CHAPTER FIVE

CONCLUSION

FINDINGS, CONCLUSIONS, RESEARCHER’S SPECIFIC CONTRIBUTION OF THE RESEARCH, AREA OF FURTHER RESEARCH AND LIMITATIONS
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5.1 FINDINGS

5.1.1 SCALE RELIABILITY
To check the consistency of the scale to be administered for the research work, the researcher has applied Cronbach’s alpha reliability test. It has an ability to produce consistent result. Cronbach’s alpha should be more than 0.7. It is found that the scale is highly consistent through the respondents.

1. Cronbach’s Alpha for pricing variable is 0.880 (Pricing Variables=Pricing A, Pricing B, Pricing C and Pricing D)

2. Cronbach’s Alpha for product variable is 0.863 (Product Variables=Product A, Product B, Product C and Product D)

3. Cronbach’s Alpha for distribution variable is 0.927 (Distribution Variables= Distribution A, Distribution B, Distribution C and Distribution D)

4. Cronbach’s Alpha for marketing communication variable is 0.882 (Marketing Communication Variables=Marketing Communication A, Marketing Communication B, Marketing Communication C and Marketing Communication D)

5. Cronbach’s Alpha for selling variable is 0.905 (Selling Variables= Selling A, Selling B, Selling C and Selling D)

6. Cronbach’s Alpha for marketing planning variable is 0.913 (Marketing Planning Variables= Marketing Planning A, Marketing Planning B, Marketing Planning C and Marketing Planning D)

7. Cronbach’s Alpha for marketing implementation variable is 0.951 (Marketing Implementation Variables= Marketing Implementation A,
Marketing Implementation B, Marketing Implementation C, Marketing Implementation D and Marketing Implementation E)

8. Cronbach’s Alpha for product variable is 0.985 (Business Unit Profitability Variables= Business Unit Profitability A, Business Unit Profitability B, Business Unit Profitability C, Business Unit Profitability D and Business Unit Profitability E)

5.1.2 DESCRIPTIVE STATISTICS

Descriptive statistic provides information for pricing, product, distribution, marketing communication, selling, marketing planning, marketing implementation, profit, acquiring new customers, market share growth, sales revenue, sales growth rate, cost of retaining customers and increasing sales to current customers. Findings of the descriptive statistic are follows:

1. The number of observations for pricing are 41, range is 5, mean is 6.07, std. deviation is 0.972, since, std. deviation is less than 1/3rd of the mean, the mean is representative. Skewness is -1.937, thus the curve is left skewed curve. Kurtosis is 6.368, thus, the curve is 0.8 curves. Since, kurtosis is –ve value, most of the data pile on the left side of the scale, which includes more favorable responses.

2. The number of observations for product are 41, range is 4, mean is 6.13, std. deviation is 0.864, since, std. deviation is less than 1/3rd of the mean, the mean is representative. Skewness is -1.106, thus the curve is left skewed curve. Kurtosis is 1.352, thus, the curve is 0.8 curves. Since, kurtosis is –ve value, most of the data pile on the left side of the scale, which includes more favorable responses.

3. The number of observations for distribution are 41, range is 6, mean is 5.90, std. deviation is 1.139, since, std. deviation is less than 1/3rd of the mean, the mean is representative. Skewness is -2.129, thus the curve is left skewed curve. Kurtosis is 7.485, thus, the curve is 0.8 curves. Since, kurtosis is –ve value, most of the data pile on the left side of the scale, which includes more favorable responses.

4. The number of observations for marketing communication are 41, range is 5, mean is 5.90, std. deviation is 1.139, since, std. deviation is less than
1/3rd of the mean, the mean is representative. Skewness is -1.464, thus the curve is left skewed curve. Kurtosis is 2.662, thus, the curve is 0.8 curves. Since, kurtosis is –ve value, most of the data pile on the left side of the scale, which includes more favorable responses.

5. The number of observations for selling are 41, range is 3, mean is 5.79, std. deviation is 0.911, since, std. deviation is less than 1/3rd of the mean, the mean is representative. Skewness is -0.130, thus the curve is left skewed curve. Kurtosis is -0.996, thus, the curve is 0.8 curves. Since, kurtosis is –ve value, most of the data pile on the left side of the scale, which includes more favorable responses.

6. The number of observations for marketing planning are 41, range is 4, mean is 5.90, std. deviation is 1.023, since, std. deviation is less than 1/3rd of the mean, the mean is representative. Skewness is -1.058, thus the curve is left skewed curve. Kurtosis is 1.163, thus, the curve is 0.8 curves. Since, kurtosis is –ve value, most of the data pile on the left side of the scale, which includes more favorable responses.

7. The number of observations for marketing implementation are 41, range is 4, mean is 5.82, std. deviation is 1.038, since, std. deviation is less than 1/3rd of the mean, the mean is representative. Skewness is -0.850, thus the curve is left skewed curve. Kurtosis is 0.349 thus, the curve is 0.8 curves. Since, kurtosis is –ve value, most of the data pile on the left side of the scale, which includes more favorable responses.

8. The number of observations for profit are 41, range is 6, mean is 5.47, std. deviation is 1.571, since, std. deviation is less than 1/3rd of the mean, the mean is representative. Skewness is -1.137, thus the curve is left skewed curve. Kurtosis is 1.159, thus, the curve is 0.8 curves. Since, kurtosis is –ve value, most of the data pile on the left side of the scale, which includes more favorable responses.

9. The number of observations for acquiring new customers are 41, range is 5, mean is 5.68, std. deviation is 1.293, since, std. deviation is less than 1/3rd of the mean, the mean is representative. Skewness is -1.119, thus the curve is left skewed curve. Kurtosis is 1.349, thus, the curve is 0.8
curves. Since, kurtosis is −ve value, most of the data pile on the left side of the scale, which includes more favorable responses.

10. The number of observations for market share growth are 41, range is 6, mean is 5.68, std. deviation is 1.386, since, std. deviation is less than 1/3rd of the mean, the mean is representative. Skewness is -1.406, thus the curve is left skewed curve. Kurtosis is 2.591, thus, the curve is 0.8 curves. Since, kurtosis is −ve value, most of the data pile on the left side of the scale, which includes more favorable responses.

11. The number of observations for sales revenue are 41, range is 6, mean is 5.73, std. deviation is 1.379, since, std. deviation is less than 1/3rd of the mean, the mean is representative. Skewness is -1.474, thus the curve is left skewed curve. Kurtosis is 2.902, thus, the curve is 0.8 curves. Since, kurtosis is −ve value, most of the data pile on the left side of the scale, which includes more favorable responses.

12. The number of observations for sales growth rate are 41, range is 6, mean is 5.76, std. deviation is 1.319, since, std. deviation is less than 1/3rd of the mean, the mean is representative. Skewness is -1.381, thus the curve is left skewed curve. Kurtosis is 2.884, thus, the curve is 0.8 curves. Since, kurtosis is −ve value, most of the data pile on the left side of the scale, which includes more favorable responses.

13. The number of observations for cost of retaining customers are 41, range is 6, mean is 5.90, std. deviation is 1.480, since, std. deviation is less than 1/3rd of the mean, the mean is representative. Skewness is -1.916, thus the curve is left skewed curve. Kurtosis is 4.190, thus, the curve is 0.8 curves. Since, kurtosis is −ve value, most of the data pile on the left side of the scale, which includes more favorable responses.

14. The number of observations for increasing sales to current customers are 41, range is 4, mean is 6.07, std. deviation is 1.104, since, std. deviation is less than 1/3rd of the mean, the mean is representative. Skewness is -0.853, thus the curve is left skewed curve. Kurtosis is -0.187, thus, the curve is 0.8 curves. Since, kurtosis is −ve value, most of the data pile on the left side of the scale, which includes more favorable responses.
5.1.3 FREQUENCY TABLE

Frequency table provides frequencies for response labels of variables for pricing, product, distribution, marketing communication, selling, marketing planning, marketing implementation, profit, acquiring new customers, market share growth, sales revenue, sales growth rate, cost of retaining customers and increasing sales to current customers. Findings of the same are follows:

1. For the ‘pricing’ variable it is found that the highest frequency has been identified for labels 6 and 7. These are ‘strongly agree’ and ‘completely agree’. This is further confirmed by the histogram, which is left skewed curve that is why, most of the data has piled up on the right side of the scale.

2. For the ‘product’ variable it is found that the highest frequency has been identified for labels 6 and 7. These are ‘strongly agree’ and ‘completely agree’. This is further confirmed by the histogram, which is left skewed curve that is why, most of the data has piled up on the right side of the scale.

3. For the ‘distribution’ variable it is found that the highest frequency has been identified for labels 5 and 6. These are ‘somewhat agree’ and ‘strongly agree’. This is further confirmed by the histogram, which is left skewed curve that is why, most of the data has piled up on the right side of the scale.

4. For the ‘marketing communication’ variable it is found that the highest frequency has been identified for labels 6 and 7. These are ‘strongly agree’ and ‘completely agree’. This is further confirmed by the histogram, which is left skewed curve that is why, most of the data has piled up on the right side of the scale.

5. For the ‘selling’ variable it is found that the highest frequency has been identified for labels 5 and 6. These are ‘somewhat agree’ and ‘strongly agree’. This is further confirmed by the histogram, which is left skewed curve that is why, most of the data has piled up on the right side of the scale.

6. For the ‘marketing planning’ variable it is found that the highest frequency has been identified for labels 5 and 6. These are ‘somewhat agree’ and ‘strongly agree’. This is further confirmed by the histogram, which is left skewed curve that is why, most of the data has piled up on the right side of the scale.
7. For the ‘marketing implementation’ variable it is found that the highest frequency has been identified for labels 5 and 6. These are ‘somewhat agree’ and ‘strongly agree’. This is further confirmed by the histogram, which is left skewed curve that is why, most of the data has piled up on the right side of the scale.

8. For the ‘profit’ variable it is found that the highest frequency has been identified for labels 5 and 7. These are ‘somewhat agree’ and ‘completely agree’. This is further confirmed by the histogram, which is left skewed curve that is why, most of the data has piled up on the right side of the scale.

9. For the ‘market share growth’ variable it is found that the highest frequency has been identified for labels 6 and 7. These are ‘strongly agree’ and ‘completely agree’. This is further confirmed by the histogram, which is left skewed curve that is why, most of the data has piled up on the right side of the scale.

10. For the ‘acquiring new customers’ variable it is found that the highest frequency has been identified for labels 6 and 7. These are ‘strongly agree’ and ‘completely agree’. This is further confirmed by the histogram, which is left skewed curve that is why, most of the data has piled up on the right side of the scale.

11. For the ‘sales revenue growth’ variable it is found that the highest frequency has been identified for labels 5 and 6. These are ‘somewhat agree’ and ‘strongly agree’. This is further confirmed by the histogram, which is left skewed curve that is why, most of the data has piled up on the right side of the scale.

12. For the ‘sales growth rate’ variable it is found that the highest frequency has been identified for labels 5 and 6. These are ‘somewhat agree’ and ‘strongly agree’. This is further confirmed by the histogram, which is left skewed curve that is why, most of the data has piled up on the right side of the scale.

13. For the ‘cost of retaining customers’ variable it is found that the highest frequency has been identified for labels 6 and 7. These are ‘strongly agree’ and ‘completely agree’. This is further confirmed by the histogram, which is
left skewed curve that is why, most of the data has piled up on the right side of the scale.

14. For the 'increasing to sales to current customers' variable it is found that the highest frequency has been identified for labels 5 and 7. These are 'somewhat agree' and 'completely agree'. This is further confirmed by the histogram, which is left skewed curve that is why, most of the data has piled up on the right side of the scale.

5.1.4 OBJECTIVE AND HYPOTHESES SPECIFIC FINDINGS

5.1.4.1 Objective
To study the knowledge companies have about customer and competition in dairy industry.

Hypothesis-1: “Know-how of customer and competition creates base for companies to take strategic decision related to the dairy market”.

To validate the above mentioned predicted hypothesis, the following steps were undertaken: a) a new variable was computed by using average of variables for the knowledge of customers - 1, 3, 4, 5, 6, 10 and 14 (statements mentioned in the questionnaire) and a new variable was computed by using average of variables for the knowledge of competition – 7, 9, 13 and 16 (statements mentioned in the questionnaire). b) This was done because the above mentioned variable represents statement (in the questionnaire) addressing the aforementioned predicted hypothesis.

Findings are as follow:

1. It is found that the respondents agree that the knowledge about customer is very important for strategic decision making.
2. It is found that the respondents agree that the knowledge about competition is very important for strategic decision making.
3. It is found that there is a need to be competent to understand customer while carrying the product development process.
4. It is found that the dairy companies do not afford to ignore their customers product/services needs.

5.1.4.2 Objective
To study marketing strategies adopted by companies and its impact on the market effectiveness and profitability using multiple regression.

**Hypothesis-2:** “There is an impact of marketing strategies adopted by the companies on the market effectiveness and profitability”.

1. After data analysis, it is found that a linear relationship exists between dependant variables (market share growth, acquiring new customers, sales revenue, sales growth rate, increasing sales to current customers, cost of retaining customers and profitability) and at least one independent variable (Pricing, Product, Distribution, Marketing Communication, selling, Marketing Planning and Marketing Implementation).

2. After data analysis, it is found that the distribution variable is the most important predictor of the profit variable. With an increase in the distribution variable, profit variable goes up by 0.87. When the marketing communication variable is increased, profit variable goes up by 0.7. With an increase in the selling variable, profit variable goes up by 0.79. It is interesting to note that product variable and marketing planning variable has –ve relationship with profit variable. With an increase in product variable, profit variable decreases by 0.75 and with an increase in marketing planning variable, profit variable decreases by 0.66.

Based on the multiple regression analysis, the regression equation is derived as follow:-

**Equation:** Profit = 0.073 - 0.751 (product) + 0.879 (distribution) + 0.704 (marketing communication) + 0.79 (selling) - 0.664 (marketing planning)

a. The regression line moving downwards from top left to bottom right is an indicator that there is a negative relationship between profit and product.

b. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between profit and distribution.

c. The regression line moving upwards from left to top right is an indicator that there is a positive relationship between profit and communication.

d. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between profit and selling.
e. The regression line moving downwards from top left to bottom right is an indicator that there is a negative relationship between profit and marketing planning.

3. After data analysis, it is found that the marketing implementation variable is the most important predictor of the market share growth variable. With an increase in the marketing implementation variable, market share growth variable goes up by 1.09. When the marketing communication variable is increased, market share growth variable goes up by 0.63. With an increase in the distribution variable, market share growth variable goes up by 0.4. It is interesting to note that product variable and marketing planning variable has –ve relationship with market share growth variable. With an increase in product variable, market share growth variable decreases by 0.53 and with an increase in marketing planning variable, market share growth variable decreases by 0.8.

Based on the multiple regression analysis, the regression equation is derived as follow:-

Equation: Market Share Growth = 1.210 - 0.538 (product) + 0.403 (distribution) + 0.639 (marketing communication) - 0.804 (marketing planning) + 1.094 (marketing Implementation).

a. The regression line moving downwards from top left to bottom right is an indicator that there is a negative relationship between market share growth and product.

b. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between market share growth and distribution.

c. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between market share growth and communication.

d. The regression line moving downwards from top left to bottom right is an indicator that there is a negative relationship between market share growth and marketing planning.

e. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between market share growth and marketing implementation.
4. After data analysis, it is found that the product variable is the most important predictor of the acquiring new customer variable. With an increase in the product variable, acquiring new customer variable goes up by 0.82. When the marketing communication variable is increased, acquiring new customer variable goes up by 0.65. With an increase in the marketing implementation variable, acquiring new customer variable goes up by 0.73. It is interesting to note that pricing variable has –ve relationship with acquiring new customer variable. With an increase in price variable, acquiring new customer variable decreases by 1.50.

Based on the multiple regression analysis, the regression equation is derived as follow:-

**Equation: Acquiring new customers = 1.603 - 1.504 (pricing) + 0.823 (product) + 0.658 (marketing communication) + 0.737 (marketing Implementation).**

a. The regression line moving downwards from top left to bottom right is an indicator that there is a negative relationship between acquiring new customers and pricing.

b. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between acquiring new customers and product.

c. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between acquiring new customers and communication.

d. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between acquiring new customers and marketing implementation.

5. After data analysis, it is found that the marketing implementation variable is the most important predictor of the sales revenue growth variable. With an increase in the marketing implementation variable, sales revenue growth variable goes up by 1.02. When the marketing communication variable is increased, sales revenue growth variable goes up by 0.73. With an increase in the distribution variable, sales revenue growth variable goes up by 0.38. It is interesting to note that product variable and marketing planning variable has –ve relationship with sales revenue growth variable. With an increase in product variable, sales revenue growth variable decreases by 0.51 and with an increase in marketing planning variable, sales revenue growth variable decreases by 0.86.
Based on the multiple regression analysis, the regression equation is derived as follow:-

**Equation:** Sales Revenue growth = 1.402 - 0.515 (product) + 0.384 (distribution) + 0.738 (marketing communication) - 0.862 (marketing planning) + 1.021 (marketing Implementation).

a. The regression line moving downwards from top left to bottom right is an indicator that there is a negative relationship between sales revenue growth and product.

b. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between sales revenue growth and distribution.

c. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between sales revenue growth and communication.

d. The regression line moving downwards from top left to bottom right is an indicator that there is a negative relationship between sales revenue growth and marketing planning.

e. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between sales revenue growth and marketing implementation.

6. After data analysis, it is found that the marketing implementation variable is the most important predictor of the sales growth rate variable. With an increase in the distribution variable, sales growth rate variable goes up by 0.45. When the marketing implementation variable is increased, sales growth rate variable goes up by 0.5.

Based on the multiple regression analysis, the regression equation is derived as follow:-

**Equation:** Sales Growth Rate = 0.130 + 0.452 (distribution) + 0.508 (marketing implementation).

a. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between sales growth rate and distribution.
b. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between sales growth rate and marketing implementation.

7. After data analysis, it is found that the marketing implementation variable is the most important predictor of the cost of retaining customer variable. With an increase in the pricing variable, cost of retaining customer variable goes up by 1.01. When the distribution variable is increased, cost of retaining customer variable goes up by 0.82. With an increase in the marketing implementation variable, cost of retaining customer variable goes up by 1.09. It is interesting to note that product variable and marketing planning variable has –ve relationship with cost of retaining customer variable. With an increase in product variable, cost of retaining customer variable decreases by 1.28 and with an increase in marketing planning variable, cost of retaining customer variable decreases by 0.82.

Based on the multiple regression analysis, the regression equation is derived as follow:-

**Equation:** Cost of retaining customers = 1.190 + 1.014 (pricing) – 1.283 (product) + 0.839 (distribution) - 0.828 (marketing planning) + 1.092 (marketing Implementation).

a. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between cost of retaining customers and pricing.

b. The regression line moving downwards from top left to bottom right is an indicator that there is a negative relationship between cost of retaining customers and product.

c. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between cost of retaining customers and distribution.

d. The regression line moving downwards from top left to bottom right is an indicator that there is a negative relationship between cost of retaining customers and marketing planning.

e. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between cost of retaining customers and marketing implementation.
8. After data analysis, it is found that the marketing planning variable is the most important predictor of the increasing sales to current customers (retailers/distributors) variable. With an increase in the marketing planning variable, increasing sales to current customers (retailers/distributors) variable goes up by 1.10. It is interesting to note that marketing communication variable has –ve relationship with increasing sales to current customers (retailers/distributors) variable. With an increase in marketing communication variable, increasing sales to current customers (retailers/distributors) variable decreases by 0.31.

Based on the multiple regression analysis, the regression equation is derived as follow:-

**Equation: Increasing sales to current customers (retailers/distributors) = 1.383 - 0.311 (marketing communication) + 1.106 (marketing planning).**

a. The regression line moving downwards from top left to bottom right is an indicator that there is a negative relationship between increasing sales to current customers (retailers/distributors) and communication.

b. The regression line moving upwards from bottom left to top right is an indicator that there is a positive relationship between sales to current customers (retailers/distributors) and marketing planning.

5.1.4.3 Objective
To study the measures adopted by companies for gaining competitive advantage.

Hypothesis-3: “Competitive advantage creates numerous strategic options to the company”.
To validate the above mentioned predicted hypothesis, the following steps were undertaken: a) a new variable was computed by using average of variables - 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 75, 76, 79, 80, 81, 82, 83 and 86 (statements mentioned in the questionnaire). b) This was done because the above mentioned variable represents statement (in the questionnaire) addressing the aforementioned predicted hypothesis. Findings are as follow:

1. It is found that the respondents agree that competitive advantage creates numerous strategic options to the company for taking the strategic decision.

2. It is found that the respondents agree that as income and degree of urbanization increases, more standardized products are marketed.
3. It is found that the respondents agree that the dairy companies need to spend considerable efforts to understand various factors in consumer purchase e.g. high product quality, price and convenience.

4. It is found that the respondents agree that by shortening marketing chain and raising the supply of goods, it helps to raise their incentives to sell the products.

5. It is found that the respondents agree that a key factor in marketing efficiency is the viability and adoption of improved technologies.

6. It is found that the respondents agree that to increase consumption of domestically produced dairy products, there is a need to consider quality and convenience.

7. It is found that the respondents agree that proximity to market influences the marketing margins, product prices and quality of various dairy products.

8. It is found that the respondents agree that the information collected from the marketplace, can be used to respond to price signals by producing commodities in quantities and forms commensurate with prices and costs.

9. It is found that the respondents agree that there is a need to devise ways of reaching the urban poor as potential milk consumers.

10. It is found that the respondents agree that specialized intermediaries having experience and contacts make products widely available and accessible.

11. It is found that the respondents agree that through time, changes in competitive conditions, institutions, market structure, conduct and performance lead to new and more efficient channel formats.

12. It is found that the respondents agree that timely dissemination of information may help company to improve negotiating power and ability to make good production, investment, and marketing decisions.

13. It is found that the respondents agree that while designing products and packaging, we always aim that the products should be usable by customers with very low level of knowledge and skills.

5.1.4.4 GENERAL FINDINGS

1. From the data analysis it is found that the respondents agree that government have a role to play in the finalization of the purchase prices, but market prices are decided by the market forces.
2. From the data analysis it is found that the respondents agree that less attention is paid towards dairy marketing research than the modern production techniques research in India.

3. From the data analysis it is found that the respondents agree that a mix of private, cooperatives and government dairy marketing system performs better than government or cooperative marketing system alone.

4. From the data analysis it is found that the respondents agree that urbanization and commercialization leads to the malpractices in dairy industry.

5. From the data analysis it is found that the respondents agree that flexibility and innovation plays an important role in the improvement of competitiveness, when the demand for milk and new dairy products expands than the policies which support prices.

6. From the data analysis it is found that the respondents agree that there is no significant competition from multinational companies (MNCs).

5.2 CONCLUSION
The emergence of the organized sector has been growing force in the modernization of the dairy industry. It has brought huge range of milk products into the urban homes, through improved quality processing and production, new techniques of selling, packaging, distribution channels and advertisements. This trend is getting an added momentum through growing urbanization and consumerism. The changing life-style is also fuelling the fast-food revolution.

Dairy marketing companies need to develop capabilities of making the marketing function a more market/consumer oriented, which will help them to bridge the gap between strategic change and market complexity/instability.

The purpose of marketing strategy is to facilitate a business achieve and sustain a competitive advantage in the marketplace.
On this background, the researcher has decided to probe into the prevailing facts (as mentioned above) in the context of dairy industry. The dairy sector is an important food segment in India and has experienced an increased consumption since the economic stabilization after the year 1990. Moreover, together with retailing development and competition among companies; market attention both on manufacture and retail has increased and businesses have tended to develop new marketing strategies in order to obtain competitive advantage. The aim of this research work is to provide strategic review of the marketing strategies adopted by dairy industry in the selected region.

In the present study, the researcher has made an attempt to understand overall dairy marketing scenario and developments related to the marketing strategies adopted by the dairy marketing companies in Pune region, which is one of the very powerful milkshed as well as the dairy market of the state of Maharashtra.

In the present study, dairy market is analyzed taking into consideration manufacturers and/or packagers (consist of state-owned, co-operatives and private players) of milk and milk products as players. Food retailers, distributors and end-users are considered as the key buyers and dairy farmers as the key suppliers. Prime focus of the study is mainly on the marketing strategies adopted by manufacturers and/or packagers (consist of state-owned, co-operatives and private players) of milk and milk products.

The dairy market in the selected region is comparatively easy to enter as a small enterprise, however in order to supply to the masses, dairy marketing companies must be large and need to have some level of fine-tuning to secure the successful entry. Competition, however, is strong as there are several players present that are generally similar to one another despite most operating diverse dairy portfolios.

The dairy market in the selected region is highly price sensitive; as buyers/customers are tend to choose the cheaper option, especially in the milk market. Manufacturers and/or packagers can target end-users with their branding strategies, or develop more individual, premium products to counter balance the power of buyer to make purchasing decisions on price alone. Overall, buyer power is considered as the strongest factor.

Leading dairy product manufacturers and/or packagers in the selected region may have strong brands, aimed at retaining end-user loyalty, which means that new
players have to face more difficulties in distinguishing their own brands. Overall, there is a strong likelihood of new players in the dairy market.

In the present study, for statistical analysis purpose, researcher has taken into consideration pricing, product, distribution, marketing communication, selling, marketing planning and marketing implementation variables along with market effectiveness variables (market share growth, acquiring new customers, sales revenue, sales growth rate, increasing sales to current customers and cost of retaining customers) and profitability using statistical tool called multiple regression.

This study provides a comprehensive assessment of the marketing effectiveness and profitability. The statistical analysis provides insight into the nature of relationship with performance measures (market share growth, acquiring new customers, sales revenue, sales growth rate, increasing sales to current customers and cost of retaining customers and profitability) and marketing mix.

The researcher has tried to ascertain the impact of marketing mix factors (pricing, product, distribution, marketing communication, selling, marketing planning and marketing implementation) on marketing effectiveness and profitability in this study. Overall, this study will help dairy marketing companies to improve performance, so that they can build sustainable competitive advantage in the future.

The study is based on the primary as well as secondary data. Primary data for testing hypotheses was collected by using a standard Likert-type 7 point scaled questionnaire with anchors of ‘completely agree’ and ‘completely disagree’. Sample size of the present study is 41.

At the time of the selection of the companies, the researcher has considered manufacturers and/or packagers (consist of 1 state-owned, 6 co-operatives and 34 private dairy companies of the selected region) on the basis of minimum average daily milk procurement of 5000 litres or the annual turnover of 5 crores.

Each company top level management executive or manager was interviewed using structured questionnaire to elicit the information. Along with structured questionnaire, survey, discussions and observation techniques were also adopted by the researcher.

5.2.1 HYPOTHESIS SPECIFIC CONCLUSIONS
1) Hypothesis 1: “Know-how of customer and competition creates base for companies to take strategic decision related to the dairy market”.

The hypothesis has been tested and elaborated in the earlier chapter.

   a. Since, the **P-value (0.000)** is less than level of significance (**α=0.05**), the null hypothesis is rejected. Next, since, ‘t’ is a positive value (**15.504**); it falls in the right tail. Thus, it is concluded that the respondents agree that the knowledge about customers is very important for the strategic decision making.

   b. Since, the **P-value (0.000)** is less than level of significance (**α=0.05**), the null hypothesis is rejected. Next, since, ‘t’ is a positive value (**13.594**); it falls in the right tail. Thus, it is concluded that the respondents agree that the knowledge about competition is very important for the strategic decision making.

This hypothesis has been proved and hence accepted.

2) Hypothesis 2: “There is an impact of marketing strategies adopted by the companies on the market effectiveness and profitability”.

The hypothesis has been tested and elaborated in the earlier chapter.

   a. A linear relationship exists between dependant variable (profit) and at least one independent variable (Pricing, Product, Distribution, Marketing Communication, selling, Marketing Planning and Marketing Implementation).

   Referring to the coefficient table and model no.3, the following regression equation is derived:-

   **Equation:** Market Share Growth = 1.210 - 0.538 (product) + 0.403 (distribution) + 0.639 (marketing communication) - 0.804 (marketing planning) + 1.094 (marketing Implementation).

   This multiple regression equation says that we can predict market share growth variable using 5 variables that are product, distribution, marketing communication, marketing planning and marketing implementation. All these variables are measured using a 7 point interval scale (1= completely disagree, 2= strongly disagree, 3= somewhat disagree, 4= neutral, 5= somewhat agree, 6= strongly agree, 7= completely agree).
Looking at the $\beta$ coefficient, we can check the predictive power of each variable. From the equation, it can be seen that marketing implementation variable is the most important predictor of the market share growth variable. Here is how we interpret and conclude the equation:

With an increase in the distribution variable, profit variable goes up by 0.87. When the marketing communication variable is increased, profit variable goes up by 0.7. With an increase in the selling variable, profit variable goes up by 0.79. It is interesting to note that product variable and marketing planning variable has $-ve$ relationship with profit variable. With an increase in product variable, profit variable decreases by 0.75 and with an increase in marketing planning variable, profit variable decreases by 0.66.

b) A linear relationship exists between dependant variable (Market Share Growth) and at least one independent variable (Pricing, Product, Distribution, Marketing Communication, selling, Marketing Planning and Marketing Implementation).

Referring to the coefficient table and model no.3, the following regression equation is derived:

**Equation:** Market Share Growth = 1.210 - 0.538 (product) + 0.403 (distribution) + 0.639 (marketing communication) - 0.804 (marketing planning) + 1.094 (marketing Implementation).

This multiple regression equation says that we can predict market share growth variable using 5 variables that are product, distribution, marketing communication, marketing planning and marketing implementation. All these variables are measured using a 7 point interval scale (1= completely disagree, 2= strongly disagree, 3= somewhat disagree, 4= neutral, 5= somewhat agree, 6= strongly agree, 7= completely agree).

Looking at the $\beta$ coefficient, we can check the predictive power of each variable. From the equation, it can be seen that marketing implementation variable is the most important predictor of the market share growth variable. Here is how we interpret and conclude the equation:
With an increase in the marketing implementation variable, market share growth variable goes up by 1.09. When the marketing communication variable is increased, market share growth variable goes up by 0.63. With an increase in the distribution variable, market share growth variable goes up by 0.4. It is interesting to note that product variable and marketing planning variable has –ve relationship with market share growth variable. With an increase in product variable, market share growth variable decreases by 0.53 and with an increase in marketing planning variable, market share growth variable decreases by 0.8.

c) A linear relationship exists between dependant variable (acquiring new customers) and at least one independent variable (Pricing, Product, Distribution, Marketing Communication, selling, Marketing Planning and Marketing Implementation).

Referring to the coefficient table and model no.4, the following regression equation is derived:

Equation: \[ \text{Acquiring new customers} = 1.603 - 1.504 \times \text{(pricing)} + 0.823 \times \text{(product)} + 0.658 \times \text{(marketing communication)} + 0.737 \times \text{(marketing Implementation)}. \]

This multiple regression equation says that we can predict acquiring new customer variable using 4 variables that are pricing, product, marketing communication and marketing implementation. All these variables are measured using a 7 point interval scale (1= completely disagree, 2= strongly disagree, 3= somewhat disagree, 4= neutral, 5= somewhat agree, 6= strongly agree, 7= completely agree).

Looking at the β coefficient, we can check the predictive power of each variable. From the equation, it can be seen that product variable is the most important predictor of the acquiring new customer variable. Here is how we interpret and conclude the equation:-

With an increase in the product variable, acquiring new customer variable goes up by 0.82. When the marketing communication variable is increased, acquiring new customer variable goes up by 0.65. With an increase in the marketing implementation variable, acquiring new customer variable goes up by 0.73. It is interesting to note that pricing variable has –ve relationship with acquiring new customer variable. With an increase in price variable, acquiring new customer variable decreases by 1.50.
d) A linear relationship exists between dependant variable (sales revenue growth) and at least one independent variable (Pricing, Product, Distribution, Marketing Communication, selling, Marketing Planning and Marketing Implementation).

Referring to the coefficient table and model no.3, the following regression equation is derived:-

Equation: Sales Revenue growth = 1.402 - 0.515 (product) + 0.384 (distribution) + 0.738 (marketing communication) - 0.862 (marketing planning) + 1.021 (marketing Implementation).

This multiple regression equation says that we can predict sales revenue growth variable using 5 variables that are product, distribution, marketing communication, marketing planning and marketing implementation. All these variables are measured using a 7 point interval scale (1= completely disagree, 2= strongly disagree, 3= somewhat disagree, 4= neutral, 5= somewhat agree, 6= strongly agree, 7= completely agree).

Looking at the β coefficient, we can check the predictive power of each variable. From the equation, it can be seen that the marketing implementation variable is the most important predictor of the sales revenue growth variable. Here is how we interpret and conclude the equation:-

With an increase in the marketing implementation variable, sales revenue growth variable goes up by 1.02. When the marketing communication variable is increased, sales revenue growth variable goes up by 0.73. With an increase in the distribution variable, sales revenue growth variable goes up by 0.38. It is interesting to note that product variable and marketing planning variable has –ve relationship with sales revenue growth variable. With an increase in product variable, sales revenue growth variable decreases by 0.51 and with an increase in marketing planning variable, sales revenue growth variable decreases by 0.86.

e) A linear relationship exists between dependant variable (sales growth rate) and at least one independent variable (Pricing, Product, Distribution, Marketing Communication, selling, Marketing Planning and Marketing Implementation).
Referring to the coefficient table and model no.6, the following regression equation is derived:

**Equation: Sales Growth Rate = 0.130 + 0.452 (distribution) + 0.508 (marketing implementation).**

This multiple regression equation says that we can predict sales growth rate variable using 2 variables that are distribution and marketing implementation. All these variables are measured using a 7 point interval scale (1= completely disagree, 2= strongly disagree, 3= somewhat disagree, 4= neutral, 5= somewhat agree, 6= strongly agree, 7= completely agree).

Looking at the β coefficient, we can check the predictive power of each variable. From the equation, it can be seen that marketing implementation variable is the most important predictor of the sales growth rate variable. Here is how we interpret and conclude the equation:-

With an increase in the distribution variable, sales growth rate variable goes up by 0.45. When the marketing implementation variable is increased, sales growth rate variable goes up by 0.5.

**f) A linear relationship exists between dependant variable (cost of retaining customers) and at least one independent variable (Pricing, Product, Distribution, Marketing Communication, selling, Marketing Planning and Marketing Implementation).**

Referring to the coefficient table and model no.3, the following regression equation is derived:

**Equation: Cost of retaining customers = 1.190 + 1.014 (pricing) – 1.283 (product) + 0.839 (distribution) - 0.828 (marketing planning) + 1.092 (marketing Implementation).**

This multiple regression equation says that we can predict cost of retaining customer variable using 5 variables that are pricing, product, distribution, marketing planning and marketing implementation. All these variables are measured using a 7 point interval scale (1= completely disagree, 2= strongly disagree, 3= somewhat disagree, 4= neutral, 5= somewhat agree, 6= strongly agree, 7= completely agree).
Looking at the β coefficient, we can check the predictive power of each variable. From the equation, it can be seen that marketing implementation variable is the most important predictor of the cost of retaining customer variable. Here is how we interpret and conclude the equation:-

With an increase in the pricing variable, cost of retaining customer variable goes up by 1.01. When the distribution variable is increased, cost of retaining customer variable goes up by 0.82. With an increase in the marketing implementation variable, cost of retaining customer variable goes up by 1.09. It is interesting to note that product variable and marketing planning variable has –ve relationship with cost of retaining customer variable. With an increase in product variable, cost of retaining customer variable decreases by 1.28 and with an increase in marketing planning variable, cost of retaining customer variable decreases by 0.82.

g) A linear relationship exists between dependant variable (increasing sales to current customers) and at least one independent variable (Pricing, Product, Distribution, Marketing Communication, selling, Marketing Planning and Marketing Implementation).

Referring to the coefficient table and model no.6, the following regression equation is derived:-

**Equation: Increasing sales to current customers (retailers/distributors) = 1.383 - 0.311 (marketing communication) + 1.106 (marketing planning).**

This multiple regression equation says that we can predict increasing sales to current customers (retailers/distributors) variable using 2 variables that are marketing communication and marketing planning. All these variables are measured using a 7 point interval scale (1= completely disagree, 2= strongly disagree, 3= somewhat disagree, 4= neutral, 5= somewhat agree, 6= strongly agree, 7= completely agree). Looking at the β coefficient, we can check the predictive power of each variable. From the equation, it can be seen that the marketing planning variable is the most important predictor of the increasing sales to current customers (retailers/distributors) variable. Here is how we interpret and conclude the equation:-
With an increase in the marketing planning variable, increasing sales to current customers (retailers/distributors) variable goes up by 1.10. It is interesting to note that marketing communication variable has –ve relationship with increasing sales to current customers (retailers/distributors) variable. With an increase in marketing communication variable, increasing sales to current customers (retailers/distributors) variable decreases by 0.31.

This hypothesis has been proved and hence accepted.

3) Hypothesis 3: “Competitive advantage creates numerous strategic options to the company”.

The hypothesis has been tested and elaborated in the earlier chapter.

Since, the **P-value (0.000)** is less than level of significance (**α=0.05**), the null hypothesis is rejected. Next, since, ‘t’ is a positive value (**25.272**); it falls in the right tail. Thus, it is concluded that the respondents agree that competitive advantage creates numerous strategic options to the company for taking the strategic decision. This hypothesis has been proved and hence accepted.

5.2.2 General conclusions:

1. The **P-value (0.824)** is more than level of significance (**α=0.05**). Next, since, ‘t’ is a positive value (**0.224**); it falls in the right tail. Thus, it is concluded that the respondents agree that government have a role to play in the finalization of the purchase prices, but market prices are decided by the market forces.

2. The **P-value (0.000)** is less than level of significance (**α=0.05**). Next, since, ‘t’ is a positive value (**32.206**); it falls in the right tail. Thus, it is concluded that the respondents agree that less attention is paid towards dairy marketing research than the modern production techniques research in India.

3. The **P-value (0.000)** is less than level of significance (**α=0.05**). Next, since, ‘t’ is a positive value (**12.821**); it falls in the right tail. Thus, it is concluded that the respondents agree that a mix of private,
cooperatives and government dairy marketing system performs better than government or cooperative marketing system alone.

4. The *P*-value \(0.000\) is less than level of significance \(\alpha=0.05\). Next, since, ‘\(t\)’ is a positive value \(20.338\); it falls in the right tail. Thus, it is concluded that the respondents agree that urbanization and commercialization leads to the malpractices in dairy industry.

5. The *P*-value \(0.000\) is less than level of significance \(\alpha=0.05\). Next, since, ‘\(t\)’ is a positive value \(18.959\); it falls in the right tail. Thus, it is concluded that the respondents agree that flexibility and innovation plays an important role in the improvement of competitiveness, when the demand for milk and new dairy products expands than the policies which support prices.

6. The *P*-value \(0.000\) is less than level of significance \(\alpha=0.05\). Next, since, ‘\(t\)’ is a positive value \(15.869\); it falls in the right tail. Thus, it is concluded that the respondents agree that there is no significant competition from multinational companies (MNCs). MNCs focus is restricted to the premium dairy products like Ice-cream, cheese, butter, milk powder etc.

5.3 RESEARCHER’S SPECIFIC CONTRIBUTION OF THE RESEARCH
The researcher has designed the market focused business model, which will help the dairy companies to improve upon their market performance effectively and improve the overall company profitability.

5.4 AREA FOR FURTHER RESEARCH
1. Customer satisfaction levels can be found out considering the marketing strategies adopted by the dairy companies.
2. The research can be carried out on the need to devise ways of reaching the urban poor as potential milk consumers.

5.5 LIMITATIONS OF THE STUDY
Every man-made system has got its inherent limitations.

Similarly, this research project has also had its limitations. These are listed below:
1. This study represents only the selected region and may have different results in the other regions.

2. The primary data collected through questionnaires and interviews may have personal bias involved therein.

3. Despite the best efforts, researcher could not get all the information due to lack of respondents’ interest. (Constraints in getting detailed information due to reluctance in revealing information of discretionary nature).