



**Summer Internship Project Report  
Phase – II  
Final Report**

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Regards

Kshitish Lokras

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## **Executive Summary**

The report begins with providing a background of the company. After that, it can be divided into two main parts based on the projects. The first part of the report talks about the project titled “Har Ghar Amul Ghar Initiative”. This part begins with providing some background information about the company. It then moves on to describe the reason for which the project was designed. The main objective of the project was to increase the reach of Amul’s products in the city of Ahmedabad. The secondary objectives were to increase the sales of its products other than milk and to increase customer satisfaction. The report then moves on to the details about the project and the part ends with learnings from the project.

The second part of the report is focussed on a separate project which deals with researching and analysing the market scenarios. It starts with providing some information about the disruption caused by the enforcement of lockdown, then moves on to provide some details about the city of Ujjain as a major part of the report is focussed on the local market. Next, the report describes the market scenario in Ujjain both during and post lockdown.

After that, the report moves on to analyse the strategies adopted by the major FMCG companies of the country in order to overcome the difficulties faced during lockdown. This analysis is done both with keeping the country as a whole in mind and also focussing on Ujjain. Then the report moves on to the analysis of ice cream industry and the problems faced in the local market.

Lastly, some concluding remarks about the trends in Amul, the interaction with the company’s executives and the individual learnings from the project have been provided.

## Introduction

Gujarat Cooperative Milk Marketing Federation Ltd. (GCMMF) better known as “Amul” was founded 74 years ago in the form of a co-operative society. The aim for establishing the company was to eliminate the unfair trade practices followed by the middlemen. So, in the year 1946 in the village of Kaira, the Kaira District Co-operative Milk Producers Union Ltd. was established under the guidance of leaders like Morarji Desai, Tribhuvandas Patel and Sardar Vallabh Bhai Patel. Tribhuvandas Patel was the Chairmen at the onset of the company which is better known today as Amul. It had humble beginnings with only two villages being a part of the co-operative society but the company grew by leaps and bounds under the leadership of Dr. Verghese Kurien, who took over as the Chairman of the company in the year 1950 and worked tirelessly to set the company on a path of growth which he envisioned.

At present, the official name of Amul is Gujarat Cooperative Milk Marketing Federation Ltd. (GCMMF) and it is the largest food manufacturing company in India. It has an annual turnover of USD 5.1 billion. It procures approximately 23 million litres of milk on a daily basis from its village milk producing societies numbering at a staggering 18600 member societies. Amul has 18 member unions spread across 33 districts and the number of members who produce milk is about 3.6 million.

The mission of the company is to ensure that milk producing farmers are compensated fairly and provided with an opportunity to grow with the company. Amul’s growth has been phenomenal over the years with not only national peers but companies across the world trying to replicate its success. The company markets its products under the brand names of ‘Amul and ‘Sagar’. Amul has a network of 61 sales offices spread across the country which includes 10000 dealers and 10 lakh retailers to ensure that its products are readily available even in the far-reaching corners of the country. The distribution network of Amul is one of the largest in the country and is one of its core strengths which provides it an edge over its competition in the market.

GCMMF is not only the market leader in India in the dairy sector but is also the largest exporter of dairy products in the country. Some of the countries where Amul’s products are available include USA, Australia, China, Philippines, Japan< Singapore and many Gulf countries. GCMMF has been awarded with APEDA award from the Government of India for its excellence and growth in the field of exporting dairy products for the last 16 years in a row. GCMMF was also awarded with the ‘Golden Trophy’ in the year 2009-10 by APEDA for its

help in development of the dairy sector in India as well as leading the way for the dairy sector in India to expand and compete with global players in international markets. Amul has also made its presence known on the Global Dairy Trade (GDT) platform which is reserved only for the top six players of the dairy sector to market its product, this has made it a globally renowned player in the dairy sector as it managed to achieve lower prices than most other top global players in the market.

Amul was established as a part of a mission to provide farmers with a better means for livelihood and ensuring fair trade practices by eliminating the middlemen. Over the years, it has evolved into a source for providing economic independence to the farmers in rural areas across the nation. Dr. Verghese Kurien launched “The White Revolution” in India and made the company a symbol of hopes and dreams for the farmers.

## **Project 1**

### **Need for project**

The pandemic of corona virus caused widespread disruptions in the Indian economy as the Government of India had to enforce a complete lockdown from the month of March in order to prevent the further spreading of the virus. Many small businesses were forced to close down permanently as they were completely reliant on their cash cycles and did not have the reserves to survive a lockdown. On the other hand, larger organisations were able to survive the lockdown, but still took a massive hit to their profitability. The main reason which affected the profitability of these companies was the demand crunch caused by the lockdown. People became hesitant to spend their money on anything other than items of necessity. The Government of India announced multiple schemes in order to revive the strained economy and specially the struggling MSME sector. The effect of these policies remains to be seen as businesses start to open back up after partial release of the lockdown.

Amul has diversified its product portfolio into multiple streams over the years, but milk still remains the most sold and profit-making product of Amul. Amul has built up a very strong and robust supply chain over the years by the help of its various member village co-operative societies. It is the strength of this supply chain, which allowed Amul to continue running its business efficiently even in these trying times. In the annual report released by Amul for the previous year, it had reported an almost 17% increases in its net turnover. However, the actual

effects of the lockdown only began to be felt from the month of April for Amul. Even though it is supplier of essential commodity in milk, the business of milk alone is not sufficient for Amul to maintain its sales and profitability.

Amul was able to keep its processing facilities running even during the lockdown as milk is the major part of Amul's business. However, the sales of its other commodities started to decline as a result of the lockdown. Amul had to close down its shops and parlours, and was only allowed to continue its milk business in the form of home delivery in many parts of the country. This led to a strain in the supply chain network as the profits of distributors all but evaporated. Even though the volume of sales for Amul's other products is lower than milk, they offer better margins for its distributors.

The leadership at Amul's Ahmedabad branch believed that the decline in sales was not being caused by reduced demand of products, rather the reduced accessibility to these products for the majority of populace was the main reason behind this downturn. Online aggregators like Bigbasket, Grofers, Amazonpantry, etc. became overwhelmed by the sudden increase in demand and had to cease their operations temporarily in order to meet the ever-growing demand and also modify their own supply chains to ensure that all the precautions for safety get followed throughout their supply chains. Many offline stores like D-Mart and BigBazaar to launch their own online stores in the form of mobile applications and websites. Many other ecommerce platforms like Amazon, Flipkart, Zomato, etc. also started delivering essential commodities.

Over time many of the online delivery service providers resumed their operations although with limited functionality. But, most of them were solely focussed on providing the people with essential commodities. In order to overcome this obstacle, Amul needed to come up with a plan which would help it in increasing the reach of its products. Amul believed that was a demand for its products in the market and what it needed to do was make the products easily available to its customers. In order to fill this gap, the Ahmedabad branch of Amul decided to launch its own directly delivery project call "Har Ghar Amul Ghar" initiative.

## **Project Objectives**

1. To make the products easily available during lockdown.
2. To increase the sales of products
3. To improve customer loyalty and satisfaction.



## Project Details

Keeping the above objectives in mind, the marketing department of Amul's Ahmedabad branch came up with the "Har Ghar Amul Ghar" initiative. This project was basically a new direct delivery service being started by Amul. This delivery service would help in making the products easily available by delivering them to the customer's societies. This would also help the distributors in increasing their sales and the customers without access to the products could receive them for no extra charges. Thus, if the project could be implemented successfully, all the objectives could be satisfied.

A team of three members along with mentors was created in order to start this project. The project activities can be divided into three phases. The first phase involved targeting an area of the city with a large number of housing societies like South Bopal, Thaltej, Gota, Satellite, etc. This was the least time-consuming phase as the areas could be easily identified. The research done by the team at main branch of Amul indicated that for the service to be viable, societies with 150 flats or more should be targeted in order to receive sufficient number of orders.

After the area had been identified, the next phase involved doing research about the details of the individual housing societies in the area. For accomplishing this task, we divided the areas amongst the members of the team in order to ensure maximum efficiency while reaching out to the societies. Finding the details of the key contact persons proved to be the most difficult task of the project due lack of availability of any proper database for the purpose. Once the details about the society had been found, we then had to contact them individually and pitch the idea of direct delivery to these societies. We were provided with a product list by the company to assist with this task.

Once the societies agreed to starting the direct delivery service, we sent them a link to an online form which assisted in the ordering process. All the best-selling products of Amul were listed in the form. Once sufficient number of orders got placed, the orders would then get sent to the distributor of that area who would reach the premises of the societies on the agreed time and date.

## Observations and Learnings

Although the intent behind the project was quite good, the timing of launching the project seemed to be the crucial factor which affected its success. The project was started on 20<sup>th</sup> May, 2020 and by this time most of the ecommerce platforms had started their delivery services in the city of Ahmedabad. Because of this, many of the societies showed lack of interest in becoming a part of the project in absence of substantial discounts. The lockdown was also in the fourth phase and many people anticipated relaxation in lockdown so they decided to wait until the lockdown ended before making any decision. This was another cause for mild response to the project.

There was some communication gap between the mentors and interns in the beginning of the project, as interns felt that sufficient information was not available with them. The ordering process was also not clear and a new form with all the products had to be created which led to further delay in receiving orders from the societies which had agreed to the project. But the mentors were quite helpful and ready to help in case we ever got stuck in a particular situation.

So, the project has helped us in improving both our written and verbal communication skills while interacting with a customer in a business environment. We could also improve our organisational and teamwork related skills as we had to assign the tasks amongst ourselves and help each other out whenever required for completing the tasks efficiently. It also helped in improving the presentation skills by working on the product list and online form in order to make them look more attractive. A sample of the online ordering platform made by the team can be seen in exhibits 1 & 2.

## **Project 2**

### **Introduction**

The spread of corona virus forced the Government of India to enforce lockdown in almost all the major places in the country. The announcement of the lockdown was sudden and sent many people into panic as they tried to secure the supplies for the next two weeks. This in turn led to people flooding the local stores and they quickly ran out of stocks for most of the products. The manufacturers of FMCG products were also taken in by a surprise from the Government's announcement as there was a lack of clear guidelines from the Government about how they need to proceed further. Many of the companies decided to maximise their productions during the small window of time which they were provided with before being forced to stop their productions. The decisiveness of the top level of management during those crucial times played an important role in how the companies fared during the lockdown.

So, the aim of this study is to identify and analyse the various factors that may have affected the behaviour of the consumers in the local market during lockdown. It also aims to identify strategies adopted by the store chains and the FMCG companies to overcome the difficulties faced during the lockdown. Lastly, it will look to identify the consumer outlook towards ice cream segment and how the circumstances influenced the consumption pattern in this segment. As the focus of the study is on the local market, it is important to first identify some of the major characteristics about the city of Ujjain that may have influenced the study.

### **About the city of Ujjain**

The city of Ujjain is an ancient holy city situated on the banks of the river Kshipra in the Malwa region in the state of Madhya Pradesh. The geographical location of the city is unique in the fact that the tropic of cancer passes through the city. The climate of the city is typical Sub tropical climate of Indian cities where the summer starts through late March and the temperature goes up to about 45°C. The monsoon arrives in the latter half of June and lasts till early October.

The city is home to Mahakaleshwar temple, one of the 12 Jyotirlingas spread across the country. It also hosts the mega fair known as Kumbh during which pilgrims from all over the country flood the city in order to partake in the happenings of the fair. The fair is a very large scale event and a major stimulus of income for many businesses in the city. The local government also invests a considerable amount of funds in order to upgrade the city's

infrastructure in order to accommodate the large scale of visitors during the fair. Due to these investments, the fair provides a good push to the otherwise largely stagnant local economy every 12 years.

As per the 2011 census reports, the population of Ujjain stands at 515,215. The literacy rate is 84.43%. The population density has increase to 5559 from the previously recorded 4644 in 2001. There are no major industries located in the city. The city is located at a distance of 55 kms. from the city of Indore, which is the commercial hub of the state. The presence of multibrand retail stores is still quite low in the city and the majority of population still prefers to shop from the locally owned stores.

The total number of corona virus cases confirmed in the city stands at 862. Out of these, 770 managed to recover, while 71 passed away. The remaining 21 cases are still active.

## **Methodology**

The data about local markets was gathered by conducting informal interviews with local store owners. The nature of data was only qualitative as none of the owners were ready to share any quantitative data regarding their business. For all other purposes, secondary data from trusted sources has been used.

## **Market Scenario**

With the announcement of nation-wide lockdown in the month of march, all market activities came to a sudden halt. There was a sense of panic among the people as they were not aware if the necessary items would be available in the coming days or not. This led to a huge rush in the market with the announcement of lockdown and most of the local stores were quickly out of stock for the popular products. These popular products included necessity items like hand sanitizers, wheat flour, rice, pulses, sugar, etc. along with many of the food snacks like namkeen, wafers, chips, soft drinks, etc.

However, the necessary food items were quickly restocked by the shopkeepers and with the government's announcement that all the grocery shops, medicals and dairies will be allowed to remain open, the panic buying behaviour slowly died down. Eventually, even the grocery stores were forced to close down and only allowed to continue with home delivery services during the period of lockdown. The reason for this was the continued rush faced by the grocery shops without proper implementation of social distancing.

The milk supply was allowed to run in the normal manner. The majority of market share is captured by the local dairies in Ujjain for milk supply. Amul has a very small market share and is far behind Sanchi in the organised milk sector. Most people continued to receive their milk from their own preferred sources both during and post lockdown. As such there was no major difficulty faced by the people in terms of milk supply due to lockdown. For Amul, the market situation remained more or less the same because of its already limited presence in the market.

### **Difficulties faced during lockdown**

The major problem faced by the people during the lockdown was the unavailability of the required products. These products ranged across different segments from essentials to electronics. The required brands of products were also not available in the market. So, if you wanted wheat flour, you could not ask for any particular brand and would just have to make do with what was available with the grocery stores in the city. This scenario was true across most of the regular consumption products. This problem was further compounded due to lack of proper ordering mechanisms for these local stores. Orders had to be placed via WhatsApp messages as it was simply not feasible for the store owners to take orders on the phone due to the large number of orders being received on a daily basis. This caused further confusion regarding the requirements of the customers, as most the customers either do not know or do not remember to put down the exact specifications of the required products in their orders.

The difficulty faced by the more well-known stores was to maintain the stock of required products because the suppliers did not provide them with much help in order to overcome the difficulties faced during the lockdown. They constantly ran out of stock for the products whose demands were high and had to find the substitutes to provide their customers with their requirements. The owners of the smaller stores in the more remote parts of the city faced even higher difficulty to restock their supplies and most of them just ended up relying mainly on their own stocked supplies to fulfil the demands of their customers. Many of these smaller stores had to completely close up their shops due to unavailability of the supplies. The presence of the online aggregators like BigBasket, Grofers, Amazon Pantry, etc. already had a very limited presence in the city and completely stopped their services since lockdown. There is only one DMart and one BigBazaar in the city of Ujjain and both of them remained completely closed during lockdown. This left many of the customers with very few choices to get their required products and they had to settle for whatever product was available rather than their actual requirements.

## **Post lockdown Situation**

After the lockdown was lifted in the month of June, some normalcy has started to return to the market. The market was allowed to open up in a phased manner wherein, at first, only a few shops were allowed to open up and slowly the number was increased. It has now reached a situation where most of the market has opened back up. Though the people remain hesitant due to lack of proper enforcement of social distancing in the popular shops. Due to opening of market, the issue of unavailability of products has also been mostly resolved. This was mainly due to the strategies adopted by the FMCG companies in order to re-establish their supply chains to ensure that all the products become readily available where required. The opening up of larger stores in DMart and BigBazaar has also eased the situation. They have stocked back up on most of the products which they used to offer before the lockdown. However, these stores are only admitting a limited number of people into the store which has resulted in long waiting queues outside these stores. No proper arrangement has been made by the management of these stores and the waiting times go as high as three hours. The discounts being offered by these stores have also gone down significantly which has closed the gap between these stores and the local stores.

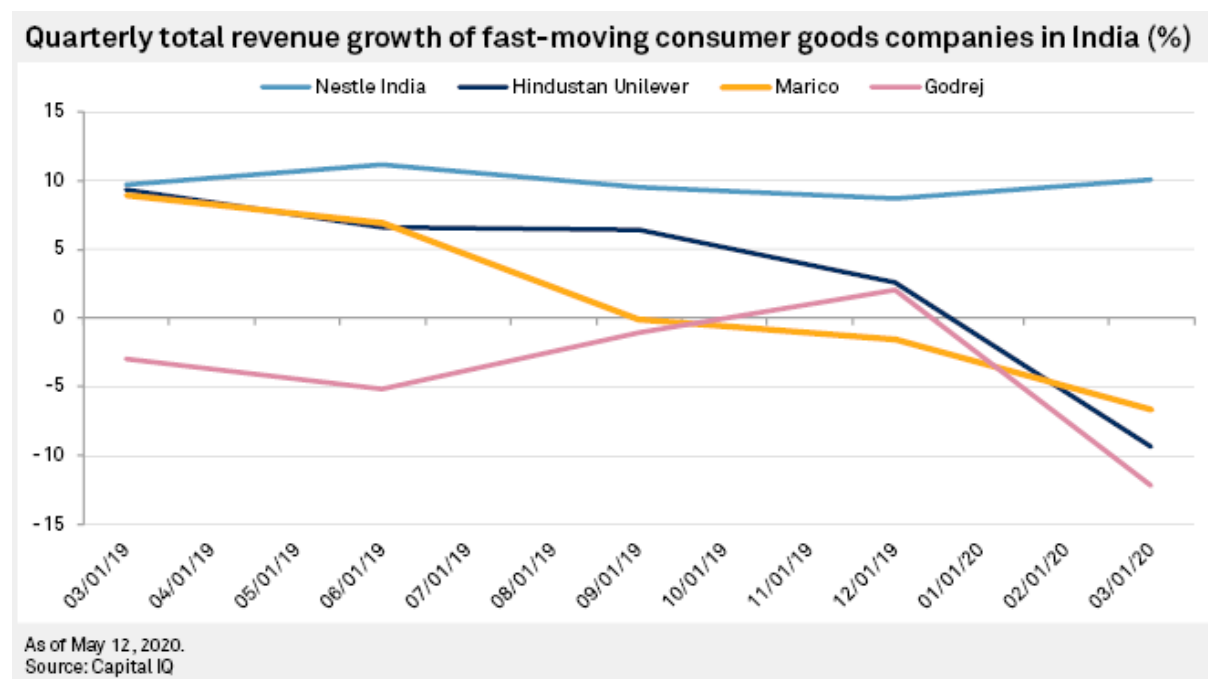
As per the local grocery store owners, there was no significant effect of lockdown in terms of volume of business. But the ease of doing business did tumble down due to the lockdown. Even after the lifting of lockdown, these stores have to ensure that proper cleanliness measures are followed by both their staffs and the customers entering the store. There is only one Amul store in the city which has also opened back up and started supplying the products to other vendors across the city. Most of the eateries still remain closed in the city which has hampered the consumption of products which customers usually like to eat out like ice cream. It is extremely difficult to maintain proper sanitation in these shops and they have been asked to remain closed for now.

Considering the size of the local market, not much help was provided by Amul or other FMCG companies during the lockdown. Most of the companies were struggling to meet the requirements and as such were not in the position to understand the difficulties being faced by the people of a remote city like Ujjain and hence, they just tried to conduct their businesses in much the same manner without making much changes to their models apart from ensuring that proper safety norms get followed during the delivery of the products. There was a delay in supply by most companies due to unavailability of timely means of transport. So rather than

focussing on the problems being faced by the local businesses and people, the FMCG companies were more focussed on resolving their own issues. The thought behind this was that if the companies can resolve their issues, it would also help out the local businesses in the process. It mostly ended up working out as many of the issues have now been resolved.

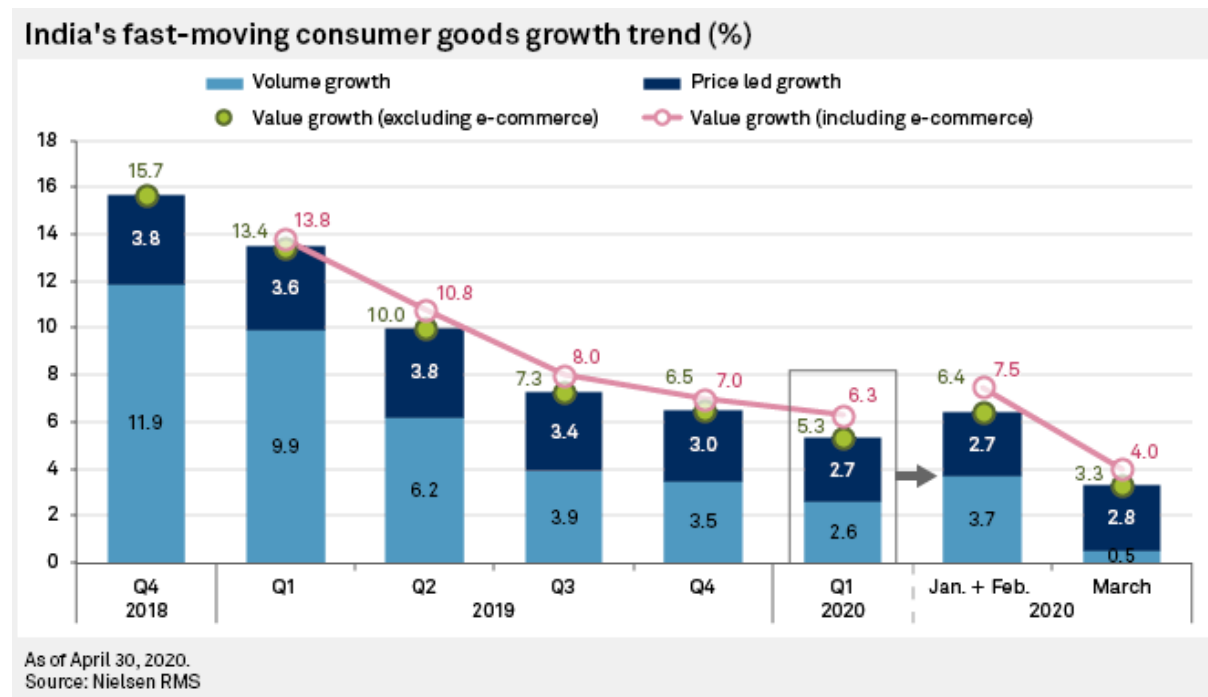
## FMCG Sector Analysis

The enforcement of lockdown has forced many of the companies to reanalyse their business strategies as the revenues have started to fall due to the extended lockdowns. Godrej Consumer Products, Unilever Group and Marico have all reported sharp falls in revenues. The highest impact can be seen on Godrej which reported a quarterly decline of 18% due to disruptions caused since March. Nestle, on the other hand has reported a growth of 10.7% as people stocked up on instant foods and milk powder. As per S&P Global Market Intelligence, the output of consumer goods and retail sector was reduced by about 20-25% or about 11% of the GDP as the companies were required to run their manufacturing facilities with a limited workforce.



Even as the companies are forming their strategies in order to ensure that production is scaled up to pre-lockdown levels in view of the current surge in demand of consumer goods, the experts fear that the overall demand of products is not very likely to reach back up to the levels before lockdown. This is mainly because the Indian population has not been able to properly deal with the financial impact caused by the lockdown.

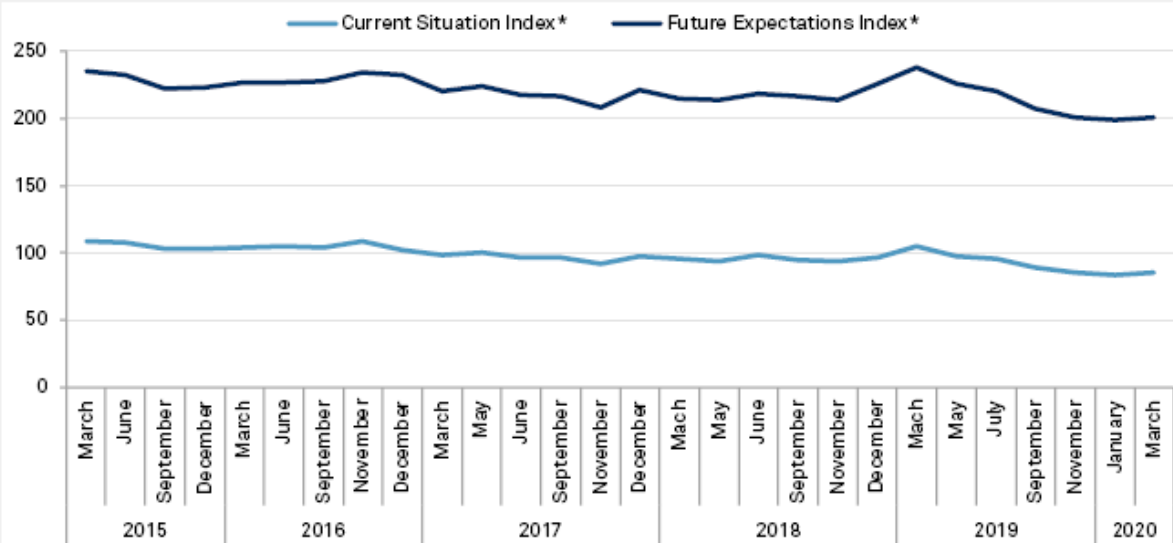
The haphazard implementation of lockdown has meant that a large portion of the country's population is not financially prepared for the lockdown. As per a survey conducted in March 47% of the respondents felt that they were ill prepared for the lockdown and worried about the future financial prospects due to the disruption caused by lockdown.



Another survey conducted by McKinsey & Co. indicated that the percentage of its respondents that were looking for ways to cut down their spending had increased to 49% by mid-April as compared to 45% in the survey conducted a week earlier. FMCG is the fourth largest sector in the Indian economy and its growth was revised to 5-6% in the month of April by Nielsen India as compared to an earlier forecast of 9-10% growth in January. The volume growth of the sector dipped down to just 0.5% in the month of March as compared to 3.7% for the previous two months.



### India's consumer confidence indices



As of April 3, 2020.

\* CSI/FEI = 100 + average of net responses of (general economic situation, employment scenario, price level, household income and overall spending)

Source: Reserve Bank of India

Companies like Coca Cola and Pepsi Co. are looking to come up with new strategies in order to come up with a compelling enough reason for their products to be consumed. Premium chocolate manufacturers are also finding it difficult to find many takers for their products as people are looking to cut down on extravagant spending. On the other hand, the demand for hygiene products, particularly hand sanitizers suddenly skyrocketed with the people becoming more hygiene conscious. Their retail value surged by 144% year on year and the ordered quantities on e-commerce platforms increased in March by 1425% as compared to February. As many as 152 new manufacturers entered into this market in order to capitalize on the sudden burst in demand. Further details have been included in *exhibit 3*.

The FMCG companies of the country faced many challenges as a result of the lockdown. One of the major challenges that these companies faced was the disruption of their supply chains. Many of the companies started their work on fixing the supply chains from their own premises by putting proper safety measures in place. They put together teams to understand all the difficulties being faced by different departments and worked together by developing a plan to overcome these problems. The resumption of work was done in a planned and phased manner wherein they restarted their warehouses and supply chain operations on a city to city basis.

The companies have started many new initiatives in order to ensure that their products are available to the customers on a timely basis. Some of these initiatives include working in direct conjunction with the hypermarket chains to ensure both the availability and the safety of

products. E-commerce has become the primary focus of these companies. They are developing and expanding their own e-commerce platforms where they provide direct delivery of their products to the customers. They are also working on improving other services like store delivery and customer backhauls.

Lastly different companies are entering into partnerships with different channels in order to increase the reach of their products. Most of the company have already formed some form of partnership with online delivery platforms enabled by technology like Zomato, Swiggy, Dunzo, Scootsy, etc. Mondelez India entered into a partnership with Near.Store to start residential delivery of its products to housing societies in Mumbai. MTR Foods has tied up with Shell in order to increase the reach of its products across Southern parts of the country. Marico has entered into a partnership with Lalamove, Shadowfax and Delhivery to expand its delivery network. Further, it has extended the services of these partners to its distributors to ensure smooth movement of its goods through the supply chain. Marico has also launched an app teleservice for its retailers.

Another major issue face by these companies was the lack of manpower in order to continue the manufacturing operations. Most of these companies rely on labourers from remote areas who returned back to their own homes after the lockdown was imposed. This created a severe shortage of workforce in most of the factories across the country. Proper sanitisation of the workplaces and routine checks of workers in order to ensure that they are healthy have somewhat eased the situation but it still remains a problematic issue. In order to resolve this issue, companies need to modernize their manufacturing setups by making use of automation technologies in order to reduce the reliance on labourers. However, at present, the involvement of automation in most of these companies is very low and they still rely on large labour force to manufacture their products. The companies are only considering the possibility of automation in the longer term, but as far as short-term needs are concerned, they are looking into hiring of local workforce to ensure that there is not much reliance on migrant labour force. The migrant labours have mostly returned to their hometowns and are unwilling to join back due to fear of the disease. This has resulted in the companies favouring a more local workforce.

The lack of availability of raw material or component parts has also troubled many of the companies since lockdown. These companies rely on importing some of the component parts like pumps for hand sanitizers and with a ban on imports in place, they are struggling to source these components for high demand products. This has been become a particularly problematic

issue for companies that were looking to scale up their production of these products in order to capitalize on the opportunities in the market.

The lockdown has thus forced the FMCG companies to take a long look at their business models because many of the existing models may prove to be simply unviable in the near future. They have come up with innovative solutions in order to overcome the difficulties in the short term, but in order to stabilize their business over a long term, the companies need to realign their goals with the changes that have been caused in consumer behaviour due to this lockdown. Automation and e-commerce technology have risen in priority for many of these companies. The companies are thus trying to adapt their strategies to achieve long term sustainable growth.

### **Ice Cream Segment Analysis**

The ice cream industry proved to be one of the worst hit industries by the lockdown. The average annual turnover of the industry is about Rs.10000 crores and about 40% of this business comes during the months of March to June which has been all but wiped out. The sale of ice creams peaks in the Summer season but due to lockdown, the sales during the months of March to June were 85-90% lower as compared to the previous years as per Indian Ice-Cream Manufacturers Association (IICMA). A loss of this scale has been unprecedented for the ice cream industry and the industry experts are already estimating annual losses of about 25-30%.

The main reason for this loss was the disruption of supply chain making it impossible to make the products available to its customers. As ice cream does not fall under the essential foods category, the ice cream parlours were forced to close down which reduced the accessibility of customers to the products. As the products stopped reaching the customers, the industry's revenues came to a standstill. The institutional segment of HORECA (Hotels, restaurants and caterers) make up 25 percent of sales for the ice-cream and the demand from this segment has come down to near zero levels resulting in loss of another source of revenue. Even though the revenues dried up, the players in the industry had to bear the costs of maintaining high levels of inventory in the form of electricity bills and warehousing costs. The ice cream manufacturers usually increase their productions from the month of January in preparation for the oncoming Summer season because of which they ended up with large quantities of immovable stocks

during the lockdown. At least the manufacturers did not suffer any losses due to perishing of products because they have a long shelf life but it comes at a cost. Another reason was the spread of a baseless rumour that consumption of ice cream can propagate corona virus. The response of the IIMCA to squash these rumours can be seen in *exhibit 4*.

After the easing of lockdown, the companies have been able to move their products and are using these stocks to meet the demands of the customers as the manufacturing facilities for most of the ice cream manufacturers were closed during the lockdown. The main focus is on making the products available across the country over the period next couple of months. The IIMCA has also requested a relief package from the government in view of the unprecedented losses faced by the company. The industry is still responsible for providing jobs to about 20 lakh people and needs the help of government to ensure the wellbeing of their employees during these difficult times.

### **Local Ice Cream Market**

The local market also reflects the overall picture of the ice cream industry. Most of the local vendors have said that the revenue from sale of ice creams have come down sharply. The main reason as described by the customers is also the same in unavailability of products at required times. After the lockdown was implemented, the consumers were not able to get ice cream from any of the sources. This is because most of the stores were forced to remain closed and the few that were running took long times for delivering the product, thus making the delivery of ice cream impossible.

The other factors which affected the consumption of ice cream include the consumption patterns of the customer. Most of the people in the city prefer to have ice cream in the form of a dessert after the meal. However, the shops which supplied the limited available products were closed during these times which forced the consumers to switch to alternatives. As such there is already stiff competition in the local ice cream market from the locally made frozen desserts like kulfi and faluda. The competitors among the organised sector for ice cream in the market include Top N Town, Amul, Vadilal, Dinshaw's, Kwaliti Walls, etc. The majority of market share is enjoyed by Top N Town in the city.

The major modes of ice cream consumption in the city include ice cream parlours, eateries, cafes, and bricks & tubs. Most of the people source their ice cream from nearby stores known

as Everfresh in their locality. These stores are small eateries serving products from local bakeries, dairies, snacks, soft drinks and other eatables. Since these stores were close down, the consumption of ice cream in the city plummeted.

Another reason for the decline in the sales of ice cream is the sudden rise in popularity of homemade ice creams. Many of the consumers said that they switched to making ice cream at their own homes during the lockdown. People had ample amounts of free time on their hands during the lockdown, so many of them decided to try their hands at making homemade ice cream. It is more economical as compared to market bought ice cream and many people continued to make ice cream at home even after the lockdown was lifted.

## **Observations & Learnings**

This project has helped me learning how to better conduct informal interviews in order to get as much information as possible from the participant. Most of the participants are not willing to divulge the information related to their businesses, however, it is easier to get them to divulge the information regarding the difficulties being faced by them. It has also helped me to improve my skills to gather the relevant secondary data and organising it in a presentable manner.

Working on this project has helped me to develop a better perspective about the problems being faced by both the store owners as well as the FMCG companies responsible for providing these stores with the supplies on a timely basis. When looking at the situation from a consumer's perspective, you only care about your own requirements and sometimes miss to see that the situation at hand is out of anybody's control and every one is trying their best to provide the best possible service.

It has also helped me to learn about the various changes that the FMCG companies had to go through in order to ensure their own survival as well as making sure that the necessary products can reach the ones in need of them. Many of these companies are looking to modernize their supply chains to overcome the disruption cause by the lockdown.

Lastly, this project helped me to understand the various difficulties associated with transportation and storage of ice cream. I only realized the scale of impact on the industry after working on this project. It also helped me to learn about various channels through which ice cream is supplied in the market and the perspective of consumers towards ice cream.

## Conclusion

Amul as a company is always looking for ways to provide its customers with the best possible service. Both the projects reflect this sentiment, as the first project was aimed at making sure that the products are easily available to all its customers and the second project was aimed at finding the ways in which Amul can modify its own strategies in order to increase its reach in the market and helping the struggling distributors with overcoming this situation.

The mentors from the company were in constant contact with us for the duration of the projects. We provided constant feedback regarding the progress of the projects and also communicated our own ideas if we felt that it could be helpful for the project.

Working with Gujarat Cooperative Milk Marketing Federation (Amul) for my summer internship has been a largely learning experience for me. I worked on two projects with them, which have helped me in developing my skillset which includes communication skills, presentation skills, problem solving, etc. I was also provided with an opportunity to practice these skills in a corporate environment that will definitely be beneficial to me in the future. The employees of the company are very helpful in nature and always ready to assist with any ensuing difficulties.

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## Exhibits

### Exhibit 1



### "Har Ghar Amul Ghar" Initiative

This form is only for exclusive societies in which Amul has taken the initiative to provide Amul Products to the residents on a particular day. This form will facilitate order generation from the customers of the society.

Please fill below form with customer details and choose required products from the list below and fill in the required quantity in pieces. MRP and Discounted price(if any) is mentioned against every product.

**\* Required**

Society Name \*

Your answer

Name \*

Your answer



## Exhibit 2

### LIST OF PRODUCTS

Enter Quantity In The Box Given Below Each Product.

Amul Butter 100gms (MRP Rs. 48)



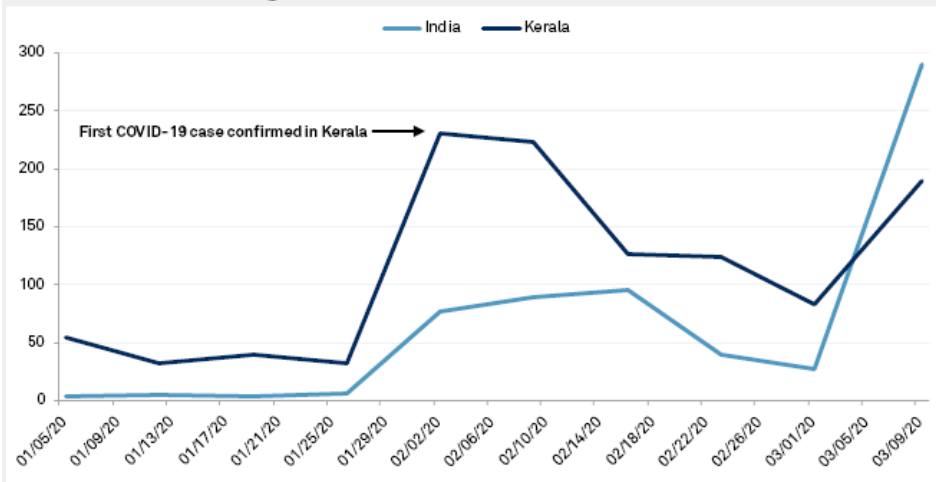
Your answer \_\_\_\_\_

Amul Butter 500gms (MRP Rs. 235)



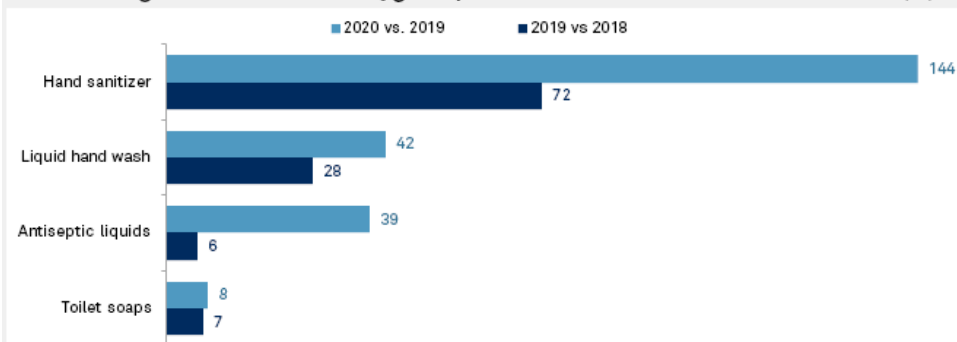
### Exhibit 3

**Hand sanitizer sales surge (%)**



As of March 26, 2020.  
Source: Nielsen

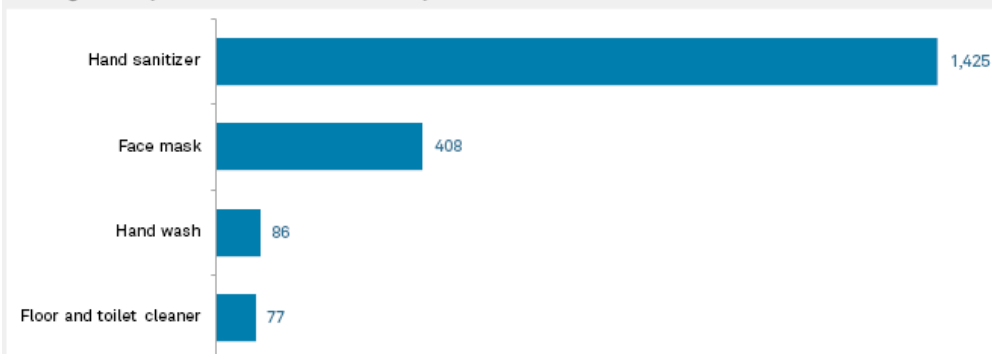
**Value sales growth of health and hygiene products across traditional trade in India (%)**



As of March 26, 2020.  
Source: Nielsen RMS unprojected data from 18,000 retail stores

**E-commerce order growth (%)**

Average weekly — March 2020 vs. February 2020



As of March 26, 2020.  
Average number of order = February (4 weeks); March (2 weeks)  
Source: Nielsen E-analytics

## Exhibit 4

# Do ice creams carry Coronavirus?

The answer is, NO.

A lot of fake news is being shared widely creating unnecessary panic. However, UNICEF has shed light on certain bits of information.

**Ice creams do not carry the virus.** In fact, no food item can spread the disease. To reduce the spread of Coronavirus and stay safe you need to wash your hands frequently and wear a mask if you are unwell.

For more information and clarification please visit  
<https://www.unicef.org/coronavirus/covid-19>

Share this information with your family, friends and colleagues to help ensure people have the right facts about Coronavirus and can safely protect themselves.



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