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SUSTAINABILITY CHALLENGES AND STRATEGIC PERSPECTIVES: A CASE STUDY OF PAMIDI TAILORS

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Abstract---*The present study identifies the business nature and strategies of Pamidi tailors, their growth, current competitors, and challenges they face which are deterrents to ensure a sustainable business practice. It had several competitive advantages that resulted in an exponential trajectory of growth, but gradually it slowed down for the big challenges it is currently facing. The case further demonstrates that even though Pamidi tailors are a pioneer in the tailoring business, success is extremely hard to sustain unless the focus is given on where it plans to go and how it will go there. Without assessing the present market competitiveness and implementing appropriate business strategies, it is less likely for Pamidi tailors to continue a sustainable business practice. Hence, it has become a matter of concern whether any income enhancement programs can be initiated among the tailoring community in Pamidi which is a dominant area where more than 3000 families that eke out their livelihood through tailoring. Pamidi tailors have customer orientation right from the beginning. The tailoring activity at Pamidi has always taken great care to build excellent customer experience and has ensured that it remains contemporary and fresh to its customers. It has been specializing in professional alterations and custom-made clothes and has experienced tailors who have over 20 to 30 years of experience to serve every need of their customers. It can create and deliver any style of garments according to its customers' needs. It offers an extensive line of material from all over the India and also offers good quality clothing materials, However, the study makes an attempt to explore advanced fashion knowledge that helps Pamidi tailoring community to make perfect cloth fittings for its customers.*

Key words---*Business strategies, competitive advantage, tailoring, Pamidi, Customers, clothing materials, sustainable business practice.*

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I. Background of the study

Anantapur district is an industrially backward area. The most important factor to expedite the economic development of a region/district is sufficient number of entrepreneurs. But unfortunately, there is a great shortage in the requisite number of entrepreneurs who could accelerate the industrial development. But there is no shortage of entrepreneurial spirit in the population of the Pamidi area. More than 3000 families live upon tailoring activity through small and cottage tailoring units that have been established in the area by the efforts and financial resources of the people. It is unimaginable a small town like Pamidi with a population of tailoring families dominated, 3000 have established such a huge number of small and medium size tailoring enterprises in one of the most backward districts in the country.

The present study identifies the business nature and strategies of Pamidi tailors, their growth, current competitors, and challenges they face which are deterrents to ensure a sustainable business practice. It had several competitive advantages that resulted in an exponential trajectory of growth, but gradually it slowed down for the big challenges it is currently facing. The case further demonstrates that even though Pamidi tailors are a pioneer in the tailoring business, success is extremely hard to sustain unless the focus is given on where it plans to go and how it will go there. Without assessing the present market competitiveness and implementing appropriate business strategies, it is less likely for Pamidi tailors to continue a sustainable business practice. Hence, it has become a matter of concern whether any income enhancement programs can be initiated among the tailoring community in Pamidi which is a dominant area where more than 3000 families that eke out their livelihood through tailoring.

II. Survey of Literature

Sundaram (March-2007) observed that export garments units could not meet bulk orders owing to manpower shortage at Erode district. **John E. Akoten, Keijiro Otsuka (February-2007)** in their study demonstrated the how tailors become the mini manufacturer by facing the various problems.

Suresh Babuji (December-2006) reported that Indian garments have good export potential but Indian readymade garments exports reduced due to shortage of tailors, so it is advised that youth could be trained for tailoring and increasing the readymade garments exports.

V. Lawson (February-1999) in his study said the difference between tailoring and seam stressing. Tailoring is socially constructed as a profession and seam stressing as just work. Tailors are exclusively producing men's clothing and seamstresses produce only women's and children's clothing in olden days.

Michael Zakim (April-1998) in his study revealed that the effect of industrial revolution on tailoring trade in nineteenth century. **Elizabeth Teather (January-1997)** in his study revealed that situation of women tailors in the rural areas of Australia, Canada and New Zealand. **Barbara Drake (1912)** in his study opined that tailoring

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trade depends on seasonal fluctuations. **Graham Wallas (1896)** in his study said that industrial revolution brought the change in many sectors but not brought the change in tailoring industry. Change was brought in the tailoring industry due to traditional reasons.

III. Objective of the study

1. To study the impact of demographic factors affecting the socio-economic conditions of tailoring community in Pamidi.

IV. Research Methodology

The objective is to study various aspects of the economics of tailoring units which are an important part of small and cottage industrial units. The data for the study were collected both from primary and secondary sources.

Primary Data

The study is based on primary and secondary data collected from the workers engaged in tailoring profession in Pamidi, Anantapur district of Andhra Pradesh. Primary data for the study are finally chosen from the 500 respondents with the help of a structured questionnaire. The primary data, collected by the interview method, throws light on the type of tailor, type of garments stitching, the number of garments stitching per day and their charges, earnings of the family, dependents of the family, their problems, business enhancement practices and access to various government welfare schemes.

Secondary Data

The secondary data are collected from various books, journals, magazines, newspapers, articles and through various government records, manuals and annual reports from the department of industries, district rural development authorities of Anantapur, Andhra Pradesh.

V. Results and Discussion

Table 1.1: Type of Family -wise Distribution of Tailoring Workers

S. No	Family Pattern	No of Respondents	Percentage
1	Nuclear Family	402	80.40
2	Joint Family	98	19.60
	Total	500	100.00

Source: Field Survey.

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Table 1.1 and Fig.1.1 reveal that 80.40 per cent of the tailoring workers belong to the nuclear family while 19.60 per cent of the tailoring workers belong to the joint family. As majority of the tailoring workers are nuclear family, their upgradation of tailoring

skills are influenced by only limited members of the family. This also implies that nuclear tailoring units are supported to hire the services of labor from outside the family and pay for them. This will also tell on their net earnings. In case of joint families, earlier such services were less outsourced and it made to be a self-supporting measure with the help of sufficient hands of labor within the family circles.

Fig.1.1: Type of Family -wise Distribution of Tailoring Workers

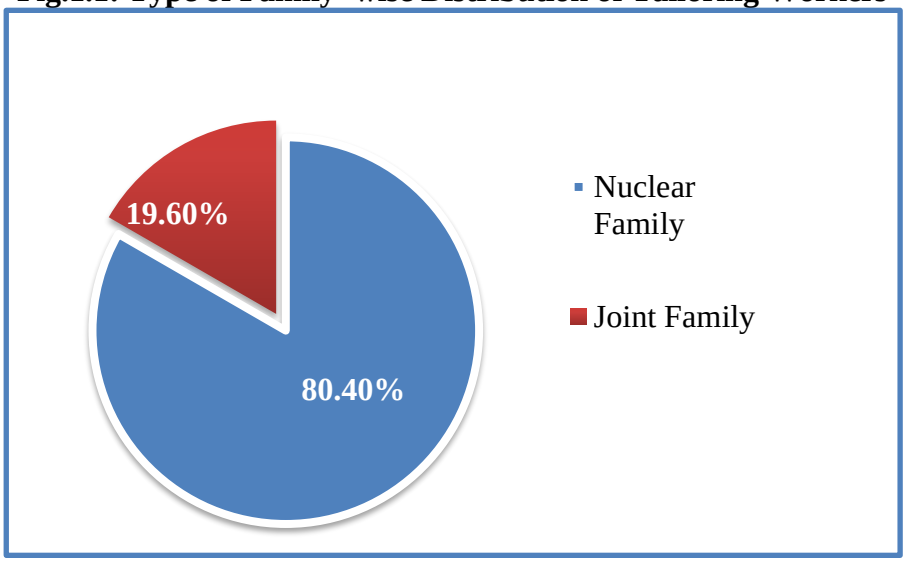

Table 1.2: Family Size-wise Distribution of Tailoring Workers

S. No	Family Size	No of Respondents	Percentage
1	1 - 2 Members	96	19.2
2	3 - 4 Members	310	62.0
3	5 - 6 Members	65	13.0
4	7 - 8 Members	24	4.8
5	> 8 Members	5	1.0
	Total	500	100

Source: Field Survey.

Table 1.2 and Fig.1.2 disclose that most of the tailoring workers have medium size families comprising family members between 3 and 4 i.e. husband, wife, one or two children (62 per cent). Second, 19.20 per cent of the tailoring workers have small size families comprising family members between 1 to 2 i.e. husband and wife.

Tailoring workers with large families comprising family members between 7 to 8 and above 8 are less in percentage varying between 1 per cent to 5 per cent. Thus, it can be concluded that the trend of having very large families was on decline and tailoring workers even of poorer socio-economic status prefer to have small or medium families

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rather than large families. With the adoption of family norms in the context of smaller families, there is a need for outsourcing the labor required for tailoring activity within the nuclear families as a cottage enterprise activity.

Fig.1.2: Family Size-wise Distribution of Tailoring Workers

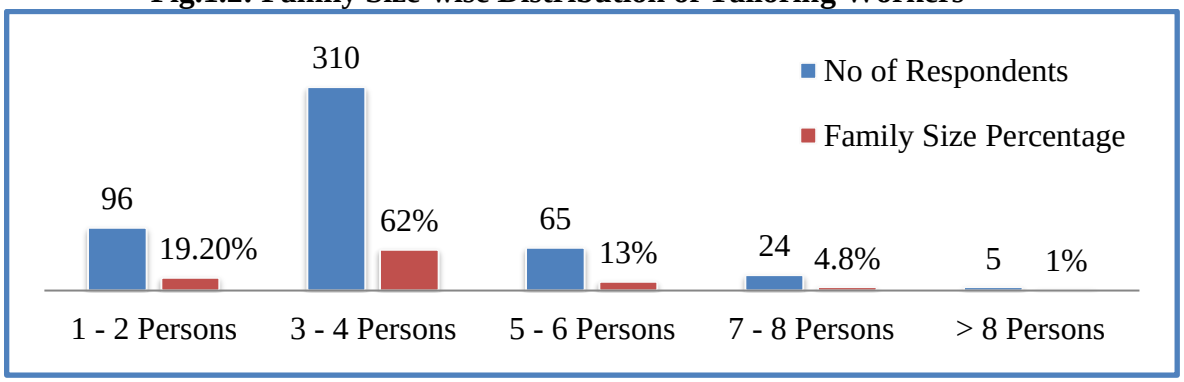

Table 1.3: Number of Earning Members in Family - Distribution of Tailoring Workers

S. No	No of Earning Members	No of Respondents	Percentage
1	1 - 2 Members	388	77.60
2	3 - 4 Members	92	18.40
3	5 - 6 Members	13	2.60
4	7 - 8 Members	4	0.80
5	> 8 Members	3	0.60
	Total	500	100

Source: Field Survey

It is evident from the Table 1.3 and Fig.1.3 that a large number (77.60 per cent) of tailoring workers have 1 to 2 earning members in their family and a second large number (18.40 per cent) of tailoring worker have 3 to 4 earning members in their family. Below 1.00 per cent of the tailoring workers have 7 to 8 and 8 above earning members (7) in their family.

Thus, it is clear that either husband and wife, or any one of them is engaged in tailoring business. Earning of the members is significant one because based on that they live. It is thus evident from the table that more than three – fourths of the respondents in the study have fewer earners per family.

Hence it is necessary to enhance their income either by increased tailoring activity or by other beneficiary programs of the state or central governments.

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Fig.1.3: Number of Earning Members in Family - Distribution of Tailoring Workers

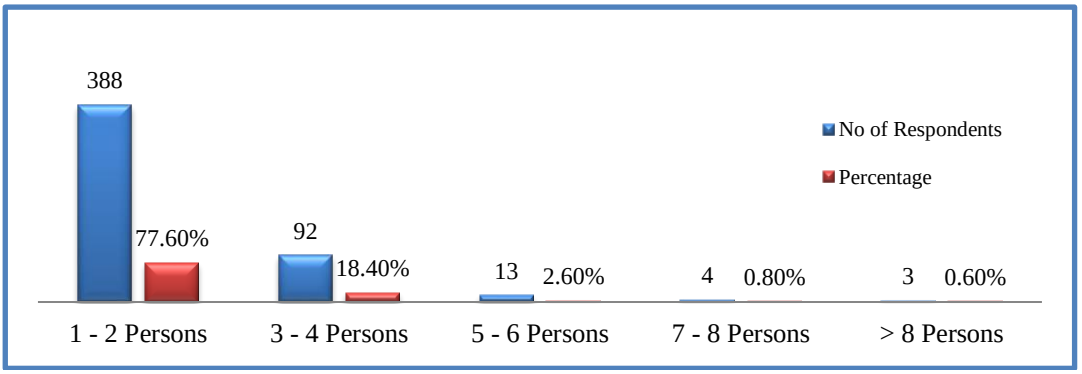

Table 1.4: Number of Dependent Members in Family - Distribution of Tailoring Workers

S. No	No of Dependent Members	No of Respondents	Percentage
1	Nil	83	16.60
2	1 - 2 Members	329	65.80
3	3 - 4 Members	79	15.80
4	5 - 6 Members	6	1.20
5	7 - 8 Members	3	0.60
	Total	500	100

Source: Field Survey

Table 1.4 and Fig.1.4 state that a significant proportion (65.80 per cent) of tailoring workers has 1 to 2 dependent members in their family, followed by 18.40 per cent of tailoring worker have no dependent members in their family. 15.80 per cent of the tailoring workers have 3 to 4 dependent members in their family and below 2.00 per cent of the tailoring workers have 7 to 8 and 8 above earning members in their respective families. Hence, it is clear that either children or parents are dependent members in tailoring workers families. The large the number of dependents on single source of income, the bigger is the problem of finance. It is difficult for such families to be financially viable since three to four or more dependents on single source of income i.e., tailoring activity.

Fig.1.4: Number of Dependent Members in Family - Distribution of Tailoring Workers

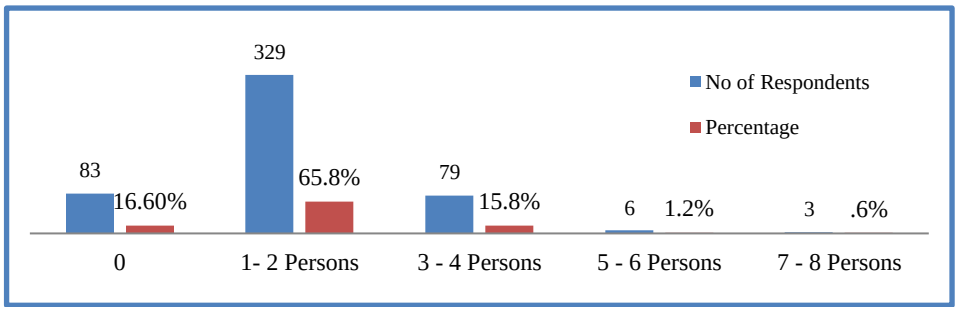

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Table 1.5: Reasons for entry into the Tailoring Profession

S. No	Reasons	No of Respondents	Percentage
1	Ancestral	28	5.60
2	Financial Problems	314	62.80
3	Village Profession	45	9.00
4	Low Investment Business	40	8.00
5	School Dropouts	56	11.20
6	Other Reasons	17	3.40
	Total	500	100.00

Source: Field Survey

Table 1.5 and Fig.1.5 describe that majority of the tailoring workers (62.80 per cent) entered into the tailoring profession due to the financial problems (62.80), followed by school drop outs (11.20), village profession (9.0), low investment business (8.0), ancestral (5.60) and other reason (3.40). However, it is clearly indicated that financial problem is the main reason to enter into the tailoring profession. Because of financial problems, most of the tailoring families force their children to learn the skills so as to economize on cost of labor

Fig.1.5: Reasons to enter into the Tailoring Profession

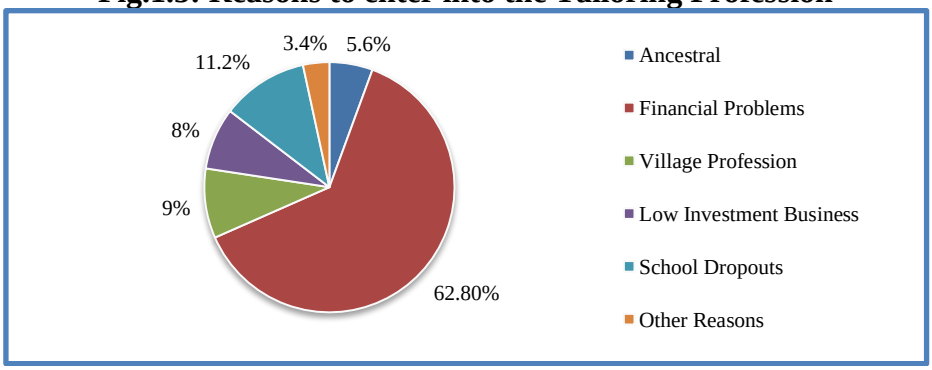

Table 1.6: Average Monthly Income-wise Distribution of Tailoring Workers

S. No	Average Monthly Income	No of Respondents	Percentage
1	<Rs2000	37	7.40
2	Rs 2001 to Rs 4000	238	47.60
3	Rs 4001 to Rs 6000	193	38.60
4	Rs 6001 to Rs 8000	19	3.80
5	> Rs 8001	13	2.60
	Total	500	100.00

Source: Field Survey

Table 1.6 and Fig.1.6 denotes that 7.40 per cent of the tailoring worker income was below Rs 2000 which is very low income, even does not fulfill the basic requirements of life. The study also identified that 47.60 per cent of the tailoring workers income was

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between Rs 2001 to Rs 4000 whereas; 38.60 per cent of the tailoring workers income was between Rs 4001 to Rs 6000 which is lower than the minimum subsistence level. 3.80 per cent of the tailoring workers income was found between Rs 6001 to Rs 8000 which is sufficient only to fulfill the only basic requirements, not to save any income for future requirements and only 2.60 per cent of the tailoring workers income was above Rs 8000 which is also an average income for family.

Many of the tailoring workers expressed their opinion that their earning is not sufficient for their survival. Now, the main reason to survive is, having their own house, availing the government schemes like Ration, Pension etc along with tailoring income. The reasons behind such a low income is, because tailoring industry is fully unorganized and informal in nature in term of no minimum stitching charges, lack of entrepreneur's skills, financial support by government, etc. Average monthly income of Pamidi workers is at a low level and if their income earning position does not improve, there may be exodus of these artisans to other regions in search of other alternative live hoods.

Fig. 1.6: Average Monthly Income-wise Distribution of Tailoring Workers

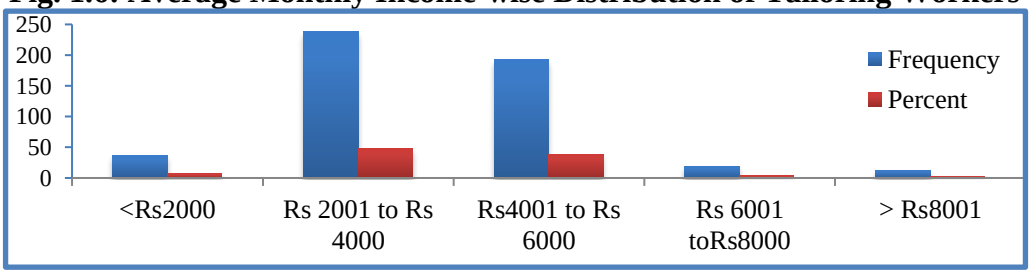

Table 1.7: Average Monthly Family Income of Tailoring Workers

S. No	Average Monthly Income	No of Respondents	Percentage
1	Less than Rs 5000	14	2.80
2	Rs 5001 to Rs 10000	303	60.60
3	Rs 10001 to Rs 15000	135	27.00
4	Rs 15001 to Rs 20000	29	5.80
5	Above Rs 20001	19	3.80
	Total	500	100.00

Source: Field Survey

Table 1.7 and Fig.1.7 reveals that 60.60 per cent of the tailoring worker's family income by all resources was between Rs 5001 to Rs 10000, followed by 27.00 per cent of the respondent's family income between Rs 10001 to Rs 15000. Further followed by 5.80 per cent of the respondent's income ranging between Rs 15001 to Rs 20000 where as 3.80 per cent of the tailoring respondents worker's income ranging above Rs 20001 and few tailoring worker's (2.8 per cent) family income was below Rs 5000. Hence, it is observed that single hand earning is not sufficient to run the family because the cost of living has become too high so family income by all resources is an intense need of supporting.

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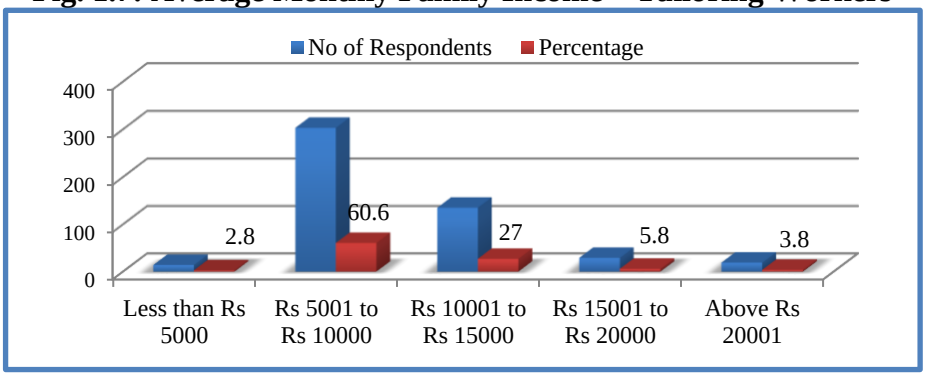
Fig. 1.7: Average Monthly Family Income – Tailoring Workers



VI. Testing of Hypothesis

$H_0$1: There is an impact of demographic factors affecting the socio-economic conditions of tailoring community in Pamidi.

$H_0$1.1. There is an impact of gender (demographic factor) affecting the type of family (socio factor).

Table 1.8: Gender with Type of Family

Gender * Family Type			Type of family		Total
			Nuclear	Joint	
Gender	Male	F	150	29	179
		%	83.80%	16.20%	100.00%
	Female	F	252	69	321
		%	78.50%	21.50%	100.00%
Total		F	402	98	500
		%	80.40%	19.60%	100.00%

Source: Computed from Primary data

From table 1.8, it is found that 83.80 per cent of the male tailoring workers belong to nuclear family while 16.20 per cent of the male tailoring workers belong to joint family, as well as 78.50 per cent of the female tailoring workers belong to nuclear family while 21.50 per cent of the female tailoring workers belong to joint family.

Table 1.8.1: Chi-Square Tests

Type of Test	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.044[a]	1	0.153

The Chi-Square calculated value is 2.044 and degree of freedom is 1. The probability value is 0.153 which is greater than .05. Hence the null hypothesis is accepted. It shows that there is no impact of gender on type of family.

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$H_0$1.2. There is an impact of gender (demographic factor) affecting the size of family (socio factor).

Table 1.9: Gender with Size of Family

Gender * Family Size			Family Size					Total
			1 - 2 Persons	3 - 4 Persons	5 - 6 Persons	7 - 8 Persons	> 8 Persons	
Gender	Male	F	44	108	20	6	1	179
		%	24.60%	60.30%	11.20%	3.40%	0.60%	100.00%
	Female	F	52	202	45	18	4	321
		%	16.20%	62.90%	14.00%	5.60%	1.20%	100.00%
Total		F	96	310	65	24	5	500
		%	19.20%	62.00%	13.00%	4.80%	1.00%	100.00%

Source: Computed from Primary data

From table 1.0, it is found that 60.30 per cent of the male tailoring worker's family size is between 3 to 4 members, while 24.60 per cent of the male tailoring worker's family size is between 1 to 2 members and 15.20 (11.20+3.40+0.60) per cent of the tailoring worker's family size is between 5 to 8 or above 8 family members. 62.90 per cent of the female tailoring worker's family size is between 3 to 4 members, while16.20 per cent of the female tailoring worker's family size is between 1 to 2 members and 20.80 (14+5.60+1.20) per cent of the female tailoring worker's family size is between 5 to 8 or above 8 family members.

Table 1.9.1: Chi-Square Tests

Type of Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.806[a]	4	0.146

The Chi-Square calculated value is 6.806 and degree of freedom is 4. The probability value is 0.146 which is greater than .05. Hence the null hypothesis is accepted. It shows that there is no impact of gender on size of family.

Results of Chi-Square Test

S. No	Socio and Economic Conditions	Degree of freedom	Calculated value of X^2	Table Value of X^2	Null Hypothesis	Impact
1	Family Type	1	2.044	3.841	Accepted	No Impact
2	Family Size	4	6.806	9.488	Accepted	No Impact
3	No of Earning Members in tailoring workers family	4	14.263	9.488	Rejected	Impact
4	No of Dependent Members in tailoring workers family	4	11.966	9.488	Rejected	Impact

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S. No	Socio and Economic Conditions	Degree of freedom	Calculated value of X^2	Table Value of X^2	Null Hypothesis	Impact
5	Other Family Member's Business or Profession	4	35.195	9.488	Rejected	Impact
6	Monthly Income of Tailoring Workers	4	62.447	9.488	Rejected	Impact
7	Monthly Family Income of Tailoring Workers	4	20.736	9.488	Rejected	Impact
8	Working Hours of Tailoring	4	4.046	9.488	Accepted	No Impact
9	Medical Expenses of Tailoring Workers per month	4	18.885	9.488	Rejected	Impact
10	Type of sewing machine used by Tailoring Workers	1	5.320	3.841	Rejected	Impact
11	Mode of Machine operated by Tailoring Workers	1	0.334	3.841	Accepted	No Impact
12	Tailoring Worker's Experience	4	21.022	9.488	Rejected	Impact
13	Tailoring Worker's Specializations	3	83.865	7.815	Rejected	Impact
14	Multiple Skills of Tailoring Workers	1	304.209	3.841	Rejected	Impact

H1.2. Age Group (Demographic Factor) with Socio and Economic Conditions

S. No	Socio and Economic Conditions	Degree of freedom	Calculated value of X^2	Table Value of X^2	Null Hypothesis	Impact
1	Family Type	4	13.275	9.488	Rejected	Impact
2	Family Size	16	61.154	26.296	Rejected	Impact
3	No of Earning Members in tailoring workers family	16	16.014	26.296	Accepted	No Impact
4	No of Dependent Members in tailoring workers family	16	94.579	26.296	Rejected	Impact
5	Other Family Member's Business or Profession	16	14.186	26.296	Accepted	No Impact

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S. No	Socio and Economic Conditions	Degree of freedom	Calculated value of X^2	Table Value of X^2	Null Hypothesis	Impact
6	Monthly Income of Tailoring Workers	16	20.017	26.296	Accepted	No Impact
7	Monthly Family Income of Tailoring Workers	16	26.309	26.296	Rejected	Impact
8	Working Hours of Tailoring	16	32.297	26.296	Rejected	Impact
9	Medical Expenses of Tailoring Workers per month	16	36.369	26.296	Rejected	Impact
10	Type of sewing machine used by Tailoring Workers	4	6.128	9.488	Accepted	No Impact
11	Mode of Machine operated by Tailoring Workers	4	12.050	9.488	Rejected	Impact
12	Tailoring Worker's Experience	16	184.577	26.296	Rejected	Impact
13	Tailoring Worker's Specializations	12	26.288	21.026	Rejected	Impact
14	Multiple Skills of Tailoring Workers	4	5.165	9.488	Accepted	No Impact

VII. Conclusion

The calculated chi-square value represents the sum of the square of the differences between actual and expected frequency divided by the respective expected frequency. It is compared with the table value for respective degrees of freedom. Only if the calculated value is less than the table value, the null hypothesis is accepted.

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