

# India Market Assessment and Other Services for Israeli Agriculture and Water Companies

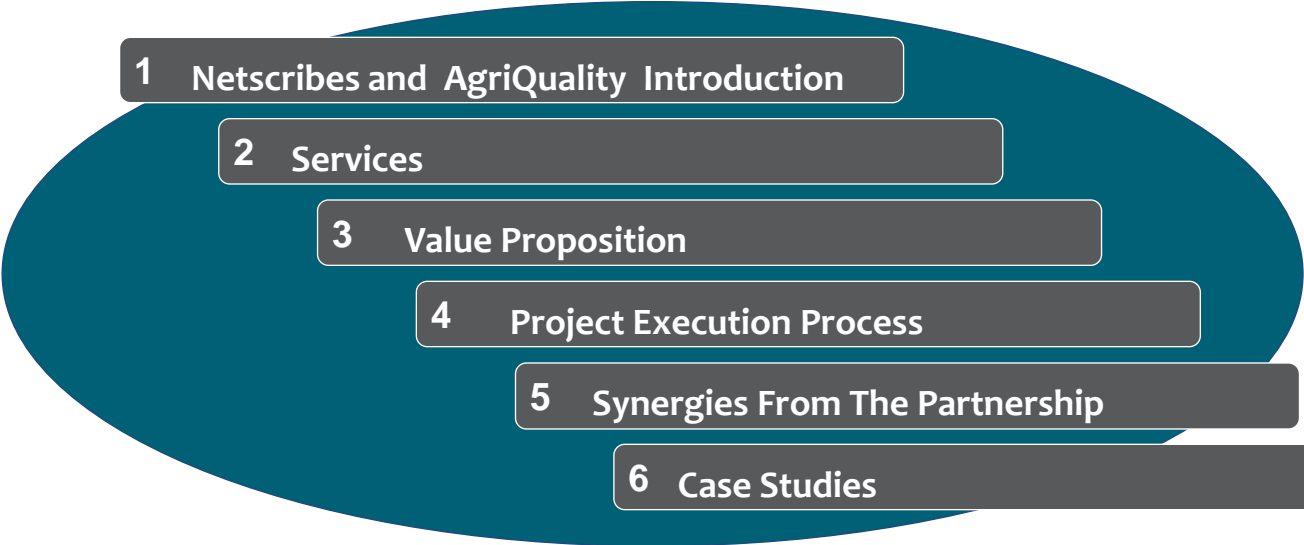
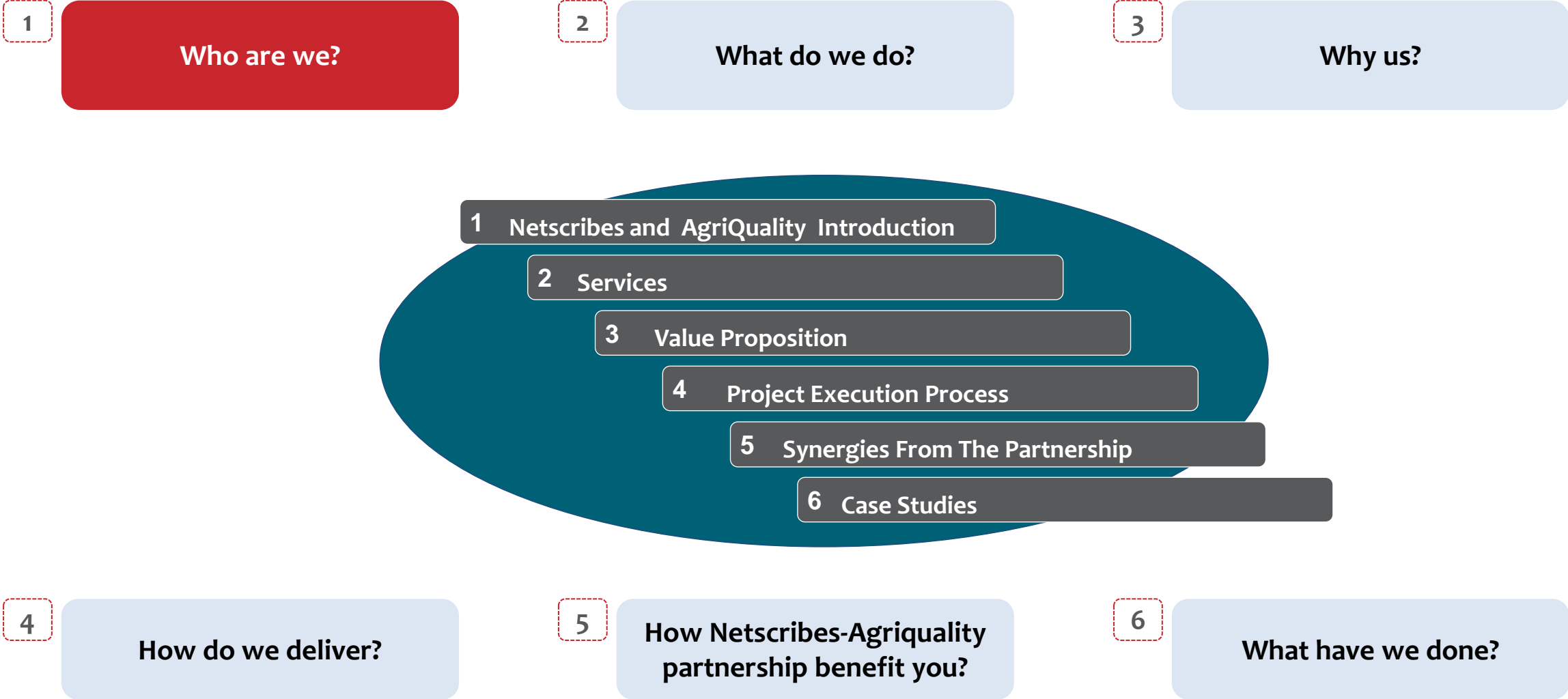
-A joint initiative by **Netscribes** from India and **Agriquality** from Israel

[www.netscribes.com](http://www.netscribes.com); [www.agriquality.net](http://www.agriquality.net)

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# Netscribes – Agriquality: A Joint Initiative



# Introduction – Who we are



<b>Inception</b>	<ul style="list-style-type: none"><li>● Incorporated as Netscribes in May 2000</li><li>● Founded by former finance journalists and researchers from The Economic Times, India's largest and the world's third largest finance daily</li></ul>
<b>Our Investors</b>	<ul style="list-style-type: none"><li>● Venture-funded by US-based Insight Venture Partners</li><li>● Second round of funding from Basil Growth Corporation and Anchor Group</li></ul>
<b>Our Subsidiaries</b>	<ul style="list-style-type: none"><li>● INREA – a patent research firm acquired in 2010</li><li>● Wholly-owned US marketing subsidiary, Netscribes, Inc., with offices in NYC</li></ul>
<b>Our Presence</b>	<ul style="list-style-type: none"><li>● Current employee strength at about 250 across three operations centres in Mumbai, Kolkata and Gurgaon; Bangalore being looked at</li><li>● Sales presence in the US, Europe and Asia</li></ul>
<b>Certification</b>	<ul style="list-style-type: none"><li>● ISO 9001:2000 certified by KPMG since 2004</li></ul>

# Introduction – Who we are



## About US

- A consultancy located near Beer-Sheva in southern Israel
- The consultancy was established by Shafrir Godel in 1998

## Our Offerings

- We offer a very deep understanding of and familiarity with the Israeli agricultural sector
- We provide services to farmers in Israel and in various countries and growing conditions
- We address economic, marketing and agronomic questions and offer professional solutions

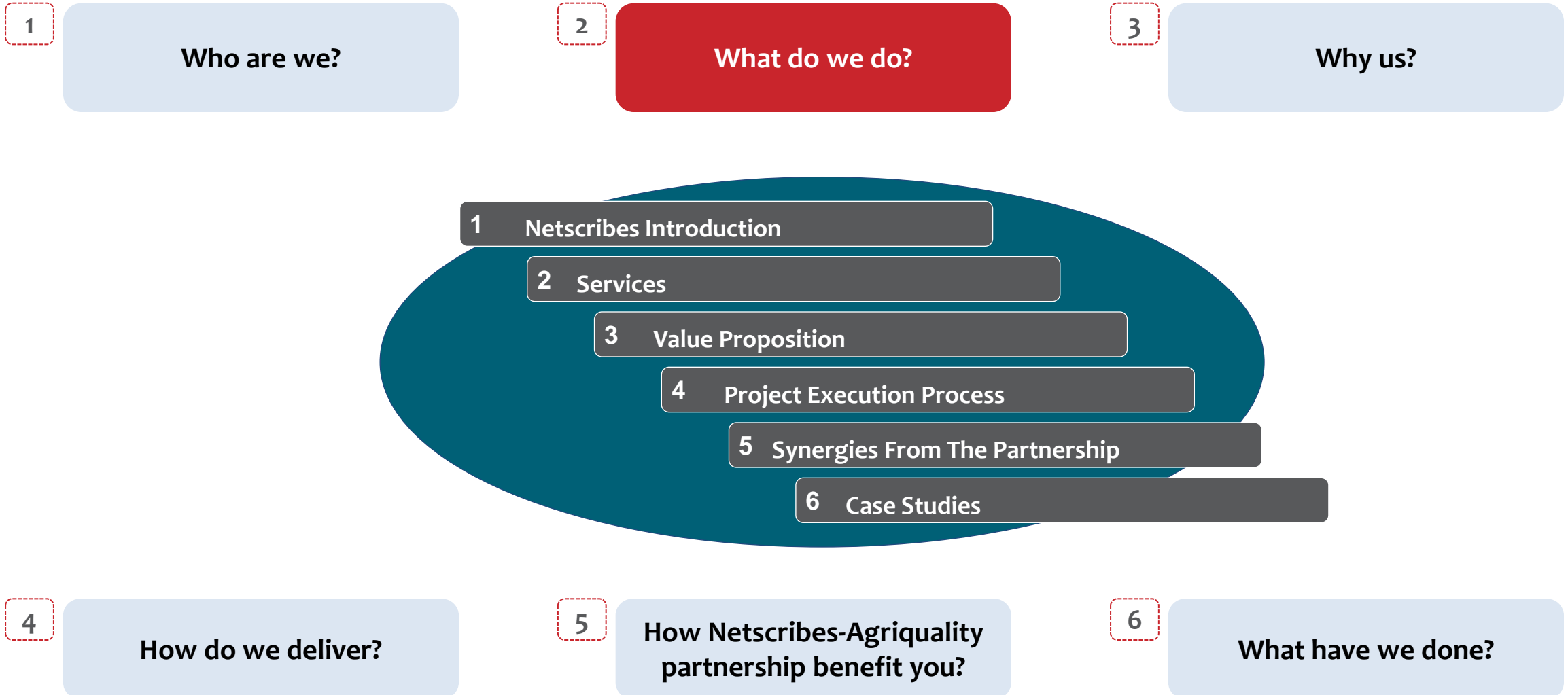
## Our Focus

- We focus on international agro-business, mainly in India

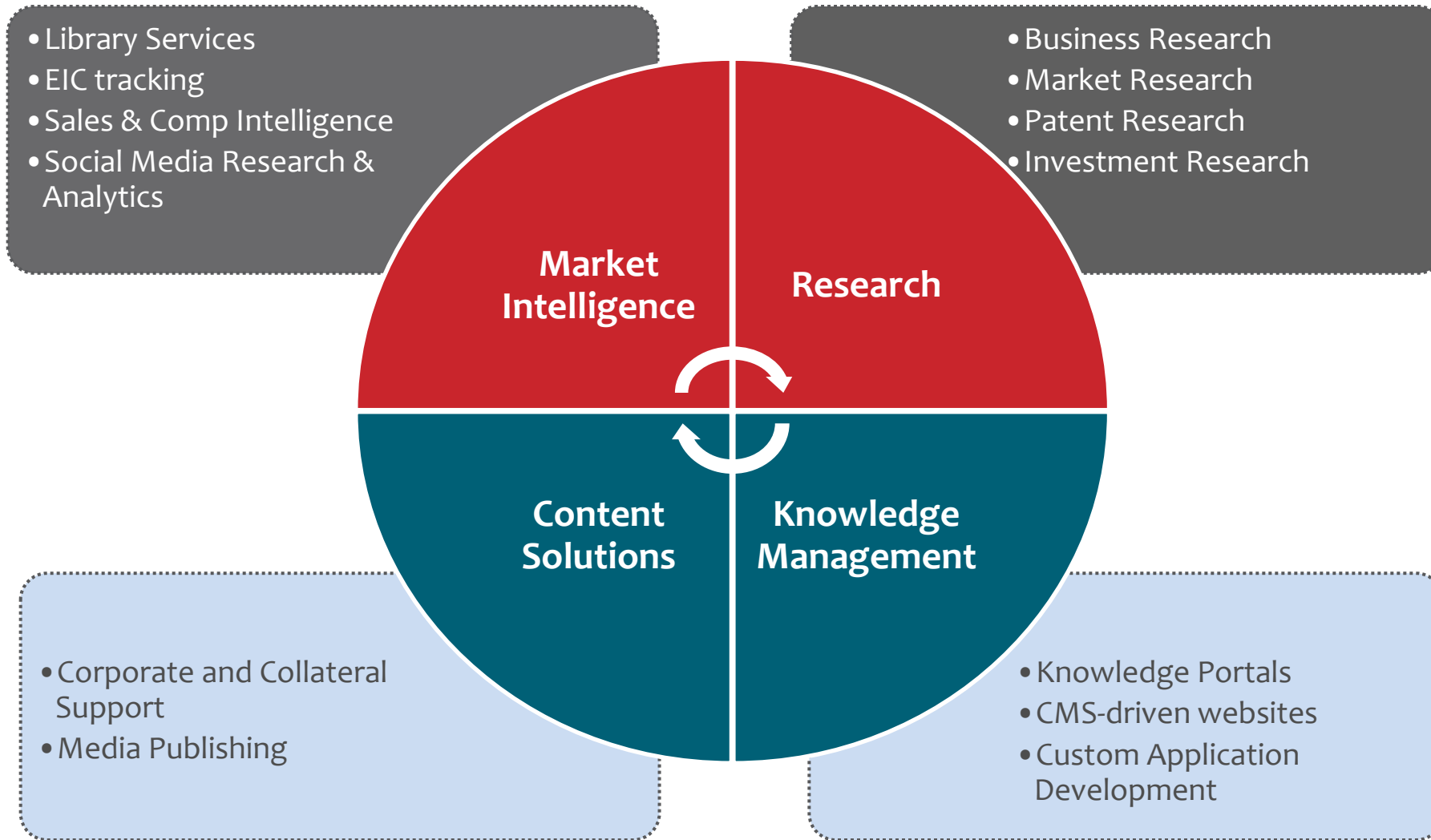
## Our Business Model

- Cluster of service companies, professionals and manufacturers in various agricultural branches
- Wide and active international business network
- One-stop shop for our customers
- Width of vision and independence from all producers ensures our total commitment to our customers' needs

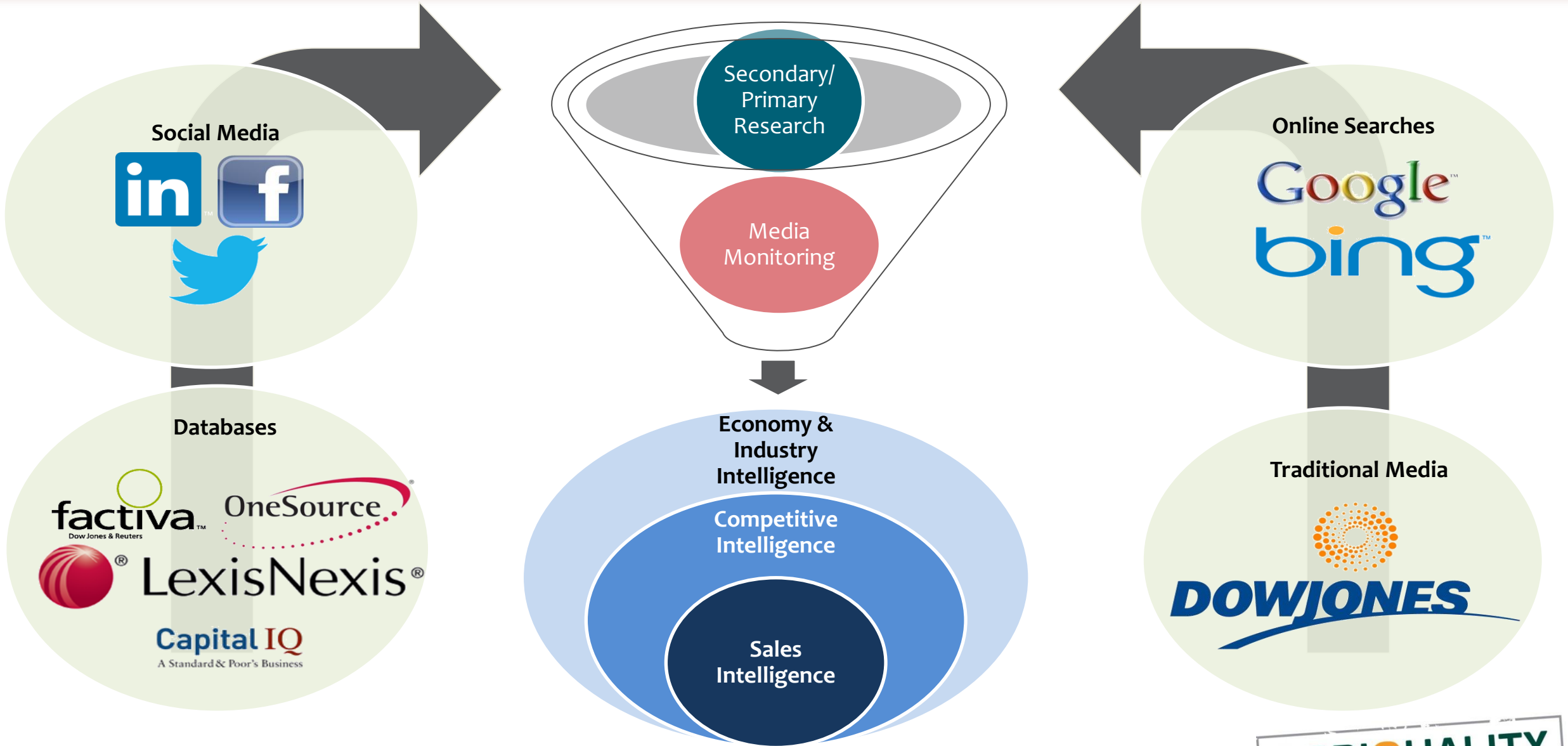
# Netscribes - Agriquality : A Joint Initiative



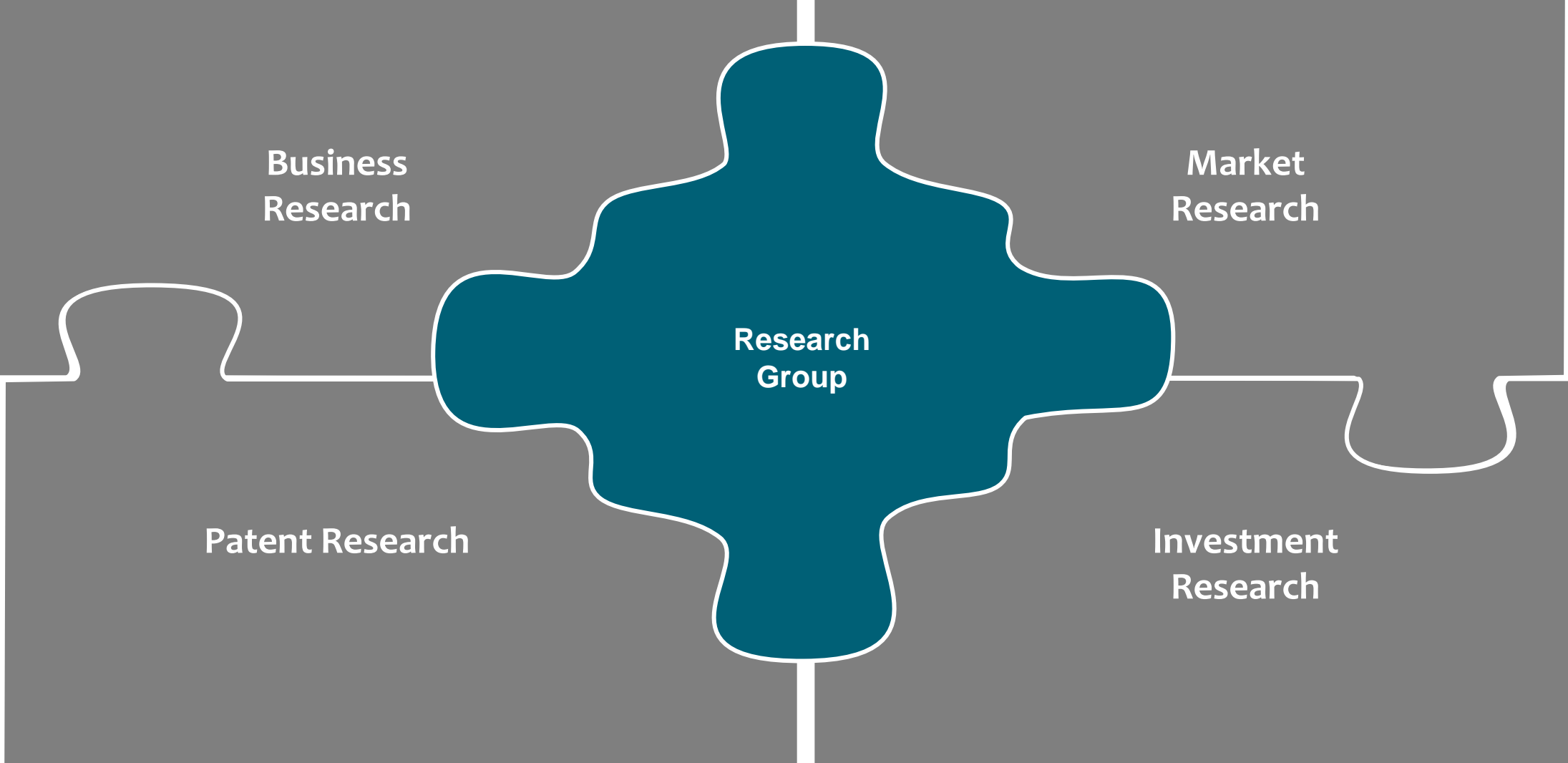
# Services/Solutions – What we do?



# Market Intelligence Services

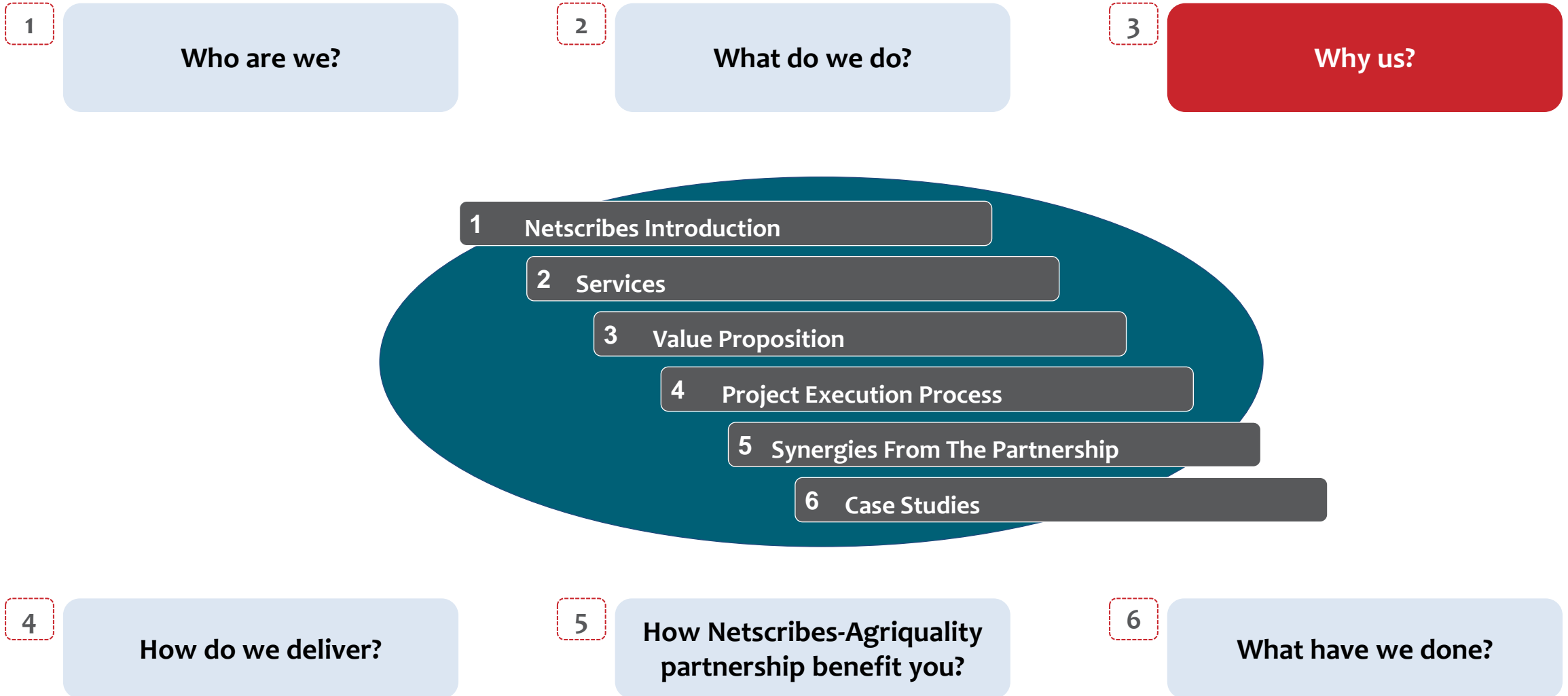


# Research Services

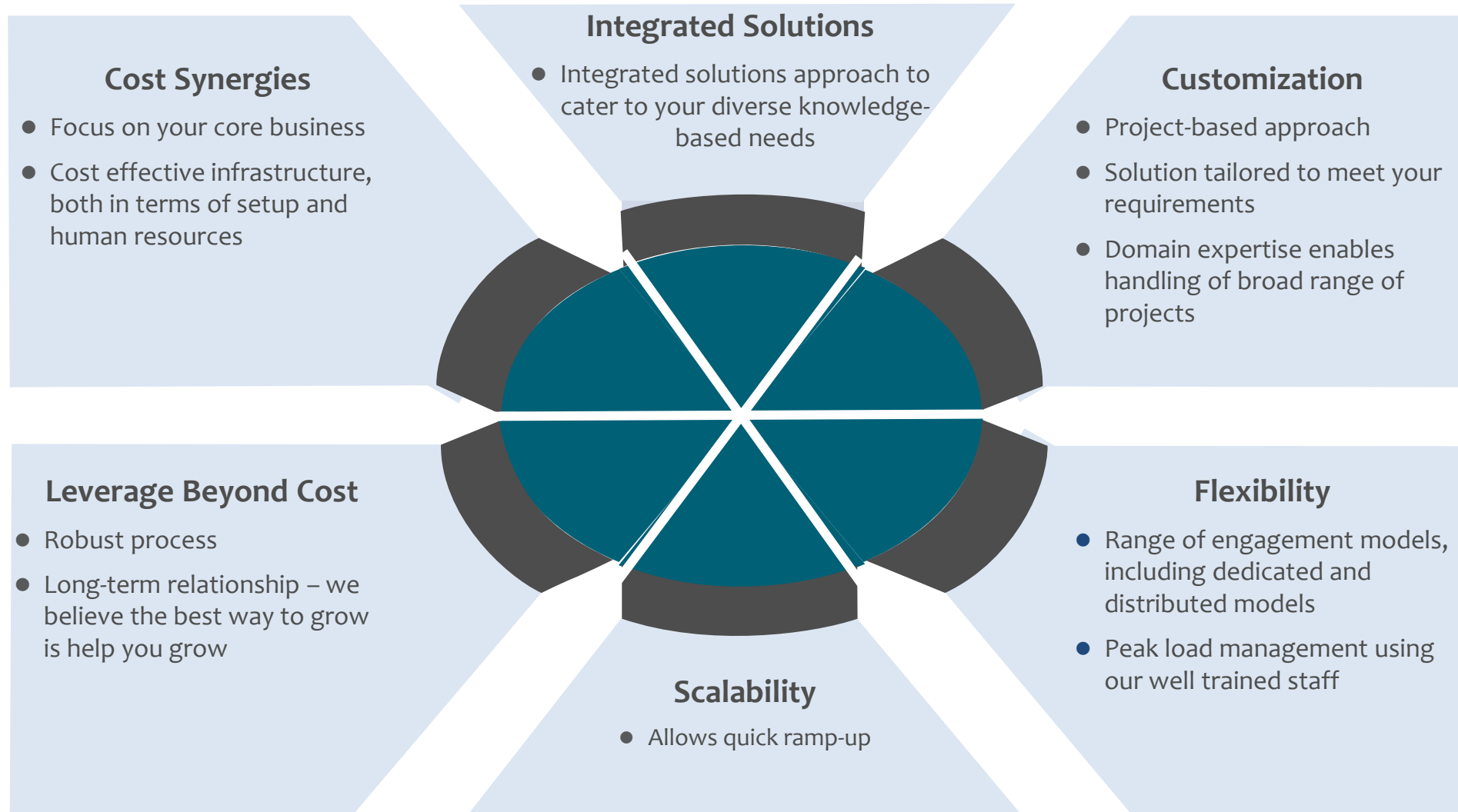




# Netscribes - Agriquality : A Joint Initiative

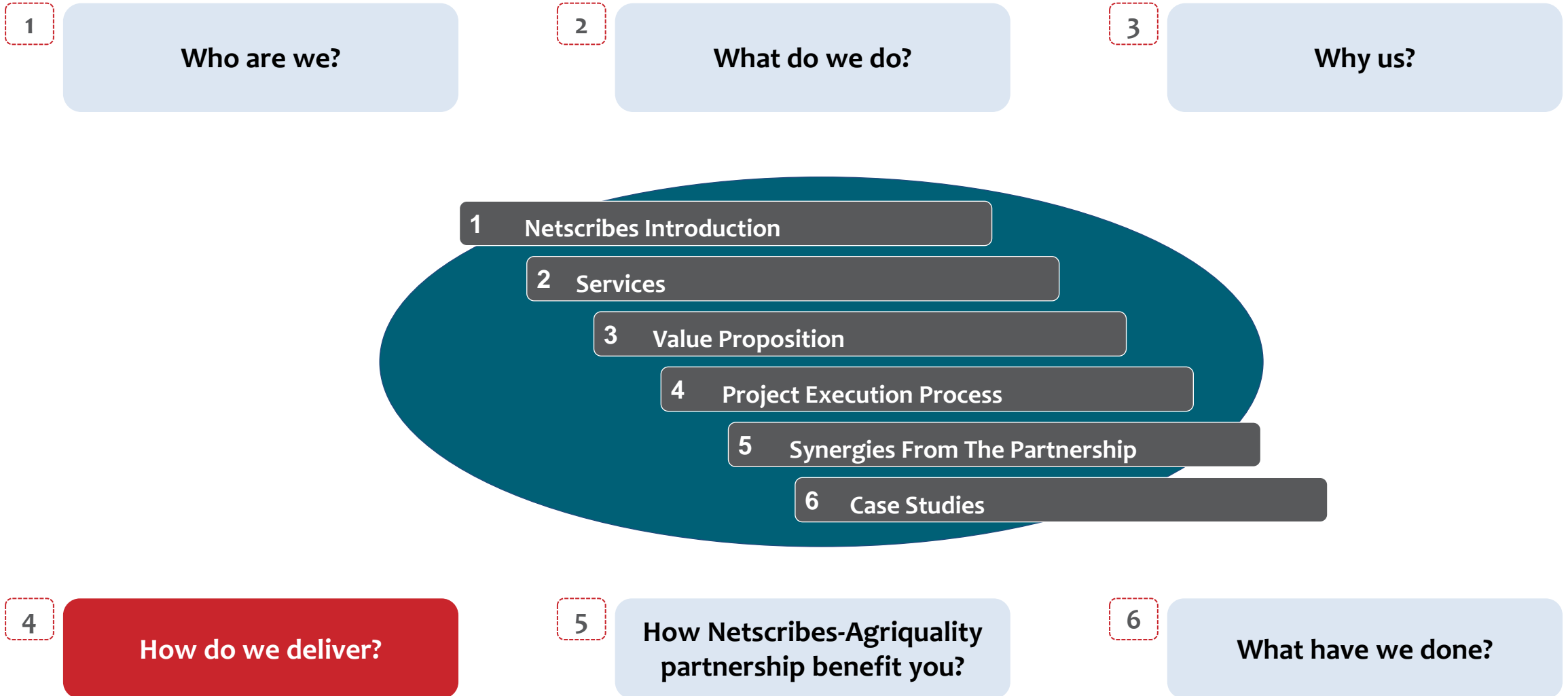


# Value Proposition

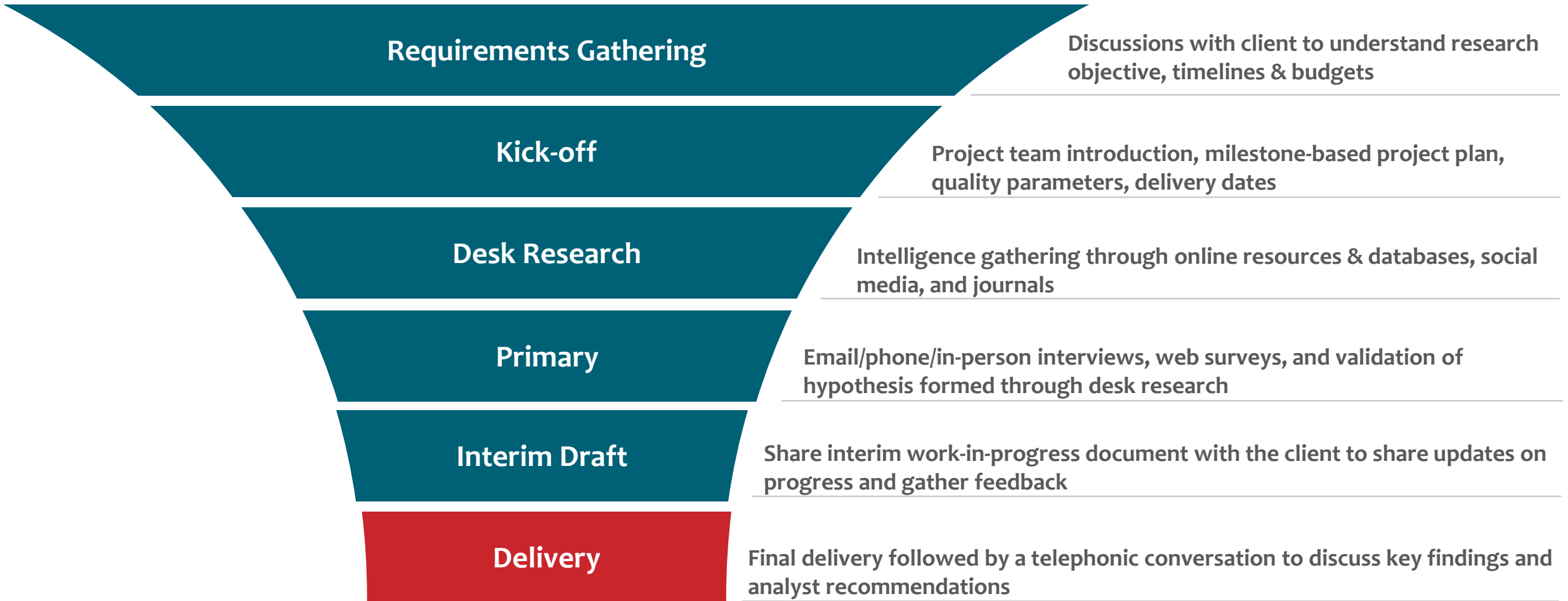


Not your backend BPO/KPO vendor, but your partner – we think about your business

# Netscribes - Agriquality : A Joint Initiative



# Project Execution Process



# Netscribes - Agriquality : A Joint Initiative

1

Who are we?

2

What do we do?

3

Why us?

1 Netscribes Introduction

2 Services

3 Value Proposition

4 Project Execution Process

5 Synergies From The Partnership

6 Case Studies

4

How do we deliver?

5

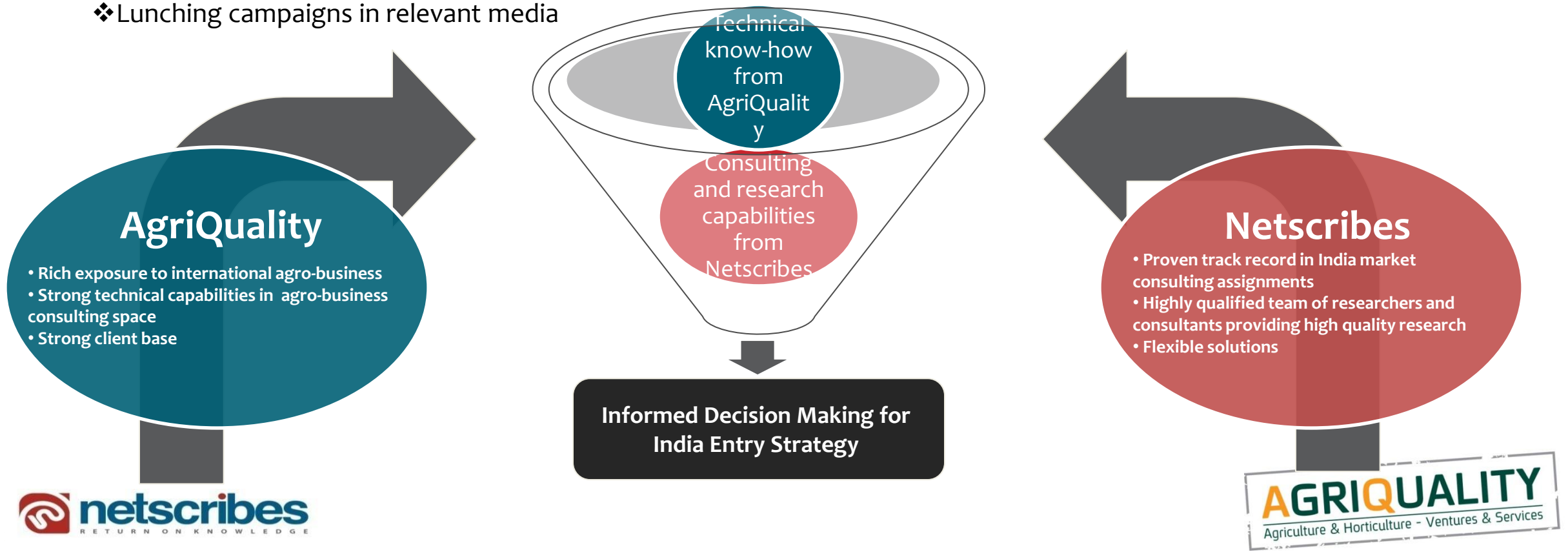
How Netscribes-Agriquality partnership benefit you?

6

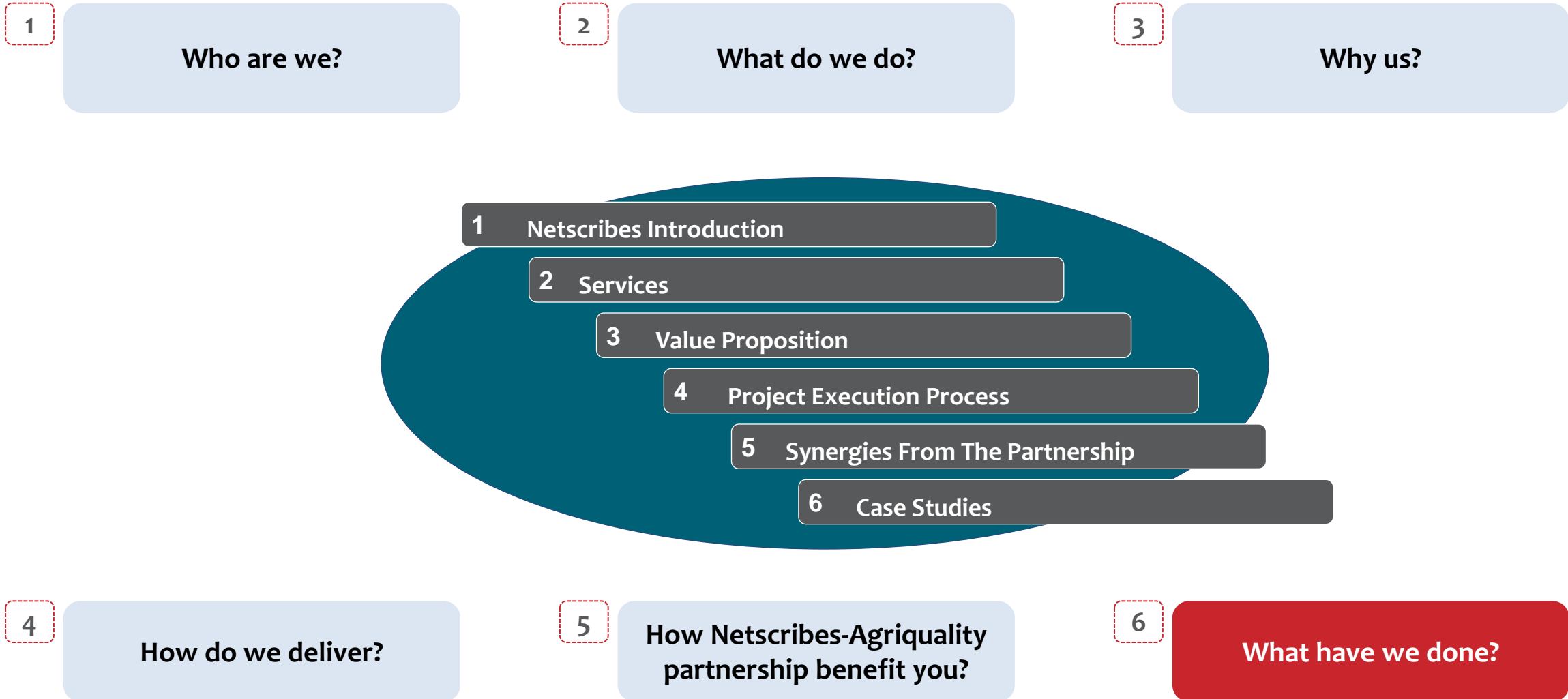
What have we done?

# How does the collaboration between Netscribes and AgriQuality benefit you?

- Netscribes and AgriQuality has entered into a strategic collaboration with the objective of providing clients with robust research and consulting support for smooth entrance to the Indian market
- The combined solution offered by Netscribes and AgriQuality support our clients planning as well as practical aspects of the marketing
- AgriQuality representative in India will be able to follow the research findings and recommendations into the actual business activities in India:
  - ❖ Locate distributors or agents., evaluate their abilities and conducting due diligence for potential partners in India
  - ❖ Work with our customers while negotiating for distribution agreements
  - ❖ Launching campaigns in relevant media



# Netscribes - Agriquality : A Joint Initiative



# Case Study 1 – Road-Map for Adoption of Energy Efficient Agriculture Pump sets in India (1/3)

## The Client

❖ One of the prominent not-for-profit institutions working towards empowerment of clean energy practices and advocacy of other relevant areas in India to support the policies for energy conservation

## The Objective(s)

- ❖ To derive a framework for drafting policy recommendations in order to promote energy efficient pumpsets in the Indian agriculture sector
- ❖ The underlying intent was to facilitate easier strategic market entry for competent players
- ❖ The expected insights were to be based on the in-depth understanding of the prominent factors influencing the market acceptability of energy efficient pumps
- ❖ To assess the existing market dynamics and its future implications from the perspective of both demand and supply side

## The Assignment

- ❖ The client sought Netscribes to analyze agriculture pump set market in terms of supply- demand trends and gathering quantitative as well as qualitative information on various stakeholders across India
- ❖ The client wanted to leverage this study by deducing useful information for the formulation of policy to increase the share of high-efficiency agricultural pumps manufactured and sold in India
- ❖ In addition, the client sought Netscribes help in conducting a detailed due diligence, including assessment of competition from conventional agriculture pump sets, existing focus of manufacturers on energy efficient pump sets and their future plans, end-user assessment in terms of awareness, acceptance and availability of these pump sets.

**The Additional Challenge**  
The study involved on-field primary interviews with 200 farmers in their vernacular language

## Netscribes Solution

Netscribes proposed to execute this study in two phases. Firstly, Netscribes proposed to conduct a thorough survey with farmers and distribution partners across India to analyze the market dynamics at point of purchase. This activity was expected to give a clear picture of demand side scenario such as decision making process, most valued attribute in pump selection, perception mapping of retailers and farmers towards energy efficient pumps among others.

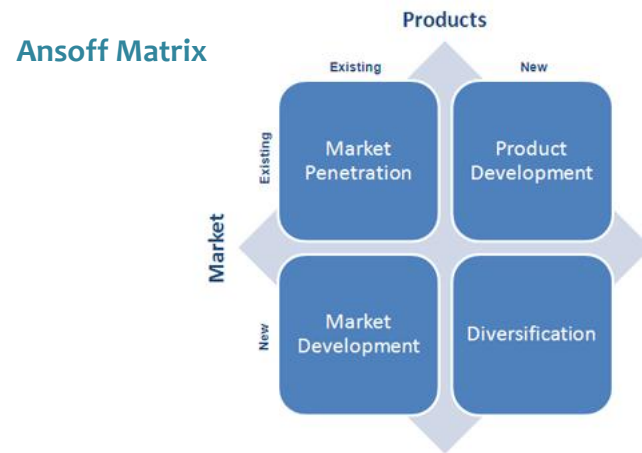
As a second step, Netscribes proposed to conduct a extensive market survey with pump manufacturers and associations in major manufacturing hubs across India to assess:

- 1) market size, growth, drivers and inhibitors
- 2) competition in the market
- 3) market penetration of organized vs. unorganized players
- 4) key players, influencers, customer segments
- 5) existing efficiency level of agriculture pumps
- 6) extent of conformance with BIS and BEE standards
- 7) distribution channels and marketing strategies
- 8) insights on energy efficient pumps market
- 9) current technology level
- 10) future plans for manufacturing of energy efficient pumps



# Case Study 1 – Road-Map for Adoption of Energy Efficient Agriculture Pump sets in India (2/3)

## The Framework



## The Approach

For the secondary research component, Netscribes conducted a thorough analysis from sources across the spectrum. These included data from industry publications, government records and reports, business journals and publications, market commentaries, firm level publications and documented CXO level interviews.

For the primary research component, Netscribes did the following: It identified the major high demand states for agriculture pumps across the country to conduct interviews with farmers and point of sales. It also identified various manufacturing hubs across India and conducted face-to-face interviews with stakeholders across the value chain. Separate questionnaires were designed to gather information from farmers, distribution partners, manufacturers and associations. In depth analysis was performed with the gathered data to generate actionable insights.



## The Project Plan

Netscribes identified the universe of players operating at each node of the value chain and devised a sample size to adequately capture market feedback.

Value Chain Stakeholder	Number of Interviews
Manufacturers	20
Dealers	40
Retailers	50
Associations/Ministries	2
End Customers	200
<b>Total*</b>	312



## The Analysis

Apart from the estimation of market potential for the product, Netscribes solution also analyzed these key components influencing the market for energy efficient agriculture pump sets in India:

- 1) Current scenario of agricultural pumps market in India and its value chain
- 2) Growth drivers & challenges for agriculture pump sets
- 3) Supply & demand regions
- 4) Different existing value chain models
- 5) Commercial & technical aspects of supply side
- 6) Customer behavior at point-of-purchase and influencing factors
- 7) Supply & demand side views and shortcomings of energy efficient pump sets
- 8) Strategic insights for promotion of energy efficient pumps among stakeholders



# Case Study 1 – Road-Map for Adoption of Energy Efficient Agriculture Pump sets in India (3/3)

## Sample Output



## Client Feedback

- The study was able to give the client a crystal-clear view of the Indian market for the selected product
- The in-depth level of analysis also gave the client an insight into the existing market dynamics and a strategic approach for increasing the market share of the product
- The client was receptive about Netscribes recommendations around the existing case scenarios in the market and the untapped potential
- Based on the recommendation given by Netscribes, the client advised its end client, one of the major global players in the space, to enter the energy efficient agriculture pumps market in India
- The client expressed willingness to work with Netscribes on future assignments. It adjudged that Netscribes possesses extremely competent level of skills to decipher the Indian market.

# Case Study 2 – India Market Entry Strategy For Select Dry Fruit (1/3)

## The Client

❖ A key influencer and decision-maker within the panorama of edible dry fruits industry landscape in a Middle-Eastern country. Its role majorly comprises policy advocacy and strategic advisory for sustainable business growth for domestic empanelled firms.

## The Objective(s)

- ❖ In the business interests of its empanelled dry fruits producing agricultural firms, the client wanted to devise a strategy to help these firms gain a strong foothold in the fast emerging and large, yet considered elusive, Indian market
- ❖ The expected decision-making hinged around the *modus operandi* of entering the Indian market (green-field, JVs, partnership, hub and spoke, etc.).

## The Assignment

- ❖ Preempting the peculiarities of the Indian market, being aware of it being run majorly in an unorganized and vernacular manner, and daunted by the challenges of research activity in an alien land, the client sought Netscribes help in conducting a detailed due diligence, including competition assessment, of the Indian dry fruit market with specific focus on the chosen dry fruit
- ❖ In addition, the client also sought Netscribes help in devising a market entry strategy, armed with recommendations on channel design, product pricing and marketing strategies.

**The Additional Challenge**  
The study had to be delivered within 4 weeks

## Netscribes Solution

Netscribes proposed to execute this study in a two-fold manner. Firstly, Netscribes proposed to conduct a thorough literature survey to assess the market landscape of the chosen dry fruit product in India. This activity was also expected to give the necessary know-how and identification of relevant firms and individuals whose responses would have been critical for the success of a detailed market survey later on.

As a second step, Netscribes proposed to conduct a limited market survey to assess

- 1) market size, growth, drivers and inhibitors
- 2) competition in the market
- 3) market penetration of organized vs. unorganized channels
- 4) key players, influencers, customer segments
- 5) Business models, distribution channels, marketing strategies, workforce methods
- 6) best practices and market entry strategy

# Case Study 2 – India Market Entry Strategy For Select Dry Fruit (2/3)

## The Framework

### Porter's Five Forces Model



## The Approach

For the secondary research component, Netscribes conducted a thorough analysis from sources across the spectrum. These included data from industry publications, government records and reports, business journals and publications, market commentaries, firm level publications and documented CXO level interviews.

For the primary research component, Netscribes did the following: It identified the major hubs for dry fruits trade across the country. It identified various nodal points within the value chain and conducted targeted face-to-face interviews with stakeholders across the value chain. A different questionnaire was built for each stakeholder across the value chain. A different questionnaire and approach was used for interviews within the organized vs. unorganized sector.

## The Project Plan

Netscribes identified the universe of players operating at each node of the value chain and devised a sample size to adequately capture market feedback.

Value Chain Stakeholder	Number of Interviews
Importers	8
Wholesale suppliers	8
Retailers	8
Distributors	8
<b>Total*</b>	<b>32</b>

### Interview Locations



## The Analysis

Apart from the market model build to estimate the market size for the product, Netscribes solution also analyzed these key components about the product market:

Variances in business model

- 1) Pros and cons of operating within the organized vs. unorganized sector
- 2) Profit and cost model for players across the value chain
- 3) Limiting factors for market growth
- 4) Product specifications, packaging and positioning practices
- 5) Customer preferences and unmet customer needs
- 6) Recommendation for market disruption (including cost factors)
- 7) Identification of potential partners for JVs
- 8) Payment terms, contractual obligations, tax evasions, etc.



# Case Study 2 – India Market Entry Strategy For Select Dry Fruit (3/3)

## Sample Output



## Client Feedback

- The study was able to give the client a crystal-clear view of the Indian market for the selected product.
- The in-depth level of analysis also gave the client an insight into the day-to-day practices and intricacies of working within the Indian business environment and workforce.
- Netscribes identified potential partners and suggested a market entry roadmap. It backed its recommendations with financial and economic viability analysis of all the possible market entry models.
- The client was receptive about Netscribes recommendations around best practices, prevalent unethical practices in the market and things-to-avoid in the market entry approach.
- Based on Netscribes' recommendations, the client is currently in the process of advising its empanelled agricultural firms to enter specific segments of the Indian market

# Case Study 3 – India Market Entry Strategy For Construction Equipment Manufacturer (1/3)

## The Client

❖ A leading global manufacturer of construction equipments offering Batching Plants, Concrete Mixers, Concrete Pumps as part of its product portfolio

## The Objective(s)

- ❖ The client intended to enter the highly potent Indian market
- ❖ Wanted to develop a detailed understanding of the Indian market around current scenario and future potential, market drivers, competitive landscape, supply chain assessment, Government regulations, etc.
- ❖ The expected decision-making hinged around the *modus operandi* of entering the Indian market (green-field, JVs, partnership, hub and spoke, etc.).

## The Assignment

- ❖ Netscribes was required to do a thorough assessment of the market in terms of the parameters mentioned above
- ❖ Project the market for the next 5 years
- ❖ Come up with recommendations on market entry strategy, develop supply-chain model, identify potential partners, suggest plant locations, etc.

**The Additional Challenge**  
The study involved exhaustive primary research among various stakeholders

## Netscribes Solution

Netscribes executed this study in a two-fold manner. Firstly, Netscribes conducted a thorough secondary research to assess the market landscape in India. This activity was also expected to give the necessary know-how and identification of relevant firms and individuals whose responses would have been critical for the success of a detailed market survey later on.

As a second step, Netscribes proposed to conduct an exhaustive market survey to assess

- 1) market size, growth, drivers and inhibitors
- 2) competition in the market
- 3) market penetration
- 4) key players, influencers, customer segments
- 5) business models, distribution channels, marketing strategies, workforce methods
- 6) best practices and market entry strategy
- 7) location identification

# Case Study 3 – India Market Entry Strategy For Construction Equipment Manufacturer (2/3)

## The Framework

### Porter's Five Forces Model



## The Approach

For the secondary research component, Netscribes conducted a thorough analysis from sources across the spectrum. These included data from industry publications, government records and reports, business journals and publications, market commentaries, firm level publications and documented CXO level interviews.

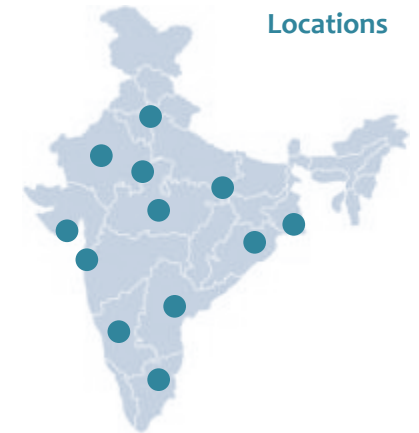
For the primary research component, Netscribes did the following: It identified various nodal points within the value chain and conducted targeted face-to-face interviews with stakeholders across the value chain. A different questionnaire was built for each stakeholder across the value chain. Separate questionnaires were designed to gather information from Manufacturers, distribution partners and associations. In depth analysis was performed with the gathered data to generate actionable insights.

## The Project Plan

Netscribes identified the universe of players operating at each node of the value chain and devised a sample size to adequately capture market feedback.

Value Chain Stakeholder	Number of Interviews
Manufacturers	15
Distributors	25
Dealers	40
Associations	5
End-users	40
<b>Total*</b>	<b>125</b>

### Interview Locations



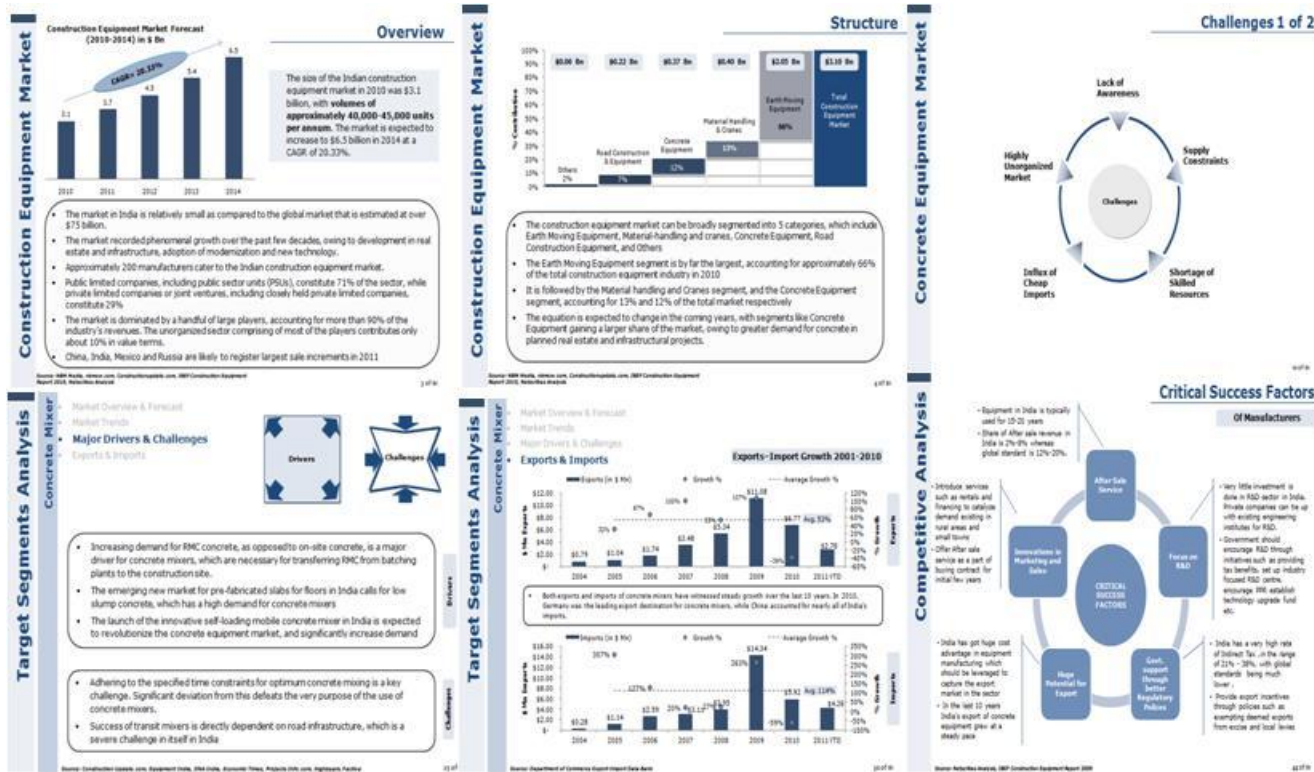
## The Analysis

Apart from the market model build to estimate the market size for the product, Netscribes solution also analyzed these key components about the product market:

- 1) Segment analysis
- 2) End-user analysis
- 3) Competitive analysis
- 4) Supply-chain analysis
- 5) Location identification
- 6) Partner identification

# Case Study 3 – India Market Entry Strategy For Construction Equipment Manufacturer (3/3)

## Sample Output



## Client Feedback

- The study was able to give the client a crystal-clear view of the Indian market for the selected product.
- The in-depth level of analysis also gave the client an insight into the day-to-day practices and intricacies of working within the Indian business environment and workforce.
- Netscribes identified potential partners and suggested a market entry roadmap. It backed its recommendations with financial and economic viability analysis of all the possible market entry models.
- The client was receptive about Netscribes recommendations around best practices and things-to-avoid in the market entry approach.
- Based on Netscribes' recommendations, the client decided to enter the Indian market. Its first manufacturing unit in India is currently under construction. The company also has started the process of developing its supply chain and is doing limited marketing of its products through local partners



# Case Study 4 – Study on Indian Agriculture and Food Industry (1/3)

## The Client

- ❖ One of the largest global growth equity investment firm

## The Objective(s)

- ❖ The client had an investment mandate in the agriculture and food sector
- ❖ The client was interested in understanding the agriculture and food industry in India
- ❖ The client wanted to develop a thorough understanding of the overall market along with a detailed understanding of the sub-sectors therein

## The Assignment

- ❖ Netscribes was required to do a thorough assessment of the market in terms of current scenario and future potential, market drivers, competitive landscape, supply chain assessment, Government regulations, etc.
- ❖ Project the market for the next 5 years

## Netscribes Solution

Netscribes executed this study in a two-fold manner. Firstly, Netscribes conducted a thorough secondary research to assess the market landscape in India. This activity was also expected to give the necessary know-how and identification of relevant firms and individuals whose responses would have been critical for the success of a detailed market survey later on.

As a second step, Netscribes proposed to conduct an exhaustive market survey to assess

- 1) market size, growth, drivers and inhibitors
- 2) competitive landscape
- 3) market penetration of organized vs. unorganized channels
- 4) key players, influencers, customer segments
- 5) business models, distribution channels, marketing strategies
- 6) best practices
- 7) regulatory environment

# Case Study 4 – Study on Indian Agriculture and Food Industry (2/3)

## The Framework

### Porter's Five Forces Model



### Ansoff Matrix



## The Approach

For the secondary research component, Netscribes conducted a thorough analysis from sources across the spectrum. These included data from industry publications, government records and reports, business journals and publications, market commentaries, firm level publications and documented CXO level interviews.

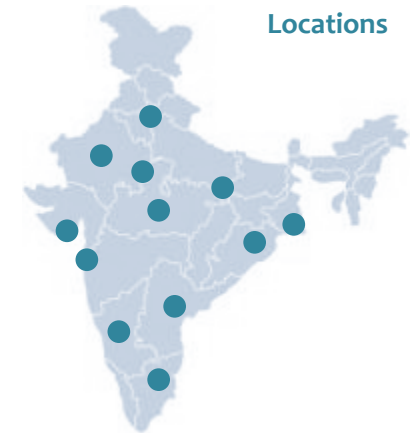
For the primary research component, Netscribes did the following: It identified various nodal points within the value chain and conducted targeted face-to-face interviews with stakeholders across the value chain. A different questionnaire was built for each stakeholder across the value chain. Separate questionnaires were designed to gather information from Manufacturers, distribution partners and associations. In depth analysis was performed with the gathered data to generate actionable insights. The primary interviews were conducted across 12 states across India

## The Project Plan

Netscribes identified the universe of players operating at each node of the value chain and devised a sample size to adequately capture market feedback.

Value Chain Stakeholder	Number of Interviews
Manufacturers	15
Producers	25
Associations	5
End-users	40
<b>Total*</b>	<b>85</b>

Interview Locations



## The Analysis

Apart from the market model build to estimate the market size for the product, Netscribes solution also analyzed these key components about the product market:

- 1) Segment analysis
- 2) End-user analysis
- 3) Competitive analysis
- 4) Supply-chain analysis
- 5) Market potential
- 6) Regulatory environment





## Thank You

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