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SYSTEMATIC REVIEW

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Understanding the experiences and perspectives of packaging MSME unit owners in Ujjain district: Policy, cluster development, and ecosystem challenges

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ABSTRACT

Background: India's packaging industry is projected to grow from USD 101.12 billion in 2025 to USD 169.73 billion by 2030 (CAGR 10.73%). Packaging MSMEs are critical for supply-chain efficiency and branding, yet research on them remains thin relative to their economic weight, particularly in Tier-2 districts like Ujjain, Madhya Pradesh.
Objectives: We review evidence on policy delivery, industrial clusters, skills, finance and ecosystem constraints for packaging MSMEs, integrating findings with a pilot thematic analysis of entrepreneurs in Ujjain District.
Methods: Following PRISMA 2020, we identified 115 records, retained 28 after screening and eligibility assessment, and categorized them as methodological baselines, empirical literature, and policy documents. Interviews with two packaging-unit entrepreneurs yielded 48 coded segments, analyzed thematically. Government schemes and bureaucratic delay emerged as the dominant theme (11 segments), followed by business formation and cluster development (8 segments each). Remaining themes included skills development, future outlook, leadership, and operational challenges.
Conclusions: For MSMEs to compete under Industry 4.0, three factors must align: predictable institutional delivery, accessible ecosystem infrastructure, and internal organizational capability. The pilot evidence is exploratory given the limited sample size. Policy priorities include timely capital subsidy release, single-window administration, local skills development, testing facilities, and sub-sector-tailored interventions.

KEY WORDS

MSMEs; PRISMA 2020; Industrial clusters; Policy delivery; Thematic analysis

ARTICLE HISTORY

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Introduction

Basic premise (PRISMA item 3)

According to Marketline reports, India's packaging industry is worth about USD 101.12 billion in 2025 and is projected to reach USD 169.73 billion by 2030, a compound annual growth rate (CAGR) of 10.73% [1]. Flexible packaging is growing faster still, with a forecast CAGR above 13% through 2030 [2]. E-commerce fulfilment is one driver. Another is the move away from single-use plastics under Extended Producer Responsibility (EPR) rules, which require 30% recycled content in rigid plastics by 2025 and 60% by 2029 [3].

We chose packaging for three reasons. The first is size and speed: the industry is projected to grow from USD 101.12 billion in 2025 to USD 169.73 billion by 2030 (CAGR 10.73 %), and flexible packaging alone is expected to exceed 13 % CAGR. The second is reach. Packaging MSMEs deal with credit, clusters, technology adoption and regulation all at once, and they are not tied to any one end-market, so they give a fairly clean view of MSME dynamics more broadly.

The third is regulation. EPR mandates requiring 30 % recycled content by 2025 and 60 % by 2029 put policy delivery at the centre of the sector's concerns, and yet the sector remains under-theorised relative to its economic footprint, especially in Tier-2 locations.

Ujjain District suited the study because it works almost like a natural experiment in how a regional entrepreneurial ecosystem develops. An industrial corridor is emerging along Maxi Road and Vikram Udyogpuri, and it already holds a mix of packaging activity: corrugated, plastic, flexible and ecological solutions. A new PepsiCo facility is expected to bring satellite contract-packaging demand. The Simhastha Kumbh of 2028 is projected to draw 30–40 crore visitors and more than ₹25,000 crore in infrastructure spending. Together these give a time-limited setting in which to watch how policy delivery, cluster formation and firms' internal capabilities interact when demand jumps quickly. Many Indian Tier-2 industrial districts face similar conditions, but the packaging sub-sector has rarely been studied in them.

The pilot design covers three respondent categories along the packaging value chain in Ujjain District:

- 1.Packaging MSME industrial unit owners — registered micro, small and medium units (corrugated, plastic, flexible, etc) [4].
- 2.Packaging material suppliers—small/micro suppliers of paper, board, films, resins, inks, adhesives and other inputs [5].
- 3.Grassroots packaging units and SHG members — whose primary livelihood is packaging-related work (job work, assembly, labelling, sorting, micro-scale packing) [4].

In this pilot, though, we interviewed only two key informants, both from category (1) (R1 and R2; 48 coded segments). Suppliers and SHG or grassroots respondents are held back for the main phase, which will use the RC-1–RC-9 schedule. We spell out the three-tier design here but say plainly who was actually interviewed.

MSME development rarely comes down to one factor; several conditions act together. The literature we reviewed

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(the SLR corpus) covers small-business development, knowledge-spillover entrepreneurship, management practices, industrial dynamics, credit constraints, cluster theory, business associations, supply-chain bottlenecks, the circular economy and governance [6-17]. On the institutional side we drew on the Reserve Bank of India, SIDBI ,TransUnion CIBIL, Ministry of MSME, NITI Aayog, EEPC India, UNIDO and World Bank.

The review speaks to two gaps. The first is that packaging micro, small and medium enterprises (MSMEs) have received little theoretical attention, above all in Tier-2 Indian cities like Ujjain. MSMEs in general have been studied a great deal, but packaging much less, and small cities pose their own problems and offer their own openings [1]. The second gap is practical. We look at how policy actually gets delivered and implemented, how business clusters are organised, and how skills development and other ecosystem constraints play out. These are the conditions under which packaging MSMEs work, and they shape whether packaging units can grow.

Entrepreneurs in these cities tend to run into the same obstacles: too few resources, weak infrastructure and little support from local policy. The entrepreneurs we interviewed described what running a packaging business here is actually like, and we draw on those accounts. We assess these concerns against the theory and try to show how local entrepreneurship and wider economic policy affect each other. We hope the paper is useful to researchers and also to those who work to help packaging MSMEs grow in Ujjain-like Tier-2 cities.

Objectives (PRISMA item 4)

The review has five objectives:

- To find, screen and synthesize peer-reviewed and institutional evidence on policy, finance, clusters, skills, management, supply chains and regional development that bears on packaging and manufacturing MSMEs in Ujjain district and in comparable contexts [18].
- To report the pilot-study evidence from packaging MSME entrepreneurs in Ujjain District in full, not just as theme frequencies [19].
- To keep respondent-specific evidence, cross-validations and discrepancies in the empirical findings instead of smoothing them away.
- To connect the pilot themes with the SLR literature in one narrative and, from that, to develop an interpretive Institutional-Capability MSME Convergence Framework.
- To draw out implications for policy and research, while being clear about the two-respondent design and the exploratory nature of the statistics.

Methods

Eligibility criteria (PRISMA Item 5)

We set the inclusion criteria in advance and applied them the same way at every screening stage:

- Peer-reviewed journal articles, scholarly books, or official institutional/policy reports published in English.
- SME/small-business development; packaging or manufacturing industry dynamics; industrial clusters or associations; credit/finance constraints; management or skill development; supply-chain or value-chain issues; sustainability/circular economy; regional or industrial policy in India or comparable developing-economy contexts.
- Methodological baselines for systematic review reporting (PRISMA), thematic analysis, qualitative rigor, or spreadsheet-supported qualitative analysis.
- Publication date range: Foundational theoretical works retained without date restriction; empirical and policy sources prioritized from approximately 1990 onward, with institutional reports focused on 2020–2025.

Exclusion criteria:

- Non-peer-reviewed practitioner blogs, purely promotional scheme pages, or financial-advisory content lacking research design.
- Studies focused exclusively on large enterprises without MSME relevance.
- Duplicate records across databases or repositories.
- Records available only as unreviewed working papers when a stronger published match existed for the same construct.

For the synthesis, we grouped studies into three categories: (1) Methodological Baselines, (2) Included Empirical/Theoretical Literature and (3) Policy Document/Institutional sources. A second, targeted search for the interview-schedule constructs (RC-1 to RC-9) used similar criteria and is reported separately in Section 12 and Appendix 02.

Information sources (PRISMA item 6)

We searched or consulted Google Scholar, Scopus, WoS, the platforms of the main publishers (Elsevier, Wiley, SAGE, Taylor & Francis, Springer), institutional repositories, and the official websites of the Reserve Bank of India, SIDBI, the Ministry of MSME (Government of India), NITI Aayog, EEPC India, UNIDO, the World Bank and TransUnion CIBIL. We read the reference lists of included sources for further eligible records (backward citation searching), and we chased citations forward only for a few key theoretical anchors [12,20].

Searching ran from January 2025 to June 2025, and the last update for the core 28-source corpus was done in June 2025. The secondary construct-grounding search (RC-1–RC-9) was finished after that, still within the same period. We did not use a formal multi-database platform subscription (Scopus, Web of Science). The review is therefore best described as a PRISMA-informed, web-search-based systematic identification process, not a multi-database systematic review with reproducible query strings.

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Search Strategy (PRISMA Item 7)

The searches paired domain terms with geographic and sectoral filters. Some representative strings (illustrative, not exhaustive):

- "MSME" OR "small and medium enterprise" OR "small business" AND (packaging OR manufacturing) AND (India OR "Madhya Pradesh" OR cluster OR credit OR skill OR policy)

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- "industrial cluster" OR "industrial district" AND (MSME OR SME) AND India • "thematic analysis" AND (Excel OR spreadsheet) AND qualitative
- "PRISMA 2020" AND (systematic review OR checklist)
- "buyer-supplier" OR subcontracting AND MSME AND India
- "entrepreneurial ecosystem" AND (regional OR policy) AND MSME

Further, residual diagnostic and stability tests are required to validate the adequacy of the ARDL specification before drawing substantive conclusions from the estimated short-run and long-run coefficients.

Table 1. Summary of information sources and search focus

Source type	Examples/Platforms	Primary focus
Academic databases/ Scholar	Google Scholar; publisher sites	Peer-reviewed theory & empirical studies
Institutional/ Policy	RBI, SIDBI, Ministry of MSME, NITI Aayog, EEPC, UNIDO, World Bank, CIBIL	Scheme design, finance, clusters, regional policy
Methodological	PRISMA statement; [12,19,22-25]	Review reporting, thematic analysis, rigor, design
Citation chasing	Reference lists of included sources	Additional eligible records

Selection process (PRISMA item 8)

Screening had two stages: title and abstract screening against the inclusion and exclusion criteria, then full-text assessment for eligibility. The primary researcher did all the screening; there was no dual independent screening, which we acknowledge as a limitation in Section 10. No automation tools were used. Every decision went into a master screening log linked to the SLR matrix. In the secondary RC-1–RC-9 search, 109 records were identified and 34 duplicates removed, leaving 75 to screen. Of these, 53 were excluded and 22 were assessed in full, and 11 were newly retained (plus cross-references to 13 sources already in the core matrix) [20].

Selection Process (PRISMA item 8)

We extracted data into a structured master matrix (Appendix 1). For each source it records the author(s) and year, thematic domain, SLR category (Methodological Baseline / Included Empirical Literature / Policy Document–Institutional) and the key contribution to the synthesis [21]. The primary researcher did the extraction by hand, without automation tools. Where institutional reports gave quantitative indicators, such as subsidy rates or credit metrics, we noted them in words rather than converting them into effect sizes for meta-analysis.

Data items (PRISMA items 10a, 10b)

We looked for conceptual definitions and theoretical propositions (clusters, entrepreneurship, management, social capital, ecosystems); empirical findings on credit constraints, subsidy timing, training and the role of associations; how institutional schemes are designed and the effects of supply chain delivered; and methodological advice on qualitative analysis and review reporting [15]. We considered all compatible results within each domain. We kept assumptions about missing information to a minimum. Where publication details were incomplete (for instance, partial author lists on recent articles), we recommend checking them against the original publications before the manuscript goes to the journal.

Study risk of bias assessment (PRISMA item 11)

The usual risk-of-bias tools are built for randomised trials or observational intervention studies, and they do not fit a mix of theoretical, qualitative and institutional sources. We appraised the sources qualitatively instead. For qualitative and conceptual sources we used Lincoln and Guba's trustworthiness criteria (credibility, transferability, dependability, confirmability); for institutional reports we looked at the authority of the source and how recent it was. Nobody else independently repeated the appraisal [22]. For reporting bias (Item 14) we asked whether policy documents might emphasise selectively and whether null or negative findings are under-represented in the wider MSME literature. Both concerns come up again under Limitations.

Effect measures (PRISMA item 12)

We neither planned nor carried out a quantitative meta-analysis of effect sizes; the synthesis is narrative and thematic. For the pilot we report theme frequencies (counts and percentages of coded segments) and an exploratory chi-square test of independence (respondent × theme) with Cramer's V. These are descriptive indicators only and are not read as population effect measures.

We grouped studies by the three SLR categories set out under the eligibility criteria. To prepare the data, we extracted it into the master matrix and mapped it onto the domains of the pilot codebook. Individual studies appear in the matrix (Appendix 1), and the Discussion weaves them together in narrative form. The synthesis was qualitative, meaning narrative synthesis plus framework development [21]. We ran no meta-analysis, subgroup analysis, meta-regression or sensitivity analysis of quantitative effect estimates. Where studies differed, we dealt with the differences by interpretation, keeping sub-sector and respondent-role differences visible instead of forcing them to agree.

Reporting bias and certainty assessment (PRISMA items 14, 15)

We considered bias from missing results only qualitatively, mainly the chance that failed schemes and poor firm outcomes go under-reported. We did not grade certainty with GRADE or a similar tool, because most of the sources are conceptual, qualitative or institutional. How far the pilot findings can be trusted is limited by the two-respondent designs.

Pilot-study dataset and analytical procedure

The empirical dataset has 48 coded segments, 25 from Respondent 1 (R1, owner-operator) and 23 from Respondent 2 (R2, non-executive director). Each segment carries a category, a theme and a code.

We followed a six-phase thematic procedure adapted from Braun & Clarke and ran it in a spreadsheet workflow (Ndungo et al., 2025; Bree & Gallagher, 2016). In Phase 1 (familiarisation), we read both full transcripts several times and wrote initial memos. Phase 2 (coding) produced 48 discrete segments [20,23,24]]. Each got a unique source-level code (R1-01 … R2-22), a preliminary descriptive label and a provisional sentiment polarity (positive / negative / neutral).

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The primary researcher did all the coding. There was no second coder, so inter-coder reliability statistics cannot be reported, and we count that as a limitation.

In Phase 3 (theme searching), grouped the codes into candidate themes by affinity mapping, repeated several times within the spreadsheet. Phase 4 (reviewing) checked whether each theme held together against the whole dataset and the discrepancy register; two candidate themes were merged into others and one was split. Phase 5 (defining and naming) gave the final eight substantive themes and one reflexive note. In Phase 6 (reporting) we kept every source-level code, so a reader can trace any claim back to the segment it came from.

Together the codebook, pivot tables, discrepancy register and sentiment matrix form an audit trail, in line with Lincoln & Guba's (1985) trustworthiness criteria. The theme counts describe the coded corpus and nothing beyond it. The exploratory chi-square test ($\chi^2 = 11.83$, df = 7, p = 0.106; Cramer's V = 0.50) measures association within this sample only, and we do not draw population inferences from it [25].

Result

Study Selection (PRISMA Items 16a, 16b)

Figure 1 shows how the core 28-source corpus was selected, from identification through to inclusion, following the PRISMA 2020 flow diagram [21].

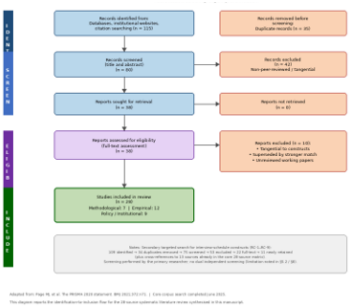


Figure 1. PRISMA 2020 flow diagram for the core 28-source systematic literature review (Identification → Screening → Eligibility → Inclusion). Secondary RC-1–RC-9 search flow is reported in Section 10.1.

- Records identified: 115
- Duplicates removed: 35
- Records screened (title/abstract): 80
- Records excluded at screening: 42 (primarily non-peer-reviewed scheme pages, blogs, and tangential content)
- Full-text articles assessed for eligibility: 38
- Full-text articles excluded: 10 (tangential to constructs, superseded by strongermatches, or unreviewed working papers)
- Studies included in the synthesis: 28

For brevity we do not list the excluded full-text records here; the reasons for exclusion are in the master screening log. The flow for the secondary RC-1–RC-9 search is reported in Section 12.1.

Study characteristics (PRISMA item 17)

Appendix 1 (Complete 28-Source SLR Matrix) describes the 28 included sources. Four are methodological baselines, and three more are methodological sources [19-25]. The empirical and theoretical literature covers finance, management, clusters, associations, entrepreneurship, supply chains, the circular economy and governance. The institutional and policy documents come from RBI, SIDBI, CIBIL, the Ministry of MSME, NITI Aayog, EEPC India, UNIDO and the World Bank.

Risk of bias in studies (PRISMA item 18)

The sources are too varied for numerical risk-of-bias scores, so we assigned none. Our qualitative appraisal looked at the authority of each source, how transparent its methods were and, for institutional reports, how recent it was. After full-text assessment no study was excluded on risk-of-bias grounds alone. Weaknesses in individual sources show up instead as caution in how we interpret them in the Discussion.

Results of Individual Studies and Syntheses (PRISMA Items 19, 20a–20d)

Appendix 1 summarises what each study contributes. Since we did no statistical meta-analysis, there are no summary estimates, confidence intervals or quantitative heterogeneity measures to report. The narrative synthesis sorted the findings into the domains that later shaped the pilot themes: policy and finance delivery; business formation and entrepreneurship; clusters and associations; skills and management; operations, logistics and exports; and governance and regional development.

Pilot study results: Complete thematic evidence

The master dataset holds 48 coded segments spread over eight substantive themes, which we present from largest to smallest. Read together they tell a fairly consistent story. Government schemes and policy delivery take up most of the conversation. Business formation and ecosystem conditions explain how the firms began and how the local industry is organised. R1 worries mostly about skills and training, while R2 worries about the day-to-day hurdles of operating, and the gap between them is sharp. Both respondents are optimistic about the sector's future, and both see leadership as what turns policy and ecosystem conditions into results at firm level (Appendix 3A-3C).

Government schemes, policy and bureaucratic delay

Government schemes, policy and bureaucratic delay is the largest theme, with 13 of the 48 coded segments (27.08%): five from R1 and eight from R2. In the codebook these sit under Government Policy & Scheme Effectiveness and Policy Recommendations. They cover coordination between central and state schemes, disbursement timing, single-window administration, infrastructure, the design of export subsidies, and how well schemes are publicised. This is also the most negatively coded theme (3 positive, 8 negative, 2 neutral); R1 leans mixed and R2 leans negative.

R1 was ambivalent: "The government has taken steps. A packaging cluster has also been created… entrepreneurs also have to cooperate and come forward." R2 was more specific: "A complete single window should be made under DIC (District Industries Centre) and MPIDC." Both say the same thing underneath: the schemes exist, but delivery is slow, fragmented or poorly publicised. R1 stresses the timing of the capital subsidy, which arrives only after the full investment has been made. R2 stresses single-window, portal-tracked disbursement, and the harm that a delayed subsidy can do to an entrepreneur's CIBIL or credit score.

Source-level codes: R1-12 (cluster requires entrepreneur cooperation); R1-13 (central and state schemes interlinked); R1-14 (capital subsidy delayed until after full investment); R1-15 (improved processing efficiency over time); R1-16 (recommend disburse subsidy at time of purchase); R2-12 (recommend single-window with defined timelines); R2-13 (recommend online/portal tracking); R2-14 (subsidy delay damages CIBIL); R2-18 (recommend low-cost cargo rail); R2-

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19 (China-style cost-certified export subsidy); R2-20 (ECGC benefit effective); R2-21 (capital subsidy most effective if timely); R2-22 (low awareness; proactive digital dissemination).

Government schemes, policy and bureaucratic delay

Business formation and industrial history accounts for 8 segments (16.67%), four from each respondent. The segments fall under Industrial and Economic Contribution, Market and Value Chain, and Origins and Motivation. Sentiment is almost entirely neutral (0 positive, 1 negative, 7 neutral), which fits a theme that is mostly descriptive.

R1 traces his firm's origin to an anchor industry: "When we started, an industry called Shri Synthetics had come here, and we were doing ancillary work with it." R2 describes an acquisition: "Since this old industry was on sale at that time, they purchased it and set up the industry here." The difference between them, R1 as founder and R2 as acquirer, comes up again in the discrepancy register.

Source-level codes: R1-01 (entry via anchor industry demand); R1-02 (location for proximity to consumption); R1-03 (market survey informed sector choice); R1-06 (domestic-only customer/supplier base); R2-01 (entry via group acquisition); R2-02 (diverse plastic packaging range); R2-05 (raw material domestic and imported); R2-07 (operational consolidation/merger underway).

Industry ecosystem and cluster development

The ecosystem theme also has 8 segments (16.67%), covering Cluster and Association Linkages, Industrial and Economic Contribution, and Support to Small Entrepreneurs and Job Workers. Sentiment is clearly positive (6 positive, 2 negative, 0 neutral) [9].

R1 speaks as someone who has led an industry body: "I myself have been the president of the Madhya Pradesh Corrugated Box Manufacturers Association." R2 gives a sense of the market's size: "There are about 25 to 30 packaging units for corrugated, and if you include plastic, there are about 25 to 30 plastic ones too." The most important discrepancy in the data starts here. R1 says there is no formal cluster; R2 describes a formal plastics-focused cluster worth roughly ₹10 crore. We keep both statements.

Source-level codes: R1-04 (leadership in industry association); R1-05 (no formal cluster, strong informal ecosystem); R1-10 (subcontracting to small/grassroots units); R1-11 (pioneer status; growth from 1 to 15–20 units); R2-03 (25–30 units each in corrugated and plastic); R2-04 (limited linkage to global packaging bodies); R2-10 (waste-material supply chain supports MSMEs); R2-11 (formal plastic cluster ~₹10 crore).

Skill development, training and education

All 6 segments (12.50%) come from R1 and all are coded negative, which makes this the only uniformly negative theme. His concern is specific: "The Indian Institute of Packaging (IIP) has certificate courses. Such certificate courses should be available in Ujjain." He ties the need for training to rising non-performing assets and suggests encouraging entrepreneurship among engineering and MBA students and offering packaging courses at UG and PG level [13]. R2 said nothing on this theme, and we read that as a result of his organisational role.

Source-level codes: R1-18 (local IIP certificate courses); R1-19 (local authentic testing laboratory); R1-20 (training demand linked to rising NPAs); R1-21 (incentivise training via extra subsidy); R1-24 (cultivate entrepreneurship among engineering/MBA students); R1-25 (packaging courses at UG/PG level).

Future outlook and growth trajectory

All 5 segments (10.42%; three from R1, two from R2) are coded positive. R1 bases his optimism on industrialisation: "Industrialization in Ujjain is still very limited. Now industrialization has started… Packaging is the need of every industry, so the future is very bright." R2 bases his on exports: "Export-oriented units are gradually increasing in Ujjain… Shreeji Polymers… have also set up their own industry for some items in the USA and China."

Source-level codes: R1-17 (optimistic outlook driven by rising industrialisation); R1-22 (acceleration beyond original hub); R1-23 (Ujjain may surpass Indore); R2-15 (rising export orientation); R2-16 (Ujjain as emerging regional packaging hub).

Leadership, training and organizational effectiveness

Four segments (8.33%; three from R1, one from R2) deal with leadership management philosophy.

Sentiment is 2 positive, 0 negative and 2 neutral. R1 talks about building relationships through personal effort, improving a little at a time, and training the workforce. R2 says: "I do not have a role in day-to-day activities… the management structure of the company… labour-friendly… keep using technology." The difference follows from their roles: R1 is a hands-on owner-operator, R2 an non-executive director who attends only the annual board meeting.

Source-level codes: R1-07 (personal-effort relationship building); R1-08 (continuous incremental improvement); R1-09 (workforce training as core driver); R2-06 (governance-level, non-operational leadership perspective) [8].

Operational challenges and market hurdles

All 3 segments (6.25%) come from R2, and the sentiment is mixed. He describes raw-material prices that swing while buyers resist paying more, the cost of power for molding, and the advantages of cheap local labour and better roads. Set beside the skills theme, this shows the respondents splitting the problem along the lines of their roles: R1 speaks for skills and training, R2 for operations and input costs.

Source-level codes: R2-08 (raw material cost volatility vs buyer resistance); R2-09 (power improved but consumption high for molding); R2-17 (cheap local labour and improved roads as advantages) [8].

Miscellaneous / reflexive notes

One reflexive segment (2.08%), from R2, is filed under Interview Process Notes: "You yourself are going and taking interviews for everything; people just copy what someone else has done, you are not doing that." We keep it to make the audit trail complete, not as evidence about the sector.

Reporting biases and certainty of evidence (PRISMA items 21, 22)

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Discrepancies, Cross-Validations and Interpretive Notes

We treat discrepancies as evidence to be interpreted, not as errors to be quietly reconciled.

Existence of a formal packaging cluster in Ujjain

Type: Discrepancy. R1 says there is no cluster, though packaging work here is strong. R2 says a formal plastic packaging cluster worth ~₹10 crore has been set up, with shared facilities. The likeliest explanation is that R1 is thinking of corrugated packaging and does not count the plastics cluster, or that the cluster was created after the period he has in mind. We keep both statements and recommend checking with the district industries office.

Number of operating packaging units

Type: Discrepancy. R1 estimates 15–20 units, up from 1–2. R2 estimates ~25–30 corrugated and ~25–30 plastic. The figures point the same way but do not match, and we keep both as separate coded segments. Mergers, acquisitions, closures or new set-ups could explain why the two estimates differ.

Export exposure

Type: Contrast (not contradiction). R1's firm does not export; its operations stay within Madhya Pradesh. R2 describes a growing export orientation among other packaging and allied units in Ujjain. The two statements are about different firms and different levels, so we keep them analytically separate. R2's account also hints that firms in Ujjain are operating on a larger scale and starting to sell abroad.

R1's Status as sector pioneer

Type: Cross-validation. R1 describes his unit as the first or second packaging unit in Madhya Pradesh (established 1974). R2, independently, names "Ramesh Saboo ji" as the pioneer of corrugated packaging in Ujjain. The two accounts support each other, which raises our confidence in this data point.

Capital subsidy as most effective scheme

Type: Cross-validation. Both respondents name the capital subsidy as the most effective scheme and both say it must arrive on time. This is the strongest agreement between them, and we treat it as a high-confidence finding.

Transcription / Process notes

R2's raw transcript had overlapping timecodes, interviewer backchannel and interruptions in mid-sentence. We left out turns that were only backchannel or pure interruptions with no substance, and kept everything substantive, reflexive remarks included.

Depth of operational knowledge by respondent role

Type: Scope note. R1 is an owner-operator who knows the firm's day-to-day running well (≈55 employees). R2 is an independent non-executive director with little day-to-day involvement. By his own admission his answers on internal management are thinner, so we coded them accordingly, to avoid treating both respondents as equally authoritative on how the firm operates.

Discussion

General interpretation in context of other evidence (PRISMA Item 23a)

We read the largest empirical theme, government schemes, policy and bureaucratic delay, through Banerjee and Duflo on credit constraints and the institutional context from RBI, SIDBI and TransUnion CIBIL [11,26]. What the pilot adds is a view from the point of implementation. The respondents talk about support less in terms of whether a scheme exists and more in terms of when the money arrives, how agencies coordinate, how well the scheme is publicised, and how the paperwork runs. The negative tone of this theme points to a problem with delivery. It does not mean that all government support is ineffective.

The business-history accounts fit with Storey's view of the small-business sector, with Audretsch and Keilbach's knowledge-spillover approach and with Klepper's account of how firms evolve. Porter and Markusen's typology of industrial districts help explain the cluster discrepancies, and Doner and Schneider show why associations matter. The material on skills and management lines up with Bloom et al., Pfeffer and Imai. The operational challenges relate to Sihag et al., the export patterns to EEPC India, and the sustainability links to Geissdoerfer et al. For governance and regional trajectories we draw on Shah et al., UNIDO and NITI Aayog [6-10,12-14,16,17,28,29].

One of the clearest things to come out of the data is that the respondents are optimistic about growth while also describing real policy and operational constraints today [8].

Limitations of the evidence and of the review processes (PRISMA Items 23b, 23c)

The biggest limitation is the pilot design itself: two respondents and 48 coded segments. We chose depth and source-level transparency over breadth, but that choice has costs. First, theme frequencies describe only the coded dataset, and they cannot be read as how common something is in the wider population. Second, the two respondents hold different roles, one an owner-operator and the other a non-executive director, so what they know about operations differs in depth. We kept that difference as part of the analysis instead of averaging it away, but it still limits what we can say about "the" packaging-unit owner experience [16,17]. Third, both informants are industrial-unit owners. Suppliers and SHG or grassroots units are held for the main phase, so the value-chain picture is incomplete. Fourth, the factual discrepancies (formal cluster status, unit counts) need checking against administrative records before anyone treats them as settled.

For these reasons, the pilot findings are better read as a source of testable hypotheses and an interpretive framework than as confirmatory evidence. Before anyone generalises to the district or the sector, larger multi-stakeholder samples are needed: at least 25–30 industrial units, plus matched supplier and grassroots cohorts.

The SLR relied on web searches, not on multiple databases, and we did neither dual independent screening nor formal risk-of-bias scoring. No review protocol was registered or written in advance (Items 24a–24c). Because of this, the review is less reproducible than a fully protocol-driven, dual-screened systematic review would be.

Implications for practice, policy, and future research (PRISMA Item 23d)

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Future research should (a) widen the sample to at least 25–30 industrial packaging units, stratified by sub-sector (corrugated, plastic, flexible), size class and ownership type; (b) add matched cohorts of material suppliers and SHG or grassroots units, using the full RC-1–RC-9 schedule; (c) bring in DIC officers, bankers and association secretaries, so that delivery bottlenecks can be triangulated; (d) check cluster status, unit counts and scheme-disbursement data against administrative records; (e) test the Institutional-Capability MSME Convergence Framework in comparisons across districts (for example Ujjain, Indore and other Tier-2 locations in Madhya Pradesh); and (f) use mixed-methods designs that pair thematic analysis with longitudinal tracking of subsidy timing, training uptake and firm performance. Designs like these are what it would take to turn the exploratory patterns in this pilot into knowledge that generalises.

Institutional Capability MSME Convergence Framework

Taken together, the evidence supports an interpretive Institutional-Capability MSME Convergence Framework with three domains that reinforce one another:

Institutional governance

Scheme design, subsidy timing, coordination between centre and state, single-window administration and proactive digital dissemination of schemes [17].

Ecosystem infrastructure

Formal and informal clusters, industry associations, common-facility centres, local testing and certification labs, skills infrastructure, logistics corridors and export-support institutions [6].

Internal organisational capability

Management practices, workforce development, governance structures, routines for building relationships, technology adoption and a culture of continuous improvement [9,27].

Convergence happens when predictable institutional delivery makes ecosystem resources cheaper to reach, and when firms have the internal routines to turn those resources into competitive results. The reverse also holds. If any one domain falls out of step, whether through late subsidies, a missing testing lab or weak internal training, the other two lose much of their value.

We meant the framework to be mid-range. It is not a statistically validated causal model; it is a rule of thumb for finding bottlenecks and for sequencing interventions. In practice a district industries office could use the three domains as a diagnostic checklist, an industry association could map its members against capability gaps, and a firm owner could put money into training and relationships that complement outside policy support without replacing it. Sustainability (circular-economy links, EPR compliance) runs through all three domains, so we treat it as cross-cutting and not as a fourth silo.

Policy Implications

For policymakers and district administration

- Release the capital subsidy when the machinery is bought, or offer an interest-subvention bridge, so that the timing of the subsidy fits the firm's investment cycle.
- Set up a real single-window desk under DIC/MPIDC, with statutory timelines that the public can track and application status visible on a portal.
- Check the formal cluster status against district records, and design separate interventions for corrugated, plastic, and flexible packaging.
- Bring IIP certificate courses and a credible packaging testing laboratory to Ujjain, either at the same site or by franchise.

For industry associations and cluster managers

- Broker formal links between larger units and grassroots or job-work units, so that orders arrive more steadily.
- Build shared-services platforms (tool libraries, quality-checking support, collective logistics) that ease the fixed-cost burden on micro units.

For firm owners and managers

- Treat workforce training as a core investment in competitiveness, not an optional cost, and tie completed training to progression within the firm.
- Build buyer relationships that last several years, to cushion swings in raw-material prices.
- Take an active part in running the association, so that owners speak together on scheme design and infrastructure priorities.

Conclusion

This manuscript reports a PRISMA 2020-informed systematic literature review of 28 sources. Alongside it we present the full 48-segment pilot study: eight substantive themes, respondent-specific evidence, source-level codes and discrepancy notes. The main finding is not simply that MSMEs face challenges. The pilot evidence points instead to policy delivery, the timing of finance, how the ecosystem is organised, skills, management, operations and expectations about the future all acting on one another. The two respondents agree on the broad direction of development. They differ on whether a cluster exists, how far they are exposed to markets, what their operational priorities are and how much they worry about internal capability. We kept those differences in,because they are part of the evidence.

Stronger MSME competitiveness will probably need predictable institutional delivery, accessible ecosystem infrastructure and capable internal organisations to come together. Larger empirical studies are needed to check the patterns seen in this pilot and to test the Institutional-Capability MSME Convergence Framework across Tier-2 industrial regions.

Literature Grounding for the Main-Phase Interview Schedule designed in pilot study (RC-1–RC-9)

The open interview schedule for the main phase of fieldwork will be administered in Hindi to three respondent categories: industrial packaging units, small and micro suppliers, and SHG or grassroots units. It is built around nine coded research constructs (RC-1 through RC-9). We grounded each construct with a separate targeted search that followed the same PRISMA-informed logic as the 28-source SLR.

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Search, screening and inclusion flow

Fourteen targeted queries returned 109 records. We removed 34 duplicates and screened the remaining 75 unique records, excluded 53, assessed 22 in full and newly retained 11 (plus cross-references to 13 sources already in Appendix 1). This was a targeted, web-search-based process, and the newly identified sources should be checked bibliographically before submission.

Construct-by-construct coverage

RC-1 (Organizational Identity and Size) and RC-9 (Future Orientation and Ecosystem Constraints) rest on newly identified theory. RC-5 (Technology Adoption) is the construct with the thinnest supply of ready-to-use instruments for India. RC-6 and RC-7 have the strongest grounding in the Appendix 1 sources. The full mapping is in Appendix 2 of the original research material.

Declaration Statements

Registration and protocol (PRISMA Items 24a–24c)

This review was not registered with RESPRO Journal or any other systematic review register, and no formal protocol was written beforehand. There are therefore no protocol amendments to report. Any later version meant for journal submission should register prospectively and deposit a protocol.

Support (PRISMA Item 25)

We received no external financial support for this review. It was carried out as part of the author's independent research programme, and no funder or sponsor had any part in its design, conduct, analysis or reporting.

Competing interests (PRISMA Item 26)

The author declares no competing interests.

Availability of data, code, and other materials (PRISMA Item 27)

The master SLR matrix is reproduced in Appendix 1. The pilot codebook, coded segments and discrepancy register are kept in the author's research workbook. We can share them on reasonable request for academic purposes, once respondent identifiers have been anonymised. At the time of writing, the template data-collection forms and the analytic code (spreadsheet formulae) are not in a public repository.

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This research received no specific grant from any funding agency in the public, commercial or not-for-profit sectors. No funding body had any role in the design of the study, the literature search, the analysis, the interpretation of findings or the writing of the manuscript.

AI disclosure

In accordance with journal and COPE guidelines on the use of artificial intelligence tools, the authors disclose the following: Generative AI tools (including large language models) were used solely for language editing, grammatical refinement, formatting assistance, and structural organisation of already-authored academic content. No generative AI system was used to create original research ideas, perform literature screening or coding decisions, generate theoretical interpretations, fabricate references, or produce substantive scholarly claims. All intellectual contributions, theoretical framing, construct mapping, hypothesis formulation, and critical synthesis remain the sole responsibility of the human authors. The authors have reviewed and verified every statement, citation, and table in the final manuscript.

Ethics declaration

This study is a systematic literature review and conceptual framework development based exclusively on previously published scholarly sources. It did not involve the collection of primary data from human participants, animals, or secondary analysis of identifiable individual-level data. Consequently, formal ethics approval from an Institutional Review Board / Ethics Committee was not required. The review adhered to established principles of academic integrity, transparent reporting, and responsible scholarship. No informed consent procedures were applicable.

Ethics declaration

The author(s) declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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Appendix 1. Complete 28-Source SLR Matrix Used in the Narrative

Table A1. 28-source systematic literature review matrix cited in manuscript.

Thematic domain	SLR category	Key contribution	Source
Qualitative Methodology	Methodological Baseline	Spreadsheet schema for qualitative segmentation, coding hierarchy, pivot tracking	[23]
Qualitative Methodology	Methodological Baseline	Colour-coded qualitative mapping, multi-pass consolidation, audit trails	[24]
Qualitative Methodology	Methodological Baseline	Six-phase thematic analysis framework	[20]
Systematic Literature Review	Methodological Baseline	PRISMA 2020 checklist and flow diagram	[21]
MSME Finance & Subsidies	Empirical Literature	Working-capital constraints; subsidy delay induces financial stress	[11]
Skill Development & Training	Empirical Literature	Formal management training increases productivity in Indian MSMEs	[8]
Industrial Clusters	Empirical Literature	Cluster theory; anchor-firm demand spillovers	[12]
Industrial Clusters	Empirical Literature	Typology of industrial districts; informal vs formal perceptions	[13]
Government Policy & SME Growth	Empirical Literature	Critique of retrospective cash subsidies; point-of-sale subventions	[6]
Entrepreneurship	Empirical Literature	Technical education generates high-growth entrepreneurship spillovers	[7]
Circular Economy	Empirical Literature	Industrial waste linkages as sustainable industrial ecology	[16]
Industry Associations	Empirical Literature	Associations mediate between MSMEs and state bureaucracies	[14]
Leadership & Management	Empirical Literature	Kaizen: incremental continuous improvement	[28]
Human Resource Capability	Empirical Literature	Workforce training yields firm longevity and resilience	[9]
SME Finance	Policy / Institutional	Collateral constraints, subsidy delays, managerial skill deficits as NPA drivers	[15]
MSME Financial Performance	Policy / Institutional	Credit growth, CIBIL deterioration, subsidy disbursement lag	[4]
Credit Scoring	Policy / Institutional	Delayed subsidy payouts force working-capital defaults	[27]
Cluster Policy & Testing	Policy / Institutional	Common Facility Centres and certified testing laboratories	-
Regulatory Governance	Policy / Institutional	Single-window clearance, statutory timelines, digital portals	-
Export Expansion	Policy / Institutional	Tier-2 packaging/engineering units toward direct export	-
Supply Chain	Empirical Literature	Raw-material cost volatility, buyer resistance, logistics bottlenecks in MP	[29]
Firm Trajectory	Empirical Literature	Pioneer entry, shakeout, long-term sector scaling	[10]
Qualitative Rigor	Methodological Baseline	Trustworthiness criteria via triangulation	[22]

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Thematic domain	SLR category	Key contribution	Source
Research Methodology	Methodological Baseline	Semi-structured interview design, sampling, reflexive logging	[19]
Statistical Analysis	Methodological Baseline	Chi-square, Cramer's V, contingency table statistics	[25]
Governance & Leadership	Empirical Literature	Independent non-executive director oversight	[17]
Government Schemes	Policy / Institutional	MSE-CDP funding patterns for CFCs and infrastructure	[4]
Regional Development	Policy / Institutional	Regional industrial corridors, connectivity spillovers in MP	[1]

Appendix 2: PRISMA 2020 Checklist

Table A2. PRISMA 2020 checklist.

Section and Topic	Item #	Checklist item
Title	1	Identify the report as a systematic review.
Abstract	2	See the PRISMA 2020 for Abstracts checklist (Background, Objectives, Methods, Results, Conclusions).
Rationale	3	Describe the rationale for the review in the context of existing knowledge.
Objectives	4	Provide an explicit statement of the objective(s) or question(s) the review addresses.
Eligibility criteria	5	Specify the inclusion and exclusion criteria for the review and how studies were grouped for the syntheses.
Information sources	6	Specify all databases, registers, websites, organisations, reference lists and other sources searched. Specify the date when each source was last searched.
Search strategy	7	Present the full search strategies for all databases, registers and websites, including any filters and limits used.
Selection process	8	Specify the methods used to decide whether a study met the inclusion criteria, including how many reviewers screened each record and report, independence, and automation tools.
Data collection process	9	Specify the methods used to collect data from reports, including how many reviewers collected data, independence, and automation tools.
Data items	10a	List and define all outcomes for which data were sought.
Data items	10b	List and define all other variables for which data were sought. Describe assumptions about missing or unclear information.
Study risk of bias assessment	11	Specify the methods used to assess risk of bias in the included studies, including tools, number of reviewers, independence, and automation tools.
Effect measures	12	Specify for each outcome the effect measure(s) used in the synthesis or presentation of results.
Synthesis methods	13a	Describe the processes used to decide which studies were eligible for each synthesis.
Synthesis methods	13b	Describe any methods required to prepare the data for presentation or synthesis.
Synthesis methods	13c	Describe any methods used to tabulate or visually display results of individual studies and syntheses.

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Section and Topic	Item #	Checklist item
Synthesis methods	13d	Describe any methods used to synthesize results. If meta-analysis was performed, describe model(s), heterogeneity methods, and software.
Synthesis methods	13e	Describe any methods used to explore possible causes of heterogeneity among study results.
Synthesis methods	13f	Describe any sensitivity analyses conducted to assess robustness of the synthesized results.
Reporting bias assessment	14	Describe any methods used to assess risk of bias due to missing results in a synthesis (reporting biases).
Certainty assessment	15	Describe any methods used to assess certainty (or confidence) in the body of evidence for an outcome.
Study selection	16a	Describe the results of the search and selection process, from records identified to studies included, ideally using a flow diagram.
Study selection	16b	Cite studies that might appear to meet the inclusion criteria but were excluded, and explain why.
Study characteristics	17	Cite each included study and present its characteristics.
Risk of bias in studies	18	Present assessments of risk of bias for each included study.
Results of individual studies	19	For all outcomes, present for each study: (a) summary statistics and (b) effect estimate and precision, ideally in tables or plots.
Results of syntheses	20a	For each synthesis, briefly summarise the characteristics and risk of bias among contributing studies.
Results of syntheses	20b	Present results of all statistical syntheses. If meta-analysis was done, present summary estimate, precision, and heterogeneity.
Results of syntheses	20c	Present results of all investigations of possible causes of heterogeneity among study results.
Results of syntheses	20d	Present results of all sensitivity analyses conducted.
Reporting biases	21	Present assessments of risk of bias due to missing results (reporting biases) for each synthesis assessed.
Certainty of evidence	22	Present assessments of certainty (or confidence) in the body of evidence for each outcome assessed.
Discussion	23a	Provide a general interpretation of the results in the context of other evidence.
Discussion	23b	Discuss any limitations of the evidence included in the review.
Discussion	23c	Discuss any limitations of the review processes used.
Discussion	23d	Discuss implications of the results for practice, policy, and future research.
Registration and protocol	24a	Provide registration information for the review, or state that the review was not registered.
Registration and protocol	24b	Indicate where the review protocol can be accessed, or state that a protocol was not prepared.
Registration and protocol	24c	Describe and explain any amendments to information provided at registration or in the protocol.
Support	25	Describe sources of financial or non-financial support for the review, and the role of funders/sponsors.
Competing interests	26	Declare any competing interests of review authors.
Availability of data, code and other materials	27	Report which of the following are publicly available and where: template forms; extracted data; analytic code; other materials.

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Appendix 3. Literature Matrix for the Interview Schedule Research Constructs (RC-1–RC-9)

Table A3. Grounding literature for the Hindi open interview schedule (Packaging Industry and Business Development — Ujjain District), organized by the 9 coded research constructs. Companion to Appendix 02 of the Corrected Full SLR and Pilot Study Paper.

Research construct	Title	Source	Relevance to construct	Source
RC-1 Organizational Identity and Size	Organizational Identity	Research in Organisational Behaviour	Seminal theory grounding a firm's self-definition of character, distinctiveness and continuity-the conceptual basis for Section A questions on role, tenure and organizational nature.	[29]
RC-1 Organizational Identity and Size	Understanding the Small Business Sector	Routledge	Cross-referenced small-business definitional and size-classification foundation.	[6]
RC-2 Market Linkage and Channel Development	Managing Buyer Experience in a Buyer–Supplier Relationship in MSMEs and SMEs	Annals of Operations Research, 350	India-coauthored empirical study of how MSME suppliers build and manage buyer relationships — direct grounding for Section B market-contact questions.	[30]
RC-2 Market Linkage and Channel Development	What Specific Investments Are Critical in Fostering Buyer–Supplier Relationships: Evidence from MSMEs in Emerging Economies	International Social Science Journal	PLS-SEM study (n=157 MSMEs) on relationship-specific investment, trust and communication in buyer-supplier ties.	[31]
RC-2 Market Linkage and Channel Development	Modeling the supply chain finance (SCF) barriers of Indian SMEs using BWM framework	Journal of Business and Industrial Marketing	Cross-referenced regional supply-chain grounding.	[28]
RC-3 Managerial / Leadership Orientation	The Nature of Managerial Work in Small Growth-Orientated Businesses	Small Business Economics, 25(1)	Extends Mintzberg's managerial-work tradition to small owner-managed firms — direct grounding for Section B We ran no formal statistical assessment of reporting bias across the SLR corpus. Our confidence in the pilot findings is low to moderate for thematic patterns within the two-respondent sample, and very low for any claim about the district or the sector as a whole. For the wider literature synthesis it is moderate on well-established constructs (clusters, credit constraints, management practices) and lower on the delivery mechanisms specific to Ujjain. leadership-philosophy questions.	[32]
RC-3 Managerial / Leadership Orientation	The Human Equation: Building Profits by Putting People First	Harvard Business School Press	Cross-referenced people-as-organizational-resource grounding.	[9]
RC-3 Managerial / Leadership Orientation	Does Management Matter? Evidence from India	The Quarterly Journal of Economics, 128(1)	Cross-referenced management-practice grounding, directly Indian-context.	[18]
RC-4 Symbiotic / Collaborati ve Support	Social Structure and Competition in Interfirm Networks: The Paradox of Embeddedness	Administrative Science Quarterly, 42(1)	Seminal theory of embedded ties between firms —conceptual basis for Section B questions on informal support given/received between larger and smaller units.	[33]

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Research construct	Title	Source	Relevance to construct	Source
RC-4 Symbiotic / Collaborative Support	Subcontracting Linkages in India's Informal Economy	Development and Change	National Sample Survey-based analysis of subcontracting between formal and informal Indian manufacturing enterprises —direct empirical grounding.	[34]
RC-4 Symbiotic / Collaborative Support	The Business of Economic Development: Business Groups and Business Associations in the Developing World	World Politics, 52(2)	Cross-referenced grounding on associations mediating between firms.	[14]
RC-5 Technology Adoption and Upgradation	Determinants of Technology Adoption in Indian MSMEs: An Exploratory Factor Analysis	Academy of Marketing Studies Journal,28(5)	India-specific factor-analytic study of technology-adoption determinants — direct grounding for Section C technology questions. Remains the construct with the thinnest directly reusable instrument, consistent with the same gap identified for the parallel managerial IPO-model literature review.	[35]
RC-6 Economic and Industrial Development	Clusters and the New Economics of Competition	Harvard Business Review, 76(6)	Cross-referenced cluster/agglomeration theory.	[12]
RC-6 Economic and Industrial Development	Sticky Places in Slippery Space: A Typology of Industrial Districts	Economic Geography, 72(3)	Economic Geography, 72(3)	[13]
RC-6 Economic and Industrial Development	Entry, Exit, Growth, and Innovation over the Product Life Cycle	The American Economic Review, 86(3)	Cross-referenced firm/sector growth trajectory theory.	[10]
RC-7 Policy Access and Institutional Support	Do Firms Want to Borrow More? Testing Credit Constraints Using a Directed Lending Program	The Review of Economic Studies, 81(2)	Cross-referenced institutional-credit-constraint grounding.	[11]
RC-7 Policy Access and Institutional Support	Institutional / policy reports	RBI, Mumbai; SIDBI, Lucknow; Ministry of MSME, New Delhi; NITI Aayog, New Delhi; TransUnion CIBIL, Mumbai	Cross-referenced institutional finance and scheme-delivery context for Section D policy-access questions.	Reserve Bank of India, SIDBI
RC-8 Social Capital and Collective Action	Democracies Work: Civic Traditions in Modern Italy	Princeton University Press	Seminal social capital theory (networks, norms, trust) — conceptual basis for Section D questions on SHG internal trust, accountability and collective rule-making.	[36]
RC-8 Social Capital and Collective Action	Women through Self Help Groups Led Microcredit: A Novel Initiative	Samyukta Journal, 9(1)	PLS-SEM study (n=353 SHG members, Odisha) directly linking SHG participation to empowerment outcomes closest India context, method-compatible source.	[37]
RC-9 Future Orientation and Ecosystem Constraints	How to Start an Entrepreneurial Revolution	Harvard Business Review, 88(6)	Originates the entrepreneurial ecosystem concept (policy, finance, culture, support, human capital, markets) — direct grounding for Section E ecosystem-constraint questions.	[38]
RC-9 Future Orientation and Ecosystem Constraints	Entrepreneurial Ecosystems and Regional Policy: A Sympathetic Critique	European Planning Studies, 23(9)	Refines the ecosystem framework for regional policy analysis — supports future-outlook and structural-change questions.	[39]
RC-9 Future Orientation and Ecosystem Constraints	Industrial Development Report 2021: Structural Change and Industrial Policy in MSMEs	United Nations Industrial Development Organization, Vienna	ICross-referenced structural/regional trajectory grounding.	UNIDO (2021) [Appendix 1 #18]

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Appendix 4A: Transcript of Interview (Segment A) Respondent 1

In accordance with journal and COPE guidelines on the use of artificial intelligence tools, the authors disclose the following: Generative AI tools (including large language models) were used solely for language editing, grammatical refinement, formatting assistance, and structural organisation of already-authored academic content. No generative AI system was used to create original research ideas, perform literature screening or coding decisions, generate theoretical

Speaker 1: Sir, your name?
Speaker 2: *******
Speaker 1: Age.
Speaker 2: I am seventy-eight years.
Speaker 1: Education.
Speaker 2: B.E. Mechanical.
Speaker 1: Sir.
Speaker 1: Last year's annual turnover of your firm.
Speaker 2: Hmm.
Speaker 2: 260 million.
Speaker 1: Your business is industrial corrugated boxes, corrugated paper boxes.
Speaker 2: Corrugated paper boxes.
Speaker 1: You are the owner, sir.
Speaker 2: Yes.
Speaker 1: Sir, what is the number of employees?
Speaker 2: 55.
Speaker 1: Sir, what was the main reason for choosing the packaging business and making Ujjain district your field of work?
Speaker 2: When we started, an industry called Shri Synthetics had come here, and we were doing ancillary work with it. Because of this, we started.
Speaker 1: Yes, and why did you choose Ujjain district itself, sir?
Speaker 2: Because Shri Synthetics was in Ujjain, and consumption was here itself, the nearest.
Speaker 1: Yes sir, because packaging is one type of industry among many industries, was there any notion behind choosing packaging?
Speaker 2: No, we had come out of engineering college, so we saw where what
consumption takes place. When we surveyed, we came to know that Shri Synthetics was coming here and they would need a lot of packaging material.
Speaker 2: Therefore.
Speaker 1: There was a need for it.
Speaker 1: Sir, are you associated with any packaging cluster, industrial association, or common facility center in Ujjain or nearby areas?
Speaker 2: I mean.
Speaker 1: Is the company or organization connected with any association?
Speaker 2: We are connected with associations. I myself have been the president of the Madhya Pradesh Corrugated Box Manufacturers Association.
Speaker 1: You have been there.
Speaker 2: And we are connected with many things.
Speaker 1: So there is a cluster here?
Speaker 2: There is no cluster, but packaging material and packaging work are very good here.
Speaker 1: Association.
Speaker 2: In Ujjain and Indore.
Speaker 1: Sir, who are your major customers?
Speaker 2: Pharmaceutical.
Speaker 1: And suppliers?
Speaker 2: Pharmaceutical industries and FMCG.
Speaker 2: These are our major customers.
Speaker 1: In Madhya Pradesh only? Do you have export units or exports?
Speaker 2: In Madhya Pradesh only.
Speaker 2: No exports, and purchasing is from paper mills.
Speaker 1: Sir, how do you build business contacts?
Speaker 2: By personal efforts.
Speaker 1: Personal efforts, news, references
Speaker 1: Sir, what is your personal philosophy rPage 2egarding leadership?
Speaker 2: My personal leadership philosophy is only one thing: we must be better than before.
Speaker 2: If today is better than yesterday, then everything will work.
Speaker 1: Sir, for organizational effectiveness and excellence, what are your steps? Which principles guide you?
Speaker 2: First of all, training to the people so that they become efficient. If they become efficient, then everything runs smoothly. We believe that the people who work for us should be trained people, and they should be given the latest training, and then enhancement in technique.
Speaker 1: Sir, do you also associate with small entrepreneurs, grassroots units, or job workers through work orders, partnerships, or technical guidance?
Speaker 2: Yes, we do. There are many small industries from whom we get work done. Speaker 1: They are connected.
Speaker 1: Sir, if you can give two or three examples.
Speaker 2: For example, machinery maintenance is done by small industries. Many small things which are not suitable for our mass production but are very small orders, we get them made by others.
Speaker 1: Sir, do you think packaging activities contribute to the industrial
development, employment generation, and value addition of Ujjain district?
Speaker 2: It has contributed a lot. When I started, mine was the only one here. It was the second unit in Madhya Pradesh.
Speaker 1: Yes.
Speaker 2: Now 15–20 units are working here.
Speaker 1: In which year was your unit established?
Speaker 2: In 1974.
Speaker 1: So your unit was the first in Ujjain.
Speaker 2: Yes.
Speaker 1: Sir, for packaging-related industrial development in Ujjain district, what steps should the government take regarding skill policy and clusters?
Speaker 2: The government has taken steps. A packaging cluster has also been created.
Speaker 2: Many industries have come into it, and the government does its work. Now entrepreneurs also have to cooperate and come forward.
Speaker 1: Sir, under which central or state government schemes do industries get the most support?
Speaker 2: Support is available in all schemes.
Speaker 1: If we see proportion-wise?
Speaker 2: In my understanding, support comes from both. Basically, state schemes are also funded by the center, so support is substantial.
Speaker 1: Sir, which scheme do you find most effective?
Speaker 2: The capital subsidy is very effective, but it should be received quickly.
Speaker 1: There is delay in it.
Speaker 2: Basically, the person invests completely first, and only after that the subsidy is received.

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Speaker 1: That affects the initial stage.
Speaker 2: Yes, in the beginning.
Speaker 1: Sir, what is the tenure of these schemes, and do delays or rejections
beyond the tenure occur?
Speaker 2: Earlier there were delays, but now it is very efficient.
Speaker 1: Efficient?
Speaker 2: Efficient.
Speaker 1: What measure do you suggest to improve delays caused by bureaucracy or other reasons?
Speaker 2: The government should provide the subsidy at the time of purchasing the machinery itself.
Speaker 1: Capital subsidy.
Speaker 2: Capital subsidy.
Speaker 2: Because interest starts accruing. Everyone first has to arrange finances on their own, and the government pays later. If it is more timely, it is better.
Speaker 1: Sir, how do you see the future of packaging organizations in the district in the next 5–10 years?
Speaker 2: Very good, very bright future. Industrialization in Ujjain is still very limited.
Now industrialization has started.
Speaker 1: Yes sir.
Speaker 2: Many industries are coming here and new industries are being established. Packaging is the need of every industry, so the future is very bright.
Speaker 1: Sir, in your view, which factor—basic infrastructure, policy, finance,
technology, or skilled manpower—will most influence the industrial growth and clustering of packaging organizations?
Speaker 2: Training should be available here. For example, the Indian Institute of Packaging (IIP) has certificate courses. Such certificate courses should be available in Ujjain.
Speaker 1: Yes, IIP certificate courses.
Speaker 2: There should be a local unit. Secondly, there should be an authentic testing laboratory because many disputes arise, and certification would become easier.
Speaker 1: Sir, yesterday I met Aditya ji in the DIC office. He said that earlier training for new entrepreneurs was compulsory, but now the word “compulsory” has been removed and “essential” has been used instead.
Speaker 2: Yes.
Speaker 1: Because of that I saw trends of NPAs increasing. One reason seems to be changing training from compulsory to essential.
Speaker 2: Yes, yes.
Speaker 2: Training is very essential. It should not be made compulsory, but the
government should conduct a 15-day or one-month training course every year for future entrepreneurs. Those who undergo training should receive preference in finance, allotments, and even 5% extra subsidy. Then people will come into it.
Speaker 1: Sir, looking at the entire journey from the 1970s till now, how do you see the industrial ecosystem of Ujjain, and what structural changes are still needed to support entrepreneurs?
Speaker 2: Real industrialization in Ujjain has started only in the last 3–4 years. Earlier it was mainly around Vikram Udyogpuri, but now many industries are coming.
Speaker 1: Malanwasa is also developing.
Speaker 2: Yes, industries are coming there too. A major industrial revolution is taking place around Ujjain, whereas earlier nobody paid attention to Ujjain
Speaker 2: I feel that industrial progress in Ujjain may become greater than that of Indore.
Speaker 2: For the progress of the packaging industry, the government should take entrepreneurs on industrial visits and identify students from engineering and MBA colleges and develop entrepreneurial spirit in them.
Speaker 1: A packaging course can also be created.
Speaker 2: Yes, packaging courses should be taught at the UG and PG level.
Speaker 1: Any final comments or suggestions?
Speaker 2: No, that is all.
Source: Uploaded interview transcript.

Appendix 4 B: Transcript of Interview (Segment A) Respondent 2

Here is the direct and literal English translation of the interview transcript

Speaker 1 [0:04 - 0:05]: Sir, your name?
Speaker 2 [0:05 - 0:09]: ******
Speaker 1 [0:10 - 0:13]: Sir, the company's annual turnover?
Speaker 2 [0:14 - 0:20]: It is on the turnover dashboard of a Plastic packaging unit, in which I am a director. I am putting it from its screatch
Speaker 1 [0:20 - 0:21]: Sir, number of employees?
Speaker 2 [0:22 - 0:29]: Here, the number of employees—the regular employees are only around 18-20 people, the rest are contractual employees, around 60.
Speaker 1 [0:29 - 0:30]: Yes, sir.
Speaker 1 [0:32 - 0:35]: Sir, what is the major product of the organization?
Speaker 2 [0:35 - 0:55]: As the organization is a plastic private limited company, basically its products are all plastic bottles and all such things, plastic bags are also there, plastic bottles like the ones used for oil packaging are also there, any other packaging work, it's all plastic items, it's all entirely molded items.
Speaker 2 [0:55 - 1:05]: They go up to 15 liters as well. 15-liter packaging in which oil is packed. There are some packagings for Dabur, including small packaging and everything.
Speaker 1 [1:06 - 1:14]: Sir, what is the major motivation for the company to choose the packaging business and to choose Ujjain district specifically as its area of operation?
Speaker 2 [1:13 - 1:25]: The major company belongs to the Anand Bangar Group. Most of their industries were in Ujjain at that time. That's why, since this old industry was on sale at that time, they purchased it and set up the industry here.
Speaker 1 [1:26 - 1:35]: Sir, are organizations like the Packaging Cluster, Trade Organization, or World Packaging Organization connected in Ujjain?
Speaker 2 [1:36 - 2:01]: Uh, within the packaging unit, what's here is that there are about 25 to 30 packaging units for corrugated, and if you include plastic, there are about 25 to 30 plastic ones too. A small association for all of them has been formed under Laghu Udyog Bharati as well. There is also an industrial estate organization on Maksi Road. They are connected to all of those. Otherwise, only a few units are connected directly to world-level organizations; the rest are not.
Speaker 1 [2:03 - 2:07]: Sir, who are the major customers/buyers and who are the suppliers?
Speaker 2 [2:07 - 2:31]: In this, what happens is that the raw material is this granule, it is plastic granule, in which there is Reliance, imports also happen, all those things are there; along with that, among those to whom we sell, for example, in oil packaging like Ruchi used to be earlier, now let's say it is Kirti or other ones like Dabur with whom it is used for packaging in many things like Dant Manjan, Lal Dant Manjan.

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Speaker 1 [2:32 - 2:44]: Sir, what is your management leadership philosophy, and what principles do you use for organizational effectiveness?
Speaker 2 [2:44 - 3:14]: Since I am an independent director in this company, I have been an independent director since the beginning, I do not have a role in day-to-day activities. I am only a member according to the board, working only in the meetings that happen annually. But as for the management structure of the company, things are labor-friendly or you can say worker-friendly. Along with that, the buyers, the customers, it is friendly according to them too, and they keep using technology; with the use of technology, its working is increasing.
Speaker 2 [3:14 - 3:24]: Now they are adjusting new machines as well; currently, we are going to remove the machines of this entire unit and merge it into another unit, this is for your information.
Speaker 1 [3:25 - 3:33]: Yes sir. Sir, in market reach, are there any kinds of hurdles like losing a buyer, things of this sort?
Speaker 2 [3:32 - 4:02: Running any industry anywhere, doing any trading, hurdles are everywhere. Cost is everywhere. It is not like that anywhere—sometimes raw material is not available, like right now, suppose the Iran war is going on, so all plastic items have become expensive. Now today, if they increase this cost and go to sell again, the buyer does not agree to the rate. The power problem used to be there
earlier, but now MP is in power surplus, and what happens is that power consumption is high for all of these people, whichever...
Speaker 2 [4:02 - 4:21]: ...the plastic units are, power remains one of the factors in them. Because molding and both things happen, so power is required more in this, consumption is high. Now as for the question of hurdles, they are there in any work you do; no work can be done without hurdles. One has to find a way out, find a solution along with the hurdles.
Speaker 1 [3:36 - 3:37]: How does it deal with this?
Speaker 1 [3:44 - 3:45]: All those made of plastic...
Speaker 1 [4:23 - 4:35]: Sir, is any support in the form of job orders or technical assistance/guidance given by the organization to small entrepreneurs or workers operating at the grassroots level?
Speaker 2 [4:36 - 5:04]: Look, all the waste that is generated from our place is also sold, so those are all MSME industries. And we ourselves are members of Laghu Udyog Bharati as well, and all those who want to come forward get support through Laghu Udyog Bharati. Those who come directly to set up are also supported; the industries of those people are growing. Many good things will come up in medical equipment, according to which they will have a very good development.
Speaker 1 [5:12 - 5:25]: Sir, what steps is the government taking regarding infrastructure, skill development policy, or clustering for packaging-related industrial development in Ujjain district? What are your suggestions for this?
Speaker 2 [5:25 - 5:55]: As for the cluster, for plastic in packaging, the plastic cluster is already formed. Everything gets covered inside packaging. Land is also there, along with many such workings which can be done jointly and effectively. So those people have set up a unit worth nearly 10 crores, in which many basic facilities can be given to other units as well who can become its members. The working of the cluster is also going on in Ujjain inside plastic, meaning inside packaging.
Speaker 1 [5:58 - 6:04]: Sir, does one have to face problems like delays or rejections in government schemes?
Speaker 2 [6:03 - 6:07]: Absolutely, one has to face it. In government, problems do exist, delays happen.
Speaker 1 [6:04 - 6:05]: How, how from numbers...
Speaker 1 [6:07 - 6:08]: How was it improving?
Speaker 2 [6:08 - 6:38]: What should happen is that everything should become a single window in this matter—that a time limit should be given for it, that look, you started the industry, you set up the industry, capital and everything to be given will come within this particular period. But okay, sometimes the state government also has fund problems, or there are many such systems in which it takes time. For this, a complete single window should be made under DIC (District Industries Centre) and MPIDC, so that all the people from the industry do not have to make repeated rounds there.
Speaker 2 [6:38 - 7:08]: And all of this should become online nowadays, it should be portal-based so that information keeps coming about when its payment will arrive and in how many days. Because when a man sets up a factory, he gets a 40% subsidy at 8% every year. He links it with repayment—if he took a
loan from the bank, by linking it, suppose it is not received timely and repayment gets delayed, then his CIBIL score gets ruined. This is one such particular factor that the government should pay attention to. One, particular attention should be paid to power...
Speaker 2 [7:08 - 7:38]: Yesterday there was a whole seminar for export-oriented units, so export-oriented units are gradually increasing in Ujjain. In exports, the particular manufacturing in Ujjain like Shreeji Polymers, their work goes on—they import, but they have also set up their own industry for some items in the USA and China too. Similarly, whatever items are there for food grains here, all of those are also being exported. Now in this, if you look, earlier the one related to clothes...
Speaker 2 [7:38 - 7:50]: ...that used to be completely exported under textiles; Rekha Fashion was there in exports. So, exports are gradually increasing in Ujjain. From that perspective, if you see all these things, they are gradually on the way to progress.
Speaker 1 [7:53 - 7:59]: Sir, how do you see the future of packaging organizations in Ujjain district in the next 5 to 10 years?
Speaker 2 [7:59 - 8:29]: We see it as very good because Anand Bangar ji is doing very good work, he is the leader of packaging here in MP. So, looking at his working, other people have also come and thought of setting it up. Among the pioneers in this, I would praise Ramesh Saboo ji. That he started the corrugated packaging industry in Ujjain. Today, at least 25-30 packaging units and the small packaging meant for medicines, all of that is running; in a way, Ujjain is a hub for it. Everything has fallen into place for packaging.
Speaker 2 [8:29 - 8:35]: There is a lot of scope in this, and here gradually as Vikram Udyog Puri, a new industrial area, comes up, the development will be fast.
Speaker 1 [8:35 - 8:55]: Yes sir, in your opinion, which important factor is further enhancing or limiting the strength of packaging organizations—like infrastructure, policy, finance, technology, skilled manpower, or managerial power?
Speaker 2 [8:54 - 8:54]: Yes.
Speaker 2 [8:55 - 9:03]: In infrastructure, if land allotment is obtained, if availability of land is found cheap, then naturally, that kind of area is also required.

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Speaker 2 [9:03 - 9:33]: And within availability, everything will happen; it doesn't require too much water. In plastic packaging, power is required at that time. Generally, since MP is a power-surplus area, MP is a power-surplus state, so problems don't arise. In between, sometimes if load shedding happens,
then that's secondary. The labor here is also cheap, availability of labor is also there; we don't have to call labor from other states like Bihar or any other state. Transport has also become easy now. Right now, our roads, Ujjain MP's roads, have become very good. It is true that toll stations...
Speaker 2 [9:33 - 10:03]: ...are encountered, but despite the toll tax, repair work is required less, cost becomes less, so from that perspective, the time period taken becomes nicely reduced. In this, I have a suggestion that railway is one such particular thing which, if developed for cargo—the government is doing it, the government is doing it that after two, they are starting three-inch lines now which should be used only for cargo, and its cost should be less, there should be no wastage or losses in it. Like in coal, we used to see that in the tonnage that arrived, a lot of it..
*Speaker 2 [10:03 - 10:25]:** ...used to get stolen, because nowadays all of these go completely packed, they remain completely in that. So in this, if by chance this happens—making the Central a hub, making it the main area, the railways should be developed in such a way that its transportation of goods becomes easy and a little cost-effective, then we will be able to compete with other people.
Speaker 1 [10:25 - 10:26]: Sir, in the second...
Speaker 2 [10:25 - 10:27]: But my suggestion is that...
Speaker 1 [10:26 - 10:30]: The government has also given a freight scheme now to increase exports.
Speaker 2 [10:30 - 11:00]: Absolutely they have, they have given a new scheme now. The government has given a new scheme now for exports, but I have a suggestion in this. Like China—whenever China had to sell goods, if we had a production of 1,000 tons here, China had a production of 10,000 or 100,000 tons. The production could not be consumed within their own country, so they kept a whole scheme where they used to certify and give what your costing is coming to. Suppose your costing is coming to ₹100 per kg. You are exporting it at ₹75.
Speaker 2 [11:00 - 11:30]: Doing it at that price. So to increase exports, China used to completely compensate the industry for the difference amount in the form of a subsidy. The biggest reason why China's exports have grown is exactly that—bulk. I won't say too much about quality, quantity is definitely there, quality is also fine in some other things, but they lag behind in the matter of quality. Quantity-wise they grow, they create cost-effectiveness. In exports, suppose if I have to sell goods at 60 and the costing is coming to 75...
Speaker 2 [11:30 - 12:00]: ...then the government used to give me a concession of ₹20, a scholarship concession, a subsidy, a payment, and used to give timely payment. Because of that, the boost that exports got in China... such cases should be brought here as well. Get your cost certified, whatever your cost is, suppose my export is happening for less money than that, exports need to be increased, foreign currency needs to be reduced because our deficit remains in foreign currency. On that question, it can be increased.
Speaker 1 [10:31 - 10:32]: Not now.
Speaker 1 [12:10 - 12:21]:** Sir, among the schemes of the Central Government and State Government, which scheme do you find most effective, and what has been your grassroots experience?
Speaker 2 [12:23 - 12:26]: Many schemes run in the Central.
Speaker 2 [12:27 - 12:31]: In this, earlier they used to give a subsidy to MSMEs.
Speaker 2 [12:31 - 12:52]: Currently, like after the Iran war or after Trump's tariff, they have also given a benefit of 20% which is covered by the Export Credit Guarantee Corporation, for all those people, if there is a limit of one crore, they have given a limit of 20 lakhs up to certain conditions. This is given by the higher government; they had given it earlier during Covid too.
Speaker 2 [12:53 - 13:08]: One scheme for capital subsidy is very good. Capital subsidy in our MP is 40%, which comes at 8% per year. If this is received timely, then a person's repayment work for up to 5 years, leaving aside the moratorium period...
Speaker 2 [13:08 - 13:38]: ...that becomes a huge relief, it remains easy to pay off the bank loan. CIBIL also works rapidly inside this particularly. For this, earlier there used to be an interest subsidy, currently the Central gives it, the State does not. Project cost reimbursement used to happen, if you had to get ISO done it was for that, the money that is there for skill development, currently they give money for PF money. There are many such schemes that the government gives. We can take benefit of those schemes. The government's schemes are all available on the portal.
Speaker 1 [13:18 - 13:19]: Currently the Central.
Speaker 1 [13:38 - 13:39]: Hmm.
Speaker 2 [13:39 - 14:09]: There are so many schemes for all these things that some schemes don't even become known. Even we don't get to know. Meetings should actually keep happening for this scheme sector, conferences and seminars should happen, and even if they don't, if a person goes to DIC, goes to the MPIDC roadshow... then they should get it, and most things should be on the portal. And all those who, for example, registered in DIC or registered in MSME, registered in Udyam, copies of all schemes should be given to them through their WhatsApp copy...
Speaker 2 [14:09 - 14:19]: ...the government should give it. This is because many people, due to not having information about the schemes, are unable to take benefit because of that. The more they publicize it, the better it will be.
Speaker 1 [13:53 - 13:55]: Road Show goes to PITC.
Speaker 1 [14:24 - 14:43]: Sir, looking at the entire journey of the company of 20-25 years so far, from the establishment of the organization till the present, in terms of developing or enhancing its industrial local industrial ecosystem...
Speaker 2 [14:43 - 14:44]: What is most necessary?
Speaker 2 [14:46 - 14:47]: Speak further.
Speaker 1 [14:47 - 14:48]: Rajesh has come.
Speaker 2 [14:48 - 14:57]: Let him take the red one. Now, sorry, right, for this interruption in between. What it is, is that because I am connected as an independent director...
Speaker 1 [14:50 - 14:52]: For that matter.
Speaker 1 [14:56 - 14:57]: Yes, yes.
Speaker 2 [14:57 - 15:04]: I just give, I am not in the active role. I only go to meetings, that's all, my work is never needed otherwise. I, according to that...
Speaker 1 [15:00 - 15:00]: That's all.
Speaker 1 [15:02 - 15:03]: Yes, sir.
Speaker 2 [15:05 - 15:35]: Because according to this particular unit, its progress has been very good; now, since the unit is going to be merged at this place, a big unit is going to be formed. So looking at that, our own association, or let's say the entire vision of Anand Bangar Group ji himself is very good. Shreeji Polymers is there, they are into units—one at USA and second at China, they are running with a handsome turnover and they good profit. Now after taking the PE, buy...
Speaker 2 [15:35 - 15:40]: ...after taking DPT, they are getting a very good valuation. This is from Ujjain only.

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Speaker 2 [15:40 - 16:10]: So I expect the same thing from them, meaning that here in Ujjain other people are also there who are gradually increasing their working and doing it. I give my best wishes to all of them, along with that my best wishes to you that you came and took this... as all things will be covered in the entire thesis, it will be beneficial for... but I liked the best thing in the thesis that you yourself are going and taking interviews for everything; people just copy what someone else has done, you are not doing that.
Speaker 2 [16:10 - 16:16]: You yourself are doing full research through this and doing it with activity. Best wishes to you from my side too. Thank you, sir.

Appendix 4C

Below is the literal English translation of the transcript, keeping the original meaning and sequence as it is without summarizing or changing the content.

Speaker 1: Sister, your age?
Speaker 2: 14.5.
Speaker 1: Okay.
Speaker 2: Hello.
Speaker 1: Education?
Speaker 2: I have completed M.A. and M.S.W.
Speaker 1: Yes, yes, your business, that is, the ground-level unit, what is its turnover sales?
Speaker 2: Lakh.
Speaker 1: Yes.
Speaker 2: 10 lakh rupees.
Speaker 1: It is 10 lakh, okay.
Speaker 1: You are the owner in this.
Speaker 2: Yes.
Speaker 1: Yes, yes.
Speaker 3: It takes one minute for that in ten minutes.
Speaker 1: Yes, yes, yes. Since when have you started this?
Speaker 2: Since 2009.
Speaker 1: Yes sister, what type of packaging work are you associated with?
Speaker 2: We make paper bags and envelopes here.
Speaker 1: Yes, yes, yes. How many active members are there in this? The members themselves.
Speaker 2: There is a self-help group of ten women in this.
Speaker 1: And it is a group of 10 women, yes sister, and.
Speaker 1: That means why did you choose this business, that is, packaging, and why
did you choose Ujjain district? What was the main reason?
Speaker 2: The main reason is that there is a religious place here, Mahakal Temple is here, and polythene had been banned here. So the women here who used to make packing envelopes, we all supplied them to the shops around Mahakal.
Speaker 1: Yes, yes.
Speaker 1: Okay, that means the government is supporting flexible packaging.
Speaker 2: Yes, yes.
Speaker 1: And.
Speaker 1: Is your business registered, and if yes, is it connected with any packaging cluster or industrial association?
Speaker 2: No, our self-help group is connected with the Municipal Corporation, and we do this work through the group.
Speaker 1: Okay, okay. Who are your main suppliers and who are the buyers?
Speaker 2: There is an Aakriti organization, it gives orders and also takes goods from us. Speaker 1: Okay.
Speaker 1: From where does the product supply come, your raw material and all? Speaker 2: We take it from factories.
Speaker 1: I can take it from the factory. Now regarding management and leadership, what is your viewpoint, what is your philosophy, and for organizational effectiveness and excellence, which principles do you use? Which principles guide you?
Speaker 2: Principles do.
Speaker 2: Yes, we mostly do campaigning.
Speaker 1: Yes sister.
Speaker 2: Through campaigning, we go to different places and explain its usefulness, and along with usefulness, we explain its plus and minus points, why it is necessary and why it should be used.
Speaker 2: Because now polythene has been totally banned, so our paper bags are being made here. Women are working in this, and we also go to different places and provide training. We have connected many women with this, village women have been connected, women from city settlements have also been taught, and they are also doing small work of their own.
Speaker 1: Yes sister, do you face any obstacles in market access, raw material, etc.? How do you deal with them?
Speaker 2: Yes.
Speaker 2: They come, how can you not read that?
Speaker 2: There are many problems because we make everything by hand, and
nowadays these envelopes and all are made by machines, so there is some problem in finishing. Even after that, we convince and supply them by saying that these are being made by our women from the settlements, they are getting employment because of this, so they take them.
Speaker 1: An emotional reason remains there too. Yes.
Speaker 2: Yes, yes.
Speaker 1: Yes, yes, yes.
Speaker 1: So do you get any help from any large institution like a corporate organization or corporate orders?
Speaker 1: The larger institutions that are doing good work regarding packaging in Ujjain city and district, do you get any big orders, donations, or anything as such from them?
Speaker 2: No, we ourselves do campaigning, go to shops, show our goods, and after that take orders.
Speaker 1: Wonderful.
Speaker 1: You do not get any direct job order from large institutions.
Speaker 2: Not yet, till now we have not received any.
Speaker 1: Yes sister.
Speaker 1: Okay, and you are working with women at the grassroots level, giving them training, and doing a very good job of providing employment to them.
Speaker 2: Yes, yours.
Speaker 1: Apart from this.
Speaker 1: Do you think that your packaging work community will enhance the economic and social values of the district and contribute to industrial development?
Speaker 2: It definitely will. If we do this on a large scale, with a factory, or if the Industry Department allots land to us and gets this work started, then it can be taken to a large scale.
Speaker 1: Yes, yes.
Speaker 2: Because there is a lot of requirement now.
Speaker 1: Yes, yes.
Speaker 1: Sister, have you received any equipment, machines, or any kind of
government scheme from any institution or the government?
Speaker 2: No, not yet.
Speaker 1: Did you apply for it?
Speaker 2: Till now we have not applied. Right now we are all working together.

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Speaker 1: Yes.
Speaker 1: Or have you received any subsidy regarding skill training or any work order from the government?
Speaker 2: No, we have not received anything like that.
Speaker 1: Yes.
Speaker 1: Or any government assistance such as Mudra, state government schemes, MGNREGA, NRLM?
Speaker 2: Hmm.
Speaker 2: From NULM, our self-help group received a subsidy of ₹20,000.
Speaker 1: Yes, from where, from NRLM?
Speaker 2: Yes, from the Municipal Corporation.
Speaker 1: From the Municipal Corporation, from the local authority, from the state government, and from the central government?
Speaker 2: Yes.
Speaker 2: Yes.
Speaker 2: No, no, we have not received anything from them.
Speaker 1: Like the Lakhpati Didi scheme of the government.
Speaker 2: No, no.
Speaker 1: Yes.
Speaker 1: How does your group handle internal trust, accountability, or disputes if they occur? If there is any dispute with a customer or supplier?
Speaker 2: Till now nothing like that has happened because we do all the work carefully. And if something like that happens, we talk to them through rules.
Speaker 1: Yes sister, in the next 5 years or 5 to 10 years, in what form do you see this business?
Speaker 2: In 5 to 10 years, our plan is to take this industry that we are doing to a large
scale because Simhastha is going to come, and we want to make Simhastha polythenefree. For this purpose, we are campaigning everywhere that polythene should not be used
at all in the Simhastha area.
Speaker 1: Yes.
Speaker 3: Simh.
Speaker 3: Had said.
Speaker 3: Yes, yes.
Speaker 2: So perhaps our business will also increase, and women will also get some work.
Speaker 1: Wow.
Speaker 1: Because of the war, has any situation arisen where your business orders decreased, or supply increased, or material prices increased?
Speaker 2: Material prices have increased a lot, so right now we are keeping less stock. Speaker 1: So you are reducing stocking to deal with it.
Speaker 2: To deal with it.
Speaker 2: Hmm.
Speaker 1: Yes, yes, yes. What is the biggest fear you see in this business? Speaker 1: What challenge do you see?
Speaker 2: The challenge is that we do not have funding. We are working on a small scale. The goods that come from outside factories and outside companies are promoted more by shopkeepers here. They promote us less. So there are many challenges. We have to convince a lot, then the goods get sold.
Speaker 3: Yes.
Speaker 3: Of people.
Speaker 1: Yes, yes.
Speaker 1: If a new woman or youth group wants to start packaging work, what experience or advice would you like to give them?
Speaker 2: It is very good, and it is a work that can be done from home with little money. It does not require much machinery, so anyone can comfortably start a business with ₹5,000 to ₹10,000.
Speaker 1: This is very good.
Speaker 1: Yes, yes, yes. If you would like to add anything else in this interview. Speaker 2: Yes, I just want that paper bags and cloth bags should be used as much as possible so that women who are working in home industries can get maximum employment. The use of polythene is causing problems in our environment, rivers are getting polluted, our land is becoming barren. Therefore, use polythene as little as possible and try as much as possible that we use paper bags.
Speaker 2: Or by using bags, give progress to this business.
Speaker 1: Thank you sister, thank you.
Speaker 2: Okay, okay.
Speaker 1: Alright

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