

Competitor Analysis

Of

ACI Formulations Limited

Crop Care and Public Health (CC&PH)

Prepared For

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13th February 2015

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Subject: Submitting an Internship report on Competitor analysis of ACI Formulations Ltd.

Dear Sir,

I would like to thank you for giving me the opportunity of doing this assignment on this subject to prepare the Report. This task has been given me the opportunity to explore one of the most important aspect of ACI Formulations Ltd which is known as “competitor analysis of ACI Formulations Ltd”.

The report contains a comprehensive study on vivid competitive aspects of ACI CC & PH. It was an immense pleasure for me to have the opportunity to work on the above-mentioned subject. I have delivered my best to come out with a good one. Please feel free to contact me if you have any queries. Would you please kindly accept my report and oblige me thereby.

Thank you.

Sincerely,

Sarder Md. Rana Azad

Acknowledgement

I have incurred many debts of gratitude over the last three months while preparing for this report. First and foremost, I would like to pay my gratitude to the almighty Allah for giving me the ability to work hard. The report titled, as “Competitor analysis of ACI Formulations Ltd”- has been prepared to fulfill the requirements of BBA degree. I am very much fortunate that I have received almost and sincere guidance, supervision and co-operation from various persons while preparing this report. Many people have helped unconditionally in making this report.

First of all, I would like to thank my academic Supervisor of the of the internship report Mr. Suntu Kumar Ghosh, Assistant Professor of BRAC Business School, for giving me the opportunity to prepare this report & effortful supervision. He also provided me some important advice and guidance for preparing such type of new idea based report. Without his help this report could not have been a comprehensive one.

Secondly, I also indebted to thank all the employees of “ACI CC & PH. specially Md Habibur Rahman(General Manager, ACI CC & PH), Dr. Zahidul Islam (Marketing Manager ACI CC & PH) who helped me and given me their valuable time in providing the information and sources of that information of this report.

Moreover I am thankful to other resource persons, Mr. Anwarul Haque, (Product Executive of CC & PH), Mr. Jamil Ahmed, (Product Executive of CC & PH) and Mr. Salamot Ullah, (Product Executive of CC & PH), Md Kabirul Islam (Product Executive of CC & PH). They provided me with the maximum data of CC & PH department that helped me to know about profile of CC & PH department, Farmers Card, and Value Chain of CC & PH.

I am also showing my gratuity to all those people who have at least minimum effort and contribution to complete report. I feel so much lucky to get their co-operation.

Declaration of Student

This is to notify that this report “Competitor Analysis” has been prepared as a part of my internship formalities. It is an obligatory part for our BBA Program to submit an internship report. Moreover, I was inspired and instructed by my supervisor Mr. Suntu Kumar Ghosh, Assistant Professor of BRAC Business School, BRAC University.

.....

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Executive summery

In this competitive world to sustaining in the market and being profitable is necessary. To do so, a company must focus on its marketing strategies and its closest competitors and strategies to generate sales.

ACI Formulations was established in 1995. ACI Agribusiness is the largest integrator in Bangladesh in Agriculture, Livestock and Fisheries and deals with Crop Protection, Seed, Fertilizer, Agri machineries, and Animal Health products. It is also the most profitable business units of ACI Ltd. The secret “Mantra” of being profitable is the efficient use of its Business Strategies and keeping the up to date information about its competitors.

ACI Formulations Ltd. has the full information about the stockiest and retailers in their 11 regions; the information also includes how many products of ACI are they preserving comparing to their competitors. To cope up in such competitive market, ACI CC & PH adopts itself with cost leadership and differentiation strategies. In case of competitor analysis, data collected by the Sales Promotions Officer (SPO) for each region is updated yearly; according to which marketing initiatives are planned.

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CHAPTER 1: INTRODUCTION

**Background:**

Knowing competitors is one of the vital tasks for an organization to be pursued. To identify the closest competitors of ACI Formulations Limited, I have prepared some charts to better understand the position of each competitor and what type of competitive advantage the company needs to adopt to stay profitable.

Objective:

The purpose of this report is to identify and analyze ACI Formulation's competitors and describe its core competitive advantages.

Methodology:*Primary Data Collection:*

- Regional wholesaler and retailer information.
- Face to face conversation with the respective officers and staffs of the corporate office
- Practical work experience of the credit department of ACI Limited

Secondary Data Collection:

- Magazine of ACI Agribusiness
- Website of ACI Limited
- Different text books

Limitation:

- Abundant errors in regional information files
- Lack of information provided for constructing map of cropping pattern
- Lack of supervision by the employees

CHAPTER 2: JOB RESPONSIBILITIES & OBSERVATIONS



Job (ACI Crop Care):

I was assigned at ACI Crop Care and Public Health Department which is located in the 9th floor of Novo Tower, Tejgaon. During my 3 months of internship program I enjoyed accomplishing my work. Throughout the whole time, I have got the opportunity to work with different people of ACI Limited

2.1 Nature of Job and my responsibilities:

a) Data Input:

I was assigned for entering data of Farmer's Cards of ACI Crop Care and Public Health. Each Card included information about farmers such as their name, age, mobile contact address, identification code, what type of crop they cultivate and how they were benefitted by using ACI's product. In my whole time period, I have finished inputting above four thousand data entry. The information will assist the department to track future demand and have better idea about customer behaviour in different locations of Bangladesh.

b) Retailers and Stockists data verification:

I was given 8 retailers and 8 stockist files to correct diminutive errors in them. Each file included information of retailers' name, their location and what company's product usage. The verification will help the organization to substantiate the real situation of the organization comparing to their competitors. A graphical comparison is also prepared from the verified data which is included in latter part of this report.

c) Other works:

Apart from the main task, I was sometimes given case studies to solve and proof reading. I verified some of their SPO's files that included their basic pays and bonuses. I visited Graphosman's office for expounding a map structure for ACI Limited. Practical works such as photocopying and scanning will help me in my professional life as well



2.2 Observation:

Working at ACI Limited was a great experience. Employees here are assiduous and talented. I learned many things from them. I could come up with following observations with my 3 months of internship period:

- Work environment is very friendly and employees are co-operative.
- Employees are active and attentive in their assigned job responsibilities.
- Each employee in the department is directly monitored by the General Manager, so the proper outcome can be ensured.
- Unless urgent necessity, working place is not left.
- Though Saturday is a day off, the office is open sometimes to manage extra pressure.
- Working time is from 9AM-6PM. Employees have to stay longer than that to accomplish their assigned works.
- Everyone each has their own assigned works; according to the tasks given by GM the works are done. Employees' cluster works altogether becomes a successful overview of team effort.
- One staff member helped the colleagues if needed.

CHAPTER 3: THE ORGANIZATION





3.1 Introduction:

ICI Bangladesh Manufacturers Limited was a subsidiary of world renowned multinational ICI Plc and was a listed public limited company under Dhaka Stock Exchange. ACI's mission is to achieve business excellence through quality by understanding, accepting, meeting and exceeding customer expectations. ACI follows International Standards on Quality Management System to ensure consistent quality of products and services to achieve customer satisfaction. ACI also meets all national regulatory requirements relating to its current businesses and ensures that current Good Manufacturing Practices as recommended by World Health Organization is followed properly. ACI has been accepted as a Founding Member of the Community of Global Growth Companies by the World Economic Forum which is the most prestigious business networking organization.

ACI was so named in 1992. But the history of ACI dates back to 1926, when Imperial Chemical Industries (ICI) was incorporated in the United Kingdom as four companies namely Novel Industries Limited, British Dyestarts Corporation, Brunner Mond and Company Limited and United Alkali Company merged. Since then ICI plc has been operating worldwide as a multinational company.

In the year of formation ICI started operation in the Indian subcontinent in the name of ICI (India) limited. After separation of the India and Pakistan in 1947, the Karachi office of ICI (India) Limited renamed to be ICI (Pakistan) Limited.

3.2 Mission:

ACI's mission is to enrich the quality of life of people through responsible application of knowledge, skills and technology. ACI is committed to the pursuit of excellence through world-class products, innovative processes and empowered employees to provide the highest level of satisfaction to its customers.

3.3 Vision:

- Endeavor to attain a position of leadership in each category of its businesses.
- Attain a high level of productivity in all its operations through effective and efficient use of resources, adoption of appropriate technology and alignment with our core competencies.
- Develop its employees by encouraging empowerment and rewarding innovation.
- Promote an environment for learning and personal growth of its employees.
- Provide products and services of high and consistent quality, ensuring value for money to its customers.
- Encourage and assist in the qualitative improvement of the services of its suppliers and distributors.
- Establish harmonious relationship with the community and promote greater environmental responsibility within its sphere of influence.

3.4 Values:

- Quality
- Customer Focus
- Fairness
- Transparency
- Continuous Improvement
- Innovation

3.5 Organogram:



3.6 Strategic Business Unit:

ACI has diversified into four major strategic business divisions which include Health Care, Consumer Brands, Agribusinesses and Retail Chain.

Strategic Business Units:

- Pharmaceuticals
- Consumer Brands
- Agribusiness
 - Animal Health
 - Crop care & Public health



- Fertilizer
- Cropex
- Seeds

Subsidiaries:

- ACI Formulations Ltd.
- ACI Agri-chemicals
- Apex Leathercrafts Limited
- ACI Salt Limited
- ACI Pure Flour Limited
- ACI Foods Limited
- Premiaflex Plastics Limited
- Creative Communication Limited
- ACI Motors Limited
- ACI Logistics Limited

Joint Ventures:

- ACI Godrej Agrovet Private Limited
- Tetley ACI (Bangladesh) Limited
- Asian Consumer Care (Pvt) Limited

CHAPTER 4: THE PROJECT- COMPETITOR

ANALYSIS



Competitor Analysis:

Competitor analysis in marketing and strategic management is an assessment of the strengths and weaknesses of current and potential competitors. To analyze competitors, ACI Limited generally focused on their competitors of 11 regions and 87 territories.

4.1 Barishal Retailer Information

ACI	Syngenta	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B.Ag.& Atherton	Mimpex	Eon	Corbel	Others
91.43	165.2	41.75	28.96	23.9	19.54	34.04	11.36	18.35	6.43	0.59	7.68	5.554	24.65	7.98	9.92	79.827

Table: Barisal Retailer Information (Source: Md. Zahidul Islam, Mkt. Manager, ACI CPH)

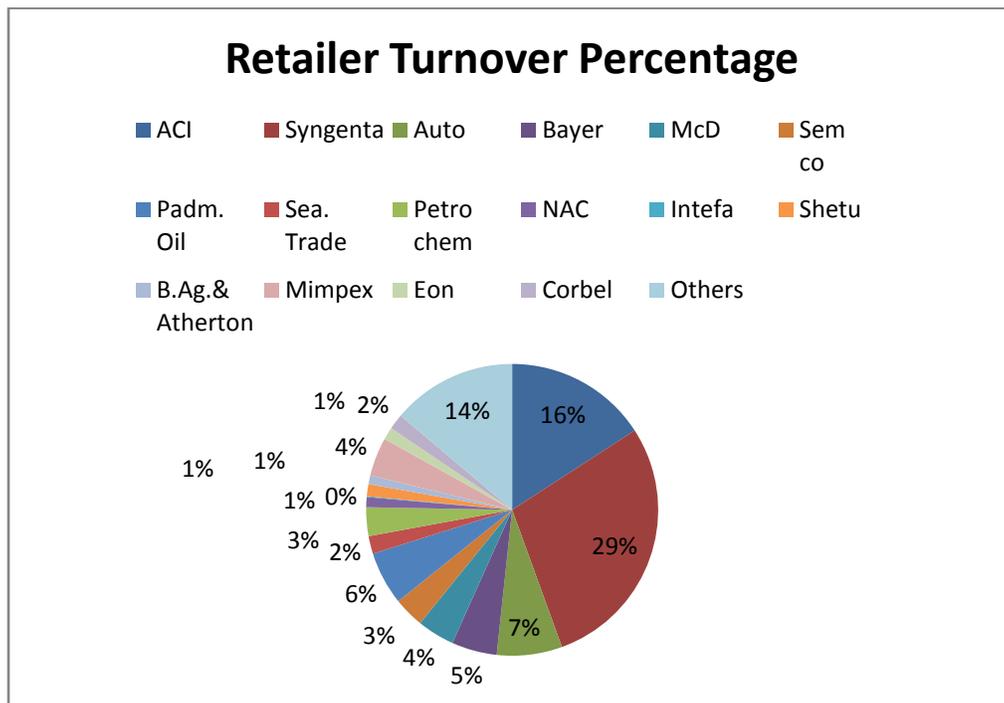


Figure: Barisal Retailer Information

From the information given in this pie chart taken from the survey of total turnover rate of Barisal retailer which represents the turnover rate of Syngenta Limited (29%) is higher than that of ACI limited (16%). So, ACI does not hold the highest retailer share in Barisal region.

4.2 Bogra Retailer Information

ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B.Ag.& Atherton	Mimpex	Eon	Corbel	Others
128	375.3	77.14	83.27	41.34	35.44	29.49	10.83	4.316	20.91	42.45	20	5.22	34.63	17.82	11.46	197.85

Table: Bogra Retailer Information (Source: Md. Zahidul Islam, Mkt. Manager, ACI CCPH)

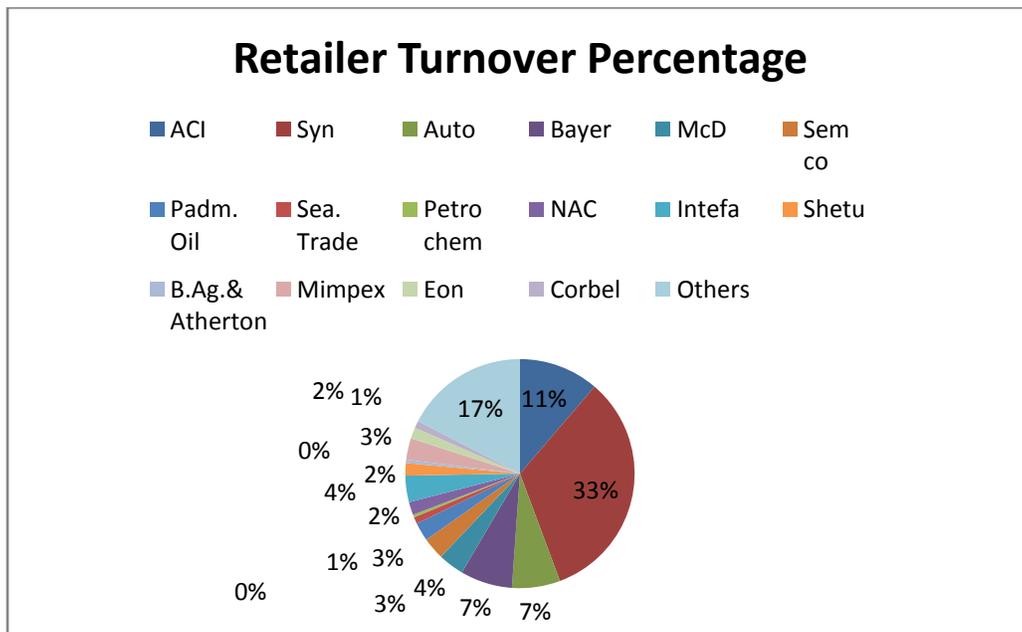


Figure: Bogra Retailer Information

The above piechart shows the percentage distribution of total turnover rate of ACI comparing to its competitors. Here it represents that ACI could not capture the highest turnover rate which is 11%. Among all competitors, the closest one Syngenta Limited, has performed better with the share of 33%.

4.3 Comilla Retailer Information

ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B.Ag.& Atherton	Mimpex	Eon	Corbel	Others
45.31	37.7	21.96	4.964	4.905	5.605	3.83	1.63	2.425	3.775	0.02	8.415	0.535	3.425	0.23	1.55	56.875

Table: Comilla Retailer Information (Source: Md. Zahidul Islam, Mkt. Manager, ACI CCPH)

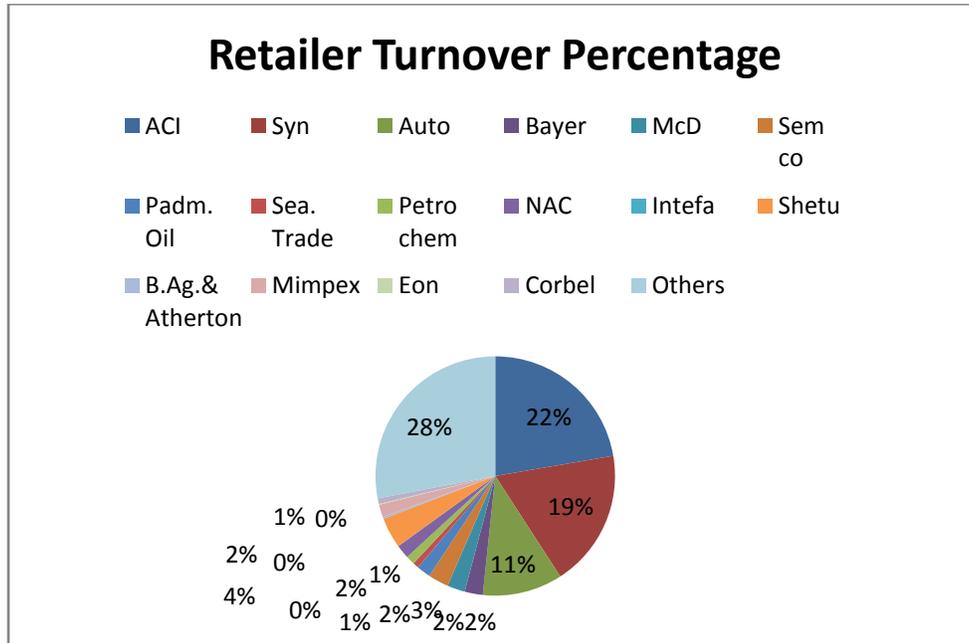


Figure: Comilla Retailer Information

The above piechart shows the percentage distribution of total turnover rate of ACI comparing to its competitors. Here it represents that ACI has captured turnover rate of 22% which is lower than the total amount of share of other small companies (28%). Second closest competitor Syngenta Limited has the share of 19%.

4.4 Dinajpur Retailer Information

ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B.Ag.& Atherton	Mimpex	Eon	Corbel	Others
64.89	52.2	30.76	19.03	13.17	8.61	12.24	7.415	5.284	6.64	7.62	4.232	6.88	9.685	5.68	2.06	96.588

Table: Dinajpur Retailer Information (Source: Md. Zahidul Islam, Mkt. Manager, ACI CCPH)

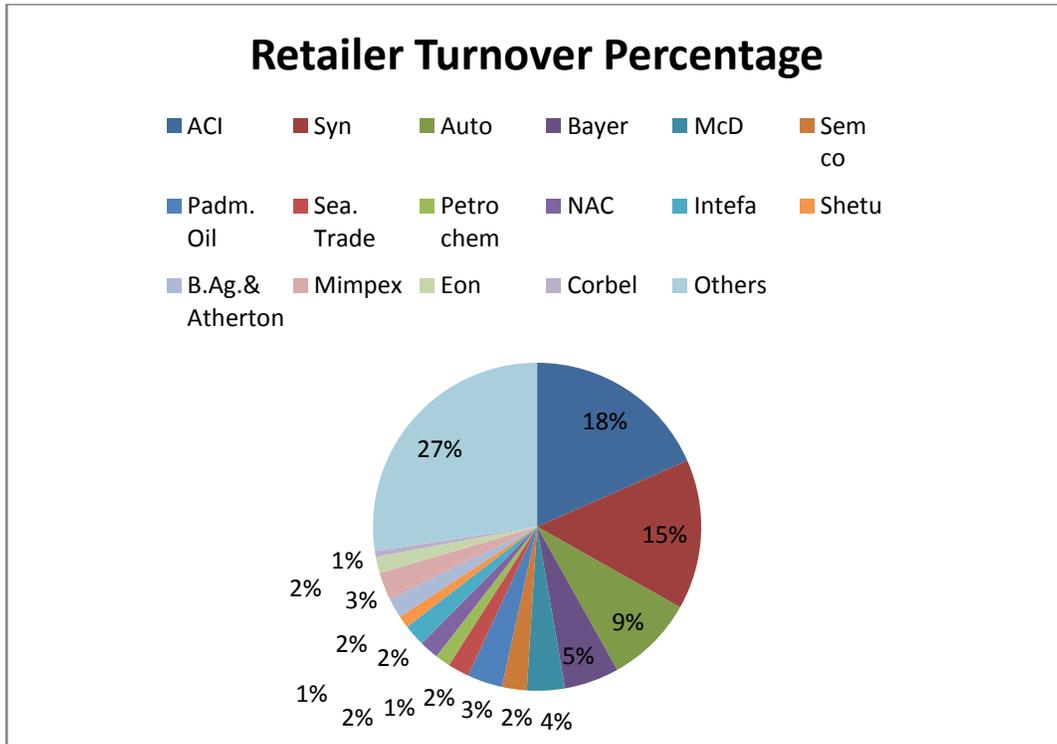


Figure: Dinajpur Retailer Information

The above piechart shows the percentage distribution of total turnover rate of ACI comparing to its competitors. Here it represents that others share has captured the highest turnover rate which is 27%. Whereas, their second closest competitor Syngenta Limited has the share of 15%. ACI limited has fallen behind with a mere share of 18%

4.5 Jessore Retailer Information

ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B.Ag.& Atherton	Mimpex	Eon	Corbel	Others
146.3	128.3	50.81	49.16	17.97	18.62	36.56	11.01	19.25	11.64	28.05	10.09	11.84	32.07	4.75	9.816	157.56

Table: Jessore Retailer Information (Source: Md. Zahidul Islam, Mkt. Manager, ACI CCPH)

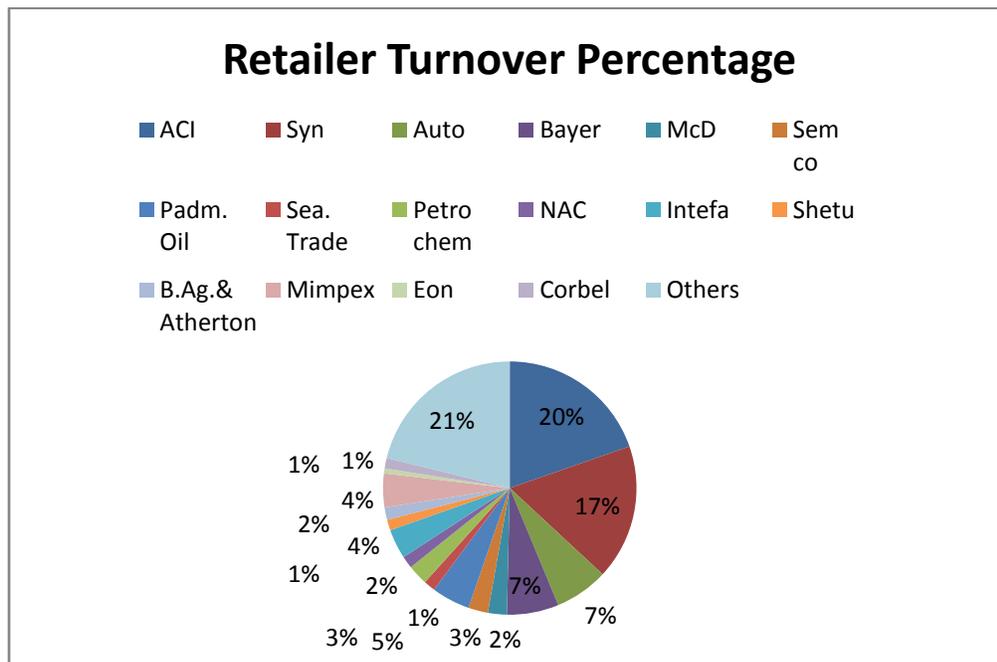


Figure: Jessore Retailer Information

The above piechart shows the percentage distribution of total turnover rate of ACI comparing to its competitors. Here it represents that ACI could not capture the highest turnover rate which is 20%. Other little companies combined share is 21% and syngenta Limited has 17%. So, ACI limited is clearly not the market leader in this territory.

4.6 Rajshahi Retailer Information

ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B.Ag.& Atherton	Mimpex	Eon	Corbel	Others
274	59.64	60.87	69.6	13.82	8.82	29.85	5.53	5.92	50.04	42.19	11.78	6.097	13.78	7.42	17.53	215.75

Table: Rajshahi Retailer Information (Source: Md. Zahidul Islam, Mkt. Manager, ACI CCPH)

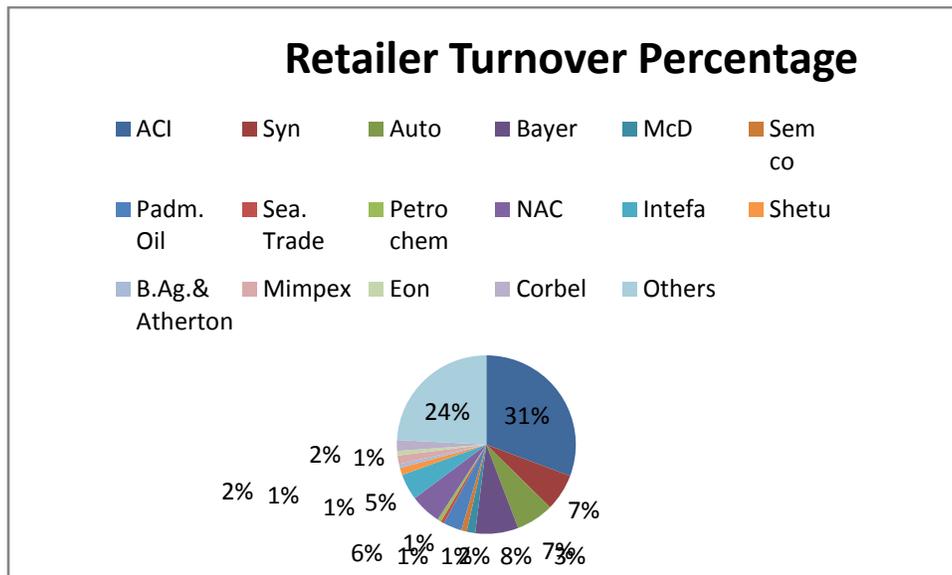


Figure: Rajshahi Retailer Information

From the information given in this pie chart taken from the survey of total turnover rate of Rajshahi retailer which represents the turnover rate of ACI limited (31%) is higher than any other companies. So, ACI does hold the highest retailer share in this region.

4.7 Barisal Stockist Information

ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B.Ag.& Atherton	Mimpex	Eon	Corbel	Others	Total
89.403	166.3	50.7	34.94	19.88	23.13	46.69	13.74	23.63	8.62	1.93	10.2	4.9	23.6	3.8	10.1	111.2	642.763

Table: Barisal Stockist Information (Source: Md. Zahidul Islam, Mkt. Manager, ACI CCPH)

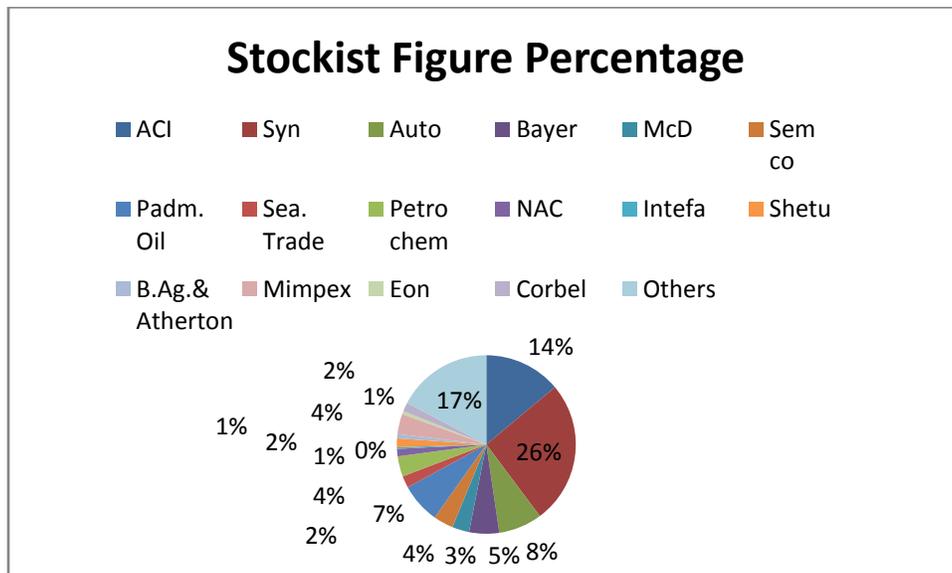


Figure: Barisal Stockist Information

The above piechart shows the percentage distribution of total stockist figure of ACI comparing to its competitors. Here it represents that ACI could not capture the highest turnover rate which is 14%. Other little companies combined share is 17% and syngenta Limited has 26%. So, ACI limited is clearly not the market leader in this territory.

4.8 Bogra Stockist Information

ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B.Ag.& Atherton	Mimpex	Eon	Corbel	Others	Total
176.15	543.2	138.9	119.2	67.5	45.9	18.52	5.4	16.9	30.95	63.6	19.12	15.79	33.4	22.58	10.4	242.94	1545.65

Table: Bogra Stockist Information (Source: Md. Zahidul Islam, Mkt. Manager, ACI CCPH)

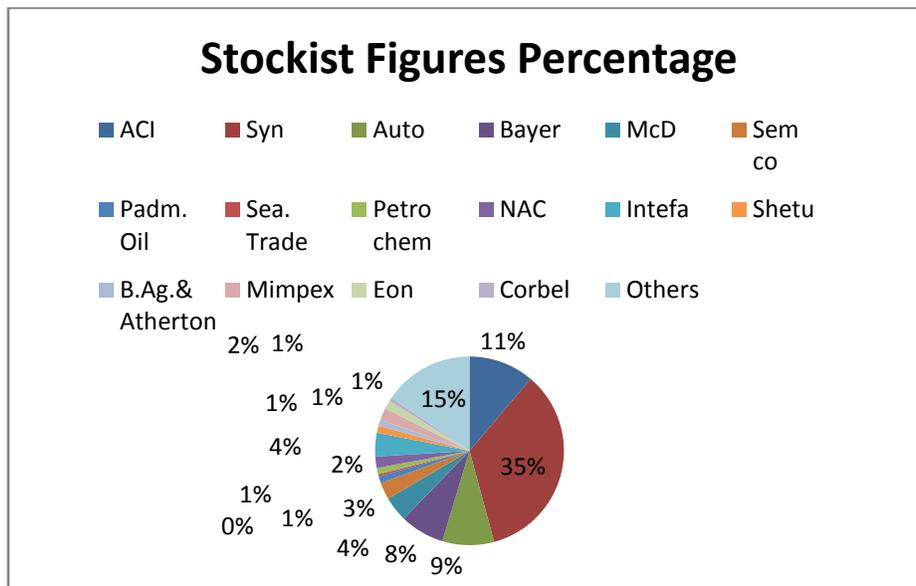


Figure: Bogra Stockist Information

From the information given in this pie chart taken from the survey of total turnover rate of Bogra Stockist Information which represents the turnover rate of ACI limited (11%) is lower than the other close competitor Syngenta Limited (35%). So, ACI does hold the highest retailer share in this region.

4.9 Comilla Stockist Information

ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B.Ag.& Atherton	Mimpex	Eon	Corbel	Others	Total
69.3	131.1	107.4	27.8	21.7	36.9	25.9	13.7	7	12.2	0.2	24.3	8.7	14.6	2.1	5.2	179.6	687.7

Table: Comilla Stockist Information (Source: Md. Zahidul Islam, Mkt. Manager, ACI CCPH)

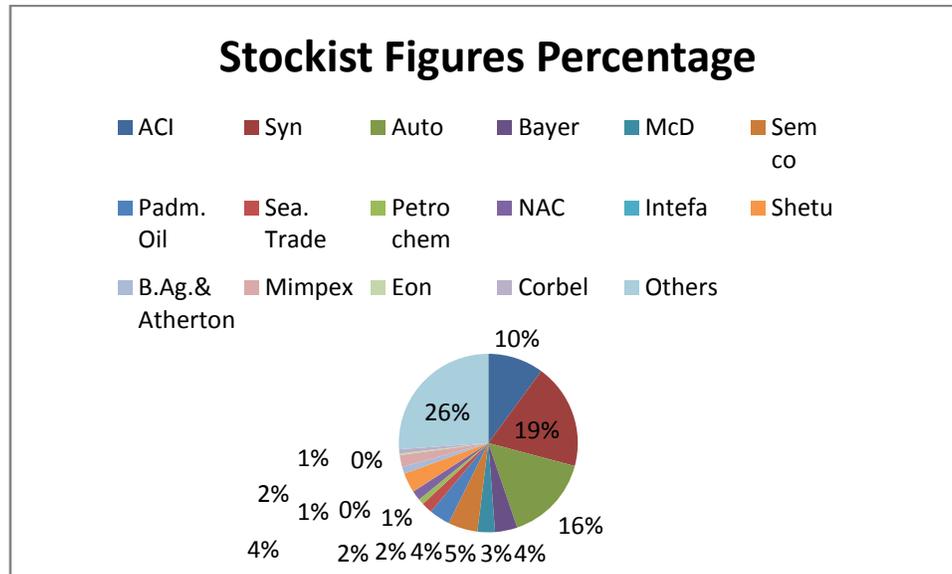


Table: Comilla Stockist Information

The piechart shows the percentage distribution of total stockiest turnover rate of ACI comparing to its competitors. Here it represents that ACI could not capture the highest turnover rate which is 10%. Other little companies combined share is 26% and Syngenta Limited has 19%. So, ACI limited is clearly not the market leader in this territory.

4.10 Dinajpur Stockist Information

ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B. Ag. & Atherton	Mimpex	Eon	Corbel	Others	Total
140.92	146.35	99.15	44.5	36.4	29.9	12.71	7.8	27.7	17.15	22.1	20.7	18.7	19	11.5	4.8	134.85	794.228

Table: Dinajpur Stockist Information (Source: Md. Zahidul Islam, Mkt. Manager, ACI CCPH)

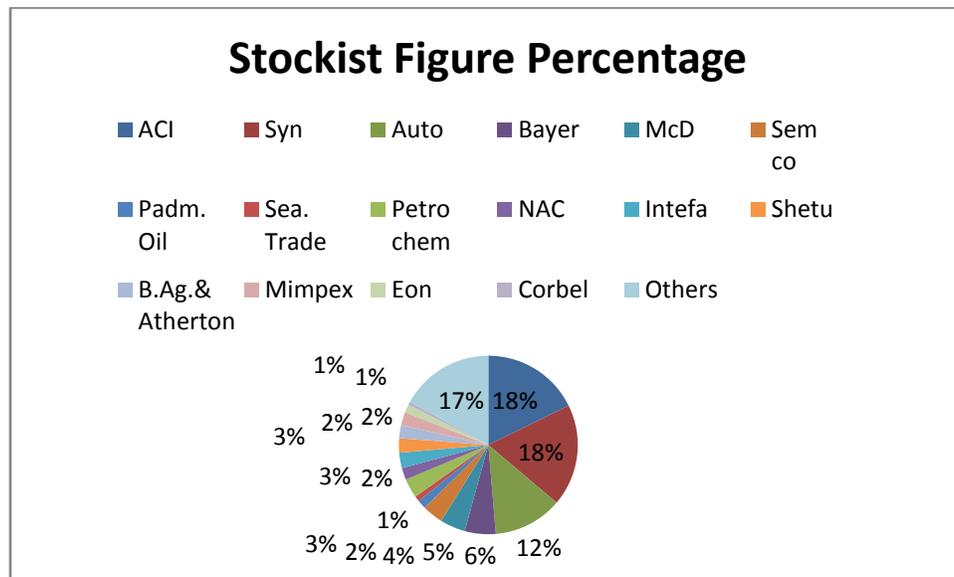


Figure: Dinajpur Stockist Information

From the information given in this pie chart taken from the survey of total turnover rate of Rajshahi stockiest which represents the turnover rate of ACI limited is competitively 18%. So, ACI does hold the highest retailer share in this region with Syngery Limited's equal amount of share.

4.11 Jessore Stockist Information

ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B.Ag.& Atherton	Mimpex	Eon	Corbel	Others	Total
134.95	519.6	144.4	144.1	56.7	68.1	87	33.4	62.8	38.8	76.4	41.5	14.2	64.1	13.6	20.7	66	1586.35

Table: Jessore Stockist Information (Source: Md. Zahidul Islam, Mkt. Manager, ACI CCPH)

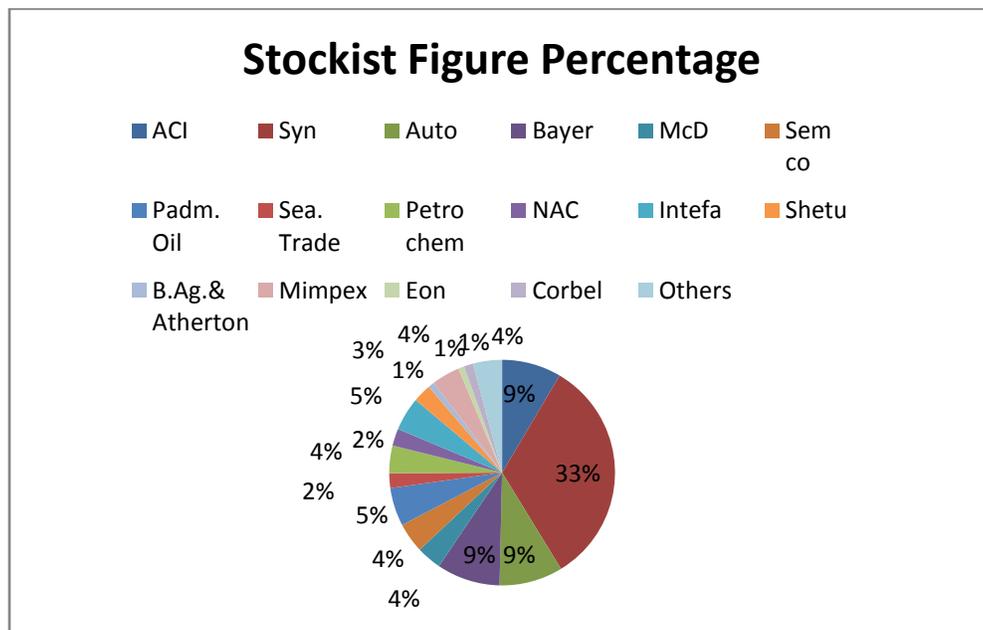


Figure: Jessore Stockist Information

The above piechart shows the percentage distribution of total stockiest turnover rate of ACI comparing to its competitors. Here it represents that ACI could not capture the highest turnover rate which is 9%. Syngenta Limited has the share of 33% and Auto of 9%. So, ACI limited is clearly not the market leader in this territory.

4.12 Mymensingh stockist Information

ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B.Ag.& Atherton	Mimpex	Eon	Corbel	Others	Total
96.79	215.2	93.25	61.2	24.2	41.75	16.7	30.3	23.15	16.95	22.75	22.43	10.8	24.55	6.65	15.7	92.35	814.72

Table: Mymensingh Stockist Information (Source: Md. Zahidul Islam, Mkt. Manager, ACI CCPH)

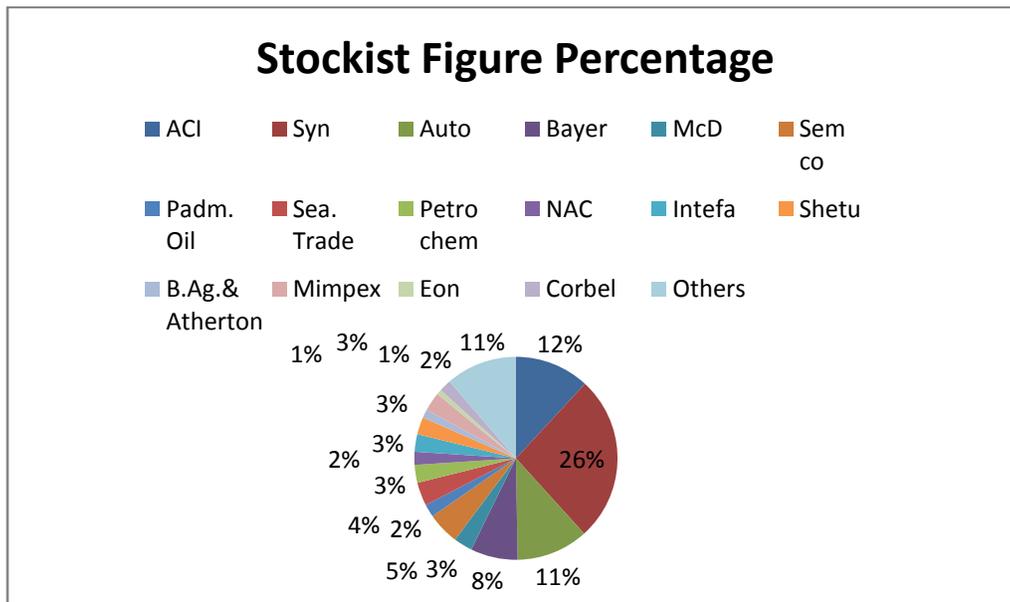


Figure: Mymensingh Stockist Information

From the information given in this pie chart taken from the survey of total turnover rate of Mymensingh stockiest, represents the turnover rate of ACI limited is 12%. Syngenta Limited has the share of 26% which made them the market leader in this territory.

4.13 Rajshahi Stockist Information

ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B.Ag.& Atherton	Mimpex	Eon	Corbel	Others	Total
122.1	132.9	76.3	96.5	27.55	12.6	40.6	8.15	5.1	18.95	14.3	15.6	0.5	8.5	0.4	5.7	81.27	667.02

Table: Rajshahi Stockist Information (Source: Md. Zahidul Islam, Mkt. Manager, ACI CCPH)

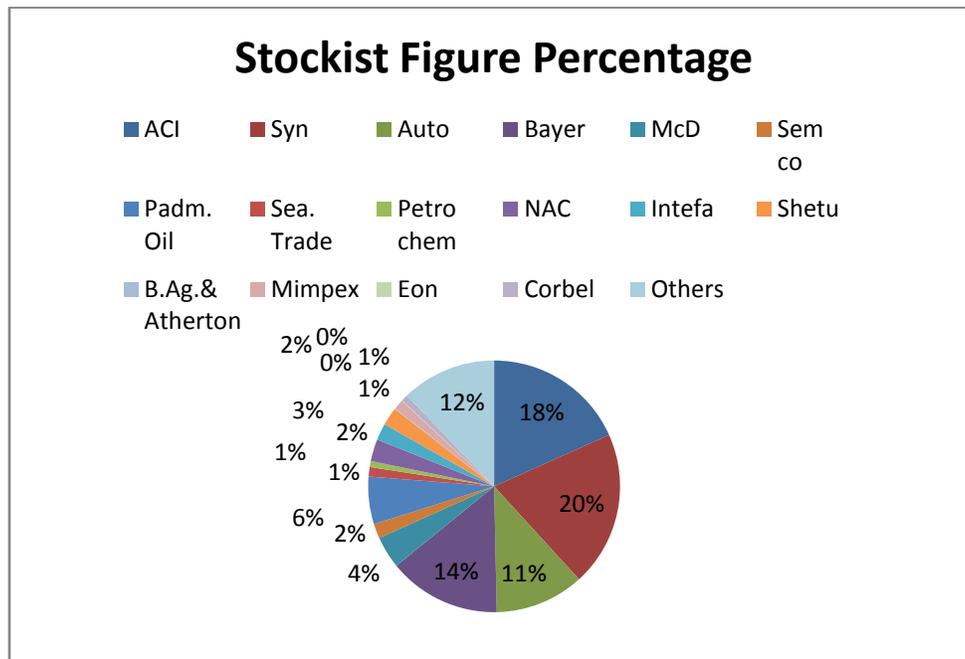


Figure: Rajshahi Stockist Information

The above piechart shows the percentage distribution of total stockiest turnover rate of ACI comparing to its competitors in Rajshahi. Here it represents that ACI could not capture the highest turnover rate which is 18%. Syngenta Limited has the share of 20% and Bayer of 9%. So, ACI limited is clearly not the market leader in this territory.



4.14 Observational analysis: After analyzing above two given sets of information, it is clear that ACI Crop Care could not hold their leading coverage in various stockist zones as they did in the retailer zones. The pricing strategy and other marketing activities of ACI Crop Care have successfully grabbed the attention of their target customer to reach their horizon. As their products' demand is superior in the retail market, retailers had to purchase more of their products from the stockists, which ultimately reduced the turnover of stockists at the end of the year. If the company can replenish the empty stocks, retailers will be able to sell more of ACI's products. Following production concept would help ACI Crop Care to be the leader in stockist zones.

CHAPTER 5: COMPETITIVE ADVANTAGE



5.1 Competitive advantages:

A firm is profitable if the value it commands exceeds the costs involved in creating the product. Creating value for buyers that exceeds the cost of doing so is the goal of any generic strategy. Value, instead of cost, must be used in analyzing competitive position. To succeed competing with others, ACI Limited keeps bringing technological amendments into the company and makes sure all the employees are delivering the best of their potential by rewarding them

5.2 Competitive strategies:

Among four competitive advantages, ACI Crop Care follows only two of them. Following cost leadership and differentiation strategy helps the organization outperform its competitors.

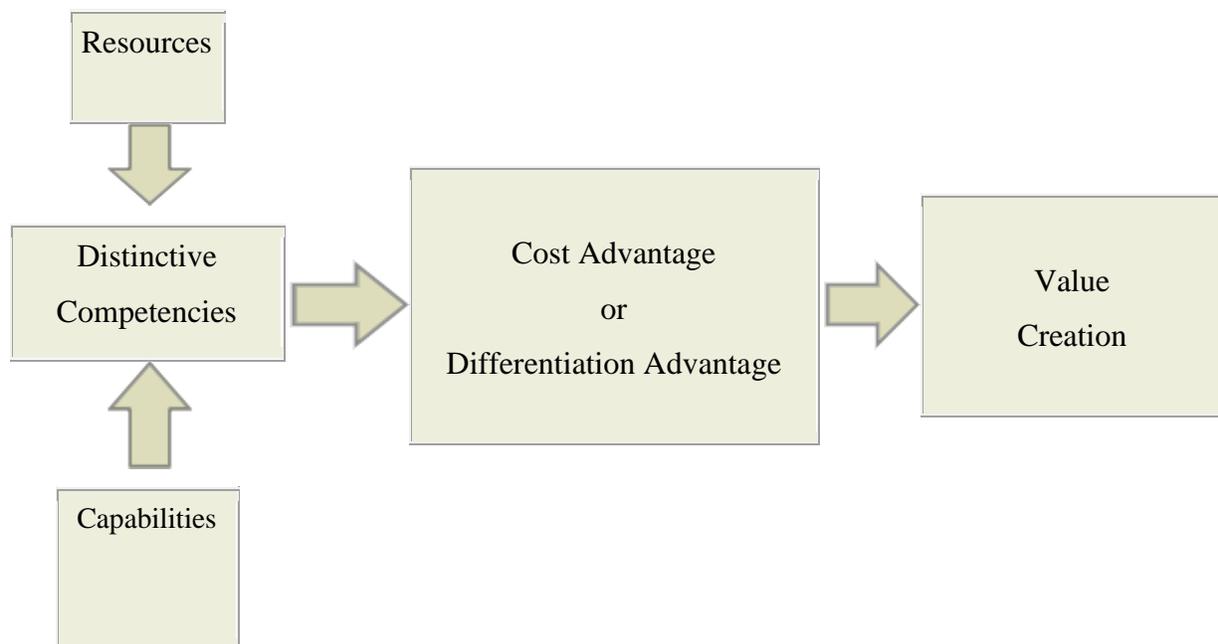


Figure: Model of Competitive Advantage of ACI

5.3 Cost leadership:

Cost leadership is a concept developed by Michael Porter, used in business strategy. It describes a way to establish the competitive advantage. Cost leadership, in basic words, means the lowest cost of operation in the industry. The cost leadership of ACI Limited varies from one business unit to another depending on efficiency, size, scale, scope and cumulative experience of each. ACI Crop Care's cost leadership strategy aims to exploit scale of production, well defined scope and other economies, producing highly standardized products, using high technology.

Cost leadership is different from price leadership. Among all other competitors, ACI Crop Care's cost production is one of the lowest, which helps to offer lowest-priced products or services to the target market. So, the company usually has a higher than average profitability than competitors, as already comprehended from the Retailer Information charts. However, ACI Crop Care does compete on price and are very effective at such a form of competition, having a low cost structure and management.

ACI Crop Care's goal for following cost leadership strategy is to offer products or services at the lowest cost in the industry. The challenge of this strategy is to earn a suitable profit for the company, rather than operating at a loss and draining profitability from all market players. Companies such as ACI Ltd succeed with this strategy by featuring low prices on key items on which customers are price-aware, Like ACI Salt, Flour, and Mosquito Coil, Spices, Vegetable oil etc while selling other merchandise at less aggressive discounts. Products are created at the lowest cost in the industry. An example is to use space in stores for sales and not for storing excess product.

While working as an Intern in ACI Formulations Ltd, I have identified that ACI mainly follow Cost Leadership and Differentiation strategy.

Logics behind Cost leadership strategy:

1. ACI follows cost leadership strategy to offer products at a cheaper rate than competitors on a consistent basis to achieve loyal customers who would use its products for a long time.
2. ACI use penetration pricing offering a low price for a new product or service during its initial offering.. The reason behind using pricing strategy is that customers will buy and become aware



of the new product due to its lower price in the market place related to rivals. For example Floora and Kalion.

3. They are able to keep prices low through a division of labor that allows them to hire and train inexperienced employees rather than trained cooks. It also relies on few managers who typically earn higher wages.
4. Keeps its prices low by sourcing its products in low-wage countries and by offering a very basic level of service. Like the purchase there raw materials from China, Thailand, UK.
5. According to the analysis given from above, the main competitor of ACI Crop Care is Syngenta Limited. To compete with a multinational company, beside many other tactics it is important ACI Crop Care be the price leader.

5.4 Differentiation Strategy:

In economics and marketing, product differentiation is the process of distinguishing a product or service from others, to make it more attractive to a particular target market. This involves differentiating it from competitors' products as well as a firm's own products.

ACI achieve product Differentiation through competitive pricing, enhancements to functional design or features, distribution timing, expanded distribution channels, distributor location, brand reputation, product customization, and enhanced customer support.

- In case of competitive pricing they ACI Crop Care is following competitive based and penetration pricing. So they are enjoying fast mover advantage for some unique products.
- In case of product design “ACI Premiflex” sister concern of ACI help to develop product design and packaging which help to make low cost and customer friendly packaging system.
- Expand distribution channel through 10 region and 87 territory help ACI to meet instantly to its customers in case of marketing or introducing their new products.
- In case of brand reputation ACI is known and accepted to all as a pharmaceutical company. So the acceptance of products is high comparing to other company.
- Allocated Sales Promotion Office (SPO) in each zone to keep track of any updates regarding market demand, competitors and to look for new opportunity.
- Consultancies with farmers help them cultivate their crop more efficiently.



Other Competitive advantages that facilitate ACI's Growth are:

5.5 Core Competency:

A core competency is fundamental knowledge, ability or expertise in a specific subject area or skill set. The starting point for ACI Crop Care's core competencies understands that businesses need to have something that customers uniquely value if they're to make good profits...

Core Competency of ACI:

- ACI has access to a wide variety of markets, as it is divide its market into ten regions and 87 territories so it is easy for them to meet potential customers. For extensive market coverage they are going to add another 11 territories in this year.
- ACI is contributing significantly in the end-product benefits. The products offered by ACI Limited are unique. Their actual and perceived factors are fulfilling the needs of customer which is not easily imitable by other competitors.

5.6 Value Chain:

Value chain is a high-level model of how businesses receive raw materials as input, add value to the raw materials through various processes, and sell finished products to customers.

For conventionally produced pesticides, the entire supply chain of ACI Formulations Limited has evolved to serve the large global supply and retail chains had favored large producers and wholesale markets. While Organic Standards on one hand has introduced new production practices and norms, on other hand it also prescribes norms for post production handling, processing, packaging, supply chain management, retail, etc. Since the production itself is coming from small holders, spread over large geographical areas, the entire value chain now also offers the scope for the viability and sustainability of agri-business of ACI.

Value Chain of ACI Formulations Ltd:

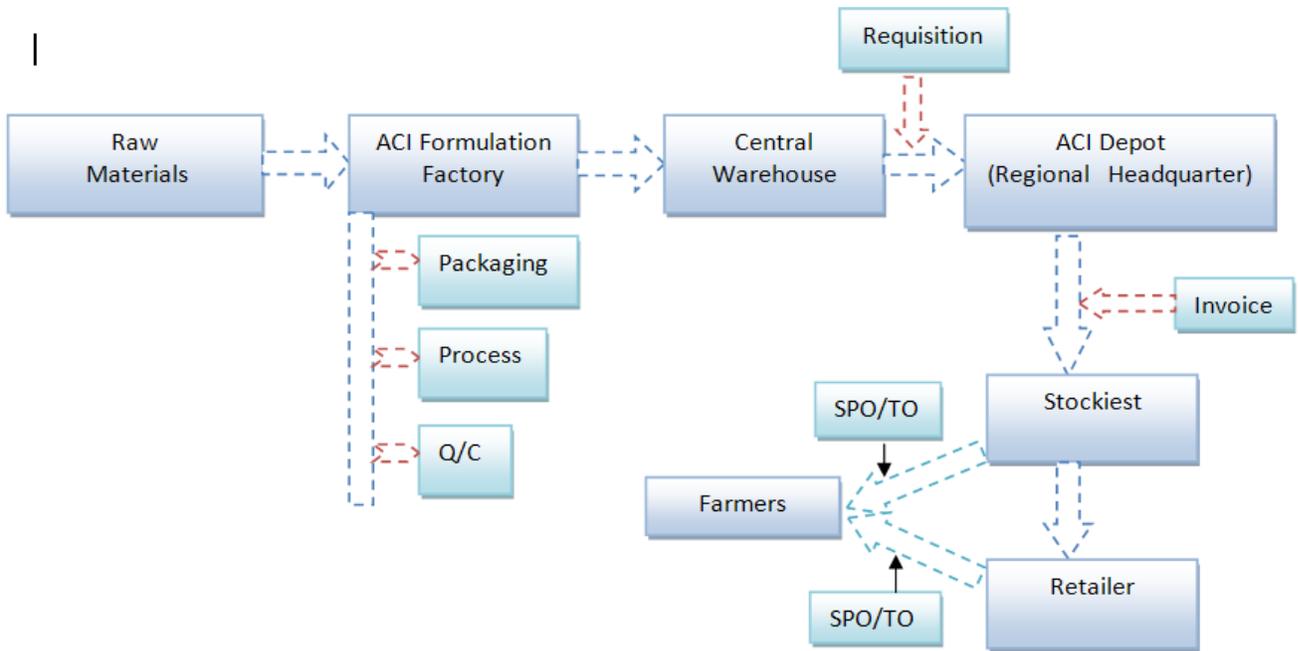


Figure: Value Chain of ACI Formulations Ltd



In value chain system ACI Formulations Ltd purchases its raw materials from renowned companies such as Debi Crop Pesticide, M-Co Pesticide and Sundad. Currently, ACI Limited is doing business with India, China, Singapore, Taiwan, and Peru.

After ACI gets the raw materials with its formula from the foreign company, it assembles its products in ACI Formulation factory. With assembling the products ACI also do packaging, process and quality control. In case of packaging the products “ACI Premiflex” sister concern of ACI usually provides the materials needed for packaging. In case of choosing other company as a supplier of packaging materials, ACI usually selects the lowest bidder from the suppliers. Mohammad Electrics has been providing raw materials for a long time as an outdoor supplier.

When the products are ready, central warehouse send the products according to the requisition of Territory officer (TO). After the requisition made of TO is processed, products are sent to ACI Depot. Invoices are made in ACI Depot from where the products are sent to the stockiest and analogously, retailer to farmers. Here, SPO and TO work as marketing intermediaries.

5.7 Database Marketing:

Database marketing is a form of direct marketing using databases of customers or potential customers to generate personalized communications in order to promote a product or service for marketing purposes. The method of communication can be any addressable medium, as in direct marketing.

ACI CC & PH is vastly focused on customer’s database marketing. They have made farmers card projects of 11000 farmers. Each of the cards presents all the information of a particular farmer. Through this card they identify the particular farmer who is occupying more land in a particular territory and use him for the marketing of the product

The another work of this card is to communicate the end user of ACI CC & PH products, what types of crops they usually produce and prescribe them about the use of the fertilizer and pesticides.



ACI Limited

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Village : মুন্সীপাড়া Thana : কোচবিহার 1330

Zilla : কক্সবাজার Routing Ref. 4

Name of the Farmer : মুন্সীম হোসেন Mob no : 01863378800

Father's Name : মুন্সীম হোসেন

Cultivating own land : No decimal Crop

Cultivating rented land : ৪ বিঘা decimal Crop মরিচ

Education Two/1

Visited on and remarks ১৪/৫/১৪ কমল হোসেন মরিচ ফল্ডে সিস্টেম
মুন্সীম হোসেন মরিচ ফল্ডে কক্সবাজার জেলায়। কোচবিহার
কক্সবাজার জেলায়। ব্যবহার করে কক্সবাজার জেলায়
১৪/৫/১৪ কমল হোসেন মরিচ ফল্ডে সিস্টেম মুন্সীম হোসেন
ব্যবহার করে কক্সবাজার।

Figure: Typical Farmer's Card

CHAPTER 6: WEAKNESS & RECOMMENDATION

6.1 Weaknesses Found:

1. Among various competitive advantages ACI only adopts cost leadership and differentiation strategy.
2. It has access to a wide variety of markets, as it has divided its market into ten regions and 87 territories it is easy for them meet customers but a good amount of potential customers are lost where rest of the territories remain unfocused. For that reason in unfocused areas the competitors are benefitting from ACI Limited's absence. For example in the stockiest list of Barisal the total turnover of ACI is 117.5 (Taka Million) which is lower than the total turnover of Syngenta is 165 (Taka in Million).
3. The lower number of RSM (Regional Sales Manager),SPO (Sales promotional officers) and their lack of knowledge about dealing farmers is also another factor of this lower turnover rate in some particular areas like Barisal.
4. Lack of research on where to mostly focus on. They do not have any R&D sector.
5. Though physical existence of customers plays a crucial role for commercial transactions, in case of value chain ACI communicate to their suppliers through phone or internet. It can often make a hinder in the smooth process of supply chain.
6. Lack of accountability and verification of data provided by SPO's.

6.2 Recommendation:

1. To do a profitable business ACI CC&PH should adopt its strategies along with the strategies ACI Limited.
2. To increase the total turnover rate they should concentrate more on database marketing. Verification of information that are given in the farmers card can help their marketers imagine the real demand in various territories.
3. Cultivation of crops in varies from one place to another, so the number of territories should be increased to satisfy different array of customers differently.
4. HR people should concentrate on hiring skillful people as SPO or RSM and developing their knowledge time to time, as they are dealing with the final customers.

5. To motivate the SPO's increment should be increased because SPO is the ultimate person only who is interacting with the customers and making them purchase the products.
6. Using of fertilizer and pesticides may hamper the production power of land and soil fertility. So they should build an R&D sector to come up with better solution.
7. Efficient usage of assets can help the organization make more annual profit.
8. As the demand of products in various zones is different, geographic segmentation can be done to realize how much quantity of a product should be supplied in what region.

CHAPTER 7: CONCLUSION & REFERENCES

7.1 Conclusion:

Bangladesh is a country with immense agricultural possibilities where ACI Crop Care has already been playing a vital role augmenting opportunities. The company is competitively in more advantageous situation than others because of its long term involvement in agribusiness. While taking various marketing approaches, ACI Crop Care reaches its voluminous number of customers efficiently.

Competitor analysis in marketing and strategic management is an assessment of strengths and weaknesses of current and potential competitors. This analysis provides both aggressive and defensive strategic contexts to identify market opportunities and unknown threats. Multinational companies such as Syngenta despite being a multinational company can be titled as market challenger, has capability to earn more market share. But nothing is enough for business. There is always something to do in the business field which can keep the business competitive. Despite hard competition among all big competitors ACI CC & PH has made tremendous and remarkable progress practically in every sphere of its activities. This success has been made possible due to dynamic leadership of its management as well as devotion and sincerity of all categories executives.

7.2 References:

Regarding the studies on this project necessary references have given below:

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4. http://en.wikipedia.org/wiki/Competitive_advantage
5. http://en.wikipedia.org/wiki/Database_marketing

CHAPTER 7: APPENDIX

Territory	No. of Bazar	No. of Retailer	ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B. Ag. & Atherton	Mimpex	Eon	Corbel	Others	Total
Barisal Sadar	56	99	9.395	8.85	3.43	0.64	0.33	1.68	3.14	1.5	2.345	0.49	0.06	0.59	0.2	1.7	0.28	0.49	7.14	42.26
Gournadi	48	79	0.13	0	0	0	0.01	0.021	0.012	0	0	0	0	0	0	0	0	0	0.045	0.218
Gopalganj	44	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Madaripur	69	142	13.53	3.41	1.54	4.85	3.47	0.07	2.68	1.5	0.22	0.3	0.15	0.35	0.05	2.04	0.09	2.72	10.63	47.6
Patuakhali	62	149	9.74	26.02	5.09	3.54	1.12	1.21	6.74	0.9	1.25	1	0	0.58	0.8	5.4	0.59	1.13	6.7	71.81
Pirojpur	39	69	5.61	16.6	2.97	0.87	0.44	1.29	2.85	1.15	2.04	0.21	0	0.71	0.77	2.32	0.18	0.71	7.63	46.35
Shariatpur	48	121	13.08	2.89	4.9	4.02	0.11	2.39	4.37	0.15	2.12	1.05	0.19	1.22	0	0.58	0.04	0.64	12.32	50.07
Bhola	46	73	6.852	3.95	3.728	2.501	3.47	1.3	1.225	1.015	1.68	0.505	0	0.445	0.692	1.93	0.615	0.515	2.511	32.934
Charfasion	32	144	3.775	40	4.245	2.575	5.465	3.3	2.29	1.415	1.425	0.555	0	0.705	0.79	2.925	2.675	0.925	5.195	78.26
T10			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T11			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T12			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Region Total	444	876	62.11	101.7	25.9	19	14.42	11.26	23.31	7.63	11.08	4.11	0.4	4.6	3.302	16.9	4.47	7.13	52.171	369.502

Figure: Barisal Retailer Information

Territory	No. of Bazar	No. of Retailer	ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B. Ag. & Atherton	Mimpex	Eon	Corbel	Others	Total
Seraigonj	146	195	0.1	0	0.02	0.03	0	0	0	0	0	0	0	0	0	0	0	0	0.5	0.65
Sherpur	140	464	14.2	18.5	4.43	2.99	1.94	3.26	2.24	0.24	0.17	1.24	4	0.3	1.88	2.34	0.4	0.22	19.68	78.03
Bogra 2	37	145		12.43	13.16	3.76	2.67	1.52	2.98	2.01	0.13	0.17	0.97	3.71	0.2	1.54	2	0.4	0.12	47.77
Shibgonj	59	117		13.69	0	15.88	15.85	13.17	4.99	3.303	0	2.33	5.53	3.59	0	15.88	8.4	5.41	2.855	229.06
Gobindagonj	20	58	5.55	10.7	5.3	2.75	0.8	0.65	3.1	0	0	0.8	0.5	1.35	0	0.65	1.1	0	9.35	42.6
Gaibandha	40	79	9.07	5.33	3.45	0.82	2.39	1.38	2.73	0.26	0.48	1.22	1.45	0.84	0.06	1.02	0.26	0	4.04	34.8
Sapahar	22	66	7.05	19.05	2.32	2.465	1.21	0.52	0.39	0.33	0.14	1.26	0.63	0.55	0.15	0.91	0.38	0.42	9.585	47.36
Nazipur	24	72	10.92	23.27	7.42	10.23	1.62	1.225	0	0	0	1.665	2.935	0	0	0.765	0.29	0.505	11.27	72.118
Mohadeppur	22	97	8.49	47.29	3.355	1.53	1.25	0.55	0.11	0.1	0.078	0.54	2.18	0.51	0.11	0.42	0.32	0	5.09	71.923
Noagoan Sadar	24	90	9.06	18.81	4.73	7.68	2.18	3.94	1.14	1.67	0.96	2.67	4.15	1.46	0.97	1.69	0.97	1.35	28.2	91.63
Joypurhat 1	9	42	2.65	6.3	2.2	0.92	0.48	0	0	0	0	0	1.2	0	0	0.55	0	0	9.7	24
Joypurhat 2	17	61	4.08	34.58	0.99	3.91	0.51	0.48	2.17	0.28	0.35	0.43	2.93	1.49	0.28	1.43	0.19	0.44	10.11	64.65
Region Total	560	1486	71.17	210	47.38	52.97	30.9	26.7	49.85	8.193	2.308	12.33	26.48	13.8	3.65	27.2	14.31	8.745	110.5	686.409

Figure: Bogra Retailer Information



ACI Limited

Territory	No. of Bazar	No. of Retailer	ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B.Ag. & Atherton	Mimpex	Eon	Corbel	Others	Total
Lacksham	91	166	8	18.31	5.67	0.955	0.975	2.255	0.2	0.33	0.05	1.065	0.02	2.86	0.135	0.58	0.19	1.2	12.8	55.595
Debidwer	112	238	0.07	0	0.08	0.02	0	0.02	0	0.02	0	0	0	0.05	0	0.05	0	0	0.06	0.37
Chandina	49	116	3.385	3.14	4.09	0.77	0.66	0.45	0.07	0.13	0.71	0.02	0	0.19	0	0.65	0	0	9.405	23.67
Chandpur	68	145	6.79	3.43	1.53	1.615	1.29	0.8	1.06	0.61	0.755	0.73	0	0.715	0.4	0.645	0	0.29	9.35	30.01
Hazigong	92	256	3.775	2.11	2.785	0.552	0.45	0.57	0.67	0.22	0.13	0.45	0	0.33	0	0.32	0.02	0.03	6.66	19.072
B Baria	45	109	5.86	0.85	1.1	0	0.05	0	0.1	0	0.12	0.14	0	0.15	0	0.1	0	0	0.15	8.62
Akhaura	71	124	3.895	3.45	1.41	0.25	0.49	0.47	0.48	0.05	0.205	0.39	0	1.82	0	0.33	0	0	5.82	19.06
T8			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T9			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T10			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T11			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T12			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Region Total	528	1154	31.78	31.29	16.67	4.162	3.915	4.565	2.58	1.36	1.97	2.795	0.02	6.115	0.535	2.675	0.21	1.52	44.245	156.397

Figure: Comilla Retailer Information

Territory	No. of Bazar	No. of Retailer	ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B.Ag. & Atherton	Mimpex	Eon	Corbel	Others	Total
Panchagorh	32	68	3.07	0.6	0.95	1.14	2.59	0.53	0.13	0.18	0.25	0.21	0.56	0.04	0.19	0.15	0.04	0.05	3.44	14.12
Thakurgoan	22	79	7.99	3.46	3.48	2.14	1.55	1.08	1.1	1.08	1.71	1.9	1.85	1.14	2.49	1.23	0.98	0.56	14.05	47.79
Balladangi	45	159	15.52	15.5	7.1	2.7	3.27	1.97	6.24	1.915	2.074	2.27	3.92	1.282	2.56	3.685	1.42	0.72	10.198	82.344
Pirgonj	29	83	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dinajpur 1	22	43	9.57	5.8	5.97	3.75	0.86	3.07	0.51	0	0.13	0.52	0.15	0.61	0	0	0.4	0.03	13.06	44.43
Dinajpur 2	30	40	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bhushirbander	12	32	5.45	8.18	1.81	2.99	1.2	0.09	0.02	0.03	0.08	0.06	0.02	0	0.02	0.06	0.15	0	22.11	42.27
T8	39	62	8.92	5.24	4.82	1.66	1.25	0.89	2.11	2.09	0.48	0.81	0.55	0.58	0.8	2.25	1.27	0.35	5.81	39.88
T9			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T10			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T11			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T12			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Figure: Dinajpur Retailer Information



ACI Limited

Territory	No. of Bazar	No. of Retailer	ACI	Syn	Auto	Bayer	McD	Sem co	Padm. Oil	Sea. Trade	Petro chem	NAC	Intefa	Shetu	B. Ag. & Atherton	Mimpex	Eon	Corbel	Others	Total
Kushtia	24	102	4.82	3.265	2.95	3.15	0.83	0.51	1.782	0.6	1.84	1.023	2.43	0.46	0.25	2.42	0.05	0.02	3.58	29.98
Rajbari	24	117	8.17	9.21	3	2	0.95	0.43	1.48	0.5	1.18	0.52	0.74	1.5	0.97	1.6	0	0.02	4.215	36.485
Faridpur	24	133	17.85	12.9	2.7	4	3.05	1.2	6.05	0.7	0	0.35	0.65	0.8	0	1.7	0	0	8.95	60.9
Kotchandpur	21	137	7.29	8.61	3.86	4.56	2.48	1.16	2.67	0.93	2.07	2.06	2.49	0.79	2.3	3.01	1.16	3.17	10.9	59.51
Jenaidah	15	142	7.11	8.195	2.095	1.16	0.31	1.7	1.13	0.15	0.52	0.35	2.57	0.27	0.27	2.445	0.53	1	7.015	36.82
Chuadanga	20	91	6.01	11.06	3.94	4.64	1.432	1.15	2.53	0.08	0.37	1.09	1.34	0.79	0.305	1.66	0	0	6.825	43.222
Meherpur	18	90	5.76	4.95	2.14	3.35	0.85	0.09	2.29	0.24	0.705	0.425	0.99	0	0.92	1.8	0	0.22	3.86	28.59
Jessore	24	143	8.12	2.36	1.533	3.145	0.715	0.613	0.743	0.84	0.415	0.785	0.77	0.512	0.41	0.905	0.29	0.715	12.47	35.341
Jikorgacha	24	173	12.47	0.35	3.86	1.08	0.75	1.85	1.76	0.3	1.96	0.4	2.62	0	0.02	0.65	0.4	0.08	5.71	34.258
Norail	24	114	6.585	10.02	2.41	1.7	0.27	0.275	2.65	1.095	0.48	0	1.64	0.555	0.59	3.1	0	0.89	6.825	39.085
Satkhira	24	166	7.36	11.9	2.385	2.27	0.53	1.05	0.84	0.8	0.82	0.05	2.115	0.475	1.095	1.75	0	0.588	12.96	46.988
Khulna	24	110	4.215	2.42	1.835	0.96	0.63	1.78	0.91	0.71	2.07	0.918	0.11	0.805	0.685	0.58	0.815	0.31	12.8	32.553
Region Total	266	1518	95.76	85.24	32.71	32.02	12.8	11.81	24.84	6.945	12.43	7.971	18.47	6.957	7.815	21.62	3.245	7.013	96.11	483.732

Figure: Jessore Retailer Information

ACI Formulations Limited												
Business : CC&PH												
Sl No.	Farmer's Name	Father's Name	Village	Thana	District	Coding Pattern	Cultivating Own Land [Descima]	Cultivating Rented Land	Total Land (Decimal)	Cultivated Main Crop	Educational Qualification	Mobile no.
1	Md. Rashid Miya	Md. Sattar	Teliara	Bogra Sadar	Bogra	A2M	132		132	Rice	Class 8	01736722812
2	Md. Babu Miya	Md. Sultan	Teliara	Bogra Sadar	Bogra	A3M	66		66	Brinjal, Cabbage	Class 5	01750487808
3	Md. Milu Miya	Late Momin	Teliara	Bogra Sadar	Bogra	A3O	0		0	Cucumber, Raddish	Class 6	01771882935
4	Md. Alhaj Mohammad Ali	Late Based Uddin Akanda	Kazi Nazrul	Bogra Sadar	Bogra	C2M	264		264	Rice, Raddish, C	Class 5	01718505253
5	Md. Firoz	Late Afsar	Kazi Nazrul	Bogra Sadar	Bogra	A2N	130		130	Rice, Chili	Class 5	01753323276
6	Md. Khokon Miya	Md. Ansar Ali	Norail	Bogra Sadar	Bogra	A3N	100		100	Rice, Potato, Bitt	SSC	01773481417
7	Md. Mir Kashem	Late Mohir Uddin	Norail	Bogra Sadar	Bogra	A3N	50		50	Rice, Potato, Rad	Class 5	01774987706
8	Md. Latif	Late Habibur	Shekherkh	Bogra Sadar	Bogra	A3N	70		70	Rice, Chilli	Class 5	01792530434
9	Md. Titu Miya	Md. Abu Taleb	Mohishbat	Bogra Sadar	Bogra	C2M	165		165	Rice, Potato, Cu	Class 9	01710515006
10	Md. Mukul Miya	Alhaj Md. Joynal	Shekherkh	Bogra Sadar	Bogra	B1M	495		495	Rice, Brinjal	HSC	01774948188
11	Md. Mithu Miya	Late Shonamohon	Vandar Pol	Bogra Sadar	Bogra	B2M	100		100	Rice, Cucumber, n/a	n/a	01732083381
12	Md. Harez	Late Nuru Islam	Kazi Nazrul	Bogra Sadar	Bogra	B2M	165		165	Gourd, Bitter Go	SSC	01723128828
13	Md. Dunu Miya	Late Bulu Miya	Mohishbat	Bogra Sadar	Bogra	C3N	33		33	Rice, Brinjal	Class 5	01784823968
14	Md. Rabbi	Md. Bablu Miya	Shekherkh	Bogra Sadar	Bogra	C2M	165		165	Rice, Chili	BA	01731951148
15	Md. Mamunur Rashid	Late Motiyar	Telkupi	Gabtolli	Bogra	B2N	165		165	Rice, Chili	SSC	01746901753

Figure: Data Entries Sample from Farmers Cards



Completed Till 22nd November 2014		
Region	Serial No.	Total Entry
Dinajpur	01- 1175	1175
Total		1175

Day Count	Year	Date	Day	Region	Serial No.	Amount	Weekly Total
1	2014	23-Nov	Sunday	Dinajpur, Jessore	1175-1208, 1-158	191	
2	2014	24-Nov	Monday	Jessore	159-362	204	
3	2014	25-Nov	Tuesday	Jessore	363-593	231	
4	2014	26-Nov	Wednesday	Jessore	594-851	258	
5	2014	27-Nov	Thursday	Jessore	852-1074	223	
6	2014	28-Nov	Friday				1107
7	2014	29-Nov	Saturday				
8	2014	30-Nov	Sunday	Jessore, Dhaka	1075-1082, 1-98	106	
9	2014	1-Dec	Monday	-	-	0	
10	2014	2-Dec	Tuesday	Dhaka	99-453	355	
11	2014	3-Dec	Wednesday	Dhaka, Bogra	454-571, 1-228	346	
12	2014	4-Dec	Thursday	Bogra	229-528	300	
13	2014	5-Dec	Friday				1107
14	2014	6-Dec	Saturday				
15	2014	7-Dec	Sunday	Bogra	529-557	29	
16	2014	8-Dec	Monday	Bogra	558-758	202	
17	2014	9-Dec	Tuesday	Bogra	759-958	200	
18	2014	10-Dec	Wednesday	Bogra	759-1155	197	
19	2014	11-Dec	Thursday	Bogra	1156-1310	154	
20	2014	12-Dec	Friday				782

Figure: Total Data Input Information from Farmers Card