STUDY OF DEALERS' SATISFACTION LEVEL AND BRAND PERCEPTION OF MAJOR TRACTOR BRANDS IN MALWA REGION OF MADHYA PRADESH

A PROJECT REPORT

Submitted by

KUMBHARKAR AMOL ANANDA

Reg. No. 04-1789-2011

In partial fulfillment for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION

INTERNATIONAL AGRIBUSINESS

UNDER THE GUIDANCE

OF

DR. M. R. PRAJAPATI
Assistant Professor

INTERNATIONAL AGRIBUSINESS MANAGEMENT INSTITUTE

ANAND AGRICULTURAL UNIVERSITY

ANAND - 388 110

JUNE– 2013

INTERNATIONAL AGRIBUSINESS MANAGEMENT INSTITUTE
ANAND AGRICULTURAL UNIVERSITY
ANAND -388110

CERTIFICATE

This is to certify that the project report entitled **"Study of Dealers' Satisfaction Level and Brand Perception of Major Tractor Brands in Malwa Region of Madhya Pradesh"** of M.B.A (International Agribusiness) embodies bonafide research work carried out by **Kumbharkar Amol Ananda** under my guidance and supervision and that no part of this project work has been submitted for any other degree. The assistance, guidance and help received during the course of investigation have been fully acknowledged.

Place: IABMI, Anand
Date: / /2013

(Dr. M. R. Prajapati)
Advisor

DECLARATION

I hereby declare that the project entitled **"Study of Dealers' Satisfaction Level and Brand Perception of Major Tractor Brands in Malwa Region of Madhya Pradesh"** submitted for the M.B.A (International Agribusiness) Degree is my original work and this has not formed the basis for the award of any degree, associate ship or other similar titles.

Place: IABMI, Anand **Name**: Kumbharkar Amol Ananda

Date: / /2013 **Reg. No**: 04-1789–2011

ACKNOWLEDGEMENT

Indeed the words at my command are not adequate, either in the form of spirit, to convey the depth of my feelings to my Project Guide ***Mr. Nitin Juneja,*** *General Marketing Manager, International Tractors Ltd. for scholastic guidance, constructive criticism, constant encouragement and pertinent suggestions in planning and execution of this project.*

With profound respect, I extend my gratitude to ***Dr. G.B. Valand,*** *Principal of International Agri Business Management Institute, Anand Agricultural University, Anand for providing necessary facilities during the project work.*

I have an immense pleasure in expressing my deepest sense of gratitude and humble indebtedness towards my college guide ***Dr. M. R. Prajapati*** *(Assistant Professor) his steadfast inspiration, expert guidance, and pain taking effort and keen abiding interest during the entire research work.*

I feel imperative to express my sincere thanks for the generous help received from ***Dr. R.S. Pundir****,* ***Prof. T. S. Shibin, Prof. Y.A. Lad, Prof. Mahesh Prajapati, Prof. Dilip Vahoniya and Prof. Vimal shah*** *for their kind co-operation and valuable help during the project work.*

I am very much thankful to my all my friends special thanks to ***Prathmesh Rupesh, Ramesh, Pravin Chavan and Chakradhar Pawar*** *for their cooperation directly or indirectly in completion of project work.*

At the last but not the least, I think that the words are insufficient to express deep sense of feeling and respect towards my family especially my father ***Ananda Kumbharkar****, without their encouragement, blessing*

and benediction it would not be possible to me, to complete this course. Their patience and sacrifice always have been the vital source of inspiration for me.

Date: **/ /2013**

Place: *Anand* ***Kumbharkar Amol Ananda***

"STUDY OF DEALERS' SATISFACTION LEVEL AND BRAND PERCEPTION OF MAJOR TRACTOR BRANDS IN MALWA REGION OF MADHYA PRADESH"

Name of Student	Advisor
Kumbharkar Amol Ananda	Dr. M. R. Prajapati
(04-1789-2011)	(Assistant Professor)

INTERNATIONAL AGRIBUSINESS MANAGEMENT INSTITUTE

ANAND AGRICULTURAL UNIVERSITY

ANAND - 388 110

ABSTRACT

Mechanization is playing an important role in Indian agriculture. There are direct as well as indirect effects of agricultural machinery and implements on productivity through better use of other inputs, more efficient and timely completion of agricultural operations and increase in cropping intensity. Tractor industry is one of the most capital intensive industries in agricultural machinery industry.

The study conducted on "Study of Dealers' Satisfaction level and Brand Perception of Major Tractor Brands in the Malwa region of Madhya Pradesh" is part of a project of International Tractors Ltd. (ITL-Sonalika Group). The project was carried out with the basic objectives such as, studying the customers' and dealers' perception towards the major tractor brands; analyzing the buying behavior of the customers and assessment of dealers' satisfaction level on various parameters across all the companies in the Malwa region of Madhya Pradesh. The study covered the Malwa region of Madhya Pradesh which consists of 8 districts and 75 villages. Both primary as well as secondary data were used to achieve the stipulated objectives of the study. Primary data was collected with the help of well semi structured Questionnaire.

The study revealed that before buying the tractor, customers majorly preferred to horsepower and was given the highest rating by all the customers, followed by low running cost such as maintenance and fuel consumption, price, resale value, brand name and recommendation from relatives/friends/other villagers in this order. Besides level 1 with above factors, there is Level 2 factor which was given average rating by the customers. This included financial facility, hydraulic system, after sales service, spare parts availability and dealer's behavior.

As far as customer's perception towards brands was concerned, at the aggregate level, for the attribute powerful, Mahindra got highest score and was ranked 1 by customers followed by Tafe, Swaraj, Escorts, Eicher and John Deere in this order. On the basis of fuel efficiency, Mahindra got the highest score and was ranked 1 by customers followed by Swaraj, Eicher and Tafe in this order. On the basis of Less operational and maintenance cost, Mahindra was ranked no.1 followed by Swaraj, Tafe and Eicher in this order and were ranked as 2^{nd}, 3^{rd} and 4^{th} by the customers. Further on the basis of engine capacity, Tafe got the highest score and was ranked 1, followed by Mahindra, Swaraj, Eicher, John Deere and Escorts in this order. At the aggregate level, for the attribute price, Mahindra got the highest cumulative score and was ranked 1 by customers followed by Tafe, Swaraj and Escorts in this order. On the basis of resale value of tractor in the market, Mahindra got the highest score and was ranked 1 by customers followed by Swaraj, Tafe and Eicher in this order. Further these brands were ranked at 2^{nd}, 3rd and 4^{th} ranks respectively. On the basis of spare parts availability, Tafe got the highest cumulative score and was ranked 1 by customers followed by Mahindra, Swaraj and Eicher in this order. Among all the brands, Sonalika was ranked very poorly (8^{th} position). As far as after sales

service is concerned; among all the brands customers ranked Mahindra, Tafe, Swaraj as 1st, 2nd and 3rd respectively.

At the aggregate level, Mahindra is the market leader in Malwa region of MP accounts for around 26% of the total market share followed by Tafe having market share of 20%. Escorts is also having significant portion of the pie and accounts for 12% of the market share. In Malwa region of MP, Mahindra 275 DI Bhoomiputra is having highest share of around 21% of the total population in the region, followed by Massey's MF 241 DI Mahashakti (share of 13%) and Massey 1035 DI, which accounts for 12% of the total population. New Holland 3230 is having 7% share of total population of tractors.

Malwa region of MP has the higher HP market because of the compact and hard black soil conditions. Here, 40-42 HP and 45-50 HP segments account for 46% of the total volumes. Around, 10% of the customers purchased tractor in the January to March period, 15% purchased the tractor in the May to July period and around 46% customers bought tractor in the August to October (festival period of Navratri to Dashahara). But, 18% of the total customers didn't respond as some of them have forgotten the details of their purchase.

Almost all the dealers were satisfied with the services provided by the company as special support to tie up with the financers; companies help in getting trade advances; in recruitment and provide training to manpower at dealership; Supports in promotional activities etc. Dealers ranked Mahindra, Tafe and Swaraj on the top than other brands; on the basis of fuel efficiency, power, less maintenance cost, hydraulic system, spare parts availability and company support. Among all the companies, dealers rated the credit period on a poor scale (Dissatisfied). Average margin and incentives got overall average rating. Satisfaction level on

officials' behavior, delivery in prime season, complaint redressal and replacement of product observed satisfaction level of dealers was quite high. Incentives got the overall average rating.

From the project study it can be concluded that the customers give more attention during buying decision of tractors on horsepower, low running cost, price, resale value, brand and recommendation from relatives/friends/other villagers. So, customers are highly influenced by these factors. However Mahindra, Tafe and Swaraj these three brands are very popular among the customers and dealers considering all the attributes. Moreover, Dealers are highly satisfied on the parameters such as company official behavior, delivery in prime season, complaint redressal and replacement of damaged products and dealers are also satisfied on margin and incentives. Dealers are highly unsatisfied on the credit period given by the company.

LIST OF CONTENT

	SR. NO.		CHAPTER	PAGE NO.
			ABSTRACT	i
			LIST OF CONTENT	v
			LIST OF TABLE	viii
			LIST OF FIGURE	ix
			NOMENCLATURE	x
I			**INTRODUCTION**	**1-21**
	1.1		Background of the study	1
	1.2		Industry profile	1
		1.2.1	History	2
		1.2.2	Indian tractor industry-	3
	1.3		Company profile	14
		1.3.1	Corporate profile	14
		1.3.2	Group companies	18
		1.3.3	Global presence	19
		1.3.4	Product portfolio	19
	1.4		Objectives of the study	21
II			**REVIEW OF LITRETURE**	**22-23**
III			**METHODOLOGY**	**24-27**
	3.1		Area of study	24
	3.2		Source of data	26

		3.2.1	Primary data	26
		3.2.2	Secondary data	26
	3.3		Research design	26
		3.3.1	Sampling method	26
		3.3.2	Sampling unit	27
		3.3.3	Sample size	27
		3.3.4	Research instrument	27
		3.3.5	Analytical tools	27
	3.4		Limitations of the study	27
IV			**RESULT AND DISCUSSION**	**28-47**
	4.1		Classification of farmers	28
	4.2		Age group of the respondents	29
	4.3		Educational level of respondents	30
	4.4		Income level of respondents	30
	4.5		Penetration of tractors' brand	31
		4.5.1	District wise brand penetration	32
	4.6		HP wise segmentation mix	34
		4.6.1	District wise HP segmentation mix	35
	4.7		Population of major tractor models	36
	4.8		Month of purchase	37
	4.9		Factors influencing the purchase decision	38
	4.10		Brand perception on the basis of technical	39
	4.11		Brand perception on the basis of other	41
	4.12		Educational qualification of dealers	42

	4.13		Experience of dealers in tractor business	42
	4.14		Other source of income	43
	4.15		Annual sale of the tractors	44
	4.16		Dealers' perception for major tractor	45
	4.17		Rating of satisfaction level of dealers	46
	4.18		Services provided to dealers	47
V			**SUMMARY AND CONCLUSION**	**48-52**
	5.1		Major findings	48
	5.2		Miscellaneous findings	50
	5.3		Conclusion	52
	5.4		Suggestions	52
			References	xi
			Annexure	xiii

LIST OF TABLE

TABLE NO.	CAPTION	PAGE NO.
1.1.	Linkages of domestic manufacturers with global OEMs	12
3.1.	Area of survey	25
4.1.	Factors influencing the purchase decision	38
4.2.	Brand perception on the basis of technical attributes	39
4.3.	Brand perception on the basis of other attributes	41
4.4.	Dealers' perception for major tractor brands	45
4.5.	Overall rating of parameters	46
4.6.	Services provided by the company to the dealers	47

LIST OF FIGURE

FIGURE NO.	CAPTION	PAGE NO
1.1	Trend in yearly tractor sales volume	6
1.2	Trend in yearly Monthly tractor sales volume	6
1.3	Trend in domestic tractor sales across geographies	8
1.4	Movement in HP-wise segment mix	9
1.5	Trend in market share of tractor OEMs	11
1.6	Trend in addition of tractor manufacturing Capacity by key OEMs	13
3.1	Break Up of Sample Size	24
3.2	Map of Madhya Pradesh	26
4.1	Classification of farmers on basis of land holding	28
4.2	Age group of the respondents	29
4.3	Educational level of respondents	30
4.4	Income level of respondents	31
4.5	Penetration of tractors' brand	31
4.6	District wise brand penetration	32
4.7	HP wise segmentation mix	34
4.8	District wise HP segmentation mix	35
4.9	Population of major tractor models	36
4.10	Month of purchase	37
4.11	Educational qualification of dealers	41
4.12	Experience of dealers in tractor business	42
4.13	Other source of income	43
4.14	Annual sale of the tractors	44

NOMENCLATURE

Dec	December
FDI	Foreign Direct Investment
Fig.	Figure
FY	Financial year
GDP	Gross Domestic Product
GOI	Government of India
HP	Horse Power
HSC	Higher Secondary Certificate
ICAR	Indian Council of Agriculture Research
ITL	International tractors Limited
KCC	Kisan Credit Cards
M&M	Mahindra and Mahindra
MP	Madhya Pradesh
MSP	Minimum Support Price
NABARD	National Bank of Agriculture and Rural Development
NREGA	National Rural Employment Guarantee Act
NPA	Non-Performing Assets
Nov	November
OEMs	Original Equipment Manufacturers
PSU	Public Sector Undertaking
RBI	Reserve Bank of India
RKVY	Rashtriya Krishi Vikas Yojana
S.S.C	Secondary School Certificate
USA	United State of America
Yrs	Years

I. INTRODUCTION

1.1. BACKGROUND OF THE STUDY:

The study entitled "Study of Dealers' Satisfaction level and Brand Perception of Major Tractor Brands in Malwa region of Madhya Pradesh" is part of a project of International Tractors Ltd. (ITL-Sonalika Group). The study has covered Malwa region of Madhya Pradesh consisting of 8 districts and 75 villages. ITL is interested to know the buying behavior, customers' perception and satisfaction level of dealers across all major tractor brands.

1.2. INDUSTRY PROFILE:

Overview

Although agriculture sector contributes less than 15 per cent to the total GDP, it is critical to the economy as it supports around 52 per cent of the total workforce. Agriculture is not only source of livelihood for large section of population but the fact that an average Indian spends half of the total expenditure on food makes it the sector important from the food security point of view. In order to support the economic growth of around 9 per cent which government was targeting to achieve as per 12^{th} five year plan, agriculture sector needs to grow at 4 per cent per annum. The performance of the agriculture sector thus assumes great significance for the government.

Agricultural machinery industry is an important segment of the agribusiness sector in India and plays a crucial role in furthering agricultural development. The industry comprises of a large number of segments even in the organized sector. Tractor industry is one of the most

capitals intensive industries in agricultural machinery industry with more than half a dozen major players in the market at present (Kaur, 2004).

The tractor penetration level in India is very low as compared to the world standards. Also the penetration levels are also not uniform throughout the country. While the northern region is now almost saturated in terms of new tractor sales, the southern region is still under penetrated. The medium horse power category tractors, 31-40 HP, are the most popular in the country and fastest growing segment.

The Indian tractor industry is relatively young but the largest tractor industry in the world (accounting for 30% of Global production). Industry characterized as medium HP Tractor Industry because of the fragmented land holding in India. Since last decade industry had been growing (Y-o-Y) @ more than 15%. In last two years Industry is growing (Y-o-Y) @ 28% & 24% in FY10 and FY11 respectively but grown at moderate pace of 11.5% in 2011-12. Market size of the industry has reached to 6.07 lac units in FY11-12, with industry growing at a robust pace in the past three years.

There are currently 14 players in the industry. Mahindra & Mahindra is the leading player in the industry. Monsoon season is a key driver for sales of tractors. A series of good or bad monsoon can affect the sales. In recent years the industry has registered a good growth in sales, both domestic as well as exports. This is also partly because of the initiative of the government to boost up agriculture and agricultural machinery industry.

1.2.1 Evolution of the Tractor Industry

- ***Inception Phase (1945 to 1965)***
- ***Regulatory Phase (1965 to 1980)***

- ***Development Phase(1980 to 1992)***
- ***Liberalization Phase(1992 to 2002)***
- ***Growth Phase(2002 onwards)***

1.2.2. INDIAN TRACTOR INDUSTRY – SALES PERFORMANCE

The Indian tractor industry has experienced strong volume growth during FY10-9mFY12 on the back of favorable cyclical and structural demand drivers. While tractor volumes remained robust through most of FY12 despite macro-economic headwinds; the domestic tractor market is showing some signs of weakness over the last couple of months. The demand-side economics in the tractor industry continue to find favour from factors such as support from the Government of India (GOI) towards rural development and agri-mechanisation; scarcity of farm labor especially during the sowing season; increase in credit flow to agriculture; increase in non-agri application of tractors as in infrastructure projects; growth in niche power segments (<20HP and >50HP) and untapped territories; besides healthy export sales. However, off-late there are some concerns emerging over the earnings of farmers from the Rabi crop; growing NPAs of tractor loans with public sector banks; and demand fatigue after strong sales growth during the last 2.5 years.

On a regional basis, the western and southern parts of the country have performed above par while the eastern and central parts have reported muted growth figures in 9mFY12. Further, the northern region, which is the largest tractor market of the country, grew at a healthy pace during the period, benefiting from sustained replacement demand. The demand outlook from southern India continues to be robust over the medium term and many OEMs are shifting focus from saturated markets to relatively under penetrated geographies in southern states. In fact, roughly 50% of

the incremental capacity expansion for the industry is expected to come up in southern India. The domestic tractor industry is currently in a capacity augmentation phase and supply-demand dynamics of the industry are expected to change with the commissioning of large manufacturing capacity in FY13. Sharp increase in production capacity may have a bearing on the pricing power of tractor OEMs, ultimately putting pressure on their profitability matrices. Even during 9mFY12, Indian tractor manufactures witnessed margin contraction in light of continued hardening of rubber and steel prices, notwithstanding price increases to offset hike in input cost as well as change in emission norms (only for greater than 50 HP category).

Having grown at a moderate pace of 11.5% to 0.6 million units in 2011-12, volumes in the Indian tractor industry continued to be in a phase of cyclical correction during H1 2012-13, with the situation being exacerbated by a deficient and delayed monsoon season. While industry volumes grew at a modest rate of 2.8% in Q1 2012-13, growth slipped into the negative territory during Q2 2012-13 (-10.9% YoY) with lower than expected precipitation impacting sentiments in the farm community. Further, Industry demand continues to be held back by firm interest rates, extended bout of high inflation affecting investment sentiment of farmers and hike in tractor prices by domestic OEMs. Demand from the non-agricultural segment has also remained sluggish with no significant pick-up in construction and infrastructure related activity. Although the industry is beset with these near term challenges, long term prospects continue to derive strength from factors such as support from the Government of India (GOI) towards rural development and agri-mechanisation, scarcity of farm labour especially during the sowing

season, increase in credit flow to agriculture, moderate penetration, shortening replacement cycle; besides healthy exports.

It is expected that tractor sales to be tepid in FY13, in light of weak Kharif output and concerns over the delayed sowing of Rabi crops. YoY growth rates are however expected to see some improvement during Q4 2012-13 supported by weak base of Q4 2011-12 and likely reversal of interest rate cycle. Overall, ICRA expect tractor sales volumes to witness flat volumes (0-2% decline) for full year FY13; while maintaining a volume CAGR of 8-9% over the next five years.

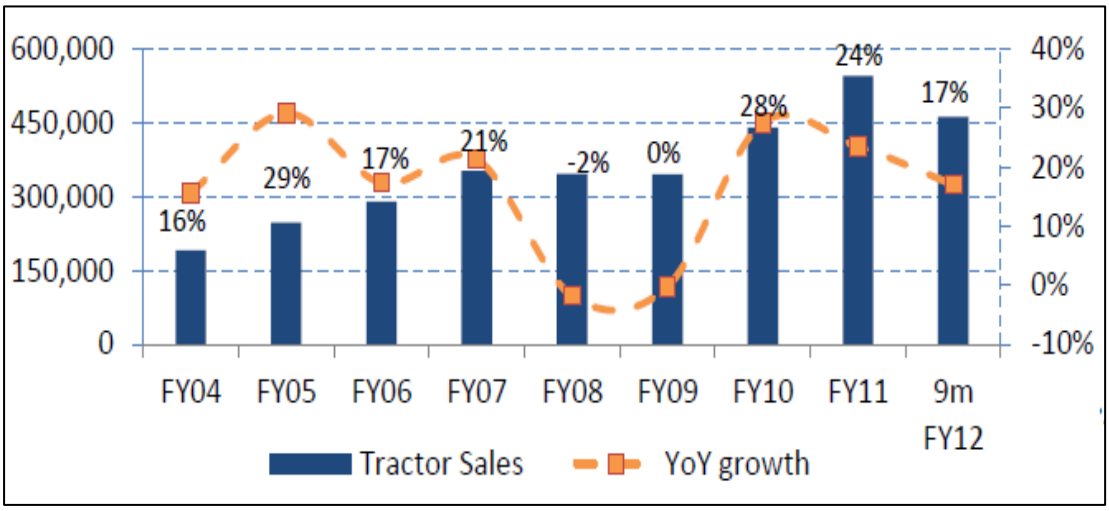
	VOLUMES					***YOY GROWTH (%)***				
	FY09	***FY10***	***FY11***	***FY12***	***FY13e***	***FY09***	***FY10***	***FY11***	***FY12***	***FY13e***
Domestic + Export	3,45,827	4,41,174	5,45,128	6,07,658	596-608 ('000)		28%	24%	11%	0 to -2%

1.2.2.1. Trend in Yearly Tractor Sales Volume (Domestic + Export)

Growth Momentum In Tractor Market Continues:

Volume growth in the Indian tractor industry has remained strong in 9m FY12 even when the automotive industry has experienced slackening demand on account of rising inflation, hardening interest rates and increasing fuel prices. After a period of downturn during FY08 and FY09, the up-cycle in the tractor market has extended over the last three years (FY10-9mFY12). Some of the cyclical factors that have contributed to healthy demand side economics are good south-west monsoons supporting farm output, strong rural liquidity sustained by higher minimum support price (MSP) for crops and double digit food inflation, besides adequate credit availability driven by NBFCs and private banks. Structural drivers like scarcity of farm labour in light of alternate employment opportunities, steady replacement demand and growing non-

agricultural use of tractors have also supported tractor volumes. In addition, long-term drivers of the industry such as low tractor penetration, increasing budgetary allocation towards the rural sector and government support for farm mechanization remain favorable.

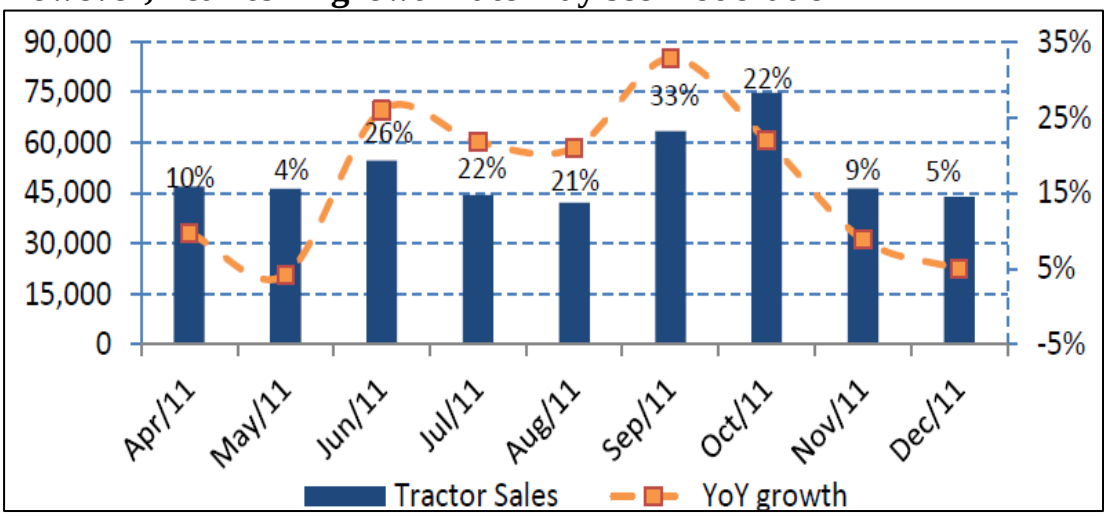


Source: CMIE Database, ICRA Estimates

Fig 1.1: Trend in Yearly Tractor Sales Volume (Domestic + Exp)

1.2.2.2. Trend in Yearly Monthly Tractor Sales Volume (Dom+ Ex)

However, near term growth rate may see moderation



Source: CMIE Database, ICRA Estimates

Fig 1.2: Trend in Yearly Monthly Tractor Sales Volume

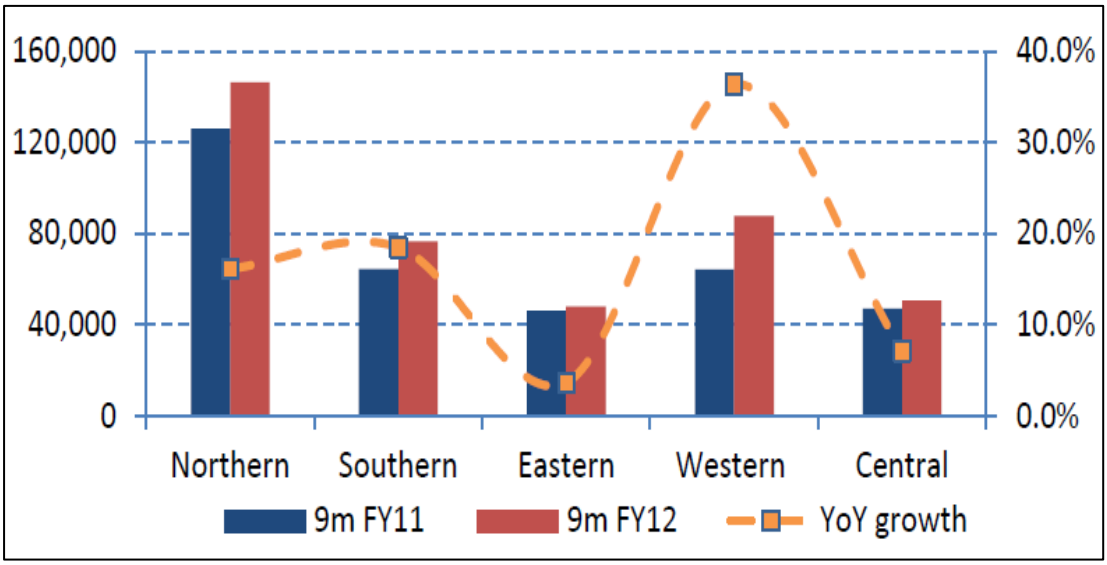
Notwithstanding growth moderation during Nov-11 and Dec-11, tractor sales have witnessed double-digit sales growth in most of the months during 9m FY12, with strong growth around the festive season. Oct-11 saw the industry report record monthly volumes in light of buoyant demand from both the export and domestic market. Sales volumes, however, tapered during Nov-11 and Dec-11 after a good festival season; considering that these months are usually weak in terms of tractor demand. Further, estimates for tractor sales for January month signal some shrinkage in tractor volumes. While Rabi crop output is expected to be healthy, there are concerns that a bumper output shall put pressure on farm gate prices, ultimately resulting in lower-than-expected cash inflow for farmers. Some moderation in growth is thus likely in the coming months. Apart from issues related to earnings from rabi crop, there are also concerns on rising non-performing assets (NPA) of tractor loans with public sector undertaking (PSU) banks.

1.2.3. INDIAN TRACTOR INDUSTRY – REGION WISE PERFORMANCE

1.2.3.1. Shift in Spotlight to Under-penetrated Markets

States such as the Punjab, Haryana and Uttar Pradesh have achieved high tractor penetration levels, thus leading to gradual decline in the rate of growth of tractor sales in northern part of the country. The region, however, continues to account for over 35% of the domestic tractor volumes – partly supported by relatively high farm prosperity and shorter replacement cycle in these regions – with second hand tractors finding its way to neighbouring states. During 9mFY12, volume growth in the western region was robust, with Gujarat recording the highest sales growth (62% YoY) amongst other states, benefiting from increased

acreage of cotton and groundnut crops. Maharashtra also saw better-than-industry growth figures on account of increased non-agri tractor usage and faster adoption of small tractors. The southern region reported 18.5% YoY growth during 9mFY12 on the back of low base and increased activities of finance agencies and tractor manufacturers. The performance of the eastern region, however, remained lacklustre, with sales in Orissa declining by 15% YoY in 9mFY12 in view of large-scale crop damage caused by floods. Even Bihar, which is the largest tractor market in Eastern India, reported muted growth of 6% in this period. Although western and southern states continue to display higher than industry growth rates; these regions have experienced sharp growth deceleration in Jan-12 and this trend is likely to continue over the next couple of months. Nevertheless, the southern region is expected to witness strong growth rate over the medium term with increasing focus of OEMs on untapped markets in southern India. Further, replacement sales shall continue to buttress tractor demand in the northern region, but volumes growth is expected to remain below par.



Source: India Meteorological Department; CMIE Database; ICRA Research

Fig 1.3: Trend in Domestic Tractor Sales across Geographies

1.2.4. INDIAN TRACTOR INDUSTRY - HP-WISE PERFORMANCE

Sales to witness polarization towards high- and low-powered segments

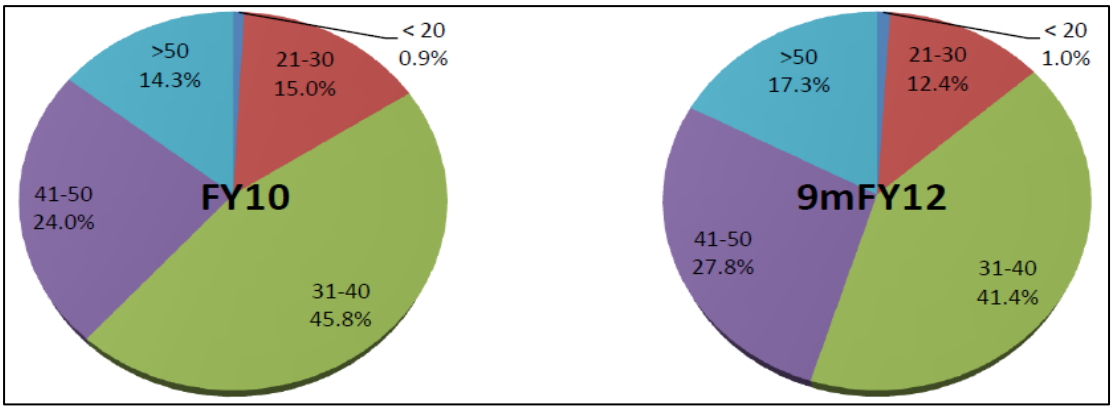


Fig 1.4: Movement in HP-wise Segment Mix

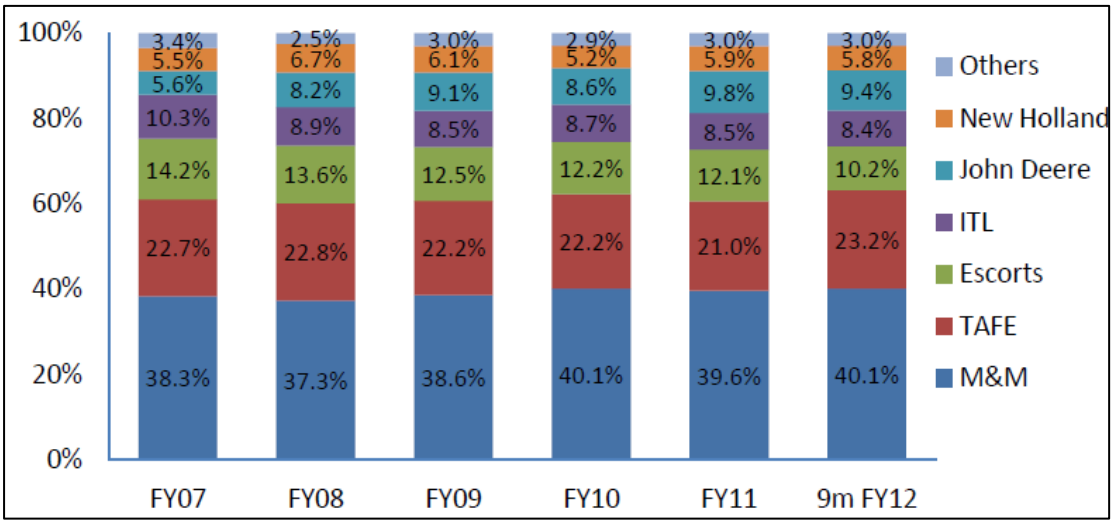
The Indian tractor market has traditionally been a medium HP market, with 31-40 HP tractors accounting for over 45% of industry volumes. The industry is, however, witnessing polarization, with higher growth in the upper and lower HP segments, and the rate of growth in medium HP segment remaining moderate. A farmer's choice of tractor size is typically a trade-off between the utility of the tractor (which includes haulage capacity requirement) and its price. Despite higher prices, several factors have led to a structural shift in the industry towards higher powered tractors. The factors include the increasing tractor penetration in southern India, which has traditionally been a higher HP market (due to higher power requirement in paddy fields); replacement demand for higher HP tractors from the northern region; increasing use of tractors in non-agricultural applications and growth in export of higher HP tractors. ICRA expects the change in emission norms for tractors in the >50 HP category and the passing on of cost increases by OEMs to customers (3%-

4% increase in Oct 2011) to result in some drop in demand, or trading down by customers over the short term. Nevertheless, growth in the greater than 40 HP tractor market is expected to remain sound. Shift towards higher HP segment augurs well for the tractor industry as it results in higher EBIDTA (earnings before depreciation interest and tax) per tractor. With greater portfolio concentration towards higher HP offerings, market participants like John Deere, New Holland and Eicher are expected to benefit from this change in customer purchase pattern.

Strong underlying demand in the less than 20 HP category has prompted the entry of organized players like M&M; a segment which is currently catered to largely by un-organized players. Accordingly, sale of less than 20 HP tractors saw strong 25.7% *YoY* growth in 9mFY12; albeit on a small base. With roughly 39% of the area under cultivation contributed by small and marginal farmers (less that 2 hectare land holding) the opportunity in this space are significant; more so in light of very low tractor penetration at present. Also with scarcity of farm labor and rising cost of bullock carts, the trend of ownership of small and less expensive tractors by marginal farmers is catching up. Apart from lower initial costs, these tractors deliver better fuel efficiency when compared to their higher powered cousins, making it viable for small farmers to upgrade from a bullock cart to a tractor. While currently M&M and VST tillers are the only two large players that have presence in this sub Rs 2 lakh tractor market others likes ITL and Escorts are expected to enter this segment soon. However, restricted application to soft soil conditions, competition from second hand market of higher HP tractors, and limited credit worthiness of marginal farmers are some of the factors that shall also influence the growth in the sub 20 HP tractor market.

1.2.5. INDIAN TRACTOR INDUSTRY- COMPETITIVE LANDSCAPE

The Indian tractor industry has 14 national and a few regional participants. The market share is, however, concentrated amongst the top-five manufacturers, accounting for over 90% of total volumes. With relaxation of the FDI in agriculture to boost productivity, large international participants such as AGCO Corporation, CNH Global and John Deere entered the Indian market long time back. Most of these international manufacturers have continued to maintain their presence in India either through their wholly-owned subsidiaries or through joint ventures and technical collaborations with Indian companies, as can be seen from Table-3. While the tractor industry has relatively low entry barriers in terms of technology, costs involved in branding, distribution network and spare parts availability act as barriers. Also, as most of the sales are based on word-of-mouth feedback, a new entrant is expected to take considerable time to establish it and pose a serious threat to industry incumbents.



Source: CMIE Database; ICRA Research

Fig 1.5: Trend in Market Share of Tractor OEMs

Table 1.1: Linkages of Domestic Manufacturers with Global OEMs

COMPANY	*COLLABRATOR/ PROMOTER*	*SOP*	*REMARKS*
TAFE	Massey Ferguson. UK	1961	AGCO Corporation, owner of Massey Ferguson, is amongst the top three farm equipment manufacturers in the world.
Escorts	Ford Motors Company ,USA	1971	In 1995, Escorts Limited bought the stake of its JV partner, Ford Motor Company (FMC), USA and made Escorts Tractors Limited its subsidiary
John Deere	Deere & Company, USA	1999	Commenced as a 50:50 JV with Larsen & Toubro Limited; Deere & Company acquired nearly all of the shares of its JV partner in 2005.
New Holland	Case New Holland Global	1999	New Holland Fiat India is a 100% subsidiary of USD 15bn. CNH Global, a majority owned subsidiary of the Fiat Group
VST Tillers	Mitsubishi A. M. Company Ltd, Japan	1967	Entered into financial and technical collaboration to manufacture tractors in 1984
SAME	Same Deutz- Fahr. Italy	1999	In 2002, SAME bought the shareholding of Greaves in their JV

1.2.5.1. Indian Tractor Industry – Manufacturing Capacity

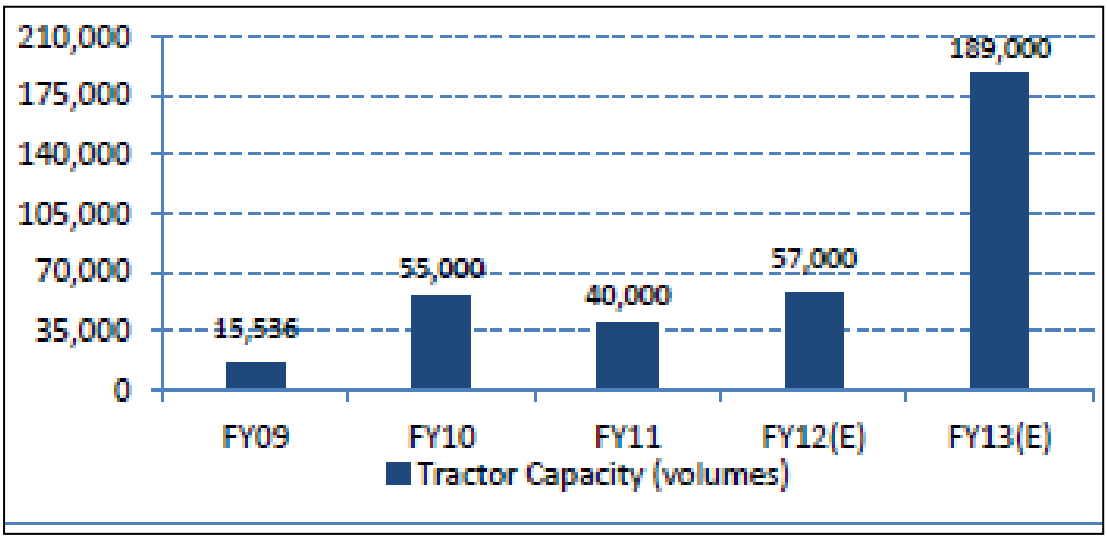
Industry in capacity augmentation phase

Prolonged industry up-cycle and favorable demand outlook over the medium term have prompted market participants to enhance their manufacturing capacity. Almost all the major manufacturers have announced capex plans for the next 1-2 years and the industry's capex budget for the FY12-FY14 period is estimated at Rs. 1400 crore. During YTD FY12, additional manufacturing capacity of 57,000 units has come on-stream. As per estimates, a large capacity of 2.8 lakh units is expected to get commissioned in 2012-2014. Of this, about 50% is expected to

come up in southern India. To improve its penetration in the southern states, M&M is currently setting up a greesnfield manufacturing facility at Zaheerabad, Andhra Pradesh with a capacity of 1 lakh units. VST Tillers also has plans to open an additional plant with capacity of 0.3 lakh units at Hosur in Tamilnadu.

Tractor manufacturers are dependent on ancillaries, which are mostly SMEs, for components such as castings, steering assemblies, gearboxes and brake assemblies. The ability of tractor component suppliers to augment manufacturing capacity at a commensurate pace would be critical for the successful implementation of growth plans of Indian tractor manufacturers.

India is gradually gaining acceptance in the international tractor export market. Accordingly, apart from cash outflows related to capex, ICRA also expects the industry to increase its investments into R&D to meet global safety standards and emission norms.



Note: chart does not include volumes of John Deere's Brownfield expansion and ITL's Greenfield expansion. Source: CMIE Database; ICRA Research

Fig.1.6: Trend in Addition of Tractor Manufacturing Capacity by Key OEMs

1.2.5.2. Indian Tractor Industry – Financial Performance

Notwithstanding strong demand during 9mFY12, hardening of steel and rubber prices has affected the profitability of tractor manufacturers. Although market participants have increased prices and benefited from higher operating leverage from expanded sales, most have not managed to completely off-set the hike in input costs or raised prices with a lag. In ICRA's view, the price increases by some tractor OEMs between Oct-11 and Jan-12 and commodity prices coming off peak levels should help the industry report some improvement in margins from their 2011 levels in the current quarter. However, the supply-demand dynamics in the domestic market shall undergo a shift with large manufacturing capacity coming on-stream in H2 2012, which could affect the pricing power of Industry participants, ultimately putting pressure on operating profitability.

1.3. COMPANY PROFILE:

"INTERNATIONAL TRACTORS LIMITED-SONALIKA GROUP"

1.3.1 CORPORATE PROFILE

Sonalika, a special variety of wheat seeds was the major catalyst in ushering in green revolution in India in the early sixties. It was the adaptation of these Sonalika seeds that resulted in geometric growth in production of food grains in the country. The spirit of the name Sonalika which literally means 'Sone ki Lakeerein' or Lines of Gold has not only helped the country in becoming self-sufficient in food grains but also ensured that it turns India into an exporter of food grains through the surplus in domestic production.

International Tractors Limited, manufacturer of Sonalika Farm Equipment and Tractors under the brand name 'Sonalika' has taken the same spirit forward not only in India but to over 70 countries across the world and has become a name to reckon with.

Incorporated in 1969 to accomplish newer heights of success, Sonalika Group has come a long way. Today the group is among the top three tractor manufacturers of India and provides a complete product line including tractors, multi-utility vehicles, engines, farm machinery attachments, diesel gensets, auto components and pick & carry cranes.
The group understands the requirements of its customers fairly well and tries coming up with exceptional tailor-made products suiting their needs. The group's state-of-the-art production plants spread across many acres and are strategically established in a pollution free zone in Punjab and Himachal Pradesh.

Today, taking the voyage of success further, Sonalika Group sits on a strong platform with a turnover of approx. 600 million USD. The annual average growth of 30% is the testimony of ITL's achievements and makes it one of the fastest growing corporate in India. Moreover, Sonalika Group is also one of the few debt free corporate of the world. Its strength of 3000 people includes some of the renowned names in industry.
It is one of the fastest growing companies having the capacity of producing 100000 tractors per annum. ITL has its own engine and gear manufacturing plants. Since 2006, the company has technical and financial collaboration with Yanmar of Japan and technical collaboration agreement with world leader-Renault Agriculture of France. As a result of this joint effort, Sonalika has developed the world class Euro-II range at its fully automated plant at Hoshiarpur. Renault Agriculture – ITL

agreement resulted in the production of Ceres an Solis tractor under Sonalika brand name.

Sonalika Group has also joined hands with some of the leading international names like Yanmar of Japan, JM Finance Trustee & Magma Sharachi Finance.

Vision

- To become the World's leading tractor manufacturing company and a major player in automotive products and services.
- To provide value for money to the customers by producing High Quality Innovative Products at competitive price.

Core Values

- Fast adaptability to change.
- Innovative in fields and business.
- Offer service with a smile to customers.
- Provide enjoyable working environments to employees.

Highlights

2010

 Sonalika Tractors are now EURO –III A Norms Compliant.

 Started Export of Tractors to Argentina & Serbia.

 Executed the export order to Cameroon worth 40 Million US$.

2009

Grand Launch of technical advanced worldtrac series of tractors. The series comprises of tractors with advanced features.

 Developed in-house unique DIESEL SAVER UNIT FOR SONALIKA Tractors.

 Became only Company in India To Produce 90 Hp Tractors.

2008

 Launched of RX Series of Tractors. Aesthetically appealing designs and shape accepted across the world.

 Export of Tractors Started to USA.

2007

Joint Venture between International Tractors Ltd. and Magma Shrachi Finance.

2006

Successfully developed Four Wheel Drive front axles and Transmission of tractor for Yanmar.

2005

 Achieved turnover of USD 235 Million.

 Joint venture with Yanmar of Japan for manufacturing of Tractors in India.

2001

 Started in house manufacturing of engine for tractor application

2000

 Entered into Joint venture with Renault-France and Class-Germany, helped the group to upgrade its technology and systems.

1.3.2. GROUP COMPANIES

1. International Tractors Limited (ITL)

2. International Cars & Motors Limited (ICML)

3. Sonalika Agro Industries Corporation (SAIC)

4. International Autotrac Finance Limited (IAFL)

1. International Tractors Ltd.

Incorporated in 1995 International Tractors Limited has become a renowned name in tractor manufacturing industry. ITL, one of the top three tractor selling companies in India, has come of age to establish itself as a distinct and excellent tractor manufacturer. ITL is the proud manufacturer of the bestselling tractors between 20 HP to 90 HP. The tractors manufactured by ITL bear testimony to greater performance, unmatched quality and higher reliability in the market because of their better pulling power, minimal fuel consumption and low emission. With their exceptional qualities these tractors cater to the demands of agriculture sector not just in India but also in various other countries.

ITL's top-end manufacturing processes, international quality control systems and advanced research and development facilities are duly ISO-9001:2008 certified by the joint accreditation system of Australia and New Zealand. Moreover, ITL is the first tractor manufacturing company in the country to be accredited with ISO-14001 certification, TS16949.

ITL tractors are fitted with engines which are compliant to smoke & mass emission for India certified by ARAI, Pune (Euro II) & also has approval from Environmental protection Agency, Washington DC for EPA compliance and from TUV for Euro III compliance.

All tractor models of ITL are tested & approved by Central Farm Machinery and Tractors Training & Testing Institute, Bundi (MP) India, (the Government of India Institute authorized for issuing test reports). These Certifications have enabled ITL to enter in to various countries across the Globe.

1.3.3. GLOBAL PRESENCE

The credit of Sonalika's success goes to its sheer dedication that enabled it to traverse beyond national boundaries and carve a niche for itself. Today Sonalika Group is known for its world class quality products not only in India but across the globe. Today, Sonalika products are making their presence felt in more than 70 countries. The global recognition of Sonalika's growth has been highlighted by strategic investment into the group by leading International Brands like Yanmar of Japan. Not just this, the group also has its own Research & Development wing with world-class facilities adhering to the highest quality standards.

1.3.4. PRODUCT PORTFOLIO

Tractors	***Agriculture Implements***
Silent Generator	***Pick and Carry Cranes***
Auto Components	***Engines***

- **Tractors :**

Sr. No.	HP Range	Model	No. of Cylinders	HP Series
1	35-40	DI-35 CG	3	39
2	35-40	DI-35RX	3	39
3	40-45	DI-745 III RX	3	45
4	45-50	DI-60 MM RX	3	50
5	50-55	DI-60 MM Super RX	3	55
6	50-55	DI-750 lll RX	4	55
7	55-60	DI-60 RX	4	60
8	61-75	WORLDTRAC 75 RX 2WD/4WD	4	75
9	76-90	WORLDTRAC 90 RX 2WD/4WD	4	90
10	20-30	DI-30 ll	2	30
11	31-34	DI-734	3	34
12	35-40	DI-35 SG	3	39
13	40-45	DI-740 lll	3	42
14	45-50	DI- 745 lll	3	45
15	50-55	DI- 750 lll	4	55

1.4. OBJECTIVES OF THE STUDY:

- To analyze the factors which influence the buying decision of customers.
- To study the Customers' and Dealers' perception about the major tractor brands.
- To assess the Dealers' satisfaction level on various parameters.

II. REVIEW OF LITERATURE

Singh (2004) concluded that the horsepower of the tractor was the major consideration in purchase of tractor followed by fuel efficiency and after sales service in that order. But in Punjab, there were other factors like file cooling, no. of cylinders, colour and appearance, hydraulic changes, double clutch, powerful lift, special gear, and work with rotavator. In fact, there are special features which are required in a matured market like Punjab. Another major factor which emerged across analysis of companies was market value or resale value of the tractor. Farmers/buyers look for multiple aspects in tractor while making a purchase. Therefore, it is not just the horse power but other features as well as resale value which are equally important.

Gandhi and Patel (1997) observed that there is both a replacement as well new demand for tractors. The demand for tractors in India is dictated by several factors like, monsoons, availability of irrigation and credit, farmers' disposable incomes, cropping patterns, and the minimum support price for farm produce. The major factors in the demand for tractors in India have been found to be gross irrigated area (cropping intensity), real price of tractor and demand for tractors in the previous year, and area under high yielding varieties (Gandhi and Patel, 1997) besides land holding and credit availability.

Sharma and Grover (1998) In his study revealed that In Punjab demand for tractor is guided by the cropping intensity, cultivated area, and credit availability along with demand for tractors in the previous year and social considerations which determine demand for tractors. Most of these are agronomic and agro-economic factors.

Singh and Sidhu (1990) concluded that transport of people and materials alone take away 60% of a tractor's life and only 40% is spent on the field. The overall utilisation of available operational tractor capacity varies directly with farm size. However, over 40% of available tractor capacity remains unutilised.

Murthy (1999) An average farmer finds work for his tractor for less than 400 hours in a year as against the norm of 1000 hours recommended by bankers to recover the fixed investment cost. Further, out of these 400 hours, less than 300 hours constitute strictly on farm operations and the remaining 100 hours are devoted to marketing of produce and purchase of inputs, custom hiring and social activities.

Raghuram (2000) ICRA the tractor market segments can be in terms of the power configuration. In India there are five categories based on the engine horsepower (HP) under 20 HP, 21-30 HP, 31-40 HP, 41-50 HP and over 51 HP. Of these five sub-segments within the industry, more than 55% of the total sales were accounted for by the 31-40 HP segment in 2000. In recent months, changes seem to be taking place. Demand for higher HP tractors is expected to increase with choices shifting to high-powered tractors since they can be used for a variety of purposes. The demand for small HP tractors started when the farmers made primary transition from bullocks. Now the farmers have moved into higher HP tractors.

III. RESEARCH METHODOLOGY

3.1. AREA OF STUDY:

The study has covered the Malwa region of Madhya Pradesh which consists 8 districts and from each district 3 talukas were selected purposively; only those talukas were selected where the tractor's sale is more than 200 units. Further, from each taluka, 3 villages were selected purposively where numbers of households are more than 200 and from each village, 4 customers were selected as per convenience. Further, 48 dealers from these 8 districts were selected as per convenience. Together, a total of 300 customers and 48 dealers were selected for the sample study.

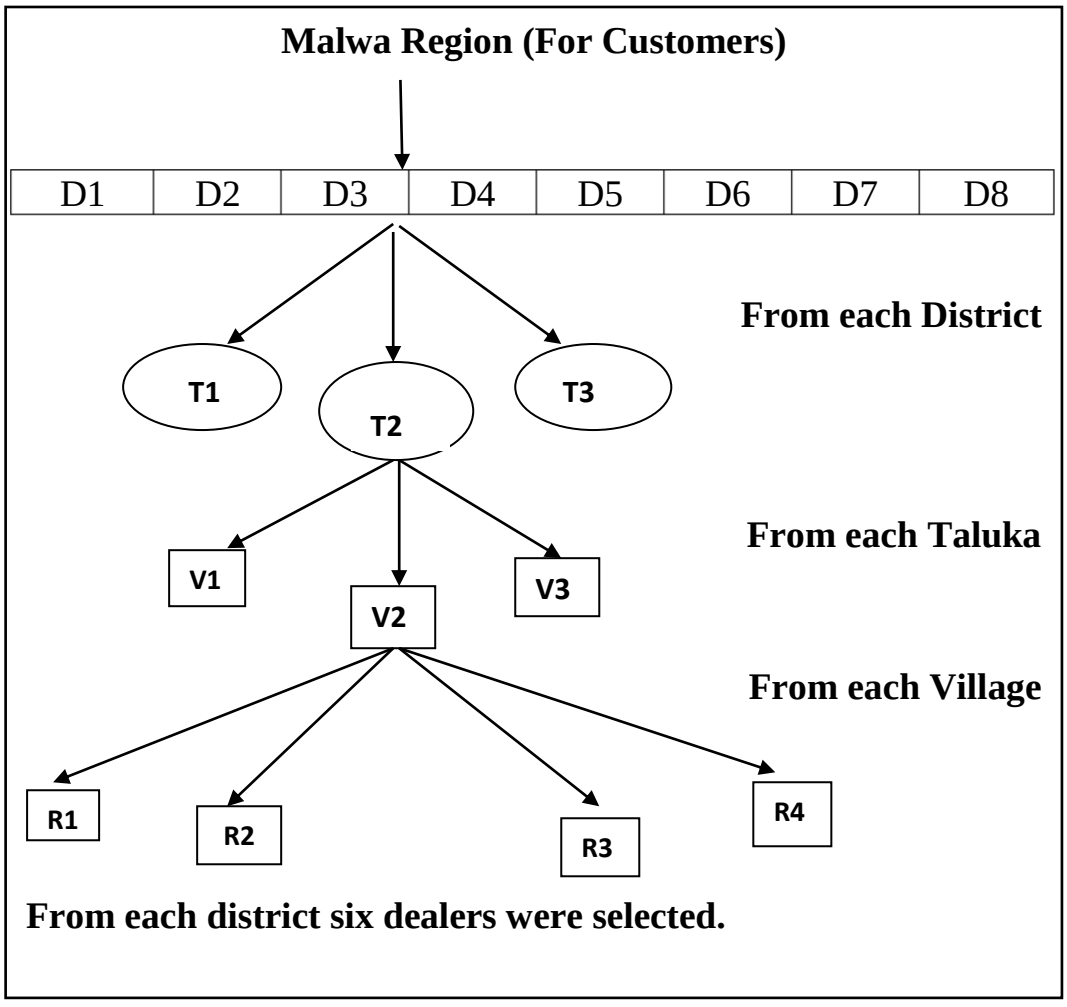


Fig.No.3.1:Break Up of Sample Size

Table 3.1: Area of Survey

Region	District	Taluka	Villages	Total
Malwa	*Mandsaur*	Mandsaur	Acheri, Bani, Bhuki	4 customers from each village; i.e. 36 customers
		Malhargarh	Bahi, Irli, Kheda	
		Sitamau	Akya, Aori,Handi	
	Neemuch	Neemuch	Amba, Daru, Gudla	4 customers from each village; i.e. 36 customers
		Manasa	Amad, Bani, Arnya	
		Jawad	Akli, Badi, dabi	
	Indore	Indore	Gehli,Jani,Morod	4 customers from each village; i.e. 36 customers
		Depalpur	Agra, Bosri, Kai	
		Sanwer	Guran, Kadwa, Panod	
	Ratlam	Ratlm	Borda, Diwel, Hemti	4 customers from each village; i.e. 36 customers
		Jaora	Akoli, Holdi, Khoda	
		Piploda	Mawta, Pipliya,Naveli	
	Ujjain	Ujjain	Erwas, Nalwa, Talod	4 customers from each village; i.e. 36 customers
		Badnagar	Dotra, Jafla, Itawa	
		Khachrod	Divel, Jalod, Luhari	
	Shajapur	Sajapur	Barwa,Bordi, Jadni	4 customers from each village; i.e. 48 customers
		Kalapipal	Akodi, Dodi, Farad,	
		Shujalpur	Bolda, Dabri, Mugod	
		Nalkheda	Basya,Ladon, Samri	
	Dewas	Dewas	Ant, Dewar, Hirli	4 customers from each village; i.e. 36 customers
		Kategaon	Ajnas, Bandi, Dai	
		Kannod	Amoda, Balya, Bardi	
	Sehore	Sehore	Amla, Barri, Bhoj	4 customers from each village; i.e. 36 customers
		Nasrullaganj	Bari, Bain bodi	
		Aashta	Bager, biplane, Duka	
				Total = 300

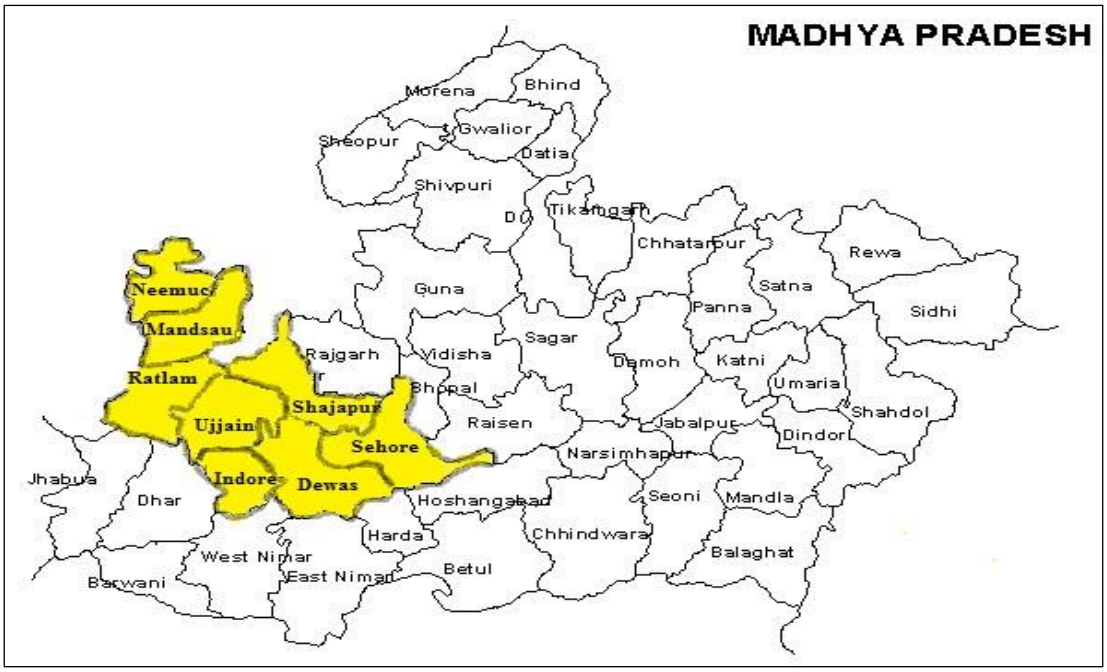


Fig.No.3.2 Map of Madhya Pradesh

3.2. SOURCE OF THE DATA:

Primary as well as secondary data were collected to meet the objectives of the study.

3.2.1. Primary data: - Primary data were collected from the customers and dealers with the help of semi structured questionnaire.

3.2.2. Secondary data: - Secondary data were collected from company officials, magazines, books and from various websites.

3.3. RESEARCH DESIGN:

3.3.1. Sampling method

The sampling method was Non probability sampling under which convenience sampling technique was used.

3.3.2. Sampling Unit

To study the given objectives, customers and dealers were selected as the sample unit and data were collected from them.

3.3.3. Sample size

A sample of 300 customers and 48 dealers were selected and interviewed.

3.3.4. Research instrument

Considering the nature of the study as well as to obtain authentic information from the respondents, information was collected through semi structured questionnaire.

3.3.5. Analytical Tools: To meet the objectives of the study Tabular analysis and Graphical presentations were employed as analytical tools.

3.4. Limitations of the Study

- Selected sample may not represent actual population.
- Analysis is purely based on the responses of the respondents.
- Respondents may have given biased responses.

IV. RESULT AND DISCUSSION

The project entitled "Study of Dealers' Satisfaction Level and Brand Perception of Major Tractor Brands in Malwa region of Madhya Pradesh" has been carried out within the line of objectives and research methodology. Customers and dealers were asked several questions as per questionnaire prepared. The survey work was completely on specific area. The results were analyzed mainly with respect to the response of the respondents. The response of the respondents were observed and noted down. The results observed are incorporated in this chapter.

4.1. Classification of Farmers on the basis of Land Holding:

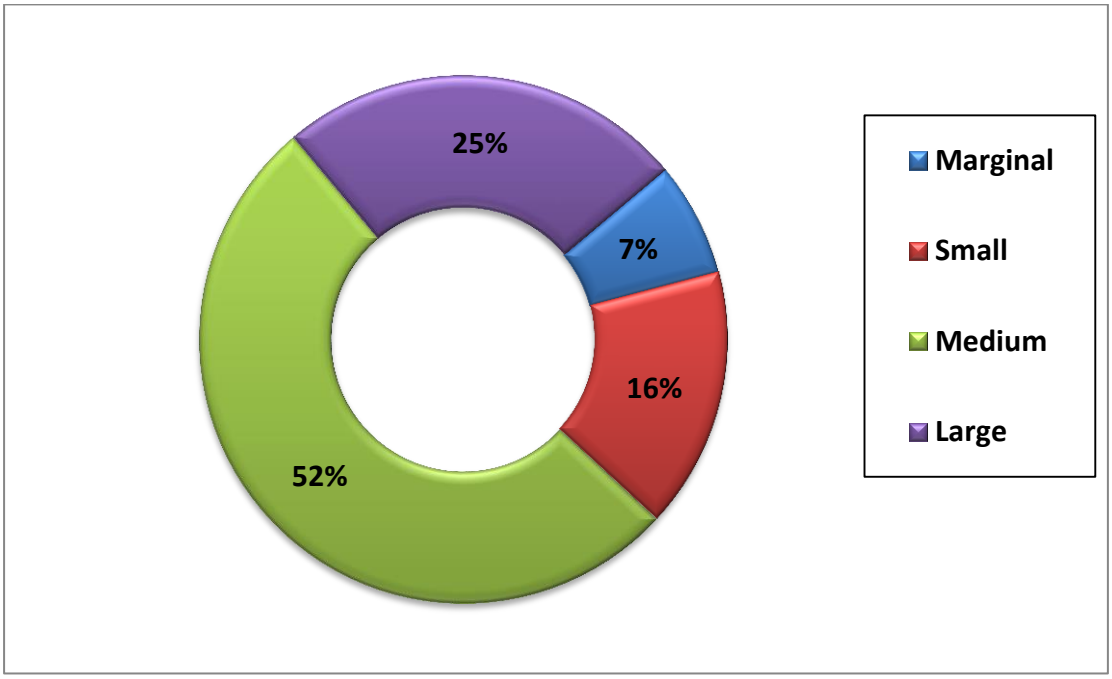


Fig 4.1: Classification of Farmers on the basis of Land Holding

At the aggregate level, data from the surveyed region stated that 52% of the total respondents were Medium farmers, 16% were small farmers, 7% were Marginal farmers and 25% large farmers. Figure 4.1 shows that

even small and marginal farmers (nearly 23%) are also having tractors as most of these farmers use their tractors for hiring out, haulage, construction, transportation for making the tractor purchase economically viable and use of the tractor in hours per annum (around 600 to 1100 hrs per annum) is more than even the large and medium farmers.

4.2. Age Group of the Respondents:

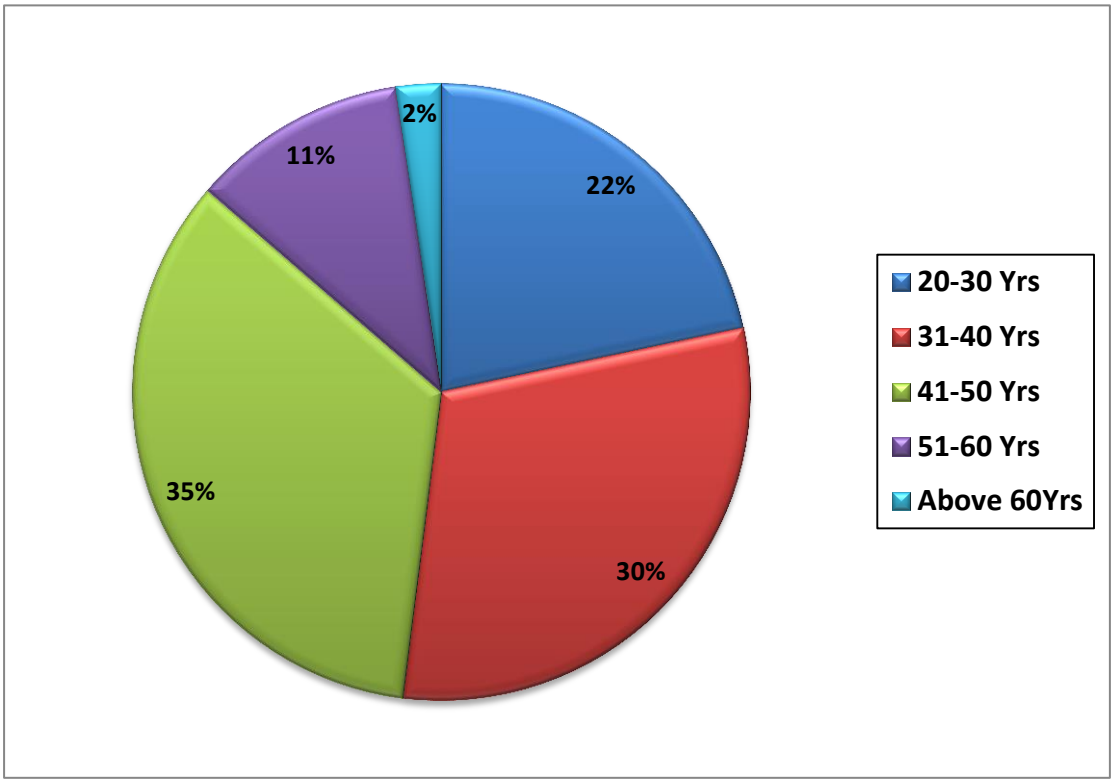


Fig 4.2: Age Group of the Respondents

In the surveyed Malwa region of Madhya Pradesh, 35% of the customers were found in the age group of 41-50 years and 30% of the customers were of the age 31-40 years. Further about 22% of the farmers were found in the age group of 20-30 years, but only 11% and 2% customers belonged to age group of 51-60 years and above 60 years group.

4.3. Educational Level of Respondents:

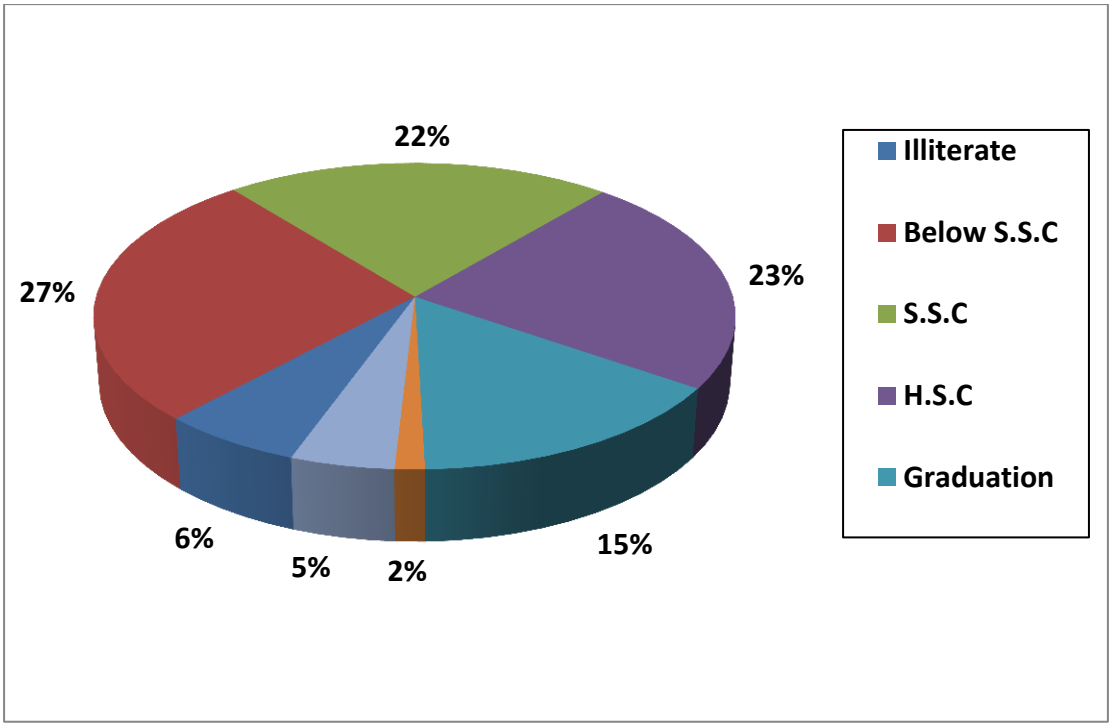


Fig 4.3: Educational Level of Respondents

Out of total sample surveyed, about 27% respondents were below S.S.C level, 23% and 22% attained H.S.C level and S.S.C level resp., and 15% attained graduation level education but only 5% and 2% customers attained technical level and post-graduation level respectively. About 6% of the customers did not have any formal education.

4.4. Income Level of Respondents:

Maximum numbers of the respondents were having income more than 2 lakh per annum. The several sources were taken into consideration to determine the income level of the respondents such as agriculture, allied fields and services. Then income in Rabi season, Kharif season and annual were asked to the farmers. Accordingly, the annual income of the farmers was determined.

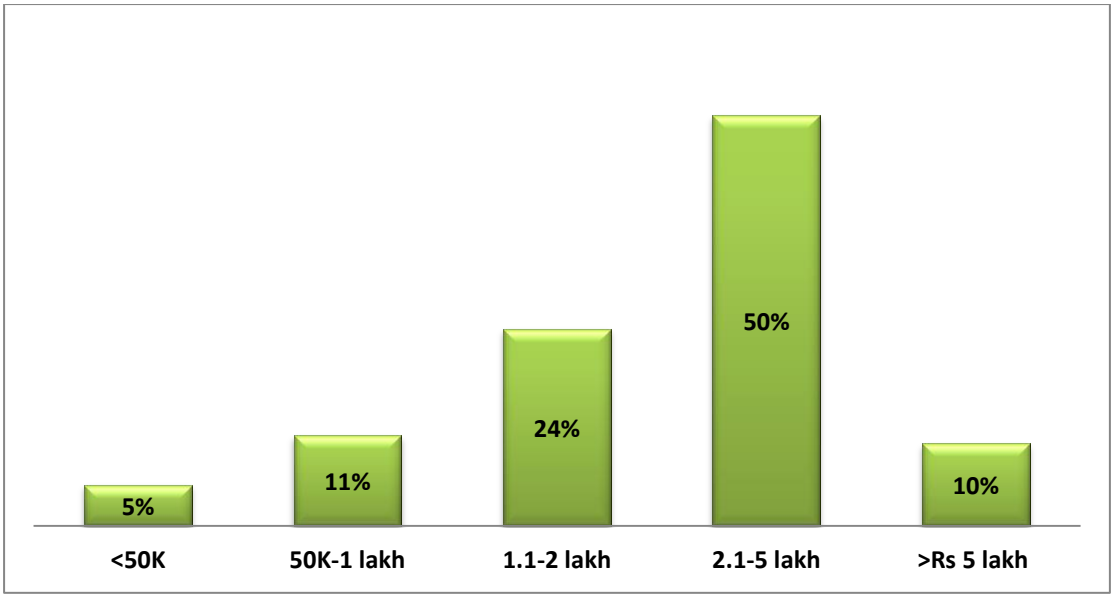


Fig 4.4: Income Level of Respondents

From figure 4.4, 50% of the respondents after calculation for a year are having income in the slab of 2.1-5 lakh and 24% of the respondent's income fall into the slab of 1.1-2 lakh. Only 10% respondent incomes fall into slab of more than 5 lakh.

4.5. Penetration of Tractors' Brand:

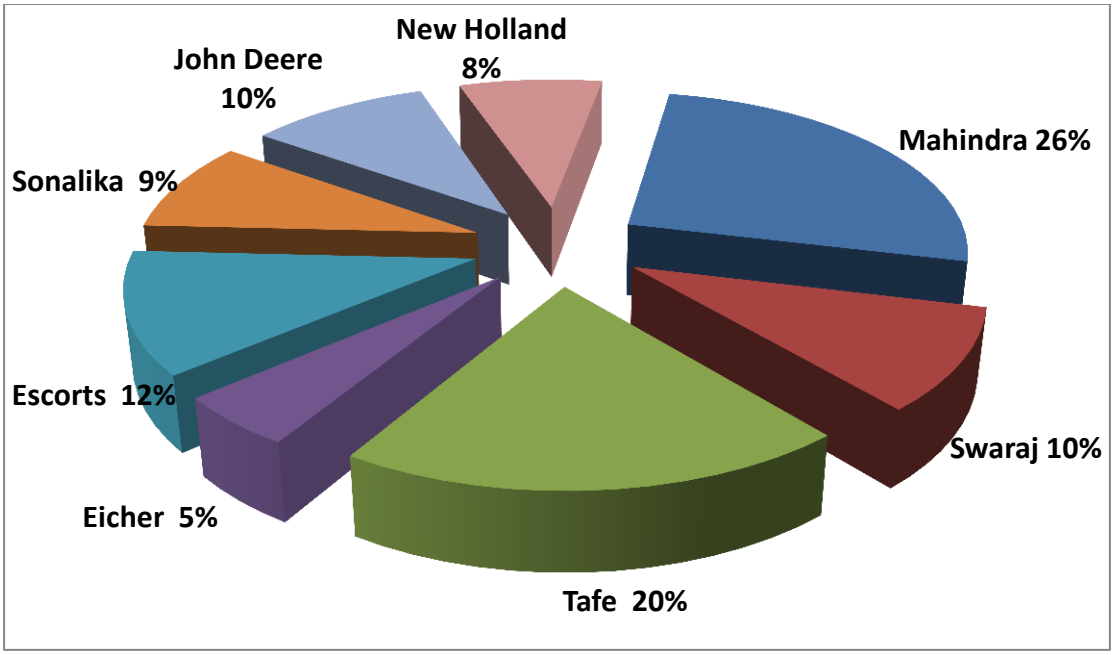


Fig 4.5: Penetration of Tractors' Brand

Fig. 4.5 shows details of the penetration of the tractor brands in Malwa region of MP. At the aggregate level, Mahindra is the market leader in Malwa region of MP which accounts for 26% of the total market share followed by Tafe having market share of 20%. Escorts is also having significant portion of market and which accounts for 12% of the market share .Other brands as Swaraj and John Deere each having 10%, Sonalika 9% , New Holland 8% and Eicher 5% these are the minor players in the region.

4.5.1. District wise Brand Penetration:

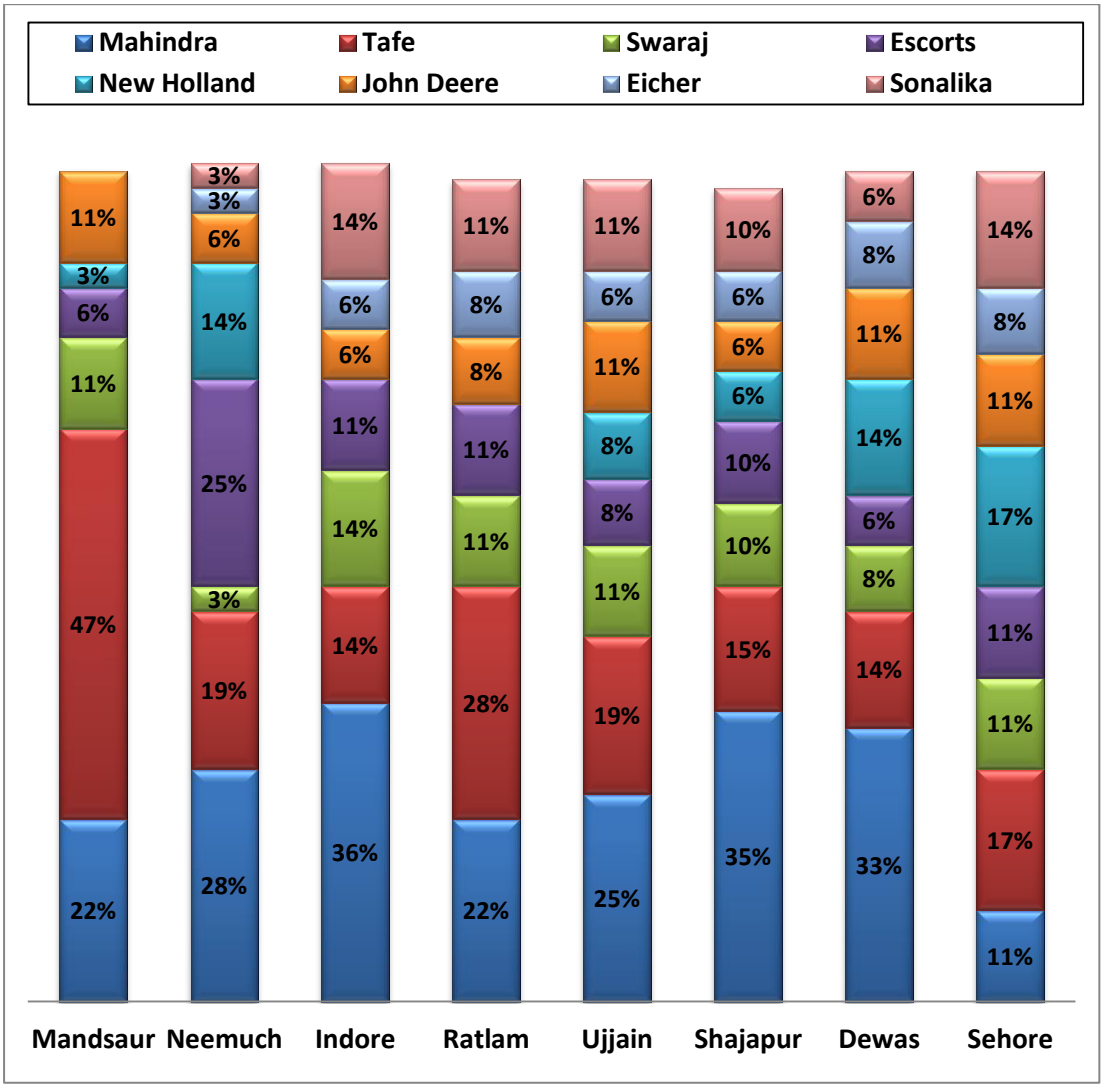


Fig 4.6: District wise Brand Penetration

Fig. 4.6 shows the district wise value of brand penetration rate in percentage.

In Mandsaur district, Tafe is leader with the market share of 47%. Mahindra is the major competitor of Tafe and having market share of around 22%. Further, Swaraj and John Deere each having 10% share are also among the major players in the market.

In Neemuch district, Mahindra is the market leader with 28% share followed by Escorts 25% and Tafe 19%. New Holland (around 14%) and John Deere (around 6%) are also growing in the Neemach.

In Indore district, Mahindra accounts for 36% market share fallowed by Swaraj, Massey and Sonalika each with 14%. Escorts is also growing with (11%). Eicher and John Deere are also having (6%) market share separately.

In Ratlam district, Tafe and Mahindra are having market share of 28% and 22% respectively. Swaraj, Sonalika and Escorts each having (11%) market share. Eicher and John Deere are having market share of 8% each.

In Ujjain district, Mahindra with 25% and Massey with 19% whereas Swaraj, Sonalika and John Deere are each with 11%. Escorts and New Holland have equal share of 8%.

In Shajapur district, Mahindra is market leader with share of 35% followed by Tafe with 15%. Swaraj, Sonalika and Escort are also having equal market share of 10%. Eicher, John Deere and New Holland equally present in market.

In Dewas district, Mahindra is the market leader and occupies around 33% of the market share. Tafe, New Holland, and John Deere accounts for 14%, 14% and 11% of the market share respectively.

In Sehore district, Tafe and New Holland are the market leaders with equal market share (17%) followed by Sonalika (14%).

4.6. HP wise Segmentation Mix:

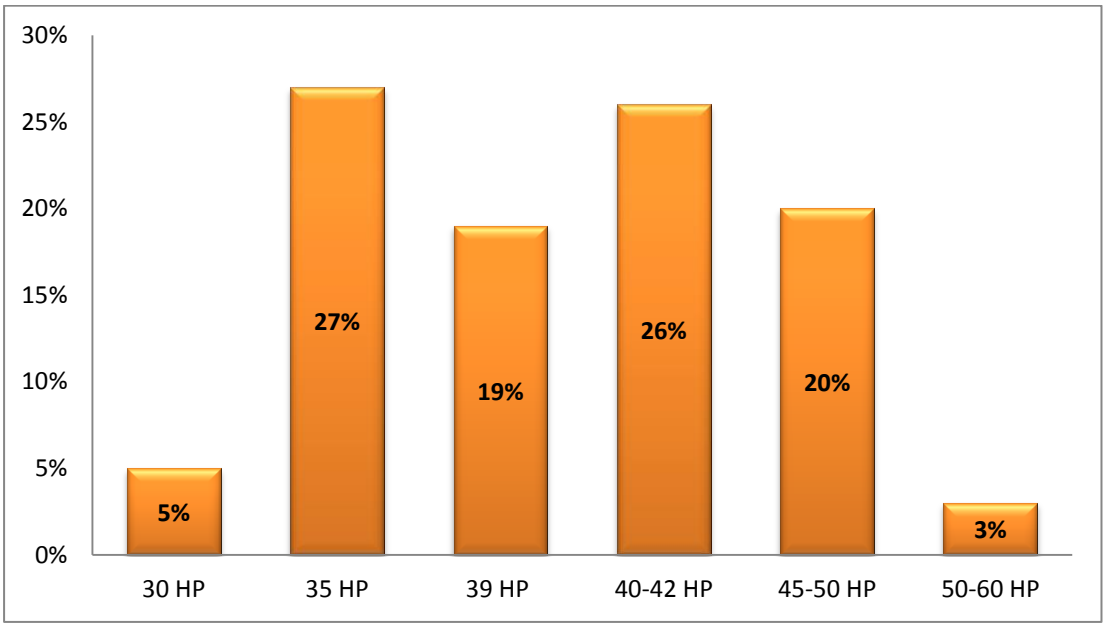


Fig 4.7: HP wise Segmentation Mix

The tractor industry is witnessing polarization, with higher growth in the upper and lower HP segments. A farmer's choice for tractor size is typically a trade-off between the utility of the tractor which includes haulage capacity requirement and its price. Despite higher prices, several factors have led to a structural shift in the industry towards higher powered tractors.

Figure 4.7 shows the details of HP wise segmentation mix for Malwa region of MP. At the aggregate level in Malwa region of MP is higher HP market because of the compact and hard black soil conditions. Here, 40-42 HP, 45-50 HP and 60 HP segments account for around 49% of the total volumes. Further, around 5%, 7% and 19% of the volumes fall into the 30 HP, 35 HP and 39 HP segments respectively.

4.6.1. District wise HP Segmentation Mix:

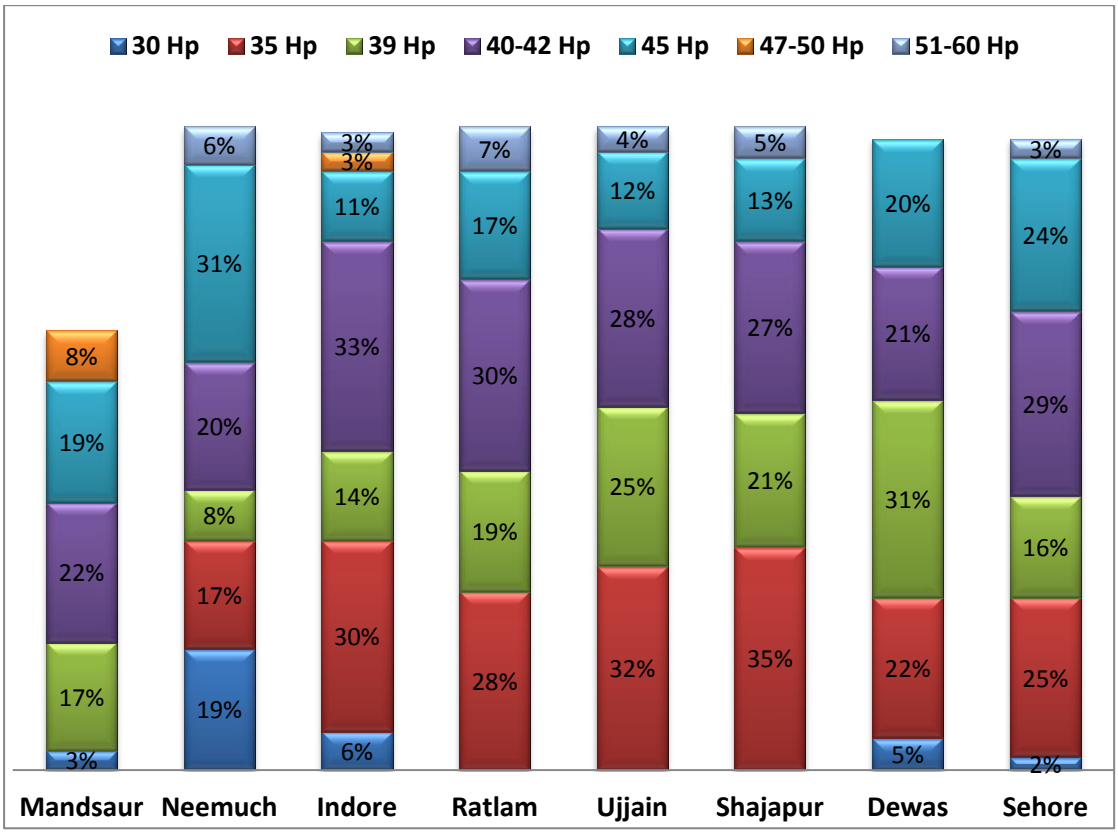


Fig 4.8: District wise HP Segmentation Mix

The above figure shows the HP segmentation in each district of Malwa region of MP. In Mandsaur district, 40-42 and 45 HP segments are dominating with the share of 22% and 19% respectively.

In Neemuch district, besides 45 HP segment, 35 HP and 40-42 HP segment are also having good presence in the market.

Indore district is distinct from the above discussed districts as 40-42 HP segment is dominating segment in the region with the share of 33%. 35 HP segment is also having considerably high share of 30%.

In Ratlam district, 42-45 HP segment is having volume of around 47% of total industry volume in the area.

In Ujjain and Shajapur district, 35-39 HP segment accounts for around 57% and 56% of the total industry volumes respectively.

In Dewas district, 39 HP market is larger (31%) followed by 35HP (22%).

Sehore is district where high HP (40-60 HP) market is 57%.

4.7. Population of Major Tractor Models:

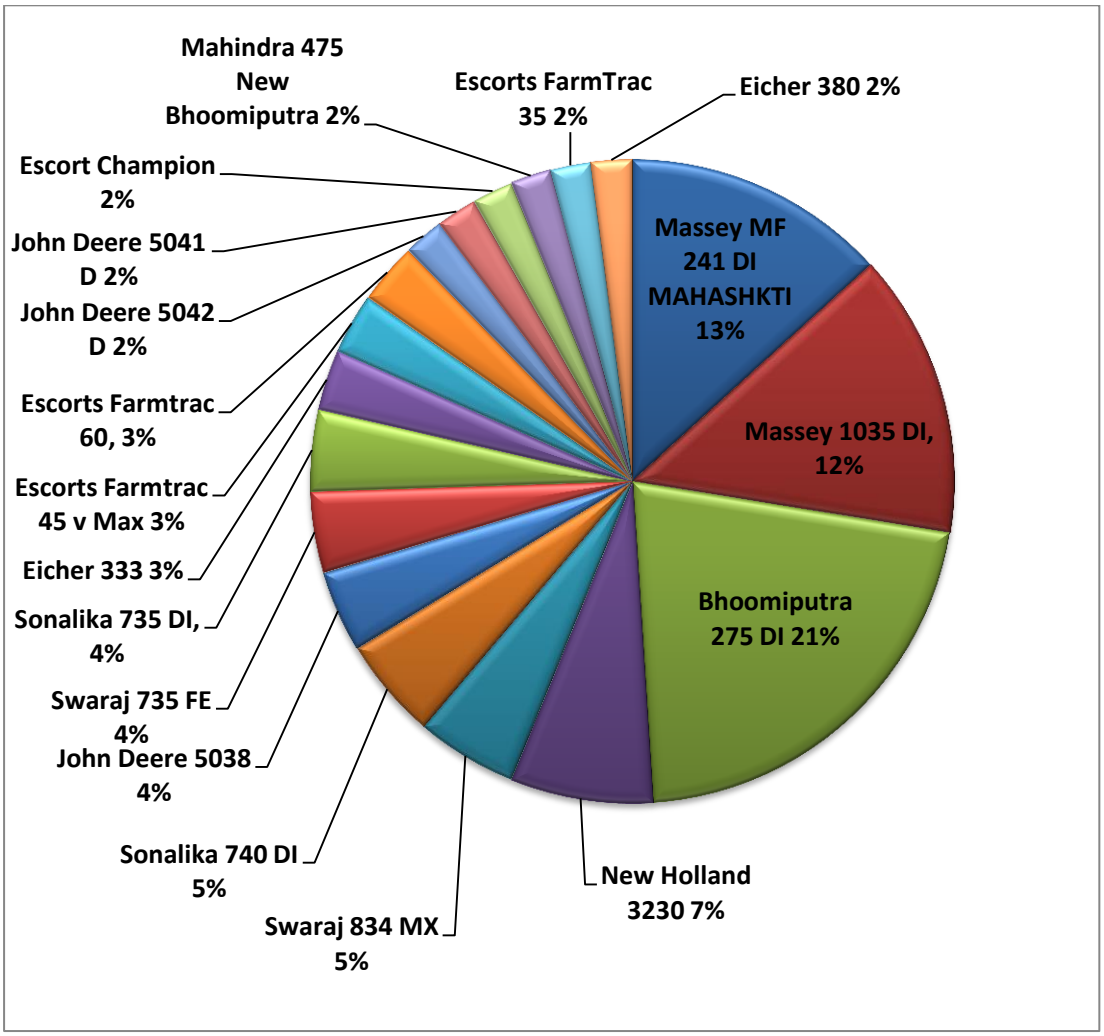


Fig.4.9: Population of Major Tractor Models

Figure 4.9 shows the details of population of major tractor models.

In Malwa region of MP, Mahindra 275 DI Bhoomiputra is having highest share of around 21% of the total population in the region, followed by

Massey's MF 241 DI Mahashakti share of 13% and Massey 1035 DI, which accounts for 12% of the total population. New Holland 3230 is having 7% share of total population of tractors.

4.8. Month of Purchase:

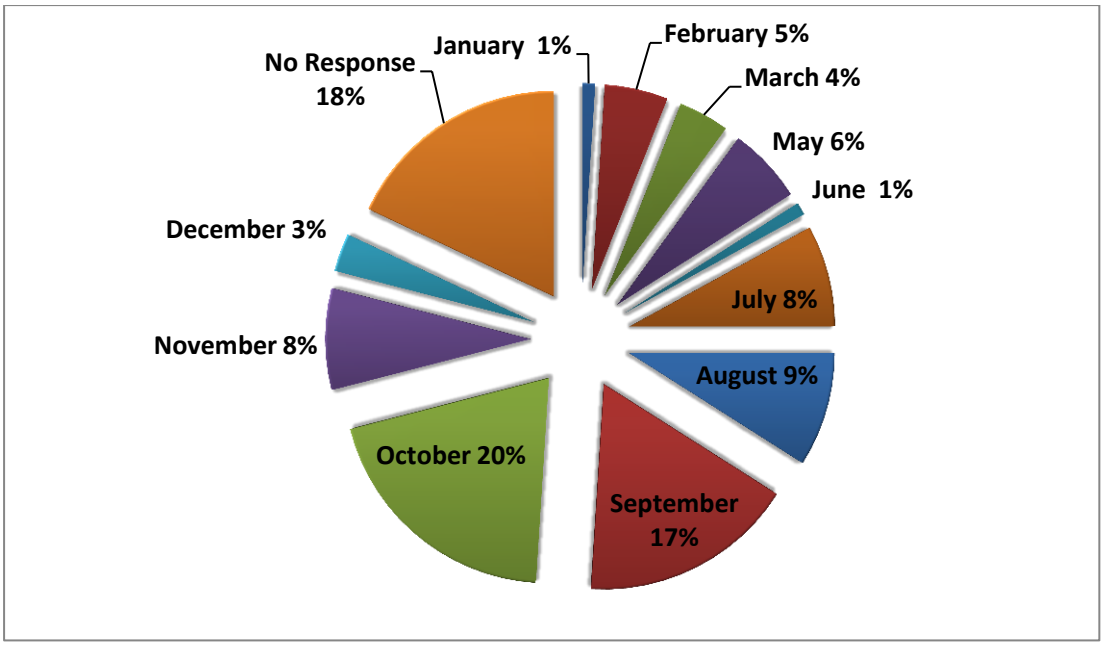


Fig.4.10: Month of Purchase

Main seasons of tractor sales depend on sowing and harvesting season of crops in the area. Farmers mainly buy tractor before sowing or harvesting season of the major crops. Besides, the sowing and harvesting season, festival season from Navaratri to Diwali is also a main season in the tractor industry and records a good figure of total sales.

From the above figure, it can be inferred that around 10% of the customers bought the tractor in the January to March period, some 15% bought the tractor in the May to July period and around 46% customers bought tractor in the August to October (festival period of Navratri to Dashahara). But, 18% of the total customers didn't respond as some of them have forgotten the details of their purchase.

4.9. Factors Influencing the Purchase Decision:

Table No.4.1: Factors Influencing the Purchase Decision

Parameter	No. of Respondents						Overall Rating	Level
	5	4	3	2	1	No Response		
HP	264	24	0	0	0	12	4.91	1
Price	144	137	18	0	0	1	4.42	1
Brand Name	162	86	46	5	0	1	4.35	1
Resale Value	155	118	25	1	0	1	4.41	1
Hydraulic System	87	52	66	30	64	1	3.22	2
Low Running Cost such as Maintenance and Fuel Consumption	217	82	0	0	0	1	4.72	1
Recommendation of Relatives/Friends/Other Villagers	90	121	88	0	0	1	4.01	1
Dealers' Behavior	32	79	137	52	0	0	3.29	2
After Sales Service	51	95	87	55	11	1	3.38	2
Spare Parts Availability	42	84	134	25	15	1	3.37	2
Recommendation of Dealers/Mechanics/Spare Parts Dealers	44	58	73	92	30	3	2.96	3
Financial Facility	48	86	102	38	21	5	3.32	2
Product Look and Appearance	23	45	178	32	14	8	3.07	2
Warranty Period	57	98	78	61	0	6	3.49	2
Sales Promotion/ Some gift Scheme	34	72	85	62	40	7	2.98	3
Proximity to Specific Brands' Dealer	18	34	59	163	20	6	2.52	3
No. of Cylinders	10	16	37	186	30	21	2.21	3

Note: Rating on scale of 1 to 5 (1-Not at All Important, 2-Not Important, 3- Neutral, 4- Important, 5-Very Important)

Level 1- Good Rating (4 to 5), Level 2 – Avg. Rating (3 to 3.99), Level 3 –Poor Rating (1 to 2.99)

Above table shows the Overall rating and Levels of factors influencing the purchase decision of customers.

It can be seen from the above table, horsepower was the major consideration and was given the highest rating (4.91) by all the sampled customers, followed by low operational and maintenance cost (4.72), price (4.42), resale value (4.41) and brand name (4.35) in this order. Other major consideration was recommendation of relatives/friends/other villagers (4.01)

.Besides, the level 1 factor, there are Level 2 factors which were given average rating (3-3.99) by the customers. These include financial facility (3.32), hydraulic system (3.22), after sales service (3.38), spare parts availability (3.37), dealer's behavior (3.29).

4.10. Brand Perception on the basis of Technical Attributes:

Table No.4.2: Brand Perception on the basis of Technical Attributes

	Powerful		**Fuel Efficient**		**Less Maintenance Cost**		**Engine Capacity**		**Compatible with Rotavator**	
Brands	**Ranking**		**Ranking**		**Ranking**		**Ranking**		**Ranking**	
Mahindra	1622	1	1410	1	1464	1	1162	2	630	1
Swaraj	956	3	1218	2	1366	2	1064	3	256	6
Tafe	1162	2	1044	4	1038	3	1292	1	450	2
Eicher	780	5	1200	3	1020	4	892	4	82	
Escorts	812	4	704	5	696	5	542	6	281	5
Sonalika	372		322		110		236		74	
John Deere	696	6	486	6	614	6	758	5	366	3
New Holland	368		232		278		372		359	4

At the aggregate level, for the attribute Powerful, Mahindra got highest score (1622) and was ranked 1 by customers followed by Tafe (1162), Swaraj (956), Escorts (812), Eicher (780) and John Deere (696) in this order. Only few customers gave the ranking to Sonalika and New Holland because of these brands got the lowest scores of 372 and 368 respectively.

On the basis of fuel efficiency, Mahindra got the highest score (1410) and was ranked 1 by customers followed by Swaraj (1218), Eicher (1200) and Tafe (1044) in this order. Farmtrac and Powertrac of Escorts and John Deere were ranked poorly as customers perceive that these higher HP models consume more fuel. Sonalika and New Holland got the lowest scores of 322 and 232 respectively as only few customers ranked these brands.

On the basis of less operational and maintenance cost, Mahindra was ranked number 1 (score-1464) followed by Swaraj (1366), Tafe (1038) and Eicher (1020) in this order and were ranked as 2^{nd}, 3^{rd} and 4^{th} respectively by the customers. Further, Escorts and John Deere were ranked poorly as the spare parts are expensive than the other brands.

Further on the basis of Engine capacity, Tafe got the highest score of 1292 and was ranked 1, followed by Mahindra (1162), Swaraj (1064), Eicher (892), John Deere (758) and Escorts (542) in this order.

4.11. Brand Perception on the basis of other attributes:

Table No.4.3: Brand Perception on the basis of other attributes

Brands	Price		Resale Value		Spare Parts Availability		After Sales Service		Warranty Period	
	Ranking		Ranking		Ranking		Ranking		Ranking	
Mahindra	1622	1	1464	1	1162	2	1280	1	940	1
Swaraj	956	3	1366	2	1064	3	1060	3	720	3
Tafe	1162	2	1038	3	1292	1	1162	2	511	4
Eicher	780	5	1028	4	892	4	740	5	336	
Escorts	812	4	696	5	350	7	850	4	365	5
Sonalika	256	8	110	8	236	8	134	8	78	
John Deere	696	6	614	6	758	5	228	7	815	2
New Holland	336	7	278	7	372	6	482	6	298	

At the aggregate level, for the attribute Price, Mahindra got the highest cumulative score (1622) and was ranked 1 by customers followed by Tafe (1162), Swaraj (956) and Escorts (812) in this order. Further, Eicher (780) and John Deere (696) were ranked at 5^{th} and 6^{th} position respectively. New Holland (336) and Sonalika are perceived by customers as expensive models.

On the basis of Resale value of tractor in the market, Mahindra got the highest score (1464) and was ranked 1 by customers followed by Swaraj (1366), Tafe (1038) and Eicher (1028) in this order. Further these brands were ranked at 2^{nd}, 3^{rd} and 4^{th} rank respectively.

On the basis of Spare parts availability, Tafe got the highest cumulative score (1292) and was ranked 1 by customers followed by Mahindra (1162), Swaraj (1064), Eicher (892) in this order. Among all the brands, Sonalika (236) was ranked very poorly (8^{th} position).

As far as after sales service is concerned; among all the brands customers ranked Mahindra, Tafe and Swaraj were ranked at 1st, 2nd and 3rd rank respectively.

4.12. Educational Qualification of Dealers:

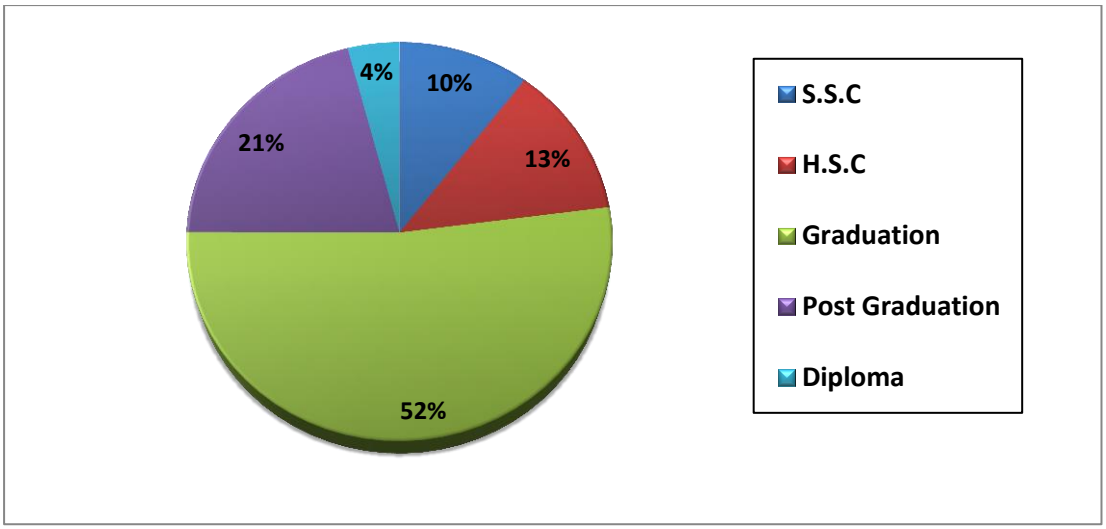


Fig.4.11: Educational Qualification of Dealers

The above Figure revealed that about 10% dealers attained S.S.C level, 13% attained higher secondary level, 52% attained graduation level, 21% attained post-graduation level and 4% attained technical education.

4.13. Experience of Dealers in Tractor Business:

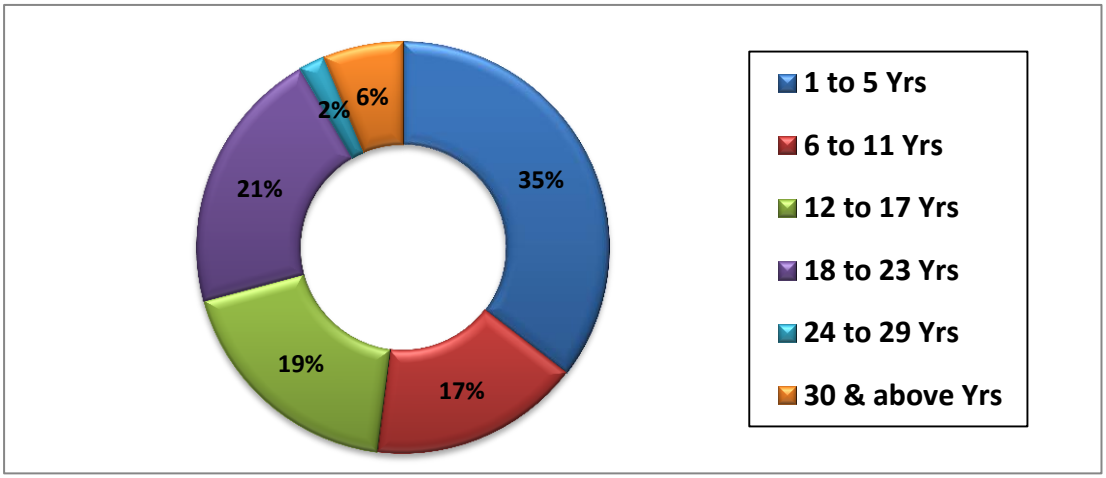


Fig.4.12: Experience of Dealers in Tractor Business

It can be seen from above figure that about 35% dealers had 1-5 years of experience, 17% had 6-11 years of experience, 19% dealers had 12-17 years of experience, 21% had 18-23years of experience, 2% dealers had 30 and above years of experience.

4.14. Other Source of Income:

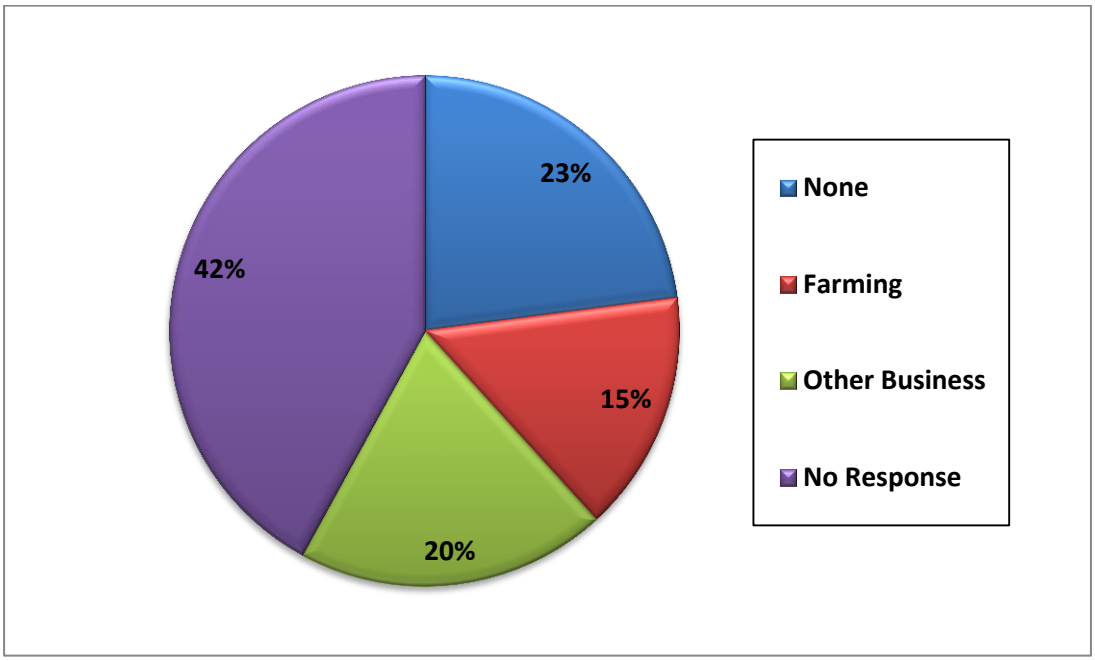


Fig.4.13: Other Source of Income

In Malwa region of MP, about 23% dealers didn't have any other source of income, 15% had farm income and 20% dealers had dealership and other business both as source of income. But, around 42% dealers didn't respond.

4.15. Annual Sale of the Tractors:

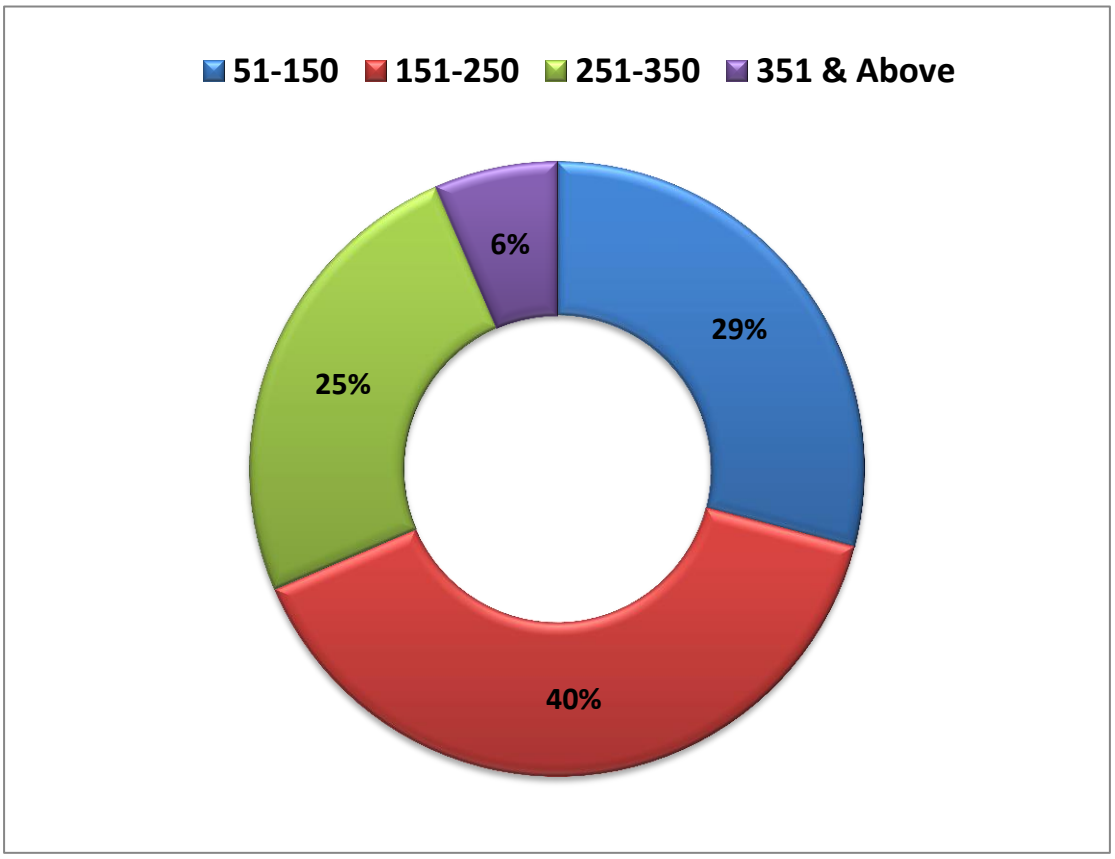


Fig.4.14: Annual Sale of the Tractors

The above Figure shows that about 29% dealers sold 51 to 150 tractors, 40% dealers sold 151 to 250 tractors per annum, and 25% dealers sold 251-350 tractors and about 6% of the dealers sold more than 351 tractors per year.

4.16. Dealers' Perception for Major Tractor Brands:

Table No.4.4: Dealers' Perception for Major Tractor Brands

Brands	Powerful		Fuel Efficient		Less Maintenance Cost		Compatible with Rotavator		Hydraulic System		Spare Parts Availability		Company Support	
	Ranking		Ranking		Ranking		Ranking		Ranking		Ranking		Ranking	
Mahindra	290	1	202	2	268	1	270	1	228	2	308	1	312	1
Swaraj	134	3	156	3	250	2	152	4	238	1	116	4	92	6
Tafe	202	2	154	4	152	3	194	3	160	5	164	3	152	3
Eicher	130	4	238	1	144	4	144	5	200	3	203	2	242	2
Escorts	100	6	146	5	124	5	74	6	102	6	100	5	108	5
Sonalika	44	8	54	8	36	8	52	8	40	8	66	7	38	8
John Deere	128	5	96	6	120	6	216	2	184	4	92	6	118	4
New Holland	70	7	70	7	64	7	70	7	66	7	46	8	60	7

At the aggregate level, for the attribute Powerful, Mahindra got highest score (290) and was ranked 1 by dealers followed by Tafe (202), Swaraj (134), Eicher (130) John Deere (128), Escorts (168) and New Holland (70) in this order.

On the basis of Fuel efficiency, Eicher got the highest score (238) and was ranked 1 by dealers followed by Mahindra (202), Swaraj (156), Tafe (154) and Escorts (146) in this order. John Deere, New Holland and Sonalika were ranked poorly at 6^{th}, 7^{th} and 8^{th} rank respectively.

On the basis of Less operational and maintenance cost, Mahindra got the highest score (268) and was ranked 1 by dealers followed by Swaraj (250), Tafe (152), Eicher (144), Escorts (124), John Deere (120) in this order. Further, New Holland and Sonalika were ranked poorly at 7^{th} and 8^{th} rank respectively.

Further on the basis of compatibility with rotavator, Mahindra got the highest score of 270 and was ranked 1, followed by John Deere (216), Tafe (194), Swaraj (152), Eicher (178), Escorts (74) and New Holland in this order.

On the basis of Hydraulic system, Swaraj got the highest score of 238 and was ranked 1, followed by Mahindra (228), Eicher (200), John Deere (184), Tafe (160) and Escorts (102) in this order.

On the basis of Spare parts availability, Mahindra got the highest score (308) and was ranked 1 by dealers followed by Eicher (203), Tafe (164), Swaraj (116), Escorts (100) and John Deere (96) in this order. Further, Sonalika (66) and New Holland (46) were ranked poorly at 7^{th} and 8^{th} rank respectively.

Further, On the basis of Company support, Mahindra got the highest score (312) and was ranked 1 by dealers followed by Eicher (242) and Tafe (152) and were ranked at 2nd and 3rd position.

4.17. Rating of Satisfaction Level of Dealers on Various Parameters:

Table 4.5: Overall Rating of Parameters

Parameter	No. of respondents					Overall Rating	Level
	5	4	3	2	1		
Average Margin (Rs)	14	15	15	0	4	3.50	2
Credit Period	0	14	8	25	1	2.72	3
Incentives	14	16	16	0	2	3.83	2
Company Officials behavior	41	4	1	2	0	4.75	1
Delivery in prime season	39	8	1	0	0	4.79	1
Complaint Redressal	30	11	7	0	0	4.49	1
Replacement of damaged product	30	8	6	3	1	4.32	1

Note: Rating on scale of 1 to 5 (5-Very Satisfied, 4-Satisfied, 3- Neutral, 2-dissatisfied, 1- Very Dissatisfied)

Level 1-Good Rating (4 to 5)/Very satisfied, Level 2 – Avg. Rating (3 to 3.99)/ Satisfied, Level 3 –Poor Rating (1 to 2.99)/Very Dissatisfied

From the above table 4.5, dealers rated the parameter Credit period on a poor scale of 2.72 (Dissatisfied). Average margin and incentives got overall average rating (3.50) and (3.83) respectively (Level 2). Satisfaction level on officials' behavior (4.75), Delivery in prime season (4.79), Complaint redressal (4.49) and replacement of product (4.32) observed satisfaction level of dealers was quite high. In general, acc. to

dealers, average margin in the tractor industry are INR 15,000 to 35,000. Incentives got the overall average rating of 3.83 (Level 2).

4.18. Services Provided by the Company to the Dealers:

Table No.4.6: Services Provided by the Company to the Dealers

Parameter	Yes	%	No	%
Special support to tie up with financers	44	91.6	4	8.3
Helps in getting Trade Advances	37	77.1	11	22.9
Helps in Manpower Recruitment	48	100	0	
Training and Development of Manpower	36	75	12	25
Dealers' Training Programme	48	100	0	
Company gives the Demo tractor	20	41.6	28	58.3
Supports in Promotional Activities	41	85.4	7	14.5
Gives Technical Support in solving the field and application related issues	45	93.7	3	6.3

Almost all the dealers were satisfied with the services provided by the company as special support to tie up with the financers; companies help in getting trade advances; in recruitment and provide training to manpower at dealership; Supports in promotional activities etc.

V. SUMMARY AND CONCLUSION

Tractor industry plays an important part as agriculture sector has a major contribution to India's GDP. It has always been a barometer for the state of rural economy in India. Tractors came to India through imports and later on were indigenously manufactured with the help of foreign collaborations. The manufacturing process started in 1961-62.

The study entitled "Study of Dealers' Satisfaction level and Brand Perception of Major Tractor Brands in the Malwa Region of Madhya Pradesh" is part of a project of International Tractors Ltd. (ITL-Sonalika Group). It was taken up with the basic objectives of studying the customers' and dealers' perception towards the major tractor brands; analyzing the buying behavior of the customers and assessment of dealers satisfaction level on various parameters across all the companies in the Malwa region of Madhya Pradesh. The study has covered one region of Madhya Pradesh consisting of 8 districts and 75 villages. Both primary as well as secondary data were used to achieve the stipulated objectives of the study. Primary data were collected with the help of semi structured questionnaire.

5.1. Major Findings

The study revealed that before buying the tractor, customers major consideration was horsepower and was given the highest rating (4.91) by all the sampled customers, followed by Low Running Cost such as Maintenance and Fuel Consumption (4.71), Price (4.42), Resale Value (4.41), Brand Name (4.35) and Recommendation of Relatives/Friends/Other Villagers (4.01) in this order. Besides, the level 1 factors, there are Level 2 factors which were given average rating (3-3.99) by the customers. These include Financial Facility (3.32), Hydraulic

system (3.22), after sales service (3.38), Spare parts availability (3.37), Dealer's behavior (3.29).

As far as customers perception towards brands is concerned, at the aggregate level, for the attribute Powerful, Mahindra got highest score (1622) and was ranked 1 by customers followed by Tafe (1162), Swaraj (956), Escorts (812), Eicher (780), John Deere (696) in that order. On the basis of Fuel efficiency, Mahindra got the highest score (1410) and was ranked 1 by customers followed by Swaraj (1218), Eicher (1200), Tafe (1044) in this order. Farmtrac and Powertrac of Escorts and John Deere were ranked poorly as customers perceive that these higher HP models consume more fuel. On the basis of Less operational and maintenance cost, Mahindra was ranked no. 1 (score-1464) followed by Swaraj (1366), Tafe (1038), and Eicher (1020) in this order and were ranked as 2^{nd}, 3^{rd} and 4^{th} respectively by the customers. Further, Escorts and John Deere were ranked poorly as the spare parts are expensive than the other brands. Further on the basis of Engine capacity, Tafe got the highest score of 1292 and was ranked 1, followed by Mahindra (1162), Swaraj (1064), Eicher (892), John Deere (758) and Escorts (542) in this order.

At the aggregate level, for the attribute Price, Mahindra got the highest cumulative score (1622) and was ranked 1 by customers followed by Tafe (1162), Swaraj (956) and Escorts (812) in this order. Further, Eicher (780) and John Deere (696) were ranked at 5^{th} and 6^{th} position respectively. New Holland (336) and Sonalika are perceived by customers as expensive models. On the basis of Resale value of tractor in the market, Mahindra got the highest score (1464) and was ranked 1 by customers followed by Swaraj (1366), Tafe (1038) and Eicher (1028) in this order. Further these brands were ranked at 2^{nd}, 3^{rd} and 4^{th} rank respectively. On the basis of spare parts availability, Tafe got the highest

cumulative score (1292) and was ranked 1 by customers followed by Mahindra (1162), Swaraj (1064), Eicher (892) in this order. Among all the brands, Sonalika (236) was ranked very poorly (8^{th} position). As far as After sales service is concerned; among all the brands customers ranked Mahindra, Tafe, Swaraj were ranked at 1^{st}, 2^{nd} and 3^{rd} rank respectively.

Almost all the dealers were satisfied with the services provided by the company as special support to tie up with the financers; companies help in getting trade advances; in recruitment and provide training to manpower at dealership; Supports in promotional activities etc.

Dealers ranked Mahindra, Tafe and Swaraj and on the top of other brands; on the basis of fuel efficiency, power, less maintenance cost, Hydraulic system, Spare parts availability and company support.

Across all the companies, dealers rated the parameter Credit period on a poor scale of 2.72 (Dissatisfied). Average margin and incentives got overall average rating (3.50) and (3.83) respectively (Level 2). Satisfaction level on officials' behavior (4.75), Delivery in prime season (4.79), complaint redressal (4.49) and replacement of product (4.32) observed satisfaction level of dealers was quite high. In general, acc. to dealers, average margin in the tractor industry are INR 15,000 to 35,000. Incentives got the overall average rating of 3.83 (Level 2).

At the aggregate level, Mahindra is the market leader in Malwa region of MP accounts for around 26% of the total market share followed by Tafe having market share of 20%. Escorts is also having significant portion of the pie and accounts for around 12% of the market share .Other brands such as Swaraj and John Deere each having (10%), Sonalika (9%) , New Holland (8%) and Eicher (5%) are the minor players in the region.

In Malwa region of MP, Mahindra 275 DI Boomiputra is having highest share of 21%, followed by Massey's MF 241DI Mahashakti share of 13% and Massey 1035 DI, which accounts for 12% of the total population. New Holland 3230 is having 7% share of total population of tractors.

At the aggregate level in Malwa region of MP is a higher HP market because of the compact and hard black soil conditions. Here, 40-42 and 45-50 HP segments account for around 46% of the total volumes. Further, around 5%, 27%, 19% and 3% of the volumes fall into the 30 HP, 35 HP, 39 and 60 HP segments respectively.

Main seasons of tractor sales depend on sowing and harvesting season of crops in the area. Farmers mainly buy tractor before sowing or harvesting season of the major crops. Besides, the sowing and harvesting season, festival season from Navaratri to Diwali is also a main season in the tractor industry and records a good figure of total sales. Around 10% of the customers bought the tractor in the January to March period, some 15% bought the tractor in the May to July period and 46% customers bought tractor in the August to October (festival period of Navratri to Dashahara). But, 18% of the total customers didn't respond as some of them have forgotten the details of their purchase.

In context of dealers, most of the dealers were literate and some had technical qualification and about 21% had 18-23 years of experience of dealership in tractor Business. About 23% dealers didn't have any other source of income, 15% had farm income, 20% dealers had dealership and other business both as source of income, But, around 42% dealers didn't respond (most of the dealers were having the other dealerships). About 29% dealers sold 51 to 150 tractors, 40% dealers sold 151 to 250 tractors

per annum, and 25% dealers sold 251-350 tractors and about 6% of the dealers sold more than 351 tractors per annum.

5.2 Conclusion:

From the project study it can be concluded that the customers give more attention during buying decision of tractors on horsepower, low running cost, price, resale value, brand and recommendation from relatives/friends/other villagers. So, customers are highly influenced by these factors. However Mahindra, Tafe and Swaraj these three brands are very popular among the customers and dealers considering all the attributes. Moreover, Dealers are highly satisfied on the parameters such as company official behavior, delivery in time season, complaint redressal and replacement of damaged products and dealers are also satisfied on margin and incentives. Dealers are highly unsatisfied on the credit period given by the company.

5.3 Suggestions:

- Company should improve the availability of spare parts and give warranties on spare parts.
- Company should increase its sales promotional activities by giving seasonal offers to farmers.
- Company should do advertisement by using wall paintings and hoarding. These are best and cheapest medium of advertisement in village.
- Company should give more credit facilities to the dealers.
- Company should increase number of dealers district headquarter.

REFERENCES

Anonymous (2003). An article on "Tractor Industry- Due for restructuring". in the Economics and Political weekly, 38(43), October 25, 2003,pp.43-45.

Anonymous (2012). Report on "Tractors: The Indian Market" (Chapter 7), in The Indian Automobile Industry –ICRA Industry Watch Series.

Balishter and Singh, N.P. (1997). "Economics of Trcator Use in Agriculture", Productivity, pp. 38.

Gandhi, V.P. and Patel, N.T. (1997). "Are Tractors Rising in Importance? - Examination of the Growth Of Tractor Demand and Inic destroy in India", in Bhupat M Desai (ed.): Agricultural Development Paradigm for the Ninth Plan under the New Economic Environment, Oxford & IBH, New Delhi.

Kaur, S (2004). Growth and Structure of Agricultural Machinery Industry of India, M Phil. Thesis, Punjab University, Patiala, Deptt. of Economics.

Mehta, M M (2007). "Public-Private Partnership in Mechanising Indian Agriculture for Second Green Revolution", in S Ayyappan, P Chandra and S K Tandon (eds.). Agricultural Transformation through Public-Private Partnership – An interface, ICAR. March, 19-20.

Murthy, N R (1999). "Growth of Tractor Industry in India", Agro India, December.

Raghuram, G (2000). Farmaid Tractors Limited, a case (IIMA/QM 242), IIM, Ahmedabad. revised December 2004.

Sally, M and M Parameswaran (2007). "Farmers ride tailor-made tractors now", in The Economic Times, December 1, Ahmedabad, p.10.

Sharma, M and DK Grover (1998). "Determinants of Demand for Tractors – A Comparative Study of India and Punjab", Journal of Agricultural Development and Policy, 10(1).

Singh, J and PS Sidhu (1990).“Punjab Agriculture – Investment in Tractors”, Productivity, 31 (2).

Singh, K, K Vatta and S Kumar (2008). “Training and Testing facilities for Farm Machinery” in R S Deshpande et al (eds.): Glimpse of Indian Agriculture – macro and micro aspects, Vol. 1- Macro Aspects, Academic Foundation, New Delhi, chapter 30, 539-561.

Singh, S (2004). Rural Marketing-focus on agricultural inputs, Vikas, New Delhi,138 p.

ANNEXURE

QUESTIONNAIRE FOR CUSTOMERS

Name:

……..…**.....**

Age:

Below 21 Years		36 to 45 years		Above 65 years	
22 to 35 years		46 to 65 years			

Educational Background: **.....**

Occupation:

□Farmer □ any other

Address: ……..... Village: **.....**

Taluka: **.....** State: **.....** Contact No: …….....

Cropping Pattern:

SEASON	**CROPS GROWN**

1. Land you own:

Cultivable land (own)	
Cultivable Leased land	
Total Cultivable land	

2. Number of years since you have been doing farming (Mark tick):

5 – 10 years	
10 – 15 years	
< 15 years	

3. Average Annual Income from various sources (Agri + other):

Rs 50,000 - 1 lakh per annum	
Rs 1.1 – 2 lakh per annum	
Rs 2.1 - 5 lakh per annum	
> Rs 5 lakh per annum	

4. Agricultural equipments owned:

	Mark tick
Tractor	
Thresher	
Plough, Cultivator	
Rotavator	
Irrigation System	
Others, Please Specify	

5. Brands and models of tractors you own:

S. No.	**Brand**	**Model**	**HP**	**Month & Year of Purchase**	**Old/New**

6. Main activities for which the tractor is Purchased and being used:

Usage	**Mark tick**	**Hours of Use / Year**
Farming		
For Hiring Out		
Haulage		
Construction		

7. Rate the following factors on scale of 1 to 5 (1-least important,5-Most Important) which you consider in making purchase decision:

ATTRIBUTES	**RATING**
HP	
Price	
No. of cylinders	
Brand Name	
Resale Value	
Recommendation of Relatives/Friends/Other Villagers	
Recommendation of Dealers/Mechanics/Spare Parts Dealers	
Hydraulic System	
Low Running cost such as maintenance and fuel consumption	
Dealers' Behaviour	
After Sales Service	
Financial facility	
Warranty Period	
Sales Promotion/Some gift Scheme	
Product Look and Appearance	
Proximity to Specific Brands' Dealer	

8. Have you seen the Advertisement of Tractors?

□ Yes □ No

9. If Yes,

Brand	Media	Message/Content	Place

10. Rank major brands according to the technical attributes:

ATTRIBUTES	MAHINDRA	SWARAJ	TAFE	EICHER	ESCORTS	SONALIKA	JOHN DEERE	NEW HOLLAND
Powerful								
Fuel Efficient								
Less Maintenance Cost								
Hydraulic System								
Compatible with Rotavator								
Engine Capacity								

11. Rank major brands according to the following attributes :

ATTRIBUTES	MAHINDRA	SWARAJ	TAFE	EICHER	ESCORTS	SONALIKA	JOHN DEERE	NEW HOLLAND
Price								
Dealers' Good Behaviour								
Resale Value								
Spare Parts Availability								
After Sales Service								

12. Company's representatives / Dealers staffs come to your village for giving demo?

Brand	Frequency	Place

QUESTIONNAIRE FOR DEALERS

1. Name:
2. Educational Background:
3. Address: Taluka:
   District: State:
4. Contact No:
5. Other Business/ Source of Income:
6. No. of years in Tractor business:
7. Monthly and Annual sale of Tractors:

		Mode of Payment (%)	
Annual Sale	**Tractors Sold in Exchange Scheme (%)**	**Cash**	**Credit**

8. Are you aware about the targets well in advance and planning part support from Area Office?

9. Do you feel company sets the genuine monthly sale targets?
   □Yes □ No □Remarks

10. Do you feel the need of some modifications in the product as per customer requirements?

11. According to you, List out the major competitors:

BRAND	RANK	MARKET SHARE	REASON
MAHINDRA			
SWARAJ			
TAFE			
EICHER			
ESCORTS			
SONALIKA			
JOHN DEERE			
NEW HOLLAND			

12. Rate the Major brands according to the following attributes (1-V Poor; 2- Poor; 3-Good; 4-V. Good; 5-Excellent):

ATTRIBUTES	MAHINDRA	SWARAJ	TAFE	EICHER	ESCORTS	SONALIKA	JOHN DEERE	NEW HOLLAND
Powerful								
Fuel Efficient								
Less Maint. Cost								
Hydraulic System								
Compatible c Rotavator								
Margins								
Company Support								

13. Rate the Satisfaction level on these parameters on scale of 1 to 5 (1-Very Dissatisfied, 5-Very Satisfied):

PARAMETER	**SATISFACTION LEVEL**	**AMOUNT (RS)/ DAYS**
AVERAGE MARGINS (RS)		
CREDIT PERIOD (DAYS)		
INCENTIVES		
COMPANY OFFICIALS BEHAVIOUR		[redacted]
DELIVERY IN PRIME SEASON		
COMPLAINT REDRESSAL		
REPLACEMENT OF DAMAGED PRODUCT		

14. Tick the following:

SERVICES PROVIDED BY YOUR COMPANY	**RESPONSE (YES/NO)**
Special support to tie up with various financers	
Helps in making Bank guarantee and Trade advance with various corporate tie ups	
Training and development of manpower	
Helps in manpower recruitment at the dealership	
Dealers Training Programme	
Gives demo tractor for demonstration of product	
Supports in Promotional activities	
Gives technical support in solving the problems and field / application related issues	

15. Which Company is growing/ doing better during the last 1 year within your area?

16. Do you prefer that your next generation come in this business?

□Yes □ No

17. If Yes, then reason behind it:

18. Your expectations from the company

a.

b.