



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	WORD OF MOUTH (WOM): THE UNNOTICED TOOL FOR STRENGTHENING THE ADOPTION OF BRAND MUJAHID MOHIUDDIN BABU & MUHAMMAD Z MAMUN	1
2.	THE IMPACT OF RESOURCES ON ENTREPRENEURIAL SUCCESS - A CASE STUDY ON COMMERCIAL FAST FOOD SMES ANSAR A. RAJPUT, SAIMA SALEEM, ASIF AYUB KIYANI & AHSAN AHMED	7
3.	DETERMINANTS OF VEGETABLE CHANNEL SELECTION IN RURAL TIGRAY, NORTHERN ETHIOPIA ABEBE EJIGU ALEMU, BIHON KASSA ABRHA & GEBREMEDHIN YIHDEGO TEKLU	15
4.	MULTY-TIER VIEW OF EMPLOYEE RETENTION STRATEGIES IN INDIAN AND GLOBAL COMPANIES - A CRITICAL APPRAISAL ANANTHAN B R & SUDHEENDRA RAO L N	21
5.	HERBAL RENAISSANCE IN INDIA & THE ROLE OF ISKCON IN ITS SUCCESS (WITH SPECIAL REFERENCE TO MAYAPUR, VRINDAVAN, BANGALORE & DELHI ISKCON CENTRES) DR. RAJESH KUMAR SHARMA & SANDHYA DIXIT	23
6.	THE IMPACT OF TELEVISION ADVERTISING ON CHILDREN'S HEALTH DR. N. TAMILCHELVI & D. SURESHKUMAR	28
7.	WORK-LIFE BALANCE AND TOTAL REWARD OPTIMIZATION - STRATEGIC TOOLS TO RETAIN AND MANAGE HUMAN CAPITAL SUNITA BHARATWAL, DR. S. K. SHARMA, DR. UPENDER SETHI & DR. ANJU RANI	32
8.	EMPIRICAL STUDY ON EXPATRIATE'S OFFICIAL, CULTURAL AND FAMILY PROBLEMS WITH REFERENCE TO BANGALORE, INDIA SREELEAKHA. P & DR. NATESON. C	36
9.	IMPACT OF QUALITY WORK LIFE OF THE HOTEL EMPLOYEES IN CUSTOMER SATISFACTION – A STUDY ON STAR HOTELS IN BANGALORE DR. S. J. MANJUNATH & SHERI KURIAN	42
10.	CULTURE AND DIVERSITY MANAGEMENT- A PERSPECTIVE CYNTHIA MENEZES PRABHU & SRINIVAS P S	48
11.	A STUDY ON FACTORS INFLUENCING RURAL CONSUMER BUYING BEHAVIOUR TOWARDS PERSONAL CARE PRODUCTS IN COIMBATORE DISTRICT P. PRIALATHA & DR. K. MALAR MATHI	52
12.	THE DETERMINANTS OF PROFITABILITY: AN EMPIRICAL INVESTIGATION USING INDIAN AUTOMOBILE INDUSTRY DR. A. VIJAYAKUMAR	58
13.	BANKING EFFICIENCY: APPLICATION OF DATA ENVELOPMENT APPROACH (DEA) DR. NAMITA RAJPUT & DR. HARISH HANDA	65
14.	KNOWLEDGE CENTRIC HUMAN RESOURCE MANAGEMENT PRACTICES - A COMPARATIVE STUDY BETWEEN SBI AND ICICI G. YOGESWARAN & DR. V. M. SELVARAJ	71
15.	A COMPARATIVE STUDY OF NON-PERFORMING ASSETS OF PUBLIC AND PRIVATE SECTOR BANKS DR. HARPREET KAUR & NEERAJ KUMAR SADDY	82
16.	STRAIGHTEN OUT RENTAL (AND OTHER RETAIL LEASE) DISPUTES BY CONNOISSEUR FORTITUDE HEMANT CHAUHAN, RACHIT GUPTA & PALKI SETIA	90
17.	AN ANALYTICAL STUDY OF MANAGERIAL ISSUES OF HANDLOOM INDUSTRY IN JAIPUR DISTRICT RACHANA GOSWAMI & DR. RUBY JAIN	94
18.	CORPORATE SOCIAL RESPONSIBILITY AND FUTURE MANAGERS – A PERCEPTION ANALYSIS DR. PURNA PRABHAKAR NANDAMURI & CH. GOWTHAMI	98
19.	CUSTOMER RELATIONSHIP MANAGEMENT: MAHA MANTRA OF SUCCESS DR. RADHA GUPTA	103
20.	THE PROBLEM OF MAL NUTRITION IN TRIBAL SOCIETY (WITH SPECIAL REFERENCE TO MELGHAT REGION OF AMRAVATI DISTRICT) DR. B. P. ADHAU	109
21.	WOMEN EMPOWERMENT AND SELF HELP GROUPS IN MAYILADUTHURAI BLOCK, NAGAPATTINAM DISTRICT, TAMILNADU N. SATHIYABAMA & DR. M. MEEENAKSHI SARATHA	112
22.	A STUDY TO MEASURE EFFECTIVENESS AND PROFITABILITY OF WORKING CAPITAL MANAGEMENT IN PHARMASUTICLE INDUSTRY IN INDIA DR. ASHA SHARMA	118
23.	CUSTOMER PERCEPTIONS AND SATISFACTION TOWARDS HOME LOANS RASHMI CHAUDHARY & YASMIN JANJHUA	124
24.	IMAGES OF WOMAN IN ADVERTISING AND ITS IMPACT ON THE SOCIETY SNIGDA SUKUMAR & DR. S. VENKATESH	128
25.	EMPLOYEE SATISFACTION- A STUDY OF HCL LIMITED OMESH CHADHA	131
	REQUEST FOR FEEDBACK	136

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AN ANALYTICAL STUDY OF MANAGERIAL ISSUES OF HANDLOOM INDUSTRY IN JAIPUR DISTRICT

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ABSTRACT

The Handloom textile constitutes a timeless facet of the rich cultural heritage of India. It is unparalleled in its flexibility and versatility, permitting experimentation and encouraging innovation. The government of India is constantly making efforts to enhance the productivity and marketing of handloom sector through various initiatives, still it can be seen that weavers are facing severe livelihood crisis and the industry is enduring weak marketing linkages and technological obsolescence. Thus this paper discusses the various managerial issues such as procurement of yarn, production and marketing of handloom products and the constraints encountered. The paper further gives a way forward for the challenges at every step.

KEYWORD

Marketing, Procurement, Production, Rajasthan Rajya Bunkar Sahakari Sangh (RRBSS), Rajasthan Handloom Development Corporation (RHDC)

INTRODUCTION

Handloom weaving is India's biggest cottage and labour intensive sector, which has been playing a vital role in the country's economy by forming part of its rich heritage, and exemplifying the artistry of the weavers. Indian artisans are famous for hand spinning, hand-printing and hand-dyeing. They are accustomed to the art of weaving as a hereditary occupation. The handloom sector plays an important role in the country's economy. Today handloom production in India is the 2nd largest employment generating activity after agriculture. Handloom households as per the third handloom census are 27.8 lakh (National Council of Applied Economic Research, 2009-10)

The individualist production base of Handloom industry is a tremendous asset, making it capable of producing the most fanciful colours and designs for regional, national and international markets in small quantities. Handloom is a cost-effective mode of textile production, primarily because of its low capital cost and the environmental and social advantages of dispersed production. The products of the Indian Handloom industry are breathtakingly diverse and highly variegated. The Handloom weavers weave a range of fibers like cotton, silk, tussar, jute, wool and synthetic blends. While at the lower end coarse lungis, dhotis and sarees in low counts are produced by majority of weavers in a large number of Handloom centers/clusters, at the higher end are the more expensive Handloom specific silk and cotton brands, with their unique designs and exclusive clientele. In between, there is a wide range of moderately priced cotton and silk varieties that cater to the middle class clientele. States, individually, churn out their own unique variety of Handlooms. The Tussar of West Bengal, Paithani of Maharashtra, Chanderi of Madhya Pradesh, Patola of Gujarat, etc are well known. Likewise, Panipat is known for its carpets and durries, Assam for its eri and muga silk Hand Woven textiles etc.

HANDLOOM INDUSTRY IN RAJASTHAN

Handloom constitutes an important part of the non formal sector of the states economy. However handloom has not been given an important place in plan allocations, because it is not organized, it is unable to influence government policies to a significant extent. However there is significant scope for the development of this Sector in Rajasthan since there is lot of demand of handloom products in the rural areas.

In Rajasthan for the development of handloom industry and weavers in cooperative fold Bunker sahakari sangh is working as an apex organization in the state. It was established in 1957. The main objectives of bunker sangh is to provide raw material to purchase or receive for sale finished products of the member-societies and sell the same to the best, to arrange for the training of weavers (Samarika, 2001)

Another government organization is Rajasthan Handloom Development Corporation (RHDC) which was established in March 1984. The main objective was to promote aid and assist the growth and development of handloom industry. It not only provides raw material necessary for the manufacture of handloom fabric but also work for their marketing of handloom cloth in wholesale, retail or for commission. (Memorandum of association, RHDC, 2005). RHDC and RRBSS are state level organizations.

Jaipur being the capital city the head offices of these organizations are situated here. It is the central place from where all the managerial decisions are done and implemented throughout the state for the development of Handloom industry. An organization functions effectively only if there is good management. In the last decade due to brutal competition from other sectors, handloom has lost much of its significance and market share, by giving life to this down-falling industry. This calls for the preparation and implementation of proper action plan in which all the stake-holders i.e., the government, the weavers and the other interest groups get fully involved.

OBJECTIVE OF THE STUDY

The main objective of the present study is to identify the issues and challenges related to procurement, production and marketing and to offer some feasible suggestions to overcome drawbacks.

RESEARCH METHODOLOGY

The study was carried out in Jaipur district. The sample selected for this study includes beneficiaries and senior officials of the two government organizations i.e. Rajasthan Rajya Bunkar Sahkari sangh (RRBSS), Rajasthan Handloom Development Corporation (RHDC). To draw the pertaining information administrative set up of Handloom organizations were studied. The entire senior officials (50) were included. For collecting the data interview schedule was prepared for senior officials. An insight on the views of beneficiaries attached was also included in the study, for this 33 handloom societies comprising of 500 weavers were administered with the semi structured questionnaire.

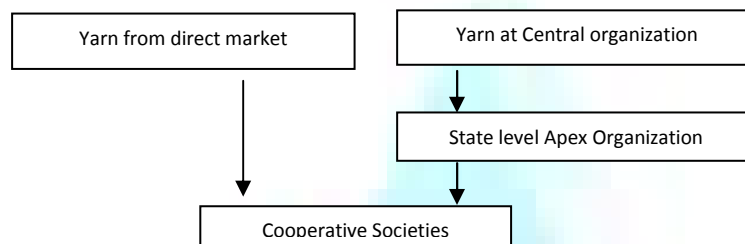
THE OVER VIEW OF HANDLOOM INDUSTRY

Though weaving is one of the important sector for Indian textile industry, it has not been given due attention like spinning sector. Moreover structure of the industry plays a major role in making it competitive. Nature of this sector is mainly unorganized. The structure of handloom industry includes procurement of yarn, production and market of handloom industry.

PROCUREMENT

The yarn is purchased from different central organizations such as NHDC Luknow, Spinfed units (Ganaganagar, Gulabpura, and Hanumangarah) and National Textile Corporation by the state apex body & state handloom corporation. Payment of the raw material to the yarn providing organization is done in advance. Then these state handloom organization supplies the yarn to the cooperative societies. The type of yarn being supplied is cotton and poly cotton. Frequency of purchasing yarn depends on their share capital and orders of handloom products received from various government departments within the states. Some of the yarn is purchased by cooperative societies directly from the market. The process of procurement of yarn can be seen in Fig.1.

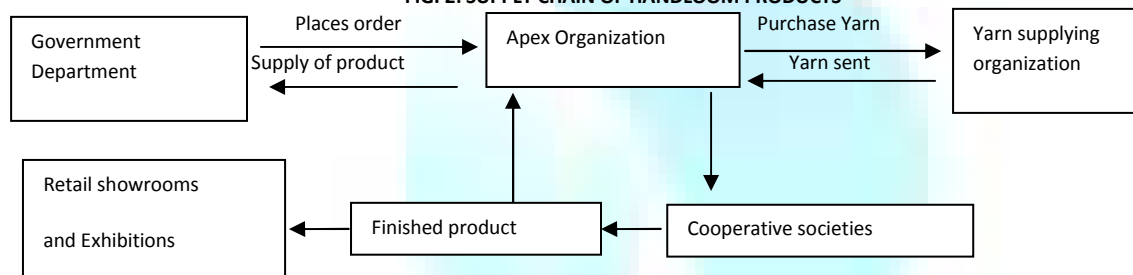
FIG. 1: FLOW CHART OF YARN PROCUREMENT



The government department gives the order for the production of required product to the handloom apex organization. The apex body releases the demand letter of the order to the cooperative society and supplies the yarn to them. (Fig.2)

The society for placing the order is selected on the basis of clearance of balance sheet, audit should be clear and their capacity to fulfill the order on time. After production the cooperative society submits the bill increased by 10% to the apex organization along with the goods. The apex organization passes the bill to the government department & the products. The government department releases the D.D. to the apex organization, the apex organization keeps the 10% with them of total amount and rest gives to society. This process may take 15 days to 3 months. The finished products further reach to consumer through retail showrooms and exhibitions. (Fig.2)

FIG. 2: SUPPLY CHAIN OF HANDLOOM PRODUCTS



PRODUCTION

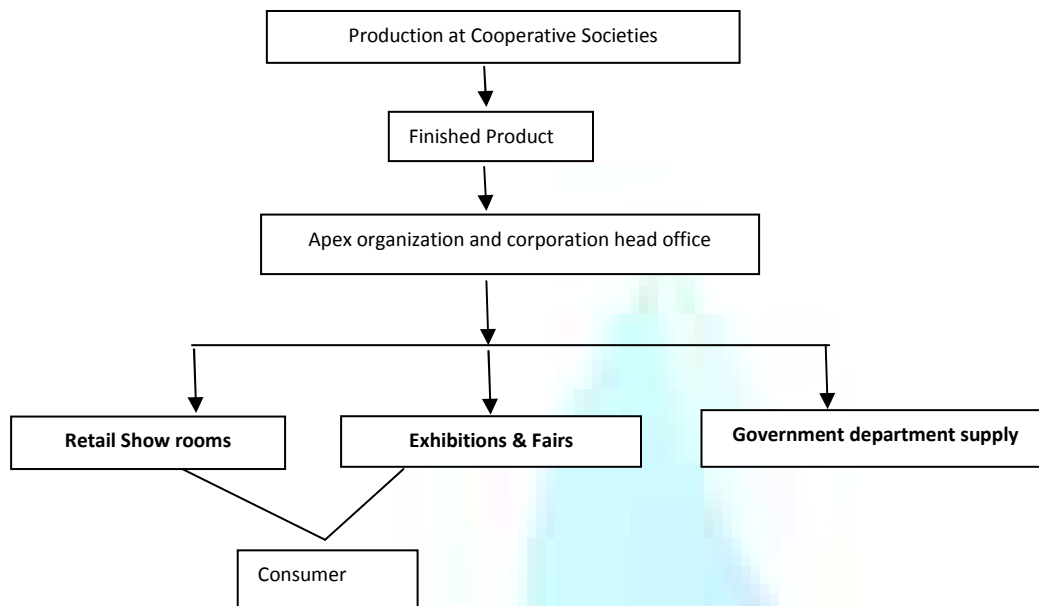
Production of handloom cloth involves several processes. These processes can be broadly categorized as pre loom and post loom activities in addition to weaving. The pre loom processes include bobbin winding, warping, denting, drawing on heeled frame and tie up motion. The post loom process includes printing, bleaching and dyeing.

The various products made by handloom weavers of Jaipur district can be classified in two categories depending on the potential consumer of these products. There are certain products which are being supplied to few government departments like Government Hospital, Social welfare department, Government schools, and other government organizations. The products that are supplied to them are Durrie Patti, Gauge bandage, Bed sheet and Suiting material. For the products to reach to customers there are two channels in the open market. One is through weavers selling in the retail shops and the other is participation in national & international fairs through RRBSS & RHDC. The weavers produce various home linens such as Khes, Durries, Gamcha, Bed sheet, Grey material and Dusters

MARKETING

The channel of marketing means the intermediaries or the process through which the goods or products are transferred from the producer to the ultimate user. Here three channels are being used for the products to reach to the consumer. The different channels can be seen in Fig.3.

FIG. 3: DISTRIBUTION CHANNEL OF MARKET OF HANDLOOM PRODUCTS



The RRBSS has its 2 retail showrooms, where all the products woven from all over Rajasthan are displayed and sold. To sale out the products one of the channel is participation in fairs and exhibitions, at national level the products are displayed and sold in cities such as Jaipur, Delhi, Calcutta, Bangalore, Mumbai, Madras and at international level only once RRBSS have participated at Frankfurt (Germany). The supply of handloom products to government departments is another channel of market. The products that are supplied to government departments are Durries Patti, Gauge bandage, Bed sheet and Suiting material.

ISSUES & CHALLENGES OF HANDLOOM INDUSTRY

Handloom is unparalleled in its flexibility and versatility, permitting experimentation and encouraging innovation. However, in the present context of globalization and rapid technological developments, handloom sector is beset with many issues and challenges, which mainly focus on procurement of yarn, production and distribution

PROCUREMENT

The major problems related to procurement of yarn were poor quality (54 percent), not available on time (30 percent), required count of yarn not available (20 percent), not available in required quantity (13 percent) and 10 percent faced all the problems. (Table 1)

TABLE1: ISSUES RELATED TO PROCUREMENT n=500

S.No.	Issues	Weavers*	%
1	Not available on time	150	30%
2	Not available in required quantity	66	13%
3	Poor quality	270	54%
4	Required count of yarn not available	100	20%
5	All of the above	50	10%

*Multiple responses

The reason for these constraints is that the spinning mills are not in the same city and transportation of yarn from one place to another consumes time, and most spinning mills are becoming dormant because of lack of proper financial assistance the other reason may be improper distribution of yarn,. Even though new private spinning mills have come up, their focus is more on cone yarn (used in powerlooms) and exports. Similarly, Ministry of Textiles Government of India revised the Hank Yarn packing obligation scheme in 2003 which made a cut in the mandatory hank yarn obligation for spinning mills from 50 percent to 40 percent. (Narendranath.K.G. 2003) Finding similar to these was observed by Mamatha & Naik (1997) and Jayaram (1997).

PRODUCTION

The weavers have to face many constraints during the process of production such as lack of upgraded looms(70 percent),lack of innovative designs(76 percent),unaware about latest market trends(54 percent),no provision of bonus/incentives for weavers(100 percent) and lack of motivation(50 percent) as seen in Table 2.

TABLE 2: PROBLEMS RELATED TO PRODUCTION n=500

S.No.	Problems	Weavers*	%
1	Lack of upgraded looms	350	70%
2	Lack of innovative designs	380	76%
3	Unaware about latest market trends	270	54%
4	No Bonus/incentives for weavers	500	100%
5	Lack of motivation	250	50%

*Multiple responses

To make themselves sustainable and viable in the market they need to explore the urban and niche market. Instead the weavers are making age-old pattern of these products with no changes in their designs and patterns as their looms are outdated. Additional attachments such as dobby, jacquard were not available to the weavers, which were prerequisites for producing value added fabrics. Weavers are technically upgraded through training programme but don't have the necessary equipments that hinder them to use the new techniques.

The finishing and the designs of the products reaching to the open market are not efficient and innovative which is directly affecting the marketing of the handloom products. With the fast changing trends in the textile industry the consumer wants something new, innovative and attractive design.

MARKETING

Promotion of the product is yet another important component of marketing management. In this competitive era no efficient promotional measures are seen thus affecting the sales of the product.

TABLE 3: CONSTRAINTS FACED IN UNDERTAKING PROMOTIONAL ACTIVITIES n=50

S.No.	Constraints	Senior officials*	%
1	The entire production programme is based on the imprecise reports of the showroom managers	5	10%
2	Absence of a scientific market research	10	20%
3	Insufficient budget	40	80%
4	Improper planning of the promotional activities.	20	40%

*Multiple responses

The information collected through primary data also reveals the constraints faced by the senior officials in promotion of handloom products in the market. Table 3 shows that insufficient budget was the major constraint faced by the senior officials as revealed by majority (80 percent) of the respondents. For 40 percent of the respondents it was improper planning of promotional activities, and there was absence of scientific market research (20 percent) and the entire production programme was based on imprecise reports of the showroom manager (10 percent)

Promotion activities are planned to influence the customer in such a way that he purchases the product and patronizes the same brand in future too. If proper promotional activities are not planned and implemented they will directly affect the sales of the product further resulting in losses. For all this adequate funds are required, and the major problem faced by the organization is insufficient budget. The organization ought to plan their budget and promotional activity in such a manner that the volume of sales continues to rise. There was no clear cut strategy for marketing the handloom products. No promotional methods such as advertising, sales promotion and publicity was done. The only promotional method adopted is participation in Exhibitions and fairs

Another bottle neck is that the government rates are fixed for various products which are supplied to govt.dept, these have not been revised since last 10 years, and the weavers are getting payment on the basis of the 10 year old fixed prices. The product marketed to the customer are priced high reason being expensive yarn, time lag from production to selling point which add to the price and stock piling due to which a reasonable amount of customer hesitates to purchase handloom stuff. The other constraint was delayed payment by the government departments to the apex handloom organization. It sometimes took 6-12 months, which hindered further payments. Transportation was another problem, the organization didn't have adequate facility of transportation to supply the products on time.

Finishing & Packaging has not received due attention as a necessary marketing activity as a means of promotion and product protection resulting into diminishing the pace value of the product.

WAY FORWARD

To bridge gap and overcome the drawbacks in future and for sustainability and success of this industry, some of the following measures can be considered:

Electronic Data Interchange, or EDI, is a supply chain management implementation in which the transmission of orders and other types of information between the members of a supply chain is done by electronic means. In this way, paper orders are replaced by automated electronic messages. The greatest advantage of EDI is that it greatly reduces the lag periods or lead times that are generated while orders are processed downstream in a supply chain. Development of website of the Rajasthan handloom apex organization and corporation should be urgently done.

To make the weavers sustainable and viable in the market they need to explore the urban and niche market. The handloom organization must regularly be in touch with handloom weavers through campaign seminars and workshops. A regular buyer seller meet is required so that the weavers get a platform to market their products. The organization need to do trend analysis every 6 months so that new products can be made and value addition can be done to the existing product. The president of cooperative society should be trained and assisted to modernize their production units, to produce materials of worthy quality, which are attractively designed. Designing institutions can help in training the weavers with innovative designs and color combination. Quality testing and color fastness must be done for every product. Management institutions can help the cooperative societies by giving their inputs for better management of the organization. Packaging of the product should be improved. The sales mechanism needs to be restructured so that the wastage could be avoided, for these invite experts to suggest dynamic organizational marketing structure.

CONCLUSION

The handloom industry plays a vital role in the growth of the rural economy. The strength of Handloom lies in the introducing innovative designs which cannot be replicated by the Power loom sector. Since the handloom products from Jaipur district have two types of consumers i.e. government sector & general customers, one can identify few cooperative societies which can only make handloom goods for government sector and the potential & enthusiastic weaver can be trained in the design & quality aspect to meet the demand of the customer.

For this government should prepare a long term perspective plan for the development of the handloom industry. The technological developments occurring in the handloom industry should be publicized to the weavers and they should be encouraged to use latest technology. The entire exercise from planning the production till the marketing should be based on the information available on the trends in fashion, size of market and consumer preference.

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