


**MARKETING AND OPERATIONAL ISSUES FACED BY FIRST GENERATION
AGRIPRENEURS IN MANAGING AGRIBUSINESS: A VIEW POINT OF HARYANA**

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 31 June 2023</p> <p>Accepted 27 September 2023</p>	<p>Purpose: The purpose of this study is to investigate the significance of improved marketing of agricultural produce in the context of enhancing farmers' livelihoods and rural development. Specifically, it aims to identify market-related challenges faced by agribusinesses at their inception. The study seeks to understand how marketing practices can impact the success of various agribusiness ventures, such as mushroom farming, dairy farming, aquaculture, beekeeping, and others.</p>
<p>Keywords:</p> <p>Agripreneurs; Livelihood; Agribusiness; Organic.</p>	<p>Design/Methodology/Approach: This section outlines the research methodology employed in the study. It mentions the use of purposive sampling to select 180 agripreneurs engaged in different agribusinesses. The research approach involves assessing the impact of market knowledge, product quality, market research, pricing strategies, packaging, sales promotion, internet marketing, and test marketing on the launch of agricultural products. It also explores the influence of first-generation agripreneurs on factors like the number of employees and experience.</p>
	<p>Findings: Here, the study presents its key findings. It reveals that enhancing market knowledge and product quality, conducting prior market research, adopting appropriate pricing strategies, implementing effective packaging, engaging in sales promotion, utilizing internet marketing, and conducting test marketing are essential for the successful launch of agri-products. Furthermore, the study suggests that the perspectives of first-generation agripreneurs have a significant and positive impact on factors such as employee numbers and experience.</p> <p>Research, Practical & Social Implications: This section discusses the broader implications of the research. It highlights how the findings can benefit agribusiness management, particularly for first-generation agripreneurs in Haryana. It addresses the practical implications for improving marketing practices in agribusinesses and how this, in turn, can contribute to rural development and farmers' livelihoods. The study aims to offer practical suggestions and solutions to the challenges faced by agripreneurs.</p> <p>Originality/Value: In this part, the paper underscores its originality and value within the field of agribusiness. It emphasizes that the research not only identifies management challenges but also provides valuable recommendations. The study contributes to the understanding of marketing dynamics in the context of diverse agricultural ventures, ultimately offering insights that can enhance the success and impact of agribusinesses in Haryana and potentially other similar regions.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i10.3880</p>

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QUESTÕES OPERACIONAIS E DE MARKETING ENFRENTADAS PELOS AGRIPRENEURS DE PRIMEIRA GERAÇÃO NA GESTÃO DO AGRONEGÓCIO: UM PONTO DE VISTA DE HARYANA

RESUMO

Objetivo: O objetivo deste estudo é investigar a importância da melhoria da comercialização dos produtos agrícolas no contexto do aumento dos meios de subsistência dos agricultores e do desenvolvimento rural. Especificamente, visa identificar os desafios relacionados com o mercado enfrentados pelo agronegócio no seu início. O estudo busca entender como as práticas de marketing podem impactar o sucesso de vários empreendimentos do agronegócio, como cultivo de cogumelos, laticínios, aquicultura, apicultura e outros.

Design/Metodologia/Abordagem: Esta seção descreve a metodologia de pesquisa empregada no estudo. Menciona a utilização de amostragem objetiva para selecionar 180 empresários envolvidos em diferentes agronegócios. A abordagem de pesquisa envolve a avaliação do impacto do conhecimento do mercado, qualidade do produto, pesquisa de mercado, estratégias de preços, embalagens, promoção de vendas, marketing na internet e marketing de teste no lançamento de produtos agrícolas. Também explora a influência dos empresários de primeira geração em fatores como o número de funcionários e a experiência.

Constatações: Aqui, o estudo apresenta suas principais conclusões. Revela que a melhoria do conhecimento do mercado e da qualidade dos produtos, a realização de estudos de mercado prévios, a adoção de estratégias de preços adequadas, a implementação de embalagens eficazes, o envolvimento na promoção de vendas, a utilização do marketing na Internet e a realização de marketing experimental são essenciais para o lançamento bem-sucedido de produtos agrícolas. Além disso, o estudo sugere que as perspectivas dos empresários de primeira geração têm um impacto significativo e positivo em fatores como número de funcionários e experiência.

Pesquisa, Implicações Práticas e Sociais: Esta seção discute as implicações mais amplas da pesquisa. Ele destaca como as descobertas podem beneficiar a gestão do agronegócio, particularmente para os empresários de primeira geração em Haryana. Aborda as implicações práticas para a melhoria das práticas de comercialização no setor agroindustrial e a forma como tal, por sua vez, pode contribuir para o desenvolvimento rural e os meios de subsistência dos agricultores. O estudo tem como objetivo oferecer sugestões práticas e soluções para os desafios enfrentados pelos empresários.

Originalidade/valor: Nesta parte, o trabalho ressalta sua originalidade e valor dentro do campo do agronegócio. Ele enfatiza que a pesquisa não apenas identifica desafios de gerenciamento, mas também fornece recomendações valiosas. O estudo contribui para a compreensão das dinâmicas de marketing no contexto de diversos empreendimentos agrícolas, oferecendo, em última análise, ideias que podem melhorar o sucesso e o impacto do agronegócio em Haryana e potencialmente outras regiões semelhantes.

Palavras-chave: Agronegócios, Meios de Subsistência, Agronegócio, Orgânico.

PROBLEMAS DE MERCADOTECNIA Y OPERATIVOS QUE ENFRENTAN LOS AGRIPRENEURS DE PRIMERA GENERACIÓN EN LA GESTIÓN DE AGRONEGOCIOS: UN PUNTO DE VISTA DE HARYANA

RESUMEN

Objetivo: El objetivo de este estudio es investigar la importancia de mejorar la comercialización de los productos agrícolas en el contexto de la mejora de los medios de vida de los agricultores y el desarrollo rural. Específicamente, se pretende identificar los desafíos relacionados con el mercado que enfrentan las agroempresas en sus inicios. El estudio busca entender cómo las prácticas de comercialización pueden impactar el éxito de diversas empresas agroindustriales, como la agricultura con hongos, la lechería, la acuicultura, la apicultura y otras.

Diseño/Metodología/Enfoque: Esta sección describe la metodología de investigación empleada en el estudio. Menciona el uso del muestreo intencional para seleccionar a 180 empresarios agropecuarios. El enfoque de la investigación consiste en evaluar el impacto del conocimiento del mercado, la calidad del producto, la investigación de mercado, las estrategias de precios, el envasado, la promoción de ventas, el marketing por Internet y la comercialización de prueba en el lanzamiento de productos agrícolas. También explora la influencia de los empresarios de primera generación en factores como el número de empleados y la experiencia.

Hallazgos: Aquí, el estudio presenta sus hallazgos clave. Revela que la mejora del conocimiento del mercado y la calidad de los productos, la realización de estudios de mercado previos, la adopción de estrategias de precios adecuadas, la aplicación de envases eficaces, la participación en la promoción de ventas, la utilización de la comercialización en Internet y la realización de pruebas de comercialización son esenciales para el lanzamiento con éxito de los productos agrícolas. Además, el estudio sugiere que las perspectivas de los empresarios de primera generación tienen un impacto significativo y positivo en factores como el número de empleados y la experiencia.

Investigación, implicaciones prácticas y sociales: Esta sección discute las implicaciones más amplias de la investigación. Se destaca cómo los hallazgos pueden beneficiar la gestión de la agroindustria, particularmente para los empresarios de primera generación en Haryana. Aborda las implicaciones prácticas para mejorar las prácticas de comercialización en las agroempresas y cómo esto, a su vez, puede contribuir al desarrollo rural y a los medios de vida de los agricultores. El estudio tiene como objetivo ofrecer sugerencias prácticas y soluciones a los desafíos que enfrentan los empresarios.

Originalidad/Valor: En esta parte, el trabajo subraya su originalidad y valor dentro del campo de la agroindustria. Destaca que la investigación no sólo identifica los problemas de gestión, sino que también ofrece recomendaciones valiosas. El estudio contribuye a la comprensión de las dinámicas de comercialización en el contexto de diversos emprendimientos agrícolas, ofreciendo en última instancia conocimientos que pueden mejorar el éxito y el impacto de las agroempresas en Haryana y potencialmente otras regiones similares.

Palabras clave: Empresarios, Sustento, Agroindustria, Orgánico.

INTRODUCTION

Efficiency in marketing agricultural products has gained significant importance in India recently. The poor marketing infrastructure and channel connections were thought to be the leading causes of the high and unpredictable consumer pricing and the fact that only a tiny percentage of the consumer rupee reaches the farmers. In addition, there is significant waste, quality degradation, and common spatial and temporal misalignment between supply and demand (Jerome, 2017). The Economic development requires a healthy supply of agricultural trade. The Numerous international businesses have recently begun agricultural retail marketing in India. A price of inputs and products rises because of new technology and farmers' increased usage of inputs. The availability of goods at fair prices is another expectation held by consumers. Good marketing methods should play an important role in accomplishing the aforementioned competing aims. The accurate development of efficient agricultural marketing plans would not only reduce distribution costs, but would also benefit a wide range of people, including dealers, customers, farmers, scientists, and administrators (Jerome, 2017).

A first-generation agripreneur is someone who began his agricultural business with no prior agribusiness expertise. He makes use of his insights, creative ideas, and abilities." Entrepreneurs are essential to the expansion and development of the Indian economy. They must deal with a wide range of challenges on a daily basis. According to the research of (Veni and Lakshmi, 2018), agriculture to entrepreneurship is necessary to revitalise Indian agriculture. In this situation, the need of the hour is to promote agribusiness by aiding farmers and transforming them into businesses. A lack of financial resources, insufficient infrastructure, market issues, the risk of failure, an inadequate level of management knowledge, insufficient technical knowledge, insufficient guidance and support, insufficient market information, and multiple role conflicts are some of the common issues they face (Oluremi and colleagues,

2021). Agripreneurship has enormous potential for using abundant and unused agricultural resources. Despite the fact that it appears to be a very enticing and promising road, it is a tough one to take due to weak government policy, a lack of an innovation strategy, insufficient institutional support, underdeveloped infrastructure, and a lack of understanding among the public. Despite these constraints, there are numerous potential for agricultural growth (Verma and colleagues, 2018)

Since they serve as an exchange mechanism, markets are significant. Because they participated in markets, resources, goods, and services are coordinated and allocated, which is particularly significant people with low incomes. In other terms, markets are crucial to lowering poverty and enhancing household incomes (Jari and Fraser, 2009)

The globalisation and trade liberalisation have resulted in greater global market integration. In accordance with this, there is a growing link between developing-country farmers and customers and enterprises in developed-country. As a result, local farmers must compete harder for customers, not just in global markets, but also in local ones. To meet market challenges, agriculture markets are transitioning to a vertically integrated structure (Reardon and Barrett, 2000). India may guarantee significantly more prosperity by enhancing agricultural product market efficiency and policy. They needed to overcome various hurdles in order to enhance agricultural marketing, and they proposed several strategies to accomplish so. In accordance to the report, the agricultural sector's capacity to contribute to rural economic development and poverty reduction in India should be increased in order to ensure the survival and growth of the Indian agriculture market. Effective marketing strategies are critical in this regard. Marketing issues arise from a variety of factors, including limited knowledge, inability to gain access to improved reliability markets, high transactional costs and distance from markets, poor product quality, insufficient storage facilities, lower academic stages of local farmers, and poor extension services, according to (Antwi and Seahlodi, 2011). In many developing countries, the majority of people live in rural regions and rely on agriculture, particularly crop agriculture, for a living. These farmers face climate and pricing risks, seasonality demands, and labour and capital surpluses, and they usually dwell in places where banking services are difficult to reach. (Abdulraheem, 2016)

The efficient market infrastructure and tactics promote the production process, generate income, and have a favourable income distribution of income. In every situation, improved farmland marketing infrastructure is the primary incentive for marketing. Agriculture marketing is a method of increasing farm output and profit. It additionally contributes to the

fair pricing of farm products by giving market information and product information. The study's major goal is to describe the marketing challenges that first-generation agripreneurs confront.

METHODOLOGY

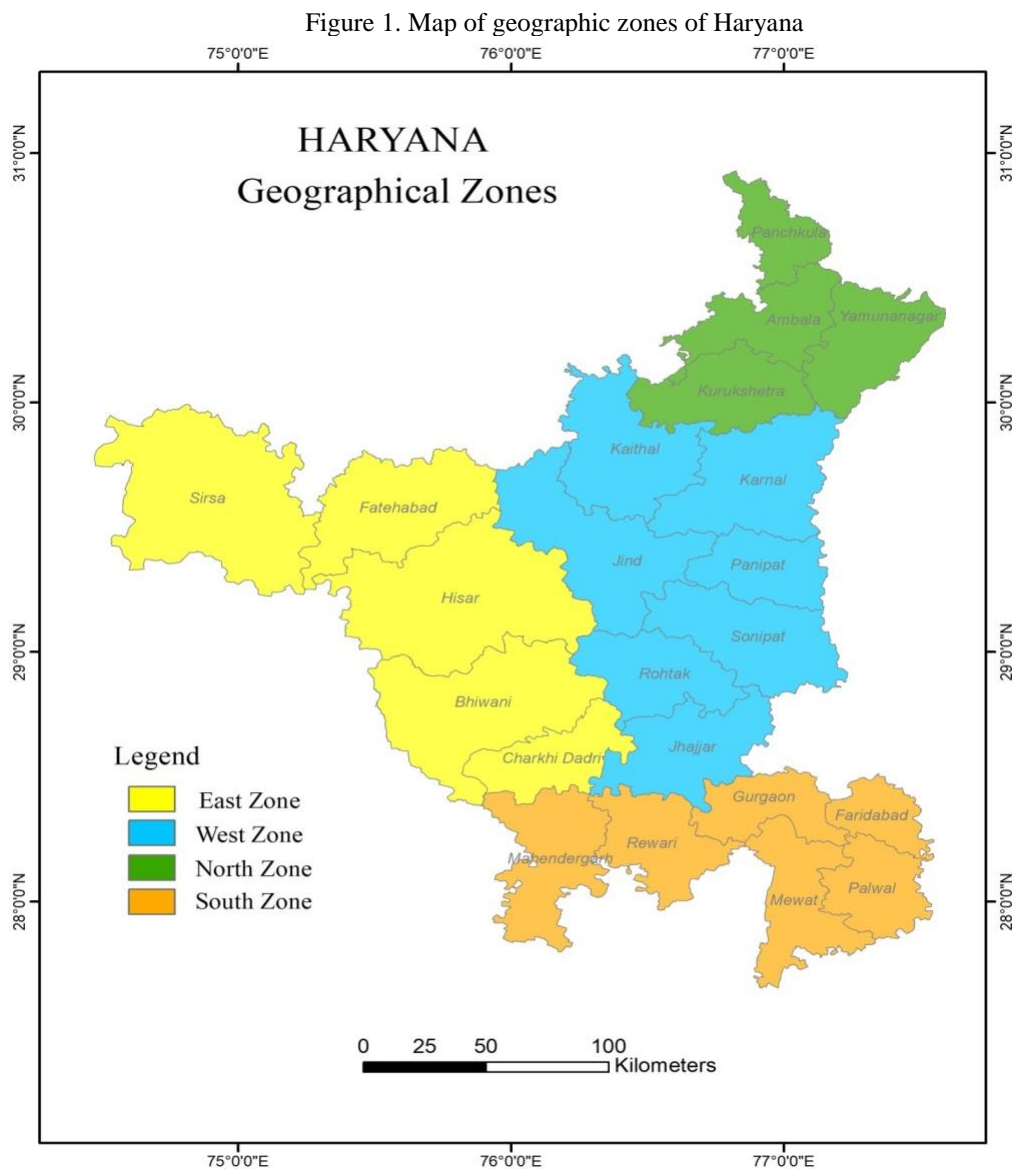
The theoretical and methodological framework of the study covers four geographical zones, encompassing 22 districts, in the state of Haryana. 180 first-generation agriculture operators were picked at random from 22 districts in Haryana. The first generation of agribusiness owners worked in a variety of fields, including mushroom farming, dairy farming, aquaculture, beekeeping, poultry farming, horticulture, floriculture, organic farming, food processing, and medicinal plant cultivation.

Haryana's South Zone had 31 respondents, the East Zone had 87, the West Zone had 42, and the North Zone had 20. In different districts and zones of Haryana, judgement has been used to cover clusters of various types of agribusinesses, resulting in a variation in the selection of respondents. A map of Haryana's geographical zones has also been added, as shown below.

Table 1. Number of agripreneurs from various geographic zones of Haryana state

Geographic zones & districts of Haryana State			
East (Zone I)	West (Zone II)	North (Zone III)	South (Zone IV)
Kaithal	Sirsa	Ambala	Mahender Garh
Karnal	Fatehabad	Panchkula	Rewari
Jind	Hisar	Yamuna Nagar	Gurugram
Panipat	Bhiwani	Kurukshetra	Faridabad
Sonipat			Palwal
Jhajhar			Mewat
Rohtak			Bahadurgarh
87	42	20	31

Source: Prepared by Authors (2023)



Source: Prepared by Authors (2023)

To gather the information from agripreneurs, both the primary and secondary data have been utilised through a structured questionnaire.

The data was analysed using software from the statistical package for social sciences (SPSS). Some replies from first-generation agripreneurs were gathered based on rank. The individual aggregate total weighted score for each statement has been determined. The more significant values are allocated the highest rank, with the greatest score going to the top rank. In the current study, statements were graded on a five-point Likert scale, with 5 being the strongest agreement and 1 representing the most significant disagreement.

The data were tabulated and examined using statistical approaches such as averages, Friedman non-parametric statistics, and semantic differential scales. The first-generation

agripreneurs' responses were rated. The overall aggregate total weighted score for each statement has also been determined, and the top rank earned the maximum score, with the greatest scores being assigned the highest ranks.

The equation of the Friedman test is as below:

$$FM = \left[\frac{12}{(N * k * (k + 1))} \right] * \sum R^2 - [3 * N * (k + 1)]$$

Where,

R= Total Rank

N= Number of respondents

K= Number of groups

RESULTS AND DISCUSSION

All of the factors examined in this study were reported using descriptive statistics and graphs. Table 2 depicts the distribution of responders by employee count. It was shown that 109 (60.6%) of the agripreneurs had fewer than ten employees, 47 (26.1%) had between 10 and 50 employees, and 24 (13.3%) had more than 50.

Table 2. Numbers of Employees

Employees	Frequency	Per cent	Valid per cent	Cumulative percent
Less than 10	109	60.6	60.6	60.6
Between 10 - 50	47	26.1	26.1	86.7
More than 50	24	13.3	13.3	100
Total	180	100	100	

Source: Primary Data

Experience is essential in the field of agri-partnership, especially for first-generation businesses. The table 2 below depicts the distribution of agripreneurs based on their level of experience in agriculture entrepreneurship. It discovered that 124 (68.9%) first-generation agripreneurs had more than five years of field experience, 48 (26.7%) respondent agripreneurs had experience between 2 and 5 years, and 8 (4.4%) agripreneurs had fewer than two years. As a result, the majority of respondents considered for the study had more than five years of agripreneurship experience. As a result, the majority of the first-generation agripreneurs chosen had more than five years of agripreneurship experience. Similar results were found in the studies by (Mehra, 2019) and (Kumar and Kumar, 2019).

Table 3. Experience of First generation Agripreneurs

Experience	Frequency	Per cent	Valid per cent	Cumulative percent
Less than two years	8	4.4	4.4	4.4
Between 2 - 5 years	48	26.7	26.7	31.1
More than five years	124	68.9	68.9	100
Total	180	100	100	

Source: Primary Data

Table 4. Opinions of First Generation Agripreneurs on Marketing

Statements	Strongly Agree	Agree	Can not Say	Disagree	Strongly Disagree	Scaled Score	Rank
Market information is helpful to an agripreneur.	134	42	4	0	0	850	I
An agripreneur can get a good return by grading his products/quality ensures good returns.	120	55	5	0	0	835	III
One should initiate those enterprises, which produce more market demand - oriented products	77	90	13	0	0	784	V
One should sell his products to the nearest market.	37	33	20	39	51	506	XI
One should set the appropriate price of a product.	88	76	8	6	2	782	VI
Appropriate product advertisement techniques as sound as sales promotion should be set to encourage customers	71	75	32	2	0	755	VIII
Products features and quality should be continuously improved	126	46	7	1	0	837	II
Good packaging ensures good sales	105	40	20	8	7	768	VII
Market research should be done before producing the product	93	66	19	1	1	789	IV
Test marketing must be done before launching	45	68	63	4	0	694	X
Online commerce is the need of the hour	51	79	44	5	1	714	IX

Source: Primary data

Amongst the eleven important opinions, as listed in Table 4 majority of first- generation agripreneurs found “market information is useful to an agripreneur” to be most important in any agricultural enterprise, with the highest scaled score of 850. “Products features and quality should be continuously improved” opinion was ranked second with a scaled score of 837, whereas third rank was assigned to “one should initiate those enterprises, which produces more market demand - oriented products” with a scaled score 835, followed by 789 scaled score of assigned to “market research should be done before producing the product” with fourth rank whereas remaining least important ranks 6, 7, 8, 9 and 10 were allotted by agripreneurs to “One should set appropriate price of a product”, “Good packaging ensures good sales”, “Appropriate product advertisement techniques as well sales promotion should be set to encourage customers”, “Online marketing/E- commerce is the need of the hour” and “Test marketing must be done before launching” with scaled score 782, 768, 755, 714 and 694 respectively. These findings support the findings of Rasis (2015), Mitra (2016), and Devi (2016) in their individual research.

To succeed in the agri-business, market information and product quality should be enhanced, as well as before market research, an acceptable price, good packaging, sales promotion, internet marketing, and test marketing.

According to the findings shown in Table 5, the first generation of agricultural entrepreneurs who had less than two years of experience managing the business ranked "Products features and quality should be continuously improved" as the opinion with the highest importance among all the other opinions on marketing, with an average value of 4.6, and "One should sell his products to the nearest market" as the opinion with the lowest importance, with an average value of 3.6. Contrarily, agripreneurs with experience between 2 and 5 years discovered that, with an average score of 4.6 for each, "An agripreneur can get a good return by grading his products/quality ensures good return" and "Products features and quality should be continuously improved" are precious suggestions for managing the business. Moreover, with an average rating of 2.6, "One should offer his items to the nearest market" is considered a minimum valuable opinion. Last but not least, the restriction "Market information is useful to an agripreneur" was rated as the most valuable opinion on marketing by first- generation farmers with more than five years of experience, while the restriction "One should sell his products to the nearest market" was rated as the least valuable opinion, with an average value of 2.8.

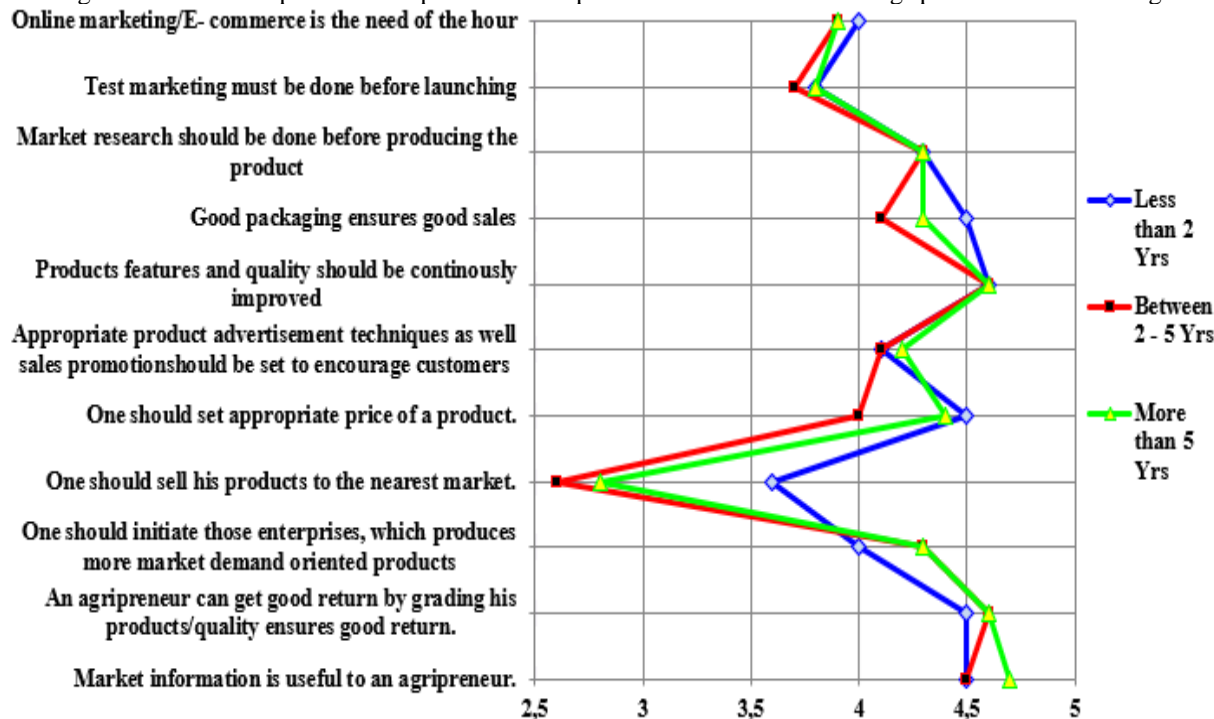
Table 5 shows the association between experience, and first-generation agripreneurs' marketing Opinions have been analysed and the results are shown in Figure 2 using a semantic differential scale.

Table 5. Relationship between Experience and opinions of First Generation Agripreneurs on Marketing

Statements	Average Score		
	Less than two Yrs Experience	Between 2 - 5 Yrs Experience	More than five Yrs Experience
Market information is helpful to an agripreneur	4.5	4.5	4.7
An agripreneur can get good returns by grading his Products/quality ensure good returns.	4.5	4.6	4.6
One should initiate those enterprises which produce more market- demand- oriented products	4	4.3	4.3
One should sell his products to the nearest market	3.6	2.6	2.8
One should set the appropriate price of a product.	4.5	4	4.4
Appropriate product advertisement techniques as well as sales promotion should be set to encourage customers	4.1	4.1	4.2
Products features and quality should be continuously improved	4.6	4.6	4.6
Good packaging ensures good sales	4.5	4.1	4.3
Market research should be done before producing the product	4.3	4.3	4.3
Test marketing must be done before launching	3.8	3.7	3.8
Online commerce is the need of the hour	4	3.9	3.9

Source: Prepared by Authors (2023)

Figure 2. Relationship between experience and opinions of First Generation Agripreneurs on Marketing.



Source: Prepared by Authors (2023)

It is evident from Table 6 that the first- generation agripreneurs with less than ten employees in the enterprise considered “Market information is useful to an agripreneur” and “Products features and quality should be continuously improved” with 4.6 average value as the precious opinion among all the other opinions on marketing and “One should sell his products to the nearest market” with 2.9 average value as the least valuable opinion. The case of employees (between 10 to 50) in the enterprise, the topmost opinion with an average score of 4.8 was “Market information is useful to an agripreneur.” and the most minor importance to “One should sell his products to the nearest market”, with an average A value of 2.5 each. Lastly, the uppermost highly opinion of agripreneurs with more than 50 employees was “Market information is useful to an agripreneur” and “An agripreneur can get good return by grading his products/quality ensures good return” with the average value of 4.9 and “One should sell his products to the nearest market” as the minimal importance with 2.7 average value.

The above results of association of a number of employees with the opinions of the first-generation agripreneurs on marketing, as shown in Table 6, has been interpreted and exhibited in Figure 3 using a semantic differential scale.

The significance of the results has been formulated and tested by using the Friedman test. The calculated value of Chi-square at a 0.05 percent level of significance was 11.250, while the tabulated value was 5.991. The calculated value (11.250) is greater than tabulated value

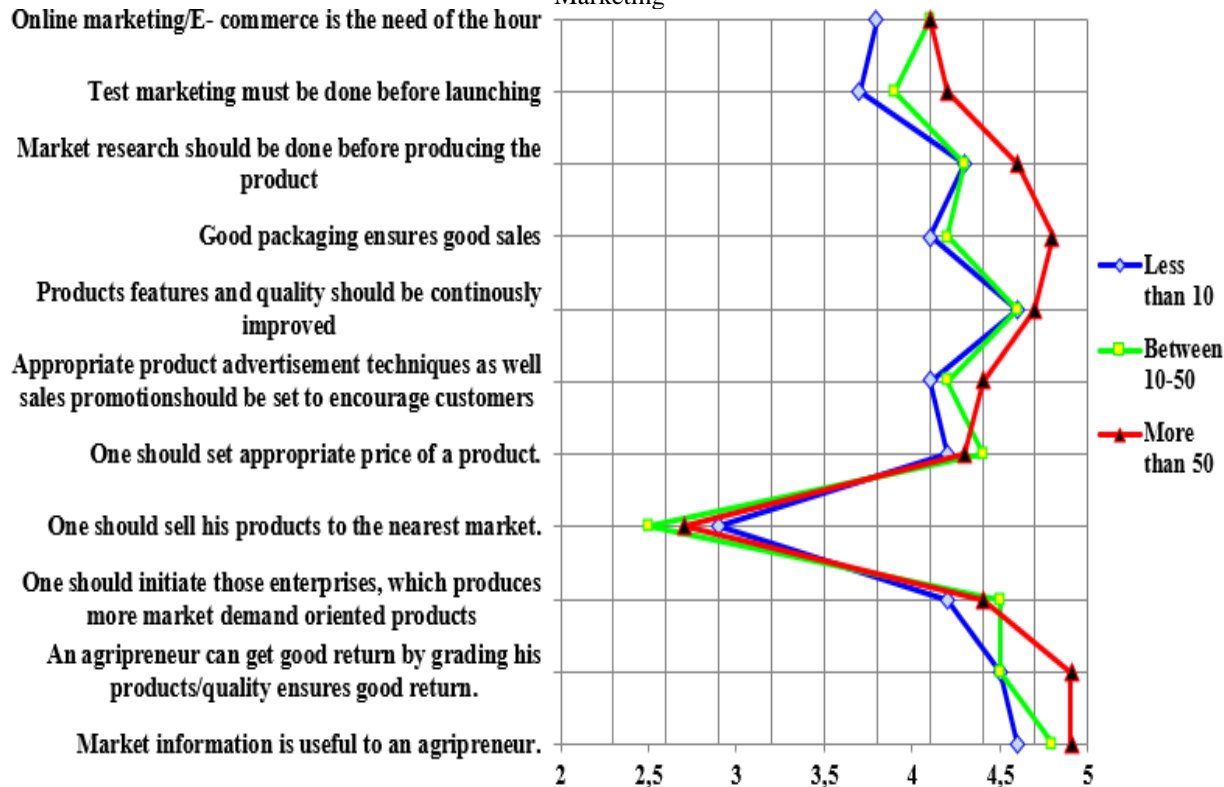
(5.991), and the p- value $.004 < 0.05$ which indicates that there is a significant impact of a number of employees on the opinions of first -generation agripreneurs on marketing and the null hypothesis has been rejected.

Table 6. Relationship between the number of Employees and Opinions of First Generation Agripreneurs on Marketing

Statements	Average Score			Chi square Value	Significance Level
	Less than 10	Between 10-50	More than 50		
Market information is helpful to an agripreneur	4.6	4.8	4.9	11.250	*.004
An agripreneur can get good returns by grading his products/quality ensures good returns	4.5	4.5	4.9		
One should initiate those enterprises, which produces more market- demand- oriented products	4.2	4.5	4.4		
One should sell his products to the nearest market	2.9	2.5	2.7		
One should set the appropriate price of a product	4.2	4.4	4.3		
Appropriate product advertisement techniques as well as sales promotion should be set to encourage customers	4.1	4.2	4.4		
Products features and quality should be continuously improved	4.6	4.6	4.7		
Good packaging ensures good sales	4.1	4.2	4.8		
Market research should be done before producing the product	4.3	4.3	4.6		
Test marketing must be done before launching	3.7	3.9	4.2		
Online commerce is the need of the hour	3.8	4.1	4.1		

*Significance level at .05 percent
Source: Prepared by Authors (2023)

Figure 3. Relationship between the number of Employees and Opinions of First Generation Agripreneurs on Marketing



Source: Prepared by Authors (2023)

CONCLUSION

The present research was made to analyse the opinions of first generation agripreneurs related to marketing and it observed that adequate market information and understanding, as well as product quality, were the most important marketing requirements for first generation agripreneurs. The study also discovered a significant ($p < 0.05$) and beneficial impact on the attitudes of first generation agripreneurs on marketing for all three factors, namely number of workers and experience. Considering the opinions by first generation agripreneurs above, more emphasis should be focused on the development of sophisticated infrastructure and agricultural entrepreneurship requirements such as cold storage warehouses, transportation, electricity and water supply, and so on. The government has taken praiseworthy initiatives as well as on going attempts to improve agricultural operations in the country by adopting numerous plans and programmes to increase value-added agricultural output, market connections, and exports, among other things like FPO (Farmer Producer Organisation). National Programme for Dairy Development (NPDD) scheme has been launched to give rise to producers companies at rural level, build up infrastructure for acquiring, processing as well as marketing of milk products, training for dairy agripreneurs *etc.* Minimising Cost of Doing Business (CoDB) and improving

Ease of Doing Business (EoDB) to augment entrepreneurship and formulating various programs and policies for the promotion and growth MSME business in the state are being done. These findings predicted that that high level of marketing opportunities are available for fish farming, food processing, organic farming, dairy farming, beekeeping and mushroom cultivation. Hence, the authorities should provide infrastructural facilities, more mandis and superstores in local markets etc. Various government development schemes and financial aid procedures should be made more accessible so that more people can benefit.

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