

India Steps Up FTA Drive, Reshaping Global Sourcing





FROM PRESIDENT'S DESK

PMS Uppal
President, OGTC

As we embark on our journey forward, the current year of 2025 will slowly fade away. However, we would be failing if we do not recall the events that made our journey purposeful and meaningful during this year. The latter half of the year saw us completely challenged due to the head winds created by Trump's tariff; the export trade to USA came to a near halt. The opportunity, no doubt, has also forced us to look for new markets and other options; one such initiative taken by us is an effort to explore Russian market which is at presently 'work in progress'.

A silver lining in this challenging period was the signing of FTA with UK and the hope that similar initiatives with EU and USA, particularly, will be realised soon.

Our flagship event, ICAHT-2025 was an astounding success; I once again thank all our members for having actively participated in the conference and also urge them to take forward the learnings from the sessions conducted during the conference.

I would like to reiterate that common sourcing and training were the two major pillars identified by our founders with the firm belief that these two pillars will help us face the challenges in a competitive and evolving market. I urge all members to continue to actively partake in these initiatives and draw maximum advantage both in financial savings and upskilling of workforce.

ZED Certification is becoming increasingly essential for our members; the Govt, both Central and State, are linking many subsidies to the level of ZED Certification achieved by the company. We, at OGTC, have resolved to become the first cluster whose all members would be ZED certified by 31st March 2026. I strongly urge all members to actively join in this initiative and endeavour to achieve at least Silver level if not Gold. Secondly, Lean intervention by members is also advocated; both these initiatives of ZED and Lean will help improve productivity across all segments.

Govt has recently announced the implementation of the New Labour Codes which will, in the long run, promote ease of doing business; however, in the meanwhile our HR teams would have to understand the nuances and prepare respective organisations to be fully compliant in due course of time. OGTC would conduct series of workshops to give knowledge on the subject and facilitate the adoption of the Codes in a smooth manner.

The market uncertainties would perhaps continue for some time but I foresee a bright future; however, the journey would be challenging in which the resilience of our members will stand to good stead. I am sanguine that we together will sail through these headwinds and contribute to the growth of apparel exports in the coming years.

Wishing all our members and their families a Happy New Year



(Sponsored by Govt. of India, Ministry of Textiles)

Sudhir Sekhri
Chairman, AEPC

MESSAGE

Dear fellow exporters,

Wishing you all a Happy New Year!

India's apparel export sector stands at a defining moment. Despite ongoing global economic uncertainties, geopolitical tensions and subdued demand in key markets, Indian garment exporters have demonstrated remarkable resilience, adaptability and commitment to maintaining supply reliability, quality and compliance. Through focused investments in technology, sustainability, skill development and design capabilities, our industry continues to strengthen its position as a trusted global sourcing destination. Past two years have been both challenging and defining for the apparel sector. Despite global uncertainties, Indian apparel exports recorded a commendable 10% growth in 2024–25. In November 2025 alone, exports grew by 11.3% over November 2024 and by 22.1% over November 2023. Cumulatively, RMG exports during April–November 2025–26 stood at USD 10.08 billion, reflecting sustained momentum and resilience despite global headwinds. Government initiatives such as PM MITRA Parks, PLI schemes, RoSCTL, Credit Guarantee Scheme for Exporters, etc. besides continuous support and policy engagement have provided critical momentum to the sector. At the same time, exporters are actively diversifying markets, enhancing value addition and aligning with evolving global expectations on sustainability and traceability. Looking ahead, the conclusion of Free Trade Agreements with major markets such as the United States and the European Union holds transformative potential for India's apparel exports. An FTA with these key partners would address existing tariff disadvantages, enhance competitiveness vis-à-vis peer exporting nations, and unlock significant opportunities for growth, employment generation and deeper integration into global value chains. The Apparel Export Promotion Council remains hopeful that these strategic trade agreements will be finalized in the near future. Such progress, combined with the industry's inherent strengths, will enable Indian apparel exporters to scale new heights and contribute meaningfully to India's vision of becoming a global manufacturing and export powerhouse. Time and again, India's apparel industry has demonstrated its ability to adapt, innovate and move forward. Looking forward apparel exports will touch a new high in the coming years despite challenges ranging from geopolitical tensions and global supply-chain disruptions to tariff-related issues in key markets.



LEADERSHIP IN APPAREL INDUSTRY: DRIVING TRANSFORMATION

Col. S. Kapoor
Director General, OGTC

The apparel industry is one of the most dynamic and fast evolving sector, shaped by shifting consumer expectations and rapid technological advancements. In this complex landscape, leadership plays a defining role in guiding organisations towards resilience, innovation and competitiveness. Effective leadership in the apparel industry is not merely about managing production lines or meeting export targets; it is about envisioning future-ready strategies, empowering people and steering the organisation thru constant change.

One of the key characteristics of a strong leadership in apparel manufacturing is adaptability. With global supply chains facing disruptions from geopolitical shifts and fluctuating demand patterns, leaders must possess the agility to make quick, informed decisions which includes diversifying sourcing strategies and adopting flexible manufacturing systems. Leaders who can foresee risks and respond pro-actively are better positioned to ensure business continuity and sustain market relevance.

Innovation driven leadership has also become essential as the apparel sector undergoes digital transformation. Technologies such as 3D design, virtual sampling, automated cutting, robotics and AI driven demand forecasting are reshaping traditional processes. Forward thinking leaders recognise that technology is not merely an operational upgrade but a strategic asset. By investing in digital skill- building, modern machinery and integrated data systems, they enhance efficiency while reducing product development cycles.

More importantly, such leaders foster a culture where experimentation is encouraged, enabling teams to explore creative solutions that improve both quality and sustainability.

People centric leadership remains at the heart of operational success in apparel manufacturing. The industry relies heavily on human skill, craftsmanship and teamwork. Leaders must create inclusive workplaces that prioritizes safety, fair wages and continuous learning. Investing in worker well-being not only boosts productivity but also reduces attrition- an important factor in a labour-intensive sector. Transparent communication, empathy and recognition of employee contributions help foster a sense of belonging and shared purpose across the organisation.

Another vital aspect is global mindset and market awareness. Apparel leaders must understand international fashion trends, trade policies and consumer behaviour across regions. This knowledge enables them to develop responsive product strategies, strengthen export capabilities and build resilient market linkages. Leaders who keep pace with global developments can better position their companies in competitive international supply chains.

Ultimately, leadership in the apparel industry is evolving from traditional top-down management to a more collaborative, technology-enabled and sustainability focused approach. Successful leaders are those who embrace change, invest in people, innovate and guide their organisation with clarity and purpose. As the industry navigates a future designed by digital disruption and environmental urgency, visionary leadership will remain the cornerstone of long-term growth and transformation.

OGTC ACTIVITIES

PM VIKSIT BHARAT ROZGAR YOJANA MEETING WITH EPFO

An awareness session on PM Viksit Bharat Rozgar Yojana was held in premises of M/s Radnik Exports Global Pvt Ltd, Okhla on 3rd November 2025.

Mr. Vishnu from the Regional Office, EPFO explained the scheme in detail. Members were urged to evaluate and participate in the Yojana. HR teams of member companies located in Delhi attended the program.



EXPLORE THE RUSSIAN MARKET: MEETING WITH SBER BANK

The imposition of 50% tariff by USA has impacted large number of our members; the challenge has forced them to look for alternate market like Russian market. A meeting was held with officers of SBER bank on 8th November 2025 in the premises of M/s Orient Fashion Exports India Pvt Ltd.

The following members participated: -

- 1) M/s General Commerce Ltd
- 2) M/s Gudi Exports Pvt Ltd
- 3) M/s Indigo Crafts Pvt Ltd
- 4) M/s Orient Fashion Exports India Pvt Ltd
- 5) M/s Pee Empro Exports Pvt Ltd
- 6) M/s Team Krian

In subsequent development, member profiles were shared and decision taken to participate in reputed trade fairs in Moscow during the coming year.



NAVIGATING US TARIFFS THROUGH 'FIRST SALE' PRINCIPLE

A special webinar was organized for our members on "Navigating US Tariffs through first sale principle" thru M/s Lakshmikumaran & Sridharan Attorneys. During the webinar the implications, procedure and related issues concerning 'first sale' were explained in detail.

LEAN INITIATIVE

After the successful conclusion of 1st phase of lean training in Faridabad, the initiative was extended to Noida units in which M/s Pooja International, M/s Radnik Exports Global Pvt Ltd, M/s Rainbow Fabart Pvt Ltd and M/s Sonu Exim Pvt Ltd participated; this training was completed in September 2025.

Training is now in progress for Gurugram units in which M/s Afflatus International, M/s Radnik Exports Global Pvt Ltd and M/s Neetee Apparel LLP are participating.

Action for early commencement of 2nd phase of training in Faridabad followed by Noida has also been taken.

ZED INTERVENTION

As a follow up of our resolve to become the first cluster where 100% units are ZED certified by 31st March 2026, we honored 14 member companies with appreciation certificates for having achieved Silver level ZED certification during ICAHT-2025 on 20th September 2025.

We are aggressively following up with all our members firstly to ensure that they are at least Bronze level certified and secondly to encourage them to apply for Silver / Gold levels.

The members have also been apprised of the numerous financial benefits / subsidies that can accrue to them with each level of certification.

WORKSHOP ON DECODING 4 NEW LABOUR CODES

The Govt announced implementation of 4 new labour codes w.e.f. 21st November 2025. To create a better understanding of these codes, a one-day workshop was held on 13th December 2025 in which 57 participants from 26 member companies attended.

Workshop was conducted by Mr. S.K Gupta, Advocate, Supreme Court and a leading expert on labour laws.



During the workshop, important features of the codes were explained and participants urged to take urgent action particularly regarding registration of members with ESIC as per the new eligibility criteria and as well as work out the new wage structure of all employees. Another workshop will be planned soon after the relevant Rules are promulgated by the Govt.



CARBON FOOTPRINT TRAINING PROGRAM BY NITRA FOR OGTC MEMBERS

The fashion industry contributes to around 10% of global greenhouse gas emissions (GHG) due to its long supply chains and energy-intensive production. GHG Emissions in the Indian Garment Industry is due to

- High energy use from coal-based electricity in manufacturing
- Water usage and waste water emissions in dyeing/finishing
- Transportation and logistics that contribute to indirect emissions
- Supply chain emissions (Scope 3) are significant.

To create awareness and technical expertise in measuring, analysing, and reducing carbon footprints in textile and garment manufacturing, an insightful training program on Carbon Footprint was conducted by NITRA, Ghaziabad for Okhla Garment & Textile Cluster (OGTC) on 22nd August 2025 in the premises of M/s Pee Empro Exports Pvt. Ltd., Faridabad.



The training program was attended by 30 professionals from the following 13 companies:-

- M/s Paramount Products Pvt. Ltd., Noida
- M/s Rainbow Fabart Pvt. Ltd., Noida
- M/s Ishman International, Noida
- M/s Fine Lines, Noida
- M/s Fancy Fashions, Noida
- M/s Meenu Creations LLP, Noida
- M/s Neetee Apparel LLP, Gurugram
- M/s Matrix Design & Industries Pvt. Ltd., Gurugram
- M/s Orient Fashion, Okhla
- M/s Pee Empro Exports Pvt. Ltd., Faridabad
- M/s Panorama Exports Pvt. Ltd., Faridabad
- M/s Saivana Garments Pvt. Ltd., Faridabad
- M/s Gudi Exports Pvt. Ltd., Faridabad



QUALITY ASSURANCE TRAINING PROGRAMME BY NITRA FOR OGTC MEMBERS

NITRA conducted half day training program for OGTC member units on the subject **Quality Assurance in Garment Manufacturing**.

The programme covered various important aspects related to quality assurance of fabrics and garment manufacturing, such as raw material (fabric) inspection, Quality Control and final inspection using AQL technique at different stages of garment manufacturing process.

Participants of varied profiles and experience such as quality managers, senior quality executives, quality auditors etc. attended the training program. The program was highly interactive in nature with the participants showing lot of enthusiasm and interest.

Throughout the training program, experts engaged with the participants, answering questions and sharing valuable insights, industry best practices on raw material (fabric) Inspection, Quality Control and final inspection of the garment manufacturing process.



Pee Empro Exports Pvt Ltd

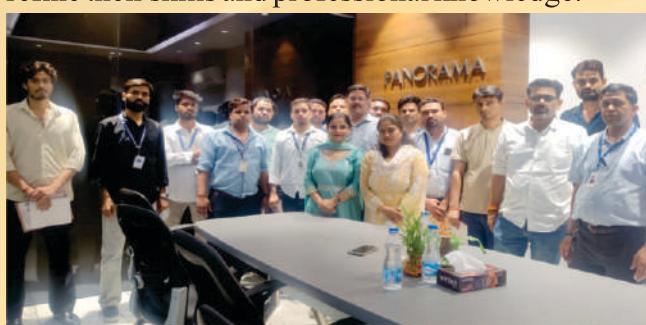


Rainbow Fabart Pvt Ltd

A total of 149 participants were trained for the following 6 companies :-

- **M/s Paramount Products Pvt. Ltd., Noida**
- **M/s Rainbow Fabart Pvt. Ltd., Noida**
- **M/s Pooja International, Noida**
- **M/s Fancy Fashions, Noida**
- **M/s Pee Empro Exports Pvt. Ltd, Faridabad**
- **M/s Panorama Exports Pvt. Ltd., Faridabad**

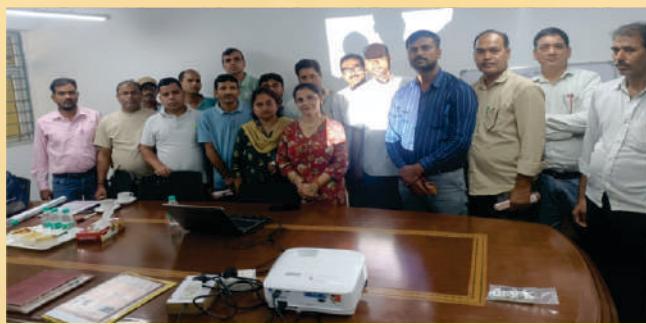
The training program proved to be informative, engaging, and beneficial for aspiring participants seeking to refine their skills and professional knowledge.



Panorama Exports Pvt Ltd.



Pooja International



Fancy Fashions



Paramount Products Pvt Ltd

GLIMPSES OF CSR ACTIVITIES OF OGTC MEMBER COMPANIES (JULY TO DECEMBER 2025)

WORLD POPULATION DAY AT M/S PARAMOUNT PRODUCTS PVT LTD



HEALTH CHECK-UP CAMP AT M/S PARAMOUNT PRODUCTS PVT LTD



CRICKET MATCH AT M/S RAINBOW FABART PVT LTD



DIWALI CELEBRATION AT M/S SONU EXIM PVT LTD



FIRE SAFETY MOCKDRILL ACTIVITY AT M/S SONU EXIM PVT LTD



YOGA DAY AT M/S SAIvana GARMENTS PVT LTD



FINANCIAL LITERACY TRAINING AT M/S MEENU CREATION LLP



SOCIAL SECURITY PROGRAM AT M/S MEENU CREATION LLP



ENVIRONMENT DAY CELEBRATION AT M/S ORIENT FASHION EXPORTS INDIA PVT LTD



AWARENESS SESSION & NUKKAD NATAK ON POSH AT M/S PEE EMPRO EXPORTS PVT LTD



BEST OUT OF WASTE ACTIVITY AND PRIZE DISTRIBUTION DURING DIWALI AT M/S AFFLATUS INTERNATIONAL



AWARENESS SESSION ON CYBER SECURITY, SELF-DEFENCE & 112 EMERGENCY HELPLINE AT M/S AFFLATUS INTERNATIONAL





The Integration of AI in HR: Balancing Efficiency with the Human Touch in Modern Organizations

Monika Raghav,
CHRO
Panorama Exports Pvt. Ltd.

The Digital screen almost felt like a movie scene that morning. Our first AI based Recruitment Dashboard had just gone Live. It showed ten shortlisted candidates with almost perfect accuracy for a Senior Merchandising Role, based on the details written in the Job Description. The numbers looked clean and confident. It promised speed, clarity and a new way of working.

But as I stood there, I smiled quietly. My years in HR have taught me one truth. No matter how accurate a system is, it cannot replace human connection. It cannot understand a person's fear, ambition or life experiences. Those things come alive only when we speak to people, observe them and try to understand their feelings.

That moment reminded me of SY, a candidate I had interviewed many years ago for a Senior Technology Role in a Multinational Company in the United States. His resume was excellent but his availability for Interview was not aligning with our schedule. We had to re schedule his interview multiple times. At one point, we even thought of closing the position with someone else. If AI had handled that tracking for immediate closure of position, he would have been removed immediately. But my instinct told me to wait. When he finally went for the interview with Top Management at US Office, he was nervous but genuine. That was the moment I knew he was the Right Fit. He later became one of the Strongest Leaders in that organization. Looking back now, this experience taught me that while AI can support selection, human judgement and intuition still lead the way.

Export Houses, especially in Textiles - Garments or Home Furnishing (Soft), work in a world that changes every hour. Customer needs shift overnight. Production delays appear suddenly. Deadlines are always tight. In this environment, AI becomes a strong support system. It can scan many resumes at once, find patterns in skills, observe changes in performance and even inform HR about early signs of disengagement. All this brings structure to the fast pace of the industry. But understanding the real reasons behind these patterns still belongs to HR. Only HR can connect the data with the human story.

In one of my previous organizations, we used an AI based HR system that I helped build by training our HR bot for HRMS. I trained it with company rules, leave policies, Mediclaim information, dress code guidelines and answers to many common employee questions. This helped employees get quick and correct information. They felt supported. My HR team also felt lighter and happier, because their workload reduced. They even started using AI to write job descriptions and review analytics. For the first time, our dashboards showed the emotional pulse of the organization.

But even the best dashboard cannot replace human understanding. One evening, while going through the analytics, I noticed that one of our best employees was marked for risk for disengagement. Her performance and attendance had decreased, and the system flagged her as losing interest. But HR teaches us to be curious, not to jump to conclusions. When I called her for a conversation, she shared that she was under heavy emotional stress due to a difficult situation at home and the responsibilities of managing her child. Her heart was not disengaged. She was struggling to balance her life situation. After giving her flexible hours and support, she was back on track within days. AI had shown the surface. HR discovered the real story.

There is another moment from the Export World that I can never forget. We urgently needed a Merchandiser for an important International buyer. There was pressure everywhere - incomplete samples, urgent approvals and tight timelines. If AI had screened the resumes at that time, it would have selected only the most polished profiles. But we

were doing everything manually then. A quiet young woman came in with a very simple resume. No top fashion school. No big buying office experience. But when she spoke, her confidence was calm and real. She explained how she solved production delays and how she once convinced a buyer through a simple mail to approve a change needed for timely delivery. Her English was not perfect, but her ownership was strong. Her experience was limited, but her attitude was powerful.

In three years, she earned three promotions. She also attended all Formal Trainings at Workplace to improve her soft skills. She became a trusted Merchandiser for buyers and a dependable support for Team & Workers. If AI had been used, she would have never been shortlisted. But a human saw her potential, and that changed everything.

These experiences from my journey remind us that AI may be the Operational Engine of Modern HR, but HR remains the Heart that holds the Emotional Core. AI provides Speed, Accuracy and Insights. HR brings Empathy, Understanding and Culture. AI can read Data. HR can read People. AI completes Processes. HR completes Lives.

AI vs. HR: Strengths and Integration

| Characteristic | AI | HR | Integration of AI & HR |
|--|---------------------------------------|--|--|
|  Core Strength | Data Analysis, Automation, Prediction | Empathy, Understanding, Cultural Development | Data-driven insights Meet Empathetic Understanding |
|  Task Focus | Reading Patterns, Performing Tasks | Reading People, Shaping Lives | Automate clerical tasks, streamline data checks |
|  Impact | Provides Clarity and Efficiency | Brings Care and Compassion | Create Workplaces where People feel Valued |
|  Future Role | Empowering Humans | Guiding People, Providing Support | Create a More Human-Centred Workplace |

Our Role as HR Strategic Leaders is not to choose between AI and the Human Touch. Our Real Task is to bring them Together. AI should handle repetitive work, data checks, analytics and forecasting. HR should focus on coaching, resolving conflicts, building culture and supporting people emotionally. When Data and Empathy Meet, Real Transformation begins.

AI is slowly removing the busy tasks that once consumed HR. This gives us more time to listen, to understand and to build stronger relationships. Technology brings clarity, but HR brings care. Together, they create workplaces where people feel safe, valued and heard.

In the end, the future of HR is not about machines replacing humans. It is about machines helping humans become even more human. People will always remember who stood by them when they needed support. The integration of AI and HR reminds us that progress is strongest when technology supports people. At Panorama Exports, we shape our organisation with intelligence and we shape our culture with care. We lead teams, but we also touch lives. This is the Legacy we continue to build with Gratitude.



The Evolving Role of the HR : From Administrator to Strategic Partner

Shubha Nivedita Minz
Chief People Officer
Matrix Design & Industries Pvt Ltd

The Greek philosopher Heraclitus said, “The only constant in life is change,” and today this truth defines the world of work. As people, workplaces, and industries evolve rapidly, organizations have entered a new era that is reshaping not just how we work but how we value the people who drive it.

From Open Markets to Open Minds

Economic liberalization in the 1990s opened India to global competition, bringing new sectors like IT, retail, and e-commerce. Organizations quickly realized their workforce was not future-ready—adaptability, agility, and technological capability became essential, pushing roles far beyond traditional job profiles.

At the same time, employees began seeking more than salaries. Growth, purpose, culture, and well-being became central expectations. With Baby Boomers to Gen Z working together—and more women entering the workforce—diversity, inclusion, and evolving employee needs took center stage.

Amid this rapid transformation, expectations multiplied and the need for a future-ready workforce became critical. Suddenly, HR was no longer viewed as a transactional function focused on salaries, attendance, or compliance. Instead, HR managers were called to become strategic partners—guiding organizations through change, shaping culture, and driving people-led transformation.

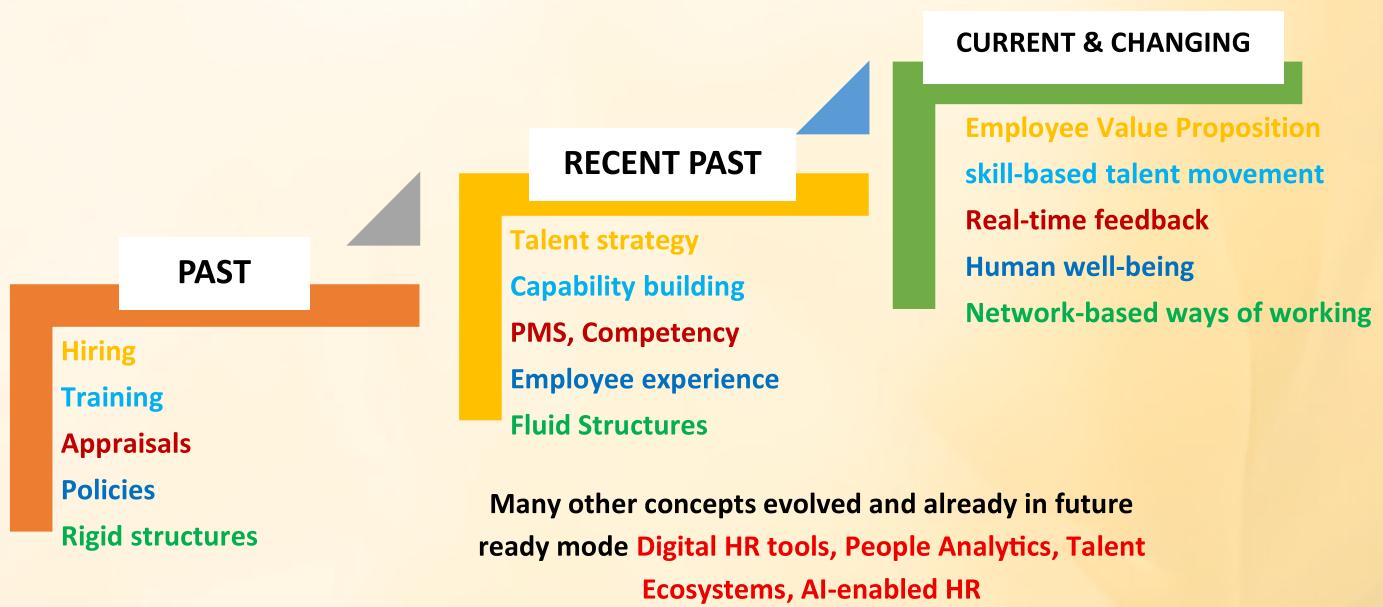
From Administration to Strategy

HR could no longer remain confined to payroll, administration, and compliance. As workplaces transformed, HR had to take a full 360° shift from the old perception of being merely *Personnel & IR* managers to becoming *People, Culture, and Strategy leaders*. Organizations began to recognize that their greatest strength and risk lay in their people.

- Businesses realized that sustainable success depends on talent, not just operations.
- Leaders understood that profitability and people cannot be separated.
- HR evolved into advisors, culture architects, capability builders, and workforce strategists who could sense and respond to emerging needs.

This shift is reinforced by global data on Human Capital Trends. Over **80% of CEOs now view people strategy as important as business strategy**, and **73% expect HR leaders to directly influence business outcomes**. Modern HR terminology reflects this transition from *Human Resources to Human Experience (HX)*, *from employee management to talent ecosystems, and from policies to employee experience and human sustainability*.

The Rise of the Strategic HR Partner **CURRENT & CHANGING** With digital disruption and rapid innovation everywhere, HR also had to evolve fast. The changes looked like this:



Suddenly, HR was guiding conversations on culture, well-being, DEI, hybrid work, digitalization, retention, and leadership development. Empathy, agility, and emotional intelligence became just as important as any technical skill. HR was no longer a support function it became the backbone that helps organizations stay steady in chaos.

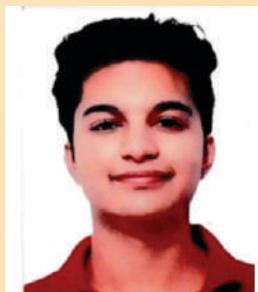
Steering Organizations into the Future

Today, HR professionals sit at the intersection of people, business, and technology or with the newest entrant AI. They are expected to be emotionally strong, digitally aware, and future-focused, while still keeping the human touch alive.

Change is and will always be the only constant, and HR professionals cannot afford to be **MIA—'Missing in Action'** when time and opportunity demand our presence. Instead, we need to evolve to be **Mindful, Intelligent, and Agile**. HR must remain the heartbeat that senses every shift, responds with purpose, and turns change into opportunity ensuring we stay competitive, strategic, and always relevant.



OGTC WELCOMES NEW MEMBER



M/S FASHIONC OVERSEAS EXPORTS PVT. LTD.

MR. CHAITANYA GUPTA

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Financial Benefits / Incentives for ZED Certified MSMEs

by Central and State Governments

(Compiled by M/s Fashion Futures)



The Zero Defect Zero Effect (ZED) Certification Scheme, launched by the Ministry of MSME, Government of India, aims to strengthen Indian manufacturing through improved quality, sustainability, and competitiveness. ZED supports MSMEs with structured assessments, handholding, technology upgradation, lean adoption, energy efficiency, and environmental compliance. Through financial subsidies, training support, and capacity building, the scheme helps MSMEs reduce defects, eliminate wastage, achieve process excellence, and gain stronger global acceptance. The objective is to develop a responsible and globally competitive MSME ecosystem with reduced environmental impact and enhanced productivity.

CENTRAL GOVERNMENT ZED BENEFITS & SUBSIDIES

The Ministry of MSME provides strong financial support for all MSMEs across India under the ZED scheme:

1. Certification Subsidy

- Up to 80% subsidy on Bronze, Silver & Gold certification fees depending on MSME category.
- Additional 10% subsidy for Women-owned, SC/ST-owned, NER/Himalayan/aspirational districts, or PwD-led enterprises.
- Additional 5% subsidy for MSMEs under SFURTI or MSE-CDP clusters.

2. Free ZED Certification for Women-Owned MSMEs

- 100% subsidy on ZED Certification for MSMEs owned by women entrepreneurs.
- Applicable to any number of units under one Udyam Registration.

3. Joining Reward

- 10,000 Joining Reward upon taking the ZED Pledge (usable once for certification within 1 year).

4. Handholding & Consulting Support

- 75%–90% subsidy on consulting for Lean, Kaizen, 5S, Quality tools, TPM, etc.
- Support for gap analysis, documentation, and audits.

5. Technology Upgradation

- Reimbursement up to ₹ 3 lakh for machinery and technology used for quality, automation, and process improvement.

6. Training & Capacity Building

- 100% subsidy on ZED awareness, leadership, Six Sigma, digital adoption, and sustainability training.

7. International Cooperation Scheme (Trade Fair Support)

- Stall Charges reimbursement: up to ₹ 4–4.5 lakh.
- Airfare reimbursement: economy class up to ₹ 2.25 lakh.
- Freight assistance: up to ₹ 50,000–75,000.

8. Certification & Testing Support

- Up to 75% subsidy for ISO, product testing, management systems & lab certifications (max ₹50,000).

9. Credit Guarantee Incentives for ZED Certified MSMEs

- 85% credit guarantee coverage.
- Up to 10% concession in guarantee fee.

Branding & Market Visibility Benefits Under ZED

Along with financial support, ZED provides strong **branding, recognition, and credibility advantages**:

1. National Visibility & Government Promotion

MSME Ministry and QCI promote ZED-certified units through national-level awareness campaigns and industry events, indirectly boosting the visibility of all certified MSMEs.

2. Enhanced Brand Credibility (ZED Mark)

ZED-certified MSMEs are recognized as quality-focused and sustainable manufacturers, strengthening their brand image with buyers, auditors, exporters, and government bodies.

3. Preferential Acceptance in Tenders & Supply Chains

ZED-certified units enjoy higher acceptance in:

- Government procurement
- Corporate vendor approval
- Export supply chains

This improves the company's brand positioning and market competitiveness.

4. Awards & Recognition Opportunities

High-performing ZED-certified MSMEs may receive appreciation awards and recognition from MSME Ministry, QCI, and state governments—enhancing public reputation.

STATE-WISE BENEFITS

Uttar Pradesh – State-Level Subsidies

The Government of Uttar Pradesh provides extensive incentives through the UP MSME Promotion Policy 2022, MSC schemes, and Export Promotion Policy.

1. Certification Reimbursement (ISO, ZED & Quality Standards)

- Up to 75% reimbursement for:
 - ISO 9001, ISO 14001, ISO 45001, HACCP, GMP, Hallmark
 - ZED Bronze, Silver, Gold certifications
 - Maximum assistance: ₹ 5 lakh per certification.
 - Applicable **in addition to central ZED subsidies**.

2. Trade Fair & Export Promotion Support (UP Export Policy)

- Assistance for international exhibitions up to ₹ 3.25 lakh, including:
 - 75% airfare (max ₹ 1.25 lakh)
 - 75% stall charges (max ₹ 25,000)
 - Registration, logistics, and shipping support
- Higher caps for state-led export delegations (up to ₹ 1 crore for clusters).

3. Technology Support

- Assistance for testing equipment, automation, quality inspection machinery.
- Subsidies through Udyam Sarthi and UP Industrial Investment Promotion Scheme.

4. Skill Development & Productivity Programs

- Lean, 5S, Kaizen, Safety, Green Manufacturing training.
- **100% subsidized programs** through District Industries Centers and state skill partners.

Haryana – State-Level Subsidies

Haryana provides MSME support through HEPP (Haryana Enterprise Promotion Policy) and the Directorate of MSME.

1. ZED & ISO Certification Reimbursement

- **75% reimbursement** of ZED certification fees.
- Up to ₹ 5 lakh for ISO, Quality, Product certifications:
 - ISO series, HACCP, WHO-GMP, BSI, Hallmark, ZED etc.

2. Technology Upgradation

Financial support up to ₹ 20 lakh for:

- Testing labs
- Quality inspection equipment
- Automation & modernization
- State tech-upgradation schemes

3. Export & Freight Assistance

Freight reimbursement up to **1% of FOB value**, max:

- ₹ 10 lakh (C & D blocks)
- ₹ 5 lakh (A & B blocks)

Applicable only for **ZED-certified exporters** in Haryana.

4. Skill Development & Capacity Building

Training via HSIIDC, MSME Haryana & DICs, covering:

- Lean, Quality Tools, Digital Skills
- Safety, Environment & Compliance

5. Trade Fair & Export Promotion Support

- Reimbursement of expenses up to Rs. 5,50,000 is provided for participation in international exhibitions to units with ZED Silver or Gold certification.
- Reimbursement of expenses up to Rs.3,75,000 is available for participation in national exhibitions for units holding ZED Silver or Gold certification.

OGTC Cluster and Fashion Futures Consultants Pvt Ltd– Achievements Under ZED
OGTC (Okhla Garment & Textile Cluster) has been one of the most progressive apparel clusters adopting the ZED scheme at scale. In total, OGTC cluster units are eligible for cumulative benefits of approximately ₹ 1,16,00,000 under the ZED ecosystem. The cluster has already availed benefits of up to ₹ 4,63,675 under ZED's Central and State subsidies and has additionally applied for benefits amounting to ₹ 24,00,000 through various participating units.

In pursuit of advancing quality and sustainability across all member factories, OGTC and Fashion Futures Consultants Pvt. Ltd. entered into an agreement to provide structured handholding, gap analysis, documentation, and consultancy support. Through this collaborative effort, all member units were brought under the ZED improvement framework.

The initiative has been successfully executed, with multiple units already certified and the remainder in advanced stages of implementation. As per the planned roadmap, by March 2026, OGTC will complete ZED certification for all its member organizations. This milestone will make OGTC the first apparel cluster in India where 100% member units are ZED certified, setting a model for quality, sustainability, and responsible manufacturing for the entire industry.



Two Important Lean Tools Explained in one Frame

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Poka-Yoke (Mistake-Proofing)

- Definition: A Japanese term meaning "error-proofing," Poka-Yoke involves designing processes or devices to prevent mistakes before they occur.
- Purpose: Eliminates defects by making errors impossible or immediately detectable.
- Examples:
 - Key won't start a car unless the brake is pressed.
 - USB plugs designed to fit only one way.
- Approach: Reactive (fixes errors) & Proactive (prevents errors).



KAIZEN (Continuous Improvement)

- Definition: A philosophy of continuous, incremental improvement involving all employees.
- Purpose: Improves efficiency, quality, and productivity over time.
- Examples:
 - Small daily workflow tweaks.
 - Employee suggestion programs.
- Approach: On-going, team-based, and culture-driven.

Key Difference

- Poka-Yoke focuses on error prevention in processes.
- Kaizen focuses on continuous improvement across all areas.
- Both are key Lean Manufacturing tools-
- Poka-Yoke prevents mistakes, while Kaizen drives long-term progress.

Tools

- Poka-Yoke :- Mistake proofing devices , visual controls & other error prevention tools
- Kaizen :- Value Stream Mapping , Process Flow Analysis , Brainstorming & other improvement tools.

Scope

- **Poka-Yoke** primarily focused on error proofing processes or products
- **Kaizen** Broadly focused on all aspects of the organization, including processes, products , & People.

Benefits

- **Poka-Yoke** Reduced errors , defects , and waste .
- **Kaizen** Improved efficiency , productivity , and Quality



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