

POPULARIZING GEOGRAPHICAL INDICATION PRODUCTS OF UDUPI - MATTU BRINJAL

A Report

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By

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ACKNOWLEDGMENT

I am immensely happy to bring this report on Mattu Brinjal, a unique agricultural produce of Udupi, Coastal Karnataka. The produce has attracted many farmers and influenced them in bringing back to the field of cultivation. The Geographical Indication(GI) is its crown in popularizing the produce worldwide. In the process of my effort to capture the data relating to Mattu gulla, many have supported me directly and indirectly. Hence, it's my duty to mention their contributions on record.

My sincere thanks to Shri S.R. Satheesha, MD, Visvesarayya Trade Promotion Centre, Bangalore for reposing confidence on me and assigning me the work of documenting Mattu Brinjal activities in a research mode. The constant support of Mrs Prabhavathi, Visvesvarayya Trade Promotion Centre, Bangalore prompted me to work creatively with enthusiasm. She took maximum care in developing a theme for the study. My heartfelt thanks to her. I thank my team members who have actively participated in the field study and could capture minute aspects of the topic. The farmers of Mattu Village were proactive and could answer questions raised during the visits and in the process of the study. I am always grateful to the farmers. The research was carried out extensively by Dr Vikram Baliga, it is his study that was very insightful in bringing the report in this format. My heartfelt thanks to Dr Baliga. Experts from agricultural sector, business and service have responded positively. Everyone was very eager to contribute for the success of the study. I do acknowledge their support.

Dr Harish.G.Joshi

PART I

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1. Context

Udupi is a small coastal district of Karnataka known as Temple city. The district claims to be the district of Banking and Education as few major commercial banks and many educational Institutes originated from here. The district is also famous for two important agri-produce namely Mattu Brinjal and Udupi Jasmine. Even after getting GI tag to their produce the farmers are unable to reap the benefits of the recognition due to several factors including their poor marketing explorations.

Mattu Gulla- A Geographical Indication Crop

The term “Gulla” means spherical in shape. This is renowned for its special flavor, owing to its low moisture content and fortified with fish meal manure. It earned the geographical identification tag in 2011 for its distinctive taste and exclusive geographical position of production.

2. Key objectives of the study

It was aptly thought of popularizing the produce with Geographical Indication (GI) tag so as to create a wide market and thus to double the farmer's income. Accordingly, the following primary objectives were framed:

1. To document the current practices of farming of Mattu Brinjal.
2. To create awareness about GI and its impact among the farming communities who are engaged in production of Mattu Brinjal.
3. To explore market potential and expansion possibilities for the above produce
4. To develop strategic plans for a sustainable growth of this produce.

3. Process

Keeping in view the above objectives, the study which involved enormous activities as under:

Sl. No	Method (activity)	Process	Time frame
1	Creation of a documentary	A brief documentary video which tried to cover the farming activities and practices and possible methods that are used to produce, hurdles faced involvement of farmers and issues of production and networking.	3 Months (The season needed to picked for farming to Produce)
2	Interaction with the farmers	Conducted one day workshop each for the GI producers in their respective places with orientation towards Importance of GI and related issues including renewal of certification.	2 Days (weekend – October/November)
3	Market Research	Attempt was made to understand the potential market for the GI produce including expansion and potential. The survey to covered Farmers, Retailers, customers and other stake holders.	30 Days
4	Group discussions and Cluster meet	One day Group discussion and Cluster meet was held for the above produce involving all possible stake holders in order to evolve a possible strategic plan for the sustainable model for the business development of GI produce.	2 Days (December)

4. Collaboration

The activities have been undertaken with the assistance of the following knowledge partners:

1. Manipal Institute of Management, Manipal Academy of Higher Education
2. Mattu Brinjal Growers Association, Katapady, Mattu.

5. Out Come of the Project:

1. Promotional Materials for the GI produce
2. Creation of Awareness among the Farming Community
3. Strategic Plans for the GI Produce

INTRODUCTION

History

It is suspected that production of the Mattu Brinjal began around 400 years ago. Legends relate that, during the 15th century, the great reformist seer Sri Vадhiraja Tirtha Swamiji (1480AD-1600AD), of Sode Mutt, one of Udupi's eight mutts, gave the seeds of this unique variety of Brinjal to the farmers of the village of Mattu in Udupi district of Karnataka. This type of Brinjal, varies from other varieties of Brinjal, became popular as 'Mattu Gulla' and is hence called scared. Offering Mattu Gulla as 'Horakanike' for the 'Parayaya', a festival conducted in the farmed Udupi Sri Krishna temple every year, has become a tradition. This is the only type of Brinjal used in the temple to cook a number of dishes like sambar, pallya and gojju. Mattu Gulla is grown in the village of Yenagudde in Udupi District of Karnataka by some 200 marginal and small farmers. It is grown in the nearby villages of Pangala, Kopla, and Kaipunjalu, not just over 500 acres of farmland spread-out between the Udyavara a river and the Swarna river. It is grown on land enriched with fish meal manure known for its light green colour, unlike other varieties of Brinjal grown elsewhere which are purple, Mattu Gulla is grown after the kharif paddy crop between the time- October to June. This unique Brinjal variety is very low in moisture content and forms the part of Udupi cuisines that the gourmets love to savor, especially in sambar. In 2011, Mattu Gulla obtained the Geographical indication tag as one of the GI items to secure admission, apart from Udupi Jasmine, to the Geographical Indiction Registry. Mattu Brinjal's output is receding over the years as a consequence of pest attack and BT Brinjal's emergence. Mattu Gulla is grown in an area of about 67 hectares in 2015, with an average yield of 40 tons per hectare, according to estimates from the Department of Horticulture, government of Karnataka.

'Mattu Gulla, a rare variety of brinjals which is grown only in the Mattu village of Udupi district. The Mattu brinjals are green in color and has spherical appearance, unlike the other varieties of brinjals which are purple in color. It is a seasonal vegetable, available from October end to May. It has a dull finish appearance and is known for its unique taste and aroma. Currently, out of the 250 acres of cultivable land available in Mattu village, only 120

acres are being utilized for growing Mattu Gulla. Mattu Gulla brinjal is a GI tagged product, which cannot be grown outside the Mattu village. Hence, it is important for the farmers to capitalize the GI tag and market exposure to realize profit margins.

There are around 210 farmers under the society. Farmers will give their current week's MG production to the society. The society will weigh, differentiate and grade the MGs before packaging them into 50kg plastic bags. These bags are sold to the distributors, in Mangalore, Karkala, Kundapura and Udupi based on their required demand. The dealers will directly transfer the money in to the account of MGBS at the time of purchase. The society will in turn deposit this money into the accounts of farmers based on their contribution (based on the weight of MG they sold). Last year the total transaction amounted to approximately 87 Lakhs. The farmers have agreed to sell their produce only through the society. They have successfully transformed an unorganized selling into an organized business.

1. Mattu Farmers pilot test

Prior to the beginning of research studies, a pilot study was conducted to know about the field realities of farming in Mattu village. The findings of the group's pilot study show that the farmer faces obstacles in Mattu Gulla's supply chain and marketing that can be narrowly categorized as problems of the cold chain, fragmentation problems, alignment issues, logistics issues, packaging and labeling issues, manufacturing and value-added issues, financial issues, transportation issues and consumer demand, and information issues. Centered on a based community survey of farmers, a thorough review and operationalization of these problems help the creation of a mitigation strategy for Mattu Gulla. The reports on the problems that Mattu farmers face during their day-to-day activities can be describe as follows:

- a. Fragmentation risks intervention by intermediaries in managing supplies and setting crop prices.
- b. The issue plaguing the farmers was shortage of cold storage infrastructure, limited cold storage capacity and shortage of supply chain network.
- c. Infrastructure issues involve lack of center or spoke stage, storage facilities, loading and unloading facilities, inadequate classification and standardization facilities.

- d. Problems of integration contribute to lack of backward integration between customers and producers. There is weak relation between farmers and end consumers. The link between farmers and institutions are to be strengthened.

It may be noted that field studies to the Mattu village farms and the sangha and on the basis of that we have understood the problems that the farmers are facing:

- a. Currently, MG is supplied to dealers in plastic gunny bags of 50Kgs each. These bags do not help in maintaining the freshness of brinjals as these bags do not prevent loss of moisture. Thus, there is a need for packaging which is attractive and as well as help in increasing the life span of the brinjals. With the current packaging the brinjals can be stored only for 8-10 days.
- b. The growers provide their produce to MGBS, which sells it to the dealer at the determined price. These dealers sell the produce to retailers. This has resulted in growers not reaping complete price benefits. Thus, there is a dire need for removing or reducing the dependency on dealers.
- c. The general populace is not aware of the various ways in which the brinjals can be consumed, and MGBS is planning to promote the brinjals by conducting events and participating in food festivals like Udupi Krishna. MGBS is looking for more innovative ways of reaching people.
- d. MG is currently sold in Mangalore, Udupi, Kundapura and Karkala. By exploring more markets and increasing awareness among people, the popularity of MG can be improved and the sales.
- e. The price of MGs varies every week based on demand and supply. The price can vary from Rs.40 to Rs.120 depending upon supply. The MGBS sets the price every Saturday and this price is carried throughout the week until the price is changed again the subsequent week. The price is set based on dealer's inputs. Although MGBS is sole supplier of MG, the bargaining power still lies in the hands of dealers.

In order to determine the best packaging option out of the four options we had, an experimental study was conducted. As part of the experiment, we bought cotton mesh bag and light weight plastic box from a local shop in Manipal. We kept a MG in two cotton mesh bags each. One bag was kept in the refrigerator and other was kept under room temperature, both for a week. After a week, it was found that the MG which was kept in the refrigerator has shrunk, due to lose in water content, and its texture has been changed. Whereas the one which was kept under room temperature lost its water content minimally. We kept a MG in a plastic crate at room temperature for a week. We noticed that even after 1 week, the Gullas has not lost its water content. It was looking fresh compared to the one which was kept in the cotton mesh bag. With this we were able to conclude that light weight plastic crates will be a best alternative for the packaging and conveyance of Mattu Gullas.

2. Marketing issues at Mattu Brinjal

While Mattu Gulla has been satiating local households 'taste buds for a long time, there is no time- tested marketing technique that can produce remunerative prices for their farmers. Having a 500- year past, it's rising and selling has evolved as a Community- based company with loose ends to tie up. It has recently obtained the geographical indicator tag that has allowed farmers to protect themselves from the look and exploit their business value from the constraints of their marketing. In this sense, the marketing of Mattu Brinjal as an agricultural commodity is a difficult activity, as it has to deal with different issues. Such tasks may be divided into four, their short explanations being as follows:

- a) **Business Prerequisites:** Market circumstances differ due to factors such as convergence and logistics issues, delivery issues, perception of customer desires and motivations, the presence of distributor partners, a fragmented environment with no published records, inelastic or stagnant demand and the lack of coordinate eligible buying or selling.
- b) **Rural- based:** Mattu Brinjal is a vegetable grown in limited and marginal farm fields and hence the marketable production is poor.

REVIEW OF LITERATURE

Vegetable Consumption and public wellbeing- A Global Overview

Vegetables are deemed important because they contain vitamins, nutrients, fiber and phytochemicals for a healthy diet. The average dietary consumption of vegetables is closely correlated with improving gastrointestinal wellbeing, improved vision, and decreased risk of heart attack, stroke, and chronic diseases such as diabetes, and certain types of cancer. Globally, vegetables make up a large part of human diet and therefore serve a significant nutritious role.

Human Wellbeing Advantages

The 2007 World Health Report reports that unbalanced diets with higher food intakes and insufficient consumption of complex carbohydrates and dietary fiber are expected to cause 2.7 million deaths per year and is among the top 10 risk factors leading to mortality. Vegetables, particularly vitamins, play an important role in adding nutritional value. The average dietary consumption of citrus, nuts and vegetables is closely correlated with decreased incidence of infectious illnesses, certain types of cancer, cardiac failure and stroke. Consumers are advised to take dark colored potatoes, and bright orange fruits to improve, nutritional benefit, improving health results are an important aspect of the global contribution to public rights and to rising deprivation. Any nation's growth depends on the food and health status of its people, demonstrated the strong link between what we consume and the diseases we experience, and indicated that ill health is a significant drain on financial capital from the governments and other social programs.

Knowledge of customers about dietary details

Analysis suggests that customers are involved in hearing about dietary knowledge for fruits and vegetables, but may not know how to properly utilize this knowledge. The general awareness of consumers about nutritional details obtained from consumption of vegetables and fruits are poor. Consumers are restricted in searching for nutritional knowledge.

Consumers eat fruits and vegetables as they lead to nutrition and development. Research of regional segmentation in Ghana showed consumers eat fruit and vegetables as they have a nutrition diet. Specific factors for the intake of vegetables and fruits include blood flow to the body and improving the immune system.

Nutritional advantages for eggplant

Eggplant is mistaken to be a seed of little nutritional value. Evidence has consistently found this belief is far from the reality. Eggplant is known in Europe as Aubergine, and in South-East Asia as Brinjal. It is a common vegetable cultivated in the tropics, subtropics and Mediterranean region and requires a fairly long warm weather season to yield good yields. Eggplant provides a variety of vitamins and minerals, and most notably includes antioxidant active phytochemicals. The research involved people with a total cholesterol level of >200 mg/ dl without contraindication with the usage of statins and with the application of cholesterol- lowering medications. The respondents were classified into three categories, category a) in which patients drank a glass of eggplant and orange juice extract each morning before breakfast. b) The statin category in which the patients got 20mg lovastatin after dinner each day. c) The monitoring category where the patients did not undergo any medication. No statistically relevant differences were found over the day in HDL cholesterol and triglyceride rates in the three groups while assessing total cholesterol three times at intervals of three weeks.

Product purchasing actions in regards to fruit and vegetables

A report on fruit and vegetable use in India, covering five major cities. The study reveals that the younger group eats less fruits and vegetables, mainly attributed to lifestyle preferences compared with older people. The total fruit consumption was 1.5 portions per day and vegetables 2.0 portions per day with an overall fruit and vegetable consumption of 3.5 portions per day. It is considerably smaller than the guidelines of 5 portions of fruits and vegetables a day for a safe life by the World Health Organizations (WHO, 2005). The study showed that the average youth consumption in the 18-25-years age group is 2.97 servings per day, and

even smaller among 2.94 servings per day. Inability to sustain a healthy diet and unhealthy food consumption is attributed to behavioral factors, such as long working hours

Demographics, variables in societal interaction and customer behavior

A research in the town of Atlanta using 300 households to test customer buying intentions. A household is selected as a community as the head of the household performs the buying operation. Because of their specific variations in geographical, socio- economic and socio-cultural features, buyers choose multiple purchasing points for vegetables. The research accepted that the basic random sample is used where the variances in the population cannot be identified. The findings found that customer age and marital status are not linked to market expectations.

Customer expectations and factors contributing to the decision to purchase

Greater customer demand for convenient shopping has contributed to coordinated retail development. Customer food purchase preferences have started to focus increasingly on comfort, price and freshness, suggesting that customers are basing their decision on behaviors and previous knowledge focused on food items. The model developed gives an overview how the knowledge acquired by the subject from various channels, as well as the behaviors and previous experience, mentality, and trust, coverage to turn knowledge inputs into transactions together.

RESEARCH GAP

The difference in literature is discussed in two sections. The first section explores the void that occurs in understanding customer desires and the reason for eating vegetables. The second part focuses on the missing dimensions of marketing campaign interventions in literature related to horticulture crops, regional indicator goods and Udipi Mattu Gulla Brinjal. Researchers accept that influences contributing to customer purchasing decision about vegetables and fruits need to further check and evaluate those unexplained variables in order to recognize consumer's attitudes towards vegetables.

Literature differences in accessing Udupi Mattu Gulla Brinjal Business value

The growers of Udupi Mattu Gulla Brinjal have not been able to exploit their true market value, despite getting a stamp. Significant empirical evidence regarding the Udupi Mattu Gulla Brinjal Strategy for branding security. Promotion and product advancement is an environment ready for methodological exploration. Even the current literature does not address the marketing blend elements as an action technique for Udupi Mattu Gulla Brinjal. Authors believe that tolerance for GI goods is declining due to less understanding within the customer population of its distinctive characteristics. So far a report on recognizing the wishes and motivations of local households has not been addressed for Udupi Mattu Gulla Brinjal. Applying rural marketing techniques for Udupi Mattu Gulla Brinjal has not been carried out with adequate effort.

RESEARCH DESIGN/ METHODOLOGY

A Research Project is a model or a comprehensive design on how to execute a research project. This includes operationalizing analysis target variables in order to quantify the variables, choosing a study sample, gathering evidence to be used as a guide for evaluating the theory, and reviewing the findings. Therefore, the basic pre-requisite of a study design is to provide the inquiry with the most effective structure and course.

Exploratory design of the research

Exploratory model is used in the analysis of Mattu village farmers and the research of Udupi, Karkala, and Kundapura Taluk produce retailers. Mattu village farmers and retailers listed on the Agriculture Produce Market Committee have been questioned using the centered community dialogue method. Originally embedded in sociology, this form of exploratory study design is more strongly promoted and utilized in market science studies. Exploratory design is the easiest type of architecture, which is designed loosely.

Focused Group Discussions

A focused group discussion of Udupi District Mattu farmers and retailers was conducted to promote the study objective. This approach is used to conduct discussions with a group of individuals related to the issue under study. This demographic community is made up of important individuals that comprise the broader number of respondents. The focus group is named as the chosen participants debated the subjects for 90 minutes to, often two hours to get a better view of the study problem. The exploratory testing methodology provided substantial data to support Mattu Brinjal's marketing and distribution challenges and problems.

Expert Opinion Survey

The field of research concern includes useful input from local farming community expertise into the research issue. The thesis often uses "Expert Opinion Survey" a common type of exploratory research survey in the absence of organized evidence and no specific knowledge available on the subject of research concern. The experts from the Zonal Agriculture Research Station, Udupi City, take the view, with clear relation to Udupi Mattu Gulla Brinjal in Mattu Village and neighboring villages including Benegal and Kukkehalli, they were asked questions about the issues and challenges relevant to the development and marketing of agricultural crops.

Descriptive Research

It uses concise analysis to address questions such as who, when, why, where and how. It is considered a very effective way to collect quantifiable data, and is thus included in this analysis. The most common method of empirical analysis that is commonly used is a cross-sectional sample that utilizes a slice of the community to arrive at definitive results. This concise research aims to explain the factors contributing to the purchasing of Udupi Mattu Gulla Brinjal in a single point of time using a survey taken from the community. This cross-sectional research is on a particular group and its methodology is methodological. Household

buyers of vegetables are the segment of the community that is being questioned to consider the desires and reasons for Mattu Brinjal's purchase.

Sampling Design

Sampling development is a method of choosing a appropriate number of elements from the community such that survey analysis can not only help to explain the features of the community but will also help to generalize the findings. According to Zikmund 1997 'Sampling is the practice to use a limited number of things or portions of the whole community to make assumptions for the whole community'. A sampling architecture is broken down into five phases, namely population identification, sampling frame determination, selection of the correct sampling method, sample size determination and sampling procedure execution. In the background of this analysis the five measures involved in sampling are listed below:

1. **Geographical Scope:** The present research is performed on the households of three specific Udupi District speaks, namely Udupi Taluk, Karkala Taluk and Kundapura Taluk, with a regional region of 929 square kilometers, 1076 square kilometers, and 1560 square kilometers respectively.
2. **The Research Community:** All Udupi district households identified as per the 2011 Census data constitute the sample population. The household's wise description of the Taluk is provided below:

Household details of district Udupi

Taluks	Households		
	Rural	Urban	Total
Kundapura	71,170	8,403	79,573
Karkala	40,399	7,289	47,688
Udupi	65,960	59,857	1,25,817
Total	1,77,529	75,549	2,53,078

The overall population number is 11, 77,361 with 5, 62,131 and 615230 females (Census 2001).

Sampling, Definitions and Methodology

The survey was performed at Karnataka State district of Udupi, India. Throughout the duration January 2016- June 2017 the whole work cycle was started. The data were obtained using face- to- face questionnaires for vegetable consumers. A customer is the randomly selected number of household from the Community responsible for the Household's act of purchasing vegetables and milk. The sampling frame is the data log of the household held at village level.

Procedure for Sampling

The sampling was carried out in two stages using the proportionate random sampling technique in the greater Udupi district region and the random sampling technique within each field respectively. In each region the amount of questionnaires obtained was equal to the respective population. The households were randomly selected from the Sampling frame i.e. the household database held at each of these Taluk's village Panchayath rates. In Microsoft Excel, the random number collection method was used to produce a random household number from the sampling container. The number randomly selected was mapped to the household serial number maintained along with the Panchayath village. The sampling device is only a single sample component. The justification for using a household as a group is that the household member purchases fresh fruits and vegetables.

Data- collection approaches

The research study's primary objective is to devise marketing strategy and to build marketing models for Udupi Mattu Gulla Brinjal by defining the factors contributing to its purchase. Data are obtained from main and secondary sources to achieve this goal.

1. Primary data were obtained from Mattu Village growers, three Udupi District taluks vegetable distributors, and the customer survey via a standardized questionnaire with the implementation of a specific interview technique. Framers, sellers and vegetable consumers were approached at their place of work or place of stay and answers were obtained via face- to- face conversation.

2. Statistics from secondary sources was obtained from previous authors academic studies in the related field study, agricultural marketing journals, papers issued by the Government of India and foreign organizations and websites. Details of data collected from different secondary sources are outlined below:
3. Publications by analyzing the literature of internationally recognized papers.
4. Publications of the Global Health Organization.
5. Publication by the US Food Authority.
6. National organizations for sample survey.
7. Study on Udupi District statistics 2013-14 at a glance.
8. All India Survey of the Ministry of agriculture, Government of India on Agriculture Census.
9. Book of the year for livestock, 2012.
10. Zonal Agricultural Research Station, Udupi District, published reports and magazines.

Research Instrument

A standardized questionnaire is used to perform the analysis, as it is considered to be appropriate for data collection. The study used three questionnaires. Questionnaire 1 I used in surveying Udupi District Consumer Households. Questionnaire 2 is used for surveying Mattu Village farmers who produce and sell Udupi Mattu Gulla Brinjal. Questionnaire 3 is used for surveying retailers positioned on the Udupi District's three Taluk's agriculture Produce Market Committee Yard. Face- to- Face interview of respondents has been deemed the correct form of data collection in all situations.

Market Home Sample questionnaire

The customer questionnaire is more comprehensive in nature as marketing campaign formulation is focused on the results and learning of consumer's answers. A consumer is the household member, who performs the act of household purchases of vegetables. The questionnaire is split down into three sections. The first element refers to the consumer's

geographical, social and economic profile. The second part includes questions seeking answers on Mattu Brinjal's awareness, the consumer's awareness of another Brinjal variety. Mattu Brinjal's identification attributes and purchase frequency. Section three poses concerns regarding the factors contributing to the consumption of Mattu Brinjal, the awareness of nutritional facts and the explanations why Mattu Brinjal is not eaten.

Mattu Farmers Based Community Survey Questionnaire

There are two parts of the farmer's questionnaire. Questionnaire Part 1 welcomes responses to concise inquiries. The questionnaire aims to catch crucial incidents/ specific events relevant to the problems of growth, distribution, selling and supply chain that Mattu farmers/ growers experience during their everyday activities. There are nine concise questions that seek answers in quality, the position of agents in the distribution of Mattu Brinjal, the hurdles generated by agents that stop the connection between farmers and consumers, the promotional efforts made by the Association of Mattu Brinjal growers in the marketing of goods, any particular instances of Udupi Mattu Gulla Brinjal bumper sale or panic sale and the area for selling value added goods. The second section of the questionnaire aims to gather feedback on the nature of the concerns/ problems commonly known as manufacturing issues, publicity issues, supply chain issues, and finance issues. If the problems are serious, the degree of seriousness will be represented with 1- low5- strong. There are 9 concise questions and 25 questions on a scale.

Questionnaire for consumer based community survey

The questionnaire has 22 questions and four sections. The first segment deals with the retailer's demographic data along with the selection of vegetables available. The second segment includes concerns about the retailer's understanding of customer demand for Mattu Brinjal. It also searches for answers to the overall trends of vegetable sales with some particular questions aimed at understanding the trends of Brinjal sales. The third section seeks responses on the consumer's knowledge of the nutritional advantages of Brinjal intake and the retail quality of value- added goods. The final section of the questionnaire contains questions relating to regularity of supply and pace of purchasing.

FINDINGS & CONCLUSION

FINDINGS

- 1. Findings on Customer Households surveys:** In this analysis, out of three Udupi District taluks 384 user households were randomly picked. Of the respondents picked, 85% of Mattu Brinjal's customer purchase and 15% of customers do not purchase Mattu Brinjal. Among the 85% customers who shop, 1.8% shop Mattu Brinjal 'rarely', 46% purchase Mattu Brinjal 'daily', and 32.5% purchase Mattu Brinjal 'on one occasion in a week, 14.7% purchase Mattu Brinjal 'double a week' and 5% purchase 'more than twice a week'. It means that the customers who pay 47.8% pay fewer Mattu Brinjal is not purchased once a week and 15% of the user households. One can conclude that Mattu Gulla's acceptance level is low. Thus there is room for Mattu Gulla to submit marketing strategies. In order to advance the level of Mattu Gulla intake, strategy involvement on knowledge and upgrade is needed.
- 2. Finding on the determinants of population a social structure:** This segment presents findings on the interactions between variables of geographical, social and economic structure and the buying decision.
- 3. Respondent's age and opinion on the purchase:** Approximately 32.8% of customers and 34.5% of non- customers are in the range between ages 36-49. A research on food intake showed that over 65% of customers were in the range of 20-40 years of age. Most customers in this sample are from the range of age 36-49, which can be described as a middle- age population. Customers from the older age group often make their transactions on the daily vegetable market. 41% of customers in the middle and old age trend to purchase vegetable from grocery stores.
- 4. Findings on the respondent's gender and purchase decision:** Males and females display different forms of behavior, focused partly based on hereditary composition and partly on socialization. Difference in depending on gender was found in invention categories like food, clothes, cosmetics, fashion accessories etc. 49.1% of Men's and

50.9% of women's are investing in this survey Mattu Brinjal. This Brinjal is bought by 81.2% of total men's and 88.7% of total women's. Numerous answers were welcomed because shoppers tended to buy over a span of time from further than one point of purchasing. 75% of the males give high inclination to shopping at the nearby vegetable shop. 63% of the ladies give high inclination to shopping at the neighborhood vegetable shop. 54% of the ladies gave high inclination to shopping from departmental stores and just 24% of the guys favored shopping from departmental stores. Consequently, men settle on their choices generally at the purpose of procurement and retail retailer ought to join in and welcome and utilize his offering aptitudes to pick up acknowledgment.

5. **Findings on the Respondent's Profession and purchase decision:** The multifaceted nature of Indian markets because of a large group of components has decreased the legitimacy of a solitary division variable as a decent indicator of customers purchasing choice. This has provoked the consideration of two components for example occupation and level of instruction of the family units in India. In this examination, the occupation rates have been separated from the index of Socio- Economic Classified for urban and provincial family units for a nation like India. 45.8% of the respondents have a place with the untalented and talented specialist class. A cross- classification of incompetent laborers and salary levels proposes that 89% of the untalented specialists and 69% of the talented laborers are from low and low pay class. Further, 36% of untalented and gifted laborers purchase Mattu Brinjal. Showcasing technique ought to be defined on the talented and incompetent position dependent on their degree of income.
6. **Findings on Revenue and purchase decision:** Buyer division based on salary is a long-standing practice in an assortment of items and administration. Salary decides the customer's capacity to take an interest during the time spent trade and consequently it is a fundamental division variable. A comparative report on factors impacting customer purchasing choice portioned shoppers based on salary at three levels i.e. low pay gatherings, center pay gatherings and high pay gatherings. This example is in sharp appear differently in relation to the current examinations as Brinjal is for the most part bought by lower and center salary gatherings. 88% of the respondents who buy Mattu

Brinjal are from center and lower pay class. With regards to amount of Brinjal utilization, it is hard for the respondent family to give reaction just on Mattu Brinjal utilization.

BRIEFING ON WORKSHOP CONDUCTED

Workshop conducted on Popularizing GI Products of Udupi Mattu Brinjal and Udupi Jasmine-27th Feb and 28th Feb, 2020

It was aptly thought of popularizing the produce with GI tag so as to create a wide market and thus to double the farmer's income. Accordingly, the following programs were organized:

1. Sustainable development and future of Mattu Brinjal-Road map for success at Manipal Institute of Management on 27th February, 2020.

The program was inaugurated by Paramapoojya Shri Shri Vishwavallabha Theertha Swamiji of Shri Vadiraja Mutt, Sode. In his inaugural address he insisted on research related to seeds of Mattu Brinjal as the crop is special in terms of its unique taste and colour. Mr Krishna Rao Kodancha, president of Udupi Chamber of Commerce in his remark pointed the current system of agriculture and stressed the need to categorise Agricultural activities under Industries so that a system can be brought about to encourage youngsters to take up agricultural activities. Mr Dayananda Bangera, President, Mattu Gulla Belegara Sangha highlighted the efforts of Sangha in marketing Mattu Brinjal with the help of Centre for social entrepreneurship, MIM, Manipal and explained developmental plans of the sangha for the future. Dr Harish Joshi, coordinator, Centre for Social Entrepreneurship spoke on the main objective of the programme and set the floor for discussion. Dr Raveendranath Nayak, Director, MIM welcomed the guests and Mr Swarn Kanchan proposed Vote of thanks. The discussion on the topic was participated by 60 members belonging to different sections of the general public including Entrepreneurs, Businessmen, Media personnel and researchers.

The discussion concluded with few interesting proposals as follows:

- a. Kiosk for Mattu Gulla in public places to attract attention

- b. Submitting proposal to Small Irrigation Department to facilitate Mattu farmers
- c. Packaging system through Trays and Boxes
- d. Development of Model farming and Tourist Centre at Mattu
- e. Two days' exhibition cum sales of Mattu Brinjal Dishes
- f. Publishing recipes of Mattu Brinjal dishes



Shri Shri Vishwavallabha Theertha Swamiji of Shri Vadiraja Mutt, Sode inaugurating the workshop



Related Photography



CONCLUSION

For a few agronomically developed GI items in India, the future lies in picking up acknowledgment and consideration regarding a wide arrangement of clients. Mattu Gulla, being a Brinjal assortment developed by negligible and little ranchers have not had the option to build up GI personality in the worldwide commercial center. This hindrance can preferably be seen as an open door over an obstruction for associations, affiliations, makers, and producers to make impact and control standard incentive for worldwide markets. Mattu Gulla appreciates an unmistakable favorable position as there is no other Brinjal assortment developed in the close by region which appreciates a GI tag

PART II

SUGGESTIONS, STRATEGY
INTERVENTIONS AND MANAGERIAL
IMPLICATIONS

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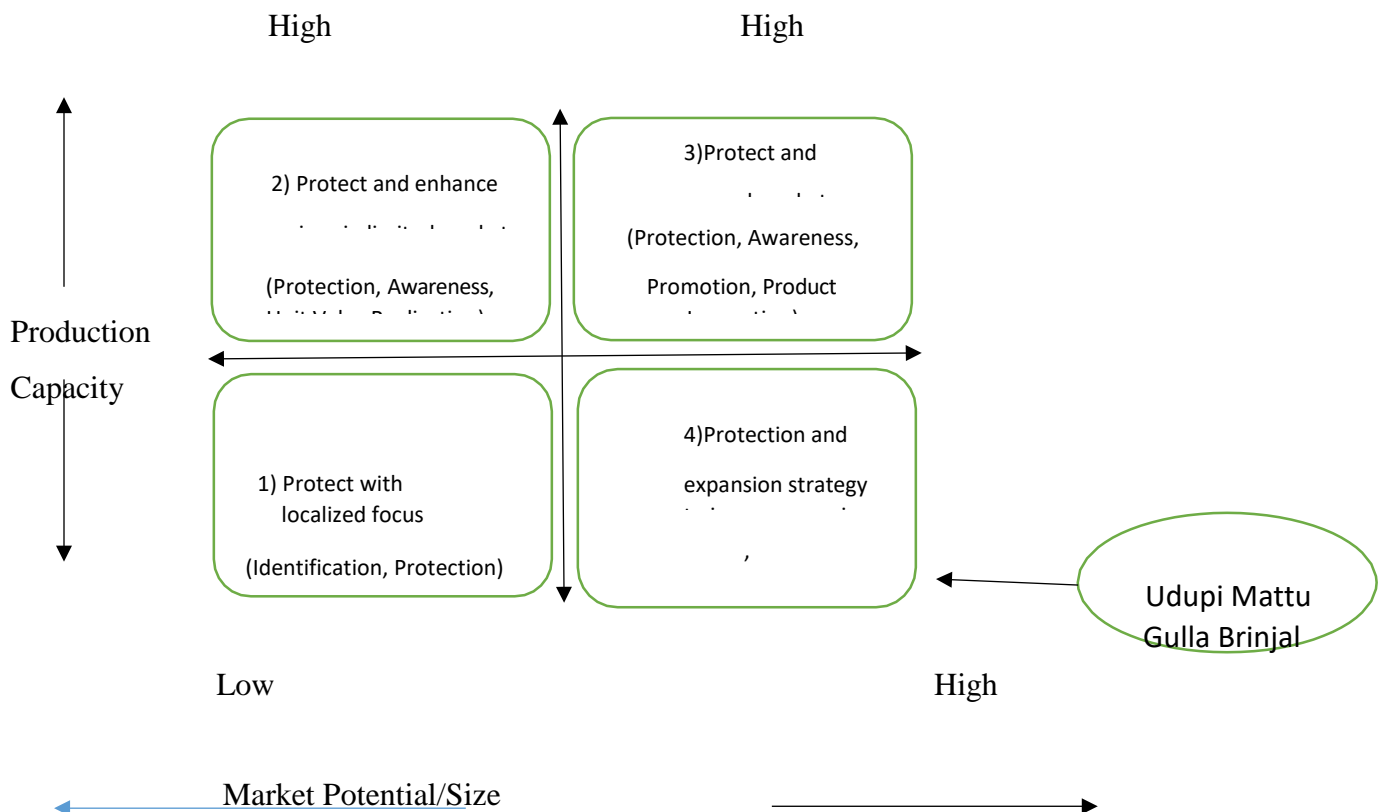
INTRODUCTION

Marketing of GI products encompasses all the tasks that are needed to sell these products which are written down in terms of a marketing plan. The plan aims to reach the consumer after assessing his/her needs and motives, taking into account the market potential and limitations of the GI products. However, in the Indian context, these products have not been able to reap benefits of their rich geographical derivation, rich heritage and originality. In an emerging market like India, products like Darjeeling Tea, Alphonso Mangoes, and Chanderi Sarees are few of those numerous brand names that give us 'Top of the mind recall' among Traditionally Special Products with a suitably structured marketing strategy. Other GI products with great potential for market acceptance like Nagpur Orange, Nashik Grapes, Banaganapalle Mangoes, Byadgi chilies, Nanjangud Banana, Udupi Jasmine, Mysore Jasmine and Udupi Mattu Gulla Brinjal have remained way behind due to the lack of Concentrated Marketing Strategy. The Foreign Trade Policy Statement for the year 2015-20 has identified the marketing and branding of GI products as a key area of focus and entrusted the task of conducting a study on adopting measures and policy interventions to develop the market potential of these unique products. This section enumerates marketing strategy suggestions to various stakeholders involved in the task of promoting and brand building for Udupi Mattu Gulla Brinjal. The patrons involve producers, channel partners (agents/traders), Central Government Operated Agencies (Department of Industrial Policy and Promotion, Agriculture Food Processing and Export Development Authority, National Horticulture Board) agencies proposed to be created by state agencies, agencies operated by the State Government (APMC) support functionaries (National Bank for Agriculture and Rural Development) and policymakers (Department of Commerce and Ministry of Agriculture, Government of India). The suggestions reported as strategy interventions can be used to unravel the commercial potential of vegetables and fruits in general although they are specifically formulated for Udupi Gulla.

MARKETING STRATEGY PLANNING GRID FOR UDUPI MATTU GULLA BRINJAL

A Marketing Strategy planning grid has been developed (Ruppel, Shraddha, 2015) to unlock the market potential of Geographical Indication Products in India. This comprehensive and widely accepted grid advocates that the determination of a focused marketing strategy for any GI product can be classified into four main quadrants based on the products usage and appeal, size of markets, production capacity and market potential. Any GI product that seeks to formulate a marketing strategy to unlock its commercial potential needs to identify the right quadrant fit for itself out of the four main quadrants. Figure 1 gives a description of the Marketing Strategy Planning Grid.

Figure: 1 Marketing Strategy Planning Grid



Udupi Mattu Gulla Brinjal, a Geographical Indication Product of Udupi District is a seasonal vegetable grown between September to March, every year. It is facing stiff competition from look-a likes in the market. It, therefore, needs a Protection Strategy to distinguish it from other varieties and guard it against free riders operating in the market. Consumer awareness of GI status and unique properties of Mattu Brinjal is low. Product innovation in terms of introducing value- added products in the market is an uncharted opportunity. Given the marketing gaps listed above, it is necessary to develop a marketing strategy stated in quadrant four of the marketing planning grid to unlock the commercial potential of Udupi Mattu Gulla Brinjal.

PROTECTION STRATEGY

The market for Udupi Mattu Gulla Brinjal is largely localized and the production capacity is limited. Free riding (www.businessdictionary.com) is a common problem associated with Mattu Gulla, where few parties enjoy the benefit amassing from a collective effort. The agents in the distribution chain pocket profits thereby leaving the farmers with meager margins. Similarly, farmers of other variety sell their Brinjal produce as Mattu Gulla look a likes and gain economic benefit. Therefore, the key strategy to protect the product from the problem of free riding, look a likes and misuse of Mattu Gulla is by leveraging the GI registration and guarding it against substitutes. The customer should be able to easily identify the GI name and efforts should be taken to ensure that other products do not misuse the GI name. This can be achieved by using the following techniques:

- i Identification:** A small seal or label with the mark ‘original’ and with the GI number and Logo should be introduced. This will make counterfeiting difficult. The current arrangement of identification has a label pasted on the Grade A variety. This label can be easily removed by a miscreant. The sticker also does not last long.
- ii Functional Improvement:** This can be achieved by increasing the utility of Mattu Brinjal through value-added products. At present, Mattu Gulla is consumed only in the raw form and the households purchase it to prepare a variety of dishes. Product innovation through ‘ready to eat’ can be launched by introducing pickle, gojju, and chutney. Picture 1. shows the display of Brinjal pickle in the Municipal Market of Margao, Goa, a city situated 350 kilometers north of Udupi District. Among Mattu Gulla value added products ‘pickle’ should be considered as a key variant in the merchandising strategy. It should find the most

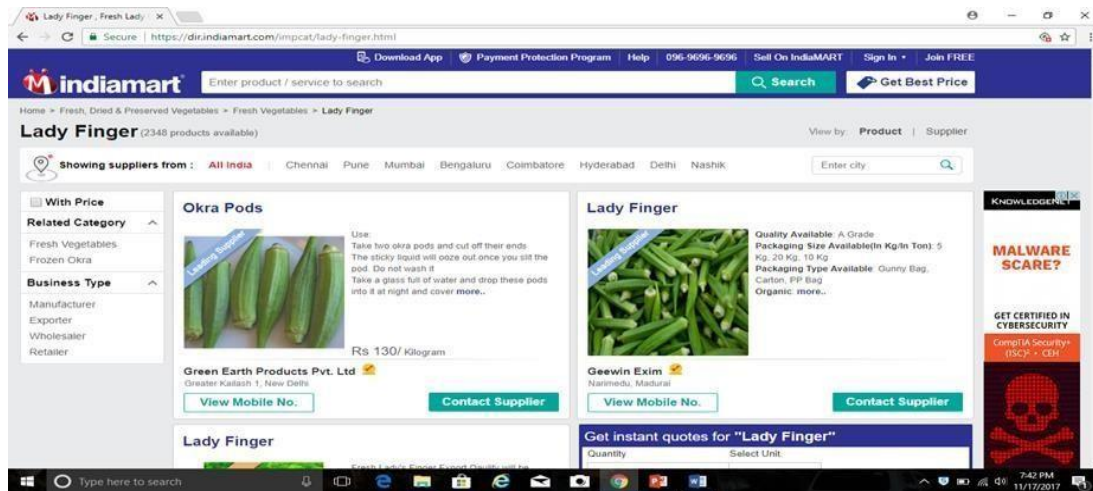
prominent place for display and should be easy to locate.

Picture: 1 Functional Improvement through Value Added Products



Similarly, a small food business enterprise ‘Gokul Foods’ operating from Kundapura taluk successfully launched ‘vacuum fried okra’, a value-added product made of lady’s finger. Vacuum fried okra can be offered as a complimentary dish with lunch or dinner. Oil-fried snack prepared out of Gulla, popularly known as ‘podi’ in the local language can be offered with functional improvement in ‘vacuum fried form’. Mattu Gulla podi in the ‘vacuum fried form’ can be offered and positioned as a snack with tea or coffee in restaurants and households. It can also be sold as a ‘ready to eat’ snack with good packaging. Packaging design should highlight the nutritional aspect of the product by positioning ‘vacuum fried’ as an oil-free product. Gokul Foods has marketed its ‘vacuum fried’ okra by successfully positioning it in consumer’s mind with the words ‘fresh and vacuum fried’. ‘Fresh’ signifies locally grown and ‘vacuum fried’ indicates the benefits of an oil-free healthy item. Picture 2 shows Gokul Foods positioning strategy and marketing communication through e-commerce.

Picture: 2 Positioning through Product Innovation



Source: www.indiamart.com

- iii. **Packing and Packaging:** A successful marketing and sales promotion strategy needs both packing and packaging of products. Packing is the preparation of a product for storage and transportation, while Packaging is considered as the preparation of the product not only for storage and transportation but also for sale.

Thus packaging necessarily involves an element of promotion as its design needs to consider the buying motives of the consumer (www.differencebetween.com). Packaging involves labeling for sales promotion. Packing is not considered as an important function in the sale of Mattu Gulla by the farmers and agents right from the period of harvest till it reaches the hands of the consumer. Farmers market and retail store display Mattu Gulla in open air (Picture 3). Packing is done to ensure the safety of the product. The quality of the product gets deteriorated and the product does not remain fresh by the time it is picked up by the consumer. Immediately after harvest, they are sorted and Grades 1, 2 and 3 are assigned. They are then laid in jute bags and stored in the Mattu Gulla Growers Association go-down under humid conditions without cold storage. Since November 2017, Grade 1 variety has been released into the market with a label carrying the GI logo to assist easy identification and prevent free-riding and imposters and misuse from look- a likes.

Picture 3 Display of Mattu Gulla in open air



- iv. **Suggestions for extended shelf-life through packaging:** Europe's market leader in packaging fresh perishable products, 'Sirane Ltd', has developed innovative technology-oriented packaging solutions by offering a wide range of absorbent pads, cushioned pads, anti-fungal pads as well as compostable.

The benefits of the new packaging technology can be used to extend the shelf-life of fruits and vegetables and ready-to-eat products. These shelf-life extending products, including bags, films, and pallet liners help significantly reduce wastage throughout the supply chain. The fresh produce packaging solutions have been used for vegetables like tomatoes, green peas, cauliflower and fruits like banana, strawberry, kiwi fruit, and grapes to name a few.

Picture 4 Innovative Packaging Solutions for Perishable Products



Source: www.sirane.com

A joint effort on the part of Department of Industrial Policy and Promotion and National Horticulture Board is necessary to plan and implement the import of packaging technology to India. About 30 percent of perishable products are wasted in the supply chain before they reach the hands of the consumer (AIMA Journal, 2014). On a pilot basis, this innovative packaging solution can be extended to all agriculture based GIs in India.

SUGGESTIONS TO MATTU FARMERS

To protect Mattu Gulla from quality deterioration, the bags made of banana leaf or coconut leaf (Picture 5) with proper ventilation can be used to preserve Mattu Gulla. The packing and packaging design and placement of logo should be developed after consulting and taking technical inputs from the experts of Indian Institute of Packaging to ensure freshness and durability. The task of preparing these bags can be entrusted to the women empowered self-help groups of the local region. The core objective of the Indian Institute of Packaging (IIP) listed (www.iip-in.com) is to provide tailor-made packaging solutions to women entrepreneurs and Micro Small and Marginal Enterprises (MSME).

The packaging requirement of the Mattu farmers to protect Mattu Gulla and the aims listed by the Indian Institute of Packaging as support activities to build a strong packaging infrastructure across India complement each other. It is also advised to confirm strict compliance in packaging with the regulations laid down by the Food Labelling Regulations of India, 2011.

SUGGESTIONS TO HORTICULTURE PROMOTION AGENCY

The National Horticulture Board (NHB) (www.nhb.gov.in) operates with the main objective of promotion of horticulture products and development of markets. The following are its sub-objectives:

- a) To Promote the consumption of horticulture, produce and products

- b) To provide transport solutions and assist in the movement of bulk horticulture produce through the rail network
- c) To carry out case studies and surveys in order to identify the constraints in horticulture marketing and develop short term and long term strategies for the systematic development of horticulture products and providing technical services including advisory and consultancy.

Since the aim of the National Horticulture Board (NHB) is market development and promotion of consumption of horticulture products, it can play a key role (liaising) in bringing the key stakeholders i.e. Mattu farmers and Indian Institute of Packaging together. The NHB is advised to facilitate the arrangement of conducting workshops/visits by packing and packaging experts from Indian Institute of Packaging (IIP) for Mattu farmers. After a thorough investigation of the composition of Brinjal as a vegetable, technical inputs on packaging as a solution can be offered to Mattu farmers. Udupi Mattu Gulla Brinjal does not have a packaging plan in place so far.

Picture 5 Bags made of Coconut leaf as a proposed Packaging Strategy for Mattu Gulla



Picture 5 is the proposed Packaging Strategy for Udupi Mattu Gulla Brinjal. A well-designed Packaging Strategy carries the twin advantages of a product protection plan to ensure safety and promotion plan directed to attract customers. A recent study conducted by researchers at the University of Delaware after reviewing more than 90 academic articles found that food labels can impact consumer behavior. The study revealed food labels satisfy consumer demand for quality assurances and can create value for consumers and producers (Messer, Costanigro & Kaiser, 2017).

A. BRAND LEVERAGING

Brand leveraging as a strategy uses the power of the exiting Mattu Gulla GI mark to enter into new markets and penetrate into existing ones. Branding is a vital component of marketing which extends unique advantages to the seller (farmer) as well as the consumer. In general marketing parlance, Brand is a name, sign, symbol, term or design or a combination of them that helps the seller to differentiate his product from that of competition. Branding also makes identification of the product easy for the consumer. As Udupi Mattu Gulla Brinjal has secured a GI mark as a in the name of the Mattu Brinjal Growers Association.

Picture 6 exhibits the GI mark awarded to Mattu Gulla. The efforts of the farmers, agents and the retailers in leveraging the true potential of the GI mark has been minimal. Despite getting the GI status in 2011, the labeling of the first category crop as Grade A by placing a sticker with a GI mark on the product in November 2017, has been the only notable development in the brand building exercise.

Picture 6 Label of Mattu Brinjal and Label of Red Gold Tomatoes – Branding Comparison



Advantages of Brand leveraging to farmers:

Identification and differentiation is the essence of Branding. Identification comes through the name, symbol, mark, design or combination of all of them and differentiation comes through unique features/characteristics or benefits accruing from the product.

- 1. Facilitates product differentiation:** GI is a powerful marketing tool which can be leveraged both for product identification and differentiation. A premium price is charged

on Mattu Gulla (Grade A) when compared to other varieties due to its unique taste. Grade A commands a higher price as it is big in size and free from pest attack. Thus, big size, free from pest attack and unique taste differentiates Mattu Brinjal from other variety. This act of production differentiation has been forced by the GI certification.

2. **Protection against look a likes and assurance of sustained demand:** By maximizing the advantage through Branding, Mattu Gulla can be differentiated from look a likes like Benegal Brinjal and Kukkehalli Brinjal. At present a few agents and retailers sell other variety in the name of Mattu Gulla and dupe the customers. Brand awareness generated among consumers ensures that the Mattu Gulla (GI) is differentiated from substitutes and an assured and sustained demand is created. The information asymmetry that is prevailing today, where the farmers are aware of the benefits of the GI status while, the consumers are not, creates an opportunity to address the benefits of Branding through a proper promotion strategy.
3. **Commands premium price and increases market share:** Branding provides added value to Mattu Gulla customers as it provides quality assurance, unique product features and authenticity. It also provides social recognition to farmers. Farmers of Mattu Gulla enjoy special recognition among the farming community of Udupi District as the first harvest of the season is offered to 'Lord Krishna' during the 'Parayaya' festival, which is held once every two years. Greater customer outreach facilitated by Branding will result in increased market share.
4. **Simplifies faster market penetration:** A brand with a strong reputation will help marketers reach new markets more easily. The semi-urban and rural population composition of Udupi district and the flowing population from other districts need brand awareness for Mattu Gulla.

Advantages of Branding Leveraging to consumers:

1. **Reduces search effort:** Awareness of the GI mark for Mattu Gulla will reduce the effort in searching the right brand. GI mark gives cues to the customers about the quality, the functional and emotional benefits to the customer thereby helping in the processing and retrieval of information required for decision making.
2. **Assurance of product quality:** Branding brings value to the customers as it gives quality

assurance and benefit of authenticity. Customers will tend to prefer sellers of Mattu Gulla over others and buy more from them. Quality assurance is a route to enter new markets and also penetrate existing markets.

- 3. Correct purchase decision and satisfaction of use:** Identifying and recognizing a brand brings a feeling of having made the correct purchase decision. This also enhances post-purchase satisfaction with the product usage.

Steps in enhancing the Brand identity of Mattu Gulla:

Increasing brand identity of Mattu Gulla can be looked upon as a step by step approach as enumerated below:

- 1. Creating awareness on benefits of the brand:** Marketing efforts should be directed towards increasing the awareness of the brand among consumers. Mass media approach of rural communication to popularize the brand among the consumers is the most desired method of increasing awareness of the brand keeping in mind the fact that majority of the villages (households) are situated in rural areas. The initiative to create brand awareness should be taken up by the Mattu farmers. The Mattu farmers are advised to approach the State apparatus (Department of Commerce/Directorate of Marketing and Inspection, Ministry of Agriculture, Government of India/National Horticulture Board or National Bank for Agriculture and Rural Development) to set up an enabling association as a governing body (can be a Non-Governmental Organization or Extension cell of NABARD or an agency created by the State) to assist in the promotion and development activity of branding Udupi Mattu Gulla.
- 2. Setting up of Enabler Association:** The mechanism of Brand promotion of Mattu Gulla should be run by a governing body. Using GI name as the brand name for Mattu Gulla solves the problem of free-riding and contributes to quality enhancement. The task of quality compliance and enhancement should be undertaken by the governing body (GI enabler). The governing body should be assigned the task of setting product specifications, performing quality control and deciding on farmer membership of producer organizations. The task of governing body should be to improve the value chain coordination, thus mitigating internal and external free riding and enhancing quality conformance. Additionally, the Enabler Association should also undertake to design and implement training programs to retailers and

consumers on brand promotion of Mattu Gulla.

3. Roles of the Enabler Association: The composition and functions of the enabling association can be as follows:

- a. The members should comprise of at least one person each from the Promoting agency, the Zonal Agriculture Research Station and Mattu Gulla Growers Association.
- b. Should coordinate to channelize the marketing efforts, monitoring quality compliance, helping the community avail relevant government schemes.
- c. Should be set up with formal reporting structure with proper management systems.
- d. Should appoint 2-3 full time/part time employees to coordinate the activities, make documentation, upgrade information, record keeping etc.

4. Funding the Enabler Association: Initially, the government needs to fund the activities of the enabling association. Later, it can be supplemented by contributions from producers. There should be clear allocation of these funds and a decent allotment should go towards market development, and building brand awareness. Bulk of the funding should come from State/Central Government towards advertisement campaigns. Once the consumer pull is established and awareness objectives are fairly achieved, the producers can be motivated to contribute to this fund. This step towards market development can be taken up by the National Horticulture Board.

5. Ten Commandments for Enabling Association: The enabler association which is set up should act as a catalyst of growth of the entire Mattu Gulla marketing system. A good marketing system will result in a win-win situation for all the stakeholders mainly the farmers. The commandments for the scientific marketing practices proposed to be initiated by the enabling association are:

- a. **Right variety:** Different variety brings different prices. In case Mattu Gulla, the produce can be categorized in to three Grades I.e. A, B, C. Grade A – Big size with zero pest attack. Grade B- Medium size with Zero pest attack. Grade C –Others (Crop left that does not belong to Grade A & B). Grade A can be charged a premium price. Going rate price (price determined based on price of other variety) can be charged for Grade B and Grade C.

- b. Work closely with cooperative marketing societies: Better prices, cash facilities and good marketing advice can be obtained by patronizing the efforts of cooperative societies like the Udupi farmers' cooperative society. The societies jointly take up transportation and warehousing and thereby reduce costs. Possibilities of cheating by middlemen is avoided. In addition, profit of the society is shared by members. Mattu Gulla Growers Association can be the member of the cooperative society so that the profits are earned by the association and then shared among the members. The enabling association can act as a link between the Growers Association and the cooperative society.
- c. Conformance and improvement in quality: GI quality accreditation comes with a huge responsibility. Customer is the most important participant and beneficiary in the value chain. The customer thus deserves the best product. Compliance to GI quality standards is the responsibility of the farmers. Since majority of the farmers in Mattu village are not highly educated they need to be sensitized on maintaining highest quality.

Box Exhibit 1: Sale of high-quality Kashmiri Apples

In a case example of Kashmiri apples, the consumers were ready to pay higher prices for good quality apples up to Rs 100 per kilogram against ordinary apples at Rs. 30 a kilo. At every stage of production, right from day of selection of seeds, the quality aspect needs attention by the farmer.

Source: (Badi & Badi, 2003)

- 6. A sensitization and training program to identify Mattu Gulla from competing for variety should be designed and delivered to retailers and consumers by the enabling association. The steps for sensitization of trade and channel partners to be undertaken by the enabling association is as enumerated below:
 - a. Small workshops need to be conducted to traders, agents and channel partners on the importance of conformance to quality, the consequences of misuse of Mattu Gulla GI name.
 - b. Leaflets and fliers carrying points relating to the identification of Mattu Gulla can be distributed by producer groups.

- c. It may be more effective to issue a circular to the office of the State Government carrying a message of punitive legal action against any trader or channel partner who is found guilty of misusing the Mattu Gulla GI name and sell any ineligible product.
- d. **Sale after washing and cleaning:** The farmer should bring his produce after proper washing and cleaning. The produce should be free from impurities like mud, sand and not mixed with other Brinjal variety. Impurities, when present, bring down the prices considerably.
- e. **Sale after sorting and grading:** The produce should be graded and standardized as a graded product sells quickly. Especially for a perishable vegetable crop, the quality can be maintained only by proper grading and standardization. The cost of grading and standardization can be offset by the premium price that Mattu Gulla will be able to command. The sorting and grading is an important value-added activity in the case of Mattu Gulla. Each Grade level should command a price tag based on a pre-defined quality parameter. A superior Grade 'A' (big size and zero pest attack) should command a premium price (P1). Grade B (medium size and zero pest attack) should be priced 15-20 percent (P2) lower than Grade A. A study conducted on branded potatoes reveal that the price difference between each grade level is about 15-20 percent. Grade C (others which do not fall in A & B) can be released at Going rate pricing (P3).

Picture 7 Grading and Labelling of Mattu Gulla



In Control: Farmers Grading & Labeling the Produce at Mattu Village

- f. **Sale after ensuring minimum chemical residue:** Consumers of today are being more health conscious and the trend of consuming organic vegetables and fruits is picking up. Efforts should be made to ensure that vegetables are brought to the market with no chemical residue. Vegetables with chemical residue will command a lower price.
- g. **Sale of different quality products separately:** The enabling association should monitor the segregation process. A mix of lots gives a lower price.
- h. **Packing and carry bags:** It is the role of the enabling association to make sure that Mattu Gulla is properly protected with packing and the activity of packaging endorses brand awareness and provides nutritional information on Brinjal consumption.
- i. **Market information:** Mattu farmer should be updated with information. Due to advancement in technology the market dynamics (price, new consumer segments, corporate buyers) move at a faster pace and the farmer is left behind as he is not able to match this pace of advancement. The role of the enabler is crucial on such occasions. The enabling association should ensure that the farmer is updated with information and trained properly in service, selling and salesmanship skills.
- j. **Consumer data:** With the growth of income and the availability of variety and substitutes the consumption patterns and habits are changing. It is especially seen during field survey that Mattu Brinjal is sold without taking the needs and motives of the consumer into account. A well-designed marketing plan should include the demographic, social and economic data of the consumer. Customer profiling should take place before strategy interventions are introduced.

Box Exhibit 2 Milk Collection Centers (Enabling Associations) to improve Milk Distribution System in Antalya, Turkey.

Source: (Sayin, Nisa & Karaman, 2011)

In the Antalya Province in Turkey, some farmers preferred selling milk directly to consumers without maintaining a controlling system. Unlike other products, milk needs an effective controlling and monitoring system to ensure healthy conditions. To tackle this problem, the Milk Collection Centers (MCC) were established in different regions in Turkey. MCC's were new systems introduced as enabling institutions which played the role of collecting milk from farmers, controlled milk quality and carried milk from farmers to factory.

Methods to Maximize the Commercial Potential of the GI mark

There is still scope to leverage the potential of the Mattu Gulla GI mark. The following techniques can be undertaken by the Mattu farmers to promote the GI logo:

- a. The Mattu Gulla labels can be distributed free to all the customers visiting the farmer's markets operating on select days in different localities.
- b. Posters/Banners can be inserted on the walls of every retail shop in the district portraying the GI logo of Mattu Brinjal to create awareness.
- c. All retailers can be encouraged to use the GI logo of Mattu Brinjal on their bill books. The customers carry the bills home and can be easily reminded of the logo during each purchase.
- d. Every letterhead/Email (formal communication) of the Mattu Brinjal Association made to stakeholders should carry the GI logo.
- e. Better use of labels: At present, the label is placed directly on the product without giving protection through packing and packaging. Once the product leaves the growers association go- down the label does not stay on it for long. Most of the times, it is seen during its display in retail stores that labels on some of the crops were missing. The placement of the mark should be undertaken only after packing and packaging it as a whole bunch and not on a single crop. Similarly, if Mattu Gulla is sold in three different grades (A, B & C) and only Grade A is labelled, the customers who are intending to purchase the other two grades will not be able to identify on their own, unless they are educated. If the retailer fails to explain the difference between each of the three grades, the customer is left confused in his purchase decision. Each grade should carry a different label for easy identification. Every grade has a target customer segment, and every

customer segment should be able to identify its product category. The retailers should be educated on techniques of GI brand promotion and customers should be educated on brand identification.

f. Farmland Branding Approach – A Value-Added Segment for Mattu Farmers

Contract farming involves an arrangement where production of agricultural goods is carried out on the basis of an existing agreement between the buyer and the seller. Sometimes, it involves the buyer, (Fast Moving Consumer Goods (FMCG) in the organized retail segment company) specifying the price and the quantity required to be delivered in advance. This model is also popularly termed as the ‘out grower scheme’ in some parts of Eastern and Southern parts of Africa. Organized retailers in India have started the ‘Farmland Approach’ by foraying into the sale of branded fruits and vegetables. This approach is a value-added opening for Mattu farmers to enhance their income. In the long term, as these companies plan to expand the range of fruits and vegetables, Mattu Gulla is certain to find a place in this segment because of the GI brand it enjoys and the unique attributes it possesses. Taking help of the enabling association, the Mattu farmers are advised to reap the benefits of such an opportunity to form an agreement with players in organized retail like ITC, Aditya Birla More for You, Tata Star Bazar etc.

Picture 8 ITC forays into Farmland Branding Approach



(Source: www.thehindubusinessline.com)

This arrangement will not only increase income for Mattu farmers but also provide access to new consumer segments linked to the retail value chain. From the consumers' side, the farmland approach will provide safe and nutritious fruits and vegetables.

B. AWARENESS AND PROMOTION STRATEGY

Creating awareness of the GI concept of Mattu Gulla, its unique identity in terms of the assured quality is the task that should be led by the National Horticulture Board (NHB) with the assistance of the State Government, Department of Commerce, Department of Industrial Policy and Promotion. The enabling association should sensitize and convince the NHB on the need to undertake the awareness and promotion campaigns. The onus is on the National Horticulture Board as the task of promoting consumption is an essential objective listed in its statement of purpose. The duty of coordination and execution of awareness campaigns can be done jointly by the Mattu Brinjal Growers Association and the enabling association.

The various promotion strategies that can work as integrative systems between the producers and consumers are as follows:

- 1. Mass Media Campaigns:** Mass media campaigns play an important role in the delivery of messages to the vast majority of the population. It is instrumental in creating a deeper impact, especially in the rural minds in attraction and retention. Mass media campaigns have a greater appeal in reaching the rural population (233 villages in Udupi District, Census, 2011).
- 2. Word of Mouth:** Opinion leaders are an important influence on the rural population. Mattu Gulla as a vegetable crop has a historical connection with the 'Udupi sode Mutt' (temple). The seer of this mutt is a great opinion leader and earns respect regardless of affiliation with any community. The seer of the Sode mutt can be a great ambassador for popularizing the Mattu Gulla Brand and can connect well with the rural population. In rural communities, the services of health workers of Primary Health Care centers (PHC's) can be utilized to provide information about the benefits of fruits and vegetable consumption. Health workers can act as change agents, especially to deliver nutritional information to rural communities. Every village will have opinion leaders whose words are inspirational. These opinion leaders have created a distinct identity for themselves by the contribution to their field of expertise. The agriculture sector in Udupi has many such opinion leaders. These opinion leaders can conduct campaigns in Krishi

Mela's (Farmers Produce Exhibition) which highlight the aspects of Mattu Brinjal identification and the recipes and the methods of preparation. An exclusive demonstration of Mattu Brinjal preparation can be arranged during these campaigns. These opinion leaders walk the talk and are not influenced by any political party or religion. They work for the betterment of the region and are easily heard.

- 3. Print Media:** The media in vernacular languages like Kannada, Malayalam, Telugu, and Tamil is an ideal way to reach the mass. Besides the local markets, the print media in the form of newspapers can also attract the customers of neighboring states. Messages should focus on the theme of 'Do you know that Udupi Mattu Gulla has a GI tag for unique taste? The term 'Udupi' is popular for 'authentic vegetarian cuisine' across South India and this term can be leveraged to market Udupi Gulla. 60 percent of the Households (1,55,000 approximately) in Udupi district subscribe to the Udayavani local daily published in Kannada (Udayavani Newspaper Circulation Department, Manipal). In the neighboring State of Kerala, the messages should be circulated through 'Malayala Manorama', the most preferred local daily among Malayalee's. According to the figures published by the World Association of Newspapers, 2011, it holds the fifth position among the most circulating newspaper in the world with a circulation base of over 2.1 million copies. According to the Audit Bureau of Circulations, 2013, it is the third largest newspaper circulated in India after the Times of India and Dainik Jagran (en.wikipedia.org). Dainik Jagran, published in the Hindi language is the second largest newspaper in terms of circulation (Audit Bureau of Circulations). Eenadu, an Indian language Telugu daily newspaper, is India's sixth largest in terms of circulation with 59,06,000 subscribers (Indian Readership Survey, 2012). Print media is the most powerful tool to create awareness of the unique identity of Mattu Gulla among local, regional, domestic and international markets. Udayavani and Malayala Manorama finds decent patronage in the Gulf countries also.
- 4. Radio and Television:** The choice of media should ensure that the message reaches remote locations. Television and radios are the most important forms of media today in urban and rural areas. Television can play a short commercial on local and regional channels as these channels attract huge viewership. The short commercial on Television should be played highlighting the health benefits on vegetable consumption with a special mention to Mattu Gulla and its GI status.

Table 1 Mass Media – Taluk wise percentage of Households having different sources of amenities

Taluks	Radio and Transistor	Households without Transistor/ Radio	Total Households	Television	Households without TV	Total Households
Udupi Taluk	32.72	84650	125817	78.19	27440.6	125817
Karkala	33.78	31579	47688	63.99	17172.4	47688
Kundapura	29.44	56146	79573	61.53	30611.7	79573
Total		172375	253078		75224.7	253078

Source of Data: District Statistics on Amenities in Households (as per 2011 census)

78 Percent of the Households have Television in Udupi Taluk, followed by 64 percent in Karkala Taluk and 62 percent in Kundapura Taluk. Television can host short cookery shows by locally popular artists. The shows can focus on a variety of vegetable preparation with special reference to Mattu Brinjal, nutritional value information of a variety of vegetables including Mattu Brinjal, the value-added products that can be prepared out of Brinjal and the scope to introduce value-added products in Brinjal. Radio FM (Frequency Modulation) is commonly used by commuters who travel to office by their private cars in city/town limits. Regular announcements can be made by Radio Jockeys (RJ's) in Radio FM in cities like Bengaluru, Mangaluru, Belgavi, Hubballi, Dharwad, Mysuru etc. The special feature of radio as a media of communication is its ability to repeat the content multiple times. This helps content retention, stays in the mind of the listener and becomes 'top of the mind recall' among consumers.

- 5. Cinema Theatres:** Cinema is a powerful media in Udupi District. Three taluks of Udupi put together have more than 10 movie theatres. INOX in Udupi is a recent addition. All these movie houses, film in local languages and therefore they connect well with the

audience. Moreover, cinema houses advertise products at small cost. Since most of the viewers are aware of the background of Mattu Gulla, the possibility of message retention among viewers is high. Repeat telecast of the same advertisement or a documentary (history and GI status) in movie theatres will be able to reach out to a larger audience.

6. **Leveraging social media:** The Mattu Gulla brand also needs to establish its presence on social media sites like Facebook, WhatsApp, and Twitter. At present, the message is circulated through photos and text provides information about Mattu Gulla just as any other Brinjal/vegetable. Social media sites today are a very powerful platform to introduce brand perception. The Mattu farmers and enabling association is advised to contact the Directorate of Advertising and Visual Publicity (DAVP) to create a documentary/short commercial highlighting the history of Mattu Gulla, the production techniques, its nature as a community-based enterprise, the award, and benefits of GI status etc. A Facebook page can be created to provide recent updates. The Department of Advertising and Visual Publicity is a nodal agency established to undertake the multi-media advertising for various ministries of Government of India. Agriculture is an important subject promoted by the DAVP. The services of the DAVP can be availed through the State Government with the help of National Horticulture Board and can be taken up jointly by the Mattu farmers and enabling association.

Picture 9 Display of Tomatoes through Hoardings



Source: www.redgoldtomatoes.com

- 7. Outdoor Publicity:** Publicity done to attract consumers when they are away from home include the following:
- a) **Bill Boards:** Message can be communicated through billboards also called as hoardings to pedestrians, visitors and drivers generally placed on busy highways. The premium variety of Mattu Gulla (Picture 8.8 shows a premium variety of tomato as an example) can be displayed through hoardings through a large outdoor advertising structure.
 - b) **Transit:** Advertisements on the sides of buses, taxis and airport walkways is the most common form of outdoor publicity which is able to reach a larger population.
 - c) **Kiosks:** Handbills, brochures and pamphlets with information on Mattu Gulla should be distributed at prominent modes of transport stations like Bus stands (Udupi, Mangaluru, Kundapura and Karkala) Railway stations (Udupi, Barkur, Kundapura, Padubidiri, Mangaluru Central and Mangaluru Junction) and Airports (Kempegowda Bengaluru, Mangaluru Airport and Kannur Airport) using a fixed Kiosk manned by a member from the Mattu Brinjal Growers Association. This is the most efficient way to reach regional, national and international markets.
- 8. Assistance from Policymakers for funding Market Extension Program:** Short commercials on television and radio and circulation in print media requires the deployment of funds for promotion. The Mattu farmers are suggested to approach the market extension cell of the State Apparatus (Directorate of Marketing and Inspection, Ministry of Agriculture, Government of India and/or Department of Industrial Policy and Promotion) for financial assistance in the initial years.
- 9. Traditional Media:** Traditional media has effective reach in villages. The simple form of entertainment should be laced with proper advertisements to get the desired result. The advertisements should be held in lean months in the village when there is no much harvest work when villagers are not busy.
- 10. Mattu Gulla Mela or Festival:** A Brinjal Festival or Mela can be organized to create public awareness on the variety of Brinjal grown in the district. The Mattu Gulla growers can also participate and demonstrate their products. The benefits of such a Mela can be to propagate the medicinal and nutritional value of Brinjal. Expert and panel discussions

can be organized as a part of the Mela to discuss the health benefits and variety of preparations made out of Brinjal. The Mela witnesses large gathering involving consumers, experts in the field of agriculture, growers, middlemen and small businesses of food products. Stalls are arranged by growers and vendors of food products to showcase and explain their products to visitors. Farmers can demonstrate the attributes or special characteristics of their crop while food product vendors can promote or sell their value-added products made out of Brinjal.

**Box Exhibit 3: Over 50 varieties of indigenous Brinjal
displayed at Festival in Mysore**

The Brinjal Mela was held to create greater public awareness on the need to protect indigenous food habits. The Brinjal exhibition showcased more than 50 varieties of Brinjal and poster presentation highlighted the dangers posed by genetically modified crops. Brinjal and plants of related species are used in Ayurveda and Siddha and is also believed to have medicinal properties to treat type B diabetes.

Source: www.thehindu.com-article online publication date December 14, 2009

- 11. Door to Door Marketing:** Door to Door marketing is the best way to reach out to rural consumers. The variety of Brinjal preparations and awareness about value-added products can be planned at the individual household level by the door to door demonstration. The demonstration on Brinjal preparations and awareness on value-added products at the household level of every village can be done with the help of Sthree Shakthi, a women empowerment initiative by the Department of Women and Child Development, Government of Karnataka. One of the objectives of Sthree Shakthi movement is to increase the income level of rural women by engaging them in income-generating activities. (Source: www.dwcdkar.gov.in). Women of the Sthree Shakthi group can engage in preparing value-added products of Brinjal. The same can be marketed by using the door to door awareness strategy among rural and urban

consumers.

- 12. Folk Theatre:** The popular folk theatre in Udupi District is ‘Yakshagana’. The shows consist of traditional mythological stories. The shows take many hours in the night extending up to the early morning of the next day. ‘Yakshagana’ consists of ‘Mela’ (Troupe’s affiliation to a locality) and ‘Prasanga’ (the topic of the play) based on which the stories are presented. Coincidentally, Yakshagana and the history of Mattu Gulla has a mythology in common. Mattu Brinjal has a history attached with Sode mutt for over 500 years, while, the origin of Yakshagana can be traced with a written evidence on an inscription at the Lakshmi Narayana temple in Korugodu of Bellary District in the State of Karnataka in 1556. This folklore which combines music, dance, dialogue, costume, makeup and stage techniques with a unique style can be used as a media to demonstrate a play involving ‘Lord Krishna’ and Sode mutt as a small ‘episode’ in one of the Prasanga.
- 13. Wall paintings and cutouts:** Walls of shops, large walls at strategic places like village ‘haat’ (an open-air market), big boards on shops and name boards can be effectively used to paint and advertise and provide a message to passersby on the benefits of consuming vegetables. Color (green) picture of Mattu Gulla can be displayed on these walls and cutouts create a lasting effect.
- 14. Digital Media:** The digital media has not been explored so far to reach out to consumers and create brand awareness. Thus a cohesive communication strategy can be brought out by leveraging website portal.
 - 1. Launch of Website:** There is a need to create a website for the Mattu Brinjal Growers Association and this task needs to be taken on a war footing. The onus would be on the Department of Industrial Policy and Promotion, Department of Commerce along with the Ministry of Agriculture and National Horticulture Board. Expert advice needs to be taken from the Digital Empowerment Foundation (DEF). The DEF was launched with an objective of connecting unreached and underserved communities with an effort of bringing them out of digital darkness. The Mattu farmers are one such unreached community in terms of digitalization. The DEF’s work covers six programmatic verticals or work areas under which projects are launched and executed. Digitally empowering communities at the grass root level with an online presence through digital literacy programs and protection of culture

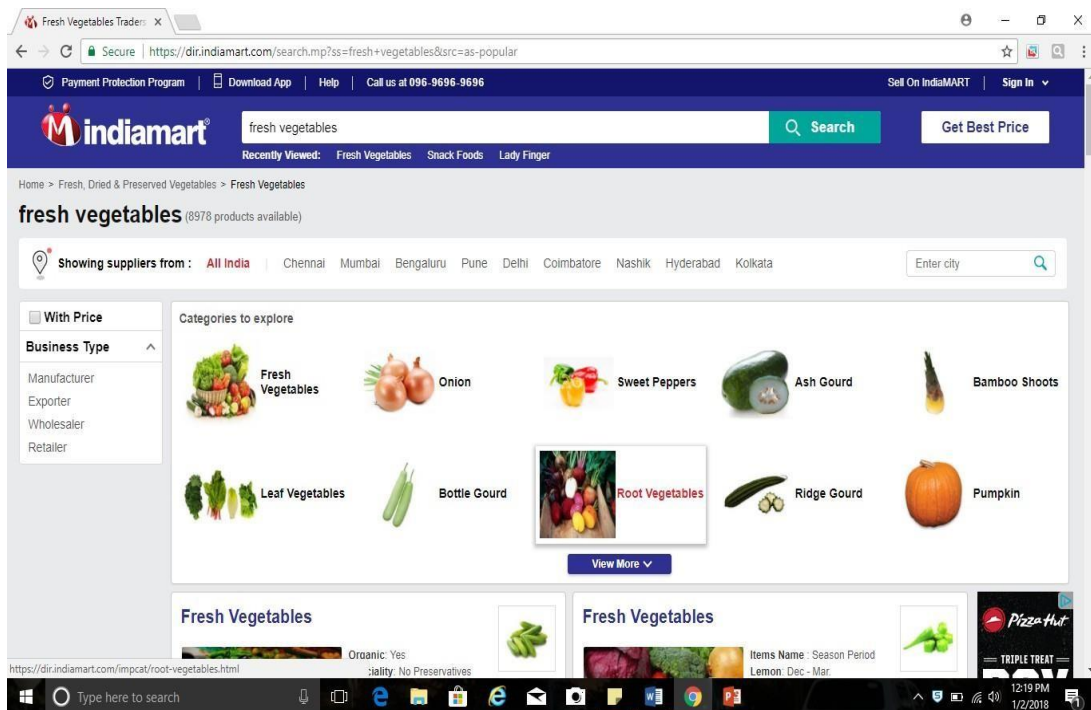
and heritage is one of the objectives of the Markets and Social Enterprise program. A very comprehensive website can be developed which can provide information on Mattu Brinjal, its heritage, the process, community activities and value-added products. The website can also feature a small film telecasting the production area, the distribution system, the village haats and the farmer's markets, where they are sold.

The creation of the website should be undertaken in the following manner:

- a) The cost of creation of website ranges from Rs. 30,000 to 1,00,000 depending upon the functionality required. If the website has to be e-commerce enabled, then the cost may go up to Rs. 3 lakhs to 5 lakhs. The website maintenance cost would be around Rs. 3,000 to Rs. 5,000 a month (Expert opinion, Thonse Technologies, Manipal). The costs can be funded from the Marketing Development Fund reserved for the GI enabler.
- b) The websites need to be managed by the GI enablers. NABARD is taking some steps for the development of websites for GI products in India and can be contacted for assistance.
- c) Summer Interns from technical institutes in the area of Information Science/ Information Technology can be given the task of website creation and maintenance considering economic viability.
- d) In addition to providing information on sellers, the website should also maintain a section where interested buyers can register and post-sales inquiries can be solicited.

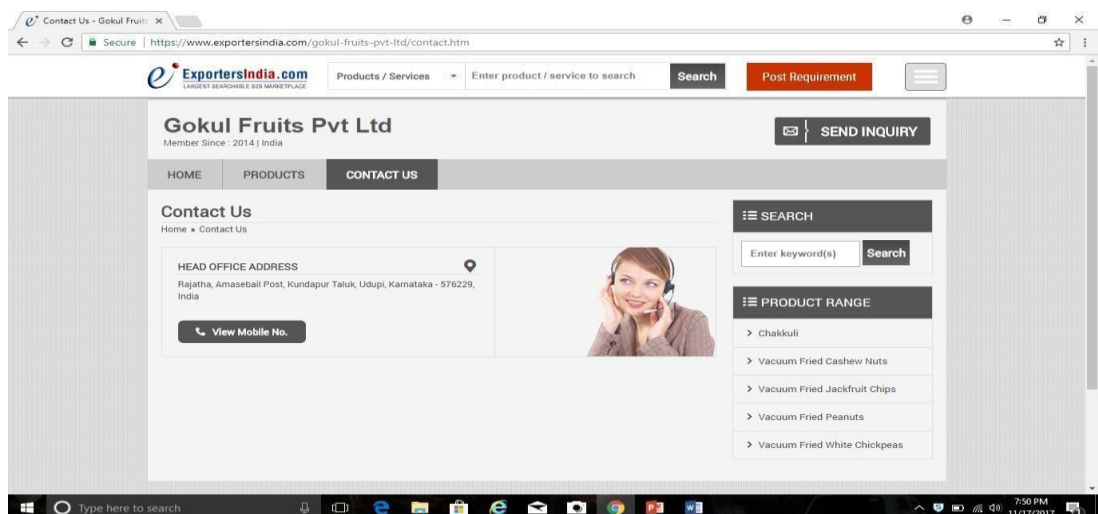
2. Marketing Value-added Products of Mattu Gulla through E-Commerce Portals: E-Commerce portals like Indiamart (Picture 10) also serve as digital platforms where buyers meet sellers. Indiamart is an easier option to sell value-added products made of Mattu Brinjal like a pickle, ready to use sambar powder and chutney powder etc. The platform offers a separate section to sell snacks and food items. The utility of these platforms can be leveraged to market and sell Mattu Gulla. These platforms provide space to upload the seller's products which are viewed by consumers online. E-Commerce platforms are powerful tools to reach international markets.

Picture 10 E-Marketing through Indiamart



Source: www.dir.indiamart.com

Picture 11 E-Marketing through exportersindia.com



Source: www.exportersindia.com

Similarly, exportersindia.com (Picture 11) is the largest B2B marketplace. The webpage covers a comprehensive range of product categories including vegetables and fruits but Brinjal has not been

uploaded for sale. Mattu Gulla can encash this opportunity to find screen space. Udupi District has more than 2000 small-scale industries (www.udupipages.com) of which most are agro-based. Similarly, successful small businesses can be engaged in the marketing and sale of Mattu Gulla value-added products. The Mattu farmers can connect with these businesses to partner with them through their contact details provided in udupipages.com. The task of partnering with these small businesses lies with the farmers of Mattu village with able support from the enabling association.

Box Exhibit 4: Online market stores to small-time food producers – A Pro-rural food marketing model

“Ithiha.com is introducing local food products to the world at large and helping manufactures to find markets. This Pro- rural model has helped women in the remote corners of Karnataka to become micro-entrepreneurs which is a revolution. The founder of Ithiha.com, Ajanta creates awareness about this model thereby creating marketing avenues for small time food producers who have been left out. Ithiha.com founded by entrepreneur Ajanta was started with an aim to rope in local producers for marketing their produce online. Ithiha.com has 1,000 registered food vendors and a large client base for their 4,000 products. Local producers manufactured food products but were failing to market them. Running around from one shop and expos to the other was draining their energy and missteps were leading to product expiry. After a closer look at their operations Ajanta was convinced that they had talent. They were offered with an online platform to market their products.

Most of the producers being less qualified were hesitant to use technology and go online as technology scared them.

Registrations on Ithiha.com were done by calling food vendors on their telephones and convincing them to be vendors on the website.

The food vendors were trained by Ajanta on food safety, packaging and related aspects. Many more came onboard through word of mouth from across Karnataka.

How does the food chain work?

Vendors create e-stores on Ithiha.com and are enabled to list their products with Maximum Retail Price (MRP)

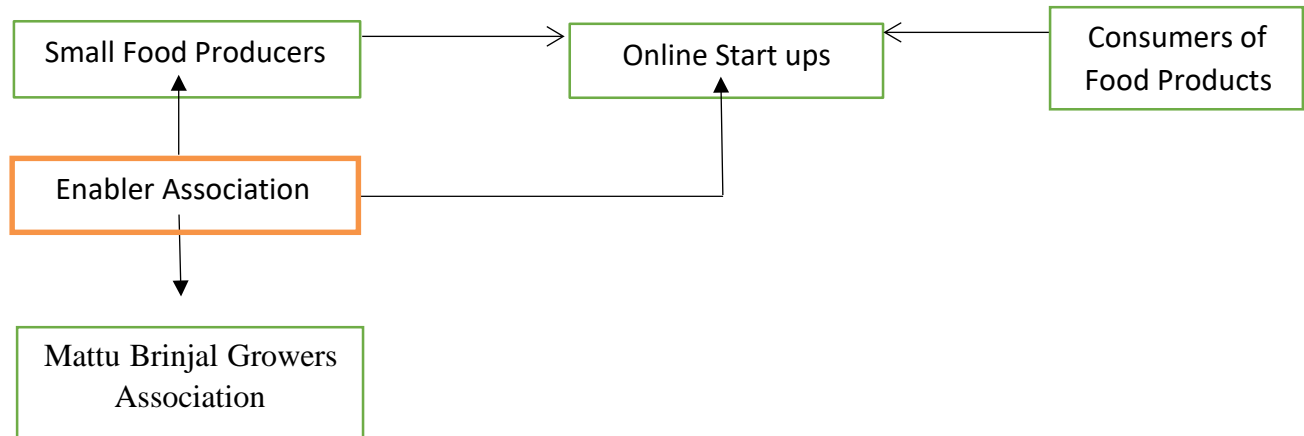
The customers browse through the products of their choice and as per their taste and make payments either through cash on delivery or online payment.

Many vendors do not check their email regularly. The Ithiha team makes calls to vendors to keep delivery of orders ready.

On confirmation from vendors that the items are ready, the Ithiha team collects the orders from the vendor's doorstep by paying them.

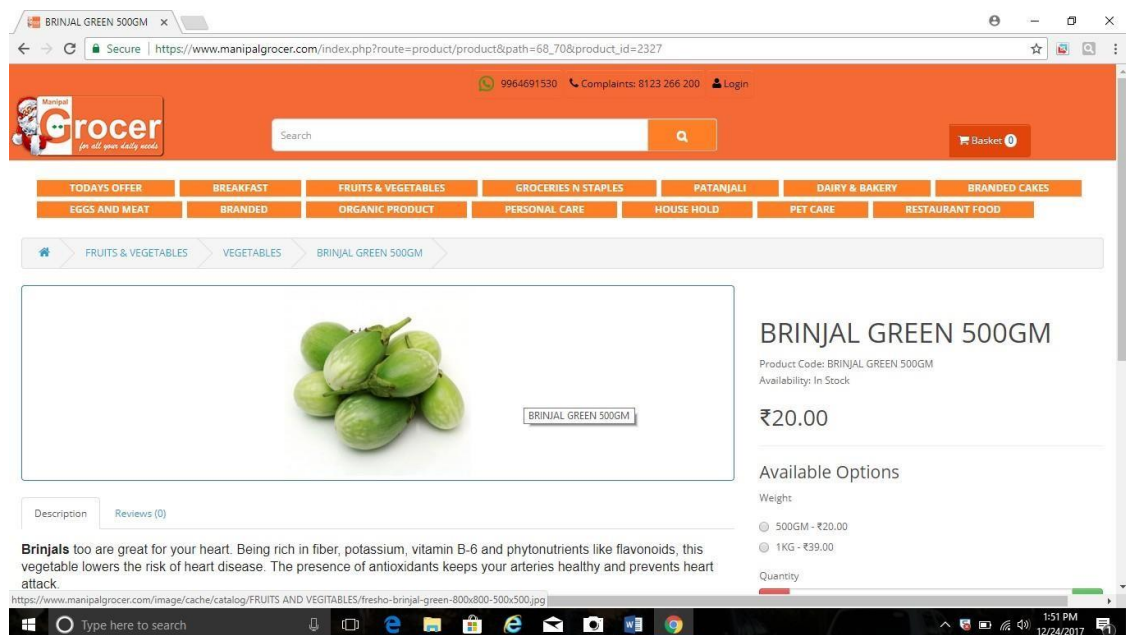
SOURCE - WWW.ITHIHA.COM

Figure 2 Digital Marketing Model for Value-Added Food Products of Mattu Gulla



The enabling association should undertake the project of creating awareness of the existence of a plethora of e-commerce portals among the small food producers and food consumers and encourage them to register online. The next step is to connect the Mattu farmers to the food producers to strike a buy-sell agreement. These agreements can then be further regularized into recurrent business arrangements.

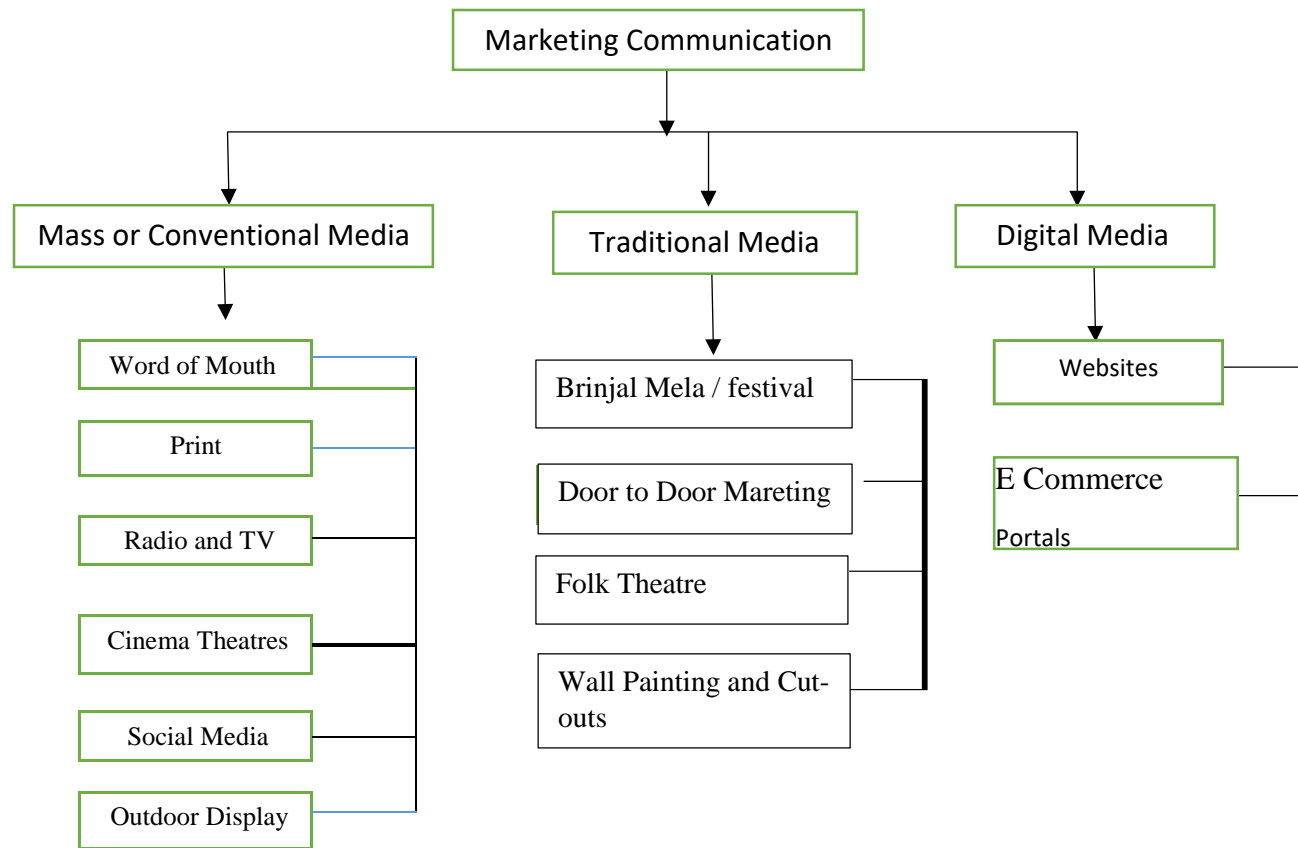
Picture 12 Co-branding with manipalgrocer.com



3. Marketing using Artificial Intelligence: Information Technology giants like Microsoft have developed a multi-variant price forecasting model using Artificial Intelligence (AI) and machine learning algorithms, which is expected to help growers make informed marketing decision for the product and thereby plan demand estimation and production. In the next few years, a Mattu farmer will be able to estimate the size of his crop based on the image of Mattu Gulla on the plant. Similarly, grading of Mattu Gulla can be done using the same image. Likewise, the risk of an outbreak of pest attack, which is perennial for Brinjal can be predicted well in advance based on emerging weather parameters. These digital tools will help in taking the marketing aspect forward. Digital imaging technology using Artificial Intelligence and machine learning algorithms can be used in the production and marketing of GI products, which will help in unlocking their commercial potential.

- 15. Co-branding:** Manipalgrocer.com is an e-commerce portal which markets fresh fruits and vegetables in Manipal. The company buys grocery items, fruits, and vegetables from local growers and vendors and provides home delivery to clients who have placed their orders online. Picture 1.14 provides a screenshot of Brinjal offered for sale on the manipalgrocer.com webpage. Price for 500 grams and 1 Kilogram is displayed on the web page. It also adopts a positioning strategy based on nutritional benefits as it claims that nutrition is good for the heart is rich in fiber, potassium, vitamin B6 and phytonutrients like flavonoids which lowers the risk of heart disease. The presence of antioxidants is said to keep arteries healthy and prevents a heart attack. The Brinjal type listed on the webpage is a competing variety and not Mattu Gulla. Mattu farmers and enabling association should work together to provide screen space for Mattu Gulla. Additionally, manipalgrocer.com can co-brand the entry of this famed branded product in its assortment by advertising it in local cable channels. Similarly, Maiyya's and Modern Foods are also local retail brands with whom co-branding strategy can be planned. These retail brands are locally well-known for packaged food items in the ready to eat space. An overall awareness and promotion plan for Mattu Gulla can be summarized as depicted in figure 3 categorized into Mass Media, Traditional Media, and Digital Media.

Figure 3. Media and Marketing Communication Plan for Mattu Gulla



(Source: Rural Communication Strategy, Badi R & Badi N, 2003)

16. Marketing Communication based on Consumer Needs and Motives

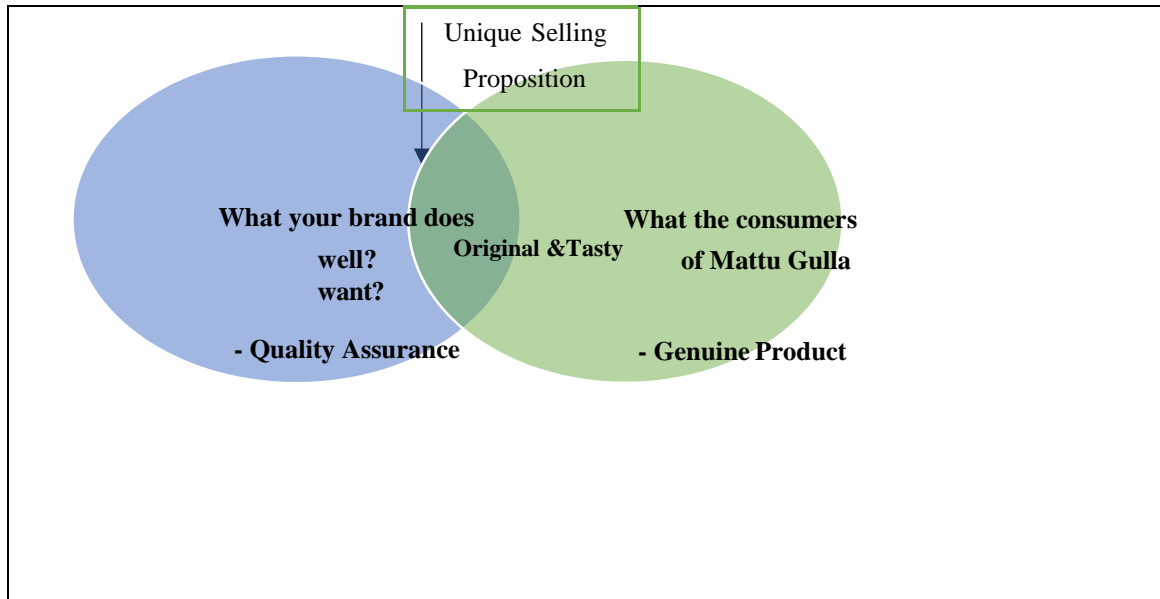
The role of the marketer is to communicate the value of what is being sold to the users. But, communicating the message also depends on what the audience finds valuable. Once the marketer understands the needs and motives of the consumer, the process of formulating a marketing plan to target these needs and motives begin. Based on the study the following variables with high factor loadings are identified for the deployment of a consumer-centric marketing plan for Mattu Gulla.

17. Positioning the brand based on taste: Positioning strategy is a crucial part of developing sustainable competitive advantage for Mattu Gulla. The marketing effort lies in creating a separate and distinct space in the minds of the customers and consumers which can be easily recalled. A position can be defined by reference to a number of scales like price, quality, availability, durability etc. (Adrian Palmer, 2009). Unique taste and quality are two dimension scales that are relevant for Mattu Gulla. Therefore, the Brand positioning of Mattu Gulla should be on the basis of ‘taste’ with the slogan ‘Traditional Taste of Udupi’ as a part of the logo. The slogan is created to highlight the penetrable quality of the words ‘Traditional’ and ‘Udupi’ which are two Unique Selling Proposition (USP) for Mattu Gulla Brinjal. The word ‘Traditional’ is picked from Traditional Specialties Guaranteed (TSG) which is an alternative term (wikipedia.org) used for Geographical Indications (GI) by the European Union (EU). The hallmark of Udupi cuisine involves the use of locally available ingredients. Thus, Udupi is a term that represents authentic (satvik-satva or quality) vegetarian cuisine. When used together as a slogan ‘Traditional Taste of Udupi’, Mattu Brinjal can be positioned with a distinct brand identity.

(i) Flavor: A marketing plan based on flavor has huge potential for consumers and non- consumers. There are many snacks and dishes that are prepared out of Mattu Gulla. Most popular among those are utility based value-added products like Brinjal podi (fry), gojju (salad) and chutney (dry or wet mix) which are extremely savoring for the taste buds. To promote the utility aspect of Mattu Gulla, preparations like podi, gojju, and chutney can be offered as samples to existing consumers who are unaware of the wide range of value-added products in Brinjal festivals, meals, and exhibitions. Likewise, the unique taste of these preparations can be introduced to non- consumers

of Brinjal as well.

Figure 4. Positioning Unique Selling Proposition (USP) for Udupi Mattu Gulla Brinjal



(ii) Size and Color: Big size and dark color give an indication of freshness and quality and this twin aspect should be marketed together to attract better visual appeal. Being a perishable crop, what makes a good Brinjal a better one is the love and care taken by the farmer in handling it. Careful handling will ensure that the freshness remains intact for a longer duration. Indoor display and Outdoor display should be used to promote Mattu Gulla on the basis of size and color. The indoor display should focus on the most prominent place in the store allotted for Mattu Gulla. This should not be difficult as the retailer should be educated on the benefits of placing a GI crop in the store. The outdoor display should be executed in the form of large billboards or hoardings on national highways to attract locals and tourists.

(iii) Nutritional Value: Evidence from existing literature suggests that the use of food labels derive benefits from knowledge of nutritional value. The notion that knowledge is power, nutritional knowledge supports food label use. It means that, if the customers or consumers are to be enticed and driven towards the act of purchasing a product based on information on food labels, they need to be backed by the awareness of nutritional value carried by that product. Consumers with prior knowledge of nutritional information are

more likely to use food label information effectively i.e. focus on salient information, understand the information and use the information to make healthy decisions based on this information (Liza & Diana, 2015). Several studies have revealed the medicinal properties and nutritional value of Brinjal (Juliana Marchiori Praca, 2004, Paulo Afonso 1998, P R Guimaraes, 2000, A H Ensminger, 1986 R Wood, 1988, Kwon et al. 2008, E F Domino, 1993). It is widely believed that Brinjal is low in fat and calories, has B complex group of vitamins such as Vitamin B5, B6, and B3, has minerals like manganese, copper, and iron with the ability to control high blood cholesterol, acting as external sources of replenishment and helps in counteracting hypertension. The knowledge on the nutritional utility of Brinjal is low and therefore awareness needs to be increased.

C. SUGGESTIONS TO CREATE AND INCREASE NUTRITIONAL AWARENESS OF MATTU GULLA

The Village Health Nutrition Day (VHND) is organized by the National Health Mission, Ministry of Health and Family Welfare, Government of India, once every month, mostly on Wednesday. On the appointed day, the Accredited Social Health Activists (ASHA workers), Anganwadi Workers will mobilize the villagers, especially women and children to assemble at the nearest Anganwadi Centre (AWC). The AWC provides basic health care in villages under the Indian Public Health Care System. Basic health care activities include nutrition education and supplementation. The purpose of such a setup is to facilitate a free interaction with the health personnel for the villagers and obtain information on basic services and nutrition. This once a month arrangement should be conducted at every village across India. With the intervention of the State Government, the ASHA workers can be trained and educated to provide information on the nutritional benefits of vegetables in general and Brinjal consumption in particular, thereby making an effort to promote it in the rural areas. In the urban areas, the promotion can be made through mass media campaigns through print, audio and visual and digital media. The expertise of the office of the Directorate of Marketing and Inspection should be obtained during the packing, packaging, and labeling of the Mattu Gulla (including value-added products).

A. Marketing determinants at the Retail Store: In-store promotions, bundled offers, expert advice, product demonstrations, product samples, special discounts etc. are as important as outdoor publicity promotions. These promotion methods used above are useful for supermarkets or hypermarkets. In a typical rural market set up (Udupi District

has 13 supermarkets, field survey) the retailer runs a small business as a one-man show where features/elements like availability and salesmanship, shopping environment and display are considered as important.

B. Availability: An efficient distribution system can solve the problem of availability. At times, when the customers ask for Mattu Gulla at the retail point, it was claimed to be out of stock. Functional improvement in the physical distribution is a tough task considering the distance to the outermost retail shop from the APMC yard of each taluk. The wiser option in inventory level corrections is to reap the benefits offered to trade through the website. As suggested in the earlier section, (8.4.3.1) the buyers should be encouraged to register in the website portal created for the Mattu Brinjal growers Association. Retailers who buy for the purpose of resale to the consumers should be provided with the link to upload their purchase requisitions online. The website should provide information on stock availability like Grade (A,B, C), price, quantity, and location (details of the stock point) etc. which will enable the retailers to take immediate decision to load their purchase request online. An option for the retailer to contact with the Mattu Brinjal Growers Association directly through an online arrangement will solve the issue of inventory correction.

C. Customer Engagement through Salesmanship: The salesperson's ability to present an idea, product or service accurately should be convincing. Salesmanship is the passion and enthusiasm to sell the product backed by credible information. Before getting into a conversation with the customer especially in marketing and sale of vegetables, the salesperson or retailer should have credible information like the date of harvest, grade of the produce, details of producer/farmer, quality certification, expiry date, production method etc. Jesse Koopman, a leading grower at West Point Farms, Wendell Idaho, USA says that 'Some salesmen lack credible information to back up what they are saying'. An important element of being an effective salesperson is to be able to invite questions, listen to them patiently and to be able to handle them with credible and relative ease. In Indian markets, the major aspects discussed in a vegetable buy-sell transaction is price and quality (freshness). On observing the buy-sell interaction in a few outlets locally, it is found that the choice of vegetables and fruits are made by the buyer himself without any assistance on information from the retailer. The retailer answers only if he is posed with a few questions. If not, the customer picks the purchase from the display and directly

walks to bill them. In case of Mattu Gulla, the salesman can mention the date of arrival, the variety on display, can offer information on grading based on consumer's income category, can entice the customer to purchase by reminding the preparations that can be made out of Mattu Gulla. The salesperson can also give comparative pricing of earlier weeks and promote if the price has fallen during that week. Some tips to engage customers through effective salesmanship are:

- i) Narrate story related to its historical importance and feed and nourish the brand.
- ii) Engage the customer by explaining the possible value-added products that can be made out of Udupi Mattu Gulla Brinjal.
- iii) Leverage inputs on Udupi Mattu Gulla Brinjal given by others.

D. Merchandising: Trudy Ralston and Eric Foster identified several key components of a successful merchandise display in their work 'How to display it: A Practical Guide to Professional Merchandise Display'. Based on the above, some of the most relevant ideas on merchandising that can be applied for Mattu Gulla are as enumerated below:

- (i) Allocate display based on consumer demographics and combine products:** It is found by the present study that the majority of consumers are in the age category of 36-45, in the lower and middle income group. Consumers in this age and income category in Udupi, generally buy onions, tomatoes, potatoes, cowpea, gourds, coconut and garlic. Mattu Gulla should be placed along with these items so as to increase the chance of being picked.
- (ii) Maintaining cleanliness and neatness of display:** The retailer should ensure that the display is neat and clean. A tidy display without overcrowding increases the chances of drawing the buyer's attention.
- (iii) Display should educate customers:** A small board (Point of Purchase or POP) with the line 'Mattu Gulla' can be earmarked near the display to ensure that the buyers are reminded of its presence in the store. Additionally, the POP can also contain information on the possible curry/dish that are prepared out of Mattu Gulla. A simple reminder on a specific dish/curry preparation may entice the customer to buy.

E. Suggestions to Policy Makers to fix Minimum Support Price and Introduce Price Disclosure System

The Government of India introduced Minimum Support Price (MSP) as a market intervention mechanism to ensure the agricultural produce against sharp fall in prices. Commission for Agricultural Costs and Prices (CACP) was set up by the Government of India (www.vikaspedia.in) to calculate and announce minimum support price for select agricultural commodities. The Minimum Support Price was commissioned to protect farmers from excessive fall in prices and guarantee a floor price and ensure that the farmers do not resort to distress sale. In case of Mattu Gulla, daily prices are determined by market forces as there is no scientific rationality behind the determination of daily prices for Mattu Gulla. As it is a GI crop and is of prime focus, an immediate intervention of the policymakers is called for to calculate and determine the floor price. It is noticed that, at the end of the season (March-April) every year, the farmers resort to distress sale as the traders create a lobby not to buy stock in bulk quantity to enforce a fall in price. As per the estimates provided by the Ministry of Statistics and Program Implementation, Government of India, Brinjal is the fourth major crop produced in India after Potato, Onion and Tomato grown in 679 ('000 Hectares) of land with 12439 ('000 Tons) of quantity produced (Horticulture Statistics, Government of India, 2016). Fixation of Minimum Support Price for Brinjal will help Mattu Gulla (Grade A) farmers get a remunerative price for their produce. The Agriculture Produce Market Committee (APMC) established by the State Government as a machinery to support farmers to get a remunerative price should take the lead role in sensitizing the State Government to compel the intervention of the Commission for Agriculture Costs and Prices in determining the Minimum Support Price.

- (i) **Going Rate Pricing for Grade C:** The basis of price fixation for Grade C will be on the competitor's prices. Attention need not be paid to costs, returns or demand. A scientific price fixation method is difficult for Grade C, as it is affected by pest attack and is small in size. It is thus wise and safe to fix price based on competition and forces that operate in the market.
- (ii) **(ii) Segmentation and Targeting Strategy based on Level of Income:** It is necessary to identify a target consumer segment for every Grade and the bases for consumer segmentation should be level of income. Various

studies discussed in literature review support the idea of creating consumer's segments based on income and are mainly classified as High Income Groups (HIG), Middle Income Groups (MIG) and Lower Income Groups (LIG). The middle income group should be the first target market. Targeting is the act of contacting most appropriate market segments based on profitability and growth using an appropriate marketing mix (CIMA Publishing, 2011). Since, middle and lower income groups form 88 percent of the sample households and the relationship between income and consumer buying decision is statistically significant, this segment can be targeted through mass media campaigns. Based on the size of the pocket and purchasing power, this segment can choose between Grade A or B. Enabling association and Mattu Gulla farmers' association should contact Organized retailers (More for You, Daily needs, local supermarkets) and online retailers (manipalgrocer.com, Indiamart, exportsindia.com) and collect the database of High Income Groups. The consumers of this group frequently visit supermarkets and hypermarkets to purchase groceries, cosmetics and toiletries and leave their contact details as a part of promotion membership schemes. Grade A Mattu Gulla (premium price) can be offered as a part of these promotional offers to HIG on membership schemes. Figure 6 explains buyer segments and marketing mix based on income.

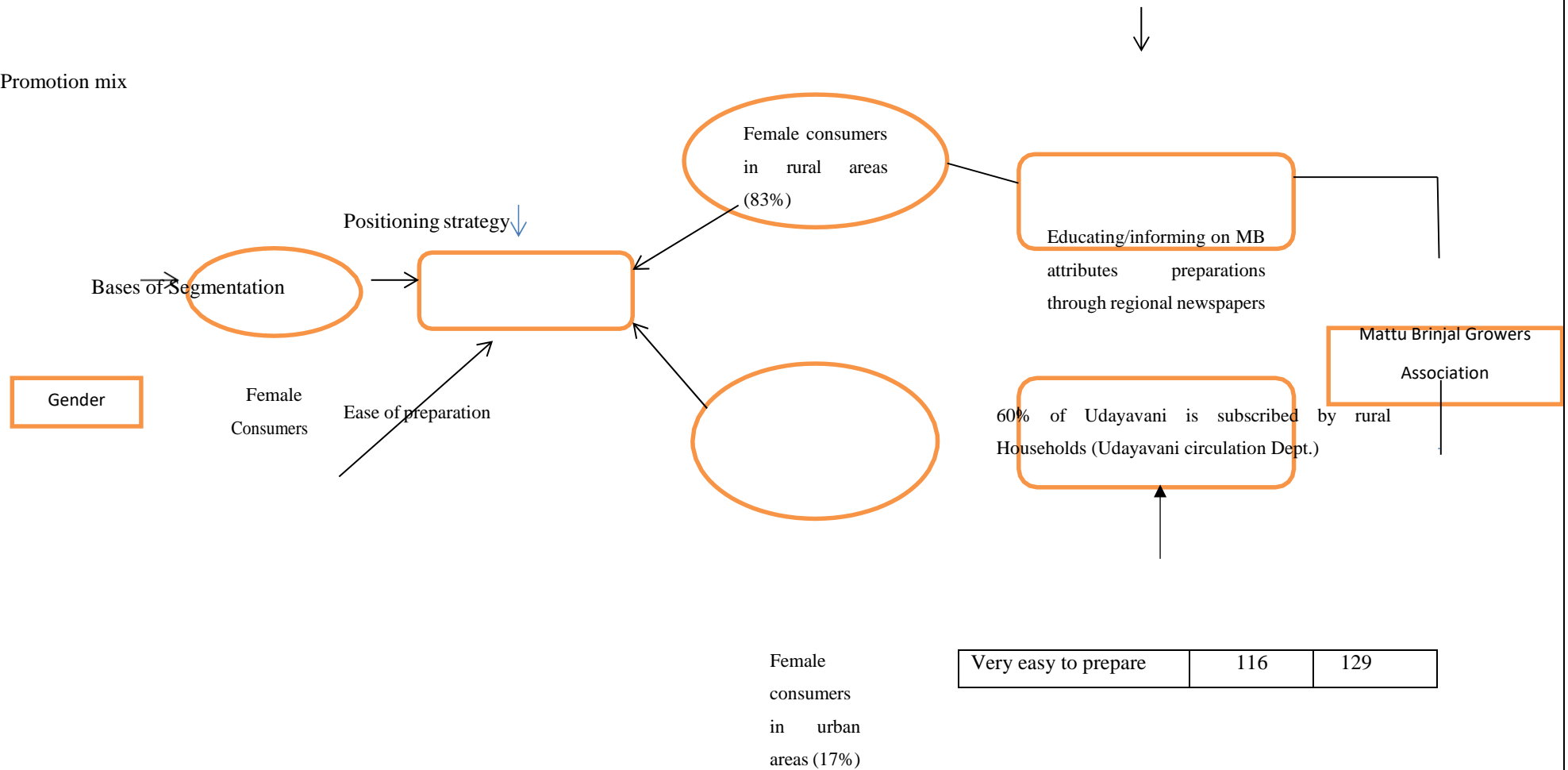
- (iii) **Strategy based on gender:** Goksel (2012) observed relationship between gender of the respondent and preference in the outlets for the purchase of vegetables and fruits as statistically significant. The author observed that the males who preferred supermarkets as purchase point were more than the females. Similarly, the females who purchased vegetables and fruits from wet markets were more than the males. In Indian Households, the decision regarding the preparations of items in the eating plate is mostly decided by women. Therefore, they are the initiators in the buying decision of vegetables. The attitude of male in the buying decision of food items prompted by quality and variety and basic amenities is different from female and is statistically significant.

Thus, in the marketing of food items male and female should be considered as different segments (Ali and Kapoor, 2010). A research study was conducted to examine how men and women shop. The study found that men often need to be invited to touch the product, whereas women are likely to pick it up without prompting. Men often like to read the information provided whereas women may relate to the product on a more personal level. Men need personal attention while shopping which would mean that salesmanship skills and service at store point are most important (Engagement Factors). The dealers attending consumers at the point of purchase should be receptive and engaging towards men who shop. Men should be invited to touch a product, since it is through smell, freshness (hard or soft). Women will do these activities at a personal level without being invited. Dealers need to be trained in handling men and women as separate consumer buying segments with varying purchase behavior. In Udupi District, 83 percent of the female consumers are from rural areas. Print media in terms of local newspapers in regional language can promote Mattu Brinjal preparations targeting at women on weekends with a special section dedicated to Brinjal preparations. 60 percent of rural households in Udupi subscribe to Udayavani (Daily regional language newspaper) (Data, Udayavani Newspaper Circulation Department). Female consumers in urban areas should be informed through local TV channels. A cookery show can be aired on local TV that promotes delicacies out of locally grown vegetables. 84 percent of the urban population has television (Census report, 2011). The cookery show should 'position' Mattu Brinjal preparations as 'easy to prepare' as dishes like gojju and sukka can be prepared in few minutes. The act of influencing the female consumers to buy should be by using the 'Promotion mix'. Figure 5 explains the ease of preparation as the basis to influence purchase decision of female consumers using print media as the promotion mix.

Figure 5 Marketing Strategy on the basis of Gender

Marketing Mix

Promotion mix



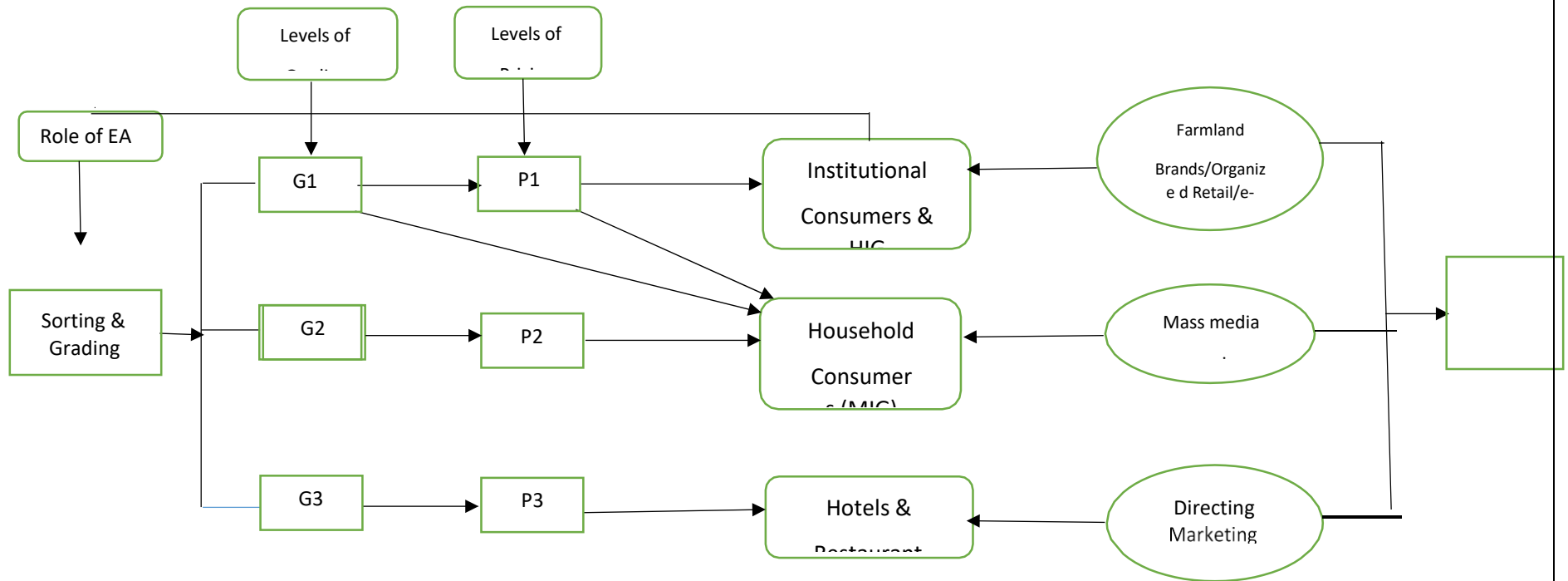
Statements	Male	Female
Easy to prepare	56	44

Educating/informing on MB attributes
preparations on Local TV

84.48% of the urban population
Have television
(Census report – 2011)

Source: Field survey & Data from the Udayavani Print Circulation Department, Manipal.

Figure 6 Segmentation and Targeting based on Level of Income



Source: (Dogra & Ghuman, 2008), (Badi R, & Badi V, 2003) & (Chawla & Sondhi, 2011)

D. BRANDING MATTU GULLA IN INTERNATIONAL MARKETS

In international markets, there is a need to invest in brand building and create awareness of the benefits of buying authentic products. Without investing in branding efforts and enhancing visibility, India will be exporting products only as commodities and not as value added branded products. Programmes to promote all GI products in domestic and international markets has to be designed and implemented to unlock the commercial potential of these unique products. Marketing initiatives for each GI product should be taken up by closely connected stakeholders who wish to leverage its market potential. The Foreign Trade Policy Report of 2015-2020 has identified the promotion of GI products as a key parameter for policy initiatives till 2020. In this context, the Department of Commerce requested the Centre for World Trade Organization (WTO) to conduct a study to bring out marketing initiatives and promotion programs to enhance the visibility of GI products in the domestic and international stage. Given this scenario and backed by the impetus on promotion given by the Central and State Agencies, it is the right time to design and implement a marketing strategy for Mattu Gulla both in the domestic and international scene.

- 1. Registration of Mattu Gulla GI in International Markets:** Attempt should be made to register the GI brand name of Mattu Gulla in International markets. The rights granted to Mattu Gulla is limited to the country of origin and it may be difficult for the producers to position the brand in international markets without GI registration abroad. Thus, seeking legal protection abroad becomes a pre-requisite before formulating an international marketing strategy.
- 2. Madrid Agreement for International Registration:** India became the member of the MADRID International Registration of Marks system in 2013. Under this agreement, a trademark owner may protect his mark in International markets gaining protection and misuse of his/her brand against competing brands. Under the World Intellectual Property Organization (WIPO) led Madrid System, a trademark owner may protect his mark in 88 member countries (www.wipo.int) and the European Union, by filling one set of fees, in one application and in one language (English, French or Spanish). The membership gives the mark owner an access to sell his products in member countries and gives protection to the brand against 'free looks'. In India, Darjeeling Tea under the Indian Trade and Merchandise Marks Act, 1958 registered itself to the Madrid agreement and gained access to the markets of numerous other member countries like USA, Canada, Egypt, Japan, Germany, Italy, Austria, Spain,

France, and Portugal. Other Top GI brands in India, should register under the Madrid agreement and leverage the true potential by enhancing visibility and creating brand awareness among international consumers. These top Indian GI brands can participate in any awareness and publicity campaigns hosted by these member countries through the Madrid Agreement.

- 3. Integration in Marketing Efforts:** A Joint action by the Mattu Gulla Growers Association, National Bank for Agriculture and Rural Development (NABARD) and National Horticulture Board (NHB) is required to avail the services of the State Apparatus as mentors in export promotion. The Agricultural and Processed Food Products Export Development Authority (APEDA) was set up by the Act of the Parliament by the Government of India in December 1985. APEDA (www.apeda.gov.in) is mandated with the function of promotion and development of scheduled products in International markets where fruits and vegetables and their products are items of focus. It helps the producers in the registration process as exporters, provides financial assistance by allotting a marketing fund, assists in fixation of standards and specifications for the purpose of exports, design, and improvements in packaging to suit international markets and promotion of export-oriented special products. The initiative of integration is the joint responsibility of the NHB, NABARD and the Mattu Brinjal Growers Association.
- 4. Awareness Campaigns in International Markets:** Mattu Gulla and its products backed with International GI registration should be listed in the Awareness Campaigns organized by the Export Promotion Council (EPC) and APEDA.
 - a. Positioning should be based on its unique characteristics like the taste and nutritional value for health-conscious international consumers.
 - b. Only premium Grade A brand of Mattu Gulla should be sold in International markets. The consignment should be inspected by the Directorate of Marketing and Inspection (DMI) for strict quality compliance. International consumers are very particular about quality compliance parameters as any deviation in quality is liable to be rejected. For e.g. The entire consignment of Alphonso Mangoes (A Mango variety with GI tag from Maharashtra State in India) was rejected in 2015 as inspection of the sample revealed pest attack.
 - c. Financial assistance should be provided to attend International Exhibitions organized by the Export Promotion Council in countries abroad for the

promotion and development of the APEDA.

- d. Differentiated packaging design should be adopted for International markets. Packaging should be positioned based on the certificate of originality, nutritional value, and unique taste. Packaging assistance can be sought for the experts of APEDA, DMI and Indian Institute of Packaging.
- e. Product Innovation through value-added products of Mattu Gulla can be promoted through exhibitions and e-marketing campaigns organized by Export Promotion Council (EPC) by targeting health-conscious consumers in International markets. Awareness can be through digital media through e-commerce portals like exportsindia.com. Outdoor publicity with billboards in prominent airports targeting frequent flying Indian contingents is ideal forms of promotion in International markets.
- f. Database of exporters and producers should be made available to International buyers. In this connection, the Geographical Indication Registry should closely work with the APEDA by giving the updated list of Awarded GI and the details with a brief report of Specialty products worthy of being placed in International markets along with the contact details of producers. The details of Mattu Gulla GI status and its Unique Selling Proposition along with the details of growers' association can be provided to International buyers.
- g. Food festivals with the theme of "Celebrating Traditional Tastes of India" can be planned and organized in International Markets and promotion of Mattu Gulla and its products can be promoted with the help of Export Promotion Council (EPC).
- h. Master Chef contests are staged in almost every country today. Contests like Indian Master Chef, Australian Master Chef, and Master Chef USA are very popular in visual media, especially television. Organizers of these programs can be contacted and preparation of Brinjal recipe can be added at a preliminary stage of the contest. On an all India level, certain focus GI products can make use of such platforms.

5. Policy Intervention and Collective Action to meet Supply Side Expectations: A potential reform that can impact farmer income sustainability is to link farmers to marketplace. To make this possible, it is necessary to strengthen the supply side by

meeting the expectations of Mattu farmers. The expectations of Mattu farmers that impact the supply of Udupi Mattu Gulla is listed as enumerated below:

- a. A permanent solution to the entry of salt water from the river (named 'Papanashini) adjacent to the paddy and Brinjal fields at Mattu village. Salt water invasion results in crop quality deterioration. There has been a long-standing demand from the Mattu farmers to build a dam near the river to stop the flow of salt water into the fields used for agriculture.
- b. There has been a request to establish/create a farmer's market to sell agricultural products directly to consumers.
- c. A group health insurance policy to cover the farmers which would provide security to health. This will guard the farmer's families and provide financial security if the bread earner is not able to work due to illness, sickness and disease. Farmers work in the fields in extreme conditions, especially in summer and are exposed to excessive heat.
- d. An exclusive Pest Control Research Centre to work under the aegis of the Zonal Agriculture Research Centre to reduce and gradually eliminate the menace of pest attack.
- e. Mattu farmers to introduce the HOPCOMS model to facilitate the direct sales of horticulture crops to end consumers.
- f. Efforts to provide cold refrigeration facility to prevent quality deterioration of produce during storage should be enhanced.
- g. Financial security to farmers above the age of 60 years.

6. Access to Yeshaswini Health Insurance Scheme: Yeshaswini is a health insurance scheme launched for rural farmers of Karnataka State. The basic requirement to avail this plan is a cooperative operating structure. Since the Mattu Gulla Growers Association functions on the cooperative principle, all that is required is to get Mattu Gulla Growers Association to register under the Department of Cooperatives. This action is the responsibility of the enabling association. The rural farmers are provided access to medical treatment and medical procedures via membership in the Yeshaswini Co-operative Farmers Health Care Scheme (YCFHCS) by paying an annual premium of Rupees 60 (www.healthmarketinnovations.org).

- 7. Collaborating with Pest Control India (PCI):** Research in Pest Control in India has not fully evolved. However, Pest Control India, established in 1954 is India's largest pest management company. Although PCI pest control solutions are not extended to agriculture, a joint effort in sharing of expertise with Zonal Agriculture Research Station, a local agriculture research outfit that advises Mattu farmers on pest control will provide desired breakthroughs.
- 8. Financial Security to Farmers:** The Government of India is contemplating to enact Farmers Security Act. The Introduction of this Act will witness loan waivers for farmers and provide social security schemes like pension. In the last three years, agriculture growth has fallen below 3 percent (www.thehindubusinessline.com, December, 2017). In case of some commodities, prices have fallen below the minimum selling price, putting farmers into losses. Therefore, minimum selling prices should be set up for all crops. For example, the prices of tomatoes in Karnataka State fell below Rs. 5 per kilogram during March, 2018. According to tomato producers, the break-even price is Rs. 10 per kilogram. Any price below Rs. 10 per kilogram bring losses. Financial Security to farmers can be achieved by fixing minimum selling price.

E. SUMMARY OF SUGGESTIONS TO KEY PARTICIPANTS TO UNLOCK THE TRUE MARKET POTENTIAL OF UDUPI MATTU GULLA BRINJAL.

A step by step approach and a clear allocation of responsibilities and timeliness will come a long way in creating awareness and building brand awareness for Mattu Gulla. Joint action by the State Government, Department of Commerce, Department of Industry Policy and Promotion, Agriculture Food Producing and Export Development Authority (APEDA), Export Promotion Council (EPC), Ministry of Agriculture, Government of India and Mattu Growers Association is required if desired systems need to be put in place to unlock the true potential of Mattu Gulla in domestic and international markets. Of late, it is seen that National Bank for Agriculture and Rural Development (NABARD) is keenly focused on implementing Farmers Producer Organization to ensure the pooling of community resources and endorse the cooperative movement. NABARD and NHB can consider making an appeal to the Central Government to establish a nodal agency/officer to closely work with the enabling association and Mattu Brinjal Growers Association. A number of steps need to be taken by the Central and State Governments to implement the proposed marketing initiatives.

Of course, all these steps cannot be taken concurrently, nor is it required to be taken at the same time, and needs to be executed by different parties in a phased manner. It is suggested to implement these strategies in a phased manner after considering proper prioritization and implementation of these marketing initiatives. The field level execution of the outlined marketing efforts is the coordinated action of three important players namely, the enabling agency, Mattu Brinjal Growers Association and National Horticulture Board.

Stage 1 – Creating Udupi Mattu Gulla GI Enabling Association:

The Mattu Gulla GI enabling agency can be set up with a specific objective of sketching the promoting and marketing efforts of Mattu Gulla for enhancing GI brand value and building visibility. An appeal should be made by the National Housing Board and NABARD to the State Government as these State Agencies are working closely with the Mattu farmers. A detailed report on the current marketing system, the gaps present, and the action plan of marketing initiatives required can be presented to support the creation of enabling agency. The enabling agency should constitute of members from Mattu Brinjal Growers Association, traders, agents, NABARD, NHB and a State Government representative in the capacity of a nodal officer.

1. Should be set up with a formal structure and proper management systems.
2. Appoint 2-3 members on a full time or part-time basis for coordinating marketing activities.
3. Should be responsible to define and register authorized members, make documentation, update information and keep records.
4. Should provide information on all related government schemes and ensure these schemes are availed by the members of the farming community.
5. Should channelize marketing efforts and undertake and monitor quality compliance.
6. Can also provide advisory roles on the existing tax structure like Goods and Services Tax (GST) keeping in mind the efforts directed towards the brand building in International markets.
7. Conduct small workshops for farmers, traders, agents, team members on the use of the GI mark, quality compliance, sorting and grading and product differentiation.

Stage 2- Appeal to provide Market Development Fund for Mattu Gulla for Awareness and Promotion Campaigns in Domestic and International Markets.

In the initial stages, seed fund should be provided by the State Government. There are two Central/State owned/run machinery to whom the Mattu Gulla Growers Association and enabling association can approach for allocation of funds for market development i.e. NABARD and APEDA. NABARD can support supply chain efficiencies and APEDA can help in creating awareness in International markets.

The support of the local branch of the Zonal Agriculture Research Station can be availed to conduct rural marketing campaigns. In matters related to production and technology interventions, the experts of ZARS are closely connected with the farmers of Udupi District. By proper liaising, this connection can be leveraged towards implementing marketing initiatives. The ZARS operates a Market Extension Cell headed by the Market Development Manager.

Farmers can be motivated to contribute to the fund when they are confident that the initial marketing efforts have yielded results.

Stage 3 – Joint Action of the Enabler Association, Department of Industrial Policy and Promotion and Geographical Indication Registry.

With the liberalization of the Indian Economy, there has been a consistent shift in the roles and function of the DIPP from regulation and administration to transforming and facilitating investment and monitoring industrial development. It has assumed the role of policy interventions in Trademarks and Patents including Geographical Indication products. To support the branding and protection initiatives for Mattu Gulla and other horticulture products with high market potential GI products, the following interventions are proposed as joint action by DIPP, Department of Commerce and Enabling Association:

- i. Distinct Identity mark as ‘original’ for horticulture products (Fruits and Vegetables)
- ii. Specification and Standardization of this mark across all horticulture products.
The seal as ‘original’ should also contain the GI number.

- iii. Develop guidelines for the use of the logo, its size, policy decision on the use of slogan to create positioning and placement of the logo. Based on the affiliation to the State of Karnataka, a brochure explaining this guideline should be issued in regional language. A policy decision to this effect for all GI products in India.
- iv. Interventions required for the entry of high potential horticulture products (Nagpur Orange, Nashik Grapes, Udupi Jasmine, Mattu Gulla etc. in the International markets can be initiated by branding these products in countries who are members of the MADRID agreement. The DIPP should sensitize the Department of Commerce in creating the desired platform to make this project successful. Stage 4 – Fund for Branding and Promoting Mattu Gulla – Raising of Funds and Deployment -GI as 1st Applicants

Financial assistance is required for a market extension, brand building, brand protection, creating awareness among consumers about the advantages of buying Mattu Gulla as a product.

Major contributions should come from State Government through NABARD in case of its deployment for brand building, protection and awareness in domestic markets and Agriculture Food Processing and Export Development Authority (APEDA) for International Markets. Funds to be raised with GI as First Applicants with monitoring and control with the sponsor.

In subsequent stages, when the brand has been sufficiently established, the Mattu farmers also may be motivated and encouraged to contribute to the fund. Contribution to the fund will bring a sense of belongingness, responsibility, and accountability.

Stage 5 – Awareness and Promotion – Domestic and International Branding for MattuGulla- Joint Action of DIPP/Department of Commerce/APEDA – Create access to Digital Empowerment Fund to eliminate digital darkness.

Mass awareness campaigns using print, visual, digital and social media should be arranged to provide wide publicity to Mattu Gulla GI brand in domestic markets. The main purpose of awareness campaigns is to generate a pull factor among consumers addressing the message as to why they have to look for a GI seal before purchase. The key identification elements are:

- a) GI seal as a mark of originality and authenticity.
- b) The GI seal/logo as an easy way to check the identity of the brand.

Effective use digital media through e-commerce portals and websites can be made with the assistance of Digital Empowerment Fund to reach the unreached markets both nationally and internationally.

The torchbearer is the enabling association and the onus is jointly on DIPP/APEDA/Department of Commerce to successfully implement domestic and international awareness programs for GI products.

**Stage 6 – Action by State Governments/Export Promotion Council and APEDA-
Creating a website for Mattu Gulla and each GI to lift the barrier of distance –
NABARD and NHB to be Initiators.**

In an unreached market which is separated by distance, digital media is an appropriate solution. Creation of websites brings the benefit of placing the product on the webpage with the click of a button, thereby providing an opportunity to introduce ‘Traditional Specialties’ like Mattu Brinjal in untried international markets. The website for Mattu Brinjal should include the following features:

- a) All products should be on display (raw Brinjal form as well as value added products) on the web page. The list of retailers where consumers can get genuine GI Mattu Gulla products should be on display.
- b) A link on the type of curries and dishes that can be prepared out of Mattu Brinjal should be created. This link can also show how these items can be prepared in the form of ‘recipe’.
- c) A Documentary on the unique heritage and culture of Mattu Brinjal should be highlighted and uploaded in the form of a short film.
- d) Customers reviews and testimonials and product feedback can be exhibited. A link can be created for buyers to register and post their queries and also solicit quotes.
- e) Separate link can be created for domestic and international buyers. More time may be required to explain and convince international buyers on the unique characteristics and heritage of Mattu Brinjal.
- f) Positioning on the ‘web page’ should be based on GI mark, logo and nutritional value of Mattu Brinjal with the slogan ‘Traditional Taste of Udupi’.
- g) The dates and venue of National Exhibitions/Brinjal Mela/Horticulture Festivals should be uploaded along with the details of the type of products/producers.

Stage 7- Training Programs on Awareness, Sensitization, and Enforcement - Action by Enabling Association.

- a) There is a need to sensitize those traders/agents who are involved in the misuse of GI name of Mattu Gulla to sell fake, non-genuine products. The State Government should issue a circular indicating the extent and degree of punitive action on those traders/agents found guilty for the act of ‘deliberate attempt to deceive’ or involving in ‘fraudulent activities’. Rigorous punitive action may also lead to cancellation of trade license.
- b) Retailers need to be trained on serviceability and salesmanship. They should be trained to adopt a distinct approach in selling Mattu Gulla in comparison with other products. Especially in Udupi District, two agricultural products namely, Udupi Jasmine and Mattu Gulla deserve a distinct marketing approach than the other vegetables/fruits/products because of their unique identity and characteristics. In both these cases, the salesmanship should know how to nourish the brand, keep these products in high esteem and provide inputs on positive feedback by existing customers to new ones.
- c) Leaflets and flyers should be distributed to channel partners/traders/agents/retailers who should, in turn, pass these marketing materials to prospective customers. The leaflet should contain, the name of the product, the GI logo, benefits of using original GI products, grades and pricing, the value-added products that can be prepared and the list of retailers where they can buy genuine products.

Stage 8 – Conformance to Quality and Audit – Action by Directorate of Marketing and Inspection (DMI) and Enabling Association.

Regular offenders (farmers/traders/agents) who involve in false grading or misuse the GI status by selling fake/non-genuine variety for Mattu Brinjal and compromise on quality should be stripped off with trading/dealer license.

- a) It is the role of the Directorate of Marketing and Inspection (DMI) to ensure that quality standards are not compromised by making random sample checks on grading activity through a quality audit.
- b) The representatives of DMI should also secretly meet customers to take feedback to know and understand whether the market mechanisms are wrongly selling any other

variety of Brinjal for Mattu Gulla.

- c) Premium variety of Mattu Gulla has been labeled as Grade A and released in the market from November 2017. Checks should be conducted to see whether the labels remain till they reached the hands of the consumer.

Stage 9 – Quality Enhancement Intervention and Packaging Innovation:

The Zonal Agriculture Research Station maintains regular contact with the Mattu farmers to provide inputs on improved or new production techniques and technology interventions for quality enhancement. Pest attack (Fruit Shoot Borer) resulting in quality deterioration of the Brinjal crop still remains as a persisting problem.

- a) ZARS to continue its efforts in extending quality improvement techniques, consultancy, and advisory services.
- b) The DIPP should intervene in bringing the packing and packaging design experts from the Indian Institute of Packaging closer to Mattu farmers and develop protection strategy to retain and improve product quality.

Stage 10- Promoting Direct Marketing through Customer Awareness Programs – Roles of National Horticulture Board and Agriculture Produce Market Committee (APMC).

Based on the recommendation of the Swaminathan Committee, the National Horticulture Board was set up in April 1984 to develop the horticulture industry and coordinate the production, processing, and promotion of perishable fruits and vegetables. One of the aims of the NHB is the promotion of consumption of horticulture products. Therefore, the task of conducting customer awareness and interaction programs should be a part of this action plan. NHB is determined to promote the idea of organic farming. In this direction, farmers who grow vegetables and fruits organically, meet the customers directly in Udupi town limits, once a week, every Sunday. Similarly, another agency promoted by the State Government is the Agriculture Produce Market Committee (APMC). The APMC was set up with two principles:

- a) To ensure that the farmers are not exploited by agents/middlemen or money lenders who compel the farmers to sell their produce at a lower price with an intention to bring remunerative prices to farmers.

- b) All food produced, should be brought to the market and then sold through auction.

The Government of Karnataka empowered the APMC to help farmers meet the customers directly by setting up stalls, kiosks and farmers markets in the market yards. These agencies operated by the State Government should encourage the Mattu farmers to adopt a Concentrated Marketing Strategy. This strategy is adopted when a marketer chooses to focus on a specific market segment using only one marketing mix (www.marketing91.com). For this purpose, the local market should be segmented as rural and urban markets. 71.6 percent of the villages in Udupi District are categorized as 'rural' covering 52 percent of the households (Udupi District Statistics, 2011). Consistent with the definition of Concentrated Marketing Strategy, the operative functions of APMC and NHB rural markets should be targeted using the promotion mix by organizing Brinjal festival/Melas and Exhibition to promote Mattu Gulla and its products. The exhibition can be attended by ASHA workers who can explain the nutritional value and health benefits of Brinjal consumption. Women entrepreneurs of SHG's can make a 'live demonstration' of value-added products during the exhibition. These value-added products can be offered as free sample among consumers to taste and savor these delicacies. The program can be organized under the sponsorship and watchful eyes of the APMC and NHB.

International customers (Indian contingents in the gulf and leveraging the member countries through the MADRID agreement) can be targeted through the International Trade Fair/Exhibitions conducted by the Export Promotion Council (EPC) from time to time under the events approved by the Department of Commerce, 'Events Abroad Program'. In the year 2017, the EPC organized 'The 10th Afro Asian International Trade Fair' in Mauritius in April 2017, The 'Iran Agro Food & Food Bevtch' in Iran in May 2017, The BSM of fruits, vegetables, potatoes and cereals' in Bangladesh, in July, 2017 to name a few. All GI products in India should make an entry to promote their brands in these trade fairs/exhibitions held internationally. The role of sensitizing the Department of Commerce/APEDA and explain the importance of including brands like Udupi Mattu Gulla Brinjal is in the hands of the enabling agency.

Stage 11- Setting Direct Buyer Seller Platforms – Role of Agriculture Produce

Market Committee and National Horticulture Board

- a) Exhibitions for Udupi Jasmine and Udupi Mattu Gulla Brinjal can be held together at least once every year.
- b) The timing of the exhibition can coincide with the Udupi Uthsav which is held in December, every year. Separate stalls can be set up for both these unique GI products.
- c) The database of visitors attending the Udupi Uthsav can be documented to create ‘prospects’ for Jasmine and Mattu Gulla. The services of interns from educational institutions can be used for documentation.
- d) APMC and NHB can liaise with Institutional buyers like HOPCOMS, Bengaluru, More for you, Udupi, Mangaluru, Bengaluru and major neighboring cities. Institutional vendors from Mumbai and Bengaluru can be invited for these exhibitions and future orders can be easily met as Udupi is well connected to Mumbai and Bangalore by rail.

Stage 12 – Other Direct Marketing Alternatives for Mattu Farmers

By using the direct marketing alternative, the Mattu farmers can capture the rupee that consumers pay in other markets. To receive similar prices and attract customers, the growers must provide better products and services that offered by the retailers. Consumers, on the other hand, will get fresh and high-quality products at competitive prices.

- a) **You Pick Operations (YPO):** The YPO direct marketing arrangement should be introduced in Mattu village where the consumer should be given a chance to visit the Mattu farm and pick Mattu Gulla by themselves. This is often preferred by consumer segments who would like to select fresh, high-quality products at lower prices. Advertising and promotion are very important for the success of YPO. This model can be operated once in a week and can be promoted through print media and local cable television network. The general advantages offered to the producers by YPO are:
 - 1. The cost related to harvest are reduced.
 - 2. costs involved in grading, packing and storage are eliminated.
 - 3. Producers receive payments directly and involvement of middlemen/agents are eliminated.

4. The risk of price variability is reduced as the price is fixed by producer and consumer directly.

b) Road side stands for Mattu Gulla: Road side stands for Mattu Gulla should be operated by Mattu farmers. At present, it is operated by individual women who come from the village and sell organic leafy vegetables, cucumber and cowpea and different type of gourds directly to consumers on road-side. The road-side stands provide additional income for family members by disposing of extra produce.

GENERAL SUGGESTIONS TO MATTU GULLA GROWERS ASSOCIATION

1. Increasing the shelf life of Mattu Gullas so that they can be distributed or exported by improving the current packaging design (gunny bags) to innovative solutions like wooden crates, cotton/mesh bags and plastic air-tight boxes which will help to keep the Gullas fresh for a longer time.
2. Mattu Gullas as a consumer product has very little awareness in the mass market. Even though Mattu Gullas are famous in Udupi and Karkala region, it is lesser known in many other regions of Karnataka. So we plan to promote and create awareness of the product through trade fairs or food festivals where gullas, with their history mentioned, will be exhibited for sale.
3. Introducing new delicacies in local restaurants which feature Mattu Gullas as the main ingredient. If dishes are named after Mattu Gulla, it will give more visibility to the brinjals. E.g.: “Mattu Gulla sambar” instead of sambar.
4. Promotion through innovative online and offline media channels like social media and you- tube channels apart from television and news-paper broadcast. Mattu gullas can be shown in cookery shows that are streamed in television as well as online channels. This will grab attention of a lot of food enthusiasts.
5. Introducing Mattu Gulla specific recipe books with the help of any local culinary author and placing the books in bookstores, restaurants and supermarkets.
6. Collaboration with wedding caterer services for mass sale of Mattu Gullas. Mattu Gullas are used for auspicious occasions in Udupi. The same trend can be followed

in the nearby regions too if caterers are supplied with Gullas. This will increase the awareness of people for Mattu Gulla.

7. Collaboration with large online/offline retail chains like Big Basket, Grofers, More, Big Bazar etc. to introduce Mattu brinjals for sale. This will increase the market reach of the product in the urban region. Many of the people who have an urban busy life struggles to go to local markets. They prefer to order vegetables online. By enabling Mattu Gulla in online retail chain, the urban clan gets the opportunity to buy and have the Mattu Gullas.
8. Preserving Mattu Gullas for off season consumption by various techniques like pickling, dehydrating and freezing with the help of affordable technology.

CONCLUSION

For several agriculturally grown GI products in India, the future lies in gaining acceptance and attention to a wide set of customers. Mattu Gulla, being a Brinjal variety grown by marginal and small farmers have not been able to establish GI identity in the global marketplace. This stumbling block can rather be viewed as an opportunity than a hindrance for organizations, associations, manufacturers, and growers to create, communicate and regulate standard value for global markets. Mattu Gulla enjoys a distinct advantage as there is no other Brinjal variety grown in the nearby vicinity which enjoys a GI tag.