An Analytical Study on Frontline Sales Operations and Distributor Engagement in FMCG Dairy Sector

Submitted by

M.Saikirti

Faculty Guide:

Prof. NRKS Chakravarthy

Deputy Director

Corporate Guide:

Mr. Eshwar Gupta

Human Resource Business Partner

Siva sivani Institute of Management,Kompally
Secunderabad-500054

Introduction

Creamline Dairy Products Limited (CDPL) are the leading Private Dairy player in Southern India with operations spanning across Telangana, Andhra Pradesh, Tamilnadu, Karnataka and Maharashtra.Our products are sold under the brand name 'Jersey'. Since inception in 1986, the company has been growing consistently under the visionary leadership of our directors, an efficient operating team, the unrelenting efforts of committed workforce and backed by the rich legacy of 120 years young Godrej group

Registration Number **:** 292569 **Authorized Share Capital:** ₹17,15,00,000

Paid-up Share Capital: ₹11,32,47,000 **Director**s:

- Bhasker Reddy Kondapally
- Chandra Sekhar Reddy Devireddy
- Rama Kumari Mandava
- Nadir Burjor Godrej

Registered Address:6-3-1238/B/21,Asif Ave,Raj Bhavan Rd,Somajiguda,Hyderabad,Telangana 500082

Vision and Mission

Vision:"To emerge as a Leader in Dairy Foods with Global Presence through Business Excellence and Consumer Delight."

Mission :"To grow continuously, offering value added Dairy Products and gain customers confidence through Innovative Practices."

Core Values: They emphasize:

Acting with **a sense of pride,** adopting **ethical practices,** Maintaining a **compassionate approach Products and Services**

Products:

• **Fresh Milk**

Variants include toned milk, slim milk, and full-cream milk to meet different consumer needs.

• **Curd**

Fresh and creamy curd available in various pack sizes.

• **Buttermilk**

Traditional cultured beverage, perfect for refreshment and digestion.

• **Lassi :**Popular sweetened yogurt drink offered in convenient packaging.

• **Flavoured Milk :**Ready-to-drink beverages in flavors like chocolate, strawberry, and banana.

• **Thick Shakes :**Dairy-based shakes for quick consumption.

• **Paneer (Cottage Cheese) :**Fresh paneer for cooking and restaurant use.

• **Butter :**Options include regular butter and cooking butter.

• **Ghee (Clarified Butter)**

High-quality clarified butter, widely used in Indian cooking.

• **Cheese :**Processed cheese products for home and commercial use.

• **Yogurt :**Plain and possibly flavored yogurt varieties.

• **Skimmed Milk Powder :**Low-fat powdered milk for longer shelf life and industrial use.

• **Ice Creams :**Variety of frozen dessert products in different flavors and sizes.

Services and Capabilities

• **Milk Procurement and Processing**

Direct sourcing from farmers to ensure fresh, high-quality raw milk.

Facilities for pasteurization and packaging.

• **Quality and Food Safety Standards**

Follows ISO 22000 certification and strict hygiene practices.

• Distribution and Retail Network

Extensive supply through franchise parlours, push carts, kirana stores, and modern trade outlets.

Strong cold chain and logistics systems to keep products fresh.

• Product Innovation and Research

Ongoing development of new, value-added dairy products to meet changing consumer preferences.

• Farmer Engagement and Support

Collaborates closely with dairy farmers to ensure sustainable sourcing and growth for both parties.

My Role:

As a Frontline Sales Trainee, I'm responsible for promoting retail expansion, managing outlet performance, and ensuring smooth distribution to strengthen our market presence.

Roles and Responsibilities:

• Drive retail expansion by identifying and onboarding new retail outlets to increase market coverage.

• Monitor sales performance and assess stock needs at existing outlets to keep inventory levels optimal.

• Help convert regular outlets into Star Outlets by boosting sales, improving merchandising standards, and increasing brand visibility.

• Use company tools to tag outlets, place orders, and maintain accurate sales and inventory records for efficient operations.

• Work closely with the DBSM (Distributor Business Sales Manager) and distribution team to ensure timely and efficient product supply.

• Build and maintain strong relationships with retailers, addressing issues quickly to improve satisfaction and loyalty.

Sales Pitching:

• Sales pitching is about presenting and promoting products to potential customers, showing value, and convincing them to buy.

• Actively promote products to customers to encourage sales and boost brand presence.

• Be accessible so that customers can easily reach you and get products.

• Stay visible across multiple retail points to create more opportunities.

• Present a professional image by offering expert knowledge and dependable support to customers.

• Emphasize how products meet customer needs, focusing on benefits and value offered.

• Identify your target audience, understand their challenges, and show how your products can solve their problems.

• Ensure customers clearly understand the product and its benefits to reduce price sensitivity.

Key Skills and Learning Outcomes:

• Gained a deeper understanding of retail market dynamics and customer needs.

• Developed skills in building and maintaining strong retailer relationships.

• Improved ability to negotiate and address challenges effectively.

• Strengthened skills in sales pitching, product positioning, and communication.

• Learned to collaborate effectively with distribution teams to meet sales targets..

CHAPTER-I

INTRODUCTION

"An Analytical Study on Frontline Sales Operations and Distributor Engagement in FMCG Dairy Sector

1.1 Background of Study

In this sector, frontline sales teams and distributor engagement are vital for:

• Adding new retail outlets and expanding coverage.
• Improving sales in existing outlets through product placement and merchandising.
• Executing schemes and promotions for better visibility.
• Converting high-performing outlets into "Star Outlets."

Distributors form the backbone of the supply chain by ensuring last-mile delivery, Maintaining the cold chain, and restocking goods on time However, challenges Remain including

- Stock-outs due to poor demand forecasting or late supplies.
- Irregular service that lowers product visibility.
- Communication gaps between field teams and distributors.
- Distributor dissatisfaction from margin pressures or delayed incentives.
- Differences in servicing between general trade and modern trade channels.

This study looks at how frontline sales operations and distributor engagement at Godrej Jersey affects outlet expansion, product availability, and sales performance. It identifies existingchallenges and suggests solutions to enhance sales efficiency, distributor alignment, and retail performance.

1.2Need of the Study

Frontline sales operations and distributor engagement are crucial in the FMCG dairy sector, where product freshness, timely delivery, and retail visibility directly influence consumer preference. Dairy products like milk, curd, paneer, and buttermilk are highly perishable. They require effective supply chain management, reliable distributor networks, and strong relationships with retailers. As competition increases from both organized and unorganized players, Godrej Jersey must ensure strong distributor engagement and effective frontline sales strategies to grow retail coverage and maintain brand loyalty.

In India's expanding FMCG market, distributors link manufacturers and retailers. Weak engagement or slow supply can lead to stock-outs, decreased shelf visibility, and lost sales opportunities. Frontline sales executives are vital for driving retail expansion, tracking outlet performance, and enforcing merchandising standards. Understanding their operations and the quality of distributor engagement can provide valuable insights into enhancing sales efficiency, brand penetration, and customer satisfaction.

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• Additionally, the FMCG dairy industry is changing due to factors like urbanization, higher disposable incomes, and rising consumer demand for convenience. Companies are investing in modern sales tracking tools, outlet tagging, and performance analytics to stay competitive. This study is essential for evaluating current practices, identifying gaps, and suggesting strategies to improve sales operations and distributor relationships for ongoing growth.

Significance of study

- **Improving Sales Efficiency:** The study sheds light on how frontline sales teams can boost retail
- coverage, outlet conversion, and visibility, which are key for fast-moving dairy products.
- **Distributor Relationship Management:** By examining distributor engagement, the research outlines
- ways to strengthen partnerships, enhance service quality, and ensure timely product availability.
- Market Competitiveness: Understanding sales operations allows Godrej Jersey to compete effectively
- with established brands such as Amul, Heritage, and Dodla, as well as local, unorganized players.
- **Operational Insights for FMCG Dairy:**

The findings can help sales managers and business strategists optimize supply chains,
Refine forecasting, and drive profitable growth.

• Contribution to Academia: This research adds to the existing literature on sales force
Management and distributor engagement, particularly in the perishable goods segment of the FMCG sector.

1.3Problem Statement

• Inconsistent Distributor Engagement:

Many FMCG dairy companies find it hard to maintain strong relationships with their distributors. Irregular communication, lack of motivation, and insufficient support can lead to poor distributor performance. This inconsistency directly impacts product availability at retail outlets, weaken market presence, and allows competitors to gain market share.

Insufficient Retail Expansion:

Limited penetration in retail, especially in semi-urban and rural markets, hinders the growth potential of FMCG dairy brands. Without a strategic retail expansion plan, companies cannot reach emerging markets where dairy consumption is increasing. Competitors with better reach gain a significant ad vantage, leaving gaps in brand visibility and revenue generation.

• Inadequate Frontline Monitoring:

Poor tracking of frontline sales operations—such as monitoring outlet performance, upholding merchandising standards, and collecting customer feedback—leads to missed opportunities. Frontline sales staff often do not receive proper guidance or performance evaluation, inconsistent sales execution and weaker customer engagement.

• Reduced Market Penetration and Lost Revenue

When these challenges continue, companies see reduced market penetration. Weak distributor relationships, delayed deliveries, and ineffective retail expansion strategies together lead to a decline in sales volume, revenue losses, and a weaker competitive position.

• Diminished Brand Presence:

Ineffective frontline operations and distributor engagement reduce product visibility on shelves, brand recall and loyalty among customers. Over time, this weakens brand strength and makes recovery in market position harder.

• Need for Strategic Analysis:

To resolve these issues, there is a clear need for a detailed analysis of frontline sales operations and distributor engagement in the FMCG dairy sector. Understanding how these factors affect retail performance and customer satisfaction will help companies design specific strategies.

• Strengthening Operational Strategies:

Insights gained from such a study can assist businesses in improving distributor relationships, enhancing frontline monitoring, streamlining supply chain efficiency, and extending retail presence. This will ultimately strengthen sales operations, improve customer satisfaction, and ensure sustainable growth in a competitive FMCG dairy market.

1.4 Limitations and Scope

Limitations:

• This study focuses on Godrej Jersey operations in selected regions, which limits its applicability across the entire FMCG dairy market in India.

• Due to time constraints, the research highlights frontline sales and distributor engagement rather than broader issues like marketing or product development.

• Data collection through surveys and interviews may face challenges such as respondent bias or Limited interaction with field staff.

• The small sample size may restrict the variety of perspectives from retailers, distributors, and Sales executives.

• Regional market dynamics may not represent the challenges and opportunities faced by other Dairy brands or in different areas.

Scope:

• Provides actionable recommendations to enhance sales operations efficiency and distributor engagement.

• Offers insights that can be applied to similar FMCG dairy brands and other perishable FMCG sectors.

• Helps managers and decision-makers refine strategies for retail expansion, outlet conversion, And brand visibility.

• Establishes a foundation for future research on digital tools, supply chain optimization, and Improved distributor relationship management in FMCG.

In this project, data were gathered to study frontline sales operations, distributor engagement,and their impact on market penetration in the FMCG dairy sector, specifically focusing on Cream line Dairy Ltd. (Godrej Jersey). Both primary and secondary data sources were utilized to provide comprehensive insights.

• **Primary Data:** Collected through structured question nnaires and personal interactions with frontline
sales executives, distributors, and retail outlets connected with Creamline Dairy Ltd.

• **Secondary Data:** Collected from company reports, industry publications, research papers, and government/industry databases to supplement findings and compile a review of literature

• **Sample Size:** 110 respondents.INDUSTRY PROFILE:

1.5 INDUSTRY PROFILE: *India in FMCG Dairy Sector (Godrej Jersey*)

Early Beginnings, Cooperative Movement (1950s–1980s)

Origins of Organized Dairy: India's modern dairy industry began with the White Revolution led by DrVerghese Kurien in the 1970s. This initiative created cooperative giants like Amul's Kaira Distric Cooperative (1946), which improved rural milk procurement and built a reliable supply chain.

Operation Flood (1970–1996): Known as the "Billion-Litre Idea," it changed India into the world's largest milk producer, linking millions of rural farmers to urban markets.

Example:

Nandini (Karnataka Milk Federation) became a leading regional brand because of Operation Flood

Private Sector Entry: By the late 1980s, private dairies like Creamline Dairy Products Limited (Jersey) entered the market.

Example: Jersey focused on branding, hygiene, and processing technologies. It introduced packaged Milk and value-added products in Andhra Pradesh.

Technological and Infrastructure Developments (1990s–2000s)

Modern Processing: Pasteurization plants, automated quality control, and cold chain logistics spread across India, improving shelf life and freshness

Example: Heritage Foods (1992) and Jersey's 24x7 milk parlours in Hyderabad (1994) showed modern retail strategies.

Value-Added Products: There was a shift from basic milk to curd, paneer, butter, flavored milk, And Ice creams to meet diverse consumer needs.

Retail Expansion: Packaged milk became available through modern supermarkets and 24-hour outlets, moving away from traditional milk vendors

Strategic Alliances: Partnerships increased capital and expertise.

Example: Godrej Agrovet bought a majority stake in Creamline Dairy (2015), allowing Jersey to Access Godrej's brand and nationwide distribution.Growth Acceleration and Brand Consolidation (2010–2020)

- Premiumization: Rising incomes increased the demand for fortified and organic milk, as well as indulgent dairy products. o Example: Jersey's Enrich D-Milk (2015) fortified with Vitamin D targeted health-conscious urban consumers.
- Direct Farmer Procureme nt: Companie s like Jersey started direct procurement models to ensure better quality and farmer loyalty.

Market Expansion: Jersey expanded its presence in Telangana, Andhra Pradesh, Tamil Nadu Karnataka, and Maharashtra.

Example: Dodla Dairy aggressively grew in Tier-2 cities like Nellore and Guntur, boosting competition.

Branding & Diversification: Heritage launched Heritage Ice Creams, while Jersey entered thick milkshake market and introduced the Recharge flavored milk drink (2021) to appeal to young consumers.

Current Landscape and Future Trends (2020s and Beyond) • Market Size & Growth: India remains the largest milk producer in the world, producing about 230 million MT in 2023. The organized sector is growing at a rate of 10 to 12% per year.

Example: Amul's turnover crossed ₹72,000 crore in FY2024, showcasing the sector's potential.

• Godrej Jersey's Position: A well-regarded private dairy brand in Southern India, Jersey has over thirty years of consumer trust, partnerships with farmers, and diverse offerings.

• Innovation and Digitalization: E-commerce & Quick Commerce: Jersey partnered with BigBasket, Swiggy Instamart, and Blinkit for home delivery services.

Smart Cold Chain Logistics: Implemented IoT-based temperature monitoring for real-time quality checks.

AI Demand Forecasting: Uses AI to improve delivery routes and cut down on waste.Sustainability: **Example:** Heritage Foods set up solar-powered chilling centers in 2023, while Godrej Jersey provides farmer training on low-carbon dairy practices.

• Health-Driven Products: There is growth in protein-rich shakes, probiotic yogurts, lactose-free milk, and Paneer Lite aimed at calorie-conscious consumers.

Example: Epigamia's probiotic yogurt reflects the rising interest in functional dairy.

Market Segmentation

By Product: Liquid milk, curd, paneer, butter, ghee, flavored milk, thick shakes, yogurt, ice cream, UHT milk, milk powder.

By Consumer Segment: Urban Middle-Class & Youth: Their demand focuses on convenience and novelty.

Example: Jersey's thick milkshakes and Recharge drink on quick-commerce platforms.

Health-Conscious Consumers: They prefer fortified or lactose-free products.

Example: Amul's lactose-free milk (2020).

Traditional Buyers:

They continue to favor curd, ghee, and butter for everyday cooking.

• By Region:

South India: This region leads in packaged dairy consumption.

Example: Jersey has built strong brand loyalty in Telangana and Andhra Pradesh.
Tier 2 & 3 Cities: These emerging markets see growth as packaged dairy reaches rural and semi-urban areas
Competitive Landscape
• Cooperatives: Amul, Nandini, and Vijaya dominate the market thanks to extensive rural networks and competitive pricing.
• Private Players: Godrej Jersey, Heritage Foods, and Dodla Dairy emphasize branding, value-added products, and regional strengths.
• Differentiation Strategies: o Jersey utilizes Godrej's legacy of trust and its farmer procurement network to ensure a stable supply.
Example: Dodla Dairy's IPO in 2021 strengthened its growth, increasing competition.
Regular new product launches, like Jersey Paneer Lite and the Recharge drink, help maintain market relevance.
Key Trends for the Next 5 Years
• Premium & Functional Dairy: There will be growth in fortified milk, probiotic yogurt, and lactose-free options.
Example: Nestlé a+ Probiotic Yogurt demonstrates that consumers are willing to spend more for health benefits
• Digital Marketing & D2C Sales: o Subscription-based delivery services like Country Delight set standards for Jersey's future direct-to-consumer strategy.
• Sustainability Commitments: There is a growing emphasis on eco-friendly packaging, energy efficiency, and programs focused on farmers.
• Export Potential: Expanding exports of milk powder and ghee to the Middle East and Southeast Asia.
Example: Amul's ghee exports to the UAE in 2024 highlight international opportunities.
• Collaborations & Innovation: Partnerships with food-tech or beverage brands will create ready-to-drink options
Example: Nestlé and Starbucks coffee-milk beverages serve as a model for co-branded dairy products.

CHAPTER – II

REVIEW OF LITERATURE

1.Dr. Ritesh (2019) – "Appraising the FMCG Product Distribution in Rural Areas"
Purpose of the Study: This study looks at the challenges faced by distributors and retailers in India's rural FMCG markets. It explores how poor infrastructure, transportation delays, and inconsistent salesman visits affect product availability, impacting sales and customer satisfaction.
Key Insights:
• Rural distribution networks struggle due to inadequate roads, limited storage, and a lack of coordination between producers and distributors.
• Delayed deliveries and inconsistent sales visits reduce the regular supply of fast-moving items, leading to frequent stockouts.
• Irregular salesman visits and weak supervision result in poor coverage and lost sales opportunities. • The author concludes that improving infrastructure, enhancing rural logistics, and ensuring consistent sales coverage are essential for effective FMCG distribution.
2.Kiran Mahasuar (2018) - "Strategic Innovations in Distribution Channels –Case Studies from CPG"
Purpose of the Study: This research explores practices used by consumer packaged goods (CPG) companies like Procter & Gamble (P&G), Perfetti, and Patanjali to address distribution issues and improve profits through smart channel management.
Key Insights:
• Companies that used route optimization, channel ROI analysis, and digital engagement achieved better distribution productivity and resource use.
• Better communication between company sales teams and channel partners improved coverage efficiency and sales rates.
• The study emphasizes that strategic moves, such as incentive realignment and tech-driven distribution planning, boost distributor satisfaction and market reach.
• Technology and innovation are key tools for managing large FMCG networks across various regions

3. Dev Narayan Sarkar & Gagan Pareek (2012) – "Wholesale Model of Rural Distribution in FMCG: A Quantitative Study of Factors"

Purpose of the Study: This study examines how wholesale-based distribution systems help FMCG companies serve rural and semi-urban areas where direct distribution isn't cost-effective

Key Insights:

- Factors such as route optimization, logistics cost control, and access to remote retailers directly affect efficiency.
- A strong sales structure and scheduled visits ensure consistent coverage in low-density rural markets.
- In dairy, where freshness is critical, established partnerships between distributors and wholesalers ensure timely supply and reduce spoilage.
- The study concludes that the wholesale distribution model, combined with effective sales monitoring, improves profitability and coverage while maintaining quality.
- **Key Takeaway:** Aligning distributor networks with steady sales operations enhances access to rural markets

4. T. Narayana Reddy, M. Vijaya Bhaskar Reddy & P. Lokesh Muni Kumar (2019) – "A Comparative Study on Dairy and Soft Drink Products in FMCG Sector"

Purpose of the Study:

The research compares distribution models in dairy and soft drink FMCG segments, assessing how distributor networks and sales operations impact product availability and brand success.

Key Insights:

- Dairy companies do better when supported by active sales monitoring and regular visits due to the perishability of their products.
- Cold chain infrastructure and fast delivery cycles are crucial for dairy product freshness.
- Gathering constant feedback from sales teams helps understand demand changes and aligns production with retail needs.
- The study concludes that companies with engaged distributors and efficient sales teams have faster stock movement, higher sales, and strong retailer loyalty.
- **Key Takeaway**

Operational alignment between distributors and sales teams leads to better service quality and brand visibility in the dairy FMCG sector.

5. Satur Dorado Apolonio & Marvin I. Norona (2021) – "Automating Inventory Management in Distribution Centers (Supply Chain 4.0)"

Purpose of the Study: This study analyzes how automation and digitization improve efficiency in inventory and distribution management for FMCG supply chains using technologies like IoT, barcoding, and dashboards.

Key Insights:

- Automation enables real-time data tracking, better demand forecasting, and optimization of warehouse to retail flow.
- Digitized distribution centers allow faster stock movements and reduce manual errors, which is crucial for perishable FMCG goods.
- In dairy, where shelf life is limited, automation supports fresh stock replenishment and decreases waste
- The study concludes that Supply Chain 4.0 technologies enhance distributor coordination, reduce turnaround times, and provide sales teams with real-time inventory data to improve customer service.
- **Key Takeaway:** Technology adoption improves distributor responsiveness and supports data-driven sales planning.

6. Sanjib Biswas & Dragan Pamucar (2023) – "A Decision-Making Framework for Comparing Sales and Operational Performance of Firms in Emerging Markets" Purpose of the Study: This study develops a quantitative model (LOPCOW–EDAS) to compare sales and operational performance (SOP) across FMCG firms in emerging markets.

Key Insights:

- The hybrid model combines multi-criteria decision-making (MCDM) techniques to assess company efficiency using various operational metrics.
- The research identified top-performing firms (ITC, HUL, Britannia, Avanti Feeds) based on steady sales growth and operational sustainability.

• Analytical evaluations help firms recognize strengths and weaknesses in distribution efficiency and performance management.

• Key Takeaway: Data-driven frameworks enable FMCG companies to measure operational performance and inform decisions on resource use and distributor management.

7. Gitonga (2017) – "The Marketing Research Practices and Performance of Fast-Moving Consumer Goods Manufacturers in Kenya"

Purpose of the Study: This study explores how marketing research practices affect operational performance, sales revenue, and customer satisfaction among FMCG manufacturers in Kenya.

Key Insights:

• Regular market research, field data collection, and distributor feedback analysis enhance companies' responsiveness to market demand.

• A direct link exists between data-driven decision-making and improvements in sales growth, profit, and brand loyalty.

• Firms that practice structured market intelligence achieve higher customer satisfaction and better connections with distributors.

• Key Takeaway: Continuous market research enhances accuracy in sales forecasting and communication efficiency in FMCG supply chains.

8. Domingo, Tony Mendes (2013) – "The Adoption of Lean Techniques to Optimise On-Shelf Availability of Products and Drive Business Performance in the Food Industry"

Purpose of the Study: This study analyzes how lean management practices reduce inefficiencies in food industry supply chains by coordinating demand and supply operations.

Key Insights:

• Lean techniques decrease out-of-stock instances by aligning production with real-time market demand.

• Collaboration between retailers and manufacturers improves stock management and on-shelf product availability.

• Lean operations cut inventory holding costs and reduce replenishment lag. • Key Takeaway: Lean supply chain methods enhance sales consistency, customer satisfaction, and profitability in FMCG distribution systems.

9. "Setbacks to IoT Implementation in the Function of FMCG Supply Chain Sustainability during COVID-19 Pandemic"

Purpose of the Study: This study aims to identify challenges in implementing Internet of Things (IoT) and other digital technologies in the FMCG supply chain during the pandemic across Western Balkan countries.

Key Insights:

• Main barriers to implementation include financial limitations, lack of tech skills, and data privacy issues.

• While digital tools can boost supply chain visibility and agility, smaller companies face difficulties due to infrastructure gaps.

• Successful IoT adoption could greatly improve traceability and minimize disruptions in perishable FMCG supply chains.

• Key Takeaway: Digital transformation strengthens supply chain resilience but requires access to capital, training programs, and secure infrastructure.

For the Project: An Analytical Study on Frontline Sales Operations and Distributor Engagement in the FMCG Dairy Sector

This review of literature gathers and examines past research related to distribution efficiency, frontline sales performance, and supply chain operations of FMCG companies, particularly in the dairy sector. These studies offer insights for both academics and managers about important challenges, innovations, and strategies that can help improve operational efficiency, distributor relationships, and market coverage.

CHAPTER – III

RESEARCH METHODOLOGY

Research Methodology

3.1 Nature of the Study

This study is descriptive. Descriptive research systematically collects data to understand patterns, characteristics, and relationships. In this project, we gathered data to examine frontline sales operations, distributor engagement practices, and their effect on market penetration in the FMCG dairy sector, focusing specifically on Creamline Dairy Ltd. (Godrej Jersey). We used both primary and secondary data sources to provide detailed insights.

• Primary Data: Collected through structured questionnaires and personal interactions with frontline sales executives, distributors, and retail outlets linked to Creamline Dairy Ltd.

• Secondary Data: Gathered from company reports, industry publications, research papers, and government/industry databases to support the findings and create a literature review.

Sample Size and Respondents

Sample Size: 110 respondents

Respondent Profile:

1. Frontline sales trainees, territory sales managers, distributors, and retailers handling Godrej Jersey products.
2. Chosen using random and convenience sampling to represent various regions in Creamline Dairy's distribution network.

3.2Data Collection Method

The main method for data collection was a structured questionnaire that aimed to capture:

1. How well frontline sales operations are performing (outlet coverage, beat planning, servicing frequency).
2. Engagement and satisfaction of distributors (support, incentives, supply consistency).
3. Feedback from retailers on product availability, sales efforts, and cold chain efficiency.

Data were gathered through direct visits to outlets, distributor locations, and interactions with sales staff. Google Forms and phone surveys were used when direct access was not possible.

3.3 Limitations of the Study

1. Small Sample Size

• The study included only 129 retail outlets and distributors, which may not fully reflect the diverse FMCG dairy market.

• For example, some regions with different distributor practices or customer demographics might be underrepresented.

2. Geographical Limitation

• Data collection was limited to specific locations, such as selected areas of Hyderabad and Telangana, which may not show broader national trends.

• For example, practices in metro cities or rural areas outside the study region may differ.

3. Limited Interaction with Respondents

• Time constraints during field visits limited detailed discussions with distributors and retailers.

• For example, deeper insights into seasonal sales changes or informal negotiations between distributors and retailers could not be explored.

4. Dependence on Self-Reported Data

• Responses about satisfaction, loyalty, and engagement might be affected by personal bias or the desire to please.

• For example, retailers may have exaggerated satisfaction levels to keep good relationships with company representatives.

5. Dynamic Market Conditions

• The FMCG dairy sector moves quickly. Pricing, promotions, and competition can change rapidly, which might affect the relevance of some findings over time.

3.4 Hypotheses:

Distributor Service Quality and Retailer Satisfaction

• $H0_1$: Distributor service quality, including timely delivery, product availability, communication, and issue handling, does not significantly impact retailer satisfaction with Godrej Jersey.

• $H1_1$: Distributor service quality, including timely delivery, product availability, communication, and issue handling, significantly improves retailer satisfaction with Godrej Jersey.

Example: Retailers who receive consistent, on-time deliveries are likely to report higher satisfaction.

Distributor Engagement and Retailer Loyalty

• $H0_2$: Distributor engagement does not significantly affect retailer loyalty or their continued preference for Godrej Jersey over competitor brands.

• $H1_2$: Distributor engagement positively influences retailer loyalty and their continued preference for Godrej Jersey over competitor brands.

Example: Regular follow-ups and relationship-building by distributors can encourage retailers to prioritize Jersey over brands like Heritage or Amul.

Frontline Sales Monitoring and Retail Performance

• $H0_3$: Frontline sales monitoring efforts, such as frequency of visits, reporting, and retailer support, do not significantly relate to improvements in retail performance, including stock rotation and sales growth.

• $H1_3$: Frontline sales monitoring efforts significantly improve retail performance, including stock rotation and sales growth.

Example: Retailers visited weekly by frontline executives may experience higher sales growth compared to those who are rarely visited.

Distributor-Retailer Relationship and Customer Satisfaction

• $H0_4$: The quality of the distributor-retailer relationship has no significant effect on end-customer satisfaction with Godrej Jersey products.

• $H1_4$: The quality of the distributor-retailer relationship significantly affects end-customer satisfaction with Godrej Jersey products.

Example: Retailers who receive strong support from distributors can better maintain fresh stock, boosting customer trust.

Sales Operations Efficiency and Market Penetration

• $H0_5$: Efficiency in frontline sales operations does not significantly impact the market penetration of Godrej Jersey dairy products.

• H1: Efficiency in frontline sales operations significantly improves the market penetration of Godrej Jersey dairy products.

Example: Streamlined routing and order management can help expand Jersey's presence in Tier-2 and Tier-3 retail markets.

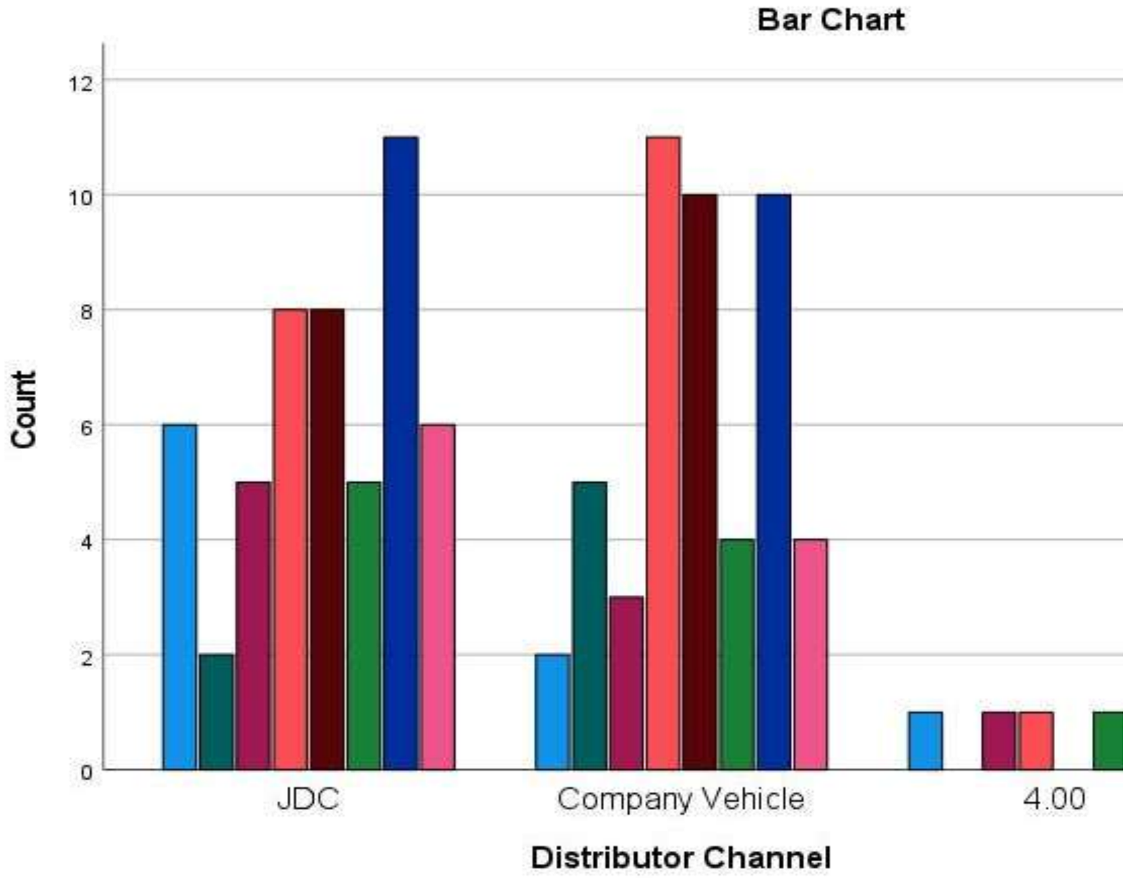
CHAPTER IV

DATA ANALYSIS

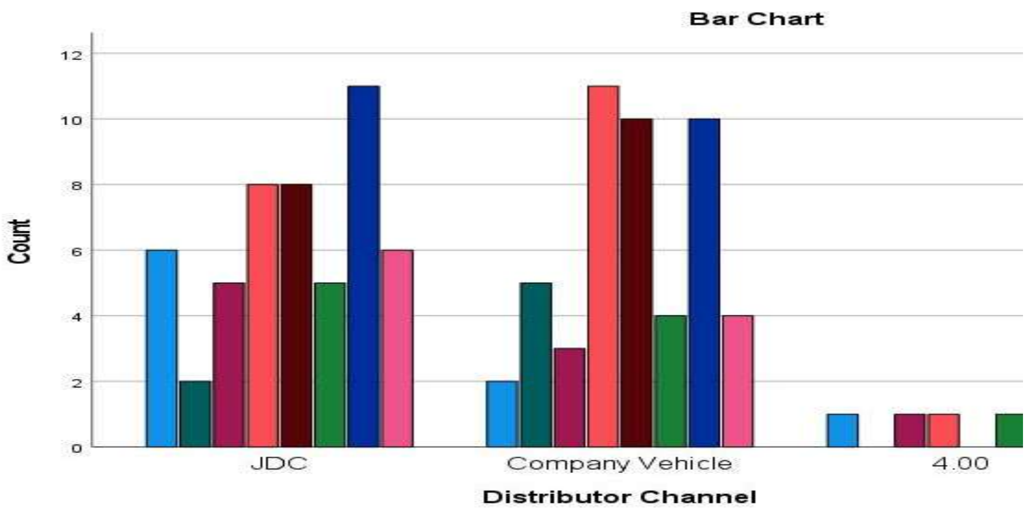
1. Distributor Channel vs Stocked Brands

		Stocked Br			
		Godrej Jersey Herit		Godrej Jersey Herir	Godrej
Distributor	IDC	6 11.8%	2 3.9%	5 9.8%	8 15.7%
	Company Vehicle	2 4.1%	5 10.2%	3 6.1%	11 22.4%
	4.00	1 25.0%	0 0.0%	1 25.0%	1 25.0%
		9	7	9	20

Total	8.7%	6.7%	8.7%	19.2%



	Value	df	P=
Pearson Chi-Square	10.806a	14	0.701
Likelihood Ratio	12.055	14	0.602
Linear-by-Linear	0.971	1	0.324
N of Valid Cases	104		



Hypothesis:

- **H_0**: There is no significant link between distributor channel and stocked brands.
- **H_1:** There is a significant link between distributor channel and stocked brands.

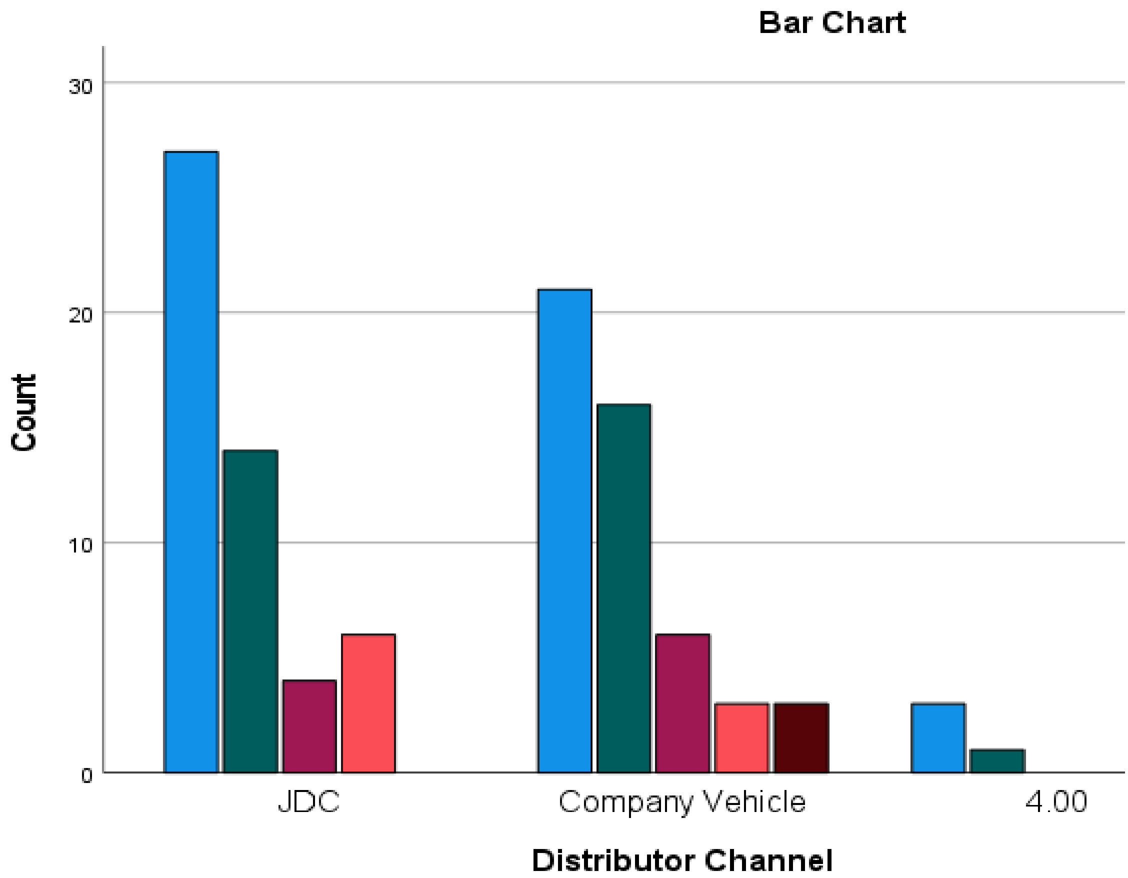
Result: $\chi^2 = 10.806$, $p = 0.701$

Interpretation: Since p is greater than 0.05, we accept the null hypothesis. There is no significant link between distributor type and the brands stocked. Both JDC and Company Vehicle distributors offer similar brand combinations, including Godrej Jersey, Heritage, and other local brands

2. Distributor Channel vs Godrej Jersey Products

		Godrej Jersey Products			
Distributor	JDC	27 52.9%	14 27.5%	4 7.8%	6 11.8%
	Company Vehicle	21 42.9%	16 32.7%	6 12.2%	3 6.1%
	4.00	3 75.0%	1 25.0%	0 0.0%	0 0.0%
Total		51 49.0%	31 29.8%	10 9.6%	9 8.7%

	Value	df	P=
Pearson Chi-Square	6.899a	8	0.548
Likelihood Ratio	8.681	8	0.370
Linear-by-Linear	**0.011**	**1**	**0.918**
N of Valid Cases	**104**		



Hypothesis

• **H_0:** There is no significant association between distributor channel and Godrej Jersey products handled.

• **H_1:** There is a significant association between distributor channel and Godrej Jersey products handled.

Result: $\chi^2 = 6.899$, $p = 0.548$

Interpretation:

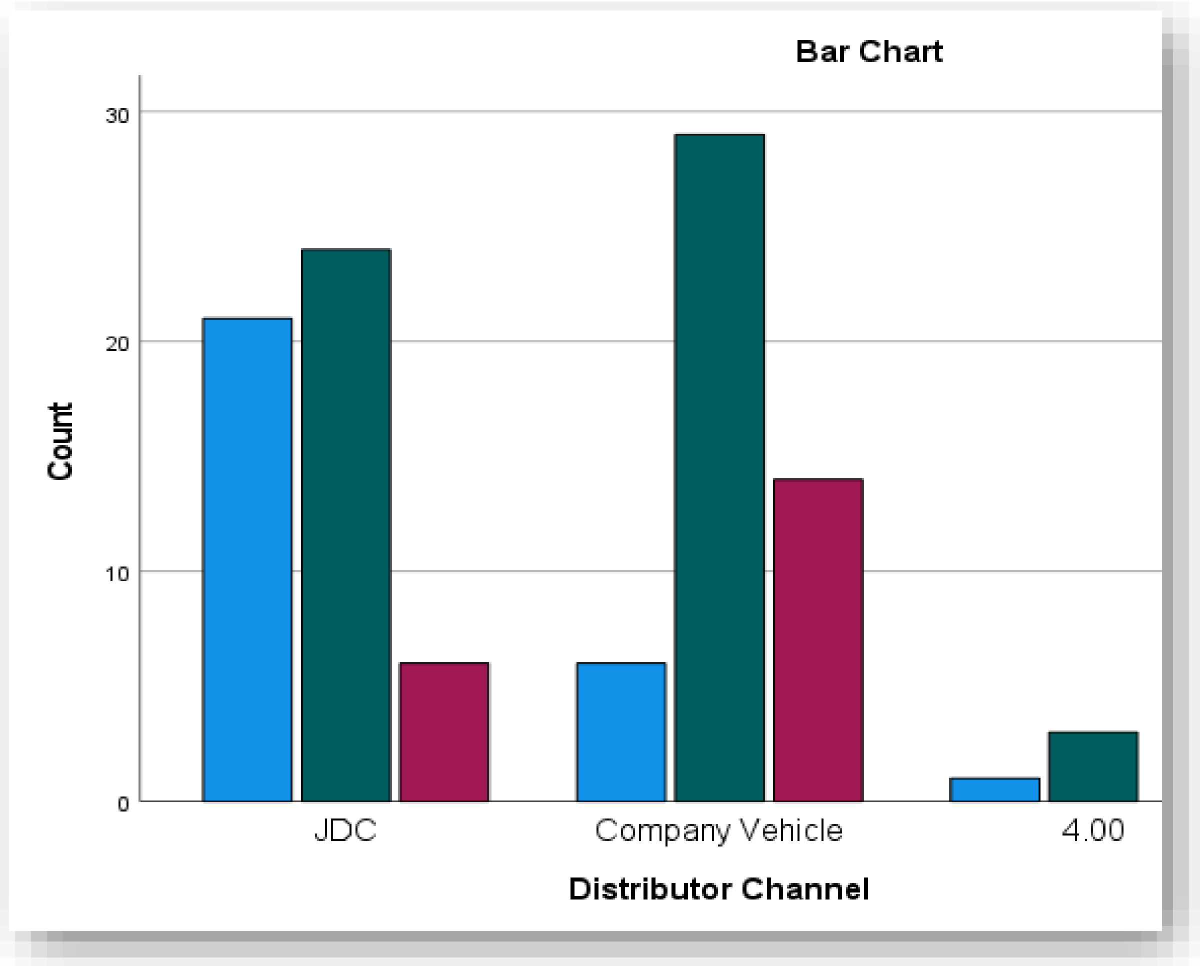
No significant relationship exists between channel type and the product portfolio. Distributors, regardless of channel, sell similar products, mainly milk, curd, paneer, and buttermilk.

3.Distributor Channel vs Stock Frequency

		Stock Frequency			
Distributor	JDC	21 41.2%	24 47.1%	6 11.8%	51 100.0%
	Company Vehicle	6 12.2%	29 59.2%	14 28.6%	49 100.0%
	4.00	1 25.0%	3 75.0%	0 0.0%	4 100.0%
Total		28 26.9%	56 53.8%	20 19.2%	104 100.0%

	Value	df	P=
Pearson Chi-Square	13.274a	4	0.010
Likelihood Ratio	14.433	4	0.006
Linear-by-Linear	4.149	1	0.042
N of Valid Cases	104		

a. 3 cells (33.3%) have expected less than 5. The minimum expected count is .77.



Hypothesis

- **H_0:** There is no significant relationship between distributor channel and stock frequency.
- **H_1:** There is a significant relationship between distributor channel and stock frequency.

Result: $\chi^2 = 13.274$, p = 0.010

Interpretation:

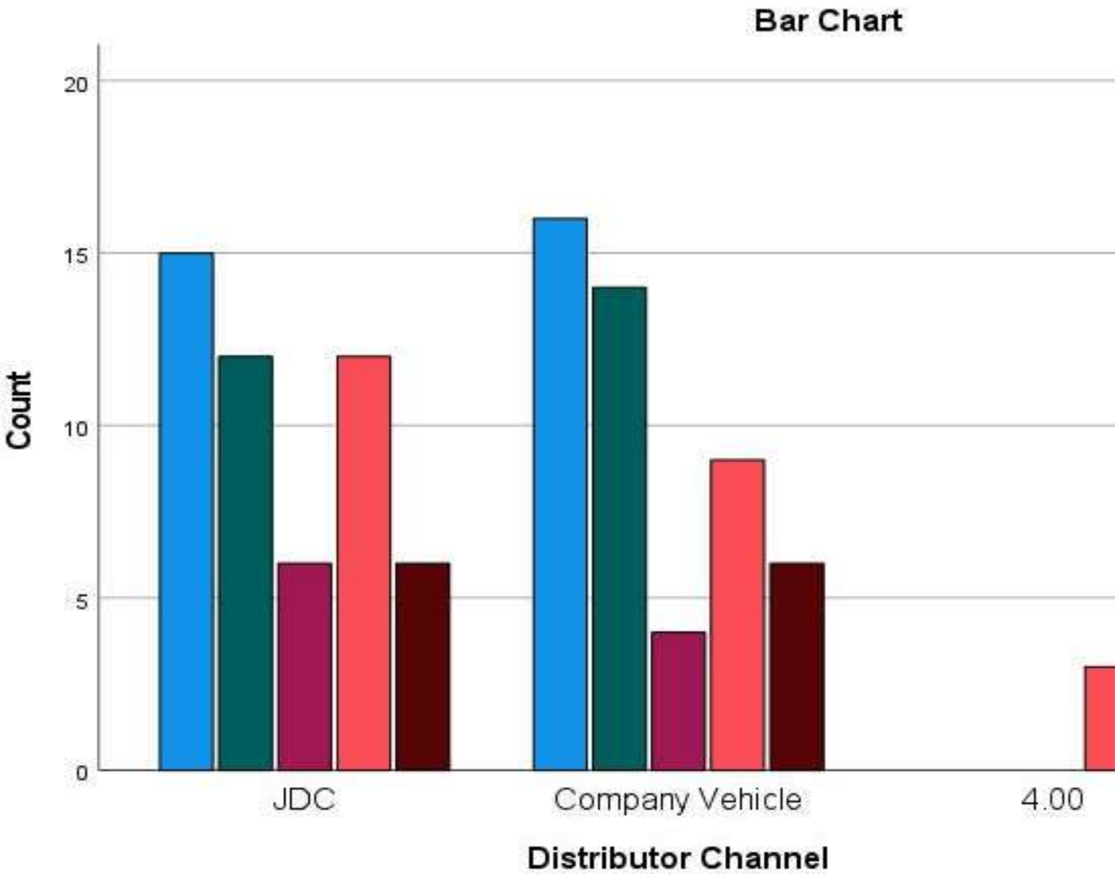
Since p is less than 0.05, we reject the null hypothesis. There is a significant relationship between distributor channel and stocking frequency. JDC distributors restock more often, either daily or every other day. In contrast, Company Vehicle distributors typically restock twice a week. This indicates that JDC distributors are more efficient and responsive to the market.

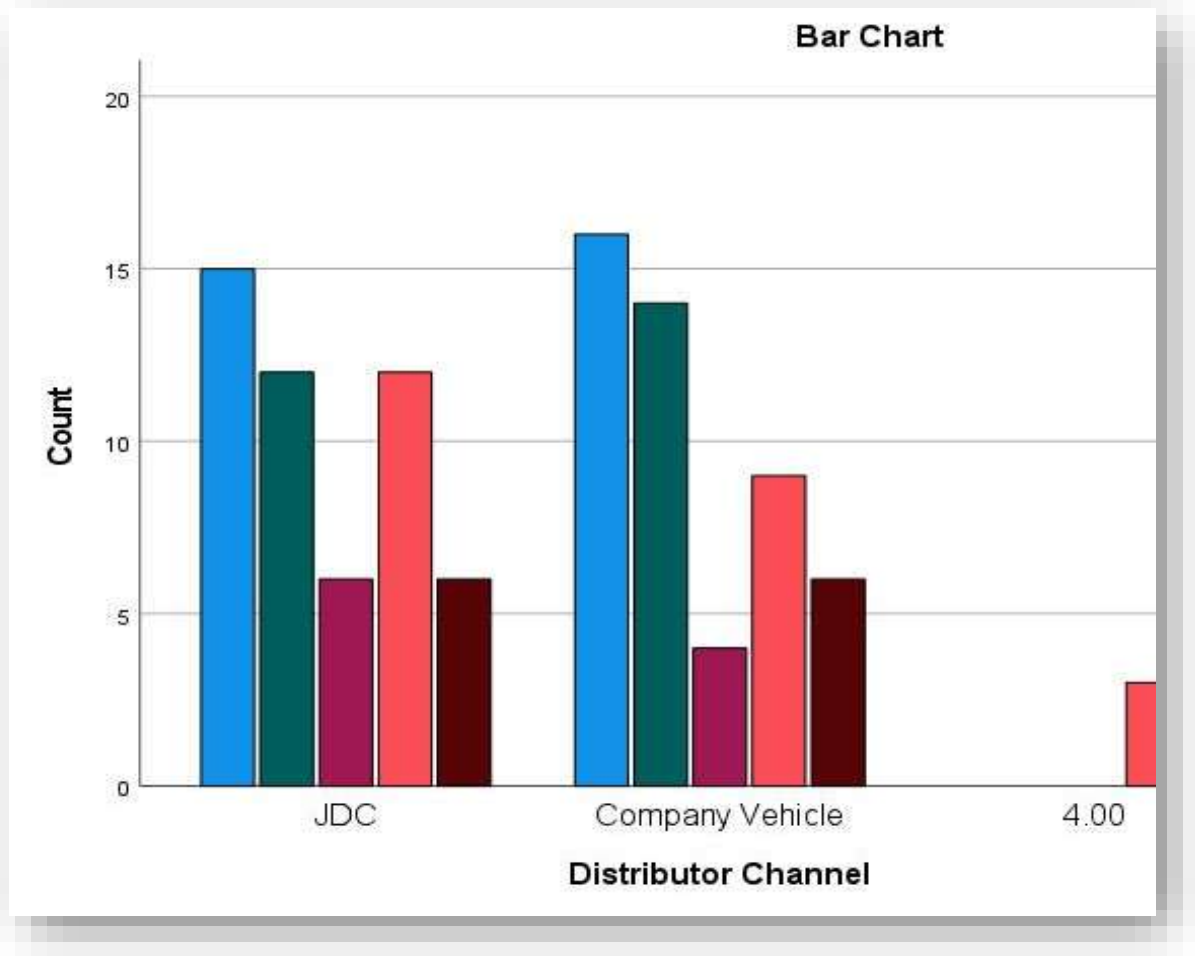
4.**Distributor Channel vs Highest Margin Brand**

		Highest Margin Brand			
		Arokya	Heritage	Dodla	Amul
Distributor	JDC	**15** **29.4%**	**12** **23.5%**	**6** **11.8%**	**12** **23.5%**
	Company Vehicle	**16** **32.7%**	**14** **28.6%**	**4** **8.2%**	**9** **18.4%**
	4.00	**0** **0.0%**	**0** **0.0%**	**0** **0.0%**	**3** **75.0%**
Total		**31** **29.8%**	**26** **25.0%**	**10** **9.6%**	**24** **23.1%**

	Value	df	P=
Pearson Chi-Square	**[illegible]**	**8**	**0.340**
Likelihood Ratio	**9.752**	**8**	**0.283**
Linear-by-Linear	**1.490**	**1**	**0.222**
N of Valid Cases	**104**		

a. 7 cells (46.7%) have expected less than 5. The minimum expected count is .38.





Hypothesis

• **H_0:** There is no significant link between distributor channel and highest margin brand.

• **H_1:** There is a significant link between distributor channel and highest margin brand.

Result: $\chi^2 = 9.032$, $p = 0.340$

Interpretation:

Since p is greater than 0.05, we accept the null hypothesis. The highest margin brands are similar across all channels, which suggests no margin-based preference for a specific distributor type. .

5. Distributor Channel vs Margin Satisfaction

		Margin Satisfaction			
		Dissatisfied	Neutral	Satisfied	
Distributor	JDC	7 13.7%	26 51.0%	18 35.3%	51 100.0%
	Company Vehicle	5 10.2%	24 49.0%	20 40.8%	49 100.0%
	4.00	2 50.0%	2 50.0%	0 0.0%	4 100.0%
Total		14 13.5%	52 50.0%	38 36.5%	104 100.0%

	Value	df	P=
Pearson Chi-Square	6.104a	4	0.191
Likelihood Ratio	5.951	4	0.203
Linear-by-Linear	1.161	1	0.281
N of Valid Cases	104		

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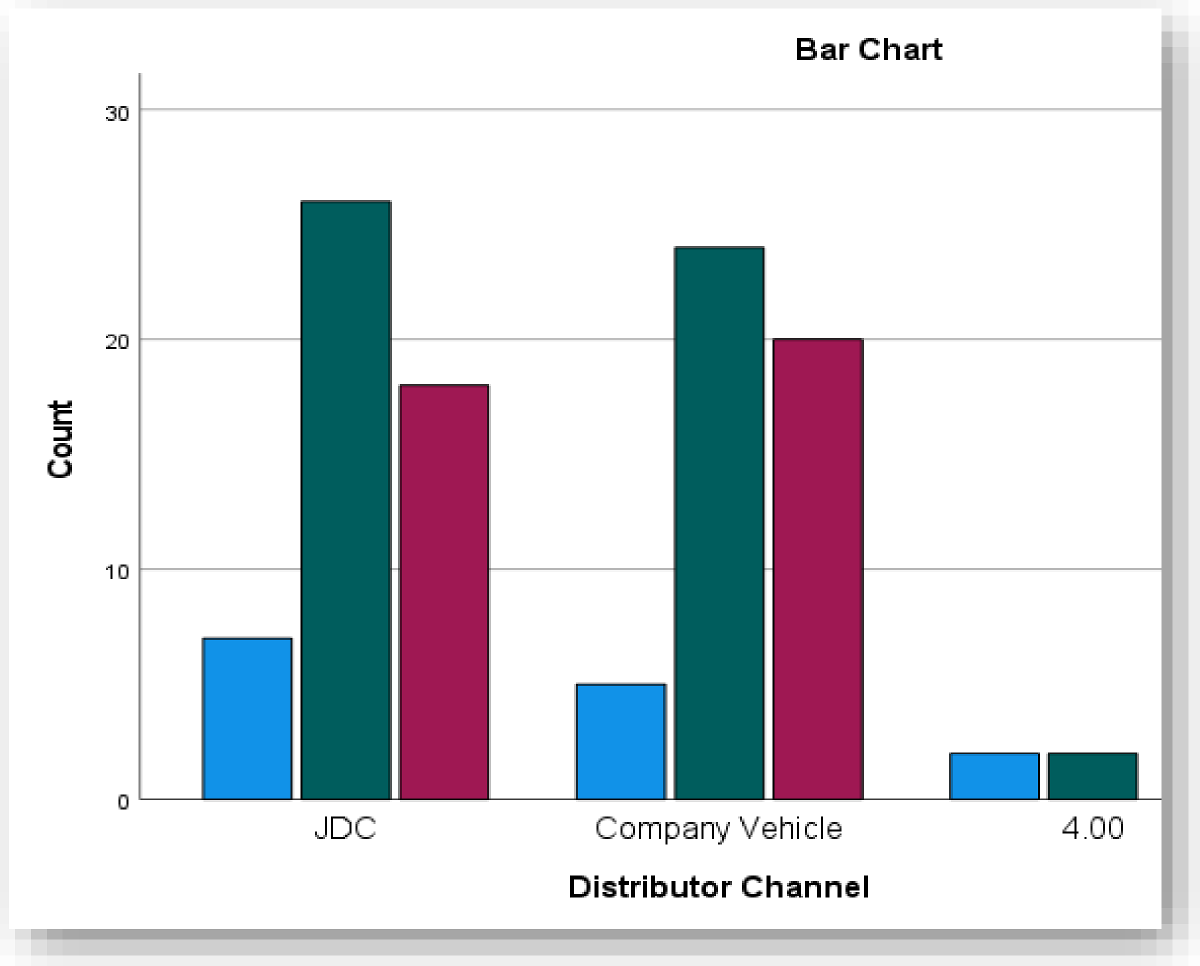


Hypothesis

- **H_0:** There is no significant link between distributor channel and margin satisfaction.
- **H_1:** There is a significant link between distributor channel and margin satisfaction.

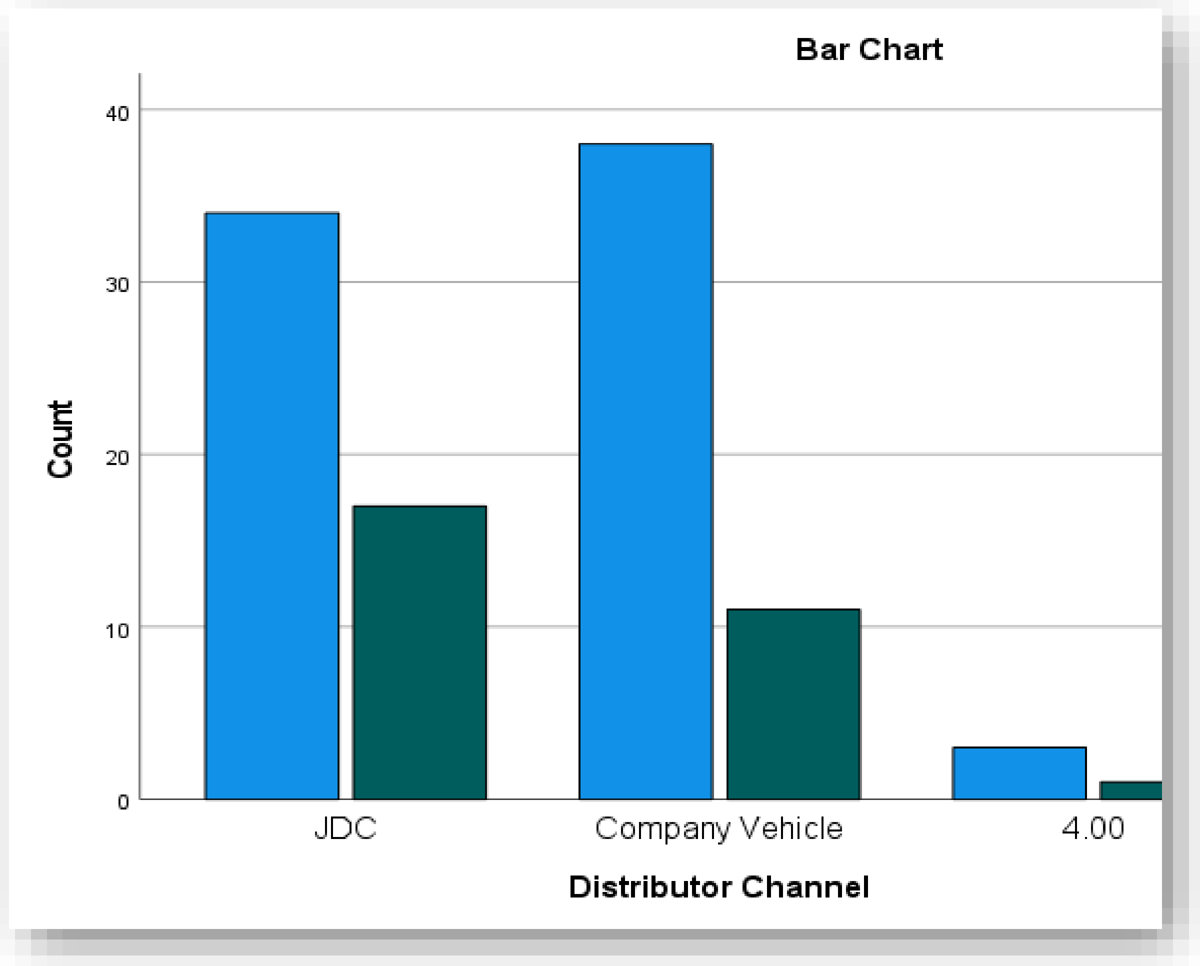
Result: $\chi^2 = 6.104$, $p = 0.191$

Interpretation: No significant difference in satisfaction levels exists among distributor types. Most respondents are neutral or moderately satisfied with their margins.

6,Distributor Channel vs Promotional Offers Received

		Promo Offers Received		
		Yes	2.00	
Distributor	JDC	34 66.7%	17 33.3%	51 100.0%
	Company Vehicle	38 77.6%	11 22.4%	49 100.0%
	4.00	3 75.0%	1 25.0%	4 100.0%
Total		75 72.1%	29 27.9%	104 100.0%

	Value	df	P=
Pearson Chi-Square	1.490a	2	0.475
Likelihood Ratio	1.496	2	0.473
Linear-by-Linear	0.906	1	0.341
N of Valid Cases	104		



Hypothesis

- H_0: There is no significant association between distributor channel and promotional offers received.
- H_1: There is a significant association between distributor channel and promotional offers received.

Result: $\chi^2 = 1.489$, $p = 0.475$

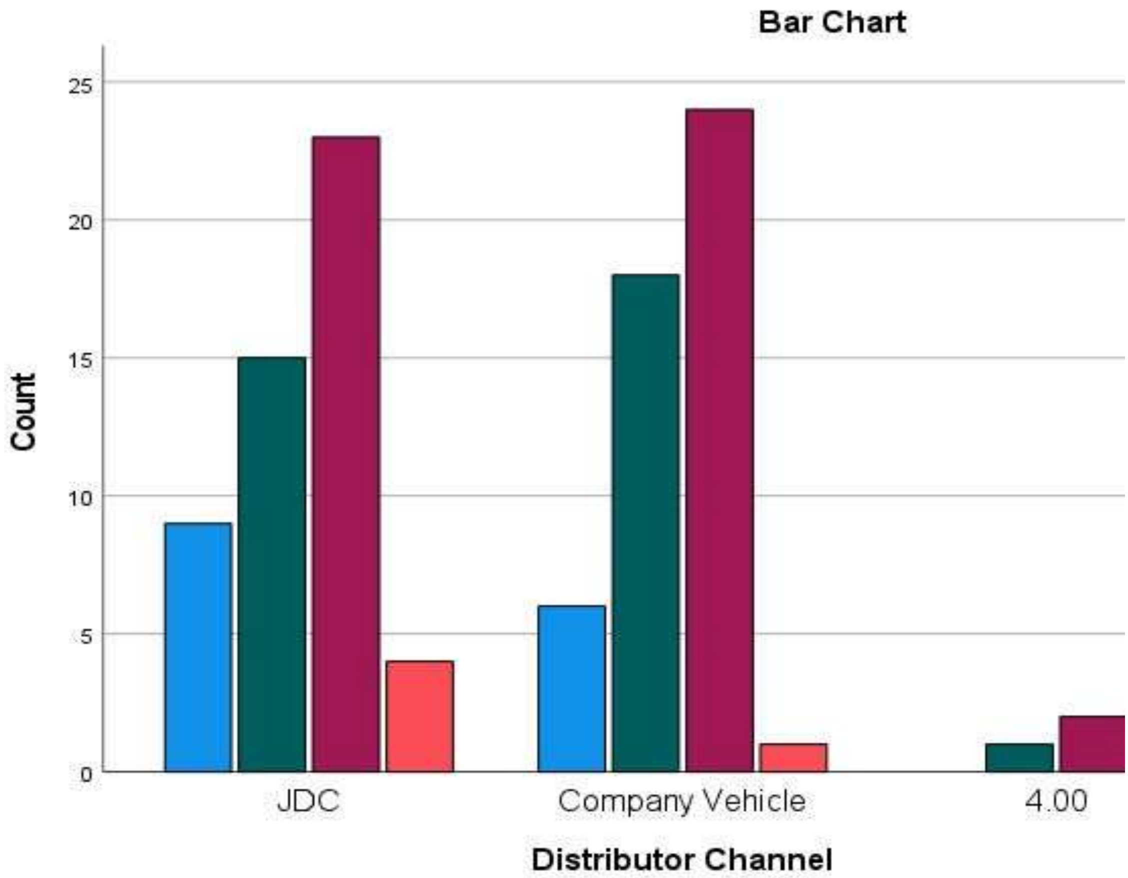
Interpretation:

The null hypothesis is accepted. Promotional offers are distributed **uniformly** across channels, showing balanced marketing efforts by the company.

7.Distributor Channel vs Scheme Information Source

		Scheme Info Source			
			Company		
Distributor	JDC	9 17.6%	15 29.4%	23 45.1%	4 7.8%
	Company Vehicle	6 12.2%	18 36.7%	24 49.0%	1 2.0%
	4.00	0 0.0%	1 33.3%	2 66.7%	0 0.0%
Total		15 14.6%	34 33.0%	49 47.6%	5 4.9%

	Value	df	P=
Pearson Chi-Square	2.556a	6	0.737
Likelihood Ratio	4.179	6	0.652
Linear-by-Linear	0.054	1	0.816
N of Valid Cases	103		


Bar Chart
Count
25
20
15
10
5
0
JDC
Company Vehicle
4.00
Distributor Channel

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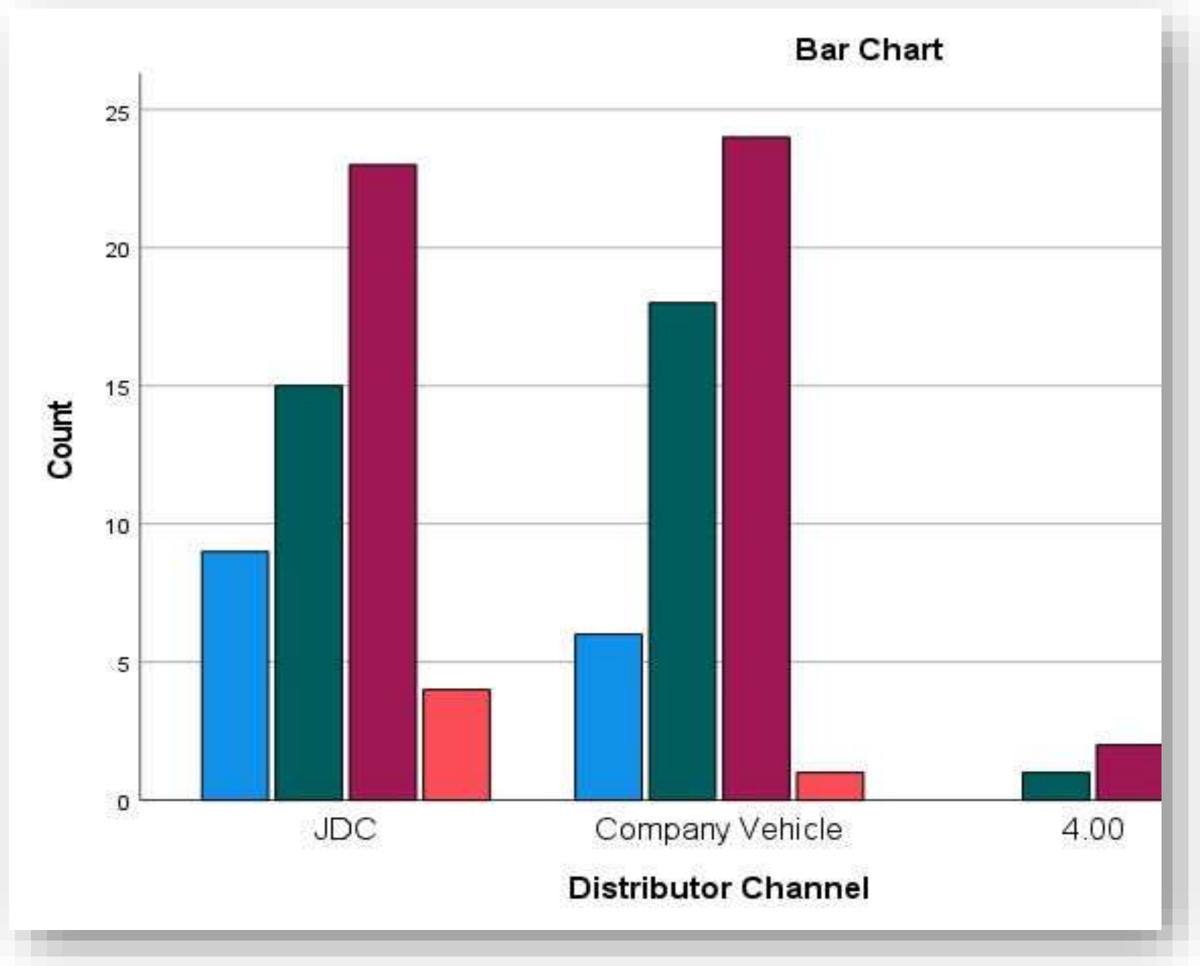

Bar Chart
Count
25
20
15
10
5
0
JDC
Company Vehicle
4.00
Distributor Channel

Hypothesis

• **H_0:** There is no significant association between distributor channel and scheme information source.

• **H_1:** There is a significant association between distributor channel and scheme information source.

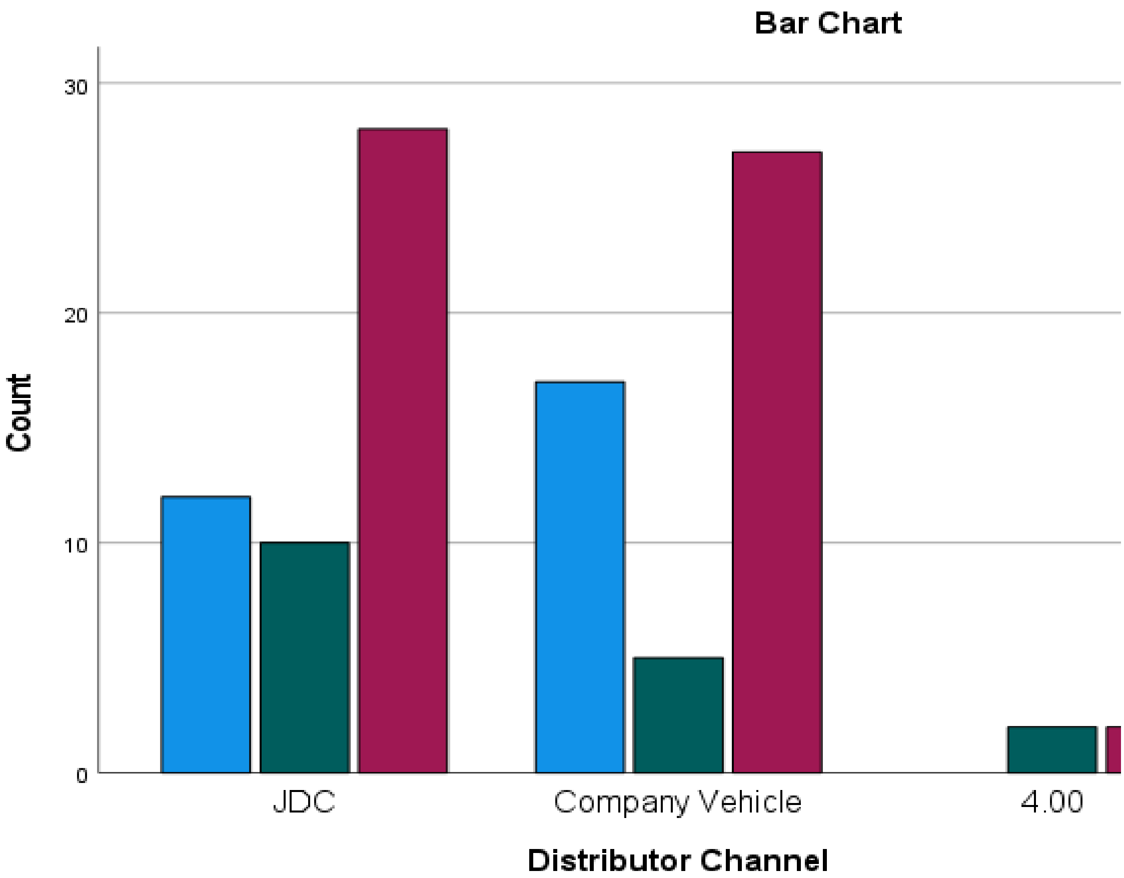
Result: $\chi^2 = 3.556$, $p = 0.737$

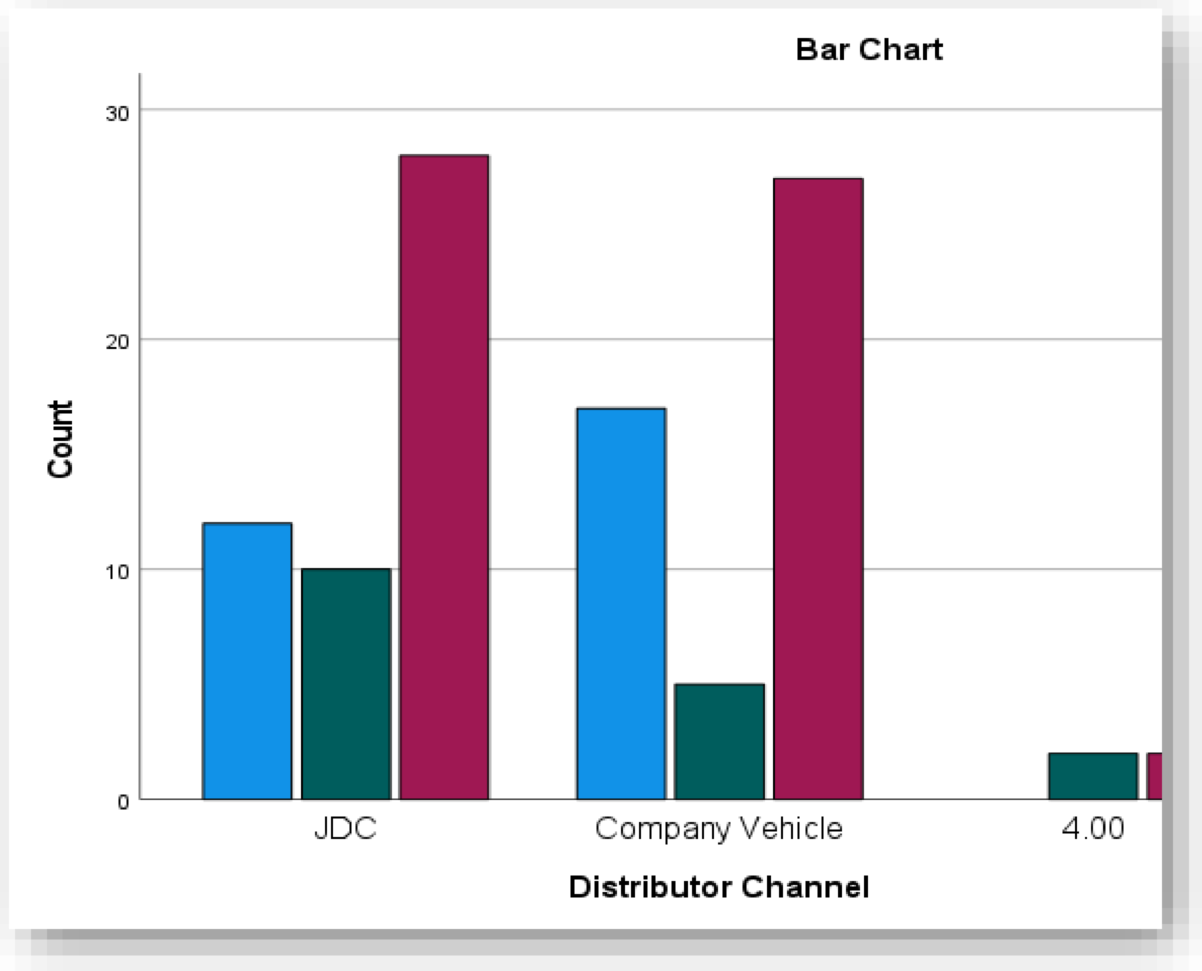
Interpretation: No significant relationship exists. Both JDC and Company Vehicle distributors primarily get scheme details from sales promoters and executives, indicating consistent communication practices.

8. Distributor Channel vs Distributor Service

		Distributor Service			
		Yes	No	3.00	
Distributor	JDC	12 24.0%	10 20.0%	28 56.0%	50 100.0%
	Company Vehicle	17 34.7%	5 10.2%	27 55.1%	49 100.0%
	4.00	0 0.0%	2 50.0%	2 50.0%	4 100.0%
Total		29 28.2%	17 16.5%	57 55.3%	103 100.0%

	Value	df	P=
Pearson Chi-Square	6.470a	4	0.167
Likelihood Ratio	6.760	4	0.149
Linear-by-Linear	0.009	1	0.924
N of Valid Cases	103		





Hypothesis

• **H_0:** There is no significant association between distributor channel and distributor service perception.

• H_1: There is a significant association between distributor channel and distributor service perception.

Result: $\chi^2 = 6.470$, $p = 0.167$

Interpretation:

No significant relationship is found. Service quality perceptions are similar across channels. However, Company Vehicle distributors report slightly better service experiences.

9. Distributor Channel vs Timely Delivery

		Timely Delivery			
		Very Poor	Good	Better	excellent
Distributor	JDC	20 39.2%	14 27.5%	2 3.9%	15 29.4%
	Company Vehicle	26 53.1%	13 26.5%	1 2.0%	9 18.4%
	4.00	1 25.0%	2 50.0%	0 0.0%	1 25.0%
Total		47 45.2%	29 27.9%	3 2.9%	25 24.0%

	Value	df	P=
Pearson Chi-Square	[illegible]	6	0.694
Likelihood Ratio	3.915	6	0.688
Linear-by-Linear	0.610	1	0.435
N of Valid Cases	104		

Hypothesis

- **H_0:** There is no significant connection between distributor channel and timely delivery.
- **H_1:** There is a significant connection between distributor channel and timely delivery.

Result: $\chi^2 = 3.869$, $p = 0.694$

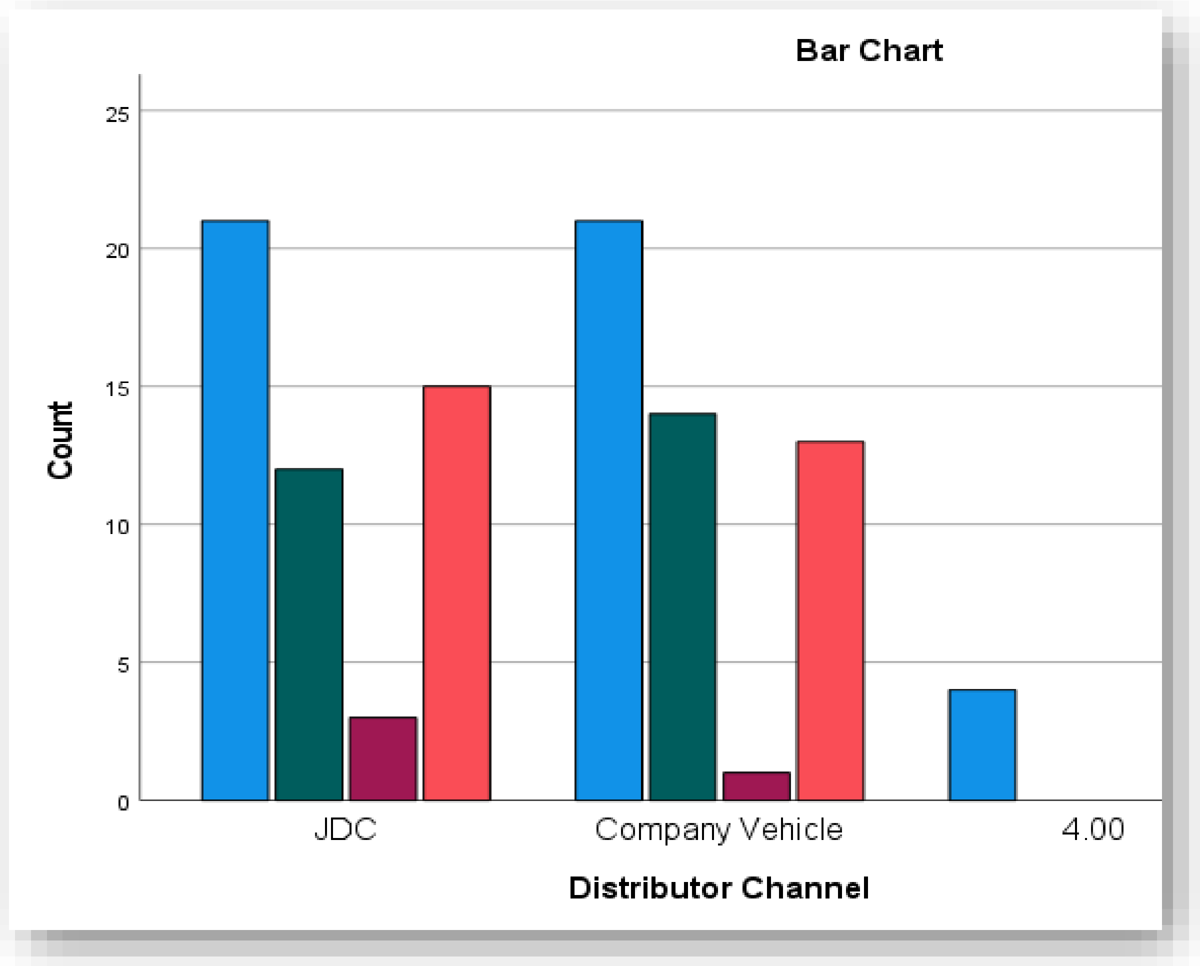
Interpretation:

The null hypothesis is accepted. Delivery timeliness ratings are similar for all distributor channels. However, JDC performs slightly better in making sure deliveries are on time.

10.Distributor Channel vs Product Availability

		Product Availability			
		Very Poor	Good	Better	excellent
Distributor	JDC	21 41.2%	12 23.5%	3 5.9%	15 29.4%
	Company Vehicle	21 42.9%	14 28.6%	1 2.0%	13 26.5%
	4.00	4 100.0%	0 0.0%	0 0.0%	0 0.0%
Total		46 44.2%	26 25.0%	4 3.8%	28 26.9%

	Value	df	P=
Pearson Chi-Square	6.551a	6	0.364
Likelihood Ratio	8.032	6	0.236
Linear-by-Linear	2.952	1	0.086
N of Valid Cases	104		



Hypothesis

H_0: There is no significant association between distributor channel and product availability.

• **H_1:** There is a significant association between distributor channel and product availability.

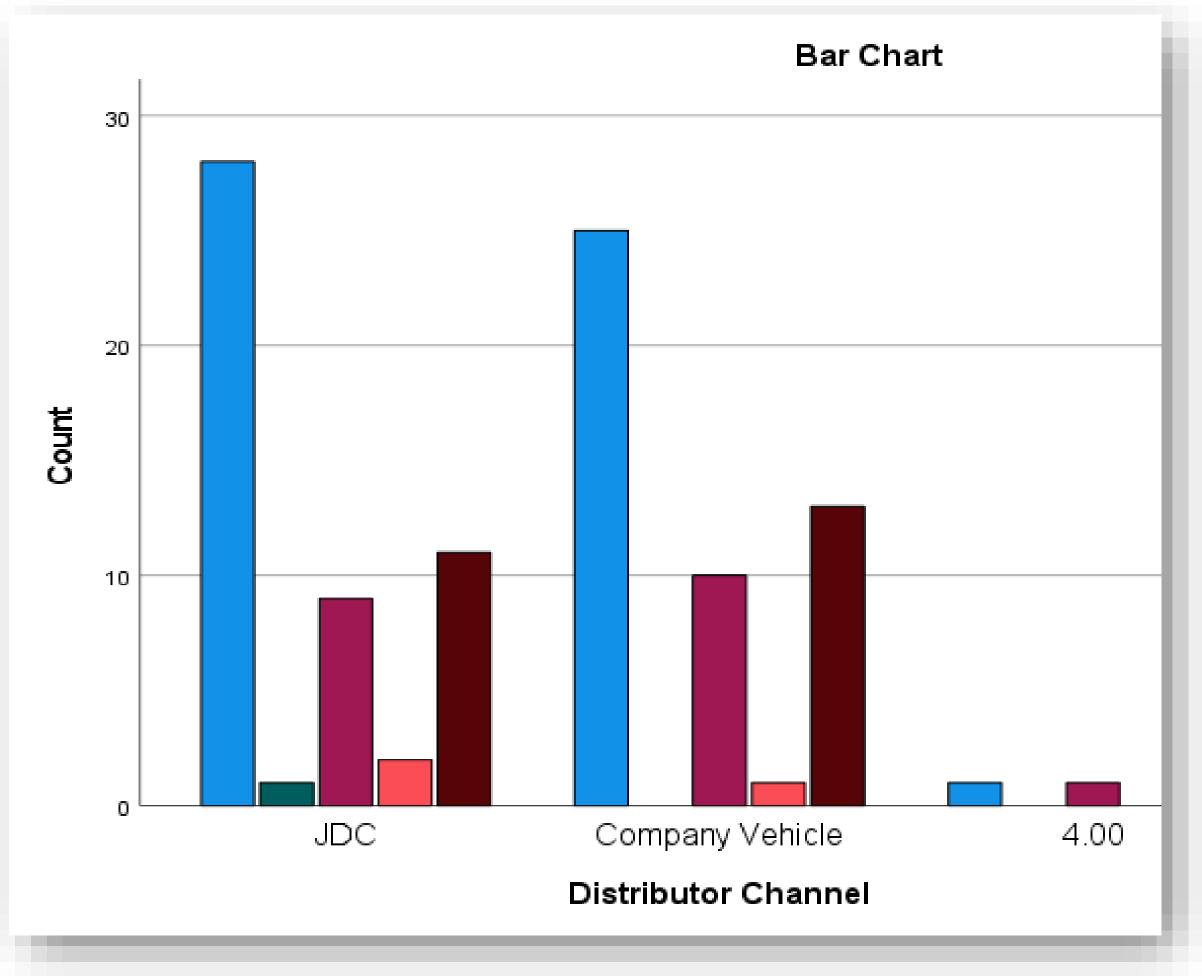
Result: $\chi^2 = 6.551$, $p = 0.364$

Interpretation: No significant association exists. Product availability stays consistent across distributor channels. This suggests that supply chain efficiency is uniform.

11. Distributor Channel vs Communication

		Communication			
		Very poor	Poor	Good	Better
Distributor	JDC	28 54.9%	1 2.0%	9 17.6%	2 3.9%
	Company Vehicle	25 51.0%	0 0.0%	10 20.4%	1 2.0%
	4.00	1 25.0%	0 0.0%	1 25.0%	0 0.0%
Total		54 51.9%	1 1.0%	20 19.2%	3 2.9%

	Value	df	P=
Pearson Chi-Square	[illegible]	8	0.893
Likelihood Ratio	3.983	8	0.859
Linear-by-Linear	1.522	1	0.217
N of Valid Cases	104		



Hypothesis

- **H_0:** There is no significant association between distributor channel and communication effectiveness.
- **H_1:** There is a significant association between distributor channel and communication effectiveness.

Result: $\chi^2 = 3.576$, $p = 0.893$

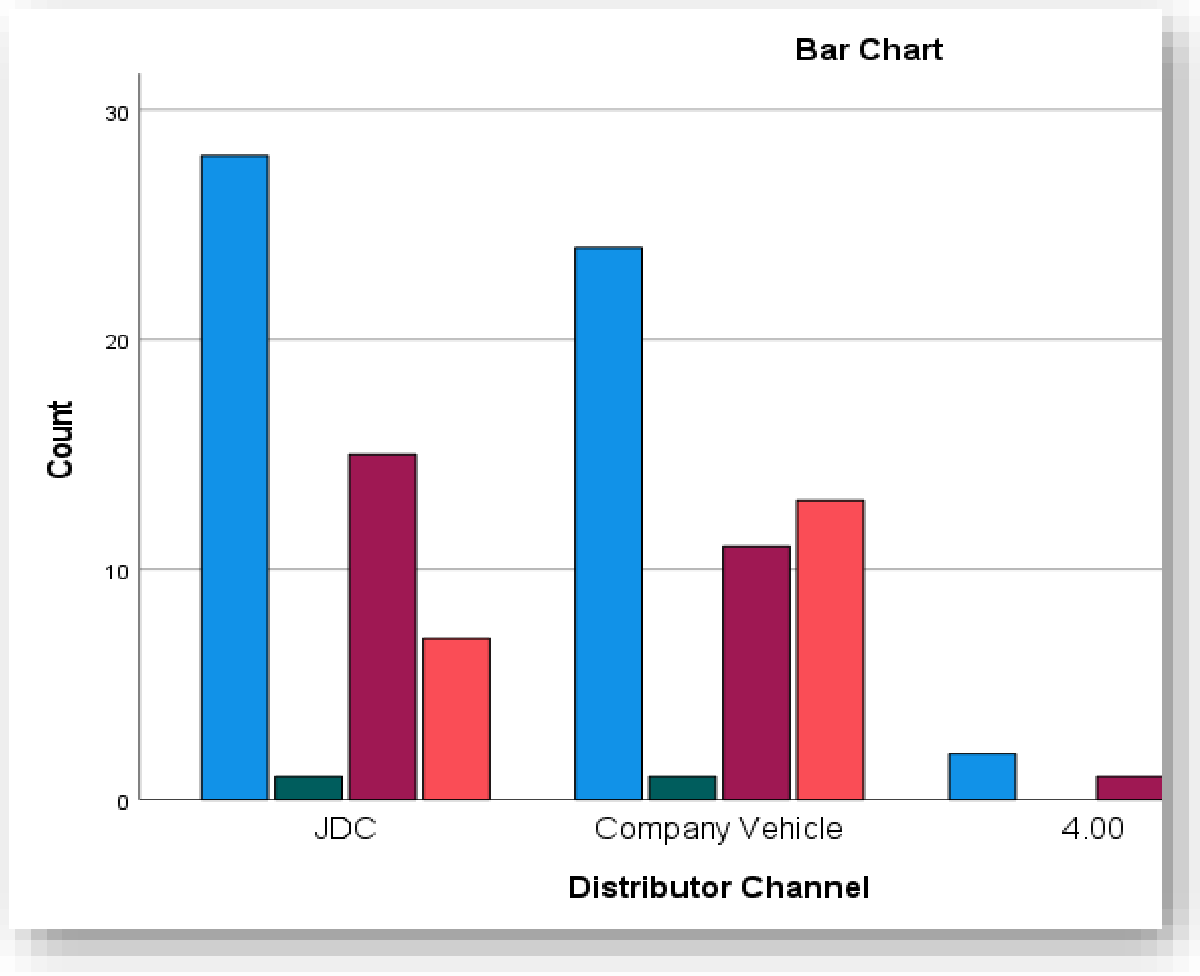
Interpretation:

We accept the null hypothesis. Communication levels are generally poor across all distributor channels. This shows that the company needs to improve communication flow and feedback mechanisms.

12. Distributor Channel vs Issue Handling

		Issue Handling			
		Very Poor	Poor	Good	excellent
Distributor	JDC	28 54.9%	1 2.0%	15 29.4%	7 13.7%
	Company Vehicle	24 49.0%	1 2.0%	11 22.4%	13 26.5%
	4.00	2 50.0%	0 0.0%	1 25.0%	1 25.0%
Total		54 51.9%	2 1.9%	27 26.0%	21 20.2%

	Value	df	P=
Pearson Chi-Square	2.709a	6	0.834
Likelihood Ratio	2.920	6	0.819
Linear-by-Linear	0.963	1	0.327
N of Valid Cases	104		



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Hypothesis

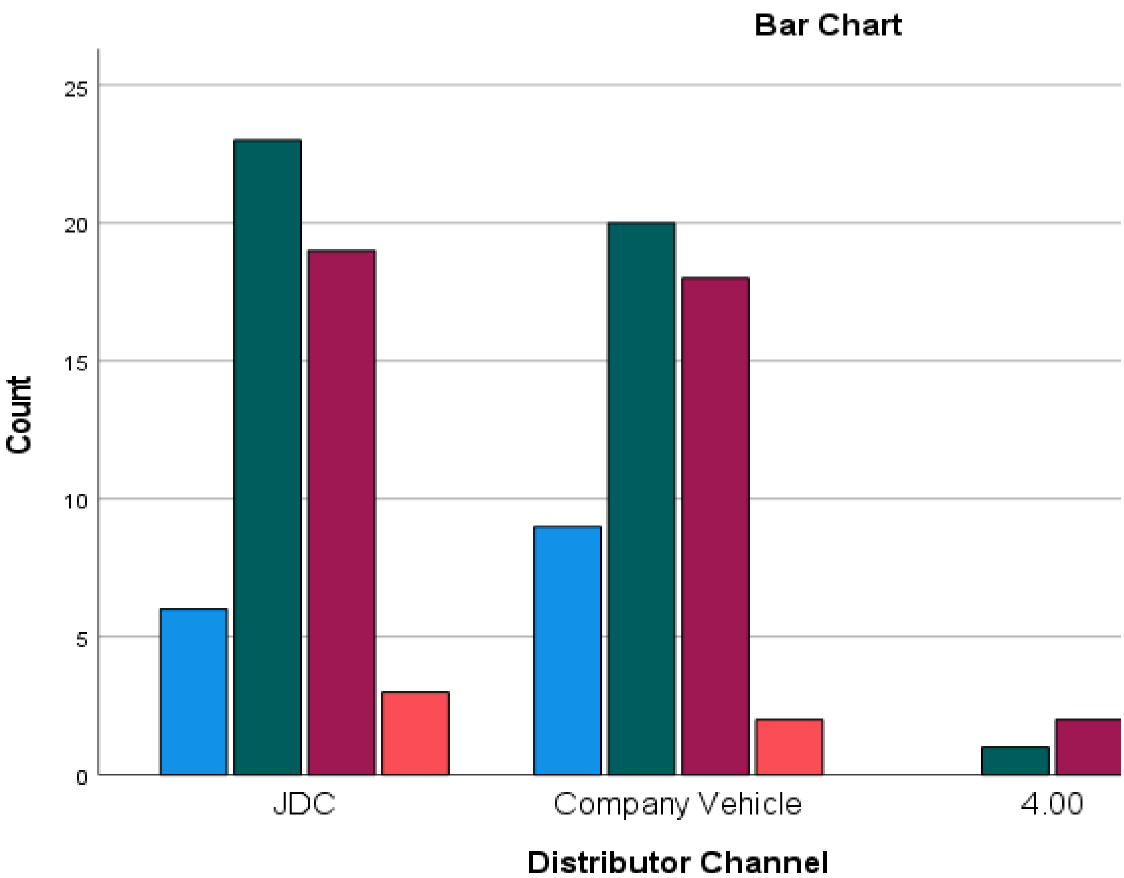
• **H$_0$:** No significant relationship exists between distributor channel and issue handling efficiency. • **H$_1$:** A significant relationship exists between distributor channel and issue handling efficiency. **Result:** $\chi^2 = 2.798$, $p = 0.834$

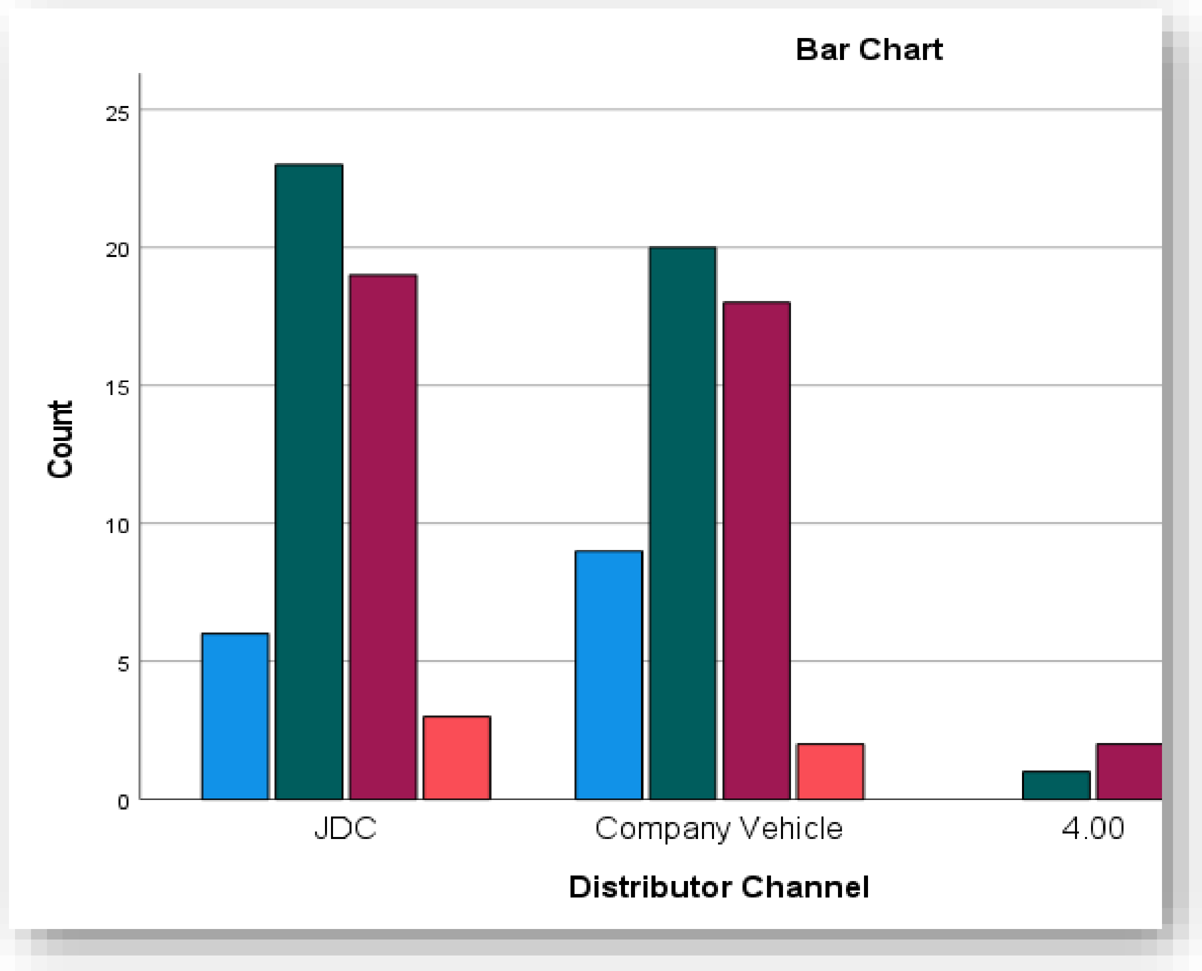
Interpretation: No significant relationship was found. Both types of distributors handle issues in an analogous way. However, Company Vehicle distributors have slightly higher ratings for responsiveness.

13. Distributor Channel vs Sales Team Visits

		Sales Team Visit weekly	Monthly	Rarely	Never
Distributor	JDC	6 11.8%	23 45.1%	19 37.3%	3 5.9%
	Company Vehicle	9 18.4%	20 40.8%	18 36.7%	2 4.1%
	4.00	0 0.0%	1 25.0%	2 50.0%	1 25.0%
Total		15 14.4%	44 42.3%	39 37.5%	6 5.8%

	Value	df	P=
Pearson Chi-Square	4.740a	6	0.578
Likelihood Ratio	4.181	6	0.652
Linear-by-Linear	0.482	1	0.488
N of Valid Cases	104		





Hypothesis

- **H$_0$**: There is no significant link between distributor channel and frequency of sales team visits.
- **H$_1$:** There is a significant link between distributor channel and frequency of sales team visits.

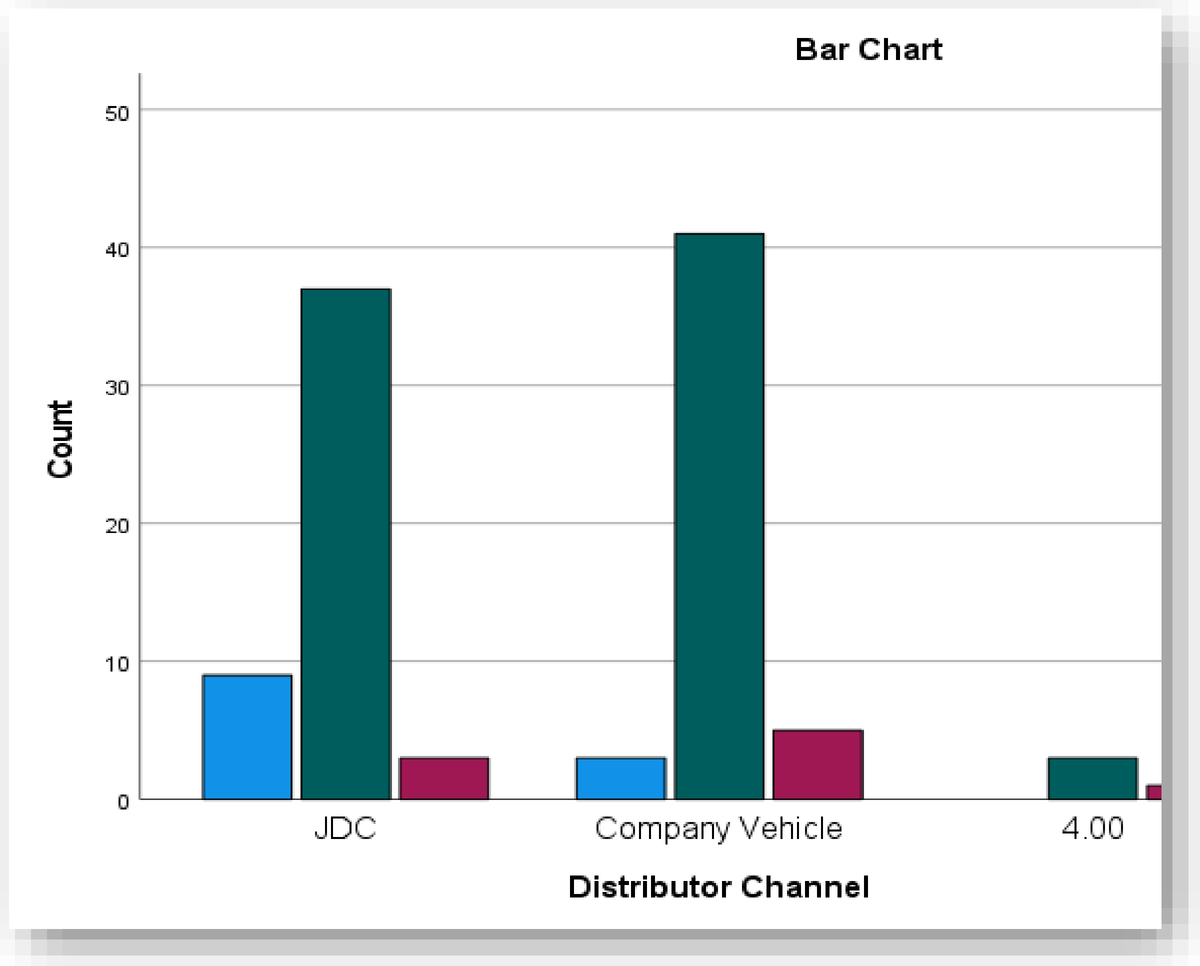
Result: $\chi^2 = 4.740$, $p = 0.578$

Interpretation: Since $p > 0.05$, there is no significant link. Most distributors, regardless of channel, receive monthly visits from sales representatives. This shows consistent but infrequent engagement.

14. Distributor Channel vs Helpfulness

		Helpfulness			
Distributor	JDC	9 18.4%	37 75.5%	3 6.1%	49 100.0%
	Company Vehicle	3 6.1%	41 83.7%	5 10.2%	49 100.0%
	4.00	0 0.0%	3 75.0%	1 25.0%	4 100.0%
Total		12 11.8%	81 79.4%	9 8.8%	102 100.0%

	Value	df	P=
Pearson Chi-Square	[illegible]	4	0.238
Likelihood Ratio	5.659	4	0.226
Linear-by-Linear	4.595	1	0.032
N of Valid Cases	102		



Hypothesis

• **H₀:** There is no meaningful link between distributor channel and perceived helpfulness of the sales team.

• **H₁:** There is a meaningful link between distributor channel and perceived helpfulness of the sales team.

Result: $\chi^2 = 5.525$, $p = 0.238$; Linear-by-Linear Association $p = 0.032$

Interpretation: While the chi-square value is not significant, the linear trend test shows significance, indicating a positive relationship. Sales support is seen as a bit more helpful among Company Vehicle distributors, suggesting better coordination at the field level.

15. Distributor Channel vs Quality vs Others

		Quality vs Others Better	Same	3.00	
Distributor	JDC	8 16.0%	34 68.0%	8 16.0%	50 100.0%
	Company Vehicle	5 10.2%	39 79.6%	5 10.2%	49 100.0%
	4.00	0 0.0%	2 50.0%	2 50.0%	4 100.0%
Total		13 12.6%	75 72.8%	15 14.6%	103 100.0%

	Value	df	P=
Pearson Chi-Square	[illegible]	4	0.192
Likelihood Ratio	5.336	4	0.255
Linear-by-Linear	1.731	1	0.188
N of Valid Cases	103		

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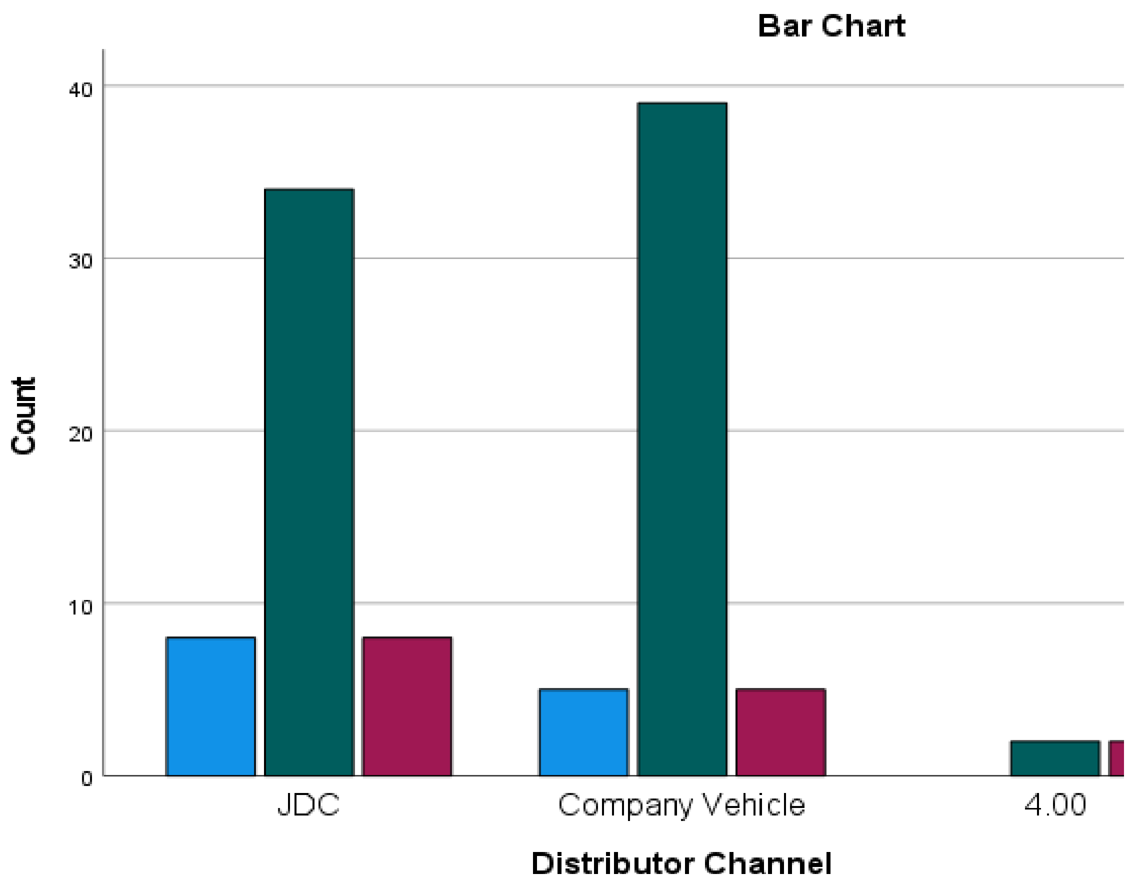
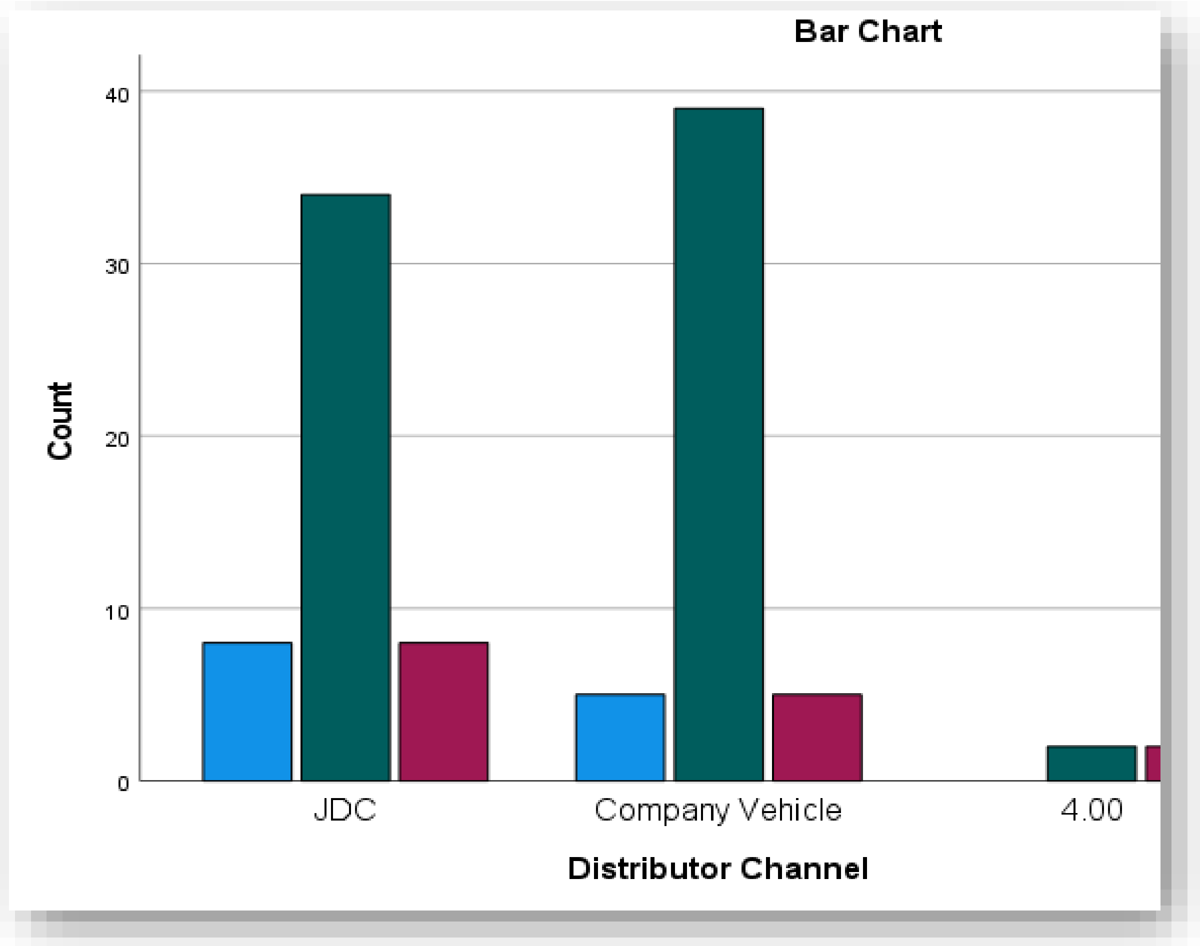

Bar Chart
Count
40
30
20
10
0
JDC
Company Vehicle
4.00
Distributor Channel


Bar Chart
Count
40
30
20
10
0
JDC
Company Vehicle
4.00
Distributor Channel

Hypothesis

• **H_0:** There is no significant association between distributor channel and quality perception of Godrej Jersey compared to competitors.

• **H_1:** There is a significant association between distributor channel and quality perception of Godrej Jersey compared to competitors.

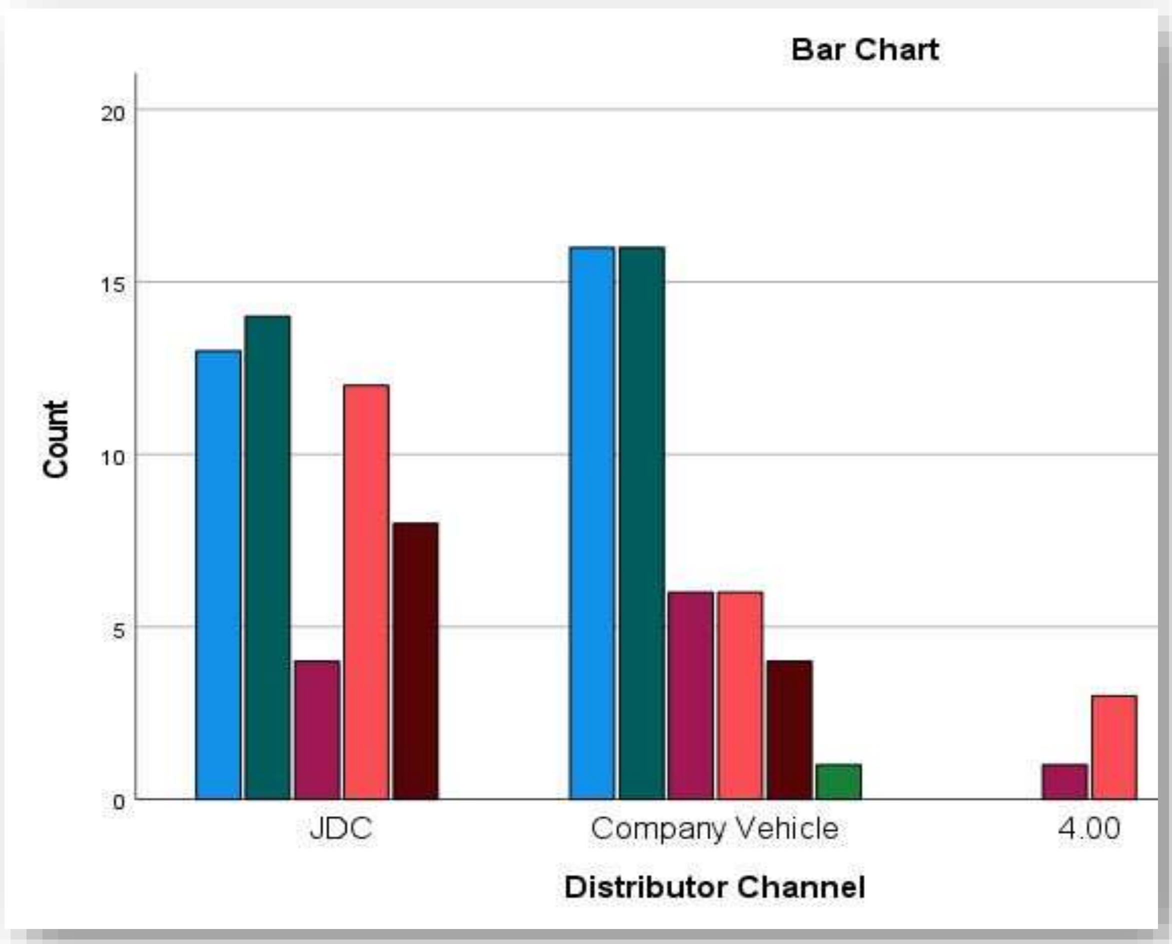
Result: $\chi^2 = 6.098$, $p = 0.192$

Interpretation: No significant difference exists. Most distributors rated Godrej Jersey's quality as "same as others." This shows a need for differentiation and stronger product positioning.

16. Distributor Channel vs Highest Demand Brand

		Highest Demand Brand			
		Heritage	Arokya	Dodla	Amul
Distributor	JDC	13 25.5%	14 27.5%	4 7.8%	12 23.5%
	Company Vehicle	16 32.7%	16 32.7%	6 12.2%	6 12.2%
	4.00	0 0.0%	0 0.0%	1 25.0%	3 75.0%
Total		29 27.9%	30 28.8%	11 10.6%	21 20.2%

	Value	df	P=
Pearson Chi-Square	[illegible]	10	0.135
Likelihood Ratio	15.573	10	0.113
Linear-by-Linear	0.021	1	0.884
N of Valid Cases	104		



Hypothesis

- H_0: There is no significant association between distributor channel and highest demand brand.
- H_1: There is a significant association between distributor channel and highest demand brand.

Result: $\chi^2 = 14.923$, $p = 0.135$

Interpretation:

The null hypothesis is accepted. While not statistically significant, **Arokya and Heritage** were commonly cited as high-demand brands across channels.

17. Distributor Channel vs Suggestions

		Suggestions	Marketing	Offers and	
Distributor	JDC	11 21.6%	12 23.5%	22 43.1%	6 11.8%
	Company Vehicle	16 32.7%	15 30.6%	10 20.4%	8 16.3%
	4.00	1 25.0%	2 50.0%	1 25.0%	0 0.0%
Total		28 26.9%	29 27.9%	33 31.7%	14 13.5%

	Value	df	P=
Pearson Chi-Square	7.400a	6	0.285
Likelihood Ratio	7.887	6	0.247
Linear-by-Linear	1.719	1	0.190
N of Valid Cases	104		

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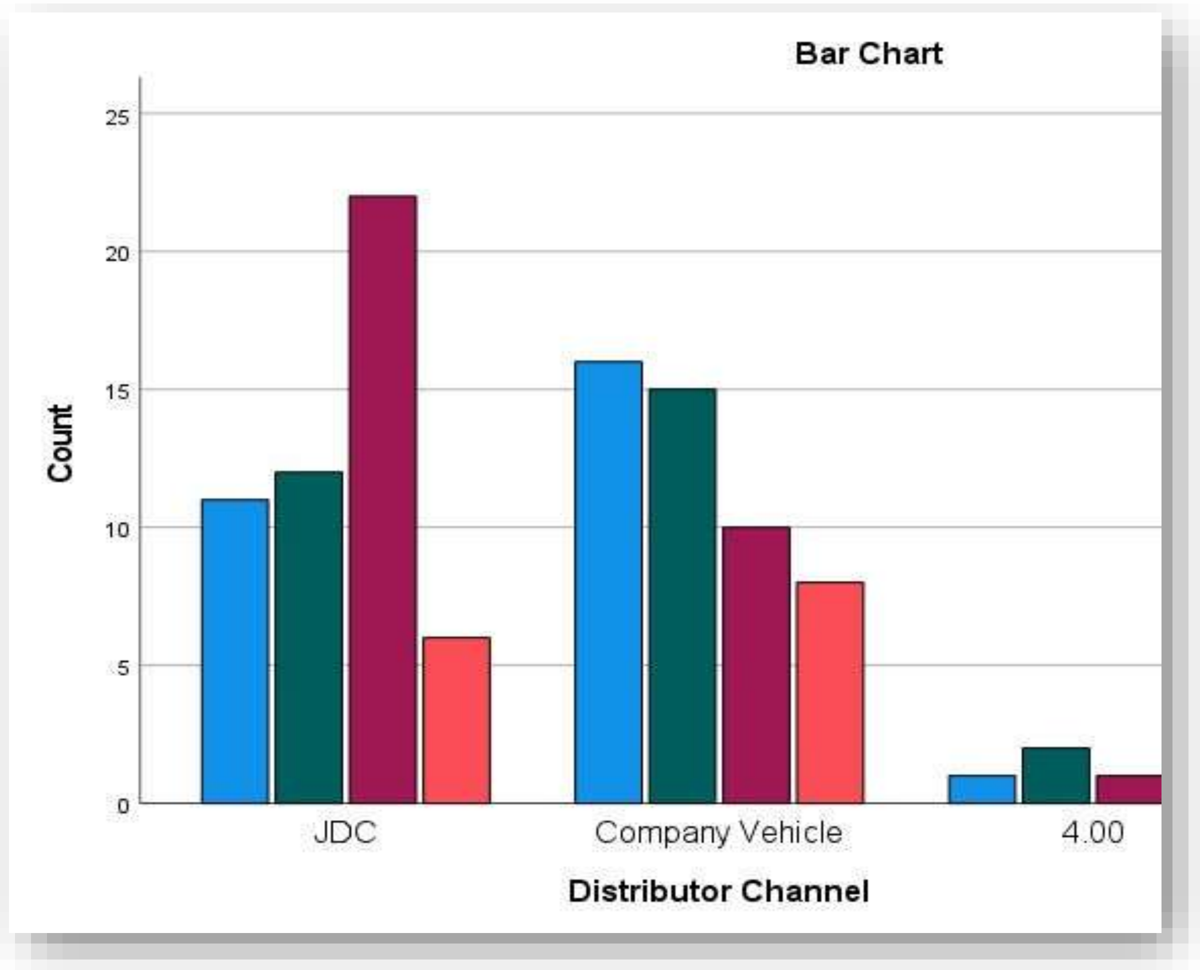

Hypothesis •

H_0: There is no significant link between distributor channel and suggestions from respondents

H_1: There is a significant link between distributor channel and suggestions from respondents.

Result: $\chi^2 = 7.400$, $p = 0.285$

Interpretation: Since $p > 0.05$, we accept the null hypothesis.

The suggestions related to delivery, marketing, and schemes were similar across channels. However, most distributors stressed the need for more promotional support and improved delivery management.

TABLE:

S.No.	Variable Tested	Chi-Square (χ^2)	p-value	Level of Significance ($\alpha = 0.05$)	Statistical Inference	Interpretation / Outcome
1	Distributor Channel × Stocked Brands	10.806	0.701	>0.05	Not Significant	No association between channel and stocked brands.
2	Distributor Channel × Godrej Jersey Products	6.899	0.548	>0.05	Not Significant	Product mix is uniform across all channels.
3	Distributor Channel × Stock Frequency	13.274	**0.010**	<0.05	**Significant**	JDC replenishes stock more frequently than others.
4	Distributor Channel × Highest Margin Brand	9.032	0.340	>0.05	Not Significant	Margin distribution is similar across channels.
5	Distributor Channel × Margin Satisfaction	6.104	0.191	>0.05	Not Significant	Margin satisfaction levels are comparable across channels.
6	Distributor Channel × Promotional Offers Received	1.489	0.475	>0.05	Not Significant	Promotional offers distributed evenly across channels.
7	Distributor Channel × Scheme Information Source	3.556	0.737	>0.05	Not Significant	All distributors receive scheme info mainly from sales executives.
8	Distributor Channel × Distributor Service	6.470	0.167	>0.05	Not Significant	Slightly better service ratings for Company Vehicle distributors.
9	Distributor Channel × Timely Delivery	3.869	0.694	>0.05	Not Significant	Delivery timeliness similar for all distributors.
10	Distributor Channel × Product Availability	6.551	0.364	>0.05	Not Significant	Product availability consistent across all channels.
11	Distributor Channel × Communication	3.576	0.893	>0.05	Not Significant	Communication quality poor-to-average across channels.
12	Distributor Channel × Issue Handling	2.798	0.834	>0.05	Not Significant	Issue resolution efficiency similar for all distributors.
13	Distributor Channel × Sales Team Visits	4.740	0.578	>0.05	Not Significant	Sales visits mostly monthly; uniform across

						channels.
14	Distributor Channel × Helpfulness	5.525	0.238	>0.05 (Trend p=0.032)	**Linear Trend Significant**	Company Vehicle distributors perceive better sales support.
15	Distributor Channel × Quality vs Others	6.098	0.192	>0.05	Not Significant	Jersey quality rated "same as others" by most.
16	Distributor Channel × Highest Demand Brand	14.923	0.135	>0.05	Not Significant	Arokya & Heritage dominate demand across channels.
17	Distributor Channel × Suggestions	7.400	0.285	>0.05	Not Significant	Suggestions similar; focus on delivery & promotions.

CHAPTER V

FINDINGS AND CONCLUSION

5.1 KEY FINDINGS

The data from 104 respondents representing different distributor channels of Godrej Jersey was analyzed using the Chi-Square test of independence to explore relationships between distribution type and key operational variables. The findings are summarized below in detail: Brand and Product Distribution

Brand and Product Distribution There is no significant association between the distributor channel and the brands handled. All distributors, including JDC, Company Vehicle, and others, work with similar combinations like Godrej Jersey, Heritage, and Dodla. This shows that the brand mix is similar across regions and channels. The range of Godrej Jersey products, including milk, curd, paneer, and buttermilk, is consistent across each distributor type. This reflects a uniform product allocation policy and an efficient supply strategy. Stock Frequency (Significant Relationship)

- The test showed a significant association ($\chi^2 = 13.274$; $p = 0.010$) between distributor channel and stock replenishment frequency.
- JDC distributors stock more frequently, either daily or every other day, while Company Vehicle distributors mainly replenish stock twice a week
- This suggests that JDC channels are more proactive and responsive to market demand, ensuring better freshness and availability of products.
- It also underscores operational flexibility and stronger field connectivity within JDC's logistics system. Margin and Satisfaction
- There is no significant difference in margin structures or satisfaction levels across channels.
- Most distributors are either neutral (around 50%) or moderately satisfied (around 35–40%) with their existing margins.
- This indicates that while the company's pricing and commission system is consistent, there is room for improvement in margin motivation through incentive-based schemes or periodic margin reviews. Promotional Schemes and Offers
- All distributors reported receiving promotional offers, and no significant variation exists between channels.
- Information about schemes and offers is primarily shared by sales executives and promoters.
- Increasing visit frequency to bi-weekly or weekly could lead to stronger relationships, faster issue resolution, and better feedback collection.

- Helpfulness (Significant Linear Trend)
- Although the chi-square test was not significant (p = 0.238), the Linear-by-Linear Association test showed statistical significance (p = 0.032).
- This means that there is a positive trend in how helpful distributors see sales teams.
- Company Vehicle distributors rated sales support as more helpful, possibly because of closer company supervision and direct contact.
- This shows that regular engagement boosts distributor satisfaction and cooperation.

- Quality and Competitor Comparison
- Most distributors rated Godrej Jersey's product quality as "same as others," indicating that the brand is on par with competitors like Arokya and Heritage but not clearly better.
- This highlights the need for stronger brand positioning, product differentiation, and marketing campaigns to boost quality leadership.

High-Demand Brands

While not statistically significant (p = 0.135), responses suggest that Arokya and Heritage remain the most sought-after brands among retailers and consumers.

This indicates that Godrej Jersey faces tough competition in the regional dairy market and needs strategic brand-building efforts.

Distributor Suggestions

Common suggestions from all distributor types included:

- Improving timely delivery,
- Increasing promotional support,
- Providing better marketing materials, and
- Ensuring clear communication of schemes and rewards.

These suggestions are consistent, reflecting shared operational challenges across the network.

5.2 SUMMARY OF FINDINGS

• Out of 17 tested hypotheses, 15 were statistically non-significant, confirming consistency across distribution channels.

• Significant parameters included:

Stock Frequency (p = 0.010) → Operational efficiency difference (JDC more active).

Helpfulness (p = 0.032, linear trend) → Better field support for Company Vehicle distributors.

• The other operational factors—product availability, communication, delivery, margins, and service—remain steady, showing a high level of structural stability across channels.

5.3 MANAGERIAL IMPLICATIONS

1. Enhance Communication Framework:

Introduce structured digital communication like CRM dashboards, WhatsApp alerts, and weekly calls to reduce the information gap reported by distributors.

2. Replicate JDC Efficiency:

JDC distributors' higher stock frequency should serve as a model. Best practices from JDC operations can be applied to other channels for improved efficiency.

3. Revise Incentive and Margin Structure:

Since satisfaction is moderate, Godrej Jersey can tie incentives to performance indicators like sales growth or timely delivery to motivate distributors.

4. Increase Field Engagement:

Shifting from monthly to bi-weekly sales team visits can strengthen relationships, problem-solving, and market visibility.

5. Strengthen Brand Positioning:

Since Jersey's quality is seen as "same as others," strategies to differentiate through campaigns, packaging, and communication should emphasize quality superiority and freshness.

6. Improve Promotional Depth:

While offer distribution is consistent, the impact of promotions should be enhanced through more localized and retailer-focused programs.

7. Use Uniformity as a Strategic Strength:

The lack of major operational differences across channels reflects effective central control, which can be utilized for scaling up with minimal disruption.

5.4 CONCLUSION

The study concludes that Godrej Jersey's distribution structure operates efficiently and consistently across all channels. The company has successfully standardized its product distribution, service, and promotional systems, ensuring fair treatment for all channel partners.

However, this operational consistency also limits differentiation and engagement.

The two key variables—Stock Frequency and Helpfulness—underscore the need for better field-level coordination and operational flexibility.

To strengthen its distribution network and support growth, Godrej Jersey should focus on:

• Enhancing communication and feedback channels,
• Introducing performance-linked incentive schemes,
• Increasing field-level engagement, and
• Investing in brand differentiation to stand out from key competitors.

Overall, the study confirms that Godrej Jersey has a strong and reliable distribution foundation, but future growth will hinge on how well the company improves communication, motivation, and brand distinctiveness within its distribution ecosystem.

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_____ QUESTIONNARIE

Questionnaire

Title:

Frontline Sales Operations & Distributor Engagement in FMCG Dairy Sector

Questionnaire

Section 1: Retailer Details

1. **Retail Outlet Name** – Short Answer
2. **Respondent Name** – Short Answer
3. **Contact Number (Optional)** – Short Answer
4. **Location of Outlet** – Short Answer or Dropdown (e.g., Banjara Hills, Gachibowli…)
5. **Type of Outlet** – Multiple Choice:

- Kirana Store
- Milk Booth

- Supermarket
- Modern Trade Outlet
- Other (Please specify)

Section 2: Product Range & Supply Pattern

6. **Which dairy brands do you stock?** – Checkboxes:

- Godrej Jersey
- Heritage
- Amul
- Dodla
- Local Brands
- Other (Specify)

7. **Which Godrej Jersey products do you sell? – Checkboxes**:

- Milk
- Curd
- Paneer
- Ghee
- Buttermilk
- Flavored Milk
- Other (Specify)

8. **How often do you receive Godrej Jersey stock?** – Multiple Choice:

- Daily
- Alternate Days
- Twice a Week
- Weekly
- Irregular

9. **Through which channel do you receive the products?** – Multiple Choice:

- JDC (Distribution Center)
- Company Vehicle
- Distributor/Agent
- Self-Purchase from Hub
- Other

10. **Do you get all products from the same distributor/agent?** – Multiple Choice:

- Yes
- No
- JDC vs. Company Route
- Company Route vs. Agent
- Agent vs. Agent

Section 3: Sales, Margin & Promotions

11. **Which brand offers the highest margin?** – Short Answer

12. **How satisfied are you with Godrej Jersey's margins?** – Linear Scale (1 = Very Dissatisfied to 5 = Very Satisfied)

13. **Have you received any promotional offers from Godrej Jersey?** – Multiple Choice:

- Yes
- No

(If Yes—checkbox options):

- 1+1 Offer
- Combo Offer
- Bulk Discount
- Festival Offers
- Other

14. **Who informs you about schemes?** – Multiple Choice:

- Distributor
- Company Sales Executive
- Sales Promoter
- Nobody

Section 4: Distributor & Company Engagement

15. **Are you satisfied with the distributor's service?** – Multiple Choice:

- Yes
- No
- Sometimes

16. **Rate distributor performance:** – Grid (1–5 rating):

Criteria	**1 (Very Poor) – 5 (Excellent)**
Timely Delivery	★★★★★
Product Availability	★★★★★
Communication	★★★★★

Criteria	**1 (Very Poor) – 5 (Excellent)**
Issue Handling	★★★★★

17. **How often does the Godrej Jersey sales team visit?** – Multiple Choice:

- Weekly
- Monthly
- Rarely
- Never

18.How helpful is the sales team in resolving issues? – Multiple Choice:

- Very Helpful
- Somewhat Helpful
- Not Helpful

Section 5: Feedback & Suggestions
19.How does Godrej Jersey compare with other brands in quality? – Multiple Choice:

- Better
- Same
- Worse
- **20.Which brand has the highest customer demand?** – Short Answer
- **21What suggestions do you have for improving Godrej Jersey's service/products?** – Paragraph