



Farmer Producer Organizations (FPOs) in Horticulture Marketing: Collective Marketing, Bargaining Power, and Challenges

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In the rapidly transforming Indian agricultural landscape, Farmer Producer Organizations (FPOs) have emerged as a pivotal institutional model for strengthening smallholder farmers' access to markets, inputs, technology, and value-added opportunities. Especially in horticulture marketing, which involves high-value, perishable commodities such as fruits, vegetables, flowers, spices, and plantation crops, individual smallholders often struggle with fragmented production, poor bargaining power, and weak access to formal markets. FPOs, envisioned as farmer-owned entities that aggregate production and collectively market outputs, are designed to overcome these barriers by harnessing economies of scale, enabling better price discovery, and improving negotiating positions vis-à-vis buyers, processors, and agribusiness firms. Under recent government initiatives, the scale of FPO formation has grown significantly, bringing thousands of collectives under formal registration and supporting their integration with digital platforms such as e-NAM (National Agriculture Market), ONDC (Open Network for Digital Commerce), and other market linkages.

What Are FPOs and Their Role in Horticulture Marketing

A Farmer Producer Organization (FPO) is a legal business entity registered either as a producer company under the Companies Act or as a cooperative that brings together small and marginal farmers as equity shareholders. The primary goal is to use the collective strength of member farmers to improve production, access inputs at better costs, and engage in market-oriented business activities.

In horticulture marketing, FPOs play several crucial roles:

- **Collective Aggregation:** Pooling produce from multiple farmers to meet **volume and quality thresholds** demanded by formal buyers.
- **Market Linkages:** Facilitating direct sales to **processors, retailers, exporters, and e-commerce platforms**, reducing dependence on intermediaries.
- **Value Addition:** Investing in **grading, packaging, cold storage, and processing units** to extend shelf life and capture higher value in the market.
- **Information & Risk Sharing:** Providing better access to market intelligence, price trends, quality standards, and distributing risks associated with price fluctuations and perishability.

Importance and Benefits of FPOs in Horticulture Marketing

1. Collective Marketing and Bargaining Power: One of the most significant advantages of FPOs is their ability to **aggregate produce and negotiate better prices** for members. Through bulk selling, FPOs can reduce transaction costs while accessing premium markets and institutional buyers. Collective bargaining helps farmers secure:

- **15–30% better input prices** for seeds, fertilisers, and agrochemicals due to bulk procurement.
- Elimination of **multiple layers of intermediaries**, enabling farmers to retain a larger share of the consumer rupee.
- More competitive negotiations, whether with processors, exporters, or urban retail buyers. Additionally, when FPOs supply certified and graded horticultural produce, they often fetch **better prices in institutional markets** than individual smallholder sales through local APMC or unorganised channels.

2. Enhanced Market Linkages and Growth: Government and private sector efforts have profoundly expanded the reach of FPOs. According to **recent 2025 data**, India has successfully onboarded **over 10,000 FPOs**, collectively linking **30 lakh farmers**, of which close to **40% are women**, indicating improved inclusivity and empowerment in rural economies. These collective groups have achieved a **cumulative turnover exceeding ₹5,035.5 crore**, showcasing measurable market engagement and economic impact.

Moreover, an increasing number of FPOs are integrating with **digital marketing platforms like e-NAM, ONDC, and GeM**, enabling transparent trading, competitive price discovery, and elevated participation in organised domestic and export markets.

Table Suggestion:

Indicator	Value (2025)
Registered FPOs nationwide	>10,000
Total linked farmers	~30 lakh
Women farmer participation	~40%
Collective turnover	₹5,035.5 crore

3. Value Addition, Quality, and Export Opportunities: Some horticulture FPOs are advancing beyond local markets into **value addition and export markets**. For instance, FPOs in **Titilagarh, Odisha**, have exported **50 quintals of mangoes to Europe**, bypassing intermediaries and securing better returns for farmers. Such initiatives demonstrate how organized collectives can penetrate international markets when combined with quality assurance, packaging standards, and institutional support. Further, partnerships with research institutions (e.g., ICAR-IIVR) and state horticulture departments are enhancing FPO capabilities in **production technology, quality seedling production, and post-harvest handling**, thereby improving competitiveness.



Challenges Facing FPOs in Horticulture Marketing

Despite their significant potential, FPOs confront several **institutional, operational, and market challenges** that can limit their effectiveness:

1. Financial and Credit Constraints

Many FPOs operate with limited financial resources, impeding their ability to invest in infrastructure, marketing, or value-added processing. Access to credit remains a significant hurdle, as formal financial institutions often view FPOs as riskier borrowers due to limited collateral and weak credit histories.

2. Governance and Professional Management

FPOs often face challenges related to **weak governance structures and limited business management skills** among members. Effective decision-making, financial planning, and strategic marketing require competencies that are frequently beyond the experience of many farmer leaders.

3. Market Access and Infrastructure

While FPOs strengthen collective bargaining, many still struggle to link with **high-value markets**, maintain consistent quality, and meet delivery requirements demanded by institutional buyers. Lack of transport logistics, storage, cold chain facilities, and infrastructure for grading and packaging also restrict their market reach.

4. Regulatory and Legal Complexities

Navigating regulatory frameworks—whether under the Companies Act, Cooperative Act, or market regulations—can be daunting for newly formed FPOs, especially when administrative and compliance requirements are complex or resource intensive.

5. Member Awareness and Participation

Limited awareness about the long-term benefits of collective marketing and weak member engagement can undermine the FPO's strategic direction, reducing active participation in planning, governance, and execution.

Conclusion

Farmer Producer Organizations represent a **transformative model** for horticulture marketing in India by consolidating smallholder capacity, improving market access, and strengthening bargaining power within value chains. Their strategic role in **collective marketing, enhanced price discovery, and direct market engagement** enables farmers to capture more value for their produce, diversify into value-added products, and participate in export markets. While significant challenges remain — particularly in finance, governance, infrastructure, and capacity building — recent data illustrate robust progress and the potential for FPOs to catalyse rural prosperity when supported by enabling policy frameworks and market linkages.