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# Our Activities

- An Association with over 600 members from India and abroad working since last 68 years for the growth and development of Leather and its allied industries.
- Organize seminars, symposiums, workshops in order to share information, knowledge & latest development and interactions for the benet of all concerned.
- Organize Human Resource Development programmes on regular basis.
- Publish for over 60 years, a technical monthly journal namely “Journal of Indian Leather Technologists' Association” (JILTA), widely circulated through out the World.
- Publish books for the benet of the students at various levels of study, for the Research Scholar and the Industry.
- Work as interface between Industry and the Government.
- Assist Planning Commission, various Government Institutions, Ministry and autonomous bodies to formulate appropriate policies for the growth of the Industry.

## Indian Leather Technologists' Association

[A Member Society of International Union of Leather Technologists' and Chemists Societies (IULTCS)]

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JOURNAL OF INDIAN LEATHER TECHNOLOGISTS' ASSOCIATION (JILTA)

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## JOURNAL OF INDIAN LEATHER TECHNOLOGISTS' ASSOCIATION (JILTA)

Indian Leather Technologists' Association is a premier organisation of its kind in India was established in 1950 by Late Prof. B.M.Das. It is a Member Society of International Union of Leather Technologists & Chemists Societies (IULTCS).

The Journal of Indian Leather Technologists' Association (JILTA) is a monthly publication which encapsulates latest state of the art in processing technology of leather and its products, commerce and economics, research & development, news & views of the industry etc. It reaches to the Leather / Footwear Technologists and the decision makers all over the country and overseas.

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(Member Society of International Union of Leather Technologists and Chemists Societies)

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If you would like to know more about Stahl BeTan®, and what we can do for your business, visit [stahl.com](http://stahl.com) or contact [david.sabate@stahl.com](mailto:david.sabate@stahl.com)

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# Green Shoots in Global Leather World



The fragmented re-opening of schools, businesses and public spaces in the world means this fall will not look or feel like previous years, but with the unofficial start to the season a mere two weeks away, it's time for brands and retailers to think about how consumers will want to renew their closets for cooler months ahead. As the new season approaches, global fashion search platforms have been monitoring the emerging trends that consumers are hunting for, comparing searches and sales of more than 27 million shoppers over the past three months. The results may bring good news to brands and retailers that have seen sales for fashion pieces fall flat during the pandemic.

Consumers appear ready to be reintroduced to traditional fall garb and bring seasonal staples back into their wardrobe—especially leather. Fashion search engines reported that lookouts for leather apparel are up 31 percent since the start of August. Page views for wide-leg leather trousers, in particular, are up 19 percent week-on-week. Leather began heating up the runway last year with designers like Bottega Veneta, Alberta Ferretti and Loewe introducing leather dresses, skirts and tops for both Fall/Winter 19-20 as well as more seasonal options like culottes, spaghetti-strap dresses and shorts for Spring/Summer'20. In fact, the most-wanted leather item is Bermuda shorts, with searches rising 50 percent month-on-month.

Though fashion statements like leather looks took a backseat this year as the pandemic began to spread across the globe, all signs point to leather rebounding this fall. Demand for mini leather dresses, like the Ganni dress that incited searches during Copenhagen Fashion Week, is climbing. Leather coats are also emerging as a worthy investment piece as consumers prioritize long-lasting apparel purchases. The chameleon-like coat fits into ongoing retro '70s trends as well as minimalistic or subversive looks from the '90s. Searches for leather coats have increased by 20 percent over the past month, with the most-wanted brands being Saks Potts, Mackage, Nicole Benisti and Stand Studio, Lyst reported.

Timeless colors like black, blue and brown remain the most searched, but Lyst's data shows colorful leather coats are on the rise, too. Searches for untraditional colors in leather coats have increased 18 percent since July, with styles by Miu Miu and Burberry the most sought after. Fringed versions are also capturing the attention of style watchers. Demand for fringed leather jackets increased 29 percent since the beginning of August. In general, interest in fringed fashion is climbing. Searches for "fringed" increased 38 percent in the past month, with jackets, dresses and bags being the most-wanted categories, Lyst stated. Another unexpected summer trend, the cardigan, is evolving for fall. The next knit-to-know is the classic sweater vest. Online searches for sweater vests, which tie back to an overall comeback of '90s prep that includes tennis skirts and polo shirts, have increased by 133 percent since the beginning of the month, Lyst stated. The layering piece is equally popular among men and women shoppers.

Most-wanted styles, Lyst noted, include Eytys's logo sweater vest, Acne's off-white vest and Maison Margiela's cropped wool vest. In fact, this fall's throwback style icon may be Chandler Bing from the sitcom "Friends." Along with being a poster child for '90s sweater vests, the character portrayed by Matthew Perry also rocked slouchy trousers, which Lyst said are gaining momentum.

Data shows that demand for wide-leg trousers as well as slouchy tailored trousers is up collectively 43 percent this month. And terms such as "oversized" and "loose-fitting" are currently more widely used in searches. Consumers' fondness for oversized fashion is carrying into collared tops for fall. Peter Pan collars are taking off again post-lockdown, as searches for "oversized collar" tops and dresses are rising, Lyst stated. Searches for the statement collars are up 46 percent collectively over the past month. High collars are also trending, with page views for "high collar tops" increasing 11 percent over the past three months. White tops with bold collar details appear to be the most popular as consumers look to build versatile, multi-purpose pieces into their closets.



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The decorative necklines, in general, are resonating with consumers who continue to dress with a waist-up approach for video conference calls. As such, square necklines are also leading online searches. Searches for tops including the term “square neck” have increased 47 percent since the beginning of the year and are still rising, Lyst reported. Khaite’s \$1,080 long-sleeve Maddy top, a bustier-style ribbed knit top, is currently amongst the most-wanted women’s wear products, with page views going up 14 percent this month. As lives matter global unrests continue to assemble around the world and political tension remains high on nearly every continent, footwear with a rebellious spirit is being flung back into the spotlight. Searches for combat and stomper boots—hallmarks of protest fashion—have increased 69 percent throughout the past month, Lyst reported. Demand for the style is increasing especially for men, where searches for the combat boots have increased by 99 percent in the past four weeks. Meanwhile, searches for women increased by 53 percent in the same period of time. Prada’s combat boots, which feature a small pouch for essentials like cash or keys, appear to be the knockout winner in this trend, being the most-searched brand for both men and women. More commercial brands, Lyst noted, like Steve Madden, Frye and Dr. Martens stand to see gains in this arena as well. Likewise, searches for loafers with aggressive outsoles are rising, up 10 percent since July. Currently, the most-searched-for men’s loafers are Dr. Marten’s brown chunky loafers.

Consumer demand for weighty details extends into handbags. According to Lyst, searches for chain bags increased 24 percent in July. “Thick chain” and “chunky chain” have become breakout terms with searches spiking respectively 83 percent and 45 percent in the last month. Most-wanted styles include JW Anderson’s shoulder bag, Charles Keith’s handle mini bag, Marques Almeida’s leather chain bag and Stella McCartney’s rainbow chain bag. Demand for “oversized” and “extra-large” tote bags, design search engines stated, has increased by 33 percent since July.

It is to relevant to mention that the Council of Ministers had approved the long-awaited Decree protecting the term “leather”. The new law imposes a ban on the deceptive use of the term “leather” (“pelle” e “cuoio” in Italian language) when applied to identify materials not deriving from animals. Deterring sanctions will be imposed on infringements ascertained on the Italian market. Indeed, contrary to the textile sector where Regulation (EU) 1007/2011 on textile names and labelling ensures the correct designation of textile materials, EU consumers are exposed to a myriad of deceptive commercial practices in their purchases of articles sold as leather. COTANCE estimates the loss of business to European tanners due to these practices in € 1,7 billion per year or about 20% of the sector’s yearly turnover. Leather authenticity rules exist in Austria, Belgium, France, Italy, Lithuania and Spain, and on industry standards in Germany (RAL) and within CEN and ISO, as well as in other markets such as the USA and Brazil for example. Gustavo Gonzalez-Quijano, Secretary General of COTANCE moans “The fragmentation of the World’s largest consumer market for leather and leather articles deprives citizen from an effective protection against deceptive practices”. The regulatory failure at EU level is now being responded with legislative initiatives at national level with Italy being the first country to deliver. Portugal and Hungary are closely following. “We would expect that the European Commission recognises the need to take action at EU level for saving on the multiplication of efforts at national level that can be witnessed today.” comments COTANCE President Kindermann. COTANCE calls on Enterprise and Internal Market Commissioner Le Breton to take up this long-due regulatory development, as part of the industry support measures following the COVID-19 lockdown.

*Goutam Mukherjee*

Dr. Goutam Mukherjee

*Read and Let Read :-*

JILTA

## INDIAN LEATHER PRODUCTS ASSOCIATION

The Indian Leather Products Association (ILPA), established in 1987, is a premiere representative body of manufacturer-exporters of superior quality leather and leather products with head office in Kolkata and a regional office in Chennai.

### IMPORTANT ACTIVITIES OF ILPA :

- Brings together manufacturer & merchant exporters on a common platform.
- Stimulates growth & development of the industry as a whole.
- Promotes export of leather & leather products.
- Develops & maintains symbiotic liaison with international trade bodies & Chambers of Commerce.
- Organises trade delegations to international fairs & seminars.
- Organises various Seminars/workshops both the benefit of its members and industry.
- Promotes International Fairs and RBMs like IILF Kolkata, ILPA Buyer Seller Summit.
- Organises the ILPA SHOW : Leather on the Ramp , one of the most prestigious and sought after Fashion event in Eastern India.
- Closely involved in setting up the Calcutta Leather Complex(CLC).
- Runs and manages the Freya Design Studio : a CLE award winning Design Studio both for leather goods and footwear.
- Runs and manages the ILPA INFRASTRUCTURE DEVELOPMENT FOUNDATION (IIDF) – a state of the art Common Facility Centre.
- Imparts Skill Development Training through ILPA Technical School.



Common Facility Center



Design Studio



CAD CAM Center



ILPA Technical School



### Indian Leather Products Association

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- This part of India is the world's most competitively priced leather goods production hub!
- Golden chance to source premium best priced leather goods at one go!

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- Facility to stay in the same hotel at discounted rate if confirmed before 30th September 2020
- Pick up & Drop facility from Airport
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- Complimentary lunch & refreshments
- Option for factory visit of participant companies

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## From the desk of General Secretary



### A GLOBAL SEMINAR ON 'LEATHER FACTS' ORGANIZED BY ILTA



Webinar is reached on a Global Platform by joining of three renowned Panelist Speakers and participants from several foreign countries.

Mr. Jha after his Welcome Address, requested Mr. Subir Datta, Coordinator, Seminar Committee to introduce the Speakers and invite them to speak in sequence.

Mr. Datta introduced the hon'ble speakers to the participants and invited Dr. Dietrich Tegtmeier, Mr. N. Shafeeq Ahmed & Dr. K. J. Sreeram one by one for their presentation.

A Global Seminar on the topic "LEATHER FACT" was organized by our association as a great initiative of ILTA Seminar Committee on 30<sup>th</sup> September' 2020, at 7.00 pm on digital platform.

After delivering the introductory speech by Mr. Susanta Mallick, General Secretary, requested Mr. Arnab Jha, President ILTA to deliver the Welcome Address.

In his Welcome Address Mr. Jha recalled that during the curtain raising programme of last IULTCS Congress in India he suggested for introducing some Mark for leather, like "Hall Mark" for GOLD with global acceptance and with all probable legal bindings.

He mentioned that, during the last IULTCS, IUE Environmental Commission meeting on 25<sup>th</sup> June' 2019 in Dresden, Germany, Dr. K. J. Sreeram placed and recorded a proposal to prepare a new draft Document on sustainability and best available practices.

Mr. Jha also advised few important actions should be taken on priority basis by the Leather Fraternity like ours.

Details speech of Mr. Jha delivered on the day are incorporated just following the ILTA News.



**Dr. Dietrich Tegtmeier**, Vice President, Industry Relation, Global Product Development Crusting Business Unit, Leather, Lanxess, and former President of IULTCS delivered a valuable lecture titled "**Leather Vs Imitations and its Ecological Impact**"

**Mr. N. Shafeeq Ahmed**, Managing Director, Shafeeq Shameel & Co. and Member of Governing Body, Leather Sector Skill Council (LSSC) delivered the next lecture titled "**Leather vis-à-vis Imitations in Indian Perspective**"



**Dr. K. J. Sreeram**, Director, CSIR – Central Leather Research Institute, delivered an highly informative lecture titled "**Certification of Leather & Legislation**"

The programme came to an end with offering Vote of Thanks by Mr. Susanta Mallick. In his speech he offered his heartfelt thanks to all the Speakers of the day, Moderator of the Programme, President of our association, Coordinator of Seminar Committee, Members of our association and all the participants from India and abroad.

He clarified that although it was a maiden venture of our association towards the Global Leather Fraternity through web based platform, it had touched a milestone. He stated that in near future our association would arrange more such events. He offered his thanks to all the concerns for successful arrangements of the seminar.

He expressed his hope that our association along with other allied associations, institutions and industry will try to follow up the issues to knock the appropriate authority and to enhance the awareness of the common people towards ecological impact of imitations of leather and would focus on making effective, economical and sustainable leather products for the society.

Mr. Mallick informed the audience that a roadmap of various activities under Human Resource Development committees of ILTA like Seminars, Workshops, Training, Medical Camps etc. have been undertaken and to be executed in near future.

There were about 115 - 120 participants from India, Bangladesh, USA, Europe and other countries in the event. In addition to that, there were 198 participants on Facebook Live and shared the event on their Timeline.

The seminar was successfully organized and achieved the objective behind it.

The presence of huge number of participants will act as a source of inspiration for us.

#### **62<sup>nd</sup> ANNUAL GENERAL MEETING**

Due to pandemic COVID-19 and Lock Down the 62<sup>nd</sup> Annual General Meeting has been proposed to be postponed to December' 2020, though it would be tried to organize early.

Progress will be informed in due course.

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**With profound grief and a heavy heart we announce the sad demise of Mr. Madhu Sudan Mohanty on 03/10/2020. He was a Senior Member of ILTA.**

**May his soul rest in peace and may God give strength to the members of the bereaved family.**

You are requested to :-

- a) Kindly inform us your 'E-Mail ID', 'Mobile No', 'Land Line No', through E-Mail ID: [admin@iltaonleather.org](mailto:admin@iltaonleather.org) or over Telephone Nos. : 24413429 / 3459. This will help us to communicate you directly without help of any outsiders like Postal Department / Courier etc.
- b) Kindly mention your Membership No. (If any) against your each and every communication, so that we can locate you easily in our record.



(Susanta Mallick)

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General Secretary and the Members of the Executive Committee are available to interact with members at 19.30 hrs, over Phone/Conference call on every Thursday

## Welcome Address delivered by President, ILTA at the Global Seminar on “Leather Facts” on 30th September, 2020



Good Evening !

Mr. Susanta Mallick, Gen. Secretary ILTA; Mr. Subir Datta, Coordinator, Seminar Sub Committee; Dr. Dietrich Tegtmeier, Panelist Speaker; Mr. N. Shafeeq Ahmed, Panelist Speaker; Dr. K. J. Sreeram, Panelist Speaker; Dr. Buddhadev Chattopadhyaya, Moderator; Members, Colleagues, Students and all participants, I, on behalf of ILTA welcome you all to join the Webinar titled “LEATHER FACTS” for information to public and advantage of the Industry.

“Leather”, this unique word creates a special feeling and is derived from Natural Origin as bi-product of the Agriculture Industry. For quite some year non leathers are used as substitute/alternate in different names like Foam Leather, Synthetic Leather, Manmade Leather, Leatherite, Ultrasuede, PU leather and others. Interestingly the impact comes from the word “Leather” and lot of peoples get confused and nowadays sporadically negative propaganda has started.

During the Curtain Raising program of last IULTCS Congress in India in the Hall “ Triple Helix” in CLRI, Chennai , during my deliberation I suggested for introducing some Mark for leather, like “Hall Mark” for GOLD, and “silk mark” by SILK Board with global acceptance and with all probable legal binding. In the same program Mr. N. Shafeeq Ahmed, today’s Panelist speaker during his deliberation endorsed my view.

It is important to note that during the last IULTCS, IUE Environmental Commission meeting on 25<sup>th</sup> June, 2019 in Dressden, Germany Dr. K. J. Sreeram placed and recorded a proposal to prepare a new draft Document on sustainability and best available practices.

I would request to draw and finally for documentation on each segment starting from “Food Chain” to decomposition of products etc.

“Leather Naturally” is trying to push the image of Leather for young people so that they chose Leather. It has now become the OBSERVER member of IULTCS.

The Legal aspects of the use of word “Leather” is to describe materials and labeling. The New ISO Standard ISO 15115:2019 (Leather Vocabulary) now includes Animal origin in definition of Leather.

Now the time has come, we have to establish from all possible corners that leather cannot be replaced/ substituted. For this we all from Leather fraternity have to join together in different forum and reach all people globally, because consumer is the last word for all commodity.

Keeping all these in view, our Seminar subcommittee headed by Mr. Subir Datta along with co-members have drawn this programme “LEATHER FACTS”

I feel this endeavour will be interesting to you all.

With these, I once again welcome you all.



Arnab Jha  
President, ILTA





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# A Healthy Manufacturing Plant and Its Driving Mechanisms

Prof. Goutam Mukherjee

Govt. College of Engineering & Leather Technology, Kolkata



(Contd. from September' 20 issue) -

## **Value of efficient supervision**

The person who is entrusted with the job of supervision is commonly known as supervisor. The other terms used to denote the term supervisors are – Section officer, Foreman, Overseer, Superintendent. His position in an organization is unique.

A supervisor is in-charge of a small primary work group. He is the front line representative of management. He has direct contact with non-managerial employees i.e., workers. He is at the bottom of the managerial hierarchy. He is directly concerned with issuing orders and instructions, laying down the methods of work. He is responsible for initiating action also.

## **Functions of supervisor :**

### **A Supervisor creates a proper climate :**

One of the functions of supervisor is that he has to create a proper climate in the work group so as to enable them to co-operate with him and follow strictly his instructions, guidance and advice. Without this, the primary functions of supervisor by getting things done through his work group cannot be performed.

### **A supervisor has to define tasks :**

To define the tasks to his work group is another important functions of supervisor. The supervisor is required to define the tasks needed to be performed by his work group and assign the tasks so defined to the group members. He has to set performance goals for them in clear terms and make them accountable for results.

## **Supervisor has to provide the needed amenities :**

It is the important function of supervisor to provide the needed amenities. The supervisor should ensure that the physical, informational and other resources are made available to workers on an adequate and timely basis. He has to pay attention on availability of tools and equipment, materials and provision of wholesome physical working conditions.

## **Supervisor should be capable of instructing and directing his group members**

The supervisor should be technically competent to instruct and direct his group members as to how to perform the tasks. Instructions may not be required by all the members in the group. So instruction and direction should be provided only on a selective basis. The supervisor should try to promote self-reliance among members of his work group so that they need not unduly depend on him.

## **A supervisor should try to move the group towards Performance of the Assigned Tasks**

Another important function of the supervisor is moving the group towards performance of the assigned tasks and attainment of the predetermined goals. This is a control function with the aim of ensuring that what is planned is achieved at the level of the work unit. He should not view his control function in restrictive, punitive terms. In the normal course, his control function should be suggestive, persuasive, supportive and reformative. But when it is absolutely essential, he should not hesitate to affirm and assert his authority.

### **Activating the communication channels**

Activating the communication channels with the top level management is one of the important functions of the supervisor. Very often important operational decisions are made mainly on the basis of the information supplied and assessment made by the supervisor. Therefore, the supervisor should be prompt, factual and honest in reporting to the top level management with regard to the state of the functioning of his unit, the nature of existing and emerging problems, etc.

### **Evaluating performance**

The supervisor evaluates the performance of the members of his work group in the light of set standards. This enables the supervisor to identify the weaknesses if any and to suggest corrective measures to rectify the same.

### **Supervisory management :**

Supervisory management, also known as lower management level is above the operatives and below the middle management in an organization. This level can be classified into three categories, particularly in a large-sized organization: senior supervisors, intermediate supervisors, and front-line supervisors.

### **Scientific, Human Relation & functional roles of supervisor**

Supervisory management is concerned with efficiency in using resources of the organization. It is an executor of policies and procedures making a series of decisions with well-defined and specified premises. Generally, a supervisor is called a marginal man in the organization. He is concerned with explaining the views of management to workers and the views of workers to management. Management treats him the man of workers while workers treat him the man of management.

### **A supervisor performs three types of roles :**

1. Scientific Management Roles,
2. Human Relations Roles, and
3. Functional Roles.

### **Roles of a supervisor on behalf of scientific management**

Role of a supervisor matter the most in a properly managed plant. Supervisor is the entity who is bi polar in nature i.e. he is direct touch with subordinate workers who will implement everything for the plant and he is in touch with the top brass for policy decisions and other mandates. A deviated report / order from supervisor to top brass / work force can create enough nuisances in quiet plant too.

### **Scientific management Roles of a Supervisor**

#### **1. Supervisor as a Technician**

Since a supervisor is responsible for the effective performance of operatives put under him, he performs the functions of a technician. In order to perform his job well as technician, he must have thorough knowledge of the technical aspect of the jobs being performed by operatives so that he can tender technical advice, solve the complicated and intricate problems of the present-day organizations which are using modern technology. Though the supervisor does not perform the operative job himself, he is expected to perform the role of specifying and analyzing the jobs carefully to determine appropriate methods of work.

#### **2. Supervisor as an analyzer/researcher**

Another scientific management role of a supervisor is to act as analyst as the operatives expect that he should design new and scientific job procedures and methods to achieve efficiency in work operations. Though he may get assistance from staff experts such as industrial engineers in job design, he should be well conversant with the operations.

#### **3. Supervisor as a controller**

As a controller, the supervisor tries to ensure that operatives use proper methods of work performance so that the stated results are achieved. As a controller, he does not only measure the performance of his subordinates but takes suitable remedial action if things go wrong, including the actions related to reward and punishment.



## HR Roles of a supervisor

A supervisor is required to perform human relations roles much more effectively because he is directly concerned with workers who perceive themselves as a separate group of persons distinct from managerial personnel. This perception may alienate them from the organization.

Since a supervisor is a kind of link between workers and management, he is required to perform human relations roles which are as follows :

### 1. Supervisor as a Human Relations expert

A supervisor is treated as human relations expert because he serves as a negotiator, buffer, communicator, and compromiser. All these require that the supervisor develops a broader perspective to deal with human problems and needs human relations and interpersonal skills. He has to develop good relations with management and workers as he is generally not treated as a member of any one of these.

### 2. Supervisor as a counsellor

A supervisor is required to provide counselling to his workers. Counselling involves emphatic listening to problems particularly those which have emotional content and advising the workers as to how they can overcome these problems. These problems may be related to the work and work environment or even the personal matters of the workers.

### 3. Supervisor as a linking pin

A supervisor functions as a linking pin between management and workers as he is known as a person in the middle. He is considered as representative of management by workers and workers' representative by management. In such a situation, the supervisor has to satisfy the needs of both, management as well as workers. He can do this by effective communication.

### 4. Supervisor as a motivator

Acting as a motivator is one of the most important roles of a supervisor because he has to motivate workers who

generally do not associate their objectives with those of the organization. They may have even negative feeling about the organization. In such a situation, the role of motivating workers is a challenging one. In order to perform this role, the supervisor must understand his workers fully and create a work environment which provides satisfaction to them.

### 5. Supervisor as a trainer

A supervisor works as trainer so far as on-the-job training of workers is concerned. He has to train workers requiring skills to perform their jobs effectively. Since many workers may be raw and unskilled, a supervisor faces an uphill task of making them skilled.

## Functional roles of a supervisor

Besides performing scientific management and human relations roles, a supervisor is required to perform various functional roles which are as follows :

### 1. Supervisor as a planner

In performing the role of a planner, a supervisor is required to formulate operational plans for workers, that is, what work is to be done, how to be done, and when to be done. He establishes production targets, schedules, and procedures. All these are required so that the supervisor gets the stated results from his workers well in time.

### 2. Supervisor as an organizer

While as a planner, the supervisor decides what, how, and when the work is to be done, as an organizer, he has to define who will do what. He brings people, jobs, machines, materials, etc. together and coordinates them for smooth and orderly functioning. His role of organizing can be compared to a conductor of an orchestra who brings into playing each instrument at right moment to produce melodious music.

### 3. Supervisor as a leader

A supervisor should be good leader and exercise appropriate leadership styles to bring the willing efforts from workers.

He cannot always rely on his formal authority to get the things done but should influence the workers by his personal skills for better performance.

Though the supervisor has a choice either to adopt task-oriented or people-oriented styles, he should mix these into appropriate proportion according to the need.

#### 4. Supervisor as a controller

A supervisor works as controller which involves evaluation of the work performance of his workers, measuring this in the light of standard set, and taking appropriate corrective actions where the work performance does not match with the standard. As a controller, he is responsible to ensure that the work proceeds according to plans.

#### Proper reporting to management by supervisor

The reporting to management is a process of providing information to various levels of management so as to enable in judging the effectiveness of their responsibility centres and become a base for taking corrective measures, if necessary.

#### Definition of Reporting to Management

In words of Mr. S.N.Maheshwari, "Reporting to Management can be defined as an organized method of providing each manager with all the data and only those data which he needs for his decisions, when he needs them and in a form which aids his understanding and stimulates his action". The reporting to management can also be called as management reporting or internal reporting.

#### Objectives or purpose of reporting to management

A management accountant has to prepare the report for the following purposes.

1. **Means of Communication:** A report is used as a means of upward communication. A report is prepared and submitted to someone who needs that information for carrying out functions of management.

2. **Satisfy Interested Parties:** The interested parties of management report are top management executives, government agencies, shareholders, creditors, customers and general public. Different types of management reports are prepared to satisfy above mentioned interested parties.

3. **Serve as a Record:** Reports provide valuable and important records for reference in the future. As the facts and investigations are recorded with utmost care, they become a rich source of information for the future.

4. **Legal Requirements:** Some reports are prepared to satisfy the legal requirements. The annual reports of company accounts are prepared to be furnished the same to the shareholders of the company under Companies Act 1946. Likewise, audit report of the company accounts is submitted before the income tax authorities under Income Tax Act 1961.

5. **Develop public relations:** Reports of general progress of business and utilization of national resources are prepared and presented before the public. It is useful for increasing the goodwill of the company and developing public relations.

6. **Basis to measure performance:** The performance of each employee is prepared in a report form. In some cases, group or department performance is prepared in a report form. The individual performance report is used for promotion and incentives. The group performance report is used for giving bonus.

7. **Control:** Reports are the basis of control process. On the basis of reports, actions are initiated and instructions are given to improve the performance.

#### Management levels of an organization

During the discussion of the stages in the development of the planning process and the attitudes of managers to planning, the need has to be identified for both strategic long-term thinking and operational short-term action. It is necessary now to understand how these activities can be related to the structure of the firm and to the roles of the different management levels.



A typical framework of a company consists of the following three management levels,

1. Strategic level,
2. Management level and
3. Operational levels.

### 1. Strategic Level

In most companies the strategic level of the firm is typically responsible for formulating the broad aims of the company, setting corporate objectives, identifying resources that can be utilized and selecting broad strategies. These aims, objectives and resources are then broken down into the constituent parts and allocated between the, individual subsidiaries or operating units, which are referred to as strategic business units (SBUs).

### 2. Management Level

The management level then break down the above allocations into departmental objectives, budgets and tasks for which the functional managers (for example in R&D or marketing) at the operational level are responsible.

### 3. Organization Level

The performance of the company in implementing the plans is monitored and controlled by operating the process in reverse. The operational level managers are responsible for achieving the objectives set by the management level and the management level is expected to achieve the objectives set by the strategic level.

### Distinctions between the three levels of management

At an early stage in the company's development, the distinctions between levels are unclear as decisions are made in a largely unplanned, reactive way. As the company develops, the separation of management levels and functions becomes clearer and is reinforced by formalized procedures (reports and meetings) to plan and control the business. Whilst we have indicated three broad levels of management, the number of links in the chain between the chief executive and the customer can vary considerably.

### Recent trend in Management levels

The recent trend in many companies has been to remove layers of management in order to have a flatter structure, thus giving individual managers far greater responsibility and authority for their part of the company. This has resulted in less distinction between the management activities, with managers at all levels being required to think strategically as well as operationally.

### Scientific Management

#### Origin of Scientific Management

Although the origin of the Scientific Management movement is traced to Charles Babbage (1832), the person who popularized the movement and made it acceptable universally is Dr. Frederick Winslow Taylor. Hence, he is regarded as the "Father of Scientific Management".

#### Taylor's Work on Scientific Management

F. W. Taylor believed that the adoption of Scientific methods resting upon clearly defined laws, rules and principles would be the only way to remove all sorts of wastage and the resultant inefficiency. He also claimed that the principles of Scientific Management have universal application i.e., the principles of Scientific Management are not confined to business operations alone. They can be effectively applied with profit to management of homes, churches, universities, Government agencies and all other social institutions. Then, he began to publish papers on Scientific Management educating the basic principles of Scientific Management. He also published a number of books like "Shop Management" and "The principles of Scientific Management" which has attracted worldwide attention.

#### How Scientific Management Movement gained popularity

Soon the movement got immense popularity and Taylor was able to get brilliant supporters like H.S. Pearson, Frank Gilbreth, H.L. Gantt, P. Emerson, Kandali, etc. Most of them were close associates of Taylor. They studied the system of Scientific Management from various angles and made valuable contributions to the management theory. Thus, the Scientific Management Movement gained much popularity, it progressed from strength to strength and it is now an universally recognized system.

### **Scientific Management system worldwide**

In U.S.A., the Scientific Movement system developed with greater speed and the American Management Association, founded in 1923, is a preeminent body in Management Science. In U.K., also the system developed to a great extent but its growth in the initial days was slow. But now these doctrines are increasingly applied with greater enthusiasm in almost all the developed countries of the world. The movement is gaining ground even in developing countries like India. At the same time, it must also be remembered that Taylorism has become a subject of much criticism and opposition.

### **View of critics on Scientific Management**

Many critics are of the view that the Scientific management movement has watered down the importance of the human factor in the management of business concerns. They felt that it is only a device of speeding up the workers to extract more work out of them. In spite of the criticisms, the valuable contributions made by Taylor and his associates for the causes of better management cannot be undermined.

### **Meaning and definition of scientific management**

The term Management can be simply, defined as “getting things done through the help of other people”. But the term Scientific Management cannot lend itself to such a simple definition and it can be defined in a number of ways.

However, it seems to be more appropriate to quote the definition of F.W.Taylor, the Father of the Scientific Management Movement. In his words,

Scientific management is “knowing exactly what you want people to do and knowing that they do in the best and the cheapest way possible”.

According to Taylor, Scientific management implies the application of two fold techniques. They are the following :

1. The discovery of the best method of performing a particular work under the existing conditions of knowledge and organizing ability.

2. The fruitful method or the best method for meeting a given situation.

### **Features of Scientific Management**

The broad features of scientific management can be outlined as follows :

1. Scientific Management does not involve a single element but a combination of varied elements.
2. It is concerned with a group or joint effort within an organization directed towards a common objective.
3. The group efforts should be made through certain type of organization and procedures.
4. The procedures and organization which form part of it must not be either on casual observation or chance factors.
5. The organization and procedures must be based on laws and principles evolved after a careful investigation and analysis of the work situation.
6. The system must be a dynamic one and not a static one.

### **Objectives of Scientific Management**

The broad objectives of Scientific Management can be outlined as follows :

1. To increase the rate of production with the help of standardized tools, equipment and methods.
2. To improve the quality of production by effective inspection and quality control through scientific research.
3. Systemic planning and regulation of cost control mechanism will Reduce the cost of production.
4. To eradicate waste of time and resources, and to implement effective methods of production.
5. To recruit right person for the job through scientific selection and training which in turn will control employee turnover.
6. Establishing a sound system of wage payment so that efficiency of output is maximum.
7. Ensuring a steady flow of quality goods to the consumers at reasonable prices.



## Elements of Scientific Management

The duties of the management clearly reveal the basic elements of scientific management. The various elements can be broadly classified into the following heads :

1. Scientific determination of the task.
2. Time and motion studies.
3. Standardization.
4. Scientific selection and training of the staff.
5. Modification of the organization
6. Mental revolution.

## Importance of communication in Management

Communication is one of the most important tool in the process of management. It influences every function of management. Managers at various levels use the communication system to plan, organize, direct and control activities and efforts of people. Every organization should build an effective system of communication for facilitating job performance and promoting satisfaction among people.

## Importance of communication in management

The importance of Communication can be understood from the following points :

### 1. Smooth working of the Enterprise

Communication ensures the smooth working of the enterprise. It plays an important role in all types of organizations. It solves a lot of problems in the case of complex organization. The successful completion of tasks on the part of the superiors depends upon the nature and flow of communication they receive from the subordinates. Similarly, the work of the subordinates also to a large extent depends upon the communication they receive from the superiors.

### 2. Quick Decision and Implementation

Managers need information, reports, statements from various sources for formulating plans and taking various

decisions. Further, the managerial decisions and plans are to be communicated to the subordinates. However, intelligent the personnel may be it would be of no benefit if the higher level management cannot effectively communicate policies and decisions to them.

The effective implementation of plans and decisions depends upon the nature of communication. It is said that communication acts as a driving force which keeps all the individuals working as per the expectations of the top management.

### 3. Coordination

The communication system plays a vital role in coordination of efforts and activities within single work units are between the various subsystems of the organization. Only through communication, coordination between various individuals and activities can be brought out.

### 4. Direction and Leadership

Communication system is used by the managers to clarify organizational and departmental objectives, policies and programmes, issues instructions, assignment of job to their subordinates, to advise, guide and assist the subordinates on which, how, when and where jobs so assigned are to be performed, to motivate, praise their subordinates and so on. Thus, managers perform their direction and leadership function through the communication system.

### 5. Managerial Control

Managerial control function involves the measurement of actual performance, comparing it with set standards and taking corrective actions in case of deviations if any. The communication system plays a critical role in managerial control function also. The control process is lubricated through the communication of information at all relevant points.

Information with regard to plans, programmes and budgets is to be communicated to managers responsible for determination of standards of performance and also to subordinates who have to meet them through various

operations. As and when the actual performance is measured and recorded, information in the form of reports have to be prepared and communicated to the concerned managers for purpose of evaluation.

Necessary corrective action, if any, needed in case of deviations, are also to be fed back to the operating system to set right the processes in the future. All this can be made possible only when there is an efficient communication system.

## 6. Management of Change

Communication is very much needed when there is a change in organizational systems, structures, processes and practices. The objectives of proposals and programmes of organizational change, its elements and implications should be communicated to the persons who are likely to be affected by it. One of the ways of overcoming resistance to change among people in an organization is proper and timely communication on the various aspects of change.

## 7. Achieving the Organizational Goals

Communication also plays an important role in keeping the various subsystems of the organization together and in moving them in such a fashion to achieve the organizational goals. In every organization, individuals and groups in one work unit should know what is going on in other work units for which a smooth and efficient communication system is essential.

## 8. Democratic Management

If an effective system of communication is adopted, employees can present their ideas, suggestions, and complaints and employees grievances can be set right at their earliest stage. This will avoid industrial unrest. It is said that many conflicts arise because of the lack of communication or misunderstood motives.

## 9. Prerequisite to work communication

Management cannot communicate to workers unless management itself is informed. Not only must management

know but it must also understand the information well enough to interpret it to others. Just as a photograph can be no clearer than the negative from which it is printed, the manager cannot transmit more clearly than he understands.

## 10. Proper judgement and decisions

It is essential if a manager is to make proper judgements and decisions. The manager is often completely isolated from the point of performance, and he can serve as a “decision centre” only to the extent that reports and other information reach him. This requires two-way communication.

11. The scope of manager’s influence is typically greater than a worker’s. Therefore, inadequate communication to any one manager can have a direct effect on profit, productivity, or morale because his wide span of control and coordination affects many people and different activities.

12. Management communication is necessary because most of the links in the chain of communication from top to bottom and bottom to top, are in the management group. Each link attends a new opportunity for distorting, fading and delay.

It would be obvious that communication is the ‘Life-blood’ and foundation stone of the successful working of an organization, for it puts a check on many rumours, misunderstandings and gossip when plans, ideas, information, etc., are circulated among employees. At the same time, it makes their reaction known so that any difficulty in the proper implementation of policies and the observance of rules may be removed.

It is through communication that they submit their grievances, work reports, suggestions, etc. In fact, an effective and speedy communication establishes unity among colleagues. For proper co-ordination and control, communication is a must, for in its absence there cannot be any synchronization of activities, unity in thinking and working, and co-operation among the employees.

(to be continued in next issue.....)



## News Release from the IULTCS



YOUNG LEATHER SCIENTIST GRANT PROGRAMME 2021 OPEN NOW FOR APPLICATION SUBMISSION -  
ERRETRE AND LEATHER NATURALLY TO SUPPORT AGAIN THE IULTCS YLSG PROGRAMME IN 2021

Due to the impact of COVID-19 the application submission for the 2021 YLSG programme has been extended until 30<sup>th</sup> November, 2020. Luis Zugno, President of IULTCS, asks young research talents of the industry to submit courageous and innovative project ideas for research projects in the categories: Leather Research, Machinery / Equipment and Sustainability to be conducted at a recognized institution in 2021.

Details of the eligibility requirements are available on the IULTCS website :

<https://iultcs.org/commissions/iur-research-commission/>

Italy based leather technology provider and machinery manufacturer, ERRETRE S.p.a., confirmed support of the 2021 YLSG programme of IULTCS in the category Machinery/ Equipment. The grant is to encourage young leather students and scientists to run a leather research project in the areas of development of machines for leather processing, automation, chemical/physical analysis and environmental equipment. Mr Adriano Peruzzi from Erretre remarks: "Our company supports leather education and we strongly believe our sector needs young motivated people to implement innovation and face the challenges the industry is facing during the coming years. Erretre is again proud to award one young scientist for the work on a remarkable research project on Machinery/Equipment and for the contribution to the leather industry."

"Leather Naturally is proud to sponsor the Professor Mike Redwood Sustainability/Environment grant for another two years" said Egbert Dijkers, Chairperson. "With Leather Naturally's focus on providing education to designers, brands and consumers, it was a logical step to sponsor this award and honour our founder Professor Mike Redwood." Who is quoted as saying: "I wrote my first sustainability report in 1993 and those companies who have embraced the subject positively

since then have all benefited from the solid science-based foundation it establishes when fighting competitive materials on environmental grounds. To pursue sustainability as an ongoing objective stimulates the leather industry to be dynamic and innovative. I am immensely honoured to be named in this grant and hope that it will allow candidates to feel free to challenge the industry with creative and unexpected ideas".

2021 will be the seventh year of the grant, and IULTCS will provide the monetary sponsorship for a single sum of €1,500 grant to Basic Research; ERRETRE will sponsor the €1,000 grant for Machinery/Equipment and Leather Naturally the €1,000 sponsorship for the Professor Mike Redwood grant on Sustainability/Environmental.

Michael Meyer, Chairman of the International Union of Research Commission (IUR) of IULTCS and Research Director at Freiberg (Germany) based FILK Leather Institute expressing his appreciation of the engagement: "We much value the contribution of ERRETRE and Leather Naturally to our YLSG programme. It is a vital instrument to encourage young leather scientists to acquire awareness and become more connected to the established research community of our industry. We have seen the programme growing stronger over the past years. Last year's edition brought up numerous, ambitious applications to step forward with innovative ideas and sustainable technologies."

The IULTCS requests that readers of this announcement forward the information to those institutions and individuals who could benefit from the award.

Dr Christine Powley-Williams, Chairman, IUL Commission

*(Source : Email dated 09/10/2020)*

# KNOW YOUR SHOE

## Part - 5

Mr. Shome Nath Ganguly

Former Principal, Karnataka Institute of Leather Technology



### DRESS AND FORMAL SHOES

Dress shoes are generally made with smooth and supple leather uppers. Good quality TPR or with PU (single or double density) soles are used in this purpose. Now a days “leather soles” are not used. Formal shoes are characterized by sturdy leather uppers & with non-leather outer soles like TPR, TPU or PU soles.

Some designs of dress shoes are made in such a fashion design that can be worn by either gender. The majority of dress shoes uppers are made with leather. Shoes in these segments enclosed most of the lower part of foot. It is true mock type construction which covers bottom part of foot & provides sufficient comfort of the foot while walking. This type of shoes does not cover up to the ankles.

This upper part of the shoe is also made without opening (means without eyelets). It may be with Zipper, elastic or strap (single or multiple) from inside openings. An open toe featured in women’s shoes known as peep toe shoe.



**BROGUE SHOE :** This shoe was originated in Ireland in 1790. A shoe usually based on an Oxford or Derby style, with a wing cap where many components of the upper have a gimped and punched edge treatment. This is a low cut decorative shoe. This decoration (brogue) effect can be made in any other style of shoes by punching and gimping. Generally it is recommended for an oxford or Derby shoe with wing cap. The toe of the shoe

is covered with a perforated panel, the wing-tip, which extends down either side of the shoe. Brogues can be found in both balmoral and blucher styles, but are considered slightly less formal.

Shoes covering ankle high uppers are also available in the market known as semi ankle or ankle shoe. A shoe with the upper rising above the ankle is usually considered as a boot. Starting from ankle up to knee high, boots are available. Usually, a high-ankle shoe is secured by laces or zippers although some styles have elastic inserts to ease slipping the shoe on.

#### MEN’S SHOE

Men’s shoes can be categorized by how they are closed & assembled.

#### CONSTRUCTION WISE UPPER OF SHOE

Albert	Bar shoe or Monk Shoe	Belly / Ballerina	Ball Shoe
Balmoral	Booty	Boot	Boat shoe
Court shoe	Chuplee	Casual	Derby/Gibson
D’Orsay	Fringe/shwal Tongue	Ghillie	Gore
Grecian	Jodhpuri	Jalsa / nagra	Mule
Moccasin	Oxford	Pump	Peep Toe
Sling back	Sports Shoe	True Moccasin	

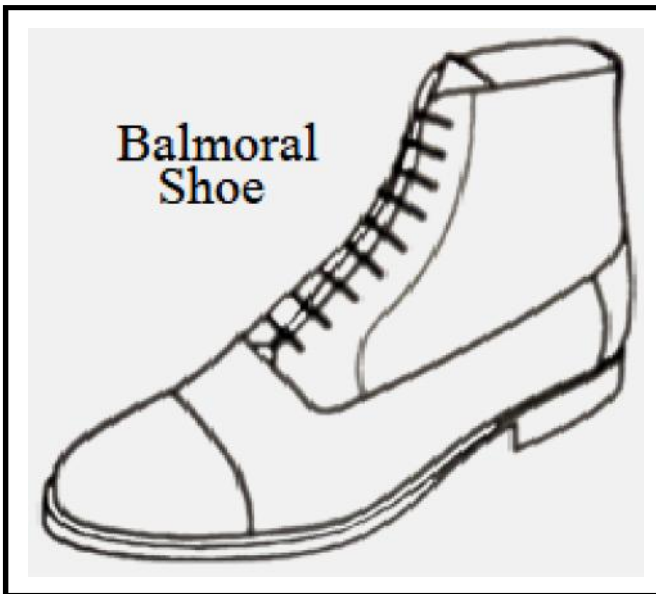
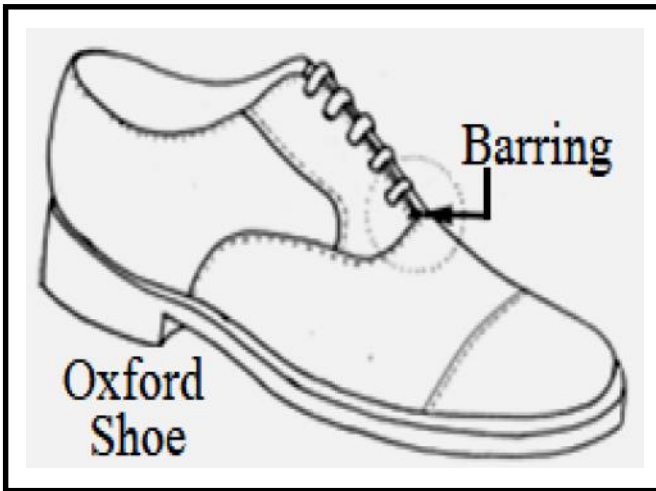
#### CONSTRUCTION WISE BOTTOM OF SHOE

Good Year Welted	Stuck-On	D.V.P.(Director Vulcanise Process)	D.I.P.(Director Injection Process)
Mckay Stitched	California Construction.	Clog	String Lasting Method
Sancrispino	Veldtschoen		

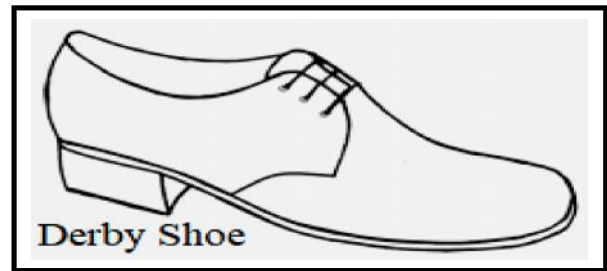


ILTA  
Since 1950

**BALMORAL SHOE** : The name Balmoral shoe came from “Balmoral”, a royal residence in Aberdeen shire, Scot-land, the favourite country house of Queen Victoria and her consort, Prince Albert. This was originated by Prince Albert around 1848. This is a gents shoe / boot or ankle boot which follows the oxford style of facing with the vamp overlaying the quarter. This is a shoe with a closed front-laced ankle. The specialty of this shoe is that the vamp wings extended to either side to join with the quarter.



**OXFORD** : This name of the shoe came from the place where it was originated. This shoe was originated in 1640 in Oxford in England. It is a low cut, open throat, laced shoe usually with 5 eyelets. The toe cap or vamp wing, quarter and counter at the back is a regular feature of an oxford shoe. The basic difference of this shoe with a derby shoe is that the vamp portion of this Oxford upper is placed upon the quarter. The tongue is always attached separately in this construction.

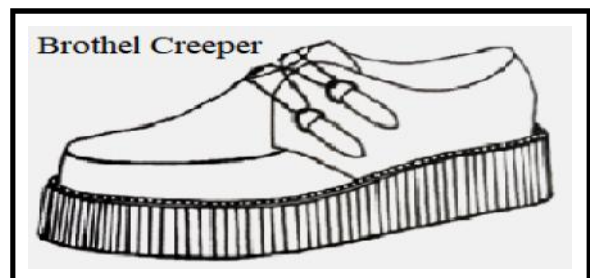
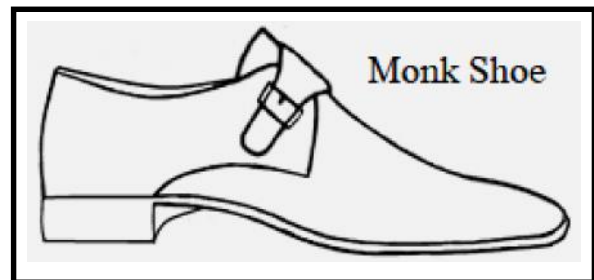


**DERBY / GIBSON** : In Derby construction the laced quarter uppers are attached to the vamp. This is also known as “open lacing” shoe. If the laces are not independently attached to the vamp, the shoe is also known as a blucher shoe. This name is, in American English, often used about derby.

This is the most popular and simplest construction for a shoe upper. It is generally made for low cut shoes but also available in high cut boots. The main features which differentiate it from an Oxford shoe is the quarter of the derby shoe which is placed on the vamp. This shoe is having sufficient space for opening. The ladies derby shoe is known as GIBSON or LORNE SHOE. It is an open throat, laced shoe with a full or separate tongue.

**MONK SHOE** : Monk-strap is a buckle and strap instead of lacing to fasten the shoe. A shoe fastened at the instep by a wide strap & buckle. It is similar to a derby shoe except that the inside quarter is extended over the instep to form the strap. The buckle is attached to the outside quarter of the upper.

**BROTHEL CREEPER** : The construction of the upper is like double strap monk shoe. The shoe is made with a very heavy creep rubber sole. It was associated with young men ‘Teddy-Boy’ during late 1950.





ILTA  
Since 1950

## BLUCHER SHOE



**Blucher Shoe :** A blucher is a style of shoe similar to a derby shoe with wide open lacing system. Speciality of this construction is in its vamp which is made of a single piece of leather “one cut”. The eyelets tabs sewn on top keeping enough space for eyelet to accommodate shoelace.

The blucher shoe which is similar to a derby shoe both feature open lacing in contrast to the Oxford shoe which uses close lacing but in the derby the upper has large quarters with eyelets sewn on top, while in the blucher the upper is made of one cut, with only the small eyelet tabs sewn on top. “blucher” also being used to refer to “Derby” as well as “Oxford” shoe.

*Read and Let Read :-*

JILTA

## Solidaridad ASIA

Solidaridad Network is a global civil society organization providing efficient, scalable and economically effective and innovative sustainability solutions in various agricultural and industrial commodities such as:



Solidaridad Asia has more than 320 sustainability experts operating from 26 offices in 9 countries and has also pioneered development and implementation of national sustainability standards in the region.

Solidaridad initiated its efforts in the leather cluster in late 2017 with the Kanpur-Unnao leather cluster. Within 2 years of inception, we have started our efforts in Kolkata and Bangladesh Leather clusters. Through tailor-made programs, Solidaridad has tried to address the following components:

### KEY COMPONENTS



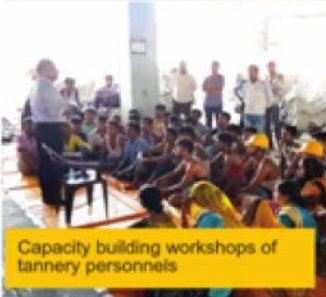
### SUSTAINABLE WAY FORWARD IN THE LEATHER CLUSTERS ACROSS INDIA



**Solidaridad**  
ASIA



Solidaridad celebrating its 50th year anniversary in The Netherlands



Capacity building workshops of tannery personnels



Tannery workers using desalting machine to remove salt from hides



OHS workshop conducted by experts for awareness creation and risk mitigation of toxic H2S gases



Ministry of The Netherlands acknowledged Solidaridad's contribution to leather sector in India at Indo-Dutch forum



Launch Meeting of Solidaridad's project for pollution prevention in tanneries in Kanpur

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TRANSITIONING TO SUSTAINABLE FUTURE FOR KOLKATA LEATHER INDUSTRIES

**Enhancing Competitiveness of Kolkata Leather Complex through cost-effective and eco-friendly initiatives**

Hon'ble Chief Minister of West Bengal, Ms. Mamata Banerjee launched the 42 months EU Switch-Asia programme 'Effective waste management and sustainable development of the MSME tanning companies in Bantalla leather cluster' for sustainable future of the Kolkata tanneries on 23<sup>rd</sup> September 2020.

Solidaridad Regional Expertise Centre along with its partners— Il Politecnico Internazionale per lo Sviluppo Industriale ed Economico (PISIE), the Calcutta Leather Complex Tanners Association (CLCTA), Stahl, Dugros and the European Union (EU) virtually launched the project for the leather cluster in Kolkata

The initiative started in 2019 at the Bengal Business Conclave, wherein Solidaridad, CLC Tanners Association and Dutch consortium signed the Memorandum, in the presence of Hon'ble Chief Minister of West Bengal, Mamata Banerjee and Finance, Industries and IT Minister, DrAmit Mitra. This steered Solidaridad and partners to develop a project that supports Kolkata leather cluster to adopt cleaner and sustainable production processes.

The initiative under the EU Switch Asia Programme will support the Kolkata leather cluster to adopt cleaner and sustainable production processes. This project also complements the West Bengal government's vision of making Bantalla leather cluster into a leading leather geography in Asia, while reducing its environmental footprint and improving health and safety conditions of the workers, thus, contributing to the achievement of the Sustainable Development Goals (SDGs).

The project will adopt a multipronged approach to achieve its end: resource-efficient and circular economy model.

Firstly, Solidaridad will work with its partners and technical experts to demonstrate national and global eco-friendly practices and technologies that are commercially viable with the objectives of promoting green tanning and waste management in the tanneries.

Secondly, the tannery workforce will be capacitated on better tanning practices, solid waste management and occupational health and safety through training-of-trainers programme.

Thirdly, a public-private partnership platform will be established that represents the interests of the key stakeholders to collaboratively plan the roadmap for the improvement of the Bantalla leather complex. Lastly, the tanneries will be enabled to adopt green practices and technologies, thus, driving sustainable development of the cluster.

The online launch event witnessed a large participation of delegates from India, the European Union, the Netherlands, Italy and Germany, representing the Indian State and central government officials, Ambassadors and delegates from the Embassy of European Union, The Netherlands, Italy and Germany, institutions such as Central Leather Research Institute and Council for Leather Exports, representatives from the Indian leather industry associations, participants from the global leather fraternity and the development partners community.



The event saw a robust representation of both public and private bodies at the national and international level.



Hon'ble Chief Minister of West Bengal, Mamata Banerjee congratulated the team and government officials for continuing the pace even during the pandemic. She said that this eco-friendly project defines a great future for the tanneries in Bantalla and will enhance their responsibility towards the environment, thereby increasing their efficiency and making them globally competitive. The leather complex project will enable the micro, small, medium enterprises to grow. She also thanked the Governments of the European Union, the Netherlands, Italy and Germany for supporting Bengal in its goal towards sustainability and applying state-of-the-art machineries.



Dr. Amit Mitra, Minister of Finance, Government of West Bengal remarked that the project is considered as a Pan-European project which is co-funded by the European Union and Germany and Italy is supporting Leather perk with their high-end machinery. He ensured government's cooperation to implement this innovative project for the sustainable development of the Kolkata leather industry.



Elaborating on the EU partnership in this project, His Excellency Ugo Astuto, Ambassador of the European Union to India, congratulated this unique project and said, "It makes sound economic sense for businesses to be sustainable, to cut down on energy use, to reduce or eliminate chemicals in the manufacturing process. This initiative will not only provide opportunities for collaboration between Indian and European partners, but also facilitate exchanges of expertise and technology for the sustainable development of the cluster."



At the launch event, His Excellency Marten Van Den Berg, Ambassador of the Netherlands to India, highlighted the Indo-Dutch collaboration on integrated water resource management. He mentioned the need for creating a circular ecosystem that will cater to the demand of the environment as well as the job creation; supporting the health and safety concerns of the workers through this project is the key takeaway.



His Excellency Vincenzo De Luca, Ambassador of Italy to India, opined that the Italian leather industry is historically considered a world leader, and therefore, it looks forward to working and supporting this EU-driven initiative for Bantalla's leather tanneries.





Dr. Stephan Grabherr, Deputy Ambassador of Germany to India, lauded the project and acknowledged the great potential the project holds in job creation and giving a better life to the associated people in the era of pandemic.



Dr. Shatadru Chattopadhyay, Managing Trustee, Solidaridad, said, "Covid-19 pandemic has made the issue of effective waste management even more significant. Solidaridad has relentlessly worked towards pollution abatement, a key developmental challenge. We have been demonstrating the redressal of pollution related issues through a robust public-private partnership model and are confident that this project would support inclusive eco-friendly growth based on a waste to value creation."



Mr. P R Aqeel Ahmed, National Chairman from Council of Leather Exports appreciated this project and recognised global and national green solutions, which will enhance the market competitiveness of the Kolkata leather industry. CLE ensures that with this project, Kolkata will become the largest exporter of finished goods in the country and will rise up to become an important destination of Europe and America.



The Director, CSIR-Central Leather Research Institute (CLRI), Dr KJ Sreeram mentioned that likeminded agencies should come forward to work towards sustainable leather manufacture. He highlighted that CLRI and Solidaridad are working together in Kanpur-Unnao Leather Cluster and the institute is open to collaboration in Bantalla as well.

Mr. Tatheer Zaidi, Senior Program Manager, Leather- Solidaridad presented the project brief and the proven eco-friendly practices demonstrated in Kanpur-Unnao Leather Cluster. Other project partners, Mr. Carlo Milone, General Secretary of PISIE, Mr. Michael Costello, Group Director, ESG, Stahl, Mr. Ramesh Juneja, President, CLC Tanners Association and Mr. Pieter Brussaard-CSR Manager Dugros presented their roles and expectations in the project. Tatheer also thanked Govt College of Engineering and Leather Technology, ILPA and ILTA for their continuous support for the project. He mentioned that the Kolkata project is in full swing and the Kolkata team is being headed by Mr. Pradipta Konar Programme Manager – Leather.

PROJECT PARTNERS



Mr. Imran Khan, General Secretary, CLC Tanners Association mentioned that the industry commits to improve the sustainability of the cluster with other project partners and welcomes this initiative to enhance competitiveness of Kolkata Leather Complex through pollution abatement measures.



Ms Delphine Brissonneau, Programme Officer, Delegation of the European Union to India and Bhutan presented the vote of thanks. She shared that all the key points shared has given more insight to the Programme. She felt the project is very relevant to the cluster needs and envisages a sustainable growth in the tannery sector. The Project will support eco-friendly practices and technologies, resources will be used efficiently, development of employment opportunity and improving the workplace environment.



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## INDIA WITNESSES SPURT IN ORDERS FOR INDUSTRIAL LEATHER GLOVES FROM ACROSS THE WORLD



India is witnessing a spurt in orders for industrial leather gloves from across the world, especially from mining companies, with a gradual resumption of economic activities after the lockdown forced by the Covid-19 pandemic.

Mining has been declared an essential activity across South America, Canada, South Africa and most other regions owing to the economic reliance on the industry.

“There is a surge in orders for industrial leather gloves from global markets. Due to lockdown, foreign buyers could not import these gloves. Now they are buying in good volumes. The demand is up 20% compared to that last July,” said Ramesh Juneja, regional chairman of Council of Leather Exports.

The majority of industrial leather gloves are produced in Kolkata and the rest in Chennai, he said.

Industrial leather gloves are produced from the hides of cow and buffalo that are imported from Brazil. “There is no problem in getting raw materials. We can also use hides of Indian cows and buffaloes that die naturally,” said Juneja.

But even as exports of industrial leather gloves have picked up, exports of other leather products such as handbags and wallets have dropped as retail sales in the US, UK, Germany, France and Italy have not picked up and importers are asking Indian manufacturers to renegotiate contracts at 10-15% lower prices.

“Not all shops have yet opened in overseas markets. Those which are opened are not witnessing enough footfall as consumers are worried about the economic situation as well as health issues,” said Juneja. “So the buyers from these countries are asking us to renegotiate deals at lower prices. But this seems impossible as the cost of our production has gone up since we have to bear the overhead costs despite a drop in sales.”

The country’s leather industry is staring at an export loss of \$1.5 billion due to the Covid-19 pandemic that has gripped the global markets, said Juneja.

India’s export of leather and leather products fell 10.89% in 2019-20 to \$5.07 billion from \$5.69 billion in the previous year. The share of footwear in India’s total leather and leather product exports was 51.77%, followed by 26.44% share of leather goods and accessories, 10.34% of finished leather, 8.46% of leather garments and 2.99% of saddlery and harness.

*(Source : Economic Times – 16/08/2020)*

## STAHL LAUNCHES STAHL ELEGRADE™: THE NEXT GENERATION UPGRADING SOLUTIONS



Claus Reineking, Global Technical Director Leather at Stahl: “The Stahl EleGrade™ portfolio offers improved performance properties, an efficient cost-benefit ratio and a versatile range in upgrading, from fine to high upgrading. Besides, the solutions are easy to use in application as they support all conventional means of application and have a good response to mechanical operations. In short, Stahl EleGrade™ improves the aesthetic look or performance of the leather in a superior, efficient and simple way.”

The range of products caters to all types of upgrading requirements. The EleGrade™ portfolio consists of 3 products:



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the Aquabase system, the Melio® Ground system and the Mirage® system.

**Aquabase system**

The Aquabase system focuses on corrected grain or split leather with high performance. It is ideal for leather intended to be used for automotive, furniture, shoes & leather goods. The Aquabase system is easy-to-use in terms of hand application or reverse roll coater machine, while the resultant leather can be characterized as smooth, elegant and durable.

**Melio® Ground System**

This tailor-made solution for pre-base or sealer-coat has outstanding sealing and is ideal for leather intended to be used for furniture, classic shoes & leather goods. It ensures efficient film formation while maintaining excellent inter-coats adhesion. The resultant leather remains soft and flexible for versatile use from light to high level of upgradation.

**Mirage® System**

This range is characterized by reduced film formation for retaining a natural look and elegance of the leather. It is ideal for leathers with uneven surfaces, grain-off issues or mild defects. The Mirage® system ensures efficient sealing properties with uniform levelling of the surface. This range includes a pre-base system with specialty additives to enhance performance.

The Stahl EleGrade™ range complies with the Zero Discharge to Hazardous Chemicals (ZDHC) MRSL.

*(Source : LeatherMag.com – 05/10/2020)*

**FINEST LEATHER CAR SEAT COVERS FOR ADDED COMFORT**



Leather car seat covers not just protect your seats but also uplift your swag incredibly. Getting these products for your car also increases its resale value. So, have you got one yet?

Car seat covers are essential because it keeps your vehicle’s seats protected from dust, dirt, water, and similar. Amongst the plethora of seat covers, leather car seat covers are quite phenomenal in terms of quality and utility. Made using the premium quality leather, these car seat covers provide a cushy sitting experience for you. Also, the impeccable shiny finishing of these leather car seat covers renders an appealing look for your car’s interior.

Here’re some of the most popular leather car seat covers that can be purchased online in India.

**Take a look: -**

**Hi Art Black and Grey Leatherite Custom Fit Car Seat Covers**



Hi Art comes up with this leather car seat cover that is available in black and grey color combination. This car seat cover is designed using the top-notch faux leather and is available in X-large size. Available in a 200 x 200 x 200 cm dimension, this product is easily dry cleaned and vacuum cleaned. Moreover, you can purchase this leather car seat cover in various designs. Features of this car seat cover are aesthetic look and high shelf life.



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### 3D FRONTLINE PU Leather Front Line 3D Car Seat Cover



3D FRONTLINE, a prominent brand, offers this leather car seat cover that is appreciated for its unique design and reliable performance. This leather car seat cover is provided with a fitment process that ensures it perfectly fits your vehicle's seats. Along with this, the offered product is stitched using the first-string PU leatherette and is known for its features like UVrepellant, tear-resistance, easy to clean nature, and low maintenance.

### KVD Butter Leather Luxury Car Seat Cover



Don't miss this exquisite leather car seat cover from KVD that fits perfectly on your vehicle's seats. This car seat cover has its inner material made up of foam sheets and fusing, while the outer material via luxury butter leather. In addition to this, the offered product is valued for its termite-proof nature, tear-resistance, perfect fitting, high shelf life, UV-repellant, and no chemical odor finish

### Autofact AF07 PU Leather Car Seat Covers



If you're looking for an incredible car leather seat cover, this product from Autofact makes a perfect purchasing option. This car seat cover is stitched using the A-Okay PU leather and is offered for back seats and headrest too. Moreover, this product is known for its high strength, easy to clean characteristic, low maintenance, and durability. The offered leather car seat cover is available in a 60 x 10 x 40 cm dimension.

### Khushal Leatherite Car Seat Covers



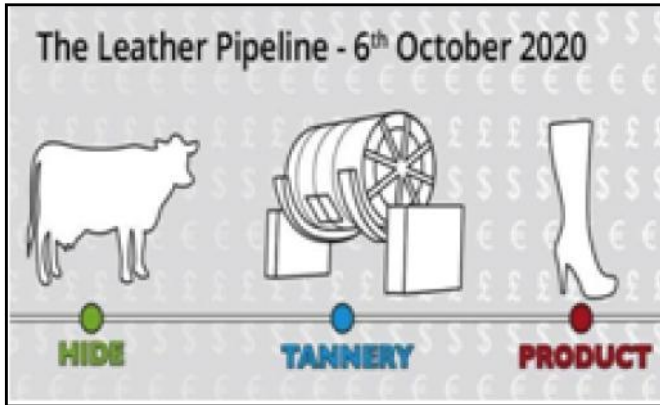
Khushal comes up with this amazing leather car seat cover, which is manufactured using the supreme quality faux leather. This car seat cover is available in a 40 x 30 x 7 cm dimension and is offered in black or beige color. Along with this, the offered product is purchased for its features such as UV-repellant nature, tear-resistance, low maintenance, and easy to clean attribute. Note that you will need a fitter to install these leather car seat covers.

*(Times of India – 01/09/2020)*



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**LEATHER PIPELINE: FOOTWEAR NEEDS TO STEP UP FOR SUSTAINED LEATHER RECOVERY**



The latest in our Leather Pipeline series of exclusive, dedicated market intelligence reports appears in the October 6 issue of Leatherbiz Weekly.

It confirms that there has been a continuation of the recovery in leather demand that we have reported in recent weeks. However, it insists that this is insufficient and that only a genuine revival in demand for side leather among the footwear manufacturers of the world will be able to provide confirmation of “a healthy new cycle”.

It explains, as previous issues of the report have done, that the recovery started in China. Economic recovery there is further advanced than in most regions and Chinese tanners have taken advantage of low raw material prices and of consumers’ return to the shops to increase their consumption of hides and their output of finished leather.

In addition, there has been a wider increase in demand for automotive and furniture upholstery leather. But there has been no “big recovery of the material’s use” in footwear to date.

The Leather Pipeline report says it’s mostly for price reasons that some buyers are investing in leather, but it says this could provide a platform for a more sustainable recovery.

It warns, however, that what it describes as exaggerated reports of high demand for hides could tempt meat companies to try to put the price of the raw material up too much too soon and put leather’s fledgling recovery in jeopardy.

*(LeatherBiz.com – 06/10/2020)*

*Read and Let Read :-*



# The Role of MSME, Entrepreneurship & Managerial Effectiveness : A Study on Leather Industry in West Bengal



<sup>1</sup>Prof. Asok Kumar Banerjee, <sup>2</sup>Mr. Supriyo Pramanik

<sup>1</sup>Immediate Past President, Calcutta Management Association & Immediate Past Chairman & Chairman's Council Member, IIM Calcutta Alumni Association, Calcutta

<sup>2</sup>Marketing Executive

## Abstract

MSME is the pillar of economic growth in many developed and developing countries in the world. MSME is the boon for the fresh talent in India. The MSMEs play a vital role in the overall growth of industrial economy of the country. Considering the contribution of MSME to employment, manufacturing, exports, and many other sectors are also benefitting from it. Central Government benefit issued to MSME, include easy sanction of bank loans (Priority sector lending), lower rates of interest, excise exemption scheme, exemption under Direct Tax Laws and statutory support such as reservation and the interest on Delayed Payments Act. The budgetary allocation to MSME for the year 2018-19 was Rs. 3,790 crores for Manufacture of leather and related products. The challenges faced by MSMEs in Indian context includes low rate of IT adoption, lack of infrastructure, logistics and marketing support, lack of adequate information, improper new product development, highly inadequate credit flow, non-exposure to best management practices in manufacturing and marketing.

Gross value of output of MSME manufacturing sector (in crore) grown at CAGR of 6.14% and 6.56% for service sector, during 2006-07 to 2015-16 and the growth rate is highly fluctuated. During the same period, the total working MSME enterprises, the employment has grown at the compounded annual growth rate (CAGR) of 3.63%, the share of manufacturing sector growth rate CAGR of 1.33%. Share of service sector growth rate to GDP with CAGR of 4.95% during 2006-07 to 2015-16 and indicates MSME service industry contribution to GDP is growing lower over 9 years of period (Ref: Annual Report, 18-19 Min. of MSME, GOI). In Opportunity and Risk ranking West Bengal Ranked 19<sup>th</sup>, 17<sup>th</sup>, 8<sup>th</sup>, and 12<sup>th</sup> in 2016, 2017, 2018 and 2019, while Gujarat ranked 1<sup>st</sup> and throughout. For business lending to individual,

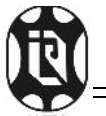
in the same period West Bengal was, 18-17-9-8 and Gujarat was in 1<sup>st</sup> position throughout (Ref: SIBIL/ SIDBI report). It is suggested that government has to adopt integrated policy, providing sound data with efficient governance, promote skill development to increase productivity and providing accessible credit through government sponsored agency exclusively to MSME is essential to increase productivity and contribution to economic growth.

**Key words:** MSME, Leather Industry, Technology, Productivity, Marketing

The government's ambitious Rs 3 lakh crore rescue package for small and medium-sized businesses is struggling to take off as a host of issues have hobbled its implementation. Lenders awaiting the fine print of the aid package from Reserve Bank of India (RBI), continue to be cautious about lending to small businesses due to poor demand outlook and risk aversion, two people aware of the issues said.

The size of the package notwithstanding, public sector banks have so far sanctioned loans worth only Rs 1,109 crore to micro, small and medium enterprises (MSMEs) in 12 states under the Emergency Credit Line Guarantee Scheme, or ECLGS of this, Rs 599 crore has already been disbursed to 17,904 accounts, according to data compiled by the department of financial services.

Uncertain business outlook has made bank finance difficult for many small businesses, especially in manufacturing. Despite the government push, many lenders view micro, small and medium enterprises utilising the loan moratorium as potential stressed cases with impaired repayment ability, industry watchers said.



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On May 16, the government announced a comprehensive economic package for the micro, small and medium enterprises sector, which included the Rs 3 lakh crore collateral-free automatic loan scheme, Rs 20,000 crore subordinate debt scheme for stressed micro, small and medium enterprises and Rs 50,000 crore equity infusion scheme through a fund of funds.

The working capital facility is an automatic credit and it should be mandated by the Reserve Bank to banks that the credit should be extended to micro, small and medium enterprises without any credit appraisal or evaluation. The credit should be extended based on a certain percentage of average working capital facility drawn by banking customers," said KR Sekar, partner, Deloitte India.

While government guidelines clearly said that lending institutions are expected to be liberal in sanctioning loans, they are, however, also "expected to evaluate credit proposals by using prudent banking judgement and use their business discretion/due diligence in selecting commercially viable proposals and conduct the accounts of the borrowers with normal banking prudence."

This leaves the onus and accountability of sanctioning credit on banks.

### **What is MSME**

The Ministry of Micro, Small and Medium Enterprises, a branch of the Government of India, is the apex body for the formulation and administration of rules, regulations and laws relating to micro, small and medium enterprises in India.

### **What are Micro, Small & Medium Enterprises?**

Definitions of Micro, Small & Medium Enterprises In accordance with the provision of Micro, Small & Medium Enterprises Development (MSMED) Act, 2006 the Micro, Small and Medium Enterprises (MSME) are classified in two classes:

1. **Manufacturing Enterprises:** the enterprises engaged in the manufacture or production of goods pertaining to any industry specified in the first schedule to the industries (Development and regulation) Act, 1951) or employing plant and machinery in the process of value addition to the final product having a distinct name or character or use. The Manufacturing Enterprise are defined in terms of investment in Plant & Machinery.

2. **Service Enterprises:** the enterprises engaged in providing or rendering of services and are defined in terms of investment in equipment.

### **Vision, Mission and Function of Ministry of MSME**

#### **Vision :**

Sustainable Development of Globally Competitive Micro, Small and Medium Enterprises as an Engine of Growth for the Indian Economy.

#### **Mission :**

Promote Growth and Development of Micro, Small and Medium Enterprises, including Khadi, Village and Coir Industries so as to Create New Enterprises and More Employment Opportunities. The Long-Term Goal of the Ministry is to Enhance Manufacturing base in the Country by Improving Performance of MSMES through Skill and Entrepreneurship Development.

#### **History**

The Ministry of Small-Scale Industries and Agro and Rural Industries was created in October 1999. In September 2001, the ministry was split into the Ministry of Small-Scale Industries and the Ministry of Agro and Rural Industries. The President of India amended the Government of India (Allocation of Business) Rules, 1961, under the notification dated 9 May 2007. Pursuant to this amendment, they were merged into a single ministry.

The ministry was tasked with the promotion of micro and small enterprises. The Small Industries Development Organization was under the control of the ministry, as was the National Small Industries Corporation Limited public sector undertaking).

The Small Industries Development Organization was established in 1954 on the basis of the recommendations of the Ford Foundation. It has over 60 offices and 21 autonomous bodies under its management. These autonomous bodies include Tool Rooms, Training Institutions and Project-cum-Process Development Centers.

Services provided include :





- Facilities for testing, toolmenting, training for entrepreneurship development
- Preparation of project and product profiles
- Technical and managerial consultancy
- Assistance for exports
- Pollution and energy audits

It also provides economic information services and advises Government in policy formulation for the promotion and development of SSIs. The field offices also work as effective links between the Central and State Governments.

**Functions :**

- Facilitation and credit flow to MSMEs
- Improving competitiveness of MSMEs
- Improve manufacturing base through upgradation of technology
- Promotion of MSMEs through cluster bases approach
- Marketing support to MSMEs
- Skill development and entrepreneurship development training
- Creation of new Micro Enterprises through Prime Minister's Employment Generation Program (PMEGP)
- Growth and development of Khadi and Village Industries (KVI) sector
- Growth and development of Coir Industry

**Divisions :**

- SME Division
- ARI Division
- Finance Wing
- Statistical Wing

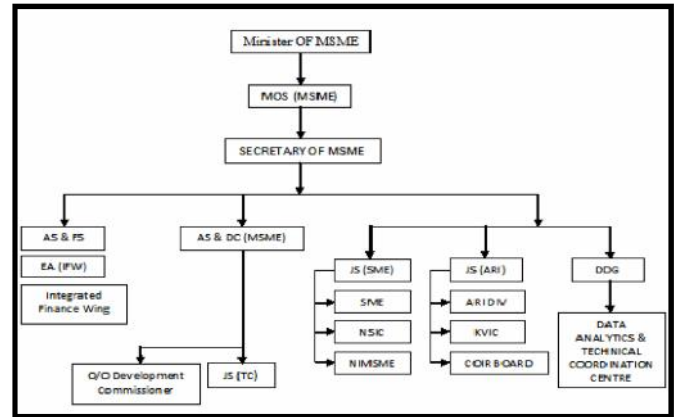
**Manufacturing Sector**

Enterprises	Investment in Plant & Machinery
Micro Enterprises	Does not exceed twenty five lakh rupees
Small Enterprises	More than twenty five lakh rupees but does not exceed five crore rupees
Medium Enterprises	More than five crore rupees but does not exceed ten crore rupees

**Service Sector**

Enterprises	Investment in Equipment
Micro Enterprises	Does not exceed ten lakh rupees
Small Enterprises	More than ten lakh rupees but does not exceed two crore rupees
Medium Enterprises	More than two crore rupees but does not exceed five crore rupees

**Organizational Structure of MSME Setting**



**Setting up a Micro, Small and Medium Enterprise**

The main steps involved in setting up a Micro, Small & Medium Enterprise are as below:

- Project Selection
- Technology and Machinery
- Arranging Finance
- Unit Development
- Udyog Aadhaar Memorandum & Addresses of DICs
- Approvals
- Clearances
- Quality Certification

The overriding reason for anyone to think of establishing a MSME unit can be summarized in one word - OPPORTUNITY. If one can see an opportunity to provide a product or service in a manner to generate sufficient surplus, then one way is to start

up a MSME unit. This is all the truer if one believes in the maxim, "Small is Beautiful" Opportunities emerge out of ideas that one comes across by thinking about lives of friends and neighbors. This can generate ideas about products and services that can make things easier, and improve quality of life of people.

**Guidelines → Forms → Reports/project Profiles → Self Employment Book**

**Arranging Finance:**

No MSME unit can take off without monetary support. This need for finance can be classified into following types:

- Long- and medium-term loans
- Short term or working capital requirements
- Risk Capital
- Seed Capital/Marginal Money
- Bridge loans

**Financial assistance in India for MSME units is available from a variety of institutions. The important ones are :**

- Commercial/Regional Rural/Co-operative Banks.
- SIDBI: Small Industries Development Bank of India (refinance and direct lending)
- SFCs/SIDCs: State Financial Corporations (e.g. Delhi Financial Corporation)/State Industrial Development Corporations.

Long- and medium-term loans are provided by SFCs, SIDBI and SIDCs. Banks also finance term loans. This type of financing is needed to fund purchase of land, construction of factory building/shed and for purchase of machinery and equipment. The short-term loans are required for working capital requirements, which fund the purchase of raw materials and consumables, payment of wages and other immediate manufacturing and administrative expenses. Such loans are generally available from commercial banks. The commercial banks also sanction composite loan comprising of working capital and term loan up to a loan limit of Rs.1 crore.

**For loans from financial institutions and commercial banks a formal application needs to be made. The details of documentation that need to be provided with the loan application are indicated below:**

- Documentation for Loan Application

- Balance Sheet and Profit Loss Statement for last three consecutive years of firms owned by promoters
- Income Tax Assessment Certificates of Partners/Directors
- Proof of Possession of Land/Building
- Architect's estimate for construction cost
- Partnership deed/Memorandum and Articles of Associations of Company
- Project Report
- Budgetary Quotations of Plant and Machinery

A sanction or rejection letter is issued by bank after its assessment of the application. After receiving a sanction letter, applicants need to indicate in writing their acceptance of terms and conditions laid down by FI/Banks.

Subsequently, loan is disbursed according to the phased implementation of the project. In today's environment there are other choices apart from commercial banks and Government owned financial institutions. These options include venture capital funds and non-government finance companies.

**Annual Report of MSME**

Plan Allocation and Expenditure During 2015-16, 2016-17, 2017-18 and 2018-19 (Rs. in crore)

Items	2015-16	2016-17	2017-18	2018-19
<b>SME DIVISION</b>				
BE	129.28	310.99	138.22	170.29
RE	143.82	160.73	106.20	143.03
EXPENDITURE	131.11	121.51	94.69	135.61
<b>ARI DIVISION</b>				
BE	1651.22	1825.00	2065.48	3308.24
RE	1744.18	1717.54	2517.71	3488.40
EXPENDITURE	1655.03	1686.39	2249.67	3578.28
O/o DC(MSME)				
BE	832.01	864.00	4278.26	3074.08
RE	732.00	3104.93	3858.05	2921.18
EXPENDITURE	661.42	1365.12	3877.82	2796.97
<b>TOTAL BE</b>	<b>2612.51</b>	<b>2999.99</b>	<b>6481.96</b>	<b>6552.61</b>
<b>TOTAL RE</b>	<b>2620.00</b>	<b>4983.20</b>	<b>6481.96</b>	<b>6552.61</b>
<b>TOTAL EXPENDITURE</b>	<b>2447.56</b>	<b>3173.02</b>	<b>6222.18</b>	<b>6510.86</b>

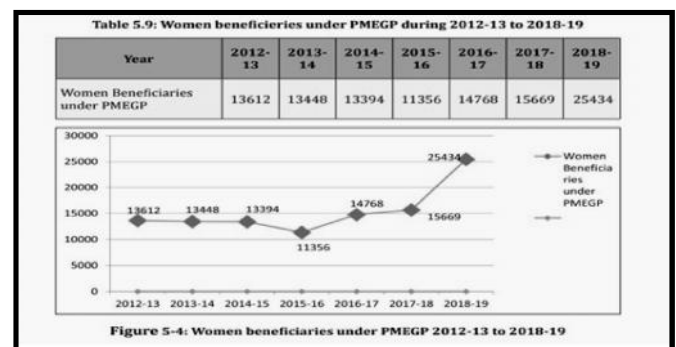


Table 5.7: PMEGP Performance in North-Eastern States

No. of Micro Enterprises (Projects) Assisted under PMEGP						
State	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Assam	8255	5015	3483	6028	2282	3737
Meghalaya	397	555	603	329	75	389
Manipur	733	747	685	1265	600	1291
Tripura	1307	787	642	2297	1116	1178
Nagaland	421	416	623	1018	930	1208
Mizoram	777	817	1134	425	249	1123
Sikkim	66	16	110	27	37	55
Arunachal Pradesh	657	652	35	301	209	280

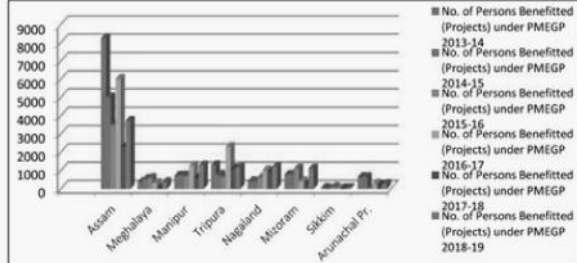


Table 5.1: Funds released ARI Division for NER during 2015-16 to 2018-19

(Rs in Crore)			
Year	Budget Allocation (RE) for ARI Division	10% Budget Allocation to NER	Expenditure NER
2015-16	1754.18	175.40	163.47
2016-17	1717.55	171.76	143.25
2017-18	2517.71	252.21	248.21
2018-19	3488.40	409.90	419.30*

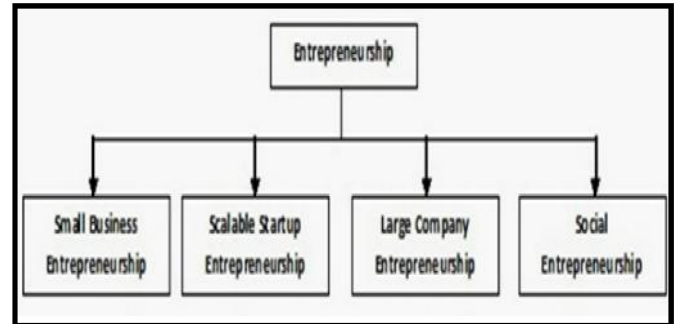
\*enhancement of expenditure over and above RE is due to Supplementary obtained in the relevant year.

### Entrepreneurship (Robert C. Ronstadt)

A dynamic process of vision, change, and creation for Incremental Wealth.

- This wealth is created by individuals who assume major risks in terms of equity, time, and/or career commitment of providing value for a product or service.
- The product or service itself may or may not be new or unique but the entrepreneur must somehow infuse value by securing and allocating the necessary skills and resources.
- Requires an application of energy and passion towards the creation and implementation of new ideas and creative solutions.

### Four Types of Entrepreneurship



### Marketing Mix



### Cases on Entrepreneurship

#### Sreeleathers

#### In Brief

The history of the Company dates back almost a century. Late Suresh Chandra Dey, the father of Sreeleathers, was a freedom fighter. It was a time when India was striving to fight the British rule in India. His only aim was to establish a pan-Indian independence. He was one amongst the handful of freedom fighters who had planned the Jalalabad incident in 1930 to



attack British capitalism and strive for self-reliance. It was a time when shoes were seen as a luxury that only the Englishman and the pro-Britishers could afford. It was a not basic amenity that the middle and the lower-middle class Indian could think of.

He nurtured a dream to make durable and decent shoes that could be affordable for every Indian. This dream came true when Sreeleathers was founded, as a small and humble organization in Jamshedpur. Following his footsteps, the successive generations carried on the same path and expanded the business to become a leader in Eastern India, gradually landing it an international dimension.

Today, Sreeleathers caters to public demand not only with the widest range of shoes, but also with allied products and accessories. Over the years it has become a household name, and the unparalleled queues that form outside the stores during festivals are part of local lore. This legendary success is a result of adhering to our founding principle, "World Class, Right Price". With this motto the company has established itself in the national as well as international markets.

	Dec'19	Sep'19	Jun'19	Mar'19	Dec'18
<b>INCOME</b>					
Net Sales Turnover	42.58	52.56	43	38	42.51
Other Income	0.1	0.09	0.05	-2.03	2.14
<b>Total Income</b>	<b>42.68</b>	<b>52.65</b>	<b>43.06</b>	<b>35.97</b>	<b>44.65</b>
<b>EXPENSES</b>					
Stock Adjustments	0.72	-0.85	1.74	-3.23	1.2
Raw Material Consumed	0	0	0	0	0
Power and Fuel	0	0	0	0	0
Employee Expenses	1.6	1.16	0.88	0.98	1.07
Administration and Selling Expenses	0	0	0	0	0
Research and Development Expenses	0	0	0	0	0
Expenses Capitalised	0	0	0	0	0
Other Expenses	31	39.92	29.76	31.48	30.82
Provisions Made	0	0	0	0	0
<b>TOTAL EXPENSES</b>	<b>33.32</b>	<b>40.23</b>	<b>32.37</b>	<b>29.23</b>	<b>33.09</b>

	Dec'19	Sep'19	Jun'19	Mar'19	Dec'18
Operating Profit	9.25	12.33	10.63	8.77	9.42
EBITDA	9.36	12.42	10.68	6.74	11.56
Depreciation	0.25	0.25	0.25	0.28	0.28
EBIT	9.11	12.17	10.43	6.46	11.28
Interest	0.01	0.02	0.05	0.04	0.03
EBT	9.1	12.15	10.38	6.42	11.25
Taxes	2.44	2.85	3.08	2.37	3.16
<b>Profit and Loss for the Year</b>	<b>6.65</b>	<b>9.3</b>	<b>7.3</b>	<b>4.05</b>	<b>8.09</b>
Extraordinary Items	0	0	0	0	0
Prior Year Adjustment	0	0	0	0	0
Other Adjustment	0	0	0	0	0
<b>Reported PAT</b>	<b>6.65</b>	<b>9.3</b>	<b>7.3</b>	<b>4.05</b>	<b>8.09</b>

**KEY ITEMS**

Reserves Written Back	0	0	0	0	0
Equity Capital	25.16	25.16	25.16	25.16	25.16
Reserves and Surplus	0	0	0	0	0
Equity Dividend Rate	0	0	0	0	0
Agg. Non-Promoter Share(Lakhs)	0	0	0	0	0
Agg. Non-Promoter Holding(%)	0	0	0	0	0
Government Share	0	0	0	0	0
Capital Adequacy Ratio	0	0	0	0	0
EPS(Rs.)	0	0	0	0	0

**Khadim India Ltd.**

**In Brief**

Khadim India Ltd. operates in the Shoe stores sector. In addition to historical fundamental analyses, the complete report available to purchase compares Khadim India Ltd with three other apparel stores in Asia: Vestate Group Holdings Ltd of HONG KONG (2019 sales of 110.35 million Hong Kong Dollars [US\$14.24 million]



of which 100% was Retailing of Footwear), ABC-Mart Incorporated of JAPAN (266.70 billion Japanese Yen [US\$2.40 billion] of which 72% was Domestic), and Chiyoda Co Ltd which is also based in JAPAN (118.57 billion Japanese Yen [US\$1.07 billion] of which 76% was Footwear Business).

Sales Analysis. Khadim India Ltd. reported sales of 7.99 billion Indian Rupees (US\$104.61 million) for the fiscal year ending March of 2019. This represents an increase of 6.7% versus 2018, when the company's sales were 7.49 billion Indian Rupees. This was the fourth straight year of sales growth at Khadim India Ltd.

**Khadim India Ltd Key Data :**

<b>Ticker :</b>	KHADIM	<b>Country :</b>	India
<b>Exchanges :</b>	BOM	<b>Major Industry :</b>	Retailing
		<b>Sub Industry :</b>	Shoe Stores
<b>2019 Sales</b>	7,991,810,000 (Year Ending Jan 2020)	<b>Employees :</b>	822
<b>Currency :</b>	Indian Rupees	<b>Market Cap :</b>	1,420,528,500
<b>Fiscal Yr Ends :</b>	March	<b>Shares Outstanding :</b>	17,970,000
<b>Share Type :</b>	Ordinary	<b>Closely Held Shares :</b>	10,600,595

**Conclusion**

MSME entrepreneurs are the backbone of any economy. They offer good employment opportunities, nurture the locally available entrepreneurial skills, help in balanced growth and

improve overall economic conditions. This study is carried out to analyze the problems and prospects faced by selected MSMEs in Anand district. The performance of MSME sector has shown a steady growth during the past few years. MSME units in Anand face various problems like non-availability of power, technology and skilled labour, high cost of labour, finance and transport. Among production units, management and financial problems are the most important. A major threat before MSMEs is globalization. Among service units marketing and environmental problems play a crucial role. Availability of vast natural resources and manpower is a great boon for the promotion of young entrepreneurs. MSMEs in the developing stage can tackle these problems and global challenges if the present Government policies on MSMEs are reviewed in tune with global policies.

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**Courtesy:** Mr. Shamindra Nath Sanyal, Associate Professor – Marketing, Globsyn Business School, Kolkata.

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# CALCUTTA LEATHER COMPLEX TANNERS ASSOCIATION

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## Rationalization And Environmental Problems Of Beamhouse Operations

By Dr FRANZ FRIEDRICH MILLER

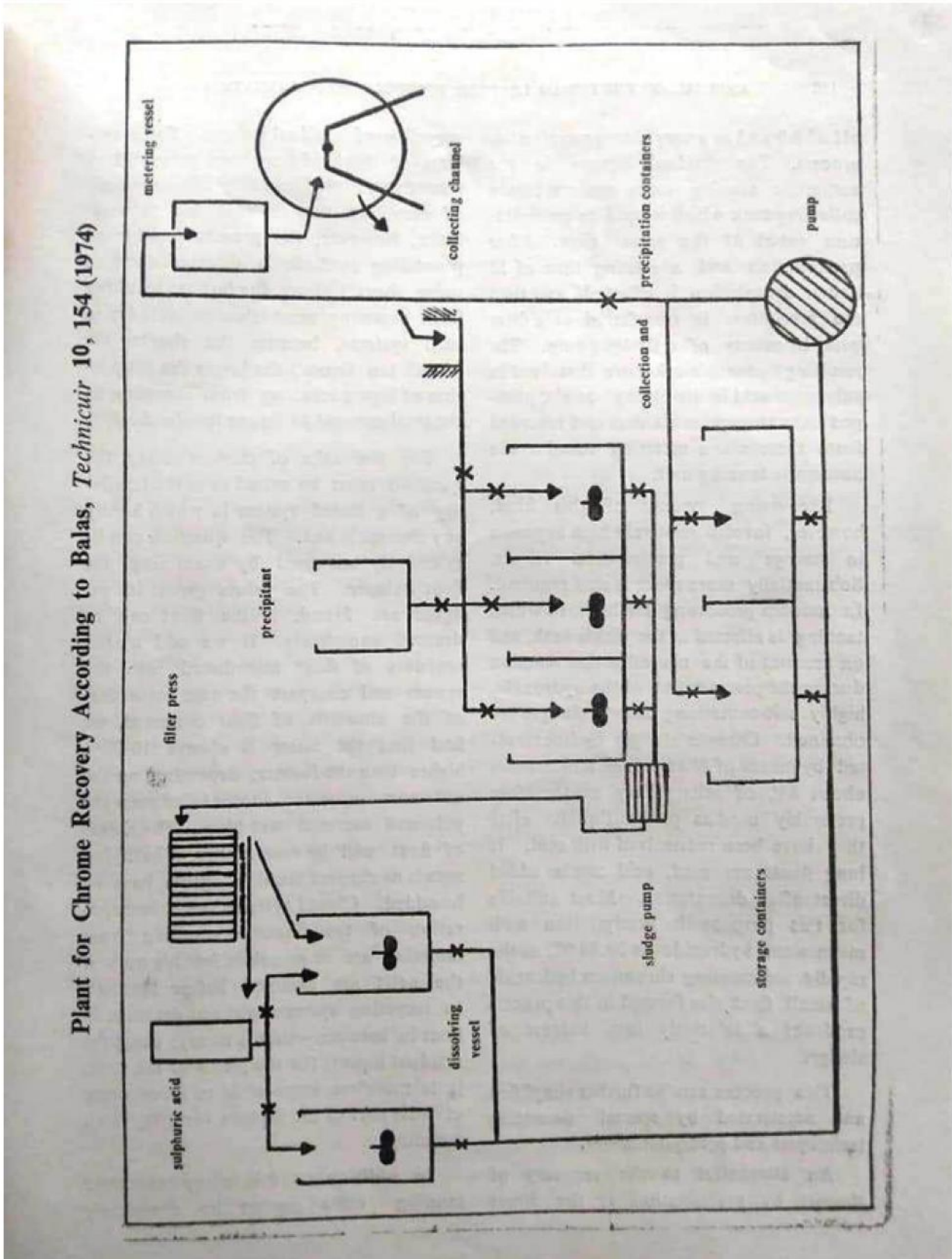
*Text of the B M Das Memorial Lecture delivered by the author at the 13th Tanners Get-together held at the Central Leather Research Institute, Madras, from January 31 to February 6. Dr Miller is the Director of the Leather Department of BASF Aktiengesellschaft (Research & Development, Technical Service Department). He compiled this paper in association with Dr Magerkurth and Dipl. Ing Knaflic.*

**D**R Franz Friedrich Miller was born in 1922 in Austria and studied chemistry and chemical engineering at the Technical University of Graz, Austria. He obtained a Doctorate of Science in 1952 at the Institute of Biochemistry and Microchemistry at the University, the subject of his thesis being 'Organic Metal Complexes in Micro Chemical Analysis'. In 1952-53 he worked as a senior research chemist in a company producing lacquers, plastics and other chemical products. In 1954, he joined as the chief chemist of the biggest and most modern Austrian tannery. He joined the BASF Leather Department in October 1958 and has conducted research on all kinds of auxiliaries for production and finishing of leather, having to his credit numerous patents on tanning materials, auxiliaries, fatliquors, lacquers and new processes for unhairing and tanning.



Since the beginning of 1964, Dr Miller has been the Director of the Leather Department of BASF Aktiengesellschaft, including Research Development and Technical services. He is an honourable member of the Brazilian Leather Chemists Association (AQTIC) and the Austrian Association of Leather Technicians (VOELT).

**D**uring the past few years, the development of processing techniques in the leather industry was directed mainly towards rationalization with a view to lowering production costs by reducing manual work and improving exploitation of capacities. In recent years, however, more and more environmental problems have emerged which present an additional cost factor and



pH of 8-9 and in a very slow precipitation process. The residual liquors in the automatic tanning units are run into a collecting tank which is used as precipitation vessel at the same time. After precipitation and a settling time of 12 hours, decantation is effected, and then the precipitate is transferred to a filter press by means of a sludge pump. The resulting hydroxide cakes are dissolved in sulphuric acid in dissolving vessels, pumped into storage containers and returned from there via a metering vessel to the automatic tanning unit.

Recovering systems of this kind, however, involve relatively high expenses in storage and precipitation vessels. Substantially more space is also required. In modern processing methods, in which tanning is effected in the pickle bath, and on account of the neutralization reaction during the precipitation of the hydroxide, highly salt-containing chrome sludges are obtained. Chrome sludges hydroextracted by means of filter presses still contain about 8% of salts. They are therefore preferably used as pickle liquid, after they have been redissolved with acid. If long floats are used, acid can be added direct after decantation. Most suitable for this purpose is precipitation with magnesium hydroxide at 30.40 °C, as the rapidly sedimenting chromium hydroxide of small flock size formed in this process produces a relatively low volume of sludge.

This process can be further simplified and accelerated by special decanting techniques and precipitants<sup>28, 29</sup>.

An alternative to the recovery of chrome by precipitation is the direct

recycling of residual liquors. Some systems of this kind have been presented in recent years<sup>30 to 37</sup>, and they consist mainly of recycling the residual tan liquors. Since, however, the present trend in all processing methods is directed towards using short liquors, the liquors resulting from samming must also be included in such systems, because the shorter the actual tan liquor, the larger the proportion of liquor resulting from samming in the total amount of liquor involved.

For the sake of chrome saving, the question must be raised as to the feasibility of a closed system in which hardly any chrome is lost. The question can be extensively answered by examining the float balance. The values given in the figure are found, if the float can be drained completely. If we add up the amounts of float introduced into the system and compare the sum with that of the amounts of float collected, we find that the latter is always 10-20% higher than the former, depending on the difference in water content between the pelt and sammed wet blue. The excess of float will be even higher, if basifying agents or chrome tanning agents have to be added. Closed systems with incorporation of the liquors resulting from samming are in principle feasible only if the pelts are sammed before tannage. In recycling systems without drainage of float in between—that is to say, using the residual liquors for the pickle or tan bath, it is therefore impossible to incorporate at least part of the liquors resulting from samming.

In addition to this, many automatic tanning units cannot be completely



drained so that 15-20% of liquor is lost after tannage. In such systems, it is then found that about 2 kg  $\text{Cr}_2\text{O}_3$  per ton of raw hide is discharged into the effluent. Much better results are obtained when the tanning vessels can be completely drained and as much as possible of the samming liquors can be included in the process.

The diagram overleaf shows a system of this kind.

Processing is started with a formate/sulphuric acid pickle in a short float. After a drumming time of 2 hours, the float is drained and tannage is effected with 40-50% of the residual liquors resulting from the preceding cycle plus 1.8-2% of chromium oxide. After tannage has been completed, the residual liquors, drippings and liquors resulting from samming are collected passed through a coarse filter to separate skin particles and re-used for tannage. Part of the liquors collected is used for diluting the pickle acid. In this system, a slight excess of liquor up to 10% is obtained which is either discarded or used for other purposes, such as retannage or tannage of splits. Depending on the amount of excess liquor discarded, the load on the effluent in this system lies at 0.7-1.4 kg  $\text{Cr}_2\text{O}_3$  per ton of skin. Suitable as chrome tanning agents for such systems are primarily 50% basic, slightly masked tanning agents with which basification becomes superfluous. Tanning agents of this kind have already been brought on the market by the auxiliary industry.

As regards the processing technique, the recycling systems no longer cause any

difficulties. The salt and chrome concentrations are constant after 2-3 cycles. With short floats, a rise of the salt concentrations with increasing numbers of cycles is not to be expected. This occurs only if the float length lies at 100% and more.

In all recycling systems the resulting leather quality is normal. Often a finer, flatter grain is obtained on account of the milder initial tannage in the pickle bath or the pretannage. The resulting leather has a chromium oxide content of 4.8-5.1% if 2.4% of  $\text{Cr}_2\text{O}_3$  has been applied and of 3.9-4.2% if 1.5% of chromium oxide has been applied. The latter chromium oxide content is nowadays regarded as satisfactory.

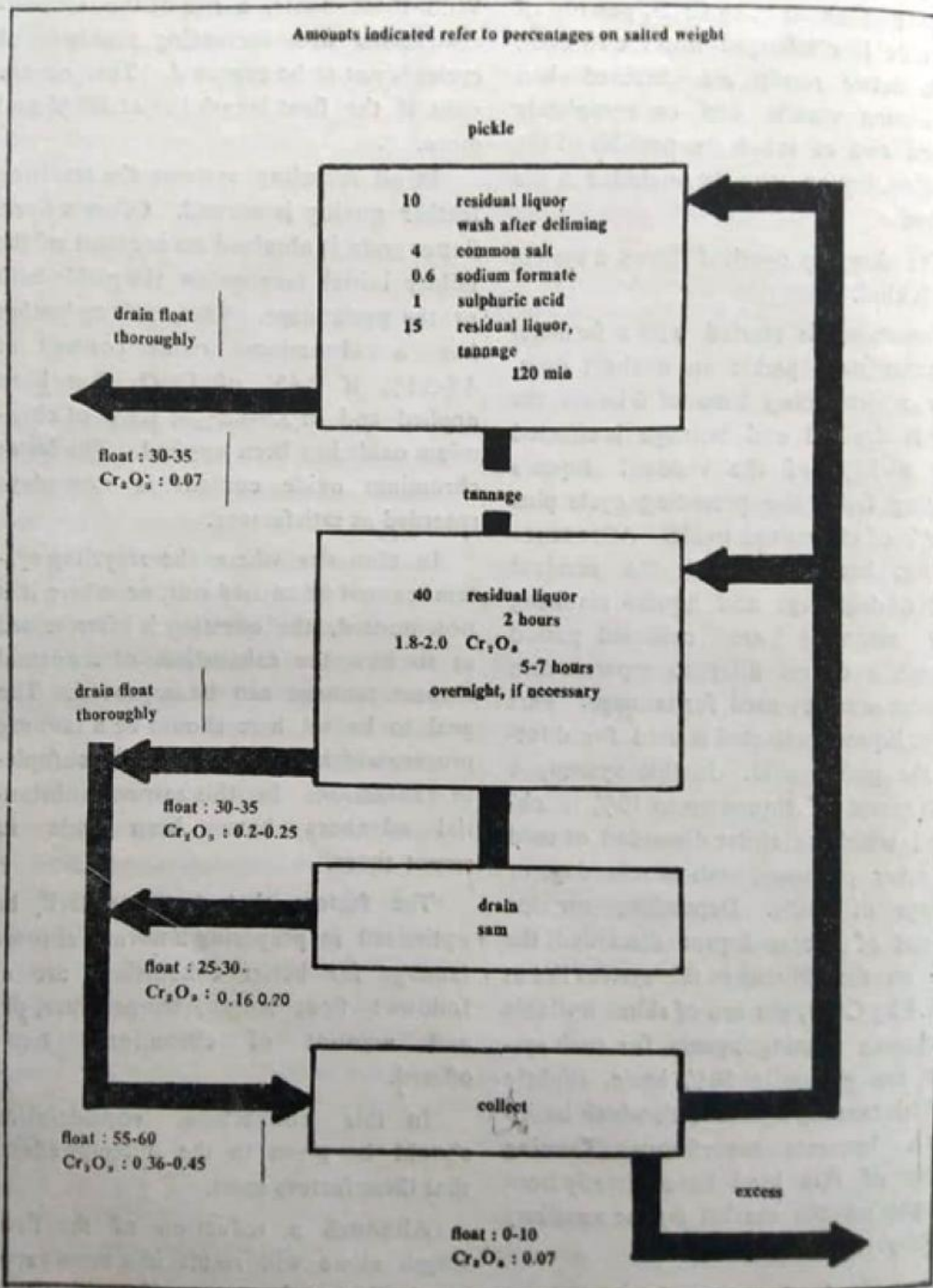
In tanneries where the recycling system cannot be carried out, or where it is not wanted, the question is often raised as to how the exhaustion of a normal chrome tannage can be improved. The goal to be set here should be a tanning process which enables practically complete exhaustion. In this respect, substantial advances have been made in recent times.

The factors that must primarily be optimized in preparing a normal chrome tannage for better exhaustion are as follows: float length, temperature, pH and amount of chromium oxide offered.

In this connection, consideration should be given to the different effects that these factors exert.

Although a reduction of the float length alone will result in a more rapid penetration and more uniform distribution of the chrome tanning agent taken

### Recycling System Incorporating Samming Liquors





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up, this measure is not effective enough for itself. Elevated temperatures, however, have a beneficial effect in any case. Both the degree of exhaustion and the proportion of firmly fixed chromium oxide can be increased by 10% when the temperature is raised from normal to 40°C.

The residual liquors will then contain only about half of the amount of chromium oxide found at normal temperature.

A beneficial effect regarding the residual liquors is also obtained by reducing the amount of chromium oxide applied, because the chromium oxide content of the leather and that of the residual liquors do not decrease proportionally with the amount of chromium oxide applied,

The control of the pH during tannage has a very great influence on both the leather quality and the chrome exhaustion. Although increasingly better up to complete chrome exhaustion can be obtained with rising end pH during tannage, the highly basic chrome tanning agents formed during the process do not penetrate deeply enough into the fibre and are unsatisfactorily fixed there.

A proved method of promoting the exhaustion of chrome tanning agents is to apply masking agents,<sup>38 to 40</sup> which have a cross-linking effect on chrome tanning agents. The principle of their mode of action is shown in the diagram overleaf.

The figure shows the degrees of exhaustion in relation to the amount of chromium oxide and masking additives applied.

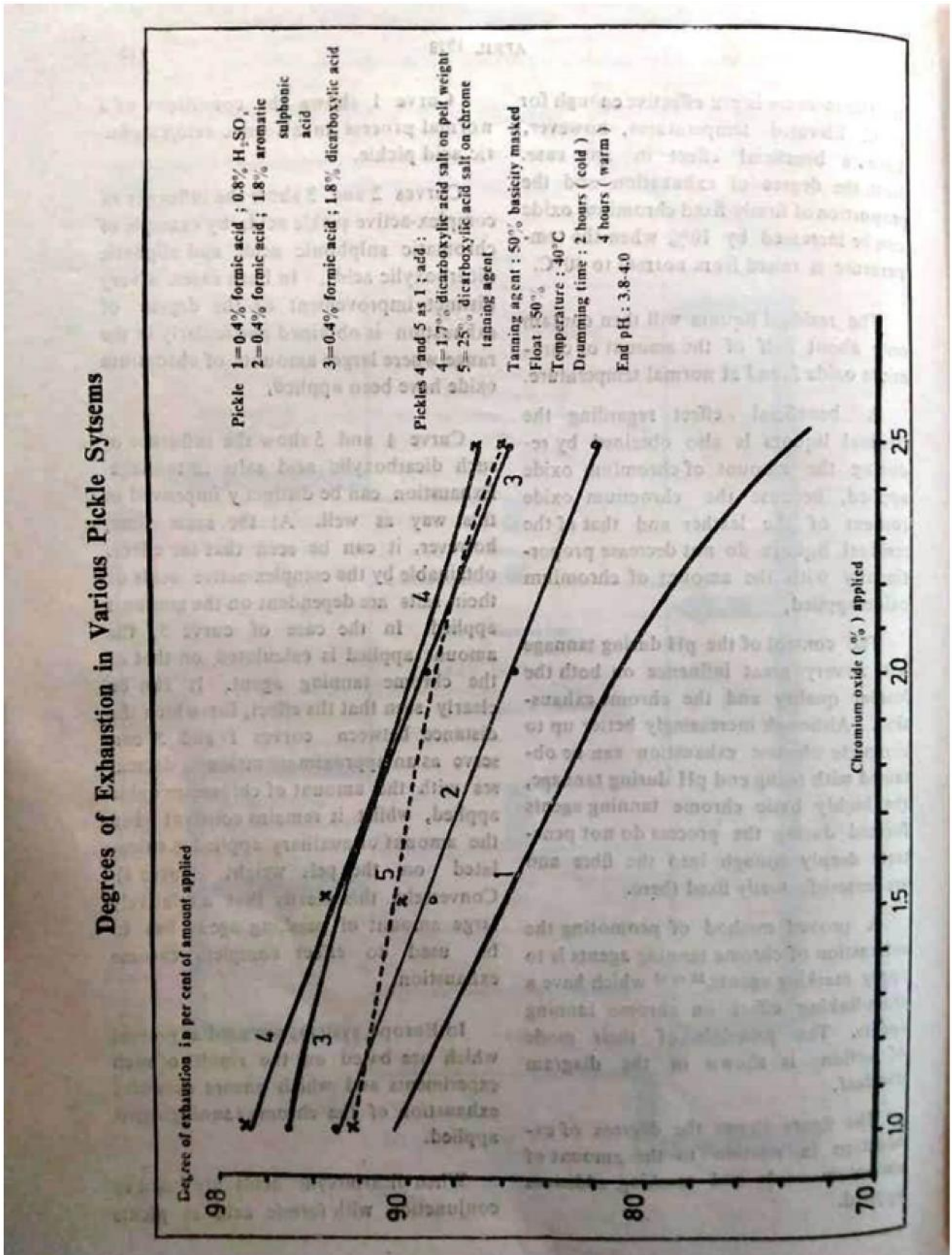
Curve 1 shows the conditions of a normal process in a formic acid/sulphuric acid pickle.

Curves 2 and 3 show the influence of complex-active pickle acids by example of chromatic sulphonic acids and aliphatic dicarboxylic acids. In both cases, a very distinct improvement of the degree of exhaustion is obtained particularly in the range where larger amounts of chromium oxide have been applied,

Curve 4 and 5 show the influence of such dicarboxylic acid salts in tannage. Exhaustion can be distinctly improved in this way as well. At the same time, however, it can be seen that the effects obtainable by the complex-active acids or their salts are dependent on the amounts applied. In the case of curve 5, the amount applied is calculated on that of the chrome tanning agent. It can be clearly seen that this effect, for which the distance between curves 1 and 5 can serve as an approximate measure, decreases with the amount of chromium oxide applied, whilst it remains constant when the amount of auxiliary applied is calculated on the pelt weight (curve 4). Conversely, this means that a relatively large amount of masking agent has to be used to effect complete chrome exhaustion.

In Europe, systems are used at present which are based on the results of such experiments and which ensure extensive exhaustion of the chrome tanning agent applied.

When dicarboxylic acids are used in conjunction with formic acid as pickle





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acids in short floats or in floatless processes,<sup>41</sup> about 85% of the chrome tanning agent applied is fixed to the leather in a form irremovable by washing. Still higher degrees of exhaustion and chromium compounds are obtained when dicarboxylic and polycarboxylic acids salts are used.

A chrome uptake of 98-99 per cent is achieved. The chrome tanning agent taken up is so firmly fixed that it is no longer extracted by synthetic tanning agents in the retannage.

As already mentioned, the processes described are based on the masking of the chrome tanning agents with auxiliaries that have a cross-linking effect. In these systems, it is therefore important that the enlargement of the tan molecules is brought about so slowly that their diffusion into the cross-section of the skin is not substantially obstructed. In processing unsplit hides, the masking agent is added in several portions and not until penetration of the whole cross-section is attained.

It may be regarded as a certain drawback, however, that these processing methods have to be suited to the different conditions in the individual tanneries and and that the requirements with regard to amounts of chemicals applied, temperature and pH control have to be strictly adhered to, if leather of good quality and a very high degree of exhaustion are to be obtained.

In systems where replacement of part of the chrome tanning agent by other tanning materials is recommended, attempts are made to reduce the chromium oxide content of the residual

liquors not by optimizing the degree of exhaustion but by extensive reduction of the amount of chrome applied and by processing in the normal way. In these methods, only so much chrome is added as required to produce the necessary chrome leather character, whilst the filling effect is produced with other tanning materials. For this purpose, mainly glutaraldehyde has been used lately<sup>42</sup>. It has been found, however, that leathers containing little chrome and large amounts of glutaraldehyde are too spongy and that their cationic charge is too low. Retannage and fatliquoring have to be carried out accordingly to eliminate these deficiencies. Better results are obtained when small amounts of aluminium tanning agent are incorporated. The resulting leather has a largely chrome tanned character and can be aftertreated accordingly<sup>43</sup>. Moreover, its pale colour allows production of leather with good dyeing properties and an almost white leather with good fastness to perspiration.

#### Effluent Clarification

When they are used in a suitable combination with one another, the liming and chrome tanning processes described may help to reduce the amount of effluents and that of the pollutants substantially. The question as to the specific processes to be applied, of course, depends on local conditions, the technical equipment of the leather factory concerned and the type of leather to be produced. By modifying the processes alone, it is not yet possible today to obtain effluents that can be discharged untreated directly into the drain. In



Chrome tannage incorporating dicarboxylic acid salts

Cattle pelts split to about 3 mm, thoroughly delimed.

Percentages on the pelt weight

Pickle :	40%	water
	5%	common salt
	0.6%	sulphuric acid, diluted 1 : 10
	0.4%	formic acid, diluted 1 : 5
		Drum for 60-90 minutes, pH bath : 3.4-3.6.
Tannage	+ 6%	chrome tanning agent, 33% basicity (= 1.5% chromium oxide)
		Drum for 60-120 minutes, bath pH 3-3.3, penetrated throughout cross-section,
	+ 0.5-0.8%	sodium bicarbonate
		Drum for 30 minutes,
	+ 1.5-2%	dicarboxylic acid salt
		pH immediately after addition max. 4.5 ; after 60 minutes pH 4.1-4.3.
		Drum for 2-4 hours at 40°C, end pH 4.1.

Chromium oxide content of residual liquor : 0.3-0.5 g/l

Chromium oxide content of leather : 3.5-3.8%

Main processing steps :

- (1) Thorough deliming
- (2) Cross-section must be uniformly penetrated by chrome and acid before addition of dicarboxylic acid salts
- (3) Addition of dicarboxylic acid salts at temperatures below 30°C.

most cases, efforts should be made to connect the drain to a municipal clarification plant where somewhat higher concentrations of pollutants are permissible. If, for example, a sulphide-free liming system is used in combination with a chrome tanning process that gives a high degree of exhaustion, it is only necessary to mix the acid and alkaline

effluents and free them from coarse contaminations before they are run into a municipal clarification plant.

It is seldom found today that tanneries build their own clarification plant as an alternative solution, because this is worthwhile only to large tanneries and requires considerable space. Tannery effluents can be clarified chemically or

biologically according to the active sludge process. Compared to biological clarification, chemical clarification has the advantage that it requires less space and is more readily adaptable to load variations, but it involves higher costs on account of the use of flue gas, iron salts and aluminium salts as precipitants for lime, sulphides and proteins. Trials in practice have shown that biological clarification of tannery effluents is feasible, because the decomposing bacteria adapt themselves to the effluent medium, but compared to municipal clarification plants the dwell time is longer<sup>44</sup>.

Before they are mixed together, the acid effluents from the chrome tannage and the alkaline lime and wash liquors have to be destroyed chemically by iron sulphide or by catalytical oxidation using manganese-II-salts as catalyst in an oxidation ditch<sup>45, 46</sup>. The sludges resulting from the purification process contain only about 5% of solids and have to be hydroextracted by filter presses or centrifuged before they can be disposed of. Efforts are also often made to incinerate them to reduce the waste volume drastically. It is obvious that the disposal of these sludges involves considerable costs. For this reason future developments will include processes which allow direct recovery of proteins from residual lime liquors to reduce the amount of resulting clarification sludge substantially and the use of processed sludge as fertilizer, provided that its chrome content lies below the harmful limits. The chromium-III-content of sludges used as fertilizer is now regarded not as critical as it was some years ago, because in the meantime

fertilizer experiments have shown<sup>47, 48</sup> that even acid soils will tolerate up to 50 mg Cr/kg soil without reduction of the crops. Nevertheless, the question of the general use of these products has not been clarified yet with the official authorities.

#### Solid Wastes

Similar disposal problems are caused by the solid tannery wastes, such as hide cuttings, glue stock, chrome shavings and buffing dust. Hide shavings and glue stock are processed into glues, and in contrast to splits and unlimed hide wastes, however, glue stock has a low yield and the load on the effluent is relatively high. Disposal by dumping or incineration calls for hydroextraction beforehand and additional material. For the production of fertilizers, the solid wastes have to be degreased, in order to counteract greasiness of the soil. The most beneficial utilization method that offers itself today is to process the material by acid thermal hydrolysis without resulting waste water into meat flour, fat, gelatine and polypeptides<sup>49</sup>. Chrome shavings can be used for the same purpose after they have been dechromed or they can be incorporated in the production of leather-fibre board.

The waste materials can also be utilized in the same way as the proteins recovered from the residual lime liquors, viz. as feed additives, fertilizers or after further processing as detergents or for cosmetic purposes.

It can be seen that the waste products of the leather industry can be utilized for a great variety of purposes, but that advantage is taken of the utilization to

only a limited extent. The leather industry itself is not in a position to push such utilization processes, as they require relatively high equipment costs and facilities that by far exceed the capacity of individual tanneries. These questions can, therefore, be solved only centrally.

Summarizing the facts, we can state that up to now it has been possible to reduce the effluent problems extensively without affecting the leather quality and rationalization measures or necessitating modification of proven technologies. With the aid of the various optimized processes, systems of recovery or recycling residual liquors and effluent clarification methods, it will be possible to find a solution suited to the local and technological conditions of the individual leather factories. This also means, however, that a generally valid solution of these problems does not exist. The change-over to processes that meet environmental protection requirements, therefore, involves time and considerable expenses for experiments. For this reason, it is necessary to start dealing with these problems as early as possible.

The final solution of the effluent problems by effluentless processes is not in sight yet, but various institutes are concerned with these questions. In principle, highly concentrated solutions are used in which each individual hide is thoroughly soaked. The appliances used are roller systems<sup>50,51</sup> operating on the padder principle and special apparatuses specially developed for liming<sup>52,53</sup>. The developments are still in the experimental stage and no practical assessment can be given yet. It is, however, a welcome attempt to look for and try out new technologies.

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**MORE BAD NEWS: WORLD BANK UPS FY21 GDP CONTRACTION FORECAST FOR INDIA TO 9.6%**



WB says Indian economy could fare thrice as poorly as projected earlier in the wake of coronavirus-induced lockdowns and a decline in household income.

The World Bank has tripled its projection for India’s gross domestic product (GDP) contraction in 2020-21 – from 3.2 per cent projected earlier to 9.6 per cent – especially in the wake of coronavirus-induced lockdowns and a decline in household income. While it sees half the households in the country as vulnerable to shocks, it says the government’s recent reforms as part of its safety net programmes should help preserve its earlier gains against poverty.

The projection, in the World Bank’s South Asia Economic Focus, released on Thursday, is more or less in line with what other economists have also projected but a shade better than the double-digit decline forecast by many. The report adds that there is substantial uncertainty over the course and duration of the pandemic, the speed at which household and firm behavior would adjust to the lifting of lockdowns and a possible new round of countercyclical fiscal policy.

India’s economy, the largest in South Asia, is projected to rebound to 5.4 per cent in FY22, mostly reflecting base effects, assuming Covid-related restrictions are completely lifted by 2022, the report says. Weak activity, both domestically and abroad, is also likely to depress India’s imports and exports, it has projected. So the current account is expected to reach a surplus of 0.7 per cent of GDP in FY21 return gradually to a deficit in later years. The observation comes even as merchandise exports rose by five per cent in September after six months of contraction.

The World Bank sees inflation remaining close to the Reserve Bank’s target range mid-point (4 per cent) in the near term. It has said that the Covid-19 shock will lead to a long-lasting inflexion in India’s fiscal trajectory. Assuming that the combined deficit of Indian states is contained within 4.5-5 per cent of GDP, the general government fiscal deficit is projected to rise to above 12 per cent in FY21 before improving gradually.

Public debt is expected to remain elevated, around 94 per cent, due to the gradual pace of recovery, it has said. “The response of the Government of India to the Covid-19 outbreak was swift and comprehensive. The World Bank is partnering with the government to strengthen policies, institutions, and investments for building back better,” says Hartwig Schafer, World Bank vice-president for the South Asia region.

Policy interventions have preserved the normal functioning of financial markets so far. However, the demand slowdown could lead to rising loan delinquencies and risk aversion. “India is undertaking far-reaching reforms in its safety nets programme. This will help the country preserve its hard-won gains against poverty as nearly half of all households are vulnerable and the majority of the workforce lacks formal social security benefits,” says Junaid Ahmad, World Bank Country Director in India.

He adds the Bank is also encouraged by the recent amendments to India’s social security laws that will help provide coverage to groups of people who were earlier left out from government-assisted programmes.

*(Source : Business Standard – 08/10/2020)*

**‘ATMANIRBHAR BHARAT’ SHOULD NOT RESULT IN PROTECTIONISM: RAGHURAM RAJAN**



Former Reserve Bank governor Raghuram Rajan on Wednesday said the 'Atmanirbhar Bharat' campaign of the government should not result in protectionism, adding that such policies had not worked in the past. Observing that it is not yet clear to him what the government means by 'Atmanirbhar Bharat', Rajan said if it is about creating an environment for production, then it is a re-branding of the Make in India initiative.

"If it is about protectionism, unfortunately India has raised tariffs recently, (then) it does not make any sense to my mind to go that way because we tried that before. "We had a licence permit raj earlier...that protectionism was problematic, it enriched a few corporations but basically was a source of poverty for many of us," he said.

Rajan was addressing a virtual event organised by economic think tank ICRIER.

"When we talk about Atmanirbhar Bharat, I am not quite sure which side is being emphasised. If it is, let's create an environment for production, I think that makes a lot of sense and it basically reiterates Make in India and rebrands...Make in India," he said. Rajan, currently a professor at the University of Chicago, further said India needs world-class manufacturing and that means the country's manufacturers have access to cheap imports, which form the basis for strong exports.

"So, by all means, we need to create infrastructural support, logistic support etc for being part of the global supply chain. But let us not create a tariff war because we know that does not work, many countries have tried it," the eminent economist noted. He also stressed that India needs to work very hard on its education sector. "We can provide education across the borders," he added.

Replying to a question, Rajan said India may require a different institutional mechanism for reviving firms hit by the COVID-19 pandemic. "I think each country has to figure out for itself whether the existing structures are right," he pointed out. Rajan said countries like India should also see if the current institutional mechanisms for restructuring are the right ones for the problems created by the pandemic.

"As I said before, typically you reach distress when you have mismanaged. "In the pandemic, you may reach distress either because you started with the wrong capital structure or because

your business was locked down for four months and you had no option, but you may be a viable good business, and to let you go out of business may be a bad thing at this point," he said.

To a query on monetization of deficit by the RBI, he said there is a magical belief that somehow central banks can finance when the government does not have access to financing. "What central banks can do is in the very short run use their balance sheet to intermediate between banks, and the government. "So if the government needs to place a lot of government paper in the short run, the central bank can absorb it on its balance sheet," he said.

Rajan further said what really matters is the quality of country's finances. "In India's case it would be, for example, adopt a debt target and put in place legislation which shows that you will move towards the debt target. "Appoint that independent fiscal commission which will look at the budgets and talk about where there is a lack of transparency and perhaps you're actually hiding the true fiscal position," the former RBI governor said.

Monetization of deficit happens when the central bank directly buys government securities from the primary market and in turn prints more money, thereby helping bridge the fiscal deficit.

*(Source : Financial Express – 07/10/2020)*

### **BANKS SANCTION RS 1.87 TRN TO 5.07 MN MSMES UNDER CREDIT GUARANTEE SCHEME**



The Finance Ministry said banks have sanctioned loans of about Rs 1,87,579 crore to 5.07 mn business units under the Rs 3-lakh crore ECLGS for MSMEs impacted by slowdown caused by the pandemic.



The Finance Ministry on Thursday said banks have sanctioned loans of about Rs 1,87,579 crore to 50.7 lakh business units under the Rs 3-lakh crore Emergency Credit Line Guarantee Scheme (ECLGS) for the MSME sector impacted by slowdown caused by the coronavirus pandemic.

Of this, about 27 lakh MSME units received cumulative disbursement of Rs 1,36,140 crore till October 5. The scheme is the biggest fiscal component of the Rs 20-lakh crore Aatmanirbhar Bharat Abhiyan package announced by Finance Minister Nirmala Sitharaman in May to mitigate the distress caused by lockdown due to COVID-19 by providing credit to different sectors, especially micro, small and medium enterprises (MSMEs).

The latest numbers on ECLGS, as released by the finance ministry, comprise disbursements by all 12 public sector banks (PSBs), 24 private sector banks and 31 non-banking financial companies (NBFCs).

“As of 5 Oct 2020, the total amount sanctioned under the 100% Emergency Credit Line Guarantee Scheme by #PSBs, private banks & NBFCs to #MSMEs & individuals stands at Rs 1,87,579 cr, of which Rs 1,36,140 cr has already been disbursed,” the finance minister said in a tweet.

The loan amounts sanctioned by PSBs increased to Rs 81,648.82 crore, of which Rs 68,814.43 crore has been disbursed as of October 5, she said. At the same time, private sector banks have sanctioned Rs 86,576 crore of loans and disbursed Rs 59,740 crore, while NBFCs sanctioned Rs 3,032 crore with disbursement of Rs 2,227 crore.

“The ambit of the Scheme was expanded to include MSMEs with turnover of up to Rs 250 crore & individuals for business purposes. As of 05 Oct 2020, Rs 17,460 crore of loans to individuals have been sanctioned, of which Rs 5,939 crore has been disbursed,” she said.

In another tweet, she said as many as 33 stranded housing projects with investment of Rs 4,197 crore were accorded final approval under the SWAMIH scheme. “Special window for Affordable & Mid Income Housing Fund (SWAMIH) is working at a fast pace to provide relief to homeowners. As on 05.10.2020, 33 projects with investment of Rs 4,197 cr accorded final approval & will lead to completion of 25,048 home units,” the finance minister said in tweet.

Overall, 123 projects have now been sanctioned, including final approval to 33 projects, with an investment of Rs 12,079 crore that would target to provide relief to 81,308 homeowners, she said. On May 20, the Cabinet approved additional funding of up to Rs 3 lakh crore at a concessional rate of 9.25 per cent through ECLGS for MSME sector.

Under the scheme, 100 per cent guarantee coverage will be provided by the National Credit Guarantee Trustee Company (NCGTC) for additional funding of up to Rs 3 lakh crore to eligible MSMEs and interested Micro Units Development and Refinance Agency (MUDRA) borrowers in the form of a guaranteed emergency credit line (GECL) facility.

For this purpose, a corpus of Rs 41,600 crore was set up by the government, spread over the current and next three financial years. The scheme will be applicable to all loans sanctioned under GECL facility during the period from the date of announcement of the scheme to October 31 or till the amount of Rs 3 lakh crore is sanctioned under GECL, whichever is earlier.

*(Source : Business Standard – 08/10/2020)*

### UNEMPLOYMENT, INFECTIOUS DISEASES EMERGE AS TOP CHALLENGES FOR BUSINESS LEADERS: WEF SURVEY



The data is released ahead of the World Economic Forum’s inaugural Jobs Reset Summit (October 20-23) which aims to shape inclusive, fair and sustainable economies, societies and workplaces.

‘Unemployment’ is the main concern for business executives globally, followed by ‘infectious diseases’ that progressed by 28 spots to emerge as the second-most recurring risk, according to the World Economic Forum’s (WEF) interactive map on ‘Regional Risks for Doing Business 2020’. Fiscal crisis the top concern in 2019 came in third among the top risks cited by business leaders globally.

'Infectious diseases' progressed by 28 spots, appearing in the top-10 risks in all regions except South Asia, in a year where the COVID-19 pandemic dominated global health concerns. The survey pulls 30 risks, including terrorist attacks, extreme weather events and state collapse or crisis.

Surveyed regions include East Asia and the Pacific, Eurasia, Europe, Latin America and the Caribbean, Middle East and North Africa, North America, South Asia, sub-Saharan Africa.

The findings are based on a survey of over 12,000 business leaders from 127 countries. The data is released ahead of the World Economic Forum's inaugural Jobs Reset Summit (October 20-23) which aims to shape inclusive, fair and sustainable economies, societies and workplaces.

While the top risks are mostly related to economics, climate-related risks are causing greater concern this year, with natural catastrophes (up seven places), extreme weather events (up five), biodiversity loss and ecosystem collapse (up eight), and failure of climate-change adaptation (up two) featuring more prominently, according to the survey. Other significant changes include human-made environmental catastrophes (down six places), failure of urban planning (down seven), and terrorist attacks (down nine).

"The employment disruptions caused by the pandemic, rising automation and the transition to greener economies are fundamentally changing labour markets," said Saadia Zahidi, Managing Director at the World Economic Forum.

She added that as we emerge from the crisis, leaders have a remarkable opportunity to create new jobs, support living wages, and re-imagine social safety nets to adequately meet the challenges in the labour markets of tomorrow.

*(Source : Financial Express – 06/10/2020)*

### **GST COUNCIL FAILS TO ARRIVE AT BORROWING CONSENSUS**

10 opposition states, including Bengal, Punjab and Chhattisgarh, have refused to go by the Centre's proposals



The GST Council on Monday again failed to arrive at a consensus on how to compensate the states for the shortfall in collections. But finance minister Nirmala Sitharaman appeared to charge the Opposition-ruled states for blocking those who want to take up borrowing option one to meet the shortfall.

"Does the collective conscience of the GST Council in its quest for unanimity, which I too strived for, allow us to hold back states which have opted for a borrowing option, saying we have to hold you back till a consensus is arrived at? I asked this to the members," Sitharaman said after a five-hour council meeting. She said the Centre would be ready to facilitate those states which have opted for option one and their borrowing rights cannot be held back by others.

The political slugfest continued to act as a stumbling block in arriving at a consensus as the 10 opposition states, including Bengal, Punjab and Chhattisgarh, have refused to go by the Centre's proposals."The Centre has issued a borrowing calendar, if I go beyond that to borrow, the G-Sec deals which are used as a benchmark for every other borrowing will go up. This will increase borrowing costs for states and the private sector too," the finance minister said. "An increased borrowed cost is not something we can afford at a time India is looking at more money to invest and to borrow to do business."

Kerala finance minister Thomas Isaac slammed Sitharaman for her move to facilitate the borrowing for the BJP states and those who support the party on various issues. In a tweet, Isaac said: "It is unfortunate that the Union FM does not propose a decision in the Council or even make a statement what she is going to do but chose to make the announcement in the press conference. Why does the Centre refuse to take a decision in the Council? Total disregard for democratic norms."





“The Union FM’s announcement that she is going to permit 21 states to borrow under Option one is illegal. Option one involves deferment of compensation payment beyond five years for which a Council decision is necessary according to the AG’s opinion. No such decision has been made in the Council,” Isaac said in the tweet.

Bengal finance minister Amit Mitra was equally scathing of Sitharaman. “Today, will @sitharaman with (PM) Modi’s direction ignore & muzzle views of 10 states at the GST Council, using brute majoritarianism? If she does, it will impart a death blow to cooperative federalism already on ventilator. Will today be marked a black day for India’s democracy,” Mitra said in his tweet. Rajat Bose, partner, Shardul Amarchand Mangaldas & Co, said: “A stalemate seems to be continuing on the issue of cess. The only certainty is that the levy of cess will continue beyond 2022 which means that eventually it is the consumers who will be funding the shortfall.”

M.S. Mani, senior director, Deloitte, said, “Businesses would be keenly waiting to know the period and the terms on which the compensation cess would be extended as that would have a significant bearing on their business plans.”

Sitharaman said that majority of the states have agreed on option one where states can borrow up to Rs 1.1 lakh crore from a special window facilitated by the RBI. Other states are of the view that a consensus should be reached. However, Sitharaman said that a lot of members discussed whether the Council has any authority to stop them from going and borrowing funds.

*(The Telegraph – 12/10/2020)*

**THE POST-COVID RESUME: HYBRID WORKPLACES WILL NEED EMPLOYEES TO GAIN NEW TECHNOLOGY AND SOFT SKILLS**



Has the Covid-19 pandemic permanently transformed the workplace?



At least for a large part of the white-collar corporate workforce, the answer is ‘yes’, with many companies adopting work from home and employees likely to continue operating remotely even when things come back to business as usual.

As an increasing number of companies are looking at the option of hybrid workplaces — a blend of remote working and working from office — this has led to reassessing the set of skills and competencies in the new work milieu.

While digital transformation has been a top business priority of many companies over the last couple of years, the pandemic has not only accelerated the use of technology and digital tools but also led to the need for a whole new set of skills for people to function in a remote environment, said the HR heads of leading companies including Infosys, Tech Mahindra, Mastercard, Schneider Electric, NTPC, PFC and Vedanta.

The new skill sets span from core technical skills to digital skills, business skills and soft skills.

**Top Skills for the Future Hybrid Workplace**

- 
**Technical and Digital Skills**  
 AI and automation, cyber security, data analysts, machine learning analysts, coders in security and networking, R&D, digital selling.
- 
**Business Skills**  
 Creativity, problem solving, virtual project management, remote management of teams, remotely engaging teams, virtual selling, critical thinking, ability to innovate, digital marketing, design thinking and cognitive ability.
- 
**Soft Skills**  
 Agility, emotional intelligence, self-awareness, adaptability, resilience, social intelligence, cross cultural competency, digital mindset building, virtual collaboration approach, communication, self-motivation, trustworthiness, discipline, critical thinking, accountability.

“Companies are taking a 360-degree view on skills. This includes digital skills such as digital marketing, business skills such as problem solving, ideation and innovation, and interpersonal skills to communicate effectively in a virtual work environment,” said Anurag Malik, partner, people advisory services, EY India.

“Enterprises are building personalised, interactive and shared virtual communities for which experience-related skills like digital interactions, digital marketing, etc., will be required,” said Krishnamurthy (Krish) Shankar, executive vice president and group head of human resource development, Infosys.

The ability to work from anywhere will be a key competency going ahead, said Priti Singh, senior vice president-HR, South Asia, at Mastercard. “Cognitive skills such as complex problem solving and critical thinking virtually, emotional skills such as emotional intelligence, self-awareness, adaptability and resilience, as well as social intelligence and cross-cultural competency will be critical.” Mastercard is setting up a digital academy to enhance skills.

Rachna Mukherjee, CHRO, India and South Asia, Schneider Electric, said: “Digital learning and remote working skills have always been a top priority. However, the outbreak of the pandemic further stimulated this need.”

AI and automation skills and cyber security skills will come into prominence in a virtual work set up.

“We expect to see an increased demand for future-ready employee, adept in digital or niche skills like ecommerce, cyber security experts, data analysts, machine learning analysts,” said Harshvendra Soin, global chief people officer, Tech Mahindra.

“The technical skills in demand are role and industry specific,” PeopleStrong chief executive Pankaj Bansal said. In IT, coders in security and networking, microservices, machine learning and Big Data would be in high demand; in pharma demand would be higher for R&D, and manufacturing workers and frontline sales staff with digital selling skills. In auto, connected technology skillset would continue to be in demand, he said.

State-run power major NTPC is in the process of identifying jobs and roles which can be permitted under WFH in the times to come. Skills such as communication, self-motivation, trustworthiness, discipline, critical thinking, adaptability and accountability will be assessed before allowing people WFH, said AN Verma, executive director-HR.

*(Economic Times – 13/10/2020)*

## STIMULUS 2.0 TO PUSH FISCAL DEFICIT TO 9.5 PER CENT OF GDP: SBI REPORT



The new schemes which will put an additional burden of Rs 40,000 crore on the government form 0.21 per cent of the GDP.

A day after Finance Minister Nirmala Sitharaman announced schemes to boost consumer spending hit by the coronavirus lockdown, the State Bank of India’s Ecowrap pointed that the announcement is set to push the fiscal deficit to 9.5 per cent of the GDP.

The new schemes which will put an additional burden of Rs 40,000 crore on the government. Sitharaman announced the LTC Cash Voucher and Festival Advance Schemes to encourage government employees to spend more and boost demand in the economy.

The report authored by Dr. Soumya Kanti Ghosh, Group Chief Economic Adviser, State Bank of India says that the LTC scheme, announced by Sitharaman, “is unlikely to work unless the government decides to pay GST component also over and above the fare entitlement amount as is done by many PSBs.”

As part of the announcement, central government employees who get Leave Travel Concession (LTC) for their travels will get an equivalent of the amount even without travelling. They could use the allowance to make purchases of their choice. This will apply to the purchase of goods that attract 12 per cent GST or more and can be spent on buying goods worth three times the fare and equal to the cash encashment. The spending will have to be done by digital mode only. There are around 3.5 million central government employees who would be entitled to this benefit.



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The SBI in its Ecowrap said, "Since LTC covers not just the employee but the dependent family members, the drawdown on the personal income will be huge. For instance for employees eligible for business travel get a two-way fair value of Rs 36000. For a family of four, this works out to Rs 1,44,000. The total expenditure works out to Rs 4,32,000 plus the GST amount of Rs 1,03,680."

The report highlighted that out of the two schemes, it is only in the case of the festival advance proposal that one can think there is some additional income over and above the current income. "This is where one can expect demand will get a boost by way of discretionary consumption," it added.

Reflecting on the financial assistance announced for states, the report remarked that Rs 40,000 crore is the maximum additional cash outgo of the Centre during the current fiscal, which is around 0.21 per cent of GDP. The last stimulus package had a cash outgo of Rs 2 trillion or around 1 per cent of GDP.

*(Business Standard – 13/10/2020)*

### **INDIAN ECONOMY TO DIP 10.3% IN 2020; LIKELY REBOUND WITH 8.8% GROWTH IN 2021: IMF**



The Indian economy, severely hit by the coronavirus pandemic, is projected to contract by a massive 10.3 per cent this year, the International Monetary Fund said on Tuesday.

However, India is likely to bounce back with an impressive 8.8 per cent growth rate in 2021, thus regaining the position of the fastest growing emerging economy, surpassing China's projected growth rate of 8.2 per cent, the IMF said in its latest 'World Economic Outlook' report.

Released ahead of the annual meetings of the IMF and the

World Bank, the report said global growth would contract by 4.4 per cent this year and bounce back to 5.2 per cent in 2021.

America's economy is projected to contract by 5.8 per cent in 2020 and grow by 3.9 per cent the next year, the IMF said. China is the only country, among the major economies, to show a positive growth rate of 1.9 per cent in 2020, it said.

The IMF in its report said that revisions to the forecast are particularly large for India, where Gross Domestic Product (GDP) contracted much more severely than expected in the second quarter.

"As a result, the economy is projected to contract by 10.3 per cent in 2020, before rebounding by 8.8 per cent in 2021," it said. In 2019, India's growth rate was 4.2 per cent.

According to the IMF, India is among those likely to suffer the greatest damage from global warming, reflecting its initially high temperatures. For India, the net gains from climate change mitigation-relative to inaction-would be up to 60-80 per cent of GDP by 2100.

While estimates of losses from climate change are somewhat smaller for colder regions (for example, Europe, North America, and east Asia), these are likely underestimations as they do not include a number of damages (for example, rise in sea levels, natural disasters, damage to infrastructure from thawing of permafrost in Russia) and negative global spillovers from large economic disruptions in other parts of the world. Last week, the World bank said India's GDP this fiscal is expected to contract by 9.6 per cent.

"India's GDP is expected to contract 9.6 per cent in the fiscal year that started in March," the World Bank said in its latest issue of the South Asia Economic Focus report.

"The situation is much worse in India than we have ever seen before," Hans Timmer, World Bank Chief Economist for South Asia, told reporters during a conference call last week. "It is an exceptional situation in India. A very dire outlook," he said.

There was a 25 per cent decline in GDP in the second quarter of the year, which is the first quarter of the current fiscal year in India.

In the report, the World bank said the spread of the virus and containment measures have severely disrupted supply and demand conditions in India.

*(Business Standard – 13/10/2020)*

**INDIAN IMPORTS FROM 10 KEY PARTNERS CAN GO UP BY \$21 BILLION, EXPORT HEADROOM AT \$17 BILLION**



Indian imports from key trading partners can rise by USD 21 billion, while the set of 10 countries represent an export headroom of only USD 17 billion, a report by a foreign lender said on Tuesday.

Imports from the US, Malaysia, Indonesia, Singapore and the UK have the greatest opportunity for growth, Standard Chartered Bank said in its study, adding that the largest trading partner US alone enjoys a USD 5.7 billion opportunity.

It can be noted that the Indian government has been looking at ways of increasing exports, especially on the manufacturing front through production linked incentives scheme, as the country tries to serve businesses looking at opportunities beyond China.

As economies and businesses look to recover from the impact of COVID-19 pandemic, there will be markets and sectors with new opportunities to grow trade, the study said.

“Businesses in India and across the world have faced unprecedented challenges over the last few months. Looking ahead, they need to look for new growth avenues and build more resilience,” the bank’s managing director and head of trade for India and South Asia Gaurav Bhatnagar said.

He said India offers an “unexplored potential” of USD 21.1 billion for global exporters and its exporters look at a USD 16.8 billion opportunity with the key trading partners.

Thailand and Germany are the largest markets with export potential for Indian businesses’ perspective, representing an opportunity of USD 2.6 billion each, as per the study. From a growth perspective, Thailand is the topmost with an opportunity of 48 per cent of the present exports to the country, followed by Indonesia at 26 per cent and Malaysia at 25 per cent.

The research contrasts actual export values with potential export values ? calculated by an economic model ? to uncover medium-term opportunities, looking to a post-COVID-19 world as economies begin to reopen, it said.

The scope covers high-potential exports, defined as goods or services where businesses have added value within the borders of their home market, it added.

*(Financial Express – 13/10/2020)*

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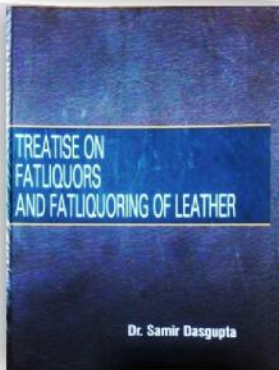
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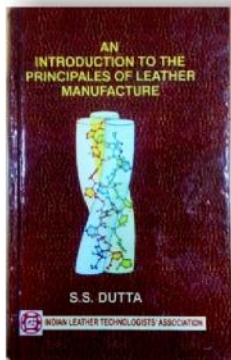
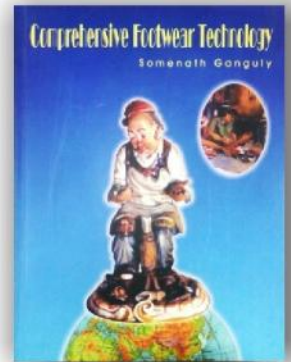
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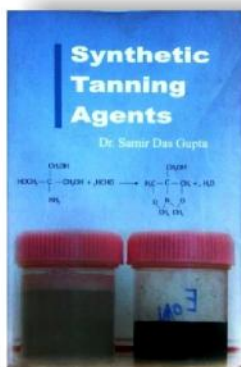
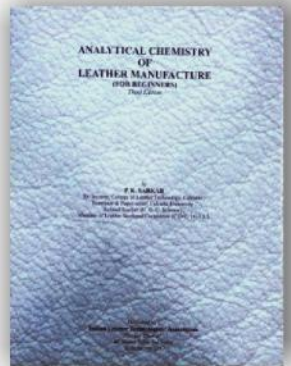
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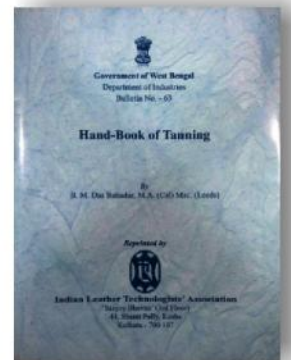
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₹ 900.00 / \$ 30.00

Title of the Book  
Hand- Book of Tanning

Author  
Prof. B. M. Das

Price per copy\*  
₹ 750.00 / \$ 25.00



\*Packing and forwarding charge extra

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**Indian Leather Technologists' Association**

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# History and Activities of Indian Leather Technologists' Association

The Indian Leather Technologists' Association (ILTA) was founded by Late Prof. B. M. Das, the originator of Das-Stiasny theory and father of Indian Leather Science on 14<sup>th</sup> August 1950.

The primary objectives of the oldest Leather Technologists' Association which celebrated its Diamond Jubilee year in the 2010, are :

- ❖ To bring all concerned with the broad spectrum of the leather industry under one umbrella.
- ❖ To organize seminar, symposium, workshop in order to create information, knowledge and latest development for the benefit of all concerned. To offer a common platform for all to interact with each other in order to understand each other's problems and prospects.
- ❖ To publish monthly journal as a supplement to those above objectives. The monthly journal of ILTA is known as journal of Indian Leather Technologists' Association and is the most widely circulated technical journal concerning leather technology.
- ❖ To publish text books for the benefit of students at various levels of study, for the researchers and industry.
- ❖ To have interface between urban and rural sector.
- ❖ To assist Planning Commission, various Government Institutions, Ministry and autonomous bodies to formulate appropriate policies acceptable and adoptable to the industry.
- ❖ To organize practical training and to provide skilled manpower and to motivate good students for study.
- ❖ To conduct activities related to the growth of the export of leather and leather goods from India.
- ❖ As the part of many social activities ILTA has donated Rs. 1 lac to Consul General of Nepal towards relief of earthquake effected of Nepal on 15<sup>th</sup> Sept, 2015.

## INTERNATIONAL & NATIONAL SEMINAR

- ❖ ILTA is the Member Society of International Union of Leather Technologists & Chemists Societies (IULTCS), a 115 years old organization and for the 1st time the IULTCS Congress was organized in January 1999 outside the developed countries in India jointly by ILTA and CLRIL.
- ❖ 2017 IULTCS Congress is scheduled to be held in India again.
- ❖ 8<sup>th</sup> Asian International Conference on Leather Science & Technology (AICLST) was organized by ILTA in 2010 during its' Diamond Jubilee Celebration year.

## SEMINAR & SYMPOSIUM

ILTA organizes Seminar & Symposiums on regular basis to share information, knowledge & latest development and interactions for the benefit of all concerned. Few are as under :

- ❖ Prof. B. M. Das Memorial Lecture every year during the Foundation Day Celebrations on 14<sup>th</sup> August every year.
- ❖ Sanjoy Sen Memorial Lecture on 14<sup>th</sup> January every year, the birthday of our late President for several decades.
- ❖ Prof. Moni Banerjee Memorial Lecture on 15<sup>th</sup> March every year, the birthday of this iconic personality.
- ❖ Seminar on the occasion of India International Leather Fair (IILF) at Chennai in February every year.

It has also organized :

- ❖ Prof. Y. Nayudumma Memorial Lecture.
- ❖ Series of Lectures during "Programme on implementing Emerging & Sustainable Technologies (PriEST)".
- ❖ Seminars in occasion of India International Leather Fair, 2014 and 2015 at Chennai etc. Many reputed scientists, industrialists and educationists have delivered these prestigious lectures. Foreign dignitaries during their visits to India have addressed the members of ILTA at various times.

## PUBLICATION

ILTA have published the following books :

- ❖ An Introduction to the Principles of Physical Testing of Leather by Prof. S. S. Dutta
- ❖ Practical Aspects of Manufacture of Upper Leather by J. M. Dey
- ❖ An Introduction to the Principles of Leather Manufacture by Prof. S. S. Dutta
- ❖ Analytical Chemistry of Leather Manufacture by P. K. Sarkar
- ❖ Comprehensive Footwear Technology by Mr. Somnath Ganguly
- ❖ Treatise on Fatliquors and Fatliquoring of Leather by Dr. Samir Dasgupta
- ❖ Synthetic Tanning Agents by Dr. Samir Dasgupta
- ❖ Hand Book of Tanning by Prof. B. M. Das

ILTA has a good Library & Archive enriched with a few important Books, Periodicals, Journals etc.

## AWARDS OF EXCELLENCE

- ❖ ILTA awards Prof. B. M. Das Memorial, Sanjoy Sen Memorial, J. M. Dey Memorial and Moni Banerjee Memorial Medals to the top rankers at the University / Technical Institute graduate and post graduate levels to encourage the brilliants to evolve with the Industry.
- ❖ J. Sinha Roy Memorial Award for the author of the best contribution for the entire year published in the monthly journal of the Indian Leather Technologists' Association (JILTA).

## LEXPOs

To promote and provide marketing facilities, to keep pace with the latest design and technology, to have better interaction with the domestic buyers, ILTA has been organizing LEXPO fairs at Kolkata from 1977, Siliguri from 1992 and Durgapur from 2010. To help the tiny, cottage and small-scale sectors industries in marketing, LEXPO fairs give the exposure for their products. Apart from Kolkata, Siliguri & Durgapur, ILTA has organized LEXPO at Bhubaneswar, Gangtok, Guwahati, Jamshedpur and Ranchi.

## MEMBERS

The Association's present (as on 31.03.2018) strength of members is more than 600 from all over India and abroad. Primarily the members are leather technologists passed out from Govt. College of Engineering & Leather Technology, Anna University, Chennai, Harcourt Butler Technological Institute, Kanpur, B. R. Ambedkar National Institute of Technology, Jalandhar and Scientists from Central Leather Research Institute.

## ESTABLISHMENTS

In order to strengthen its activities, ILTA have constructed its own six storied building at 44, Shanti Pally, Kasba, Kolkata - 700 107 and have named it "Sanjoy Bhavan".

This Association is managed by an Executive Committee duly elected by the members of the Association. It is absolutely a voluntary organization working for the betterment of the Leather Industry. None of the Executive Committee members gets any remuneration for the services rendered but they get the satisfaction of being a part of this esteemed organization.



ILTA

Since 1950

## Indian Leather Technologists' Association

[A Member Society of International Union of Leather Technologists' and Chemists Societies]

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