

CHAPTER FOUR

ROLE OF THE KVIC IN THE MARKETING OF KHADI

Introduction

The preceding chapter dealt with the organisation and activities of Khadi and Village Industries Commission. The purpose of this chapter is to discuss the role of the KVIC in marketing of Khadi products. From the discussion in the preceding chapter it is clear that the Commission's activities in this respect can be grouped under the following two heads:

1. Marketing of Khadi by the KVIC,
2. Marketing assistance to Khadi industries.

The discussion in this chapter is, therefore, divided under these two groups only. Further, an attempt is made to evaluate the role of the KVIC in marketing Khadi. Before the above issues are discussed, it would be useful to have some idea about the objectives set forth by the KVIC for marketing of Khadi.

Objectives of the KVIC

The following may be described as objectives set forth by the KVIC in the marketing of Khadi:

1. To create market situation favourable for Khadi product by which Khadi institutions will be able to sell Khadi in market.

2. To improve the quality of cloth,
3. To make continuous market research,
4. To help Khadi institutions in solving sales problems,
5. As far as possible to reduce cost of Khadi.

A close study of the above objectives reveals that the KVIC does not undertake the responsibility of selling or production of Khadi (the only exception being hilly and border areas). In general, the KVIC has accepted the role of helping institution. However, there are instances of direct participation of the KVIC in marketing activities. By direct participation we mean direct involvement in selling of Khadi. It would be appropriate to study what the KVIC has done to sell Khadi, and what it has done to promote Khadi. The following paragraphs deal with these aspects.

Sale of Khadi Through the KVIC

The KVIC sells Khadi through its own sales emporiums. It is also engaged in selling Khadi to Central and State Government Departments. Recently, the KVIC has entered in export market also.

Sales Through Emporiums

As mentioned earlier, Khadi is sold through Khadi Emporiums, sales depots and production-cum-sales centres. Khadi Emporiums are

owned and managed by the KVIC. At present there are six emporiums at the following places:-

- 1) New Delhi,
- 2) Calcutta,
- 3) Bhopal,
- 4) Ernakulam, and
- 5) Panjim (Goa.

New Delhi has two emporiums. The following Table gives details of sales through these emporiums.

Table No. 4.1

Total sales, surplus and closing stock of
Emporiums

Year	Sales (Rs.in crores)	Surplus (Rs.in lakhs)	Closing stock (Rs. in crores)	% of Column 4 to 2	% of Column 3 to 2
1	2	3	4	5	6
1976-77	4.10	5.54	3.52	86	1.35
1977-78	5.59	8.14	4.75	85	1.46
1980-81	7.63	19.23	4.57	60	2.52
1981-82	9.98	22.44	5.5	55	2.25

Ref: 1) Annual Reports of the KVIC, 1977-78, pp. 87-88
 2) " " " " " " 1980-81, pp. 91-93
 3) " " " " " " 1981-82 p. 38

The data presented in the above Table shows that sale of Khadi through Emporiums is increasing every year. Further, the rate of increase is very high. For example, there is two-fold increase in the sales, if we compare the respective figures for the years 1976-77 and 1981-82. As far as profits are concerned, the Emporiums are giving better results. One reason for this performance may be locations of Khadi Emporiums. Being located in metropolitan cities they are in a position to attract local customers and visitors to these cities including foreigners. Further, during the years under consideration, Delhi Emporiums stood first, followed by Calcutta Emporiums. On the whole it can be said that Emporiums have proved to be better outlets for promoting Khadi. However, a question arises at this stage is, what is the contribution of these Emporiums to total sales? The following Table provides necessary details in this respect:

Table No. 4.2

Contribution of Emporiums to Total Sales (Rupees in crores).

Year	Total sales	Sales through Emporiums	Percentage of Col. 3 to 2
1	2	3	4
1976-77	51.97	4.10	7.8
1977-78	66.52	5.59	8.4
1980-81	110.31	7.63	6.90
1981-82	120.95	9.98	8.2

Ref.: Data are compiled from various sources

It is clear from the above Table that the contribution of Emporium sector to total sales of Khadi is not much. For the period under review it ranges between 7% and 8% of the total sales of Khadi in India.

Sale to Government

Government Departments represent a major segment of market for Khadi. They have a typical buying procedure. They place their orders with the KVIC through their purchase departments. The KVIC then collects the required cloth from various Khadi producing institutions and delivers the same to the concerned purchase departments. It is thus clear that the KVIC acts as a middleman organization. Data regarding Khadi routed through the KVIC to Government are given in the following Table along with the total sales figures.

Table No. 4.3

Khadi supplied to the Government (Rupees in crores)

Sr. No.	Year	Khadi sold to Government			Total sales of Khadi all over India
		Cotton	Woollen	Total	
1	1977-78	1.01	1.36	2.37	66.51
2	1978-79	2.38	1.76	4.14	78.25
3	1979-80	1.98	1.12	3.10	87.14
4	1980-81	3.61	1.08	4.69	110.31
5	1981-82	2.34	1.11	3.45	120.95

Ref: 'Commerce', June 1983 - pp. 14 and 61

It will be observed from the above Table that sales to Government show fluctuating trend. Further, in terms of total sales, the contribution of this sector is very low. It never exceeded 5% of the total sales. Only cotton and woollen Khadi is sold to Government departments.

Export of Khadi

The KVIC has entered in the export market in the year 1973-74.

The following Table gives the details of exports of Khadi since 1973-74 to 1981-82.

Table No. 4.4

Khadi Exports

Sr.No.	Year	Export (Rs.in Lakhs)	Sr.No.	Year	Export (Rs. in Lakhs)
1	1973-74	1.06	7	1979-80	0.30
2	1974-75	1.19	8	1980-81	1.48
3	1975-76	1.46	9	1981-82	1.85
4	1976-77	0.83	10	1982-83 (Provisional)	2.50
5	1977-78	0.52	11	1983-84 (Estimated)	3.00
6	1978-79	0.70			

Ref: 'Commerce' Special Issue, June 25, 1983, p. 74

It will be observed from the above Table that exports of Khadi are negligible and they were in the range of Rs. one lakh to Rs. two lakhs during the period under observation. However, this is the beginning of export and, therefore, should be considered as an important step in finding out new markets for Khadi.

To conclude the above discussion it may be stated that the contribution of Khadi emporiums, sales to Government and exports taken together never exceeded 10% of the total sales. Thus, major sales are made through Khadi institutions in the country, and the contribution of the KVIC to direct sales is negligible. It may be pointed out that the direct selling is not considered to be an important objective of the KVIC. Their main aim is to promote Khadi through institutions and therefore, they give emphasis on assistance to Khadi institutions to enable them to develop market for Khadi. Let us examine what the KVIC has done in this respect.

MARKETING ASSISTANCE

Marketing assistance from the KVIC to Khadi institutions in the country takes the following forms:

- 1 Development of distribution network,
- 2 Training to sales people,
- 3 Advertising and publicity,

4 Sales Promotion Schemes

5 Market Research,

6 Policy Support.

The details of assistance made available to Khadi institutions are discussed in the following paragraphs.

1. Development of Distribution Network

Marketing efficiency is affected by distribution efficiency. The role that distribution mechanism plays in market development needs no explanation. Development of distribution network depends on the organisation's financial and other capabilities. Khadi institutions do not possess these capabilities. The KVIC has, therefore, come to their help. It provides financial assistance to open new sales depots, or for the development of the existing centres. In addition to this, the KVIC undertakes training programmes for people in their centres and depots. It also encourages the formation of new depots or centres by giving wide publicity to the importance of Khadi and the type of assistance available for establishing new centres.

The following Table presents statistics regarding distribution network in different States of India.

Table No. 4.5

Statewise Khadi production-cum-sales Centres and Sales Depots in India in the year 1977-78.

Sr. No.	Name	Production-cum-Sales Centres	Sales Depots
<u>I. States</u>			
1	Andhra Pradesh	484	288
2	Assam	48	25
3	Bihar	794	250
4	Gujarat	495	272
5	Harayana	445	19
6	Himachal Pradesh	69	28
7	Jammu & Kashmir	102	19
8	Karnataka	601	310
9	Kerala	278	159
10	Madhya Pradesh	163	123
11	Maharashtra	178	164
12	Manipur	13	15
13	Nagaland	-	03
14	Orissa	107	36
15	Punjab	417	15
16	Rajasthan	523	351
17	Sikkim	07	10
18	Tamil Nadu	438	314
19	Tripura	14	08
20	Uttar Pradesh	1,888	756
21	West Bengal	412	192
Total I		7,476	3,357
<u>II. Union Territories</u>			
1	Chandigarh	5	1
2	Delhi	9	18
3	Goa, Daman & Div	1	2
Total II		15	21
Total I + II		7,491	3,378

Ref: 'Commerce', June 1983, p. 70

2. Training to Sales People

The KVIC offers training in production and marketing of Khadi through its 31 training centres in India. These centres are run or aided by the KVIC. Out of these thirtyone centres, training facilities in marketing are available at two centres only, namely Borivali and Trivendrum. These centres offer the following training programmes:-

- 1 Salesmanship,
- 2 Marketing management,
- 3 Marketing assistance,
- 4 Marketing refresher course.

The following table gives yearwise information about the number of trained persons in marketing courses.

Table No. 4.6

Number of trained persons in Marketing Courses

Year	Marketing Courses				Total	Persons trained in all the courses
	Salesman-ship	Market-ing Manage-ment	Market-ing Assist-ance	Market-ing Refresh-er		
1976-77	Nil	Nil	Nil	Nil	Nil	236
1977-78	Nil	Nil	Nil	6	6	485
1978-79	Nil	Nil	51	Nil	51	945
1979-80	Nil	Nil	57	Nil	57	1,107
1980-81	Nil	2	Nil	3	5	878
1981-82	Nil	20	20	35	75	944
Total	Nil	22	128	44	194	4,595

Ref: Annual Report of the KVIC for 1981-82, p. 31.

The above table shows that -

- (1) During the period from 1976-77 to 1981-82 4,595 persons were trained at the KVIC training centres, out of whom only 194 were trained in Marketing aspects. It means that only 4% of the trained people received training in marketing.
- (2) In the year 1976-77, in all 236 persons were trained in different courses offered by these centres. It is interesting to note that during the same year not a single person received training in marketing.

3. Advertisement and Publicity

The KVIC helps the Khadi institutions for marketing the Khadi products through advertisement and publicity. These cover the following aspects:-

- i) Seminars and conferences,
- ii) Customers meet programmes,
- iii) Trade-marks and emblem,
- iv) Radio and Television,
- v) Press Conferences,
- vi) Films,
- vii) Publications,
- viii) People's Education Programmes,
- ix) Exhibitions,
- x) Co-operative advertisement.

(i) Seminars and Conferences

The Seminars and Conferences are arranged at national/state/district levels either by the KVIC or by the SKVIB or by the Khadi institutions. These are arranged for Spinners, Weavers, Salesmen and also for the officers of the KVIC.

The examples of a few Seminars in Khadi marketing are as under:-

- (1) Seminar on the dynamics of Khadi and Village Industry movement at Pune (Maharashtra) in 1980-81.
- (2) Conference of State Ministers of Industry, Chairman and Chief Executive Officer of the KVIC and of Khadi and Village Industries Board was arranged at New Delhi in 1980-81.
- (3) Seminar arranged by the Maharashtra Khadi Gramodyog Madhyawarti Sangh for Salesmen and Karyakartas in August 1983 at Atpadi (Maharashtra).
- (4) Recently one meeting was arranged at New Delhi at all India level for considering the production and selling aspects of Khadi in 7th Plan (May 1984).
- (5) Seminar conducted by Allahabad, Patna, Bhopal, Madras Universities on the subject 'Marketing of Khadi and Village Industry Products'.

The KVIC officers give guidance in the meeting/seminar arranged at institutional/university level.

These seminars are arranged for one to five days. In the year 1977-78 total number of conferences/seminars arranged at national/regional level were 15. For the year 1981-82, the same figure was 6. Of these only 1 was related with marketing of Khadi.

(ii) Meet the Customers Programme

The KVIC, through its organisation gives encouragement for arranging the meet the customers programmes at various occasions. In these programmes information is given about historical background, the production process of Khadi, utility of the cloth etc. at the customers' door. As the data about the number of such programmes are not available, the comments are not made.

(iii) Trade-marks and Emblem

Recently the KVIC has started using the trade-marks, emblems, agmarking, I.S.I. specification. It is possible for the purchaser to distinguish the genuine Khadi from the cloth manufactured by the organised sector.

(iv) Radio and Television

A number of programmes are arranged on Radio and Television. Entertainment-cum-educational programmes and talks are arranged

on All India Radio, e.g., 'Azadiki Amar Kahani' based on freedom movement was broadcasted on 12 stations of Vividh-Bharati in regional languages. Radio talks of Chairman, Vice-Chairman, Member Secretary and others were arranged at Central and State levels, e.g., one of the members of the KVIC has talked on Women's employment and the KVIC in December 1983. Similarly, such programmes are arranged on Television, e.g., programme 'Amachi Mati Amachi Manase' on 27th July 1983.

Advertisement like other commercial products is expensive. More stress on this tool increases price of the Khadi product.

(v) Press Conferences

The KVIC members and higher authorities at Central/State level arrange Press Conferences for giving information about the new developments in the Khadi product and activities of the KVIC.

The KVIC arranges conferences frequently.

(vi) Films

Different types of films are prepared with the cooperation of Films Division. The 16 mm and 35 mm films are produced in English, Hindi and other regional languages. The KVIC has published 88 films from 1956 to 1978. Out of these 32 are related with Khadi and further very few are related with marketing of Khadi.

The films related with marketing give guidelines to the selling staff also. Here salesmanship, consumers' behaviour, selling process and other aspects are less emphasised. A few of the produced films are Muslin Khadi, Charm of Khadi, Ambar Charakha, Children and Khadi, Ambar 1965, etc.

(vii) Publications

The KVIC publishes two journals at national level. Jagriti, a fortnightly issue in Hindi and English and Khadi Gramodyog, a monthly in Hindi and English.

The SKVIB also publish the journals at State level, e.g., Maharashtra State Khadi and Village Industry Board publishes 'Khadi Gramodyog' monthly in Marathi.

Special issues are also published by the KVIC/SKVIB. Sometimes journals on the other subjects also publish special issues on Khadi, e.g., Commerce Journal published two special issues on Khadi and Village Industries in October 1977 and in June 1983.

(viii) People's Education Programme

The purpose of such programmes is to increase the public contacts and to give education about the Khadi and to make them aware of Khadi product. Such programmes are arranged at State level

as well as institution level. In some States, State Government also arranges such programmes effectively. Mostly the programmes are arranged in city area and very few at block and village levels. Historical aspect of Khadi is over-emphasised in the programmes, and Khadi is not viewed as commercial product.

(ix) Exhibitions

The KVIC gives more stress to this tool of advertisement at national as well as State level. The KVIC participated in such exhibitions/Melas/fairs at international/national/regional levels. The exhibitions are also arranged independently or with the cooperation of the SKVIB. The guidelines or the financial help is also provided to the institutions, arranging exhibitions. The overall response to such exhibitions is good, e.g., the sales in the exhibition 'Agri Expo-77' at New Delhi are more than Rs. 1 crore. This exhibition awarded the first prize in display to the KVIC. The Central/State Government Ministry also show interest in such exhibitions. Most of the exhibitions are arranged in various cities all over India. Exhibitions arranged at block or village level are less in number.

The period of the exhibition ranges from one day to one complete month. The tendency is to arrange these exhibitions in the month of October on the occasion of Gandhi Jayanti. The recent developments in tools and equipments and the Khadi products

are demonstrated in the fairs.

The following table gives a brief data of the exhibitions:

Table No. 4.7

Number of exhibitions and grants provided

Year	No. of exhibitions				Grants given (Rs. in lakhs)
	Big	Medium	Small	Total	
1977-78	2	7	8	17	48.24
1980-81	5	Nil	13	18	14.51
1981-82	4	1	13	18	12.03

Ref: 1) Annual Report, 1977-78, p. 87

2) ,, ,, 1980-81, p. 91

3) ,, ,, 1981-82, p. 38

The following are the few examples of exhibitions or fairs:

- (1) The information bureau of the KVIC participated in the Mela held at New Delhi from 29th September to 6th October, 1977.
- (2) The participation in the International Trade Fair in November, 1983.
- (3) The KVIC has arranged exhibitions on the occasion of birth century of Shri Rajendra Prasad in different parts

of the country in December 1983.

- (4) The KVIC has participated in the 'Jumbo Fair' at Moscow in August-September, 1984.
- (5) Exhibition called 'National Handloom Expo-84' in West Bengal (In this exhibition Khadi amounting to more than Rs. 1 crore was sold).

In this way exhibitions are conducted and attempt is made to popularise the Khadi product.

(x) Co-operative Advertisement

The KVIC and the SKVIB advertise the product through Radio, Television and Newspapers etc.

All these programmes help to create general awareness and thereby individual institutions at block and village levels get benefited.

Thus advertisement and publicity are made at various levels and in various ways. In the year 1977-78, 22 debates, 5 essay competitions, 5 refresher camps and seminars, 6 press conferences were arranged. Now the KVIC has realised its importance in marketing of Khadi, but the main difficulty is that this tool is expensive.

4. Sales Promotion Schemes

Generally the following sales promotion tools are adopted in commercial productions: (i) Coupons, (ii) Contests, (iii) Buying allowances, (iv) Co-operative advertising, (v) Sample distribution and gifts, (vi) Discounts/rebate, (vii) Special bonus to the salesmen, (viii) Exhibitions.

For Khadi product the KVIC gives stress on the sales rebate ,(discount) .

Sales Rebate

All institutions provide 10% rebate on cotton Khadi throughout the year and for specific days special rebate is allowed on Khadi with the approval of the Central Government.

Table No. 4.8 given on the next page shows the percentage of rebate allowed on Khadi.

The special rebate is given in January, March and October. In some States like Karnataka, Tamil Nadu additional rebate of 5 to 10% is given during special days on cotton, woollen and silk product by the SKVIB and some times by Khadi institutions from their own fund. In the year 1983-84 in Karnataka State total rebate given was 40%: 10% normal rebate, 10% special rebate for

Table No. 4.8Sales Rebate on Khadi

Sr. No.	Item	% of ordinary rebate	% of special rebate	Total working days for special rebate
1	Cotton	10	10	90
2	Woollen *	10	5	75
3	Silk @	10	5	30

* Other than Kambal and blankets

@ 10% on spun silk only

Ref: 'Jagriti', 1st September 1984, p. 1.

90 days, 10% by SKVIB, and 5 to 10% by Khadi institution on cotton Khadi.

The ordinary and special rebate shown in the above table is reimbursed by the KVIC. On an average the KVIC gives 14% rebate on cotton Khadi throughout the year.

If the rebate is provided by the SKVIB in addition to the above rebate, then it is reimbursed by the State Board.

Khadi is sold on no profit no loss basis. Hence the total cost is equal to the total price. Cost is more than the price of the cloth in the other organised sector. Comparatively the

price is bound to remain high in the case of Khadi. Hence the purpose of this rebate is to make the Khadi cheaper and to increase the sales.

More than 50 to 65% of the sales are in the special rebate period. Even in emporium, in the year out of the total sales of Rs. 7.63 crores, sales of Rs. 2.85 crores are in special rebate period. Khadi production is a continuous process, but major sales are only in three months. The Government also purchases Khadi in the special rebate period. Mostly Khadi is sold through Bhandars and Bhavans, occasionally it is sold through travelling agents and mobile vans. In 1st and 2nd Five Year Plans more stress was given on sales through travelling agents.

Relationship of Sales Promotion With Total Grants

The KVIC gives grants as well as loans for various activities to the Khadi institutions. The following table gives information about grants given for some items of sales promotion.

Table No. 4.9Grants for sales promotion and total Grants

Sr. No.	Item	Amount (Rs. in lakh)
1	Exhibitions . . .	6.20
2	Publicity . . .	12.80
3	Conferences and Seminars	0.51
4	People's Education Programme	1.88
5	Selling Centres new/renovation	32.25
6	Total of 1 to 5 . . .	53.64
7	Total grants for all purposes in Khadi . . .	1,341.36
8	Percentage of 6 to 7	4.00

Ref: Annual Report of the KVIC, 1980-81, p. 2.

Of the total grants only 4% grant is spent on sales promotion.

5. Market Research and Surveys

The various surveys or study groups are arranged by the KVIC independently or with the help of the Government department.

Since 1956 the KVIC has given more stress on research, surveys and studies on the other aspects of Khadi, rather than marketing aspect. Recently the KVIC has realised the need for the market research and surveys. From 1956 to 1977-78 the total

surveys conducted are 49, out of which only 2 or 3 surveys are related with marketing of Khadi. In the year 1981-82 the KVIC conducted 15 surveys, out of which only one was related with the marketing of Khadi.

The following is the list of a few surveys related with the marketing aspect:-

- (i) Consumer preference survey.
- (ii) Industrial potential for Khadi and Village Industries in Himachal Pradesh
- (iii) Various aspects of marketing of Khadi. This survey is conducted with the help of Indian Institute of Management, Ahmedabad.
- (iv) Report of industrial development services on 'Study on the expansion and improvement of the marketing aspect of the KVIC products'.
- (v) National productivity council conducted a survey of 10 selected blocks for setting up a rural marketing centres.

In short, the KVIC conducts the surveys and study groups for the marketing of Khadi.

6. Policy Support

All the Khadi institutions are decentralised and working

in villages. Khadi industry comes under the list of State Government. But the planning and implementation for Khadi product is done by the KVIC, as per the guidelines of the Central Government. For increasing the sales of Khadi, policy support is essential. The detailed discussion of the policy support is already made in Chapter Four. As the marketing aspect is concerned, the KVIC's attempt is to convince the Central Government, the State Governments and to create favourable situation for Khadi marketing. Due to continuous efforts of the KVIC, the Central Government has included Khadi product in the priority sector.

The KVIC attempts to take policy support in the following respects:

- (1) Preferential treatment in the purchase of Khadi product by Central and State Governments.
- (2) Subsidization on Khadi sale.
- (3) Fiscal concessions e.g., of sales-tax, income-tax, excise duty etc.
- (4) Production reservation for Khadi industry.
- (5) More rebate on sales.

Today the Government gives support in the form of financial assistance. The KVIC's attempt is to convince the Government about reserving some items of cloth for Khadi sector only.

Khadi Institutions' View About the KVIC's Role

The statistical data presented so far leads to the conclusion that the KVIC could not play much effective role in Khadi marketing. It would be useful to know, what the Khadi institutions feel about this aspect. An attempt was made to obtain views of Khadi institutions and some of the prominent workers in Khadi movement on the KVIC's role in promotion of Khadi. The views were obtained through personal discussion with them.

Atpadi Conference, August 1983

Atpadi is a Taluka place in Sangli District of Maharashtra State. A conference of Khadi workers was held at this place in August 1983. This conference was attended by as many as 100 workers from all over Maharashtra. The participants to the conference included Chairmen of Khadi institutions, representatives of the KVIC and salesmen of the Khadi institutions. The conference discussed many aspects relating to promotion of Khadi and village industries. Marketing of Khadi was one of the important issues discussed at the conference. The researcher participated in the conference and also had personal discussions with leading personalities in the conference. The views expressed in the conference and during the personal discussions regarding marketing aspects are briefly summarized below.

- (1) The conference was almost unanimous on the point that while production technology received greater attention of the KVIC, marketing remained a neglected factor. Therefore, future emphasis on developing schemes for effective marketing was a must.
- (2) The similar view was expressed by eminent Khadi workers during the personal discussions. They were of the opinion that the KVIC's activities in marketing Khadi product are not significant. The Khadi institutions do not get much benefit of this.

In addition to the above, the conference gave an expression to the feeling that Khadi institutions have to operate within the limits prescribed by the KVIC. On occasions the KVIC takes such a rigid view about the rules and regulations that incentive schemes turn into disincentives for Khadi institutions. In other words, this develops a sort of passive attitude towards the scheme. The KVIC should reconsider and give some freedom of operations to the Khadi institutions.

The researcher discussed on the same points with the Khadi Institution at Sangli (Maharashtra) and at Vardha (Maharashtra). At both the places, views expressed by the concerned persons are similar to those expressed at the Conference at Atpadi.

The KVIC's View Point About the Khadi Institutions

The KVIC takes a view that, it is a supporting institution. The actual schemes of Khadi promotion are to be implemented at village level or by local institutions. However, their experience is that these institutions do not take proper initiative, e.g., the KVIC provides training to people in production process. It also trains people in giving publicity. It is for the institution to take advantage of the KVIC's schemes and make Khadi popular in their own area. As an organisation the KVIC has its own limitations and it cannot reach in each and every village. Their feeling is rightly expressed by prominent worker who said, "You can take the horse to the water, you cannot make it drink".

As regards the KVIC's role, in marketing of Khadi, there is a realization that marketing needs greater attention. In the words of Shri Jagpat Dube:

"Modern sales techniques would have to be progressively adopted if the sales of Khadi and village industries products had to be improved and the competition from products of other sectors faced. This would require a scientific market survey to establish the need, choice and demand for products at different places."

Further he said -

"Along with sales it was necessary to effect improvements

in the Bhavans so as to attract the customers. In our sector marketing had not been handled as it should have been and it was time that we faced this problem now".

Note: Shri Jagpat Dube, Member-Secretary of
Khadi and Village Industries Commission.