

**ENTREPRENEURIAL EFFECTIVENESS OF AGRIPRENEURS IN
KERALA**

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DECLARATION

I hereby declare that this thesis entitled “**Entrepreneurial effectiveness of agripreneurs in Kerala**” is a bonafide record of research work done by me during the course of research and that the thesis has not previously formed the basis for the award of any degree, diploma, associateship, fellowship or similar title, of any other university or society.

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CERTIFICATE

Certified that this thesis entitled “**Entrepreneurial effectiveness of agripreneurs in Kerala**” is a record of research work done independently by Ms. Gopika Somanath (2006-21-116) under my guidance and supervision and that it has not previously formed the basis for the award of any degree, fellowship or associateship to her.

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INTRODUCTION

1. INTRODUCTION

Indian agriculture is undergoing a paradigm shift in the wake of the commercialization wave, which is rapidly inundating it from all quarters. The prime agenda before any developmental planner and economy watcher should be to put halt to the trend of diminishing income from farms and encourage farm entrepreneurship by all means. All out efforts are to be undertaken to keep subsistence at bay and march ahead with a commercial and diversified agriculture perspective.

Agriculture is not considered as a business activity or an industrial activity, but as a way of life. People are engaged in it because it is their traditional occupation. Without caring for developing an entrepreneurial culture in the farming community, it is aimed to straightaway industrialize the economy. This is like putting the cart before the horse. This neglect of agriculture amounts to slight away the importance of the foundation for a superstructure.

Kerala being predominantly an agrarian economy, in the context of economic development, entrepreneurial development has to be given top priority. The declining rate of growth of employment in the state and a very low value addition of less than 1 % in the agricultural sector necessitates the promotion of agro - enterprises in Kerala and the development of an entrepreneurial culture.

Present agricultural scenario is full of challenges and threats of international competition even in our local markets. Also there are many new opportunities available to rural people to make use of and enhance their remuneration from farming. Earlier the agricultural system was production based but modern agriculture sector is to be developed essentially on the lines of market based economy. In earlier times, farmer who produced more was considered successful farmer. But now farmer has to develop the competencies of effective marketing, presentation and quality maintenance on lines of national and international standards. The farmers have to

become agripreneurs where he identifies real business opportunities; draws holistic benefit from the support system and build the global competitiveness of their produce. It requires creating jobs and opportunities for self-employment in the rural areas. To accomplish this, we need expertise in stimulating and enabling the potential entrepreneurs in order that they launch agricultural and allied enterprises and successfully manage them. It is in this context that entrepreneurship development is important especially in agriculture.

Entrepreneurship development has made significant contribution in providing employment to millions of people, generating foreign exchange for the growing economy, producing import substitutes, contributing to value addition and utilizing the vast human and natural resources of the country. In view of the above contributions, entrepreneurship development through small enterprises has come to occupy crucial role in the economic progress of the nation. No country whether large or small, developed or developing can undermine the immense potential and contribution of the small enterprises. They have become all the more important in view of globalization and liberalization.

The development of rural entrepreneurship has gained the status of a national movement not only for industrial development, but also for solving the problem of unemployment. The need for the development of a 'spirit of enterprise' among the target population is felt more during the recent years mainly due to the failure of the trickle down theory to percolate the development benefits to the masses. Owing to the agricultural policy reforms, changing social, political and economic conditions for farming, and the development of new global markets it is essential for the farmers to turn to pluriactivity and diversification to secure their incomes.

An entrepreneurial economy, whether on the national, regional or community level, differs significantly from a non-entrepreneurial economy in many respects, not only by its economic structure and its economic vigorousness, but also by the social vitality and quality of life which it offers with a consequent attractiveness to people.

Economic structure is very dynamic and extremely competitive due to the rapid creation of new firms and the exit of 'old' stagnant and declining firms. It is populated with rapidly growing firms, gazelles as they are called in the literature of entrepreneurship. Gazelles are the key to economic development.

The creation of such an environment starts already at the national level with the foundation policies for macro-economic stability and for well-defined property rights as well as international orientation. Protection of the domestic economy hinders instead of fostering entrepreneurship. National agricultural policies such as price subsidies to guarantee minimum farm incomes and the keeping of land in production when over-production occurs are definitely counter-productive to entrepreneurship. The long run solution for sustainable agricultural development is only one, i.e. 'competitive agriculture'. While prices can set the direction, entrepreneurs who will meet the challenge of increasingly demanding international markets and who will find profitable alternative uses of land, alternative business opportunities and so on are needed. Therefore, policies and programmes targeted more specifically at the development and channeling of entrepreneurial talent, are needed. Policies to increase the supply of entrepreneurs, policies developing the market for other inputs into successful entrepreneurship, policies for increasing the effectiveness of entrepreneurs and policies for increasing demand for entrepreneurship can significantly speed up entrepreneurial activities at national, regional and community levels.

An appraisal of the entrepreneurial effectiveness can act as an information processing system providing vital data for rational, objective and efficient decision making regarding improving the entrepreneurial performance, identifying the training needs, managing career and setting levels of reward. The assessment of the performance and effectiveness of the agripreneurs would facilitate the identification of their entrepreneurial skills, potentials for development and their skill requirements. Case analysis of the successful and unsuccessful entrepreneurs which forms a part of the study will help to derive lessons from particular cases. This would in turn help in capacity building of the agripreneurs by enabling them in better

leveraging their strengths, understanding their weaknesses, honing their managerial skills and improving their professional competency. The components of entrepreneurial effectiveness identified would form a broader basis in formulating the course content in training and other extension education programmes for the agripreneurs and throw light on the critical human resource factors that are essential for the advancement of the entrepreneurial culture.

Need for the study

Agriculture in India and more so in Kerala, is viewed as a traditional occupation and way of life. The concept of 'agri-business' is in its infancy and has limited takers in the agrarian economy. This stands in the way of exploiting many an opportunity thrown open by the liberalized trade regimes and the resultant global market access. Hence an enterprise touch in the farm activities is the need of the hour to better equip the farmers to turn this tide in their favour. Every farmer is entrepreneurial to the extent that he/she sells at least some part of his/her produce in the market, during some point of time or the other. But it is the extent of entrepreneurial effectiveness that decides his/her relative position of advantage in the highly competitive market environment. In this perspective, the present study with its general objective of assessing the agri-business scenario in the state and measuring the agri-business performance of agripreneurs assumes importance.

Any programme to augment the entrepreneurial skills of the agripreneurs should be based on concrete data on the current level of performance of the agripreneurs. Thus the need for an instrument to measure the entrepreneurial effectiveness and the quantification of the parameter, which could serve as the foundation for the various entrepreneurship development initiatives was sought to be achieved through the investigation.

Objectives of the study

The general objective of the study was to measure the entrepreneurial effectiveness of the agripreneurs in Kerala using a scale developed and standardized for the purpose. The study also aimed at identifying the constraints in agripreneurship development and suggesting a suitable strategy for improving the effectiveness of the agripreneurs. The working objectives of the study were as follows:

1. To inventorize the successful agri - enterprises in the selected districts of Kerala.
2. To develop and standardize a scale to measure the entrepreneurial effectiveness of the agripreneurs.
3. To measure the entrepreneurial effectiveness of the agripreneurs in Kerala with the developed scale.
4. To delineate the important components of entrepreneurial effectiveness of the selected agripreneurs.
5. To study the relationship between the socio – economic factors and the entrepreneurial effectiveness of the agripreneurs.
6. To identify the entrepreneurial constraints as perceived by the agripreneurs.
7. To conduct focused group interviews and suggest a suitable strategy to improve the effectiveness of the agripreneurs.

Scope of the study

An appraisal of the entrepreneurial effectiveness can act as an information processing system providing vital data for rational, objective and efficient decision making regarding improving the entrepreneurial performance, identifying the training needs, managing career and setting levels of reward. The assessment of the performance and effectiveness of the agripreneurs would facilitate the identification of their entrepreneurial skills, potentials for development and their skill

requirements. Case analysis of the successful and unsuccessful entrepreneurs which forms a part of the study will help to derive lessons from particular cases. This would in turn help in capacity building of the agripreneurs by enabling them in better leveraging their strengths, understanding their weaknesses, honing their managerial skills and improving their professional competency.

The components of entrepreneurial effectiveness identified would form a broader basis in formulating the course content in training and other extension education programmes for the agripreneurs and throw light on the critical human resource factors that are essential for the advancement of the entrepreneurial culture.

Limitations of the study

The universe of investigation was restricted to three districts of the state; one each representing the North, Central and South zones and the agripreneurs undertaking the predominant agri-business activities in the districts. Hence the findings and recommendations made and strategies devised may not hold good for all the districts and enterprises in the state. The findings of the study are based on the perception and ability of verbal expression of the respondents. Hence, the objectivity of the study is conditioned to the extent of frank and fair expression of the opinions by the respondents. Since the attempt to inventorize the agro-enterprises in the selected districts was the first ever of its kind, the researcher faced all limitations due to the lack of properly documented information and secondary data in this regard. Above all, since the study was a single researcher investigation as part of the requirements for the Doctoral Degree Programme the limitations of time and resources were also encountered at various stages of the investigation. In spite of all these limitations, every care was taken to make the study as scientific and objective as possible.

Organization of the thesis

The dissertation is organized to have five chapters. The introductory chapter gives a brief exposition on the global and Indian agro – entrepreneurship scenario, and the need, scope, objectives and limitations of the study. In the second chapter, a comprehensive review of the relevant literature having a bearing on the investigation is presented.

The research methodology together with the micro-environments of the respondents has been described in the third chapter. This chapter encompasses details on the selection of the study area, sampling techniques employed, development of a scale to measure the entrepreneurial effectiveness, measurement of the variables, techniques used in data collection and the statistical tools employed to analyze the data.

The findings and discussion has been presented objective-wise in the fourth chapter. The fifth chapter summarizes the report highlighting the salient findings and implications of the study. The bibliography, appendices and abstract of the report has been included under the subsequent heads.

THEORETICAL ORIENTATION

2. THEORETICAL ORIENTATION

2.1 Terminologies related to entrepreneurship

2.1.1 Enterprise

Merriam-Webster Online Dictionary (2009) defines enterprise as a project or undertaking that is especially difficult, complicated, or risky.

2.1.2 Entrepreneur

The term 'entrepreneur' is derived from the French word 'entreprendre' meaning 'to undertake'. In France, in the 16th Century, the leader of a military expedition was termed an entrepreneur.

Schumpeter (1954) defined an entrepreneur as an innovator who works out new combinations of the factors of production and distribution.

The innovations that he is supposed to carry out are:

- (i) the introduction of new goods.
- (ii) The introduction of new methods of production.
- (iii) The opening of new markets.
- (iv) The conquest of new sources of raw materials or half manufactured goods.
- (v) Carrying out of new organization of the industry.

Mc Clelland (1961) defines an entrepreneur as 'Someone who exercises some control over the means of production, and produces more than he can consume in order to sell/exchange it for individual / household income'.

Drucker (1985) defines an entrepreneur as 'one who always searches for change, responds to it and exploits it as an opportunity. Entrepreneurs innovate. Innovation is a specific instrument of entrepreneurship'.

Ripsas (1998) stated that entrepreneur is a bearer of uncertainty, who is compensated for by the residual income called profits. According to him, the primary function of an entrepreneur is to decide what to do and how to do it, without being certain about the possible future benefits.

Khanka (2002) defined entrepreneur as a person who tries to create something new, organizes production, undertakes risks and handles economic uncertainties involved in an enterprise.

Bheemappa (2003) defined entrepreneur as an innovator who introduces something new to the economy. He is a person who is capable of making informed investment decisions, taking calculated risks under conditions of uncertainty; plan, innovate and take prompt and wise decisions in the selection of a product, product mix, technology mix and marketing.

Mark Casson (2003) conceptualized an entrepreneur as someone who specializes in taking judgmental decisions about the co-ordination of scarce resources. He characterized them as active planners, who invest heavily in decision making.

Palanivelu and Rajanarayanan (2005) defined entrepreneur as one who introduces changes, innovations and new order and brings resources, labour, materials and other assets into combinations that make their value greater than before.

Haugen and Vik (2008) suggests that, among farmers, entrepreneurs are a distinct type of farmers characterized by a strategic interest in the creation of additional activities on the farm, that cannot be described as traditional farming.

Badi and Badi (2007) defined an entrepreneur as a person with vision, original idea, decision making and daring to try; one who acts as the leader and the boss of the show, one who decides how business has to be done, who co-ordinates and arranges all the factors of production, one who has expertise in the field, who anticipates the market trends and demand patterns and prices.

Rao (2008) characterized an entrepreneur is a person who has the ability to identify a real market for a product or service idea, can price it economically and make the whole venture sustainable. Further, according to him, the term entrepreneur could also pertain to a business innovator whose creative vision leads to a venture that builds and adds value to an existing supply chain, contributes to a country's productivity and generates employment opportunities.

2.1.3 Entrepreneurship

Dabson, B. and Malkin, J (2003) described entrepreneurship as the process through which entrepreneurs create and grow enterprises.

European Commission (2003) defined entrepreneurship as the mindset and process to create and develop economic activity by blending risk taking, creativity and/or innovation with sound management within a new or an existing organization.

Per Davidsson (2004) stated that entrepreneurship consists of the competitive behaviours that drive the market process. It is a micro-level behaviour that has macro-level implications. They thereby drive the market process in one or more of the following ways:

- a. They provide customers with new choice alternatives, potentially giving some of those customers more value for money.
- b. They stimulate incumbent actors to improve their market offerings in their turn which increases efficiency and /or effectiveness of those actors.

c. If successful, they attract new entrants to the market, thus further increasing the competitive pressures towards improved efficiency and effectiveness.

2.1.4 Intrapreneurship

Pinchot (1985) coined the term 'Intrapreneurship' to describe entrepreneurial-like activities inside organizations and government. Intrapreneurship refers to the establishment and fostering of entrepreneurial activity in large organizations which results in incremental improvements to the existing products and services and occasionally to brand new products. The concept is commonly referred to as Corporate Entrepreneurship.

Stoner and Freeman (1995) defined 'intrapreneuring' or 'corporate entrepreneurship' as the process of extending the firm's domain of competence and corresponding opportunity set through internally generated new resource combinations.

Bridge, O'Neill and Cromie (2003) highlighted the importance of recruiting, spotting and using people with entrepreneurial talent, who are motivated to use their abilities and initiative and do something on their own, but who may not want to start their own business. These internal entrepreneurs have been referred to as the intrapreneurs.

2.1.5 Agri - business

The term agri-business was coined by the economists Davis and Goldberg in 1957 at the Harvard Business School.

Davis and Goldberg (1957) defined agribusiness as the sum of all operations involved in the manufacture and distribution of farm supplies, production operations on the farm, storage, processing and distribution of farm commodities and items made from them.

Ricketts and Rawlins (1999) conceptualized agri-business as any profit motivated enterprise that involves providing agricultural supplies and/or the processing, marketing, transporting and distribution of agricultural materials and consumer products.

Johnston et al. (2000) states that the classic model of agri-business centers on the vertical integration of all stages in the food production process, in which the manufacture and marketing of technological farm inputs, farming and food processing are controlled by a single agro-food corporation.

Prakash (2000) points out that agri-business has been significant creator of seasonal jobs in India and has improved the self-employment opportunities among the rural poor, especially women.

Erickson et al. (2001) defined agri – business as all those business and management activities performed by the firms that provide inputs to the farm sector, produce farm products and / or process, transport, finance, handle or market the farm products.

Krech et al. (2004) regards agribusiness as the business engaged in the processing and transportation of agricultural products, after they leave the farm as well as in producing and distributing all inputs to farms that do not originate in them. So, defined, agribusiness involves three distinct systems and types of institutions namely the farmer-based agri-business, the elite agri-business and the industrial agri-business.

2.1.6 Agripreneur / agripreneurship

Jhamtani (1996) opined that agricultural entrepreneur is a person who organizes, manages and assumes the risk of an agro-enterprise. Entrepreneurs are self employed and income generating persons.

Goel (2002) states that agripreneurs are job-producers, not job-consumers. They transform agriculture into agri-business.

Agripreneurship

Macher (1999) considers agripreneurship as the profitable marriage of agriculture and entrepreneurship; more plainly, turning the farm into a business. Agripreneurship is a mental attitude that can give the strength and motivation to break from tradition.

2.1.7 Effectiveness

Houck (1979) defined effectiveness as the degree to which the goal that has been set for an operating task is attained in terms of quality and completion.

Bhattacharya (1983) explained that effectiveness may be defined as the value of output to a recipient or a market, keeping the socio-economic condition in mind. Effectiveness is not merely output. It also means arraying of efforts in such a way that the result is obtained at the deployment of the minimum amount of effort spread in a short span of time. Effectiveness is *sine qua non* for productivity improvement.

Stoner and Freeman (1995) are of the view that effectiveness involves ‘choosing the right goals’. A manager who selects an inappropriate goal is an ineffective manager, even if the production is carried out with maximum efficiency.

Fitz-enz (2001) opines that effectiveness implies something beyond productivity. It embodies an expectation of desirability. It is not only doing something well but doing the important thing well. It is this issue of importance which brings in the subjective nature of quality and makes it more difficult to measure than productivity.

Drucker (2007) defines effectiveness as ‘doing the right thing’ and efficiency as ‘doing things right’. Effectiveness can be learned and is the key to an organization’s success.

2.1.8 Managerial Effectiveness

Reddin (1970) defines managerial effectiveness as the extent to which a manager achieves the output requirement of his position and is measured in terms of output rather than input.

Bhattacharya (1983) stated that managerial effectiveness is the relationship between performance and task objectives, and between achievement assessed against goals and purposes within the constraints imposed by the manager himself, by his position in the organization and by the socio-economic environment.

Anantharaman (1991) in his study on the managerial efficiency of the cassava farmers in Kerala found that the farmers exhibited high degree of efficiency in planning, labour management, financial management and marketing management. They were not found to be efficient in information management and production management. The managerial components namely planning, information management and financial management were found to be relatively more important than the other components, with regard to their profit from the enterprise.

Drucker (2002) held that the measure of the managerial effectiveness is the manager’s ability to ‘get the right things done’. This usually involves doing what other people have overlooked as well as avoiding what is unproductive. Intelligence, imagination, and knowledge may all be wasted in a managerial job without the acquired habits of mind that mould them into results.

Drucker identifies five practices essential to business effectiveness that can, and must, be learned:

- Management of time
- Choosing what to contribute to the practical organization
- Knowing where and how to mobilize strength for best effect
- Setting up the right priorities
- And Knitting all of them together with effective decision making

2.1.9 Entrepreneurial behaviour

Seema (1997) examined the factors affecting the entrepreneurial behaviour of the agricultural students and found that majority of the unemployed graduates, undergraduates and the male respondents in general had high level of entrepreneurial behaviour. Self esteem, sociability, innovation proneness, self confidence, attitude towards competition, management orientation, persuasiveness and self reliance were found to be significantly and positively correlated to their entrepreneurial behaviour.

Senthilvinayagam (1998) conducted a study on the agri - business operators in Kerala and observed that majority of the respondents exhibited moderate to very high entrepreneurial behaviour and had high to very high agri - business performance. Comparison of the commercial farmers, on - farm and off - farm agri - business operators revealed no significant difference among them with respect to both entrepreneurial behaviour and agri - business performance.

Littunen (2000) emphasized that becoming an entrepreneur and acting as an entrepreneur are both aspects of the entrepreneur's learning process, which in turn has an effect on the personality characteristics of the entrepreneur. According to his empirical findings, the entrepreneur's drive to solve problems (= mastery) increase, and control by powerful others decrease since the start-up phase. Changes in the entrepreneur's relations with others were also observed to have an effect on the entrepreneur's personality characteristics. The study also reveals that the number of

co-operative partners decreased, and that, since the start-up phase, entrepreneurs whose personal relations had increased also showed a clear increase in mastery.

Solanki et al. (2003) measured the entrepreneurial behaviour of the commercial potato growers in Gujarat and reported that 65.56 per cent of the respondents exhibited medium levels of entrepreneurial behaviour while 18.52 fell in the low entrepreneurial behaviour category. Only 15.92 per cent of the respondents were reported to possess high levels of entrepreneurial behaviour.

Global Entrepreneurship Monitor (GEM) (2003) study reveal that India scored 17.9 on the Total Entrepreneurial Activity (TEA) index, as compared to the United States score of 11.3. The index indicates the start-up efforts among the population. Hence it can fairly be said that in the developing countries, the individuals have more entrepreneurial spirit compared to the developed countries. (Venkatachalam and Waqif. 2005).

2.2 Entrepreneurial effectiveness

Fitz-enz (2001) enlisted the basic principles of objective business performance / effectiveness measurement as:

- a. The productivity and effectiveness of any function can be measured by some combination of cost, time, quantity and quality indices.
- b. The measurement system promotes productivity by focusing attention on the important issues, tasks and objectives.
- c. Professionals and knowledge workers are best measured as a group.
- d. Managers can be measured by the efficiency and effectiveness of the units they manage.
- e. The ultimate measurement is not efficiency but effectiveness.

The highest form of organizational excellence is to create the greatest good with the least input. That is, more than being efficient. It implies being maximally efficient and productive with materials and people. In addition, it requires that the resources are directed towards the objectives which are most prized. That is, focusing on results, doing the right thing at the right time, and serving short term as well as long term goals.

Narayan and Geethakutty (2003) measured the level of entrepreneurial success among women entrepreneurs in agri-business using an Entrepreneurial Success Index (ESI) developed and found that the ESI values of the entrepreneurs ranged from 0.43 to 0.91. 26.67 per cent each of the respondents high and medium levels of success while those with very high and very low levels of success constituted 21.67 and 25.01 per cent respectively.

Timmons et al (2005) examined the relationship between entrepreneurial effectiveness and networking and concluded that, effective entrepreneurs are:

- More likely than others to systematically plan and monitor the network activities.
- Able to chart their present network and discriminate between productive and symbolic ties.
- Able to stabilize and maintain networks in order to increase their effectiveness and efficiency and undertake actions towards increasing their network density and diversity.
- Able to leverage and create value for their networks.

Krueger (2002) regarded entrepreneurship as arguably a firm-level phenomenon that can be measured in terms of his or her firm's performance. The firm performance is a function of organizational as well as individual level behaviour. The fact that the organizational - level behaviour is a predictor of the key entrepreneurial effectiveness criterion of firm performance would seem an independently noteworthy

reason for adopting an organizational – level perspective on the entrepreneurial process.

2.2.1 Production management effectiveness

IIT, Mumbai (2006) conceptualizes that effective production management involves understanding of the characteristics of various types of production systems, identification of the dynamics of the different phases of the management process, realizing the potential of different analytical tools, learning the nuances of the implementation of these tools, visualizing the impact of various uncertain situations and developing the ability to react under various scenarios to achieve consistently excellent business results.

Chen and Liaw (2001) evaluated the achievement levels of 14 production management subjects from 50 large-scale manufacturing firms, to understand the status of production management in Taiwan and proposed an approach to improve the production management (PM) of a firm through examining its resource utilization and product competence. Significant correlation has been found between resource utilization, product competence and production management.

Kakouris and Polychronopoulos (2005) reported that Enterprise Resource Planning (ERP) is an effective tool for Production Management. It is independent of the size of the company and an Enterprise Resource Planning System can either boost or doom a company, if implemented successfully or unsuccessfully.

Chen and Liaw (2006) in an effort to propose a pattern analysis method to help firms in Taiwan rectify weaknesses of production management and thus promote their business performance observed the business performance not to be completely correlated with the achievements of production management. Moderate production planning can provide optimal business performance.

2.2.2 Finance management effectiveness

Mishra and Morehart (2001) opine that the Operators' labor and management income (OLMI) may be used as a measure of financial success of enterprises. They observed that the farm size, farm organization, level of education, and participation in extension activities and use of extension agents are important factors influencing Operators' Labor and Management Income (OLMI) of dairy farms. Further, forward contracting of inputs and other measures for controlling variable costs are also important factors in determining the financial success of dairy farms.

Praag (2003) found that initial capital constraints hinder entrepreneurs in their performance, even when control is gained over the various human capital and other factors that might affect both performance and credit scoring outcomes.

Sihler et. al (2004) noted that effective and smart financial management is essential in small business to ensure that the firm's financial management is in harmony with the firm's strategy. Smart financial management addresses the three major concerns of the small business owner viz.

- Not running out of money
- Wisely allocating the firm's financial resources
- Exiting from the business with the value created

The first two aspects are common to all businesses, but are of particular concern to the entrepreneur, because to the small business's limited access to funds.

Tucker and Lean (2004) examined how a finance gap for small firms might be addressed by means of government policy to support informal financing initiatives. The results suggest that a debt finance gap may exist for a minority of firms, though an equity finance gap may represent a more significant issue for small firms.

2.2.3 Labour management effectiveness

Brand and Bax (2002) explored the growing importance of Strategic Human Resource Management (SHRM) for small and medium-sized enterprises (SMEs) and proposed the application of the Strategic Labour Allocation Process – model (SLAP) as a tool to analyze HR problems in SMEs. This model focuses on the balance between the supply of and the demand for labour on a firm level.

Wang and Shyu (2008) revealed that the strategy fit between a firm's business and Human Resource Management (HRM) strategy has a positive and direct impact on HRM effectiveness and labor productivity. HRM effectiveness could directly increase labor productivity while strategy fit strengthened the relationship between HRM effectiveness and labor productivity.

Singh and Vohra (2009) examined the level of formalization of human resource management in small and medium enterprises (SMEs) in India and found that the level of formalization of Human Resource Management (HRM) systems in SMEs was low and owner-managers played a central role in the human resource (HR) functions of their enterprises. Compared to small enterprises, the level of formalization was found to be higher for medium enterprises. The level of formalization increased with increase in employee strength. An inverse relationship between the extent of involvement of the owner-manager in managing human resources and the existence of a formal policy for HRM was evidenced.

2.2.4 Marketing management effectiveness

Bruggen et al. (2001) conceptualized the impact of information technology on marketing decision making and found that managerial expertise favours the transformation of data into market insights. Marketing management support systems, also being the result of advances in information technology, are tools that can help marketers to benefit from the data explosion. The analysis points out that the

combination of marketing data, managerial judgment, and marketing management support systems will be a powerful force in improving marketing management.

Mishra (2006) identified the major problems faced by the agripreneurs in effective marketing of agricultural commodities as the widely scattered and heterogeneous markets, inadequate transportation facilities, seasonal fluctuations in demand, inadequacy of retail outlets, differences in rural and urban consumer behaviours and inadequate ware housing facilities.

Nirankar and Rickey (2007) reveals that most of the small scale industries in Meghalaya are adopting direct selling marketing strategy rather than indirect selling strategy and produce the product mainly to cater the local market demand. A majority of the first generation tribal entrepreneurs are educated and more than one fourth of them are women.

2.2.5 Risk management effectiveness

Scarborough and Zimmerer (2006) Effective management of risks in small business requires the adoption of a combination of four risk management strategies *viz.* risk avoidance, risk reduction, risk anticipation and risk transferring (or risk spreading).

Nanduri and Nadella (2007) identified the principal risk management strategies adopted by the farmer producers as enterprise diversification, integrated pest and disease management, crop insurance (yield and rainfall based), contract farming, commodity exchanges, vertical integration by agri- business firms, warehousing and availing the cold chain facilities.

Manfredo and Richards (2007) analyzed the risk management strategies for the dairy co-operatives and found that combinations of forwards, swaps, and cash marketing strategies for output, along with various forward contracts offered to cooperative members to manage the variability of milk revenues have the potential to improve

the performance of the cooperatives and ultimately the member-level risk-return performance. Because most cooperatives have limited access to equity capital, effective use of available risk management tools can increase cooperative value by increasing debt capacity, avoiding bankruptcy costs, and preventing the distortion of capital budgeting decisions. Moreover, the offering of risk management tools to individual members as a service may prove valuable in the retention of these members in the cooperative.

2.2.6 Time management effectiveness

Berki and Berde (1999) defines the complex and multi-sided task of time management as the basic function of managerial work in the future. The time is one of the most restrictive resources and time management is a multisided, complex managerial task

Drucker (2002) emphasized that time is important to manage because the supply is fixed, and cannot go up regardless of the demand. Entrepreneurs who don't understand where there time goes will end up sleeping less, working more, and ending up with burn-out. Drucker suggests keeping a time journal.

Claessens,et al (2007) found that effective time management behaviours relate positively to perceived control of time, job satisfaction, and health, and negatively to stress. Time management training seems to enhance time management skills, but this does not automatically transfer to better performance.

2.3 Socio – personal variables

2.3.1 Age

Ratnam (2002) revealed that majority (60.33 per cent) of the commercial sunflower farmers in the Kurnool district of Andhra Pradesh belonged to the middle age

category, followed by those belonging to the young (37.71 per cent) and old (3.96 per cent) age categories.

Mathilagan and Manivannan (2006) reported that over half (58 per cent) of the rural women dairy entrepreneurs in Tamil Nadu belonged to the young age category, followed by 30 per cent and 12 per cent of the respondents belonging to the middle and old age categories respectively.

2.3.2 Educational status

Gurubalan (2007) reported that majority (48%) of the copra unit owners in Kerala had high school education, followed by those with middle school (34.70%), primary school (13.3%) and college level (4%) education.

Elizabeth (2007) reported in a study on the women entrepreneurs in Nigerian that 60 per cent of them had no formal education, compared to 40 per cent possessing formal education. The maximum education attained by those with formal education was up to the secondary level.

2.3.3 Annual income

Narayan (2002) reported that majority of the women entrepreneurs in Kerala earned an annual income of Rs 10,000 to Rs 50,000. While 16.67 per cent earned less than Rs 10,000 per year, a comparable 15 per cent of the respondents earned between Rs 50,000 and Rs One lakh. Only 8.33 per cent of the respondents were reported to earn incomes above Rs One lakh per year from the enterprise.

Reddy (2003) assessed the entrepreneurial behaviour of the sericulture farmers in the Chittoor district of Andhra Pradesh and found that the annual income of the farmers had a positive and significant relationship with their entrepreneurial behaviour.

2.3.4 Social participation

Gurubalan (2007) analyzed the entrepreneurial behaviour of coconut-based unit owners and reported that nearly half (49.34 per cent) of the copra unit owners had low level of social participation followed by those with the medium (33.33 per cent) and high (17.33 per cent) levels of participations.

2.3.5 Extension agency contact

Himaja (2001) examined the extension orientation of the women entrepreneurs under the Swarnajayanti Gram Swarozgar Yojana (SGSY) and found that nearly two-thirds (63.33 per cent) of the respondents had medium level of extension contact followed by 20 per cent of the respondents with low and 16.67 per cent of the respondents with high levels of extension contacts respectively.

Isife (2007) reported that the use of extension services provided by the private extension agencies in South-Eastern Nigeria, by the commercial farmers were very poor. The major factors affecting their contact with the extension agencies were the high cost of the farm inputs, irregular availability of the improved planting materials and agro-chemicals, high cost and scarcity of veterinary drugs, lack of trainings, workshops and extensions fairs for the farmers and high transportation cost in locating the firms.

2.3.6 Mass media exposure

Reddy (2003) revealed that majority (73.33 per cent) of the sericulture farmers in the Chittoor district of Andhra Pradesh possessed medium levels of mass media exposure while an equal percentage (36.67 per cent) of the respondents possessed low and high levels of exposure to the mass media.

Hassan (2008) observed that a majority 52.22% of the farmers had low level of exposure to Information and Communication technology (ICT). While 31.11% of them had medium level of exposure, only 16.66% of the respondents had high level of exposure to ICT.

2.3.7 Trainings received

Mathiyalagan and Subarmanian (1999) identified that the major training needs of poultry farmers as perceived by the change agents included disinfection of poultry shed (66.67 per cent), appropriate feed ingredients and feed mixing (52.63 per cent), litter management (58.82 per cent) and different marketing systems of eggs and culled birds (60 per cent).

Singh and Nandae (2001) observed that the most important areas in which training was required by the fish farmers of Madhya Pradesh were composite fish culture followed by prawn culture, carp hatchery management, fish-cum-duck culture, gill net making and transportation and fish preservation.

Jyothi (2003) pointed out that in any entrepreneurship development training, emphasis should be to create a favourable attitude towards self - employment, develop entrepreneurial ability and enhance the self - confidence levels of trainees, which in turn would encourage them to establish enterprises or business ventures.

Okorley et al. (2005) assessed the training received by the commercial vegetable growers in the Central region of Ghana and found that the training received was grossly inadequate. Maximum training need was identified in the areas of (knowledge and skill) Integrates Pest Management (IPM), first aid in agro-chemical poisoning, Agro-Ecosystem Analysis (AEA) and repair of application equipments.

Skuras et al. (2005) noted that human capital processes leading to the accumulation of codified knowledge, such as education and training and, to a lesser extent work, and managerial experience, generate a significant impact on business growth. Thus, entrepreneurial human capital support programmes should be de-centralized and territorially defined in order to become more flexible and selective, and suit local idiosyncrasies and needs.

2.3.8 Reasons for venturing into entrepreneurship

Khajuria and Sinha (2000) in a study on the emerging socio-psychological profile of the successful women entrepreneurs of Jammu and Kashmir revealed that the most important push factors to set up businesses were to 'keep busy' followed by 'ambition' and 'financial necessities'.

Nair (2000) pointed out that the major drives which induce women to take up entrepreneurship are to earn money, to keep themselves busy, to fulfill their ambition of self-dependence, to provide employment and the associated social prestige.

Venkatachalam and Waqif (2005) attribute the growing interest in entrepreneurship in India to rising unemployment rates due to worker displacement associated with the introduction of new technologies, high population growth rate, growth rate in the labour force and the declining mortality rate.

2.3.9 Diversification of agribusiness

Eikeland (1999) reported that more than two-thirds (69 per cent) of Norwegian farms were pluriactive and, of these, the majority (51 per cent) focused on additional business activities rather than paid employment. Many farmers chose to start an additional enterprise besides the farm business to facilitate the diversification attempt (Djurfeldt and Waldenstrom, 1999; Kaikkonen, 2005).

Carter and Ram (2003) states that farm diversification is closely related to ‘portfolio entrepreneurship’ whereby a person or a group engages in multiple business ownership. Farmers starting additional businesses might therefore be seen as portfolio entrepreneurs. In a study in the UK, Carter(1998), calculates that 21% of the business owners in agriculture are portfolio entrepreneurs.

Alsos et al. (2006) remarked that the farmers who chose to diversify their business interests after creating one well functioning and resource rich business are able to transfer a greater volume of resources into their new ventures. Resource transfer is particularly apparent when the activities of the new business venture are closely related to the farm business, in terms of horizontal or vertical expansion. (Alsos et al., 2004). Resource transfer is both positively and negatively related to the new venture’s profitability performance. While the transfer of physical resources appeared to enhance the new venture’s profitability, the transfer of organizational and knowledge-based resources appeared to reduce it.

Haugen and Vik (2008) noted that diversification as a strategy for greater economic viability includes transforming and often expanding upon the farm activities by employing unconventional uses of on–farm resources.

2.4 Entrepreneurial attributes

2.4.1 Achievement motivation

Singh (1998) from the findings of a seven-year follow-up study of agricultural entrepreneurs of high and low achievement motivation observed that agriculture entrepreneurs with high *n*-Ach continue to increase their productivity more than their counterparts. In addition, the study also lend support to the thesis that *n*-Ach is stable over time.

Narayan (2002) in a study on the women entrepreneurs undertaking agri-business in Kerala observed that majority (58.4 per cent) of the respondents exhibited medium levels of achievement motivation, while 13.3 per cent of the entrepreneurs ranked low in the trait. More than one-fourth (28.3 per cent) of the respondents were found to have high levels of achievement motivation.

Burns (2003) noted that owner-managers and entrepreneurs typically have a high need for achievement; a driving force that is particularly strong for entrepreneurs. Often money is just a badge of achievement to the successful entrepreneur and is not an end in itself.

Collins et al. (2004), from a meta-analysis of achievement motivation and entrepreneurship among students revealed that the individuals who pursued entrepreneurial careers scored significantly higher on achievement motivation than the individuals who pursued other types of careers.

2.4.2 Self confidence

Jhamtani et al. (2003) in an investigation on the entrepreneurial orientation of the educated unemployed youth revealed that none rated themselves 'very high' in confidence. While 40.44 per cent of the youth possessed medium level of confidence, 28.88 per cent were found to be low in their confidence levels. A considerable 25.77 percent scored high in the trait.

Arenius and Minniti (2005) indicated that the entrepreneurs have confidence in their own skills and abilities as well as a high need for achievement (Collins et al., 2004; Smith-Hunter et al., 2003). This may result from knowing other entrepreneurs or having encouraging family members who serve as role models.

2.4.3 Personal resourcefulness

Kanungo and Menon (2004) suggested that the personal resourcefulness of manager is a constellation of three generic competencies— affective, intellectual and action-oriented, which helps him/her to deal with the non-routine, non-programmable aspects of the managerial role.

Misra and Kumar (2000) conceptualized the 'entrepreneurial resourcefulness' model to explain various aspects prompting an entrepreneur to identify opportunities and thereby regulate and direct her/his behaviour to make the best use of these opportunities. The model elaborates three entrepreneurial competencies—cognitive, affective and action oriented.

2.4.4 Attitude towards self employment

Parimaladevi et al. (2006) identified the most important factor influencing the establishment of agri-business units by the trainees under the 'Agri-clinics and Agri-business Scheme' in Kerala as the attitude towards self employment, followed by their entrepreneurial ability and self confidence. Hence, focus on promoting a positive attitude towards self employment, development of entrepreneurial ability and enhancement of the self confidence of the trainees acquires importance in the promotion of agri-business.

Levenburg and Schwarz (2008) carried out a comparative study of the entrepreneurial orientation of the undergraduate business students in India and the United States (US) revealed that the Indian youth demonstrate significantly higher level of interest in starting new ventures than their counterparts. While slightly over half (53.5 per cent) of the US students expressed a desire to start their new ventures, a strikingly higher percentage (82 per cent) of the Indian students expressed a desire to start their own enterprises.

2.4.5 Internal locus of control

Engle et al. (1997) stressed that the entrepreneurs must ideally possess an internal locus of control which is defined as the amount of personal responsibility they perceive and accept for their behaviour and its consequences.

Smith-Hunter et al. (2003) noted that the entrepreneurs with an internal locus of control believe that they can personally control events and consequences in their lives and business, while the opposite is true for those with an external locus of control. In cultures with strong belief system in self determination (i.e., internal locus of control), there tends to be higher rates of entrepreneurial activity.

2.4.6 Risk orientation

Zimmerer and Scarborough (2002) observed that the members of generation X (those born between 1965 and 1990) do not perceive launching a business as a risky career path. Described as the most entrepreneurial generation in the history, they account for approximately 70 per cent of the new business start-ups in the United States.

Jhamtani et al. (2003) in a study on the entrepreneurial orientation of the educated unemployed rural youth found that, majority (52.88 per cent) of the respondents were high risk takers, while the low risk takers constituted only 2.66 per cent of the respondents. The moderate risk takers constituted 31.11 per cent and only 0.88 per cent belonged to the very high risk taking group.

Stewart and Roth (2004) based on meta-analysis concluded that the entrepreneurs have a higher risk propensity (the tendency to take or avoid risks) than the non-entrepreneurs.

2.4.7 Economic opportunism

Stewart et al. (1996) pointed out that the act of visioning and launching a new business necessarily involves identifying and pursuing an opportunity.

Kulkarni (2000) held that for an entrepreneur to exploit an opportunity, the push factors like i) the existence of economic opportunity ii) sympathetic cultural forces iii) supportive government action and iv) strong personal values and traits are essential.

Burns (2003) clarifies that the entrepreneurs see opportunities where others see problems. They seek out opportunities to make money. Whereas ordinary mortals dislike the uncertainty brought about by change, entrepreneurs love it because they see opportunity and they do not mind the uncertainty.

Arenius and Minniti (2005) concluded that opportunity perception is the most distinctive and fundamental characteristic of entrepreneurial behaviour.

Ucbasaran et al. (2009) found that experienced entrepreneurs identified more opportunities and exploited more innovative opportunities with greater wealth creation potential. Entrepreneurs that had owned more than 4.5 businesses, however, identified fewer opportunities. The nature of prior business ownership experience also shaped opportunity identification behavior.

Sakalaki et al. (2007) explored the relationship between the two defecting strategies used by the entrepreneurs based on the manipulation of information; namely, economic opportunism and machiavellianism and concluded that the two concepts were positively correlated, based on statistically highly significant positive correlation scores. In situations of asymmetric information where they held the advantage, high Machs adopted more opportunistic strategies, showing the greatest

inclination to maximize their own profit. High Machs showed less trust in potential economic partners, whom they regarded as untrustworthy maximizers.

2.4.8 Innovativeness

Narayan (2002) reported that 60 per cent of the women entrepreneurs in Kerala showed medium levels of innovative behaviour while 20 per cent each of the respondents belonged to the high and low level categories.

Burns (2003) was of the view that innovation is the prime tool used by the entrepreneurs to create or exploit opportunities. Entrepreneurs link innovation to the market place so as to exploit an opportunity and make their business grow.

Wang and Costello (2009) investigated the innovations in small businesses and found that that innovation intensity is dependent on the availability and sufficiency of financial and human resources. Furthermore, an organizational culture supporting new product development and an innovation-conducive structure/mechanism were found to influence the innovation outcomes. Evidence also revealed that firm-level innovation was influenced internally by the senior executives' experiences and externally by market dynamism.

2.4.9 Market perception

Blesa and Ripollés (2003) concluded that entrepreneurial proactiveness has a positive effect on market orientation, which again in turn has a positive effect on business profitability and sales growth.

Naude et al. (2003) found that among the single item variables age, location, and length of tenure all impacted upon levels of internal marketing orientation (IMO) . In the case of the more complex "person \times situation" multi-item variables, the most important determinants were found to be the perceived market orientation of local

managers and direct managers/supervisors, as well as aspects of communication, socialization, and workplace satisfaction.

Voon (2006) established that the service-driven market orientation (SERVMO) that consists of six components (customer orientation, competitor orientation, interfunctional orientation, performance orientation, long-term orientation, and employee orientation) has a significantly strong and positive relationship with service quality.

Shiu and Walker (2007) rated the small firms lower in the ability in and efforts on a number of possible indicators of the ripeness of the contexts for new product market visioning, compared to the larger firms.

2.4.10 Strategic visioning

Dhar (2003) pointed out that the role of entrepreneurs consists not only of managing their own enterprises vis - a - vis the other firms, but also being strategic enough to compete and co - exist with them.

Burns (2003) opined that to succeed, the entrepreneurs need to have a clear vision of what they want to achieve – a vision that stays with them giving them direction when there is uncertainty all around. This is a part of the fabric of their motivation.

Finkelstein et al. (2008) assessed a strategic visioning method called vision by design which conceives visioning as a practical tool of management, whose power stems from the facilitation of strategic conversations among stakeholders and the reflexive engagement of business leaders in past-present-future thinking. In undertaking corporate regeneration, they recognized the need for a vision that was comprehensive, inclusive and dynamic, but also realistic and grounded in the history and present circumstances of the business.

Burns (2003) concluded that the core of the entrepreneurial approach to doing business is the development of relationships and networks – with customers, staff, suppliers and all the stakeholders in the business, which arises from the strategic vision of the entrepreneur. It is the personal touch that distinguishes them from the faceless, grey suited managers in large companies. These relationships build into an invaluable network of contacts and goodwill- based essentially on trust and respect- that can be used whenever the firm needs to change or do something just a little more risky than the average firm.

2.5 Economic dimensions of the enterprise

Tiwari (2000) reported in his study on profitability of milk business through co-operatives that the dairy co-operatives are the effective instruments to earn more profit and is the best alternative to provide market infrastructure for milk to the members of a society.

Rathore et al. (2001) reveals that the average economic contribution of dairy farming to the gross annual income of Rajasthan was 84.44 per cent. However, there is a variation in the incomes of the individual beneficiaries, indicated by a Coefficient-of-variation value of 4.29 per cent.

Nayak and Satpathy (2003) in their study on the women dairy entrepreneurs of Orissa revealed that 67.37 per cent of the respondents rated dairy farming as a profitable enterprise against 32.63 per cent, who opined that the enterprise was not profitable.

Mathilagan and Manivannan (2006) in a study on the entrepreneurship profile of the women dairy entrepreneurs found that the respondents obtained on an average, an annual income of around Rs 13,500 from agriculture and Rs 17,240 from dairy farming.

2.6 Constraints faced by the agripreneurs

Dana (2000) observed that the three primary forces impacting entrepreneurial orientation – culture, education and environment have interacted to shape the current orientation of India's youth. This combination of social structure and cultural values has constrained entrepreneurship in India. Despite impediments, levels of entrepreneurship as high as 17.9 per cent have been reported in India (Manimala et al.,2002).

Koshy and Joseph (2000) conducted a study on the growth pattern of small scale units of women entrepreneurs in the Ernakulam district of Kerala and found that most of the women entrepreneurs limited their growths due to reasons of fear of managerial problems, loss of tax incentives for SSI units, marketing problems and scarcity of finance.

Paul et al. (2000) reported that complexity of technology for spawn production, lack of storage facilities, non-availability of good quality raw materials, mal practices of middle men, lack of Governmental support and the difficulty in availing credit were the major constraints faced by the women entrepreneurs in Rajasthan in mushroom cultivation.

Mary et al. (2001) identified the major constraints faced by the apiculturists as the lack of suitable control measures for the control of the Thai Sac Brood Virus (TSBV), un remunerative price for honey, delayed payments by the co-operative society, inadequate financial help from the government and the high cost of sugar.

Pandey et al. (2003) identified the major constraints in commercial banana production in Orissa as the non-availability of good quality planting materials, lack of adequate irrigation facilities, improper nutritional management, inadequate knowledge on management of diseases and pests, lack of proper marketing facilities and the lack of credit.

Kanna et al. (2006) in an evaluation of the market-led- horticulture programme under the Tamil Nadu precision farming project, found that the major constraint faced by nearly two-thirds (63 per cent) of the commercial vegetable growers was the difficulty in transporting the produce to long distance markets, while the others include market-led tie-ups leading to low price fixation (39 per cent), viral diseases resulting in product refusal (28 per cent) and difficulty in accessing market information (12 percent) due to non-availability or non-awareness of sources.

UNDP (2007) observed that the time required to start a business in India averages 88 days – Over 60 per cent greater than the world average of 54 days and over 1500 per cent greater than the United States average of five days (World Development Indicators, 2006). This is commonly attributed to the bureaucratic hurdles, since approvals are often needed from several government agencies for starting a new venture.

Roomi and Parrott (2008) The greatest gender-neutral challenge faced by the entrepreneurs is the access to capital, followed by the lack of business management skills, and the restrictive government regulations whilst operating in the start-up phase. Access to finance was cited as the most difficult challenge, followed by the availability of market and lack of technical skills in the development (growth) phase.

2.7 Suggestions for improvement

Nair (2000) suggested that to support women entrepreneurs, the consultancy cells should be revamped and the short term training programmes rejuvenated to evolve schemes not only in the conventional but also in the modern activities.

Narayan and Geethakutty (2003) emphasized the need for a concerted HRD strategy to introduce women entrepreneurs to innovative avenues and their capacity building

to help them sustain their enterprise activities profitably. Better exploitation of the potentials of the agri-business avenues such as pet animal shops, flower shops, farm camps, tours, farming machinery services etc. are also envisaged in Kerala.

Pandey et al. (2003) identified the major strategies for improving the production and productivity of banana in Orissa as the development of commercial orientation among farmers, establishment of more plant propagation units, strengthening the quality control mechanisms, facilitating organized marketing through co-operatives, establishment of single window approach to co-ordinate the development, transfer of technology and disbursal of subsidy, providing insurance coverage to the farmers, creation of appropriate databases and strengthening mechanisms for market intelligence.

Amin (2008) identified the major strategies for developing and fostering entrepreneurship among women as providing need based trainings, encouraging them to start by establishing small enterprises and growing slowly but steadily, making use of the locally available human and physical resources and encouraging the formation of self-help groups or co-operatives when it is difficult to establish individual enterprises. The legal and administrative procedures and formalities need to be made flexible and hassle free and steps should be taken to make women aware of the financial and technical assistance available to them under the various Government and non-government schemes.

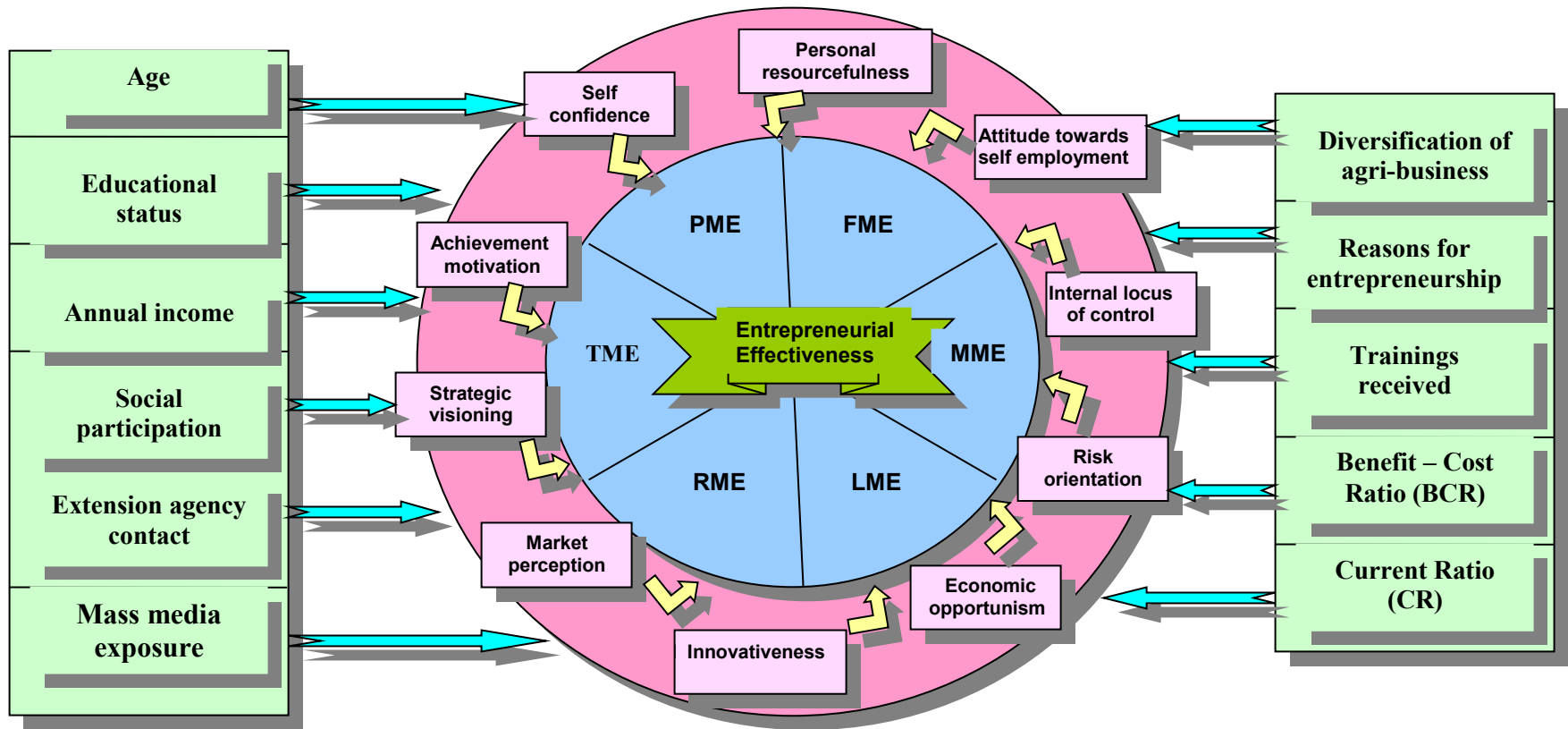


Fig. Conceptual Model of the study

PME - Production management effectiveness
 FME - Finance management effectiveness
 MME - Marketing management effectiveness

LME - Labour management effectiveness
 RME - Risk management effectiveness
 TME - Time management effectiveness

■ Socio- personal and economic variables
 ■ Sub – dimensions of entrepreneurial effectiveness

■ Entrepreneurial attributes

METHODOLOGY

3. METHODOLOGY

- 3.1. Research design
- 3.2. Locale of the study
- 3.3. Categorization of the respondents and their operational definitions
- 3.4. Identification and classification of the agro- enterprise activities
- 3.5. Selection of the respondents
- 3.6. Operationalization and measurement of the dependent variable –
Development of scale to measure the entrepreneurial effectiveness
- 3.7. Selection, operationalization and measurement of the independent variables
- 3.8. Identification of the constraints experienced by the agripreneurs
- 3.9. Suggestions for improving the entrepreneurial effectiveness of agripreneurs
- 3.10. Instruments and techniques employed in data collection
- 3.11. Statistical tools used in the study

3.1. Research design

According to Kerlinger (2004) research design is the plan, structure and strategy of investigation conceived so as to obtain answers to the research questions and to control variance.

The research design is a fundamental plan for carrying out the empirical data gathering necessary to corroborate or refute the basic conceptual framework models or theories being investigated (Hofer and Bygrave, 1992). After careful analysis of the available literature, keeping in view the objective of the study, more of qualitative and behavioural attributes were selected to be included in the study. Survey research was considered the most appropriate technique to gather data on the profile characteristics and the dimensions of entrepreneurial effectiveness of the agripreneurs. The case study approach was employed and SWOT analysis carried out

to identify the factors responsible for the success or otherwise of some selected enterprises.

A direct survey approach was adopted for recording the primary data from the respondents at the field level, based on the *ex-post facto* approach. According to Singh (2006), an *ex – post facto* research is one in which the investigators attempt to trace an effect that has already occurred to its probable causes. Thus the research design of the study is based on the *post - facto* approach in finding out the cause-effect relationship of the variables involved in the study.

3.2. Locale of the study

The research project was undertaken in the state of Kerala, which lies in the sub-tropical belt, in the southern region of India, between 8°-18' and 12°-48° North Latitude and 74°-52' and 77°-22' East Longitude. The state has an area of 38,855 Sq km, contributing 1.18% to the area of the Indian Union.

Kerala is divided into five agro-climatic zones *viz.* Southern zone, Central zone, Northern zone, High range zone and the special zone of problem areas. (KAU, 1989). Based on the geographical prominence, the Southern zone, the Central zone and the Northern zone were selected for the purpose of the study. From each of the three zones, one district each was selected purposively. The higher percentage of agro-enterprises to the total number of Small Scale Industry (SSI) units in the districts, the presence of advanced technical and educational institutions in the field of agro-entrepreneurship (since the inventorization of the agro-based enterprises in the selected districts was one of the major objectives of the study) and the familiarity and convenience of the researcher were considered in the selection of the districts. Accordingly, Thiruvananthapuram from the Southern zone, Thrissur from the Central zone and Kasargod from the Northern zone were selected for the study.

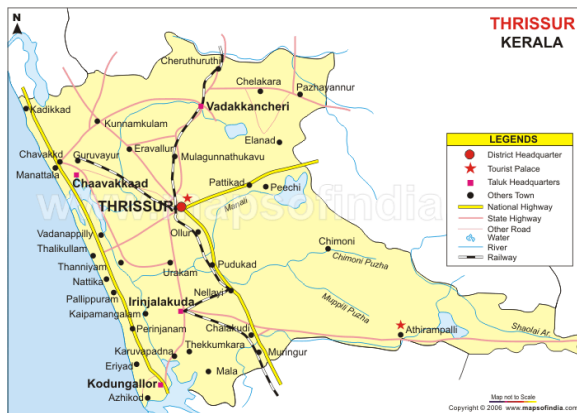


Fig. 2. Maps showing the locations of the study

3.3. Categorization of the respondents and their operational definitions

The agripreneurs operating in the selected districts constitute the respondents for the study. The operational definitions of the respondent categories are as follows.

3.3.1. Agripreneur

An agripreneur is operationalized as a person undertaking agriculture or allied activities as a business with the prime objective of marketing the produce profitably and obtaining 50 per cent or more of his/her income from these activities.

The agripreneurs have been classified into three categories *viz.* commercial farmers, on-farm agripreneurs and off-farm agripreneurs following Senthilvinayagam (1998).

3.3.2. Commercial farmers

A commercial farmer is operationalized as an agripreneur who cultivates a field crop, plantation crop or a horticultural crop in an area of a minimum of one acre (since the average operational holding size in Kerala is 0.4 ha = 1 acre) with the main intention of preparing the produce for sale in the market for optimum returns.

3.3.3. On – farm agripreneurs

On-farm agripreneurs are individual agri-business operators, undertaking farm-related business activities which are not land intensive, for the production of food, fiber or horticultural raw materials with a commercial perspective. Eg. mushroom cultivation, cut flower production, sericulture, apiculture, nursery production, poultry farming etc.

3.3.4. Off – farm agripreneurs

An off – farm agripreneur is operationalized as a agro-entrepreneur who runs his/her unit using the farm-based agricultural produces as raw materials, to be processed into value added products, which are marketed as such or are tenable for further processing. Eg. Oil mills, food processing units, mat weaving units, fiber extraction units etc.

The commercial farms and the on-farm agri-business units serve as the source of raw materials for the off-farm agri-business units. It was also observed during the course of the study that almost all the off-farm agri-business units required registration with the respective District Industries Centres (DICs), while the commercial farms and most of the on-farm agribusiness unit required no formal registration.

3.4. Identification and classification of the agro- enterprise activities

Based on the pilot studies conducted in the selected districts, discussion with the experts and analysis of the secondary data obtained from various institutions such as the District Industries Centres (DICs), National Informatics Centre (NIC), office of the Principal Agricultural Officer, Department of Industries and Commerce, commercial banks etc. the major agro- enterprise activities found predominant in the selected districts were identified for the study.

Accordingly, apart from the commercial farmers, the major on-farm and off-farm agro-enterprise activities identified for the study in the selected districts were classified as follows:

I] On-farm agro-enterprise activities

1. Cut flower production
2. Nursery production
3. Sericulture
4. Apiculture
5. Mushroom cultivation
6. Ornamental fish culture
7. Poultry farming
8. Dairy farming

II] Off-farm agro-enterprise activities

1. Food related processing units
 - a. Fruit and vegetable processing
 - b. Rice flakes / wafer production
 - c. Bakery production
 - d. Ayurvedic medicine production
 - e. Pickle production
 - f. Curry powder / masala production
 - g. Milk products preparation
 - h. Flour milling
 - i. Oil milling
 - j. Instant / packed food production
2. Eco-friendly products units
 - a. Coir products units
 - b. Pandanus mat weaving units
 - c. Vetiver mat weaving units

- d. Wood crafts units
 - e. Coconut shell processing units
 - f. Bamboo products units
 - g. Jute products units
 - h. Palm spathe products units
 - i. Paper bag units
3. Bouquet / garland making units
 4. Beedi production units
 5. Rubber products units

3.5. Selection of the respondents

As per one of the objectives of the study, an inventory of the successful agro-enterprises in the selected districts was prepared with the help of the inputs from the various technical institutions, Government departments and financial institutions. The respondents for each district was identified from the prepared list of agripreneurs on the basis of the following criteria:

- i. Minimum of three years experience in the enterprise activity.
- ii. Enterprises with investment (cost of infrastructure and equipments) not exceeding Rs 10 lakhs.

The procedure employed in the selection of the respondents comprising the three categories namely the on-farm agripreneurs, off-farm agripreneurs and the commercial farmers has been detailed under the following heads.

3.5.1. On - farm agripreneurs

From each of the selected districts, 20 on-farm agripreneurs, belonging to the identified categories were selected randomly from the prepared inventory, in such a

way that not more than four respondents were from the same category. This ensured that a minimum of five different categories of agripreneurs were included as respondents from each district. Thus a total of 60 respondents from the three selected districts constituted the sample of on-farm agripreneurs for the study.

3.5.2. Off - farm agripreneurs

The same procedure followed in the selection of the on-farm agripreneurs were employed in the selection of the off-farm agripreneurs also. Twenty (20) agripreneurs belonging to the identified off-farm agro-enterprise categories were selected randomly from the inventory prepared for each district. Not more than four agripreneurs undertaking the same agribusiness activity were selected, ensuring that a minimum of five different categories of off-farm agripreneurs were included in the sample. Thus a total of 60 respondents from the three selected districts constituted the sample of off-farm agripreneurs.

3.5.3. Commercial farmers

The universe of the commercial farmers was restricted to the farmers cultivating any of the three crops namely coconut, rice and rubber – the three major crops of Kerala, which are also the major crops of the selected districts in terms of acreage. The following criteria were used to define the population of such respondents for the study.

- i. The respondents in this category must be raising one of the three crops namely coconut, rice or rubber.
- ii. The crop should be cultivated in an area of not less than 1 acre (0.4 ha).

Out of the three selected districts, the districts occupying the first and second positions in terms of the area under the three crops were identified. Accordingly the Thiruvananthapuram and Thrissur districts in case of coconut, the Thrissur and

Kasargod districts in case of rice and the Thiruvananthapuram and Kasargod districts in case of rubber were considered for the selection of the respondents.

Addresses of the successful commercial farmers operating in the selected districts were obtained from the offices of the concerned Principal Agricultural Officers of the respective districts. Following the random sampling technique, from the prepared list of commercial farmers, 10 farmers were selected from each district from each of the selected crops; thereby accounting for a total of 20 farmers cultivating each crop. The selection procedure is outlined in the following table.

Table 1. Selection of commercial farmers

| Crops | Districts | Respondents |
|--------------|--------------------|--------------------|
| Coconut | Thiruvananthapuram | 10 |
| | Thrissur | 10 |
| Rice | Thrissur | 10 |
| | Kasargod | 10 |
| Rubber | Thiruvananthapuram | 10 |
| | Kasargod | 10 |
| Total | | 60 |

As many as 60 respondents comprising on-farm agripreneurs, off-farm agripreneurs and commercial farmers were selected from each district.

Table 2. Category – wise distribution of respondents

| Sl. No. | Districts | On-farm agripreneurs | Off-farm agripreneurs | Commercial farmers | Total |
|---------|--------------------|----------------------|-----------------------|--------------------|------------|
| 1. | Thiruvananthapuram | 20 | 20 | 20 | 60 |
| 2. | Thrissur | 20 | 20 | 20 | 60 |
| 3. | Kasargod | 20 | 20 | 20 | 60 |
| | Total | 60 | 60 | 60 | 180 |

Thus a total of 180 agripreneurs selected from the three districts constituted the statistically representative sample for the study.

3.6. Operationalization and measurement of the dependent variable

3.6.1. Operational definition of the dependent variable

The dependent variable identified for the study was ‘entrepreneurial effectiveness’.

Reddin (1970) in his book *Managerial effectiveness*, defines managerial effectiveness as the extent to which a manager achieves the output requirement of his position and is measured in terms of output rather than input.

Drucker (1985) defines effectiveness as ‘doing the right thing’ and efficiency as ‘doing things right’. Effectiveness is the key to an organization’s success.

Campbell, Dunnette, Lawler and Weick (1990) conceptualizes an effective manager is an optimizer in utilizing all the available and potential resources – material, human

and financial – both within and without the organization, towards its sustained long term functioning.

Fitz-enz (2001) opines that effectiveness implies something beyond productivity. It embodies an expectation of desirability. It is not only doing something well but doing the important thing well in time.

In the light of the above definitions, in this study the researcher conceptualized the meaning of entrepreneurial effectiveness as the extent to which an entrepreneur achieves the output requirement of his enterprise in a time bound manner, making optimum use of all the available and potential resources, towards the sustained profitable operation of the enterprise.

The entrepreneurial effectiveness is measured in terms of the six sub - dimensions identified through judges relevancy rating *viz.* production management effectiveness, finance management effectiveness, marketing management effectiveness, labour management effectiveness, risk management effectiveness and time management effectiveness.

3.6.1.1. Operational definitions of the sub - dimensions

Production management effectiveness : Production management effectiveness of the agripreneurs is defined as the extent to which the entrepreneur achieves the output requirement of his enterprise, making optimum utilization of the inputs, together with appropriate production scheduling, production support activities and production control.

Finance management effectiveness : Finance management effectiveness is defined as the extent to which the entrepreneur manages the income and expenditure activities of the enterprise to maximize the output profitably.

Marketing management effectiveness : Marketing management effectiveness is defined as the extent to which the entrepreneurs maximize their profit by marketing their produce at the right time, place, quantity and quality.

Labour management effectiveness : Labour management effectiveness is defined as the extent to which the entrepreneur makes optimum use of the available labour including family labour, to maximize the output and profit from the enterprise.

Risk management effectiveness : Risk management effectiveness is defined as the extent to which the entrepreneurs buffer their enterprise against the possible risks by the maintenance of capital and material reserves, providing insurance cover, forward contracting, diversification etc. to avoid unexpected losses.

Time management effectiveness : Time management effectiveness is defined as the extent to which the entrepreneur makes appropriate allocation of time between the various enterprise and non – enterprise activities and apportions and utilizes the time for the various enterprise activities, to maximize the output.

3.6.2. Development of a scale to measure the entrepreneurial effectiveness

3.6.2.1. Item generation

The relevant items covering the universe of content in the measurement of entrepreneurial effectiveness were collected by reviewing literature in the areas of entrepreneurship and discussion with the successful agripreneurs and experts in the field. A total of 66 items were generated under the six sub - dimensions identified namely; Production management effectiveness, Finance management effectiveness, Marketing management effectiveness, Labour management effectiveness, Risk management effectiveness and Time management effectiveness.

3.6.2.2. Preliminary screening of the items by relevancy rating

The relevancy or otherwise of the items generated was established by sending these items to 75 judges with appropriate instructions [Appendix I]. The judges comprised experts in the field such as the teachers of the Department of Agricultural Extension and Agricultural Economics of the College of Agriculture - KAU, teachers from the Department of Agricultural Extension of the colleges under the Tamil Nadu Agricultural University and the Agricultural Officers under the State Department of Agriculture.

The experts were to rate the degree of relevancy of each item in measuring the entrepreneurial effectiveness of the agripreneurs on a five point continuum as 'Most relevant', 'Relevant', 'Undecided', 'Less relevant' and 'Not relevant'. Out of the 75 judges, 60 responded within a period of two weeks. The scores for each of the items were summated over all the respondents and a relevancy index was worked out using the formula:

$$\text{Relevancy index} = \frac{\text{Total score obtained on each item} \times 100}{\text{Maximum possible score}}$$

Those items which secured a relevancy index of 80 and above were finally selected (Appendix II), thereby retaining 50 items to be included in the scale.

3.6.2.3. Item analysis

Item analysis is a set of procedures that are applied to know the indices for truthfulness (or validity) of the items in a scale (Singh, 2006). In the development of scales, the most important aspect in item analysis is the determination of the *Index of Discrimination* of the items. The indices used in the selection of the items for the study are:-

- a) Index of Discrimination ('t' - test), suggested by Edwards (1957)
- b) Item Score - Total Score Correlation (Pearson's 'r') , suggested by Anastasi (1961) and Guilford (1971)

The 50 items selected based on the relevancy rating by the judges were administered to 60 non - sample respondents and the responses were obtained on a five point continuum. The responses were quantified by allotting scores of 5, 4, 3, 2 and 1 in that order, for the possession or otherwise of the characters specified by the items.

For carrying out item analysis, two types of scores were used. These were the item score, referring to the score of an individual on a particular item and the total score referring to the summation of the item scores of an individual. These scores were used to arrive at the discrimination index and the item score - total score correlation.

3.6.2.3.1. Index of Discrimination

The index of discrimination is the extent to which the success or failure on an item indicates the possession or otherwise of the trait being measured (Marshall and Hales, 1972). It indicates the power of an item to discriminate the low effectiveness category from the high effectiveness category of the entrepreneurs.

Following the suggestion of Edwards (1957), 25 % of the subjects with the highest total score and 25 % of the subjects with the lowest total score were selected. The critical ratio (t -value) of each item was calculated using the formula:-

$$t = \frac{X_H - X_L}{\frac{\sqrt{\sum [X_H - X_H]^2 + \sum [X_L - X_L]^2}}{\sqrt{n(n-1)}}$$

where,

X_H = Mean of the score of the score of an item for the high group

X_L = Mean of the score of an item for the low group

n = Number of subjects in a group

The statements with high 't' - values, greater than 3.055 (0.01 % level) and 2.179 (0.05 % level) were selected.

3.6.2.3.2. Item score - total score correlation

The correlation between the individual item score and total score is computed as a measure of the discriminatory power of the item. It shows how well the item is measuring the function which the test itself is measuring. This exhibits the extent to which a particular item discriminates among the examinees who differ sharply in the function being measured by the test as a whole (Singh, 2006). Using the Pearson's Product - Moment method, correlation was worked out between each of the item scores and the total scores of the respondents.

3.6.2.4. Selection of items for the final scale

The results of the item analysis of the 50 items performed based on the discrimination index and the item score - total score correlation are presented in Appendix III. It could be observed that 44 items had discrimination index values above 2.179 and 47 items had significant item score - total score correlation ('r'-value above 0.36). Considering these two factors, 44 items which had high 't' - values and significant item score total score correlation were chosen for the scale.

3.6.2.5. Standardization of the scale

The scale developed was standardized by verifying its reliability and validity.

3.6.2.5.1. Reliability of the scale

The reliability of the scale refers to the consistency of the scores obtained by the same individuals on different occasions or with different sets of equivalent forms. Split - half reliability (Anastasi, 1961) was used in the present study using odd - even method. The consistency of the scores obtained upon testing and retesting is referred to as the 'temporal stability' of the test whereas the consistency of the scores obtained from two equivalent sets of items of a single test after single administration is referred to as the 'internal consistency' of the scores. Statistically, reliability is also defined as the *self correlation* of the test (Singh, 2006).

The scale was administered to 30 respondents belonging to a non - sample group and their responses were collected. The scores obtained for all the odd items and all the even items were pooled. The two sets of scores thus obtained were correlated using Pearson's product moment correlation. The correlation coefficient ('r' = 0.632) for the half test was obtained. The reliability of the full test was obtained using the formula :-

$$\text{Reliability of the full test} = \frac{2 \times \text{Reliability of the } \frac{1}{2} \text{ test}}{1 + \text{Reliability of the } \frac{1}{2} \text{ test}}$$

The reliability of the full test was found to be 0.774, which indicates the appreciable reliability of the scale.

3.6.2.5.2. Validity of the scale

A scale is said to be valid, when it actually measures, what it tends to measure (Goode and Hatt, 1952). ie:- the degree to which it approaches infallibility in measuring what it purports to measure. Validity is the agreement between the test score or measure and the quantity it is believed to measure (Kaplan and Saccuzzo, 2001). It is the correlation of the test score with some independent criteria, which is regarded by experts as the best measure of the trait or ability being measured.

Determination of content validity essentially involves the systematic examination of the test content to determine whether it covers a representative sample of the behaviour domain being measured (Anastasi, 1961). Care was taken to include the important items covering the universe of content with respect to entrepreneurial effectiveness thereby satisfying the content validity criterion.

The scale developed was in the range 0 to 1 (Appendix IV) such that the most effective entrepreneur secured a score close to one.

The scale developed to measure the entrepreneurial effectiveness of agripreneurs is not specific for use with any particular category of agripreneurs. It is so constructed that it can be used both in case of on - farm as well as off - farm agripreneurs. Also, the general nature of the scale makes it possible to use it in the measurement of the entrepreneurial effectiveness of entrepreneurs in general with slight modifications.

Calculation of the entrepreneurial effectiveness scores

The entrepreneurial effectiveness scores for the agripreneurs were calculated from the scores for the six sub-dimensions using the formula:

$$E_i = \frac{\sum_j (A_{ij} - M_j) W_j / P_{ij}}{\sum W_j}, \text{ for } i = 1, 2, 3, \dots, 180$$

- A_{ij} = Actual score of the i^{th} respondent for the j^{th} dimension
 P_{ij} = Potential score of the i^{th} respondent for the j^{th} dimension
 W_j = Weight of the j^{th} dimension
 M_j = Minimum score of the j^{th} dimension
 E_i = Entrepreneurial effectiveness score of the i^{th} respondent

3.7. Selection, operationalization and measurement of the independent variables

3.7.1. Selection of the independent variables

In line with the objectives of the study, based on the review of relevant literature, discussion with the experts and observations made by the researcher, a list of 33 variables were framed along with their operational definitions and sent to 88 judges for eliciting their relevancy on a five point continuum ranging from ‘most relevant’, ‘highly relevant’, ‘relevant’, ‘less relevant’ and ‘least relevant’. The judges were drawn from the fields of agriculture and management i.e., the agricultural extension and agricultural economics faculties of the Kerala Agricultural University, the Tamil Nadu Agricultural University and the University of Agricultural Sciences,

Bangalore as well as those from the Institute in Management in Government (IMG) of the state. The scores were assigned as follows.

| Response | Score |
|-----------------|--------------|
| Most relevant | 5 |
| Highly relevant | 4 |
| Relevant | 3 |
| Less relevant | 2 |
| Least relevant | 1 |

The scores for each item was summated over all the respondents and a relevancy index was worked out using the formula,

$$\text{Relevancy index} = \frac{\text{Total score obtained on each item} \times 100}{\text{Maximum possible score}}$$

The items which secured a relevancy index of 75 and above were finally selected (Appendix II). Thus 22 independent variables were finally selected and classified under the following three major heads.

3.7.1.1. Socio – personal variables

1. Age
2. Educational status
3. Annual income
4. Social participation
5. Extension agency contact

6. Mass media exposure
7. Trainings received
8. Reasons for venturing into entrepreneurship
9. Diversification of agribusiness activities

3.7.1.2. Entrepreneurial attributes

1. Achievement motivation
2. Self confidence
3. Personal resourcefulness
4. Attitude towards self employment
5. Internal locus of control
6. Risk orientation
7. Economic opportunism
8. Innovativeness
9. Market perception
10. Strategic visioning

3.7.1.3. Economic variables

1. Benefit – Cost Ratio (BCR)
2. Current Ratio (CR)

3.7.2. Operationalization and measurement of the independent variables

I. Socio – personal variables

1. Age

Age is reckoned as the number of calendar years completed by the entrepreneur at the time of interview (September – December, 2008). It was measured by directly asking the respondents the number of years he/she had completed at the time of the investigation. The scale followed by Nath (2007) was used in this study.

| Category | Score |
|-----------------------------|-------|
| < 35 years [Young] | 1 |
| 35 - 50 years [Middle aged] | 2 |
| ≥ 51 years [Old] | 3 |

2. Educational status

Educational status is defined as the level of formal education attained by the respondents at the time of interview. The procedure followed by Narayan (2002) was used in the measurement of this variable, with slight modifications. The scores assigned were as follows:

| Category | Score |
|-------------------------|-------|
| Illiterate | 0 |
| Primary school | 1 |
| Middle school | 2 |
| High school | 3 |
| Higher secondary school | 4 |
| Graduation | 5 |
| Post graduation & above | 6 |

3. Annual income

Annual income is operationalized as the total earnings of the agripreneur from the enterprise during a calendar year. Accordingly, the agripreneurs were classified into five income groups and scored as follows:

| Category | Score |
|---------------------------|--------------|
| Up to Rs 50,000 | 1 |
| Rs 50,001 – Rs 1,00,000 | 2 |
| Rs 1,00,001 – Rs 2,00,000 | 3 |
| Rs 2,00,001 – Rs 4,00,000 | 4 |
| Rs 4,00,001 and above | 5 |

4. Social participation

Social participation is operationalized as the degree of involvement of the entrepreneur with formal organizations as members or office bearers including his/her frequency of attendance in meetings. In this study, social participation was measured using the scale followed by Fayaz (2003). The scale has two dimensions namely membership in organizations and participation in organizational activities. The scoring procedure followed was as follows.

1. Membership in organizations

| Category | Score |
|------------------------------------|--------------|
| No membership | 0 |
| Membership in each organization | 1 |
| Office bearer in each organization | 2 |

2. Frequency of participation

| Category | Score |
|---------------------------------|-------|
| Never attending any meeting | 0 |
| Attending meetings occasionally | 1 |
| Attending meetings regularly | 2 |

The scores obtained by the respondent on the above two dimensions were summed up across each item for all the items, which gave his/her social participation score.

5. Extension agency contact

Extension agency contact is operationally defined as the frequency of the agripreneur's contact with the extension agencies such as the agricultural officer / veterinary surgeon, field assistant, university scientists, input dealers and field officers of banks, in connection with his/her enterprise activities. The scale developed followed by Hassan (2008) was used in this study, with slight modifications. The responses were measured as follows.

| Category | Score |
|--------------|-------|
| Most often | 4 |
| Often | 3 |
| Occasionally | 2 |
| Never | 1 |

6. Mass media exposure

Mass media exposure is operationalized as the frequency of exposure of the agripreneurs to the different mass media such as newspaper, farm magazines, radio,

television and internet for obtaining information on the various enterprise related activities. The responses were scored following the procedure adopted by Satpathy (2003), with slight modifications.

| Category | Score |
|-----------------------|--------------|
| Daily | 5 |
| At least once a week | 4 |
| At least once a month | 3 |
| Rarely | 2 |
| Never | 1 |

7. Training received

Training received is defined as the number of trainings undergone by the respondent in relation to the enterprise activities. The scoring procedure followed by Meera (2001) was used in the measurement of this variable. The weightages assigned with reference to the number of trainings attended by the respondents were as follows.

| No. of trainings | Score |
|-------------------------|--------------|
| 0 - 5 | 1 |
| 6 - 10 | 2 |
| >10 | 3 |

8. Reasons for venturing into entrepreneurship

'Reasons for venturing into entrepreneurship' is defined as the circumstances that forced the respondents to take up the entrepreneurial activity. The measurement procedure followed by Gopakumar (1996) was used with slight modification in the

quantification of this variable. The respondents were asked to choose three reasons in their order of merit from the options provided such as the lack of employment opportunities in the formal sector, job dissatisfaction, preference for self employment, to do something creative and innovative etc. giving first, second and third preferences or cite their own reasons and rate them accordingly. The score assigned were as follows:

| Preferences | Score |
|----------------------------|--------------|
| 1 st preference | 3 |
| 2 nd preference | 2 |
| 3 rd preference | 1 |
| No preference | 0 |

9. Diversification of agribusiness activities

Diversification of agribusiness activities is operationalized as the number of additional agribusiness activities undertaken by the respondent. Accordingly, the agripreneurs were classified into four categories and scored as follows:

| Category | Score |
|-----------------|--------------|
| None | 0 |
| 1 – 2 | 1 |
| 3 – 4 | 2 |
| 5 & above | 3 |

II. Entrepreneurial attributes

1. Achievement motivation

Achievement motivation is operationalized as the desire or motive within the entrepreneurs which drives them to excel in their activities, to reach a given standard of excellence and thereby attain a sense of professional accomplishment. The scale developed by Reddy (1976) and used by Gurubalan (2007) was used in the quantification of this variable. The scale consisted of seven statements to be rated on a five-point continuum as 'strongly agree', 'agree', 'undecided', 'disagree' and 'strongly disagree' with scores of 5, 4, 3, 2 and 1 respectively. The possible scores range from 7 to 35.

2. Self confidence

Self confidence is defined as the belief of the respondents in their own abilities, initiative and zeal to achieve their goals. The variable was measured using the scale followed by Seema (1997), with slight modifications. The scale consists of eight statements comprising four positive and four negative statements. The possible scores vary from 8 to 40. The responses were obtained on a five-point continuum as 'strongly agree', 'agree', 'undecided', 'disagree' and 'strongly disagree' with weightages of 5, 4, 3, 2 and 1 respectively for positive statements, while the scoring pattern was reversed in case of the negative statements.

3. Innovativeness

Innovativeness refers to the interest and desire of the agripreneurs to seek new techniques and technologies suitable for their vocation and introduce the same in their enterprises. The scale developed by Seema (1997) was used in the measurement of this variable. The scale consisted of five statements of which three were negative. The responses were obtained on a five-point continuum ranging from 'strongly

agree' to 'strongly disagree' with scores of 5,4,3,2 and1, in that order. The scoring procedure was reversed in case of negative statements. The possible scores range from 5 to 25.

4. Attitude towards self employment

Attitude towards self employment is operationally defined as the degree of positive or negative effect the entrepreneurs associate with self employment. This favourable or unfavorable mental disposition of the respondents towards self-employment was measured using the scale developed by Pradeep Kumar (1993) and used by Seema (1997). The scale consists of 10 statements. Based on the agreement or disagreement of the respondents to each of the statements, scores of 'one' or 'zero' were assigned respectively in case of positive statements and the scoring pattern reversed in case of the negative statements. The scores obtained on the individual items were summed up to obtain the individual's score on attitude towards self-employment. The possible scores range from 0 - 10.

5. Risk orientation

Risk orientation refers to the degree to which an entrepreneur is oriented towards encountering risks and uncertainties and have the courage to face the problems in starting and running an agro – enterprise. Risk orientation was measured using the scale developed by Supe (1969) and used by Hassan (2008). The scale consists of 6 statements. The respondents were asked to state their response on a five-point continuum ranging from 'strongly agree', 'agree', 'undecided', 'disagree' to 'strongly disagree' with scores of 4, 3, 2, 1 and 0 respectively for positive statements. The scoring procedure was reversed in case of the negative statements with the plausible scores ranging from 0 to 24.

6. Economic opportunism

Economic opportunism is operationalized as the adaptation of policies to the favourable chances or openings offered by the circumstances, unconditionally and regardless of the principles, to seek his/her economic interests and thereby making allowance for strategic behaviour. This variable was quantified using the scale developed and used by Gopakumar (1996). The responses obtained to the three statements were scaled on a five-point continuum as 'strongly agree', 'agree', 'undecided', 'disagree' and 'strongly disagree' with scores of 5,4,3,2 and 1 respectively and the scoring pattern reversed in case of negative statements. The attainable scores range from 3 to 15.

7. Personal resourcefulness

Personal resourcefulness is defined as the skill of entrepreneur in devising the means to attaining the desired ends. The scale used by Gopakumar (1996) was made use of in the measurement of this variable. The scale consists of five statements to be rated on a five-point continuum as 'strongly agree', 'agree', 'undecided', 'disagree' and 'strongly disagree' with scores of 5, 4, 3, 2 and 1 respectively. The possible scores vary from 5 to 25.

8. Market perception

Market perception is operationalized as the agripreneur's perception of the existence of market for his/her produce, the ease or difficulty in marketing and the possibility of securing remunerative prices. The variable was measured by adopting procedure used by Anantharaman (1991), with the necessary modifications to suit the context of the study. The method involved scoring the responses obtained to the three selective questions presented to the respondents. The first two were dichotomous format items, for which the responses elicited were 'yes' or 'no' with

score of 1 and 0 respectively, while the responses to the third item was obtained on a four-point continuum as ‘very difficult’, ‘difficult’, ‘easy’ and ‘very easy’ with weightages of 0, 1, 2 and 3 respectively. The scores obtained by the agripreneur in each of the items were added up to arrive at his/her market perception score.

9. Strategic visioning

Strategic visioning is operationally defined as the future oriented goal setting, based on environmental analysis for determining the content of enterprise action. The measurement procedure developed and used by Gopakumar (1996) was followed in the study. Strategic visioning was measured in terms of three sub – dimensions namely:

- Leadership
- Networking
- Strong personal preferences

The scale consists of 10 statements and the responses were obtained on a five-point continuum as ‘strongly agree’, ‘agree’, ‘undecided’, ‘disagree’ and ‘strongly disagree’ assigning weightages of 5, 4, 3, 2 and 1 respectively. The probable scores ranged from 10 to 50.

10. Internal locus of control

Internal locus of control is defined as the belief of the agripreneurs that they can personally control the events and consequences in their lives and business and the amount of personal responsibility they perceive and accept for their actions and results. The variable was measured following the procedure used by Gopakumar (1996). The Likert scale used consisted of eight statements to be rated on a five-point continuum ranging from ‘strongly agree’ to ‘strongly disagree’ and the scores assigned ranged from five to one respectively in case of positive statements and the

scoring pattern was reversed in case of negative statements. The attainable scores ranged from 8 to 40.

III. Economic dimensions of the enterprise

1. Benefit – Cost Ratio (BCR)

Benefit – Cost Ratio is defined as the ratio of the present worth of benefits to the present worth of costs of an agro-enterprise. A ratio greater than one indicates profitable running of the farm business.

2. Current Ratio (CR)

The current ratio indicates the capacity of the agripreneur to meet his/her immediate financial obligations. The ratio indicates the liquidity of the enterprise within one year's time. A ratio of more than one indicates a favourable run of the farm business.

3.8. Identification of the constraints experienced by the agripreneurs

One of the specific objectives of the study was to identify the constraints experienced by the agripreneurs in starting and running agro-enterprises. After discussions with a cross-section of the agripreneurs and review of relevant literature 10 problems each faced by the three categories of agripreneurs *viz.* on-farm agripreneurs, off-farm agripreneurs and commercial farmers were identified and listed out. The respondents were asked to rank these items from one to 10 by making overall comparison with regard to the severity of the constraints. The respondents were asked to place the item which they considered as the most serious constraint in the I rank. Scores of 9,8,7,6,5,4,3,2,1 and 0 were given to I,II,III,IV,V,VI,VII, VIII and IX ranks respectively. The frequencies of the respondent ranking each constraint in each rank were found out and multiplied with the corresponding score value. The

constraint with the highest score value was considered as the most serious one followed by the others in the order of decreasing score values.

3.9. Suggestions for improving the entrepreneurial effectiveness of the agripreneurs

Focused group discussions were conducted for obtaining the suggestions of the respondents and experts for improving the entrepreneurial effectiveness of the agripreneurs and suitable strategies developed for the purpose.

3.10. Instruments and techniques employed in data collection

In order to ensure maximum objectivity in the study, a number of standard tools developed by different Indian and foreign experts in the field of behavioural sciences have been used. However such tools have been used and modified with care, so that they may be applicable to the local conditions. Before using these tools and techniques the implications of their application were thoroughly understood with the help of the available literature and discussions with those who had earlier used them.

3.9.1. Pilot study

A pilot study was conducted to have information about the districts under study, the types of respondents, and the basic details about the research areas. Before finalizing the variables for the study and forms of response for the interview schedule, the investigator made several trips to the entrepreneurs and thorough discussions and interactions with the extension workers and agripreneurs helped the investigator in incorporating many valid variables. Data collection devices were later constructed on the basis of this preliminary investigation.

3.9.2. Development of interview schedule

Keeping in view of the objectives of the study, a structured interview schedule was developed for collecting information from the desired respondents (Appendix V). Care was taken to avoid ambiguous and vague items that may distort the information inflow. Most of the questions were closed-ended and as such care was taken to encompass all possible responses.

The entire interview schedule was broadly divided into three parts based on the seven objectives of the study. The first part was devoted to the collection of information on the socio-personal characteristics and economic variables of the respondents. The second part was so developed as to collect information about the extent of possession of entrepreneurial attributes by the agripreneurs while the third part measured the economic dimensions of the enterprises. The fourth part was designed to measure the entrepreneurial effectiveness of the three categories of agripreneurs with the help of the scale developed and standardized for the purpose.

3.9.3. Pre-testing and restructuring of interview schedule

The interview schedule was pre-tested with 10% of the sample respondents at random. This was done with the objective of testing the validity and reliability of the items included in the schedule. On the basis of the observations made during pre-testing, some minor but necessary changes were brought about in the interview schedule, and the same was later finalized for the collection of data.

3.9.4. Administration of the interview schedule

The researcher herself collected the data from the respondents at their enterprise units. Utmost care was taken to build a good rapport with the respondents before the administration of the schedule. Mostly, structured interviews were

conducted, and probing and focused interview techniques were applied wherever required. Case studies and focused group discussions were also conducted, for obtaining the necessary information. The data collection took approximately 3 months from September to December, 2008.

3.10. Statistical tools used in the study

The statistical measures provide the investigator an opportunity to express the facts in an empirical way. With this contention, assuming that the data collected were at least at the ordinal level of measurement, more of parametric statistical tests were employed in the study. The data collected from the respondents were scored, compiled and analyzed using the following statistical tools.

1. Percentage

The means and standard deviations of the dependent and independent variables were worked out and the respondents were categorized into different groups with their relative proportions expressed in percentages. For calculating the percentage, the frequency of the concerned cell was divided by the total number of respondents in each category and multiplied by 100. The percentages were corrected to two decimals.

2. Mean and Standard deviation

Mean score is a measure of simple comparison, obtained by dividing the sum of the scores by the total number of items/respondents. Standard deviation is the square root of the mean of the squared deviations of the individual values from their means. These statistical tools were employed for the categorization of the sample respondents into different groups in case of the various dependent and independent variables.

3. Pearson's product moment correlation – 'r'

Pearson's product moment correlation is a measure of the linear association between two contiguous variables. The values of the correlation co-efficient (r) range from -1 to +1. The sign of the correlation co-efficient indicates the direction of the relationship, while its absolute value indicates the strength. In the present study, co-efficient of correlation was used to study the nature and extent of relationship between the dependent variable and the independent variables.

4. Analysis of Variance (ANOVA)

The analysis of variance (ANOVA) is a systematic algebraic procedure for decomposing the overall variation in the responses obtained in an experiment into different components. Each component is attributed to an identifiable cause or source of variation. It is a method of determining if the various sample means are equal, by comparing the sample variance estimated between the groups to that estimated within the groups. ANOVA was employed in the study for the district-wise and category-wise comparison of the agripreneurs in the possession of the various components of entrepreneurial effectiveness.

5. Principal Component Analysis (PCA)

The Principal Component Analysis (PCA) technique, initially described by Karl Pearson (1901) and further developed by Hotelling (1933) is one of the popular multivariate techniques. Principal components are linear combinations of random or statistical variable which have special properties in terms of variances. Transforming the original vector variable to the vector of principal components amounts to a rotation of co-ordinate axes to a new co-ordinate system that has inherent statistical properties.

In the present study, Principal Component Analysis was used in identifying those sub-dimensions or linear combinations sub-dimensions of entrepreneurial effectiveness which are mainly responsible for the variation in the entrepreneurial effectiveness scores of the respondents. The total variability present in the data is divided into different components such that each component is a linear combination of the different sub-dimensions. The procedure of finding these linear combinations called principal components is by applying orthogonal transformations to the original set of variables, thereby reducing a multidimensional data set to a space of lower dimensions.

RESULTS AND DISCUSSION

4. RESULTS AND DISCUSSION

This chapter presents the salient findings of the study with appropriate discussions and interpretations. Keeping in view the objectives of the study, the results are presented under the following major heads:

- 4.1 Inventorization of the successful agripreneurs in the selected districts
- 4.2 Distribution of the respondents with respect to their profile which includes the socio – personal variables, possession of entrepreneurial attributes and the economic variables.
- 4.3 Entrepreneurial effectiveness of the agripreneurs.
- 4.4 Comparative analysis of the of the agripreneurs based on their scores on the sub-dimensions of entrepreneurial effectiveness
- 4.5 Relationship between the socio-personal variables and the entrepreneurial effectiveness of the agripreneurs.
- 4.6 Relationship between the possession of entrepreneurial attributes by the agripreneurs and their entrepreneurial effectiveness.
- 4.7 Principal component analysis to identify the major sub-dimension(s) contributing to entrepreneurial effectiveness.
- 4.8 Case studies of the successful and unsuccessful agripreneurs.
- 4.9 Entrepreneurial constraints as perceived by the agripreneurs.
- 4.10 Strategies for the improvement of the entrepreneurial effectiveness of the agripreneurs.

4.1 Inventorization of the successful agripreneurs

It was within the frame work of the study to inventorize the successful agripreneurs operating in the selected districts of the state. The inventory of the agripreneurs operating in the three selected districts were prepared with the help of the secondary data available with the various Government and Non-Government

agencies operating in the sector such as the District Industries Centres (DICs), Department of Agriculture, Department of Animal Husbandry, Office of the Principal Agricultural Officer, Krishi Bhavans, Commercial banks, Krishi Vigyan Kendras (KVKs), National Bank for Agriculture and Rural development (NABARD), National Small Industries Corporation (NSIC), Small Farmers Agribusiness Consortium (SFAC), Commodity Boards, Khadi and Village Industries Corporation (KVIC) etc. Since the attempt was first of its kind and no systematic data on the agri-business units were available with the various agencies the researcher faced several field level limitations in inventorizing the agripreneurs operating in the different sectors. In spite of these limitations, every care has been taken to make the inventory do justice to the available information, which is presented in Appendix VI.

An overview of the inventory reveals that the on – farm agri-business activities such as mushroom cultivation, floriculture, apiculture, ornamental fish culture, and the animal based enterprises were found to be more predominant in the Thiruvananthapuram and Thrissur districts while sericulture was more popular in the Thrissur and Kasargod districts. Nursery production was a principal agri-business activity in the Thrissur district and the number of nurseries in the district largely outnumbered those in the other two districts. Among the off-farm agri-business activities, the food related processing units, the mat weaving units, the jute products units, the palm spathe products units and the paper bag units were found to be more concentrated in the Thrissur district followed by the Thiruvananthapuram district while the beedi making units were found to be more predominant in the Kasargod district. The commercial farmers were found to be more or less evenly distributed in the three districts with the commercial tobacco and areca nut farmers being restricted to the Kasargod district.

4.2 Distribution of the respondents based on their profile

Analysis of the profile characteristics of the agripreneurs provide a clear insight into the respondent's background and the environment in which they are operating. This would serve to provide information on the need and scope for improvements and reinforcements in the socio-personal and psychological aspects which would in turn reflect on their business performance and standard of living.

4.2.1 Socio-personal variables

Being a social animal, the activities of a free agent like human being are affected and influenced by several factors. Some factors are considered very conducive for a positive endeavour, while some socio-personal limitations impose severe restrictions on achieving high productivity. An attempt was made to identify the major socio-personal, psychological and economic variables of the respondents and to assess their interplay, the findings of which are given in Table 3.

Table 3. Socio-personal and economic variables of the agripreneurs

| Sl. No. | Variable | Category | On-farm agripreneurs (n=60) | | Off-farm agripreneurs (n=60) | | Commercial farmers (n=60) | | Total (n=180) | |
|-----------|---------------------------------|---------------------------|-----------------------------|------------|------------------------------|------------|---------------------------|------------|---------------|------------|
| | | | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage |
| I. | Socio-personal variables | | | | | | | | | |
| 1. | Age | Young (<35 years) | 7 | 11.67 | 8 | 13.33 | 1 | 1.67 | 16 | 8.89 |
| | | Middle aged (35-50 years) | 27 | 45 | 29 | 48.33 | 23 | 38.33 | 79 | 43.89 |
| | | Old (≥51 years) | 26 | 43.33 | 23 | 38.33 | 36 | 60 | 85 | 47.22 |
| 2. | Educational status | Illiterate | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | Primary school | 2 | 3.33 | 2 | 3.33 | 4 | 6.66 | 8 | 4.44 |
| | | Middle school | 7 | 11.66 | 10 | 16.67 | 12 | 20 | 29 | 16.11 |
| | | High school | 24 | 40 | 18 | 30 | 29 | 48.33 | 71 | 39.44 |
| | | Higher secondary | 9 | 15 | 7 | 11.67 | 7 | 11.67 | 23 | 12.78 |

| | | | | | | | | | | |
|----|---|-------------------------|----|-------|----|-------|----|-------|----|-------|
| | | school | | | | | | | | |
| | | Graduation | 12 | 20 | 20 | 33.33 | 6 | 10 | 38 | 21.11 |
| | | Post graduation & above | 6 | 10 | 3 | 5 | 2 | 3.33 | 11 | 6.12 |
| 3. | Annual income (Rupees) | Up to 50,000 | 12 | 20 | 11 | 18.33 | 22 | 36.67 | 45 | 25 |
| | | 50,001-1,00,000 | 13 | 21.67 | 14 | 23.33 | 20 | 33.33 | 47 | 26.11 |
| | | 1,00,001-2,00,000 | 10 | 16.67 | 19 | 31.67 | 12 | 20 | 41 | 22.78 |
| | | 2,00,001-4,00,000 | 9 | 15 | 8 | 13.33 | 2 | 3.33 | 19 | 10.55 |
| | | 4,00,001-6,00,000 | 6 | 10 | 2 | 3.33 | 2 | 3.33 | 10 | 5.56 |
| | | 6,00,001& above | 10 | 16.67 | 6 | 10 | 2 | 3.33 | 18 | 10 |
| 4. | Reasons for venturing into entrepreneurship | R1 | 9 | 15 | 18 | 30 | 9 | 15 | 36 | 20 |
| | | R2 | 12 | 20 | 8 | 13.33 | 18 | 30 | 38 | 21.19 |
| | | R3 | 3 | 5 | 2 | 3.33 | 3 | 5 | 8 | 4.44 |
| | | R4 | 24 | 40 | 21 | 35 | 11 | 18.33 | 56 | 31.11 |
| | | R5 | 7 | 11.67 | 5 | 8.33 | 5 | 8.33 | 17 | 9.44 |
| | | R6 | 5 | 8.33 | 3 | 5 | 1 | 1.67 | 9 | 5 |
| | | R7 | - | - | 3 | 5 | 10 | 16.67 | 13 | 7.22 |
| | | R8 | - | - | - | - | 3 | 5 | 3 | 1.6 |

| | | | | | | | | | | |
|----|---|-----------------|--------------|-------|--------------|-------|-------------|-------|--------------|-------|
| 5. | Trainings received | 0 (No training) | 34 | 56.67 | 37 | 61.67 | 40 | 66.67 | 111 | 61.67 |
| | | 1-5 | 19 | 31.67 | 20 | 33.33 | 17 | 28.33 | 56 | 31.11 |
| | | 6-10 | 7 | 11.67 | 3 | 5 | 3 | 5 | 13 | 7.22 |
| | | >10 | - | - | - | - | - | - | - | - |
| 6. | Diversification of agri-business activities | None | 24 | 40 | 35 | 58.33 | 19 | 31.67 | 78 | 43.33 |
| | | 1-2 | 27 | 45 | 20 | 33.33 | 29 | 48.33 | 76 | 42.22 |
| | | 3-4 | 7 | 11.67 | 4 | 6.67 | 10 | 16.67 | 21 | 11.67 |
| | | 5 & above | 2 | 3.33 | 1 | 1.67 | 2 | 3.33 | 5 | 2.78 |
| 7. | Mass media exposure | Low | 12 | 20 | 15 | 25 | 13 | 21.67 | 35 | 19.44 |
| | | Medium | 25 | 41.67 | 21 | 35 | 34 | 56.67 | 90 | 50 |
| | | High | 23 | 38.33 | 24 | 40 | 13 | 21.67 | 55 | 30.56 |
| | | | Mean = 20.05 | | Mean = 18.83 | | Mean = 19.4 | | Mean = 19.43 | |
| | | | SD = 4.56 | | SD = 3.78 | | SD = 3.62 | | SD = 4.02 | |

| | | | | | | | | | | |
|----|-------------------------|--------|-------------|-------|-------------|-------|-------------|-------|-------------|-------|
| 8. | Extension contact | Low | 8 | 13.33 | 26 | 43.33 | 9 | 15 | 44 | 24.45 |
| | | Medium | 40 | 66.67 | 24 | 40 | 33 | 55 | 105 | 58.34 |
| | | High | 12 | 20 | 10 | 16.67 | 18 | 30 | 31 | 17.22 |
| | | | Mean = 7.28 | | Mean = 4.45 | | Mean = 9.93 | | Mean = 7.22 | |
| | | | SD = 2.37 | | SD = 1.69 | | SD = 2.23 | | SD = 3.08 | |
| 9. | Social participation | Low | 12 | 20 | 10 | 16.67 | 14 | 23.33 | 31 | 17.22 |
| | | Medium | 33 | 55 | 29 | 48.33 | 35 | 58.33 | 104 | 57.78 |
| | | High | 15 | 25 | 21 | 35 | 11 | 18.33 | 45 | 25 |
| | | | Mean = 10.9 | | Mean = 8.5 | | Mean = 9.13 | | Mean = 9.52 | |
| | | | SD = 5.53 | | SD = 3.95 | | SD = 3.49 | | SD = 4.50 | |

4.2.1.1 Age

Table 3 reveals that 45 per cent of the on-farm agripreneurs belonged to the middle age category followed by a comparable 43.33 per cent belonging to the old age group. The age categories of the off-farm agripreneurs also reveal a similar distribution with 48.33 per cent of the respondents belonging to the middle age category. In contrast, majority of the commercial farmers were found to belong to the old age category. Among the three categories of agripreneurs, the off-farm category was the one with the maximum number of young agripreneurs (13.33%) while the commercial farmers had the least (1.67%) representation of the youth.

The overall figures show that majority of the agripreneurs were more than 50 years of age, while those belonging to the middle age category constituted nearly 44 per cent. Further, it was also observed that only 8.89 per cent of the agripreneurs belonged to the young age category. This may be due to the lure of the youth for the white collar jobs or due to the prevalent perception that agribusiness ventures are risk intensive and hence not a profitable livelihood option.

4.2.1.2 Annual income

The figures presented in Table 3 indicate that 21.67 per cent of the on-farm agripreneurs earn an annual income between Rs 50,000 and rupees one lakh while a comparable 20 per cent earn incomes less than Rs 50,000 a year. Among the off farm agripreneurs, 31.67 per cent earned annual incomes between rupees one lakh and rupees two lakh and 23.33 per cent of them earned between Rs 50,000 and rupees one lakh annually. The commercial farmers were found to be largely restricted to the first two income categories, with a majority 36.67 per cent earning incomes upto Rs 50,000 and 33.33 per cent of them earning incomes between Rs 50,000 and rupees one lakh. This may be due to the low profitability of the selected crops *viz.* rice and coconut and the high fluctuation in the prices of rubber.

Among the three categories of respondents, the percentage of agripreneurs earning incomes less than Rs 50,000 per year was found to be highest among the commercial farmers (22%), while the percentage of those earning incomes of rupees six lakh and above was found to be the highest among the on-farm agripreneurs. The frequencies summated across the categories indicate that about three quarters of the agripreneurs earn annual incomes up to rupees two lakh. Only 10 per cent of the respondents were found to earn more than rupees six lakhs annually.

4.2.1.3 Educational status

An analysis of the educational status of the agripreneurs (Table 3) reveals that majority of the on-farm agripreneurs (40%) and commercial farmers (48.33%) possessed high school education. While one-fifth (20%) of the on-farm agripreneurs were graduates, an equal percentage of the commercial farmers were found to possess middle school education. A majority 33.33 per cent of the off-farm agripreneurs were graduates and incidentally constituted the category with the maximum percentage of graduates while a comparable 30 per cent of them possessed high school education. The percentage of post graduates were found to be the highest among the on-farm agripreneurs (10%) and was found to be the least (3.33%) among the commercial farmers.

It was interesting to note that none of the agripreneurs belonged to the illiterate category. The overall picture reveals that nearly 80 per cent of the agripreneurs possessed educational qualifications of high school and above, which is justified by the high literacy figures in the state. As is evident from the figures in the last three educational categories, the more educated entrepreneurs were inclined to take up the newer and emerging enterprises mainly included under the on-farm and off-farm agri-business activities, while the lesser educated ones preferred to stick to the traditional enterprises. These results also establish the fact that the educated sections of the society are responsible for operationalizing the cutting edge

transformations in the entrepreneurial sector, since the advanced skills and technologies are more available to them.

4.2.1.4 Reasons for venturing into entrepreneurship

As is revealed by Table 3, the most important reason for venturing into entrepreneurship endorsed by a majority of the on-farm (40%) and off-farm (35%) agripreneurs was their preference for self employment (R4), while it was the lack of suitable qualifications for employment in the formal sector (R2) which forced majority of the commercial farmers to take up crop farming. ‘Lack of employment opportunities in the formal sector’(R1) was the next major reason in the order of importance cited by 20 per cent of the on-farm agripreneurs and 30% of the off-farm agripreneurs. While none of the on-farm and off-farm agripreneur respondents took to agribusiness as a post retirement activity (R8), five per cent of the commercial farmers turned to crop farming after retirement from their employments in the formal sector.

The overall figures indicate that it was their preference for self-employment that prompted majority of the respondents to take up agri-business, which may be deemed true in wake of the fact that majority of the agripreneur respondents were women who wanted to take up home-based income generating activities, while playing their major role as home makers. The next major reason cited by 21.67 per cent of the respondents was the lack of employment opportunities in the formal sector, which is justified by the high literacy rate and the growing unemployment scenario in the state. The other major reasons cited by lesser number respondents include ‘lack of suitable qualifications for employment in the formal sector’ (19.44%) and ‘chance entry’ (9.44%). While 3 per cent of the respondents turned to agri-business after quitting their employment in the formal sector out of dissatisfaction, only 1.67 per cent of the respondents took to agri-business as their post-retirement vocation.

4.2.1.5 Trainings received

It is evident from Table 3 that majority of the respondents in all the three categories of respondents *viz.* on-farm agripreneurs (56.67%), off-farm agripreneurs (61.67%) and commercial farmers(66.67%) had received no training what-so-ever in their agri-business activities. Among the three respondent categories, the percentage of respondents receiving one to five trainings was found to be the maximum in case of off-farm agripreneurs (33.33%) and that in case of six to ten trainings was found to be the maximum in case of on-farm agripreneurs (11.67%).

The response patterns of all the three categories of respondents showed a similar trend, which reflects in the overall figures. A majority 61.67 per cent of the agripreneurs had received no training related to their enterprise activity. The agripreneurs who received one to five trainings accounted for 31.11 per cent of the respondents, while those receiving six to ten trainings accounted for 7.22 per cent of the sample. It was also observed that none of the respondents received more than ten trainings in their agri-business activities. These figures point to the need for introducing more need based training programmes for the agripreneurs with appropriate follow-up.

4.2.1.6 Diversification of agri-business activities

The results presented in Table 3 imply that 45 per cent of the on-farm agripreneurs undertook one to two additional agri-business activities, while a comparable 40 per cent of them undertook no additional agro-enterprise. The distribution of the commercial farmers in the four response categories also showed a similar trend with a majority 48.33 per cent undertaking one to two additional agri-business activities as compared to a meaty 32.67 per cent choosing not to diversify their business activities in the sector. Among the off-farm agripreneurs, 58.33 per cent of the respondents had not diversified their agri-business activities, while one-third (33.33%) of them undertook one to two additional agri-business activities. The

agripreneurs undertaking three to four additional agro-enterprises were found to be the maximum (16.67%) among the commercial farmers apparently due to the higher production, marketing and price risks associated with the selected crops namely rice, coconut and rubber.

The overall figures indicate that majority of the agripreneurs did not undertake any additional agri-business ventures, while a comparable number of them diversified their business activities with one to two additional enterprises. Those undertaking more than five agri-business activities accounted for only 2.78 per cent of the respondents. The finding that 60 or more of the on-farm agripreneurs and commercial farmers had chosen to diversify their agri-business activities points to the higher risk perceived by the agripreneurs in these business activities.

4.2.1.7 Mass media exposure

A perusal of Table 3 reveals that majority of the on-farm agripreneurs (41.67%) and commercial farmers (56.67%) had medium level of exposure to the mass media while a majority 40% of the off-farm agripreneurs had high level of exposure to the mass media. The cumulative figures for the three categories of agripreneurs indicate that as much as one half of the agripreneurs had medium level of exposure to the mass media while nearly one-third of them had high levels of exposure.

The exposure to mass media largely tells upon the progressiveness of the agripreneurs. In Kerala, because of the high literacy rate, most of the households subscribe at least one news paper and almost every family possesses a radio or television. The use of mobile phones and Information Communication Technology (ICT) by the farmers is also fast gaining momentum in the state (Hassan, 2008). These facts support the above findings which imply that majority of the agripreneurs have medium to high levels of exposure to the mass media.

4.2.1.8 Extension contact

An examination of Table 3 indicates that two-thirds (66.67%) of the on-farm agripreneurs and 55 per cent of the commercial farmers exhibited medium levels of extension contact while a majority 43.33% of the off-farm agripreneurs had low level of contact with the extension agencies. Among the three categories of agripreneurs, the percentage of respondents in the 'high' extension contact category was found to be the maximum in case of commercial farmers (30%) while in the 'low' category the off-farm agripreneurs were observed to have maximum representation.

The probe indicates that majority of the agripreneurs possessed medium to low levels of extension contact. The agricultural officers and the input dealers were the most important source of information for the commercial farmers in contrast to their counterparts who mainly depended on the other extension agencies (mostly the private firms) for technical information. These findings point to the need for improving the reach and efficiency of the extension machinery in the state.

4.1.1.9 Social participation

As is obvious from Table 3, majority of the on-farm agripreneurs (55%), off-farm agripreneurs (48.33%) and commercial farmers (58.33%) exhibited medium level of social participation. Among the three categories of agripreneurs, the percentage of respondents in the low social participation category was found to be the maximum in case of commercial farmers(23.33%), while that in case of the high social participation category was found to be the maximum in case of off-farm agripreneurs (35%).

The overall figures indicate a similar trend with the maximum percentage (57.78%) of the respondents falling in the medium social participation category, followed by the 'high' category constituting one-fourth of the total respondents. These figures indicate that the agripreneurs in general had medium to high levels of social participation which is due to the membership and participation of the

agripreneurs in the various formal and informal organizations, commodity groups, co-operatives etc.

4.2.2 Entrepreneurial attributes

It was within the framework of the study to determine the extent of possession of the desirable attributes of entrepreneurship by the agripreneurs. The ability to respond appropriately to the varying situations depends largely on the personality of the entrepreneurs. The government policies and programmes to augment the farm output may be futile, unless the agripreneurs identify the opportunities and take appropriate steps to harness them. With this logic in mind, the possession of the entrepreneurial attributes are considered as prime movers for success in the selected enterprise activities.

4.2.2.1 Achievement motivation

Table 4. Distribution of respondents according to their achievement motivation scores

| Category | On-farm agripreneurs (n=60) | | Off-farm agripreneurs (n=60) | | Commercial farmers (n=60) | | Total (n=180) | |
|----------|-----------------------------|------------|------------------------------|------------|---------------------------|------------|---------------------------|------------|
| | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage |
| Low | 14 | 23.33 | 11 | 18.33 | 15 | 25 | 40 | 22.22 |
| Medium | 21 | 35 | 20 | 33.33 | 32 | 53.33 | 73 | 40.56 |
| High | 25 | 41.67 | 29 | 48.33 | 13 | 21.67 | 67 | 37.22 |
| | Mean = 22.7 SD = 7.93 | | Mean = 22.02 SD = 6.98 | | Mean = 22.83 SD = 6.59 | | Mean = 22.52 SD = 7.16 | |

The internal urge to succeed in any venture and to attain the desired goals is one of the most essential qualities for an entrepreneur. A critical examination of

Table 4 indicates that majority of the on-farm (41.67%) and off-farm (48.33%) agripreneurs possess high levels of achievement motivation while 53.33 per cent of the commercial farmers possess medium levels of achievement motivation. In the 'high' category, the off-farm agripreneurs were found to have the highest representation whereas the in the low category the commercial farmers contributed to the highest percentage of respondents.

The high levels of achievement motivation exhibited by the on-farm and off-farm agripreneurs may be due to the fact that these categories of respondents consisted of more number of young as well as educated agripreneurs who were progressive and hence their zest and motivation to achieve. The combined figures depict that majority of the agripreneurs possessed medium to high levels of achievement motivation.

4.2.2.2 Self confidence

Table 5. Distribution of respondents according to their self confidence scores

| Category | On-farm agripreneurs (n=60) | | Off-farm agripreneurs (n=60) | | Commercial farmers (n=60) | | Total (n=180) | |
|----------|-----------------------------|------------|------------------------------|------------|---------------------------|------------|---------------------------|------------|
| | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage |
| Low | 14 | 23.33 | 11 | 18.33 | 15 | 25 | 40 | 22.22 |
| Medium | 21 | 35 | 20 | 33.33 | 32 | 53.33 | 73 | 40.56 |
| High | 25 | 41.67 | 29 | 48.33 | 13 | 21.67 | 67 | 37.22 |
| | Mean = 25.73 SD = 9.59 | | Mean = 24.93 SD = 7.96 | | Mean = 25.25 SD = 7.59 | | Mean = 25.31 SD = 8.39 | |

Self confidence indicates the ability of an individual to undertake any venture boldly with a feeling of certainty about its success. A perusal of Table 5 reveals that

the self-confidence levels were medium among majority of the on-farm (43.33%) and off-farm (51.67%) agripreneurs. In contrast, a majority 41.67 per cent of the commercial farmers were found to be low in their self-confidence levels. Among the three groups of agripreneurs, the representation in the high category was found to be the maximum (31.67%) in case of on-farm agripreneurs and the least (20%) in case of commercial farmers. The overall figures indicate that majority of the agripreneurs possessed medium levels of self-confidence followed by those in the 'low' and 'high' categories.

The lack of faith in one's own abilities and prowess leads to lack of optimism. The low level of self confidence of the commercial farmers may be due to the fact that commercial crop farming is more prone to risks. The agripreneurs ability to attain the desired ends in terms of income and profit is largely affected by the vagaries of climate (especially monsoon), shortage of skilled labour and high fluctuations in market prices of crops such as coconut and rubber. As result, they are perhaps apprehensive about the success of their ventures, which largely reflects in their self confidence.

4.2.2.3 Economic opportunism

Table 6. Distribution of respondents according to their economic opportunism scores

| Category | On-farm agripreneurs (n=60) | | Off-farm agripreneurs (n=60) | | Commercial farmers (n=60) | | Total (n=180) | |
|----------|-----------------------------|------------|------------------------------|------------|---------------------------|------------|---------------|------------|
| | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage |
| Low | 21 | 35 | 12 | 20 | 13 | 21.67 | 46 | 25.56 |
| Medium | 24 | 40 | 21 | 35 | 35 | 58.33 | 80 | 44.44 |
| High | 15 | 25 | 27 | 45 | 12 | 20 | 54 | 30 |
| | Mean = 10.18 | | Mean = 10.32 | | Mean = 10.37 | | Mean = 10.29 | |
| | SD = 2.20 | | SD = 1.57 | | SD = 1.86 | | SD = 1.88 | |

A good entrepreneur should be open to the adaptation of his/her policies unconditionally to the favourable chances or openings offered by the circumstances to reap the best possible benefits. It is evident from the figures presented in Table 6 that 40 per cent of the on-farm agripreneurs and 58.33 per cent of the commercial farmers possess moderate levels of economic opportunism, while a majority 45 per cent of the off-farm agripreneurs exhibit high levels of opportunism in seeking better income prospects. The figures summated across the three categories of agripreneurs indicate that a majority 44.44 per cent of the agripreneurs exhibit medium levels of economic opportunism. The on-farm agripreneurs and commercial farmers were found to possess medium to low levels of the attribute while the off-farm agripreneurs were found to exhibit medium to high levels of the trait.

The off-farm agripreneurs were found to be opportunistic right from the selection of the enterprises (based on the growing consumer demand and market for the products such as the packed and ready to serve food items, processed food products, eco-friendly products etc.), exploring newer markets including foreign

markets and even devising newer techniques of production to meet the product specifications, which probably finds reflection in their higher level of economic opportunism.

4.1.2.4 Risk orientation

Table 7. Distribution of respondents according to their risk orientation scores

| Category | On-farm agripreneurs (n=60) | | Off-farm agripreneurs (n=60) | | Commercial farmers (n=60) | | Total (n=180) | |
|----------|-----------------------------|------------|------------------------------|------------|---------------------------|------------|---------------|------------|
| | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage |
| Low | 16 | 26.67 | 18 | 30 | 25 | 41.67 | 59 | 32.75 |
| Medium | 21 | 35 | 20 | 33.33 | 23 | 38.33 | 64 | 35.56 |
| High | 23 | 38.33 | 22 | 36.67 | 12 | 20 | 57 | 31.67 |
| | Mean = 13.25 | | Mean = 12.3 | | Mean = 13.65 | | Mean = 13.07 | |
| | SD = 6.45 | | SD = 5.68 | | SD = 5.22 | | SD = 5.80 | |

An entrepreneur should ideally be a dynamic and speculative moderate risk taker to sustain his/her relative position in the business. It may be observed from Table 7 that more than one-third each of the on-farm agripreneurs (38.33%) and off-farm agripreneurs (36.67%) possessed high levels of risk orientation. However, a majority (41.67%) of the commercial farmers exhibited low levels of risk orientation and low representation in the 'high' category, which indicates their higher reservations in taking risks and trying new ideas. This may perhaps be due to the requirement for adoption of the technologies on a larger scale in commercial farming, which would imply greater risks for the enterprise.

The higher representation of the young entrepreneurs among the on-farm and off-farm agripreneurs might be the probable reason for the higher risk orientation of

these categories of agripreneurs. The overall figures indicating that the agripreneurs in the state in general are moderate risk takers is desirable and encouraging.

4.1.2.5 Attitude towards self-employment

Table 8. Distribution of respondents according to their attitudes towards self-employment

| Category | On-farm agripreneurs (n=60) | | Off-farm agripreneurs (n=60) | | Commercial farmers (n=60) | | Total (n=180) | |
|----------|-----------------------------|------------|------------------------------|------------|---------------------------|------------|--------------------------|------------|
| | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage |
| Low | 14 | 23.33 | 9 | 15 | 26 | 43.33 | 49 | 27.22 |
| Medium | 21 | 35 | 25 | 41.67 | 18 | 30 | 64 | 35.56 |
| High | 25 | 41.67 | 26 | 43.33 | 16 | 26.67 | 67 | 37.22 |
| | Mean = 6.33 SD = 2.16 | | Mean = 6.17 SD = 2.03 | | Mean = 5.53 SD = 1.94 | | Mean = 6.01 SD = 2.06 | |

Self employment implies the creation of job for oneself by engaging in a gainful economic activity and utilizing one's creativity, skill or talent for earning a livelihood. A self-employed person is his/her own master. Having a positive attitude towards self-employment pre-disposes a person to look out for self-employment avenues, rather than wait for employment in the formal sector.

As regards the attitude of the agripreneurs towards self-employment, the figures presented in Table 8 implies that large percentages of on-farm (41.67%) and off-farm (43.33%) agripreneurs had a favourable disposition towards self-employment. In contrast, 43.33 per cent of the commercial farmers were found to have a negative attitude towards self-employment. It was interesting to note that a majority 37.22 per cent of the agripreneurs had a positive attitude towards self-

employment, which indicates that the people have started taking cognizance of the opportunities opening up beyond the formal employment sector. The educated unemployed youth in the state, who took up self-employment probably developed a positive attitude towards self-employment in general and agri-business in particular due to the prospects for earning decent incomes with low investment. Moreover, unemployed housewives, who constituted a considerable percentage of the sample, had a favourable attitude towards self employment due to their preference for engagement in home-based income generating activities.

4.1.2.6 Personal resourcefulness

Table 9. Distribution of respondents according to the scores for personal resourcefulness

| Category | On-farm agripreneurs (n=60) | | Off-farm agripreneurs (n=60) | | Commercial farmers (n=60) | | Total (n=180) | |
|----------|-----------------------------|------------|------------------------------|------------|---------------------------|------------|---------------|------------|
| | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage |
| Low | 13 | 21.67 | 14 | 23.33 | 17 | 28.33 | 44 | 24.45 |
| Medium | 36 | 60 | 22 | 36.67 | 20 | 33.33 | 78 | 43.33 |
| High | 11 | 18.33 | 24 | 40 | 23 | 38.33 | 58 | 32.22 |
| | Mean = 16.15 | | Mean = 16.13 | | Mean = 16.17 | | Mean = 16.15 | |
| | SD = 5.01 | | SD = 4.13 | | SD = 4.28 | | SD = 4.44 | |

A glance at Table 9 reveals that 60 per cent of the on-farm agripreneurs exhibited medium levels of personal resourcefulness followed by 21.67 per cent with low levels of the trait. However, 40 per cent of the off-farm agripreneurs and 38.33 per cent of the commercial farmers constituting the respective majorities were found to possess high levels of personal resourcefulness. The overall figures indicate that 43.33 per cent of the agripreneurs exhibited medium levels of personal

resourcefulness followed by 32.22 per cent in the high category, indicating the possession of the trait to medium to high levels by the agripreneurs.

The possession of higher levels of personal resourcefulness by the off-farm agripreneurs may be attributed in part to their higher levels of education; who perhaps transferred their knowledge in the field of engineering, home science etc. to their work situations. Many of them were found to be highly resourceful to the extent that they had devised improved technologies of production and modified several existing machineries and equipments to prepare products that meet the specific requirements of their target market. The greater experience of the commercial farmers in their enterprise activity might have contributed to the higher personal resourcefulness of this category of agripreneurs.

4.1.2.7 Internal locus of control

Table 10. Distribution of respondents according to their scores on internal locus of control

| Category | On-farm agripreneurs (n=60) | | Off-farm agripreneurs (n=60) | | Commercial farmers (n=60) | | Total (n=180) | |
|----------|-----------------------------|------------|------------------------------|------------|---------------------------|------------|---------------|------------|
| | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage |
| Low | 13 | 21.67 | 11 | 18.33 | 18 | 30 | 42 | 23.33 |
| Medium | 3 | 53.33 | 31 | 51.67 | 29 | 48.33 | 92 | 51.11 |
| High | 15 | 25 | 18 | 30 | 13 | 21.67 | 46 | 25.56 |
| | Mean = 25.55 | | Mean = 25.32 | | Mean = 25.68 | | Mean = 25.52 | |
| | SD = 8.81 | | SD = 7.07 | | SD = 7.44 | | SD = 7.75 | |

The belief or otherwise of the agripreneurs that they can personally control the events and consequences in their lives and business and the amount of personal responsibility they perceive and accept for their actions and results gives an indication of their possession of internal locus of control. As is evident from Table

10, the three groups of agripreneurs were found to be at par in the possession of internal loci of control. In all the three categories of agripreneurs, majority of the respondents (nearly 50% each) belonged to the medium category. The overall figures also indicate a similar trend with the majority 56.67 percent of the respondents falling in the medium category and nearly one-fourth each of the respondents belonging to the low and medium categories. However the on-farm and off-farm agripreneurs were found to be slightly better in the possession of this trait. This may be substantiated with the previous findings that these categories of agripreneurs are more educated, progressive and hence less fatalistic.

4.1.2.8 Market perception

Table 11. Distribution of respondents according to their market perception scores

| Category | On-farm agripreneurs (n=60) | | Off-farm agripreneurs (n=60) | | Commercial farmers (n=60) | | Total (n=180) | |
|----------|-----------------------------|------------|------------------------------|------------|---------------------------|------------|---------------|------------|
| | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage |
| Low | 11 | 18.33 | 6 | 10 | 7 | 11.67 | 24 | 13.33 |
| Medium | 36 | 60 | 43 | 71.67 | 38 | 63.33 | 117 | 65 |
| High | 13 | 21.67 | 11 | 18.33 | 15 | 25 | 39 | 21.67 |
| | Mean = 3.72 | | Mean = 3.57 | | Mean = 3.7 | | Mean = 3.66 | |
| | SD = 1.58 | | SD = 0.91 | | SD = 1.01 | | SD = 1.20 | |

It is imperative for an entrepreneur to have a clear understanding of the various marketing forces operating at a given point of time, the various marketing channels and agencies operating in the area as well as the market prices of the produce. It could be inferred from Table 11 that more than 60 per cent of the

respondents in case of all the three categories of agripreneurs possessed medium levels of market perception. Among the three categories of agripreneurs, in the 'high' category, the percentage of respondents was found to be highest in case of commercial farmers (25%). The frequencies summated across the three response categories indicates that 65 per cent of the agripreneurs fall in the medium category followed by 21.67 per cent in the high category, thereby indicating an overall medium to high level of market perception among the agripreneurs.

The probe indicates that the commercial farmers due to their long term experience in their enterprise activities (since most of the commercial crop enterprises are traditional) had clear understanding of the different stages of the business cycle and the corresponding market responses, which is probably the reason for their comparatively better market perception.

4.1.2.9 Strategic visioning

Table 12. Distribution of respondents according to their scores for strategic visioning

| Category | On-farm agripreneurs (n=60) | | Off-farm agripreneurs (n=60) | | Commercial farmers (n=60) | | Total (n=180) | |
|----------|-----------------------------|------------|------------------------------|------------|---------------------------|------------|---------------|------------|
| | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage |
| Low | 24 | 40 | 20 | 33.33 | 24 | 40 | 68 | 37.78 |
| Medium | 23 | 38.33 | 22 | 36.67 | 21 | 35 | 66 | 36.68 |
| High | 13 | 21.67 | 18 | 30 | 15 | 25 | 46 | 25.56 |
| | Mean = 29.95 | | Mean = 30.37 | | Mean = 31.63 | | Mean = 30.65 | |
| | SD = 10.34 | | SD = 8.64 | | SD = 8.64 | | SD = 9.21 | |

The knack of looking at the usual and finding the unusual is deemed a desirable trait for an entrepreneur. This ability based on a very clear perception of the

environmental opportunities and constraints is construed as constituting the entrepreneurial vision (Kuratko and Hodgets, 1989).

A perusal of Table 12 reveals that 40 per cent each of the on-farm agripreneurs and commercial farmers possessed low levels of strategic visioning ability, while a majority 36.67 per cent of the off-farm agripreneurs possessed the ability to medium levels. Among the three respondent classes, the percentage of respondents in the 'high' category was found to be the highest in case of off-farm agripreneurs (30%). The overall figures indicate poor strategic visioning ability by a majority 37.78 per cent of the agripreneurs, followed by a comparable 36.68 per cent of the respondents possessing the ability to medium levels. Only 25.56 per cent of the agripreneurs were found to choose and operate their enterprises with high levels of strategic vision.

These findings point to the need for improving the strategic management capacity and visioning power of the agripreneurs through appropriate HRD (Human resource Development) efforts, whereby they are made more capable of identifying the most appropriate enterprises, sensing and exploiting the opportunities and adopting appropriate marketing strategies to better compete in the global market.

4.1.2.10 Innovativeness

Table 13. Distribution of respondents according to their scores on innovativeness

| Category | On-farm agripreneurs (n=60) | | Off-farm agripreneurs (n=60) | | Commercial farmers (n=60) | | Total (n=180) | |
|----------|-----------------------------|------------|------------------------------|------------|---------------------------|------------|---------------------------|------------|
| | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage |
| Low | 13 | 21.67 | 11 | 18.33 | 21 | 35 | 45 | 25 |
| Medium | 32 | 53.33 | 21 | 35 | 27 | 45 | 80 | 44.44 |
| High | 15 | 25 | 28 | 46.67 | 12 | 20 | 55 | 30.56 |
| | Mean = 15.63 SD = 3.19 | | Mean = 18.48 SD = 3.79 | | Mean = 14.15 SD = 3.30 | | Mean = 15.53 SD = 3.69 | |

Innovativeness is conceptualized as the relative earliness of the agripreneurs in seeking new techniques and technologies suitable for their vocation and introducing the same in their enterprises. Analysis of the results presented in Table 13 reveals that 46.67 percent of the off-farm agripreneurs exhibited high levels of innovativeness, while majority of the on-farm agripreneurs (53.33%) and commercial farmers (45%) were found to possess medium levels of innovativeness. The high level of innovativeness of the off-farm agripreneurs may be attributed to their better economic status and mass media exposure, which facilitates the adoption of the improved technologies.

4.2.3 Economic variables

4.2.3.1 Benefit – Cost Ratio (BCR)

Table 14. Benefit – Cost Ratio

| Category | On-farm agripreneurs (n=60) | | Off-farm agripreneurs (n=60) | | Commercial farmers (n=60) | | Total (n=180) | |
|-------------|-----------------------------|------------|------------------------------|------------|---------------------------|------------|---------------|------------|
| | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage |
| Less than 1 | 5 | 8.33 | 3 | 5 | 10 | 16.67 | 18 | 10 |
| 1 – 2 | 37 | 61.67 | 35 | 58.33 | 41 | 68.33 | 113 | 62.78 |
| 2 – 3 | 12 | 20 | 17 | 28.33 | 6 | 10 | 35 | 19.44 |
| 3 & above | 6 | 10 | 5 | 8.33 | 3 | 5 | 14 | 7.78 |

In Table 14 an attempt has been made to classify the agripreneurs into different categories on the basis of the B-C ratios of their enterprises, with the obtained ratios ranging from 0.8 to 4.1. As is evident from the table, more than 55 percent each of the agripreneurs in the three categories secured B-C ratios between one and two. The percentage of agripreneurs securing B-C ratios between two and three was found to be the maximum in case of off-farm agripreneurs (28.33%) and the least in case of commercial farmers (10%) while majority of those securing B-C ratios less than one were found to be the commercial farmers (16.67%). The percentage of agripreneurs securing B-C ratios greater than three were found to be comparable in case of on-farm and off-farm agripreneurs (10 and 8.33 percent respectively) while it was found to be low at five percent in case of the commercial farmers.

These findings points out that the off-farm agripreneurs secured better profits from their agri-business activities (95% of them secured B-C ratios >1) followed by

the on-farm agripreneurs, while the commercial farmers undertaking the cultivation of rice, coconut and rubber obtained lesser profits.

4.2.3.2 Current Ratio (CR)

Table 15. Current Ratio

| Category | On-farm agripreneurs (n=60) | | Off-farm agripreneurs (n=60) | | Commercial farmers (n=60) | | Total (n=180) | |
|-------------|-----------------------------|------------|------------------------------|------------|---------------------------|------------|---------------|------------|
| | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage | Frequency | Percentage |
| Less than 1 | 5 | 8.33 | 5 | 8.33 | 7 | 11.67 | 17 | 9.44 |
| 1 – 2 | 31 | 51.67 | 28 | 46.67 | 37 | 61.67 | 96 | 53.33 |
| 2 – 3 | 18 | 30 | 19 | 31.67 | 10 | 16.67 | 47 | 26.11 |
| 3 & above | 6 | 10 | 8 | 13.33 | 6 | 10 | 20 | 11.11 |

The current ratio is the ratio of the total current assets to the current liabilities of an agro-enterprise. It indicates the liquidity position of the business within a year's time, with a ratio more than one indicating a favourable run of the farm-business. It was observed that the current ratio of the agripreneurs ranged from 0.6 to more than 10. The table reveals that the agripreneurs with current ratio less than one was maximum (11.67%) in case of the commercial farmers. Majority of the agripreneurs in all the three categories possessed current ratios between one and two. More than 30 percent each of the on-farm and off-farm agripreneurs were found to possess current ratios between two and three while only 16.67 percent of the commercial farmers possessed current ratios between two and three. The percentage of the respondents securing current ratios above three was found to be the maximum in case of the off-farm agripreneurs at 13.33 percent. These findings indicate a better liquidity position of the on-farm and off-farm enterprises in comparison to the commercial crop farms.

4.3 Entrepreneurial effectiveness of agripreneurs

Table 16. Distribution and comparison of the agripreneurs district-wise and category-wise based on their entrepreneurial effectiveness scores

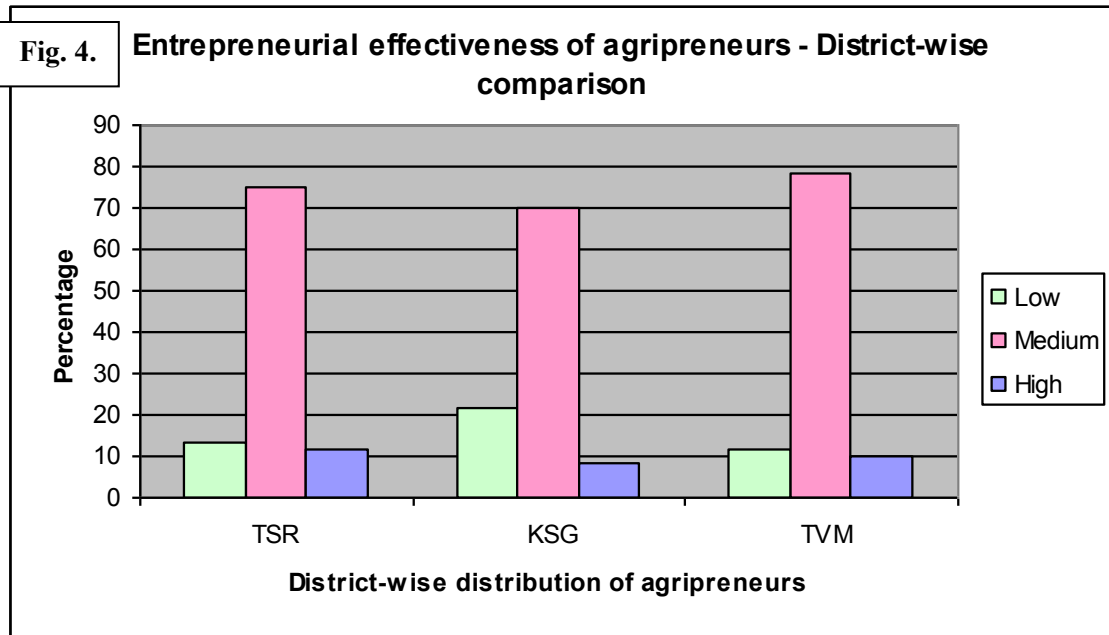
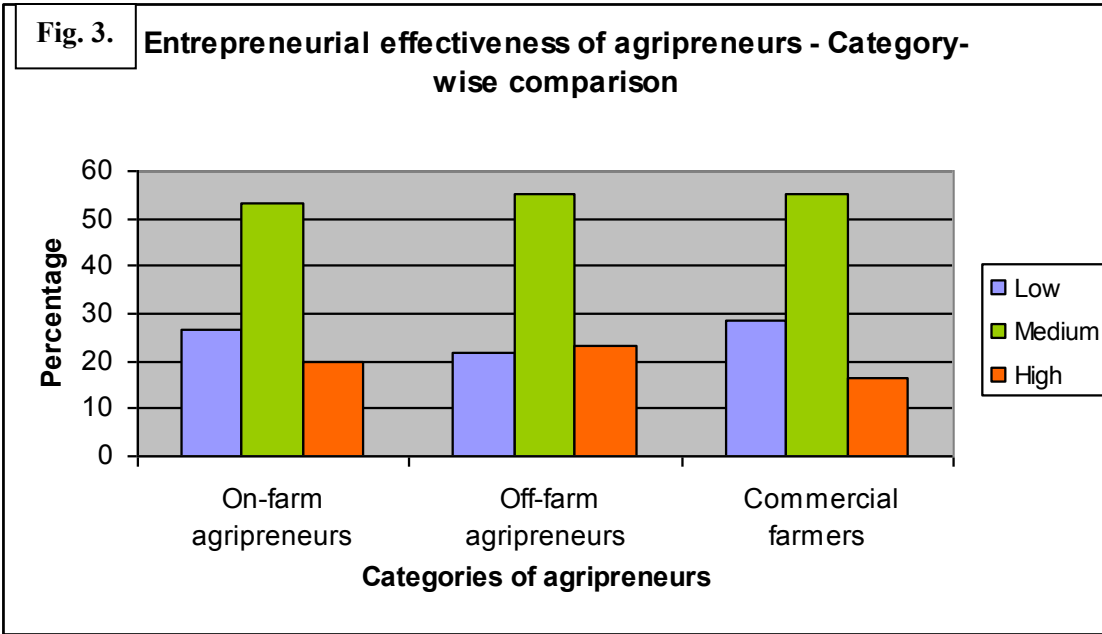
| Sl. No. | District/ Category | Low (Percentage) | Medium (Percentage) | High (Percentage) | Mean score | F- value (ANOVA) |
|-------------------------------------|-----------------------|------------------|---------------------|-------------------|------------|---------------------|
| I. District-wise comparison | | | | | | |
| 1. | TSR | 13.33 | 75 | 11.67 | 0.53 | 53.458 * |
| 2. | KSG | 21.67 | 70 | 8.33 | 0.29 | |
| 3. | TVM | 11.67 | 78.33 | 10 | 0.41 | |
| II. Category-wise comparison | | | | | | |
| 1. | On- farm agripreneurs | 26.67 | 53.33 | 20 | 0.40 | 1.746 ^{NS} |
| 2. | Off-farm agripreneurs | 21.67 | 55 | 23.33 | 0.44 | |
| 3. | Commercial farmers | 28.33 | 55 | 16.67 | 0.38 | |

TSR – Thrissur, KSG – Kasargod, TVM – Thiruvananthapuram

* Significant at 0.05 %

NS Not significant

The entrepreneurial effectiveness scores expressed as a function of the scores on the six sub-dimensions is represented category-wise in Table 16. A probe into the Table reveals that more than 70% each of the agripreneurs in the three selected districts possess medium levels of effectiveness. The distribution of the respondents in the low and high categories in case of the Thrissur and Thiruvananthapuram



TSR – Thrissur, KSG – Kasargod, TVM – Thiruvananthapuram

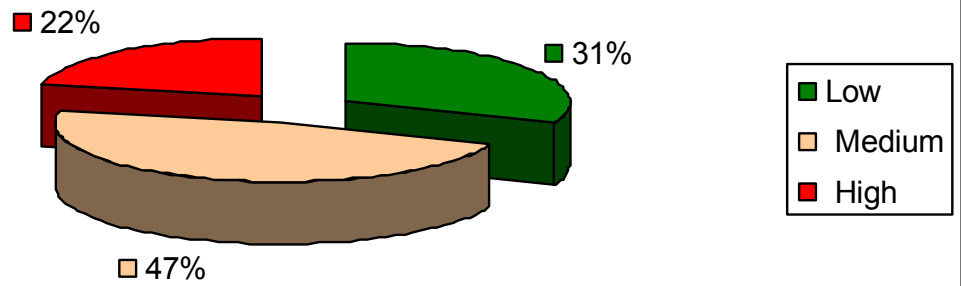
districts were found to be comparable. However in case of the Kasargod district, the percentage of respondents in the 'low' category was found to be high and that in the 'high' category was found to be low, indicating a relatively lower effectiveness of the agripreneurs in the district. These findings are also supported by the relatively lower mean score (0.29) in comparison to the other districts.

The category-wise comparison of the agripreneurs reveal that more than one-half of the respondents in all the three categories possess medium levels of effectiveness. While in the 'low' category, the percentage of respondents was found to be highest (28.33%) in case of the commercial framers, the percentage of respondents in the 'high' category was found to be the maximum (23.33%) in case of the off-farm agripreneurs. These figures indicate that the off-farm agripreneurs were entrepreneurially the most effective followed by the on-farm agripreneurs and the commercial farmers who were found to be almost on par in their effectiveness, which is also supported by their mean scores.

The results of Analysis of Variance (ANOVA) computed for the comparison of the performance of the various categories of agripreneurs indicated that considerable differences existed between the entrepreneurial effectiveness of the agripreneurs in the Thrissur, Kasargod and Thiruvananthapuram districts. However, no significant difference was observed between the on-farm agripreneurs, off-farm agripreneurs and commercial farmers with respect to this dimension.

Fig. 5.

Entrepreneurial effectiveness of agrpreneurs



4.4 Comparative analysis of the of the agripreneurs based on their scores on the sub-dimensions of entrepreneurial effectiveness

4.4.1. Production management effectiveness

Table 17. Comparison of the agripreneurs district-wise and category-wise based on their production management effectiveness scores

| Sl. No. | District/ Category | Low (Percentage) | Medium (Percentage) | High (Percentage) | Mean score | F- value (ANOVA) |
|-------------------------------------|-----------------------|------------------|---------------------|-------------------|------------|----------------------|
| I. District-wise comparison | | | | | | |
| 1. | TSR | 18.33 | 73.33 | 8.33 | 0.53 | 66.86 ** |
| 2. | KSG | 41.67 | 43.33 | 15 | 0.19 | |
| 3. | TVM | 15 | 71.66 | 13.33 | 0.38 | |
| II. Category-wise comparison | | | | | | |
| 1. | On- farm agripreneurs | 26.67 | 53.33 | 20 | 0.39 | 1.0097 ^{NS} |
| 2. | Off-farm agripreneurs | 30 | 48.33 | 21.67 | 0.34 | |
| 3. | Commercial farmers | 30 | 50 | 20 | 0.36 | |

TSR – Thrissur, KSG – Kasargod, TVM – Thiruvananthapuram

** Significant at 0.01 %

NS Not significant

The percentage distribution of the agripreneurs based on the sub-dimension ‘production management effectiveness’ and the results of the analysis of variance are presented in Table 17. The district-wise distribution of the agripreneurs revealed that

more than 70 percent each of the agripreneurs in the Thrissur and the Thiruvananthapuram districts belonged to the medium effectiveness group. In case of the Kasargod district, it was observed that though a majority 43.33 percent of the agripreneurs belonged to the medium effectiveness category, a comparable 41.67 percent of them belonged to the low effectiveness category. Comparison of the on-farm agripreneurs, off-farm agripreneurs and commercial farmers revealed that around one-half of the respondents in all the categories possessed medium levels of effectiveness. Not much variation was observed in the distribution of the three groups of respondents within the low and high categories.

The results of analysis of variance (ANOVA) indicated that among the agripreneurs in the three districts the differences in production management effectiveness were highly significant (at 0.01 percent) while among the three categories of agripreneurs the difference with regard to this sub-dimension was observed to be non-significant as is evident from the mean scores.

4.4.2. Finance management effectiveness

Table 18. Comparison of the agripreneurs district-wise and category-wise based on their finance management effectiveness scores

| Sl. No. | District/ Category | Low (Percentage) | Medium (Percentage) | High (Percentage) | Mean score | F- value (ANOVA) |
|-------------------------------------|-----------------------|------------------|---------------------|-------------------|------------|---------------------|
| I. District-wise comparison | | | | | | |
| 1. | TSR | 13.33 | 78.33 | 8.33 | 0.55 | 6.209 * |
| 2. | KSG | 8.33 | 76.67 | 15 | 0.20 | |
| 3. | TVM | 11.67 | 76.67 | 11.67 | 0.38 | |
| II. Category-wise comparison | | | | | | |
| 1. | On- farm agripreneurs | 30 | 48.33 | 21.67 | 0.40 | 1.308 ^{NS} |
| 2. | Off-farm agripreneurs | 28.33 | 46.67 | 25 | 0.34 | |
| 3. | Commercial farmers | 23.33 | 53.33 | 23.33 | 0.39 | |

TSR – Thrissur, KSG – Kasargod, TVM – Thiruvananthapuram

* Significant at 0.05 %, NS - Not significant

A critical examination of the distribution of the agripreneurs in Table 18 reveals that in case of all the three district categories, more than 75 percentage each of the agripreneurs possessed medium levels of finance management effectiveness. It was also interesting to note that the agripreneurs belonging to the Kasargod district had a comparatively lower representation in the ‘low’ category and higher representation in the ‘high’ category indicating a marginally better effectiveness in finance management as compared to the other two districts. This may perhaps be due to the fact that their business units were smaller in size and availed less credit and hence were free from the hassles of repayment. Though this contributes to their

effectiveness in finance management, it points to their lower risk propensity. Category-wise comparison of the agripreneurs revealed that more than 45 percentage of the respondents in all the three categories possessed medium levels of effectiveness in finance management.

The F-values computed indicated that the agripreneurs in the three sample districts differed significantly (at 0.05 percent) with respect to their effectiveness in finance management. However the F-values indicated no significant disparity among the three categories of agripreneurs with respect to this dimension. The cumulative figures indicated that the finance management effectiveness of the agripreneurs were in the medium to low range.

4.4.3. Marketing management effectiveness

Table 19. Comparison of the agripreneurs district-wise and category-wise based on their marketing management effectiveness scores

| Sl. No. | District/ Category | Low (Percentage) | Medium (Percentage) | High (Percentage) | Mean score | F- value (ANOVA) |
|-------------------------------------|-----------------------|------------------|---------------------|-------------------|------------|------------------|
| I. District-wise comparison | | | | | | |
| 1. | TSR | 11.67 | 75 | 13.33 | 0.52 | 48.67 ** |
| 2. | KSG | 6.67 | 78.33 | 15 | 0.21 | |
| 3. | TVM | 16.67 | 68.33 | 15 | 0.39 | |
| II. Category-wise comparison | | | | | | |
| 1. | On- farm agripreneurs | 26.67 | 55 | 18.33 | 0.43 | 3.22 * |
| 2. | Off-farm agripreneurs | 23.33 | 53.33 | 23.33 | 0.33 | |
| 3. | Commercial farmers | 30 | 56.67 | 13.33 | 0.36 | |

TSR – Thrissur, KSG – Kasargod, TVM – Thiruvananthapuram

** Significant at 0.01 %, * Significant at 0.05 %

A probe into the Table 19 reveals that majority of the agripreneurs in the three selected districts possess medium level of effectiveness in market management. It was observed that the Thiruvananthapuram district had the maximum representation (16.67%) in the low effectiveness category, which points to the marketing problems in the district, while not much variation was observed in the distribution of respondents in the 'high' category.

With regard to the category-wise distribution of the agripreneurs, the majority (>50% each) of the on-farm agripreneurs, off-farm agripreneurs and commercial farmers were found to be effective in market management to a medium extent. The percentage of off-farm agripreneurs was found to be the lowest in the low category and the highest in the high category indicating a relatively better effectiveness in market management. This may be due to the fact that the off-farm agripreneurs were mainly dealing with the production of processed products much in line with the ever increasing demand for the ready to use products. Also these processed products provide scope for delayed marketing and hence the need for distress sale is reduced considerably. The overall figures indicate that the market management effectiveness of the agripreneurs in the state fall in the medium to low category.

The results of one-way ANOVA indicated that the agripreneurs in the Thrissur, Kasargod and Thiruvananthapuram districts differed significantly (at 0.01%) with respect to their effectiveness in market management. The on-farm agripreneurs, off-farm agripreneurs and commercial farmers were also found to differ significantly in this respect as indicated by the F-value.

4.4.4. Labour management effectiveness

Table 20. Comparison of the agripreneurs district-wise and category-wise based on their Labour management effectiveness scores

| Sl. No. | District/ Category | Low (Percentage) | Medium (Percentage) | High (Percentage) | Mean score | F- value (ANOVA) |
|-------------------------------------|-----------------------|------------------|---------------------|-------------------|------------|--------------------|
| I. District-wise comparison | | | | | | |
| 1. | TSR | 18.33 | 71.67 | 10 | 0.49 | 18.53 * |
| 2. | KSG | 11.67 | 73.33 | 15 | 0.37 | |
| 3. | TVM | 21.67 | 66.67 | 11.67 | 0.41 | |
| II. Category-wise comparison | | | | | | |
| 1. | On- farm agripreneurs | 16.67 | 71.67 | 11.67 | 0.44 | 1.19 ^{NS} |
| 2. | Off-farm agripreneurs | 20 | 66.67 | 13.33 | 0.41 | |
| 3. | Commercial farmers | 13.33 | 70 | 16.67 | 0.41 | |

TSR – Thrissur, KSG – Kasargod, TVM – Thiruvananthapuram

* Significant at 0.05 %

NS Not significant

The district-wise and category-wise distribution and comparison of the agripreneurs based on labour management effectiveness is presented in Table 20. Among the three district categories, about two-thirds each of the respondents belonged to the medium effectiveness category. The Kasargod district was found to have the least representation in the ‘low’ category and the highest representation in the ‘high’ category indicating a comparatively better effectiveness in labour

management. The smaller size of the units and the consequent lesser requirement for labour might be the probable reasons for their better performance in labour management, since most of the operations in these units were carried out by the owner entrepreneurs, thus reducing the dependence on external labour.

In case of the Thiruvannathapuram and Thrissur districts, the size of the units were found to be comparatively larger and hence the dependence on external labour was found to be more. However, the shortage of skilled and unskilled labour in these two districts might have contributed to their lower labour management effectiveness. Among the three categories of agripreneurs, more than 65 percentage each of the agripreneurs were found to belong to the medium effectiveness category, while the figures within the low and high categories were found to be comparable.

The F-values computed using one-way ANOVA indicate that the agripreneurs in the three selected districts differed significantly (significant at 0.05%) in their labour management effectiveness while no significant difference was observed between the on-farm agripreneurs, off-farm agripreneurs and commercial farmers with respect to this dimension.

4.4.5. Risk management effectiveness

Table 21. Comparison of the agripreneurs district-wise and category-wise based on their risk management effectiveness scores

| Sl. No. | District/ Category | Low (Percentage) | Medium (Percentage) | High (Percentage) | Mean score | F- value (ANOVA) |
|-------------------------------------|-----------------------|------------------|---------------------|-------------------|------------|------------------|
| I. District-wise comparison | | | | | | |
| 1. | TSR | 8.33 | 76.67 | 15 | 0.47 | 29.013 ** |
| 2. | KSG | 18.33 | 71.67 | 10 | 0.39 | |
| 3. | TVM | 10 | 73.33 | 16.67 | 0.51 | |
| II. Category-wise comparison | | | | | | |
| 1. | On- farm agripreneurs | 15 | 70 | 15 | 0.42 | 6.470 * |
| 2. | Off-farm agripreneurs | 23.33 | 66.67 | 10 | 0.35 | |
| 3. | Commercial farmers | 13.33 | 68.33 | 18.33 | 0.44 | |

TSR – Thrissur, KSG – Kasargod, TVM – Thiruvananthapuram

** Significant at 0.01 %

* Significant at 0.05 %

The results of the comparison of the risk management effectiveness scores across the various districts and categories and the F-values of the corresponding tests of significance are presented in Table 21. More than 70 percent each of the respondents in the three sample districts were found to belong to the medium effectiveness category. In the low and high categories, the distribution of respondents

in the Thrissur and Thiruvananthapuram districts were found to be comparable. The Kasargod district was found to have the highest representation in the high category (18.33%) and the least representation (10%) in the low category, indicating relatively lower risk management effectiveness in comparison to the other two districts.

Among the three categories of agripreneurs, not much variation was observed in the distribution of respondents in case of the on-farm agripreneurs and commercial farmers. The risk management effectiveness of the off-farm agripreneurs was found to be low as is evident from the lower mean score (0.35). These findings are supported by the previous findings that the extent of diversification is low among the off-farm agripreneurs, which is perhaps reflecting in their lower risk management effectiveness.

The F-values obtained from the one-way analysis of variance of the different categories indicate that significant difference existed among the agripreneurs in the three districts (significant at 0.01%) with respect to this dimension. The on-farm agripreneurs, off-farm agripreneurs and commercial farmers were also observed to show significant variations (significant at 0.05%) in their risk management effectiveness.

4.4.6. Time management effectiveness

Table 22. Comparison of the agripreneurs district-wise and category-wise based on their time management effectiveness scores

| Sl. No. | District/ Category | Low (Percentage) | Medium (Percentage) | High (Percentage) | Mean score | F- value (ANOVA) |
|-------------------------------------|-----------------------|------------------|---------------------|-------------------|------------|--------------------|
| I. District-wise comparison | | | | | | |
| 1. | TSR | 11.67 | 66.67 | 21.67 | 0.55 | 6.260 * |
| 2. | KSG | 15 | 61.67 | 23.33 | 0.48 | |
| 3. | TVM | 30 | 60 | 10 | 0.51 | |
| II. Category-wise comparison | | | | | | |
| 1. | On- farm agripreneurs | 21.67 | 60 | 18.33 | 0.52 | 0.93 ^{NS} |
| 2. | Off-farm agripreneurs | 28.33 | 60 | 11.67 | 0.51 | |
| 3. | Commercial farmers | 15 | 75 | 10 | 0.49 | |

TSR – Thrissur, KSG – Kasargod, TVM – Thiruvananthapuram

* Significant at 0.05 %

NS Not significant

The results presented in Table 22 indicates that more than 60 percentage each of the respondents in the three districts belonged to the medium effectiveness category. The distribution of the respondents in the various categories were found to be comparable in case of the Thrissur and Kasargod districts indicating a medium to high level of effectiveness in time management. The Thiruvananthapuram district fared poorly with respect to this dimension, which may be attributed to their higher

preference for employment in the formal sector and a secondary occupation status attributed to agribusiness in terms of time allocation. The on-farm agripreneurs, off-farm agripreneurs and commercial farmers were found to exhibit medium to low levels of time management effectiveness.

The results of the test of significance indicate that there existed significant difference in the time management effectiveness of the agripreneurs in the three selected districts, whereas the differences between the on-farm agripreneurs, off-farm agripreneurs and commercial farmers with respect to this dimension were found to be non-significant.

4.5 Relationship between the socio-personal and economic variables and the entrepreneurial effectiveness of the agripreneurs

Table 23. Relationship between the socio-personal and economic variables and the entrepreneurial effectiveness of the agripreneurs

| Sl. No. | Variables | Pearson's coefficient of correlation 'r' |
|----------------|--|---|
| 1. | Age | -0.224 ^{NS} |
| 2. | Educational Qualification | 0.402** |
| 3. | Annual income | 0.676** |
| 4. | Social Participation | 0.671** |
| 5. | Extension contact | 0.424** |
| 6. | Mass media exposure | 0.793** |
| 7. | Training received | 0.143 ^{NS} |
| 8. | Diversification of agribusiness activities | 0.203** |
| 9. | B-C ratio | 0.855 |
| 10. | Current ratio | 0.651 |

** - Significant at 0.01 level, NS – Not significant

The results of correlation between the socio-personal variables of the agripreneurs and their entrepreneurial effectiveness are furnished in Table 23. The age of the agripreneurs was observed to show negative correlation with the entrepreneurial effectiveness of the agripreneurs. This is supported by the earlier finding that the agripreneurs belonging to the younger age groups were entrepreneurially more effective than their older counterparts.

The educational qualifications of the agripreneurs were found to have positive and significant correlation (at 0.01%) with the entrepreneurial effectiveness of the agripreneurs, as is evident from the poorer performance of the less educated commercial farmers. The above fact has sufficient evidence that a higher level of education ensures better entrepreneurial function. These findings are consistent with the findings of Nandapurkar (1982), Pandya (1996) and Reddy (2003). The positive and highly significant correlation of the annual incomes with the effectiveness of the agripreneurs were on the expected lines, since the higher effectiveness of the agripreneurs find reflection in their incomes and profit from the enterprise. The more the income the more were the agripreneurs motivated and capacitated to expand their enterprise, which coupled with their higher risk bearing ability resulted in higher profits. These results are in agreement with the findings reported by Porchezian (1991), Pandya (1996) and Reddy (2003).

The variables representing the social domain of the agripreneurs namely their social-participation and extension contact were also found to exhibit positive and significant correlation (significant at 0.01%) with the entrepreneurial effectiveness of the agripreneurs. These findings indicate that the entrepreneurs who have a better social orientation are likely to be more effective since their larger circle of friends and acquaintances and better knowledge of their sphere of operation serves to position them more favourably to receive help and assistance in times of need.

The exposure to mass media was also found to have positive and significant correlation with the entrepreneurial effectiveness of the agripreneurs. This may serve to open up new and unexplored opportunities for the growth and expansion of the enterprise. These findings draw support from the findings of Raghavacharyalu (1983), Sivaprasad (1997) and Gurubalan (2007) who observed a positive and significant relationship between the exposure to the mass media and the entrepreneurial behaviour of the entrepreneurs. The trainings received by the agripreneurs were not found to have any significant correlation with their entrepreneurial effectiveness. The findings are in sync with the earlier findings that majority of the agripreneurs in all the three categories had not received any formal training in relation to their enterprise activities.

The extent of diversification of the agri-business activities showed positive and significant correlation (significant at 0.01%) with the dependent variable. This result is reinforced by the finding that the diversification of agri-business activities improves the risk management effectiveness of the agripreneurs which in turn finds reflection in their entrepreneurial effectiveness. These findings are in line with the findings of Senthilvinayagam (1993) who observed that vocational diversification was one of the significant variables in predicting the entrepreneurial behaviour of the agripreneurs.

The positive and significant correlation between B-C ratio and current ratio of the agri-business units were on expected lines since the most important criteria for measurement of effectiveness is the output from the enterprise (Reddin, 1970). The B-C ratio indicates the profitability of an enterprise while the current ratio indicates the current liquidity position of an enterprise. Since the effectiveness of an agripreneur is largely determined by the output from the enterprise, a higher B-C ratio and current ratio indicates better performance of the enterprise and resultantly better effectiveness of the agripreneur. These findings are in line with the findings of Gurubalan (2007) who reported that the B-C ratio and Current ratio of the

agripreneurs were significantly correlated with the entrepreneurial behaviour of the agripreneurs.

4.6 Relationship between the possession of entrepreneurial attributes by the agripreneurs and their entrepreneurial effectiveness

Table 24. Relationship between the possession of entrepreneurial attributes by the agripreneurs and their entrepreneurial effectiveness

| Sl. No. | Entrepreneurial attributes | Pearson's coefficient of correlation 'r' |
|---------|----------------------------------|--|
| 1. | Achievement motivation | 0.918** |
| 2. | Self confidence | 0.929** |
| 3. | Attitude towards self employment | 0.778** |
| 4. | Risk orientation | 0.903** |
| 5. | Economic opportunism | 0.689** |
| 6. | Internal locus of control | 0.557** |
| 7. | Personal resourcefulness | 0.890** |
| 8. | Market perception | 0.916** |
| 9. | Strategic visioning | 0.884** |

** - Significant at 0.01 level

The product-moment correlation ('r'- values) worked out to examine the relationship between the extent of possession of the entrepreneurial attributes by the agripreneurs and their entrepreneurial effectiveness is furnished in Table 24. As is revealed by the table, all the nine entrepreneurial attributes identified were found to have positive and highly significant correlation (significant at 0.01%) with the entrepreneurial effectiveness of the agripreneurs.

The positive and significant relationship between achievement motivation and the entrepreneurial effectiveness of the agripreneurs is logical since a motivation to achieve more propels the entrepreneurial performance of the agripreneurs resulting in better monetary and material gains.

The self-confidence of the agripreneurs was found to exhibit positive and significant relationship with the entrepreneurial effectiveness of the agripreneurs. An entrepreneur who has a higher level of confidence in his/her abilities and actions is more likely to reap better rewards from their activities. These findings are in sync with the findings made by Seema (1997) and Senthilvinayagam (1998).

A favourable mental disposition towards one's profession largely improves his/her performance in the field. In the present study, the attitude of the agripreneurs towards self-employment was found to have positive and significant relationship with the entrepreneurial effectiveness of the agripreneurs. These findings are in line with the research results reported by Pradeepkumar (1993), Seema (1997) and Jayalekshmi (1996).

The risk orientation of the agripreneurs was also found to show positive and significant correlation with the dependent variable. A moderate risk orientation is universally considered a desirable attribute for the agripreneurs, which largely influences their performance. Very high risk orientation predisposes the agripreneurs to windfall gains or huge losses. These findings are in conformity with the findings reported by Satpathy (2001).

The positive and significant correlation between economic opportunism and the entrepreneurial effectiveness of the agripreneurs may be justified by the fact that the agripreneur is an economic man who tries to maximize his/her profit by making effective use of the available physical and financial resources. Moreover sensing an economic opportunity acts as the foundation stone for starting an enterprise. The

present findings are in conformity with the findings made by Perumal et. al (1990) and Porchezian (1991).

The possession of internal locus of control by the agripreneurs also exhibited significant positive correlation with their entrepreneurial effectiveness. This implies that entrepreneurs who are less fatalistic are likely to be more successful in their ventures. The findings find support with the observations made by Gopakumar (1996).

The acquaintance with the market network of one's produce and an understanding of the dynamics of the demand and supply forces will largely determine the success of an entrepreneur in the field which explains the positive and significant correlation between market perception and the entrepreneurial effectiveness of the agripreneurs in this study. These results are in agreement with the research results reported by Satpathy (2001).

The personal resourcefulness and the strategic visioning ability of the agripreneurs showed a positive and significant relationship with the entrepreneurial effectiveness of the agripreneurs. The ability of an agripreneur to devise the means to attain the desired ends and his/her ability to envision the position of the enterprise at a future point of time enables them to set targets for better levels of performance and attain them in a time bound manner. These findings are consistent with the findings made by Gopakumar (1996).

4.7 Principal Component Analysis of entrepreneurial effectiveness

The basic idea of Principal Component Analysis (PCA) is to describe the dispersion of an array of n points in p – dimensional space by introducing a new set of orthogonal linear co-ordinates so that the simple variances of the given point with respect to these derived co-ordinates are in decreasing order of magnitude. Thus the first principal component is such that the projections of the given points onto it have

maximum variance among all possible linear co-ordinates, the second principal component has maximum variance subject to being orthogonal to the first and so on.

The tool was used in the present study to identify those sub-dimensions or linear combinations of sub-dimensions of entrepreneurial effectiveness which are mainly responsible for the variation in the entrepreneurial effectiveness scores of the respondents. The linear combinations of dimensions causing maximum variation can be identified by taking the combinations with the highest percentage contributions. The results of principal component analysis based on the six sub-dimensions (variables) of entrepreneurial effectiveness are presented in the Tables 25 and 26. The results of PCA for the entrepreneurial effectiveness scores of the sample respondents is presented in Appendix VII.

Table 25. Latent Vectors in the descending order

| Variables / Sub- dimensions | Principal Components | | | | | |
|--|-----------------------------|---------------|---------------|---------------|---------------|---------------|
| | PRIN 1 | PRIN 2 | PRIN 3 | PRIN 4 | PRIN 5 | PRIN 6 |
| VAR 2 | 0.652 | -0.209 | -0.642 | 0.261 | -0.201 | 0.105 |
| VAR 1 | 0.556 | -0.183 | 0.290 | -0.211 | 0.710 | -0.158 |
| VAR 3 | 0.417 | -0.122 | 0.604 | -0.165 | -0.647 | 0.031 |
| VAR 5 | 0.232 | 0.769 | -0.226 | -0.528 | -0.079 | -0.136 |
| VAR 4 | 0.190 | 0.548 | 0.286 | 0.756 | 0.092 | -0.039 |
| VAR 6 | 0.047 | 0.127 | 0.077 | -0.101 | 0.151 | 0.971 |

VAR 1 - Production management effectiveness

VAR 2 - Marketing management effectiveness

VAR 3 - Finance management effectiveness

VAR 4 - Labour management effectiveness

VAR 5 - Risk management effectiveness

VAR 6 - Time management effectiveness

Table 26. Contribution of the Principal Components to the variance

| Principal Components | Latent Roots | Percentage Variance | Cumulative Variance |
|-----------------------------|---------------------|----------------------------|----------------------------|
| PRIN 1 | 52011.121 | 91.253 | 91.253 |
| PRIN 2 | 2198.279 | 3.857 | 95.110 |
| PRIN 3 | 1199.185 | 2.104 | 97.214 |
| PRIN 4 | 744.360 | 1.306 | 98.520 |
| PRIN 5 | 540.469 | 0.948 | 99.468 |
| PRIN 6 | 303.726 | 0.533 | 100.001 |

The results presented in Table 25 and 26 indicate that the first linear combination of the principal components contributed to 91.25 percent to the total variance, while the contributions made by the second and the third linear combinations of principal components were negligible at 3.86 percent and 2.10 percentage respectively. Thus it is obvious that the first principal component accounts for the largest percentage variance (91.25 %) in the entrepreneurial effectiveness score of the agripreneurs and the first three principal components accounts for a cumulative variance of more than 97 percent.

In the first linear combination, the largest magnitude of variation (0.652) was contributed by the sub-dimension *viz.* ‘Market management effectiveness’ (VAR 2),

Fig. 6. Percentage variance and cumulative variance contributed by the Principal Components of Entrepreneurial Effectiveness

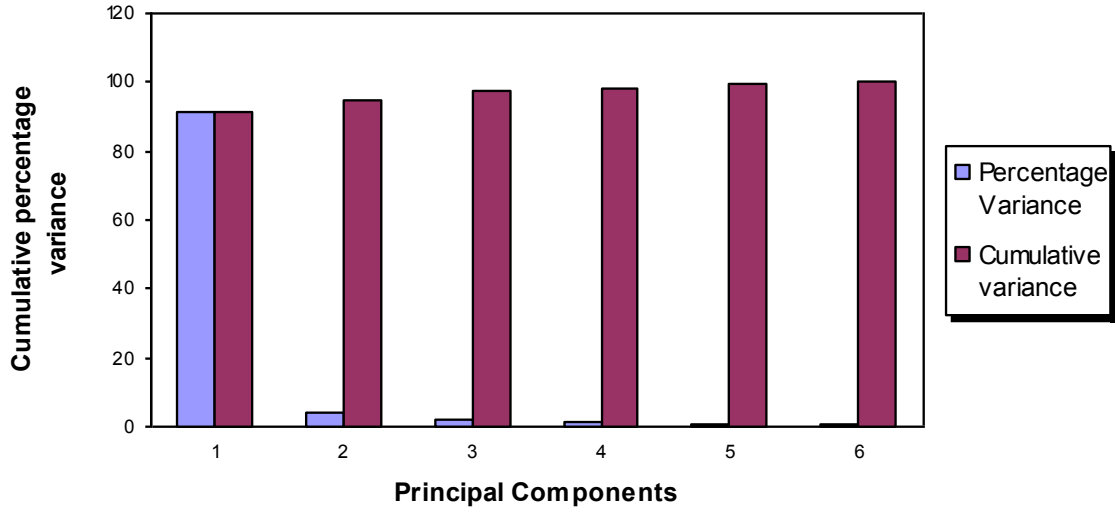
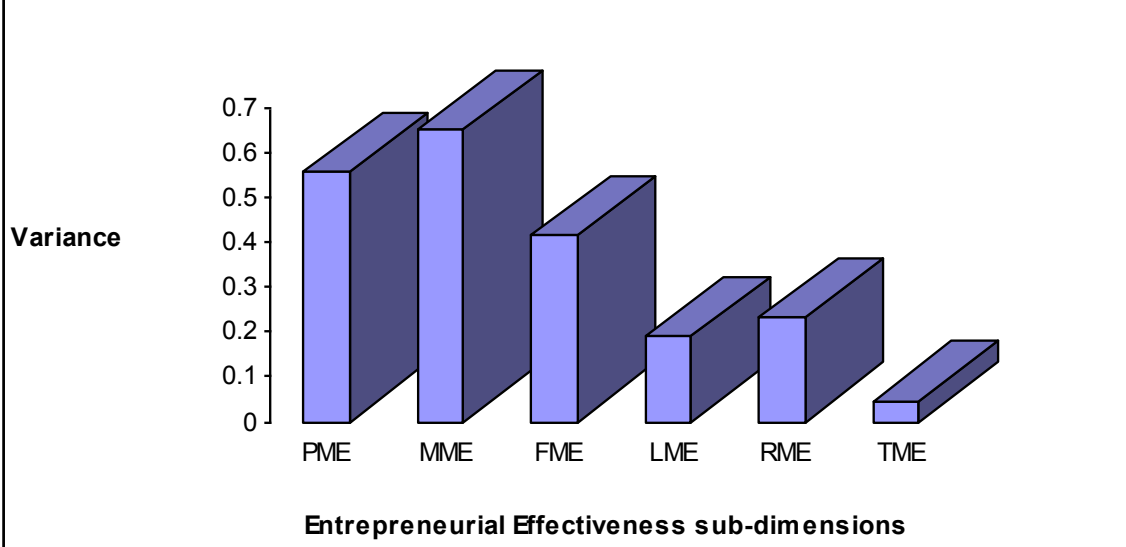


Fig. 7. Magnitude of variance contributed by the sub-dimensions of Entrepreneurial Effectiveness



followed by 'Production management effectiveness' (VAR 1) (0.556) and 'Finance management effectiveness' (VAR 3) (0.417).

From the above findings, it may be deduced that it is the effectiveness of the agripreneurs in the management of the market for their produce which largely determine their effectiveness in the business. The effectiveness of the agripreneurs in the management of production and finance were found to occupy the next two positions in their order of importance, while the remaining three sub-dimensions were not found to contribute significantly to the variance in the entrepreneurial effectiveness scores of the agripreneurs.

4.8 Case studies of successful and unsuccessful entrepreneurs

4.8.1 Case study of a successful entrepreneur

Mr. Mohammed M.C, aged 54, who won the award for the Best Dairy and Poultry Farmer in the State for the year 2008, is a progressive agripreneur in the Kasargod district of Kerala. He is the owner manager of the Malabar Dairy and Poultry Unit at Munnam mile, Panathur, Kasargod and one of the most successful entrepreneurs in the business in the state. The family of the entrepreneur consists of wife and four children. His wife and two daughters are housewives and are not involved in the enterprise activities directly while his two sons, who are engaged otherwise professionally, help out their father in the enterprise activities occasionally.

The entrepreneur had secured only primary school education and could not continue his studies due to the poor financial condition of his family at that time. At the age of 21, he left for Saudi Arabia, to work in poultry farm, where some of his relatives were also working. He returned home after 19 years with a rich of experience in broiler poultry farming.

With sufficient capital and confidence obtained from the long term experience in the enterprise, Mr. Mohammed started his own Dairy and Poultry Unit in its present location in 1995 as a facility for raising 500 broiler chicks and two milch cattle. From the very beginning, he took utmost care in procuring good quality chicks and good quality inputs the importance of which he realized through his experience. His business grew steadily over the years with a steady growth in market for broiler meat.

The agripreneur expanded the enterprise over the years, with the expansion of the infrastructure and the introduction of the advanced technologies in dairy and poultry management such as the milking machines, mechanized and regulated water supply, fodder cutting machine etc. The entrepreneur also increasingly adopted scientific practices in the management of cattle and poultry. With the improvement in infrastructure, the number of broilers kept increased from 500 to 7500 in a period of 14 years. He purchased the surrounding eight acres of land to add to his existing 6 acre farm. Out of the total 10 acres under the unit, four acres was apportioned for the poultry unit while the dairy unit was established in the remaining six acres.

The poultry unit consisted of 11 broiler sheds, two chick sheds, the poultry waste packing unit and the feed storage unit, while the dairy unit consisted of the cattle shed and the feed and roughage storage unit in addition to the cultivation of the fodder grass variety CO-3 in area of two acres.

Though the dairy unit was also in an expansion path over the years, of late the number of cattle showed a gradual decline due to various management problems such as the difficulty in procuring labour and the shortage of roughages for feeding them. A total of nine permanent labourers are employed in the units, in addition to the temporary labourers.



Plate 1. Sri. M. C. Mohammed - Best Poultry and Dairy farmer Award winner – Kasargod district



Plate 2. The Broiler shed with sophisticated watering and feeding facilities



Plate 3. The cultivation of CO-3 variety of fodder grass



Plate 4. The cattle shed with mechanized water supply facilities and milking machine

The major products marketed include broilers, milk, poultry waste and cow dung. The entrepreneur did not face many hassles in finding market for these products due to the high demand for these products in and around the area. Initially securing veterinary aid was a major problem due to the lack of a veterinary hospital in the locality. However, now the situation has improved and in addition to the service of the veterinary hospital, he has arranged for periodic veterinary consultations and advice with some private practitioners.

The broiler chicks attain a weight of 2.5 to 3 kg in a period of two months (nine weeks), which is the average weight of a broiler. The birds fetch Rs 150 to Rs 180 @ Rs 60 per kg. On an average, he markets 180 liters of milk is marketed daily which fetches Rs 3600 per day @ Rs 20 per liter. About 4 quintals of poultry waste is obtained per day which is sold @ Rs 100 per quintal. The cow dung is mainly used as manure for the fodder crop and the remaining is sold @ Rs 10 per basket.

The gross income of the entrepreneur works out around rupees 36.72 lakhs and the total annual expenses in running the enterprise is found to be rupees 14.55 lakhs per year. The net annual income of Rs 22.17 lakh implies that the agripreneur obtains a net income of rupees 1.8 lakh per month from the enterprises after meeting all the expenses.

The enterprise serves as an example for a business unit which from its humble beginning, grew to be one of the best in the business, under the effective management of a diligent and innovative entrepreneur like Mr. Mohammed. His entrepreneurial performance indicates his possession of high degrees of the entrepreneurial traits such as leadership, commitment, knowledge and expertise in the enterprise, innovation proneness, good decision making ability, high achievement motivation, strategic visioning and risk bearing ability. The state award conferred on him for the best entrepreneur in the trade served to give due recognition to his entrepreneurial talents.

SWOT analysis of the successful entrepreneur

Strengths

1. Diversification of the agri-business by undertaking dairying and poultry.
2. Use of the advanced technologies such as the milking machine, mechanized and regulated water supply for dairy and poultry, fodder cutting machine etc.
3. The enterprises are established in own land of ten acres, out of which six acres is under dairy farming and fodder cultivation and four acres is under poultry.
4. Cultivation of fodder grass (CO-3 variety) in an area of two acres for feeding the cattle.
5. Suitability of the location for animal farming – the farm is located at the centre of a ten acre plot, which is at an elevation from the surrounding area with abundance of sunshine and fresh air.
6. Excellent infrastructure for housing the poultry, with three additional sheds to facilitate rotational housing of the birds in batches.
7. Procurement of good quality chicks, feeds and other inputs.
8. Keeping of high yielding breeds of cattle such as HF and Jersey.
9. Follows scientific cattle and poultry management practices in breeding, feeding, vaccination, housing etc.
10. Poultry grown in batches of different age groups as a mechanism to combat price fluctuation.
11. Experience of the entrepreneur in working in a sophisticated poultry farm abroad.
12. Adequacy of capital for expansion of the enterprise or for taking up additional ventures.

Weaknesses

1. Difficult access to the unit from the road, due to its elevated and interior location.
2. Difficulty in accessing the veterinary facilities.
3. Water scarcity during the summer months.
4. Non-availability of skilled labour.

Opportunities

1. Expansion of the dairy farm
2. Increasing the area under fodder cultivation
3. Season bound production of good quality poultry aiming the festival markets.
4. Starting a layer poultry unit to tap the market and high prices for eggs.

Threats

1. Outbreak of epidemics such as bird flu and swine flu.
2. Increasing cost of the cattle and poultry feeds.
3. High water and electricity charges.
4. Increasing labour charges
5. Non-availability of paddy straw.
6. Competition from other poultry farms.

4.8.2 Case study of unsuccessful entrepreneurship

The 'Kulirma Herbal products' was a herbal soap making unit in the Udayapuram Panchayat in the Kasargod district. The unit was initiated as a group venture by Ms. Shantha in 2001, along with nine other unemployed women in the Panchayat. All of them were less than forty five years of age and possessed educational qualifications ranging from middle school to graduation.

The high cost of soap and detergents, the increasing consumer demand for the herbal products and the prospects of making use of coconut oil in soap making, which is a raw material available in plenty were the factors that propelled them to take up this venture. The group members attended the trainings organized by the Khadi and Village Industries Corporation, in batches to acquire the technical know how in soap-making. While the coconut oil was procured from the local markets, the

other raw materials such as talc powder, caustic soda, essential oils and colouring agents were procured from Cochin and Thrissur.

The unit was started with a pooled up venture capital of Rs 20,000 with the members contributing rupees 2000 each. The unit started functioning with limited infrastructure facilities and consequently had low output capacity. To expand the enterprise, the group applied for a loan of rupees 3.5 lakh with a commercial bank. Initially, rupees 1.5 lakh was sanctioned, which was in part used in the purchase of the required machineries and equipments and the remaining amount was used as working capital. This resulted in an increase in the daily output of soaps from 100-120 per day to 300 to 350 per day.

From one kilogram of coconut oil, 200g talc powder and 175 g caustic soda, eighteen soaps of 75 g weight each could be prepared. The cost of production of each soap was Rs 6.5, which was marketed at Rs 10 per piece. The products were mainly marketed in the local markets.

After one successful year of functioning and profit making, the lack of sufficient working capital prompted the group to apply for the sanction of the remaining amount of the loan. However their effort was in vain since they could not convince the authorities of their liquidity position. This pushed them to further capital crunch.

The financial constraints coupled with the internal conflicts among the group members and the difficulties in group management resulted in a halt in the enterprise activity. Later efforts by Ms. Shantha to revive the group with the help of finance from some local financial institutions and reorganization of the group members could not ensure sustained operation of the enterprise. Thus after the initial successful year of functioning, the performance graph of the unit indicated a slump in the second and the third years. This ultimately resulted in the closure of the unit in 2004. Though they could repay their liabilities by selling the equipments in the unit, their

confidence for starting a new agri-business venture was badly hit due to their unsuccessful experience.

The case study thus suggests that the availability and cost of raw materials, the timely availability of finance for fixed and working capital and the effective management of the group in case of group activities, apart from others are critical in deciding the successful performance of an agri-business venture.

SWOT analysis of unsuccessful entrepreneurship

Strengths

1. Availability of coconut oil which is a major raw material for the enterprise, in plenty in the locality.
2. Medium to high educational status of the group members.
3. Low dependence on external labour since the group members themselves carry out most of the enterprise activities.
4. Operation of the unit in a building owned by one of the members which was offered free of any charges.
5. The availability of local market for the produce which facilitates easy marketing.

Weaknesses

1. The high and ever increasing cost of the raw materials such as talc, caustic soda, essential oils and colouring agents.
2. Lack of adequate capital for meeting the fixed and working capital requirements of the enterprise.
3. Very high transportation charges incurred in procuring the raw materials from other districts.

4. Group conflicts arising due to differences of opinion among the group members resulting from unequal power divisions.
5. Lack of an effective leadership which could ensure a harmonious group environment.
6. Lack of adequate infrastructure for undertaking the day-to-day operations.

Opportunities

1. Diversification of the business activities to serve as a buffer against the loss from one enterprise.
2. Undertaking the production of washing powder and detergents and marketing them at
3. Giving better advertisement and publicity for their produce to better tap the local markets.
4. The scope for regular up gradation of the skills of the group members through the periodical training programmes organized by the supporting agencies.
5. The growing awareness on the desirability of the herbal products and the consequent increase their demand.

Threats

1. Cheating by the input dealers by providing spurious low quality raw materials for the cost of the high quality materials.
2. Competition from other soap making units in the locality.



Plate 5. Karshaka Tilakam Award winning farmer – Kasargod district



Plate 6. Commercial banana cultivation by the farmer in the converted lateritic lands



Plate 7. Export oriented orchid cultivation by an entrepreneur – Thrissur district



Plate 8. An entrepreneur demonstrating paper bag making – Thrissur district



Plate 9. A Nursery unit in the Thrissur district



Plate 10. The propagation unit adjacent to the nursery unit

4.9 Constraints faced by the agripreneurs

Table 27. Constraints faced by the agripreneurs

| Sl No. | Constraints | On-farm agripreneurs (n=60) | | Off-farm agripreneurs (n=60) | | Commercial farmers (n=60) | |
|--------|---------------------------------------|-----------------------------|------|------------------------------|------|---------------------------|------|
| | | Observed score | Rank | Observed score | Rank | Observed score | Rank |
| 1. | Difficulty in securing credit | 504 | 2 | 526 | 2 | 449 | 3 |
| 2. | Fluctuation in market prices | 443 | 8 | 320 | 6 | 427 | 4 |
| 3. | High input costs | 571 | 1 | 561 | 1 | 535 | 1 |
| 4. | Lack of adequate technical guidance | 177 | 10 | 374 | 5 | 330 | 8 |
| 5. | Labour shortage and high wage rates | 475 | 3 | 479 | 3 | 508 | 2 |
| 6. | Exploitation by middle men | 382 | 5 | 463 | 9 | 224 | 6 |
| 7. | Seasonality of demand for the produce | 317 | 7 | 268 | 7 | 362 | 7 |
| 8. | Lack of adequate training facilities | 230 | 9 | 419 | 4 | 256 | 9 |
| 9. | High overhead charges | 112 | 11 | 242 | 8 | 218 | 11 |
| 10. | Lack of storage facilities | 269 | 4 | 213 | 10 | 239 | 10 |
| 11. | Pest and disease incidence | 366 | 6 | 124 | 11 | 381 | 5 |

The constraints commonly perceived by the different categories of agripreneurs as important in affecting their agri-business performance are presented category-wise in their decreasing order of importance in the forthcoming session.

4.9.1 On-farm agripreneurs

As revealed by the ranking of the constraints based on the respondent's scores in Table 27, it is evident that the most important constraint faced by the on-farm agripreneurs is the high and ever increasing cost of the inputs. This is more so in case of the animal-based enterprises such as dairy, poultry etc. where the high cost of the feeds and medicines is eating into a major chunk of the profit from the enterprise. In spite of paying these exorbitant costs, they are many a time cheated with spurious products. The difficulty in securing credit was rated the next major constraint followed by the shortage of labour and the high wage rates. The cumbersome procedures and formalities involved in applying for credit and the delay in the sanction and release of the funds makes availing credit a difficult option for the agripreneurs. The lack of timely availability of labour and the high wage rates is also adversely affecting the performance of the on-farm enterprises. Since most of the products from the on-farm agro-enterprises such as mushroom, cut flowers, milk, egg, meat etc. are highly perishable, the lack of adequate cold storage facilities is seriously affecting the effective marketing of these products by the agripreneurs.

The category most affected by the middle men were the on-farm agripreneurs, since most of them were found to be in the medium investment range and could not undertake direct marketing of the produce. The price spread of such products were found to be high with a very low producers share in the consumer's price. The incidence of pests and diseases was another major concern, the prevention or management of which claimed a fair share of the input costs, especially in case of the animal-based enterprises. The demand for the products such as the cut flowers, honey, broiler meat etc. showed seasonal fluctuations with their

demand rising during the festival seasons resulting in fluctuations in the market prices, which prevents the agripreneurs from making steady incomes.

The availability of technical guidance and training facilities were not considered serious constraints by the on-farm agripreneurs since in addition to the various public sector agencies such as the Department of Agriculture, College of Agriculture etc. various private players such as the private extension service providers and practitioners, input dealers, experienced entrepreneurs etc. were also playing significant roles in this regard.

The over head charges were not considered a serious constraint by most of the on-farm agripreneurs since the charges for water, electricity etc. were subsidized except for the nurseries, on which industrial rates are levied for electricity, which is four times the normal charge.

4.9.2 Off – farm agripreneurs

It is evident from the Table 27 that the high price of the raw materials and their insufficient availability stood as the most important constraint faced by the off-farm agripreneurs. The shortage of finance for fixed and working capital and the high rate of interest charged by the various financing agencies were also perceived as serious constraints. Another major problem faced by the off-farm agripreneurs was that of labour shortage. The high cost of labour, non-availability and absenteeism of the labourers, lack of skill/training and the resultant low turn over were leading to under utilization of the business capacity and thereby affecting the profitability of the units. The other major constraints perceived by the agripreneurs were the lack of adequate training facilities and technical guidance for upgrading their knowledge and skill in the business and the fluctuation in the market prices of the produce arising from the seasonal variations in their market demand.

The increasing over head charges were also posing problems in the smooth functioning of the off-farm agro-enterprises since the charges for water, electricity etc. were not subsidized for all off-farm agri-business activities. The off-farm agripreneurs were found to be less exploited by the middle men since they mostly undertook direct marketing of the produce or their market channels were shorter with lesser links. The lack of storage facilities was not considered a serious constraint since most of the off-farm products were non-perishables and the processed food products were preserved using preservatives. The incidence of pests and diseases was considered a minor constraint since the problem was limited to the attack of storage pests and incidence of storage diseases, which is not a common occurrence.

4.9.3 Commercial farmers

As in case of the on-farm and the off-farm agripreneurs, the most important constraint faced by the commercial farmers was the high cost of the inputs. The high cost of the fertilizers, pesticides and other inputs coupled with the requirement for their large scale application, labour shortage and high wage rates is increasing the capital requirement in commercial farming. The situation is worsened by the lack of timely availability of credit. The products such as coconut rubber etc. showed seasonal fluctuations in demand which resulted in fluctuation in their market prices. The prices also showed fluctuations in accordance with the price movements in the international market. The incidence of pests and diseases was also found to be the most severe in commercial crop farming.

The commercial farmers were found to be seriously constrained by the exploitation by the middle men since majority of the rice and coconut farmers were resource poor and could not undertake direct marketing of the produce. The season-bound variations in the price of the produce was also found to constrain the commercial crop production. The lack of technical guidance and training facilities for imparting knowledge and skills on the improved technologies to the commercial crop farmers was another major constraint. The lack of storage facilities was rated as

a less serious constraint since the commercial crop produce considered for the study namely rice, coconut and rubber were not highly perishable. The overhead charges such as those for water, electricity etc. were subsidized for the commercial farmers and hence the expenses on this account was not found to be burdening the commercial farmers.

Comparison of the constraints perceived by the three categories of agripreneurs reveal that the high input costs, the difficulty in securing credit and the labour shortage and high wage rates were the most important constraints occupying the first three positions in varying orders of merit. This indicates the agreement between the agripreneurs in their perception of the constraints. Exploitation by the middlemen in the marketing of the produce was also considered a serious constraint by the on-farm agripreneurs and commercial farmers since they were not able to undertake direct marketing of the produce or resourceful enough to protect themselves against the exploitation by middle men. The less important constraints perceived by the agripreneurs in general include the high over head charges, the lack of storage facilities and the lack of adequate training facilities.

4.10 Suggestions for improvement of the entrepreneurial effectiveness

The suggestions to find solutions to the major constraints identified by the agripreneurs are as follows.

1. Government support is called for to regularize the cost of inputs and ensure the quality of the inputs supplied by the dealers.
2. The credit systems should be put in place. The inaccessibility to institutional finance mars the prospects of the expansion of the enterprises. So, adequate steps should be taken to advance micro and macro finance through the institutional lending agencies.

3. The establishment of facilities such as the labour banks at the Panchayat level would serve to ensure the timely availability of labour for the various agricultural activities. This would also go a long way in standardizing the labour costs for the various skilled and unskilled activities.
4. Efforts are also to be made to establish small-scale collecting, cleaning, pre-cooling, grading and packaging centers in the Panchayats, to reduce the post harvest losses and increase the shelf life of the perishable horticultural produce. In case of milk, adequate infrastructure for storage and processing such as contributory chilling and pasteurization plants may be established in the villages.
5. The farmers may be encouraged to undertake group marketing of the produce to reduce the role of the middle men. They may also be encouraged to form self-help groups for processing of the agricultural produce and preparation of value added products and thereby reducing the price spread of the agricultural commodities.
6. The agripreneurs should be encouraged to undertake diversification in their agri-business activities to buffer the losses they may incur in case of the seasonal fluctuations in the demand for the regular produce which in turn results in the fluctuation in their market prices.
7. Fostering linkages between organizations undertaking research and development activities and dissemination of information, thereby ensuring better technical back up for the entrepreneurs.
8. Provisions should be made for making periodic assessment of the training needs of the agripreneurs and the skills imparted in their areas of requirement.

9. The charges for water, electricity etc. for which industrial rates are presently being levied on the agro-enterprises, should be uniformly subsidized for all the agri-business activities.

Some of the other pertinent suggestions include:

- On the technology front, simple, affordable and durable post-harvest technologies for small scale farmers, for use at farm level needs to be developed.
- Provisions should be made for linking the farmers co-operatives with the district or state co-operatives, to ensure better access to market intelligence.
- The Government needs to encourage the establishment of entrepreneurs in value-added processing. This can be done through the establishment of agricultural commodity processing parks/corridors and special export zones in each state.
- The insurance facilities for the sector needs to be improved, and proper information regarding the same such as the companies involved, types of policies, yearly premium and insurance benefits should be provided to the farmers.
- Introducing facilities for grading, standardization and branding of the agricultural commodities would serve to improve the consumer acceptance for the products.
- Incubation facilities for processing and value addition of the agricultural produce should be provided by the government through suitable agencies for use by the resource poor agripreneurs.

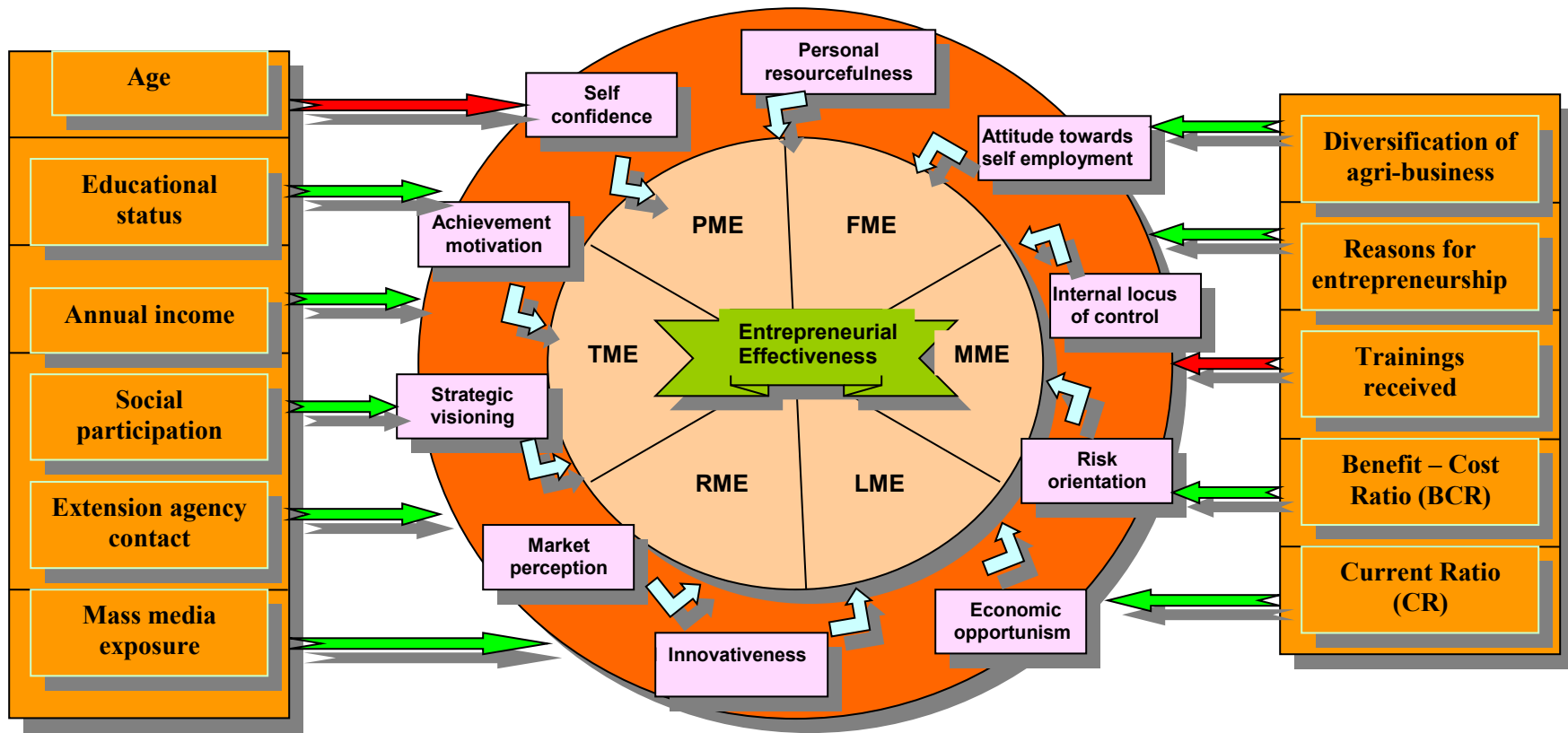


Fig. 8. Empirical Model of the study

PME - Production management effectiveness
 FME - Finance management effectiveness
 MME - Marketing management effectiveness

LME - Labour management effectiveness
 RME - Risk management effectiveness
 TME - Time management effectiveness

Socio- personal and economic variables
 Sub – dimensions of entrepreneurial effectiveness

Entrepreneurial attributes

Significant relationship

Significant relationship

Non-significant relationship

SUMMARY AND CONCLUSION

5. SUMMARY AND CONCLUSION

Entrepreneurship is the lifeblood of any economy. Rural entrepreneurship in general and agricultural entrepreneurship in particular plays a significant role in the economic development and socio - economic transformation of our country. The importance of entrepreneurship development in India can be better understood in the light of the declining rate of growth of employment in the economy. The annual growth rate of employment has declined drastically from 2.04 % per annum during 1989 - 1995 to 0.98% per annum during 2000 - 2007. Kerala being predominantly an agrarian economy, in the context of economic development, entrepreneurial development has to be given top priority. The declining rate of growth of employment in the state and a very low value addition of less than 1 % in the agricultural sector necessitates the promotion of agro - enterprises and the development of an entrepreneurial culture.

An appraisal of the entrepreneurial effectiveness can act as an information processing system providing vital data for rational, objective and efficient decision making regarding improving the entrepreneurial performance, identifying the training needs, managing career and setting levels of reward. With this contention, the present study entitled 'Entrepreneurial effectiveness of agripreneurs in Kerala' was undertaken with the following specific objectives :

1. To inventorize the successful agri - enterprises in the selected districts of Kerala.
2. To develop and standardize a scale to measure the entrepreneurial effectiveness of the agripreneurs.
3. To measure the entrepreneurial effectiveness of the agripreneurs in Kerala with the developed scale.
4. To delineate the important components of entrepreneurial effectiveness of the selected agripreneurs.
5. To study the relationship between the socio – economic factors and the entrepreneurial effectiveness of the agripreneurs.

6. To identify the entrepreneurial constraints as perceived by the agripreneurs.
7. To conduct focused group interviews and suggest a suitable strategy to improve the effectiveness of the agripreneurs.

The research project was undertaken in the state of Kerala. From each of the three geographically prominent zones, one district each was selected for the study. Accordingly, Thiruvananthapuram from the Southern zone, Thrissur from the Central zone and Kasargod from the Northern zone was selected for the study. From each district 60 respondents comprising 20 on-farm agripreneurs, 20 off-agripreneurs and 20 commercial farmers were selected. Thus a total of 180 agripreneurs selected from the three districts constituted the sample for the study.

Eleven independent variables comprising age, educational status, annual income, social participation, extension agency contact, mass media exposure, trainings received, reasons for venturing into entrepreneurship, diversification of agribusiness activities, B-C Ratio and Current Ratio and ten entrepreneurial attributes namely achievement motivation, self confidence, personal resourcefulness, attitude towards self employment, internal locus of control, risk orientation, economic opportunism, innovativeness, market perception and strategic visioning were selected based on judge's relevancy rating. These variables were quantified using the standardized procedures. The dependent variable identified for the study was entrepreneurial effectiveness, which was measured using a scale developed for the purpose. District-wise and category-wise comparison of the agripreneurs based on their entrepreneurial effectiveness score as well as the score on the sub-dimensions of entrepreneurial effectiveness was carried out using one – way Analysis of Variance (ANOVA). The relationship between the dependent variable and the independent variables were studied using the Pearson's Product – Moment Correlation. Principal Component Analysis of the entrepreneurial sub-dimensions was carried out to determine the sub-dimension which was contributing to the maximum variance in the entrepreneurial effectiveness scores of the respondents.

Constraints in undertaking the agribusiness activities as perceived by the agripreneurs were recorded.

The data were collected using a pre-tested structured interview schedule prepared for the study and non-participant observation technique. The statistical tools used in the study include percentage analysis, mean and standard deviation, correlation analysis, analysis of variance (ANOVA) and Principal Component Analysis (PCA).

The salient findings of the study are presented below:

- 5.1 The inventory of the agripreneurs operating in the three selected districts were prepared from the secondary data available with the various government and non-government agencies operating in the sector such as the District Industries Centres (DICs), Department of Agriculture, Department of Animal Husbandry, Office of the Principal Agricultural Officer, Krishi Bhavans, Commercial banks, Krishi Vigyan Kendras (KVKs), National bank for Agriculture and Rural development (NABARD), National Small Industries Corporation (NSIC), Small Farmers Agribusiness Consortium (SFAC), Commodity Boards, Khadi and Village Industries Corporation (KVIC) etc.
- 5.2 The on – farm agri-business activities such as mushroom cultivation, floriculture, apiculture, ornamental fish culture, and the animal based enterprises were found to be more predominant in the Thiruvananthapuram and Thrissur districts while sericulture was more popular in the Thrissur and Kasargod districts. Nursery production was a principal agri-business activity in the Thrissur district and the number of nurseries in the district largely outnumbered those in the other two districts. Among the off-farm agri-business activities, the food related processing units, the mat weaving units, the jute products units, the palm spathe products units and the paper bag units were found to be more concentrated in the Thrissur district followed by the

Thiruvananthapuram district while the beedi making units were found to be more predominant in the Kasargod district. The commercial farmers were found to be more or less evenly distributed in the three districts with the commercial tobacco and areca nut farmers being restricted to the Kasargod district.

- 5.3 The study examined as many as 21 variables relating to the socio-personal aspects, economic aspects and the possession of entrepreneurial attributes by the agripreneurs. Majority of the on-farm and off-farm agripreneurs (above 45% each) were found to belong to the middle age group while majority (60%) of the commercial farmers belonged to the old age group.
- 5.4 It was interesting to note that there were no illiterates among the entrepreneurs. Majority of the on-farm agripreneurs (40%) and commercial farmers (48.33%) were found to possess high school education while majority of the off-farm agripreneurs were found to be graduates.
- 5.5 Comparison of the annual incomes earned by the three categories of agripreneurs revealed that the off-farm agripreneurs were better off than the other two categories of agripreneurs with a majority 31.67 percent earning incomes between rupees one lakh and two lakhs annually while majority (21.67 %) of the on-farm agripreneurs earned incomes between Rs 50,000 and rupees one lakh annually. The commercial farmers fared poorly with respect to their earnings with a majority (36.67%) of them earning incomes upto Rs 50,000 annually, which is perhaps due to the poor performance by majority of the rice and coconut farmers.
- 5.6 The most important reason for venturing into entrepreneurship endorsed by a majority of the on-farm (40%) and off-farm (35%) agripreneurs was their preference for self employment, while it was the lack of suitable qualifications for employment in the formal sector which forced majority of

the commercial farmers to take up crop farming. 'Lack of employment opportunities in the formal sector' was the next major reason in the order of importance cited by 20 per cent of the on-farm agripreneurs and 30% of the off-farm agripreneurs while preference for self-employment was cited as the next major reason by 18.33 percent of the commercial farmers.

- 5.7 A probe into the trainings received by the agripreneurs revealed that majority of the respondents in all the three categories of agripreneurs *viz.* on-farm agripreneurs (56.67%), off-farm agripreneurs (61.67%) and commercial farmers(66.67%) had received no training what-so-ever in their agri-business activities. The percentage of respondents receiving one to five trainings was found to be the maximum in case of off-farm agripreneurs (33.33%) while those receiving six to ten trainings was found to be the maximum in case of on-farm agripreneurs (11.67%).
- 5.8 A bid to study the extent of diversification of the agri-business activities by the agripreneurs revealed that 45 per cent of the on-farm agripreneurs undertook one to two additional agri-business activities, while a comparable 40 per cent of them undertook no additional agro-enterprise. The distribution of the commercial farmers also showed a similar trend. Among the off-farm agripreneurs, 58.33 per cent of the respondents had not diversified their agri-business activities, while one-third (33.33%) of them undertook one to two additional agri-business activities.
- 5.9 With regard to the exposure to mass media majority of the on-farm agripreneurs (41.67%) and commercial farmers (56.67%) had medium level of exposure while a majority 40% of the off-farm agripreneurs had high level of exposure to the mass media.
- 5.10 Two-thirds (66.67%) of the on-farm agripreneurs and 55 per cent of the commercial farmers exhibited medium levels of extension contact while a

majority 43.33% of the off-farm agripreneurs had low level of contact with the extension agencies. Among the three categories of agripreneurs, the percentage of respondents in the 'high' extension contact category was found to be the maximum in case of commercial farmers (30%). The probe indicated that majority of the agripreneurs possessed medium to low levels of extension contact.

- 5.11 As regards the social participation of the agripreneurs majority of the on-farm agripreneurs (55%), off-farm agripreneurs (48.33%) and commercial farmers (58.33%) exhibited medium level of social participation. Among the three categories of agripreneurs, the percentage of respondents in the low social participation category was found to be the maximum in case of commercial farmers(23.33%), while that in case of the high social participation category was found to be the maximum in case of off-farm agripreneurs (35%).
- 5.12 An assessment of the possession of the entrepreneurial attributes by the agripreneurs reveals that majority of the on-farm (41.67) and off-farm (48.33%) agripreneurs possess high levels of achievement motivation while 53.33 per cent of the commercial farmers possess medium levels of achievement motivation which may be attributed to the larger number of young and educated agripreneurs in the first two categories.
- 5.13 The self-confidence levels were medium among majority of the on-farm (43.33%) and off-farm (51.67%) agripreneurs. In contrast, 41.67 per cent of the commercial farmers were found to be low in their self-confidence levels which may be due to the fact that commercial crop farming is a risk intensive business largely affected by the vagaries of monsoon, shortage of labour and high fluctuations in market prices of crops.
- 5.14 All the three categories of agripreneurs were found to be at par in the extent to which they possessed internal loci of control with more than 50 percent

each of them belonging to the medium category which may be due to their high educational status and less fatalism.

- 5.15 With regard to the exhibition of economic opportunism, the on-farm agripreneurs and commercial farmers were found to possess medium to low levels of the attribute while the off-farm agripreneurs were found to exhibit medium to high levels of the trait. The off-farm agripreneurs were found to be more opportunistic right from the selection of the enterprises, exploring newer markets including foreign markets and even devising newer techniques of production to meet the product specifications.
- 5.16 One-third majority each of the on-farm agripreneurs (38.33%) and off-farm agripreneurs (36.67%) possessed high levels of risk orientation while 41.67 per cent of the commercial farmers exhibited low levels of risk orientation which may be due to the requirement for adoption of the technologies on a larger scale in commercial farming, which would imply greater risks for the enterprise.
- 5.17 As regards the attitude of the agripreneurs towards self-employment, larger percentages of on-farm (41.67%) and off-farm (43.33%) agripreneurs were observed to have a favourable disposition towards self-employment. In contrast, 43.33 per cent of the commercial farmers had a negative attitude towards self-employment. On the whole, it was interesting to note that a majority 37.22 per cent of the agripreneurs had a positive attitude towards self-employment. The educated unemployed youth in the state, who took up self-employment probably developed a positive attitude towards self-employment in general and agri-business in particular due to the prospects for earning decent incomes with low investment.
- 5.18 A probe into the personal resourcefulness of the agripreneurs revealed that 60 per cent of the on-farm agripreneurs exhibited medium levels of

resourcefulness while 40 per cent of the off-farm agripreneurs and 38.33 per cent of the commercial farmers constituting the respective majorities were found to possess high levels of the trait. The possession of higher levels of personal resourcefulness by the off-farm agripreneurs may be attributed in part to their higher levels of education; who perhaps transferred their knowledge in the field of engineering, home science etc. to their work situations.

- 5.19 The off-farm agripreneurs were found to be entrepreneurially more innovative with 56 percent of them belonging to the high category, followed by the on-farm agripreneurs. Majority of the commercial farmers were found to possess medium to low levels of innovativeness.
- 5.20 More than 60 per cent of the respondents in case of all the three categories of agripreneurs were found to possess medium levels of market perception with the overall figures indicating a slightly better performance by the commercial farmers. The commercial farmers due to their long term experience in their enterprise activities had clear understanding of the different stages of the business cycle and the corresponding market responses, which is probably the reason for their comparatively better market perception.
- 5.21 Fourty per cent each of the on-farm agripreneurs and commercial farmers possessed low levels of strategic visioning ability, while a majority 36.67 per cent of the off-farm agripreneurs possessed the ability to medium levels. The overall figures indicate poor strategic visioning ability by majority of the agripreneurs.
- 5.22 The district-wise distribution of the agripreneurs based on their production management effectiveness revealed that more than 70 percent each of the agripreneurs in the Thrissur and the Thiruvananthapuram districts belonged to the medium effectiveness group. In case of the Kasargod district, it was

observed that though a majority 43.33 percent of the agripreneurs belonged to the medium effectiveness, a comparable 41.67 percent of them belonged to the low effectiveness category. Comparison of the on-farm agripreneurs, off-farm agripreneurs and commercial farmers revealed that around one-half of the respondents in all the categories possessed medium levels of effectiveness.

The results of analysis of variance (ANOVA) indicated that among the agripreneurs in the three districts the differences in production management effectiveness were highly significant (at 0.01 percent) while among the three categories of agripreneurs the difference with regard to this sub-dimension was observed to be non-significant.

- 5.23 Comparison of the finance management effectiveness of the agripreneurs reveal that in case of all the three district categories, more than 75 percentage each of the agripreneurs possessed medium levels of finance management effectiveness. It was also interesting to note that the agripreneurs belonging to the Kasargod district exhibited a marginally better effectiveness in finance management which may be due to the fact that their business units were smaller in size and availed less credit and hence were free from the hassles of repayment. Category-wise comparison of the agripreneurs revealed that more than 45 percentage of the respondents in all the three categories possessed medium levels of effectiveness in finance management.

The F-values computed indicated that the agripreneurs in the three sample districts differed significantly (at 0.05 percent) with respect to their effectiveness in finance management. However the F-values indicated no significant disparity among the three categories of agripreneurs with respect to this dimension.

- 5.24 An analysis of the market management effectiveness of the agripreneurs revealed that majority (>50% each) of the agripreneurs in the three selected districts possessed medium level of effectiveness in market management which was also found to be true in case of the three categories of agripreneurs.

The results of one-way ANOVA indicated that the agripreneurs in the Thrissur, Kasargod and Thiruvananthapuram districts differed significantly (at 0.01%) with respect to their effectiveness in market management. The on-farm agripreneurs, off-farm agripreneurs and commercial farmers were also found to differ significantly in this respect as indicated by the F-value.

- 5.25 Among the three district categories, about two-thirds each of the agripreneurs belonged to the medium effectiveness category in the context of labour management effectiveness. The Kasargod district was found to have a comparatively better effectiveness in labour management which may be due to the smaller size of the units and the consequent lesser requirement for external labour, which is now a days a very scarce farm input.

These results hold good in case of the three activity based categories of agripreneurs also. The F-values computed using one-way ANOVA indicate that the agripreneurs in the three selected districts differed significantly (significant at 0.05%) in their labour management effectiveness while no significant difference was observed between the on-farm agripreneurs, off-farm agripreneurs and commercial farmers with respect to this dimension.

- 5.26 Comparison of the risk management effectiveness scores across the various districts indicate that more than 70 percent each of the respondents in the three districts belonged to the medium effectiveness category. The agripreneurs in the Kasargod district were found to possess relatively lower risk management effectiveness in comparison to the other two districts.

5.27 Majority of the respondents in the three district categories and the activity based categories were found to belong to medium levels of effectiveness in time management. The Thiruvananthapuram district fared poorly with respect to this dimension, which may be attributed to their higher preference for employment in the formal sector and a secondary occupation status attributed to agribusiness in terms of time allocation.

The results of the test of significance indicate that there existed significant difference in the time management effectiveness of the agripreneurs in the three selected districts, whereas the differences between the on-farm agripreneurs, off-farm agripreneurs and commercial farmers with respect to this dimension were found to be non-significant.

5.28 A perusal of the entrepreneurial effectiveness scores of the agripreneurs reveal that more than 50% each of the agripreneurs in the three activity based categories possess medium levels of effectiveness. The district-wise categorization of the agripreneurs also reveals a similar trend. The off-farm agripreneurs were observed to be entrepreneurially the most effective category followed by the on-farm agripreneurs and the commercial farmers who were found to be almost on par in their effectiveness.

The results of Analysis of Variance (ANOVA) computed for the comparison of the performance of the various categories of agripreneurs indicated that considerable differences existed between the entrepreneurial effectiveness of the agripreneurs in the Thrissur, Kasargod and Thiruvananthapuram districts. However, no significant difference was observed between the on-farm agripreneurs, off-farm agripreneurs and commercial farmers with respect to this dimension.

- 5.29 An analysis of the relation between the socio-personal variables and the entrepreneurial effectiveness of the agripreneurs revealed that age of the agripreneurs was negatively correlated with the entrepreneurial effectiveness of the agripreneurs, indicating that the agripreneurs belonging to the younger age groups were entrepreneurially more effective. The variables such as education, annual income, social participation, extension contact, mass media exposure, and the diversification of the agri-business activities were found to have positive and significant correlation (significant at 0.01%) with the entrepreneurial effectiveness of the agripreneurs, while the training received was found to have no significant relation with the entrepreneurial effectiveness of the agripreneurs since majority of the entrepreneurs in all the three categories received no training in relation to their enterprise activities.
- 5.30 A probe into the relationship between the possession of the entrepreneurial attributes by the agripreneurs and their entrepreneurial effectiveness revealed that the possession of all the entrepreneurial attributes studied namely achievement motivation, self confidence, personal resourcefulness, attitude towards self employment, internal locus of control, risk orientation, economic opportunism, innovativeness, market perception and strategic visioning were positively and significantly correlated (significant at 0.01%) with the entrepreneurial effectiveness of the agripreneurs.
- 5.31 The Principal Component Analysis (PCA) of the six sub-dimensions of entrepreneurial effectiveness indicate that the first principal component accounted for the largest percentage variance (91.25 %) in the entrepreneurial effectiveness score of the agripreneurs with the largest magnitude of variation (0.652) contributed by the sub-dimension *viz.* 'Market management effectiveness' (VAR 2), followed by 'Production management effectiveness' (VAR 1) (0.556) and 'Finance management effectiveness' (VAR 3) (0.417).

- 5.32 Case studies and SWOT analysis of successful and unsuccessful entrepreneurs
- 5.33 The most important constraints faced by the on-farm and off-farm agripreneurs in their decreasing order of importance are the high cost of the inputs, the difficulty in securing credit and the shortage of labour and high wage rates occupying the first three ranks respectively. In case of the on farm agripreneurs the other major problems were the lack of storage facilities and the exploitation by the middle men while in case of the off-farm agripreneurs the constraints securing the fourth and the fifth ranks were the exploitation by the middle man and the lack of adequate training facilities. The commercial farmers also rated the high cost of inputs as the most important constraint followed by the labour shortage and the ever increasing wage rates, the difficulty in securing credit, the constant fluctuations in the market prices of the produce and the incidence of pests and diseases in the crops.
- 5.34 Some of the important suggestions for improvement of the agri-business in the state includes fostering linkages between the institutions undertaking research and development activities in agriculture with the farmer's organizations thereby ensuring them better technical back up, putting the credit systems in place, ensuring the availability of good quality inputs at reasonable costs, popularization of simple, affordable and durable post-harvest technologies for use at the farm level, establishment of small-scale collecting, cleaning, pre-cooling, grading and packaging centers in the Panchayats to reduce the post harvest losses and increase the shelf life of the perishables, establishment of contributory chilling and pasteurization plants at the village level, formation of self-help groups by the farmers for the preparation of value added products, ensuring better insurance cover for the farmers and linking the farmers co-operatives with the district or state co-operatives, to ensure better access to market intelligence.

4.11. Implications of the study

Any programme to augment the entrepreneurial skills of the agripreneurs should be based on concrete data on their current levels of performance. The scale developed to measure the entrepreneurial effectiveness of the agripreneurs would serve to quantify this parameter and the data so obtained would set a foundation for social research to further evaluate the entrepreneurial performance.

The study assesses the entrepreneurial effectiveness of the different categories of agripreneurs in the state, providing vital information for rational, objective and efficient decision making regarding improving the entrepreneurial performance, identifying the training needs, managing career and setting levels of reward. It would facilitate the identification of their entrepreneurial skills, potentials for development and their skill requirements.

The investigation also brings to focus the major constraints faced by the agripreneurs which is hampering the growth of agribusiness. The constraints identified, along with the measures for improvement of the situation suggested by the agripreneurs could help the planners and policy makers in their efforts in revamping the agri-business sector in the state.

4.12. Suggestions for future research

- i) For generalization of the findings, similar studies could be conducted covering all districts of the state.
- ii) Multidisciplinary research may be carried out to explore the prospects of agripreneurship, as it is one of the emerging business sectors in the state.
- iii) Extension strategies of the government and the non-government organizations for the promotion of agripreneurs may be studied for their effectiveness.

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APPENDICES

Appendix – I

Selection of items for the scale through judge's relevancy rating
KERALA AGRICULTURAL UNIVERSITY
DEPARTMENT OF AGRICULTURAL EXTENSION
COLLEGE OF AGRICULTURE

Dr. B. Seema
Professor

Vellayani
 29 - 01 - 2008

Dear Sir / Madam,

Ms Gopika Somanath, a PhD student of this department is undertaking a study titled 'Entrepreneurial effectiveness of agripreneurs in Kerala', under my guidance for her research work. One of the major objectives of the study is to develop a scale to measure the entrepreneurial effectiveness of the agro-entrepreneurs. On the basis of the review of relevant literature and discussion with the experts in the field, six sub - dimensions were identified for measuring the entrepreneurial effectiveness *viz.*

1. Production management effectiveness
2. Finance management effectiveness
3. Marketing management effectiveness
4. Labour management effectiveness
5. Risk management effectiveness
6. Time management effectiveness

Considering your rich experience in the field, you have been identified as a judge for rating the relevancy of the items identified under each sub-dimension. Kindly rate items by putting a tick (✓) mark against the appropriate column in the five point scale provided. Kindly add other items you feel appropriate under the sub - dimensions and rate them accordingly.

Kindly return the completed schedule to the researcher at your earliest convenience, in the self-addressed stamped envelop enclosed.

Thanking you

Yours sincerely

Seema, B

Items to measure the entrepreneurial effectiveness of agripreneurs

**Highly relevant – HR
Less relevant – LR
Undecided – UD**

**Relevant – R
Not relevant – NR**

| Sl. No. | Items | HR | R | UD | LR | NR |
|----------------|---|-----------|----------|-----------|-----------|-----------|
| I. | Production management effectiveness | | | | | |
| 1. | Use of good quality inputs | | | | | |
| 2. | Proper planning of the activities to be undertaken in production | | | | | |
| 3. | Minimization of wastage and loss of inputs | | | | | |
| 4. | Procurement of inputs from credible / reliable sources | | | | | |
| 5. | Starting the production activities at the appropriate time / season | | | | | |
| 6. | Adoption of advanced production techniques | | | | | |
| 7. | Determining the units of output to be produced in advance | | | | | |
| 8. | Undertaking the production activities to meet the target output | | | | | |
| 9. | Production of good quality produce | | | | | |
| 10. | Producing maximum output with the minimum required quantity of input | | | | | |
| 11. | Seeking expert advice to overcome difficulties and improve production | | | | | |
| 12. | Minimization of reject | | | | | |
| 13. | Comparing own performance with that of the others and adopting the more efficient techniques used by them | | | | | |

| Sl. No. | Items | HR | R | UD | LR | NR |
|------------|--|----|---|----|----|----|
| II. | Finance management effectiveness | | | | | |
| 1. | Preparing the budget for expenses before starting production | | | | | |
| 2. | Securing credit from institutional sources | | | | | |
| 3. | Selecting the institutional source which advances credit at the least rates of interest | | | | | |
| 4. | Ensuring that the cost of production does not exceed the budget allocation, under normal circumstances | | | | | |
| 5. | Producing maximum possible units of output of the desired quality and quantity at minimal cost | | | | | |
| 6. | Securing a BC ratio greater than one | | | | | |
| 7. | Maintenance of farm registers to record the details of the expenses of and income from the unit | | | | | |
| 8. | Securing a profit close to the reasonable profit target set | | | | | |
| 9. | Utilizing the farm records to develop norms and standards for the operation of the unit | | | | | |
| 10. | Timely repayment of the loans | | | | | |
| 11. | Seeking information and exploiting the benefits of the government funds , subsidies etc. | | | | | |
| 12. | Securing good quality inputs at least cost | | | | | |
| 13. | Planning and arranging for credit well in advance so that cash is available by the time the production is to start | | | | | |
| 14. | Deciding on the volume of production / size of the unit based on ones' financial capacity | | | | | |

| Sl. No. | Items | HR | R | UD | LR | NR |
|----------------|--|-----------|----------|-----------|-----------|-----------|
| III. | Marketing management effectiveness | | | | | |
| 1. | Identifying and ensuring market for the produce before starting production | | | | | |
| 2. | Undertaking direct marketing of the produce | | | | | |
| 3. | Processing / value addition and sale of the main produce | | | | | |
| 4. | Value addition and sale of the by product | | | | | |
| 5. | Storage of the produce and selling it only when remunerative prices prevail in the market, in case of non -perishables | | | | | |
| 6. | Undertaking group marketing of the produce | | | | | |
| 7. | Making use of market intelligence and market information to decide on the time of marketing and the quantity of produce to be marketed | | | | | |
| 8. | Negotiating with the buyers / contractors for securing better prices for the produce | | | | | |
| 9. | Minimization of losses during transportation and storage of the produce | | | | | |
| 10. | Producing and marketing the quality / variety in demand | | | | | |
| 11. | Collecting information on the price of the produce in different markets and selling in the most remunerative outlet | | | | | |
| 12. | Grouping products according to grades before marketing | | | | | |

| Sl. No. | Items | HR | R | UD | LR | NR |
|------------|---|----|---|----|----|----|
| IV. | Labour management effectiveness | | | | | |
| 1. | Supervising and guiding the labourers in their work | | | | | |
| 2. | Arranging for labour in advance, for the operations planned, to overcome the problem of labour unavailability | | | | | |
| 3. | Selecting skilled labourers for skilled jobs | | | | | |
| 4. | Giving clear cut instructions to the labourers on the outcomes expected of their work | | | | | |
| 5. | Making the best possible use of family labour | | | | | |
| 6. | Preparing a realistic estimate of the no: of man days of labour (1 man day = 8hrs) required in completing the production activity | | | | | |
| 7. | Ensuring that the desired levels of output are obtained with number of labour days estimated | | | | | |
| 8. | Providing the necessary amenities for the labourers in the field itself to reduce the wastage of time | | | | | |
| 9. | Providing adequate training to the labourers in the use of improved technologies | | | | | |
| 10. | Paying the wages promptly | | | | | |
| 11. | Fixing wages for the labourers based on the quantum of work turned out | | | | | |

| Sl. No. | Items | HR | R | UD | LR | NR |
|----------------|---|-----------|----------|-----------|-----------|-----------|
| V. | Risk management effectiveness | | | | | |
| 1. | Continuous monitoring of the production activity to identify the potential problems | | | | | |
| 2. | Working out appropriate and timely solutions for the problems | | | | | |
| 3. | Keeping reserve capital to meet the unforeseen expenses | | | | | |
| 4. | Insuring the enterprise | | | | | |
| 5. | Investing in more than one enterprise | | | | | |
| 6. | Evaluating new technology by trying it in a small scale, before the actual adoption | | | | | |
| 7. | Forward contracting when the price of the produce shows highly unstable trends | | | | | |
| 8. | Making alternate arrangements for inputs, to meet a contingency | | | | | |
| 9. | Planning for alternate means of marketing the produce | | | | | |
| 10 | Proper packaging of the produce to reduce losses and spoilage | | | | | |
| 11 | Selection of the enterprise based on the risk bearing ability | | | | | |

| Sl. No. | Items | HR | R | UD | LR | NR |
|------------|--|----|---|----|----|----|
| VI. | Time management effectiveness | | | | | |
| 1. | Making arrangements for the inputs well in advance, to avoid delay in starting production | | | | | |
| 2. | Preparing an estimate of the time period within which the production activity is to be completed | | | | | |
| 3. | Ensuring that the desired units of output is produced in the least possible time | | | | | |
| 4. | Fixing separate time slots for the enterprise and non – enterprise activities | | | | | |
| 5. | Undertaking short term low - input enterprises in case of considerable delay in marketing of the produce | | | | | |

Appendix – II

Items with Relevancy Index based on judge's relevancy rating

| Sl. No. | Items | Relevancy Index |
|------------|---|-----------------|
| I. | Production management effectiveness | |
| 1. | Use of good quality inputs | 93.33* |
| 2. | Proper planning of the activities to be undertaken in production | 86.67* |
| 3. | Minimization of wastage and loss of inputs | 80.10* |
| 4. | Procurement of inputs from credible / reliable sources | 82.22* |
| 5. | Starting the production activities at the appropriate time / season | 84.54* |
| 6. | Adoption of advanced production techniques | 68.89 |
| 7. | Determining the units of output to be produced in advance | 77.78 |
| 8. | Undertaking the production activities to meet the target output | 85.74* |
| 9. | Production of good quality produce | 81.57* |
| 10. | Producing maximum output with the minimum required quantity of input | 82.41* |
| 11. | Seeking expert advice to overcome difficulties and improve production | 80.00* |
| 12. | Minimization of reject | 83.12* |
| 13. | Comparing own performance with that of the others and adopting the more efficient techniques used by them | 73.33 |
| II. | Finance management effectiveness | |
| 1. | Preparing the budget for expenses before starting production | 77.87 |
| 2. | Securing credit from institutional sources | 81.06* |

| | | |
|-------------|--|--------|
| 3. | Selecting the institutional source which advances credit at the least rates of interest | 84.45* |
| 4. | Ensuring that the cost of production does not exceed the budget allocation, under normal circumstances | 97.87* |
| 5. | Producing maximum possible units of output of the desired quality and quantity at minimal cost | 80.00* |
| 6. | Securing a BC ratio greater than one | 95.55* |
| 7. | Maintenance of farm registers to record the details of the expenses of and income from the unit | 76.15 |
| 8. | Securing a profit close to the reasonable profit target set | 82.46* |
| 9. | Utilizing the farm records to develop norms and standards for the operation of the unit | 68.37 |
| 10. | Timely repayment of the loans | 88.91* |
| 11. | Seeking information and exploiting the benefits of the government funds , subsidies etc. | 83.33* |
| 12. | Securing good quality inputs at least cost | 81.14* |
| 13. | Planning and arranging for credit well in advance so that cash is available by the time the production is to start | 76.52 |
| 14. | Deciding on the volume of production / size of the unit based on ones' financial capacity | 87.19* |
| III. | Marketing management effectiveness | |
| 1. | Identifying and ensuring market for the produce before starting production | 96.72* |
| 2. | Undertaking direct marketing of the produce | 84.44* |
| 3. | Processing / value addition and sale of the main produce | 88.93* |
| 4. | Value addition and sale of the by product | 68.77 |
| 5. | Storage of the produce and selling it only when remunerative prices prevail in the market, in case of non -perishables | 69.23 |
| 6. | Undertaking group marketing of the produce | 80.63* |

| | | |
|------------|--|--------|
| 7. | Making use of market intelligence and market information to decide on the time of marketing and the quantity of produce to be marketed | 75.47 |
| 8. | Negotiating with the buyers / contractors for securing better prices for the produce | 82.18* |
| 9. | Minimization of losses during transportation and storage of the produce | 80.44* |
| 10. | Producing and marketing the quality / variety in demand | 84.98* |
| 11. | Collecting information on the price of the produce in different markets and selling in the most remunerative outlet | 84.56* |
| 12. | Grouping products according to grades before marketing | 88.81* |
| IV. | Labour management effectiveness | |
| 1. | Supervising and guiding the labourers in their work | 85.68* |
| 2. | Arranging for labour in advance, for the operations planned, to overcome the problem of labour unavailability | 86.62* |
| 3. | Selecting skilled labourers for skilled jobs | 80.11* |
| 4. | Giving clear cut instructions to the labourers on the outcomes expected of their work | 82.25* |
| 5. | Making the best possible use of family labour | 83.44* |
| 6. | Preparing a realistic estimate of the no: of man days of labour (1 man day = 8hrs) required in completing the production activity | 77.71 |
| 7. | Ensuring that the desired levels of output are obtained with number of labour days estimated | 89.21* |
| 8. | Providing the necessary amenities for the labourers in the field itself to reduce the wastage of time | 66.35 |
| 9. | Providing adequate training to the labourers in the use of improved technologies | 87.06* |
| 10. | Paying the wages promptly | 75.55 |
| 11. | Fixing wages for the labourers based on the quantum of work turned out | 81.04* |

| | | |
|------------|--|--------|
| V. | Risk management effectiveness | |
| 1. | Continuous monitoring of the production activity to identify the potential problems | 82.22* |
| 2. | Working out appropriate and timely solutions for the problems | 91.17* |
| 3. | Keeping reserve capital to meet the unforeseen expenses | 93.46* |
| 4. | Insuring the enterprise | 83.71* |
| 5. | Investing in more than one enterprise | 91.82* |
| 6. | Evaluating new technology by trying it in a small scale, before the actual adoption | 84.44* |
| 7. | Forward contracting when the price of the produce shows highly unstable trends | 80.78* |
| 8. | Making alternate arrangements for inputs, to meet a contingency | 71.11 |
| 9. | Planning for alternate means of marketing the produce | 80.23* |
| 10 | Proper packaging of the produce to reduce losses and spoilage | 77.78 |
| 11 | Selection of the enterprise based on the risk bearing ability | 80.26* |
| VI. | Time management effectiveness | |
| 1. | Making arrangements for the inputs well in advance, to avoid delay in starting production | 84.64* |
| 2. | Preparing an estimate of the time period within which the production activity is to be completed | 78.25 |
| 3. | Ensuring that the desired units of output is produced in the least possible time | 86.66* |
| 4. | Fixing separate time slots for the enterprise and non – enterprise activities | 84.73* |
| 5. | Undertaking short term low - input enterprises in case of considerable delay in marketing of the produce | 81.04* |

* Items selected for inclusion in the scale

Appendix – III

Item analysis by comparison of the Discrimination Index and the Item score - Total score correlation of items

| Item | Discrimination Index 't' - value | 'r' - value |
|------|----------------------------------|-------------|
| 1. | 4.7** | 0.693802* |
| 2. | 3.13** | 0.585699* |
| 3. | 3.87** | 0.643344* |
| 4. | 8.49** | 0.790907* |
| 5. | 1.92 | 0.598312* |
| 6. | 2.83* | 0.488713* |
| 7. | 3.5** | 0.654109* |
| 8. | 2.64** | 0.444791* |
| 9. | 4.9** | 0.498267* |
| 10. | 6** | 0.631641* |
| 11. | 4.16** | 0.779991* |
| 12. | 5.77** | 0.762603* |
| 13. | 2.24* | 0.359773 |
| 14. | 2.45* | 0.47673* |
| 15. | 5.2** | 0.824144* |
| 16. | 8** | 0.820721* |
| 17. | 7.07** | 0.794637* |
| 18. | 2.18* | 0.369739* |
| 19. | 4.58** | 0.645354* |
| 20. | 3.87** | 0.441793* |
| 21. | 4.33** | 0.671253* |
| 22. | 4.33** | 0.654288* |
| 23. | 3.75** | 0.628984* |

| | | |
|-----|--------|-----------|
| 24. | 1.15 | -0.21002 |
| 25. | 3.29** | 0.413493* |
| 26. | 2.5* | 0.614266* |
| 27. | 2.16 | 0.636195* |
| 28. | 3.87** | 0.620592* |
| 29. | 3.9** | 0.698465* |
| 30. | 2.61* | 0.531605* |
| 31. | 5.2** | 0.732787* |
| 32. | 5.56** | 0.832555* |
| 33. | 3.87** | 0.526178* |
| 34. | 2.24* | 0.365939* |
| 35. | 2.92* | 0.539399* |
| 36. | 7.12** | 0.759229* |
| 37. | 1.34 | 0.375512* |
| 38. | 2.18* | 0.357645 |
| 39. | 7.07** | 0.818797* |
| 40. | 13** | 0.886803* |
| 41. | 4.1** | 0.714215* |
| 42. | 3.98** | 0.578175* |
| 43. | 6.97** | 0.616445* |
| 44. | 4.18** | 0.470154* |
| 45. | 4.9** | 0.705098* |
| 46. | 6** | 0.520937* |
| 47. | 4.95** | 0.666297* |
| 48. | 4.5** | 0.702807* |
| 49. | 2.18* | 0.375598* |
| 50. | 1.73 | 0.368216* |

* Significant at 0.05 % level

** Significant at 0.01% level

Appendix – IV

Scale to measure the entrepreneurial effectiveness of agripreneurs

A – Always

O – Often

N - Never

MO – Most Often

Oc – Occasionally

| Sl. No. | Items | A | MO | O | Oc | N |
|------------|--|---|----|---|----|---|
| I. | Production management effectiveness | | | | | |
| 1. | Use of good quality inputs | | | | | |
| 2. | Proper planning of the activities to be undertaken in production | | | | | |
| 3. | Minimization of wastage and loss of inputs | | | | | |
| 4. | Procurement of inputs from credible / reliable sources | | | | | |
| 5. | Undertaking the production activities to meet the target output | | | | | |
| 6. | Production of good quality produce | | | | | |
| 7. | Producing maximum output with the minimum required quantity of input | | | | | |
| 8. | Seeking expert advice to overcome difficulties and improve production | | | | | |
| 9. | Minimization of reject | | | | | |
| II. | Finance management effectiveness | | | | | |
| 10. | Securing credit from institutional sources | | | | | |
| 12. | Selecting the institutional source which advances credit at the least rates of interest | | | | | |
| 13. | Ensuring that the cost of production does not exceed the budget allocation, under normal circumstances | | | | | |
| 14. | Producing maximum possible units of output of the desired quality and quantity at minimal cost | | | | | |

| | | | | | | |
|-------------|---|--|--|--|--|--|
| 15. | Securing a BC ratio greater than one | | | | | |
| 16. | Securing a profit close to the reasonable profit target set | | | | | |
| 17. | Timely repayment of the loans | | | | | |
| 18. | Seeking information and exploiting the benefits of the government funds , subsidies etc. | | | | | |
| 19. | Securing good quality inputs at least cost | | | | | |
| 20. | Deciding on the volume of production / size of the unit based on ones' financial capacity | | | | | |
| III. | Marketing management effectiveness | | | | | |
| 21. | Identifying and ensuring market for the produce before starting production | | | | | |
| 22. | Undertaking direct marketing of the produce | | | | | |
| 23. | Processing / value addition and sale of the main produce | | | | | |
| 24. | Negotiating with the buyers / contractors for securing better prices for the produce | | | | | |
| 25. | Minimization of losses during transportation and storage of the produce | | | | | |
| 26. | Collecting information on the price of the produce in different markets and selling in the most remunerative outlet | | | | | |
| 27. | Grouping products according to grades before marketing | | | | | |
| IV. | Labour management effectiveness | | | | | |
| 28. | Supervising and guiding the labourers in their work | | | | | |
| 29. | Arranging for labour in advance, for the operations planned, to overcome the problem of labour unavailability | | | | | |
| 32. | Selecting skilled labourers for skilled jobs | | | | | |

| | | | | | | |
|------------|--|--|--|--|--|--|
| 30. | Giving clear cut instructions to the labourers on the outcomes expected of their work | | | | | |
| 31. | Making the best possible use of family labour | | | | | |
| 32. | Ensuring that the desired levels of output are obtained with number of labour days estimated | | | | | |
| 33. | Providing adequate training to the labourers in the use of improved technologies | | | | | |
| V. | Risk management effectiveness | | | | | |
| 34. | Working out appropriate and timely solutions for the problems | | | | | |
| 35. | Keeping reserve capital to meet the unforeseen expenses | | | | | |
| 36. | Insuring the enterprise | | | | | |
| 37. | Investing in more than one enterprise | | | | | |
| 38. | Evaluating new technology by trying it in a small scale, before the actual adoption | | | | | |
| 39. | Forward contracting when the price of the produce shows highly unstable trends | | | | | |
| 40. | Planning for alternate means of marketing the produce | | | | | |
| 41. | Selection of the enterprise based on the risk bearing ability | | | | | |
| VI. | Time management effectiveness | | | | | |
| 42. | Making arrangements for the inputs well in advance, to avoid delay in starting production | | | | | |
| 43. | Ensuring that the desired units of output is produced in the least possible time | | | | | |
| 44. | Fixing separate time slots for the enterprise and non – enterprise activities | | | | | |

Appendix – V

KERALA AGRICULTURAL UNIVERSITY DEPARTMENT OF AGRICULTURAL EXTENSION COLLEGE OF AGRICULTURE

Entrepreneurial effectiveness of agripreneurs in Kerala

Interview Schedule

Personal details:

Name : Phone No. – (O) :
(with code) (M)

Address :

Dist. -

I. Socio – psychological variables

1. Age :
2. Educational status :
3. Annual income (Rs) :
4. Social participation :

(Please indicate the frequency of participation in various organizations)

| Particulars | Attendance | | |
|--|------------|--------------|-------|
| | Regularly | Occasionally | Never |
| 1) No membership | | | |
| 2) Membership in one organization | | | |
| 3) Membership in more than one organization | | | |
| 4) Office bearer in one organization | | | |
| 5) Office bearer in more than one organization | | | |

5. Extension agency contact :

(Please mention your frequency of contact with each of the following extension agents).

| Personnel | Most often | Often | Occasionally | Never |
|--|------------|-------|--------------|-------|
| Agricultural officer / Veterinary surgeon | | | | |

| | | | | |
|---|--|--|--|--|
| University scientists | | | | |
| Field assistants | | | | |
| Input dealers / Private extension service providers | | | | |
| Field officers of banks | | | | |
| Others | | | | |

6. Mass media exposure :

(Please indicate the frequency of utilization of the following media)

| Sl. No. | Media | Daily | At least once a week | At least once a month | Rarely | Never |
|---------|----------------------------------|-------|----------------------|-----------------------|--------|-------|
| a) | Newspaper | | | | | |
| b) | Farm magazines / farm literature | | | | | |
| c) | Radio | | | | | |
| d) | TV | | | | | |
| e) | Internet | | | | | |
| f) | Telephone | | | | | |
| g) | Mobile phone | | | | | |

7. Reasons for venturing into entrepreneurship :

| Particulars | Degree of rating | | | |
|--|---------------------------------|---------------------------------|---------------------------------|--------------------|
| | 1 st preference (x3) | 2 nd preference (x2) | 3 rd preference (x1) | No preference (x0) |
| Lack of employment opportunities in the formal sector (R1) | | | | |
| Lack of suitable qualifications for employment in the formal sector (R2) | | | | |
| Job dissatisfaction (R3) | | | | |
| Preference for self employment (R4) | | | | |
| By chance / Chance entry (R5) | | | | |

| | | | | |
|--|--|--|--|--|
| To do something creative and innovative (R6) | | | | |
| Took up the family occupation (R7) | | | | |
| Post retirement vocation (R8) | | | | |
| Others | | | | |

8. Trainings received :

(Please indicate the number of trainings received in relation to your enterprise activities)

- a) 0 - 5
- b) 6 - 10
- c) >10

9. Diversification of agri – business activities :

What are the additional agri – business activities undertaken by you, other than the major one ?

- a)
- b)
- c)
- d)
- e)

II. Entrepreneurial attributes

1. Achievement motivation

| Sl. No. | Statements | Response pattern | | | | |
|---------|---|------------------|---|--------|----|-----|
| | | SA | A | U D | DA | SDA |
| 1. | One should enjoy work as much as play | | | | | |
| 2. | One should work like a slave at everything one undertakes, until he/she is satisfied with the result | | | | | |
| 3. | One should succeed in his occupation, even if one has been neglectful of his family. | | | | | |
| 4. | One should have the determination and driving ambition to achieve certain things in life, even if these qualities make one unpopular. | | | | | |
| 5. | Work should come first, even if one cannot get | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| | rest. | | | | | |
| 6. | Even when one's own interests are in danger, he/she should concentrate on his/her job. | | | | | |
| 7. | One should set difficult goals for him/her self and try to achieve them. | | | | | |

2. Self confidence

| Sl. No. | Statements | Response pattern | | | | |
|---------|--|------------------|---|----|----|-----|
| | | SA | A | UD | DA | SDA |
| 1. | I feel that no obstacle can stop me from achieving the final goal. | | | | | |
| 2. | I am generally confident of my own ability. | | | | | |
| 3. | I am bothered by inferiority feelings. | | | | | |
| 4. | I do not have initiative. | | | | | |
| 5. | I usually work out things for myself rather than get someone to show me. | | | | | |
| 6. | I get discouraged easily. | | | | | |
| 7. | Life is strain for me much of the time. | | | | | |
| 8. | I find myself always worrying about something or the other. | | | | | |

3. Innovativeness

| Sl. No. | Statements | Response pattern | | | | |
|---------|---|------------------|---|----|----|-----|
| | | SA | A | UD | DA | SDA |
| 1. | You would feel restless unless you try out an innovative method you have come across. | | | | | |
| 2. | You are cautious about trying new practices. | | | | | |
| 3. | You like to keep up-to-date information on the subjects that interest you. | | | | | |
| 4. | You would prefer to wait for others to try out new practices first. | | | | | |
| 5. | You opt for the traditional ways of doing things than going in for newer methods. | | | | | |

4. Economic opportunism

| Sl. No. | Statements | Response pattern | | | | |
|---------|--|------------------|---|----|----|-----|
| | | SA | A | UD | DA | SDA |
| 1. | Compared to my colleagues, I devote more time to find new ways to make more money. | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| 2. | Many people are foolish, gullible; to profit from their weakness is something which I can never do with out hurting my conscience. | | | | | |
| 3. | I would like to get a fair income for the amount and quality of work I do; getting more than a fair return calls for taking on problems which I am, at present not willing to face. | | | | | |

5. Risk orientation

| Sl. No. | Statements | Response pattern | | | | |
|---------|---|------------------|---|----|----|-----|
| | | SA | A | UD | DA | SDA |
| 1. | An entrepreneur should invest in more than one enterprise to avoid greater risks associated with single enterprise. | | | | | |
| 2. | An entrepreneur should rather take more of a chance in making more profit than being content with smaller profit. | | | | | |
| 3. | An entrepreneur who is willing to take greater risk than an average one, usually does better financially. | | | | | |
| 4. | It is good to take risks when one knows that the chances of success are fairly high. | | | | | |
| 5. | It is better not to try new ideas unless others have done it with success. | | | | | |
| 6. | Trying an entirely new method involves risks, but it is worthy. | | | | | |

6. Attitude towards self – employment

| Sl. No. | Statements | Response pattern | |
|---------|--|------------------|----------|
| | | Agree | Disagree |
| 1. | Agriculture is a potential field for self-employment in the present context of severe unemployment. | | |
| 2. | Self employment in agriculture is an independent profession as it offers freedom in work. | | |
| 3. | Self employment in agriculture helps one to become self – sufficient in life. | | |
| 4. | Self employment in agriculture is desirable since it entails little legal formalities and sanctions. | | |
| 5. | For an unemployed youth facing the vagaries of life, agriculture is a sure profession. | | |

| | | | |
|-----|--|--|--|
| 6. | Since there are ample avenues and technologies available in agriculture, one can make self-employment in agriculture easily. | | |
| 7. | Agriculture forms the basis for other industries. So selecting self employment in agriculture is always worthy. | | |
| 8. | It is unwise to select self-employment in agriculture since it requires more physical and mental efforts. | | |
| 9. | There is no need for an educated unemployed youth to go for self-employment in agriculture as they are eligible for more prestigious jobs in the government and private sectors. | | |
| 10. | Sound family background in agriculture is a necessity for selecting and pursuing self-employment in the sector. | | |

7. Personal resourcefulness

| Sl. No. | Statements | Response pattern | | | | |
|---------|--|------------------|---|----|----|-----|
| | | SA | A | UD | DA | SDA |
| 1. | When some one discusses his/her problems with me, usually I try to steer the conversation to something else. | | | | | |
| 2. | I keep asking the question 'why' when things happen to work, even if it is success. | | | | | |
| 3. | When I get angry with someone, I carefully deliberate on my actions before confronting him/her. | | | | | |
| 4. | While solving problems, I find it relatively easy to push my feelings aside and concentrate on the task at hand. | | | | | |
| 5. | I tend to stop/strongly hesitate at a task if major or unexpected problems come up. | | | | | |

8. Internal locus of control

| Sl. No. | Statements | Response pattern | | | | |
|---------|---|------------------|---|----|----|-----|
| | | SA | A | UD | DA | SDA |
| 1. | When I get what I want, it is usually because I have worked hard for it. | | | | | |
| 2. | Getting what I want often depends on pleasing big people around me. | | | | | |
| 3. | I believe that whatever is going to happen will happen. | | | | | |
| 4. | Whether or not I get into problems usually depends on how clever I have been. | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| 5. | Unless I enjoy the support of important people, there is no point in trying too hard to get ahead in life. | | | | | |
| 6. | It is mostly a matter of luck, whether I succeed or fail at work. | | | | | |
| 7. | I often wonder how many people around me would have succeeded without powerful friends. | | | | | |
| 8. | Achieving my ambition depends on being lucky enough to know how to be at the right place at the right time. | | | | | |

9. Market perception :

- a) I selected the enterprise activity based on the perceived (availability of market for the produce) market opportunities.

Yes / No

- b) I have a fair idea about the availability of market for my produce, both in terms of place and time/season.

Yes / No

- c) I closely follow the market fluctuations and the changes in demand and supply and market my produce accordingly.

Always / Often / Occasionally / Never

10. Strategic visioning :

- a. Leadership

| Sl. No. | Statements | Response pattern | | | | |
|---------|--|------------------|---|----|----|-----|
| | | SA | A | UD | DA | SDA |
| 1. | I inspire others by clearly expressing what we can achieve together. | | | | | |
| 2. | I make it a point to talk with people who work with me, about my vision of the future. | | | | | |
| 3. | I keep searching for new ideas of work for my future. | | | | | |
| 4. | I rarely found worthwhile opportunities and ideas coming up from people around me. | | | | | |

b. Networking

| Sl. No. | Statements | Response pattern | | | | |
|---------|---|------------------|---|----|----|-----|
| | | SA | A | UD | DA | SDA |
| 1. | When faced with a task/problem, my first reaction is to think of the people I know, who can help me. | | | | | |
| 2. | I hesitate to seek help from people with whom I have no personal acquaintance. | | | | | |
| 3. | I try to keep in touch with people I meet at meetings or parties, even if don't have any immediate necessity. | | | | | |

c. Strong personal preferences

| Sl. No. | Statements | Response pattern | | | | |
|---------|--|------------------|---|----|----|-----|
| | | SA | A | UD | DA | SDA |
| 1. | Even if there is something difficult involved, I try to do things the way I want. | | | | | |
| 2. | I often get confused or face difficulties in making choices. | | | | | |
| 3. | No matter who tries to convince me about their views, I attract a lot more importance from some, to my personal preferences. | | | | | |

III] Scale to measure the entrepreneurial effectiveness of agripreneurs

| Sl. No. | Items | A | MO | O | Oc | N |
|------------|--|---|----|---|----|---|
| I. | Production management effectiveness | | | | | |
| 1. | Use of good quality inputs | | | | | |
| 2. | Proper planning of the activities to be undertaken in production | | | | | |
| 3. | Minimization of wastage and loss of inputs | | | | | |
| 4. | Procurement of inputs from credible / reliable sources | | | | | |
| 5. | Undertaking the production activities to meet the target output | | | | | |
| 6. | Production of good quality produce | | | | | |
| 7. | Producing maximum output with the minimum required quantity of input | | | | | |
| 8. | Seeking expert advice to overcome difficulties and improve production | | | | | |
| 9. | Minimization of reject | | | | | |
| II. | Finance management effectiveness | | | | | |
| 10. | Securing credit from institutional sources | | | | | |
| 12. | Selecting the institutional source which advances credit at the least rates of interest | | | | | |
| 13. | Ensuring that the cost of production does not exceed the budget allocation, under normal circumstances | | | | | |
| 14. | Producing maximum possible units of output of the desired quality and quantity at minimal cost | | | | | |
| 15. | Securing a BC ratio greater than one | | | | | |
| 16. | Securing a profit close to the reasonable profit | | | | | |

| | | | | | | |
|-----|---|--|--|--|--|--|
| | target set | | | | | |
| 17. | Timely repayment of the loans | | | | | |
| 18. | Seeking information and exploiting the benefits of the government funds , subsidies etc. | | | | | |
| 19. | Securing good quality inputs at least cost | | | | | |
| 20. | Deciding on the volume of production / size of the unit based on ones' financial capacity | | | | | |

| | | | | | | |
|-------------|---|--|--|--|--|--|
| III. | Marketing management effectiveness | | | | | |
| 21. | Identifying and ensuring market for the produce before starting production | | | | | |
| 22. | Undertaking direct marketing of the produce | | | | | |
| 23. | Processing / value addition and sale of the main produce | | | | | |
| 24. | Negotiating with the buyers / contractors for securing better prices for the produce | | | | | |
| 25. | Minimization of losses during transportation and storage of the produce | | | | | |
| 26. | Collecting information on the price of the produce in different markets and selling in the most remunerative outlet | | | | | |
| 27. | Grouping products according to grades before marketing | | | | | |

| | | | | | | |
|------------|---|--|--|--|--|--|
| IV. | Labour management effectiveness | | | | | |
| 28. | Supervising and guiding the labourers in their work | | | | | |
| 29. | Arranging for labour in advance, for the operations planned, to overcome the problem of labour unavailability | | | | | |
| 32. | Selecting skilled labourers for skilled jobs | | | | | |

| | | | | | | |
|-----|--|--|--|--|--|--|
| 30. | Giving clear cut instructions to the labourers on the outcomes expected of their work | | | | | |
| 31. | Making the best possible use of family labour | | | | | |
| 32. | Ensuring that the desired levels of output are obtained with number of labour days estimated | | | | | |
| 33. | Providing adequate training to the labourers in the use of improved technologies | | | | | |

| | | | | | | |
|-----------|---|--|--|--|--|--|
| V. | Risk management effectiveness | | | | | |
| 34. | Working out appropriate and timely solutions for the problems | | | | | |
| 35. | Keeping reserve capital to meet the unforeseen expenses | | | | | |
| 36. | Insuring the enterprise | | | | | |
| 37. | Investing in more than one enterprise | | | | | |
| 38. | Evaluating new technology by trying it in a small scale, before the actual adoption | | | | | |
| 39. | Forward contracting when the price of the produce shows highly unstable trends | | | | | |
| 40. | Planning for alternate means of marketing the produce | | | | | |
| 41. | Selection of the enterprise based on the risk bearing ability | | | | | |

| | | | | | | |
|------------|---|--|--|--|--|--|
| VI. | Time management effectiveness | | | | | |
| 42. | Making arrangements for the inputs well in advance, to avoid delay in starting production | | | | | |
| 43. | Ensuring that the desired units of output is produced in the least possible time | | | | | |
| 44. | Fixing separate time slots for the enterprise and non – enterprise activities | | | | | |

IV. Economic dimensions

Balance sheet of the enterprise

Assets

A] Current assets

1. Value of the produce for sale : –

From the major enterprise –

From the minor enterprises –

a)

b)

c)

d)

e)

2. Cash on hand –

3. Savings in bank –

Sub-total : -

B] Intermediate assets

Value of : -

- Cattle –
- Bullocks –
- Poultry birds –
- Apiaries –
- Silk worms –
- Cost of plants –
- Machinery –
- Equipments –
- Others –

Sub – total : -

C] Long term assets

Land (in case of crop based enterprises) –

Farm buildings -

Sub – total :-

Total value of assets :

Liabilities

A] Current liabilities

1. Cost of cultivation / operating cost
/ cost of maintenance -

For the major enterprise –

For the minor enterprises –

- a)
- b)
- c)

2. Loans due for repayment in a year –
3. Instatements of the long term loans –

B] Intermediate liabilities

(Any loan to be repaid in 5 years)

Livestock loans –

Machinery loans –

Others –

Sub – total : -

C] Long term liabilities

(Loans to be repaid in 20 years)

Orchard development loan –

Tractor loan –

Others –

Sub – total : -

Total value of liabilities : -

V. Constraints experienced by the entrepreneurs

VI. Suggestions for improvement

Appendix – VI

Inventory of agripreneurs in the selected districts

Inventory of Agripreneurs in the Kasargod District

I] Agro-enterprise units registered with the Department of Industries and Co-operation (On-farm and Off-farm)

1. SHEEJA COIR WORK, ACHAMTHURUTHI, CHERVATHUR, 671313
2. SAIFA FARMS, , KUMARAMANGALA, BELA, 671321, 884714
3. STADERD ESSENTIAL OIL, INDUSTRIES, NAYAMAR MOOLA, P O VIDYA NAGAR, 671123
4. ARUN COCONUT PRODUCTS, G PARAMBA, MOLUY GROGGE, , 671553
5. MARSABIL COPRA INDUSTR, IES, AZAD NAGAR, KASARAGOD, 671128
6. SAFNA COIR WORKS, , MADAKKAL UDUMBUMTHALA, THRIKARIPURG, 671350, 797883
7. KANYANA COPRA PROCESSI, NG, KANYANN, PERADALA POST, 671551, 885353
8. BIJU COIR PRODUCTS, , LAKSHMIV.P VEERANMADU, ACHAMTHVRUTHI PO, 671351, 783514
9. MAHESH COIR LNDBSTRIES, , DEVAKY A.K MATTVMMAL, ACHAMTHURUTHI PO, 671351
10. SOORYA COIR INOUSTRIES, , MADAKKAL UDUMBUMTHALA, THRIKARIPURE, 671350, 797391
11. KERALA DINESH BEEDI, NAYAKS ROAD, KASARGOD, , 671121, 430825
12. RK COPRA PROCESSING, , CHENTHALAM ODAYAMCHAL, ATTENGANAM PO, 671531, 746003
13. M M K COCONUT PROCESSING, MOUVAL, MOUVAL PO, 671316
14. KOTDACHERY BEEDI WICS, LTD NO SIND C42, AJANUR PO
15. RIVER VIEW COIR INDUST, RY, KAIKOTKADAVU, ELAMBACHI PO, 671311,
16. KALLUVALA PAULTRY FARM, , T P ABDULLA S/O MUHAMA, D KALLUVALA TAEKKILFER, , 490702
17. CENTURY CURRY POWDER, , UDHYAWAR MANJESHWAR, , 671323
18. NARAYAN MILK PRODUCTS, , PANTHAL VEEDU UDAYAMAN, GALAM POST UDMA, 671319, 736811
19. SWARAJ FOOD PRODUCTS, , VEDIKUNNU POST BARE, UDMA PANCHAYATH, 671319, 736768
20. FRIENDS PICKLES, , MADAPALLIKERA, PO PALLIKERA, 671316
21. TEELANI POULTRY , , NEAR SYNDICATE BANK, BNDIADKA, 671551
22. WESTERN COCONUT PRODUC, TS CHITTARIKKAL, P BABY KAYAMAKKAL, CHITTARIKKAL PO, 671326, 721057
23. J M COPRA PROCESSING, UNIT PULIKKADAVU, CHAMUNDIKUNNO PO, RAJAPURAM VIA, 671532
24. THULICHERY COPRA WORKS, , PAKKAM, PO PAKKAM, 671316
25. ST MARRYS COCONUT, PROCESSING UNIT, KALLAR, RAJAPURAM PO, 671532
26. DEEPAM PICKLES, , PUNJAVI OZHINHAVALAPPU, KANHANGAD,
27. KARISHMA COIR WORK, , MADAKKAL UDUMBUMTHALA, ELEMBACHI, 673510, 797720
28. WHITE CHICK POULTRY FA, RM, MUTTAM, SHIRIYA PO, 671321, 842971
29. NAYANA FOOD RTGUERS, , NAYANA FOOD PRODUPTS, KATNFURKE, 671552, 895086
30. SAI BEEDI INDUSTRIES, , UDINOOR PO, KASARGOD, 671349
31. U S M PICKLES, , C B SHAMSUDEEN, VARIKXAD HOUSE MADIYAN
32. ASHOKA BAMBOO WORKS, , ASHOKA S/O KURUVU, BANGAPADAUU PERLA, 671552
33. SALAM PAULTRY FARM, , KHAZ LAHE THALANGARA, KASARAGOD, 67112
34. SREETA COIR INDUSTRIES, , UDUMBUMTAHLA PO, , 671350
35. ABHILASH PAPPADAM, NADUYOTU HOUSE BAROTY, KOLATHUR POST, CHENGALA VIA, 671541, 0429246
36. FATHIMA COIR INDUSTRIE, , OLAVARA, UDUMBUMTHALA PO, 671350
37. PRABHUS FOOD PRODUCTS, , KARUVACHERY, NILESWARAM, 671313, 781996

38. STMARYS CURRY POWDER, , STMARYS CURRY POWDER, C/O BABY BHEEMANADY PO, 671314
39. HAPPY BEE KEEPING, , EC ABRAHAM EZHUPARAYIL, CHITTARIKKAL PO, 671326
40. MAJEED BEEDI WORKS, , ARANGADI HOSDURG, KANHANGAD, 671315
41. ARUNDHAPHY COIRS, , PUTHEN PARAMBIL, PADNE KASARGOD
42. SHANTI COIR INDUSTRY, , KUTTICHI, UDUMBUMTHALA PO, 671350
43. DEEPA MILK PRODUCTS, , AMBILI SURENDRAN PERUP, ARAMBIL WEST ELERI PO, 671314
44. CHANDRIKA COPRA WORKS, , KANNIVEEDUKADAPPURAM, VALIYAPARAMBA, 671343
45. SUDHISH COIR INDUSTRY, , MADAKKAL UDUMBUMTHALA, ELEMBACHI, 673510
46. SHEEJA BASKET WEAVING, INDUSTRY, NP BHASKARAN THAZHATHU, PLACHIKKARA PO, 671533
47. PONNU BEE KEEPING, ARAKATHATTU, MANOI MATHEW PULIKKAL, CHITTARIKKAL PO, 671326, 721223
48. SM FOOD PRODUCTS, , SM FOOD PRODUCTS BHEEM, ANADY PO NILESHWAR VIA, 671314, 741318
49. AMRUTHA HOME PRODUCTS, , KUNTAR, KARADKA KASARAGOD, 671543
50. SUMI POULTRY FARM, , KOMBANADUKAM, POST CHEMNAD
51. NAYAKS BANANA CHIPS, , KARUVAKOLI, P O EDANEER, 675541
52. BARE POULTRY FARM, , NR AGRIADUKKAM COLONY, POST BARE UDMA, 671319
53. JISNA CHIPS INDUSTRIES, PUNNOOR HOUSE IRIYA, IRIYA POST, KASARAGOD, 671531, 074621
54. NARKILAKKAD AREECANUT, PROCESSING, CM NINAN CHALINGAL, KOTTAMALA PO, 671314, 0741392
55. TILAK FISH PROCESSING, , CHANAKYA NAGAR, MANJESHWAR, 671523, 872923
56. CHENIYARU MAT WEAVING, WORKS, CHENNAGOLY SC COLONY, KUNTIKANA POST, 671551
57. MADAKU MAT WEAVING, WORKS, CHENNAGOLY SC COLONY, KUNTIKANA POST, 671551,
58. SEETHA MT WEAVING WORK, S, CHENNAGOLI SC COLONY, KUNTIKANA POST, 671551
59. GIRISA MAT WEAVING WOR, KS, CHINNAGOLI SC COLONY, KUNTIKANA POST, 671551
60. A K KOPRA PROCESSING, UNIT, ACHERY UDMA CP XII1104, POST KALNAD, 671317, 736784
61. ASHAD BEEDIES, , KOTTAPARA, PO PANAYAL, 67131
62. KWALITY FOOD PRODUCTS, AMBALAIHARA FULLURPOST, ANANDASRAM VIA, KASARAGOD, 671531, 743332
63. UDAYA COPRA WORKS PAL, AYI, PROP UDAYAKUMAR S/O K, K DAMODARAN PALAYI, 671314
64. MINIMOL FOOD PRODUCTS, , P M JOSEPH CHIRAPPURA, M NILESHWAR, 671314, 782276
65. NARAYANI CORPA WORKS, PALAYI, PROP NARAYANI V D/O K, UTTURMAN PALAYIROAD, 671314
66. SIVA CURRY POWDER, , PADAUVALAM, PILICODE, 671351
67. SABI COCONUT PROCESSIN, G, KAMBALLOOR, KATIPOIL
68. ROHNI PICKLES, , KUNDAKUDYAN VEEDU, KODAKKAD
69. MANGALAM FOOD PRODUCTS, , ERAVIL, PILICODE PO, 671353
70. LAKSHMI COIR WORKS, , ORIE, PADNE, 671312
71. ST THOMAS COCONUT PROC, ESSING, KADUMENI PO, CHITARIKAL, 671324
72. NISHA MAT WEAVING7, , PARAPA PO EDATHODE, PALAYAM, 671533
73. M/S J K MAT WEAVING CE, NTRE AMBILADY COLONY, BEDADKA POST, CHENGALA VIA, 671541
74. LAKSHME COIR WORKS, , ORIE, PADNE, 671312
75. MALABAR POUCTRY INDUST, RIES, NELLIKATTA, PO NERRAJE, 671544
76. DOSTHY COPRA PROCESSIN, G, KV NARAYANAN VALIYAPAR, AMBA PADNE, 671344
77. UDAYA COIR INDUSTRY, , OLAVARA, UDUMBUMTHALA PO, 671350
78. JISHA MAT WEAVING, , PARAPA VIA EDATHODE, PO PARAPA PAYALAM, 671533
79. THRIPTHI FOOD INDUSTRI, ES, JOSE VARGHESE KOMADATH, ESSERIL KOTTAMALA PO, 671314
80. SHINJ COIR WORKS, , ACHANHUTUTHI, CHERVATHUR, 671313
81. CRESENT COIR WORKS, , RIVER VIEW KAIKOTADAV, UDUMBUMTHALA PO, 671311
82. KRISHNA MAT INDUSTRIES, , KUTTICHI, UDUMBUMTHLA PO, 671350
83. AMEENA PAULTRY FARM, , THALANGARA, KASARAGOD, 671121
84. SAMATHI PICKLES, , VANIYAMPARA, RAVANESWAR P O,
85. LOVELY HOME PRODUCTS, , OPPOSITE CENTRAL SCHOO, L UDAYAGIRI, 671123, 0456323
86. BIJU COCONUT PROCESSING, EDAYILGKKAD EDACHAKAL, THRIKARIPUR, 671312, 710641
87. SREEKRISHNA COIR WORKS, , ACHAMTHURUTHI, CHERVATHUR, 57 313

88. ASHOKA PAULTRY FARM, , KOTEHKANY ROAD, KASARAGOD, 671121
89. KAIRALI MAT PRODUCTION, UNIT, T LAKSHMI W/O SURENDRA, THEKKEVALAPU CHERUVATH, 671313
90. FINE AGRO FERT, KRISHNAGIRI MARAMKAVU, PERIYE POST, KASARAGOD, 671316, 794038
91. RAJITHA PAPPADAM, , THEKKUMBAD, ELAMBACHI PO, 671311
92. KERALA DINESH BEEDI, WICS LTD, NAYAKS ROAD, KASARAGOD, 671121
93. N T A FERTLIZERS, , PALLIKERA, PO PALLIKERA, 671316, 773250
94. M M K COCUNUT PROCESSI, NG, MOUVAL, MOUVAL PO, 671316
95. GREENSTAR ORGANIC FERT, ILISERS, MELPARAMBA, KALANAD POST, 671317
96. JAYANTHI COIR WORKS, , M NARAYANI K.V.GOUINDA, N VALAPPIL ACHAMTHURUT, 671351
97. SAJESH COIR WORKS, , THAMBA/ KOTHIRUMMAL, PO ACHAMTHURUTHI, 671351
98. YENEESH COIR WORKS, , DEVAKY PUTHIYAMADUTHAY, AL ACHAMTMURUTHI PO, 71351
99. PRADEEP COIR PRODUCTS, , KUNHIPENNU CHAPAYIL, ACHAMTHURUTHI PO, 671351
100. PRIYA COIR PRODUCTS, , M.MEENAKSHI THAYATH, VEED ACHAMTHURUTHI PO, 671351
101. MANJUNATHA HOME PRODUC, TS, VOLUMALE FISH MARKET R, OAD BADIADKA, 671551
102. MOHASINA COIR WORKS, , KURUPPILLATH MADAKKAL, UDUMBUMTHBLA, 671350
103. JAYASREE COIR WORKS, , MAOAKKAL OUUMBUMTHALAI, THRIKARIPUKE, 671350, 779811
104. M A COPRA INDUSTRIES, , PALLIKANDATHIL, KIZHUR,
105. UMBICHI COIR WORKS, , POORAKADAU, THURUTHI PO

II] Agro-enterprise units registered with the Department of Industries and Co-operation (Milling Units)

1. SREERANGA OIL MILLS, MADHAVA PAI COMPOUND, KUMBALA PO KUMBALA, , 815355
2. RAJESWARI RICE AND FLOUR MILL, NEAR VIHUNNORADI SCHOOL, NILESHWAR PO, 671314
3. SHINOJ RICE AND FLOUR, MILL, ODAYAMCHAL RADLMARUTHU, PU KANHANGAD, 671321, 746394
4. SUSHAN BOTTLAING COMPA, NY NEERA BOTTLING, NEAR GPM COLLAGE, MANJESHWAR, 671323, 872525
5. GEORICEANDOILMILL, ~, MAJEED BENGALAM, OP BENGALAM NILESHWAR, 671531
6. PADNEKAD RICE MILL, ~, PADNEKKAD KANHANGAD, , 671328
7. GOPALKRISHNA OIL AND, FLOUR MILL, AMBANGAD, PO PANAYAL, 671318
8. JAYARAM RICE MILL, , ANIKKADI KODAKKAD, THRIKARIPURE, 671314, 760517
9. SUDHA COIR INOUSTRIGS, , MADAKKAL OUUMBUMTHALA, THR/KARIPURE, 671350, 779811
10. SRI DURGA RICE FLOUR AND OIL MILL, BELA VILLAGE, BELA POSR, 671321, 885319
11. SREE MOOKAMBIKA RICE F, LOUR AND OIL MILL, N H 5 ROAD UPPER BAZAR, BADIADKA, 671551, 884222
12. APPUS OIL AND RICE FLD, VR MILLS, BABURAJ M KANNAMKAIROA, D CHERUVATHUR PO, 671313, 761486
13. ASHAUE DIL AND FLOUR, MILL, U.P ABDULKHADER BADHRI, YA HOVSE PALLIKANDAN, 671351
14. KEVEES RICE AND FLOUR, MILLS, POOCHOL THRIKARIPVR PO, , 671310
15. V.V.C SONS AND OIL AND, FLOUR MILL, MEENAKSHI MAICHA CHERU, VATHUR PO, 671313
16. BIRIKKULAM OIL AND RIC, E MILL, BIRIKKULAM KINANUR P, 0 PARAPP VIA, 671314, 754743
17. SRI MURUGA OIL AND, FLOUR MILL, , , 671315, 701816
18. KALPAKA AVIL RICE AND, FLOUR MILLS, MINI INDUSTRIAL ESTATE, ELAMBACHI PO, 671311
19. AYSHA OIL AND FLOUR, MILLS, UDINOOR SOUTH, UDINOOR PO, 671349, 0715109
20. SRI MOOKAMBIKA OIL FLO, UR MILL, MAUUNGAL, ANANDASRAM POST
21. JANATHA OIL ANDFLOWER, AND RICE MILL, BALAL PO, PARAPA VIA, 671533
22. ST GEORGE OIL AND FLOU, R MILL, VALLIKADAVU PO ELIKKUT, TY MICHEL, 671533
23. SOUOA FLOUR MILLS, , SOUDA FLOUR MILLS, VALIYAPARAMBA, 671312, 753359
24. SUBAIR FLOUR MILLS, , PUTHIYAPURA4IL, PADANNAKADAPPURAM, 671343, 753174
25. TAJ OILANDFLOURMILC, , PETTIKUNDU, CHERVVATMUR, 671313, 0757439
26. SRUTHI RICEAND FLOUR, MILL, PATTEHA NILESWARAM, , 671314
27. BOLLAR OIL RICE AND FL, OUA MILL, BEKOOR, PO BEKOOR, 671322

28. PUNNAMKUZHIKKAL OIL, AND FLOUR MILLS, PANATHADY PO, RAJAPURAM VIA, 671532, 728297
29. T M COPRA INDUSTRIE, , T M HOUS, KALANA, 671317
30. PRIYA OIL MILL, , MAICHA, CHRIVATHUR, 671313
31. RAHMANIYA OIL RICE AND, FLOUR MILL, KADANGODE, CHERVATHUR, 671313
32. ROUSHANA FLOUR AND OIL, MILL, KALLYAN ROA, BALLA PO, 671315, 703175
33. CENTURY FLOUR MILL, , UDAYAWAR MANJESHWAR, , 671323,
34. PATTAKKAL OIL AND FLOU, R MILL, PATTAKKAL, KANHANGAD, 671315, 703313
35. CKM OIL AND FLOUR MILL, , EAST METTAMAL, ELAMBACHI PO, 671311
36. MALABAR OIL AND FLOUR, MILLS, METTAMMAL, ELEMBACHI PO, 671311,
37. K G OIL MILLS, , PADUPPU CHENGALA VIA K, ASARAGOD KERALA, 671541
38. LAXMI OIL AND FLOUR MI, LLS, NEAR PULLUR TEMPLE, HARIPURAM POST, 671531, 0766449
39. MINI RICE AND FLOUR MI, LL, BANDAKA POST, CHENGALA VIA, 671541,
40. KUBURA OIL MILL, , KUNJATHUR EAST, MANJESHWAR, 621323
41. AMEEN RICE AND FLOUR, MILL, PADNE PO, KASARGOD, 671312
42. CHOYIAPPA OIL MILL, , PARIYARAM UDMA 8 309, POST UDMA, 671319,
43. KUMAR OIL AND FLOUR MI, LL, PILANKATTA PANJARIKE, KUMBADAJE POST, 671551
44. KALIKADAU PRADESH BEED, I, KALIKKADAU, ,
45. ST MARYS OIL AND FLOUR, MILL MANDAPAM, ST MARYS OIL AND FLOUR, MILL MANDAPAM PO, 671326,
46. ST GEORGE OIL AND FLOUR, MILL, ST GEORGE OIL AND FLOUR, MILL CHITTARIKKAL PO, 471326, 721013
47. GANESH RICE AND FLOUR, MILLS, PADY, P O EDANEER, 671541, 491237
48. TARZAN OIL INDUSTRIES, , MUTTAM, PO SHIRIYA, 671321
49. KALPAKA FLOUR AND OIL, MILLS, NAYAMARMOOLE, VIDYANAGAR, 671123
50. RASHEED RICE AND FLOUR, MILL, NHADIKADAU KALLOORAVY, KANHANGAD SOUTH PO
51. ST MARYS RICE MILL, AYINGOTH, PADNNAKKAT PO, KANHANGAD, 671328, 706980
52. HARI RICE AND FLOUR, MILL, HARIPURAM POST, KASARAGOD, 671531
53. AKSHAYA OIL FLOUR AND, RICE MILL, BEDADKA POST, CHENGALA VIA, 671541, 0410735
54. KUTMIRUMMAL FLOUR MILL, , ACHAMTHURUTHI, CHERVATHUR, 671313
55. MADIYAN OIL AND FLOUR, MILL, M KUNHAMAD MADIYAN MAN, IKOTHE PO, , 767815
56. RANA FLOUR AND OIL MIL, LS, NHYA BAZAR, P O UPPALA, 671322
57. DIVYA FLOUR AND OIL MI, LL, VELLARIKUNDU PO, VELLARI KUNDU, 671533,
58. MALLAKKARA OIL AND, FLOUR MILLS, THIMIRI, CHERUVATHUR, 671313,
59. KINANUR RICE FLOUR AND, OIL MILL, KINANUR ROAD CHOYAMKO, DE CHAYUTH P O, 671314, 795373
60. KARTHIKEYARICEANDFLOUR, MILL, VISHNUBHAT, MULLERIA, 671542, 2460400
61. LATHEEFIA FLOUR AND RI, CE MILL, THALANGARA, KASARAGOD, 671121
62. DEVAKE AMMA RICE AND, FLOUR MILLS, THALICHALAM, ELEMBACHI PO, 671311
63. SREE KRISHNA OIL MILLS, , SOORLU, POST RAMDAS NAGAR, 671121, 0420109
64. ST MARYS OIL RICE AND, FLOUR MILL, K V MATHEW PARAPPA, , 671533
65. THAHARA COCONUT OIL MI, LLS, CHEMNAD POST, KOMBANADUKAM
66. SHAKTI OIL RICE AND FL, OUR MILL, KUTTIKOLE, CHANGALA VIA, 671541
67. M/S S N FLOUR&OILMILLS, , AYAMPARA PERIYA POST, KASARAGOD, 671316,
68. M/S JITHIN RICE AND, FLOUR MILL, MOYOLAM PERIYA POST, KASARAGOD, 671316, 794724
69. SHYNI OIL MILL, , CHAKKITTADUKAM, ATTENGANAM PO, 671314, 746404
70. SAFIYA FLOUR MILL, , GEM HOUSE, EDCHAKAI PO, 671310
71. KASARAGOD OIL AND FLOU, R MILLS, ULIYATHADKA, KASARAGOD, 671125
72. RIFAYIA FLOUR & OIL, MILL, HOSABETTU MP VIII 82, POST MANJESHWAR, 671323
73. PAYASWANI FLOUR AND, MILLS, PALLAM B NO UP VI, POST UDMA, 671319, 737407
74. JANATHA RICE MILL, VORKADY, GREEN, PO VORKADY, 671323, 302224
75. JYOTHI RICE MILL, , PUNDIKKU, PATHUR PO, 671323
76. SALEEM OIL AND RICE, MILL, TLLYASNAGAR, PO PALLIKERA, 671316
77. POONKAVANAM RICE FLOUR, MILL, PERIYATTADUKKAM, PO PANAYAL, 671318
78. SIVA FLOUR RICE AND, OIL MILLS, PERIYATTADUKKAM, PO PANAYAL, 671318
79. RASAD RICE MILL, , PATHUR, PO PATHUR, 671323
80. THAIVALAPPIL OIL RICE, AND FLOUR MILLS, MOUVAROAD PALLIKGRA, PO MOVAL, 671317
81. CHAMUNDESHWARI RICE, MILL, NELLIYADUKKA, PO PANAYAL, 671318
82. SREL KRISHNA OIL AND, FLOUR MILLS, THOYAMMAL PO KANHANGAD, , 671315
83. TOUFEEQUE RICE AND FLO, UR MILL, PANDNAKKAD, PO PADNAKKAD
84. SUDHI RICE AND FLOUR, MILL, NHADIKADAVV, PO KANHANGAD SOUTH, , 0704068

85. HARSHANA RICE AND FLOUR, R MILL, AMBALATHUKARA MADIKAI, PO ALHIKKANAM, 671531
86. JYANTHI RICE AND FLOUR, MILL, SAROHINIMMA BINDUNIVA, S PADINHATOMKOVVAL, 671314
87. BISMILLAM OIL MILLS, , BISMILLAN OIL MILLS KU, NNUMKAI WESTELERI PO, 671314, 721224
88. DHANYA OIL AND FLOUR, MILLS BHEEMANADY, DHANYA OIL AND FLOUR, MILLS BHEEMANADY PO, 671314,
89. SAFTY OIL AND FLOUR MI, LLS NARKILAKKAD, SAFTY OIL AND FLOUR MI, LLS KOTTAMALA PO, 671314, 741614
90. MEENATH FLOUR AND OIL, MILL, ALAMPADY, KASARAGOD, 671123
91. KM OIL RICE AND FLOUR, MILL, KOYONKARA, TRIKKARIPPUR PO, 671310
92. KARANDAKADRICEMILL, , 100 RUDDEEN, KARAHDAKKAD KADARAGOD, 671121, 2426556
93. SHAKTHI FLOUR AND OIL, MILL, AHANGOOR, KASARAGOD, 671121,
94. UNITED COCONUT OIL MIL, L, MELEPARAMBA, POST KALANAD, 671317, 0437992
95. A H OIL MILLS, , DELI, POST KALANAD, 671317, 0437408
96. LAKSHMI OIL AND FLOUR, MILLS, ANGADIPADAV MP VI 708, POST BANGRAMANJESHWAR, 671323
97. P V R OIL RICE AND FLO, UR MILL, UDMA NEAR UDMA POST OF, RICE POST UDMA, 671319, 736326
98. KHAIRETH OIL AND FLOUR, MILL, KOTTIKULAM UP V 907, POST BEKAL, 671318
99. BADIRIYA RICE FLOUR AN, D OIL MILLS, ETHIRTHODE, P O EDANEER, 371541
100. NISHANTH RICE FLOUR AN, D OIL MILL, UDMA PANCHAYATH, POST MALLATTY, 671319
101. KURISHUMMOOTIL OIL AND, FLOUR MILL, PALANKALLU RAJAPURAM, PO, 671532
102. SHANI RICE OIL AND, FLOUR MILL, THIRUVANKOLI UP VI, POST BEKAL, 671318,
103. KALIATRA OIL MILLS, , MANGAD UDMA PANCHAYATH, POST BAKE, 671319, 7366433
104. ZAIHAM OIL RICE AND, FLOUR MILL, N H ROAD MANIESHWAR, B NO MP 111 20, 671323,
105. KALANDAR RICE MILL, , ARAYIL, KANHANGADSOUTH PO, 671315
106. SATHYANARAYANA RICE FL, OUR AND OIL MILL, MUDIYAKKAL UP XI 279, POST BEKAL UDMA, 671318, Ph. 736259
107. GANESH RICE AND FLOUR, MILL, NITTADUKKAM, PO KANHANGAD, 671315
108. RAJA RICE AND FLOUR, MILL, PALLIKKARA, NILESHWAR, 671314
109. DELIGHT OIL & RICE MIL, , MAGIRPALLA, PO VORKADY, 671323
110. SREENI RICE AND FLOUR, MILL, POOTHAKKAL ACHIKKANAM, KANHANGAD, 671531, Ph. 740633
111. AISHWARYA OIL AND FLOU, R MILL PARAPPA, GEORGE WILSON AREEKUZ, HI PARAPPA, 671333
112. THA FLOUR AND OIL MILL, , KALIKKADAVU, PILICODE PO, 671353
113. SIDDIQ OIL AND FLOUR, MILL PERLA, SIDDIQ OIL AND FLOUR, MILL PO PERLA, 671552, Ph. 895587
114. GANESH COFFEE AND FLOUR MILLS, CAR STREET, HOSABETTU, 071323, 0872537

III] Unregistered agro-enterprise units

1. Sericulture

| | | | |
|----|---|----|--|
| 1. | Leela Njanikadavu, Ozhinlavalappu Kanjangad, Phone : 0467 - 3205188 | 2. | Sooraj Sumam, Periya Phone : 0467 - 2234087 |
| 3. | Elsamma Cheriyam Padavil, Kalichanadukam Phone : 0467 - 2256306 | 4. | Sadananda Hodde Moukkodu, Palathadi Phone : 0467 - 2253512 |
| 5. | Dolly Thomas Kodumbur, Kallar Phone : 94595359174 | 6. | P.C. Thomas Paathil, Muttomkadavu Phone : 0467 - 2221136 |
| 7. | M.J. Thomas Malampurathu, Komdumbur Kallar, Phone : 0467 - 2224533 | 8. | Gopi Rajapuram, Phone : 9447937123 |

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| 9. | Prasad Perla, Enmakaje, Phone : 9447692575 | 10. | Rajesh Kanakode, Karaduka Phone : 95494260906 |
| 11. | Boby Cherian Padavil, Kalichanadukam Phone : 0467 – 2256306 | 12. | Viswambharan Karaduka, Phone : 954994261797 |
| 13. | Sivaji Narientepunna, Kodumbur Phone : 0467 – 2420078 | 14. | Kuriakose C. T Chowattukunnil, Kadumen Phone : 954985340033 |
| 15. | Thomas Ezhakunnil Kalichanadikam, Phone : 0467 - 2256569 | | |

2. Dairy

| | | | |
|-----|--|-----|---|
| 1. | Damadaran P.O Bekoor, Mangalpady | 2. | Laxminarayanan P.O Bekoor, Mangalpady |
| 3. | Thirumaleshwar Bhat Kanakkar [H], P.O Kodlamogaru | 4. | Govinda Bhat Nadibail House, P.O Pathoor |
| 5. | Mahabala Shetty Pundikku House, P.O Pathoor | 6. | Krishna Moorthy Nooji, P.O Kodlamogaru |
| 7. | Shama Bhat Nooji, P.O Kodlamogaru | 8. | Krishna Bhat Sunnanguli, P.O Kodlamogaru |
| 9. | Chandahas Shetty Urni, P.O Kodlamogaru | 10. | M. Kunhiraman Nambiar Nambiar Kochi, Kalichanadukkam, P.O Nileshwar |
| 11. | T. V. Krishnan Neroth, Kalichanadukkam P.O Nileshwar | 12. | Edaneer Mutt Edaneer, Nainmarmoola |
| 13. | R. T. Abilash Ramapurath House, Monveri | 14. | Abdulla Udma |
| 15. | M. M. Abdul Rahman Bendicahl, Praravanadukkam | 16. | Saramoidu Kakkandam, Praravanadukkam |
| 17. | Khadeeja Kaniyankundu, Praravanadukkam | 18. | Keshava .K Mulleriya |
| 19. | Venkatachala Bhat Mulleriya | 20. | Kunhamma Mulleriya |
| 21. | Umesh Rao Mulleriya | 22. | Nataraj Naik Mulleriya |
| 23. | Venkatakrishna Bhat Mulleriya | 24. | Achutha Bhat Mulleriya |
| 25. | Krishna Bhat Mulleriya | 26. | Vishnu Bhat Mulleriya |
| 27. | A. M. Rajak Mulleriya | 28. | K. Krishna Bhat Bayar P.O, Paivalike |
| 29. | Ganapathy Bhat Bayar P.O, Paivalike | 30. | Vishnu Bhat Bayar P.O, Paivalike |
| 31. | Ibrahim Majibail, Meenja | 32. | Jayaprakash Thottathodi, Meenja |
| 33. | D. Yogesh Thottathodi, Meenja | 34. | K. Shankara Bhat Majibail, Meenja |
| 35. | Govinda Bhat Thottathodi, Meenja | 36. | Mowri Baba Kodakkad |
| 37. | Chettykrishna Velluchal, Kodakkad | 38. | Rajashekhara Rao Chakiatheertha, Manjeshwar |

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| 39. | B. Ramachandra Hande Hosangadi | 40. | Suresh Periya, Bedadukka |
| 41. | Shyam Prasad Choorithode, Manadukkam | 42. | Padmanabhan .P Kuttikol |
| 43. | Narayana Bhat Thampinadka, Delampady | 44. | Musthafa A.P Badiaduka |
| 45. | Radhakrishnan T.K Badiaduka | 46. | Vishnu Prasad .P P.O Neerchal, Badiaduka |
| 47. | K. M. Mahalinga Bhat Badiaduka | 48. | M. G. Mahesh Badiaduka |
| 49. | Ishwara Bhat Badiaduka | 50. | P. Venkatakrishna Bhat Badiaduka |
| 51. | P. Mahalinga Bhat Badiaduka | 52. | D. Manohara Rao Badiaduka |
| 53. | Parameshwari Bhat Badiaduka | 54. | N. G. Vighneshwara Bhat Badiaduka |
| 55. | Ganapathy Bhat Badiaduka | 56. | Mahebala Bhat Badiaduka |
| 57. | Subramanya Bhat Badiaduka | 58. | Shekali Haji Badiaduka |
| 59. | Achutha Bhat Badiaduka | 60. | Keshava Nardka Badiaduka |
| 61. | K. Kunhikrishnan Edamunda House, Periya | 62. | Padmaraju Vaikundam, Kanhirapoyil, Madikai |

3. Goat

| | | | |
|-----|---|-----|--|
| 1. | B. K. Hasainar Malabar Goat Farm, Valiyamoola | 2. | Hameed Paika, Nainmarmoola |
| 3. | Abdulla Udma | 4. | Haroon Shah Udma |
| 5. | Rafeek Udma | 6. | Mohammed Bellur, Udma |
| 7. | M. M. Abdul Rehman Bendichal, Paravanadukkam | 8. | Appu Keerur, Paravanadukkam |
| 9. | Ahammed Kutty Paravanadukkam | 10. | Abdulla Kunhi Koovathotty, Paravanadukkam |
| 11. | P. M. Moideen Kunhi Adhoor House, Mulleriya | 12. | Appaya Poovadka [H], Mulleriya |
| 13. | Shresha Balakila, Mulleriya | 14. | Attakoya Thangal Mulleriya |
| 15. | Purushothama Kommangala House, Kuradpadavu P.O, Paivalika | 16. | Ibrahim Majibail, Meenja |
| 17. | Joseph K.J Kaithotil House, Kodakkad | 18. | Moosa Eravil Pilicode, Kodakkad |
| 19. | Nirmala Bandaduka, Kuttikol | 20. | Leelavathi Kuttikol |
| 21. | Rugmini Sankarampadi, Kuttikol | 22. | Leenamani Kuttikol |
| 23. | Geetha Kuttikol | 24. | Elujamma V |
| 25. | Nabeesa | 26. | T.P.Radhamani |

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| | Kuttikol | | Kuttikol |
| 27. | Usha Balakrishanan Kuttikol | 28. | Koosappa Gowda Delampady |
| 29. | Mymoona Devaradka Delampady | 30. | Mohammad Mukri Delampady |
| 31. | Narayana Nambeesan Delampady | 32. | Krishna Kayakulam, Periya |
| 33. | Babu Periya | 34. | Karichi Periya |
| 35. | A. Kunhiraman Nair Periya | 36. | Radhakrishnan Prasanna Nivas, Periya |
| 37. | Yashodha Periya | 38. | Nandini Pulikkal, Madikkai |
| 39. | M. C. Jose Perumbally, Panathody | | |

4. Pig

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| 1. | Soniya Joseph Kongalayil [H], Kalichanadukkam | 2. | Ganesh Rai Kudlu, Madhur |
| 3. | Mathew Kollakkatta, Nainmarmoola | 4. | Sebastian Kannattu [H], Mandapam, Plachikkara |
| 5. | Sreedharan Maithro Nagar, P.O Mulleriya | 6. | Shaji Muchilode House, Mulleriya |
| 7. | Chandran Poothangapoyil, Kodakkad | 8. | Jose Indikuzhiyil Asokachal, Konnakkad P.O |
| 9. | Bijoy Paediakkal, Konnakkad | 10. | Jose.J Parayil, Balal, Konnakkad |
| 11. | Alexander Poriyath Vallikadavu P.O | 12. | Joseph Puligappally, Konnakkad |
| 13. | Thomas Vettikalolikkal | 14. | Joseph Bengalam, Kumbadaje |
| 15. | Anil Malappachery, Madikai | 16. | Stephen Panathady |
| 17. | Baby Maripurath Chittarikkal | | |

5. Rabbit

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|-----|---|-----|--|
| 1. | Narayana Shetty Pundikku, P.O. Pathoor, Dharmanagar | 2. | Sunil Dharmanagar, Vorkady |
| 3. | Ashwini A.G Kanaklod House, Bellur | 4. | A. Karthyayani Cherthody House, Karadka |
| 5. | Shobha .A Berlan House, Karadka | 6. | Narayani Amma Bedakkellam, House, Karadka |
| 7. | Pushpavathi .K Kutar House, Mulleriya | 8. | Baby Gandhi Nagar,, Bedaduka |
| 9. | A. K. Sarojini Kuttikol | 10. | A.B. Radha Sankarampadi, Kuttikol |
| 11. | Sophy Joseph Ottamavungal, Kuttikol | 12. | A. Sarada Sankarampadi, Kuttikol |
| 13. | Noble | 14. | Pushpa .C |

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| | Karivedukam, Kuttiokol | | Sankarampadi, Kuttikol |
| 15. | Latha Kuttikol | 16. | Annakutty Joseph Sankarampadi, Kuttikol |
| 17. | Janaki Punnakkad, Kuttikol | 18. | Rajitha Suresh Kuttikol |
| 19. | Mary Babey Sankarampady, Kuttikol | 20. | Ayisha Beevi Kuttikol |
| 21. | Nabeesa P.M Paduppu, Sankarampadi | 22. | Thankaraj Kanhirapoyil, Madikai |
| 23. | Saraswathi Bengalam, Madikai | | |

6. Quail

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|----|--|----|--|
| 1. | M. Sheeba Kannamkulam P.O, Cheruvathur | 2. | M. Kalyani Vadakke Valappu, P.O Cheruvathur |
| 3. | Sulaikha Uliyam House, Olavara P.O. Udumbumthala | 4. | Divakaran Aratankadavu, Bekal |
| 5. | M. Raghava Poduval Pala, Ankkadi | | |

7. Poultry

| | | | |
|-----|--|-----|---|
| 1. | Mohammad M.C Malabar Poultry Farm Munnam Mile, Panathur Road Phone : 9446270567 | 2. | P. Moosa Royal Chicken Farm Kunhippara, Thimiri P.O Pilicode, Phone : 9847021646 |
| 3. | Keshava Kanila Ediya House, P.O. Kadambar Manjeshwar | 4. | Vishwanatha Shetty Pratap Nagar, Mangalpady |
| 5. | Ahammed Patwadi, Mangalpady | 6. | Ahammed Heroor, Mangalpady |
| 7. | Kunhiraman Kayyur | 8. | Narayanan Kayyur |
| 9. | Ravi Kayyur | 10. | Bhaskaran Palloth, Kayyur |
| 11. | Govindan Palloth, Kayyur | 12. | Uthaman Kayyur |
| 13. | Rafeeqe Sodankoor, Dharmanagar | 14. | Haneef Pavla Vorkady, Dharmanagar |
| 15. | Shivaram Shetty Panoor, Dharmanagar | 16. | Umesh Aribal Dharmanagar |
| 17. | Madhava Aribal Dharmanagar | 18. | A.C. Joshy Odayanchal, Kalichanadukkam |
| 19. | George Udayapuram, Kalichanadukkam | 20. | Joseph Mukkuzhy, Kalichanadukkam |
| 21. | Kannan Mukkuzhy, Kalichanadukkam | 22. | Mohammed Thekkenmoola, Nainmarmoola |
| 23. | K. Moideenkanhi Cherkala, Nainmarmoola | 24. | Beevanhaji Nekraje, Nainmarmoola |
| 25. | Beefathima Nekraje, Nainmarmoola | 26. | Joy Pallattu Mangod, Beemanadi |
| 27. | Mathew Pallattu, Beemanady | 28. | Shareef Vazhappally, West Fort P.O |

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| 29. | K.Abbas Kottakunnu, Udma | 30. | Yousaf Kovvel Valppil, Udma |
| 31. | Kunhikannan Kottakunnu, Udma | 32. | Manaoharan Mullassery, Udma |
| 33. | Nabeesa Blarkode, Mogralputhur | 34. | Shareef Majal, Mogralputhur |
| 35. | Moneeca Kadapuram, Mogralputhur | 36. | Abdul Rahman Neerchal, Mogralputhur |
| 37. | Mohammed Kadapuram, Mogralputhur | 38. | Sarahabeeb Koovathotty, Paravanadukkam |
| 39. | Lokesh Nadakkal, Paravanadukkam | 40. | Mohammed Kainoth, Paravanadukkam |
| 41. | Jaleel Kakkanom, Paravanadukkam | 42. | Damodharan Perumbala, Paravanadukkam |
| 43. | Kunhimathankutty Paravanadukkam | 44. | Umme Malankail [H], P.O Karadka |
| 45. | Rajak Adhur House, P.O Adhur | 46. | Jagadeesh Shetty Paivalike |
| 47. | Jayaram Shetty Kuneeja House, Paivalike | 48. | P.K.Khader Subbayakatte House, Paivalike |
| 49. | Mohammed Sudermbala, Beyar | 50. | Mahesh Kayar House, Kayyur P.O |
| 51. | Zarooraa Chegurupade, Meenja | 52. | Hilda Desouza Chegurupade |
| 53. | Mohammed Kunhi Haji Neerulli House, Moodambail | 54. | Veronica Desouza Chegurupade, Meenja |
| 55. | Henry Desouza Nithyananda House | 56. | Raveendran Olat, Kodakkad |
| 57. | P.T. Ravi Olat, Kodakkad | 58. | Somanathan .M Kunhippara, Kodakkad |
| 59. | P. Balan Kalikadavu, Kodakkad | 60. | O.P. Kunhikrishnan Olat, Kodakkad |
| 61. | O. Narayanan Valiyapoyil, Kodakkad | 62. | Sripunan Kalathara, Olat |
| 63. | K.T. Padmanabhan Vellachal, Kodakkad | 64. | Karthyayani Arikadi, Kodakkad |
| 65. | Keshava Kanila Idiya, Manjeshwar | 66. | Vijayakumar Padhe House, Kunjathur |
| 67. | Janardhanan Nair Aringal, Balal P.O | 68. | Antony Manakkatt, Balal P.O |
| 69. | K.J. Mathew Balal, Konnakkad | 70. | Krishnan Perladukkam, Bedaduka |
| 71. | Gopi Beembugal, Bedaduka | 72. | Babu Munnadi, Bedaduka |
| 73. | Kunhiraman Palathinkal, Bedaduka | 74. | Latha Kundam Kuzhi |
| 75. | Mahendran Punnyakandam, Kuttikol | 76. | Vijayan Kuttikol |
| 77. | Balakrishna Manimoola, Kuttikol | 78. | Aboobaker Thattil [H], Kuttikol |
| 79. | Doomanna Shetty Badiadukka | 80. | Umbu Chowkar Seethangoli, Badiadukka |
| 81. | Mathady Kanakapady, Badiadukka | 82. | Dhanasree Badiadukka |
| 83. | Louis Crasta | 84. | Abdul Jaleel |

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| | Badiadukka | | Badiadukka |
| 85. | Manohara Rao Badiadukka | 86. | Abdul Sathar Badiadukka |
| 87. | Padala Farm Badiadukka | 88. | N.A. Abdul Saleel Badiadukka |
| 89. | Balakrishanan Nair .P Marangavu, Periya P.O | 90. | Mohammed Ambalathara, Periya |
| 91. | Gopalan Kakkat, Madikai | 92. | Anil Malappachery, Madikai |
| 93. | Shibu Kollaramcode, Panathady | 94. | George Elavunkal, Ajanur |
| 95. | Jose Kadukummakkal Odakkolly, Palavayal P.O | 96. | Augusthy Valummel, P.O. Chittarikkal |
| 97. | Mathew Palathinkal Valummel, P.O. Chittarikkal | 98. | Mathew Elanhiparambil, Kambellur P.O |

8. Nurseries (Govt. approved)

| | | | |
|-----|--|-----|---|
| 1. | Jenny Joseph Jenny Gardens, NH Road, Aingoth Kanhangad Phone : 0467 – 2217788 | 2. | Premalatha Horticulture Nursery Bhagavathy nagar P.O, Shiribagilu Pin : 671124 |
| 3. | K. Prabhakaran Nadar Usha Gardens, Nileswhar Phone : 9349459432 | 4. | Eliyamma .C Rajapuram Nursery, P.O Rajapuram Kasargod |
| 5. | K.J. Thomas Haritha Nursery, Kizhakkanakathu Vallikadavu, Balal | 6. | K.J. Joseph Treenland Nursery, Vallikkadu, Balu |
| 7. | A. S. Muraleedharan Vanasree Farm, P.O. Balla | 8. | Rafeeq Al – Marzouk Timest Gardens, NH - Road Citizen Nagar, Chengala |
| 9. | Talambanmackal Rubber Nursery Santhosh Nagar, Cherkal | 10. | Mechirakathu Nursery Alampady, Kanhangad P.O |
| 11. | Kanjangad Rubber Nursery Aingoth, Kanhangad | 12. | Tommy Joseph Jenny Flowers International Kanhangad, Kasargod |
| 13. | Kottarathil Rubbers Munnammile, Panathur Road Kasargod | 14. | Vazhakkulam Rubber Nursery Munnammile, Panathur Road Kasargod |
| 15. | Latha .T Olavara, P.O Udumbumthala | | |

9. Mushroom

| | | | |
|----|---|-----|---|
| 1. | Sheeja Peroor, Nileswhar Phone : 0467 – 2284673 | 2. | Kartyayani Peroor, Nileswhar Phone : 9846565217 |
| 3. | Raghu Kottodi, Kanjangad | 4. | Ashish Convent Junction, Nileswhar |
| 5. | Jithin Raj Muttathil, Cheruvathoor | 6. | Bindhu Pilicode |
| 7. | Lakshmi Anachal, Nileswhar Phone : 9745783482 | 8. | Sheeba .M Kannamkulam, Cheruvathur Phone : 9495339283 |
| 9. | Surendran | 10. | Balakrishnan |

| | | | |
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| | Padannakkad | | Nileshwar |
| 11. | Raji Karuvacheri, Nileshwar | 12. | Yasodha Mayeecha, Cheruvathur |
| 13. | Savithri Kalikadavu, Kasargod | 14. | Narayanan Nileshwar |
| 15. | Joyamma Karuthagate, Pallikara, Nileshwar Phone : 0467 - 2280621 | 16. | Venugopal Kanjangad |

10. Others

| | | | |
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| 1. | Mary Thomas Lijina's Food Products Kinanur, Karindalam Phone : 9446270249 | 2. | Canon Honey Processing Unit Kanjangadu South, Kanjangad P.o |
| 3. | K. Ganapathy Birinda Juice, Karyadi House Ukkinadukka, Via Perla Phone : 95467 3205188 | 4. | Muraleedharan .M Kalyani Ayurvedic Remedies Kakkat, Erikulam P.O, Nileshwar Phone : 94473314235 |
| 5. | Satheesh Kamath Vittal Cashew Industries Kottappara, Phone : 9447111548 | 6. | Madhavi Mangalasseri, Chalakkadavil Kanjangad Phone : 0467 - 2291443 |
| 7. | Sheeba .M (Sale of tissue culture plants) Kannamkulam, Cheruvathur Phone : 9495339283 | 8. | Harish.M (Curry Powder Unit) Nileshwar, Kasargod Phone : 9447374207 |
| 9. | Mr. Vayala Prabhakaran (Curry Powder Unit) Near Govt. Hospital, Peral | 10. | Keerti Nutrimix Kottarackal, Thaikandam Kasargod |
| 11. | Mahamaya Oil Mills Near Convent Road, Nileshwar | 12. | Hishan Coconut Processing, Kadangod, Chervathur, 671313 |
| 13. | Chowtas Garden Krishnananda Chowta Miyapadavu PO, Kasaragod Phone (OFF) 04994-2262806 | 14. | Karshaka Bandhu Agri-Tech India Ltd, Karshaka Bandhu Building Perladkam P.O, Kolathur Kasargod – 671541, Phone : 04994-210768 |
| 15. | Greenstar Organic Fertilizer, Melparamb, Kalanad Post, 671317 | | |

Inventory of Agripreneurs in the Thrissur District

I] Agro-enterprise units registered with the Department of Industries and Co-operation (On-farm and Off-farm)

1. KARTHIKA BAMBOO WORKS, , P.O.ANCHERY, THRISSUR, 680006
2. VALLIAMMA CHIPS, P.O ANCHERY, THRISSUR, 680006
3. SUDHA PRODUCTS, P.O.NADATHARA, THRISSUR, 680751, 2424610
4. JOSHY CHIPS, , P.O.ANCHERY, THRISSUR, 680006,
5. SREE KRISHNA COPRA CENTRE, SREE KRISHNA COPRA CENTRE P O PADY KODALY, 680699
6. JAYANTHI COPRA WORKS, JAYANTHI COPRA WORKS, P O VELLIKULANGARA, 680693
7. SAJITHA FOOD PRODUCT, SETHUMADHAVAN 4 473, THAYYUR, 680584, 586052
8. KANNYARA RUBBERS, KUNNAMKULAM, , 680503
9. AJMAL FOOD INDUSTRIES, , IRINGAPPURAM, POOKODE PANCHAVAT, 680103, 2550790
10. HARISREE CURRY POWDER, KALATTU PISHARAM NORTH, NADA GURUVAYOOR, 680101,
11. DELITE FOODS, NEAR POOKODE PANCHAT, OFFICE KOTTAPADY, 680505, 2662897
12. PEE YEM COIR WORKS, , RAMLA P M, KARUPADANNA, 680670, 2864128
13. BABY FOOD PRODUCTS, , M/588, VALLIVNTROM, 680124, 864242
14. KAATHIKA FOOD PRODUCTA, , II/ 145 A, VALLIVATTOM, 680124, 863971
15. ST JOHN COIR WORKS, , ST JOHN COIR WORKS PAV, ARATTY, 680507
16. MANOHAR COIR WORKS, , MANOHAR COIR WORKS MAR, UTHAYUR PAVARATTY, 680507
17. ASOKA COIR INDUSTRY, , ASOKA COIR INDUSTRY MA, RUTHAYUR, 680507
18. SHEEJA COIR WORKS, , SHEEJA COIR WORKS MARU, THAYUR PAVARATTY, 680507
19. REJULA COIR WORKS, , REJULA COIR WORKS MARU, THAYUR, 680507
20. SINDHU COIR WORKS, , SINDHU COIR WORKS VENK, ITANGU, 680510
21. RAJA COIR WORKS, , RAJA COIR WORKS MARUTH, AYUR, 680507
22. VINAYAKA FOOD PRODUCTS, , NANDAKUMAR MADAMBAT HO, USE ANTHIKAD POST, 680642
23. MYMOON FOOS, I, P O MATHILAKAM, , 680685
24. REMYA COIR UNIT, , MAMPILLY, KANDASANKADAVU PO, 680613, 2634286
25. SUDHI COPRA WORKS, , NEAR KANJANY KIPOLA, KANJANY PO, 680612
26. SUPER FOOD PRODUCTS, KORATTY EAST P O, 680308, 731775
27. MATHA FOOD PRODUCTS, CHEENIKKA HOUSE CHALAK, UDY NEAR CHURCH, 680307,
28. PONATHI COPRA INDUSTRI, ES, P O PADY KODALY, , 680699, 2741175
29. RIYAS FOOD PRODUCTS, KUREEPARAMBIL HOUSE KO, ODAPUZHA CHALAKUDY, 680307
30. ELSY FOOD PRODUCTS, , NEAR ST JAMES HOSPITAL, CHALAKUDY, 680307
31. MADAM FOODS, VELLIKULAM ROAD, CHALAKUDY, 680307
32. RUCHI CHIPS, V.R.PURAM, CHALAKUDY, 680307
33. DAVID CHIPS, PONGAM, KORATTY SOUTH P O, 680308, 732573
34. KAMAL FOODS, CHURCH ROAD, KORATTY P O, 680308, 733830
35. NEW STAR PAPPAD, ERIYAD MARKET, ERIYAD P O, 680666
36. C G PAPPADA WORKS, RAJAN C, PUTHUSSERY, 679531,
37. ATHIRA PAPPAD, POP NAGAR MULLAKKARA, TRICHUR, 680651
38. ASHA CURRY POWDER AND, FOOD PRODUCTS, P O KOOLIMUTTOM, , 680691
39. P A K SONS FOODS, P O KOOLIMUTTOM, , 680691, 841347
40. EVEREST PAPPAD, KARAPPAMVEETIL HOUSE, P O MATHILAKAM, 680691, 843449
41. MILKYMILK PRODUCTS, , TERKAYIL HOUSE, P O KONATHUKUNNU, 680123, 862816
42. AFIA FOOD PRODUCTS, AFIA FOOD PRODUCTS VI, 207A CHAMAKKALA, 680567
43. GOLDEN AQUARIUM, , PALACE ROAD, KUNNAMKULAM POST, 680503, 527550
44. PONNAMMA BAMBOO WORKS, PO VARANDARAPPILLY, PONNAMMA BAMBOO WORKS, PALLIKUNNU AMMUKULAM, 680303
45. VIDHYA BABBOO WORKS, , VIDHYA BAMBOO WORKS, PO VELUPADAM, 680303
46. VIDHYA BASKET WORKS, , VIDHYA BASKET WORKS, P O VELUPADAM, 680303
47. COPRA PROCESSING CENTR, E, COPRA PROCESSING CENTR, E MALA, 680732, 890442
48. MADAPPILLY COPRA WORKS, , MADAPPILLY COPRA WORKS, M K DEVASSY ANNALLUR, 680307, 718587
49. KRISHNA COCONUT PROCES, S, KAKKERY HOUSE, KARALAM, 680711, 886236
50. PREMIER POULTRY FARM, , CROSS BAZAR, IRINJALAKUDA, 680121, 821001

51. CHIKKU PAPPADAM, , K K RAJEN KARTHEOATH H, OUSE PANTHALLUR, 680503, 523507
52. SNEMA FOOD INDUSTRY, , ROBY P M PANAKKAL HOUS, E OTTOPILAV KORATTIKAR, 680543, 583577
53. FRESH COCONUT PRODUCTS, KADUPPASSERY P O, 680683, ,
54. ST PAUL COPRA PROCESSI, NG, KARUVAPADY, D O KOTTANELLUR, 680672,
55. ROYAL HANEY, , P O KOTTANELLUR, , 080672, 829597
56. ABHILASH CHIPS, , ABHILASH CHIPS KAIPAMA, NGALAM, 680681
57. RUKHIYA KHAS KHAS INDU, STRY, RUKHIYA KHAS KHAS INDU, STRY KAIPAMANGALAM, 800681
58. MIDHIL COIR WORKS, , MIDHIL COIR WORKS KAIP, AMANGALAM, 680681
59. RAHMANIYA PAPPAD, , RAHMANIYA PAPPAD KAIPA, MANGALAM, 680681
60. M/S GOLDEN STAR KHAS K, HAS INDUSTRY, M/S GOLDEN STAR KHAS K, HAS INDUSTRY CHALINGAD, 680681
61. ELCAT RUBBERS ARTHAT P, O KUNNAMKULAM P, 680521, 523251
62. STHYAM RUBBER PRODUCT, S CHITTANJOOR PO, 680523,
63. STAR COPRA PROCESSING, ARTHAT PO KONNAMKULAM, 680521, 520598
64. KARUNA FOOD PRODUCTS, NADAVARAMBU, P O NADAVARAMBU, , 680661
65. CHANDRA CURRY POWDERLI, , P O MUNDATHICODE, THRISSUR, 680595
66. SUDHAN COPRA INDUSTRY, , SUDHAN COPRA INDUSTRY, P O KODANNUR, 680574
67. KANNAN CHIPS, , KANNAN CHIPS, P O VENGINISSERY, 680575
68. MINI FOODS, , PO PERINJANAM WEST, , 680686, 846759
69. HEAVENS FOOD, , PO PERINJANAM, , 630686
70. KRISHNA FOODS, , PO PERINJANAM, , 680686, 846345
71. SUPPER PAPPADAM, , SUPPER PAPPADAM, THALASSERY, 580593
72. SOUDAMINI CHIPS INDUST, RIES, THAZHEKAD P O, ALOOR, 680697
73. SHELLES AND SHELLS, , ALOOR P O, ALOOR PANCHAYAT, 680683
74. NITHA RAJ PAPPADAM, , NELLISSERY HOUSE, P O POOPATHY, 680733
75. ST JUDE COIR INDUSTRIE, S, KALLARAKKAL HOUSE, P C KRISHNANKOTTA, 680733
76. RAGAM HOME PRODUCTS, , KUNNAPPILLY HOUSE, P O POYYA, 680733
77. SURESH SCREWPIE MAT, WORKS, THURUTHIPARAMBU, KOTTAT P O, 680307
78. JEYEMBEE FOODS, , KUNDUVARA, P O CHEMBUKAVU, 680020
79. ALTOM FOODS, , P O CHERUR, THRISSUR, 680008, 2334688
80. BIO BLOOM, , P O PERINGAVU, THRISSUR, 680018, 2332729
81. DLX PAPPADOM, , KUMARANELLUR POST, KUMARANELLUR, 680570
82. M/S NIAZ KHAS KHAS IND, USTRY, M/S NIAZ KHAS KHAS IND, USTRY CHALINGAD KAIPAM, 680681
83. KARAPARAMBIL CHIPS, , CROSS BAZAR, IRINJALAKUDA PO, 680121
84. MS KC NABOOTHIRIS FOOD, PRODUCTS, KOMBATHUKABAVU, PUTHENCHIRA PO, 680682
85. MODERN FERTILIZER, INDUSTRIES, KAROOR P O KALLETUMKA, RA ALOOR, 680683
86. SHANKA BAMBOO WORKS, , THAZHEKAD P O, ALOOR, 680697
87. YOUTH BAMBOO CRAFT, WORKS, KALLETUMKARAP O, ALOOR, 680683
88. AISWARYA PICKLES, , WADAKANCHERY POST, WADAKANCHERRY, 680582
89. HUBI FOODS, , PO PERINIANAM, , 650556, 847855
90. MENMA FOOD PRODUCTS, , P O VATTANATHRA, MANNAMPETA, 680302
91. TASTY FOODS, , PO PERINIANAM, , 680686
92. KADAMBADAN BAMBOO WORK, , VELAYUDHAN KADAMBADAN, KODASSERY P O, 680725
93. TENCHO FOOD PRODUCTS, , NEAR RM HIGH SCHOOL, ALOOR, 680683
94. JANATHA PAPPADAM, , CHETTIPARAMBU, IRINJALAKUDA PO, 680121,
95. TJS FOOD PRODUCTS, , KUNNATHERI, PUTHENCHIRA, 680682, 2891024
96. SAJI FOOD PRODUCTS, , OLAKOIT HOUSE, KARINGACHIRA, 680682
97. LANTY CHIPS MARKET, , NEAR MARKET, IRINJALAKUDA PO, 680121
98. SANANAM CHIPS, , NEAR MARKET, IRINJALAKUDA PO, 680121
99. RATNA BAKERS, , S N NADA, IRINJALAKUDA PO, 680121
100. SHAILA SWEETS, , SN NAGAR, IRINJALAKUDA PO, 680121
101. VIGNESWARA VILAS SWEET, , KOMBARA WEST, IRINJAIKUDA, 680121
102. STALNLY SWEETS, , NEAR MARKET BUILDING, IRINJALAKUDA PO, 680121
103. MARY SWEFT, , MARKET ROAD, IRINJALAKUDA, 680121
104. PAYYAPPILLY SWEETS, , NEAR MARKET BUILDING, IRINJALAKUDA, 680121
105. ROSY SWETS, , GANDHIGARAM, IRINJAIKUDA PO, 680121
106. JEEVA SWEETS, , GANDHIGRAM, IRINJALAKUDA PO, 580121
107. KANNUKADAN CHIPS, , GANDIGRAM, IRINJAIKUDA PO, 680121
108. MS HARIDA ORGANIC MANU, RE, PUTHENCHIRA SOUTH, , 680682

109. EMKAY FOODS, , PO PERINIAHAM, , 630636
110. LAKSHMI FOODS, , PO PERINJANAM, , 680686
111. SRIDURGA FOOD PRODUCTS, , THEKKETHARA PAZHAYANNU, R, 680587, 495174
112. CHOICE FOOD, , V R PURAM, CHALAKUDY, 680307, 2705953
113. AMBIKA PAPPADAM, CHOONDAL PO, PARANNUR, , 680502
114. ARYA HERBALS, CHOONDAL PO, CHOONDAL, KANIPPAYYUR, 680502
115. JINCY CHIPS, , NEAR MARKET BUILDING, IRINJALAKUDA PO, 680121
116. JAYAMANI BEEDIWORKS, , PO THAMBANKADAVU RAJES, H VATTAPPILLYTALIKVLAM, 680569
117. JAIMS COPRAWORKS, , JAIMS KP KULANGARAHOUS, E PO THALIKULAM, 63059
118. APPUMON BAMBOO WORKS, , PARUVAZHIPURATH HOUSE, KADATHODE ANDATHODE
119. M/S AISWARYA CURRY, POWDER, BLANGAD, KADAPPURAM, 680514
120. QUALITY COFFEE, , THIPPALISSERY, , 680519
121. PALLAM COPRA INDUSTRIE, S, KALLUR P O, , 680311
122. JAMEENA CANE WORKS, , KALLUR P O, NAYARANGADI, 680317
123. SUPER PAPPADAM, , KALLUR P O, MAVINCHUVAD, 680317
124. ARASSERY FOOD PRODUCTS, , KALLUR P O, PALAKKAPARAMBU, 680317
125. SAM FOOD PRODUTS, , P O PUTHUR NAMBIARROAD, THRISSUR, 680014, 2356289
126. PREMIER FOOD PRODUCTS, , P O MANNUTHY, THRISSUR, 680651, 0370932
127. ARUN FOOD PRODUCTS, , KONNTHUKUNNU PO, VELLANUALORE, 68012
128. LOTUS PAPPADAM, , PORKULAM MARKET PORKU, LAM PANCHAYATH, 680542
129. IMTLORA FLOWRIST, , ELSMMA JOSEPH 27/250 C, HEMUKAVU IMFLORA FLOWE, 680020
130. CARE CRAFT, , CARE CRAFT LOURDEPURAM, EAST FORT THRISSUR, 680005
131. PANTAGON FOODS, , PANTAGON FOODSPVT LTD, ANJOOR PO, 680523, 524652
132. THAMARA PAPPADAM, , THAMARA PAPPADAM PORKU, LAM PO, 680542
133. THANKAM SCREW PIRE WOR, KS, MULLASSERY POST, HANUMANKAVU COLONY, 680509
134. AYYAPPA SCREW PIRE WOR, KS, MULLASSERY POST, HANUMANKAVU COLONY, 680509
135. THONIPURAKKAL SCREW PI, RE WORKS, MULLASSERY POST, HANUMANKAVU COLONY, 680509
136. RAMA BAMBOO WORKS, , MULLASSERY POST, , 680509
137. SODHAM BAMBOO WORKS, , KURANJIYOOR, PUNNAYOOR, 679561
138. JAYA COIR WORKS, , PALAMKADAVU, ORUMANAYOOR, 680512
139. VIBHAVA FOOD PRODUCTS, AJAYAN K N, KALARIKKAL, PERINJANAM, 680686, 842170
140. VENU COPRA WORKS, , PERINJANAM, THRISSUR, 680686, 846656
141. DHANAS PAPPADAM, , GEETHA ITHIKKATTU, VADANAPPILLY, 680614
142. THANKAOPAN CANE WORKS, THANKAPPAN NADAMPADAM, PALAPILLY
143. RAHMANIYA PAPPADA CO, , P O MATHILAKAM, , 680685, 847015
144. SHAJI COPRA WORKS, , P O PANAGAD, POOVATHUMKADAVU, 680655, 859219
145. JANANI HOME PRODUCTS, , CHERPU P O, , 680561
146. F F M COCONUT PROCESSI, NG, CHRPPU P O, THRISSUR, 680561
147. VIDYABHARATHI FOOD PRO, DUCTS, ORAKAM CHERPPU VIA, THRISSUR, , 2343081
148. SR FIBRE PRODUCTS, PATTATH HOUSE, CHERPPU P O, 680561
149. AKSHYA PAPPAD WORKS, KUZHIPULLIPARABIL, CHERPU WEST, 680561
150. KONIKKARA COPRA WORKS, KONIKKARA HOUSE, CHERPU P O, 680561
151. CHEENATH FISH FARM, CHEENATH HOUSE, URAKAM, 680562
152. SUDHA HERBALS INDIA LT, D, P O VELAYANAD, , 680860
153. KAKKATTIL CANE WORKS, KULAYIDAM, CHERUVALOOR, 680321
154. SEWS CONSUMER PRODUCTS, MUNDATHICODE POST, MUNDATHICODE, 681595
155. TRICHUR FOOD PRODUCTS, APKARUNAKARUN KANNATTU, KKARA WEST FORT, 680004
156. PEE VEE FOOD, MUTHANMAVU WEST, ORUMANAYOOR, 68612,
157. MODEL FOOD INDUSTRIES, , THOTTAPPU MADU PO, KADAPPURAM, 680512
158. MASTER CHIPS PRODUCTIO, N, C K GANDHI CHAKKALAPAR, AMBIL HSE CHAZHOOR, 680571, 271846
159. BISMI HOME PRODUCTS, AZHIKODEP O, 680673,
160. RESMI FOOD PRODUCTS, THIKUVALLOOR, MADAVANA P O, 680666, 802367
161. NOUFAL CHIPS, , , ERIYAD P O, 680666
162. PRADHEKSHA FRIED PRODU, CTS, P O THUMBOOR, , 680662, 786647
163. PADAYATTIL BAMBOO WORK, S, IRANIKULAM PO, , 680734
164. MALABAR CHIPS, , DIWANGIMOOLA, KOKKALAI, 680001
165. SAJITHA BAMBOO PRODUCT, , P O MUNDATHICODE, THRISSUR, 680595
166. APPOLO CHIPS, SALOMY DAVIS OLLUKKARA, N H P O PUDUKKAD, 680301, 753703
167. GIRISH BANANA CHIPS, , GIRISH BANANA CHIPS MA, RAVANCHERY PUDUKKAD, 680312

168. M S CHIRAYATH FOOD IND, USTRIES, ROSILY GEORGE CHIRAYAT, H H P O PUDUKKAD, 680301, 753066
169. LAIITHA BAMBOO BASKET, WORKS, LALITHA BASKET WORKS S, OUTH THORAVU PUDUKKAD, 680301,
170. KODAKATIL AYURVEDIC PR, ODUCTS, KODAKATIL AYURVEDIC KA, NDANASERY PO, 680602
171. ARBEE SPICES, , KILLIMANGALAM, , 680591
172. AMBIKA SCREPINE MATS, , AMBIKA SCREPING MATS S, SOUTH THORAVU PUDUKKAD, 680301
173. RUCHI FOOD INDUSTRIES, VENK1TANGU POST, 680510
174. CLASSIC FOOD PRODUCTS, , MUKKATTUKARA NETTISSER, Y P O TRICHUR, 680657
175. KALYAN FOODS AND SPICE, S, POUND ROAD PUTHOOR POS, T TRICHUR DT, 680014, 2352173
176. ROSEN FISHERIES, , MARATHAKARA POST, TRICHUR DT, 680320, 2252668
177. POONKUIL BEEDI, , POTTA PAZHAYANNUR, , 680587
178. STAR CHIPS WORKS, , MULLASSERY POST, , 680509, 262365
179. LEKHA CHIPS, , MULLASSERY POST, , 680509
180. BROTHERS PAPPADAM, , THANDILAM,VELLATTINJUR, VELUR, 680601, 585313
181. , , , , 680601,
182. KARTHIYANI BAMBOO WORK, S, KANATTUPURAKKAL, THAYYUR, 680501,
183. ANAND PAPPADAM, , MANAKKALATH HOUSE,PULI, YANNUR VELUR, 680601
184. PRANAVAM PICKLES, , PRANAVAM PICKLES 1 244, PO CHENGALLOOR, 680312
185. THIRUVONAM PAPAD, , KRISHNAN PERINGANDOOR, PO EDATHIRUTHY, 680703
186. CHAKKERY BAMBOO INDUST, RIES, P O PUDUKAD, , 680301
187. KAIRALY RAMRCHAM, , PERIYAMBALAM, AMDATHODE, 679564, 544161
188. SAMUDHRA AQUATECH, , PERIYAMBRAM, ANDATHODE, 679564, 545081
189. AMMLNI SCREWPIE MAT, , THAZHEKKAD P O, ALOOR, 680697
190. VAZHAKUDE SCREW PINES, , CHETTIKKUNNU, , 680553
191. AMRUTH FOOD PRODUCTS, , PUZHAKKAL, , 680553
192. SUPRIYA CHIPS WORKS, , P O SANTHIPURAM, , 680668, 850594
193. GREEN FERTILIZERS, , P O P VEMBALLUR, , 680671, 050483
194. ANNA SPICES, , PANAMUCK, THRISSUR, 680015, 2449785
195. UDAYA FOOD PRODUCTS, , MAMMIYOOR GURUVAYUR, , 680101
196. RUCHI FOODS, , MADHU THARAYIL HOUSE, IRINJALAKVOA, 680121
197. NITHYA PAPPAM, , MUNDHIHICODE POST, MUNDTHHICODE, 680595
198. WATER FRY, , P O P VEMBALLUR, , 680671, 2859548
199. ARIES FISHERIES, , CHAPPARA, PULLUTT P O KODUNGALLU, 680664
200. MULLASSERY FOODS, , MULLASSERY FOODS KAIPA, MANGALAM, 680681
201. RAINBOW KHAS KHAS INDU, STRY, RAINBOW KHAS KHAS INDU, STRY CHALINGAD KAIPAMA, 680681
202. ROSE FOODS, , ROSE FOODS, LOURDAPURAM EAST FORT, 680005, 2333515
203. SUNIL BAMBOO WORKS, , KALLOOR, VADAKKEKAD, 679562
204. MANOJ BAMBOO WORKS, , CHETTUVETTIYIL HOUSE, THOZHAYUR, 680520
205. PRASAD BAMBOO WORKS, KALLUKUTHY, MELOOR CHALAKUDY, P O MELOOR, 680311
206. LILLYPOOVU PAPPAD, , M K SANTHA MOOLYAMPAR, AMBIL H KORATTY EAST, 680308
207. MURIYADAN BAMBOO WORKS, VELUPADAM P O, KOCHUPENU MURIYADAN H, P O VELUPADAM, 680303
208. ANUGRAHA FOOD PRODUCTS, , CHIYARAM, KOORKANCHERI, 680007
209. CHIRAYATH PRODUCTS, , KANIMAGALAM, KOURKANCHERI, 680015
210. CHITRA FOOD PRODUCTS, , ATTOOR POST, ATTOOR, 680592
211. PAAPPU BAKERY &FOODS, , VELLARKAD POST, VELLARKAD, 680584, 2594520
212. HAPPY FOODS, , PANANGATTUKARA POST, PANANGATTUKARA, 680623
213. MODERN CANE WORKS, , K B RATNAVALLY MODERN, CANE WORKS NATTIKA BE, 680572
214. ALEENA FOOD PRODUCTS, , ALEENA FOOD PRODUCTS, PALAYAMPARAMBU PO, 680141
215. RAMAKRISHNA BAMBOO WOR, KS, VARADIUM, P O AVANUR, 680547, 0214044
216. UNNIKRISHNAN BAMBOO WO, RKS, VARADIAM, P O AVANUR, 680547
217. RAJIN BAMBOO INDUSTRIE, S VARADIUM P O AVANUR, THRISSUR, , 680547
218. JOHNY FOOD PRODUCTS, , JOHNY FOOD PRODUCTS, IRINJALAKUDA NORTH P O, 680125, 888758
219. AMBALATHARA MAT WEAVER, S, AMBALATHARA MAT WEAVER, IRINJALAKUDA NORTH P O, 680125
220. RAMANS FOOD PRODUCT, , RAMANS FOOD PRODUCT, CHALAKUDY NORTH, 680307

221. SAMATHA FOOD PROOUCTS, , PATTURAIKKAL, THRISSUR, 680002
222. ST.GEORGE FOODS, , MISSION QUARTERS, THRISSUR, 680001
223. POORAM FOODS, , PO MADAKKATHARA, VELLANIKKARA, 680656, 2372020
224. SURESH CHIPS, , SURESH CHIPS SURESH E, C EDATHADAN ANNALLUR, 680307, 787319
225. PRAVEENA BAMBOO WORKS, , P.O.NADATHARA, THRISSUR, 680751
226. OMTEC RUBBERS, , P.O.MULAYAM, THRISSUR, 680751, 2315346
227. LEO CURRY POWDER, , P.O ASSARIKKAD, THRISSUR, 680751, 2688006
228. KANMANI PICKLES, , P O KOZHUKULLY, THRISSUR, 680752, 2315111
229. SURABHI PAPPAD, , TC 37 114 THRIKKUMARAK, KUDAM THRISSUR, 680003
230. SOBHA CHIPS CENTRE, , SOBHA CHIPS CENTRE, P O MATTATHURKUNNU, 680684
231. JEEVAN BAMBOO WORKS, , JEEVAN BAMBOO WORKS, PUTHENVEETIL KADUKUTTY, ~80315
232. TASTY FOOD PRODUCTS, , TASTY FOOD PRODUCTS, THELEKKATTU KADUKUTTY, 680315
233. SREEINKSHMI PAPPADAM, , SREELAKSHMI PAPPADAM ., VII 496 PO PUDUKAD, 680301
234. R G FOODS, , RATNAVATHY KARINAT W, P O EDATHIRUTHY, 680703
235. CAPSY FOOD PRODUCTS, , CHEMMANDA KARALAM, THRISSUR, 680711
236. KISSAN CURRY POWDER, , P O PARLIKAD, WADAKANCHERY, 680623, 433709
237. AVANI CURRY POWDER, , WADAKANCHERY POST, NADUTHARA, 680582
238. NARAYANA CHIPS, , 12 101 CHERPU WEST, , 680573, 2344506
239. JESUS FOOD PRODUCTS, , ANJOOR P O MUNDUR, , 680549, 2214632
240. P M S FOOD PRODUCTS, , X 334 MUNDOOR P O, , 680541, 2215613
241. PAYYAPPILLY BAMBOO, WORKS, APPUKUTTAN PAYYAPPILLY, MELADOOR, 680741
242. MOORTHIES COFFE SPECIALIST, ROUND SOUTH THRISSUR, 680001
243. APEX SPICES OIL INDUST, RY, APEX OIL INDUSTRY VELL, IKULANGARA P O, 680693, 740321
244. ROSE FOOD INDUSTRIES, , MARYRAPPAI KATTUKARANH, P.O.NADAVARANB, 680661, 821445
245. USHA BAMBOO WORKS, , NADAVARAMBU P O, , 860661
246. SHIJI BAMBOO WORKS, KALLUKUTHY, MELOOR CHALAKUDY, P O MELOOR, 680311, 2739580
247. RANI FERTLLIZERS, , P O AZHLCODE JETTY, , 680666, 2818617
248. SUPREMO FOOD PRODUCTS, , P O KODUNGALLUR, , 680664
249. PRIYA PAPPADAM, , KANIMAGALAM, KOORKANCHERI, 680006
250. KARTHIKA CHIPS, , PANAMUKKU, KOORKANCHERI, 680015
251. GREENWICH OIL PVT LTD, , ALOOR P O, ALOOR, 680683
252. SEEMA COIR WORKS, , VZHATHUMKADAUU P O KOO, UNGALLUR, 680664
253. AMRUTHA RUBBER PRODUCT, , N R ARAVINDAKSHAN, NAKKARA HOUSE, 680684
254. AKSHAY FOODS, , SHALLY K L KOONANHOUSE, , 680121
255. KERALA COCONUT PRODUCT, , U O GEORGE URUVATH, P O ANANDAPURAM, 680323
256. CHIRAYATH FOOD PRODUCT, S, ARYANKALA, CHALAKUDY, 680307, 2708267
257. K A B.PRODUCTS, , XIII/114A.THAIKKATUSS, ERY.P.O.OLLUR.THRISSUR, 680322, 2352407
258. SURYA DAIRY PRODUCTS, , CHITTLAPPILLY, , 680551, 2306225
259. FINE FOOD PRODUCTS, KODAPUZHA CHALAKUDY, 680307,
260. ARUN BAMBOO WORKS, , ARUN BAMBOO WORKS, , 680311
261. AYYAPPA BAMBOO WORKS, , AYYAPPA BAMBOO WORKS, KUNNAPLLLY P O, 680311
262. SREEKALA BAMBOO WORKS, , SREEKALA BAMBOO WORKS, MELOOR, 680311
263. LIBIA BAMBOO WORKS, , LIBIA BAMBOO WORKS, KUNNAPILLY P O, 680311
264. VEGA PAPER INDUSTRY, , VEGA PAPER INDUSTRY, MELOOK P O, 680311, 739359
265. JISHA BAMBOO WORKES, , MELOOR P O, , 680311,
266. KARSHAKA BIO FERTILIZE, RS, KARSHAKA BIO FERTILIZE, RS CHALAKUDY P O, 680307
267. VELEKKAT AYURVEDIC PRO, DUCTS, ARIMPUR, , 680620, 2311432
268. M/S JYOTHI COIR WORKS, , OVUPALAM, ORUMANAYOOR, 680512
269. SUNIL COIR WORKS, , MUTHANMAVU EAST, ORUMANAYOOR, 680512
270. SURYA FOOD PRODUCTS, , CHITTLAPPILLY, , 680551
271. VISHNU BAMBOO PRODUCTS, , PURANATTUKKARA, , 680551
272. DEVI FOODS, KODUNGALLUR, DEVI FOODS SELVAKUMAR, CHIRAKKAL KOVILAKAM, 680664
273. JAYANTI BAMBOO WORKS, ~, PADAYATTI HOUSE, P O POOPATHY, 680733
274. BOMBOO BASKET WORKS, , THALAPPILLY HOUSE, PO POYYA, 680733, 2893824
275. SREYAS FISHERIES, , ANAPUZHA KOTTAPURAM, METHALA, 680667
276. DEVAKI COIR WORKS, , DEVAKI M 1 THERE HOUSE, KUNDALIYOUR P O, 680616
277. SINDHUS MAT WEAVING, AMMINI C V, CHIRAKODATH, PERINJANAM, 680686

278. MATHA CHIPS, , CLARA JOY MATHA CHIPS, PUTHENKPEEDIKA POST, 680642
 279. ACHUDHAN BAMBOO WORKS, , MULLAPUZHAKKAL HOUSE, POST CHAKKAMKANDAM, 680522
 280. VIJAYA BAMBOO WORKS, , THAIKKAD POST, THAIKKAD, 680104
 281. CANAAN FOODS, , P.O.EASTFORT, THRISSUR, 680005, 2426889
 282. SHEEBA MAT WEAVING CEN, TRE, P O THUMBOOR, , 680662
 283. RATNAM BAMBOO WORK, THUMBOOR, P O THUMBOOR, , 680662
 284. KAYCEE FOODS, , KANALPALAM STOP VELLIK, ULANGARA, 680693, 2742381
 285. BINDUS FOOD PRODUCT, , BABU PULIKAN, ELINJLPRA P O, 080721
 286. JEOTHY FOOD PRODUCT, , JEOTHY FOOD PRODUCT, , 680321, 2732414
 287. PRNAVAM PICKLES, , PRNAVAM PICKLES 1 244, PO CHENGALLOOR, 680312
 288. SREEDAR CHIPS, , SREEDAR CHIPS PADAKUL, M WEST KODUNGALLUR, 680664
 289. SITARAM CURRY POWDER, , KANADY HOUSE PO POYYA, , 680733, 891924
 290. ABILASH COIR WORKS, , ABHILASH COIR WORKS, PULLUT NORTH PARAKKAL, 680663
 291. KUTTAN MAT WEAVING, , KUTTAN MAT WEAVING, IRINJALAKUDA NORTH P O, 680125
 292. THEKKETHALA MAT WEAVER, S, THEKKETHALA MAT WEAVER, S IRINJALAKUDA NORTH, 680125
 293. KORANCHERY MAT WEAVERS, K, KORANCHERY MAT WEAVERS, IRINJALAKUDA NORTH P O, 680125
 294. KAIPPARA MAT WEAVERS, , KAIPPARA MAT WEAVERS, IRINJALAKUDA NORTH P O, 680125
 295. SHEFFIN FOODS, , NK SHAMEER NEEROLY H, PO CHENORAPPINNI, 680527
 296. SAJITHA BAMBOO PRODUCT, , P O MUNDATHICOOE, THRISSUR, 680595
 297. LOTUS PAPPADOM, , PORKULAM MARKET PORKU, LAM PANCHAYATH, 680542
 298. M/S GODRAYS GINGELLY, OIL MILL, BEHIND ISLAMIC HIGH, SCHOOL ORUMANAYUR, 680512
 299. NICE FOOD, , E R SHEEJA ERUMATHURUT, HY KODUNGALLUR, 680664, 812351
 300. SUBHA PAPPADOM WORK, ~, KUMARANELLUR POST, WADAKANCHERY, 680590
 301. UNIVERSAL ORGANIC FERT, ILISER, THOMAS CHENNAPARAMBIL, KODASSERY P O, 680725, 704135
 302. LIJITHA FISH PROCESING, G, VATANAPPILLY BE, , 680614
 303. S P PICKLES, , S P PICKLES, MOTHIRAKANNA PARIARAM, 680721
 304. MARAR PICKLES, , KAMDONKULANGARA MARATH, HOUSE KOTTAPURAM, 680584, 2592064
 305. THARAYIL FOOD PRODUCTS, , THARAYIL FOOD PRODUCTS, ERIYAD, 680666, 805423
 306. PARAMEL FOOD POWDERS, , 111/104A KUNNAMKULAM, , 680503
 307. KEERTHI PRODUCTS, , KEERTHI PRODUCTS, P O AMMADAM, 680563
 308. SOUMYA CHIPS, , THAZHEKKAD P O, ALOOR, 680697
 309. PASSION DELICACIES INT, ERNATIONAL, KIZHAKKUMMURY, PERINGOTTUKARA, 680571, 2273621
 310. SMITHA BAMBOO WORKS, , V1 410 KONIKKAL HOUSE, P O NALUKKETTU, 680308
 311. M/S-MANJILAS FOOD PROD, UCTS, KOTTEKKAD, P.OKUTTUR, 680013, 0211407
 312. M/S PALMA FOODS, , PAMBUR, P.O.KUTTR, 680013
 313. SUDHA PAPER BAG, , P.O KOLAZHY, KOLAZHY, 680010, 0200593
 314. SWAD, , SWAD PANANGAD P O, SREENARAYANAPURAM, 680665, 850782
 315. ATHIRA FOODS, , ATHIRA FOODS, ANJANGADY, 680671
 316. JAYALAKSHMI FOODS, , JAYALAKSHMI FOODS SRIN, GAPURAM WEST OF B H S, 680667
 317. SANTHAS SCREWPINE MAT, WEAVING, POTTUCHIRA CHERPO, , 680711
 318. BRAHMINS FOODS, , PARPURAM KUZHOOR VLA, , 680734, 779213
 319. V,CTORY FOOO PRODUCTI, , SNTHOSHMVMAR PANANNSSSE, URAUEM PULLOOR P O, 680323
 320. DEEPAC FOOD PRODUCTS, , V 0 DAVIS VATTAPARAMBL, L HOUSE CHATTIKULAM PO, 680735
 321. SIVA FOOD PRODUCTS, , P N OMANA PAREMEL H, LALOOR ELTHURUTH P O, 680611, 2363145
 322. AISWARYA FOOD PRDDUCTS, , E 0 ROSY KALLIARAKKAL, MOUSE ALOOR P O, 680307, 2707482
 323. S S BAMBOO WORKS, , VALLYAMA CHENAN PALAK, KAPARAMBIL H KVZHICKATT, 680683
 324. KOMBODI CHIPS CEN, RG, , KOMBODI CHIPS CENTRE, VI/401 KOMBODI P O, 680697
 325. BEST FOOD PRODUCTS, , JAYSREG SHAJAN CHITTL, LAPPILY HOUSG ALOOR PO, 680683
 326. ANNAPURNA FOOD, PRODCTS, ELTNURUTH P O, , 680611, 2360178
 327. DRISYA FOOD PRODUCTS, , TNIRUVAMBADY, PATTUKAKKAL, 680001, 2330847
 328. MOEKN CHIPS PRODUCTS, , MANNINGARA ROAD, CHETTUPUZHA, 680621
 329. FINE BANANA CHIPS, , OMANA.M K, CHETTUPUZHA, 680621, 2364648

330. KARTHIYANI BAMBOO WORK, S, KARTHIYANI BAMBOO WORK, S P O THOTTIPPAL, 680310
331. NANDILAN SCREWPINE MAT, S, NANDILAN SCREWPINE MAT, S P O THOTTIPPAL, 680310
332. SREE AYYAPPA BAMBOO PR, ODUCTS, SREE AYYAPPA BAMBOO PR, ODUCTS P O NANDIKARA, 680301
333. GOKUL PAPPAD, , ELAYATH PARAMBIL HOUSE, PULLAZHY, 680012, 2362706
334. AMBAL FOODS, , K THAILABAL UDHAYA NAG, AR AYYANTHOLE, 680003
335. THOMSO CHIPS, , ENST FORT, THRISSUR, 68005, 2337473
336. THANKAM SCREWPINE WORK, S, PALLISSERY, P O ARATTUPUZHA, 680562
337. SWAMEES PAPPAD, VASURURAM, VASUPURAM, MATTATHURKUNNU POST, 680684
338. THAIKOTHIL SCREWPINE, WORK, PALLISSERY, P O ARATTUPUZHA, 68562
339. KUNATHUKATTIL SCREWPIN, E WORKS, PALLISSERY, P O ARATTUPUZHA, 680562
340. RARIRAM FOOD PRODUCTS, , MINI INDUSTRIAL ESTATE, P O VALLACHIRA, 680562
341. KUMAR BAMBOO INDUSTRIE, S, KUMARAN KARAPARABIL HO, USE PULLSOR P B, 680683
342. AMMINI BAMBOO WORKS, PUSHGAGIRI, PUSHGAGIRI CHALAKUDY, P O KOOVAKATTUKUNNU, 680311
343. CHITHIRA PAPPAD, RAJENDRAN A G AMBALAPA, RAMBIL HOUSE KARA P O, , 680671, 816506
344. P G PAPPAD, , A G PAVITHRAN AMBALAPP, ARAMBIL HOUSE KARA P O, 680671, 816288
345. FAVOURATE FOOD PRODUCT, , CHANDRA THENASSERY HOU, SE EDAVILANGU P O, 680671
346. SAAFNA FOOD PRODUCTS, , P O KARA, , 630671, 2816611
347. NU MIX CURRY POWDER, , K P PAULY KANJIRATHINK, AL H VETTUKADAV CHALAK, 680307, 703359
348. THIRUVATHIRA PAPPADAM, , MANAKULANGARA P O, KODAKARA, 680684
349. M/S NESNAS FOOD INDIA, PVT LTD, CITY CENTRE, THRISSUR, 680001, 2320160
350. KURISSERY COCONUT PROD, UCT, MELOOR CHALAKUDY, P O MELOOR, 680311, 2739144
351. POPULAR COFFEE WORKS, , POPULAR COFFEE WORKS R, S ROAD CHALAKUDY, 680307, 703257
352. RESMY BAMBOO WORKS, , RESMY BAMBOO WORKS, ANTRAKKAMPADAM, 680721
353. SURESH BAMBOO WORKS, , SURESH BAMBOO WORKS, ANTHRKKAMPADAM, 680721
354. CHAPNA PAPPAD, , P O KOOLLMUTTOM, , 680691
355. HASEENA FOOD, , EDAMUTTAM, VALAPPAD, 680568
356. AMBALATH CHIPS, , EDAMUTTAM, VALAPPAD, 680567
357. LAKSHMI FOOD PRODUCTS, , EYYAL POST, EYYAL, 680051
358. THOMMANA CHIPS, , KUNNRATHER, PUTMENCHIRR PO, 680682, 2891024
359. MS V,NOD CHIPSIndustr, IES, KANNIKULRNOARA, PUTHENCHIRA PO, 680682
360. MIS M,S,RIYA KHAS KHAS, ,NDUSTRIEB, MLS N,5,RIYN KHAS KHAS, INDUSTRIES CHAL,NGAD, 680681
361. J J FOOD PRODUCTS, , JOSE K D KUDIYIRIKKAL, H MANALI CHALAKUDY, 680721, 747221
362. SHELJA BAMBOO WORKS, , SHELJA BAMBOO WORKS SO, UTH THORAVU PUDUKAD, 680301
363. BABY FOOD PRODUCTS, , BABY FOOD PRODUCTS, P O MURIYAD., 680694
364. JASMI PAPPAD, , P O KOOLIMUTTOM, , 680691
365. M V M AYURVEDIC PRODUC, TS, P O MATHILAKAM, , 680685, 847039
366. RATHEESH PAPPADAM, , RATHEESH PAPPADAM CHIT, TATTUKKARA, 680511
367. ELITE CHIPS, , P O KOTHAPARAMB, , 680668, 2808487
368. SINDHU COIR WORKS, , P O PANANGAD, , 680665
369. MALABAR AGRO PRODUCT, , SARAJINI RATHNAN, IRINJALAKUDA P O, 680121, 829525
370. NTR CHIPS, , PO THALIKULAM BLOCKROA, D EAST, 680569
371. NARASUS FOOD PRODUCTS, , GRAMAM CHELAKKARA, , 680586, 452062
372. JASMIN COTTON INDUSTRI, ES, PATHURUDY, CHELAKKARA, 680586
373. MOOCHIKKAL CHIPS, , PARAKKAD, CHECAKKARA, 680586
374. NEW KOMALA COFFE AND F, LOUR, CHELAKKARA, , 680586, 452135
375. DEVAKY BAMBOO WORKS, , THIRUMUKULAM PO KUNDOO, R, 680734
376. V P CHIPS AND BAKERS, , VENGANALLUR, CHELAKKARA, 680586
377. LAKSHMI DAPPADOM WORKS, , POOVATHINGAL HOUSE, THONNURKARA CHELAKKARA, 680586
378. M/SJENUVINCOFFEE, , PATTIKAD, , 680652, 2282505
379. PARVATHY FOOD PRODUCTS, , VENGANALLUR, CHELAKKARA, 686586
380. STAR PAPER PRODUCTS, , THAZHEKKAD ROAD, KALLETUMKARA, 68662, 2720438, , , PAPER PRODUCTS

381. SANKARAKKAL SCREWPIVE, , SANKARAKKAC SCREWPINE, WORKS DO AYYANTHOLE, 680009
382. PATTADATH SCREW PINE, , PATTADATH SCREW PINE W, ORKS AYYANTHOLE PO, 680003
383. NAKKATHA COCONUT LEAVE, S WORKS, NAKKATHA COCONUT LEAVE, S WORKS AYYANTMOLE PO, 680009
384. PRAKASAM COTTON WICKS, , MUSTHAFA P, PALLATH HOUSE, 679532, 2477128
385. CHANDRIKA PAPPAD WOR, KS, CHANDRIKA PAPPADBM WOR, KS P O VARANDRAPPICHY, 680303
386. AYUR REMEDIES, , PRAMOD PO THALIKULAM, KOPRAKKALAM, 680569
387. HOME MAID FOODS&SPICES, , VADOOKARA P O, THRISSUR, 680007, 2429290
388. AMCOS MILK PRODUCTS, ANTHIKKAD, , , 680641, 2630255
389. VAZHAPPILLY BAMBOO WOR, KS ANILKUMAR V P VAZHA, PPILLY HOUSE PO PUTHEN, PEEDIKA, 680642, 2274786
390. BABU PAPPAD WORKS, RV VASU RAMAKULAM HOUS, E ANTHIKKAD, , 680641,
391. AMCOS CATTLE FEED, PADIYAM CO OPERATIVE, SOCIETY ANTHIKKAD, , 680641, 2630426
392. RUCHI CURRY POWDER, , VALSA JOSEPH, PERAMBRA P O, 680689, 2722983
393. SONA BROILER FARM, , THOTTIPPULLI HOUSE, MATHILAKAM, 680685, 850524
394. K S FOOD PRODUCTS, , KOONIPARAMBIL HOUSE, CHENDRAPINNI, 680687, 874874
395. MEET CHICK FARM, , KATTOOR, , 680702, 877403
396. KALAVIN COFFEE, , MARKET ROAD, THRISSUR, 680001, 2427340
397. ASOKA BEEDI, , ASOKA BEEDI, P O AVITTAPPLLY, 680692
398. SREEJA CANE WORKS, , P A AMINI PERAMBARATH, HOUSE P O PADY KADAMBO, 680699
399. ROSE CHIPS, , ROSE CHIPS ROSY GEORGE, KALAN H CHETTIKULAN, 680721
400. JEEVA BONE MEALS, , JEEVA BONE MEALS CHETT, IKULAM P O CHETTIKULAM, 680721, 2747980
401. ST JOSEPHS CHIPS, , K D ROSILY PONMANASSER, Y PARIYARAM P O, 680721, 2741531
402. THREE STAR AQUARIUM, , KUMARANELLUR POST, OTTUPARA, 680590
403. UPPAZAHKKATTU BAMBOO W, ORKS, ENKAKAD POST, WADAKANCHERY 1, 680589
404. KEERTHI BAMBOO PRODUCT, , ANJOOR MUNDUR P O, , 680549
405. DHANYA BAMBOO PRODUCTS, , ANJOOR MUNDOOR, , 680549
406. RIJO CHIPS, , 3 358 PUTHURKARA ANJOO, R MUNDUR, 680549
407. THNKA MAT INDUSTRIES, , THANKA PULLANTHURUTHY, MATHILAKAM, 680685
408. SANTHA SCREW PINE WORK, , SANTHA T K, MATHILAKAM, 680685
409. CHINJU FOOD INDUSTRIES, , PRABHA THOTTARATHU, MATHILAKAM, 680685
410. SHIPPLE FOODS, , ANWAR SADATH VALIYAVEE, CHALINGADU, 680681, 846278
411. SHAHANA KHAS-KHAS INDU, , JABBAR P M, MAHAMMAD KUNJI CHALING, , 844895
412. SATHI MAT INDUSTRIES, , SATHI PONNAMPADY COLON, MATHILAKAM, 680685
413. DELIGHT ICE CREAMS, , RADHAKRISHNAN, MOONNUPEEDIKA, , 844129
414. SREEKRISHNA COFFEE WOR, KS, SREEKRISHNA COFFEE, KAIPAMANGALAM KALAMURY, , 845885
415. NANMA FRY FOOD, , NANMA FRY FOOD SARIF, KANNELIL MAMBRA P O, 680308, 733249
416. PLAKKA FOODS, , MULLAKARA, MANNUTHI, 680651, 2371848
417. EXPO CHIPS AND PICKLES, , TRIPPAYAR, VALAPPAD, 680567, 2399938
418. KUNJIMOL COIR INDUSTRY, , P O VENMENAO, , 680607
419. PAVLSON FOOD PRODUCTS, , P O PAVARATY, , 680507, 642257
420. FIVE STAR CURRY POWDER, , PINOOR, PERINGATTUKARA, 680565, 2392452
421. BREEZE CHIPS, , PERINGOTTUKARA, , 680565, 2270127
422. KOUSTHUBHAM FOOD PRODU, CTS, 4 643 PERUVANAM CHERPU, , 680561, 2344303
423. MARATH FOOD, , JOYANTHI MARATH, PO CHENDRAPPINNI, 680687
424. PAVANMARK PAPPAD, , PAVANMARK PAPPAD IX 64, 9 PO CHENDRAPPINNI, 680
425. RAKESH COIR INDUSTRY, , RAKESH COIR INDUSTRY, P VEMBALLUR, 680671, 851357
426. AFSAL FOODS, , AFSAL FOOS, P VEMBALLUR, 680671
427. CHANDRIKA SCREWPING MA, T, ETTUMUNA, P O KARUVANNUR, 680711
428. AMMINI BAMBOO WORKS, , AMMINI BAMBOO WORKS, P O ARATTUPUZHA, 680562
429. VIJESH BAMBOO WORKS, , ARATTUPUZHD P O, , 680562
430. AMMINI SCREWPINE MAT, , ETTUMUNA, P O KARUVANNUR, 680711
431. VALLIRMMMA SCREWPING MA, T, ETTUMVNA, P O KARVVANNUR, 680711
432. KUNJIKALI SCREWPINE MA, T, ETTUMUNA, P O KARUVANNUR, 680711
433. KRISHNAN BAMBOO WORKS, , KRISHNAN BAMBOO WORKS, P O ARATTUPUZHA, 680562
434. THANKA SCREWPINE MAT, , ETTUMUNA, P O KARUVANNUR, 680711
435. KOCHUMOL BAMBOO WORKS, , KOCHUMOL BAMBOO WORKS, P O ARATTUPUZHA, 680552

436. MANIKANDA BAMBOO WORKS, , MANIKANDA BAMBOO WORKS, P O ARATTUPUZHR, 680562
437. NEW JANATHA PAPPADAM, , CHERUTHURUTHY POST, CHERUTHURUTHY, 679531
438. IND_AGRO EXPORTS, , VIII 111 KUTTANELLUR, PO NETHAJIROAD, 680014, 2352486
439. THE CANNING INDUSTRIES, COCHIN LTD, CAICO ROAD VALARKAVU, ANCHERY P O, 680006, 2420685
440. MADHAVA PAPPADAM WORKS, , MADHAVA PAPPADAM WORKS, CHITTATTUKKARA, 680511
441. THANKA BAMBOO WORKS, , MARATHAKARA POST, TRICHUR DT, 68320, 2351515
442. MAZH PICKLES, , FLAT NO 17 SARADA APAR, TMENTS POONKUNNAM, 686004, 2352403
443. EVERGREEN BONE MEAL, , THURUTHIPARAMBC, KOTTAT, 680307
444. THOMSON DAIRY, , P O VELAPPAYA, , 680596, 2201885
445. TITTYS CURRYPOWDER, , MARAR ROAD, P O VELAPPAYA, 680596, 2202746
446. TRUE MILK PRODUCTS, , IV 812 A ANCHERY P O, THRISSUR, 680006, 2251686
447. SANJEEVANI CHIPS, , PERVALLOOR POST, , 680508, 640243
448. MEGHA RAMACHAM PRODUCT, S, MOHANDAS K KUNJUMUTHA, PAN HOUSE ANDATHODE PO, 679564, 2544166
449. VIMALA BAMBOO WORKS, , KANATTUPURAKKAL, THAYYUR, 680601
450. MALANADU LATEX INDIA P, RIVATE L T D, PAMPADY EAST POST THIR, UVILWAMALA, 680588, 482302
451. CALICUT BANANA CHIPS, , SOUTH JUNCTION, CHALAKUDY, 680307
452. BABU BAMBOO BASKETS, , P O PUTHURUTHY, MUNDATHICODE, 68062
453. RAJU MUSK AGARBATHI, WORKS, P O MINALOOR, ATHANI, 680689
454. CHENNAPPAN COIR FIBRE, , CHENNAPPAN NADVILKKAR, A VADANAPPILLY, 2061
455. DELITE FOODS, , TRIPAKULAM LANE, THRISSUR, 680005, 2423007
456. SADYA PAPPAD, , P O MATHILAKAM, THRIPEKULAM
457. RILIN PICKLES, , RILIN PICKLES, NANDIPULAM, 680319, 2760644
458. KAVERY CURRY POWDER, , RERINJANAM, THRISSUR, 680686, 346675
459. LUZIA FROZEN FOODS, , THRISSUR EASTFORT, , 680005
460. LEAF N RELIEF, , PERINJANAM, THRISSUR, 680686
461. MATIS MAT WEAVING, , , PERINJANAM, 680686
462. VANITHA CURRY POWDER, , 5 655, PERINJANAM, 680686
463. KISHAN PAPPAD, , BEEMA NANDAN THOTTUPUZ, HA HOUSE CHAZHOOR POST, 680571, 271005
464. PALLIPADATH FOOD PRODU, CTS, PO PERINJANAM, , 680686
465. VISAK CANE WOEEKS, , NEAR LIGHT HOUSE, THOTTAPPU MADU PO, 68014
466. SURYA FOOD AND SPICES, , P O PUTHUR, THRISSUR, 680024, 2351083
467. NUNU FOOD PRODUCTS, , C/O KOULATH P M PADINJ, AREVEETIL KARA P O, 680671
468. S S HATCHERY, , KARA WEST KARA P O, , 680671
469. KUMAR COIR INDUSTRIES, , P O SANTHIPURAM PALLIN, ADA, 680668
470. SREE DURGA COTTON WICK, S, MUHAMAD KUTTY, ALIKKAL HOUSE, 679532
471. PRIYA CURRY POWDER, , P O CHTTTISSEY, , 680301, 750177
472. PERINGAD BAMBOO INDUST, RY, PERINGAO BAMBOO INDUST, RY PAVARATTY, 630507
473. SREENI COIR WORKS, , SREENI COIR WORKS MARA, THAYUR PAVARATTY, 680507
474. LEKSHMANA COIR INDUSTR, Y, LEKSHMANA COIR INDUSTR, Y MARUTHAYUR PAVARATTY, 680507
475. VIJAY FEEDS AND FARM T, OUNS, VIJAY FEEDS AND FARM T, OUNS P O MATTATHURKUNN, 680684
476. SELECT AQUARIUM, , PATTAMBI ROAD, KUNNAMKULAM POST, 680503, 523013
477. MILKWAY DIARY PRODUCTS, , 7 342 KIRALUR VELUR, , 680601, 585519
478. SULOCHANA BAMBOO WORKS, , SULOCHANA BAMBOO WORKS, P O VELUPADAM, 680303
479. SANTHA BAMBOO WORKS, , SANTHA BAMBOO WORKS, P OVARANDHRAPPILLY, 680303
480. ROSANDO PAPER BAGS, , P O ROAD, THRISSUR, 680001, 2428374
481. PARUKUTTY BAMBOO WORKS, KANATTUPURAKKAL, THAYYURI VELUR, , 680601
482. NIRMAL AYURVEDIC PRODU, CTION, NIRMALAYURVEDIC PRODUC, TION CHEVOOR PO CHERPU, 680027, 2344451
483. PREETHI CHIPS, , KARAMUCK, KANDASANKADAVU
484. METRO POULTRY FARM, , THRESSIAMMA, ANNALLOR, 680307
485. SARATH BAMBOO PRODUCTS, , ANJOOR MUNDUR P O, , 680549
486. SUDHI BAMBOO PRODUCTS, , ANJOOR MUNDUR P O, , 680549
487. AGRI CHEMICALS, , SIDHIK PALLIPARAMBIL, KAIPAMANGALAM, , 842776
488. MOHAN COIR WORKS, , P O MARUTHAYOOR NEAR T, EMPL, 680507

489. SARANGA FOODS, , SARANGA TOODS, KOTHAPARAMBU, 680668
490. MADHU COTTONS, , PURANATTUKKARA, , 680551
491. AGRO FERTILIZERS, , AGRO FERTILIZERS, KANJIRAPPILY, 680721, 746032
492. RAZIN COIR PRODUCTS, , P O MARUTHAYOOR, , 680507, 0644008
493. PREMA MAT WEAVING, , PREMA MAT WEAVING, PANANGAD P O S N PURAM, 680665, 859294
494. KAVYA CHIPS MAKING, , KAVYA CHIPS MAKING DWC, RA UNIT SREENARAYANAPU, 680665
495. SREYAS FISHERIES, , SREYAS FISHERIES ANAPP, UZHA, 680667, 802847
496. UTSAV PAPPAD, , UTSAV PAPPAD SANTHIPUR, AM P O S N PURAM, 680668, 851807
497. SELECT FOOD PRODUCTS, , KANNIKULANURRA PO, PUTHFNCHIRA, 80682, 2864898
498. AL AMEEN CHIPS, , P O EDAVILANGG PATHIYA, SSERY PATHAZHAKAD, 680668, 2850739
499. KERALA CURRY POWDER, , KERALA CURRY POWDER, AKALAO, 680518
500. KOCHERY SCREWPINE WORK, , KOCHERY SCREWPINE WORK, S AYYANTHOLE PO, 680003
501. XL FOODS, , PO EASTFORT KIZHAKKUMP, ATTUKARA, 680005, 2333621
502. SREESANK POULTRYFARM, , PO THALIKULAM SOUTH TEN, PLE DT THRISSUR, 680569
503. UDAYA COIR WORKS, , UDAYA COIR WORKS ELAVA, LLY, 680511
504. PRIYAM FOOD INDUSTRIES, , PRIYAM FOOD INDUSTRIES, ANNANAD P O, 680324, 2719672
505. CHIRAKKAL SCREWPINES, , CHETTIKUNNU, , 680553
506. BAIJU BAMBOO PRODUCTS, , PURANATTUKKARA, , 680551,
507. SREE KRISHNA KHAS KHAS, INDUSTRIES, VELLANGALORE POST, , 680662
508. ANANDA COIRWORKS, , VIII VALAPPAD PNCT KAZ, HIBRAM, 680568
509. DELICACY FOODS, , KANIMAGALAM, KOORKANCHERI, 680007
510. MODERN FRUIT PRODUCTS, , P O MARATHAKKARA, THRISSUR, 680320, 2354513
511. SHEMIN KHAS KHAS INDUS, TRIES, P O PATTEPADOM, , 680672, 861931
512. ESSMEN SPICES, KECHERY PO, KECHERY, , 680501
513. TUTUS FOOD PRODUCTS, , VADOORAKA, KOORKANCHERI, 680015
514. THANIHATH BAMBOO PRODU, CTS, OORAKAM, , 690683
515. RUCHI CURRY POWDER, , KANAKKANKADAVU, KARUVANNUR P O, 680711, 888013
516. DAIRY CENTRE, , EAST FORT, THRISSUR, 680005, 2333891
517. VRINOAVAN AQUARIUMS, , VRINDAVAN AQUARIUMS, SRINGRUPURAM KODUNGALLU, 680664, 805922
518. RAJA RUBAER PRODUCTS, , PEARLY LAZOR NADAMBI, PUDUKAD KANJOOR CAY, 680722, 754144
519. THOPPIL MAT WEAVING, , T V MANI THOPPUWALAPPI, L H EDATHIRUTHY PO, 680703
520. JAYANTI BAMBOO WORKS, , PADAYATTI HOUSE, P O POOPATHY, 680733
521. P K SONS COIR WORKS, , PK SONS COIR WORKS PUL, LUT NORTH, 680663
522. ABHILASH COIR WORKS, , ABHILASH COIR WORKS, PULLUT NORTH PARAKKAL, 680665
523. THANKA SCRGWPINE MATS, , VENNOOPADAM MELADDOR P, OST, 680741
524. A K CURRY POWDER, , POST CHAVAKKAD, MUTHUVATTOOR, 680506, 2553264
525. KARSHAKA BIOFERTILIZER, S, VALAPPAD, , 680567, 565116
526. TROPICAL CANNERS, , TROPICAL CANNERS, VELLIKULANGARA P O, 680693, 740522
527. PRANAV PAPPAD WORKS, PADIYAM ANTHIKAD, RATNA K S.KUNNATH HOUS, E KANDASSANKADAVU, 680613
528. CANAAN FOODS, , P.O.EASTFORT, THRISSUR, 680005, 2426889
529. KRISHA BAMBOO WORKS, , SMT MUNDI, NHAMANGHAT POST, 679563
530. KUMARI BANBOO WORKS, , EK AMMU EZHUVAPADITHAR, AYIL NHAMANGHAT, 679563
531. THEKKETHALA MAT WEAVER, S, THEKKETHALA MAT WEAVER, 5 IRINJALAKUDA NORTH, 680125
532. SUJA MAT WEAVERS, , SUJA MAT WEAVERS, IRINJALAKUDA NARTH P O, 680125
533. KORANCHERY MAT WEAVERS, K, KORANCHERY MAT WEAVERS, IRINJALAKUDA NORJH P O, 680125
534. KAIPPARA MAT WEAVERS, , KAIPPARA MAT WEAVERS, IRINJALAKUDA NORTH P O, 680125
535. CHANDRA COIR WORKS, , PADOOR POST, , 680524
536. CHILLVALLEY SAMBARAM, , ANCHANGADI VADAKKUMMUR, Y PUTHENPEEDIKA, 680642, 2639683
537. ANNA CURRY POWDER, , ALOOR PANCHAYATH, ALOOR, 680683
538. KOKKANS PAPER PRODUCTS, , KARIPPAKKUNNU, PATTIKAD, 680652, 2284182
539. CHEMPARATHY BAMBOO, PRODUCTS, ALOOR P O, ALOOR, 680683
540. VELATHUPARAMBIL BAMBOO, WORKS, VELATHUPARAMBIL BAMBOO, WORKS KHANNANAGAR P O, 680309

541. MARIYA CHIPS AND FOOD, ITEMS, MARIYA CHIPS AND FOOP, LTEMs NALUKETTU P O, 680308
542. CHANDRAN SCREWFINE MAT, WORKS, CHANDRAN SCREWFINE MAT, WORKS VENNUPADAM VENNU, 680741
543. MELLO CURRY POWDER, , KUDARANELLUR POST, KUMARANELLUR, 680590, 2432874
544. JAI MATHA CURRY POWDER, , JAI MATHA CURRY POWDER, MADAICONAM P O, 680712, 822286
545. KANICHA MILK PRODUCT, , KANICHA MILK PRODUCT, PALAYAMPARAMBU P O, 680741, 770177
546. SREEDHAR MAT WEAVERS, , SREEDHAR MAT WEAVERS, IRINJALAKUDA NORTH P O, 680125
547. DEEPA MAT WEAVERS, , DEEPA MAT WEAVERS, IRINJALAKUDA NORTH P O, 680125
548. SANIHI MAT WEAVERS, , SANTHI MAT WEAVERS, IRINJALAKUDA NORTH P O, 680125
549. ETTAMPARAMBIL BAMBOO W, ORKS, ETTAMPARAMBIL BAMBOO W, ORKS IRINJALAKUDA P O, 680125
550. , , , 680125
551. THEETHAI MAT WEAVERS, , THEETHAI MAT WEAVERS, IRINJALAKUDA NORTH P O, 680125
552. PULLIYATTU MAT WEAVERS, , PULLIYATTU MAT WEAVERS, IRINJALAKUDA NORTH P O, 680125
553. PALLICHADATH MAT WEAYE, RS, PALLICHADATH MAT WEAVE, RS IRINJALAKUDA P O, 680125
554. REGHU MAT WEAVERS, , REGHU MAT WEAVERS, IRINJALAKUDA NORTH P O, 680125
555. AMBADATH MAT WEAVERS, , AMBADATH MAT WEAVERS, IRINJALAKUDA NORTH P O, 680125
556. EDATHEDATH MAT MEAVERS, , EDATHEDATH MAT WEAVERS, IRINJALAKUDA NORTH P O, 680125
557. SHINY MAT WEAVERS, , SHINY MAT WEAVERS, IRINJALAKUDA NORTH P O, 680125
558. KOONNMMAVU MAT WEAVERS, , KOONAMMAVU MAT WEAVERS, IRINJALAKUDA NORTH P O, 680125
559. NATIONAL PAPER BAGS, , ANJOOR MUNDUR POST AND, APPARAMBU KAIPPARAMBU, 680549
560. KAWSALYA SCREWPINE, , PO PUZHAKKAL, CHETTIKUNNU, 680553
561. SARITHA PAPPAD WORKS, , OPPOSITE AYYAPPA TEMPLE PO MULANGUNNATHUKAVU, 69581, 223117
562. PRAKASH PAPPAD WORKS, , PO PUZHAKKAL, , 680551
563. PERIYAR AGRO FERTILIZE, RS, MUTTITHADI P O, MAVINCHUVAD, 680317, 2752559
564. VIKAS CHIPS, , VATANAPPILLY, , 630614
565. CHIPPI POWDERS, , KAKLUR P O, , 680317, 750713

II] Agro-enterprise units registered with the Department of Industries and Co-operation (Milling Units)

1. SILENT FLOUR MILLS, ANCHAPALAM METHALA, METHALA
2. SAMPATH FLOUR MILLS, KRISHNAPURAM, OLLUKKARA P O, 680655
3. ST POULS FLOUR MILLS, NETTISSERY PO, 680657, Ph. 237035
4. ABHILASH FLOUR MILL, P.O.EASTFORT, THRISSUR, 680005, Ph. 2445245
5. TRICHU FLOUR MILL, P.O.ERAVIMANGALAM, THRISSUR, 680751, 2373531
6. SREERAG FLOUR MILL, KURUMAL, 680601, Ph. 587069
7. ANGEL FLOUR MILL, P O THALORE, 680306, Ph.358656
8. ABEESH FLOUR MILL, MANIKKATHUPADI, GURUVAYOOR, 680107, Ph. 2556879
9. K T FLOUR MILL, PERAKAM PO, 680506, Ph.2501091
10. JYOTHIS FLOUR MILL, PUNNATHUR ROAD, POOKODE, OPPOSITE KOVIL, 680505, Ph.2558032
11. S T ANTONYS FLOUR MILL, VETTIYADAN HOUSE KODASSERY P O, 680321, 704054
12. RISANR FLOUR MILL, RISANN FLOUR MILL, KARUPNDANN, 680670
13. MINI FLOUR MILL, MINI FLOUR MILL PAVARATTY, 680507, Ph.2640343
14. MEPARAMBIL FLOUR MILL, MEPARAMBIL FLOUR MILL, ELAVALLY, 680511
15. ST JOSEPH FLOUR MILL, AKKASSERY, 680507

16. ST MARYS FLOUR MILL, P O PADY, 680699
17. CHERUKANDATH RICE AND FLOUR MILL, KURUMPILAVU, 680564, Ph.273431
18. FRIENDS FLOUR MILL, FRIENDS FLOUR MILL PAZHUVIL WEST, 680564, Ph.271109
19. MOOTHERY FLOUR MILL, MOOTHERY HOUSE, PAZHUVIL WEST, 680564, Ph. 2271678
20. CHIRUKANDATH RICE AND FLOUR MILL, MUTTICHUR, ANTHIKAD POST, 680641
21. SAI OIL AND FLOUR MILL, KANDASSANKADAVU POST, 680613, Ph. 630733
22. ST JOSEPH FLOUR MILL, OPP ROAD, KARAMUCK CHURCH, KANDASANKADAVU PO, 680613, Ph.2635505
23. MANIS FLOUR MILL, MOORKANADU P O, 680711
24. KARAYILFLOUR, OORAKAM EAST, CHERPU, 680711
25. HASEENA FLOUR MILL, EKİYAD P O, 680666, Ph. 817526
26. PUNCHAYIL FLOUR MILL, NEAR POST OFFICE, KORATTY P O, 680308
27. ST SEBASTIAN RICE AND FLOUR MILL, ELANCHERY, NALUKETTU P O, 680308
28. POPULAR FLOUR MILL, MENON BAZAR, AZHIKODE P O, 680673, Ph. 818643
29. SUDHA FLOUR MILL, PAROLA HOUSE, 679331, Ph. 2473079
30. VELAPARAMBIL RICE AND FLOUR MILL, PORATHISSERY, IRINJALAKUDA NORTH, 680125, Ph. 828258
31. CEE VEE FLOUR MILL L, KOLAZHY PO, 680010, Ph.2201256
32. SASTA FLOUR MILL , KIZHUTHANI, P O THANISSERY, 680701
33. PONAKUZI FLOUR MILL, EMMAD, P O KOOLIMUTTON, 680691
34. MARYS FLOUR MILL, ANNIE WILSON MUTTATH, KOODAPUZHA, CHALAKUDY, 680721, Ph. 709196
35. NABEL FLOUR MILL, PALLIPARAMBU, MATHILAKAM, 817491
36. M P FLOUR MILL, POST THAIKKAD, GURUVAYOUR, 680104, Ph. 2556764
37. KONIKKARA FLOUR MILL, NALLANKARA, TRICHUR, 680657, Ph. 332636
38. REMI RICE & FLOUR MILL, CHIRAYYINKKAD, KATTNKAMPAL, 680544 , Ph. 574050
39. KEERTHI FLOUR MILL, THIPPILASSERY, 680519
40. HAPPY OIL & FLOUR MILL, KUDAYAMPARBIL, PERUMPILAV P O, 680519, Ph.581296
41. ATHAM FLOUR MILL, THAYYUR ROAD,KOTTAPURAM, 680584, Ph.2585414
42. CHRIST FLOUR MILL, PULIKKOTTIL HOUSE, ERUMAPETTY, 680584
43. JYOTHIS FLOUR MILL, JYOTHIS FLOUR MILL PAN, AMBIKKUNNU KAIPAMANGAL, 680681,
44. MARIS FLOUR MILL, KOORIKUZH, KAIPAMANGALAM, 680681
45. SREELAKSHMI FLOUR MILL, MOONNUPEEDIKA, KAIPAMANGALA, 680681
46. FAZILA FLOUR MILL, FAZILA FLOUR MILL MOON, MUPEEDIKA KAIPAMANGALA 680681
47. ALBADER FLOUR MILL, ALBADER FLOUR MILL, ARAVUSALA, KAIPAMANGALAM, 680681
48. LAKSHMI FLOUR MILL, LAKSHMI FLOUR MILL , CHALINGAD, 680681
49. GREGORIOUS FLOUR MILL, KUNNAMKULAM PO, 680503, Ph. 570052
50. MOHAN OIL & FLOUR MILL, KUNNAMKULAM, ARTHAT PO, 680521
51. HAKKIM FLOUR MILL, KULANGARA HOUSE, 680584, Ph.2580309
52. EDATHADAN FLOUR MILLS, P O ALOOR, ALOOR PANCHAYATH, 680683
53. KALIYADAN FLOUR MILL, KALIYADAN HOUSE, P O MALAPALLIPURAM, 680732
54. ANUGRAHA FLOUR MILL, MALIKAVEETIL HOUSE, P O MALAPALLIPURAM, 680732
55. K K FLOUR MILLS, IX 25 KOLLAMPARAMBIL HOUSE, P O MALAPALLIPURA, 680732
56. ST JOSEPH FLOUR MILL, CHOONDAL PO, KOONAHACHI, 680502
57. S.K FLOUR MILL, PO PERINJANAM, KOTTAMKULAM, 680686
58. ANJALY FLOUR MILL, KNNIKULANGARA PO, PUTHENCHIRA, 680682, Ph.0860954
59. LAKSHMI FLOUR MILL, P O PERINGAVUPOOMALA ROAD, THRISSUR, 680018
60. FATHIMA FLOUR MILL, KADANGODUPO, ADHUR,680584
61. CHUNGATH FLOUR MILL, CHIRMANANUGADU PO, CHIRAMANANGADU, 680604
62. FATHIMA FLOUR MILL, CHIRAMANANGADU PO, CHIRAMANANGADU, 680604
63. BINDU FLOUR MILLCHOONDAL PO, CHOONDAL, 680502
64. KIZHAKKOOT FLOUR MILL, EYYAL PO, EYYAL, 680501
65. ARANGASSERY FLOUR MILL, ERENELLUR PO, MAZHUVANCHERY, 680501
66. PANAKKAL FLOUR MILL, CHATTUKULAM, KOTTAPADI, 680505
67. ANNA FLOUR MILL, P O EAST FORT, THRISSUR, NELLIKUNNU, 680005
68. PUSHPA FLOUR MILL, MAROTTICHAL, VALLUR, THRISSUR, 680014
69. PEEJAY FLOUR MILL, P O PUTHUR, MAROTTICHAL, 680014, Ph. 2689245
70. SENTHIL FLOUR MILLS, P O OLLUKKARA, KALATHODE, 680655, Ph. 0371866
71. RAJKUMAR FLOUR MILLS, P O OLLUKKARA, KALATHODE, THRISSUR, 680655, Ph.0370248
72. CHUNGATH FLOUR MILL, KURIACHIRA POST, 1 390 OLLUR, 680006,
73. SS FLOUR MILL, AKKIKAVU PO, 680519, Ph. 580357
74. N T FLOUR MILL, ANNAKARA POST, ANNAKARA, 680508, Ph. 287318

75. DEVI FLOUR MILL, PERUVALLOOR POST, 680508
76. KANIYATH FLOUR MILL, P O MATHILAKAM, 680685, Ph. 951771
77. PUTHIYAKAVU FLOUR MILL, P O MATHILAKAM, 680685, Ph. 847098
78. NK FLOUR MILL, PAREMPADOM, PORKULAM PANCHAYATH, 680503, Ph. 371259
79. HAMZA FLOUR MILL, KOTTANELLUR P O, PATEPADOM, 680672
80. PATHUMA FLOUR MILL, P O CHIYYARAM
81. FASHION FLOUR MILL, KIZHAKUMURY, THANIAM, 680565
82. CHITHRA FLOUR MILL, P O KORKENCHERY, THRISSUR, 680007, Ph. 2427621
83. KVS FLOUR MILL, KARAKKAD, GURUVAYUR P O, 680101, Ph. 2558326
84. JASMIN FLOUR MILL, PILAKKAD, POOKODE PANCHAYAT, 690505, Ph. 2680636
85. ARROS FLOUR MILLS, MINALLOR, P O MINALLOOR, THRISSUR, 680581
86. PREETHY RICE AND FLOUR MILL, P O PUTURUTHY, MUNDATHICODE, 680623
87. CHEMBILFLOUR MILL, BLANGAD MADU PO, KADAPPURAM, 680512
88. E P S FLOUR MILL, PAMPADI, THIRUVILWAMALA, 680588, Ph. 482295
89. RAZIA FLOUR MILL, VELLANGALLOOR POST, NADAVARAMBU, 680662, Ph. 861459
90. SANKAR FLOUR MILL, CHAZHOOR ROAD, PAZHUVILWEST, 680564, Ph. 272656
91. SAJESH FLOUR MILL, ERIYAD P O, 680666, Ph. 818275
92. K T S FLOUR MILL, AZHIKODE P O, 680673
93. SAJANA FLOUR MILL, ERIYAD P O, 680666
94. USHUS RICE POUNDING AND FLOUR MILL, KODANNUR, TRICHUR, 680574
95. THANIKKAL FLOUR MILL, PALACE ROAD, KUNNAMKULAM, 680503, Ph. 2523943
96. EDATHADAN FLOUR MILLS, ALOOR P O, KALLETUMKARA, 680683
97. AINIKKAL FLOUR MILL, KUNNATHUMKARA, OLLUKKARA P O, TRICHUR, 680655
98. SUMESH FLOUR MILL, VENKITANGU POST, 680510
99. PUTAUR FLOUR MILL, VENKITANGU POST, 680510
100. SHABIN FLOUR MILL, THOYAKKAVU POST, KALIMAKKAL, 680513, Ph. 261429
101. PULIKKOTTIL FLOUR MILL, PULIKKOTTIL FLOUR MILL, PO KUNNAMKULAM, 680503, Ph. 2510252
102. CHOWALLUR FLOUR MILL, WARD NO 5, HOUSE 274A, 680503, Ph. 2524466
103. BASITH FLOUR MILL, EDAKKAZHIYUR, 680515, Ph. 2615944
104. KHADAR FLOUR MILL, ANDATHODE PO, 679564
105. RANEY FLOUR MILL, PULIYANNUR, VELUR, 680601, Ph. 2585562
106. BUSHRA FLOUR MILL, MANNALAMKUNNU, ANDATHODE PO, 679564, Ph. 2542161
107. FINCY FLOUR MILLS, VENKITANGU POST, 680510
108. MARATH FLOUR MILL, MARATH FLOUR MILL, P O PARALAM, 680575
109. STEBIN FLOUR MILL, MATTATHUR PANCHAYAT, NADIPARA, 680684
110. VAZHAPILLY FLOUR MILL, PADIYAM, MUTTICHUR, 680641, Ph. 2272986
111. MULLAKKARA FLOUR MILL, VAKAPPAD, 680567
112. SREEAYYAPPA FLOUR MILL, KOTHAKULAM BEACH, VALAPPAD, 680568, Ph. 895959
113. KUTTIKKAT FLOUR MILL, BEACH ROAD, VALAPPAD, 660567
114. THARAYIL FLOUR MILL, CHAKKAMKANDAM POST, MAMABAZAR, 680522, Ph. 2555326
115. NAZIMA FLOUR MILL, MANATHALA, CHAVAKKAD POST, 68506
116. ROBIN FLOUR MILL, THENPALLY HOUSE, KOTAMBU, KANJIRAKODE, 680584, Ph. 243410
117. AYYAPPA FLOUR MILL, P O VEMBALLUR, 68671
118. JAYA FLOUR MILL, P O VIMBALLUR, ANJANGADI, 680671, Ph. 859746
119. HARI FLOUR MILL, P O PANNANGAD, 66665, Ph. 85917
120. NISHANTH FLOURMILL, NISHMATH FLOUR MILL, NATTIKA, 680566
121. JASMEEN FLOUR MILL, XIX/177A, CHAVAKKAD PO, THIRUVATHRA, 68516
122. M/S ARUN FLOUR MILL KA, IPAMANGALAM, 680681
123. AL AMEEN FLOUR MILL KA, IPAMANGALAM, 680681
124. KIZHAKOOT FLOUR MILL, KIZAKOTT HOUSE, TALAPULLY, PAALLOOR, 680603
125. LINTO FLOUR MILL, CHEPPU, THRISSUR, 680561
126. VAHIDA FLOUR MILL, VALIYAKNTH, VATANAPPILY, 680614
127. UMAR FLOUR MILL, PANCHAVADI, EDAKKAZHIYUR PO, 680515
128. BABY FLOUR MILL, PULLUT, KODUNGALLUR, 660663
129. JAFAR FLOUR MILL, CHALINGAD, KAIPAMANGALAM, 680681
130. SANA FLOUR MILL, MANNALAMKUNNU PO, 680518
131. ARANGASSERY FLOUR MILL, ERENELLUR PO, MAZHUVANCHERY, 680502
132. AMRUTHA FLOUR MILL, KALADY, MELOOR CHALAKUDY, P O MELOOR, 680311, Ph. 2739420
133. VADASSERRY FLOUR MILL, VELLIKULANNARA P O, 680693
134. KATTUMAN FLOUR MILL, KARUVAPADY, P O VARAKKARA, 680325
135. NALAKATH FLOUR MILL, ARAKKAL, PUNCHIRIKAVU, PERUMBILAVU, 680519, Ph. 2582572

136. MUBARAC FLOUR MILL, PERUMBILAVU, NEAR ARAKKAL SCHOOL, 680519, Ph. 2582847
137. SREE KRISHNA RICE AND FLOUR MILL, EDAMUTTAM PO, VALAPPAD PNCT. 680568, Ph. 2836124
138. SHEBI FLOUR MILLS, XI1 134 BEACH ROAD, VALAPPAD, 680567, Ph. 2392305
139. KUNNATH FLOUR MILL, KUNNATH HOUSE, VELLANI P O, 680701, Ph. 874546
140. ABHILASH FLOUR MILL, P O PUDURUTHY, MUNDATHICODE, 680623
141. BOMBAY FLOUR MILL, CHITTATTUKKARA, 680511
142. CHACHA FLOUR MILL, MUNDOOR P O, KAIPARAMBU PANCHAYAT, 680541
143. ARUL FLOUR MILL, VENGANALLUR, CHELAKKARA, 680586, Ph. 451487
144. HURUTI FLOUR MILL, THUMBOOR P O, 680662
145. SHINU FLOUR MILL, P O AZHICODE
146. MOOTHEDAN FLOUR MILL, MAIN ROAD, CHALAKUDY, 680307, Ph. 2703539
147. PALLATH FLOUR MILL, KOTWALA ROAD, NEAR CHURIH, KOLAZHY, 680010, 80673
148. HASNA FLOUR MILL, KOTTAPPURAM, MARIYU PADIPPURAKKAKATH, 680664, Ph. 808138
149. UDAYA FLOUR MILL, KAVILKADAVU, KOOUNGALLUR P O, 680664
150. SREEDISH RICE AND FLOUR MILL, LEJI POYYARATH, KOOLIMUTTAM, 680691, Ph. 846559
151. RAHNA FLOUR MILL, EAST NADA, GURUVAYUR, 680101
152. VIJESH FLOUR MILL, XXIV/173 CHAVAKKAD MUNICIPALITY, 680506
153. FLOUR MILL, BEACH JUNCTION, VATANAPPALLY, 680614
154. SALI FLOUR MILL, CHANDAPPURA, KODUNGAILUR, 680664, 805523
155. AISWARYA FLOUR MILL, ANAMNDAPURAM, 680323, Ph. 883398
156. NESSY FLOUR MILL, ERAVATHOOR PO, 680734
157. GOOWAY FLOUR MILL, RANDUKAI, CHAIPPANRUZHI, 680621
158. AKHIL FLOUR MILL, PARAKKAL HOUSE, P O CHEMBUCHIRA, 680684
159. T P U SONS FLOUR MILL, PUNNAYURKULAM, 679561
160. KALLINGAL FLOUR MILL, VALAYAMTHODE, EOAKKAZHIYUR P O, 680515
161. MECHERY FLOUR MILL, MELOOR, CHALAKUDY, P O, KOOVAKATTUKUNNU, 680311, Ph. 2739883
162. DEEPTHI FLOUR MILLS, PALAPPILLY, CHALAKUDY, P O, 680311, Ph. 2733486
163. SREEMURUGA FLOUR MILL, POOLANI, MELOOR, CHALAKUDY, P O MELOOR, 680311, Ph. 2739628
164. MALAYATTIL FLOUR MILL, BEACH ROAD, VALAPPAD, 680507
165. VALIYAKATH FLOUR MILL, EDAMUTTAM, VALAPPAD, 680568
166. RAHATH FLOUR MILL, KARINGACHIRA, PUTHENCHIRA PO, 680682
167. JANISH FLOUR MILLS, KANNAMPUTHUR, CHENGALUR, 680312, Ph. 756797
168. POOTHOTT FLOUR MILL, P O PATHAZHAKD, 680668, Ph. 2851627
169. V K S FLOUR MILL, PO PERINJANAM, 680686
170. MUNEEER FLOUR MILL, THOTTEAKODE, CHELAKRARA, 680586
171. FASEENA FLOUR MILL, THOTTUMVCHIKKAL HOUSE, 680585
172. AMAL FLOUR MILL, PEENIKKAPARAMBIL HOUSE, ALOOR PO, 680683, Ph. 2726067
173. SHAMEEN FLOUR MILL, MATHILAKATHUVEETIL, CHENTHRAPINNI P O, 680687, Ph. 2877931
174. VEENUS FLOUR MILL, WADAKANCHERY POST, WADAKANCHERY, 680582,
175. SREENIVAS FLOUR MILL, P O KOORKKENCHERY, 680007, Ph. 2445192
176. KHADDEEJA FLOUR MILL, OLILAKANDI, MATHILAKAM, 680685, Ph. 847490
177. PULIKKAL FLOUR MILL, P O VENMENAD, KAIJMUCK, 680507,
178. AL_THAF FLOUR MILL, OLLUKARA, MANNUTHI, 680656, Ph. 8370212
179. KASMI FLOUR MILL, P O PAVARATY, KASHMIR ROAD, 680507
180. PATTATH FLOUR MILL, KIZHUPPILLIKARA, 680704, Ph. 2877842
181. RAHUL FLOUR MILL, ARAKULAM SOUTH METMALR, 680664, Ph. 807205
182. KARAVATH FLOUR MILL, KARANATH HOUSE, PADIYAM, 680641, Ph. 2634159
183. SHANIJA FLOOR MILL, VENKITANGU, 680510,
184. JITH FLOUR MILL,, MADAYIKONAM PO, 680712
185. AYYAPPA FLOUR MILLS, KOTTAPPURAM, METHALA
186. PELLISERY FLOUR MILL, VENGINISERY, PARAIAM, 580575,
187. PRAYAGA FLOUR MILL, EDATTUPAKAMBIL, THAYYUR, 680584
188. JANAKEEYA FLOUR MILL, THRITHALLOOR POST, VATANAPPALLY, 680619
189. KUNNATH FLOUR MILL, KUNNATHUMKARA, OLLUKKARA P O, TRICHUR, 680655
190. POLIKKAN FLOUR MILL, 6/339 CHOWANNUR, PUNJAYAT, PUDUSSERY PO, CHOOND, 680502
191. JISHA FLOUR MILL, WARD NO 7, HOUSE NO 160, KIZHUR, KUNNAMKULAM, 680503, Ph. 2528046
192. MKP FLOUR MILL, NEAR UNITY HOSPITAL, KATTURPANCHAYATH, 680702, Ph. 876347

193. TAJ FLOUR MILLS, MANNALAM KUNNU, PUNNAJOORKULAM
194. OV OIL & FLOUR MILL, VYLATHUR ROAD, KURANNIYUR PO, 679561
195. HAPPY OIL & FLOUR MILL, AMBUJA M C KUDAYAMPARAMBIL, PERUMPILAV P O, 680519, Ph. 581296
196. SHAFEER FLOUR MILL, PO PADIYUR, MUNJANAD, 680695, Ph. 861833
197. HAKKIM FLOUR MILL, KULANGARA HOUSE, 680584, Ph. 2580309
198. EDATHADAN FLOUR MILLS, P O ALOOR, ALOOR PANCHAYATH, 680683
199. ANUGRAHA FLOUR MILL, MALIKAVEETIL HOUSE, P O MALAPALLIPURAM, 680732
200. S.K FLOUR MILL, PO PERINJANAM, KOTTAMKULAM, 680686,
201. SONY FLOUR MILLS, P O MANNUTHY, THRISSUR, 680651
202. BISMILLAH FLOUR MILL, THOTTAPPU, KADAPPURAM, 680514,
203. JAILANI FLOUR MILL, POONTHRITHY ROAD, THOTTAPPU, POST MADU, 680512
204. NT FLOUR MILL, ANNAKARA, 2287318
205. TINOJ FLOUR MILL, KAIPAMANGALAM, 680681
206. BRIGHT FLOUR MILL, MARATHH, CHENTHRAPINNI, P O 17, 880687, Ph. 2837173
207. NILAS FLOUR MILL, NILAS FLOUR MILL, EDAVILANGUE, 680671
208. REJEENA FLOUR MILL, P.O.VADAMA, 680736, 2892540
209. SANISHA FLOUR MILL, PANAMBIKKUNNU, KAIPAMANGAL, 680681
210. EXCEL FLOUR MILLS, PALLSSERY P O, ARATTUPUZHA, 680562
211. RESMI FLOUR MILL, PO THALIKULAM, NEAR LPSCHOOL, 680569
212. MMR OIL AND FLOUR MILL, ELAVALLY, 680511
213. PRAVEEN FLOUR MILL, WEST TIPPUSULTHAN ROAD, VALAPPAD BEACH, 080567
214. JAFFAR FLOUR MILL, OVUPALAM, ORUMANAYOOR, 680512
215. SHIMAB FLOUR MILL, SOUTH WILLIAMS, ORUMANAYOOR, 680512, Ph. 2507750
216. VAIKKATTIL FLOUR MILL, THRITHALLOOR POST, VATAPPALLY, 680614
217. PAANDYALA FLOUR MILL, GANESHAMANGALAM EAST, VATANAPPALLY, 680614
218. SREE HARI FLOUR MILL, AYYAPPANKAVU ROAD, PERUMBILAVU, 680519, 532510
219. MAHESH FLOUR MILL, MAHESH FLOUR MILL, KOTHAPARAMBU, 680668, Ph. 807318
220. PANJIKKAREN FLOUR MILL, ALATHUR, ANNAMANADA P O, 680741
221. SAJID FLOUR MILL, KOLOTHUMPARAMBIL, CHENTHRAPINNI, 680687, Ph. 877792
222. RAJITHA FLOUR MILL, 1208 KANDANSSERY POST, 680102, Ph. 537760
223. VELIYATH RICE OIL AND FLOUR MILL, CHALAKUDY SOUTH, 680307, Ph. 701561
224. VALIYAKATH FLOUR MILL, VALIYAKATH, AEDATHIRUTHY PO, 680703, Ph. 876433
225. THALIYATH RICE OIL AND FLOUR MILLS, NEAR JTS, P O KORATTY, 680308, Ph. 2733404
226. M K K FLOUR MILL, MATHILAKAK, 680685, Ph. 844886
227. R M SONS RICE AND FLOUR MILL, ERATTAPUZHA, CHAVAKKAD, 680506, Ph. 2507693
228. SHAI FLOUR MILL, VICHATH, VELOOPADAM P O, 680303
229. NEREPARAMBIL RICE AND FLOUR MILL, P O VARAKARB, ALAGAPPA NAGAR, 680325, Ph. 753870
230. SUVI RLCE FLOUR MILL, KOPLIPADAM, P O PADY, 680699
231. SAMEENA FLOUR MILL, THAZHISSERY, THOZHIIYUR POST, 680520
232. ZAM ZAM FLOUR MILL, GURUVAYOOR ROAD, KOTTAPADI, 680505
233. NEETHU FLOUR MILL, POTTEKKAT, HOKUNDALIYOUR PO, 680616
234. KUNDUKULANGARA RICE AND FLOUR MILL, VADAKKUMMURY, PUTHENPEEDIKA, 680642, Ph. 2634142
235. A V RICE & FLOUR MILL, NAKKOLA, ANDATHOD P.O, 679564
236. ELSY FLOUR MILLS, MELADOR SHAPPUMPADY, 680741, Ph. 770460
237. JYOTHISH OIL RICE AND FLOUR MILL, VELLEATHERY HOUSE, CHITTANDA, 660584
238. PUYUVEETIL FLOUR MILL, BEACH ROAD, VATANAPPILLY, 680614
239. RINTO FLOUR MILL, KALLUR P O, THRISSUR, 680317
240. M C M RICE MILL, KANIPPAYOOR, 680517
241. JAIHIND RICE MILL, MULANGUNNATHUKAVU, 680581
242. THANIKKAL RICE MILL, MANALUR PO, 680617, Ph. 2630915
243. ALEX RICE MILL, MATTATHURKUNNU POST, MATTATHURKUNNU, 680684
244. MANJILAS RICE MILL, PO KUTTUR, 680581, Ph. 2420895
245. RASEELA RICE MILL, T A ABOBAKKAR, THOTTUNNAPEDIKATIL, 680584
246. AZIKODAN RICE MILL, AZ1KODAN HOUSE, P O POYYA, 680733
247. PULIKOTTIL RICE MILL, AYYAMPARAMBU, PAKEMPROAM, PORKULAM ANCT, 680503, Ph. 2580062
248. KUJUMOIDO RICE MILL, P O THANISSEKY, 680701
249. R V RICE MILL, KODANNUR, THRISSUR, 680574

250. GEORGE SON OIL & FLOUR MILL, PANACHERY, PATTIKAD POST, TRICHUR DT, 680652, Ph. 2283667
251. JANATHA RICE MILL, JANATHA RICE MILL, KUNNAMKUCAM P O, 680503, Ph. 2525734
252. PARACKAL RICE MILL, PARACKAL RICE MILL, KANDANASERY PO, 680602
253. FRANCIS RICE MILL, MURIGATHERY HOUSE, VELLATTINJUR, 680601, Ph. 2586249
254. JEESON RICE MILL, KURUMLA, CHELAKKARA, 680586, Ph. 453143
255. THANIKKAL RICE MILL, KIZHUR POST, KUNNAMKULAM, 680503, Ph. 2523943
256. JOHNSON RICE MILL, KONUPARAMBIL HOUSE, ANNANAD P O, 680324
257. THAZATH RICE MILL, P O PUDUKAD, MANALI, 680301, Ph. 752940
258. MULLAPPILLY RICE MILL, MULLAPPILLY HOUSE, MADATHUMPADY, 680733, Ph. 779194
259. MAS OIL MILL, THIRUVENKIDOM, HOUSING BOARD, GURUVAYOOR, 680101, Ph. 2550576
260. JAY OIL MILL, GEETHANJALI, NEAR PUNNATHUR KOTTA, POOKODE, 680505, Ph. 2557503
261. PUVATHUR OIL MILL, PUVATHUR, 680508
262. VIMAL OIL MILL, MULLASSERY, 680509
263. PULIKOTTIL OIL MILL, KANDANASSERY, 680602
264. UNNIRI OIL MILL, NEAR BANK CENTRE, MANALUR PO, 680617, Ph. 2631722
265. PULIKKOTTIC OIL MILL, JIMSON P , PULIKKOTIC HOUSE, 680584
266. THACHIL OIL MILLS, THACHIL HOUSE, P O POYYA, 680733
267. FAISAL OIL MILL, KADAPPURAM PO, 680514, Ph. 530069
268. HAPPY OIL MILL, PUTHUR, KAIPARAMBU POST, 680546, Ph. 211619
269. SAHYA OIL MILL, PERUMARATHUH, CHENGALUR P O, 680312, Ph. 154804
270. CHIRAYATH OIL MILLS, P O PUDUKAD, 680301
271. MSV OIL MILL, MADAKAVIL, INCHAMUDI, 680564
272. MHIRUVITHRA OIL MILL, MINI INDUSTRIAL ESTATE, THIRUVATHRA, 680510, Ph. 616539
273. KULANGARA OIL MILL, KULANGARA HSE, PUTHENPEEDIKA, 680642, Ph. 271953
274. UNITED OIL MILL, KADUKUTTY, CHALAKUDY, 680315, Ph. 0719249
275. MANIARIKKAL OIL MILL, MARUTTICHAL POST, 680014, Ph. 2689130
276. SURYA OIL MILLS, THIRUNELLOOR POST, MULLASSERY, 680509, 644219
277. PAUL`S OIL MILL, MULLAKKAL HOUSE, KURUMAL, 680601, 2585032
278. ST MARYS OIL MILLS, MATTATHUR 1287 A, KODAKARA, 680683
279. EDAMUTTOM OIL MILLS, VALIYRKATH, EDAMUTTOM, VALAPPAD, 2837531,
280. JAYCO OIL MILL, P.O ASSARIKKAD, THRISSUR, 680751
281. ROSE OIL MILLS, ALAGAPPANAGAR, P O BLAGAPPANAGAR, 680302, Ph. 2753286
282. LIMCY OIL MILL, KARIKKAD, 680519
283. SAUDHA OIL MILL, CHIRANELLUR PO, PATTIKKARA, 680501
284. VADAKKAN OIL MILL, THALAKKOTTUKARA PO, THALAKKOTTUKARA, 680501, Ph. 2562726
285. ANIC OIL MILL, VAZHALIPADAM, PAINKULAM, 679531
286. CHITILAPILLY OIL MILL, SHOLOOR POST, PHOLOOR PUNCHAYATH, 680552, Ph. 2285462
287. SWAGATH OIL MILL, P O NELLAYI, KANCHANA MOHANAN, NAMBUKULANGARA HOUSE, 680323
288. MODERN OIL MILLS, VARADIYAM, 680541, Ph. 2211154
289. THACHETHUKUDY RICE AND OIL MILL, KUTTICHIRA, 680721
290. ST SEBASTIAN OIL MILL, ST SEBASTIAN OIL MILL, CHITTATTUKKARA, 680511, Ph.642377
291. UMESH OIL MILLS, KORECHAL, 680684
292. CCT OIL MILL, CHERUVATHUR HOUSE KUMALANGAD, 680584, Ph. 2433150
293. ANGURAN OIL MILL, THALIAKONAM, MADAYIKONAM PO, 680712, Ph. 2888695

III] Unregistered agro-enterprise units

1. Nurseries

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| 1. | K.M Shajeed Shalimar Agri farm, Mulayam Road, Near Recreation Centre Mullakkara, Phone : 9388407938 | 2. | M.K. Dicson Menachery House, Mannuthy P.O |
| 3. | M.K. Vargheese Menachery House, Mannuthy P.O Phone : 9847225223 | 4. | M.K Anthony Menachery House, Mannuthy P.O Phone : 0487 – 3093303 |

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| 5. | C. C. Johny Grand Nursery, Vellanikkara P.O Phone : 9447467169 | 6. | Biju Thadikkaran Tees Orchards and Nurseries P.O Vellanikkara |
| 7. | Velayudhan Rayirath Nursery, Tes [via] Mannuthy, Phone : 0487- 2375693 | 8. | K. S. Vinodh Ambadi Gardens, Karikmthara House Madakkathra, Phone : 9447526862 |
| 9. | M. J. Jiju Kerala (P) Agricultural Farm Menachery House, Madakkathra P.O, Phone : 0487 - 2694047 | 10. | M. K. Jose Kerala (P) Agricultural Farm Menachery House, Madakkathra P.O, Phone : 0487 - 2694047 |
| 11. | K. P. Sathyan Pioneer Agri Farm, Kaliyath House, Madakkathra P.O, Phone : 0487 - 2695556 | 12. | C. P. Baby Chungath House, Madakkathra P.O Phone : 0487 - 2695554 |
| 13. | C. P. Simon Greeshma Rose Garden, Madakkthra P.O, Phone : 9846121936 | 14. | M.K. Johnson Jasmin Nursery, Mullan House Madakkathra P.O, Phone : 0487 - 2694106 |
| 15. | M. K. Andrusse Menachry House, West Vellanikkara, Madakkathra P.O | 16. | V. S. Sukumaran Visiapat House, Madakkathra P.O Phone : 0487 - 2694731 |
| 17. | V. S. Krishnan Visiapat House, Madakkathra P.O Phone : 0487 - 2694734 | 18. | Krishnan Parakkal House, Madakkathra P.O Phone : 0487 - 2693312 |
| 19. | P. R. Suresh Babu Parappurat House, Madakkathra P.O | 20. | C. R. Jimmy Chungath House, Madakkathra P.O |
| 21. | P.K. Balakrishnan Parakkal Agri Horti Nursery Pullanikkad, P.O. Madakkathra Phone : 0487 - 2695478 | 22. | N. R. Valsan Srivalsam Agri Farm, Pullanikkad, P.O. Madakkathra, Phone : 0487 – 2695478 |
| 23. | P.S. Jayachandran Parakkal House, Pullanikkad, P.O. Madakkathra, Phone : 0487 - 2694324 | 24. | M. I. Francis Mebile Garden, Menachery House Mannuthy P.O, Phone : 0487 - 2370352 |
| 25. | C. L Vincent Chirayath Manjila House Mannuthy P.O, Phone : 0487 - 2372721 | 26. | O. B. Devanand Devi Agricultural Farm, Pullanikkad, P.O. Madakkathra, Phone : 0487 - 2695255 |
| 27. | C. L. Inasu Chirayath Manjiyil, Mannuthy P.O Phone : 0487 - 2370014 | 28. | P.J Davis Pallissery Gardens, Pullanikkad Phone : 0487 - 2695329 |
| 29. | M.I Vargheese Grace Nursery, Menachery House, Pullanikkad, Phone : 0487 – 2370869 | 30. | C. A. Gopinathan Deen Rose Garden, Chakkalakkal House, Vellanikkara P.O, Madakkathra, Phone : 0487 - 2372925 |
| 31. | M. I. Jose Appolo Rose Garden, Mannuthy, Phone : 0487 - 2695030 | 32. | Jose Menachery National Rose Garden Pullanikkad, Phone : 0487 - 2370563 |
| 33. | K. R. Balakrishnan Balachandra Agri Farm, Kakkaparambil House, Madakkathra P. O, Phone : 0487 - 2694277 | 34. | K. K. Madhavan Kottikal House, Pandiparambu, P.O Vellanikkara, Phone : 0487 - 2694746 |
| 35. | C. L. Johnson Jisha Garden, Chirayath Manjiyil, Pandiparambu, P.O Vellanikkara, Phone : 0487 - 2694249 | 36. | V. S. Gopalakrishnan Valaningatt House, Kurichikkara P.O Phone : 0487 - 2695013 |
| 37. | Sreenivasan Sindhya Agri Farm, P.O Madakkathra | 38. | K. V. Kareem Konarath House, Madakkathra P.O |

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| | | | Phone : 0487 - 2694934 |
| 39. | K. G. Gopinath Kallada Gardens Kallada House, Madakkathra P.O Phone : 0487 - 2371836 | 40. | V. G. Unnikrishnan Vadukkot House, Vellanikkara P.O Madakkathra, Phone : 9349425077 |
| 41. | C. C. Wilson Vini Agri Farm Chirayath Manjiyil House, P.O Nettissery, Phone : 0487 - 2372680 | 42. | K. N. Rajesh Rajesh Nursery, Kalappurath House Mannuthy, Phone : 0487 - 2372592 |
| 43. | C. C. George C. C. Garden, Chirayath Manjiyil Nettissery P.O, Phone : 0487 - 2373386 | 44. | K. B. Balachandran Kizakkuveetil House, Vellanikkara P.O (W), Madakkathra, Phone : 0487 - 2373386 |
| 45. | Jomar Jose Jose Gardens, Enokkaran House, Nettissery P. O, Phone : 0487 - 2371207 | 46. | K. P. Varghese Kunnappuzha Agri Farm, P.O. Nettissery, Phone : 0487 - 2373401 |
| 47. | A. A. Jose Eluvathingal House, Nettissery Phone : 0487 - 2375222 | 48. | M. K. Davis Mambra Nursery Mambra House, Mukkattukara Phone : 0487 - 2372056 |
| 49. | C. J. Varghese Mukkattukara Nursery, Chirayath Phone : 0487 - 2372898 | 50. | K. C. Madhevan Kottaparambil House, P. O. Vellanikkara, Phone : 0487 - 2375067 |
| 51. | T. C. Asokan Santhi Agri Farm Thandassery House, Mannuthy Phone : 0487 - 2693315 | 52. | K.V. Baby Benjamin Nursery Kariyatil House, Mannuthy Phone : 0487 - 2372722 |
| 53. | M. A. Poly Menachery House, Mannuthy Phone : 9947310351 | 54. | M. A. Joy Menachery House, Mannuthy, Nettissery P.O, Phone : 9249898596 |
| 55. | M. A. Shibu Motherland Nursery, Menahery House, Mannuthy, Phone : 0487 - 2371788 | 56. | G. M. Jinto Gee Yem Gardens, Nettissery P. O, Mullakkara, Phone : 0487 - 2374216 |
| 57. | T. Vasudevan Sastha Nursery, Thekkoot House, Nettissery P. O, Mannuthy, Phone : 0487 - 2370474 | 58. | K. K. Joju Kevies Nursery Kannampuzha House, Mannuthy Phone : 0487 - 2373508 |
| 59. | T. V. Gopinathan Thengumpully House, Pullanikkad Madakkathra P. O | 60. | Paul Thomas ESAF Herbal Garden Chembuthra, Pattikkad P. O Phone : 0487 - 2282312 |
| 61. | V. S. Venugopal Vysyapatt House, Madakkathra Phone : 9446872731 | 62. | K. K. Ravi Pooja Nursery, P.O. Mannuthy Phone : 9847053097 |
| 63. | K. S. Suresh Kullamburath House, Pullanikkad P.O. Madakkathra | 64. | K.V. Prabhakaan Karamkottu House, P.O. Madakkathra |
| 65. | A.V. Kishad Sree Ayyappa Nursery Avilissery House, Vellanikkara P.O, Madakkathra, Phone : 0487 - 2373173 | 66. | V. G. Raveendran Paradise Nursery, Vellanikkara [W] P.O. Madakkathra, Phone : 9349823533 |
| 67. | Radhakrishnan Peramangalam Nursery, Vellanikkara, Phone : 0487 - 2376035 | 68. | A. V. Vinod Avilissery House, Vellanikkara, Madakkathra P.O, Phone : 0487 - 5531836 |
| 69. | P. K. Suresh Pambungal House, Mannuthy | 70. | K. G. Madhu Vilakkathra House, P. O. Nettissery |

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| | | | Phone : 0487 – 2693465 |
| 71. | K. C. Krishna Kumar Athul Nursery Kombath House, Panmachakam P.O, Mannuthy, Phone : 0487 – 2373562 | 72. | A. K. Sudhakaran Oothapilly, Vellanikkara [W], P.O. Madakkathra, Phone : 0487 - 2373903 |
| 73. | P. V. Dharman Sree Dharma Nursery Podiyeda House, Pullanikkad P.O, Madakkathra, Phone : 0487 - 2694786 | 74. | Ajith Nettissery Alex garden, nettissery P.O, Phone : 9847533251 |
| 75. | M. P. Prakash Ashwin Nursery Moorthattil House, Vellanikkara Phone : 0487 - 2375771 | 76. | T. C. Abraham Chirayath House Vellanikkara P.O, Madakkathra Phone : 0487 – 2372341 |
| 77. | C. K. Varghese Chirayath Puliyannur, P.O. Nettissery, Phone : 9388519448 | 78. | V. G. Sukumaran Kumar Bhavan, P.O Nettissery |
| 79. | Anitha Mohan Aiswarya Nursery. Mannuthy Phone : 0487 – 5540564 | 80. | Jomy Central Agri Farm Thadikkaran House, Phone : 0487 – 2375231 |
| 81. | P. N. Balakrishnan Parakkal House, Therambam, Madakkathra P.O | 82. | M. V. Baiju Menachery House, Mannuthy |
| 83. | Pushpa Gopalakrishnan Aswathy Nursery Kovath House, Vellanissery P.O Phone : 0487 – 2694739 | 84. | V. S. Mohanan Vysyappat House, Madakkathra P.O Phone : 0487 – 5543023 |
| 85. | Girish Babu Kuttu's Nursery, Vellanissery | 86. | K. V. Thilakan Kaliyath House, Vellanikkara [W] Madakkathra P.O, Phone : 0487 – 5535239 |
| 87. | C. G. Radhakrishnan Chemmanad House, Vellanikkara [W], Madakkathra P.O. | 88. | Davis Arimboor House [Kandath] Mannuthy P.O |
| 89. | N. V. Anto Malabar Agri Farm Phone : 0487 – 2253443 | 90. | P.N. Ramachandran Parappurath Gardens and Nursery Elambrakavu, Vellanissery P.O Madakkathra, Phone : 0487 – 2695552 |
| 91. | P.R. Mohanan Parakkal House, Pullanikkad Madakkathra P.O, Phone : 0487 - 2394076 | 92. | M.K. Asokan Deepa Agri Farm Pullanikkad, Madakkathra P.O. Phone : 0487 – 2693315 |
| 93. | K.G. Balakrishnan Bhagyalekshmi, Pullanikkadu, Madakkathra P.O, Phone : 0487 - 2694739 | 94. | V. G. Suresh Aswathi Nursery Vadakkoott House, [W] Vellanikkara P.O Madakkathra |
| 95. | P.K. Joseph Universal Agri Farm Poothamkuzhiyil House, Vazhakkumpara, Chuvannamannu P.O, Phone : 0487 - 2283793 | 96. | M. M. Paili Makkattil Gardens Vazhakkumpara, Chuvannamannu Phone : 0487 - 2282312 |
| 97. | A. C. Balan Akhila Nursery Appakattil House, Vazhakkumpara Chuvannamannu P.O, Phone : 0487 – 2284460 | 98. | U. Sudhakaran Rayirath House, Pattikad P.O Phone : 0487 - 2282136 |

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| 99. | Jose Syriac Nirappel Nursery Chanoth, Pattikad P.O Phone : 0487 - 2282467 | 100. | P.P.Chandran Murali Nursery Panachery, Pattikad P.O Phone : 0487 – 2282139 |
| 101. | K. Velayudhan Nair Green Valley Nursery Kallupalam, Pattikad P.O Phone : 0487 – 2284152 | 102. | A. K. Jose Kairali Agri Farm Pattikad P.O, Phone : 0487 – 2282146 |
| 103. | K. R. Krishna Kumar Haritha Nursery Mudicode P.O, Pattikad Phone : 0487 – 2282169 | 104. | Chandran Kutty Garden Centre Tottapady, Opp. KAU Main Gate Mullakkara P.O, Mannuthy Phone : 0487 – 2371890 |
| 105. | Sukumaran E. S Edakkattil House P.O Koottala, Chavarampadam | 106. | Anto St. Antony's Nursery Mannuthy |
| 107. | O. J Lorens Malabar Coconut Farm P.O. Maruthayoor, Pavaratty Phone : 0487 – 2640763 | 108. | P.T Mani Raja Nursery Mannuthy, Phone : 9447220493 |
| 109. | Seren Antony Alappat gardens Madakkathra, Phone : 0487 – 2695708 | 110. | Thomas M. K Palathingal Garden P.O Peramangalam, Phone : 0487 – 2211278 |
| 111. | Sudhi Karuppath P.O, Kurichikkara Thanikkudam, Phone : 0487 – 2694887 | 112. | Gopan Parakkal House Madakkathra |
| 113. | M/s Kozhukkara Gardens Mambra, Erayamkudy – 680 308 | 114. | M/s Vrindavan Nursery Annamanada P.O., Kalloor |
| 115. | M/s Aiswarya Gardens Kaathikoodam P.O., Annamadu, Koratty, Chalakkudy | | |

2. Others

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| 1. | Deepam Palm Dishes Kuriachira, Thrissur | 2. | Foster Food Thrissur |
| 3. | Double Horse Food Products Pottakulam, Nellikunnu Road Thrissur | 4. | Biodale Unit Lata Santhosh, Happy Home Vellanikkara West, Madakkathra P.O Phone : 9846334689 |
| 5. | Vidyarajan Sreelakshmi Handicrafts Tirutiyil House, Manalur Phone : 9846247943 | 5. | Chem Exports Pvt. Ltd. MO Road, Post Box no.111 Thrissur-0 Phone No :-91-48-422986 Cropseeds, reforestation & plantation products, agricultural equipments,, |
| 6. | SS Products SabahVilla, Cheruthuruthy, Thrissur, Kerala, Thrissur-679 Phone No :-094475 27187 Coir door mats, mattings, Jute mattings & cotton carpets,, | 7. | Rini Cups & Plates 'Harini Nivas', TC1/31/387 Pushpagiri, Poonkunnum Thrissur-680002 Phone No :-0487 2386516 Areca Sheath plates, Paper cups & plates |

Coconut Processing Units

| | | | |
|-----|---|-----|---|
| 1. | Green Indus Group VII/312-A, Mathilakom P.O Via Kodungallur, Thrissur Phone : 0480 - 2850113 | 2. | Chinnu's Coconut Products Muttithadi P.O , Thrissur - 680317 Phone : 0487 – 2387174 |
| 3. | Arikkat Oil Industries Aloor, Irinjalakuda, Thrissur – 680683, Phone : 0488-2720268 | 4. | Kundoor Coconuts Pvt. Ltd. Kundoor P.O, Thrissur - 680734 Phone : 0480 - 2779174, 2779111 |
| 5. | Keratech Pvt Ltd. Keramitra Bhavan, Engandiyoor P.O, Thrissur - 680 615 Phone : 0487 – 2296393, 2294515 | 6. | KLF Oil Industries P.O Box 40, Irinjalakuda Fr Dismas Road, Thrissur - 680125 Phone - 480 2826705 |
| 7. | KPL Oil Mills P Ltd PB No.2, Kodungallur Road Irinjalakkuda, Thrissur - 680121 Phone – 0480 – 2823313, 2825222 | 8. | Sree Lakshmi Coconut Complex Arattupuzha, Souparnika, Karuvannur P.O, Thrissur - 680711 Phone – 0480 - 3091073 |
| 9. | Saritha Flour and Oil Mills Mambra P.O, Koratty (Via) Thrissur – 680308 Phone - 0488-2732197 | 10. | Trinity Oil Mills Attore Road, Kuttur, Thrissur – 680013, Phone - 0488-2387451 |
| 11. | Sterling Coconut Oils and Cakes P Ltd. Cherpu, Thrissur - 680561 Phone – 0487 – 2342246, 2342337 | 12. | Kerala Solvent Extraction Ltd. P.B No. 20, Irinjalakuda - 680121 Phone – 0480 – 2825476, 2825576 |
| 13. | Ukkens Copra Centre and Oil Mills Edakulam P.O, Irinjalakuda Thrissur Phone – 0480 – 2821721, 2822721 | 14. | D and D Agri Products Vadama P.O, Pambummekkad Road, Mala, Thrissur – 680736 Phone – 0488-2891970, 2892490 |
| 15. | Asoka Oil Mill Muriyad, Thrissur – 680694, Phone : 0487-2881149 | 16. | Virgin Plus Coconut Oil Eangandiyur, Thrissur |

3. Sericulture

| | | | |
|-----|---|-----|--|
| 1. | Ramachandran Tharaparambil [H], P.O Kodali Kadambur, Phone : 954802742230 | 2. | Subran Pallivalappil House, Padi P.O Kodali, Phone : 9495431085 |
| 3. | Venugopal Kattungal House, P.O Padi | 4. | Sahdevan Alon House, Muppliam P.O |
| 5. | Sankarankutty Karnath House, Padi P.O Kodali, Phone : 9744187715 | 6. | Dominic Bose Malakkal House P.O Vellikulangara, Monady Phone : 9495131739 |
| 7. | Vargheese K.P Koppli House P.O Kodali, Kadambodu | 8. | Varghese Monady Kunnath House, Vellikulangara P.O |
| 9. | Biju Panadan Panadan House, Kodali, Padi P.O, Mattathur | 10. | V. M. Varkey Valappan House, Thiruttiparambu P.O, Chalakkudy |
| 11. | N.K. Johnson Nayathodan House, Analur P.O Thiruttiparambu, Chalakkudy | 12. | Kurian Arangassery House, Mundur P.O |

4. Apiculture

| | | | |
|-----|---|-----|--|
| 1. | George Jude C.V Chazhour House, Santhigramam Mullassery P.O, Phone : 0487 – 2262706 | 2. | N. U. Chandran Naduvilpurakkal House Kolangattukara, Ollussery P. O Phone : 0487 – 2280754 |
| 3. | Ajayakumar M. R Madathiparambil House Avinissery P.O | 4. | Baburaj V. S Vahiyaparayil House P.O Nanadu, Phone : 0487 – 2631225 |
| 5. | K.T. Jacob KochukunnelHouse, Viruppakkam Vazhani Post, Vadakkancheri Phone : 954884 265709 | 6. | C. A. Abdul Salam Cherathuvalappil [H], P.O Vazhani Via Indakkancherry, Phone : 0487 – 2265698 |
| 7. | Joy Cyriac M/S Chinnu Products Alangad, Muttithadi P.O Phone : 0480 - 2755931 | 8. | Sunny P.T Poolakkal House Karippakunnu, Pattikad P.O |
| 9. | P.K. Shyam Geayes Foods Valappad Beuh, Phone : 0487 – 2396123 | 10. | Jessy Lonappan Puttukara [H], Kuttur Phone : 0487 – 2212376 |
| 11. | Laila K. M. Parambil House, Ollukara | 12. | Sajaya Kumar Bharath Honey, Avinissery |
| 13. | T. O. Thomas Thokalath [H], Gugal Street Nellikunnu, Phone : 0487 – 2680005 | 14. | Prof. A. I. Thomas Sarasam, Angamali Phone : 0484 – 2454782 |
| 15. | A. V. Parthan Alapuzha [H], Thambankadavu Tallaikulam, Phone : 0487 – 2603106 | 16. | Joshy Anto Muringathery [H], Kundannur P.O (Via) Wadakkancherry, Phone : 954884230593 |
| 17. | P.V. Abdul Gafoor Panikkavetel [H] Eranulur P.O | 18. | P.T. Sunny Puzhkail House, Karuppukunnu, Kottala P.O, Phone : 9349425794 |
| 19. | Joyesh Antony Mecherikunnil [H], Chelikuda P.O Pazhayannur | 20. | P. S. Prasad Poovathumkadal [H], 106 – Mayura Apartments, P.O. Ayyanthole |
| 21. | M. Unnikrishna Menon Pranavam, Paliyam Road Phone : 0487 – 2335108 | 22. | Lijo Joseph Thachamperil House, Vaniyampara P.O, Phone : 9446873696 |
| 23. | Jose K.I Kalarickal [H], Asarikadu P.O Phone : 0487 – 2686029 | 24. | Joseph C.M Chirammal [H], Pulinchod Ramavarmapuram P.O Phone : 9387424982 |
| 25. | K. M. Viswambharan Kozhissery [H], P.O Thrithallore Phone : 0487 – 2603272 | 26. | Aneesh T.V Thekkedath [H], P.O Thaikkattussery Phone : 9388592468 |
| 27. | Jessy Babu Mathoor House, Veittukadu P.O Phone :0487 – 2689717 | 28. | C. M. Baby Kairali Honey, Kodaly Kodakara, Chalakkudy |
| 29. | P.M. Sulaiman Thoykkottu P.O, Kodakara Via | 30. | A. V. Kurian Anikkattu House, Assanikkad P.O Phone : 0487 – 2689144 |

5. Floriculture

| | | | |
|----|---|----|--|
| 1. | Tara Vineeth Thottathil, Near Mission Hospital Phone : 0487 – 2428106 | 2. | Luxi Rose Rose Villa, Mala Phone : 99953 23899 |
| 3. | Kusuma Gopalakrishnan Natika, Thrissur Phone : 9349391307 | 4. | Sathi Thoppil, Perinjanam |
| 5. | Baby Clement Kannara, Phone : 0487 - 2283173 | | |

6. Mushroom

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|----|--|----|---|
| 1. | K. Unnikrishnan Maheshwara Mushroom, Mala Phone : 9446232746 | 2. | Shaju E.M Edathada, Aloor Phone : 9846097176 |
| 3. | Deepa E.U P.O Chiyaram, Thrissur – 26 | 4. | Saju Francis Alangurath House, P.O Pullut Chappara, Kodungallur Phone : 0480 - 2807993 |

7. Ornamental Fish Farming

| | | | |
|----|---|----|---|
| 1. | Golden Aquarium Near Mission Hospital, East Fort | 2. | Fish Park N.H. Bypass, Marathakara Phone : 0487 - 2352543 |
| 3. | Aquarium Point East Fort, Thrissur | 4. | Green Plants And Aquarium West Fort, Thrissur |
| 5. | Rosen Fisheries Marttakkada, Thrissur | | |

8. Dairy

| | | | |
|-----|--|-----|--|
| 1. | Narayanan Pazhangapparambil, Mangadakara Anthikkad | 2. | Jose Paul Alappat, Pazhuvil West Pin – 680 654 |
| 3. | Jayapalan Pottekkat, Chirakkal | 4. | Peter Jose Pallikaunnath, Karamukku Kandassankadav P.O |
| 5. | Sreenivasan Guruvayoor Chavakkad Block | 6. | Kamarudheen Punnayoor Chavakkad Block |
| 7. | Kolambo Jose Nada, Irinjalakkuda | 8. | Chandrasekharan Thandassery, Korumbussery |
| 9. | Devassy Velakkanadan, Irinjalakkuda | 10. | Malathy Chelur, Irinjalakkuda |
| 11. | Devassykutty Thanisserikkaran, Irinjalakkuda | 12. | Vargheese Padayattil, Irinjalakkuda |
| 13. | Unni Namyaruveetil, Irinjalakkuda | 14. | George Pallan, Gandhigramam |

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| 15. | Devassy Pulikkotil, Kandeswaram | 16. | Mukundan Menon Indu Vihar, Irinjalakkuda |
| 17. | Ramanathan Thuprath, Porathissery | 18. | Valsalan Cheriyil, Moorkanad |
| 19. | Parameswaran Thelappilly, Irinjalakkuda | 20. | Sankaran Kannattuparambil, Mapranam |
| 21. | Jose Maliekkal Vellani, Karalam | 22. | C.S.T. Farm Muriyad, Irinjalakkuda |
| 23. | Shahul Hameed Tuluvancheri, Illikkal | 24. | Davis Chazhur, Rappal |
| 25. | Johnson Pondukkal, Nandikkara | 26. | Gopi Allivalappil, Nellore |
| 27. | Anson VKG Dairy Farm Vadakkott Putty, Pavaratty | 28. | Rajesh Thorayil, Vembanad Pavaratty |
| 29. | N. K. Subramanian Mullassery | 30. | Devi Naduvil Kunnu, Cherumukku |
| 31. | Suryan Nandilath, Poothole | 32. | Preman Klarikkal, Poothole |
| 33. | Charles Chittilappilly, Thrissur | 34. | Babu Alingaparambil Kuttankulangara |
| 35. | Krishnaswamy Illath Veedu, Veliyannur Thirssur | 36. | Ambiswamy House No. 25/624, Karikkakath Lane Thirssur |
| 37. | Vinayan Osho Farm Pattikkad, Pananchery | 38. | Umesh Narepparambil Amrithanjali Farm, Vazhakkumpara Pananchery |
| 39. | Babu Veliyath Puthur Cattle Farm Chandanakkunnu, Puthur | 40. | Sasi Kaippilly House, Natyanchira Chelakkara |
| 41. | Sunny Rose Valley, Panjal | 42. | Gopi Mandathara House, P.O Perambra |
| 43. | Antu Kolampran, Puthukulangara | 44. | Jose Koonan House, Kodakara |
| 45. | Sukumaran Chakkittedath, P.O. Konathukunnu | 46. | Sankaran Attassery, Konathukunnu |
| 47. | Abdul Sageer Pallath, P.O. Vellangallur | 48. | Suseela Athiyarathuparambil P.O Konathukunnu |
| 49. | Sahajan Akliparambil, P.O. Vellangallur | 50. | Fathima Thaiparambil, P.O. Valivattom |
| 51. | Ammu Alayam, Puhtenchira [E] | 52. | Legent Farms Mathiyathukunnu, Puthenchira |
| 53. | Manath Rajendran Vellor, Puthenchira | 54. | Navjeevan Nellissey, Avittathur |
| 55. | Prince Kokkat, Thumber | 56. | Jolly Thaithara, Pattepadam |
| 57. | Vidyasagar Cheriyil, Kaduppassery | 58. | Subramanian Kodakkaparambil, Kottanellur |
| 59. | Ratheesh Kumar Panapparambil, Thumber | 60. | Shaju Thoduparambil, Kaduppassery |
| 61. | Vasudevan Nambeel, Kallamkunnu | 62. | Ramesh Thachilath Parambil, Peechanangadi |
| 63. | Mohanan | 64. | Jayanthi Gopi |

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| | Kayyalakkal, Kottanellur | | Kanukkadan, Kottanellur |
| 65. | Premavathy Marath, Pootharkkal | 66. | Suhara Pallathuparambil, Ettumana |
| 67. | Sivan Pallissery, Vallachira | 68. | Kaipully Sasi Natyanchura, Chelakkara |
| 69. | Omana Sasidharan Ebrammadathil, Thingappara, Pattiparambu | 70. | Muhammad Manamkandath, Kadavallur |
| 71. | Unni warriar Chanredath, Porkulam | 72. | Latha Ajithkumar Kairali Farm, Chittanjoor |
| 73. | Viswambaran Aynipully, Kunnankulam | 74. | Chandran Vattaparambil, Ariyannur |
| 75. | Bhaskaran Thamarassery, Mattom | 76. | Jose Panengadan Kumbalamkadu, Wadakkancherry |
| 77. | Sherly Chowallur, Wadakkancherry | 78. | Vasanthi Radhakrishnan Alengat, Enkakad |
| 79. | Nandan Puthenpurakkal Kumaranellur | 80. | Vijay Perumbil Thoppil, Kumbalamkadu |
| 81. | Ramesan Punnamparambil, Enkakad | 82. | Suresh Melembad, Kumaranellur |
| 83. | Paul Vadakkan Kumbalamkadu, Wadakkancherry | 84. | Sumithra Kalmpurakkal, Marathukunnu |
| 85. | Ramakrishnan Valayamparambil, Kumbalamkadu | 86. | Soman Valayamparambil, Kumbalamkadu |
| 87. | Hameed Nalakath, Wadakkancherry | 88. | Raman Kochupurakkal, Onnamkallu |
| 89. | Vasanthakumari Kizhakkedath, Enkakad | 90. | Prabhakaran Kunnathully, Paruthipra |
| 91. | Roy Akkarapatty, Paruthipra | 92. | Kunjappan Kumbalamkadu, Wadakkancherry |
| 93. | Jose Neyyan Kumbalamkadu, Wadakkancherry | 94. | Mohanan Valayamparambil, Kumbalamkadu |
| 95. | Amina Tharupeedikayil, Wadakkancherry | 96. | Lohidakshan Valayamparambil, Wadakkancherry |
| 97. | Aravindakshan Vellathery, Kumaranellur | 98. | Mani Kuttiyattil, Kumaranellur |
| 99. | Jacob Vadakkan, Kumbalamkadu | 100. | Chandrasekharan Kalampurath, Enkakad |
| 101. | Murali Poonkunnath, Enkakad | 102. | Mani Karyambat, Wadakkancherry |
| 103. | Gopalakrishnan Vettiyamkunnath, Varavoor | 104. | Balan Thumarakunnath Colony, Varavoor |
| 105. | Narayanan Kondathody, Kumarappanaram | 106. | Alphonsa Aloor, Trichur |
| 107. | Bhaskaran Chenangamparambil, Puthissery | 108. | Sidharthan Kalassery, Puranattukara |
| 109. | Bose Neelambilly, Puranattukara | 110. | Manoj Kannath, Puranattukara |
| 111. | Gopi Kuriyakkot, Puthissery | 112. | Surendran Edasseryvalappil, Choorakkattukara |
| 113. | Sunil Mullakkal Farm, Choolissery | 114. | Ramachandran Chilankaliyath, Thangaloor |
| 115. | Sheela Chellari, Thangaloor | 116. | Narayanan Madichimbara, Varadium |
| 117. | Jayan | 118. | Ranji John |

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| | Karnamkott, Varadium | | Manjilas Farm, Choolissery |
| 119. | Gopi Menon Kottapurath Veedu, Velappaya | 120. | Manoharan Gokulam Products Alooparambil House, Thazhekkad |
| 121. | Mohandas Mankara House, P.O Thazhekkad | 122. | Yohannan Punnelparambil House, Aloor |
| 123. | Baby John Vadakkepeedika House, Aloor | 124. | Babu John Vadakkepeedika House, Aloor |
| 125. | Baiju Edathadan Aloor, Thrissur | 126. | Davis Chatteli, Aloor |
| 127. | T. C. Johny Thandiyekkal, Aloor | 128. | Susmeran Kannankalil, Aloor |
| 129. | Thomas Thommana, Aloor | 130. | Devassykutty Parakkal, Aloor |
| 131. | Jaisonm Kokkat, Aloor | 132. | Rajeev Perumpilly, Poopathy |
| 133. | Antony Palliyil, Poyya | 134. | Chamakkat Vazhapilly Antony Puliparambu, Poyya |
| 135. | Shanmughan | 136. | Shanmughan Kaithakkad, Poyya |
| 137. | Ambika Pulikkaparambil, Poyya | 138. | Antony Palliyil, Poyya |
| 139. | Subramanian Kuryparambil, Pallipuram | 140. | Sudheer Surya Farm, Vadama |
| 141. | Sibi Pazhayatti Astamichira, Mala | 142. | C. D. Kunjuvareed Chattukam, Thanissery |
| 143. | Antony Aykunnath, Kuzhur | 144. | Devassy Kalaparambath, Kuzhur |
| 145. | Sindhu Kuzhur, Thrissur | 146. | Johnson Kuzhur, Thrissur |
| 147. | Raghu Kuzhur, Thrissur | 148. | Joseph Kuzhur, Thrissur |
| 149. | Dhanasekharan Kumbalath, Kuzhur | 150. | Antony Manjhali, Thumbarassery |
| 151. | Ramakrishnan Mullappally, Kuzhur | 152. | Fino Alathur, Annamanada |
| 153. | Sony Varghese Elinjipilly, P.O Meladoor Annamanada | 154. | George Kunnathuparambil, Annamanada |
| 155. | George Kunnathuparambil, Annamanada | 156. | Hari Kolatheri, Pallissery, Annamanada |
| 157. | Murukan Pallissery, Annamanada | 158. | Raju Meladoor, Annamanada |
| 159. | Khader Olaparambil, Edayattur | 160. | Krishnan Kadukandathil, Annamanada |
| 161. | Thomas Payappilly, West Koratty | 162. | Thomas Mainadiparambil, West Koratty |
| 163. | Wintage Farm Pindani, Melur | 164. | George Moothedan, Kallukuthy |
| 165. | Jacob Palatty, Kallukuthy | 166. | Subran Koovakkaran, Poolani |
| 167. | Jacob Mulangadan West Chalakkudy | 168. | Paul Mulangadan Chalakkudy |
| 169. | Duglus Kadukutty, Thrissur | 170. | Shaji Chirayanath, Elinjhipra |

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| 171. | Varghese Painadath, Mothirakanni | 172. | Mary Kalathil, Kanjirappilly |
| 173. | Pylykutty Kayyeli, Pariyaram | 174. | Varghese Kayyeli, Pariyaram |
| 175. | Appu Mundoli, Munipara | 176. | Joy Vadassery, Pariyaram |
| 177. | Raghavan Velookkara, Pariyaram | 178. | Baby Pulikkal Vetilappara, Athirappilly |
| 179. | George Thekkan Machampilly Vetilappara | 180. | Mathew Elanjhikkal, Chiklayi Athirappilly |
| 181. | Chithirakani Malakkappara, Athirappilly | 182. | Karuppayya Malakkappara, Athirappilly |
| 183. | Sajeevan Kandathil, Vetilappara | | |

9. Poultry

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|----|--|----|---|
| 1. | Aiswarya Egger Nursery Maramcode, Chaipankuzhy | 2. | E.V. Antony Eluvathingal House, Pattikkad P.O |
| 3. | Jayanthan P.A. Puthoor House, Kaipamangalam Phone : 0480 – 2840640 | 4. | Jose Joseph Amicatu House, Pady P.O. Mankuttiadam, Phone : 9447285271 |
| 5. | P.C. Chacko Poonamkavil House Mavancode, Chettikulam P.O | 6. | Trueline Poultry Farm Pattikkad, Pananchery |

Inventory of Agripreneurs in the Thiruvananthapuram District

I] Agro-enterprise units registered with the Department of Industries and Co-operation (On-farm and Off-farm)

1. POORAM FOODS, KATTAYKONAM, VIII/675 KATTAYKONAM
2. AISWARYA BAKERY, BLDG. NO. V P XIII/479 ALAYETTU, VILAPPIL
3. JAYA GRASS PAYA , MALIKAVILAKOM PUTHEN VEEDU, C.P. IX/362 CHENKAL
4. SASI COIR WORKS, PERUMKUZHI, A.P.II/1016,A.P.I/508, AZHOOR
5. G.S.P. HOME PRODUCTS, T.C. 29/1604, CHEMPAKASSERY ROAD, PALKULANGARA
6. KAIRALI DATES PICKLES, BLDG. NO. T.C. 78/2807, VALLAKKADAVU
7. PUSHPA FOOD PRODUCTS, BLDG. NO. T.C. 29/473, PETTAH
8. MANI'S FOOD PRODUCTS, BLDG. NO.T.C. 22/327-1, ATTUKAL, MANACAUD
9. AMMU'S BAKERS, BLDG, NO. T.C. 17/1692, KRISHNA BHAVAN
10. THANMA ETHENIC FOOD, BLDG. NO. T.C. 41/1273, KURIYATHI
11. R.R. PAPPADAM, T.C. 14/1466, ARAPUURA LANE, KANNAMOOLA
12. ROYAL FOOD PRODUCTS, C.P.6/90, MANCHADIMOODU
13. JOYS BAKERS, BLDG. NO. T.C. 25/506, MOSQUE LANE, TRIVANDRUM
14. DIVYA COPRA, MARAYAMUTTOM, P.P.IX/ 107, PERUMKADAVILA
15. ROYAL FOODS, BLDG. NO. NMC 26/361, NEYYATTINKARA
16. SAI AQARIUM, T.C.23/476, VALIYASALA
17. SUMANI FOOD PRODUCTS, BLDG. NO. T.C. 20/311-, ARANNUR
18. ANJANA FOODS, KARAKULAM, BLDG NO. K.P12/713, MUKKOLA
19. ASHA FOOD PRODUCTS, MANACAUD, BLDG NO. TC 41/2225-1, MANACAUUD
20. KRISHNA WOOD CRAFTS, AP 10/578, ARYANAD PANCHAYATH, NEDUMANGAD
21. FLAVOUR FOOD PRODUCTS, BLDG. NO. NMC V/299, KARIPOOR
22. JAIMATHA WOODS, BLDG NO. M.P. 10/595 KORANI
23. S.B.B. HANDLOOMS, BLDG NO. 13/443 KOTTUKAL P.O
24. PRADEEP HANDLOOM, BLDG NO. B.P. 4/8, BALARAMAPURAM
25. ALSA FOOD PRODUCTS, BLDG. NO.T.C. 42/1449, SREEVARAHAM, VALLAKKADAVU
26. AMMUS FOOD PRODUCTS, B LDG. NO. K P XII/127, KOLLAYIL
27. KADAYARA COPRA PROCESSING, BLDG. NO A P VI/106, SARADA VILASOM
28. S.R. COPRA, BLDG. NO. PP III/383, POOVAR
29. GRACE FOODS, BLDG. NO V P 16/476, VIZHINJAM
30. HOLY FOOD PRODUCTS, BLDG. NO. T.P. XIII/488, THOLICODE
31. VIJAYAMMA COPRA PROCESSING, BLDG. NO. MP 11/977, MANIKAL
32. S.S PAPPAD, NMC XIII/348/2 NEDUMANGAD
33. ARATHY COIR INDUSTRY, C.P.7/84, THANNIMOODU
34. T.P. COPRA WORKS, MOOLAYAM, BLDG NO.M.P II/287.A MANICKAL
35. MANASA MILK INDUSTRIES, BLDG NO. K.P. XI/148, KALLARA
36. GREEN OLE FOODS, BLDG NO. T.C. 14/1294, CHENNICODE
37. L.N. FOODS, BLDG. NO. A.P.X/167, ARYANAD PT
38. REVATHY PAPPADAM, K.P.9/290, KALLIYOOR
39. AKILA FOODS, T.C.27/225-1, THAMPURANMUKKU
40. SAI FOOD PRODUCTS, NEMOM , TVM, BLDG NO. N.P. 10/520
41. ASWATHY CURRY POWDER, BLDG NO.K.P. 5/249 KOLLAYIL
42. S.K.FOODS, T.C.26/686, WEST OF COLLECTORATE,
43. ABUTHAHIR FISH INDUSTRIES, BLDG NO. M.P. V/694, OORUTTAMBALAM
44. ANGEL DRY FISH, T.C.27/324, VIVEKANANDA NAGAR,
45. USHA HERBALS, T.C.9/158-B, JAWAHARNAGAR
46. MAHESH COPRA WORKS, BLDG NO. K.P.IV/590, KOTTUKAL
47. M.S.FOODS, BLDG NO. K.P.2/26, KOTTUKAL
48. VANITHA CANE WORKS, BLDG NO. O.P.V/372, OTTASEKHARAMANGALAM
49. BHARATHI HANDLOOMS, BLDG NO. K.P. XI/693, KOTTUKAL.P.O.
50. ATTUKAL PAPPADAM, T.C.49/1115, MANACAUD
51. SOORYA PAPPADAM, T.C.22/650, SREEMOOLANAGAR
52. SILPA WOOD CRAFT, BLDG NO. M.P.III/882, MALAYINKIL
53. KAVITHA FOOD PRODUCTS, T.C.76/986-1, KALLUMOODU

54. JAYA PAPPADA`S, MANALI, BLDG NO. K.P.2.879, KATTAKADA
55. JYOTHI PAPPADAM, BLDG NO. V.P.10/614, KUTHIRAKALA.P.O
56. SAISUDHA FOOD PRODUCTS, T.C.24/1806-1, THYCAUD
57. GOLDEN AQUARIUM, VELLANAD, V.P.XIV /160, VELLANAD PT
58. RETNA COPRA INDUSTRY, V.P.5/431, VETTOOR
59. KAMALA FOOD PRODUCTS, T.C.37/1848-2, MITHRANANTHAPURAM
60. SREE SOORYA FOOD PRODUCTS , K.P. IV /690, KANJIRAMKULAM
61. NARMA FOOD INDUSTRIES, T.C.76/1277, BHAGATHSING ROAD
62. POTTY'S PICKLES, T.C.24/1221, VALIYASALA
63. DOUBLE A FOOD PRODUCTS, T.C.78/4625, ALL SAINTS COLLEGE
64. V.V.COPRA PROCESSING UNIT, V.P.10/346, THITTAMANGALAM
65. SAJNA FOOD INDUSTRIES, V.P.13/205, KALLIMALA
66. RUDHRA HERBAL PRODUCTS, T.C.28/465, PALKULANGARA
67. SONA FOOD, T.C.11/1186, NANTHANCODE
68. HI-RANGE SPICES, T.C.25/1769, QUILON HOUSE
69. M.C.PICKLES, A.P.8/36, ANJENGO
70. PALAZHI FOOD PRODUCTS, T.C.24/1269, NANTHANCODE
71. AMBIKA COPRA WORKS, V.P.6/334, ANAYIL
72. MOON STAR PICKLES, V.M.C.11/95, VARKALA
73. APARNA COPRA PROCESSING, NETTA NMC, VI/235 NETTA
74. POPY`S FOOD PRODUCTS, T.C.49/332 MANACAUD
75. CHITHIRA COPRA WORKS, M.P.9/531 CHEMPOOR
76. LEKSHMI PICKLES, A.M.C.2/188 PARVATHYPURAM GRAMOM, ATTINGL
77. S.S.FOOD PRODUCTS, T.C.10/417 NEAR HINDUSTAN, PEROORKADA
78. KRIPA WOOD WORKS, P.P.XI/748, PERUMPAZHUTHOOR
79. NISAM RUBBERS, KALINGHINMUGHAN, P.P. IX/98 PULLAMPARA PT
80. MALU RUBBER INDUSTRIES, U.P. VII/402 A UZHAMALAKKAL PT, PARUTHYKUZHY
81. PHOENIX FOOD PRODUCTS, T.C.25/3237 VALIYAVILAKATHUVEEDU
82. SAI FOOD PRODUCTS, T.C.20/2543 KARAMANA
83. ARATHY FOOD PRODUCTS, V.P.11/304 PLAVODE, KODUNGANNOOR
84. SUPRIYA FOOD PRODUCTS, V.P.VIII /855 VIZHINJAM
85. DEVI PICKLES, C.P.5/482 SARKARA
86. AVITOM FOOD PRODUCTS, A.P.2/384 ANJENGO
87. SHIJO MILK PRODUCTS, C.P.3/206 THETTIKULAM
88. KOHINOOR FOOD PRODUCTS, T.C.25/2695 AMBUJAVILASOM ROAD
89. ADARSH FOODS, V.P. 3/64 KATTACHALKUZHY
90. SHEEBA COPRA PROCESSING, K.P.6/513 THOTTAKAD
91. ACSAH FOOD PRODUCTS, UTTAYAKAUD , SADHU HOUSE, CHIRAYIL, MUTTAYAKADU P.O.
92. VENKATACHALAPATHY FOOD PRODUCTS, BLDG.NO. NP V/436 OF NAGARROOR PANCHAYATH
93. JYOTHI HERBAL PRODUCTS, BLDG.NO. TC 18/928 MUTTADA
94. TRCHUR PAPPADAM, BLDG.NO. TC 50/1974 PUNNAKKAMUGHAL
95. CLERY PICKLES, MERCYLAND, KUNNUPURAM
96. ANILAKATTU FOOD PRODUCTS, V.P.3/365, VELIYANNOOR
97. MAHADEVA FOOD PRODUCTS, THIRUVELLOR, BLDG.NO. AP V/268, ANDOORKONAM
98. SRI SAI FOODS, BLDG.NO. TC 36/395 PALKULANGARA, TVM
99. SIVA CANE WORKS, BLDG. NO. AMC XIII/330 OF ATTINGAL MUNICIPALITY
100. RENJITH CANE INDUSTRY, THOTTUMUGHOM, EDAVA PO, BLDG.NO. EP IV/204, CHIRAYINKIL
101. THRIPTI COPRA PROCESSING UNIT, AP/VII/547, VENPAKAL, ATHIYANNOOR
102. AMMAVEETIL BAMPOO INDUSTRIES, A.P.3/343 PURUTHIPARA, ARYANAD
103. ARABIAN FOOD PRODUCTS, BLDG.NO. V/1426, CHIRAYINKIL
104. VEENA COPRA, II/199, PARASUVAIKKAL, PARASSALA
105. AYSWARYA PAPPADAM, XVI/694, CHENKAL PO.
106. AMULYA HONEY, 211/VIII, KODANKARA, MARIAPURAM PO.
107. GAYATHRI HOME SWEETS, PK 5/180 CHAPPATH, KOTTUKAL PO.
108. K.P.S. FOOD PRODUCTS, BLDG.NO. KP I/220 OF KALLIYOOR PANCHAYATH NEMOM
109. KUTTANAD FOODS, BLDG.NO. TC 47/148 KARAMANA, TVM
110. SANLO FOOD PRODUCTS, , KAZHAKKUTTOM, BLDG.NO. KP XIV/393 OF KAZHAKKUTTOM PANCHAYATH

111. DARSANA CURRY POWEDER, 308/V, THIRUPURAM, NEAR MAHADEVAR TEMPLE, THIRUPURAM.
112. ULLAS CURRY POWDER, III/818, VARIKKAPLAVILAVEEDU, NARUVAMOODU PO.
113. PRIYAM FOODS, BLDG.NO TC 1/1890 MEDICAL COLLEGE PO
114. RAJAN FOOD PRODUCTS, BLDG.NO. TC 4/874 KAWDIAR, TRIVANDRUM
115. A.K SIP UP FOOD PRODUCTS, MOP/VI/652,SARANYA BHAVAN PLAVILA, OORUTTAMBALAM.
116. ANCY PAPPAD, VLATHANKARA
117. LAKHSMI FOODS, BLDG.NO. TC 36/821 PERUMTHANNI
118. VINAYAKA FOOD PRODUCTS, AYIROOR, BLDG.NO IP I/272 OF ELAKAMON PANCHAYATH
119. RAJ CURRY POWDER, KODANGAVILA, BLDG NO. A.P.XI/584 ATHIYANNOOR
120. BIJU COIR WORKS, AZHOOR, BLDG.NO. AP IV/288, AZHOOR PANCHAYATH
121. C.T.K. FOOD PRODUCTS, BLDG.NO. TC 13/1910 KANNAMMOOLA
122. SWATHY FOODS, BLDG.NO. TC 23/496 CHALAI, TVM
123. VINESH FOODS, N.M.C.29/86 PARIYARAM
124. SABARI FOOD PRODUCTS, AYIROOR, BLDG.NO IP I/616 OF ELAKAMON PANCHAYATH
125. A.M. CANE WORKS, VARKALA , BLDG.NO. VMC 23/325 OF VARKALA MUNICIPALITY
126. S.K. PAPPADAM, BLDG.NO. TC 13/1365 KUMARAPURAM
127. SAMBOORNA FOOD PRODUCTS, K.P.2/957, KILLY
128. ANJALI COPRA WORKS, BLDG.NO. AMC VI/77, ATTINGAL MUNCIPALITY
129. CHIRAKKAL COIR MFG. INDUSTRY, BLDG.NO. KP VIII/306 OF KADINAMKULAM PANCHAYATH
130. SRI RAMAKRISHNA FOOD PRODUCTS, BLDG.NO. TC 28/667 PUNNAPURAM, TVM
131. M/S GURUVAYOOR PAPPADAM, VEMBAYAM,
132. ANVA FOOD PRODUCTS, PLOT NO. 44, DEVELOPMENT AREA
133. KALPAKA FOOD PRODUCTS, BLDG.NO. TC 55/1621 OF TRIVANDRUM
134. SUCHITHRA COIR WORKS, VAKKOM, II/209 VAKOM PANCHAYAT
135. JISHNU ACHAR PRODUCTS, K.P.10/154 KACHANI
136. CHITHIRA CANE WORKS, BLDG.NO. VIII/47 OF ANDOORKONAM PANCHAYATH
137. STAR FLORICULTURE, IX/393,KANAKUZHY, ARYANAD.
138. FATHIMA FLORICULTURE, VII/151,IRINJAL,NEDUMANGAD, ARYANAD.
139. RAJA FLORICULTURE, VIII/41,KANAKUZHY NEDUMANGAD.
140. NEW BEENA FLORICULTURE, VII/281,KADUVAKUZH, NEDUMANGAD.
141. SREEVALSOM MILK PRODUCTS, PARAYIL, EDAVA PO, BLDG.NO. EP IV/234 OF EDAVA PANCHAYATH
142. REENA FLORICULTURE, VIII/77,ARYANAD, PALLIVETTA.
143. DEVI FOOD PRODUCTS, TC.26/505.OOTTUKUZH, TVPM.
144. MAMMUS FOOD PRODUCTS, IV/337, KARAKULAM
145. RAMLA FOODS, PALLICKAL, BLDG.NO. PP VIII/565 OF PALLICKAL PANCHAYAT
146. SEEJA FOOD PRODUCTS, MADAVOOR, BLDG.NO. MP VI/466 OF MADAVOOR PANCHAYATH
147. CITY FOOD PRODUCTS, BLDG.NO. MP VIII/1176 OF MUDAKKAL PANCHAYATH
148. SANTHOSH COPRA PROCESSING, V/843,MUTTAKKADU, PERUMPZHUTHOOR PO.
149. MINI MILK PRODUCTS, KP2/120, PAMPUKALA
150. SUJANA COPRA, IV/1579, KARUMKUTTY,PARASSALA
151. AMMA FOODS, RAJASREE, TC.2/1379(1), WEST PATTOM,
152. SREE LEKSHMI FOOD PRODUCTS, BLDG.NO. TC. 39/1223 POOJAPPURA
153. ROHINI FOOD PRODUCTS, TC.40/855, SREEVARAHAM,MANACAUD
154. PRAKASH FOOD PRODUCTS, MP/X/53 NIRAMANKUZH
155. NISHA CHIPS, AP/1/473, MANATHOTTAM
156. SAJITH HOME SWEETS, 5/531,KOTTUKAL
157. P.P. FOOD PRODUCTS, TC.64/30, KAIMANAM , AZHAMKAL, PAPPANAMCODE PO. TVPM.
158. ROBINSON FISH PROCESSING, VP-V-638 VIZHINJAM.
159. SADALEKSHMY COIR INDUSTRIES, VIII/702,KAYIKKARA,ANGENGO.
160. N.S.FOOD PRODUCTS, I/362 VAZHIMUKKU
161. AKIL COPRA PROCESSING, PK.11/137 AKIL SADANAM,PUNNAKU
162. HIMA FLORICULTURE, A.P.8/31 KANAKUZHY
163. ANEES COIR INDUSTIRES, III/1259B, KOOTTACHAL,CHANNANKA
164. VISHNU FOOD PRODUCTS, A.P.12/131 KALATHUKAL
165. AMMU CHIPS, PK.12/540 PUNNAKULAM
166. HAREESH FOODS, PP/VIII/129, MUTHUKURINJI.
167. AKHIL COPRA PROCESSING, PK/IV/809, PUNNAKULAM
168. SADHOO CANE WORKS, IV/64, VAZHICHAL
169. KALA COPRA PROCESSING, OP/III/573 OT MANGALAM PO.

170. SREE FOODS, NP/XIV/129, KALLAMBALAM.
171. RUCHI CURRY POWDER, NP/8/746, PAPPANAMCODE.
172. SOJA COPRA PROCESSING, II/385,VETTU ROAD, KAZHAKUTTOM
173. MANGALYA SPICES & FOOD PRODUCTS, TC.17/890, POOJAPPURA
174. M.I.COPRA, II/129,MAVILAKADAVU, KANCHAMPAZINJI PO
175. KANNAN COPRA PROCESSING INDUSTRY, 31/1997, SREERANGOM LANE,
SASTHAMANGALAM,TVPM.
176. RAJA FLORICULTURE, VIII/32,KANAKUZHY, NEDUMANGAD.
177. ST.JOSEPHS COIR MATS AND MATTINGS, 5/272B SANTHIPURAM, CHANNANKARA
PO.THIRUVANANTHAPURAM-695 31
178. KARTHIKA FOOD PRODUCTS, XII/241, RAMESWARAM, MARUTHATHOOR ,AMARAVILA PO.
179. SHEELA DAIRY UNIT, XXII/308, RAMESWARAM
180. SARIKA CURRY POWDER, PP/II/878, MOOKKUNNIMALA.
181. SANDHYA COPRA, KP/II/446, ANAVOOR
182. DHANYA CHIPS, 15/320/VENGANOOR, KOVALAM
183. SURESH CHIPS, PK10/398, CHOWRA PO., KOTTUKAL.
184. SOBHA FOOD PRODUCTS, KP/X/640, KEEZHATTINGAL
185. SREE GANESH PAPPAD, SP VIII/88, SREEKARIYAM
186. K.A.S.PICKLES, 42/1241,PS NAGAR, HOUSE NO,70, VALLAKADAVU PO,TVPM-8.
187. SHAHEEDA MILK PRODUCTS, CP/III/295 PALACHIRA PO.,CHIRAYINKEEZH
188. SUNIL MILK PRODUCTS, CP/III/267, KARATHALA, PALACHIRA PO.
189. REMYA PAPPADS, 185/4, NEAR JAWAHAR PARK, VARKALA-695141.
190. LISSY MILK PRODUCTS, CP/III/320, KARATHALA
191. RAHILA MILK PRODUCTS, CP/IV/402, CHANNIKKAL, PALACHIRA PO.
192. A-ONE FOOD, KP/VIII/629(527),NCC.RD. PEROORKADA,
193. FRESH FOOD PRODUCTS, TC.29/366,SREE SHYLAM, THENGAPPURA LANE, PETTA H PO.
194. ROHINI FOOD PRODUCTS, MANACAUD, BLDG. NO. T.C. 40/855 MANACAUD
195. KARUNYA FLOURICULTURE, ARYANAD, A.P. III /112 PERINGAMMALA P.O
196. RIYA TISSUE CULTURE, ARYANAD, A.P. V II /273 ARYANAD P.O
197. ANANTHU MILK PRODUCTS, VENGANNOOR, V.P. V /121 VENGANNOOR P.O,
198. SANDHYA COPRA PROCESSING, PERUMPAZHUTHOOR, NMC IV /238
PERUMPAZHUTHOOR P.O
199. DWARAKA FOOD PRODUCTS, ALINMMOODU, NMC V /57 MOONNUKALLINMMOODU
200. MEGHA CHIPS, THIRUVALLAM, TC 68/001 THIRUVALLAM P.O
201. MARIYA PICKLES, NEYYATTINKARA, K.P. IX /343 POZHYYOOR P.O
202. J.S.FOOD INDUSTRIES, K.P.9/131, PALLICAL, PAKALLOOR ROAD THIRUVANANTHAPURAM
203. GOURY PICKLES, VIII/340 KIZHUVILAM PANCHAYAT, MUDAPURAM
204. JOSE COIR INDUSTRIES, 1/453 PANAYILKADAVU, VAKKOM.
205. PRIYANKA FOOD INDUSTRIES, VILAPPILSALA, VP XI 214
206. ARCHANA DAIRY UNIT, KAVALAKULAM, NMC XI /256 KAVALAKULAM ,
NEYYATTINKARA,
207. KUMAR CHIPS, SISILIPURAM, V.P. 12/173 SISILIPURAM, VENGANNOOR
208. ROYAL FOOD PRODUCTS, KALLIYOOR, KP/X/183 KALLIYOOR.P.O.,
209. BUTTERFLY HONEY, PERAYAM, N.P.XIII /102 PERAYAM
210. M/S GOLDEN AQUARIUM, VARKALA, BLDG. 497 WARD IV, VARKALA MUNICIPALITY
PUNNAMMOODU
211. SIMLA MALABAR FRESH CHIPS, BLDG. NO. XI/1092 OF ATTINGAL MUN. ATTINGAL
212. KAIRALI FOOD PRODUCTS, T.C.50/1809 KONGALAM,TRIKKANNAPURAM
213. AMBADI FOODS, KATTAKKADA, V.P. V /1092 VELLANAD, KATTAKADA
214. SS. PAPPAD, WARD NO. VI/244 KAZHAKUTTAM, ANDOORKONAM
215. SNEHA MUSHROOM PRODUCTS, TC/79/1060 BEACH.P.O, KARKKAKOM, TRIVANDRUM
216. MUNNAR FOOD PRODUCTS, NEDUMANGAD, BLDG. NO. K P II/8B KARAKULAM,
NEDUMANGAD
217. ZEN COIR, VELI PLOT.O.77, DA, VELI TRIVANDRUM
218. AVON FOODS, PEROORKADA, K.P. 11/527 KUDAPPANAKUNNU
219. SPICE VALLEY CONDIMENTS PVT.LTD, POOJAPPURA, KALANILAYAM BUILDING,
MUDAVANMUGAL ROAD, POOJAPPURA, TVM.
220. SOUPARNIKA FOODS, KATHIRUVILA, V.P. VIII/633VAMANAPURAM PT KATHIRUVILA,
KALLARA
221. CRISPIN FOOD PRODUCTS, KOOVALASSERY, BLDG No. MP/VIII/18, MARANALLOOR PTS
KOOVALASSERY
222. THRIPTHI PICKLES, ULLOOR, SYED MANZIL T.C 7/1473, ULLOOR

223. NIRAPARA PAPPADA, BLDG NO. V.P. 2/27 RLRA - 214, VATTIYOORKAVU PANCHAYATHU PEROORKADA
224. SREE MURUKA COCONUT INDUSTRIES, PERUGUZHI, BLDG NO.A.P.V/202, MUTTAPPALAM
225. NIRAPARA FOOD PRODUCTS, KARUMKULAM, BLDG. NO. KRP I/731 KARUMKULAM
226. MENMA FOODS PVT. LTD, VILAPPILSALA, BLDG NO.VP/VII/797 KOLLAMKONAM, VILAPPILSALA
227. S.R.COPRA INDUSTRIES, KIDARAKUZHY, BLDG NO. V.P. 10/1245 VIZHINJAM
228. DEEPA CANE WORKS, PALACHIRA, BLDG NO. C.P. 2/70 CHEMMARUTHY PANCHAYATH PALACHIRA P.O
229. K.G.R.FOOD PRODUCTS, KAMALESWARAM, BLDG NO. TC 43/604(1) ARIYANKUZHI, KAMALESWARAM,
230. SINDHI AGRO FEEDS, VARKALA, BLDG NO. SHED NO. 5 MINI INDUSTRIAL ESTATE PERUMKULAM, VARKALA
231. KITCHEN CURRY POWDER, AYIRA, BLDG NO. 3/36-A KARODE PANCHAYATH, AYIRA
232. J.P.FLOWERS, PALACHIRA, BLDG NO. 7/166 A CHERUNNIYOOR PANCHAYATH PALACHIRA
233. ANGELS CURRY POWDER, CHITTATTUMUKKU, BLDG NO.8/944(A) CHITTATTUMUKKU
234. GOURI FOOD PRODUCTS, PETTAH, BLDG NO.TC 75/1080 SANKAR NAGAR NIVAS, CHAYAKUDI LANE, PETTAH.P.O
235. MAKAM FOOD PRODUCTS, PEROORKADA, BLDG NO. VP 17/502 PEROORKADA, THIRUVANANTHAPURAM
236. SOUTHERN AGRI CHEMICALS, VELLARADA, BLDG NO.VP 6/517 VELLARADA PT, KILLIYODU, NEYYATTINKARA
237. PRIYA RUBBER INDUSTRIES, MANCHA ROAD, BLDG NO. MANCHA ROAD, NEDUMANGADU
238. SOUHRIDA FOOD PRODUCTS, MENAMKULAM, BLDG NO.11/712 MENAMKULAM, THIRUVANANTHAPURAM
239. M.P.R. CANE INDUSTRIES, KOVALAM, BLDG NO. AZHAKULAM, KOVALAM, KOVALA.P.O
240. MAYAS FOOD PRODUCTS, KARAKULAM, BLDG NO.K.P 10/419(B) KARAKULAM, NEDUMANGADU
241. S.N.S.FOOD PRODUCTS, BALARAMAPURAM, BLDG NO. SHAMNA MANZIL, KARIKKATHUVILA R.C.STREET, BALARAMAPURAM
242. A.R.PICKLES, MANACAUD, BLDG NO.TC 49/813 KUTHUKALLINMOODU, MANACAUD.P.O
243. APSA FOOD PRODUCTS, VENCODE, BLDG NO.16/99 VELLARADA PT, VENCODE, NEYYATTINKARA
244. ASWATHY PICKLES, KARAMANA, BLDG NO. TC 57/1167 ARA 20, KALADY, KARAMANA
245. R.S COPRA, NEDIAMCODE, P.P. II /54 PARASSALA

II] Agro-enterprise units registered with the Department of Industries and Co-operation (Milling Units)

1. CHANDRA OIL MILL, KAYIKKARA, BLDG. NO. PP VIII/697 & 698 MOOLAYILTHOTTAM
2. SREE KRISHNA OIL MILL, BLDG. NO. T.C. 52/1472 PLANKALAMUKKU, PAPPANAMCODE
3. MANNAYTHIL OIL MILL , BLDG. NO. A P VI/367(1) ARUVIKARA , CHERIYAKONNI
4. BIJU OIL MILL, KALLARA, K.P.I/293 KALLARA PT KALLARA
5. S.R.OIL AND FLOUR MILL, M.P.9/436 THONNAKKAL
6. SREEMURUGA OIL MILL, VITHURA, BLDG.NO. 5/561 C OF THOLIKODE PANCHAYATH
7. SAKTHI RICE FLOUR AND OIL MILL, A.M.C.18/138 VILAYILMOOLA
8. LEKSHMI OIL MILL, B.P.VIII/3233 BALARAMAPURAM
9. PRABHA OIL MILL, P.P. 12/888 PERUMPAZHUTHOOR
10. SHAMEER FLOUR AND OIL MILL, K.P.6/737 DECENT MUKKU , CHIRAYINKEEZH
11. SHAN FLOUR AND OIL MILL, M.P.3/229 CHATHAMPARA, THOTTAKKAD
12. SREEMURUGA OIL MILL, S.P.12/445 KARIYAM
13. VISHNU OIL AND FLOUR MILL, K.P.10/101 ALAMCODE
14. ARAFA FLOUR AND OIL MILL, K.P.5/984 MAMAM
15. KAMAL OILS, SANTHAMOOLA,, MALAYINKEEZH.P.O
16. ROYAL OIL INDUSTRIES, ALAMCODE, BLDG.NO. KP 8/133 OF KARAVARAM PANCHAYATH

17. SREEDEVI FLOUR AND OIL MILL, BLDG.NO. TC 7/1010 MARUTHANKUZHY, TVM
18. V.V. OIL AND FLOUR MILL, BLDG.NO. MP IV/205 OF MANGALAPURAM PANCHAYATH
19. ANU OIL MILL, K.P.2/339-A POTTANKAVU, KOLLODE
20. SAMEER OIL MILL, BLDG.NO. PP V/376 OF POTHENCODE PANCHAYATH
21. V.S.OIL MILLS, XII/972 VELLARADA.
22. BHAGAVATHY OIL MILL, KP/VIII/829, MEKOLLA, DHANUVACHAPURAM PO.
23. MARTHANDAASWARAM OIL MILL, PP/V/379, MOKKAMBALAMOODU
24. M/S.AISHA OIL & FLOUR MILL BUILDING NO.MP/IV/70, 7-44B PALAMKONAM
25. DHARMAPURI OIL MILL, POOVATHUR, NMC XX VIII /146-2 VENKAVILA
26. THODIYIL FLOUR & OIL MILL, MADAVOOR, M.P.V/1182 MADAVOOR PT, KOCHALUMMOODU
27. SREENANDINI OIL MILL, KALLIYUR, K.P. IX/614 KALLIYUR PT
28. DEVI OIL MILL, NELLIMMOODU, A.P. IV /752 PATTIYAKALA, NELLIMMOODU
29. THIAGARAJA OIL MILL, BALARAMAPURAM, BLDG. NO. BP III/140,141,142 BALARAMAPURAM
30. MANGALA OIL MILL, NEDUMANGAD, M/S MANGALA OIL MILL KELTRON JN, KARAKULA
31. SIJU OIL FLOUR MILL, PEROORKADA, V.P. 3/270, MANIKANTESWARAM ERUKUNNAM, NEDUMANGAD TRIVANDRUM
32. SIJU OIL FLOUR MILL, PEROORKADA, V.P. 3/270, MANIKANTESWARAM ERUKUNNAM
33. SAMEER OIL AND FLOUR MILL, POTHENCODE, BLDG. NO. PP VIII/581 POTHENCODE
34. AJU OIL MILL, NELLIMMOODU, NELLIVILA KADAYARA VEEDU, VENPAKAL, NELLIMMOODU, P.O.
35. CHAITHANYAQ FLOUR AND OIL MILLS, CHEMPAKAMANGALAM, KORANI P.O.
36. BALAGI OIL AND FLOUR MILLS, CHIRAYINKIL, C.P. IV/697-A ALTHARAMMOODU
37. GANDHIPURAM OIL INDUSTRIES, SREEKARIYAM, GANDHIPURAM SREEKARIYAM P.O.
38. VIJAYA FLOUR & OIL MILL, NADUKKAD, BLDG NO. P.P 4/417 PALLICHAL PANCHAYAT
39. SREE MAHADEVA OIL MILL, THALAYAL, BLDG NO. T.C 50/1275 THALAYAL
40. ARCHA OIL INDUSTRIES, VILABHAGAM, BLDG NO. V.P. 9/36-A VETTOOR, CHIRAYINKEEZHU
41. DEEPTHI FLOUR & OIL INDUSTRIES, KADINAMKULAM PANCHAYATH
42. ARCHANA RICE AND OIL MILL, KARETTE ROAD, BLDG NO. P.P 1/341 PAZHAYA KUNNUMMEL PANCHAYATH, KILIMANOOR JN
43. RESHMA OIL MILL, BLDG NO. E.P. 9/595 PALAYAM KUNNU, CHIRAYINKEEZHU
44. THIRUVATHIRA OIL MILL, VAKKOM, BLDG NO. V.P. 3/324 A, VAKKOM PANCHAYATH, VAKKOM P.O
45. SHA OIL AND FLOUR INDUSTRIES, THOTTAKKAD, BLDG NO. 7/985, KARAVARAM PANCHAYATH, CHATHAMPARA THOTTAKKAD POST
46. S.M.OIL INDUSTRIE, THACHODE, BLDG NO.12/834 THACHODE, CHEMMARUTHY
47. SAFA FLOUR & OIL MILL, VAZHAYILA, BLDG NO.K.P.4/720 B, KARAKULAM, VAZHAYILA
48. SAGA OIL MILL, KOPPAM, BLDG NO.VP 1/44(B) KOPPAM
49. KRISHNA OIL MILL, PANAVOOR, BLDG NO.8/242 A VELLAMCHIRA, PANAVOOR.P.O NEDUMANGADU
50. PANAYIL OIL AND FLOUR MILLS, MANGALAPURAM, BLDG NO. M.K.NAGAR, MANGALAPURAM
51. S.S.OIL INDUSTRIES, BLDG NO. N.P.4/231 PALAYAM, VELLALLORE POST
52. KRIPA FLOUR & OIL MILL, MUDAKKAL, BLDG NO.8/1305 MUDAKKAL.P.O, CHIRAYINKEEZHU
53. M.R.S.FLOUR AND OIL MILL, VARKALA, BLDG NO.2/935, VARKALA, CHIRAYINKEEZHU
54. R.N.FLOUR & OIL MILL, VANCHUVAM, BLDG NO.AP 11/1358 ANAD PT, VANCHUVAM
55. B.T.OILS, K.P. V/904 KUNNATHUKAL, KARAKONAM P.O
56. SASTHA OILS, V.P. VI /257 VENGANNOOR,
57. CHANDRA OIL MILL, BLDG. NO. PP VIII/697 & 698, MOOLAYILTHOTTAM, KAYIKKARA
58. SREE KRISHNA OIL MILL, BLDG. NO. T.C. 52/1472, PLANKALAMUKKU, PAPPANAMCODE
59. MANNAYTHIL OIL MILL, BLDG. NO. A P VI/367(1), ARUVIKARA, CHERIYAKONNI
60. BIJU OIL MILL, KALLARA, K.P.I/293, KALLARA
61. S.R.OIL AND FLOUR MILL, M.P.9/436, THONNAKKAL
62. SREEMURUGA OIL MILL, VITHURA, BLDG.NO. 5/561 C, THOLIKODE PANCHAYATH
63. SAKTHI RICE FLOUR AND OIL MILL, A.M.C.18/138 VILAYILMOOLA, ATTINGAL
64. LEKSHMI OIL MILL, B.P.VIII/3233 BALARAMAPURAM
65. PRABHA OIL MILL, P.P. 12/888 PERUMPAZHUTHOOR
66. SHAMEER FLOUR AND OIL MILL, K.P.6/737, DECENT MUKKU, CHIRAYINKEEZHU
67. JINU OIL & FLOUR MILL, N.P. VII/26(A), KIZAIKONAM, NELLANAD

68. SHAN FLOUR AND OIL MILL, M.P.3/229 CHATHAMPARA, THOTTAKKAD
69. SREEMURUGA OIL MILL, S.P.12/445 KARIYAM,
70. VISHNU OIL AND FLOUR MILL, K.P.10/101 ALAMCODE
71. ARAFA FLOUR AND OIL MILL
72. KAMAL OILS, SANTHAMOOLA,, MALAYINKEEZH.P.O
73. ROYAL OIL INDUSTRIES,ALAMCODE, BLDG.NO. KP 8/133 OF KARAVARAM PANCHAYATH
74. SREEDEVI FLOUR AND OIL MILL, BLDG.NO. TC 7/1010 MARUTHANKUZHY, TVM
75. V.V. OIL AND FLOUR MILL, BLDG.NO. MP IV/205 OF MANGALAPURAM PANCHAYATH
76. SREEJA RICE AND FLOUR MILL, BLDG. NO. MP 5/123-A MANICKAL, PIRAPPANCODE
77. P.J.RICE MILL, N.P. VI/134 NELLANAD PT, VAYATTE, NELLANAD
78. JAYAMATHA RICE AND FLOUR MILL, K.P. IX/180, KARODE
79. GURUVAYOORAPPAN RICE MILL, BLDG.NO. VP II/948, VATTIYOORKKAVU PANCHAYATH
80. MANYA RICE AND FLOUR MILL, M.P.2/552-A, MOOLAYAM
81. DEVI FLOURING & RICE MILL, KP/1/691 KULATHOOR, UCHAKKADA PO.
82. PADMA RICE AND FLOUR MILL, P.P.18/96 POOVACHAL
83. BISMIL RICE & FLOUR MILL, XII/628, MOOZHAY, PANAVOOR, NEDUMANGAD.
84. FATHI FLOUR AND RICE MILL, VII/483B THUMPODU, NEDUMANGAD.
85. ANJANA RICE MILL, KILIMANOOR, NP/IV - 790-A, 791-A NAGARUR PANCHAYAT,
86. GEETHA RICE FLOUR, C.P. 1/ 888, CHENKAL, AYIRA P.O, PARASSALA
87. R.R. RICE AND FLOUR MILL, AMC XXII/515, AVANAVANCHERRY
88. G.S. RICE & FLOUR MILL, BLDG NO.A.P. X/544, NELLIMOODU,
89. S . B. RICE MILL, CHULLIMANOOR, BLDG NO. AP X/1430 ANAD
90. ARCHANA RICE AND OIL MILL, BLDG NO. P.P 1/341, PAZHAYA KUNNUMMEL PANCHAYATH KARETTE ROAD, KILIMANOOR JN
91. R.K.S.RICE MILL, BLDG NO.27/333(15), VALICODE, NEDUMANGADU
92. DEEPTHI RICE & FLOUR MILL, PARASSALA, K.P. VI/425, CHENKAVILA IV/888, OLD KARODE
93. SREEJA RICE AND FLOUR MILL, BLDG. NO. MP 5/123-A, MANICKAL, PIRAPPANCODE
94. P.J.RICE MILL, N.P. VI/134 NELLANAD PT, VAYATTE, NELLANAD
95. JAYAMATHA RICE AND FLOUR MILL, K.P. IX/180, KARODE
96. GURUVAYOORAPPAN RICE MILL, BLDG.NO. VP II/948, VATTIYOORKKAVU PANCHAYATH
97. MANYA RICE AND FLOUR MILL, M.P.2/552-A, MOOLAYAM
98. DEVI FLOURING & RICE MILL, KP/1/691 KULATHOOR, UCHAKKADA PO.
99. PADMA RICE AND FLOUR MILL, P.P.18/96, POOVACHAL
100. THIRUVATHIRA FLOUR & RICE MILL, NP/IV/790,VELLALLUR, CHIRAYINKEEZH
101. BISMIL RICE & FLOUR MILL, XII/628, MOOZHAY, PANAVOOR, NEDUMANGAD.
102. ANJANA RICE MILL, KILIMANOOR, NP/IV - 790-A, 791-A NAGARUR PANCHAYAT
103. GEETHA RICE FLOUR, AYIRA, C.P. 1/ 888, CHENKAL AYIRA P.O
104. R.R. RICE AND FLOUR MILL, AMC XXII/515, AVANAVANCHERRY
105. G.S. RICE & FLOUR MILL, NELLIMOODU, BLDG NO.A.P. X/544 NELLIMOODU
106. S . B. RICE MILL, CHULLIMANOOR, BLDG NO. AP X/1430, ANAD
107. ARCHANA RICE AND OIL MILL, BLDG NO. P.P 1/341 PAZHAYA KUNNUMMEL PANCHAYATH, KARETTE ROAD, KILIMANOOR JN
108. R.K.S.RICE MILL, VALICODE, BLDG NO.27/333(15), VALICODE
109. DEEPTHI RICE & FLOUR MILL, PARASSALA, K.P. VI/425, CHENKAVILA IV/888, OLD KARODE
110. SREEJA RICE AND FLOUR MILL, BLDG. NO. MP 5/123-A, MANICKAL, PIRAPPANCODE
111. P.J.RICE MILL, N.P. VI/134, NELLANAD PT, VAYATTE, NELLANAD
112. JAYAMATHA RICE AND FLOUR MILL, K.P. IX/180, KARODE
113. VISHNU FLOUR MILL, BLDG NO. C.P. 261 & 262, CHIRAYINKIL PANCHAYATH, VALIYAKADA
114. POPULAR FLOUR MILL, PULIMATH, BLDG. NO PP III/306, PORUNTHAMON
115. AMAL FLOUR MILL, NO. PP I/1228, KILIMANOOR
116. SHIBU FLOUR MILL, KARAMANA, BLDG NO T.C 21/1586, NEDUMCAUD
117. ARUNIMA FLOUR MILL, PULIMATH, BLDG NO. P.P 9/873, KUDIYELA ROAD
118. BISMIL FLOUR MILL, PALLIVETTA, BLDG NO. 1/556, ARYANADU PANCHAYATH
119. ASHIK FLOUR MILL, BLDG NO. TC 20/1137(2), KARAMANA, THIRUVANANTHAPURAM
120. SHA OIL AND FLOUR INDUSTRIES, BLDG NO. 7/985 KARAVARAM PANCHAYATH, CHATHAMPARA THOTTAKKAD POST

121. S.M. FLOUR MILL, EDAVILAKATHU VEEDU, ELIPPODE MARKET JN., THIRUMALA P.O.
 122. ACHU FLOUR MILLS, BLDG NO. K.P 7/955 DHANUVACHAPURAM, NEYYATTINKARA
 123. ALISHA FLOUR MILL, PULIMATH , BLDG NO. P.P 6/634, KATTUPURAM, PULIMATH
 124. CHERU KARA FLOUR MILL, BLDG NO.KP1/748, KATTAKADA PT, KATTAKKODE
 125. SAFA FLOUR & OIL MILL, VAZHAYILA, BLDG NO.K.P.4/720 B, KARAKULAM
 126. ARUDIYIL FLOUR MILL, NELLANADU, BLDG NO.NP 9/576(A), VENJARAMOODU
 127. PANAYIL OIL AND FLOUR MILLS, MANGALAPURAM, M.K.NAGAR
 128. FAZILA FLOUR MIL, BLDG NO.VM 46/20 NEAR GOVT. HOSPITAL, VARKALA
 129. ASWATHY FLOUR MILL, KUDAPPANAKUNNU, BLDG NO. KP 2/482, PATHIRAPPALLY,
 KUDAPPANAKUNNU
 130. JOSE FLOUR MILL, BLDG NO.TC 22/159(3), VALIYAVILAKAM, PUTHENCOTTA,
 MANACAUD.P.O
 131. KRIPA FLOUR & OIL MILL, MUDAKKAL, BLDG NO.8/1305, MUDAKKAL.P.O
 132. THAMPURU FLOUR MILL, M.P. VIII /353, MARANALLOOR
 133. AKHIL FLOUR MILL, ELIPOTTUKONAM, K.P. II /36, KOLLAYIL
 134. KATTUNADA FLOUR MILL, B.P.XI /16, BALARAMAPURAM
 135. GIPSY FLOUR MILL, POZHIOOR, K.P.8/337, KULATHUR
 136. RENGITH FLOUR MILL, A.P.3/948, NEAR N E S BLOCK, PAZHAKUTTY
 137. SREEMATHA FLOUR MILL, T.P.3/661-C, MARUTHAMOODU
 138. DEEPHI RICE & FLOUR MILL, PARASSALA , K.P. VI/425, CHENKAVILA,
 IV/888, OLD KARODE
 139. KSM FLOUR MIL, BLDG NO C.P. 111/151-A, MELEVILA, VALASSERIKONAM
 140. VINOD FLOUR MIL, BLG.NO. BP 1/370, BALARAMAPURAM P.O.,
 141. SREE KRISHNA FLOUR MILL, BLDG. NO. T.C. 7/1982, SREECHITHRA NAGAR, PANGODU
 142. POORAM FLOUR MILLS, BLDG. NO. 43/998-1, PARUTHIKUNNU, POONTHURA
 143. SRUTHI FLOUR MILL, BLDG. NO. MP VI/132 & IV/432, ANTHIYOOKONAM, MALAYINKIL
 144. KANIYAPURAM FLOUR MILLS, BLDG. NO. K P IX/316, CHITTATTUMUKKU,
 KANIYAPURAM
 145. S.A. FLOUR MILL, BLDG. NO. T.C. 46/718 MANIKKAVILAKAM, BEEMAPALLY,
 VALLAKKADAVU
 146. SREEJA RICE AND FLOUR MILL, BLDG. NO. MP 5/123-A, MANICKAL, PIRAPPANCODE
 147. J.J.FLOUR MILL, T.C.33/857, KOCHUVELI

III] Unregistered agro-enterprise units

Dairy

| | | | |
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| 1. | Anil Kumar Terivila Veedu, Kamukincode | 2. | Vijaya Kumar Vijaya Bhavan, Lakshmiapuram Venkulam |
| 3. | Kadakshan Kuzhitharacha, Vadakkariku Veedu, Nellimoodu P.O | 4. | Madhavan Kutty Kaaviyadu, Koppam |
| 5. | B. Santhosh Kumar Iyaniyarathala Veedu, Balaramapuram | 6. | Shiju .V Karikathu Veddu Aattinpuram, Koppam, Vithura |
| 7. | Laju Cherian Papus Dairy Valley, Mulayara P.O. | 8. | Ramachandran Nair Vrindavan, Chullimanoor |
| 9. | Ambady Dairy Karuthancode, Kattakada | 10. | Dr. Sasidhara Babu Aswathy Bio - Agri Farm Aaryanadu |
| 11. | Madhavan Kutty Kavyadu Veedu, Koppam Pirappancode | 12. | Ambady Dairy Unit Kallikadu, Vellanadu |
| 13. | Vijaya Kumar | 14. | Iqbal .E |

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| | Vijaya Bhavan, Lakshmiapuram, Venkulam, Edava P. O. | | Mullassery House Veyiloor, Sathavattom P.O |
| 15. | Sathya Kumar Aarayoor, C. V. R. Puram, Maryapuram | 16. | Mahesh Karakkad, Kakkavila P.O. |
| 17. | Nathan's Dairy C.S.M. Nagar Edappazanji | 18. | Balachandran Nair Kalariyil Dharmikam Parasuvaykal P.O. |

Poultry

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| 1. | Vinu Kumar Kottayil Veedu, Kudappanakunnu | 2. | Omana Kumari Prasanth Nivas, V.P. Thampi Road, Kudappanakunnu |
| 3. | Stalin Stalin Nivas, Sharmalacodu Aruvikkara | 4. | Passa Ravi Marthandom |
| 5. | Padmakumari Sooryasree, Chergazhasseri Kudappanakunnu | 6. | Rajeev V. S. Vasanthha Bhavan, Erappukuzhy Kudappanakunnu |
| 7. | Siria Vijayan Vijaya Land, Santhipuram | 8. | Pushpabai John Nivas, Gandhipuram Sreekaryam |
| 9. | Sasidharan Pillai K.K. Bhavan, Narikkal Konchira P.O, Vembayam | 10. | Lillikutty Karunya, Kallambalam Koliacode |
| 11. | Assura Beevi Nazeer Manzil, Thiruvallom | 12. | Dinakar Marthandom |
| 13. | H. Nissar Madathara | 14. | Prasanna Kumar Kallada |
| 15. | Neena Vellayani | 16. | Vimala Kudappanakunnu |
| 17. | Natarajan Avittom, Powdikkonam | 18. | Sethu Kuttichal. Kattakada |
| 19. | Bindhu Sudhakaran Thrivani, Perayam | 20. | Divya Kudappanakunnu |
| 21. | Arifa M. F. House, Puthuchira Padinjattethil | 22. | Subhash Chathannur |
| 23. | Suniljith Kundara | 24. | Sudhakaran Ottathengil, Padanorth Karunagapally |
| 25. | Haji Poultry Farm Attingal, Thiruvananthapuram- 695101 Phone - 471-2625056 | 26. | Matha Poultry Farm Nalanjira, Thiruvananthapuram-695015 (471)-6584003 , 2544311 |
| 27. | Nisha Margin Free Poultry Farm , Ulloor, Thiruvananthapuram-695011 471-2445098 | 28. | Nisha Poultry Farm Akulam Rd Ulloor, Thiruvananthapuram-695011. (471)- 3294752, 9995118119 |
| 29. | S J Poultry Farm Kumarapuram Medical College, Pothiyaram Jn, Gpo, Thiruvananthapuram-695001, 471)-2448735 | 30. | St Joseph Polutry Farm Marapalam, Pattom, Thiruvananthapuram-695004 471)-2540432 |

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| | 9447792123 | | |
| 31. | V S Poultry Farm Vs Bldg, Pettah, Thiruvananthapuram-695024 (471)-9447220299 9447220299 | | |

Nurseries (Government approved)

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| 1. | Suresh Babu Devi Nursery, Attukuzhy Kazhakootam, Pin – 695 582 | 2. | Suprabha Sadasivan Gurutheeram, Ex-service man Colony, Pacha, Palode |
| 3. | M/s Al – Manar Gardens TC – 44/1111, Manacaud Pin – 695 009 | 4. | M/S Aramam Gardens Kudappanakunnu, Pin – 695 005 |
| 5. | Sathyanesan Sowparnika, VP 11/ 549 Vizhavor, Malayam P.O. | 6. | Devi Nursery Ajamanur, Koviyakode, Venjaramoodu |
| 7. | M/s Meena Nursery TM – Nagar, Thaliyal Karamana, Pin – 695 002 | 8. | S. S. Jeeva Chitambaravilakom Near Saji Hospital, Kazhakootam P.O. |
| 9. | M/s Seaside Farms Puthenthoppu, TVPM – 695 586 | 10. | B. Sindhu Tharattiyil Nursery Panappamkunnu, Malakkal P.O. Kilimanoor, Pin – 695 602 |
| 11. | P. Sasidharan Nair Upanishath, Vettiara, Navayikkulam | 12. | R. Sudarshanan Sun Garden And Nursery Keezhaikonam, Venjaramood P.O. |
| 13. | M/s Shalimar Gardens Sathamangalam, TVPM | 14. | A. Sukeshan River View Flori Farms Kuratahcode, Kattakada |
| 15. | B. Sanakan Balakrishna Vilasom, Aryanad | 16. | Vijesh P. V. Prasobhana Vilasom Chellamcode, Nedumangad |
| 17. | B. Rajagopalan Nair Vishnu Vihar, Kallumoodu, Aaralumoodu | 18. | S. Balan Thiruvathirayil, Manalivila Neyyatinkara |
| 19. | J. Robert Vinod Kumar Puthumana Puthenveedu Kiliyoor, Vellarada | 20. | L. Sreelatha Malabar Agro - Nursery Kulamada, Navaikulam |
| 21. | K. Sadanandan Nair J. S. K. C. Agricultural Nursery Konchira, Vembayam | 22. | Viji Anandan Pillai Vinod Nursery, Mudavoorpara Balaramapuram – 695501 Phone : 471-2407680 |
| 23. | V. Murukan Chettiyar Ajitha Nursery, Azhoor P.O Attingal. Phone : 0470-2643253 | 24. | B.P. Harichandra Kumar Ram Nursery Garden Payattuvila, Kottukal, Balaramapuram – 695 501 |
| 25. | K. Velayudhan Nair | 26. | K.K. Ramesh |

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| | Maya Nursery, Karuppooru P.O., Nedumangad | | Mukhavor Nursery Kattanam, Karuppooru P.O. Nedumangad |
| 27. | B. Sindhu Tharattayil Nursery Botanical Garden, Palode, Phone : 0470-2649848 | 28. | P. Sasidharan Nair Sougandhika Orchids, Vettiyara, Navayikkulam P.O., Phone : 0470- 2694229 |
| 29. | Mohandas . K. Thushara, Vandanoor Road Kilimanoor P.O. | 30. | Smt. Ajitha Kumari .D Greeshmam, Kanakuzhi Puthen Veedu, Punalal P.O., Aryanad |
| 31. | M. K. Rajan M/s Beena Nursery (P) Ltd. Vithura, Pin – 695 551 | 32. | Aathmanilayam Nursery Parassala, TVPM |
| 33. | T. R. Sasi Kumar Surabhi Garden Mundela P. O., Vellanad | 34. | P.J. Kiran 'Prakruti', Menamkulam |
| 35. | Beena Nair 'Krishna', T.C. 36/1466 Vallakadavu | 36. | Sudharma Gopinathan Makom, Pullanikode, Pullanokode P.O., Edava, Varkala |
| 37. | P. Shobhana S. S. house, Aatinkuzhi, Kazhakootam | 38. | The Garden City Group Inc Ist floor, D.S. Building, N.H. Road, Vedivachancoil, Bhagavathinada. P.O. Pin - 695 501, Phone : 0471- 6455443 |

Floriculture

| | | | |
|-----|--|-----|--|
| 1. | M/s Nathan's Blooms No. 285, C.S.M. Nagar Edappazhanji – 695 010 Phone : 0471 – 2725192 | 2. | M/s Arun Anthuriums A.T. House, Malayam Pin – 695 571 |
| 3. | M/s Flower India Arappura Lane, Kannamoola Pin – 695 011 | 4. | M/s Asiatic Blooms Saroja Nivas, Paruthikuzhi Manacaud P.O, TVPM - 9 |
| 5. | Sofi Jayakumar Vibgyor Cut-Flowers, Chitralayam, Pravachambalam, Edacode, Nemom P. O., Phone : 0471 - 2393996 | 6. | Sasidharan Nair Sougandhika Orchids Vettiyara, Navayikkulam P.O. Phone : 0470 - 2694229 |
| 7. | S. Janaky Kuleena, House No. 145 P.T.P Nagar, TVPM – 695 038 | 8. | P. Premalatha Venukumar Devikripa, Vettamballi, Nedumangad |
| 9. | Deepa M. V Saras, Pananjamoodu, Vettamballi, Irinjium P.O Nedumangad | 10. | M/s Ecogene Biotech Ltd Mispaa, Kudappanakunnu |
| 11. | Subha. S Shyamalayam, Vettamballi Irinjium P.O , Nedumangad | 12. | Mr. Bhasi Aramadu, TVPM |
| 13. | Mr. Anil Kurissadi Junction, Nalanchira Phone : 98471 25582 | 14. | Mr. shibu Thirumala, TVPM |
| 15. | P.Ramachandran Pillai Mudavanmugal, TVPM | 16. | Biju Abraham Amboori, Vellanad |

Mushroom

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| 1. | Swadishta Mushrooms House No. 145, Kuleena P.T.P Nagar, TVPM – 695 038 | 2. | Aswathy Mushrooms FORA – D 38, T.C. 14/1677 Forest Office Lane, Vazhuthacaud, TVPM – 695 014 |
| 3. | Shine Robert Veeranakavu, Vellanadu | 4. | Anila M.G T.C. 103/15 Thirumala, TVPM |
| 5. | Valsala Padinjattil Veedu, Irinjium P.O Venkavila, Nedumangad | 6. | K.Ajay Pirappancode , Nedumangad |
| 7. | T.R. Sukumaran Ulloor, TVPM | 8. | Vijaya Kumar.G Vembayam, Nedumangad |
| 9. | R. Rajeev Aramadu, TVPM | 10 | Biju. S Ayiroorpara, Kazhakootam |
| 11 | S. Remani Vattiyookavu, TVPM | 12. | Surya Mushrooms & Spawn Laboratory, Manchadimood, Peerappankode, Thiruvananthapuram- 695607, (0471)-2582159 |
| 13. | Govind Gardens Greens N Blooms Sreekanteshwaram, Thiruvananthapuram -695023, (471)-2474672 | | |

Apiculture

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| 1. | Sukumaran Nair . B Kikzakke Kunnumpurathu Veedu, Vettamballi, Irinjium P.O, Aanadu | 2. | Gopalan . K Thycaud Thadattarikattu Veedu, Vettamballi, Irinjium P.O., Nedumangad |
| 3. | N. Sivaraman Nair Sanjay Bhavan, Vettamballi , Irinjium P.O, Nedumangad | 4. | B. Susheela Devi Thottatil Veedu, Venkavila, Irinjium P. O., Nedumangad |
| 5. | Shobhana Amma . S Sithara Bhavan, Vettamballi, Irinjium P.O Nedumangad | 6. | Lata Kumari Rajendra Vilasom, Vettamballi, Irinjium P.O Nedumangad |
| 7. | P. Premalatha Venukumar Devikripa, Vettamballi, Nedumangad | 8. | Rema . N Arya Bhavan, Tavalottukonam, Vettamballi, Nedumangad |
| 9. | D. Shyamala Sheeja Bhavan, Vettamballi, Irinjium P.O., Nedumangad | 10. | D. Balakrishnan Nair Vettanballi, Irinjium P.O., Nedumangad |
| 11. | S. Sasikala Thycattu Kizhakkumkara Veedu, Vettamballi, Irinjium P.O., Nedumangad | 12. | Subha. S Shyamalalayam, Vettamballi Irinjium P.O , Nedumangad |
| 13. | Sukumanan Nair Azhaku veedu, Vettamballi Nedumangad | 14. | D. Radhamma Asha Bhavan Vettamballi, Irinjium P.O, Nedumangad |
| 15. | Balakrishnan. C Pullekonam, Puthuval Mekkumkara | 16. | Usha . G Anish Bhavan |

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| | Veedu, Aryanad P.O | | Vettamballi, Nedumangad |
| 17. | Ajitha Kumari . S Ajitha Nivas, Vettamballi, Irinjium P.O, Nedumangad | 18. | Santhamma. J Krishna Vilasom, Vettambilli, Irinjium P.O. |
| 19. | Albert . A Arya Bhavan, Tavalottukonam, Vettamballi | 20. | Saiskala Devi Aswathy Bhavan, Vettamballi, Irinjium P.O, Nedumangad |
| 21. | Ajitha .R Kovakkadu Tadattarikattu Veedu, Irinjium P.O. Parayankavu | 22. | D. Vijayan Thekkumkara Puthenveedu Attiyara, Kanakuzhi, Aryanad P.O. |

Coconut Processing Units

| | | | |
|----|---|----|---|
| 1. | Balachandra Oil Industries Sreekariyam Trivandrum Pincode : 695017 Phone (OFF) 0471-2598858 2592004 | 2. | Kulathoor Oils Monvila Thiruvananthapuram Phone (OFF) 91 471 2598813 563 Name of Executive : MA Majeed Proprietor |
| 3. | Ranganathan Nadar. K. Kalluparambathu Veedu Punchakkari, Thiruvallam PO Thiruvananthapuram Pincode : 695027 | 4. | Suprabha. S.S. Guruprabha Pacha, Palode Thiruvananthapuram Pincode : 695562 |
| 5. | Jagapati Hatcheries Pvt. Ltd Jagapati Complex, Kurumkuttu Parassala trivandrum-695 Phone No :-2203052 | 6. | Kaagaz -friends of earth B3,Chithra Nagar Poojappura Thiruvananthapuram-695012 Phone No :-9447350277 Paper Carry Bags of all sizes and dimensions,,, |
| 7. | Ponmudi Pack-Arts (P) Ltd. Industrial Area, Kochuveli Trivandrum-95021 Phone No :-91-471-502566 Paper carry bags,,, | | |

Appendix – VII

Principal Component analysis of the sub-dimensions of entrepreneurial effectiveness

Principle Components

| | PRIN 1 | PRIN 2 | PRIN 3 | PRIN 4 | PRIN 5 | PRIN 6 |
|--------|--------|--------|--------|--------|--------|--------|
| CASE 1 | 76.846 | 21.666 | 3.376 | 3.668 | -0.017 | 5.947 |
| CASE 2 | 74.282 | 20.400 | 7.738 | 4.337 | 3.944 | 4.314 |
| CASE 3 | 70.467 | 21.732 | 3.569 | 1.163 | -0.272 | 4.979 |
| CASE 4 | 71.441 | 19.488 | 0.771 | 1.025 | -0.183 | 6.449 |
| CASE 5 | 79.719 | 22.793 | 2.716 | 0.853 | 1.734 | 6.179 |
| CASE 6 | 69.137 | 22.140 | 3.306 | 5.129 | 0.593 | 4.260 |
| CASE 7 | 67.768 | 21.138 | 3.898 | 0.790 | 0.054 | 5.071 |
| CASE 8 | 69.023 | 18.493 | -0.614 | 1.234 | 1.643 | 4.483 |
| CASE 9 | 79.441 | 22.659 | 4.474 | 1.712 | 1.459 | 6.202 |
| CASE10 | 68.385 | 23.360 | 1.027 | 1.451 | 0.320 | 6.036 |
| CASE11 | 76.641 | 19.289 | 2.521 | 0.434 | 0.326 | 5.945 |
| CASE12 | 78.590 | 22.507 | 3.650 | -1.670 | 0.926 | 3.999 |
| CASE13 | 71.440 | 21.301 | 0.723 | -0.439 | 1.367 | 6.852 |
| CASE14 | 73.162 | 21.844 | 2.717 | 0.632 | 0.817 | 5.708 |
| CASE15 | 78.517 | 21.279 | 3.706 | 3.451 | -0.004 | 6.896 |
| CASE16 | 73.670 | 20.196 | 1.386 | 0.573 | 3.316 | 5.610 |
| CASE17 | 69.582 | 20.410 | 2.828 | 1.202 | 0.211 | 4.152 |
| CASE18 | 72.379 | 21.935 | 0.500 | 1.535 | 1.048 | 4.938 |
| CASE19 | 37.548 | 16.410 | 2.408 | 0.409 | 0.238 | 4.103 |
| CASE20 | 37.780 | 12.816 | 2.885 | 2.672 | 0.912 | 3.625 |
| CASE21 | 80.419 | 21.219 | 3.263 | 2.963 | 0.834 | 4.607 |
| CASE22 | 73.301 | 17.099 | 2.042 | 2.891 | 2.224 | 7.421 |
| CASE23 | 47.398 | 15.500 | 4.057 | 0.808 | -1.045 | 4.888 |
| CASE24 | 70.560 | 18.073 | 0.620 | 2.246 | 0.621 | 6.690 |
| CASE25 | 33.909 | 11.394 | 3.597 | 0.573 | -0.100 | 3.879 |
| CASE26 | 67.574 | 20.107 | 3.088 | -0.868 | 1.378 | 5.930 |
| CASE27 | 74.559 | 23.813 | 2.603 | -0.027 | 2.968 | 6.019 |
| CASE28 | 71.721 | 20.705 | 1.686 | 0.882 | 0.590 | 5.039 |
| CASE29 | 71.725 | 21.061 | -1.532 | 0.560 | 0.750 | 6.219 |
| CASE30 | 73.260 | 22.775 | 0.717 | 0.594 | 1.980 | 6.585 |
| CASE31 | 45.530 | 15.137 | 4.003 | -1.308 | 1.479 | 6.477 |
| CASE32 | 45.214 | 15.139 | 3.057 | 0.511 | 1.536 | 7.777 |
| CASE33 | 30.752 | 11.914 | 1.637 | 0.374 | 0.680 | 5.006 |
| CASE34 | 67.966 | 20.932 | 1.078 | 2.943 | 3.269 | 6.067 |
| CASE35 | 65.640 | 19.233 | 0.914 | 3.460 | 3.323 | 5.429 |
| CASE36 | 70.184 | 20.033 | 2.131 | 0.403 | 0.370 | 7.209 |
| CASE37 | 66.736 | 20.700 | 0.160 | -2.487 | -0.088 | 5.155 |
| CASE38 | 64.085 | 20.739 | 3.305 | -1.966 | 2.625 | 6.720 |
| CASE39 | 66.460 | 21.268 | 1.981 | -1.373 | 4.151 | 5.437 |
| CASE40 | 69.032 | 22.032 | 1.994 | 1.805 | 0.160 | 4.104 |
| CASE41 | 70.141 | 20.584 | -0.099 | 0.668 | 1.081 | 5.174 |
| CASE42 | 62.691 | 16.702 | 4.598 | 0.923 | 1.361 | 5.650 |
| CASE43 | 68.090 | 16.723 | -2.496 | 0.888 | 1.274 | 4.930 |
| CASE44 | 63.904 | 17.879 | -1.169 | -0.626 | 1.667 | 7.746 |
| CASE45 | 69.393 | 20.819 | 1.474 | -0.065 | 2.194 | 4.805 |
| CASE46 | 67.683 | 20.130 | 0.637 | 2.390 | 2.876 | 4.164 |
| CASE47 | 65.209 | 17.332 | 2.418 | 1.886 | 2.127 | 5.601 |

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|---------|--------|--------|--------|--------|--------|-------|
| CASE48 | 45.471 | 15.477 | 3.832 | -4.247 | 1.899 | 5.047 |
| CASE49 | 45.290 | 15.317 | 4.659 | -2.917 | 0.713 | 5.334 |
| CASE50 | 24.645 | 8.886 | 2.880 | -1.827 | 2.141 | 5.141 |
| CASE51 | 28.041 | 8.441 | 3.054 | -0.784 | -0.312 | 5.511 |
| CASE52 | 70.557 | 19.124 | -1.038 | 0.553 | 2.375 | 6.236 |
| CASE53 | 70.329 | 21.412 | 1.273 | 0.749 | 2.386 | 6.813 |
| CASE54 | 68.052 | 22.711 | 1.596 | 0.325 | 0.988 | 4.841 |
| CASE55 | 77.436 | 22.077 | 3.649 | 0.316 | 1.414 | 6.302 |
| CASE56 | 68.890 | 22.568 | 0.717 | 0.438 | 2.294 | 5.728 |
| CASE57 | 65.445 | 21.608 | 0.469 | -0.479 | 1.819 | 6.017 |
| CASE58 | 70.708 | 22.764 | 0.716 | 1.495 | 0.131 | 7.091 |
| CASE59 | 71.080 | 23.793 | 1.238 | 1.407 | 2.110 | 4.521 |
| CASE60 | 70.614 | 20.977 | 1.696 | 2.487 | -0.509 | 6.424 |
| CASE61 | 75.241 | 13.237 | 4.423 | 3.210 | 0.141 | 6.970 |
| CASE62 | 57.304 | 18.969 | 4.101 | 0.684 | 1.597 | 3.531 |
| CASE63 | 68.311 | 12.825 | 0.630 | 1.130 | 1.977 | 6.126 |
| CASE64 | 76.399 | 13.253 | 3.950 | 1.920 | -0.727 | 7.980 |
| CASE65 | 55.027 | 16.475 | 0.802 | 0.802 | -0.815 | 6.675 |
| CASE66 | 30.155 | 16.434 | -1.521 | -1.662 | 1.666 | 5.360 |
| CASE67 | 28.104 | 15.971 | 0.800 | -2.474 | -1.712 | 7.835 |
| CASE68 | 26.512 | 15.299 | -1.559 | -5.191 | 1.991 | 6.298 |
| CASE69 | 26.271 | 21.600 | 2.337 | 0.966 | -0.433 | 5.166 |
| CASE70 | 29.592 | 18.904 | 0.162 | -3.637 | -1.829 | 3.208 |
| CASE71 | 73.028 | 21.811 | 3.621 | 1.861 | -0.218 | 6.965 |
| CASE72 | 30.424 | 25.311 | 9.565 | 4.884 | 1.107 | 5.107 |
| CASE73 | 35.228 | 23.213 | 6.299 | -1.482 | -0.029 | 2.862 |
| CASE74 | 30.176 | 22.844 | 4.351 | 0.942 | 0.759 | 7.558 |
| CASE75 | 31.500 | 20.996 | 5.159 | -3.416 | -0.766 | 8.484 |
| CASE76 | 27.395 | 20.512 | 4.140 | 4.349 | 2.855 | 4.953 |
| CASE77 | 30.403 | 19.598 | 3.108 | 1.257 | -1.328 | 6.366 |
| CASE78 | 28.224 | 24.403 | 2.992 | -0.441 | -0.214 | 6.533 |
| CASE79 | 34.544 | 23.651 | 6.501 | 0.910 | 2.359 | 7.849 |
| CASE80 | 28.724 | 20.359 | 3.274 | -0.383 | -0.449 | 6.027 |
| CASE81 | 31.518 | 23.256 | 0.352 | -1.256 | 2.843 | 4.114 |
| CASE82 | 28.544 | 19.689 | 6.361 | 2.478 | 3.242 | 5.604 |
| CASE83 | 29.441 | 24.916 | 2.141 | 1.441 | 2.180 | 4.240 |
| CASE84 | 49.737 | 21.035 | 2.064 | 0.565 | 2.295 | 5.726 |
| CASE85 | 25.946 | 21.534 | 1.341 | 1.186 | 1.419 | 3.975 |
| CASE86 | 70.963 | 17.265 | 4.875 | 0.292 | -3.808 | 5.893 |
| CASE87 | 29.610 | 17.513 | 2.042 | 1.630 | 2.098 | 6.268 |
| CASE88 | 29.943 | 25.676 | 2.265 | -1.549 | 0.288 | 7.178 |
| CASE89 | 49.493 | 17.964 | 3.313 | 0.029 | -0.681 | 4.387 |
| CASE90 | 30.276 | 26.646 | 2.761 | 0.063 | 0.321 | 6.129 |
| CASE91 | 32.657 | 24.251 | 1.595 | 3.839 | 3.258 | 4.298 |
| CASE92 | 31.831 | 17.883 | 7.444 | 0.313 | 1.232 | 8.771 |
| CASE93 | 30.356 | 26.409 | 3.889 | -2.668 | -0.883 | 6.999 |
| CASE94 | 27.950 | 24.947 | 2.597 | 0.581 | 0.374 | 5.492 |
| CASE95 | 28.507 | 23.738 | 6.760 | 2.154 | 2.982 | 7.111 |
| CASE96 | 30.601 | 19.714 | 1.351 | 3.896 | 2.589 | 5.118 |
| CASE97 | 31.255 | 25.205 | 1.550 | 1.315 | -0.305 | 4.534 |
| CASE98 | 32.672 | 18.552 | 3.799 | 0.568 | 2.567 | 3.603 |
| CASE99 | 31.762 | 21.449 | 1.420 | 2.325 | 3.593 | 7.600 |
| CASE100 | 30.563 | 26.718 | 5.923 | 2.796 | -0.338 | 6.242 |
| CASE101 | 28.685 | 19.283 | 2.768 | 1.855 | 0.246 | 6.335 |
| CASE102 | 28.746 | 20.221 | 2.934 | 4.769 | 2.603 | 6.134 |
| CASE103 | 28.225 | 20.997 | 2.628 | 1.839 | 2.614 | 6.805 |
| CASE104 | 30.219 | 22.809 | 4.968 | 0.424 | 3.026 | 7.105 |

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|---------|--------|--------|--------|--------|--------|-------|
| CASE105 | 54.348 | 20.275 | -2.416 | 2.009 | -0.701 | 5.545 |
| CASE106 | 41.823 | 20.300 | 7.574 | -0.428 | 2.682 | 4.572 |
| CASE107 | 37.719 | 15.021 | -9.041 | 4.990 | -3.374 | 7.253 |
| CASE108 | 28.651 | 22.797 | 3.211 | 2.970 | 1.211 | 5.809 |
| CASE109 | 33.557 | 21.931 | -1.280 | 8.264 | -1.058 | 4.887 |
| CASE110 | 67.532 | 22.250 | 1.271 | -1.420 | -2.288 | 3.219 |
| CASE111 | 36.638 | 18.519 | -3.796 | 1.845 | -2.184 | 5.920 |
| CASE112 | 62.681 | 17.676 | 7.243 | -1.122 | 4.167 | 5.694 |
| CASE113 | 34.041 | 17.871 | -1.616 | 4.379 | 0.693 | 4.744 |
| CASE114 | 33.371 | 14.999 | 0.677 | 1.756 | 2.204 | 7.551 |
| CASE115 | 33.284 | 22.461 | 0.752 | -0.770 | -1.868 | 2.824 |
| CASE116 | 70.650 | 18.291 | 5.055 | 2.853 | 1.463 | 5.208 |
| CASE117 | 30.633 | 18.588 | 0.793 | 1.037 | 1.437 | 4.159 |
| CASE118 | 36.512 | 27.691 | 1.224 | 0.921 | 0.973 | 6.833 |
| CASE119 | 36.879 | 21.555 | -0.764 | 3.191 | 1.333 | 3.835 |
| CASE120 | 34.914 | 22.490 | -0.537 | -0.700 | -0.311 | 6.729 |
| CASE121 | 53.950 | 15.968 | 3.532 | 0.126 | 1.288 | 6.179 |
| CASE122 | 72.173 | 18.151 | 4.519 | 0.317 | -0.523 | 4.210 |
| CASE123 | 57.309 | 18.554 | 3.627 | 1.381 | 1.217 | 6.844 |
| CASE124 | 47.238 | 20.016 | 0.034 | 2.993 | -0.092 | 5.735 |
| CASE125 | 53.728 | 16.800 | 2.674 | 1.464 | -0.091 | 7.533 |
| CASE126 | 76.829 | 21.905 | 1.629 | -1.040 | -0.470 | 6.665 |
| CASE127 | 53.440 | 15.836 | 2.774 | 0.493 | 1.633 | 4.206 |
| CASE128 | 53.573 | 13.820 | 4.618 | 0.308 | -0.649 | 6.712 |
| CASE129 | 48.899 | 15.919 | 2.648 | 3.036 | 2.777 | 8.631 |
| CASE130 | 57.028 | 17.473 | 2.101 | 1.502 | -0.390 | 3.262 |
| CASE131 | 76.829 | 21.905 | 1.629 | -1.040 | -0.470 | 6.665 |
| CASE132 | 52.845 | 21.185 | 3.419 | -0.061 | 5.556 | 2.818 |
| CASE133 | 49.458 | 19.749 | 7.568 | 2.673 | -2.332 | 5.379 |
| CASE134 | 55.956 | 17.567 | 4.837 | 0.985 | -1.308 | 7.293 |
| CASE135 | 54.307 | 14.007 | 11.584 | 0.057 | -1.394 | 6.188 |
| CASE136 | 33.150 | 22.173 | 2.786 | 1.225 | -0.464 | 3.726 |
| CASE137 | 31.251 | 23.697 | 4.899 | 2.196 | 3.008 | 7.132 |
| CASE138 | 31.103 | 23.624 | 2.970 | -0.609 | 0.308 | 7.429 |
| CASE139 | 35.800 | 22.920 | 3.466 | 1.024 | 0.271 | 4.342 |
| CASE140 | 53.955 | 15.874 | 4.122 | 1.308 | 1.609 | 7.248 |
| CASE141 | 56.875 | 14.679 | 5.719 | 0.854 | 0.586 | 5.188 |
| CASE142 | 44.062 | 13.988 | 1.425 | 3.429 | 1.715 | 5.299 |
| CASE143 | 71.947 | 15.095 | 2.773 | 3.032 | 2.341 | 6.656 |
| CASE144 | 68.969 | 13.606 | 3.251 | 3.289 | 2.596 | 5.914 |
| CASE145 | 43.057 | 18.248 | 1.520 | 4.663 | 1.713 | 8.002 |
| CASE146 | 51.492 | 17.302 | 2.005 | 0.292 | 0.982 | 4.250 |
| CASE147 | 33.417 | 15.701 | 0.687 | 1.375 | 0.617 | 6.633 |
| CASE148 | 47.816 | 14.938 | 0.503 | 0.209 | 7.039 | 5.965 |
| CASE149 | 50.088 | 17.009 | 4.826 | -0.838 | 6.150 | 4.241 |
| CASE150 | 44.062 | 13.988 | 1.425 | 3.429 | 1.715 | 5.299 |
| CASE151 | 32.776 | 19.365 | 0.174 | 1.621 | 0.401 | 4.225 |
| CASE152 | 43.475 | 22.234 | 2.551 | 2.473 | 2.752 | 8.020 |
| CASE153 | 58.434 | 21.043 | 0.903 | 1.652 | 0.304 | 4.791 |
| CASE154 | 57.295 | 16.276 | 6.865 | 0.407 | 1.812 | 6.691 |
| CASE155 | 46.258 | 20.694 | -0.364 | 1.513 | 0.736 | 6.472 |
| CASE156 | 56.747 | 13.256 | 5.648 | 4.476 | 1.301 | 4.623 |
| CASE157 | 47.458 | 19.914 | -1.830 | -0.524 | 2.339 | 6.171 |
| CASE158 | 50.088 | 17.009 | 4.826 | -0.838 | 6.150 | 4.241 |
| CASE159 | 56.968 | 14.933 | 5.873 | 0.651 | 0.888 | 7.130 |
| CASE160 | 42.917 | 17.868 | 1.289 | 4.967 | 1.260 | 5.089 |
| CASE161 | 56.320 | 16.395 | 4.295 | 0.275 | 0.215 | 4.071 |

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|---------|--------|--------|--------|--------|--------|-------|
| CASE162 | 43.499 | 14.544 | 1.631 | 1.783 | 1.897 | 6.067 |
| CASE163 | 51.590 | 17.462 | 2.749 | 1.272 | 1.605 | 7.260 |
| CASE164 | 71.948 | 19.458 | 2.070 | 0.241 | 1.589 | 6.998 |
| CASE165 | 33.286 | 15.134 | 1.636 | 4.044 | 0.808 | 5.857 |
| CASE166 | 60.319 | 18.078 | 11.752 | 1.248 | -4.584 | 7.004 |
| CASE167 | 47.954 | 22.200 | 9.196 | 8.591 | -2.196 | 5.598 |
| CASE168 | 49.661 | 18.538 | -2.229 | 4.463 | -0.668 | 7.263 |
| CASE169 | 59.677 | 18.220 | 2.780 | 1.301 | 0.346 | 3.878 |
| CASE170 | 50.286 | 18.330 | 0.225 | -0.754 | 1.847 | 7.161 |
| CASE171 | 75.979 | 22.515 | 2.414 | -4.193 | -1.205 | 5.320 |
| CASE172 | 48.719 | 17.808 | 0.728 | 3.323 | 4.909 | 5.154 |
| CASE173 | 60.089 | 16.403 | 5.059 | 1.509 | 1.478 | 3.761 |
| CASE174 | 55.069 | 15.804 | 3.550 | 1.281 | 0.079 | 3.364 |
| CASE175 | 46.843 | 15.303 | 1.156 | 0.559 | 2.260 | 6.691 |
| CASE176 | 45.275 | 20.440 | 2.521 | 0.634 | 3.141 | 7.918 |
| CASE177 | 58.325 | 16.978 | 5.120 | 1.671 | 0.260 | 3.972 |
| CASE178 | 52.846 | 13.385 | 0.896 | 3.641 | -2.371 | 4.624 |
| CASE179 | 53.717 | 18.800 | 1.446 | -2.366 | 0.817 | 5.800 |
| CASE180 | 44.676 | 19.641 | 1.134 | 1.900 | 2.804 | 7.316 |

ABSTRACT

**ENTREPRENEURIAL EFFECTIVENESS OF AGRIPRENEURS IN
KERALA**

GOPIKA SOMANATH

**Thesis submitted in partial fulfillment of the requirement
for the degree of**

Doctor of Philosophy in Agriculture

**Faculty of Agriculture
Kerala Agricultural University, Thrissur.**

2009

**Department of Agricultural Extension
COLLEGE OF AGRICULTURE
VELLAYANI, THIRUVANANTHAPURAM - 695 522**

ABSTRACT

ABSTRACT

The study entitled 'Entrepreneurial effectiveness of agripreneurs in Kerala' was undertaken with the major objective of measuring the entrepreneurial effectiveness of the agripreneurs in Kerala, their socio-personal characteristics, the economic dimensions of the enterprises as well as the extent of possession of the entrepreneurial attributes by the agripreneurs. The study also aimed at inventorizing the agripreneurs operating in the selected districts of the state.

The research project was undertaken in the Kasargod, Thrissur and Thiruvananthapuram districts of the state. From each district 60 agripreneurs comprising 20 on-farm agripreneurs, 20 off-farm agripreneurs and 20 commercial farmers were selected. Thus a total of 180 agripreneurs selected from the three districts constituted the sample for the study. The data collected was statistically analyzed using arithmetic mean, percentage, correlation, analysis of variance and principal component analysis.

The inventory of the agro-enterprises prepared for the selected districts revealed that the on – farm agri-business activities such as mushroom cultivation, floriculture, apiculture, ornamental fish culture, and the animal based enterprises were found to be more predominant in the Thiruvananthapuram and Thrissur districts while sericulture was more popular in the Thrissur and Kasargod districts. Nursery production was a principal agri-business activity in the Thrissur district and the number of nurseries in the district largely outnumbered those in the other two districts. Among the off-farm agri-business activities, the food related processing units, the mat weaving units, the jute products units, the palm spathe products units and the paper bag units were found to be more concentrated in the Thrissur district followed by the Thiruvananthapuram district while the beedi making units were found to be more predominant in the Kasargod district. The commercial farmers were found to be more or less evenly distributed in the three districts with the commercial tobacco and areca nut farmers being restricted to the Kasargod district.

The study revealed that the off-farm agripreneurs were entrepreneurially the most effective category followed by the on-farm agripreneurs and the commercial farmers who were found to be on almost on par in their effectiveness.

The district-wise and category-wise comparison of the six sub-dimensions of entrepreneurial effectiveness namely production management effectiveness, finance management effectiveness, marketing management effectiveness, labour management effectiveness, risk management effectiveness and time management effectiveness revealed that majority of the respondents in all the categories in case of each sub-dimension belonged to medium effectiveness category. The on-farm agripreneurs, off-farm agripreneurs and commercial farmers exhibited significant differences in their effectiveness only in case of marketing management effectiveness and risk management effectiveness where as significant difference was observed between the agripreneurs belonging to the three districts in case of the possession all the six sub-dimensions of entrepreneurial effectiveness. The district based categories of the agripreneurs exhibited significant differences in their overall entrepreneurial effectiveness scores while the activity-based categories of agripreneurs exhibited no significant differences in their entrepreneurial effectiveness.

The Principal Component Analysis of the six sub-dimensions of entrepreneurial effectiveness indicated that the first principal component accounted for the largest percentage variance in the entrepreneurial effectiveness scores of the agripreneurs with the largest magnitude of variation contributed by the sub-dimension *viz.* 'Market management effectiveness' followed by 'Production management effectiveness' and 'Finance management effectiveness'. Thus it was deduced that it is the effectiveness of the agripreneurs in the management of the market for their produce which largely determine their effectiveness in the business followed by their effectiveness in the management of production and finance.

Analysis of the relationship between the socio-personal variables and the entrepreneurial effectiveness of the agripreneurs revealed that age of the agripreneurs was negatively correlated with the entrepreneurial effectiveness of the agripreneurs, indicating that the agripreneurs belonging to the younger age groups were entrepreneurially more effective. The variables such as education, annual income, social participation, extension contact, mass media exposure, and the diversification of the agri-business activities were found to have positive and significant correlation with the entrepreneurial effectiveness of the agripreneurs, while the training received was found to have no significant relation with the entrepreneurial effectiveness of the agripreneurs since majority of the entrepreneurs in all the three categories received no training in relation to their enterprise activities.

The correlation between the possession of the entrepreneurial attributes by the agripreneurs and their entrepreneurial effectiveness revealed that the possession of all the entrepreneurial attributes studied namely achievement motivation, self confidence, personal resourcefulness, attitude towards self employment, internal locus of control, risk orientation, economic opportunism, innovativeness, market perception and strategic visioning were positively and significantly correlated with the entrepreneurial effectiveness of the agripreneurs.

The most important constraints faced by the on-farm and off-farm agripreneurs in their decreasing order of importance are the high cost of the inputs, the difficulty in securing credit and the shortage of labour and high wage rates occupying the first three ranks respectively. In case of the on farm agripreneurs the other major problems were the lack of storage facilities and the exploitation by the middle men while in case of the off-farm agripreneurs the constraints securing the fourth and the fifth ranks were the exploitation by the middle man and the lack of adequate training facilities. The commercial farmers also rated the high cost of inputs as the most important constraint followed by the labour shortage and the ever increasing wage rates, the difficulty in securing credit, the constant fluctuations in the market prices of the produce and the incidence of pests and diseases in the crops.

Some of the important suggestions for improvement of the agri-business in the state includes fostering linkages between the institutions undertaking research and development activities in agriculture with the farmer's organizations thereby ensuring them better technical back up, putting the credit systems in place, ensuring the availability of good quality inputs at reasonable costs, popularization of simple, affordable and durable post-harvest technologies for use at the farm level, establishment of small-scale collecting, cleaning, pre-cooling, grading and packaging centers in the Panchayats to reduce the post harvest losses and increase the shelf life of the perishables, establishment of contributory chilling and pasteurization plants at the village level, formation of self-help groups by the farmers for the preparation of value added products and undertaking group marketing of the products, ensuring better insurance cover for the farmers, linking the farmers co-operatives with the district or state co-operatives, to ensure better access to market intelligence, introducing facilities for grading, standardization and branding of the agricultural commodities to increase the consumer acceptance and providing incubation facilities for the processing and value addition of the agricultural produce, with suitable agencies for use by the resource poor agripreneurs.