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Response

The relative competitiveness of Indian SMEs in many sub-sectors is evident in terms of specialized clusters of small firms operating in different product segments along the National Value Chain. However, there are growing threats challenging their competitiveness with rapidly falling tariff barriers in the WTO regime. In this scenario, the complete National Value Chain need be strengthened by means of appropriate diagnosis and interventions.

I am happy that this volume highlights professional means for carrying out the same; emphasis on evolving appropriate policy and schemes, promoting FDI, evolving appropriate credit institutions / instruments, appropriate management upgradation, development of scale economies amongst SMEs by means of evolution of consortia and SPVs amongst firms for common procurement, marketing and common facilities / infrastructure, and so on. These are but some options presented in the volume that also presents the methodology to conduct a diagnostic study along the National Value Chain. While illustrations are oriented towards the textile sector, many of the concepts and tools presented are generic.

I have personally had the opportunity to extensively work in this sector to frame policies as well as to implement them. Several years ago, Mr. Padmanand worked with me in evolving some of the first few consortia and SPVs in India – export networks, raw material banks, decentralized CFCs etc. The approaches followed therein have now been emulated in several regions, clusters and sectors in the sub-continent as well established methods for delivering competitiveness and poverty alleviation.

I congratulate the authors for their sincere initiatives in compiling this volume for SME development practitioners and policy makers. I wholeheartedly commend this volume to entrepreneurs, policy makers as well as implementers in India and abroad.

**New Delhi
3 October, 2007**


(Christy Fernandez)



Ms. Anita Das
Former Secretary to the Government of India

Book Review: Strengthening Industry Value Chains – Competitiveness and Poverty Alleviation in ‘Textiles’ Clusters in India, 2007, Textiles Committee, Mumbai, Pages. 240

The Indian SME sector has been witnessing interventions in scores of industrial and artisan clusters i.e. conglomeration of same or similar type of industry in a geographic area. The institutions pioneering interventions include the Textiles Committee, Ministry of Textiles, and others such as those under the aegis of the Ministry of MSME as well as the Ministry of Commerce and Industry. Several international organizations such as the DFID, GtZ, and the UNIDO are also into related initiatives.

Cluster Development interventions pursued in India by different institutions adopts varying methodologies. The Textiles Committee has been pursuing an approach involving a trained Cluster Development Agent guided by expert Technical Advisors. This book encapsulates the pioneering attempts as well as successful initiatives of the Textiles Committee and other stakeholders including facilitation of building consortia and SPVs amongst SMEs to establish common facilities like modern dyeing facilities, testing facilities, common and competitive alternate energy projects for export-oriented firms, raw material banks addressing procurement gaps, building capacities of industry associations, and facilitating corporate linkages for the handloom sector.

The book is divided into four parts, namely, one introducing basic concepts on growth and competitiveness, followed by the nitty-gritty of programme implementation-framework, some success stories on interventions, and finally on the gamut of interventionary tools. The book argues that while specialisation in specific value-activities is evident in specific clusters, the value-chain invariably extends to enterprises and clusters in other locations. It is therefore necessary to consider and intervene with an overall National Value Chain perspective to facilitate competitiveness of the final product or service. Therefore, a cluster value chain approach in terms of diagnosis, mapping and interventions is critical. The volume presents methodological tools most relevant for industrial policy-makers.

The book, presents an integrated and holistic approach to interventions. Some such interventions may be visualized in terms of encouraging FDI and skill and technology upgradation, facilitating outward FDI to exploit Preferential Market Access options, networking options with international BDS providers and trade authorities to facilitate equipment/technology sourcing, evolving ideal credit instruments, institutionalising training interventions, means to establish b2b links, methodology for global sourcing of inputs from players in the global value chain to enhance cost as well as quality competitiveness, registering cluster uniqueness and historical recognition under the GI Act (and actually enforcing the brand protection option!), and chalking out appropriate business plans. The book also provides methodologies for operationalising Sub-Contracting Exchanges in clusters, preparation of DPRs for Common Facilities and physical infrastructure to be established on a PPP mode, and also on enhancing services offered by industry/artisan associations.

Smaller firms in handlooms and woven garment manufacture, in particular, are experiencing severe competitiveness threats. As a matter of fact, the handlooms segment confront competition from powerloom fakes from different locations in India (evidently, effective GI initiatives and hand-mark labeling are still at a very nascent stage), while powerloom enterprises experience threats from fabric from China! In this setting, the underpinnings of a poor track-record of interventions in some clusters are the dearth of adequate frames of reference as well as tools for appropriate diagnosis and intervention. This book fulfills this gap in the knowledge base.

Many interventions indicated in the volume have evidently been led by the Textiles Committee with Technical Advice from the authors. Such interventions as well as recommendations have very substantial potential for replication in a large country-wide scale for evolution of a competitive and sustainable Indian SME and textiles sector and also provide an excellent framework of reference. The book has considerable significance for policy makers as well as for practitioners.

Anita Das

Former Secretary to the Government of India



Jebamalai Vinanchiarachi,

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Message

My research and practical experience with the rapidly changing sources of industrial competitiveness tells me that it is not the question of the survival of the biggest or smallest, but the fastest. The fastest keep pace with the rapidly changing dimensions of processing, design and marketing of products and survive in an internationally competitive environment. A number of factors external to the firms also affect industrial competitiveness; the current falling dollar-induced crisis in selected industries is a case in point.

*Scholarly inputs play a pivotal role in providing policy-makers and stakeholders with evidence-based policy advocacy. The book *Strengthening Industry Value Chains: Competitiveness and Poverty Alleviation in “Textiles” Clusters in India* by V. Padmanand and D.P. Jadeja should do just that and encourage stakeholders and policy-makers to think globally and act locally in order to integrate the local value chain into the global value chain.*

In the textile industry, for example, the elimination of the Multi-Fiber Agreement (MFA) quotas has led to intensified competition in domestic and international markets. Pressures for efficiency gains are constant. While tariffs on textile products have been gradually reduced, thereby eroding the benefits of preferential schemes (particularly for least developed countries) a number of non-tariff barriers to trade remain. The challenge for textile clusters in India is to convert comparative advantages into competitiveness. Competitiveness stems from enhanced adaptive capabilities to use modern technology and devices and to commercialize new knowledge. “Cooptation”, i.e., cooperate to compete, is the new industrial theology, and a collective response to competitive pressure is key to enhance competitiveness. This theology must, of course, play its due role in sustaining poverty reduction through the effective empowerment of the poor in the development process.

The most successful exporter of textiles and clothing, China, has not succeeded because of preferential market access but thanks to the country's capacity to produce large volumes of products according to international standards at incredibly low prices. The high segmentation of today's global production networks enables countries to specialize in a narrow task or product line, rather than having to produce the entire finished product; a positive trend for countries attempting to find a niche in higher stages of the value chain.

The garment sector is a promising sector for foreign investors seeking preferential market access granted to least developed countries (LDCs) under the AGOA and EBA schemes. Research, transfer of technology, and investment can play a crucial role among countries within a mutually beneficial framework. Intra-South trade and investment flows constitute an important part of this story. The authors know this and much more as evidenced by the content of the book.

Practical industrial stakeholders and relevant research aspirants will benefit a lot by drinking deep at the fountain of knowledge contained in the book.



Jebamalai Vinanchiarachi

AUTHORS PROFILE



V. Padmanand

An **economist and management professional**, he has been awarded M.Phil's from the **University of Cambridge (U.K.)** and the University of Madras, India. He has secured several National and overseas **awards for academic merit** and has been admitted to the status of Fellow in several National and international bodies including the Cambridge Commonwealth Society and the **United Writers' Association of India**. He has also been trained in academic areas at the **Indian Institute of Management, Ahmedabad, India**.

Padmanand possesses several **publications including (6 published) books**. Industrial development related initiatives are **covered by the business press/media** frequently.

He has served as Director/subject expert/specialist in numerous projects under the auspices of the **United Nations Industrial Development Organisation (UNIDO, Vienna) – appointed as International Expert on Cluster Based Industrial Development / National Expert /Enterprise Development Specialist (in India and Middle-East/Africa)**, the **European Union**, the **World Bank (IBRD)**, German Technical Co-operation (GTZ), bodies of the Government of India, **State Govt.'s**, the Small Industries Development Bank of India (SIDBI), and the **Commonwealth Secretariat, U.K. (Special Advisory Services Division as Economic, Financial and Marketing Expert) in the Southern African Region**.

Padmanand has intensively worked in most States in India and been in charge of projects involving **industrial development** across hundreds of locations and industrial clusters in India. He has worked extensively in **Namibia, Sri Lanka, Comoros/Madagascar, Sudan, Bahrain, Kuwait, Cambodia, Myanmar etc.** Contributed to evolution of **policy initiatives/schemes/programmes** for development of **Indian, Saudi Arabian and Sri Lankan** industry.

He has handled several courses in academic Post-Graduate Management education programmes at the Entrepreneurship Development Institute of India (EDI), Bombay School of Business (BSB) and the Indian Institute of Planning and Management (IIPM)-Also secured **awards for outstanding academic contribution**.

Padmanand has been involved in developing hundreds of Financial Accountants, EXIM consultants, industry chamber officials etc. into business counselors and in training thousands of entrepreneurs. Also provided advanced education to hundreds of senior bankers/corporate planners on conception & evaluation of **industrial/infrastructural projects**.

He has been providing Technical Advice to Textile Committee interventions in Indian clusters for several years since having trained its Cluster Development Agents (CDAs). He has also served as a **MEMBER (Working Group), Planning Commission, Govt. of India** and as *National Expert (Private Sector Development – UNIDO and DIPP -Ministry of Commerce & Industry, India)*.

**The World Wide Web (WWW) has captured some of his initiatives (SEARCH for 'v.padmanand' / "prof.v.padmanand" /"professor padmanand" employing any search engine like GOOGLE).*



D.P. Jadeja

D.P. Jadeja leads the Textiles Committee's Cluster Development Programme. With more than 34 years of experience in serving the Textile industry, a large number of offices and a large pool of trained resources and personnel at its disposal the Committee is one of the forerunner organizations in the CDP space. Jadeja has been responsible for following the guiding light of R C M Reddy, transforming the role of the Textiles Committee from that of a facilitating and coordinating agency to that of a full-fledged implementing agency. With his dedicated team of Cluster Development Agents, Jadeja has worked in 23 clusters across the country and is currently implementing cluster development in 3 handloom clusters. He has worked in tandem with grassroot-level, local and global associations and business service providers to launch various sustainable initiatives for capacity building of SMEs. He has experience in a gamut of cluster initiatives that range from supply chain management, design interventions, infrastructure management, branding to consortia formation.

D.P. Jadeja, B.E. in Mech. Engineering also handled the responsibilities of textile machinery, market research and total quality management and has 34 years of experience to his credit. He has specialized in production planning and control in light engineering. An authority in implementing of ISO 9000 Quality Management Systems, Jadeja has received training in Lead Assessor from BSIQA, UK and in Calibration requirement for ISO 9000 from BVIS, Calcutta. He is a Certified Quality Engineer by RWTuV, Germany.

V. Padmanand and D. P. Jadeja, *Strengthening Industry Value Chains – Competitiveness and Poverty Alleviation in ‘Textiles’ Clusters in India, 2007, Textiles Committee, Mumbai, Pages 240; Price Rs. 385/-*

Application of value chain analysis for cluster development is perhaps the unique contribution of this volume to the field. Drawing from the experiences of Textiles Committee and other development organizations, it provides adequate frames of reference and a checklist of appropriate diagnostic tools and interventions. The authors have carefully crafted a strategy framework that transcends product specificity so that a versatile instrument of analysis is made available for the use of cluster development functionaries and policy makers. The treatment of ‘value chain’ approach to evaluate the dynamics of an industrial sector as demonstrated here for the textiles sector is commendable. Integrating value chain across cluster, national and global levels is a pioneering effort. The arguments advanced clearly reflect the expected synergic efforts of a team represented by a management scholar (Padmanand) and an engineering professional (Jadeja).

The manual began by a theoretical exposure to establish that the textiles industry is critically important for the economic growth of the country in terms of its share in the overall industrial production and export earnings and that India enjoys comparative advantage in the basic raw material cotton, yarn spinning and product categories such as ladies wear and knitted undergarments. It has been heartening to note from the vivid documentation the contributions of the Textiles Committee

and authors in offsetting the distortions created by certain government policies and helping realize the comparative and competitive advantages inherent in the Indian handloom, powerloom and other textiles clusters. The book also touches upon the ‘basics’ of clusters including the authentic definitions, typologies, agglomeration economies, cluster governance, generation of social capital and the value chains. The detailed cross-cultural survey done to depict the prevalence of integrated value chain is particularly laudable for its potential to enhance the cluster vision of the user.

The authors have developed a thorough strategy framework to identify the value chains and related clusters; conducting an environmental study of the selected value chains to capture dimensions such as policy, factor conditions, stakeholders and firms’ internal health; evolving and validating a vision and preparing an action plan to bridge the perceived gaps; spelling out the implementation and its phasing and; monitoring and evaluating the performance. The criterion suggested for selecting cluster value chains, the pictorial demonstrations of value chain mapping and listing of competencies required of a Cluster Development Agent are particularly helpful for the intervening agents. The treatment of the presentation with extensive quoting from field and prior literature and the subsequent case illustrations from the clusters at Solapur,

Tirupur, Madurai, Kannur, Pochampally and Karur with which one or the other author is intensely involved has improved the readability, authenticity and usefulness.

Comprehensive procedural detail on a host of suggestive intervention instruments features the latter part of this user-friendly handbook. Again, the relevance was substantiated by lucid field evidence. Inward and outward FDI, international networking, individual and group credit, institutionalizing training and consortia approach are among the prominent instruments suggested. Nuances of a couple of interventions merit mention here. Sourcing critical inputs from foreign markets through advance license or under EPCG Scheme or by joint purchase initiative on a consortia mode may help maintain cost advantages. Developing business plans is critical in evolving Special Purpose Vehicles for

implementing large physical infrastructure and technology upgrading projects because particularly the latter may assume the role of Common Facility Centers on a public-private partnership mode. The authors have provided a detailed working on how to develop a business plan.

Putting together the practices and the relevant conceptual bases is a promising exercise and quite rare in a country like India. In that sense, the current volume is a welcome change. Continued involvement in such work surely would help improve on the finesse as well.

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BOOK REVIEW on *Strengthening Industry Value Chains – Competitiveness and Poverty Alleviation in ‘Textiles’ Clusters in India, 2007*, Textiles Committee, Mumbai, Pages 240; Price Rs. 385/-

These are exciting times when India as an economy is witnessing unprecedented growth. If this has to be sustained, a concentrated effort to integrate local, regional and global value chains, leveraging markets as well as cost and specialisation advantages needs to be made. At present, SMEs in India are either completely excluded from value chains or obliged to compete with products that offer only few opportunities for local added value. In this backdrop the book provides an understanding about SMEs and the textile industry in India. It is an excellent attempt to integrate Cluster Development with Value Chain concepts. As the value chain concept covers the interrelated stages of product manufacturing, processing, trading and retail or exports, within the context of SME's interventions aim to improve the access of SMEs to value chains and their position within such chains through targeted promotional measures. The objective is to strengthen their economic position by exploring ways of adding more local value, diversification into higher-value products, quality management, enhanced market-access, and the effective reaping of SME's competitive advantages in labour-intensive and niche products.

Typically, clusters consist of a geographical concentration of firms (producers, suppliers etc.), related service providers, and other stakeholding institutions operating within the same sector or related sectors. Cluster development initiatives need aim to improve the performance and efficiency of the National Value Chain of a sector as a whole. This involves measures promoting cooperation to achieve economies of scale, strengthening state and private institutions, mobilising local capital, and promoting joint learning and innovation processes.

The book is divided into four parts:

- Part – I Some Basic Concepts on Growth and Competitiveness
- Part – II The Approach
- Part – III Success Stories
- Part – IV Instruments and Tools for Intervention

The subsequent break up of chapters under each section provides a lucid reading and indicates considerable understanding on SMEs and industry as a whole. The book deserves special commendation as it develops a conceptual framework and then connects it with empirical facts, and also field-level interventions of the authors and the Textiles Committee. The book will be of immense use to practitioners, academicians, policy makers, trainers and consultants.

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Book Review on Strengthening Industry Value Chains – Competitiveness and Poverty Alleviation in ‘Textiles’ Clusters in India, 2007, Textiles Committee, Mumbai, Pages 240; Price Rs. 385/-

MSMEs producing a range of similar or same products are found to co-exist in typical geographical locations for decades, and for even centuries in many countries. Clustering of MSMEs could fuel regional industrial growth, generate large scale employment, contribute towards incomes of labour and higher returns to capital, improve business viability by reducing the cost of manufacturing and improving the quality. Policy makers, researchers, bankers, and various stakeholders of MSMEs the world over, particularly, in developing countries have the stupendous task of identifying the path to reach the goal of international competitiveness, & simultaneously exploit emerging market opportunities.

Both Prof V.Padmanand, an international expert in cluster development projects and D.P.Jadeja with his rich practical experience & research, particularly in the field of Textile Industry join hands to pool their professional approaches to focus on cluster value chain selection, diagnosis and interventions, particularly on textile sector. In lucid narrative and detailed depiction they have put forth a very informative treatise on ‘competitiveness and poverty alleviation in textile clusters in India.’

There are four parts in the book. In the first, the authors discuss issues related to basic concepts of growth & competitiveness- definitional and related conceptual issues. Part II contains seven chapters related to various cluster development approaches with analysis, action plans, and methodologies for implementation, monitoring & evaluation. This part elaborates on current practices & highlights changes (in approach) that are required in implementing a value-chain strengthening initiative, with illustrations for the benefit of policy makers and stake holders of MSMEs. Part III presents real-life cases on various critical interventions in industrial clusters at Solapur, Tirupur, and Madurai, as well as handloom clusters in Kanpur, Pochampully and Karur. It also refers to various interventions/initiatives taken by state govt’s, financial institutions, R&D and training institutions.

The book also highlights various constraints in terms of physical infrastructure gaps, production technology, and marketing, alongwith necessary critical interventions, outcome and impact. Part IV of the book cites instruments and tools for interventions by encouraging FDI, technology transfer, and international networking. The book also serves as a guide to bankers on project appraisal, nuances of working capital, sourcing of critical inputs under EPCG scheme or by joint purchase initiatives on a consortia mode.

An objective of this book is to disseminate techniques with regard to evolving common business-plans by evolving Special Purpose Vehicles for implementing large physical infrastructure and technology up-gradation projects in a public-private partnership mode.

The book is well drafted and arguments are supplemented with adequate information. It is a must-read book for all stake-holders, that is, MSMEs, bankers, policy makers, and researchers who believe in strengthening industry value chains by progressively supporting cluster based interventions.

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**STRENGTHENING INDUSTRY VALUE CHAINS –
Competitiveness and Poverty Alleviation in ‘Textiles’ Clusters in India**

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