



**Chaudhary Charan Singh**

**National Institute of Agricultural Marketing, Jaipur**

(An autonomous organization under Ministry of Agriculture and Farmers Welfare)

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Quarterly Newsletter of CCS NIAM

# FARM TO FORK



## DIRECTOR'S MESSAGE

*I would like to take a moment to reflect on our recent achievements and express our excitement for the opportunities that lie ahead. Our institute has been thriving with vibrant research activities, expanding our research collaborations with national and international institutions. Our community outreach initiatives have been highly successful in engaging the public and establishing valuable connections with various organizations. Moving forward, we are committed to promoting diversity and equity and will continue to expand our research portfolio, engage with the community, and enhance our educational programs. Thank you for your contributions to our institute's success.*

**Shri Faiz Ahmed Kidwai, IAS**



**Additional Secretary (Marketing) Govt. of India, Ministry of Agriculture & Farmers Welfare and Director General, CCS NIAM**

*CCSNIAM has been thriving with vibrant research activities, expanding our research collaborations with national and international institutions. Our community outreach initiatives have been highly successful in engaging the public and establishing valuable connections with various organizations. Moving forward, we are committed to promoting diversity and equity and will continue to expand our research portfolio, engage with the community, and enhance our educational programs. Heartfelt thanks for your contributions to our institute's success.*

**Dr. Ramesh Mittal,  
Director C.C.S NIAM  
Jaipur**



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*Inside our Exclusive NEWSLETTER of  
CCS NIAM*

## Orientation Day

CCS NIAM greeted its 23rd batch of students for 2023-25 on August 3, 2023. A dynamic group of 58 students, comprising 47 boys and 11 girls, hailing from 29 different universities, have arrived at our esteemed institute, ready to ignite their academic journey and shape the future of Agribusiness with passion and diversity. Not only that, this batch further enhances the institute's diversity, with students coming from 17 different states. Dr. S.R. Singh, the Deputy Director of CCS NIAM, kicked off the program with a warm welcome speech. He introduced CCS NIAM, elaborated on the course curriculum, detailed the subjects and faculties, and pledged to provide students with the finest teaching resources, practical exposure, and training methods. Dr. Shuchi Mathur, the Associate Director at CCS NIAM, extended a warm welcome to students. Mrs. Saswati Mukherjee, (Manager Marketing & Communication, NABI, CCS NIAM), placed a strong accent on startups and how NIAM assists budding entrepreneurs in their journey through NABI. The whole program highly motivated the students to start their new journey.

## Foundation Day

Long-standing wisdom asserts that a solid foundation is paramount for any remarkable endeavor. This year, the 35th foundation day of Chaudhary Charan Singh National Institute of Agricultural Marketing (CCS NIAM) on August 8th gleamed a brilliant light on the institute's vision, dedicated to nurturing individuals through training, research, consultancy, education, policy advocacy, and global initiatives. As the auspicious occasion commenced, Dr. Ramesh Mittal, Director of CCS NIAM, alongside Dr. Shuchi Mathur, Assistant Director, and esteemed dignitaries graced the occasion with the radiant illumination of the lamp. This symbolic act initiated the commencement of the festivities, vanishing darkness, and introducing an era of enlightenment, knowledge, and wisdom



## Urban, Indoor and Soil less Farming on the Rise

A report by the Food and Agriculture Organization of the United Nations (FAO), the global urban farming market is expected to reach by \$14.4 billion by 2027. The increasing urbanization, by 2050 it is estimated that two-thirds of the world's population will live in cities. Growing Demand for sustainable food the Consumers are increasingly demanding food that is produced in a sustainable and environmentally friendly way. Urban, indoor, and soilless farming offer a number of advantages over traditional farming methods. Urban farms produce food year-round, regardless of the weather conditions, they can also be located closer to consumers, which reduces the need for transportation and storage. Soilless farming methods such as hydroponics and aquaponics, are also becoming increasingly popular. Soilless farming uses less water than traditional farming, and it is less susceptible to pests and diseases. A 2022 report by the World Resources Institute found that urban agriculture is already producing 20-30% of the food consumed in Asia and Africa. A 2023 report by the Food and Agriculture Organization of the United Nations found that the global soilless farming market is expected to grow by 12% annually over next five years.

**Manoj Elamala**

**Batch- PGDM(ABM) 2023-25**



## Self-Spot Inauguration

Under the guidance of our esteemed Director, CCS NIAM, Jaipur (RJ) joyfully introduces its newest feature a scenic selfie spot. This welcoming location unveiled in presence of Mr. Binod Kumar (Controller of accounts, Ministry of Agriculture and Farmer's welfare) encourages students to document their academic experiences, nurturing solidarity amid our lively campus environment.



# ACADEMICS

"The only source of knowledge is experience." - Albert Einstein



## Plantation Drive

In the presence of our esteemed guest, Honourable Shri Ramcharan Bohra, Member of Parliament representing the Lok Sabha Constituency, Jaipur, our institute organized a Tree Plantation Drive. Honourable Shri Ramcharan Vohra graced us with his presence and planted the first sapling. It was a heartwarming sight to witness our director, faculty members, and staff actively engaging with students and workers in planting and nurturing these saplings. The act of planting a tree is not just about putting a sapling into the soil; it signifies the hope for a healthier planet, cleaner air, and a more beautiful environment for everyone. The Tree Plantation Drive demonstrates our institute's dedication to sustainability, community involvement, and environmental management.

## Hindi Pakhwada

Hindi Pakhwada organised at CCS NIAM. It was a special day with important guests, like Dr. S.R. Singh, deputy director at CCS NIAM are present. The day began with students talking about the G20, which is a group of 20 countries. The students were excited and shared their ideas about important world topics. After that, they had a debate, which is like a friendly argument. Some students talked about "Bharat," saying it's important because of its history and culture. Others defended "India," saying it's important globally and is modern. Then, the students wrote about how communication technology helps farmers and agriculture. This is important because it helps make farming better. Everyone was happy and feeling proud. Hindi Pakhwada was not just about language, but also about sharing ideas. It was a colorful mix of thoughts, languages, and different ways of seeing things, reminding us of India's rich culture.



## Student's Article

Title: India Seaweed Market Surges: Exploring the Numbers and Growth Trends

In 2022, the India Seaweed Market experienced a significant 9.06% increase in shipment value compared to the previous year. However, the Compound Annual Growth Rate (CAGR) saw a slight decrease of -0.24% in 2022 compared to 2017. The Herfindahl Index (HHI) indicated a more competitive market landscape, dropping from 5990 in 2017 to 3933 in 2022. Importation of seaweed in India surged, with the import factor rising from 0.76 in 2017 to 3.89 in 2022. The top players in 2022 were Israel, Indonesia, Netherlands, Malaysia, and the Philippines, with Israel securing the largest market share at 59.68% and a shipment value of 2.1 million USD.

In my opinion, the India seaweed market shows great potential for growth. The increasing awareness of seaweed's health benefits and the demand for natural and sustainable ingredients in food are driving factors. However, challenges such as a lack of awareness, unorganized cultivation, and competition from cheaper imports need to be addressed. Despite the disruption caused by the COVID-19 pandemic, the market is expected to recover as the demand for seaweed-based products continues to rise. Key players like Qingdao Seawin Biotech Group Co., Ltd. are leading the way with innovative products and sustainable cultivation practices, supported by government investments. Overall, the India Seaweed Market presents promising opportunities for investors and businesses.



Ms. Devanshi  
Batch- PGDM (ABM) 2023-25

## Ganesh Festival

Ganesh Chaturthi celebrates the day that Lord Ganesha was born. Hindu deity Ganesha stands for wealth, wisdom, and prosperity. Devotees across the nation delighted and celebrated this occasion with tremendous devotion starting on September 19. Students at the CCS National Institute of Agricultural Marketing in Jaipur enthusiastically welcomed the deity of new beginnings during an aarti performance. The five-day campus celebrations ended on Visarjan, the day that Lord Ganesha left, and featured pandal decorations, contests including the Ganesh Premier League and Bhajan Sandhya. Students danced to the beat of dhols, sang bhajans, and prayed for Lord Ganesha's blessings. May Lord Ganesha grant us all the wisdom, prosperity, and new beginnings that we need to live successful lives.



## Onam

Festivals make everyone happy. Onam is an annual Indian harvest and cultural festival related to Hinduism celebrated mostly by the people of Kerala. The 10-day-long festival celebrates the homecoming of the Asura King Mahabali from the Patal Lok. The festival was celebrated by the students of CCS NIAM with great zeal and warmth on the 31st of August at the campus for the first time. Students decorated the arena with pookalam (Rangoli made up of flowers) and flowers. The event began with a dance performance by the students followed by a song performance. The most exciting part of the event was the fun game like a musical chair and lemon spoon race which was enjoyed along with music and dance. Celebrating festivals together fills the gap and feel a sense of togetherness.



## Independence Day

The 77th Independence Day was celebrated in C.C.S National Institute of Agricultural Marketing (NIAM) with great joy. The Day started with a parade of students and the staff members of the college. After the parade, Dr. Ramesh Mittal, Director of NIAM, hoisted the flag. In the speech Dr. Ramesh Mittal talked about the evolution of agriculture after Independence and how NIAM is contributing towards it. The celebration continued with the cultural program. Students sang patriotic songs, poems and acted in play that showed gratitude towards the country. The event was a big success and left a deep impression on everyone who was there. It made every to remind the sacrifice made by freedom fighters and the importance of cherishing what we have won. The celebrations also made all the people proud to be Indian and motivated them to work for the betterment of the nation.



# Achievements

Team Name	Batch	Position	Competition Name	Institute Name
Team Shakti	2023-25	Winner	Khoj: A Social Idea (Krishi Chanakya 2023)	MANAGE, Hyderabad
Team Three States	2023-25	Winner	Ad-Junction (Sankalp 2023)	NAARM, Hyderabad
Team Aspire	2023-25	Winner	Lakshya: The B-plan Competition (Agrovon 2023)	CCS NIAM, Jaipur
Mr. Akhil G	2023-25	Winner	Pratibimb: The Photography Competition (Agrovon 2023)	CCS NIAM, Jaipur
Team Resolute	2023-25	Runner up	Advik: Live case study competition (Agrovon 2023)	CCS NIAM, Jaipur
Team Vijay	2023-25	Runner up	Vivechan: The Case study challenge (Agrovon 2023)	CCS NIAM, Jaipur
Ms. Devanshi	2023-25	Runner up	Saksham: The Best Manager competition (Agrovon 2023)	CCS NIAM, Jaipur
Ms. Surya Prasad	2023-25	Runner up	Sankalan: Article Writing Competition (Agrovon 2023)	CCS NIAM, Jaipur

## Hydroponics: Indian outlook

Hydroponic farming is a soilless method of plant cultivation, where crops grow in nutrient-enriched water. Growing media like vermiculite, coconut coir, and perlite may be used. This system caters to small farmers, hobbyists, and commercial enterprises, offering efficient and controlled plant growth. The Hydroponics market in India, though nascent compared to global counterparts like the US, UK, Europe, Singapore, and China, is gaining momentum. The industry saw a 50% growth in residential adoption as urban residents set up mini hydroponic farms for vegetables. According to Meticulous Research, in 2020, the Indian Hydroponics market was valued at \$13.90 million USD and is experiencing an 18% CAGR, showcasing promising growth potential. While India lags behind China and Japan in the sector, it is expected to continue its upward trajectory.



**Ram Mohan Reddy**  
Batch– PGDM(ABM)2023-25

## The Future of Agriculture: Digital Twins

Digital twins technology has invented for the engineering purpose which helps the engineers to predict the problems occur in future for the construction. Digital twins is a virtual replica of physical objects, systems, or processes. These digital counterparts linked to the real world counterparts through data collection and analysis. How digital twins are different from models? Models represents the exact structure of physical object just to calculate the dimensions, made before the construction of physical objects. But the digital twins are having the link of data analysis between the physical object which can predict the future problem as the world faces challenge of feeding growing population which minimizing environmental impacts, digital twin technology is a critical component of sustainable agriculture. It goes parallel to the ongoing data driven technology with the sustainable agriculture.



**Mididoddi Preethi**  
Batch– PGDM(ABM)2023-25



## OUR SPONSOR'S



# AGRO

Sow ideas, Water hopes

The event opened with the blessings of Director General Shri Faiz Ahmed Kidwai, IAS, and the presence of CCS NIAM's Director, Dr. Ramesh Mittal, Deputy Director Dr. S.R. Singh, and Assistant Director Dr. Suchi Mathur, alongside esteemed administrative officials and industry experts. This remarkable combination of leadership and expertise set the tone for what was to be a truly inspiring and enlightening event. Agrovon 2023 boasted a series of engaging activities and competitions that catered to the diverse interests of its participants. The highlights included an Agri-Tech Showcase, expert speaker sessions on sustainable agriculture and agribusiness strategies, a Start-up Pitch Competition recognizing the potential of Agri-entrepreneurs, and cultural performances that entertained and enhanced networking opportunities.

Agrovon is known for its academic rigor, and this year was no different. Participants engaged in various academic competitions, each sponsored by prestigious organizations. The competitions included: Sankalan - The Article Writing Competition: Sponsored by Synergy Technofinserve, this event challenged participants to articulate their thoughts on diverse topics, effectively enhancing their writing skills. Advik - The Live Case Study Competition: Sponsored by Chifu Agritech Pvt. Ltd. and Syngenta Foundation India, the event pushed participants to innovate on the spot by encouraging problem-solving skills in real-life scenarios. Vivechan - The Case Study Competition: Sponsored by Adventz Group and Paradeep Phosphates Ltd., the event delved into complex business and organizational challenges through in-depth case studies. Pratibimb - The Photography Competition: Sponsored by AMD and Saras Dairy, here the participants celebrated the art of visual storytelling through captivating photography.



# VON

s, Reap miracles



Lakshya - The B-plan Competition: Sponsored by Adventz Group and Paradeep Phosphates Ltd., this competition invited aspiring entrepreneurs to showcase their innovative business plans and strategies for the future. Saksham - The Best Manager Competition: Sponsored by Dhanuka Agritech Pvt. Ltd., this competition evaluated leadership, decision-making, and crisis management abilities in real-world contexts. Marketing Quencher's Quiz: Sponsored by Olitia Foods and Inno-Farms, this quiz competition tested participants' knowledge of marketing principles, industry trends, and current affairs. The academic competitions reached their zenith with Rangmanch, the Cultural Fest. This spectacular event was sponsored by Punjab National Bank, with Nissan as the travel partner. Rangmanch showcased an extravaganza of cultural performances, talent showcases, and artistic expressions, fostering unity and cultural exchange.

CCS NIAM, through Agrovon, continues to reinforce its commitment to providing platforms that nurture talent, encourage critical thinking, and promote holistic development among its students. The "Unity in Diversity" theme exemplified the spirit of cooperation and innovation at the heart of the agricultural industry.





C.C.S National Institute of Agricultural Marketing (NIAM), Jaipur and NIAM Alumni Association takes pride to host SKYRIUS. The day started with the Director's speech, which set the tone for the event. This marked the warm welcome of our cherished alumni to Skyrius 2023. The Placement Committee, in a comprehensive overview, unveiled promising opportunities for graduates. A compelling panel discussion followed, igniting insightful conversations about industry trends and the potential pathways that lie ahead.

This session truly enriched the alumni gathering, providing wisdom and forward-looking perspectives. The new NIAM Alumni Association logo was launched, and official merchandise was unveiled in partnership with UNISTREET. A compelling panel discussion followed, igniting insightful conversations about industry trends and the potential pathways that lie ahead. This session truly enriched the alumni gathering, providing wisdom and forward-looking perspectives. This session truly enriched the alumni gathering, providing wisdom and forward-looking perspectives.



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Sometimes we wish we could go back in life. Not to change things, just to feel a few things twice.” NIAM has always given us beautiful moments to cherish, and these special moments always hold a place in our hearts and never let us forget. Just when you realize things can't be reversed, it's hard to endure. To relive and rejoice in those memories, NIAM brings another chance by reuniting everyone under a common platform- NIAM ALUMNI ASSOCIATION. Yes, NIAM is a home that left you with lots of emotions. Let's rekindle those. Welcome back NIAMies!!!!!! (THE MAVENS OF AGRIBUSINESS



# N.A.A

To act as a platform for the alumni of the Institute to communicate, coordinate and organize various activities for the diffusion of knowledge pertaining to Agribusiness.

To support and promote the Association and its activities on local, state, national and international levels.

To act as a strong link between the corporate world and the Institute.

To institute as well as facilitate prizes, scholarships and awards for outstanding project works, research papers and other professional activities by the students and faculty of NIAM.

To provide career guidance, interaction with industry, counseling, guidance and assistance to the students as well as the alumni members in their future pursuits.

To collaborate with educational and social institutions, corporates as well as governmental and semi-governmental bodies in order to further the objectives of the Association.

Alumni Lecture series - "SAMVIDH", Skyrius the homecoming of the alumni Today, members of NAA are working in diversified sectors which include Agri input, Commodity, Consultancy, Retail, FMCG, Banking and many other varied sectors



# NETRITVA GUEST LECTURE SERIES



**Mr. Chattanathan Devarajan**  
Co-founder  
Arya.ag

Mr. Chattanathan Devarajan provided us with a holistic view of Arya.ag India's largest integrated grain commerce platform, in overview he talked about verticals in which Arya.ag is operating like warehousing, providing loans against commodities, and trading of commodities. He also discussed Prakshep and GI remote sensing company. Further, he discussed about future prospects of Arya.ag.



**Mr. Omkar Khot**  
International Marketing Manager  
Sulphur Mills Ltd.

The session began with a brief introduction to the domain of International Sales and Marketing by the speaker, followed by a detailed explanation of the teams involved in the international sales and marketing department at SML Ltd. He also provided information on skills required for MBA students. The speaker also talked about important skills like using software, making presentations, and networking.



**Mr. N K Rajavelu**  
CEO, Crop Protection Business  
Godrej Agrovet

The session began with a brief introduction of the company, Mr. NK Rajavelu, CEO of Godrej Agrovet's Crop Protection Business and Seeds, highlighted the agricultural sector's growth at 8-10% CAGR, underlining its resilience during COVID-19. Changing food habits and digital interventions drive transformation, with India set for substantial growth.



**Mr. Shirish Chandra Panda**  
Business Head, Microfinance  
Tata Capital

Mr. Shirish Chandra provided crisp information on the role and importance of microfinance in Agriculture. The session began with how the micro-finance division started at Tata Capital. He explained the whole network of Tata Capital micro-finance spread over the country. In session further discussion was carried out on geo-fencing, the M-swath scheme, and Tata Capital's collaboration with NGOs for better penetration of microfinance.



**Mr. Morup Namgil**  
Head Agritech  
IFFCO Kisan

Mr. Morup Namgil briefed us about climate-smart agriculture with a data-driven advisory. The guest lecture started with information on revolutionizing agriculture with technology providing services like advisory IFFCO Kisan agriculture app and Kisan call center. Some topics like green sim card, Agri 2.0 and Agri tool kit were discussed in the interaction.



**Mr. Saran Joseph**  
Vice President  
Federal Bank

Mr. Saran Joseph talked about how digitization has made banking easier and more convenient for customers i.e., 'from conventional banking to convenience banking'. Customers no longer have to wait in long queues at the bank or worry about bank hours. With the help of online banking and several digital offerings, customers can perform banking transactions anytime, anywhere.

## NETRITVA GUEST LECTURE SERIES



**Dr. Ashok Nagpal**  
EVP, Head Product Analytics  
Vistaar Fin. Services Pvt. Ltd.

Dr. Ashok Nagpal sir taught us how the credit demand of MSMEs has increased with time specifically post-demonetization. The ability to provide loans in a fast and efficient manner, the use of different products, the emergence of digital platforms, and the ability to untapped sectors, all have the potential to increase access to credit for the MSME sector.



**Mr. Shashank Sinha**  
CEO  
Drools Pet Food Pvt. Ltd.

The session began with a brief introduction to the domain of International Sales and Marketing by the speaker, followed by a detailed explanation of the teams involved in the international sales and marketing department at SML Ltd. He also provided information on skills required for MBA students. The speaker also talked about important skills like using software, making presentations, and networking.



**Mr. Sandeep Chatterjee**  
Sustainability leader  
IBM

Mr. Sandeep Chatterjee began session with highlighting the pressing need to address climate change and evolving consumer demands for sustainable practices, followed by a description of how Consumers are becoming increasingly conscious of their choices. They expect brands to follow five sustainable practices.



**Mr. Binny I Dawson**  
Global head, Talent management  
Export Trading Group (ETG)

Mr. Binny I Dawson mentioned what really matters at the end of life. Relationships, legacy, living life on our own terms, health and courage. These are all the things he believes that have great value and he also suggested students focus on these things. He also suggested students read 'Ikigai: find the purpose of their lives. Overall, the session was very interactive.



**Mr. Amiya Dharmapada**  
Vice president and Head of Feed  
Japfa Comfeed India Pvt. Ltd.

Mr. Amiya Dharmapada Nath provided insightful details on how the per capita consumption of eggs, fish, and milk in India falls far below global standards and WHO recommendations, underscoring a significant market gap. He also stated that, with 20.5 million people reliant on livestock and an 8.8% employment rate, the allied agriculture sector in India is ripe with potential.



**Mr. Anshul Goel**  
Bharat Enterprises (Asset)  
Axis Bank

Mr. Anshul Goel gave in-depth knowledge of the role of credit risk analysis in the Indian banking sector. How NPA's are increasing after the post-2008 crisis, RBI's asset cleaning exercise. Further in session about 6 c's of credit risk. He also introduced us to the traditional structure for credit risk analysis and to the credibility phase-wise approach.

## SAMVIDH GUEST LECTURE SERIES



**Mr. Alok Gupta**  
Executive Vice-President  
YES Bank

Mr. Alok Gupta guided about the future trends, challenges and opportunities in banking industry. He also explained opportunities and threat in digital transformation, data analytics, cybersecurity, and regulatory compliance. He also briefed new fintech entering into banking industry and how they are helping in penetrating in to rural regions.



**Ms. Pooja Adhikari**  
Global Coordinator Value  
Chains, Labor rights  
Oxfam Deutschland

Ms. Pooja Adhikari guided about the social aspects of ESG and addressed how a company manages its relations with its employees, financial stakeholders, the communities in which it operates, and the broader political environment. She suggested promoting fair labor practices, diversity and inclusion, and community engagement.



**Mr. Vijay Kumar**  
Head of Supply Chain  
Abbott

Mr. Vijay Kumar emphasized the significance of supply chain in medical technology and device industry. He also explained about raw material sourcing, manufacturing, quality control, regulatory compliance, packaging, distribution, inventory management, reverse supply chain and information technology.



**Mr. Satyajit Majumdar**  
National Manager,  
Strategic Procurement  
The Coca-Cola Company

Mr. Satyajit Majumdar discussed about various aspects regarding procurement, risk management, strategies for risk mitigation and a detailed overview of risk analysis and a supplier-oriented approach to finding solutions in an organization. The example-based explanation of the speaker was really commendable.

### Ganesh Premier League

On September 20th, GPL was celebrated on occasion of Ganesh Chaturthi which was a sports event organized by AMIGOS- the sports committee. The event was a big success, with four teams Thunders, Dragons, Hurricanes, and Doxab taking part. The Qualifier's and final were very exciting, supported by crowd cheering on the teams. In the end, one team won, The event was a great way to add more joy to Ganesh Chaturthi.

## SOIL TESTING AS A BUSINESS OPPORTUNITY

Soil testing has become a crucial commercial opportunity with important environmental and economic ramifications in today's environmentally sensitive society. By providing services that appeal to farmers, landscapers, and construction businesses alike, entrepreneurs who are enthusiastic about sustainable ventures can capitalize on this need. Soil testing gives farmers precise information about the elements present in the soil, which gives valuable information regarding soil health. As government is taking step to promote soil health management through promoting Agri-preneurship in soil testing such as According to a 2022 report by the Indian Council of Agricultural Research (ICAR), only 20% of farmers in India get their soil tested regularly, the Indian government has set a target to achieve 100% soil testing coverage by 2025 and the Indian soil testing market is expected to reach INR 10,000 crore (USD 1.3 billion) by 2026. Some Government agriculture Universities are also organizing soil testing training under NAHEP (National Agricultural Higher Education Project) to boost the soil testing business so that farmers can get better and more effective services in soil testing. Investing in lab equipment and recruiting qualified specialists is essential when starting a soil testing firm. The long-term advantages of wise soil management should be emphasized in marketing campaigns directed at nearby farmers, gardeners, and building companies. Enhancing credibility can be achieved through partnerships with environmental agencies and agricultural extension programs.



**Sanjay Sharma**

**Batch- PGDM(ABM)2023-25**

### CHAIRPERSON

Shri Faiz Ahmed Kidwai, IAS  
Additional Secretary  
(Marketing)  
Govt. of India, Ministry of  
Agriculture & Farmers  
Welfare and Director General,  
CCS NIAM  
dgccsniam@gmail.com

### CHIEF EDITOR

Dr. S. R. Singh Deputy  
Director PGDM (ABM)  
sattaramsingh@gmail.com  
+91 8094777748

### EXECUTIVE EDITOR

Dr. Shuchi Mathur  
Assistant Director PGDM  
(ABM)  
niam.pgdmabm@gmail.com  
+91 98291183421



### Student Newscom Committee

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### UPCOMING EVENT

- Diwali
- SIP Placement
- Final Placement



**MEDIA E NIAM**



**@blog\_farmaura**



**FARMAURA- Spheres of Knowledge**



[newscom.niam23@gmail.com](mailto:newscom.niam23@gmail.com)