

Saksham: The Best Manager

Presented by: Abhishek Katiyar

Organised by: National Institute of Agricultural Marketing (NIAM), Jaipur

Prevalent

Objective: ✓ Make the product widely accepted, ✓ Have deeper penetration in Gujarat & Maharashtra because they have the highest adoption rate practiced, and dominant. of hybrid seeds. 92% & 94% respectively. Then focus should be Rajasthan.

Strategies

- 1. KisanVidyalaya:** Educating females regarding hybrid seeds & modern farming techniques. Incentive-based selling via females of farmer families
- 2. Bundle selling:** Offering bundled packages offering Pearl millet seeds with the corn seeds.

3. Initiating programs: under Antarrashtriya Bajra Mahotsav.

4. Scarecrow with the company's logo.

5. Collaborations: M S Swaminathan Foundation

Profitable : for farmers

Educating Farmers:

- Making them realize the cost vs. benefit of Pearl Millet.
- Seed requirements for Pearl millet per acre is so low
- Opportunity to earn a good chunk of profit with less investment.

High Demands:

Let farmers know that under IYOM 2023, there will be a huge demand in India and foreign lands.

Hub & spoke:

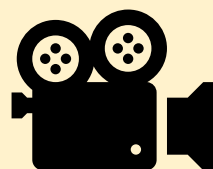
Installing small warehouses in each taluka, helping farmers to stock the harvest.

Connecting with direct-sourcing companies.

Connecting farmers with companies like ITC & Reliance retail

Premium quality products

- In this market, the research has shown that the first preference or factor determining seed purchase is the **yield** of the seed and not the price

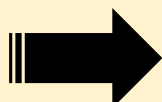


- Recording customers' **testimonies** and promoting them via different mediums.
- These mediums could be radio, packaging of the product

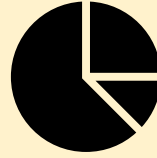


- Participating in small **melas** in each district where the company can showcase & compare the yield of their hybrid seed against regular seeds.

P³ Model (Customized version of 3As)



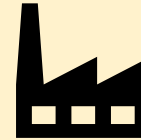
Sona seed should bring **Crompton seed under Sona Umbrella** as the Crompton brand has lost its relevance and market share in recent times



Sona seed was not into Pearl Millet seeds, but its **leadership** position in other markets will help in leveraging the **goodwill** and **brand image** to earn market share in the new market



The **infrastructure** of Crompton seeds should be fully utilized by Sona seeds for its **own hybrid Pearl Millet production** changing it to the requirements for the new product.



Sona seeds can work to the **satisfaction** of both companies by launching a new product under the Sona seeds name. This will also give a **new brand image** to the Sona seeds.



The launch under Sona seed will give credibility to the new hybrid Pearl Millet seed making easier for the company to build trust in the market

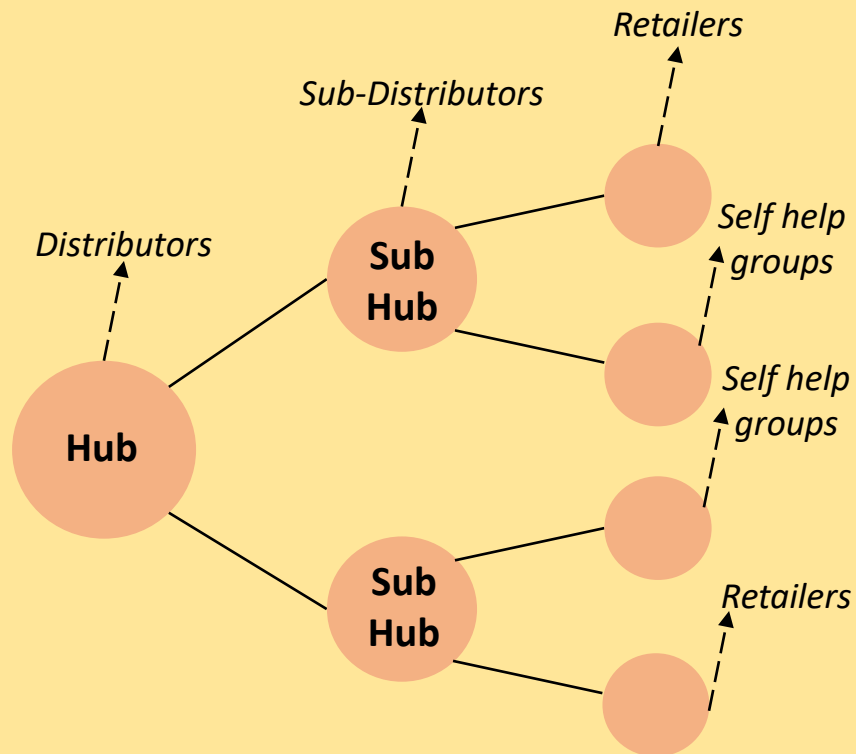


Advertising costs would be low primarily because of existing brand value and image. At the same time, due to the **existing relationship** with the distributors **cross-selling** would be easier.

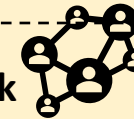


*Bringing
Crompton under
the Sona seed
umbrella.*

Distribution Model



Hybrid Distribution Network



- ✓ Introducing Hub & Spoke model under the name “Bajra बाट”. Connecting villages to taluka & talukas to districts.
- ✓ The retailers & self-help groups at the village level will be connected to the distributors at the district level.
- ✓ The sub-distributors at the taluka levels will be assigned as additional support to the distributors at the district level.

Infrastructure



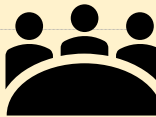
- Installing Depots at talukas that can store the inventory for continuous supply
- Advancement in Transportation and Communication leading to improved connectivity.
- E-Scooters with Containers attached can be given to self-help groups to transit stock from the sub-distributors or retailers.

Sales Team



- ✓ There will be a dedicated Relationship manager from the company’s sales team to control each hub.
- ✓ The company will also hire Agents at the taluka level and will be named “Bajra ka Raja” who will specifically look out for sales from retailers and self-help groups.
- ✓ Special women should be hired and trained for digital awareness & website sales & will be named as E-Mauhtarma.

Other teams



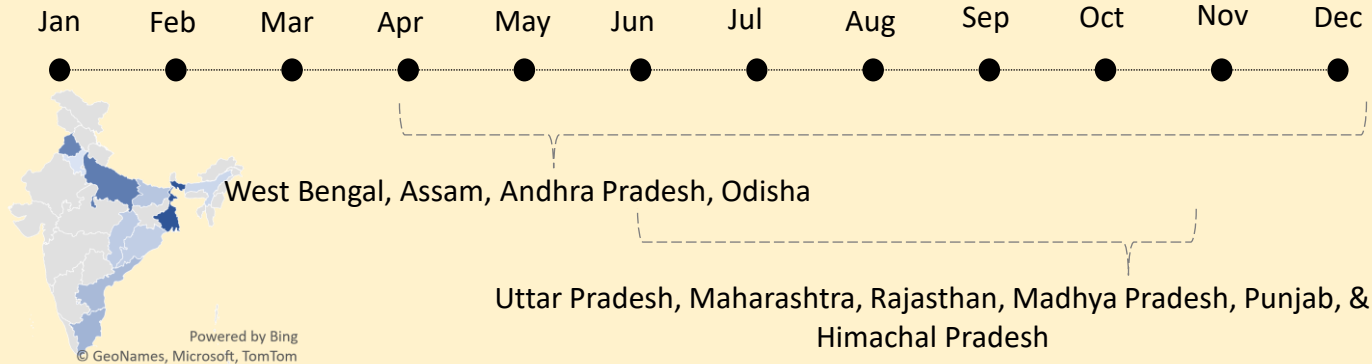
- ✓ Sudden rise of product issues post-acquisition could be due to changes in the team’s structure.
- ✓ Acquisition requires a perfect match in the synergies of the companies.
- ✓ Change in decision makers could also be a reason behind product issues. This aspect has to be evaluated.
- ✓ Bringing back an old team of supervisors and workers could resolve the issue.

Customer Profile

- **Small farmers & Marginal Farmers.**
- Farmers from **tribal belts.**
- **Uneducated.**
- Average size of holding: **1.15 hectares.**
- Comfortable with their own **local language.**



Rice Cultivation In India



Seed: Buying Process

- **High involvement** purchase
- **Seasonal** purchases
- **Demand-based** purchase
- **One-time** purchase.
- Buying in **limited quantities.** Smaller packets of seeds.
- Brand recognition via **packaging**



Product Replacement Strategy

Objective: Launching a new product in the same market || Launch with a synchronous deletion of old hybrid seed || Rapid Penetration || Sync in Launch & Deletion strategies

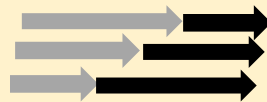
Strategies

High Season Launch



- ✓ Launch of new hybrid seed based on rice production season of that specific region.
- ✓ **Summer start:** WB, Assam, AP, UP, Maha, Raj, Pun, HP
- ✓ **Before Monsoon:** UP, Maha, Raj, Pun etc.
- ✓ **Before Autumn:** Same as 2nd.

Roll in/ Roll out



- ✓ Deletion of old hybrid and introduction of new hybrid in multiple phases
- ✓ **Phase 1:** For summer, autumn, and winter production states.
- ✓ **Phase 2:** For Summer & Monsoon production states.

Promotional shift

Old hybrid

- ✓ Stop promotion - Redirecting promotion resources.
- ✓ Elimination of competitive pricing.
- ✓ Stopping, slowing down the production.
- ✓ Instant/ quick death: Helps to move to new product

New hybrid

- ✓ Dedicating promotion resources.
- ✓ Focusing on competitive pricing to protect & increase market share.
- ✓ Changing positioning.
- ✓ Slight increase or retaining the old prices.

Why this strategy

- ✓ Can testify to the success of this strategy since it is implemented in multiple phases.
- ✓ Since seed buying is a High season launch, when the discussion regarding good quality seed is high makes the ideal time to launch the product.
- ✓ Production of rice is done in different months in different states.



Packaging Strategies



Pack sizes

- ✓ Packaging in bigger and smaller bags as well.
- ✓ Packs of the following sizes
 - ✓ 5 KG || 10 KG || 15 KG || 20 KG || 30 KG



Changes in Packaging

- ✓ The graphics & color theme of the packaging should remain more or less the same.
- ✓ Content should be in Hindi and the Regional language
- ✓ Should talk about the new added features.
- ✓ Should position it as an advancement to the old product.



Primary Packaging:

- Polythene is used to protect seeds from any damage, especially humidity.
- Multiple poly bags containing seeds – Easy handling while sowing.

Secondary Packaging:

- More use of Graphics and designs (Pictorial communication)
- Bag made from synthetic material to protect seeds from water and humidity.

Promotion Strategies



Flipcharts & projectors

- ✓ Setting up campaigns in rural and remote areas.
- ✓ Setting up projectors and flipcharts to demonstrate the product and its benefits.



Nukad Natak & Educating

- ✓ Conducting Nukad natak in the villages and rural areas.
- ✓ Getting the attention of the farmers with a sensitive topic they would love to hear about and then promoting the product. (CSR activity)
- ✓ Educating farmers on modern farming techniques.



Incentives & Margins

- ✓ Giving high margins and incentive opportunities to distributors and retailers for promoting our product.



Promotion on the wheels & trade shows

- ✓ Using Vans and loud speaker to promote about the launch of new hybrid seeds in before the start of peak season.
- ✓ Participating in trade shows.

Anti-counterfeiting Strategies



Spreading Awareness

- ✓ Equip promotional campaigns with a portion of spreading awareness regarding authenticating the product.
- ✓ Training & education of teams at all levels – taking ownership of the company's problems.



Embracing Technology

- ✓ Insert a unique code inside the bag. Which could be verified by sending a message to a central authorized number of the company.
- ✓ Barcodes to verify the authenticity of the product.



Physical Monitoring

- ✓ Monitoring trade shows, major retailers and distributors to identify any incident of counterfeiting.



Work with attorneys

- ✓ Having a dedicated team of attorneys to handle counterfeiting cases with utmost care and seriousness.
- ✓ Conducting deeper investigations to identify sources of look-like/ counterfeit goods.
- ✓ Filing cases and suing counterfeiters.



SOPs to tackle reported counterfeiting incidents.

- ✓ Monitoring trade shows, major retailers, and distributors to identify counterfeiting incidents.
- ✓ Conducting internal audits to identify weak points.



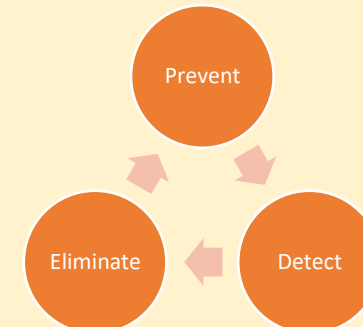
Registering Intellectual property

- ✓ Registering all the relevant intellectual property rights.
- ✓ Patents || Trademarks || Copyrights



High customer engagement

- ✓ Talk to farmers || Sarpanch of the village || Higher customer engagement would reduce the
- ✓ Introducing a mobile application.
 - ✓ Giving farming education
 - ✓ Platform to buy product online
 - ✓ A platform as a bridge to diversify in future.



3 Principles to work on

Agri Kiosks



- ✓ Currently, operation in Odisha state.
- ✓ One-stop solution for all agricultural needs.
- ✓ Services like: Soil testing, soil selection, & pesticides are provided.
- ✓ Rental of latest agricultural equipment.
- ✓ This reaffirms the company's presence in the market & gives the much-needed assurance that the average value-driven customer would look for in a rural market.

Village Melas



- ✓ One such POC which is left unnoticed many times.
- ✓ The Malwa utsav in MP has a massive gathering of people from different parts of the country. Showcasing primarily the art & craft of the local artists.
- ✓ It's a touchpoint that the company must use.

Digitalization



- ✓ Meri Saheli – is a b2b2c application where women in rural communities of Rajasthan are encouraged to become Digital Savvy women.
- ✓ Increase dominance of the company through this app
- ✓ Expanding this concept in rural communities of UP and MP.

Mobile Vans



- ✓ Covering the aspects of video-audio coverage
- ✓ Can help to increase visibility to the relatively more minor audience present in these localities.
- ✓ Branding on the vans and info-panel lets the more curious audience get educated.
- ✓ Helps to maintain brand impression & differentiate from counterfeiters.

MP Markfed



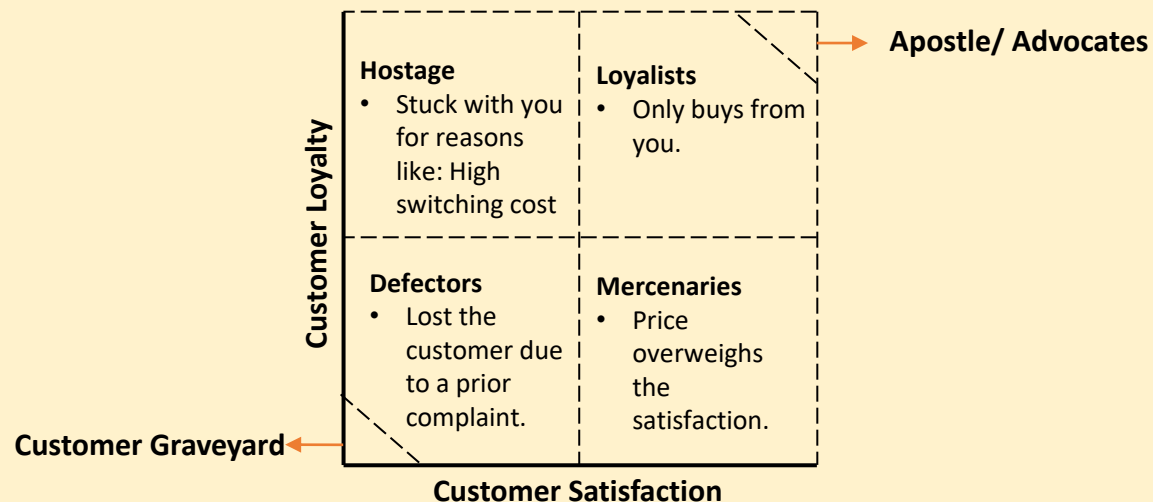
- ✓ It's an Apex marketing federation run by the government. This body is committed to fostering the agricultural distribution system in India
- ✓ It ensures the availability of agricultural inputs, supported by 4,500+ primary agricultural cooperative societies.
- ✓ Attaining an authorized brand name and image will help the customers associate the company's name with trust and would not hesitate to try out the products offered.
- ✓ It also puts to rest the unregulated players trying to eat a chunk of the company's market share.

Shop Branding



- ✓ Tying up with specific local Kirana shops and retail stores makes it more likely for customers to take notice of the brand.
- ✓ Rural areas usually have very few retailers with a similar product assortment.
- ✓ Identifying and positioning the brand in the minds of these customers becomes an easy task.

Strategy: Old & Ex Customers



Strategy

- ✓ Evaluate the customer's Loyalty using three parameters: Recency, Frequency & Monetary value.
- ✓ Give weightage to these three parameters & calculate the final Loyalty level.
- ✓ Calculate satisfaction using the difference between Expectation & Perception & plot them.
- ✓ **Quarantine the Loyalists-** Make sure they feel valued. They should not leave you
- ✓ **Move mercenaries to hostages:** Pay once for yearly crop to get discounted price.
- ✓ **Make hostages loyal customers:** Add value, give modern agricultural techniques education.

Strategy: New Customers



Tie-ups with Industrial farming

- ✓ Consistent and regular earning source of income.
- ✓ Bulk orders at a go.



Niche to broad

- ✓ First focus on a niche market. Example: Focus Mustard seed crop and capture the market in that niche market.
- ✓ Slowly introduce different crop seeds by selling them to existing customers.



Focusing on customer service

- ✓ High customer engagement activities. Conducting workshops & providing guidance.
- ✓ Taking feedback & addressing them.



Embracing Technology

- ✓ Automated and advanced system to authenticate the products.
- ✓ User-friendly mobile application to have high customer engagement.



Manipulating Price, packaging, and promotion strategies

- ✓ Competitive pricing
- ✓ Distribution and selling trial packages.
- ✓ Mobile vans to demonstrate the difference between your product and regular product.

Thank You 😊

Presented by: Abhishek Katiyar