



# Diagnostic Study of Pottery Cluster in Ganjam & Gajapati, District of Odisha

Submitted to: The DC (MSME), Ministry  
of MSME (Government of India)



**Centurion  
UNIVERSITY**  
*Shaping Lives...  
Empowering Communities...*



**MSME**  
MICRO, SMALL & MEDIUM ENTERPRISES  
सूक्ष्म, लघु एवं मध्यम उद्यम

सत्यमेव जयते

## **Acknowledgement**

The present diagnostic study was facilitated with the financial support from the Ministry of MSME, Government of India as part of the proposed Cluster Development Project. We express our deep sense of gratitude and sincere thanks to the DC (MSME) for sanctioning this diagnostic study. We also express our sincere thanks to the General Manager, District Industries Center- Gajapati and representatives of various cluster stakeholders for their active participation in the field level research and other support provided by them. We acknowledge the work of the CSREM field co-ordinators who took the pain of collecting the required data for the preparation of this report by visiting the potter families in Ganjam and Gajapati district.

It is also extremely fitting on this occasion to acknowledge the time spent by the President of the Bagusala Potters Co-operative Society Mr. Damodhar Rao in explaining the history, evolution, issues, opportunities and challenges faced by this pottery cluster. This study could not have been complete without the support and co-operation of the potter families who found time from their daily activities to patiently answer our questions.

We would also like to thank the staff of local NGOs like KMDS who have spent several years working with the potters, trying to make their lives and enterprise better, they have provided a lot of useful information regarding past events of the cluster. We would also like to place on record our thanks to Mr. K B Jinan whose past work in the cluster and present work on terracotta has served as a very useful reference point for suggesting a plan of action for the cluster.





## Table of Content

Executive Summary.....	3
Scenario of Pottery in India.....	4
Uses and application of pottery and related terracotta products.....	5
Pottery Clusters in Ganjam and Gajapati.....	6
Findings from Field Research.....	8
Action Plan for the Ganjam and Gajapati Pottery Cluster.....	10
Conclusion.....	16
Appendix I.....	17

### Tables, charts, diagrams and pictures

<i>Contents</i>	<i>Page No.</i>
Photo 1 – Appanana a potter at work in Gajapati)	7
Graph 1 – Employment Created in the Cluster	8
Graph 2- Investment Made by a Unit in the Cluster	9
Graph 3- Value of Annual Output at the Unit Level	9
<b>Table 1- Retail Outlets Involved in Terracotta Products Marketing</b>	18

## **Executive Summary**

The pottery cluster in Ganjam and Gajapati has performed below its potential. Terracotta based pottery has declined over the years in this region, families involved in this craft have shifted to brick making or have completely stopped their work on terracotta. The Bagusala Potter's Co-operative Society located in Gajapati district has also become defunct. The products of the cluster are today treated as commodities and do not earn a price premium, the income from these activities are also not providing a sustainable livelihood to these families. There is also a shift in consumer preferences from terracotta-based products to other substitutes like plastics, wood, metals and other synthetic materials.

The cluster is also underperforming due to absence of strong marketing linkages for the once diverse product range of the cluster. The cluster participants also face huge logistical challenges in reaching the products over long distances. Breakage of the products is very common in spite of using costly packaging materials like bubble packaging and corrugated boxes for transportation. The other recurring theme was the inability of the artisans to appropriately price their products, the potters have also undergone training under a DRDA scheme, however no orientation on pricing has been given to them, the capacity of the potters needs to be built so that they can come up with products that are in sync with the latest lifestyle and usage trends. Several pottery clusters have been revitalized throughout the country.

This study tries to capture the present status of the pottery cluster, its evolution and decline over the years, role of various stakeholders and possible interventions to revitalise this dormant but exciting cluster.

## Scenario of Pottery in India

Terracotta based pottery has been an integral part of Indian society. Potters have made articles that are intrinsically linked to day to day living like toys and statues of deities for worshipping. Though the origin of Indian pottery dates back to 2500 B.C., it is believed that the art of pottery is as old as mankind. Evidence of the art was present even before 2500 B.C. in different parts of the world. The invention of the potter's wheel has greatly influenced the progress of our culture and civilization. Pottery is of different types glazed and unglazed. The finest variety is the unglazed category of pots that are produced in several parts of north India.

Besides their normal use, some products are also used for decoration as well. These are generally made with special attention by putting intricate designs (Karigari) on it. The most common clay object is the all-purpose kullar (cup-like container) used for keeping water or tea and is sometimes decorated with geometrical and floral designs. These are termed as Karigari pottery. Ashtrays, flower-vases, tea sets, paperweights, decorative animal figures are a few examples of Karigari pottery. Today, pottery is not confined to utility and economic purposes alone, rather it has developed into an aesthetic and an art form. Having become an integral part of modern décor, with the passage of time new motifs and designs have evolved. New forms and new materials have been experimented with. Methods of producing potteries, especially kilns and firing techniques have also changed. However, traditional potters living in remote places still practice pottery the old way, completely unaffected by the changing times and trends.

Among the States that are rich in the tradition of pottery in India, Orissa occupies pride of place. The remnants of ancient pottery, including pots of Mauryan times, found during the excavations at Golabai, Suragarh, Budhigarh, Nuapara and Sisupalgarh, are testimony to this great tradition. Terracotta is an art of kiln burnt pottery. Terracotta products in Orissa are either in Red or Black, the two colours of clay found near the Mahanadi. Potters mould clays to a vast range of products; unique among them are the cottage roof tiles of Sonepur. Ganjam and Gajapati district of Orissa have a pottery clusters which have been operational for several years now, however the clusters have declined due to a number of interconnected and independent reasons. Terracotta roof tiles of Orissa are found predominantly in the Sambalpur district and are made partially by hand and partially on wheels. Black and red clay is mixed to make roof tiles of terracotta. These tiles have shapes half tubes and figures of chirping birds, frolicking monkeys, lizards, turtles, bears, demons etc. Such tiles beautify the roof tops all over Orissa and believed to ward off the evil eye. The design and looks of the tiles are also considered a status symbol in the country side. Potters of Orissa still make earthen pots to be used in various religious and social functions. They are made in various shapes and sizes and are adorned with fish and flower motifs and geometrical designs. Horses and elephants in terracotta are made to meet local demands during religious occasions. These are offered to the village-goddess (grama-devati) to ward off disease and danger. In size they range from six inches to three feet. The potter also makes clay toys and simple and appealing figures of human beings. They catch the essential characteristics of real-life creatures. Terracotta toys are made in every part of Orissa. The toys are simple in design and bear the traits of the locality in which they are produced.

## Uses and applications of pottery and related terracotta products

- 1) Utensils and other articles of household use
- 2) Interior decoration in the form of murals and other decorative items like wall hangings
- 3) During festivals for the creation of statues of deities and also for the creation of sculptures
- 4) Utility articles like pen-holders and trays which are useful in an office environment
- 5) Decorative items like lamp shades which can be used in different kinds of working environments
- 6) Used in appropriate technology programmes like smokeless chullas in rural areas
- 7) Construction materials like bricks, tiles and linings
- 8) Garden pots and nursery pots
- 9) Rural Coolers (Grameen Sheetaks)
- 10) Used in rural irrigation for creating earthen pipes
- 11) Used in indigenous filters using the sedimentation technique

As one can see from the points given above the uses of terracotta products are multifarious. However, the use of the same has been declining over the years due to the shifts in customer tastes and the availability of more durable synthetic substitutes for terracotta-based products. The terracotta-based products like pots, lamps and other decoratives have been treated as commodities. Hence, the price realization of the products has fallen or has been stagnant for several years.

## Pottery Cluster in Ganjam and Gajapati



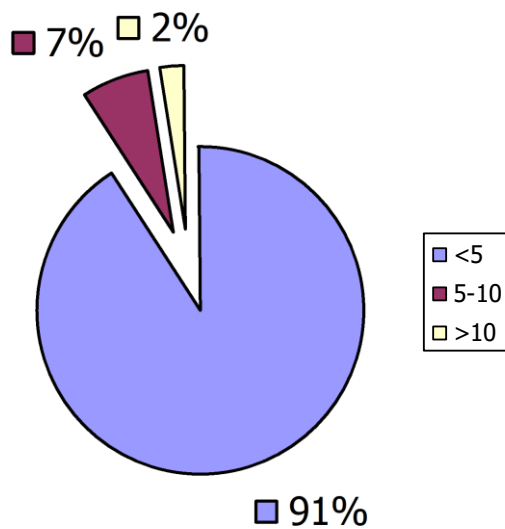
The pottery cluster in Ganjam and Gajapati needs a greater impetus through skill up-gradation, diversification and creation of market linkages. There are 40 active household level units functioning in the cluster at Ganjam and Gajapati. The cluster at Bagusala was supported by a non governmental organisation called Gram Vikas till the year nineteen ninety six. The support offered by Gram Vikas does not exist today, another NGO called

Association for India's development supports a few potters from Bagusala located in Gajapati district. However, Gram Vikas still continues to purchase smoke less chullas from this cluster for its projects located in adjoining areas like Koenpur. The initial work of Gramvikas focused on development of tiles in various geometrical shapes, the tiles had red and black effects on them and this was the first step in the development of the coil tiles. The chief proponent of these design innovations at Gajapati Mr. K B Jinan later facilitated the creation of the nationally acclaimed Khumbham Murals projects in Aruvacode in Kerala. The Bagusala Potters Co-operative Society at Gajapati has been at the center of the development and decline of the pottery cluster, the potter's co-operative has about six acres of land which is uses to extract clay for making terracotta based products.

The pottery cluster is also not being supported by agencies like NABARD, DC (Handicrafts).Today, several potters in Ganjam & Gajapati are compelled to lead a struggling life though many upwardly mobile families in cosmopolitan cities wish to collect designer pottery products for their homes.

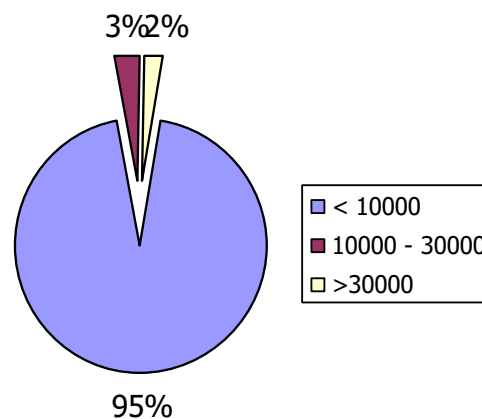
Far off markets, the transportation cost, non-availability of proper marketing outlets and an overall depleting number of buyers are some of the major problems which have made these traditional potters a highly dejected lot.

ODISHA



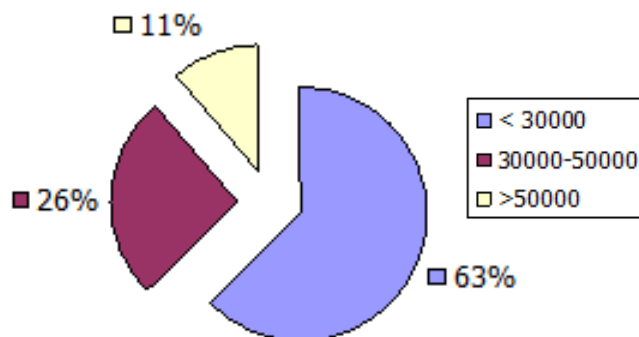
**(Graph 1 – Employment Created in the Cluster)**

As one can see from the graph given above more than ninety percent of the units employ less than five persons. This clearly illustrates that majority of the units are micro- enterprises operating at the household level.



**(Graph 2- Investment Made by a Unit in the Cluster)**

As one can see from the graph a majority of the units have made an investment of less than Rs. 10,000 and only five percent of the units have made an investment between Rs. 20,000 to Rs. 30,000. The potter's families that reside inside Paralakhemundi of Gajapati district have lost their shed to a fire, this has made their day to day working even more difficult.



**(Graph 3- Value of Annual Output at the Unit Level)**

The annual value of the output of the majority of the units is less than Rs. 30,000 which will translate into less than Rs. 3000 a month. The income streams are also not regular hence the unremunerative nature of this enterprise is reinforced. The products are sold directly by the potters in the Paralakhemundi markets at Gajapati

Given below is the process of making terracotta based products:

- 1) Clayey soil is mixed with sand and water in required proportions, normally the ratio is 2: 1: 1
- 2) The mixture is allowed to settle and set for about half an hour
- 3) The clay is then kept and rotated on the potter's wheel and moulded into appropriate shapes and sizes by the potters.
- 4) The mould is then cut from the wheel and allowed to dry in the hot sun.



- 5) It is then burned in an open kiln till all the moisture has been removed and the terracotta based product is strong and sturdy.
- 6) The product is then cleaned, polished or painted according to the need or application of the product.

Given below are the details of the products produced by the cluster participants and their prices:

Sr. No	Products	Price( In Rupees)
1	Flower Pots	6-7
2	Earthen Lamps	.5 – 1
3	Smokeless Chullas	125- 150
4	Plates	9 -10
5	Earthen Pots	30-100
6	Decorative Items like Elephants	200-500
7	Utensils like Plates and Trays	8-45
8	Bricks	2-3

The product mix of potters is heavily skewed in favour of low margin products like pots bricks and earthen lamps. Buyers of high margin products like decoratives are few and far in between, even when such orders are placed the potters find it very difficult to fulfill the orders due to logistical challenges and related problems. The other key challenge is the inability of the potters to appropriately price their products and offerings.

### Findings from Field Research

- 1) Adverse economic conditions have forced many of the potters out of their traditional occupations. Many of the potter families in Bagusala have switched to making bricks and clay lamps and flower pots, these lines of activities don't fully utilise the artistic capabilities of the artisans. For example, Mr. Damodhar Rao one of the office bearers of the Bagusala Potter's Co-operative Society has shifted to distribution of insurance policies of one of the large private sector players operating

- in the Indian market. The motivation to innovate or experiment is low as the community is satisfied in continuing with low margin regular income activities like making bricks.
- 2) Institutions working in the cluster have become defunct like the Bagusala Potter's Co-operative Society. Organisations like Gram Vikas have also reduced their involvement in this line of activity; support from institutions like CAPART has stopped for several years now. Recently, the District Rural Development Agency has organised a workshop for design innovations at Gajapati. Some new designs have also been developed however no strategy for pricing and marketing these products has been crafted. This cluster is also not receiving support under various schemes from KVIC, DC (Handicrafts), the clusters are also not receiving the support of donor agencies. The clusters have also not received the importance they deserve in the planning processes of the district machinery. The absence of strong institutional mechanisms and co-ordination has ensured that schemes, resources and support facilities have not reached the cluster participants for their growth and development. A renewal will not be possible without reactivating the existing community based institutional mechanisms for once again kick starting the process. There is also the absence of a local / regional resource agency that is involved in the process of giving critical inputs in product development and marketing, financing and related areas.
  - 3) Problems related to logistics are also plaguing these clusters; the products are packed in bubble packs for potential markets. However, there is widespread breakage because of the fragile nature of items especially in the decoratives category. This cluster also has several gaps in the provision of business development services like logistics providers, traders and marketing agents for creating and supporting marketing linkages. These gaps have stunted the long term growth prospects of the clusters, there are several infrastructure related constraints which act as barriers for potential buyers to interact with the potters. The potters have also not made any attempt to develop and sustain linkages with buyers in the metros especially in Kolkotta; the inability to do is also intrinsically connected to the weakening of institutions. Business development service providers will also not be encouraged to enter the market as they cannot deal individually with each potter for orders, the absence of institutions again impairs transactions in the market.
  - 4) Absence of clear –cut pricing strategies, there has been no attempt to arrive a formula for ascertaining the cost of production. This is truer for high value items in the decorative space. The absence of a costing mechanism results in an under utilization of an artisan's time and also affects their profitability. It would be unrealistic for individual potters to look at pricing and profitability related issues,

however the presence of institutional mechanisms would have ensured better and more efficient costing and pricing mechanisms.

- 5) New design and application development has slowed down in the cluster. There is very little attempt to develop products and uses that will make terracotta a part of everyday reality. The last organised and long term product development and innovation was conducted in the nineties. Several products of the cluster look out of sync and dated, this in turn has its impact on pricing as potential customers
- 6) Absence of market linkages and support, buyers from markets like Kolkatta, New Delhi and others have reduced their purchases from this cluster as a result of poor design quality and absence of improvements. There is no single point contact to ensure that client requirements on design innovations, product portfolios and time-frames are met and quality is maintained at all times.
- 7) The products of the cluster have become commoditized, as the artisans shift away from decorative items to bricks and lamps price realisation for the same will continue to fall. The cluster needs a comprehensive overhaul in product development and design innovations, this cluster initially had the support of experts like Mr. K B Jinan who left to start the Khumbham project for potters in Kerala.
- 8) Use of technologies for material mixing and facilities for testing new products are also absent. As a result of which the potters are not able to try out new applications like the Khumbham Project in Kerala and RUDA in Rajasthan.
- 9) In general the morale of the potter families is very low as they see a very bleak future for themselves if they continue this line of activity. However, they are ready to be part of a revival programme for this underperforming cluster which has the potential to become a dynamic cluster.

### **Action Plan for the Ganjam and Gajapati Pottery Cluster**

Based on this diagnostic study CSREM proposes the following multi-pronged strategy for reviving the pottery cluster at Ganjam and Gajapati. The overall plan is to convert potters into terracotta artisans because they do not get enough from selling their products, due to availability of substitutes in the market like steel, stainless steel and aluminum.

**Institution Building and Social Capital Formation:** There is a need for once again building social capital among the potter families of Ganjam and Gajapati district. The now defunct Bagusala Potter's Co-operative Society has to be revived to become the focal point for all cluster interventions. CSREM proposes that the capacity of the community must be built up and the potter's co-operative society should act as the platform for the same. This community based institution must be made the focal point for co-ordinating production, design and marketing related

- 1) activities. The key is to chart out strategies for creating sustainable incomes and also promoting artistic traditions, building respect for their respective cultures and enhancing the low morale and self-esteem of the potter communities. All interventions must have the sensitivity to help the groups develop new and contemporary products with out loosing their cultural identity.

Many craftsmen voice their concerns regarding the uncertain future of their craft and also welcome attempts to prevent its alienation. However, today they want their children to attain formal education and only then settle down to learn this craft. While in traditional communities, the craft and all wisdom concerning the craft would get passed on to the next generation as a natural process, today a potter child learns his very own craft against several odds. Building the confidence of the community, jointly increasing the confidence of the community are crucial pillars on which the cluster revitalisation strategies can be implemented.

- 2) Product diversification and design improvement: Several lessons can be drawn from Terracotta based clusters located in other parts of the country. The essence of many of these initiatives was that product diversification and design improvement efforts focused on finding a place for terracotta in everyday reality. On notable effort is the Khumbham project located in Aruvacode in Nilambur Kerala. Given below are some of the diversification possibilities with a pictorial representation of the same:

- a) Architectural Products like tiles, mirror holders and lamp shades, a picture of tiles produced using terracotta has been given below.

- b) Murals, there is potential to create murals which can be used for the interior decoration in home and office spaces. The



The different types of murals are relief murals, Three D Murals, Flat Murals, Background Murals and Coils.

- c) Household products like containers, holders and sculptures. Given below is a picture of a wall clock that has been made by using terracotta.



d) Sculpture, the capacity of the potters can be built up to create high quality sculptures for festivals, places of worship and in commercial spaces.

e) Village level tourism promotion, the potter villages also need to be promoted as tourist destinations. This would create one more income stream for the potter families and would support the brand building efforts of the region. Any form of tourism that showcases the rural life, art, culture and heritage at rural locations, thereby benefiting the local community economically and socially, as well as enabling interaction between the tourists and the local community for a more enriching tourism experience can be termed as rural tourism. Rural tourism is essentially any activity which takes place in the countryside. It is multi-faceted and may entail farm or agricultural tourism and is experience oriented. The locations are predominantly in natural environments; they mesh with seasonality and local events and are based on preservation of culture, heritage and traditions.

The rich cultural history and the scenic beauty of the clusters can be showcased to connoisseurs of art and also to potential tourists. This model would lead to an appreciation of the intricacies of pottery as a way of life and a vocation.

- 3) **Creating marketing linkages and channel partners:** CSREM suggests that once the product range has been finalised and developed the process of creating and strengthening marketing linkages can be initiated. Buyer and seller meets can be organised with exposure visits to the clusters. The fact that many of the markets where the potters can sell their products are too far away is a very important factor in the lack of market access. This is further fuelled by the fact that there has been an increasing amount of non - availability of proper marketing outlets and there has been an overall reduced number of people buying the product range for the potters for their daily use like cooking, storage of materials and other related uses. One of the things that the potters have resorted to is selling their products door to door as taking them to a market is too difficult. If they don't sell whatever they have made within a couple days then they have to carry them all the way back to their village. This is becoming more and more regular as less people are cooking in old fashioned earthen utensils and pots and more people are opting for stainless steel and aluminium utensils. Retail channel partners who are focused on handicrafts and terracotta based items can be contacted. Developing and marketing a host of products for interior design, landscaping, tiles, murals, and lighting, garden furniture will be vital for building a sustainable business by sales through exhibition, retail markets, Architects, corporate sales Given below is an indicative list of retail chains that are interested in terracotta products marketing:

<b>Bangalore</b>	
<p>Gudi # 3352, K.R.Road, B.S.K. II nd Stage Bangalore - 560 070. Ph : 080-2676 1133</p>	<p>Things No. 294, 1st Floor, 7th Cross Above Corporation Bank Domlour Layout Bangalore. 560071 Phone : 080-25356678 e mail : things@bgl.vsnl.net.in</p>
<b>Chennai</b>	
<p>Kalpadruma 72, Cathedral Road Opp. Hotel Chola Sheraton, Chennai. 600086 Phone : 044-28117652, 28111695 e mail : exind@vsnl.com</p>	<p>Aesthetics Aarti Arcade 86, Dr.R.K.Salai Chennai. 600004. Phone : 044-28111973, 28111275 e mail : aestheticstn@yahoo.com</p>
<p>AHUMCAARA New No.19, Old No.230 Kilpauk Garden Road Chennai - 600010 Phone : 044-26611818, 26611828 e mail : ahumcaara@vsnl.net web site : www.ahumcaara.com</p>	<p>Sixth Sense Life Style Pvt Ltd 22/1 Sardar Patel Road Adayar, Chennai. 600026 Phone : 044-24402475, 24402485 e mail : sixthsense@vsnl.net web site :sixthsenselifestyle.com</p>
<p>Bimba The Art Hut New No.20, Temple Avenue Behind Saidapet Court Srinagar Colony Chennai - 600015. Phone : 044-22200810 e mail : bimba@vsnl.com</p>	<p>Sajeevanam Cholayil, No. 1583, J Block, 15th Main Road, Anna Nagar Chennai. 600040. Phone : 044-26163770 - 77 e mail : pursanj@cholayil.com web site: www.cholayil.com</p>

<p>Thofah the eco store H 17/1, Kalakshetra Colony, (TNHB) Besant Nagar, Chennai. 600090. Phone : 044-31012571, 55291789 e mail : <a href="mailto:thofah_ecostore@yahoo.com">thofah_ecostore@yahoo.com</a></p>	<p>Earthworm Books No. 77/13, Corporation Shopping Complex C.P.Ramaswamy Road Alwarpet, Chennai. 600018. Phone : 044-55391954 e mail : <a href="mailto:chaman@md4.vsnl.net.in">chaman@md4.vsnl.net.in</a></p>
<p>Cocos Books 0&amp; Handicrafts No 7 East Spurtank Road Chetput, Chennai. 600031 Phone : 044-42028884 e mail : <a href="mailto:tk61@yahoo.com">tk61@yahoo.com</a></p>	
<b>Hyderabad</b>	
<p>Tara's 95 Park lane, Opposite Hotel Park Lane, Secunderabad, 500003. phone 040 27812160,40020370 E mail <a href="mailto:sarvamangalap@hotmail.com">sarvamangalap@hotmail.com</a> <a href="http://www.95parklane.com">www.95parklane.com</a></p>	<p>Evolution 6-3-883/1, Panchagutta, Hyderabad, 500082 Phone 040 23402803 23403607, E mail <a href="mailto:shubha2205@yahoo.co.in">shubha2205@yahoo.co.in</a></p>
<b>Delhi</b>	
<p>Goodness Gracious 86/A Shahpur Jat Near Asiad Village New Delhi. 110049 Phone : 011-51798820 e mail : <a href="mailto:goodnessgracious_f@yahoo.com">goodnessgracious_f@yahoo.com</a></p>	<p>Either Or 39, Sohrab Hall, Sasson Road, Pune. 411001. Phone : 020-26050225, 24017666 e mail : <a href="mailto:shop_eitheror@hotmail.com">shop_eitheror@hotmail.com</a></p>
<b>Pune</b>	<b>Mangalore</b>

<p>Craftsbridge 1, Sahadev Heights, S. No. 16, B/1, Baner Road Pune. 411008. Phone : 020-25882719, 25899852 e mail : <a href="mailto:craftsbridge@craftsbridge.net">craftsbridge@craftsbridge.net</a> web site : <a href="http://www.craftsbridge.com">www.craftsbridge.com</a></p>	<p>Flora Florists Plaza Complex Bendoorwell, Mangalore - 575 002 Phones- Office: +91 824 5267632 +91 824 2437632 Fax: +91 824 5267632 Res: +91 824 5261792 Mobile: +91 9448387654 email id - <a href="mailto:floraflorists@touchtelindia.net">floraflorists@touchtelindia.net</a></p>
<b>Coonnoor</b>	<b>Kothagiri</b>
<p>The Green Shop Yogaraj building Bedford circle Coonnoor, Nilgiris</p>	<p>Keystone keystone centre Groves Hill Road P.B. No. 35, Kothagiri Nilgiris. 643217. Phone : 04266-272277, 272977 e mail : <a href="mailto:greenshop@keystone-foundation.org">greenshop@keystone-foundation.org</a></p>
<b>Mysore</b>	<b>Kalpetta</b>
<p>Parampare # 2961/48, 5th Cross, 5th Main Saraswarathipuram Mysore. Phone : 0821-5552060</p>	<p>Green Gates T.B. Road Kalpetta, Wayanad. Phone : 04936-202001 - 04 e mail : <a href="mailto:greengates@seagot.com">greengates@seagot.com</a> web site : <a href="http://www.greengateshotel.com">www.greengateshotel.com</a></p>
<b>Thrissur</b>	
<p>Alter Media Brahmaswam Madom building. M.G.Road, Thrissur-1 Phone : 0487-2422974 e mail : <a href="mailto:altmedia@vsnl.com">altmedia@vsnl.com</a></p>	

The cluster institutions can also contact institutions like hotels, schools, realty developers and architectural firms, firms operating in the cutlery and interior decoration space for



marketing opportunities. The key is to get into the large order high value market. The long term future of the cluster can be secured only by developing niche and high quality products catering to clients and customers who are ready to pay the price for the same.

4) Channeling resources building partnerships- there are several schemes under DRDA, CAPART, NABARD, KVIC, DC (Handicrafts) and a host of other agencies for supporting pottery based activities. The cluster must actively work with these institutions for the convergence of schemes. Technical institutions like CSREM can be made partners for operationalising various schemes. The cluster institutions must also collaborate with resource centers like the National Institute of Design and Rural Non Farm Development Agency, Jaipur for design and marketing innovations. Experts like Mr. K B Jinan who have several years of experience in working with artisan clusters must also be included in the revitalisation efforts of the cluster.

5) Creating common facility centers for packing, product design and training of the potters, common infrastructure can create cost sharing opportunities which will also improve the profitability for the artisans. This would ensure that a strong business development services network can be created in the long term for re-energising an underperforming cluster.

6) Creating a financial support plan for the cluster in consultation with the district collector, other district officials, commercial banks and microfinance agencies for ensuring loans/ grants for the cluster revitalisation programme. Converging the services of a likeminded financial institutions like the lead bank manager, micro-finance institutions, NGOs for ensuring access to finance in cluster revitalisation efforts.

7) Creating and maintaining a pottery cluster website which can be used for marketing, information dissemination for potential customers, government agencies, partners, support & resource institutions, researchers etc

8) Creating a supporting infrastructure for ensuring proper process documentation of the product and design development process in the cluster. This activity for capturing the implicit and explicit knowledge is critical to ensure that there is that the knowledge of the community is preserved for the benefit of the artisans.

## **Conclusion**

The pottery cluster at Ganjam and Gajapati has the capacity to redefine itself to the changing times. A strategy that finds a place for terracotta in everyday reality will ensure that success of this cluster. If the confidence of the potters can be rekindled and a supporting environment is provided it will be possible to create designs and products which are culturally anchored and will also add value to the lives of clients.

CSREM hope to play a meaningful role in transforming this underperforming cluster into a dynamic one.

## Appendix I SME Interview Format

### General Instructions

1. Start your study with a tour of the production/storage facilities of the unit
2. Start your discussion keeping the following format in mind

1	Date of Visit			
2	Name of Enterprise			
3	Name and Position of the Respondent			
4	Location			
5	Main product(s) of the Enterprise			
6	How many people are employed (Including Owners)			
7	Estimated total investment (Excluding land/buildings rented by the enterprise)			
08	Form of the enterprise (Sole proprietorship, partnership, family business, company etc.)			
9	Date of establishment			
10	Any other business fully or partly owned by the owners			
11	Where are the products sold (Volumes are to be calculated annually)	Name of the market		
		Product 1 (Volume)		
		Product 2 (Volume)		
		Product 3 (Volume)		
		Product 4 (Volume)		
		Product 5 (Volume)		
		Product 5 (Volume)		

		Others (Volume)			
12	How does the state of business of the enterprise differ from younger units				
13	How does the state of business of the enterprise differ from other units established in the same year of establishment				
14	What are the other business which have important business relations with the enterprise				
15	Marketing channels used by the enterprise			List the names of subsidiaries for the channel members, if applicable	
		Dealers			
		Carrying and Forwarding agents			
		Wholesalers			
		Retailers			
16	Apart from orders, what are the other things provided by these channels	Direct Marketing			
		Market intelligence			
		Design support			
		Market requirements			
		Technical assistance			
17	What are the main product features used to attract customers (quality, customizing to customers' needs, quick delivery, advertising, price etc.)				
	18		Is the emphasis shifting from one product feature to the other? Describe.		

19	Does enterprise require any kind of aid to enhance its business? If yes, then had it received any such aid in past. (Note the names and addresses of the aid providers.)	
20	Was it required to pay to get any such aid	
21	What are the enterprise's main problems in marketing	Selection
		Quality
		Price
		Design
		Transport cost
		Lack of credit
		Lack of market information
	Others	
22	Who are the enterprise's main competitors (Note their names and addresses)	
23	Developments in the last 3 years	
24	What are the enterprise's future plans of up gradation /diversification /expansion	
25	Is the enterprise situated in an industrial estate? If yes, then who is the developer (small industry agency, local authority, SSI association, private party etc.)	
26	What are the other services, if any, provided to the enterprise by the developer	
27	Is the premise temporary	
28	From where, the enterprise has purchased its machines	
29	What is the average age of machines	
30	Who advised it to buy these machines (Note the names and addresses of the advisors)	
31	Who provides parts, servicing and repair services? Are they general mechanics or specialists in these types of equipments?	
32	What are the main problems with these equipments	

33	What are the main problems with the production processes	
34	Does the enterprise maintain a record of upgrading/diversifying its products/processes	
35	Does the enterprise specialize in one or two stages of a production process? (If the specialization is significant, then note the names and addresses of customers, specialist suppliers and common service facilities)	
36	Does the enterprise rely on other SMEs for supplies	
37	Is the specialization helpful for its business?	
38	Where did the owners/suppliers receive their basic training (Note the names and addresses of the training organisations/people)	
39	Does the enterprise maintain a record of all the training programs that its employees attend	
40	Does the enterprise feel significant problems with the existing level of skills of its employees	
41	Is the enterprise using any other source to train its employees? (Note the names and addresses of the training providers)	
42	What are the principal sources of raw materials? Are they local?	
43	Can the raw material suppliers offer any advice on the choice/use of raw materials	
44	What kind of technical support is provided by the suppliers	
45	What are the problems that the enterprise is facing from suppliers' side	
46	Has the enterprise received any help to resolve any such issues? (Note the names and addresses of the help providers)	
47	How was the enterprise funded in the beginning?	

48	How is the enterprise funded now?		
49	What kinds of credits does the enterprise receive? (Note the names and addresses of the creditors)		
50	What was the size of the credits received		
51	What was the rate of interest		
52	What is the date of the most recent credit		
53	Has the enterprise used third party services for securing external credit (Note the names and addresses of the service providers)		
54	Is the enterprise generating profits after considering all business costs including the income of owners		
55	What is the rate of increase of profit over the years for the enterprise		
56	Where do owners invest their profits	What form of expansion	
		Which other sector	
		What type of investment	
		What are the reasons for such investments	
57	What are the enterprise's main problems with finance		
58	What are the main sources for the enterprise to get infrastructure support	Electricity	
		Phone/fax/Internet	
		Water	
		Transport	
		Waste disposal	
		Effluent treatment	
Fuel			
59	Has the enterprise received any cooperation from other SMEs in getting infrastructure support (Note names and addresses of all such cooperating SMEs)		
60	What are the infrastructural problems that the enterprise is facing today		

61	Describe the most serious problem, if any, that the enterprise have with laws and regulations	
62	Who has advised the enterprise to solve problems related to laws and regulations (Note names and addresses of the advisors)	
63	Is the enterprise a member of any business association? Note the name and place of the association.	
64	How long the enterprise has been the member of the association	
65	What kinds of services the enterprise has received from the association	
66	How are the services offered by the association to the enterprise financed	
67	How useful are the services provided by the association	
68	What are the steps that can be taken to improve the services provided by the association	

**To be filled by the Researcher**

Write three main problems faced by the cluster as observed by you. (Describe each problem in one sentence)

Problem-1

Problem-2

Problem-3

Summarize in three lines, the enterprise's core competitive strategy and strengths and its most valuable interactions with other parties

Core Competitive Strategy

Core Strength

Most valuable interaction