

CHAPTER IV

4. Results

4.1 Principal channel of Marketing:

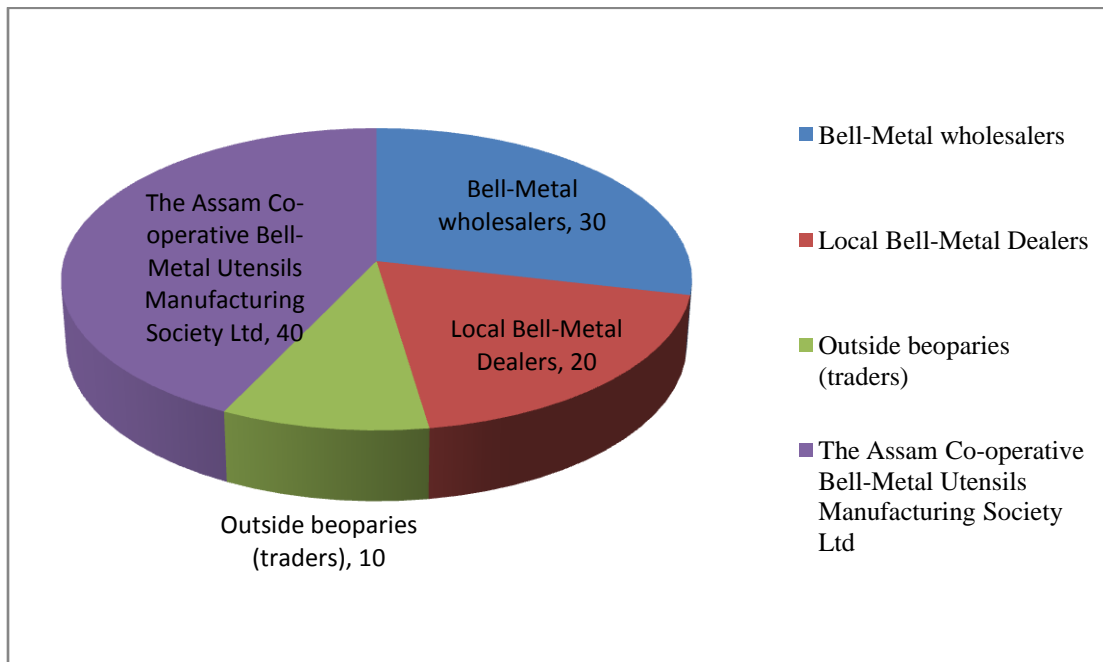
Following are the principal channel of marketing prevalent in the bell-metal industry of Sarthebari in Barpeta District.

- a) Bell-metal whole sellers.
- b) Local bell-metal dealers.
- c) Outside beoparties (traders) includes Bhutan and Tibet.
- d) The Assam Co-operative Bell-metal Utensils Manufacturing Society Ltd, Sarthebari.
- e) Bell-metal whole seller:
 - a) Bell-metal whole seller:

The wholesalers are persons with strong financial assets. They have higher market contacts with nearby and external bell-metal retailers. The wholesalers also provide advance payments and raw materials to the bell-metal artisans as and when wanted. Due to the weak economic role of the small producers, the credit given through the wholesalers are vital for his or her survival. There are few bell-metal wholesalers located in Sarthebari. many are placed in Guwahati where the foremost link within the chain procedure of bell-metal purchasers emerges

Figure. 4.1.

Percentage of sales through various systems of Bell-metal products in Sarthebari



b) Local Bell-Metal dealers:

In virtually all major bell-metallic canters within the state, a big quantity of bell-metal utensils are marketed by means of nearby dealers. They keep their own shops, stalls and market Bell-metal products to local and outside consumers more commonly on retail groundwork. They buy their necessities both straight from the bell-metal units of Sarthebari and or the neighborhood bell-metal wholesalers. In most cases essential provides are procured from the bell-metallic wholesalers because they are able to come up with the money for to sell on credit score. There are other varieties of buyers which function in cities and cities instead of Sarthebari. They receive their standards of bell metal products by means of direct buy from the artisans or through orders from wholesalers. This method is principal within the sale of bell metal utensils in the state. Bell metal buyers are placed in the entire larger towna of the state.

c) Outside “*Beoparies*” (traders) includes Bhutan and Tibet:

The sales of bell steel by means of “Beoparies” (merchants) are a odd feature of the bell metal industry within the state. These ‘beoparies’ are the outlets of bell metal to Sarthebari from different components of the state, from neighboring states and from adjoining international locations to purchase bell steel utensils. The phrases, conditions of sale and mode of repayments are settled by mutual bargaining with wholesalers. In case of founded events, payments may also be deferred and the wholesalers will prepare for packing and transportation of goods. This method is the foremost advertising procedure of bell metal utensils. Outlets are typically from upper Assam, and international countries akin to Bhutan and Tibet. For non-availability of adequate data in this regard, it is very intricate to give the extent of genuine income of bell metal utensils made via the above various programs of advertising and marketing. Estimate may also be developed on the groundwork of individual inquiries and observations. Table shows the percent of estimated revenue by means of more than a few methods.

Table No: 5.1

Percentage of sales through various systems of Bell-metal products in Sarthebari

Sl. No	Name of system	Percentage of Total Sales
1	Bell-Metal wholesalers	35%
2	Local Bell-Metal Dealers	20%
3	Outside beoparies (traders)	10%
4	The Assam Co-operative Bell-Metal Utensils Manufacturing Society Ltd, Sarthebari	45%
Total		100%

Source: Personal enquiries and observation, 2012

Picture-5



Picture showing filing and hammering of the rough edges

4.2 Co-operative marketing of bell metal:

The manufacturing items probably obtained a small number of scrap metals from the co-operative society of Sarthebari because 1933. The head office of business of the society is at Sarthebari and its department office of work are at Guwahati, Fancy Bazar, Ganeshguri Chariali, Dispur, Paltan Bazar. There are extra department workplaces at Jorhat, North Lakhimpur, Sibasagar, Golaghat, Tezpur and Sarthebari Natun Bazar.

The main pastime of Assam Co-operative Bell-steel Utensils Manufacturing Society Ltd is to deliver raw materials to the artisans for marketing completed goods in which they obtained wages and merchandise) via the society. Then the society does the advertising and marketing of the merchandise via its branch offices and from the sale depot at Sarthebari. The advertising bills of the products does now not differ with the traders and co-operative societies. The society assures the making bills of the artisans irrespective of brisk or slack sale.

As a consequence the Assam co-operative Bell-metal Utensils Manufacturing Society Ltd. Sarthebari has been playing an essential position in marketing the bell-metal products. The society also renders advertising and marketing help to the units but to lack of correct plan the society is unable to manipulate the advertising and marketing division.

The guiding principal of the operation in the marketing are to overcome the following shortcomings.

- a) Lack of standardization.
- b) Lack of trade name to assure quality.
- c) Lack of wide market

The society helps in overcoming of these problems and presents suitable therapies for the advertising of the merchandise. The technical personnel of the society use to investigate cross-check the goods in quite a lot of levels in the course of manufacturing to examine the fine. The items which might be manufactured strictly below the prescribed specification of the trade mark to maintain the great and reliability. On the basis of the high-quality grading are performed prior than it goes to market.

Picture -6



4.3: Packaging System:

The bell-metal industry export utensils to neighboring international locations, however demand are usually not growing. The artistically adorned merchandise are exported to more than a few international locations. Some gadgets like tal (cymbal), bati (cap), kahi (water plate) and so on. Are exported to the countries like Thailand, Sri Lanka, Malaysia, Bhutan and Tibet. In previous day's mule and bullock carts had been used because the mighty means to

transport. Items were most often for regional consumptions; for that reason gadgets weren't packed in appealing packets. Currently, air, ship, railways and roads are used to transport the merchandise, considering the fact that there are demands from a ways off places.. “Packaging considered as an vital a part of an any industrial pastime which is a means of reliable delivery of any manufactured or processed items¹³.” In small scale industry packaging is an predominant facet for attracting shoppers. For bell-metal articles the packaging system is not been executed until date. Most merchandise are openly showcased in the market as good as shops counter; as a consequence the real glaze fades away every now and then. Thus to beef up advertising system packaging is imperative.

4.4 Advertisement & Marketing:

Advertisements of products are an major part in todays advertising. The merchandise are perpetually having fun with a excellent market due to commercial of their products in various mediums. It is likely one of the fundamental services of a excellent advertising institution to make people comprehend about the products and its merits and superiority over the other competing manufacturers. In Sarthebari neither the wholesalers nor the society could effort to head for advertisement of their products.

The prevailing advertising approach of the bell-metal industry in Sarthebari will not be able command a gigantic market; but managing to meet the nearby requirement.

Picture-7



Picture showing Bhor mara or carving rings on the bowl

4.5 Core Cluster Actors

The gamers within the bell metallic cluster at Sarthebari can also be catagorised as beneath:

Category 1: There are two raw material suppliers i.e. Bell metal, who manufactures bell metal circles from brass scrap which is melted in foundry and rolled to sheets that are then cut into circles of special diameters. Charcoal another raw material to be had for small blower type furnaces, the artisans use for soldering and annealing cause. The charcoal from the state of Meghalaya meets the requirement of for this cluster.

Category 2: The middleman (MAHAJANS) OR the cooperative society who clearly buy bell metal scraps from Guwahati. The scrap is then modified to circles of exceptional diameters after which offers on job work groundwork to artisans to make final merchandise. These artisans are paid on weight foundation. The artisans of Sarthebari as motioned earlier are negative and now not having any robust economic heritage. They ordinarily borrowing cash from in the neighborhood centered money lenders who take curiosity on borrowed money or carry scrap from Cooperative Society. When you consider that the manufacturers are not geared up neither they're keeping any report of their manufacturing endeavor they fails to borrow money from monetary institutions and banks. There are round 7-8 such middlemen to be had in and around Sarthebari, besides the Cooperative Society which can be in the business of presenting scrap bell steel to the artisans via in a small scale.

Category 3: This group comprise of merchant traders and advertising marketers. Nearly the complete products manufactured in this cluster are sold through these dealers and merchants. Simplest constrained number of cases manufactures sells their product instantly to customers.. The Assam Co-operative Bell metal utensils Manufacturing Society Ltd. Is the single largest buyer of bell metal handicrafts objects from Sarthebari. It has eleven department places of work across Assam. Besides the cooperative society, there are around 40 nos. Small and medium merchants are involved in advertising the products from the cluster as well as to different region of the country and even to international counties like Bhutan and Nepal. The merchandise are mainly marketed in North- East ans to this point no export immediately or indirectly found in this cluster.

Category 4: on this class there are suppliers of instruments, jigs, fixture, these inputs are required in more than a few levels of producing and finishing approach. Although the exact quantity of

entrepreneurs engaged on this trade is not known but it is estimated that there are four such players in Sarthebari discipline.

4.6 . Institution having direct stake in the cluster

1. Sarthebari Nagar Kahar Silpi Santha, The Cluster has an association of the artisans through the title Sarthenari Nagar Kahar Silpi Santha which was registered with the registration no Bar/237/H/61 of 2007 dated 05/04/2007 under the Societies Registration Act XXI of 1860. The association has 1600 members. This organization in general looks after the issues in terms of the Welfare of the artisans. The organization, though used to be registered in 2007, it was functioning for final seven years. The gift membership of this organization is ready 1600 artisans.

2. The Assam Cooperative Bell steel Utensil Manufacturing Society Ltd.

The citizens of Sarthebari, with the intention to enhance the stipulations of artisans of the field, led through Late Kohiram Das got here ahead to set up a cooperative society within the year 1930 through the identify “Asom Samabai Kohar Sangha” which used to be registered beneath the Assam Cooperative Societies Act 1912. It is usually acknowledged that until the time of developing this cooperative society, the entire bell metal trade of Sarthebari used to be below the manipulate of Mahajans from Rajasthan. The cooperative society then began imparting raw material and money for consumables upfront to the artisans and the expense for labour cost for exclusive articles manufactured have been now constant by way of the artisans and the price for labour cost for specific articles manufactured were now constant with the aid of the artisans themselves. This ended the era of exploitation with the aid of the “Mahajans” and compelled the Rajastani “Mahajans” to finish up their trade and depart Sarthebari once for all. The cooperative society which looks after the advertising of the product manufactured within the cluster. The cooperative society which appears after the advertising of the product manufactured in the cluster. This society named the Assam Cooperative Bell steel Utensils Manufacturing Society Ltd. Used to be registered in the year 1939 under the societies

Registration Act XXI of 1860 with the Registration No.G-9/39-40 dated 18/8/1993. This seventy seven years historical cooperative society is without doubt one of the oldest surviving cooperative societies of the north east and has a membership of 1933 persons. The society has eleven Nos. of show rooms throughout seven cities/towns throughout Assam. The total turnover of the society was once Rs 38 crores within the fiscal year 2009-10 and it registered a profit of roughly Rs 38.00 lakh in that year. The society performs twin challenge of offering bell metal scraps to the artisans as raw materials and also to sell their completed merchandise .

4.7. Institutions having indirect relationship with the cluster

1. Department of Handicrafts O/o the Development Commissioner Handicrafts

This department can play a very important role in this cluster because the cluster is most of the time of artisans. The division has several programmes for serving to the artisans to enhance their product first-rate, and marketability through their exhibitions. The department has also schemes for delivering credit to the artisans via Artisan credit card. The organization has also schemes for supplying social protection by way of team coverage scheme for the artisans. The division has a number of companelled designers who aid the artisans to give a boost to the design of the produce. Presently the place of business of the progress Commissioner is task some interventions in nearby villages of Sarthebari by way of an NGO which wants to be coordinated with the cluster development pastime of DC (MSME) in order that the gap areas will also be bridged. The division has shown keen interest to cooperate in MSME cluster progress software.

2. State Bank of India (SBI)

The State bank of India, which has the largest network of branches within the country has a branch in Sarthebari. The credit score go with the flow of the bank to the cluster has no longer been very encouraging. The bank will also be roped in to deliver a consistent credit score drift to the cluster via special schemes. Micro credit can be another choice which will also be offered within the cluster because the credit wants of the artisans is low and can also be fulfilled by way of micro credit score.

3. Indian Institute of Technology, Guwahati (IIT)

Indian Institute of Technology Guwahati is the best educational institute in India. This prestigious institute has design and mechanical engineering division whose offerings can be utilized to undertake development of latest machinery or technology within the cluster. There may be a further encouraging progress. IIT Guwahati has been declared a trade Incubation core under the NMCP scheme of DC (MSME). The offerings of the incubation core may also be utilized in the cluster.

4. MSME – Development Institute, Guwahati (SISI)

MSME-DI, Guwahati can play very main role within the cluster. With their earlier experience of developing a equivalent cluster, viz. Bell metal Cluster Hajo the developmental movements within the cluster can exhibit a better outcome as the issues and options are similar in each the cluster.

5. District Industries and Commerce Center (DICCC) Barpata

District industries and Commerce core Barpeta is also an principal organization for the progress of this cluster. IT used to be instructed that in prior one common facility core used to be hooked up at Sarthabari by the Industries and Commerce department, Govt. Of Assam to facilitate the deliver of raw materiam i.e. Bell metal circles to the artisans however at present this CFC shouldn't be in working because of quite a lot of reasons. At present they don't seem to be having any progress .

6. National Small Industries Corporation (NSIC)

This institution is also now not having any form of interventions until date. However upon contacting they guaranteed for the possible help in case required. The organization will also be roped in to start a raw financial institution for the cluster which could bring certain development in the cluster. It can be seen that the manufacturing in the cluster is carried only for 15 days a month considering the fact that of shortage of raw material. The other perennial demand of the cluster is regular deliver of charcoal at an inexpensive rate.

6. Small Industries Development Bank of India (SIDBI)

SIDBI is an main economic college who can support them beneath their various cluster development schemes. In earlier they financed some NGO for offering trainings to the artisans of this cluster.

8. KVIC

This organization is instrumental in providing financial help to the artisans of this cluster under their various schemes exceptionally the PMEGP scheme to provide collateral free loans to the artisans to modernize/ mechanize their construction facility.

9. North Eastern Council

The North East Council Secretariat, Shillong below the Ministry of DONER, Govt. Of India is accountable for the total progress of the eight states of the neighborhood and functions like a regional planning body. Progress of industries and Commerce within the area is among the mandates of the council. The council has a number of schemes for development of industries and commerce within the area and these schemes can be dovetailed with the MS-CDP of DC (MSME).

Table No.-4.2

CURRENT INSTITUTIONAL MATRIX

Sl. No.	D.C. Handicrafts	DICC	SIDBI	NSIC	MSME DI	IIT	SBI	Sarthebari Nagar Kahar Silpi Santha	NEDF I	N-E Council	KVIC
DC Handicrafts	-	1	1	1	2	0	0	1	2	1	3
DICC	1	-	3	1	5	1	3	3	2	0	5
SIDBI	1	3	-	3	5	1	3	0	2	3	2
NSIC	1	1	3	-	5	1	3	0	2	5	4
MSME-DI	2	5	5	5	-	3	2	3	2	2	5
IIT	0	1	1	1	3	-	3	0	1	2	3
SBI	0	3	3	3	2	3	-	0	2	2	1
Sarthebari Nagar Kahar Silpi Santha	2	2	2	2	2	1	2	0	-	3	1

NEDFI	2	2	2	2	2	1	2	0	-	3	1
N-E COUNCIL	1	0	3	5	2	2	2	0	3	-	1
KVIC	3	5	2	4	5	1	3	0	1	1	-

Source: -Need Assessment Survey ,Serthebari Bell Metal Cluster, Assam , 2011 , Anjani Kumar.

The current institutional matrix depicts various stakeholders in Bell Metal cluster at Sarthebari. The nature of relationship between these cluster actors is not always very clear and direct. Some of them have very remote relationship and it is limited to the extent of organizing some programs, providing some marginal services and sometimes conducting some seminars/ training programs.

There is only one association of the artisans by the name SARTHEBARI NAGAR KAHAR SILPI SANTHA which was registration no Rs/Bar/237/H/61 of 2007 under the Societies Registration Act XXI of 1860. The association has 1600 members, which is active and providing the role of facilitator in marketing of the product manufactured by their members. The name of association is having 60 members on role established in 1957 but registration is not presently valid.

There are some institutions which are active, and providing the role of facilities in solving the problems and taking up issues to the various Govt. depts.. For example, Department of handicraft, SIDBI, they organizes training programmes, help in conducting study. The nature of relationship and the extent of cooperation among these associations are very minimal. This relationship has been developed based on the need of the artisans.

Based on the role of these various support institutions, associations and strength of their inter linkages and cooperation, they are given a score in a five point scale. The score "1" indicates that there is very little cooperation among this cluster actors whereas the score '5' indicates that there is strong inter linkages and responsiveness among the cluster actors. This cooperation may be expressed in terms of joint planning, bulk purchasing of raw material and inputs, solving each other's problems, taking up pertinent issues to various Govt. depts., organizing seminars and conferences, implementing programmes jointly and reviewing the progress of the cluster through organizing periodic meetings. The current institutional matrix delineating the scores is shown in the above table.

The Govt. departments which have direct/indirect stake in the cluster but certainly can play a very significant role for the overall growth of the cluster are;

- District Industries Centre (DIC)
- National Small Industries Corporation (NSIC)
- Small Industries Development Bank of India(SIDBI)
- Indian Institute of Technology (IIT)
- NEDFI
- N-E council
- KVIC
- IIT Guwahati

From the institutional matrix it is pretty clear that District Industries Centre has moderate linkages with local association. The relationship between Dist. Industries Centre, SISI, NSIC and SIDBI is one the higher side. But it has very weak/ no relationship with other R& D institutions. The associations of NSIC & MSME – DI Guwahati with local industry associations are limited to the extent of organizing one or two programmes and/ or brass conducting few programmes. The brass part cluster requires a lot of technological intervention in the field of brass metallurgy. In spite of this, there is hardly any linkages between any R&D organization & local industries

4.8 Analysis of Business Operation (Problems Identified)

The following section presents an analysis of business operations for the bell metal parts cluster.

The analysis is built on the following factors viz.,

- a) Raw material
- b) Machinery & production
- c) Products & marketing.
- d) Background of the entrepreneurs & their enterprises.
- e) Finance & working capital
- f) Training
- g) Infrastructural facilities.

h) Business Development Services.

a) **Raw material:**

The raw material requirement of the bell metal part industry is met mainly from the following source:

- Local recycled bell metal scrap to foundries and re-rolling mills

In actual fact, 90% of the raw material requirement of this bell metal components cluster is met by means of the above supply and rest is flowing from Kolkata. Technically speaking bell metal is an alloy of copper and zinc and the ratio of those products is 60:40 (60% copper & 40% zinc). For getting the correct products and excellent great, it's principal that this 60:40 composition is maintained. However, due to heterogeneous nature of the scrap and distinct alloying of the bottom metal, it becomes virtually unimaginable to maintain this 60:40 ratio. As a consequence, the quality of the final product varies, defects are produced and the rejection price raises. The excellent procedure of getting the correct and right alloying is utilizing copper and zinc ingot. But seeing that of higher rate of ingot, scrap is used as the elemental raw material. Due to the fact of cut throat competitors, manufacturers aren't getting the correct rate for their merchandise. This cost struggle (on final product) compels them to make use of less expensive raw materials.

b) **Machinery & Production:**

Units which are working with average manufacturing strategy can become obsolete. Nearly the tiny units of this cluster are usually not making use of any equipment and all operations are implemented by hand by means of the artisans. As mentioned earlier state bank of India in collaboration with IIT Guwahati has developed three machines which are operated without electricity. These are turning computer, grinder and hand operated press for deep drawing and this effort is made to preserve the common look at this cluster. These machines will probably be

made wellknown by means of the cluster progress application to make this cluster to convert into mechanization..

c) Products & Marketing

There are 280 bell metal product manufacturers in the cluster. Whatever be the quantity of orders, the entrepreneurs on this cluster are able to satisfy that. They are ready of dealing with orders which are as small as 10 pieces and as big as a thousand of pieces. The sub contracting arrangement is broadly common within the cluster. The products are marketed inside India specially North East vicinity. The merchandise are marketed through traders/purchasers. There is no export until date recorded from this cluster but when the products are varied to ornamental items on line with Moradabad cluster there can be knowledge for export. In the field of globalization, the advertising movements of the entrepreneurs, desires to be built-in so as to seize the extra market share. Because the units are small it's nearly important that networking is finished with a purpose to capture larger orders. This will not make certain economies of scale but also developed accountability of the entrepreneurs. Within the present situation the entrepreneurs can join hand collectively, kind consortium and grab giant orders. There can a brand building initiative the place the entire products can be projected below one manufacturer identify.

d) Entrepreneurs and their enterprises:

A majority of the organisations are family owned. The owner and other family individuals are the supervisor, operator, marketer, technician and negotiator. There is infrequently any qualified persons recruited from outside. As a result no fresh idea is generated and the system of producing remained ordinary. One needs to realize that there are a number of practical areas in

an enterprise the place qualified and experienced individuals are required. The extent of realization of the entrepreneurs; principally in technical and advertising and marketing areas, is just not as high as it should be . Low degree of schooling and incapability to communicate in Hind and English has remained a foremost problm for them.

e) Finance & Working Capital:

Finance has been a problem for the entrepreneurs at Sarthebari. Because of the illiteracy, unawareness and household heritage of entrepreneurs they are compelled to work on job work groundwork for Mahajans who purchases raw material i.e. Bell metal circles and provides it to the artisans on piecemeal basis. If these tiny agencies are strengthened to buy raw material from fundamental source to supply the ultimate product it'll bring drastic exchange within the state of affairs of this cluster. There are banks which might be competent to provide the monetary assistance to them but these tiny units are acquainted with work and now not making efforts to borrow the money from monetary institutions. This is additionally due to the intent that these tiny units are not keeping any report of there transaction which is required for the government. Borrowings. There's a good scope for delivering working capital to corporations by means of organizing them.

f) Training

There is no training facilities/institutions on hand in Sarthebari. The talent and the process concerned within the procedure of manufacturing and repairing is handed on by using way of life from father to son. Even R&D institutes and quality checking laboratories are in non-existence.

g) Infrastructure:

The corporations are located in two areas referred to as Muslim Patti and final part of Sarthebari block. In Muslim patti more often than not items are dominated through Muslims and in other

phase Hindu persons are working there enterprises. The units are set up in there houses and there aren't any working sheds or suitable infrastructure available with them. There's a high scope that with the support of business Infrastructure progress organization suitable working sheds can be provided to them.

h) Business Development Services:

The trade development offerings have no longer grown in Sarthebari because it has been in other industrial clusters. There is no technical coaching institutions, no R&D laboratory, no administration institutions, no checking out facility, no advertising advantage, no design progress institute in Sarthebari. It is difficult why these services have now not developed in Sarthebari due to the fact that; in most of the cases these are demand-driven. Frequently, the requirement of the cluster is just not properly projected. Accordingly, there should have networking and consortium among the SMEs in the cluster. Technical coaching institutes and testing laboratories may also be developed to satisfy the requirement of the agencies.

4.9 Industry structure analysis

The entry barrier within the bell metal cluster is low due to the fact that anybody can enter the industry with a minimum investment of Rs.30,000-50,000/- and inputs are available plenty. There is no proprietary competencies/skills and there is infrequently any product differentiation and brand identification. An extra optimistic factor is the economies of scale which means the more you produce, the much less is per unit manufacturing fee. These two factors(buyers loyalty and economies of scale) pose some impediment for new corporations coming into into trade. The rivalry amongst companies is average. Though there's rivalry in the local market. Lots of the producers have constant clients to whom they're supplying for the last many many years. There are massive numbers of firms in the enterprise and the product differentiation is minimal. With the opening up of financial system after globalization, the growth expertise of the industry is colossal, offered technological know-how is upgraded, economies of scale is achieved and advertising is shaped. Rivalry amongst businesses can also be reduced through encouraging non-fee competition and product differentiation; notional or actual (may be with diversification). Rivalery is moderated with the aid of the fact that the exit barrier can also be very low. The

bargaining vigour of the suppliers within the cluster is low and there are tremendous numbers of suppliers available in the market. There is hardly any switching cost from one supplier to another and no input differentiation. In addition, the bell metal ingredients industry is a major client for the suppliers. There may be infrequently any evidence of suppliers forward integrating. The bargaining vigour of the suppliers may also be additionally lowered with the aid of forming difficult networks for items bulk buy. Thus far bargaining power of the consumers is involved, There may be rarely any product differentiation and the purchasers can change from one supplier to yet another. The switching cost is also very low. In addition, shoppers are nice and price sensitive.

4.10. SWOT ANALYSIS

STRENGTHS OF THE CLUSTER

- Easy and cheap workforce availability.
- Location Advantage – Strategically well placed, connected to other states by road, rail and air.
- Availability of number of Financial Institutions, Banks etc.
- Industrial City and Commercial Capital of Assam
- Availability of academic/Technical associations/Collages/institution.
- Availability of central and state Government Institutions.

WEAKNESSES:

- Trust level in the cluster is very low
- Old and Traditional Technology /manufacturing processes in most of the units affecting productivity.
- Poor Testing & almost nil R& D facilities.
- Untrained work forces – No qualified person in majority of the units.
- Under utilization of financial facilities.
- Poor coordination with Government bodies and other related Organizations.

- Maximum number of units running in Residential Areas.
- No scope for expansion in Residential Areas.
- No Presence of Industry Association.
- Hardly any changes in design, technology, process and marketing.
- Poor infrastructure facilities.
- Scarcity of Raw material and other related material
- No skill up gradation training for the workers.

OPPORTUNITIES

- Creation of technological awareness among entrepreneurs.
- Tremendous enthusiasm on the part of the cluster actors.
- Prospects of establishing Common Facility Centre is becoming brighter.
- Creation of technological awareness among entrepreneurs.
- Exposure visits, participating in exhibitions may make the entrepreneurs and
- Technicians more innovative and problem solving.
- Demonstration effect
- Increased awareness is likely to improve the skill base of the workers
- Changing business environment can provide opportunity for enterprising firms.

THREATS

- Changing business environment can provide opportunity for enterprising firms.
- Low level of technological development
- Technology can impose a major threat unless it is changed/ modernized
- Skill base of the workers needs up gradation to adopt latest technology
- The changing business environment is always a problem for the less enterprising firms.
- Stiff competition due to WTO norms and arrival of MNCs.
- Commencement of Product Patent law in near future.
- Dependency on Government Supply.

4.11 Strategy for intervention

The bell metal constituents cluster in Sarthebari has sufficient growth potential offered strategic intervention is made in distinct “key areas”. The clustering phenomenon was a average process and it showed resilience in phrases of encountering various problems previously. The “key areas” wherein the strategic interventions are wanted are given below:

- Technology up gradation
- Networking among cluster actors
- Skill Development Practical trainings for Diversification of product
- Marketing support for Products
- Raw material support
- Common facility Center
- Developing BDS

SISI Guwahati can play an awfully primary role of offering practical trainings to the entrepreneurs of this cluster on diversification into ornamental bell metal objects. The present customary facility middle is already organized with metallic testing laboratory and machining workshop. Only few casting equipments are wanted to be set up. In addition, for making the cluster progress initiative sustainable ultimately, it is imperative to make sure “capacity building” of the cluster actors. An external institution intervention can not produce favored outcomes, particularly within the lengthy, until efforts are made for ability building of the cluster actors. The cluster actors must appreciate “the have got to- exchange” (in the altering scenario) and initiate actions in order to remedy their problems and making themselves aggressive. What is essential right here is that the method of exchange must be internalized as a substitute than imposed. The manufacturing approach of bell metallic parts has remained frequently natural. There is rarely any trade in technological know-how. The approach of melting, casting machining and plating have no longer transformed mush. For this reason, the quality and productiveness of the cluster may be very low. There is excessive rejection cost and lot of time and labour is wasted in correcting defects. A while $\frac{3}{4}$ of the material is recycled considering the fact that of no longer having the right technology (e.g. Brazing technological know-how). In order to eradicate these problems, there's an urgent need to furnish them skill improvement trainings and to popularize the machines that are in operation for such industries The above technologies will support in,

- Minimizing rejection rate.

- Improving productivity and quality
- Saving of labour and time
- Eradicating dimensional distortions
- Producing precision parts & components.
- Making the cluster competitive.

An extra factor which can also be missing within the cluster is 'diversification'. For illustration, no one within the cluster is manufacturing decorative bell metal objects having good demand. These are the areas where the cluster can concentrate and demand of those products is going to increase in the coming years. Furthermore, competition on this product segment can be restrained. The networking among cluster could be very constrained. Most effective when the entrepreneurs face pressing problems, they do engage in groups. A robust community needs to be created amongst cluster actors so that they may be able to jointly remedy each and every other's drawback, pressurize govt. In liberalizing the regulations. They even can collectively market their merchandise in the global market as a way to compete with "the economies-of scale" approach of chinese manufacturers. They industry associations need to be made proactive and networking needs to be strengthened. The benefits of networking ought to be explained to them. Development of industry development offerings particularly technical and marketing areas, are very restrained. There's technical coaching institute, no R&D and testing laboratory. Consequently, the science and the process of manufacturing have remained unchanged. Furthermore, there are no guide/experts who can consultant them in global advertising and marketing, export tactics & documentation, and so forth. Anything the entrepreneurs have learnt, they have learnt it through doing it or from other entrepreneurs. Hence, Govt. Rules and laws have got to be liberalized. The function of the govt. Department will have to be a facilitator instead than regulator. An attention workshop for the govt. Officials within the form of "division-enterprise" can also be geared up. For reinforcing the advantage of entrepreneurs and to make them equipped of producing diversified bell metal products, compatible ability development training applications are wants to be geared up. This will likely permit them to promote their products in different home as good as international market. To facilitate this metal casting facility will also be created in existing normal carrier core of SISI. For consistence and monetary provide for good raw material, facility of common service center is required. This may

increasingly eliminate the dependence on two bell metallic circle suppliers from Guwahati. On the above evaluation the following pursuits will also be geared up at Sarthebari

- Networking among cluster actors
- Organizing Cluster visits
- Training on ‘diversification as a strategic option’.
- Joint participation in national fairs.
- Study in understanding the present manufacturing processes & identifying the scope for improvement.
- Workshop on technology up gradation.
- Personal counseling in solving technological problems
- Establishing Common Facility Centre (CFC) for demonstration and adoption of technology.

As the Bell metal units are not literate and also financially no longer in very sound conditions, thus incase of digital advertising of the product an institutional strategy can also be steered. The Assam Cooperative Bell steel Utensil Manufacturing Society Ltd should improve a website explaining the facilitating delivery centers at the nearest city or metropolis.