Moving to Industry 4.0 – Apparel 4.0 – Smart Manufacturing
Find Your Passion, Learn How to Add Value To it and Commit to Lifetime of Learning
MANAGEMENT POST COVID 19

While it's hard not to feel the despair and fear all around us now, everyone around the world is finally coming to the realization that regardless of when and how this situation will end, the world we know is never going to be the same.

 Leaders seeking to transform their organization must recognize that just as their traditional view of change must shift, leadership practices must evolve to align with their organization’s aspirations. As a leader, you must be an active sponsor of change by expressing, modeling and reinforcing the behaviors required for changes to be successful. See change as a trans for mative competency. Recognize that change must occur continuously, and multiple changes must occur simultaneously. This requires a culture that accepts change as the norm and becomes so good at changing that it thrives during disruption.

Focus on your mission. This is your “why” for transformation and must be clearly, compellingly and continuously articulated in order to engage key stakeholders. Invest in initiatives that will elevate leader performance. Leaders need to bolster their leadership skills to effectively lead during this time of transformation.

 Hold employees accountable. Make it clear that adapting is not optional and reinforce this mentality through validation, coaching, rewards and recognition. Be comfortable with the uncomfortable: Change is difficult, but leaders must embrace disruption as they move toward business goals. By infusing a desire for change rather than dictating new behavior, leaders can create a transformational environment and make it easier for employees to engage in the transformational journey.

 One must accept that it requires everyone in the organization to understand why their effort is critical, what they’re being asked to do and how their contribution will shape the future. When employees can connect their role to a desired change, they commit to the changes and are invested in the outcomes of the transformational strategy. Identifying individuals who will display model behaviors and encourage others to see the bigger picture is critical to achieving targeted outcomes and sustainable performance.

 These individuals are often informal leaders that influence the behavior of others and have knowledge that can be used to bring forth or support innovative ideas that drive efficiency and make change sustainable. They can help identify which team members will be affected by change and how the dynamics of a given team will impede or accelerate progress. Leveraging these individuals, their insights and experience is key to the change process.

 With any change comes resistance. For change to be implemented successfully, it is equally important to identify individuals who do not embrace change and educate them on the benefits the changes will yield. By listening to these employees and addressing their concerns, leaders can mitigate resistance and turn detractors into supporters.
RESKILLING AND UPSKILLING TO OVERCOME CURRENT & FUTURE CRISIS

Getting up and going to work is looking different than it did just a few years ago. In times of crisis such as the one we’re facing now, there’s a higher likelihood of panic and discouragement. We cannot control what is happening to our world today, but we can still control how we deal with what is around us. The only sustainable way to face adversity is to have the mind set to move forward and learn from our experiences, good and bad alike.

According to a report by Deloitte, the “inability to learn and grow” is the top reason why employees leave their companies. As employers catch on, you can expect more employees to be cross-trained and encouraged to look for growth opportunities internally, lest they look toward other employers for career mobility.

Jobs are changing because organizations require new skills that their workforce may not currently possess, and there’s no sign of this trend stopping. We can adapt to challenges and overcome them by embracing Reskilling and Upskilling which are great ways to learn to new applications that will help the employee to become an effective team player.

The employee personalization trend illustrates that employees want to be appreciated on an individual level. One-way employers are showing their appreciation is through upskilling. Not only does this help employees feel valued, but it also helps fill knowledge gaps within the company.

As we step into this new normal of a hyper-digital world investing in employee reskilling and upskilling will give companies big returns. It is vital to act swiftly.

Foremost will be the need to identify the talent that can be upskilled quickly, followed by building a company-wide strong foundation of data-savvy workforce. The employer and the employee need to continuously keep in mind that Reskilling and upskilling are not a one-time thing.

A reskilling or upskilling program needs several elements to be successful. The first is a sense of urgency. “You need some sort of signaling element to your workforce that says, ‘This is something that you should be doing’.

The whole point of reskilling and upskilling is to do continuously to future-proof our skills to keep up with change as mid-level managers are also looking for a sharp growth curve.

Broadly speaking, this will fast forward Industry 4.0 with greater connectivity of machines, data, value chains, and, most importantly, people. The key to harnessing this accelerated automation, and grappling with impacts to the manufacturing labor market, lies in the retraining factory workers.

An individual who has been upskilled is doing the same job, only better. Reskilling and Upskilling programs need to have a broad portfolio of learning mechanisms and a way to measure and show a learner’s certification of a new skill, so it can be portable from job to job.

Broadly speaking, this will fast forward Industry 4.0 with greater connectivity of machines, data, value chains and most importantly people. The key to harnessing this accelerated automation and grappling with impacts to the manufacturing labor market lies in the retraining factory workers.
INẤDIAApparel Industry – Challenges, Opportunities &
The Way Forward Post COVID-19
Dr. Rajesh Bheda

Current Scenario – Challenges
The Covid Pandemic has acatstrophic effect on the apparelindustry globally. The combined apparel consumption of
EU and the US might fall to about US$ 308 billion, 40-45% lower than theprojected consumptions for 2020. This will be
a tough time for Indian apparel exporters as, about 60% of the country’s apparel exports are destined for EU and the
US markets. As per the study undertaken by Rajesh Bheda Consulting, released on 17th April, shipments worth more
than 3 Billion US$ were at stake for the Indian apparel exporters due to order cancellations or being put on hold.

Impact of Covid-19 on Indian Apparel Export Industry

<table>
<thead>
<tr>
<th>Factories Reported</th>
<th>Average value of orders Cancelled/Hold per factory</th>
</tr>
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<tbody>
<tr>
<td>60</td>
<td>$ 1.49 mn</td>
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</table>

Source: Rajesh Bheda Consulting
Till the quarter of March, the export of ready-made garments declined by 16%. RMG exports were to the tune of USD
126.31 million in April 2020 with a decline of -91.04 per cent against the corresponding month of April 2019, which
was USD 1409.53 million. Compared to the corresponding period of May 2019, the members surveyed indicated a
drop of 84% over last year, primarily because some factories had started manufacturing masks and other PPE
products.

The series of bankruptcies filed by large number of retailers and brands is another challenge that has affected
the already stretched cash flow of the apparel exporters. Any exporter with large exposure to these customers cannot
come out unharmed for this challenge. It is projected that coming months are likely to witness several more retailers
and brands going bankrupt. BOF McKinsey report, ‘State of Fashion 2020’ had indicated that more than 80% fashion
companies would be under distress after more than two months of store closure.

On the manufacturing side, lack of globally competitive man-made fibre base, presence in narrow product basket, low
economies of scale, fragmented supply chain, under utilisation of design talent and lower manufacturing efficiencies are some of the major challenges.

Opportunities
Post-coronavirus, brands will follow the strategy of diversification and reduce their dependency on China to prevent

Global Personal Protective Equipment market

CAGR 8.7% (2020-2030)
$52.7 Billion 2019
USO 92.5 Billion by 2025
large scale supply chain disruption. Several global companies that thrived on the efficiency and low costs of Chinese production are likely to move their base in the aftermath of Covid-19. South Korean and Japanese firms have evinced interest in migrating towards production-conducive economies like Vietnam, Thailand and India.

India has competitive labour costs and presence of complete supply chain from farm to fashion. As long as we work on supply chain integration and improve manufacturing efficiencies, the industry can be quite competitive. The post pandemic demand would be for smaller quantities with low lead time, companies will have to work on improving the speed to market. Demand manufacturing is here to stay and we need to gear up to cater to it. The current low business period must be used to prepare the factories for quick response deliveries. India can utilise these opportunities and present itself as a credible alternate to China and increase its share of exports. The companies should look to diversify in markets and products to increase exports.

Sales of medical protective gears including surgical masks and protective clothing is a major opportunity. Western nations are importing large quantities of such products to battle the disease. The global personal protective equipment (PPE) market was valued at USD 52.7 billion in 2019 and is expected to reach USD 92.5 billion by 2025, growing at a CAGR of 8.7% during 2020-2025. , the global healthcare PPE market generated $12.9 billion in 2019, and is estimated to reach $33.4 billion by 2027, registering a CAGR of 12.4% from 2020 to 2027. India's share was only $260 million so far last year." The figure shows a great opportunity for exports in PPE category for products like masks, coveralls, disposable gloves etc.

India has created a significant capacity to manufacture approximately 700,000-800,000 coveralls daily through 1100 factories. PPE production capacity has increased so much that it has become a Rs 7,000-crore industry in India, the biggest after China. However, for getting export ready, the quality systems for Medical device manufacturing, product testing and EC certifications are major hurdles to be overcome. This requires investments, patience and commitment to quality needed for entering in the medical device/ medical textiles manufacturing for the international market. But in medium terms, this can open up a new and promising markets for India for sustained business.

Markets

Companies in India should also look for new markets beyond US and EU like Japan and South Korea. The other markets can be Australia, Nigeria, Chile and Saudi Arabia. The PPE domestic market alone has potential to reach upto 10000 crores. The PPE kit-makers have informed that they are getting enquiries from several nations, including the US, the UK, Nigeria, Germany, Spain, Russia and Uganda. For raw materials, India should look to develop local pool of textile manufacturers to reduce the dependency on imports and reduce lead time. These textile manufacturers also need to be ready with international certifications so that garment manufacturers are assured of the quality of the fabric and can concentrate of overall manufacturing process.

Way forward

Indian apparel industry players need to introspect and quickly get into action to grab opportunities which are emerging due to the desire of the customers to move away from China and the new product demand globally. Following actions could be worked upon to for survival and resurgence.

1. Focus on what is under your control and start from there. Lead the team from front. Its war times.
2. Study the contracts with your customers carefully before finalising. This would reduce undue risk.
3. Consider Factoring agencies to secure payments for shipments, it may cost a little but would be worth it.
4. Improve capabilities in digital product development to cut down lead time.
5. Do not waste the current opportunity, train the management team in lean management/ WCM principles to improve responsiveness and eliminate waste and improve cost competitiveness.
6. Carefully consider the option of developing PPE/ medical textiles business. It would need investment and long-term commitment.
7. Improve supply-chain collaboration for improving responsiveness and resilience.
Impact of Covid-19 on Indian Apparel Industry & Way Forward Strategy

Indian apparel industry is facing severe setback in exports as well as domestic market due to COVID-19. Although, domestic market is trying to recover after lockdown has ended in first week of June, it will take long for US & EU markets to settle, until then the industry is expected to run at less capacity only.

Indian textile & apparel industry plays an important role in Indian economy in terms of value and employment. The industry contributes approximately 2% to the GDP and 11% to the country’s export earnings. It provides direct employment to almost 50 million persons.

Impact of COVID-19

There is huge impact of COVID-19 on Indian apparel industry in both domestic and export terms. India’s export is majorly dependent upon US and EU markets which are still trying to recover from the pandemic. Most of the leading Indian exporter have reported order cancellations and lack of orders for next 3 to 6 months. As a result, many of them have reduced the number of working machines against their installed capacity. Feware planning to merge units to reduce manufacturing cost. Some of the manpower has been retrenched from factories as a part of cost reduction initiatives. Situation is alarming for smaller factories, many of which have already shut down till further opportunity.

Domestic market oriented manufacturers have also faced a similar scenario. The markets remained closed for more than two months during lockdown in the country. As a result, the factories have faced multiple challenges -

- Lack of orders and order visibility
- Liquidity crunch while restarting operations
- Delay in restart due to social distancing norms
- Increase in cost of manufacturing due to low utilisation
- Low availability of workers as many of them travelled to their native

The overall impact of above would have to be compensated by reducing cost of manufacturing through innovative re-engineering ideas and better technologies.

Some of the apparel manufacturers shifted to manufacturing PPE coveralls and face masks to capitalize on new emerging opportunities while recovering some of the losses.

Opportunities

There are three clear opportunities for Indian apparel industry in the current scenario

- Shifting of orders from China: Buyers globally would look more and more to move out of China. Indian apparel manufacturers could be an alternative provided they are cost competitive, committed for delivery & quality.
- Fashion masks for local as well exports markets
- Personal Protection Equipment (respirators, surgical masks and coveralls): There is high requirement of PPE coveralls and masks to battle the pandemic and this demand will grow now as export has opened up from July.

Way Forward

Currently industry is struggling for producing good quality and export ready PPE due to lack of information and proper guidelines. Introduction of quality raw materials, right technologies, standard defined processes, optimization of resources and adherence to international standards would be key to capitalize on this long-term opportunity.

Though all manufacturers have suffered but smaller ones are most vulnerable in present circumstances. Managing order execution will be a challenge after a phase of complete shutdown for almost 2 months. Medium and giant players will also have to strategize and optimise their resources to reduce the impact. Factories will face manpower shortage but that can be managed with proper planning & providing dormitory facilities.

The overall impact of pandemic is higher on the industry & situation is unpredictable until permanent solution is found. But we can take preventive measures to minimize the impact.

The article has been authored by Surender Jain, Business Director (Wazir Advisors. Pvt. Ltd.) and Bhavesh Singh Chandel, Senior Consultant (Wazir Advisors Pvt. Ltd.)
64th INDIA INTERNATIONAL GARMENT FAIR (IIGF)
(Excerpts from IIGF Website)

64th IIGF was inaugurated by Dr. A. Sakthivel, Chairman, AEPC & IIGF in the presence of Sh. Lalit Thukral, Vice Chairman, IGFA, Sh. H.K.L. Magu, Sh. Vijay Jindal, Sh. Anil Verma - EC Members, AEPC, Sh. Saneed Nandwani, SG, AEPC by cutting the ribbon on 20th January, 2020 at Foyer of Hall No. A3, PragatiMaidan, New Delhi. 2. Thereafter, Sh. Sidharth Nath Singh, Cabinet Minister of MSME, Investment & Export Promotions, Khadi & Gram Udyog, Textile, Handloom & Handicraft, NRI, Govt. of Uttar Pradesh grace the occasion by lighting the ceremonial lamp in the presence of Dr. A. Sakhthivel, Chairman, AEPC & IIGF, Sh. Lalit Thukral, Vice Chairman, IGFA, Sh. H.K.L. Magu, Sh. Vijay Jindal, Sh. Anil Verma - EC Members, AEPC. He along with all the dignitaries unveils the Fair Guide of the 64th IIGF, take a round of the fair and visited stalls of the participants. He also inaugurated the Fashion show of the 64th IIGF.

Some of the major buyers who have visited the fair are given below:-


Good, USA, 10 Stores, Greater Good, USA, 10 Stores, BEBE + LLC, Georgia, 11 Stores,

PRODUCT PROFILE

a) CASUAL WEAR: Blouses, Casual Wear, Children's Wear, Co-ordinates, Denim Wear, Infants' Wear, Knitwear, Ladies Wear, Men's Wear, Shirts, Shorts, Silk Garments, Skirts, Suits, Dresses, T-Shirt, Trousers, Vest, Kaftan, Tunics, Beachwear, Ponchos, Pyjamas, sleepwear, Pullovers, Sweaters, Cardigans, etc.

PRUDENT HR MEASURES DURING POST COVID-19 SCENARIO

Compiled by Neeraj Pandey & Pankaj Choudhary, OGTC

As the pandemic resets major work trends, HR leaders need to rethink workforce and employee planning, management, performance and experience strategies.

People are the greatest resources in every organization. Attracting and retaining the right talent are some of the key management practices which contribute to the success of any organization. It takes a long time to build an employer brand. Every HR measure should be carefully thought out and analyzed through 3 dimensions – the employee, the cost-benefit as well as the legal. The role of HR has to be redefined from Hiring & Recruitment and Appraisals to New Working Models, Performance-Centric Compensation Restructuring, Managing Cost Optimization and Reduction exercises without damaging employer branding, and play a decisive role in the long term survival of the business.

Presented below are some of the prudent HR measures being taken or envisaged by businesses in India as well as across the Globe:

1. **Counseling and Collaboration** - To ensure communication efforts help engagement, HR Managers must have a two-way dialogue with employees. Offering proper counseling sessions with employees to help them offload their isolation anxiety, vent their fears, or just de-stress.

2. **Sense Employees’ Need for Support** – Employees don’t want to be viewed as faceless cogs in a larger machine—they want to be recognized for the unique value each brings to the company. This uniqueness is something employers are beginning to embrace too. HR professionals need to recognize this aspect and provide the required support and communication. To enable regular conversations between the Line managers and employees, HR should provide managers with the necessary guidance on how best to approach sensitive subjects arising post-COVID-19 pandemic, including job security, alternative work models, impact to staffing, and prospects tension in the workplace.

3. **Reinforcing Organisational Values** - Work well-being has the greatest impact on feelings of psychological safety — an unpleasant employee experience can negatively impact psychological safety by up to 35%. To make matters worse, during periods of uncertainty, employee misconduct increases by as much as 33%. Apart from modeling the right behaviors, HR managers should encourage whistleblowers to call out unethical behaviors, remind staff of the channels for reporting misconduct, and highlight punitive measures for non-compliance, post-Covid.

4. **Recognizing Employee Efforts** - As COVID-19 generates significant disruption, and undercuts employee engagement, HR managers need to redouble their recognition initiatives & efforts. Effective recognition motivates the recipient and the same time serves as a strong signal to other employees of behaviors they should emulate. Recognition can take many forms other than monetary rewards such as public acknowledgment, tokens of appreciation, development opportunities and low-cost perks. This reinforces the organization’s commitment to the long-term success of the employee.

5. **Driving Engagement Through Innovation** – Present unprecedented time of change and disruption demands innovation and risk-taking becoming more important for employee engagement and organizational success. The disengaging effect of constraints on innovation and risk-taking are particularly severe for high-potential (HIPO) employees who can feel demotivated. Even when the organization has constraints on new investments, HR managers need to emphasize the need and provide opportunities for process improvements or incremental innovation.
6. Educating and equipping the workforce - Educating and equipping the workforce with the right information on COVID-19, safety tips, nutrition information and so on are crucial and jobs for HR Professionals. The HR needs to communicate measures taken by the company during this situation. HR can create interesting posts about escalating events and topics around this issue on the activity feed.

7. Focus on Employee Wellness - After understanding the anxiety and stress of the COVID-19 pandemic, HR will need to put more focus on the mental health and overall wellness of the employees. Holistic benefits are a common way of introducing wellness to a company. These benefits address all aspects of well-being, including mental health and financial security. While these plans will differ in offerings, the idea is to provide employees with benefits that help improve their well-being beyond standard health coverage.

8. Employee upskilling - As the employee personalization trend illustrates, employees want to be appreciated on an individual level. One way employers are showing their appreciation is through upskilling, Learning and development initiatives. Not only does this help employees feel valued, but it also helps fill knowledge gaps within the company. According to a report by Deloitte, the “inability to learn and grow” is the top reason why employees leave their companies.

9. Framing New Age Policies - Considering the business continuity plan to deal with such exigencies, Post COVID-19, organizations need to have system, procedure and policy in place. Organizations need to review policies on workplace flexibility, remote working & contractual staffing and should review and clarify polices around pay and benefits if an office or factory is closed or impacted.

Looking forward

While these initiatives have become the new roles of an HR Professional, all these might not necessarily work for every company. However, in a post-COVID-19 environment, where employees have had to adjust how they work, all the HR should shift towards a more human-focused approach.

An HR professional, collectively, these initiatives can go a long way to reinforce employees’ trust for the organization and improve their impressions based on how the HR professionals react or respond in the face of crisis and uncertainty.

OGTC WELCOMES NEW MEMBER

M/S MEENU CREATION LLP

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Special Packages for MSME | Atma Nirbhar Bharat

Amidst the lockdown, the MSME sector of India has to undergo immense hurdles and failures. With our Finance Minister Smt Sitharaman announcing the special package under Atma Nirbhar Bharat, a sigh of relief could be seen among the MSME owners. Let us quickly traverse to the key points about MSME and its schemes.

What is MSME?

Micro, Small and Medium Enterprises, MSME as it is commonly known as is headed by the Government of India. The laws, rules, and regulations pertaining to all these kinds of enterprises are governed and formulated by the Ministry of MSME.

Contributions of MSME to Indian Economy

Indian economy is highly dependent on two structures namely agriculture and MSME. If we check the statistics then it can be observed that 90% of Indian enterprises fall in this category. This sector also contributes to the greater generation of employment in India.

In the Financial Year 2018-19 the share of MSME sector to total GDP of India was 30.3% while total products exported from the MSME sector had been 48%.

This itself shows the contribution of the MSME sector to the Indian economy.

Registration of MSME

For availing the benefits to the MSME sector the enterprise must be registered under MSMED ACT. This registration can be easily done online at www.udyog-aadhaar.com or www.msmeregistration.org.

The major benefits that derive after registration as an MSME are as follows:

- Easier loan facility and interest subvention schemes on such loans
- Schemes such as CGTMSE where in collateral-free loans up to Rs 2 crores can be availed
- Tax rebates
- Some tenders are specifically floated for MSME sectors only
- To ensure the liquidity of cash to MSME sector Government has imposed a rule that all the buyers of MSME should make the payments within 45 days of purchase or services availed. If this has not complied with a grievance can be filed on www.msmesamadhan.com from where the Government ensures that payment is received promptly as well with delayed interest.

Atmanirbhar Bharat or Self Reliant India

A package announced under this announcement on 12th May 2020 was detailed by our Finance Minister in 5 Installments. We will briefly discuss all the announcements so done in this article.

1. Change in definition of MSME

Initially, MSME was categorized differently under manufacturing units and service sector units. But now this categorization is deleted. Also previously MSME was classified only based on Investments in Plant, Machinery, and Equipment, now the turnover criteria are also added. The changes so announced are summarised in the following table:
Existing and Revised Definition of MSME

<table>
<thead>
<tr>
<th>Classification</th>
<th>Existing MSME Classification</th>
<th>Revised MSME Classification</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Criteria: Investment in Plant Machinery or Equipment</td>
<td>Composite Criteria: Investment And Annual Turnover</td>
</tr>
<tr>
<td>Mfg. Enterprises</td>
<td>Investment &lt; Rs. 25 Lac</td>
<td>Investment &lt; Rs. 1 cr. and Turnover &lt; Rs. 5 cr.</td>
</tr>
<tr>
<td>Services</td>
<td>Investment &lt; Rs. 10 Lac</td>
<td>Investment &lt; Rs. 10 cr. and Turnover &lt; Rs. 50 cr</td>
</tr>
<tr>
<td>Enterprise</td>
<td>Investment &lt; Rs. 5 cr.</td>
<td>Investment &lt; Rs. 2 cr.</td>
</tr>
<tr>
<td></td>
<td>Investment &lt; Rs. 10 cr.</td>
<td>Investment &lt; Rs. 6 cr.</td>
</tr>
<tr>
<td></td>
<td>Investment &lt; Rs. 10 cr. and Turnover &lt; Rs. 50 cr</td>
<td>Investment &lt; Rs. 20 cr. and Turnover &lt; Rs. 100 cr</td>
</tr>
</tbody>
</table>

1. Corpus Fund

A 50,000 crore fund will be formed in which the Government would introduce 10,000 crores. This Fund will be managed by National Small Industries Corporation and other Governmental bodies. MSMEs having a good credit rating can avail around 15% of their equity from this fund for their capital requirement.

It is predicted that around 25 Lakh MSME enterprises would benefit from this scheme. The detailed guidelines for these fund utilization are awaited by Government.

2. Subordinate Debt Fund

A subordinate debt fund of Rs 20000 crore is created by Government for those MSMEs whose accounts are overdue on 29th February 2020 for more than 60 days and needs restructuring.

A MSME can take debt from this fund and use it as quasi capital for getting their existing account restructured. The due date for the earlier scheme of restructuring is extended from 31st March 2020 to 31st December 2020 considering this scheme announced.

It is predicted that around 2 Lakh MSME enterprises who are in stress would be benefited from this. The detailed guidelines for these fund utilization are awaited by Government.

3. Emergency Working Capital facility

• Eligibility

An amount of Rs 3 Lakh crore has been announced as a Guaranteed Emergency Working Capital for those organizations who have an overdue balance up to Rs. 25 crores on 29th February 2020 up to 60 days and have a turnover not more than 100 crores for the FY 2019-20. These loans will be guaranteed 100% by the Government.

• Disbursement

Under this scheme, 20% of the overdue balance would be disbursed to the borrower in a separate loan account. However, the borrower can opt-out of it if wants to also banks have to take a prudent judgment while disbursement of such loans.

• Rate of Interest

The rate of interest charged by the banks for such loans will be external Benchmark Rate + 1% (capping of 9.25% p.a.) while for NBFC it would be up to 14% p.a. There would be no processing charges, guarantee charges, or penalty charges for such a loan.

• Repayment schedule
A 4 years tenor for repayment would be provided to this loan with one-year moratorium and 36 months installments.

**The validity of the scheme**
This scheme is valid up to 31st October 2020 or till this fund is exhausted whichever is earlier.

**4. Tender**
Global Tendering is closed would be disallowed up to Rs. 200 crores. These tenders would be bid by local MSME only. In case any global tender is to be floated in this criteria then prior approval of The Finance ministry has to be taken. General Financial Rules have been notified on 15th May 2020 with regards to the same.

**5. Employees Provident Fund support**
The Government would be contributing the Employer and employee contribution towards Provident fund to the UAN of the employee directly up to the salary of August 2020. This scheme is applicable to the organization having the number of employees up to 100 and out of which 90% of employees draw a salary less than 15000. Also the organizations will have to file ECR regularly.

For all other employers who are not covered above, the rate of PF contribution for the employer as well as employee contribution will be reduced to 10% instead of 12%.

**6. Relief to contractors**
- The contract period for various PSU contracts will be extended up to 6 months.
- To ensure cash margin and collateral requirements for the contractors the bank-guarantees will be partially released to the extent the work has been completed.

**7. Interest Subvention**
2% interest subvention for one year is given to Mudra Shishu Loans up to Rs 50000 provided the installments are otherwise paid promptly by the borrowers.

**8. Others**
- Trade fairs and exhibitions are being replaced by E-market linkages
- To promote transaction-based lending Fintech organizations are getting the licence to work
- Refunds have been issued to assessee irrespective of the assessments pending
- The ITR filing returns dates have been extended to 30th November 2020
- Tax Audit dates have been extended to 31st October 2020
- Time barred Assessment dates have been extended to 31st March 2021 and 30th September 2021
- Vivad se Vishwas scheme has been extended up to 31st December 2020 without any interest payment.

These are some of the key points that were highlighted in the Government announced relief fund. It’s too early to assume the success of these schemes, yet the scheme turned out to be a ray of light in the lockdown.

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**CA. Sachin Jindal**

Sachin Jindal is qualified Chartered Accountant and a certified Indirect Taxation expert by the Institute of Chartered Accountants of India. Sachin Jindal is a practicing Chartered Accountant and a partner in M/s. VJM & Associates LLP (Chartered Accountants), which caters to multi-disciplinary service offerings for domestic and international clientele.

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COLLABORATION KEY TO GREEN AND INCLUSIVE RECOVERY FOR A COMPETITIVE APPAREL SECTOR IN INDIA
Devyani Hari and Ramanuj Mitra, Centre for Responsible Business

The textile and apparel sector in India has been severely impacted by the COVID19 pandemic. Abrupt cancellations of orders and delayed/no payments from the buyers have wiped out the top lines completely. Cash strapped businesses (without the support of their buyers or direct benefits from the government) were in no position to honour the court directive to pay wages and labourers were left stranded without income, shelter or food. Glaring gaps were exposed in our existing support systems. Lack of collaboration and unilateral decision making by the most influential and resource rich actors exacerbated the crippling effects of the pandemic. But, a few months down the line a limited recovery is already in sight.

Businesses are gradually opening up, and so are malls and shops, increasing opportunities for retail. Online shopping has already been in play for more than two months now. As businesses get back to their operations, it is very important to think about changing our ways of living and doing business. In the "new normal", when pandemics and others disasters will be common, businesses must work closely with their value chain partners to create robust infrastructure for business continuity and resilience. Production and logistics must be re-planned, taking into account possible disruptions in supply chains. In the textile and apparel sector, our domestic markets must be strengthened and made more sustainable, in alignment with the government's vision of "vocal for local".

Discussions on sustainability especially around resource efficiency, cleaner production, energy efficiency, circular economy are not entirely new to the apparel and textile sector. Pre-COVID, there was a great momentum in creating awareness amongst businesses in adopting more robust environmental and social practices. This initiative must not be lost. Sustainability must remain integral to business revival and resiliency. Trends clearly indicate the preference of both investors and consumers shifting to sustainable businesses. International regulations on sustainability are being tightened and domestic regulations will most likely follow suit in the medium term.

This pandemic has presented a unique opportunity to rebuild in a more equitable and just manner. Businesses will have to step up to safeguard their workers including the contract and migrant labour if they are to ensure the availability of a steady and skilled workforce. Fair wages, social security, and family-friendly policies at workplace will go a long way in re-building trust and loyalty. Inadequate attention to workplace health and safety perhaps poses the greatest risks to businesses themselves in light of impending pandemics. The Vizag gas leak incident is a case in point. Of course, businesses will have to be supported by inclusive policies and robust schemes from the government to facilitate social protection for their workers. The government must also prop up social security schemes to encourage workers.

For long, the sustainability agenda has been driven by the West. However, it is time to write the indigenous story on sustainability. Instead of reacting to international norms, Indian businesses and suppliers need to be proactive on sustainable initiatives and establish a firm foothold in the global arena. To boost our export capabilities, and to compete with the likes of China, Bangladesh, etc. Indian textile manufacturers must adopt international best practices and technology that is best suited to Indian requirements.

All of these will require collaboration between key stakeholders, and support in the form of green and inclusive industrial policies. Covid-19 has necessitated researchers, scientists, frontline workers as well as policymakers to come on the same page, all working towards finding and implementing workable solutions and safeguarding human life and prosperity. Though the pandemic has strained relationships between various value chain actors, this is an opportune moment for the industry to redefine partnerships, correct power imbalances, replicate the idea of collaboration, and forge a path for shared prosperity.
# 7th CRB Annual Sustainability Conference

**Sustainability a key to Business Resilience in an uncertain world**

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<tr>
<th>October 28, 2020:</th>
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<td>Sustainability Information to Empower Consumers</td>
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<td>Deforestation Free Supply Chains</td>
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<td>Sustainability Education in B-Schools</td>
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*as of 22 July 2020, few more sessions expected*
## KNOWLEDGE RESOURCE

### WEBINARS ORGANISED / ASSOCIATED / COORDINATED

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<td>Excellence in Apparel - Digital Sourcing</td>
<td>RDPL</td>
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<td>Deep Dive session on Fashioning Resilience: Emotional Wellbeing</td>
<td>Rajesh Bheda Consulting</td>
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<td>Textile and Apparel Sourcing post-COVID-19 era</td>
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<td>Calculating SMV: The Smart Way Forward</td>
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<td>Textile Business in post COVID Era - A Paradigm shift</td>
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<td>Tata Steel Webinar on Problem Solving for Cost Competitiveness in Covid-19 Scenario</td>
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<td>Resetting Global Supply Chains - India’s Big Opportunity</td>
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<td>Post Covid Business Analysis and Way Forward</td>
<td>Wazir Advisors</td>
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<td>Digital Transformation of Industrial Sales &amp; Service for the Textile Fraternity in the Post Covid World</td>
<td>TA(I)</td>
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### INDUSTRY 4.0 - SMART MANUFACTURING

1. **Apparel Manufacturing: Marching Towards the Smart Factory**
   - NIFT
   - https://www.youtube.com/watch?v=7_A5z22hJig&feature=youtu.be

2. **AI Skilling in India - Opportunities and Road Ahead**
   - Institute of Engineering & Technology
   - https://www.youtube.com/watch?v=pKDf_fWd10

3. **How 3D can work for your fashion business**
   - NIFT-TANTU
   - https://www.youtube.com/watch?v=Gl4e3h3XvN7Y

4. **Automation Solution to Reboot Manufacturing Post Covid-19**
   - Automation Industry Association
   - https://www.youtube.com/watch?v=mCuPwBW6nM&feature=youtu.be

5. **Panel Discussion on Deploying Automation for Rebooting Manufacturing Post Covid-19**
   - Automation Industry Association
   - https://www.youtube.com/watch?v=2rClE5BSeHs&feature=youtu.be

### SUSTAINABILITY

1. **Circular Apparel and Textile - A Strategy for Better Preparedness**
   - TA(I)

2. **Paradigm Shift in Sustainability of Garment Industry**
   - "Industry Playing Pivotal Role in Integrating Sustainability in the Garment Industry during COVID-19 Lockdown"
   - NIFT
   - https://www.youtube.com/watch?v=Gy3RgNLXWAw

3. **"Significance of Information and Communication Technology in Integrating Sustainability during COVID-19 lockdown"**
   - NIFT
   - https://www.youtube.com/watch?v=FShFbgntwHQ

### FINANCE

1. **Forex Risk Management for Textile Industry- Navigating Through the New Normal**
   - TA(I)
   - https://drive.google.com/file/d/1rVj7WZzH3YbTx1bf-Qa2H4eStpCvS7/view

2. **Atamnirbhar Bharat –Special Packages For SMEs**
   - VJM
   - https://www.youtube.com/watch?v=Keq07N6ARw

   - Dun & Bradstreet
   - https://www.youtube.com/watch?v=N9UhY2gKDYM

4. **Covid-19 and its Implications on Liability Insurance (Financial Lines)**
   - Alliance Insurance
   - PPT Available

### PPE MANUFACTURING

1. **Business Opportunities for PPE Manufacturing**
   - RBC
   - PPT Available

2. **Advance manufacturing technology for Masks, Export Compliance & Industrial Sanitization**
   - IIGM
   - https://www.youtube.com/watch?v=L4QRe3N9cww

3. **Reboot Your Production for PPE**
   - IIGM-WAZIR
   - https://www.youtube.com/watch?v=ONR2Bz-EiY

4. **OGTC Meeting on PPE Manufacturing**
   - OGTC
   - https://drive.google.com/file/d/1oFlh7w0vdPpJU5M_lBriF/view?ts=5ed8af72&pli=1

5. **Manufacturing PPE Suits**
   - Wazir Advisors
   - PPT Available

### TEXTILE DIGITAL LIBRARY

Textile Digital Library compiled by Department of Textile Technology & Hon Secretary (TAI Marathwada Unit), Shri Guru Gobind Singhji Institute of Engineering & Technology, Nanded is an amazing collection of 550 videos pertaining to the entire textile value chain starting from Spinning going to Garmenting, Fibres etc. and is uploaded on their web portal at the link https://taimu.org/digital-library/

The link has free access and can be read and downloaded. It is a real big exercise which has created an EXCELLENT COMPILATION. This is especially useful to all working technologists and a great guide for the Textile Students, Faculty Members etc.

This link may be shared with technical and non-technical staff in all textile undertakings for enhancement of knowledge.