,800 napkins in the third year.

Ultimately the attractiveness of this model lies in the fact that rural India will choose the sanitary napkin made by the mini machine above those of competitors because of the relatively lower prices as well as its accessibility and the quality produced by local rural females.

6.3 **KEYS TO SUCCESS**

1. Prompt response to customers’ demands: Meeting the customer’s expectations would be the key driver to success. The staff needs to be continually communicating with the client, so as to ensure that products are delivered on time and according to the customer's specifications. This will go a long way towards instilling a sense of trust in the ability of rural females and establishing long-term relationships.
2. Training and Development: As our workforce will come from a rural background, highest level of training shall be imparted to them so as to meet the production demands and timely deliveries. Continuous development programmes will ensure in skill enhancing of these rural workforce.

3. Networking: As the majority of our customers will be the state Governments and NGO's, there is need to effectively network with the various decision-makers and order-makers to ensure a ready market.

6.4 OBJECTIVES

The business strategy will revolve around the need to provide quality sanitary napkins to the various related Government Departments and NGO’s that need them, in the process fully satisfying their requirements. This shall be undertaken through adequate training and recruitment of a professional team dedicated to providing and catering the customer's needs.

The business proposition shall also have well laid out introductory letters and other promotional material like employee profiles etc. that will enable clients to have an understanding of the sanitary napkin there is to offer and advantages of utilizing it. This will undoubtedly generate increased sales of our products.

In summary this business model intends to attain the following objectives:

- Make sanitary napkins accessible and affordable for the rural females
- Make aware the advantages of using sanitary napkins
- Provide employment opportunities to rural females
- Continuously provide high quality sanitary pads on time and on budget.
- Develop enthusiastically satisfied customers (rural females) all the time.
• Ensure economical use of resources from capacity utilization, minimizing inventory/stock and low cost, and high quality materials.
• Contribute positively to our communities and our environment.
• Establish a market presence that assures short-term and long-term profitability, growth and market share, which will ultimately convert to business success.

6.5 MISSION
To provide high quality low cost sanitary napkins to every rural Indian female so that they can live with dignity and honor and also to provide them employment for the same

6.6 START-UP REQUIREMENTS

Start-up Expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal</td>
<td>1,000</td>
</tr>
<tr>
<td>Stationery etc.</td>
<td>900</td>
</tr>
<tr>
<td>Brochures</td>
<td>900</td>
</tr>
<tr>
<td>Insurance</td>
<td>1,000</td>
</tr>
<tr>
<td>Rent</td>
<td>3,000</td>
</tr>
<tr>
<td>Research and development</td>
<td>5,000</td>
</tr>
<tr>
<td>Expensed equipment</td>
<td>1,000</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
</tr>
<tr>
<td>Total Start-up Expenses</td>
<td>12,800</td>
</tr>
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</table>

Start-up Assets

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Required</td>
<td>37,043</td>
</tr>
<tr>
<td>Start-up Inventory</td>
<td>33,680</td>
</tr>
</tbody>
</table>
6.7 MARKET ANALYSIS SUMMARY

The current drive and emphasis by the government of Madhya Pradesh on upliftment of rural women presents an opportunity for Sanitary Napkins to make a valuable contribution towards achieving this goal. Having undertaken a thorough and comprehensive research of the market it was realized that there was a vast opportunity for a local manufacturer of sanitary pads, with practically no local player in the MP region.

Keeping in mind the fact that operating in such a market is largely dependent on good networking,[20] it is intended to establish networks and strategic relationships with various Government bodies like Mahila and Bal Vikas Mantralaya, NRHM, etc and NGO’s and NPO’s to ensure a steady stream of orders. In doing so it is also very important to ensure that the napkins being manufactured are of extremely high quality and fully serve their purpose. The initial overall target market share shall be 10% of the market, mainly focusing on the nearby rural areas of Bhopal region.

It is understood that entering such a market is not a “cakewalk” and will require establishing strong networks and links with several organizations and institutions as outlined previously. Hence, it is imperative that initially a liasoning agent shall be hired for his services and once the network has been established, co-ordeal relations be strengthened in the future.
Product Strategy

Small packets of 4 napkins per packet will be preferred due to the following reasons:

Small packs give the rural consumer an option to pick the product at affordable price that is why individual use products like shampoo; toilet soaps, biscuits etc. are bought in smaller size. Also, small packs are easy to display and they increase the visual appeal.

Example:

Lux introduced shampoo at Re1 per sachet.
Parle-G biscuit is available in four biscuits pack at Re. 1

6.7.1 Market Segmentation

This business model focuses on the rural Indian females who are menstruating (aged between 15-45 ) and have very less purchasing power. This gives the project a large set of demographics to cater. Hence the segment is quite large and there is a vast scope of local players to be absorbed by the market. The multinationals are as it is not taking much interest as they have their eyes set on the urban India. They have clarity on their target market and will not venture out to cater to the needs of rural India as the margins would significantly drop. Add to this, the ignorance of rural Indian females, it will be a daunting task for the mnc’s to convey them the idea of usage of napkins. There is clearly a segment so vast that local manufacturers will have plenty of orders.

Out of 2.5 crore rural females of Madhya Pradesh, an approx. 1.5 crore females fall under the age bracket of 18-45 yrs. The population of Bhopal is around 18 lakhs and it constitutes around 4-5 lakh rural population of which 1-1.5 lakh rural females
fall under the target market segment. As can be seen it is a huge segment to cater to every month and the population is rising by every minute. Needless to say the market offers a huge opportunity for sanitary napkins to be manufactured locally.

6.7.2 Target Market Segment Strategy
The marketing strategy shall be based mainly on making the napkins available to the right target customer. As the target customer has limited purchasing powers, the main focus shall be to route the product through the state Government to the end user. Also, the focus shall be on the ease of procurement of napkins as rural females are quite orthodox in their approach towards such products, the intention should be to distribute/sell it through Aanganwaadi’s primarily where rural females can talk to aanganwaadi workers easily and essentially buyer-seller relation strengthens as both are women which is important to sell a product as sanitary napkins. The low production costs, which will naturally be reflected in lower prices for the product, will ensure that their shall be good opportunities to win hospital, clinic, and institution tenders for the product, besides fulfilling the Government’s orders.

Hence, not only the business model’s focus is on selling sanitary napkins, but also making females aware of the usage and consequences of not using napkins. This will be achieved by having group talks by a female doctor who will tell them about the benefits of sanitary napkins and also by pictorial brochures and pamphlets distribution.

6.7.3 Market Needs and Trends
A brief of the results of a survey carried out by AC Nielson and endorsed by NGO Plan India says that about 68 per cent rural women cannot afford sanitary napkins
available in the market. On the issue of affordability of quality sanitary care, the survey found that 81 per cent rural women use unsterilized cloths since they are cheaper and 68 per cent said they cannot afford to buy sanitary napkins. Poor financial condition does not allow majority of the women to buy quality sanitary napkins, the survey said, adding of cloth users, 45 per cent reuse cloth and 70 per cent dry them in shade, increasing chances of infections. According to gynecologists, use of alternative sanitary care measures such as unsterilized cloths, sand and ash make women susceptible to infections and diseases. The study found that awareness on basic health and feminine hygiene is very low, with 75 per cent rural women lacking adequate knowledge on menstrual hygiene and care.

Adolescent girls in rural India are unable to attend up to 50 days of schooling in a year due to inadequate menstrual care, the report said. Research shows Reproductive Tract Infection was 70 percent more common among those with unhygienic sanitary practices. Of the 355 million menstruating women in India, only 12 per cent use sanitary napkins. The figure is abysmal, compared to countries like China, where majority of women use sanitary napkins, the survey maintained. The survey said among the adolescent rural girls, 23 per cent (aged 12-18 years) discontinue studies due to inadequate sanitary facilities in schools.

The figures are shocking, but somewhat true and representative of the entire nation.

6.7.4 Market Growth

At present the production of about 900 mn pieces are manufactured in India and rest are imported.

Total women in the age group of 15-54 years in India are about 300 mn. Total menstrual periods/year is 13 that last for 4-8 days and an average of 3 pieces/day is
used. Then consumption would be 58,500 mn pieces/year. Present consumption is 2659 mn pcs, ie, 4.5% penetration while in Europe and USA it is well above 73 to 92%. Hence a growth rate well above 18 to 20% is expected in India. The Indian market is quite huge and as per reports available only 35% of India’s requirement is manufactured in India, as of now. A huge market, great potential and excellent profit margin is envisaged in manufacturing of sanitary napkins in India.

6.8 INDUSTRY ANALYSIS

Industry competition information appears in the following subtopics.

6.8.1 Competition and Buying Patterns

The most important factor in this market will be the utility of the product. Unlike the competitor’s pads, the napkin made by mini machine is going to have double the absorbent power as compared to our competitor’s napkins making our absorbency superior to most top brands. This converts into fewer pads being used per day, encouraging customers to use the napkin manufactured locally.

6.8.2 Main Competitors

There are currently no local companies competing in the market niche. However upon closer research it was identified that MNC’s like Johnson and Johnson whose Stayfree brand constitute approximately 70% of the market, dominate the market. Hence the intention should be to market oneself as a local quality manufacturer of sanitary pads in such a way that with time customers will choose the locally manufactured napkins over competitors' on the basis of lower costs, faster order fulfillment times and high quality. The main competition is not with these MNC’s but with illiteracy and ignorance of rural females who do not understand the importance of usage of sanitary napkins.
6.8.3. SWOT ANALYSIS

STRENGTH

- Affordable and Accessible: The napkin manufactured will be local production. Hence, it logistics cost and other taxes would be nil thereby facilitating the rural females of that area to buy from them.
- Awareness: Millions of females will be benefited by this model as it provides decentralized production, ease of purchasing the napkin (from aanganwadi workers who are female and not from a male shopkeeper)
- Low production costs: The costs of napkin manufactured will be approximately a third less than the famous brand names and end user prices.
- Huge manpower available: Rural India suffers from lack of employment today. This will help us in recruiting females from the vast pool of unemployed rural females who want to earn some extra income for their household and this process will also help generate employment in otherwise neglected sector of the society.

WEAKNESS

- The introduction of new organizational practices and personnel who have not previously worked together presents a challenge to the organization.
- The dependency on Government orders will be a deterrent in taking forward this noble cause.
- Lack of awareness and education amongst rural females regarding the product may take some time to gain acceptance.

OPPORTUNITIES

- Vast untapped market waiting to be explored.
• Great opportunity to bring about a change in the living standards of rural Indian females.
• To provide employment at a rural level.
• The model can be replicated in third world countries like Africa also.

THREATS
• Lack of education may cause the product to face resistance initially.
• Change in Government policy to purchase sanitary napkins may or may not affect sales of product.
• Even discussing about menstruation is considered a taboo in rural parts of India.

SWOT ANALYSIS

Table 6.1

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Decentralised setup</td>
<td>➢ Funding Constraint</td>
</tr>
<tr>
<td>➢ Minimal investment</td>
<td>➢ Lack of awareness</td>
</tr>
<tr>
<td>➢ Simple production procedures</td>
<td>➢ Dependency on Govt. orders</td>
</tr>
<tr>
<td>➢ Affordable napkins</td>
<td></td>
</tr>
<tr>
<td>➢ Easily accessible</td>
<td></td>
</tr>
<tr>
<td>➢ Self employment</td>
<td></td>
</tr>
<tr>
<td>➢ Increased standard of living</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Virgin rural market</td>
<td>➢ Lack of education</td>
</tr>
<tr>
<td>➢ Opportunity to provide employment at a rural level</td>
<td>➢ Change in Government policy</td>
</tr>
<tr>
<td>➢ Model can be replicated anywhere</td>
<td>➢ Considered “taboo”</td>
</tr>
</tbody>
</table>
6.9 MANUFACTURING PLAN

- Raw Materials
  The main raw material used for Sanitary Napkin manufacturing is
- Wood Pulp – Highly absorbent, economical, ease of manufacturing and usage
- Thermo Bonded Non woven—flat porous sheets, durable, cost effective
- Poly Ethylene Film—breathable, ease of packing
- Release Paper
- Glue
- LLDPE 50 GSM - Packing Cover

6.9.1 Other Accessories

- Weighing Scale (To Weigh Wood Pulp)
- Work Table
- Plastic Buckets and Trays

6.9.2. Manufacturing

Plant and Machinery

- Defibering M/c 1 No.
- Core forming M/c 1 No.
- Napkin Finishing M/c 1 No.
- Ultra Violet Treatment Unit 1 No.

6.9.3 Manpower Required

- 4 Semi skilled Labors
6.9.4. Process

Wood Pulp (approx. 10 gms) is taken and put into a high speed mixer for about 3 minutes until a homogenous soft snow flake like object is achieved. This powder like substance is then put in a dye cast in which a thermo bonded non woven film is put in the bottom with glue on it and the powdered material is put on top of the glued surface. It is spread evenly throughout the dye. The dye is then pressed for about 4-5 minutes and a napkin is formed. This raw napkin is then taken to a Poly Ethylene film roll and with the help of a machine this film is rolled over the napkin and is sealed by all the three sides with a sealing machine. A sticker is then attached to the finished napkin so that the napkin can stick to the undergarment once the sticker is removed. This napkin is then taken to a UV machine to check for dust particles and kill other germs. After removing this napkin from the UV machine, immediately the napkin is packed and ready for use.

Approximately 600 sq. feet of space is required for the erection of machineries and another 200 sq. feet for the storage of raw material as it is quite fluffy in nature.

6.9.5. Proposed Manufacturing Process

The researcher during the production process observed that the manufacturing time can be substantially reduced if the entire manufacturing takes place in a single table, each process taking place next to its previous one, just like an automotive assembly plant. This will reduce the production time significantly. One issue that might crop up is that of space, but on further research it was observed that a room of 8”x15” will be sufficient to install a single line manufacturing unit. It will not only reduce production times, but will also reduce the cost of plant and machinery.
The researcher also proposes to have two dyes of three napkins each in one machine. The maximum time is taken in pressing the raw material in a dye (around 4-5 minutes). This time can be brought down significantly if two dyes are used simultaneously instead of one so that the next process does not get stopped at any given time. The cost of plant and machinery will increase but can be balanced by a single line assembly and increased production.

6.10 MARKETING PLAN

6.10.1 PRICING

The pricing of proposed sanitary napkins will have two aspects. First is the Government’s role in deciding the price of sanitary napkin. If the Govt. offers subsidiary for these napkins then the prices would be reduced considerably and second if not, the prices would be somewhere around INR2 per napkin. So a packet of 6 napkins would cost INR12. Currently in the market there is no napkin which is being sold at such low cost. Hence, this project is viable in rural markets where the pricing becomes the key factor in buying preferences.

6.10.2. PROPOSED BRANDING and POSITIONING

The napkin needs to be branded as a need and not a want. The aanganwaadi workers and NGO’s shall take up the responsibility of creating awareness amongst rural females. It should be positioned as a napkin made “by the women, of the women, for the women”. The females need to realize that this product is not money making scam from mnc’s but made by their fellow women. Then the confidence will grow on the product and eventually buying and usage of this product will happen.
6.10.3. PROPOSED SALES AND DISTRIBUTION

The napkins will be sold at aanganwaadi’s which are at nearly every village. Females can go to their respective aanganwaadi or dispensary and purchase napkins directly from the female coworker without any hesitation. The NGO’s can distribute or sell (at a subsidized rate) door to door or by organizing monthly health camps. One napkin production centre can easily cater to 5-6 aanganwaadi demands, hence, a few production centers will be able to cover huge areas and facilitate the product for thousands of rural females.

6.11 FINANCIAL PLAN

6.11.1 Price Fixing Per Napkin Packet(Rs.)

<table>
<thead>
<tr>
<th>Details</th>
<th>in Rs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Raw Material per Napkin Packet</td>
<td>8.20</td>
</tr>
<tr>
<td>b. Wastage</td>
<td>0.10</td>
</tr>
<tr>
<td>c. Cost Per Napkin Packet</td>
<td>8.30</td>
</tr>
<tr>
<td>d. Add Our Profit 60 %</td>
<td>5.00</td>
</tr>
<tr>
<td>e. Whole sale Price</td>
<td>13.50</td>
</tr>
<tr>
<td>f. Add Whole seller's Profit Margin : 20%</td>
<td>2.50</td>
</tr>
<tr>
<td>g. Maximum Retail Price per Packet (MRP)</td>
<td>15.80</td>
</tr>
</tbody>
</table>

6.11.2 Sales Per Month(Rs.)

<table>
<thead>
<tr>
<th>Details</th>
<th>in Rs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value Of per Day required Raw Material</td>
<td>1478 x 25</td>
</tr>
<tr>
<td>One Month (25 Working Days)</td>
<td>36,950</td>
</tr>
<tr>
<td>Per Day Napkin Production</td>
<td>1440÷8 = 180 Pkts</td>
</tr>
</tbody>
</table>
A Sustainable business model for manufacturing and supply of low cost sanitary napkins for rural areas of India with special reference to Raisen district.

One Month (24 Working Days) \[24 \times 180 = 4320\] Pkts

Per Packet Whole Sale Price 13.30

Value of One Month Production 4320 x 13.30

One Month Sales 57,456

One Month Raw Material Expense 36,950

**Total Profit** 20,506

Labor Charge - *Less from profit* 7000

Administrative Expenses - *Less from profit* 2250

**Net Profit per Month** 11,256

**Profit Margin On one Month Total Raw Material Value** 31%

### 6.11.3 Total Investment(Rs)

<table>
<thead>
<tr>
<th>S.No</th>
<th>Investment Details</th>
<th>Value (Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Advance for working Place</td>
<td>5000</td>
</tr>
<tr>
<td>2.</td>
<td>Machineries, Installation and training fees</td>
<td>83,450</td>
</tr>
<tr>
<td>3.</td>
<td>Other Accessories</td>
<td>3500</td>
</tr>
<tr>
<td>4.</td>
<td>Running Capital for Two Months</td>
<td>86,660</td>
</tr>
<tr>
<td>5.</td>
<td>SSI Registration and Other Admin Expense</td>
<td>7,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>1,85,610</strong></td>
</tr>
</tbody>
</table>
6.11.4. Net Profit per Year(Rs)

Profit per Month = 11,256

Per Year profit 11,256 x 12 = 1,35,072

Interest for total investment @ 14% = 25,985(A)

Depreciation of Machineries 10% = 8000 (B)

A+B = 33,985

Net Profit Per year; = 135072 - 33,985 = 1,01,087

Profit margin on Total Investment = 55%

A mini machine was ordered by the researcher in the year 2012 to test the feasibility and quality of the napkins being made by the machine as a part of the research. Five females who belong to the rural background were recruited and after the training being provided Jayashree industries, the production started.
6.11.5 INVOICE

Figure 6.1
A Sustainable business model for manufacturing and supply of low cost sanitary napkins for rural areas of India with special reference to Raisen district.

Figure 6.2

<table>
<thead>
<tr>
<th>S.No</th>
<th>PRODUCT DESCRIPTION</th>
<th>QTY</th>
<th>UNIT</th>
<th>UNIT PRICE</th>
<th>VALUE (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Pneumatic Core Forming Machine with Compressor</td>
<td>1 nos</td>
<td>Rs</td>
<td>65150</td>
<td>65150</td>
</tr>
<tr>
<td></td>
<td>Core Dies</td>
<td>1 nos</td>
<td>1875</td>
<td>3750</td>
<td>69250</td>
</tr>
</tbody>
</table>

Packing & Forwarding Charges
VAT  
CST 2%  
Total  
Round Off

Note: Wheel IN Short Supply

Rupess: Senth One Thair Then Hander on With For Any

Total 71,385

VAT TIN : 33286203524
CST No : 858485

TERMS & CONDITIONS
1. Any Complaint on the goods supplied by us should be reported to the delivery within 15 days from the date of supply.
2. Under no circumstances will we be responsible for any remedy indirect or consequential losses of the buyer for using the goods delivered and the buyer must satisfy himself that the suitability of such goods for specific purpose before using them.
3. Our sales are subject to Coimbatore Jurisdiction only.

For Jayaashree Industries
Authorized Signatory
6.12 THE PRODUCTION SETUP IN A ROOM OF 6X10 FEET

Figure 6.3

Figure 6.4

At first, the production was limited to 500-550 napkins a day but after 15-20 days it went up to 700-800 napkins a day. Frequent power cuts also added to the lesser production from the target of 1200 napkins to be manufactured daily.
6.13 FINISHED PRODUCT FROM THE MINI MACHINE

Figure 6.5