

A Study of Impact of Farmer Producer Organization (FPO) In Improving Market Access and Value Addition in Amravati City

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Abstract

Agriculture plays a significant role in India's economic development and provides livelihood to a large segment of the population. However, small and marginal farmers face numerous challenges such as poor market access, price fluctuations, dependence on intermediaries, and lack of value-addition facilities. Farmer Producer Organizations (FPOs) have emerged as an institutional solution to overcome these challenges by promoting collective action, aggregation, and market linkage.

The present study focuses on analyzing the impact of Farmer Producer Organizations on improving market access and value addition in Amravati City. The study aims to examine the functioning of FPOs, assess their contribution to farmers' income enhancement, and identify challenges faced by FPOs. A descriptive research design was adopted for the study. Primary data were collected from 30 respondents using a structured questionnaire, while secondary data were sourced from journals, government reports, and institutional publications. Percentage analysis and graphical tools were used for data interpretation.

The findings indicate that FPOs have significantly improved market access, reduced dependence on middlemen, and encouraged value-addition activities such as grading and packaging. However, infrastructural limitations and lack of managerial expertise remain major constraints. The study contributes to academic understanding and provides practical insights for policymakers and FPO management.

1. Introduction

Agriculture has always been a cornerstone of the Indian economy, contributing significantly to employment generation and food security. Despite advancements in technology and policy interventions, Indian farmers—especially small and marginal farmers—continue to struggle with issues related to market inefficiencies, low bargaining power, and unstable income. Fragmented landholdings and inadequate access to modern infrastructure further aggravate these challenges.

One of the major problems faced by farmers is inefficient agricultural marketing. Farmers are often compelled to sell their produce through intermediaries such as commission agents and traders, resulting in lower price realization. In addition, the absence of proper storage, grading, processing, and packaging facilities restricts farmers from engaging in value-addition activities. As a result, farmers sell raw agricultural produce at lower prices, limiting their income potential.

To address these challenges, Farmer Producer Organizations (FPOs) were introduced as a collective institutional mechanism. An FPO is a farmer-owned and farmer-managed organization that aims to improve farmers' economic conditions by enabling aggregation, collective marketing, and value addition. FPOs combine the benefits of cooperatives and corporate governance, ensuring both democratic participation and professional management.

The Government of India, along with institutions such as NABARD and SFAC, has actively promoted FPOs to strengthen agricultural value chains. FPOs facilitate direct market linkages, access to credit, technical support, and better price negotiation. Through collective efforts, farmers can achieve economies of scale and reduce transaction costs.

Amravati City, located in Maharashtra, is an important agricultural region known for crops such as cotton, soybean, pulses, and horticultural produce. Despite the presence of FPOs in the region, farmers still face marketing challenges. Therefore, it is essential to study the actual impact of FPOs on improving market access and value addition in Amravati City. This research is based on the MBA dissertation work and has not been published elsewhere.

2. Statement of the Problem

Small and marginal farmers in Amravati City face persistent challenges related to agricultural marketing and income sustainability. Despite producing quality agricultural output, farmers often lack direct access to profitable markets and are forced to depend on intermediaries. This results in lower price realization and reduced income stability. Additionally, limited infrastructure for storage, processing, and packaging restricts farmers' participation in value-addition activities.

Although Farmer Producer Organizations have been established to address these issues, their effectiveness in improving market access and promoting value addition remains uncertain. Some farmers benefit from collective marketing, while others continue to operate individually without significant improvement in income. This creates a gap between the intended objectives of FPOs and their actual performance on the ground.

The problem addressed in this study is to evaluate whether FPOs have successfully improved market access and encouraged value-addition activities among farmers in Amravati City. The study seeks to identify the benefits, limitations, and challenges faced by FPOs, thereby providing insights for strengthening their role in agricultural development.

3. Review of Literature

1. Pradeep Singh and Rakesh Sharma (2020) - Enhancing Market Access through Farmer Producer Organizations: Evidence from India. *Indian Journal of Agricultural Marketing* Small and marginal farmers in India often face multiple challenges in accessing profitable markets. The study revealed that the formation of Farmer Producer Organizations (FPOs) helps farmers overcome the dependency on middlemen by aggregating their produce and linking directly with urban and wholesale markets. This model enables better price realization, collective marketing, and stable income generation among rural producers.

2. Amit Kumar (2019) - Role of Farmer Producer Organizations in Value Addition and Income Generation. *Journal of Rural Development Studies* .The research focused on the role of FPOs in the field of value addition through activities like grading, packaging, processing, and branding of agricultural produce. It was found that farmers associated with FPOs earn relatively higher income by selling value-added products as compared to raw materials. The FPO model not only increases profitability but also supports rural entrepreneurship and self-sustainability.

3. Kiran Raju and Vivek Mishra (2018) - Collective Bargaining and Economic Empowerment through Farmer Producer Organizations. *Journal of Agricultural Policy and Research*, The study emphasized the significance of collective bargaining power among farmers under FPOs. When producers operate collectively, they can negotiate better prices for both inputs and outputs, reducing operational costs and enhancing profitability. Moreover, the FPO model enables members to access credit facilities, subsidies, and agricultural schemes that are often unavailable to individual farmers.

4. National Bank for Agriculture and Rural Development (NABARD, 2021) -Annual Report on Farmer Producer Organizations in India. National Bank for Agriculture and Rural Development.) NABARD's report highlights that Farmer Producer Organizations are instrumental in improving market linkages, promoting modern agricultural practices, and ensuring financial sustainability. The report also noted that well- organized FPOs demonstrate better governance, financial management, and adoption of new technologies, leading to enhanced productivity and stronger farmer networks.

5. Small Farmers Agribusiness Consortium (SFAC, 2020) - FPOs as Market Linkage Facilitators: Annual Performance Report. Small Farmers Agribusiness Consortium.) The SFAC study identifies FPOs as a crucial link between farmers and markets. Through aggregation, branding, and direct sales channels, FPOs reduce dependency on intermediaries and promote fair market access. SFAC also emphasized the role of FPOs in developing contract farming arrangements and collaborations with corporate buyers, enhancing overall rural incomes."

6. Ramesh Chand and Jitendra Singh (2017) - Challenges and Opportunities for Farmer Producer Organizations in India." Agricultural Economics Review, "This research highlighted that despite the potential benefits of FPOs, their growth is often restricted by inadequate finance, poor managerial skills, and lack of awareness among farmers. The study also suggested that FPOs with strong leadership, institutional support, and proper training have demonstrated a remarkable capacity to improve farmer incomes and expand market Participation

7. Rupal Patel and Sneha Mehta (2018) - Farmer Producer Organization and Rural Empowerment in Gujarat and Maharashtra." Indian Journal of Agrarian Studies "The research carried out in Gujarat and Maharashtra revealed that FPOs contribute significantly to rural empowerment. They not only increase farmers' income but also reduce post-harvest losses and generate opportunities for women farmers. The authors stressed the importance of continuous capacity building, government intervention, and financial assistance to ensure long-term sustainability."

8. Priya Sharma (2016) - Social Impact of Farmer Producer Organizations in Rural India. Journal of Social and Economic Perspectives "Beyond market access and economic benefits, FPOs also play a pivotal role in social development. They act as a platform for farmers to share knowledge, develop skills, and build community participation. The collective model fosters trust, leadership, and cooperation among rural communities, strengthening the overall social fabric."

9. Arvind Deshmukh and Nisha Patil (2022) - Digital Integration and Performance of Farmer Producer Organizations in Maharashtra. Journal of Agribusiness and Rural Development The study emphasized the growing role of digital platforms and e-marketing tools in strengthening Farmer Producer Organizations (FPOs). It found that the adoption of digital record-keeping, mobile-based procurement, and online market linkages significantly improved transparency and reduced transaction costs. The authors concluded that integrating technology with FPO management enhances farmers' access to wider markets and promotes efficient decision- making.

10. Anjali Verma and Deepak Joshi (2019) - Capacity Building and Institutional Sustainability of Farmer Producer Organizations in India. International Journal of Rural Studies The research focused on the impact of training and capacity-building programs on the sustainability of Farmer Producer Organizations. It revealed that continuous skill enhancement, leadership training, and exposure visits have direct positive impact on the effectiveness and governance of FPOs. The study suggested that institutional partnerships and knowledge sharing are vital for the long-term viability of FPOs.

4. Objectives of the study

- The main objective of this study is to examine the functioning of Farmer Producer Organizations (FPOs) in Amravati City with special reference to their role in aggregation, marketing, and value-addition activities such as grading, packaging, and processing of agricultural produce.

- The study further aims to analyze the impact of FPO membership on farmers' access to markets, price realization, and income stability. Another important objective is to compare the market performance of FPO members and non-member farmers in terms of price received, market reach, and production efficiency.
- In addition, the study seeks to identify the various challenges faced by FPOs in Amravati City, including financial, infrastructural, and managerial constraints. Based on the findings, the study also aims to suggest suitable measures and policy recommendations to strengthen the operational performance, efficiency, and long-term sustainability of Farmer Producer Organizations.

5. Research Hypothesis

Null Hypothesis (H_0):

There is no significant difference between FPO members and non-members in terms of market access, value addition, and price realization in Amravati City.

Alternative Hypotheses (H_1):

There is a significant impact of Farmer Producer Organizations (FPOs) on improving farmers' access to markets and price realization in Amravati City.

6. Research Methodology

Research methodology refers to the systematic framework adopted to conduct the research in a scientific and structured manner. It defines the procedures and techniques used for data collection, analysis, and interpretation in order to achieve the research objectives. The present study adopts an appropriate research methodology to examine the impact of Farmer Producer Organizations (FPOs) on improving market access and value addition in Amravati City.

6.1 Research Design

The present study follows a descriptive research design. The descriptive approach was adopted to collect measurable data related to farmers' perceptions, market access, income improvement, and value-addition activities associated with FPOs. The descriptive research design was chosen to describe the existing situation of FPO functioning in Amravati City and to analyze relationships between FPO membership and market outcomes. This design helps in systematically analyzing patterns, trends, and associations among variables such as price realization, market reach, and income stability without manipulating the study environment.

6.2 Sources of Data

The study is based on both primary and secondary sources of data.

- **Primary Data:**
Primary data were collected directly from farmers through a structured questionnaire. The questionnaire was designed to gather information related to demographic profile, awareness of FPOs, market access, value-addition practices, and perceived benefits of FPO membership. The responses reflect real-time experiences and perceptions of the respondents.
- **Secondary Data:**
Secondary data were collected from various published sources such as research journals, government reports, NABARD and SFAC publications, textbooks, agricultural marketing reports, and online databases. Secondary data provided conceptual understanding and background information relevant to the study.

6.3 Sample Design

The population for the study consists of farmers associated with FPOs as well as non-member farmers operating in Amravati City. A sample size of 30 respondents was selected for the study due to time and resource constraints. A simple

random sampling technique was adopted to ensure unbiased selection of respondents and equal chance of participation. The sample included both FPO members and non-members to facilitate comparative analysis regarding market access, price realization, and income stability.

6.4 Data Collection Tools

A structured questionnaire was used as the primary data collection tool. The questionnaire comprised both closed-ended and scaled questions to capture quantitative data efficiently. It included demographic questions, yes/no questions, multiple-choice questions, and Likert-scale statements related to FPO impact on market access and value addition. The questionnaire was designed in simple language to ensure clarity and ease of response. Personal interaction with respondents helped in ensuring accuracy and completeness of the collected data.

6.5 Statistical Tools Used

The collected data were classified, tabulated, and analyzed using various statistical tools. Percentage analysis was used to interpret demographic characteristics and response patterns. Graphical tools such as bar charts and pie charts were employed for visual representation of data. In addition, comparative analysis was used to evaluate differences between FPO members and non-members. These statistical tools helped in drawing meaningful conclusions and validating the research objectives.

7. Data Analysis and Interpretation

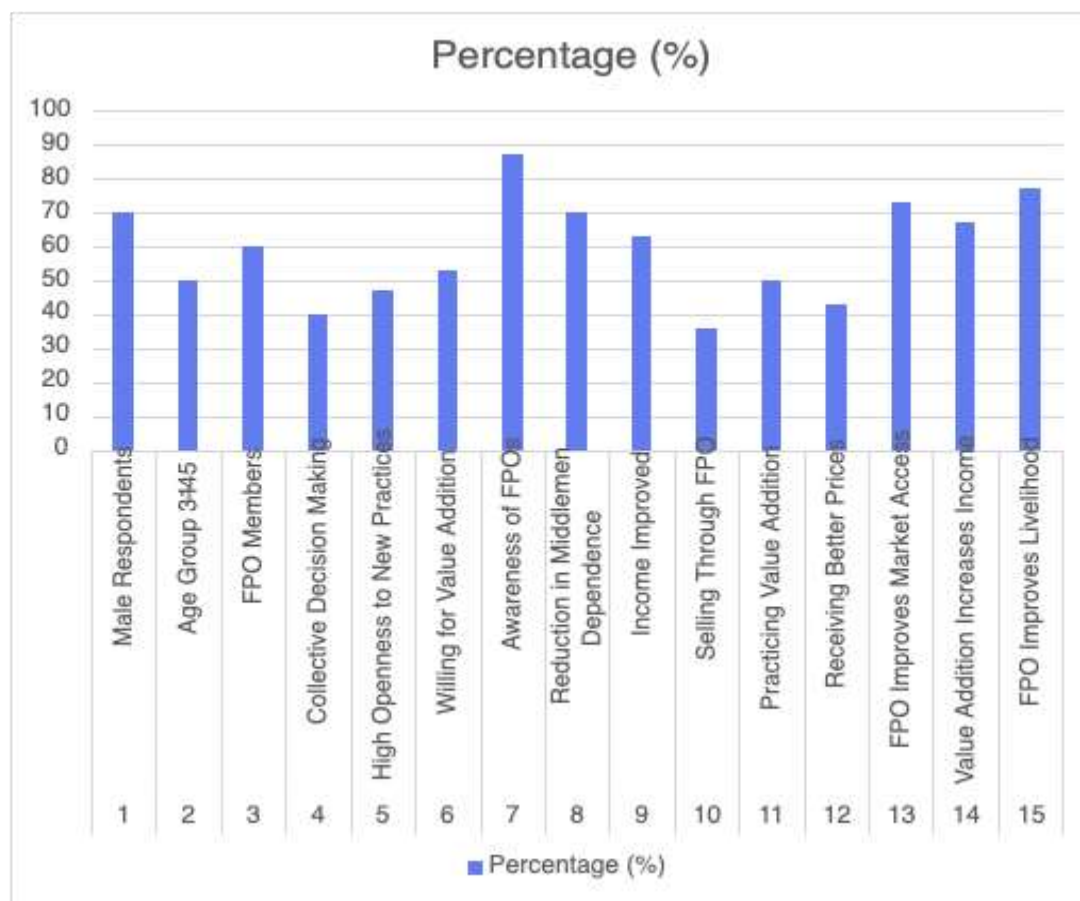
Table

Sr. no.	Indicator	Percentage
1	Male Respondent	70
2	Age Group 31–45	50
3	FPO Members	60
4	Collective Decision Making	40
5	High Openness to New Practices	47
6	Willing for Value Addition	53
7	Awareness of FPOs	87
8	Reduction in Middlemen Dependence	70
9	Income Improved	63
10	Selling Through FPO	36
11	Practicing Value Addition	50
12	Receiving Better Prices	43
13	FPO Improves Market Access	73
14	Value Addition Increases Income	67

15	FPO Improves Livelihood	77
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Table 1

Graph



Graph : table 1

Interpretation

The consolidated graph provides a comprehensive overview of the impact of Farmer Producer Organizations (FPOs) on farmers in Amravati City by combining key indicators related to demographics, awareness, market access, value addition, income improvement, and livelihood enhancement. From a managerial perspective, the graph helps in understanding both the strengths and limitations of FPO functioning in the study area.

The demographic indicators show that a majority of respondents are male farmers and belong to the economically active age group of 31–45 years. This suggests that FPOs are engaging farmers who are actively involved in agricultural decision-making and are capable of adopting new marketing and production practices. A significant proportion of respondents are FPO members, which provides a reasonable base for evaluating the performance and effectiveness of FPOs.

One of the most positive outcomes highlighted by the graph is the high level of awareness regarding FPOs. Awareness among farmers indicates successful communication efforts by government agencies, NGOs, and FPO management. From a managerial viewpoint, this is a strong foundation, as awareness is the first step toward participation. However,

awareness alone does not guarantee effective utilization of FPO services, which becomes evident when operational indicators are examined.

The graph shows that many farmers agree that FPOs improve market access and reduce dependence on middlemen. This indicates that FPOs are fulfilling their core objective of strengthening farmers' bargaining power and improving transparency in agricultural marketing. Improved market access allows farmers to reach organized markets and institutional buyers, which can result in better price realization and reduced exploitation by intermediaries. Managers can view this as confirmation that collective marketing strategies are effective.

Income improvement and livelihood enhancement also score high in the consolidated graph. A majority of respondents believe that FPO participation has positively influenced their income stability and overall livelihood. From a managerial perspective, this reflects the economic relevance of FPOs in supporting farmers' long-term well-being. Income stability not only improves farmers' standard of living but also encourages continued participation in collective institutions like FPOs.

Despite these positive perceptions, the graph clearly reveals certain gaps between belief and practice. Although many farmers agree that value-addition activities increase income, only a moderate proportion actually practice activities such as grading and packaging. This suggests that while the concept of value addition is well understood, practical challenges such as lack of infrastructure, technical skills, and financial support limit its adoption. Managers should interpret this as a need to invest in common facilities, training programs, and access to credit.

Similarly, the percentage of farmers selling through FPOs is relatively low compared to the percentage that believes FPOs improve market access. This gap indicates operational constraints such as limited market linkages, logistical issues, or delayed payments. From a management standpoint, improving efficiency, transparency, and reliability of FPO operations can encourage more farmers to use FPO-based marketing channels.

The graph also highlights moderate levels of collective decision-making. This suggests that while farmers recognize the benefits of collective action, individual decision-making still dominates in many cases. Strengthening internal governance, trust, and participation can help FPOs function more effectively as member-driven organizations.

Overall, the consolidated graph suggests that FPOs in Amravati City have been successful in creating awareness, improving market access, and enhancing farmers' income and livelihood perceptions. However, managerial attention must now focus on converting positive perception into actual participation by strengthening value-addition activities, improving infrastructure, and ensuring efficient market operations. Addressing these areas will enhance the sustainability and long-term impact of FPOs, making them stronger and more effective institutions for agricultural development.

8. Findings of the Study

The study reveals several important findings regarding the role of Farmer Producer Organizations (FPOs) in improving market access and value addition for farmers in Amravati City. One of the key findings is the high level of awareness about FPOs among farmers. Most respondents are familiar with the concept and objectives of FPOs, indicating effective awareness initiatives by government agencies and supporting institutions. This finding is consistent with earlier studies which highlight awareness as a critical factor in promoting collective farming institutions.

The study further finds that FPO membership has a positive impact on market access and price realization. A majority of FPO members reported reduced dependence on middlemen and better access to organized markets. This aligns with existing literature that emphasizes the role of FPOs in strengthening farmers' bargaining power and improving transparency in agricultural marketing systems.

Income improvement and livelihood enhancement emerged as significant outcomes of FPO participation. Many respondents experienced improved income stability due to collective selling and better price negotiation. This finding

supports previous research that identifies FPOs as effective tools for enhancing farmers' economic well-being and reducing income volatility.

The study also reveals a gap between positive perception and actual practice. While farmers widely believe that value-addition activities increase income, a comparatively lower number of respondents actively engage in grading, packaging, or processing activities. Similar challenges have been reported in earlier studies, which cite lack of infrastructure, financial constraints, and limited technical expertise as major barriers to value-addition adoption.

Another important finding is that FPO members perform better than non-members in terms of market reach and price received. This confirms the effectiveness of collective action and supports findings from previous empirical studies on farmer collectives.

Overall, the findings indicate that FPOs in Amravati City have made meaningful progress in improving market access and income outcomes. However, to achieve their full potential, FPOs need to strengthen operational efficiency, value-addition facilities, and member participation, as also suggested in existing agricultural development literature.

9. Managerial Implications

The findings of the study provide several important managerial implications for the effective functioning and long-term sustainability of Farmer Producer Organizations (FPOs) in Amravati City. From a managerial perspective, the high level of awareness and positive perception of FPOs among farmers indicates that initial outreach efforts have been successful. Managers should now focus on converting this awareness into active participation by improving operational efficiency and service delivery.

One key implication is the need to strengthen market linkages. Although farmers believe that FPOs improve market access, a relatively lower proportion of respondents currently sell through FPOs. Managers should actively establish partnerships with institutional buyers, wholesalers, processors, and retail chains to ensure assured markets, timely payments, and better price realization for members. This will increase trust and encourage greater use of FPO marketing channels.

The study also highlights the importance of promoting value-addition activities. While farmers recognize the income benefits of value addition, limited participation suggests infrastructural and skill-related gaps. FPO managers should invest in common facilities for grading, packaging, storage, and basic processing. Organizing regular training programs and technical workshops can help farmers adopt value-addition practices more effectively.

Another significant managerial implication relates to governance and collective decision-making. Moderate levels of collective participation indicate the need for transparent decision-making processes and improved member engagement. Managers should encourage participatory governance, regular meetings, and clear communication to build trust among members and strengthen organizational cohesion.

Financial management is another critical area. Access to working capital and credit remains a challenge for many FPOs. Managers should explore funding opportunities through government schemes, financial institutions, and partnerships with development agencies to improve liquidity and operational capacity.

Strategically, FPOs should focus on long-term sustainability by diversifying products, adopting digital marketing platforms, and building strong brands. By addressing these managerial and strategic aspects, FPOs can enhance their effectiveness, improve farmer income, and contribute to sustainable agricultural development in Amravati City.

10. Limitations of the Study

The present study has certain limitations that should be considered while interpreting the findings. The study is confined to Amravati City, and therefore the results may not be generalized to other regions or districts with different agricultural

and institutional conditions. The sample size of 30 respondents is relatively small, which limits the scope of statistical generalization and may not fully represent the entire population of farmers and FPO members in the region.

Time constraints were another major limitation, as the study was conducted within a limited academic timeframe. Due to this, extensive field surveys and in-depth interviews could not be carried out. The study relies primarily on self-reported data, which may be subject to respondent bias, personal perceptions, and recall errors.

Availability of secondary data specific to FPO performance at the city level was limited, which restricted comparative analysis. Despite these limitations, the study provides useful insights into the impact of Farmer Producer Organizations on market access and value addition in Amravati City.

11. Recommendations

- Based on the findings of the study, several practical recommendations are suggested to enhance the effectiveness and sustainability of Farmer Producer Organizations (FPOs) in Amravati City. First, FPOs should strengthen market linkages by establishing direct connections with institutional buyers, wholesalers, food processing units, and retail chains. Assured markets and timely payments will encourage farmers to sell more produce through FPOs and reduce dependence on intermediaries.
- Second, greater emphasis should be placed on value-addition activities. FPOs should invest in shared infrastructure such as grading, packaging, storage, and basic processing facilities. Providing technical training and skill development programs will help farmers adopt value-addition practices and increase their income.
- Third, capacity-building initiatives should be conducted regularly to improve managerial and financial skills of FPO leaders. Training in governance, accounting, marketing, and digital platforms will strengthen organizational efficiency and transparency.
- Fourth, FPOs should actively utilize government schemes, subsidies, and financial assistance available for agricultural collectives. Collaboration with banks and financial institutions can improve access to working capital and credit facilities.
- Lastly, FPOs should promote member participation and collective decision-making by ensuring transparent communication and regular meetings. Building trust and ownership among members will enhance long-term sustainability and performance of FPOs. Implementing these recommendations will help FPOs maximize their impact on market access, value addition, and farmer livelihoods.

12. Scope for Future Research

- The present study offers several opportunities for future research in the area of Farmer Producer Organizations (FPOs) and agricultural marketing. Future studies can expand the geographical scope beyond Amravati City to include multiple districts or states, allowing for comparative analysis across different regions and agro-climatic conditions. A larger sample size may be considered to improve the reliability and generalizability of findings.
- Further research can adopt a longitudinal approach to examine the long-term impact of FPO membership on farmers' income stability, productivity, and livelihood improvement. In-depth qualitative studies using interviews and focus group discussions can provide deeper insights into governance challenges, member participation, and leadership effectiveness within FPOs.
- Additionally, future research may focus on evaluating the role of digital platforms, branding, and e-marketing in strengthening FPO market access. Studies examining policy interventions, financial sustainability, and the impact of government support schemes can further contribute to strengthening FPO performance and rural economic development.

13. Conclusion

- The present study examined the impact of Farmer Producer Organizations (FPOs) on improving market access and value addition among farmers in Amravati City. The findings reveal that FPOs play a significant role in enhancing farmers' awareness, reducing dependence on middlemen, improving price realization, and contributing to income stability and livelihood enhancement. The study also highlights the importance of collective marketing and aggregation in strengthening farmers' bargaining power.
- However, the research identifies a gap between positive perception and actual participation in FPO-based marketing and value-addition activities. Operational challenges such as limited infrastructure, financial constraints, and managerial capacity restrict the full utilization of FPO benefits.
- From a theoretical perspective, the study supports existing literature on collective action and institutional approaches to agricultural development. Practically, it provides valuable insights for FPO managers, policymakers, and development agencies to strengthen market linkages, promote value addition, and improve organizational sustainability. Overall, the study concludes that with focused managerial and policy support, FPOs can serve as effective instruments for sustainable agricultural development and farmer empowerment.

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