

BRAND POSITIONING OF DHANUKA AGRITECH LIMITED AT BERHAMPUR

*A Thesis submitted to Orissa University of Agriculture and Technology
in Partial fulfillment of the Requirement for the degree of*

**Master of Business Administration
(Agribusiness Management)**

By

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CERTIFICATE I

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This is to certify that the thesis entitled “**Brand Positioning of Dhanuka Agritech Limited at Berhampur**” submitted in partial fulfillment of the requirements for the award of the degree of **Master of Business Administration (Agribusiness Management)** to the Orissa University of Agriculture and Technology is a faithful record of bonafied and original research work carried out by **Sri Sitanshu Mohapatra** under my guidance and supervision. No part of this thesis has been submitted for any other degree or diploma. It is further certified that the assistance and help received by him from various sources during the course of investigation has been duly acknowledged.

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CERTIFICATE II

This is to certify that the thesis entitled “**Brand Positioning of Dhanuka Agritech Limited in Berhampur**” submitted by **SriSitanshu Mohapatra** to the Orissa University of Agriculture and Technology, Bhubaneswar in partial fulfillment of the requirements for the degree of Master of Business Administration (Agribusiness Management) has been approved/ disapproved by the students’ advisory committee and the external examiner.

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I hereby declare that the thesis entitled “**Brand Positioning of Dhanuka Agritech Limited at Berhampur**” being submitted to the Department of Agribusiness Management (ABM), Centre for Post Graduate Studies, Orissa University of Agriculture & Technology, Bhubaneswar, Odisha, is my own work to the best of my knowledge and belief and it contains no materials previously published or written anywhere for the award of any other degree or diploma of the university or other institute of higher learning any time before.

Sitanshu Mohapatra

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ABSTRACT

Brand positioning are aspects of any business without which; it would be very difficult for the entity to sustain in this ever competitive world. With lots of promotional activities, the companies successfully make positioning in the minds of the customers. Agricultural input marketing is very competitive among the big as well as small players, so needs lots of branding strategies to sustain. Agri-input companies have played a significant role in transforming the post-independence “ship-to-mouth” Indian economy, dependent on food grain imports, into a self-sufficient economy. Pesticides play a key role in agri-input market. The trend of using agrochemicals and pesticides for higher yields took hold from the mid-1990s onwards, i.e., during the post liberalization period. Thereafter, the period from 1998-1999 onwards (after the WTO / IPR commitment) showed a lot of turbulence for the pesticides business.

The industry has seen a fair amount of competition in the last decade with several major companies consolidating for strategic reasons - to achieve a competitive edge over others, ease of market entry, gaining technological advantages, acquiring market share etc. Some of the major international players in India are Bayer, Syngenta, ADAMA, Dupont etc while domestic companies like United Phosphorus, Excel Industries, Rallis India, Dhanuka agritech ltd. Cheminova, Ramcides etc. also play major role. MNCs have dominated the market for patented products. They have the advantage of a developed research and development (R&D) pipeline and superior financial resources.

In India, MNCs have tried to guard against the cyclicity of the domestic market, by identifying and sticking to niche categories, crops and markets. They have worked to strengthen the linkages with farmers through extension and advisory services. Many MNCs in India have entered into supply arrangements with their base country to take advantage of the low costs in manufacturing from India-based facilities.

Dhanuka, a well-known brand worldwide is able to have a good share in India within short period of time. Branding and positioning strategies applied by it, made it a successful company in India. It has earned net sales of around 20 crores within five to six years of its entry into the Odisha market. So this study has made an attempt to investigate how best the company has utilized its brand positioning strategies to increase its market share as compared with its competitors, particularly at Berhampur in Ganjam district of Odisha. The study indicates that using lots of promotional tools and lots of fieldwork, Dhanuka has engraved its name and image on the minds of farmers, retailers and dealers. Undoubtedly, Dhanuka will grow more with the coming times.

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INTRODUCTION

Agriculture is the backbone of the Indian economy and contributes 17.32% to the GDP. Ensuring food security for more than 1.27 billion Indian populations with diminishing cultivable land resource is a tough task. In the process of achieving the target pesticides play an important role in Indian agriculture. Pesticides, the agrochemicals, are one of the invaluable inputs in sustaining the agricultural production as substantial food production is lost due to insect pests, plant pathogens, weeds etc.

In Odisha 80% of the total population depends on agriculture. 83~86% farmers are small and marginal and 48% farmer households are indebted. Today, Odisha stands at a crossroads. It can either intensify its agriculture further by continuing to adopt a model of more external inputs including GM seeds which would tighten the control of external agents on food & farming systems and disempower the people. We need a farming system which would sustain and improve agriculture, improve food sovereignty. We want to move towards establishing farming systems that are appropriate for and tolerant towards a specific area.

In agriculture due to adaptation of pesticides in Odisha some private sector involvement is seen. People often think the term pesticide means insecticide. Actually, pesticide refers to not only insecticides, but many other kinds of chemicals, like herbicides, fungicides and general disinfectants. A pesticide is any substance intended to control, destroy, repel, or attract a pest. Any living organism that causes damage or economic loss or transmits or produces disease may be a pest. Pests include animals (like insects or rodents), unwanted plants (weeds), and microorganisms (like plant diseases, viruses, or moulds).

Pesticides can be natural or synthetic. Biological pesticides, for example, are being developed and used more today, as we discover new ways to manage pests and protect the environment. Many household products also contain pesticides. For example, disinfectants, cleansers, mildew removers, and ant and roach sprays are common household pesticide products. Pesticides are also used to

control insects and weeds on farm fields, lawns and along roadways, in parks and other public areas, including lakes and other aquatic areas.

Pesticides are substances that help protect plants against moulds, fungi, rodents, and insects. Pesticides help prevent crop loss and, potentially, human disease. According to the Environmental Protection Agency, there are currently more than 865 registered pesticides. Human-made pesticides are regulated by the U.S. Department of Agriculture.

Objectives of the study:

1. To study the existing status of knowledge management at Berhampur of Dhanuka Agritech Limited.
2. To find out the various knowledge management practices adopted by Dhanuka Agritech Limited at Berhampur.
3. To study the technology uses in knowledge sharing at Berhampur by Dhanuka Agritech limited.
4. To study the challenges faced by the Dhanuka Agritech Limited.
5. To study the opportunities available for Dhanuka Agritech Limited.
6. To study the strength of Dhanuka Agritech Limited.
7. To study the weaknesses of Dhanuka Agritech Limited.
8. To study the threats of Dhanuka Agritech Limited.

REVIEW OF LITERATURE

A review of past studies on concept, design and resulted to present study. In this chapter, an attempt has been made to review the past literature pertaining to the present study. This would be helpful to current thinking on the subject matter of study as well as to formulate relevant concept and design of the study to draw meaningful conclusion.

Duffy (1983) studied the use and practices of pesticides in USA. The study reported the nature and extent of pesticides use by crop, using data from the ERS-USDA's 1982 Crop and Livestock Pesticide Usage Survey. The survey covered 13 major field crops in 33 states with data from 6520 respondents. It was reported that 11 per cent of farmers used professional scouting for pest problems, 59 percent self-scouted their fields, and 12 per cent were aware of beneficial insects and diseases. Almost 70 per cent of the farmers with livestock used insecticides for livestock insect control.

Sagar and Pal (1984) made an attempt to identify the problems and observed that more attention has to be paid on adequate quantity and timely supply of pesticides, skilled labour for pesticide application are needed to make the farmers to adopt plant protection. Farmers are facing numerous problems in the purchase of pesticides at a nominal price, when most needed in desired quantity and quality. Farmers were also dissatisfied regarding the steps taken by government agencies in handling cost-free pesticides.

Prabhu (1985) examined the relevance of production function frame work for the analysis of pesticide use behaviour in cotton cultivators in Coimbatore district of Tamil Nadu. It was argued that production functions frame work based on the assumption of perfect certainty and suitability of inputs was not suitable for yield saving, inputs like pesticides, the use of which was influenced by uncertainty regarding yield and technical complementarily with yield increasing inputs. The argument was sustained by the conclusion derived from empirical production function.

Govindarajan (1987) used liner multiple regression model to study the dealer loyalty through price of cotton seeds, credit availability, faith with the dealer, availability of preferred variety, quality of seeds, peer group influence and distance from farm to seed depot. To study the factors contributing to the dealer loyalty of the farmer, liner multiple regression model was used by the author. The factors considered for the study were price of the pesticides, credit availability, availability of preferred brand, customer service, discount, advertisement, distance from the farm and malpractices. For this study, if a farmer made 75 per cent of his purchases from a particular dealer for more than one year, he was considered to be loyal to that dealer.

Verma (1988) identified nine major constraints for slow adoption of pesticides such as lack of knowledge, not convinced by extension agency, high cost, untimely availability, lack of curiosity for spraying entire area, high cost of application, lack of finance, problems in preparation of correct solution and scarcity of labour. High cost was the major impediment to the adoption of pesticides among small farmers.

Srivastava and Patel (1988) reported that farmers get substandard quality of product from local formulators. Non-availability of credit, shorter credit period and farmers illiteracy which leads to cheating by dealers are some problems in pesticide usage. The farmers are also not able to recognize the pest attack and type of diseases in their crops. Resistance to insecticides developed by pests, residues left by pesticides in food and destruction of natural pest control agents are some of the problems in pesticide usage. For this study, pesticide use refers to the quantity of pesticides used by farmers at various stages of crop growth to get rid of pest and disease infestation. Dealer loyalty is another significant factor which influences the buying behaviour of farmers and through this the buying behaviour could be explained. Kumar *et al.* (1989) concluded that the adoption of plant protection measures are varied among the different categories of farmers. The various practices like control of disease, seed treatment, soil treatment, rat control, etc., are being advocated without a coherent strategy which is reflected in differential level of achievement of targets by the plant protection staff in the district.

Perritt (1989) revealed that 95 per cent of farmers purchase and apply pesticides to protect subsistence food crops in the field and during storage. The use of pesticides is more complicated because it requires appropriate training to identify the pest, to select the appropriate pesticide and to use it in required quantities at the right time. Because of this, the use of pesticides continue to be at a lower level and disproportionate to fertilizers used in the country. Mann indicated that the use of pesticides in oil seeds and pulses were considerably low affecting the yield. The pesticide use decisions of cultivators were based on their expectation regarding the timing and intensity of pest attack and effectiveness of pesticides.

Varma (1990) in the study reported that in the village of Ghaziabad on an average 20.5 per cent farmers used insecticides, 13.6 per cent used fungicides and none had ever used any weedicide. Availability of easy and cheaper control measures, availability of skilled labour and applications and finance in time influences plant protection use.

Jennings (1991) indicated that the benefits confessed by pesticide use are reduction in both labour cost of food production and risk of crop losses and removal of some of market uncertainties, the possibility to specialize and concentrate production with greater flexibility and for monoculture farming, the support of pesticides for a complex arrays of markets and economic regulations affecting price, quality and availability of food. The major factors which determine the quantity of pesticides was the type of pest followed by intensity of pest and disease. The objective of efficient pesticide usage can be defined as the application of an adequate dose of a suitable pesticide to a pathogen or pest at the correct time. The author reported that chemical control using pesticides is the widely used method of pest control because it ensures maximum control in minimum possible time which is necessary in a developing country like India.

Siva Kumar *et al.* (1994) analysed buying behaviour of farmers with respect to pesticides, considering the factors influencing loyalty of farmers towards dealer and brand. Friends, neighbours and relatives were the major source of information about dealers. In case of brands, it was extension personnel of the Department of

Agriculture. The price, quality and advertisements of the brand contributed significantly to brand loyalty. Credit availability, advertisements and price of products available with dealer contributed significantly to dealer loyalty..

According to Gandhi and Vasant P (1997) the pesticide industry is the most dynamic agricultural input industry in India, being substantially in private hands. Yet the pesticide use levels in India are among the lowest in the world. This paper presents an overview-analysis of the pesticide scenario in India. It develops a framework of the market environment within which the growth of pesticide use takes place in developing countries. It, then, uses this framework to study the growth and patterns of pesticide use in India. It finds that pesticide use in India is highly concentrated by crop and geographic area, and is therefore showing declining growth rates. A major reason appears to be very limited market development efforts by the firms leading to poor conversion of a large potential into effective demand. Output markets/prices, input prices, high yielding varieties and wage rates play important roles in determining use. However, many non-price factors are also very important. Pesticides are also seen as insurance by the farmers as and therefore higher than optimum use is frequently reported. The new economic environment in India will offer ample opportunities for growth. However, the industry will need to look at the market environment more comprehensively and will need to play a proactive role in market development.

According to Aspelin (1997) the worldwide consumption of pesticides has reached 2.6 million metric tons of this 85 percent is used in agriculture. Although the largest volume of pesticide use is in developed countries, pesticide usage is growing rapidly in developing countries. The quantity of pesticides used per acre of land has also increased. In addition to the increase in quantity of pesticides used, farmers use stronger concentrations of pesticides, they have increased the frequency of pesticide applications and increasingly mix several pesticides together to combat pesticide resistance. These trends are particularly noticeable in Asia as well as in Africa.

Yudelman *et al.* (1998) say that pest control becomes a social need in countries where the food supply is short and there is an urgent necessity to increase rice production. Before the green revolution pesticide use was largely confined to the industrialized nations. Today, pesticides are produced and used globally. The third world's use of pesticides increased greatly during the Green Revolution in the 1960's and beyond, and it is related to the changed growing conditions which was brought about by the use of green revolution varieties and technologies. Monocultures coupled with increases in irrigation and use in India is highly concentrated by crop and geographic area, and is therefore showing declining growth rates. A major reason appears to be very limited market development efforts by the firms leading to poor conversion of a large potential into effective demand. Output markets/prices, input prices, high yielding varieties and wage rates play important roles in determining use. However, many non-price factors are also very important. Pesticides are also seen as insurance by the farmers as and therefore higher than optimum use is frequently reported. The new economic environment in India will offer ample opportunities for growth. However, the industry will need to look at the market environment more comprehensively and will need to play a proactive role in market development.

MATERIALS AND METHODS

The study was based on identifying the branding and positioning strategies of Dhanuka Agritech Ltd. and for such, a particular territory was preferred. Out of its seven territories, Berhampur territory was being selected. This territory includes one district that is Ganjam. Dhanuka is an agrochemical company having its diversified products on insecticides, fungicides and herbicides. The company within twenty five years of its entry has gained a great share of pesticide market by using lots of branding and positioning strategies. So, in this project, strategies applied and the company's sustainability are interpreted.

The data were collected from 40 farmer respondents of four villages covering four blocks in Ganjam districts of Odisha. The list of villages along with the blocks and district is presented in table-3.1.

The responses on the questionnaire were obtained through direct interaction with the farmers in their respective villages, so as to get the accurate and holistic information about the activities related to consumption of pesticide.

Table 3.1 Sampling framework of respondent farmers

District	Block	Village	Marginal	Small	Large	Overall
Ganjam	Kukudakhandi	Chadheimara	10	-	-	10
	Sanakhemundi	Dolaba	6	3	1	10
	Hinjilicut	Ambagan	10	-	-	10
	Digapahandi	Jakrapalli	10	-	-	10
Total			36(90)	3(7.5)	1(2.5)	40

Figures in the parentheses indicate percentages to the total

3.2 Sampling framework of respondent dealers based on yearly transaction

The data were collected from five dealers covering Ganjam district. The responses on the questionnaire were obtained through direct interaction with the

dealers. From table 3.2 it is observed that 40 percent of dealers transaction yearly between ten lakhs to twenty five lakhs. Followed by 40 percent of dealer transaction yearly was also from twenty six lakhs to thirty lakhs, 20 percent of dealers transaction was 36 lakhs and above. Dealer having transaction between twenty six lakhs to thirty five lakhs has 43 percent of sub dealers. Dealers having transaction between twenty six lakhs to thirty five lakhs covering 36 percent of area as number of sub dealers are more.

Table 3.2 Sampling framework of respondent dealers based on yearly transaction

Particulars	Rupees from 1000000 to 2500000	Rupees from 2600000 to 3500000	Rupees from 3600000 to 5000000 and above	Overall
Number of dealers	2(40)	2(40)	1(20)	5(100)
Number of sub dealers	18(24)	32(43)	25(33)	75(100)
Area coverage (in km)	95(31)	110(36)	100(33)	305(100)

Figures in the parentheses indicate percentages to the total

3.3 Sampling Framework of respondent retailers based on yearly transaction.

The data were collected from 10 retailers covering Ganjam district. The responses on the questionnaire were obtained through direct interaction with the retailers. From table number 3.3 it is observed that 40 percent of retailers yearly transaction were between two lakhs to four lakhs. Other 40 percent of retailers were between four lakhs to six lakhs and 20 percent of retailers were having yearly transaction above six lakhs.

Based on ownership 70 percent of retailers having own shop and 30 percent of retailer have rented shop. Total average age of retailers were 44.

Table 3.3 Sampling Framework of respondent retailers based on yearly transaction.

Particulars		Rupees from 200000 to 400000	Rupees from 400001 to 600000	Rupees 600001 above	Overall
Number of	Retailers	4(40)	4(40)	2(20)	10(100)
Based on ownership	Owned	2(28.5)	3(43)	2(28.5)	7(70)
	Rented	2(67)	1(33)	-	3(30)
Average age of	retailers	47	40	46	44

Figures in the parentheses indicate percentages to the total

3.4 Approach and purpose of the study

The approach of the project was pragmatic, means both qualitative and quantitative. The purpose of the project was both explanatory and descriptive in nature.

3.4.1 Collection of data

Data has been collected both from primary as well as secondary sources for the completion of the project. Primary sources were like farmers, retailers, dealers, and personal observation. Also from magazines, literatures, internets, etc., secondary information were collected. The responses on the questionnaire were obtained through direct interaction with different stake holders so as to get the accurate and holistic information about the activities related to use of different types of Dhanuka pesticides and agrochemicals. Information was collected through personal interviews with the help of questionnaires specially designed for this study. The questionnaire was consisted of both open and close type of questions so that the respondents feel free to interact during the conversation. The questionnaires uncovered the detailed practices followed by the company to place its product in the market.

3.4.2 Population and sampling technique:

The size of the sample was based on systematic sampling and multistage sampling, where stage by stage, the samples were being drawn systematically. At first, the districts were covered by the list of the dealers of Dhanuka, and then from the dealers, retailers were being interpreted. From the retailers, villages using good amount of pesticides were listed out and accordingly farmers were selected. The respondents were dealers, retailers and farmers. Questionnaires for these three segments were made and interpreted. The period for data collection and interpretation had been set and it ended also in time. The strategies applied by Dhanuka and its competitors were closely interpreted. Some field day and farmer meetings were organized and the data collected were interpreted.

The total size of sample taken for farmers were 40 in number, the sample size of retailers were 10 in number and 5 dealers were being taken into account. The areas of such districts were being selected based on the intensity of pesticide consumption. Many fields of farmers were found to be very small. And the coastal soil was preferred for vegetable farming. As such, pesticide application were more on vegetables rather than paddy, pulses, etc in this district. Intervening variables during the study were like successful field and result demonstration, campaigning, etc. which facilitated in increasing brand image of Dhanuka. Moderating variables are meant by the variables which modify the effect of intervening variables. The moderating variables during the research were, change in price of the Dhanuka products, change of products of Dhanuka, etc.

3.5 Analytical techniques

3.5.1 Tabular analysis:

Tabular analysis was adopted to compile the general perception of the respondents towards the Dhanuka brand positioning strategies. Simple statistics like averages and percentages were used to compare, contrast and interpret results in an appropriate way.

3.5.2 Growth rate analysis:

For assessing the trends in use of pesticides in Odisha, the following growth rate formula was employed.

$$y^t = abt u^t \dots\dots\dots (1)$$

Where,

y^t = use of pesticides in the year, t

a = intercept indicating Y in the base period (t = 0)

b = Regression coefficient

t= Time period in years

u^t = Disturbance term for the year, t.

Equation (1) was converted into the logarithmic form to facilitate the use of linear regression. By taking logarithm on both sides of the equation (1), we get the equation (2).

$$\ln Y = \ln a + t \ln b + \ln u^t \dots\dots\dots (2)$$

This is of the linear form.

$$Y^t = A + B^t + e^t \dots\dots\dots (3)$$

Where,

$Y^t = \ln Y^t$

A = $\ln a$

B = $\ln b$

$e^t = \ln u^t$

The linear regression of the above form (3) was fitted separately for use of pesticides. The values of a and b were estimated by using ordinary least squares technique.

Later, the original a and b parameters in equation (1) were obtained by taking antilogarithms of a and b values as,

$$a = \text{Anti log } A$$

$$b = \text{Anti log } B$$

Average annual compound rate was calculated as

$$b = 1 + g$$

$$g = b - 1$$

To obtain percentage compound growth rate, the value of g was multiplied by 100.

3.5.3 Analysis of data and interpretation

The project has undergone few statistical tools like averages, percentages, making charts and diagrams using Microsoft office software, etc. After data collection, an in-depth analysis was made by interpreting the data in the Microsoft software. The results thereof were being checked whether those were matching with the pre-set objectives or not. The correctness and completeness of the project were also examined thoroughly and were made interpretation.

3.5.4 Restrictions/Limiting conditions

- As the project period was time based, many things might not have revealed.
- This research was limited to only Berhampur territory of Ganjam district of Odisha.
- The data collected depends on the accuracy of the information given by the respondents.

Company Profile

Dhanuka Agritech Limited is engaged in manufacturing a wide range of pesticides covering herbicides/weedicides, insecticides, fungicides, acaricides, plant growth regulators / stimulants in various forms – liquid, dust, powder and granules and reaching out to more than 10 million farmers. The Company has a pan-India presence through its marketing offices in all major states in India, with a network of more than 7,500 distributors/ dealers selling to over 70,000 retailers across India. The Company has technical tie-ups with 3 US & 5 Japanese companies.

The Company is managed by a good blend of both experienced and young team. The founding promoters, Mr. R.G. Agarwal and Mr. M.K. Dhanuka oversee the whole operations as the Chairman and Managing Director respectively and have been involved with the Company since inception (for more than 25 years). They are ably supported by team of young professionals including Mr. Rahul Dhanuka, Director (Marketing), Mr. Mridul Dhanuka, Director (Operations) and Mr. Harsh Dhanuka, SGM (Marketing).

The Company has three manufacturing units located at Gurgaon (Haryana), Sanand (Gujarat) and Udampur (J&K). More than half of the Company's sales comprise of speciality molecules and the remaining comprises of generics. The product having highest turnover is Targa Super and is in technical tie-up with Nissan Chemical Industries Ltd., Japan.

The target customers of Dhanuka are farmers, planters and pest control operators. Growth drivers would be the potential to intensify the marketing network and reach the country's interiors, increased farm income due to increase in MSP, increased awareness in rural India about usage and cost-benefit trade-off of pesticides, edge over the competitors in the diverse product range and widespread market reach, increased customer base, innovative marketing strategies and technical tie-ups. The Company keeps adding new products every year and entering into new technical collaborations.

Dhanuka has an aggressive marketing strategy with a sales team of more than 500 full time employees and more than 1,000 Dhanuka Doctors. For getting best results, it is very important to have knowledge about using the right product in right quantity at the right time. For this, the Company conducts training programs for farmers by giving product demonstrations, providing technical advice on right use of products and about specific crop related problems at their door-step through Dhanuka Doctors. The Company has mobile soil and water testing laboratories in Public Private Partnership. Dhanuka has 83 brands and keeps adding new brands every year. The Company has a wide range of pesticides to protect from most of the pests, insects, diseases that affect crops and these products are used in all major crops produced in our country.

RESULTS AND INTERPRETATIONS

4.1 Farmers classification according to farm size class

The marginal farmers constituted 90 percent of the total respondents followed by small farmers 7.5 percent and rest 2.5 percent were large farmers. Majority of the farmers were in the age group of 36 to 46 years whereas average marginal farmers age is 40 followed by average small farmers age is 45 and average large farmers age is 36 whereas total average age of farmers is 40. Their average operational area of marginal farmers were 1.61 acres followed by small farmers 3 acres and large farmer 8 acres whereas overall average operational areas were 1.88 acres.

Table 4.1 Farmers classification according to farm size class

Particulars	Marginal	Small	Large	Overall
Average age of the farmer (years)	40	45	36	40
No of farmers	36(90)	3(7.5)	1(2.5)	40(100)
Average operational area (ac)	1.61	3	8	1.88

Figures in the parentheses indicate percentages to the total

4.2 Crops grown by different size classes of farmers

Among Brinjal, okra, paddy, tomato, beans, chilli, pointed gourd, bitter gourd, cucumber, cabbage, cauliflower crops 85 percent farmers growing paddy and okra. After paddy and okra 67.5 percent farmers were growing brinjal. More numbers of marginal farmers growing vegetable crops at Berhampur territory.

Table 4.2 Crops grown by different size classes of farmers

Particulars	Marginal(36)	Small(3)	Large(1)	Overall(40)
Brinjal	25(69)	2(66)	-	27(67.5)
Okra	31(86)	2(66)	1(2.5)	34(85)
Paddy	30(83)	3(100)	1(2.5)	34(85)
Tomato	24(66)	1(33)	1(2.5)	26(65)
Beans	17(47)	1(33)	-	18(45)
Chilli	22(61)	1(33)	-	23(57.5)
Pointed Gourd	7(19)	3(100)	-	10(40)
Bitter Gourd	9(25)	1(33)	-	10(40)
Cucumber	8(22)	1(33)	-	9(22)
Cabbage	11(30)	-	-	11(27.5)
Cauliflower	7(19)	2(66)	-	9(22)

Figures in the parentheses indicate percentages to the total

4.3 Pesticides used by different size classes of farmers in different crops

Mostly farmers of Ganjam district were growing vegetables rather than paddy or other cereals. Majority of farmers were okra farmers followed by brinjal, tomato and paddy. Most of the farmers are marginal farmers.

Table 4.3 Pesticides used by different size classes of farmers in different crops

Particulars	Marginal(36)	Small(3)	Large(1)	Overall(40)
Brinjal	25(69)	3(100)	-	28(70)
Okra	31(86)	2(66)	1(100)	34(85)
Paddy	21(58)	3(100)	1(100)	25(62.5)
Tomato	25(69)	1(33)	1(100)	27(67.5)
Beans	21(58)	1(33)	-	22(55)
Chilli	22(61)	1(33)	-	23(57.5)
Pointed Gourd	6(16)	3(100)	-	9(22.5)
Bitter Gourd	9(25)	1(33)	-	10(25)
Cucumber	8(22)	1(33)	-	9(22.5)
Cabbage	12(36)	-	-	12(30)
Cauliflower	7(19)	2(33)	-	9(22.5)

4.4 Types of pests infesting different crops of different size classes of farmers

Mostly bacterial, fungal, weeds were infesting crops of farmers. Whereas sucking pests like hoppers, whiteflies, jassids, mites infesting vegetable crops by 85 percent.

Table 4.4 Types of pests infesting different crops

Particulars	Marginal(36)	Small(3)	Large(1)	Overall(40)
Sucking	31(86)	2(66)	1	34(85)
Borers	25(69)	1(33)	1	27(67.5)
Leaf Eaters	21(58)	1(33)	-	22(55)
Leaf Folders	31(86)	3(100)	1	35(87.5)
Bacterial	36(100)	3(100)	1	40(100)
Fungal	36(100)	3(100)	1	40(100)
Viral	6(16)	3(100)	-	9(22.5)
Rodents	31(86)	3(100)	1	35(87.5)
Weeds	36(100)	3(100)	1	40(100)

4.5 Preventive measures to control pests

Majority of farmers following curative measures but still some farmers were preferring preventive measures for weeds followed by borers, fungal and viral diseases.

Table 4.5 Preventive measures to control pests

Particulars	Marginal(36)	Small(3)	Large(1)	Overall(40)
Fungal	6(16)	3(100)	-	9(22.5)
Borers	25(69)	1(33)	1(100)	27(67.5)
Viral	6(16)	3(100)	-	9(22.5)
Weeds	36(100)	3(100)	1(100)	40(100)

4.6 Curative Measures to control pests

As farmers were cultivating more vegetable crops hence they were getting a problem of sucking pest so they majorly do curative control for controlling sucking pest, followed by leaf eaters, fungal, and next for bacterial and rodents.

Table 4.6 Curative Measures to control pests

Particulars	Marginal(36)	Small(3)	Large(1)	Overall(40)
Sucking	36(100)	3(100)	1(100)	40(100)
Leaf eaters	26(72)	3(100)	1(100)	30(75)
Fungal	26(72)	3(100)	1(100)	30(75)
Bacterial	26(72)	3(100)	-	29(72.5)
Rodents	23(64)	2(66)	-	25(62.5)

4.7 Types of pesticides used by Farmers

Mostly farmers using insecticides, fungicides, bactericides and weedicides as now a days majorly crop losses were due to these pests so they were going on using pesticides.

Table 4.7 Types of pesticide used by Farmers

Particulars	Marginal(36)	Small(3)	Large(1)	Overall(40)
Insecticides	36(100)	3(100)	1(100)	40(100)
Fungicides	36(100)	3(100)	1(100)	40(100)
Bactericides	36(100)	3(100)	1(100)	40(100)
Acaricides	31(86)	2(66)	1(100)	34(85)
Rodenticides	31(86)	3(100)	1(100)	35(87.5)
Weedicides	36(100)	3(100)	1(100)	40(100)

4.8 Sources of purchase

Retailers emerged as the most important source of purchase of pesticides for farmers as was evinced from table and they contributed 75 percent. Dealers were important sources of purchase of pesticides for farmers with 30 percent contribution.

Table 4.8 Sources of purchase

Particulars	Marginal(36)	Small(3)	Large(1)	Overall(40)
Retailers	29(80.5)	-	1(100)	30(75)
Dealers	9(25)	3(100)	-	12(30)

4.9 Dhanuka Products used by Farmers

Among all the Dhanuka Products Bullon product was used by majority of farmers by 68 percent was first priority. Caldan and defend were the second priority product and omite was third priority product.

Table 4.9 Dhanuka Products used by Farmers

Particulars	Marginal(36)	Small(3)	Large(1)	Overall(40)
Caldan	25(69)	1(33)	1(100)	27(67.5)
Sixer	21(58)	1(33)	-	22(55)
Defend	25(69)	1(33)	1(100)	27(67.5)
Omite	22(61)	1(33)	-	23(57.5)
Dhanpreet	7(19)	2(66)	-	9(22.5)
Targasuper	8(22)	1(33)	-	9(22.5)
Dhanulux	21(58)	1(33)	-	22(55)
Bullon	25(69)	3(100)	-	28(68)
Conika	8(22)	1(33)	-	9(22.5)

4.10 Other brands product farmers acquainted with

Adama product custodia had built its brand image by highest farmers acquainted with a 75 percent use. Followed by syngenta product signature by 70 percent use and Dupont product coragen and adama product carbomain by 65 percent use was the third product mostly used by farmers.

Table 4.10.1: Bayer products used by different size class of farmers

Particulars		Marginal(36)	Small(3)	Large(1)	Overall(40)
Bayer	Topstar	24(66)	1(33)	-	25(62.5)
	Nativo	20(55)	2(66)	1(100)	23(57.5)
	Antracol	21(58)	1(33)	1(100)	23(57.5)
	Spinter	20(55)	3(100)	1(100)	24(60)
	Admire	20(55)	1(33)	1(100)	22(55)
	Larvin	21(58)	1(33)	1(100)	23(57.5)

Table 4.10.2: Dupont products used by different size class of farmers

Particulars		Marginal(36)	Small(3)	Large(1)	Overall(40)
Dupont	Almix	19(53)	-	-	19(47.5)
	Fertera	16(44)	-	1(100)	17(42.5)
	Coragen	22(66)	3(100)	1(100)	26(65)
	Curzate	22(66)	2(66)	1(100)	25(62.5)

Table 4.10.3: Cheminova products used by different size class of farmers.

Particulars		Marginal(36)	Small(3)	Large(1)	Overall(40)
Cheminova	Glory	23(64)	1(33)	1(100)	25(62.5)
	Trifos	23(64)	2(66)	-	25(62.5)
	Miracle	13(36)	2(66)	1(100)	16(40)
	Rogor	17(47)	2(66)	-	19(47.5)

Table 4.10.4: ADAMA products used by different size class of farmers.

Particulars		Marginal(36)	Small(3)	Large(1)	Overall(40)
Adama	Mirador	18(50)	2(66)	-	20(50)
	Custodia	27(75)	2(66)	1(100)	30(75)
	Carbomain	23(64)	2(66)	1(100)	26(65)

Table 4.10.5: Bio crop science products used by different size class of farmers.

Particulars		Marginal(36)	Small(3)	Large(1)	Overall(40)
Bio Crop sciences	Biodose	11(30.5)	1(33)	1(100)	13(32.5)
	Bio m power	21(58)	2(66)	-	23(57.5)
	Signature	25(69)	3(100)	-	28(70)

Table 4.10.6: Syngenta products used by different size class of farmers

Particulars		Marginal(36)	Small(3)	Large(1)	Overall(40)
Syngenta	Refit	21(58)	3(100)	1(100)	25(62.5)
	Ridomil	18(50)	2(66)	1(100)	21(52.5)
	Acalux	17(47)	2(66)	1(100)	20(50)
	Chess	12(33)	-		12(30)

4.11 General perception on Dhanuka's brand positioning strategies

4.11.1 Farmers response

Dhanuka has built its market share with passage of time. From the farmers interviews following results are found. Table- 4.1 represents the farmers' preference towards products of different pesticide companies. It reveals that products of Bayer commanded 30 percent of the farmers' preferences, followed by syngenta 20 percent, dupont 17.5 percent, ADAMA 12.5 percent, Dhanuka 10 percent, cheminova 7.5 percent and Bio crop science 2.5 percent. It may be illustrated by table as follows.

Table 4.11 Farmers response

Top 7 brands preferred by farmers (sample size:40)		Ranking
Bayer	12(30)	1 st
ADAMA	5(12.5)	4 th
Dupont	7(17.5)	3 rd
Syngenta	8(20)	2 nd
Cheminova	3(7.5)	6 th
Dhanuka	4(10)	5 th
Bio crop science	1(2.5)	7 th

The Bayer has more market share in the market, but still Dhanuka products have created a good image in farmers' mind during the short period of its intervention in the market. It is a very positive sign of good positioning in the market. Bayer ranks first at Berhampur and dhanuka ranks fifth.

4.12 Sources of Information to farmers about Dhanuka Product

Media has helped the mass to know about the products at the door step. With the intervention of Information and Communication Technology (ICT), consumers are being aware about product quality and its usage. Unlike Syngenta, Dupont and Bayer, who do lots of audio-visual advertisements, Dhanuka did direct marketing and outdoor media marketing, by which products were positioned in the minds of farmers. Dhanuka did lots of campaigning, displayed lots of posters, banners, stickers, etc at Point of Purchase and other potential areas. Table 4.12 reveals the Dhanuka's means of doing promotional activities.

Table 4.12 Sources of Information to farmers

Particulars	Marginal(36)	Small(3)	Large(1)	Overall(40)
Print or audio visual Media	25(69)	3(100)	1	29(72.5)
Outdoor media	27(75)	3(100)	1	31(77.5)
Dhanuka Employees	36(100)	3(100)	1	40(100)
Dealers or Retailers	20(55)	3(100)	-	23(57.5)
Farmers	15(41)	1(33)	-	16(40)

4.13 Sources of information to dealers

Print or audio visual Media, Outdoor media, Dhanuka Employees provided 100 percent of information whereas 20 percent information from dealers and retailers.

Table 4.13 Sources of information to dealers

Particulars	Rupees from 1000000 to 2500000	Rupees from 2600000 to 3500000	Rupees from 3600000 to 5000000 and above	Overall
Print or audio visual Media	2(40)	2(40)	1(20)	5(100)
Outdoor media	2(40)	2(40)	1(20)	5(100)
Dhanuka Employees	2(40)	2(40)	1(20)	5(100)
Dealers or Retailers	–	1(20)	–	1(20)
Farmers	–	–	–	–

4.14 Sources of information to retailers

Print or audio visual media of Dhanuka agritech limited helps 90 percent sources of information for retailers, outdoor media provide 100 percent information source. Dhanuka Employees provide 80 percent of information to retailers. 60 percent of information were shared by dealers or retailers. Information about dhanuka were shared 30 percent by farmers.

Table 4.14 Sources of information to retailers

Particulars	Rupees from 200000 to 400000	Rupees from 400001 to 600000	Rupees 600001 above	Overall
Print or audio visual Media	3(30)	4(40)	2(20)	9(90)
Outdoor media	4(40)	4(40)	2(20)	10(100)
Dhanuka Employees	2(20)	4(40)	2(20)	8(80)
Dealers or Retailers	2(20)	3(30)	1(10)	6(60)
Farmers	1(10)	1(10)	1(10)	3(30)

4.15 Ranking of Dhanuka Products by Farmers

According to farmers dhanuka rank very good in quality by 55 percent of farmers. Market goodwill was good by 100 percent farmers, Brand as a whole is 82.5 percent good, efficiency of employees 75 percent of farmer responded as very good.

Table 4.15 Ranking of Dhanuka Products by Farmers

Particulars		Marginal(36)	Small(3)	Large(1)	Overall(40)
Quality	Excellent	17(47)	1(33)		18(45)
	Very good	19(53)	2(66)	1(100)	22(55)
	Good	–	–	–	–
	Average	–	–	–	–
	Poor	–	–	–	–
Market goodwill	Excellent	–	–	–	–
	Very good	–	–	–	–
	Good	36(100)	3(100)	1(100)	40(100)
	Average	–	–	–	–
	Poor	–	–	–	–
Brand as a whole	Excellent	–	–	–	–
	Very good	–	–	–	–
	Good	31(86)	2(66)		33(82.5)
	Average	3(8)	1(33)	1(100)	5(12.5)
	Poor	2(5)	–	–	2(5)
Efficiency of employees	Excellent	–	–	–	–
	Very good	28(77)	2(66)	–	30(75)
	Good	8(22)	1(33)	1(100)	10(25)
	Average	–	–	–	–
	Poor	–	–	–	–
Cost of products	Excellent	–	–	–	–
	Very good	–	–	–	–
	Good	27(75)	1(33)	1(100)	29(72.5)
	Average	7(19)	2(66)	–	9(22.5)
	Poor	2(5)	–	–	2(5)

4.16 Ranking of Dhanuka by Dealers

It was evinced that the dealers of Dhanuka had recognized that it was easy to trade its products than that of its competitors. The pricing of the products though offer low profit margin, still Dhanuka products are being preferred as it is value driven.

Table 4.16 Ranking of Dhanuka by Dealers

Particulars		Rupees from 1000000 to 2500000	Rupees from 2600000 to 3500000	Rupees from 3600000 to 5000000 and above	Overall
Quality	Excellent	–	2	–	2(40)
	Very good	–	–	1	1(20)
	Good	1	–	–	1(20)
	Average	1	–	–	1(20)
	Poor	–	–	–	–
Market goodwill	Excellent	–	–	–	–
	Very good	–	2	1	3(60)
	Good	1	–	–	1(20)
	Average	1	–	–	1(20)
	Poor	–	–	–	–
Brand as a whole	Excellent	–	–	–	–
	Very good	–	2	–	2(40)
	Good	1	–	1	2(40)
	Average	1	–	–	1(20)
	Poor	–	–	–	–
Efficiency of employees	Excellent	–	2	–	2(40)
	Very good	–	–	1	1(20)
	Good	–	–	–	–
	Average	2	–	–	2(40)
	Poor	–	–	–	–
Cost of products	Excellent	–	1	–	1(20)
	Very good	–	1	–	1(20)
	Good	1	–	1	2(40)
	Average	1	–	–	1(20)
	Poor	–	–	–	–
Profit Margins	Excellent	–	–	–	–
	Very good	–	–	–	–
	Good	–	2	–	2(40)
	Average	1	–	1	2(40)
	Poor	1	–	–	1(20)

4.17 Ranking of Dhanuka by retailers

It was evinced that the retailers of Dhanuka have recognized that it was easy to trade its products than that of its competitors. The pricing of the products though offer low profit margin, still Dhanuka products are being preferred as it was value driven. As quality of products were good enough and market goodwill were very good.

Table 4.17 Ranking of Dhanuka by retailers

Particulars		Rupees from 200000 to 400000	Rupees from 400001 to 600000	Rupees 600001 above	Overall
Quality	Excellent	–	–	–	–
	Very good	–	2	–	2(20)
	Good	2	1	–	3(30)
	Average	2	3	–	5(50)
	Poor	–	–	–	–
Market goodwill	Excellent	–	–	1	1(10)
	Very good	2	1	1	4(40)
	Good	1	1	–	2(20)
	Average	1	2	–	3(30)
	Poor	–	–	–	–
Brand as a whole	Excellent	–	1	–	1(10)
	Very good	–	1	–	1(10)
	Good	2	1	–	3(30)
	Average	2	3	–	5(50)
	Poor	–	–	–	–
Efficiency of employees	Excellent	–	–	–	–
	Very good	–	1	2	3(30)
	Good	2	2	–	4(40)
	Average	2	1	–	3(30)
	Poor	–	–	–	–
Cost of products	Excellent	–	–	–	–
	Very good	–	–	1	1(10)
	Good	–	1	1	2(20)
	Average	3	2	–	5(50)
	Poor	1	1	–	2(20)
Profit Margins	Excellent	–	–	–	–
	Very good	–	–	–	–
	Good	–	–	2	2(20)
	Average	1	2	–	3(30)
	Poor	3	2	–	5(50)

DISCUSSION

- The Company was incorporated in 1985, company belongs to Dhanuka group of companies. It is an established participant in the insecticides segment of India's crop protection chemical business. The company has set up a new Du Net 12:5L formulation plant in June,1992.
- The menthol formulation technology is supplied by Du Pont of U.S.A. as a result of a formulator/Distributor agreement signed between DPL and the Du Pont company of USA.
- The Company had undertaken expansion cum diversification project to enter the formulation of various projects and manufacture import substitute afrazine technical.
- The know-how of which has been developed by its associate and R & D centre.
- 2005 -Delist securities from the Delhi Stock Exchange Association Ltd (DSE) with effect from March 01, 2005.
- 2007 - Company name has been changed from Dhanuka Pesticides Ltd to Dhanuka Agritech Ltd.
- 2008 - Board has recommended the payment of dividend to the shareholders @ 50% (Rs 5/- per equity share for Rs 10/- each), for the year ended March 31, 2008.
- 2009 - had recommended the payment of dividend to the shareholders @ 60% (Rs 6/- per equity share of Rs 10/- each), for the year ended March 31, 2009.
- 2010 - Board has recommended dividend of 70% (Rs. 7/- per equity share) for the financial year 2009-10. Dhanuka Agritech Limited features in Forbes Asia's 200 Best Under a Billion' List 2010.
- Company has splits its Face value of Shares from Rs 10 to Rs 2.
- 2011 - Dhanuka Agritech Ltd. achieves Gross Turnover of Rs.500 crores.
 - The Board have recommended the payment of Final Dividend to the Shareholders @ 100% (Rs. 2/- per equity share of Rs. 2/- each), for the year ended March 31, 2011.

- Shri Mridul Dhanuka has been appointed as Additional Director of the Company.
- Dhanuka Agri - Dhanuka Agritech Limited Upgraded by CRISIL Equities.
- Dhanuka Agri - Incorporation of a Wholly Owned Subsidiary by Dhanuka Agritech Ltd. - Dhanuka Agri
- Dhanuka Agritech Limited- 'Forbes Asia - 200 Best under a Billion.
- 2012 - "Dhanuka Agritech Limited features in 'Inc. India 500 India's Fastest Growing Mid-Sized Companies".
 - The Board has recommended the payment of Dividend to the shareholders @ 110% (Rs. 2.2/- per Equity Share having Face Value of Rs. 2/- each).
- 2013 -"Brand Excellence Award in Agrochemicals"
- Dhanuka Agritech Ltd has Release titled "Dhanuka Agritech Limited
 - Long-term rating upgraded to (ICRA)A(stable) and short-term rating reaffirmed at (ICRA)A1 for bank facilities"
 - Dhanuka Agritech Ltd has Release titled "Dhanuka Agritech Ltd
 - Udhampur Manufacturing Unit recommended for OHSAS 18001:2007 Certification"
- Dhanuka Agritech Ltd has informed regarding the Company securing Prestigious award for its newly launched innovative product Lustre.
- Dhanuka Agritech Ltd has informed regarding a titled "Dhanuka Agritech Limited".
 - Engagement of Shri Amitabh Bachchan as "Brand Ambassador"
- 2014 -Dhanuka Agritech Ltd has declared Interim Dividend @100% (Rs. 2 per Equity Share having Face Value of Rs. 2/- each) for the Financial Year 2013-14
- 2015 -Dhanuka Agritech Limited launches new herbicide "SEMPRA" CIB 9(3) Registration.
- Delhi High Court has approved the comprehensive scheme of amalgamation between A.M. Bros. Fintrade Pvt Ltd and Dhanuka Finvest Pvt Ltd with Dhanuka Agritech.

Strategies used to penetrate

- At first, the company was not investing that much of money in grabbing the market share. Firstly, it analysed the market and by degrees, it increased the expenditure towards sales promotion. The strategies implemented may be outlined as follows.
- It gave much emphasis on increasing the credit limit from 30 days to 60 days by segmenting the cash discounts so as to motivate the dealers to make the dealers pay quickly.
- The company had so many products, more than 100, which became uneasy for the farmers to purchase, which was later managed by lots of awareness programs, promotional activities and meetings.
- It increased its sales by increasing the territory and dividing the sales target among the territory in-charge. It has now seven territories and seven Sales Officers in Odisha.
- It gave month wise and annual target of the personnel.
- The company recruited well qualified and well experienced candidates from the local area by which it became easier to increase the sales by well known faces and also language barrier did not take place.
- Sales promotional techniques were being utilized later on to make the farmer familiar with its products. Lots of hoardings, banners, posters, stickers, pamphlets, etc were displayed at potential areas. Also, lots of Field Demonstrations were being done.
- Farmer meetings were being held at villages with the help of electronic projector to make farmers better understand about its product quality and applicable dosage.
- Field staffs, known as Field Assistants (FA), were given their periphery to look after the crops of the particular area by visiting the farmers, periodically.
- The company launched handbooks, leaflets, pamphlets, etc of its products, printed in local languages.

- The products were made very attractive, which became eye-catching for the farmers.
- The personnel were given company t-shirts so as to have a better marketing of Dhanuka products. – The dealers and retailer meetings were being organized periodically to have a better rapport with them.
- The company had done lots of advertisements through outdoor medias like van marketing, jeep campaigning.
- Also, the company had done lots of activities to motivate its employees, like conducting cricket matches, going out for a picnic, giving appraisal gifts to the employees in the monthly closing meeting basing on the performance.
- The company also does foreign tours for the employees together.
- The company also provide incentives to the employees after fulfilling target of particular product.
- These were some of the methods applied by the company to create a very good positioning in the minds of the farmers, retailers and dealers.

These are some of the snaps taken during the project period.



Met Dealer at Berhampur



Field day for showing product result on field



Demo sample spray by Farmer



Field day for showing product result



Van marketing and haat campaigning by installing stall.



Village meeting in a village



Field day activity showing product result



Field day activity



Village meeting



Village meeting activity

SUMMARY & CONCLUSION

The agricultural scenario of the world gave a clear picture, which reveals about the optimum use of inputs like, machineries, fertilizers, pesticides, etc. More than 2.6 million tons of active ingredients of pesticides were used worldwide. Roughly 85 percent of this consumption was used in farming sector. About three quarter of pesticides were used in developed countries, mostly in Europe and Japan. India's consumption of pesticides was only about two percent of the total world consumption. Mostly used pesticides were herbicides, insecticides and fungicides all over world. Fruits and vegetables consume the highest amount of pesticides (26 percent) globally followed by cereals (15 percent), maize (12 percent), rice (10 percent), and cotton (8.6 percent). In India, however 45 percent of the total pesticides, consumption was on cotton crop only, followed by rice (22 percent), vegetables (nine percent) and pulses (four percent). But the problem recently has been figured out that, the persistent pollutants were crossing the Maximum Residue Limit (MRL). DDT had been banned long ago but still it was found in our food chain. Recently Glyphosate was being examined worldwide for its persistency. So, accordingly the pesticide companies are looking towards Integrated Pest Management, Genetically Modified Crops, etc., and so on. Good Agricultural Practices must be adopted so as to make the agriculture sustainable. The pest scenario in the years to come was expected to undergo considerable change.

The factors that were likely to govern such changes were intensification and diversification of agriculture, introduction of exotic plants, cultivars and genetic manipulation for development of new plant types across gene barriers. Economic considerations may result in crops shift, increased seed imports and also increased use of chemicals per unit area. Liberalized seed policies may lead to introduction of low level of resistance to biotic stress. Though it may not be possible to foresee the exact pest scenario with respect to any specific crop, the current trends indicate that the complexity of pest will increase and pest outbreaks are likely to be more frequent in future. The resurgence problems, especially in the case of sucking pests

such as aphids, whiteflies, jassids, etc will increase with continue use of pesticides. Dhanuka agritech limited entered India with an aim of increasing its market share. The present scenario of pesticide consumption in India was suitable for Dhanuka. Big world competitors like Bayer, Syngenta, ADAMA, Dupont, etc have already captured the significant market share. Still within a short period of time, Dhanuka has shown its presence all over India.

The strategies applied by Dhanuka for its brand building and positioning were very effective among the farmers, retailers and dealers. Dhanuka products have already been positioned successfully in the minds of its stakeholders. This research work was based on a particular territory and its focused areas was Ganjam district of Odisha. This study revealed about the world scenario of pesticides, the usefulness of pesticides, the competing industry and Dhanuka's brand positioning strategies in penetrating its products into the market. The study focused on the structure of Odisha pesticide industry with Dhanuka's intervening strategies. This research had future prospects as it will help other researchers and professionals to had a general knowledge on pesticide market of Ganjam and brand positioning strategies applied by the pesticide companies.

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ANNEXURE

QUESTIONNAIRES FOR THE FARMER

District:

Block:

Name:

Gender:

Age:

Contact no:

Size of the cultivated Land:

Cultivated Crop:

Season preferable for cultivation:

1. Do you use pesticide in your field? YES/NO

2. Say some of the usually applied products of any brand?

a)

b)

c)

d)

e)

3. From whom do you buy pesticide?

a) Dealers

b) Retailers

4. Other brands you know but not have applied yet?

a)

b)

c)

d)

e)

5. Is there any gap between the cost of pesticide bought from the retailer and dealer?

Comment:

6. Have you ever found leakage or expired Dhanuka products being sold to you?
YES/NO

If yes how could you manage that?

7. From what source you came to know about Dhanuka Agritech Ltd? (Put tick mark)

a) Print or audio visual media.

b) Outdoor media.

c) Dhanuka employees.

d) Dealers or retailers.

e) Fellow farmers.

8. How would you rank the strengths of Dhanuka Agritech Ltd on the following base? (Put tick mark)

	Excellent	Very Good	Good	Average	Poor	Very Poor
Quality of products						
Market goodwill						
Brand as a whole						
Efficiency of employees						
Cost of products						

9. Suggestion or comments you want to give to Dhanuka?

QUESTIONNAIRES FOR THE RETAILERS

District:

Block:

Name:

Gender:

Contact No.:

Age:

1. Are you authorised retailer of pesticides? Yes/no
2. Your shop is owned or rented?
3. What is your average annual turnover by selling all brands of pesticides?
4. What is the share of selling Dhanuka products out of your total turnover?
5. In which districts you sell pesticides?
6. What are the brands do you prefer to sell?
 - a)
 - b)
 - c)
 - d)
 - e)
7. Say some regular product sold of any brand?
 - a)
 - b)

- c)
- d)
- e)

8. Do you prefer quality products or cheap products? Remarks

9. Do you prefer credit selling or cash selling?

10. Is Dhanuka doing sufficient promotional activity? YES/NO

11. From which source you came to know about Dhanuka Agritech Ltd?

- a) Print or audio visual media. (Newspaper, Television, internet)
- b) Outdoor media. (Van marketing, Point of purchase, Wall painting)
- c) Dhanuka employees.
- d) Dealers or retailers.
- e) Farmers.

12. How would you rank the strength of Dhanuka under following base? (Put tick mark)

	Excellent	Very Good	Good	Average	Poor	Very Poor
Quality of products						
Market goodwill						
Brand as a whole						
Efficiency of employees						
Cost of products						
Profit margins						

13. Any suggestion or comments you want to give to Dhanuka Agritech Ltd?

QUESTIONNAIRES FOR DEALERS

1. Name of dealer:

a) Address:

b) Village:

c) Post:

d) Block:

e) District:

f) Tele No:

2. No. of sub dealers:

3. Area covered:

4. Are you a authorised dealer of Dhanuka Agritech Ltd? Yes/no

5. What is average annual turnover by selling all brands of pesticides?

6. What is share of selling Dhanuka products out of your total turnover?

7. Please list out top five companies, you are dealer of:

a)

b)

c)

d)

e)

8. What are the brands do you prefer to sell?

9. Have the promotional tools and techniques used by the company are satisfactory and have successfully positioned in the minds of farmers? Yes/no

10. Do you prefer credit selling or cash selling?
11. Being a Dealer of Dhanuka what are the risks and problems to encounter in receiving, selling, storing and making payment to company? (If any)
12. What do you do with the unsold product?
13. Is Dhanuka doing sufficient promotional activities? YES/NO
14. From which source you came to know about Dhanuka Agritech Ltd?
- a) Print or audio-visual media. (Newspaper, Television, internet)
 - b) Outdoor media. (Van marketing, Point of purchase, Wall painting)
 - c) Dhanuka employees.
 - d) Dealers or retailers.
 - e) Farmers.
15. How would you rank the strengths of Dhanuka on the following base? (Put tick mark)

	Excellent	Very Good	Good	Average	Poor	Very Poor
Quality of products						
Market goodwill						
Brand as a whole						
Efficiency of employees						
Cost of products						
Profit margins						

16. Any suggestion for comments you want to give to Dhanuka?