International Journal of Creative and Open Research in Engineering and Management
ISSN: 3108-1754 (Online)
Volume 02 Issue 10 October-2026 | Impact Factor: 3.5



Retailer Engagement, Stock Projection and Loyalty Programme Promotion in FMCG General Trade: A Field-Based Study of ITC Limited's Personal Care Products Business

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Internship period recorded in the OJT report: 18 May 2026 – 17 July 2026

Abstract

How to Cite this Article:

Khandelwal, K. S. & Gaherwar, N. (2026). Retailer Engagement, Stock Projection and Loyalty Programme Promotion in FMCG General Trade: A Field-Based Study of ITC Limited's Personal Care Products Business. International Journal of Creative and Open Research in Engineering and Management, 02(10), 1-9. https://doi.org/10.55041/ijcope.v2i10.149

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https://doi.org/10.55041/ijcope.v2i10.149

Retail execution in fast-moving consumer goods (FMCG) depends on the coordination of product availability, outlet coverage, retailer communication and channel relationships. This field-based study examines retailer engagement, stock projection and loyalty-programme promotion in ITC Limited's Personal Care Products business, drawing on the activities and records described in the researcher's On-the-Job Training (OJT) report. The purpose is to interpret how regular retailer contact can support market information collection, stock planning, programme communication and sales-team coordination. The study follows a descriptive, exploratory approach based on internship fieldwork, retailer interactions, discussions with sales personnel and the outlet-coverage and activity figures recorded in the report. The OJT document records 1,200 outlets visited, an average of 25 outlets covered per day, five products/brands covered, 12 retailers providing stock projections, 10 retailers engaged with the PACE programme, four recorded stock-related issues and 20 instances of major retailer feedback. These figures describe reported field activity; the report does not provide a sufficiently detailed outlet-level dataset to calculate conversion rates, sales revenue, product-wise performance or the effect of loyalty-programme participation on sales. The findings indicate the practical value of systematic retailer visits, structured stock information, consistent communication and follow-up. They also highlight a need to distinguish activity counts from commercial outcomes and to maintain standardised records of retailer requirements, product availability and subsequent orders. As the study is based on a short internship and descriptive records rather than a random sample or controlled design, its observations are context-specific and cannot establish causal relationships or represent ITC's wider retail network.

Keywords: FMCG; General Trade; retailer engagement; stock projection; channel management; PACE programme; personal care; field sales; ITC Limited

1. Introduction

1.1 Background of the Study

FMCG distribution requires products to be available across a large number of retail outlets while sales teams maintain regular contact with channel partners. The retailer is not merely the final point in a physical distribution chain; retailer conversations can also provide information about stock levels, expected requirements, product acceptance and local market conditions. This study examines these activities through the practical experience recorded during an OJT engagement in ITC Limited's Personal Care Products business.



1.2 FMCG and General Trade Context

General Trade comprises a wide range of independent retail outlets whose size, assortment, purchasing capacity and customer base can differ considerably. This diversity makes uniform selling approaches insufficient in some situations. Sales personnel need to understand the outlet's current stock, identify relevant product requirements, communicate applicable schemes and coordinate replenishment through the distribution channel. Marketing-channel literature emphasises the role of intermediaries in connecting producers with dispersed buyers and coordinating the flow of products and information (Rosenbloom, 2013).

1.3 ITC Personal Care Context

The OJT report places the work within ITC Limited's Personal Care Products (PCP) business and focuses on retailer tapping, stock projection, PACE loyalty-programme promotion, product communication and coordination with dealers and distributors. The study considers these as field-level sales-execution activities rather than as an evaluation of ITC's national sales, market share or financial performance.

1.4 Problem Context

Retailer engagement requires more than visiting an outlet. A visit must generate useful information or a commercially relevant next step. Stock projection is useful only when information about current stock and expected requirement is captured clearly enough to support replenishment decisions. Similarly, loyalty-programme communication requires explanation and follow-up if retailers are to understand the programme and participate. The OJT report describes these responsibilities but does not contain a complete outlet-by-outlet record linking every visit to a subsequent order or measured sales outcome.

1.5 Research Problem

The research problem is how retailer engagement, stock projection, loyalty-programme communication and field-team coordination were implemented during the observed ITC PCP internship, and what practical lessons the documented activities offer for improving the quality of retailer information and sales execution.

1.6 Purpose of the Study

The study converts internship-based activities and observations into a structured field case. It aims to connect the practical process of retailer interaction with concepts in distribution management, relationship marketing, trade promotion and sales-force execution, while distinguishing documented activity figures from outcomes that the available records cannot verify.

1.7 Research Objectives

To describe the sales and distribution activities observed in ITC Personal Care Products' General Trade environment.

To examine how retailer interaction and stock projection were used to understand outlet requirements and product availability.

To describe the role of PACE loyalty-programme communication in retailer engagement.

To identify field-execution challenges involving retailer response, stock information, competition and team coordination.

To propose evidence-linked improvements to retailer records, follow-up, stock projection and field-sales monitoring.

1.8 Scope of the Study

The study is limited to the Personal Care Products field-sales activities described in the OJT report. The original report identifies Nagpur as the field market and records the internship period as 18 May–17 July 2026. It does not provide a complete retailer-level dataset for calculating conversion, distributor-wise results or beat-wise outcomes. Consequently, this paper does not use the separate 17-outlet Pune/Pimpri-Chinchwad dataset appearing in the structural reference paper.



2. Literature Review

2.1 FMCG Distribution and Sales Execution

Marketing channels enable manufacturers to serve dispersed retail markets through intermediaries that support product movement, availability and market reach (Rosenbloom, 2013). In FMCG settings, execution at outlet level includes coverage, stock checking, order discussion, product visibility and communication of relevant trade activities. Supply-chain management also treats information flow and coordination as important complements to physical product movement (Bowersox et al., 2013; Christopher, 2016). For the present case, this perspective frames retailer visits as both a selling activity and a source of market information.

2.2 Retailer Engagement and Relationship Management

Relationship marketing concerns the development and maintenance of exchanges through trust, commitment and cooperation. Morgan and Hunt (1994) identify trust and commitment as central relationship mediators, while Palmatier et al. (2006) find that relationship-marketing efforts can be associated with stronger relationship outcomes. In a retailer context, regular communication and responsiveness may help the sales representative understand retailer concerns and make interactions more relevant. The OJT report's description of retailer discussions and follow-up is consistent with this conceptual lens, although the report does not measure trust or relationship quality using a formal scale.

2.3 Route-to-Market and Beat Planning

Route-to-market design organises how field teams reach outlets through territories, routes and planned visits. Consistent route execution can support coverage discipline and reduce missed outlets, while outlet-level differences still require judgement about the purpose and priority of each visit. The OJT report describes a beat-based working process and notes that a beat may include approximately 35–40 outlets, with monthly plans varying by assigned market and sales-distribution working. These figures are operational descriptions in the report, not independently validated productivity benchmarks.

2.4 Trade Marketing and Scheme Pitching

Trade marketing addresses activities directed towards channel members, including product communication, promotional schemes, visibility and retailer support. Push-oriented activities seek to encourage channel intermediaries to stock or recommend products, while consumer-directed pull activities aim to stimulate demand (Kotler & Keller, 2016). The internship's product pitching and PACE communication can be interpreted as retailer-facing engagement. Their effectiveness, however, cannot be quantified without outlet-level participation, subsequent ordering and sales records.

2.5 Sales Conversion and Retailer Response

Sales-process research distinguishes prospecting and customer interaction from the final outcome of a sale. Moncrief and Marshall (2005) describe the evolution of selling as a more customer-oriented, relationship-based process rather than a fixed sequence of transactional steps. This distinction matters for field reporting: visits, conversations and scheme explanations are activity indicators, while orders and billed sales are outcome indicators. The OJT report documents substantial field activity but does not provide sufficient transaction-level information to calculate a conversion rate.

2.6 Competitive Environment in FMCG

Retailers operate in a competitive environment in which product familiarity, shelf space, established supplier relationships and perceived customer demand may influence the reception of a sales proposition. Relationship-based selling therefore requires the field representative to understand retailer needs rather than rely exclusively on a standard product pitch. The OJT report identifies high competition, retailer reluctance, limited shelf space and product acceptance as practical challenges. These are recorded field observations, not a systematic competitive audit.

2.7 Research Gap

The reviewed literature explains the roles of distribution channels, relationship marketing, trade promotion and sales execution. The narrower practical question addressed here is how these concepts are enacted together during day-to-day fieldwork in one company's Personal Care General Trade environment: outlet visits generate stock and retailer



information; that information can inform projection and distributor coordination; and retailer communication includes loyalty-programme promotion. The OJT report provides a descriptive account of this integrated process, but not a complete outlet-level dataset linking activity, participation and actual orders. The contribution is therefore a bounded field case and an identification of measurement improvements, rather than a statistical test of the effect of engagement on sales.

3. Research Methodology

3.1 Research Design

The study uses a descriptive and exploratory field-case design. It is observational and based on activities recorded during an internship; no experiment, control group, probability sampling or inferential statistical test was used.

3.2 Research Context

The source OJT report identifies ITC Limited's Personal Care Products business in Nagpur as the setting and records an internship period of 18 May 2026 to 17 July 2026. The report names Nikhil Gaherwar, Area Executive GR2, as corporate mentor and Prof. Roopesh Gupta as academic guide.

3.3 Data Sources

The primary source is the supplied OJT report, including its descriptions of retailer tapping, stock projection, PACE communication, team coordination, field challenges and its summary of activity counts. The report's bibliography lists standard marketing and supply-chain texts and institutional/company information. Academic literature cited in this paper is used to frame concepts, not to replace or supplement the internship's actual findings.

3.4 Sampling / Field Coverage

The OJT report records 1,200 outlets visited and an average of 25 outlets covered per day. These are report-level activity figures; the document does not provide a reconciled outlet register or a sampling frame from which a unique sample size could be independently confirmed. The study therefore treats them as reported coverage measures, not as a random or representative sample of all ITC retailers.

3.5 Data Collection Procedure

The reported field process involved following assigned routes, setting a daily activity objective, visiting retailers, checking stock and product availability, discussing requirements, communicating product or programme information, coordinating with distribution partners and recording market feedback. The OJT report also describes monitoring and supporting a field team of approximately 25 members.

3.6 Variables / Indicators Examined

Indicator	Meaning in this study	Data status
Outlet coverage	Reported number of outlets visited and average daily coverage	Reported summary figures
Stock projection	Retailer-provided information about expected requirement	12 retailers reported as providing projections
PACE engagement	Retailers engaged with the PACE programme	10 retailers reported
Products/brands covered	Breadth of product/brand activity	5 reported
Stock-related issues	Major stock-related issues recorded in the summary	4 reported; detailed classification unavailable
Retailer feedback	Major feedback instances reported	20 reported; outlet-level coding unavailable
Team coordination	Field activity communication, monitoring and follow-up	Qualitative description; no performance dataset



3.7 Data Analysis Method

The analysis uses counts and descriptive interpretation of figures explicitly reported in the OJT document. It does not calculate ratios whose denominators are unclear, construct weekly trends from illustrative charts, or infer conversion, sales or causal effects. Where the report lacks detail—for example, product-wise availability, actual billed value, or the subsequent result of a follow-up—the paper states that the data was not available in the internship records.

3.8 Research Ethics and Confidentiality

The paper omits personal contact details and does not disclose distributor economics, retailer margins or commercially sensitive information. It presents only the aggregate activity figures needed to discuss the field process. Company and academic names are retained only as they appear in the supplied report.

4. Company / Case Context

4.1 ITC Limited

ITC Limited is the organisation named in the OJT report. This paper does not assess company-wide performance; ITC serves as the organisational setting for examining the researcher's field exposure.

4.2 ITC FMCG Business

The report situates the internship within FMCG sales and distribution, where repeated replenishment, retailer communication and broad retail coverage are operational concerns. No company-wide financial or market-share figures are used as evidence for the internship findings.

4.3 ITC Personal Care Portfolio

The OJT report identifies the Personal Care Products (PCP) business and records five products/brands covered during field activity. A product-wise list and product-level sales/availability dataset are not presented in the report's summary figures; therefore, this paper does not assign performance outcomes to individual brands.

4.4 Distribution Structure

The report describes a channel involving ITC and the dealer/distributor/retailer network, with retailers acting as the direct point of interaction before products reach consumers. Field execution included stock checking, availability, freshness, sell-in, visibility and retailer relationship activities.

Figure 1. Conceptual distribution pathway: ITC/manufacturer → distribution partner → retailer → consumer. This is a simplified conceptual diagram based on the channel described in the OJT report, not a disclosure of confidential operational design.

4.5 Relevance of the Case to the Study

The case is useful because it links several routine sales activities that are often discussed separately: coverage creates contact; retailer interaction produces market information; stock projection supports requirement planning; loyalty communication provides a reason for continued contact; and team coordination supports execution. The available evidence supports a process-level analysis, not a measured claim that any one activity increased sales.

5. Results and Analysis

5.1 Outlet Coverage

The OJT report records 1,200 outlets visited and average daily coverage of 25 outlets. It also describes a route/beat plan in which a beat generally covered around 35–40 outlets, with a monthly plan of approximately 210–240 outlets depending on the assigned market and sales-distribution working. These measures appear to refer to different operational scopes and should not be combined to derive a new total without the underlying visit log.



Reported field indicator	Value in OJT report	Interpretation boundary
Total outlets visited	1,200	Reported aggregate; unique-outlet de-duplication not supplied
Average outlets covered per day	25	Reported average; daily series unavailable
Products/brands covered	5	No product-wise sales data supplied
Retailers providing stock projection	12	No detailed projection values supplied
Retailers engaged with PACE	10	No subsequent purchase or programme outcome supplied
Major stock-related issue	4	Issue definitions and individual records unavailable
Major retailer feedback	20	Feedback categories and outlet-level mapping unavailable

5.2 Overall Conversion Performance

A conversion rate cannot be calculated from the original OJT report because it does not provide a reconciled count of pitched outlets and resulting orders. The separate 17-outlet conversion dataset in the structural reference paper is not used, because the instruction requires the original OJT report to be the sole source of project findings.

5.3 Potential Value by Conversion Status

The original OJT report does not provide the ₹1,26,000 potential-value breakdown or the converted/non-converted outlet values described in the reference paper. Consequently, this paper does not report those amounts as findings from the OJT project. Actual billed sales and potential value are not available as a verified outlet-level series in the source report.

5.4 Distributor-wise Conversion

The OJT report describes coordination with dealers and distributors but does not provide a verified distributor-wise outlet count, conversion count or potential-value table. Distributor-level conversion comparisons are therefore not possible from the source document.

5.5 Competition Loyalty and Conversion

The report discusses retailer loyalty-programme promotion and competitive challenges, but it does not provide a structured cross-tabulation of competition-loyalty status against conversion outcomes. The relationship between competitor loyalty and sales conversion cannot be quantified from the available OJT records.

5.6 Route/Beat-wise Observations

The OJT report explains route adherence and describes typical beat size and monthly planning. It does not provide an outlet-level beat register with conversion and potential values. Route observations are therefore process-based rather than a numerical ranking of beats.

5.7 Highest-Potential Non-Converted Outlets

Outlet names, potential values and non-conversion remarks for a highest-potential subset are not available as a verified dataset in the original OJT report. This analysis is not included to avoid importing identifiable outlet information or findings from the reference paper.



5.8 Reasons for Non-Conversion

The OJT report describes retailer refusal, product acceptance challenges, high competition, limited shelf space and payment-collection difficulties. These are qualitative field challenges, not a coded count of non-conversion reasons. The exact number of outlets associated with each reason was not available in the internship records.

5.9 Competitor / Scheme Observations

The report identifies high competition and the need for product knowledge and competitor benchmarking as practical learning areas. It also describes communication of the PACE programme during retailer interaction. It does not provide a structured competitor-by-competitor scheme database or verified scheme-response rates; therefore, no competitor ranking or quantified scheme effect is claimed.

5.10 Summary of Key Findings

Objective/theme	Evidence recorded in the OJT report	Finding boundary
Field execution	1,200 outlets visited; average 25 per day	Activity volume reported; no conversion rate
Stock projection	12 retailers provided stock projection	Projection amounts and accuracy unavailable
Loyalty engagement	10 retailers engaged with PACE	Participation count only; sales impact unmeasured
Product coverage	5 products/brands covered	No product-wise sales/availability measures
Field issues and feedback	4 major stock-related issues; 20 major retailer feedback instances	Definitions and outlet-level details unavailable
Team management	Approximately 25 team members coordinated	No quantified team productivity dataset

6. Discussion

6.1 Sales Execution: Activity Versus Outcome

What the source shows: the report records broad outlet coverage and describes a structured sequence involving route planning, stock checks, availability, freshness, sell-in, visibility, retailer relationship and evaluation. What literature suggests: channel execution requires coordination between physical distribution and information flow (Bowersox et al., 2013; Christopher, 2016). Field interpretation: coverage counts are useful for monitoring effort, but managers should pair them with outcome measures such as orders, repeat orders and verified billed value. Limitation: the available report does not permit a quantitative relationship between visits and sales outcomes.

6.2 Retailer Engagement and Stock Projection

What the source shows: 12 retailers were reported as providing stock projections, and the internship included discussions about stock position and expected requirements. What literature suggests: relationship marketing highlights the value of communication, cooperation and trust in ongoing exchanges (Morgan & Hunt, 1994; Palmatier et al., 2006). Field interpretation: a standard stock-projection record can turn retailer conversations into usable information for replenishment planning. Limitation: projection accuracy, stock-out reduction and subsequent order changes were not measured.

6.3 Loyalty Programme Communication

What the source shows: 10 retailers were reported as engaged with PACE, and the report describes programme communication as part of retailer interaction. What literature suggests: channel-oriented promotional activities can support engagement when the offer is relevant and clearly communicated (Kotler & Keller, 2016). Field interpretation: programme discussion may be more useful when integrated into normal retailer visits rather than



treated as a separate task. Limitation: the report does not provide a comparison group or subsequent buying data, so no effect of PACE on retailer loyalty or sales can be established.

6.4 Competitive Context and Retailer Objections

What the source shows: competition, shelf-space constraints, retailer refusal and product acceptance were identified as field challenges. What literature suggests: channel partners have their own needs and constraints, so effective selling requires a customer-oriented understanding of the exchange (Moncrief & Marshall, 2005). Field interpretation: recording the specific objection and agreed next action is more useful than marking an outlet simply as interested or not interested. Limitation: the report contains no structured objection-frequency analysis or competitor audit.

6.5 Distributor Coordination and Team Follow-Up

What the source shows: the internship involved coordination with dealers/distributors and handling approximately 25 team members, including communication, activity monitoring and follow-up. What literature suggests: supply-chain performance depends in part on coordination and timely information exchange (Christopher, 2016). Field interpretation: a shared record of outlet status, stock requirement, issue owner and next follow-up date could make field activity easier to review. Limitation: the report does not include a before-and-after performance comparison.

6.6 Data Quality and Managerial Interpretation

A key implication is methodological: field activity, opportunity estimates and commercial outcomes should be recorded as separate measures. A count of visits is not equivalent to unique outlets reached; stock projection is not equivalent to an order; programme engagement is not equivalent to sustained loyalty; and potential is not actual billed sales. The original OJT report offers useful descriptive evidence, but more granular records would be needed to test relationships among these stages.

7. Recommendations

Recommendation	Implementation approach	Evidence link / managerial purpose
Standardise outlet records	Record outlet ID, date, route, current stock, expected requirement, SKU/brand, retailer response, next action and follow-up date.	Builds on retailer tapping and stock projection described in the report.
Separate activity from outcomes	Track visits, unique outlets, pitches, orders, repeat orders and billed value in distinct fields.	Prevents activity counts being interpreted as sales performance.
Improve stock-projection follow-through	Compare each projection with the next visit's observed stock/order where available.	The report records 12 projection-providing retailers but no projection-accuracy measure.
Make PACE communication trackable	Record programme explained, retailer interest, enrolment/participation where applicable, and follow-up status.	The report records 10 retailers engaged with PACE; later outcomes are unavailable.
Code retailer objections consistently	Use defined categories such as product acceptance, shelf space, outlet size, timing, competition or payment issue only when actually reported.	Responds to qualitative challenges identified in the OJT report; future coding should not retrospectively invent counts.
Review route and team execution	Use a periodic review of planned versus completed visits, issues raised, follow-up closure and data	Connects the report's route planning and team-coordination activities to monitorable



	completeness.	execution.
Add product-wise availability fields	Record SKU, stock present/absent and replenishment need at the outlet level.	Addresses the lack of structured product-wise availability information.
Protect confidentiality	Use outlet codes in analytical reports and avoid personal contact or commercially sensitive data.	Supports responsible academic use of field information.

8. Limitations of the Study

The study is based on a single OJT report and a short internship period recorded as 18 May–17 July 2026.

The source report identifies Nagpur as the field market; it does not substantiate the Pune/Pimpri-Chinchwad setting stated in the task instructions.

The reported 1,200 outlets visited are not accompanied by a reconciled outlet-level register, so unique-outlet coverage cannot be independently verified.

The report contains summary activity figures but not a complete outlet-level dataset linking visits, retailer responses, potential values, orders and actual billed sales.

Product-wise availability, stock-projection values and projection accuracy were not available in the internship records.

PACE engagement is reported as a count, but no control group or subsequent purchasing data is available to estimate programme impact.

Retailer challenges and feedback are described qualitatively; complete coding rules and outlet-level frequencies are unavailable.

The study is observational and non-random. It cannot establish causality or support generalisation to all ITC retailers.

Some figures appear in a summary table labelled as suggested data presentation; they should be checked against original field logs before external publication.

9. Conclusion

This field-based study examined retailer engagement, stock projection and loyalty-programme communication in ITC Limited's Personal Care Products business through the activities recorded in the original OJT report. The report documents 1,200 outlets visited, average daily coverage of 25 outlets, five products/brands covered, 12 retailers providing stock projections and 10 retailers engaged with PACE. It also records four major stock-related issues, 20 major retailer-feedback instances and practical challenges involving competition, product acceptance, shelf space and payment collection. These figures provide a descriptive view of field activity, but they do not establish conversion performance or sales impact. The main managerial implication is to connect regular retailer interaction with standardised records and explicit follow-up, while measuring visits, projections, programme participation, orders and billed sales separately. Stronger data capture would allow future research to examine whether engagement and stock-planning practices are associated with improved commercial outcomes. Until such records are available, conclusions should remain limited to the field processes and experiences documented during this internship.

10. References

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Tables

Tables 1–3 and the recommendation matrix are embedded in the relevant sections above. They use only values or qualitative information reported in the original OJT document. The 17-outlet Pune dataset and its conversion statistics from the structural reference paper have deliberately not been incorporated.

Figures / Figure Suggestions

Figure 1. Conceptual FMCG distribution pathway: ITC/manufacturer → distribution partner → retailer → consumer.

Figure 2. Retail sales execution cycle: route planning → outlet visit → stock and availability check → retailer requirement discussion → product/scheme communication → stock projection/order discussion → record response → follow-up.

Figure 3. Reported field activity indicators: 1,200 outlets visited; 25 average outlets covered per day; 12 retailers providing stock projection; 10 retailers engaged with PACE. Use a bar chart only with clear labels that these are different measures and not a common funnel.

Figure 4. Retailer information-to-action loop: retailer interaction → stock/requirement record → distributor coordination → next visit/follow-up → outcome recording.

No conversion, revenue, product-wise sales or weekly-trend charts are generated because the source report does not provide the underlying detailed data required for those figures.

Items Requiring User Verification

Field location: the original OJT report identifies Nagpur, while the task instructions describe Pune/Pimpri-Chinchwad. This paper follows the original OJT report and does not use the reference paper's Pune data.

Project title: the title page and declaration use "A Study of Retailer Engagement, Stock Projection and Loyalty Program Promotion"; the user-provided variant contains spelling errors ("Retail Engagement, Stock PPYROJECTION"). The title used here is an academically edited version of the title in the source report.

Internship dates: the declaration records 18 May–17 July 2026. Verify against the organisation's certificate if a different period is official.

Organisation and location details: the report names ITC Limited and lists a Nagpur address in the executive summary; verify whether the address should be included in a publication.

Activity figures: verify 1,200 outlets, 25 average outlets/day, 12 stock projections, 10 PACE engagements, four stock-related issues and 20 feedback instances against the original field logs. The source labels the summary as a "Suggested Table for Stock Projection," so independent confirmation is advisable.

Author and academic details: the report names Ketan Shailendra Khandelwal, Indira University, School of Business, Prof. Roopesh Gupta and corporate mentor Nikhil Gaherwar. Confirm the required institutional affiliation format before submission.



Research Paper Quality Audit

Audit item	Status
Data verified against source report	Reported summary figures retained; no 17-outlet reference-paper figures imported.
Sections completed	Title, author information, abstract, keywords, introduction, literature review, gap, methodology, case context, results, discussion, recommendations, limitations, conclusion and references.
Tables created	Research indicators, activity summary, objective-wise evidence and recommendation matrix.
Research gap established	Bounded gap around integrating retailer interaction, stock projection, loyalty communication and field-execution records.
Limitations identified	Sample/frame, location mismatch, missing outlet-level outcomes, no causal inference and unverified summary figures.
Items requiring user verification	Location, dates, title, affiliation and reported activity figures listed above.