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**SUMMER INTERNSHIP, PHASE II**

**PROJECT REPORT**

**ON**

**“SOCIETY DELIVERY SERVICES AND MARKET STUDY  
DURING COVID LOCKDOWN, AMUL”**



Gujarat Co-operative Milk Marketing Federation (GCMMF),  
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## **ACKNOWLEDGEMENT**

I am sincerely grateful to AMUL, GCMMF, Anand, for providing me the opportunity to work as an intern in the company and enhance knowledge as MBA graduate. I would like to extend a warm thanks to IMNU, Nirma University for providing us the platform to interact with industry experts.

It was an insightful experience to work under organisation mentor, Mr. Ikchhanshu Vishen, and learn to perform tasks at organisation level.

The internship and project report has been completed under the expert guidance and mentorship of Dr. Punit Saurabh, who was present to help me and guide me whenever needed.

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## **EXECUTIVE SUMMARY**

GCMMF is an apex institution for marketing all dairy products under the umbrella brand AMUL. Summer internship was assigned at GCMMF, Anand, for duration of two months. It was divided into two experiential learning projects: society delivery services and market study. Majority of internship included tasks on society delivery services and internship ended with devoting few days on market study regarding Amul's performance, as lockdown was over and society delivery services were no longer needed.

In society delivery services it was observed that, it is necessary to articulate the idea in minimum time possible as it was B2B sales, as there was less time with the clients. As there is large number of outlets available in Ahmedabad for Amul, so it was difficult to convince them for society delivery, hence, discounts were provided to increase sales, which worked effectively.

In case of market study it was difficult to attain quantitative data, so qualitative information was collected based on which analysis was done. It was found that Amul has sustained positive growth during lockdown and its sales has increased as compared to previous year post lockdown. This increase in sales was due to consumer behaviour trend of inclination towards hygiene, so packaged food were preferred over loose food products. Also, main reason for increase in sales was e-commerce and the trend is expected to be followed in future also.

Internship at AMUL gave us industrial exposure by working in one of the largest FMCG Company. The sales targets provided here were great learning experience as we were able to interact with industrial experts and were given to tackle conflicts in real time. Negotiation skills and technical skills were also improvised. We were also able to learn co-ordination, team work, aligning with the organisation and successfully complete the targets in given deadlines.

(300 words)

# **PART B**

## **PROJECT WORK**

### **2. INTRODUCTION**

#### **Project Title:**

Society Delivery Services and Market Study during COVID Lockdown.

#### **Project Purpose:**

- A. To reach various large residential societies to service their requirements directly in current scenario as people avoid coming out of house except for essentials.
- B. To prepare Market Study on performance of AMUL during COVID Lockdown and post lockdown, special focus on ice cream sector.

#### **Project Targets:**

In the social distancing phase, the economy might see a slump. As a result, many sectors might have to experience slow growth. And various products like cheese, ice-cream and other non-essential dairy products might experience fewer sales. Hence, this project targets to:

#### **A. Society Delivery Services:**

- Increase sales of the products
- Maintain customer loyalty
- Providing better services to customers
- Provide essentials easily available
- Providing better experience to customers

#### **B. Market Study:**

- To survey the market keeping AMUL as context, by visiting Supermarkets, Garden Parlours and Retail Stores
- To compare and analyse performance of AMUL with respect to its competitors

- To analyse FMCG sector and impact of its performance on sales of AMUL during COVID lockdown
- Analyse difficulties faced by AMUL during lockdown
- Analyse performance of Ice cream industry during lockdown with special focus on AMUL, which includes competitor analysis, placement and market performance in the category

### **Brief Company Details:**

AMUL, legally registered on December 14, 1946 as dairy co-operative society, known as Kaira District Co-operative Milk Producers' Union Limited (KDCMPUL), headquartered at Anand.

AMUL as a brand is managed by Gujarat Co-operative Milk Marketing Federation Limited (GCMMF), which was founded by Dr. Verghese Kurien, is responsible for success of Amul's Marketing.

At present the co-operative is jointly owned by 3.6 million milk producers in Gujarat and 1000 members at GCMMF, with annual turnover INR 38550 crore in 2019-20. Today, Amul is a dairy products manufacturer like Ghee, Butter and more than 50 range of milk products. In year 2018-19 Amul procured an average of 33.34 lakh kilograms of milk per day from more than 1785 societies.

Current Managing Director of Amul is Mr. Rupinder Singh Sodhi.

### **Project Description:**

Summer internship was divided into two experiential learning projects: society delivery services and market study. Majority of the internship included tasks on society delivery services and internship ended with devoting few days on market study regarding Amul's performance, as lockdown was over and society delivery services were no longer needed.

Below is the brief introductory description of projects performed at AMUL during the internship:

#### **Project A: Society Delivery Services**

In the scenario, when COVID was spreading throughout the country on rapid scale, that had forced government to order lockdown in entire country. Due to which individuals have to practice self-quarantine, where they were avoiding going out of the house unless it is necessary. In long-

term also there is a chance that people will avoid going out of the house frequently, for nearly a year except necessary reason, so home delivery services by the company might be a feasible solution to increase sales of the company.

In the proposed project interns were required to approach various residential societies in Ahmedabad with more than 150 flats or housing services. Where they were required to explain the idea of delivering the products at home or one place to make it easy for people to collect the products without going out for essential dairy products and maintain social distancing to stay safe.

The project was at experimental stage; hence location provided to operate was near headquarters of the company. All the residential societies to be contacted were at Ahmedabad. If the idea was accepted by societies or there was positive response to the idea, then delivery agents were contacted and hired. In that situation feasibility of the project was tested.

The project could be further extended to increase customers through social media channels like Instagram and Facebook, if it proves beneficial to the company and there is scope for growth of the company. Services could be extended to other cities also. The delivery services were free of cost.

## **Project B: Market Study**

Interns were required to prepare a report on detailed market study with respect to Amul at their respective cities. To prepare that study we have to visit Supermarkets, retail stores and garden parlours to observe the performance of Amul. These observations included a brief interview with the owner or distributor or sales person of the respective format store. The data then collected is analysed. And the report was prepared to be submitted at organisation.

The study report included sales of Amul during current period and same last year, study of FMCG industry, difficulties faced by customers and stores; and consumer behaviour during lockdown.

There was also special focus on Ice Cream category in context of AMUL, which included sales performance, competitor analysis, placement and consumer perception during and post lockdown.

## **Intern Role At AMUL**

### **Society Delivery and Territory Sales:**

- To act as negotiator between company and the society, to articulate the idea lucidly and convince the secretary to accept the proposal
- To make services easily accessed by the customer and maintain co-ordination between different units efficiently
- Ensure timely delivery of products at the society

### **Market Study:**

- To observe the current selling trend at format stores and collect relevant information like consumer behaviour, placement of products and much more
- To interview sellers or distributors and collect data to analyse efficiently
- To prepare detailed analysis report and identify useful insights, that might contribute to further steps taken by organisation to improve its performance

## **3. MARKETING DEPARTMENT AT AMUL**

### **Project Branch Details:**

Gujarat Co-operative Milk Marketing Federation (GCMMF), Ahmedabad Branch

Opp. Old Pilot Dairy, Kankaria, Ahmedabad- 380022

Phone: (079) 25324806

**Mentor:** Mr. Ikchhanshu Vishen, Branch Manager, Ahmedabad.

**Job Profile:** Marketing Intern, Territory Sales Team

### **GCMMF Brief Overview:**

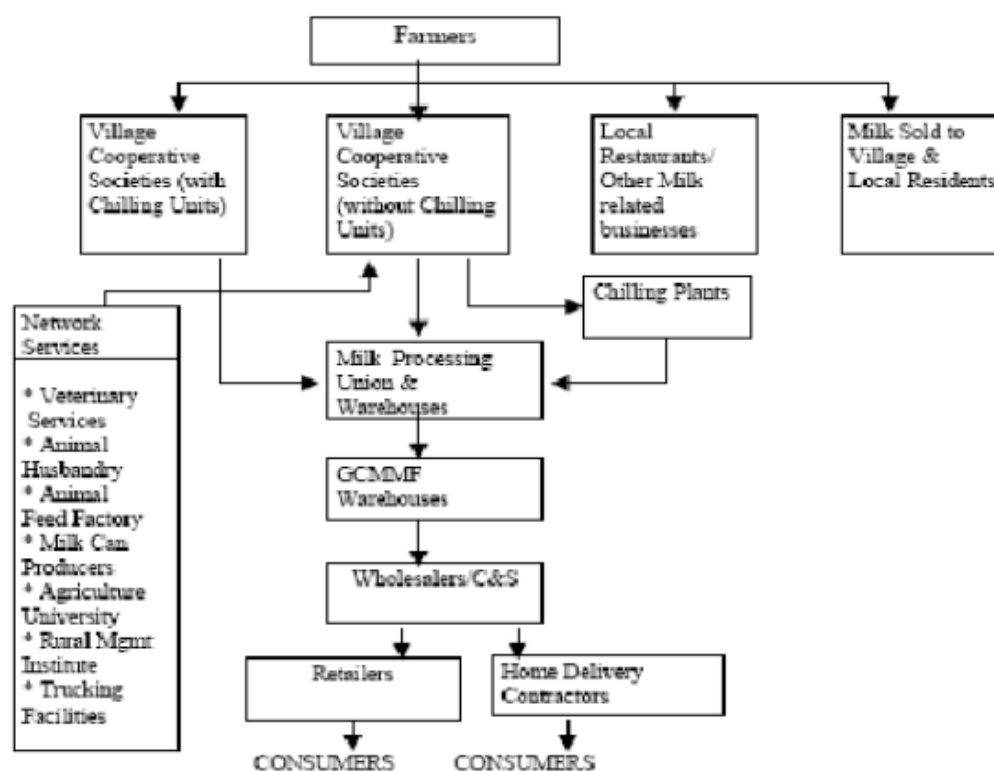
Year of Establishment	1973
Members	18 District Cooperative Milk Producers' Unions
No. of Producer Members	3.6 Million
No. of Village Societies	18,600
Total Milk handling capacity per day	35 Million Litres per day
Milk collection (Daily Average 2018-19)	23 Million Litres per day
Cattlefeed manufacturing Capacity	9200 MTs per day
Sales Turnover -(2019-20)	Rs. 38,550 Crores (US \$ 5.1 Billion)

**Table 1 GCMMF Organisation Details**



## **Sales and Distribution Management:**

GCMMF is the largest marketing apex body for food products in India. GCMMF also performs co-ordination between other units of AMUL as an organisation. Work flow of the department, roles and expected contribution to business. Amul is moderately bureaucratic organisation. GCMMF is an apex organisation that manages the marketing and sales of all AMUL products, under the umbrella brand AMUL. GCMMF has largest sales and distribution network in India which includes 61 Sales Offices, a dealer network of 10000 and 10 lakh retailers. GCMMF organisation structure is shown as below:



**Figure 1 GCMMF Organisation Structure**

## **Sales and Distribution Workflow at AMUL:**

When orders are received dispatch information letter (dil) is approved by GCMMF according the quantities and geography required for the distribution. This letter is then dispatched to the commercial department for financial calculations. After approval from here goods, transporters are contacted to pick up the finished goods. Before arrival of transporters availability of finished goods is checked in inventory storage. Available orders are sent to quality inspection units for quality assurance. After

approval from quality department the goods are processed and arranged for further transportation. Simultaneously, transportation vehicles are also checked for quality assurance like appropriate temperature, hygiene, technical specifications and other defects. If these vehicles are not appropriate or possess technical faults, these vehicles are sent back.

For goods which were approved by the quality department, invoice is generated. While, the vehicles which were further approved by quality inspection were filled with received orders. After that gate pass is generated and copy of invoice is handed to respective transporter. This invoice is again approved by the commercial department. At last, required goods are transported to distributors and other format stores as per their orders.



**Figure 2 Finished Good Distribution Process**

## **Sales and Distribution Process:**

### **Distribution Process:**

- 7- 8 Sales person are employed under distributors.

- Sales person collects order from retailers on regular basis via phone or regular visits, where transportation charges are borne by Amul.
- Order is then forwarded to GCMMF warehouse online.
- Efficient IT Department quickly collects order from distributors, and supplies the orders to warehouse.
- In 1 or 2 days ordered products are collected by distributors of different territories from warehouse.

### **Sales Management by Distributors:**



**Figure 3 Sales Management Process**

### **Distribution Process:**

- Distributors are responsible for a specific area assigned to them by the company. They use “area mapping technique” to analyse population, distance from warehouse and demand of the assigned area.
- Distributor then provides products to retailers, mass merchandisers and outlets in large quantities.

### **Sales Process:**

- Distributor collects products from AMUL for a credit period of 15 days and gives credit period of 10 days to retailer. These orders are collected from retailers by sales persons employed under distributor.

### **Territories:**

- Each territory has 10-15 Amul Preferred Outlets, which are preferred retailers of Amul managed by distributors.

- The periodic sales are monitored by company through Distributor Management System installed in the computer of distributors, in which he enters sales data. Distributors are then provided incentives based on the annual sales of products.

**Society Delivery Project:**

- In the given project 80-90 SKU are listed for the direct delivery services to the society. The orders are collected online and the list is then sent to the respective territory distributor.
- Order collection is done by interns, which is monitored by Territory Sales In charge.

# PROJECT WORK

## 4. PROJECT A: SOCIETY DELIVERY SERVICES

### METHODOLOGY

In the internship marketing interns were required to work under Territory Sales In charge  
Tasks Performed:

To find big housing societies with more than 150 units

To collect contact information of the concerned person of the respective society, approach the person and explain the proposal

If the proposal was approved by the society secretary or chairman, orders were collected from the customers. After significant quantity was collected from single society, delivery agent was contacted. And the products were delivered next day accordingly.

In the project experiential learnings are provided to the interns where we have learned through regular interactions with our mentors and society personals.

#### a. Ethnographic Study:

##### **Society Information:**

- List of societies is prepared by the information provided on the internet on various housing websites like magicbricks.com, 99acres.com, housing.com and so on.
- On these websites contact information of either marketing person of the society or developer is provided. From there contact of concerned person is collected.
- Further approaching to the society and negotiation with the concerned person is done telephonically by the intern.

##### **Collection of Order:**

- A Google Form is prepared by the interns to collect orders directly from customers. For which the link is provided to the concerned person of the society who then forwards the link to society WhatsApp Group.

- The data is then collected and compiled of respective society through response sheet provided with the form.

**Distribution:**

When significant quantity of orders is collected from single society the orders are then forwarded to respective distributor.

Delivery agent is then contacted to deliver the required products to the society.

**b. Maintenance of Journal / Diary:**

Interns are required to maintain daily progress records, contact information of the society on an Excel Sheet which is needed to be updated daily.

This sheet is then uploaded to intern group monitored by sales in charge.

**c. Project Observation and Analysis:**

Though there is far reach of AMUL outlets hence it was difficult to convince customers to agree for society deliveries. To work on that discounts were provided so that customers can attract to the services and buy more products.

Societies which easily agreed for services had customer base of upper middle income citizens, which again defines the target customer base of AMUL since its inception.

## **5. PROJECT B: MARKET STUDY**

### **Approach:**

Since, the data collected was observation based and no figures were included, hence, the approach here used is **Qualitative** approach.

### **Sources of Data:**

**Primary sources** of information were used. Sales persons, store owners and distributors were contacted to collect information.

Some **secondary sources** of information were also used which included current news and data collected from websites based on previous researches.

### **Method of Collection:**

Information is collected through interviews and observation of product placement locations. Questionnaire was prepared to collect information which is attached in **Annexure1**.

### **Observations:**

Observations are data and information collected to analyse for further research and make planning decisions for organisations accordingly. Observations can be of many types depending on the objective of research: Structure/unstructured, controlled/ uncontrolled observations and participatory/ non-participatory/ disguised observations.

In current project, participatory and disguised observations are used.

**Participatory Observations:** Though complete participatory observations are like a spy work where researcher is mixed among the people of the organisation and notes observations based on data collected being one of them.

In this case partial participation is done because though research was conducted being the participant in the process but it was conducted through one-sided information collected from the employees of the company.

**Disguised Observations:** In such observations, it is not known to the employees of the company of the data or information regarding the company is collected.

In the given project observations for consumer behaviour and product placement, were collected using disguised observation methodology.

### **Data Collected:**

#### **Supermarket Store:**

In supermarket store, the data is collected through informational interview with product placement in charge, Mr. Narendra. According to him, it was said that before lockdown sales were regular as per previous year. During lockdown the market was closed for the described duration during which no sales were made. Most products of Amul that were sold were: **Amul Milk Tetra Pack, Amul Cream, Amul Ghee, Butter and Amul Cheese.**

**Amul Cream** was sold highest, its sales during that period was increased as compared to previous year also. Other products sold were Amul Chocolate, Amul Ice Creams and Beverages.

He also informed about the service provided by Amul for customer convenience, in which Amul distributed umbrellas for customers standing in queues during summer season.

After lockdown sales became normal and sales of packaged food is increased but not that significantly. Among the competitors Amul was the most preferred brand in Rajasthan, and recorded better sales than competitors.

#### **Amul Distributor and Retail Store:**

From the data collection of retail stores it was observed that sales of Amul Ice-cream were highest. As told by the distributor **Amul Ghee** was sold highest beside Ice-creams, other products sold in significant quantity were Amul Cream, Amul Milk, and Amul Butter.

Sales of Amul Gold products were reduced.

#### **Amul Parlour:**

At parlour also sales of **Amul Cream** were said to be highest among other Amul products, followed by sales of **Milk and Butter**. They had also got significant supply of packaged goods, which they were saying are in demand now-a-days.

Stores were completely closed during lockdown and there were no sales for a period of one and half month.



Ice Creams of Amul were also sold higher than last year post COVID lockdown as new flavours are introduced. Among ice-creams, Tricones and Chocolate ice creams are preferred by children; and adults demand flavours like Rajbhog, Fruit and Nuts. **Kulfi** is the highest sold ice cream among others and family packs are sold second highest.

According to their market report **Havmor** is the most selling brand in Jodhpur, due to different tastes and colourful appearance that attract children and hence due to children purchases are made for whole family.

On an average according to the parlour owner sales of ice-cream were around INR 5000-6000 per day.

### **Consumer Behaviour During Lockdown:**

Visits of consumer at supermarkets were reduced, though dairy products were allowed to be sold so AMUL and other dairy brands have attracted customers to visit supermarkets.

Most sales of AMUL products were through **retail stores**, which also contain other daily essentials. And these stores were near to the consumers as well.

Consumers were more relying on packaged goods as compared to loose products due to fear of disease. Since, Amul has the trust of consumers so these products were sold highest.

E-commerce sales were increased as compared to last year by a significant amount.

Consumers are demanding healthier and nutrition based products.

#### **In case of ice-creams:**

Chocolate and Tricones were preferred by Children; Nuts based ice creams were demanded by Adult so most flavours sold were Rajbhog, Kesar Pista, American Nuts and Kulfi.

Kulfi is the highest demanded ice cream in this season and sold the most. Since, this year most consumers were at home so sales of family pack was highest among other types of ice creams.

Candies were less preferred as customers choose cold beverage over candies. If candies were purchased; due to lower price, candies were sold in bulk at a single time.

## **Difficulties Faced During Lockdown:**

### **Supermarkets:**

During lockdown sales were reduced drastically. There was lack of staff to perform daily activities.

Customers have to wait longer to buy products. They have to stand in queue to buy essential products. Hygiene and safety issues were also at peak during lockdown like persuading customers to maintain distance, not to touch doors, other equipment while purchasing products.

### **Retail stores and Parlours:**

Main difficulty faced by them was of supply of products. It was delayed and they have to wait to collect orders. In some cases, supplies of products were cancelled.

## **Support provided during Lockdown to Increase sales:**

### **By AMUL:**

In supermarket stores AMUL has provided umbrellas to wait under, as customers have to wait in the queues to collect products.

No discount or price reduction schemes were provided by AMUL.

### **By Format Stores:**

In case of Supermarkets and Parlour not scheme were provided from their side for customer convenience.

Some distributors have started supplying products at other retail stores which were not in the list prior to lockdown, so that customers can collect orders at stores nearest to them.

## **Strategies and Sales of other companies during lockdown:**

During lockdown sales of FMCG sector were declined so various stores and supermarkets had started following schemes to maintain sales and growth of the company, and survive the lockdown.

These steps can be listed as follows:

**To Employees:**

Monetary benefits in the form of hardship allowance were provided. Example: Metro Cash and Carry India had offered money in addition to staff salary which ranged from INR 400-500, D-Mart is offering extra INR 400 daily, which motivated employees to work during lockdown.

Food and transportation arrangements were made for employees who are from faraway places and have to arrange food during working hours. Example: Big Baazar has organised transportation for employees.

AMUL has increased supply chain incentives, as it was operating at 115 percent of capacity and there was lack of employees due to fear of disease. Amul has also outsourced plants of local business since they were not operating during lockdown to manage its capacity constraints.

**To Customers:**

Kwality Walls has started to provide last mile delivery of ice cream services, through rickshaw and carts.

Havmor has reduced its sales prices.

D- Mart has slashed sales prices of certain essential products to increase sales.

**Product Placement:**

Amul places itself as a brand for mass population which is reflected in slogan “**Value for many, Value for money**”. Amul’s dairy products are consumed by people of all income groups and all age groups.

It has a vast range of products, as it produces for all income level customers. It continuously innovates its products to remain in the trend and offer variety at lower prices.

For Milk and daily essentials: Its target customers are regular and middle income people, for butter and cheese upper middle class consumers are targeted.

Amul has wide range of ice creams to be enjoyed by every kind of consumer, approximate categorisation of customers as follows:

**Health conscious:** Amul No Sugar Ice creams (for diabetics)

**Children:** Chocolate flavours, Tricones, Sticks and Candies

**Adults:** Nut Based Ice- creams like Kesar Pista, American Nuts, Kulfi, Rajbhog

**Family persons:** Amul 1lt family packs and Amul Sundaes

**At stores:**

Amul ice creams are placed in two kinds of refrigerators:

One, through which ice creams are visible to consumer: Here newly launched products are displayed at most visible corners and common ice creams are placed below. Attractive packaging products are placed in front, to attract children.

And, other for bulk storage: It includes family packs; and certain common and known ice creams which are displayed on an attractive menu, from which customer can read and choose.

At supermarkets: Ice creams are placed mostly near the billing counters for quick and easy buying.

## **ANALYSIS OF DATA COLLECTED**

### **A. AMUL**

#### **Current Market Scenario:**

GCMMF expects to grow by 15% this fiscal year 2020-21, to Rs.45,000 approximately, even due to rise in pandemic and reduction in sales of non-essential products. As said by Mr Sodhi in an interview, house consumption of milk products will increase by 15-20%. Demand for packed goods will increase due to pandemic and the trust that Amul enjoys will play a major role in increase of sales of packed goods.

In the current year, during the pandemic e-commerce sales were nearly doubled, demand of cheese rose by 80%, paneer sales increased by 40%, Ice cream sales were dipped by nearly 90%. Since, there was less milk procurement by small and local companies so milk procurement of Amul is increased significantly.

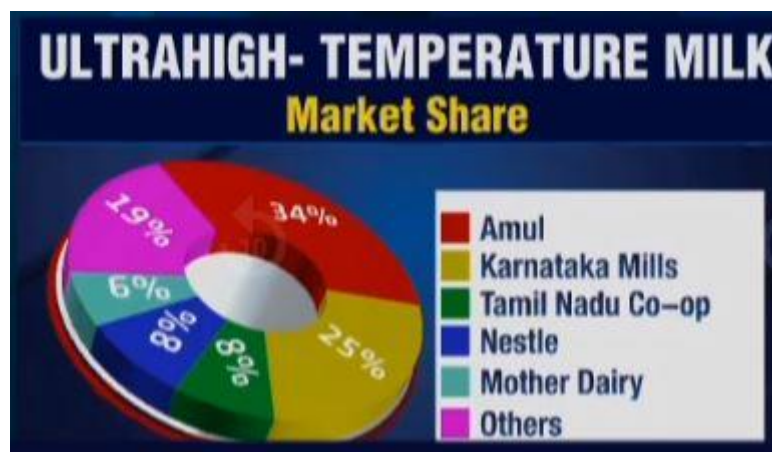


Figure 4 Amul Market Share - Milk

### **Observations Analysis:**

- Due to surplus milk procured the main produce is Skimmed Milk Powder (SMP). SMP is mainly consumed by HORECA (Hotels, Restaurants and Cafeterias) and in production of ice creams. Since, sales of ice creams were reduced and sales of HORECA were only 7-8%, hence, demand for SMP was reduced significantly. As a result, there was more production of SMP and less sales of SMP, which lead to reduction in prices of SMP with large margin, that is, prices reduced from Rs. 320 per kg prior to lockdown to Rs. 250 per kg during and post lockdown.
- Mr Sodi also said that demand for food products was similar to last year even there is pandemic this year. So post lockdown he expects that the sales of food products will be increased because people will prefer safe packaged food over loose food items, as there is fear of pandemic and people have developed healthy dietary habits.
- It was also seen that sales of fresh milk was reduced, one reason was given by Mr Sodhi, was that most milk was consumed by HORECA, and they were not demanding milk due to lockdown and slump in their business. House hold consumption of fresh milk was increased but, tetra packs were preferred over small pouches because customers preferred to go out as much less as possible.
- Sales of Cream, butter and Ghee for home consumption were among the highest of all Amul products because customers were at home during lockdown, so they were cooking, baking and trying new recipes more than usual which demanded such products.

- To support farmers Amul has not reduced milk procurement rates during lockdown, though prices of milk procurement were fallen and no local players were procuring milk, there was surplus of milk produced at the centre.

#### **AMUL benefitted from:**

- Increase in sales through e-commerce.
- More supply of milk hence more fresh milk products were produced which were sold in large amounts.
- The supply and distribution management of ice creams was utilized in the procurement and supply of milk products.
- Since, passenger trains were not operating during lockdown, the goods supplied through railways gave much larger cost benefit to Amul, as it saved both cost and time. The products whose delivery used to take 5-7 days under normal conditions were now delivered in 3 days.

#### **Drawbacks:**

- There were capacity constraints for large amount of milk products processing.
- There was shortage of staff, which sometimes caused delay in supply of products to distributors.
- Health and hygiene expenditure like regular check-ups, providing medical kits and so on, for employees were extra cost for Amul.

#### **Summing up:**

During lockdown AMUL was not just able to sustain the sales, but also emerged as market leader, with increase in sales of Ice cream as compared to last year. It also maintained sales of other products better than last year post COVID lockdown.

Due to interactive marketing strategies AMUL was able to maintain the trust of customers, hence not losing loyal customer base.

## **B. ICE CREAM SECTOR ANALYSIS**

### **Ice Cream Market**

#### **Global:**

Due to increase in disposable income, sales of ice cream were increased globally with consumption of 22000 millilitres per capita in US, 3000 millilitres per capita in China, but compared to developed countries ice cream market is less developed and sales are also less with 400 millilitres per capita in India. Hence, there is immense possibility of growth of ice-cream market in Asian region. (Source: Smart Research Insights)

### **India:**

Due to increase in middle income class in India, there an expected large increase in sales of ice cream in the region. Around 53% of youth below age of 26 years forms the major consumer base for ice cream sector in India.

Though India has one of the largest dairy industries in world, its market lags in consumption of ice cream significantly than other countries.

### **Consumer Behaviour towards Ice Cream purchase:**

#### **Innovative Products:**

Though large buyer segments for ice creams in India are youth and children, they like to experiment in tastes. They don't hold certain favourites and stick to those. Hence, due to this demands for new and innovative products are always there. Here, Amul enjoys leadership as it allows wide range of ice creams for all kinds of consumers.

#### **Packaging:**

Kids as one of the major target consumers are attracted to colourful packaging and attractive forms, hence different packaging and offers attract kids to demand ice creams impulsively.

#### **Health Conscious:**

Since, with increase in health and hygiene concerns due to pandemic, consumer have developed habits of focusing on nutrition and ingredients, so transparent ingredient list and nutritional flavours may add to the sales of ice creams in India.

### **COMPETITORS:**

Major competitors in Ice Cream Segment are: **Havmor, Baskins and Robins, Vadilal and Kwality Walls.**

#### **Strengths of Amul:**

Robust distribution and supply chain network, leading to larger availability.

Quality at lower price so affordable by mass population which results in consumer loyalty.  
Wide product portfolio, Amul provides large range of ice creams which can cover demands of all segments of population.

**Weakness of Amul:**

Amul lacks customised ice cream market, which is enjoyed by Baskin and Robins and Havmor.

Sales of Havmor are large in Jodhpur, as said by public due to attractive packaging and different tastes which attracts children.

Amul is still developing in gourmet section.

**Opportunities:**

Amul can tie up with food chain and restaurants for ice cream supply.

Can venture in last mile delivery of ice creams.

E-commerce sales can also be increased.

Diet based ice creams like sugar free ice creams with wide range of flavours still needs to be developed.

**Threats:**

Local Kulfi markets.

Dominance of foreign brands.

**Observations Analysis:**

**During Lockdown:**

As pointed out by Mr. Sodhi the demand of ice-cream has fallen sharply by 85 per cent, during lockdown. This was due to closure of all the parlours of Amul, sales of ice cream were only made through milk booths of Amul which resulted in lesser sales than regular sales. These sales were reduced in the peak season for ice creams, March to June, as this contributes 40-45% of annual sales of ice cream hence loss was greater.

**Steps taken to sustain:**

Loss in sales of ice creams were covered by much increase in sales of products like milk, butter, cheese and surplus procurement of milk during lockdown.

Mr. Sodhi said the company has diverted the idle supply chain of ice-cream into distribution of other dairy products.



### **Post Lockdown:**

From June sales of ice cream have also come to normal as previous year. In some areas it was observed that sales of ice cream now are more than last year because of more public staying at home.

Sales of family packs has increased significantly than other types of ice creams.

Sales are expected to increase in coming days than previous year owing to demand of consumers.

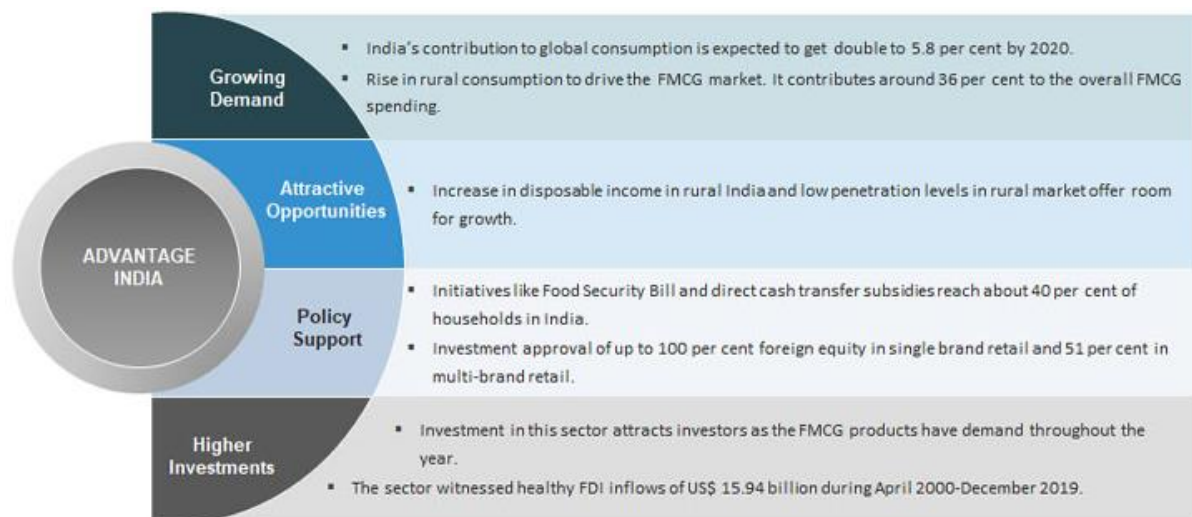
### **Summing up:**

Though Amul is a leader in dairy products, it still lags in ice cream sector as compared to competitors. As it lacks section for customised ice creams, which is dominated by foreign brands like Baskin and Robins.

Havmor is most preferred, even over Amul, in Jodhpur due to attractive packaging and high variance in taste.

Kwality Walls is enjoying good sales in Jodhpur due to last mile delivery through carts, wide availability and more tie ups with local retailers than Amul.

## **C. FMCG SECTOR ANALYSIS**



**Figure 5 FMCG Sector Brief Overview**

### **Overview:**

In Indian Economy FMCG sector is ranked fourth regarding contribution. Indian FMCG sector is composed of three main segments: food and beverages (19% share), healthcare (31%

share); and household and personal care (50% share). In the sector rural segment revenue is 45%, whereas, urban sales are 55%. There is scope of improvement in distribution channel due to increase in demand for quality services and goods in rural areas. FMCG sector is planning to increase investments in energy efficient plants so as contribute to society and produce goods at lower prices in long term.

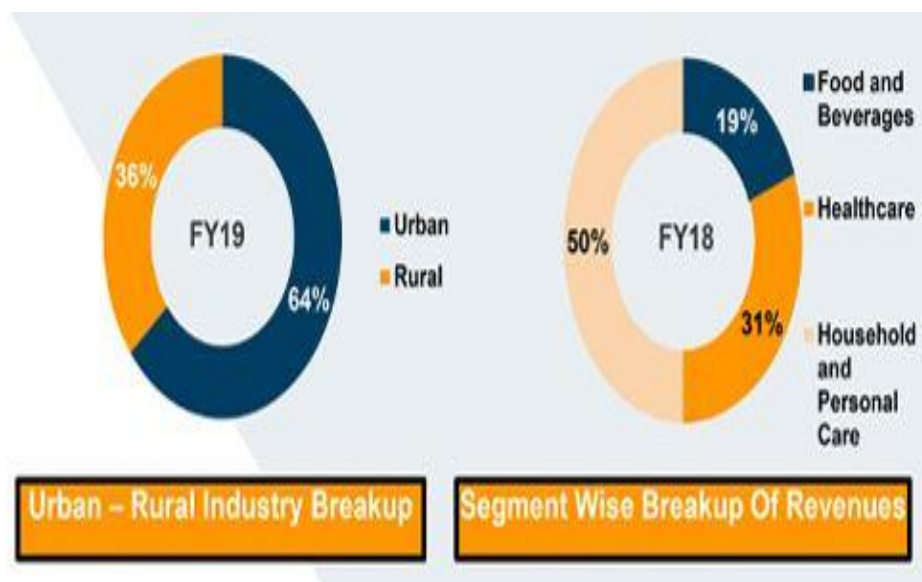


Figure 6 FMCG Sector Composition

### **Pre Lockdown:**

FMCG sector has been facing slowdown since mid-2018, which is resulting in price cuts of products by players or discounts. But, contrary to this demand for quality products in rural areas has increased. To fulfil that demand FMCG companies are introducing small packaging keeping in mind lower incomes of rural population in India.

Digitised Kirana stores are one of the biggest trends of normal times which is expected to be continued post lockdown also, this has increased due to large penetration of mobiles in rural economy of the country, which has resulted in increased e-commerce sales.

### **Impact of Lockdown:**

#### **Global:**

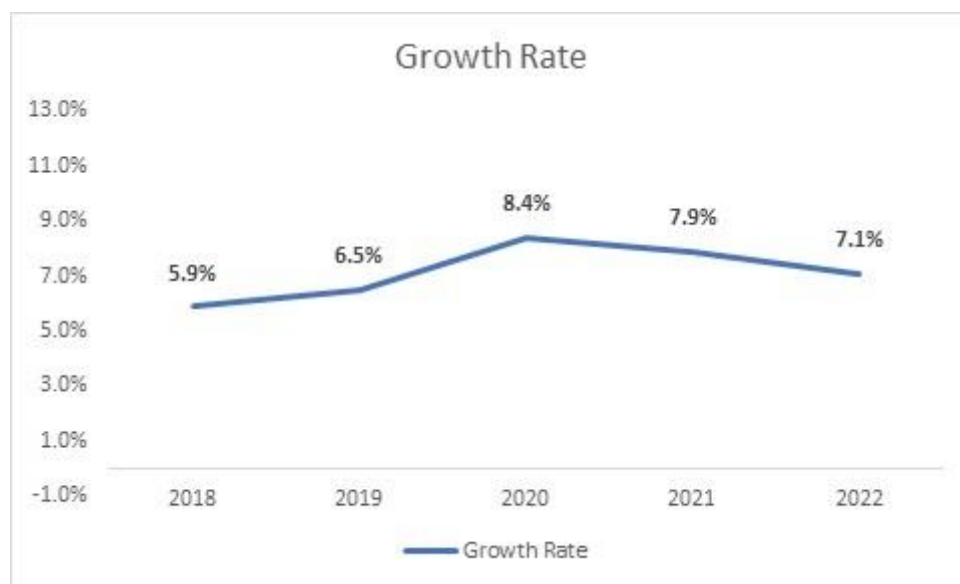
Major difficulties faced by FMCG sector globally are lack of labours, logistic issues, production of only essential items is allowed (very less production of non-essential items).

Food and beverage companies involved in production of packaged goods have seen increase in sales due to no availability of fresh fruits and vegetables. But restaurants and retails food

units are facing slump due to less or no supply of fresh raw food items. Due to increase in health consciousness of consumers demand for organic and natural ingredient based food has increased exponentially.

Demand for beauty products is expected to decrease as there is less chance of people to participate in gatherings and parties, hence, buying behaviour is shifting in this sector people are more focusing on natural products.

Contrary to this, demand for hygiene products like hand sanitizers and hand washes has increased exponentially all over the world.



**Figure 7 Market Growth for Hand Hygiene Products, India**

In 2020, in India demand for hygiene products is predicted to increase at exponential rate. Due to increase in consumer awareness towards health concerns during lockdown, this trend is expected to be continued post lockdown also. This might increase foreign hygiene ventures to invest in India and opportunities for domestic players as well. These products are expected to be sold largely through e-commerce.

#### **Summing up:**

There will be huge shift in consumer buying behaviour post lockdown as they will avoid going out again and again to purchase products, hence there will be trend of online sales. Hygiene will be given most priority and packaged foods like instant noodles, fries and so on will tend to increase.

There will be exponential increase in hygiene products like hand washes, hand sanitisers and other hygienic chemical based cleansing products.

## **6. WORK CULTURE AT AMUL**

AMUL follows decentralised work culture. Where main decisions were taken by sales incharge and interns were required to provide details and concerns directly to sales incharge. Interns were given freedom to articulate ideas in their own ways. They were included in the process of making marketing more effective to convince contact persons and their ideas were given due considerations.

Interns were guided and anytime advices were provided by territory sales in charge.

## **7. ORGANISATIONAL TRAINING STYLE AT AMUL:**

Amul follows experiential training style, where it provides interns opportunity to directly communicate with the customers for B2B sales. This provides real life experience to interns and exposure to the industry.

These experiences of interactions with different business personals allows interns to practically apply concepts learned theoretically, hence, these learnings will lay the foundation for further career growth of the marketing student.

## **8. EMPLOYEE SATISFACTION**

The internship has provided opportunity to interns to directly experience market and work culture of the organisation. This is helping in further development to the person. The freedom of working in our own ways and taking spontaneous actions without much interference gives an insightful learning experience to work in the industry. All these factors lead to job satisfaction in the tasks which we were provided.

## **9. ISSUES AND CONFLICTS AT ORGANISATION**

- The growth rate of producers at Amul is decreasing gradually which might affect the expansion of company in future, if the rate kept on decreasing. The reason for this decrease is investment of MNCs in dairy sector and success of other co-operatives based on Amul pattern, which are attracting producers.

- Decentralised decision making, although this initiative is good for Amul but in some critical cases where simple big decisions can be taken by the managers quickly, efficiency can be improved. In such cases simple decision making becomes time consuming due to its tedious approval process.
- Though producers are loyal at Amul, but attrition rate of employees is also high due to less perks and incentives as compared to its counter MNCs. Employees leave the organisation after a certain time due to better opportunities.
- With current COVID-19 pandemic, there will be slump in the economy, which will force farmers to sell their cattle and animals because of poverty and high cost of feeding animals. Farmers might be forced to sell animals at marginal prices. This will lead to less participation of various producers in providing milk to the company. As a result, milk procurement by the company might decrease, which lead to less production and high maintenance cost of machinery.

## **10. SUGGESTIONS AND RECOMMENDATIONS TO ORGANISATION**

- Amul can organise free veterinary services to cattle, and nutritious feed at lower rate. It can also start various schemes for producers like seasonal high prices to loyal producers, free insurance policies to farmers and medical camps. Make farmers organise and participate in skill development programmes.
- Policies regarding quick decision making can be updated. With advancement in Mobile technology e-voting or polls can be done for quick decision making.
- Providing scholarships and better incentives to deserving employees. Can be offered job near to their native places so that they can stay due to family.
- Amul can form collaborative animal care centre for farmers where they can keep animal on rent and regularly take care of them.
- Providing loans to farmers at lower interest rates.

## **11. FUTURE GROWTH OF ORGANISATION**

Since AMUL is Market leader even today in the current scenario. It has huge prospects for future growth. As AMUL is also venturing in e-commerce services, by extending services through platforms like Swiggy, Zomato and Uber Eats. As it has its own distribution channels hence it can venture into e-services and last mile delivery services easily. And can provide delivery services at remote areas where existing platforms are unable to reach.

Due to COVID, the sales of outside food is reduced. But sales of package food is increased. As AMUL holds the trust of customers, its venture into packaged food sector holds high growth chances.

# **PART C**

## **LEARNINGS**

### **12. CONCEPTS, TOOLS AND TECHNIQUES, AND SKILLS USED DURING INTERNSHIP**

#### **Concepts:**

Concepts of Sales Distribution and Management studied theoretically were primarily used. These concepts included:

- Identifying the prospected societies for delivery.
- Determining the distance of respective society from warehouse and measure feasibility.
- Determining the minimum number of units needed for society delivery depending on distance and number of units ordered from the society.

#### **Tools and Techniques:**

- Technical skills included: MS Office especially MS Excel and Google Studios were used.

#### **Skills:**

- Language Proficiency in Hindi and English were required to effectively articulate the proposal to the contact person in limited time provided by him.
- Good Negotiation skills were needed to market the idea and convince contact person to accept the idea.

### **13. APPLICATIONS OF CONCEPTS STUDIED THEORETICALLY**

#### **Strategic Management Concepts:**

##### **a. Competitive Benchmark Practices Followed by AMUL:**

Marketing Practices followed by Amul beats all its competitors in this category. Various innovative promotion strategies followed by Amul that engages customers like Amul Food

Festival, Various contests organised by Amul for students makes Amul a common name at every house in India.

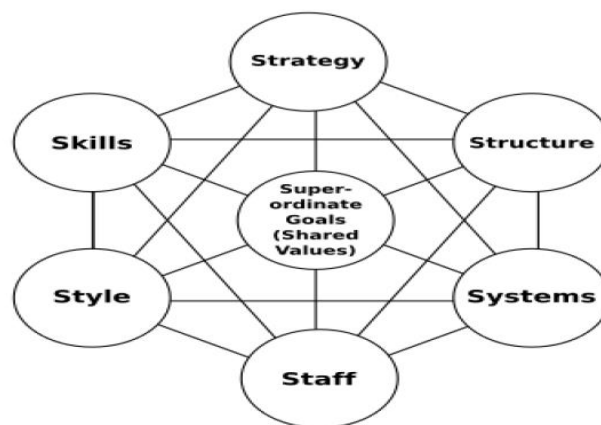
Wide range of products by Amul covers its losses in other category. And in case of Butter Amul is the undisputed market leader.

Amul also has first mover advantage due to innovation like Amul is the first brand to launch low calorie sugar free ice cream for diabetics in India. It also has fast mover advantage due to its efficient distribution and supply chain network.

Amul has a strong Brand Equity which makes its new products quick hits due to trust of people in quality of Amul.

As the provider of milk for Amul are its members so this ensures quality and very low attrition rate in the industry as contrary faced by its competitors.

**b. 7 S Framework Used By AMUL in strategic Management:**



**Figure 8 7S Framework**

This framework is used to assess changes in the internal environment of the organisation. For any organisation to sustain and thrive these 7 S needs to be efficient, aligned and in proper co-ordination. It assesses the adaptability and flexibility towards changes in the organisation.

***Hard Elements***

**1. STRATEGY -**

Amul practices low cost leadership as its strategy. It strongly focuses on motto “Value for Money”, that is to provide best quality at cheapest price to customers.

The purpose of Amul was to develop dairy industry in Indian and reduce poverty by including farmers, by giving them power to decide valid prices of their products. Amul focuses on welfare and quality above profit.



## **2. STRUCTURE –**

Amul follows a decentralised organisation structure as explained above, where all decisions are taken at every hierarchy by the respective individuals. It has a semi bureaucratic structure as its primary members elect their leader followed by corporate hierarchy at upper level.

## **3. SYSTEMS -**

Most successful systems at Amul are:

Order execution system: JIT execution of orders due to presence of nearby inventory warehouses, helps in reduction of cost and minimal dumping of products. With providing fresh products to consumers.

Integrated Application system: To integrate, monitor and regulate all the operations taking place inside and outside the organisation. Faster communication and co-ordination of services. Also helps in locating and strategizing franchises.

Distribution System: Amul has a robust and complex distribution network which has competitive advantage above all its competitors, it provides Amul wider reach and faster delivery of products.

## ***Soft Elements***

## **4. SHARED VALUES**

All employees at Amul share value of Integrity which is at its core. And is uncompromised since the inception of Amul.

Employees and producers are also vocationally trained to adapt to new skills as technology advances.

## **5. SKILLS**

Amul's core competency is its quality, range and freshness. Distinctive feature of Amul is its wide distribution and retailer network.

Amul has agile company structure which adapts fast to changes in the environment and technological advancements.

## **6. STAFF**

Organization's human resources, demographic, educational and attitudinal characteristics.

HR hires employees that aligns with the values of the company, one of the most important is integrity. Amul has wide demographic of employees, which people with different languages, gender and various ethnicities. As it includes less educated farmer producers at primary level and high educated professional at upper management.

To enhance and update skills of the employees Amul organises various training programmes like Amul Yatra, workshops on Salemanship and Distributor Handling, and Competency development program to enhance technical skills.

These trainings are reflected and gets imbibed in attitude of employees making them more competent, adaptive and self-dependent citizens.

Amul also conducts various awareness programs for farmers' producers to educate the in technologies like Artificial Insemination, Animal nutrition and others, this led to increase in nutrition and quality of milk produced, and mitigate losses in farming.

## 7. STYLE

Typical behaviour patterns of key groups, such as managers, and other professionals.

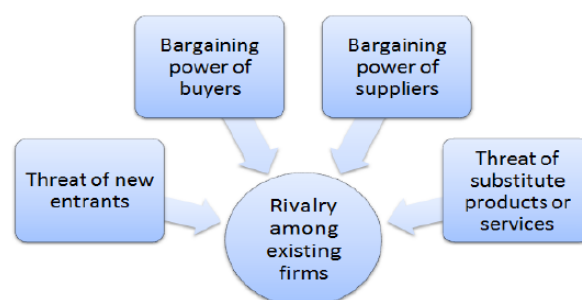
At Amul transparency is practiced where all the employees at each level has access to necessary documents.

Managers and other professionals focus on maximum participation of producer farmers by giving them right to elect their leader for their representation at Union.

In case of retailers also, they are asked regularly about customer feedbacks and for recommendations of new product.

By such practices Amul develops a sense of belonging in each and every employee of the organisation.

### c. Porter's Model in Strategy:



**Figure 9 Porter's Framework**

Porter's Framework helps to analyse competitive position of the company in the industry. It is used to check the sustainability and stability of the company through analysing balance of power of the company under different kind of competitive forces.

These situations which a company can face in the market are described as follows:

### **1. Threat of new entrants:**

In case of Amul threat of new entrants is above moderate. Though, Amul is a giant in milk procurement it gives Amul competitive edge. But other entrants are also growing rapidly like subsidiary of NDDDB, Mother Dairy. Leaving aside government promoted firms it is difficult for new dairy firms to enter market due to high capital investment and low raw material supplies.

Further distribution network of Amul is also wide hence it would be difficult and cost intensive for new firms to survive the market.

Although a foreign brand with wide global coverage might cause risk to the position of Amul. But preference of Indians to buy cheap dairy products reduces the risk to Amul's position.

### **2. Bargaining power of buyers:**

Buyers are less likely to switch Amul in case of milk, curd and cheese. But Amul holds a risk of losing buyers in case of products like Ice-cream, milk powder, condensed milk to brands like Vadilal, Nestle. In this case the risk to position of Amul is high. Milk is the mass selling product of Amul but with private investments and competitors like Mother Dairy it still holds risk for Amul of losing buyers.

### **3. Bargaining power of suppliers:**

As Amul is a co-operative, which keeps profit of suppliers over other benefits. Suppliers are provided fair share of profit due to transparency, as a result of co-operative rules and regulation. Amul is a trusted institution by farmers hence Amul holds very less or negligible risk in such circumstance. At Amul suppliers are gaining maximum profit than at any other organisation, hence Amul model is based and is succeeded on amicable co-operation with suppliers.

### **4. Threat of substitute products or services:**

In this situation Amul holds risk from local substitutes like in case of Buttermilk, Low price ice creams like Kulfi, also home-made substitutes like Curd which has a culture of being

prepared at home in India. These conditions hold loss for Amul, hence, Amul needs to find strategy to cover such losses and gain customers for such products.

### **5. Rivalry among existing firms:**

Amul hold economies of scale in case of mass selling of milk, and milk processing. Which makes Amul highest market share holder of more than 80%. Nearest competitor to Amul is Britannia in cheese section and wide reach of bakery products.

Amul also holds a strong Brand equity which leads to success of its new products faster than products of other firms.

In case of ice-cream industry Amul needs a competitive differentiation of products to deal with rivals providing wide range of ice-creams at lower price like Vadilal, Kwality Walls and Havmor.

### **Business Research Methodology Concepts:**

While preparing questionnaire Research Methodology techniques were used which included methods to create abstract questions, to collect and arrange qualitative data and form questions accordingly.

To analyse and interpret data effectively in the study performed.

### **Marketing Concepts:**

**As discussed** in marketing text 4 Ps of Marketing, during the internship we understood the application of such skills during the study of AMUL and were able to identify how AMUL uses such skills to be a leader in dairy industry. Observations of 4 Ps of Marketing is as follows:

#### **a. Products:**

AMUL is known for producing dairy products. It identifies its products to be high in quality and simultaneously manages that its products can be accessible by common people at as much lower price as possible. AMUL has not confined itself to production of daily essentials.

Amul has also categorised Gourmet section products in case of chocolates and ice-creams which are enjoying high sales.

AMUL provides a wide variety of products and continuously innovates its products to attract new section of customers and staying at the top in market trends.

**b. Placement:**

As said by Dr. Kurien, Amul has positioned as “**VALUE FOR MANY & VALUE FOR MONEY**”. Which reflects its strategy of providing value for many that is value to farmers by providing them 80% share of the respective profit. And by providing value for money to consumers by providing good quality products at affordable prices.

Amul has carefully formed its “family based” image, by including emotional components like “Taste of India” and “The Amul Girl”.

**c. Pricing:**

Price of Amul products are decided by GCMMF since it is the marketing unit of Amul.

Price of Milk, any type of milk, is decided by Amul which includes packaging, advertising, transportation, sales promotion costs adding taxes. These prices are fixed by a committee whose members are: Two members of federation, two members of Amul, two members of NDDB.

AMUL tries to achieve price leadership by providing high quality products at lower prices, and is able to achieve that successfully due to its robust supply chain management.

**d. Promotion:**

Marketing of any product consists of two categories:

1. Market Research
2. Marketing Strategy

**1. Market Research:**

Two kinds of market research are done by Amul: a. For products, b. For advertising.

To pursue that company collects data from consumers through feedback related to liking of the products launched and effectiveness of its advertising campaign.

Research is conducted at Amul after the launch of the product.

There is no separate section for market research, it is conducted by Sales team of Amul.

**2. Marketing Strategy:**

Dr. Kurien emphasised on creation of brand to sell milk products, reduce conflicts among different unions and increase reach among consumers. To achieve that he focused on one

**Umbrella Brand** under which all products will be covered. This brand was named as Amul, which means ‘priceless’.

To perform all the marketing activities Dr. Kurien formed an apex marketing body GCMMF, which performs marketing and promotion of all dairy products under brands Amul and Sagar. Though, Amul was launched in 1946, proper advertising of Amul started in 1966, when Dr Kurien hired Sylvester ds Cunha, to form Ad campaign for Amul. Da Cunha designed the Ad Campaign as one of its kind, by creating a moppet commonly known as “The Amul Girl”. These campaigns was an instant hit and hold the record of longest running campaign in the world. The reason for its long success is its flexibility and presentation of current events happening in the world which forms instant connect with the audience. Amul Girl is the official mascot of Amul brand.

To target its customers Amul uses undifferentiated marketing for milk and for other product Amul uses differentiated marketing strategies.

Slogan “The Taste of India” was created to represent Amul’s commitment regarding providing high quality products to common man at affordable prices.

#### **Marketing Channels used by Amul:**

Amul uses various sales promotion schemes to increase customer loyalty and gain new consumers. Like Amul Food Festival, Seasonal Offers.

For trade promotion, Amul involves retailers to recommend a product category so that they consider themselves as the part of organisation.

Following are the media channels used by Amul to reach to consumers:



**Figure 10 Marketing Channels used by AMUL**

## **14. AUGMENTATION OF SKILLS AND EXPERIENCE DURING INTERNSHIP**

During internship negotiation skills were improved and dealing with conflicts of interests professionally was mainly learned.

Advanced Excel skills were also used for compilation of data.

Google studio which is used for creating forms, generating email and response to customers was also gained.

How to convince customers despite there is not much need of services was learned by providing better and convenient service experience to consumers.

## **15. INSIGHTS ABOUT CAREER PATH AND MANAGERIAL ROLE ASPIRED**

As an aspiring marketing candidate the business to business sales experience attained during the internship has developed fundamentals of sales and dealings with consumers.

And gave the opportunity to use those skills, improvise and practice them professionally.

As the long term target is to join a consultancy, the market study involved development of skills related to observing the data, collection information, targeting proper informant and prepare convenient questionnaire has helped in gaining experience to develop a research project, gain insights and interpret data to make future planning for the growth of the company.

## **CONCLUSION**

Since AMUL is Market leader even today in the current scenario. It has huge prospects for future growth.

As AMUL is also venturing in e-commerce services, by extending services through platforms like Swiggy, Zomato and Uber Eats. As it has its own distribution channels hence it can venture into e-services and last mile delivery services easily. And can provide delivery services at remote areas where existing platforms are unable to reach.

Due to COVID, the sales of outside food is reduced. But sales of package food is increased. As AMUL holds the trust of customers, its venture into packaged food sector holds high growth chances.

### **Learnings:**

Internship at AMUL gave us industrial exposure by working in one of the largest FMCG Company. The sales targets provided here were great learning experience as we were able to interact with industrial experts and were given to tackle conflicts and gain experience in real time.

Negotiation skills and technical skills were also revised, improvised and practiced as per the demand of the consumer.

As a manager we were able to learn co-ordination, team work, aligning with the organisation and successfully complete the targets in given deadlines.



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# **ANNEXURE 1**

## **Questionnaire For Market Study**

### **A. Market with respect to AMUL.**

1. How is market and business working presently with respect to Amul?
2. What was the market situation during lockdown?
3. Were the sales decreased during COVID Lockdown?
4. How much decreased as compared to regular sales?
5. What were the difficulties faced by retailers during lockdown?
6. What were the difficulties faced by consumers during the lockdown?
7. What products were purchased more during lockdown?
8. What are the regular products purchased during this season?
9. What products' sales reduced during lockdown?
10. How other FMCG products are performing in the current scenario (also their performance during lockdown)?

### **B. Consumer Behaviour:**

1. How was the buying behaviour of consumer?
2. Regular visits of consumers: regular and during lockdown?
3. What are the current market conditions?
4. Which stores were preferred or more visited by customers? (Supermarket, garden parlours, retail stores or regular shops)
5. Which other brands preferred over or equal to Amul?

### **C. Services/schemes/offers provided by Amul and Other companies during lockdown:**

1. Any schemes/offers started by Amul (and other FMCG Companies) at local level or from the organisation?
2. Has these schemes affected the sales; if yes then to what extent?
3. Has Amul provided any customer support or social support during lockdown? Any other FMCG companies did so?
4. Steps taken by stores and supermarkets to increase the sales of FMCG products?

### **D. Study Product Placing Strategies at respective store/supermarket.**

### **E. Ice Cream Sector (focus on Amul)**

1. What was the behaviour of consumer towards ice cream during lockdown? (includes products demanded, quantity demanded and number of visits specifically for ice-creams)
2. How were sales of Ice cream during and post lockdown?
3. How ice creams are placed at Modern Format Stores?

## **ANNEXURE 2**

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Figure7: Market Growth for Hand Hygiene Products, India

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