

FPOs are growth engine of Indian Agriculture



BANKERS INSTITUTE OF RURAL DEVELOPMENT, LUCKNOW

(Designated Nodal Training Institution at Central Level by
GoI under CSS on Formation and Promotion of 10000 FPOs)

Training Program Design **Marketing Plan**

under
**Central Sector Scheme on Formation &
Promotion of 10000 FPOs**



Implemented by

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

Master Training Program Design

Advanced Module on Agricultural Marketing

UNDER

Central Sector Scheme on Formation & Promotion of 10000 FPOs

Objective

Enabling the participants understand the concept and objectives of agriculture marketing in India; (participants will be able to state the meaning of terms such as price discovery, reform initiatives, and articulate challenges and opportunities in agriculture marketing)

Programme Duration
5 days

Program Mode
Classroom/Online

Broad Coverage of the Program

Prevalent agricultural marketing system, its major characteristics & role of the Govt.



Minimum Support Price (MSP), procurement operations and Public distribution system agricultural Price Policy of the Govt. ; Commodity futures and e-NAM



Structural reforms initiated in agricultural marketing by GoI -three recently enacted Acts; scientific storage and warehousing



Situation Analysis of Agriculture Marketing in India- SWOT, PESTLE and 5Cs, Implementation and monitoring of Marketing Plan



Formulation of Marketing Strategy - Customer identification, Goal setting and marketing budget, Marketing Mix strategies- 4Ps

Advanced training program on Agriculture Marketing (AM)

Objective	Enabling the participants understand the concept and objectives of agriculture marketing in India; Participants will be able to state meaning of terms such as price discovery, reform initiatives and articulate challenges and opportunities in agriculture marketing. Participants will plan actions for improving their marketing activities in the near and medium term (2-5 years).
Duration	5 Days
Course Highlights	▪ Prevalent system of marketing of agricultural commodities in the country; Importance of Agri-marketing ▪ Understanding the Importance of Corporate Objectives- Mission and Vision statement ▪ Procurement policy of GoI, Minimum Support Price (MSP) mechanism, Public Distribution System ▪ Reforms in agri marketing; Agri export ▪ Policy initiatives of Govt. for creation of a unified national agricultural market, e-NAM ▪ Situation Analysis of Agriculture Marketing in India- SWOT, PESTLE and 5Cs ▪ Formulation of Marketing Strategy - Customer identification, Goal setting and marketing budget ▪ Understanding of Marketing Mix strategies- 4Ps (Product, Price, Place and Promotion) ▪ Implementation and monitoring of Marketing Plan ▪ Scientific storage of agricultural commodities, Grading and Standardisation ▪ Concept and objectives of Commodity Exchanges (CEs); NCDEX and MCX ▪ Commodity derivatives and futures, Benefits of e-NAM and Commodity Exchanges to farmers/ FPOs
Target Participants	Officials of CBBOs/ BoDs/ CEO of FPOs
Methodology – A Note to Facilitators	The Sessions on Agri Marketing contain several technical terms and concepts. The materials should be translated to the language of the participants so that they can easily read and take part in the learning activities. The Facilitators are encouraged to use up-to-date information from online or other sources– as material provided in the Reading Material can rapidly become obsolete.

Day-to-Day Schedule		
Day	Session	Topic
I		Formal inaugural, overview of the programme, participants introductions and expectations
	I	Agriculture marketing: concept and objectives; characteristics of marketing of agricultural commodities in India; Farmers/FPOs and agriculture marketing; Importance of agriculture marketing
	II	Role of Govt. in Agricultural marketing in India, MSP mechanism & Procurement operations, Public distribution system, etc.
	III	Reforms in Agri-marketing - Contract farming; benefits to farmers/FPOs, Major Govt. Schemes like AIF, etc.
	IV	Mission & Vision Statements and Objective Setting
II	V	SWOT, PESTLE and Five C's of marketing (Situation Analysis)
	VI	Customer Segmentation And Marketing Goals
	VII	Four-Ps Of Marketing: Product, Place, Promotion and Pricing
	VIII	Unified National market through e-NAM; Process flow, role of various stakeholders, etc.
III	IX-XII	Field Visit to understand current agricultural marketing practices by farmers/FPOs
IV	XIII-XIV	Presentation on the learning from the field visit by the participants
	XV	Implementing and Monitoring Marketing Plan
	XVI	Scientific Storage; Grading, Standardisation and Packaging, etc.
V	XVII	Agri-export, market information system and role of Information Technology (IT) in Agricultural Marketing
	XVIII	Commodity futures trading; Forward and futures, Role and progress of Commodity futures exchanges, NCDEX and MCX, etc.
	XIX	Warehouse receipt finance, e-NWR, risk in marketing, etc.
	XX	Successful interventions undertaken by FPOs with varied businesses and their marketing plan; Feedback and valediction

Session - I: Agriculture Marketing

- Concept and objectives; characteristics of marketing of agricultural commodities in India
- Farmers/FPOs and AM; Importance of AM

Objective: At the end of the session, the participants will be able to: describe current agricultural marketing systems, positives and shortcomings of the existing systems, role of FPOs in getting better returns to farmers

Duration: 90 Minutes

#	Session plan	Objective	Duration	Methodology
			minutes	
i	Agricultural Marketing: concept & Objectives	Explaining the need of agricultural marketing in the country	20	Presentation and discussions
ii	Prevalent Agricultural marketing system	Describing the existing system of marketing of agricultural commodities; production, consumption, surplus, deficient agricultural commodities	30	
iii	Marketing infrastructure	Enabling the participants to understand the traditional agricultural marketing infrastructure, agencies, major stakeholders etc.	20	
iv	Agricultural marketing and FPOs/Farmers - changing paradigm	Highlighting the changing paradigm and need to rope in FPOs as one of the participants in the agri- value chain	10	
	Discussion & Feedback		10	Discussion Mode
Relevant Chapters in Reading Material: Chapter 1: Agricultural Marketing				

Session - II: Role of Govt. in Agricultural marketing

- MSP mechanism, procurement operations, Public Distribution System

Objective: At the end of the session, the participants will be able to:

- state what government initiatives exist to facilitate agricultural marketing

Duration: 90 Minutes

Session Outline				
S.No.	Session plan	Objective	Duration	Methodology
			minutes	
ii	Role of Govt. in agricultural marketing	Explaining the role being played by Govt. in marketing of agricultural commodities	30	Brief presentations. Sub-group activity of studying documents and making presentations and discussion.
ii	Procurement policy and operation of the Govt.	Explaining the procurement policy of the Govt. for food-grains and other agricultural commodities; procurement operations	20	
iii	Public Distribution System (PDS) and Targeted PDS (T-PDS)	Highlighting the need and importance of PDS and T-PDS	20	
iv	Understanding the role of Commission of Agricultural Cost and Prices (CACP) and fixation of MSP	Highlighting the basis on which recommendations of the CACP is based and determinants of MSP	10	
		Discussion & Feedback	10	Discussion Mode
Relevant Chapters in Reading Material: Chapter 2: Role of the Government in Agriculture Marketing				

Session - III: Reforms in Agri-marketing

- Contract farming; benefits to farmers/FPOs, major Govt. Schemes like Agriculture Infrastructure Fund

Objective: At the end of the session, the participants will be able to:

- list a few areas where reform of agricultural marketing reform is taking place at the state level
- describe in brief the characteristics of contract farming and other innovative marketing channels and schemes

Duration: 90 Minutes

Session Outline				
S.No.	Session plan	Objective	Duration	Methodology
			minutes	
i	Structural reforms in agricultural marketing	Explaining the areas needing reform in the agricultural marketing sector	30	Brief presentations. Sub-group activity using appropriate tools – to assess the participants FPOs using different frameworks, tools, etc.
ii	Innovative marketing channels	Describing some of the alternate marketing channels like direct sourcing from farmers, marketing through cooperatives, etc.	20	
iii	Contract Farming/Contract marketing	Highlighting the advantages, disadvantages and risks in contract farming; Organised retail chains	20	
iv	Agriculture Infrastructure Fund, etc.	Explaining the salient features of the new schemes launched by GoI for boosting agriculture sector	10	
v	Summarising	Discussion & Feedback	10	Discussion Mode
Relevant Chapters in Reading Material: Chapter 3: Reforms in Agri-Marketing				

Session IV: Mission & Vision Statements and Objective Setting

Objective: At the end of the session, the participants will be able to: develop draft visions for their FPO during mock/demo exercises

Duration: 90 Minutes

Session Outline				
S.No.	Session plan	Objective	Duration	Methodology
			minutes	
i	Concept and importance of Mission and Vision Statements,	Explaining the importance of mission and vision statement in deciding the direction of the organisation	20	Brief presentations. Sub-group activity using appropriate methodology to – develop draft vision, mission objectives for FPOs - this is a mock exercise
ii	Creation of Mission and Vision Statement	Describing the process involved in creation of the statements	20	
iii	Concept of Objectives, Difficulties in setting objectives,	Explaining the importance of objective setting in deciding the goals of the organisation	20	
iv	Setting objectives the SMART way.	Explanation of the process of setting objectives	20	
		Discussion & Feedback	10	Discussion Mode
Relevant Chapters in Reading Material: Chapter 4: Developing a Vision for the FPO				

Note to the Facilitator: The Appreciative Inquiry Methodology is useful in developing visions for farmers organisations. References are given in Reading Material

Session V: Situation Analysis

- SWOT, PESTLE and Five C's of Marketing

Objective: At the end of the session, the participants will be able to:

- State the environmental situations that can affect the working and performance of an organisation
- Use the tools of SWOT, PESTLE, 5Cs of Marketing to conduct a Situational Analysis of their FPO

Duration: 90 Minutes

Session Outline				
S.No.	Session plan	Objective	Duration	Methodology
			minutes	
i	SWOT ANALYSIS Concept of SWOT Analysis, Uses of SWOT Analysis	Explaining the concept of SWOT and process to administer the analysis effectively.	20	Brief presentations. Sub-group activity using appropriate tools – to assess the FPOs using different frameworks, tools, etc.
ii	Concept of PESTLE Analysis, uses of PESTLE Analysis	Describing the process involved in analysing the situations affecting the organisation using systematic approach of PESTLE	20	
iii	Five C's Of Marketing (Situational Analysis) Concept and uses of 5C,	Understanding the concept of five Cs affecting organisations business.	20	
iv	IMPACT, LIKELIHOOD, AND INFLUNEC ANALYSIS with the help of templates	Evaluating the occurrence of situations with the help of formats and tools.	20	
		Discussion & Feedback	10	Discussion Mode
Relevant Chapters in Reading Material: Chapter 5: SWOT Analysis				

Note to the Facilitator: PESTLE Analysis for task ii and the Formats and Tools in Task for task iv are not included in the reading material

Session VI: Customer Segmentation and Marketing Goals

Objective: At the end of the session, the participants will be able to:

- categorise customers into various segments and formulate marketing plan for each segment

Duration: 90 Minutes

Session Outline				
S.No.	Session plan	Objective	Duration	Methodology
			minutes	
i	CUSTOMER SEGMENTATION Concept, Types of Customer Segmentation, Benefit of Customer Segmentation,	Explaining the importance of customer segmentations for product development and deciding other marketing strategies.	30	Brief presentations. Sub-group activity using appropriate tools – to assess the FPOs using different frameworks, tools, etc.
ii	Market Planning, Templates for identifying customers	Evaluating the marketing strategies with the help of formats and tools.	20	
iii	MARKETING GOALS Introduction, Objectives and Goals of Marketing,	Explaining the importance of marketing goals aligning with organisations objectives.	20	
iv	Setting and writing Marketing Objectives.	Understanding the systematic approach in setting and writing of the marketing objectives.	10	
		Discussion & Feedback	10	Discussion Mode
Relevant Chapters in Reading Material: Chapter 6: Customer Segmentation				

Note to the Facilitator: The Formats and Tools in Task ii are not included in the reading material

Session VII: Marketing Mix: Four-Ps Of Marketing: Product, Price, Place and Promotion

Objective: At the end of the session, the participants will be able to:

- articulate the elements of marketing mix, can state what the life cycle of their product is
- state the elements that go into developing marketing strategy for their FPO

Duration: 90 Minutes

Session Outline				
S.No.	Session plan	Objective	Duration	Methodology
			minutes	
i	Product Classification, Marketing Mix Product Decisions, Product Development,	Explaining the concept of four Ps of marketing and process involved in arriving at strategies to be adopted.	25	Brief presentations. Sub-group activity using appropriate tools – to assess the FPOs using different frameworks, tools, etc.
ii	Product Life Cycle (PLC), Characteristics of a Successful Product, discussion on templates for Product development	Describing the various stages of product life cycle and strategies to be adopted for leveraging maximum from the approach.	15	
iii	PRODUCT, PRICE, PLACE AND PROMOTION The Significance of Place in Marketing Mix, Elements of Distribution Mix, Channels of distribution	Explaining the concept or product, price, place and promotion in marketing mix and understanding the process involved in implementing place strategy.	25	
iv	Transportation:, Grading and Standardization, Storage, Processing, Packaging,	Evaluating the significance of other marketing strategies with the help of formats and tools. Discussion on Templates For Marketing Channels	15	
		Discussion & Feedback	10	Discussion Mode
Relevant Chapters in Reading Material: Chapter 7: Marketing Mix				

Session – VIII: Unified National market through e-NAM

Objective: At the end of the session, the participants will be able to: say how the e-NAM mandis operate and can list out the opportunities that their FPOs have through working with e-NAMs

Duration: 90 Minutes

Session Outline						
S.No.	Session plan			Objective	Time	Methodology
					minutes	
i	electronic National Agricultural Market (e-NAM)			Highlighting the key features and objectives of e-NAM integrated mandis	10	Presentation
ii	Functions and processes in the e-NAM mandis (entry, lot, auction, bidding, exit, payment, etc.)			Describing the step by step process followed in an e-NAM integrated mandi for marketing of agricultural produce	30	Brief Presentations followed by discussions with participants
iii	FPOs and e-NAM			Highlighting incentives for farmers/FPOs in e-NAM; Success stories of a few FPOs which discovered better price for their produce through e-NAM integrated mandis	20	
iv	Role of various stakeholders			Highlighting the role of various stakeholders like State Govt., State Agri Marketing Boards, APMCs, etc	20	
	Discussion & Feedback				10	Discussion
Relevant Chapters in Reading Material: Chapter 8: e-NAM						

Session – IX-XII: Field Visit to understand current agricultural marketing practices by farmers/FPOs

Session – XIII-XIV: Debriefing of Field Visit

Objective: At the end of the field visit the participants will be able to: Describe the step by step approach followed in marketing of agriculture produce in village/mandi – as observed during the visit and interactions.

The field visits are followed up by presentation on the learnings gathered.

Duration: 1 day of field visit and 3 hours of debriefing in classroom

Session Outline				
S.No.	Session plan	Objective	Time	Methodology
			minutes	
i	Pre-visit Briefing	Briefing participants about objectives of the visit, profile of the various markets to be visited, checklist on what to observe, logistics	20	Presentation and discussions
ii & iii	Field Visit	Visiting different marketing facilities and interacting with the staff and entrepreneurs. To management practices, IT, feedback of users	One day	Visit and interactions, observations Discussions and plenary presentations with clarifications Discussion Mode
iv and v	Debriefing of Field Visit	To discuss and collate learnings from the field visit	170	
vi	Discussion & Feedback	Feedback on field trip arrangements	10	
	Discussion & Feedback		10	Discussion
Relevant Chapters in Reading Material: Refer all Chapters				

Tips to the Facilitator: Provide a profile of the various marketing facilities to be visited for participants' reference. Prepare travel logistics carefully, so that time is not lost on the road and more time is spent on the market site. The visit may start very early in the morning – confirm the best timings for the visit. Make sure participants follow any dos and don'ts expected by the exporter during the visit.

Session XV: Implementing and Monitoring a Marketing Plan

Objective: At the end of the session, the participants will be able to: list the steps involved in drawing up a marketing plan and how to monitor it to ensure it is implemented as per plan.

Duration: 90 Minutes

Session Outline				
S.No.	Session plan	Objective	Time	Methodology
			minutes	
i	Introduction, Need for Robust Marketing Implementation Strategy	Understanding the importance and need of implementation of marketing plan. Various methods to execute the marketing plan with the help of team, defining time lines	20	Presentation
ii	Implementation of Marketing Plan (11 Steps)	Describing the step wise process involved in implementing marketing plan.	40	Presentation with subgroup activity
iii	Monitoring Marketing Plan and use of Monitoring Tools	Understanding the monitoring concept and evaluating the project parameters and tasks to measure and monitor marketing plan. (Include monitoring tools/formats in reading material)	20	
	Discussion & Feedback		10	Discussion
Relevant Chapters in Reading Material: Not Included				

Session – XVI: Post Harvest Operations

- Scientific Storage; Grading, Standardisation and Packaging, etc

Objective: At the end of the session, the participants will be able to: describe the benefits of upkeep of agricultural commodities through scientific storage, grading and packaging, etc.

Duration: 90 Minutes

Session Outline				
S.No.	Session plan	Objective	Time	Methodology
			minutes	
i	Storage and Warehousing	Explaining the basic details of upkeep of agricultural commodities	45	Brief Presentations followed by discussions with participants
ii	Grading and standardisation	Explaining the importance, meaning and advantages of grading and standardisation	20	
iii	Packing or packaging	Describing the meaning, type and advantages of packaging	15	
	Discussion & Feedback		10	Discussion
Relevant Chapters in Reading Material: Chapter 9: Post Harvest Operations				

Session – XVII: Agri-export and IT

- Market Information System, Role of Information Technology in Agricultural Marketing

Objective: At the end of the session, the participants will be able to: Enabling participants to understand emerging export opportunities; importance of timely information and role of IT in marketing

Duration: 90 Minutes

Session Outline				
S.No.	Session plan	Objective	Time	Methodology
			minutes	
i	Agri-export policy	Explaining the agri-export policy of the Govt. and related aspects	30	Brief Presentations followed by discussions with participants
ii	Characteristics and process of Agri-export	Describing the share of agriculture product in export basket; changes and prospects of agricultural export& process for agri-export	20	
iii	Market Information System (MIS) - Meaning, type and dissemination	Highlighting the genesis, system and operation of MIS in India	20	
iv	Role of IT in Agri-marketing	Explaining the increasing role of IT application in marketing function	10	
	Discussion & Feedback		10	Discussion
Relevant Chapters in Reading Material: Chapter 10: Agri-Exports & IT				

Session – XVIII: Commodity futures trading

- Forward and futures, Role and progress of Commodity futures exchanges, NCDEX and MCX

Objective: At the end of the session, the participants will be able to:

- define concepts such as futures trading; options and options trading, derivatives
- they can state the requirements and process for registering on the commodities exchange and the benefits of registering.

Duration: 90 Minutes

Session Outline				
S.No.	Session plan	Objective	Time	Methodology
			Minutes	
i	Evolution of Agri-Commodity Exchanges in India and its present status	Describing alternative ways for marketing of agricultural commodities and risk mitigation	20	Presentation
ii	Products like Futures & forwards, option, etc.	Explaining the finer details of all the products on offer in a commodity exchange	30	
iii	National Commodity and Derivative Exchange (NCDEX); Multi-Commodity Exchanges (MCX)	Highlighting the role and objectives of NCDEX and MCX	20	
iv	FPOs and Commodity Exchange	Success story of a few FPOs which availed of the benefits through Commodity Exchanges	10	
	Discussion & Feedback		10	Discussion
Relevant Chapters in Reading Material: Chapter 11: Commodity Futures Trading				

Session - XIX: Warehousing

- Warehouse receipt finance, e-NWR, risks in marketing

Objective: At the end of the session, the participants will be able to: state how they can avail finance through e_NWR and can articulate the risks in marketing of agri-produce and some of the measure for risk mitigation.

Duration: 90 Minutes

Session Outline				
S. No.	Session plan	Objective	Time	Methodology
			minutes	
I	Warehousing in India & Warehouse Development and Regulatory Authority (WDRA)	Explaining the development of warehousing in India and role of WDRA	30	Presentation
II	Warehouse receipt finance and electronic Warehouse Receipt (e-NWR)	Explaining the e-NWR financing ecosystem in the country	30	
III	Risk in Marketing- meaning, types and mitigation	Describing the uncertainty involved in marketing and ways to manage	20	
IV	Discussion & Feedback		10	Discussion
Relevant Chapters in Reading Material: Chapter 12: Warehousing				

Session XX: Successful interventions undertaken by FPOs with varied businesses and their marketing plan

Objective: At the end of the session, the participants will be able to: analyse various marketing interventions implemented by successful FPOs

Duration: 90 Minutes

Session Outline				
S.No.	Session plan	Objective	Duration	Methodology
			Minutes	
i	Successful FPO interventions	To understand the various successful interventions undertaken by FPOs with varied business and marketing plan	75	Small Group work with cases; presentation
ii	Discussion & Feedback		15	
Relevant Chapters in Reading Material: Facilitator to develop up-to-date case studies				

Final Session: Action Plan, Feedback and Valediction

Objective: At the end of the session, the participants will be able to:

1. written their feedback for the programme in the format provided
2. given oral feedback
3. received their participation certificates

Duration: 90 Minutes

Session Outline				
S.No.	Session plan	Objective	Time	Methodology
			minutes	
i	Preparation of Action Plan Agri-marketin by FPOs; Collecting ideas of successful FPO interventions	To prepare an agency-wise plan for agri-marketing	50	Sub Group activity and presentation
ii	Feedback on the programme	To collect written feedback for the training organisations use and oral feedback from all participants	20	Written feedback in given format, oral feedback in plenary
iii	Valediction	Formal event	20	Formal event

Note: Use the Organisation's standard format for collecting feedback and a well-designed format for action planning



Bankers Institute of Rural Development (BIRD), Lucknow is an autonomous institute promoted by National Bank for Agriculture and Rural Development, the Development Bank of the country. It is a premier institute for providing training research and consultancy services in the field of agriculture and rural development banking in India and abroad. The Institute was established in 1983, for addressing the capacity building needs of stakeholders. BIRD, Lucknow is an ISO 9001: 2015 certified training Institute.

Clients

All Banks, Government agencies, MFIs, NBFCs, Financial Sector, NGOs and Civil Societies.

Coverage (Training, Consultancy, Research)

Project Lending-Agriculture and MSME, Climate Finance, Rural Banking, Farmer Producer Organization, Micro Finance, Human Resource, Financial Inclusion, Training of Trainers, Executive Development, Management Development Programme, IT based Banking, Green Finance, Responsible CSR, Group approach to Development, Women Empowerment, Organizational Development, Investment & Treasury Management, Risk Management.

Faculty

Faculty are drawn from NABARD, banks and scholars of respective fields and have pan-India level field experience. The faculty have specialization in Banking Finance, Financial Inclusion, Agriculture & Allied sector, Fisheries, Forestry and Human Resources, etc.

Infrastructure

43 acre green campus has world class infrastructure in terms of class rooms, simulation and AV Rooms, Board Room, Conference Hall, Auditorium, Library, Gym, Air-conditioned Hostel Rooms, Local and International cuisine.

