International Journal of Creative and Open Research in Engineering and Management
ISSN: 3108-1754 (Online)
Volume 02 Issue 11 November-2026 | Impact Factor: 3.5



A Study of Business Development Strategies for B2B Sales Growth at Sid's Farm Private Limited: A Field-Based Study of General Trade and Modern Trade in Pune

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How to Cite this Article:

Jadhav, R. A. (2026). A Study of Business Development Strategies for B2B Sales Growth at Sid's Farm Private Limited: A Field-Based Study of General Trade and Modern Trade in Pune. International Journal of Creative and Open Research in Engineering and Management, 02(11), 1-9. https://doi.org/10.55041/ijcope.v2i11.041

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https://doi.org/10.55041/ijcope.v2i11.041

Abstract

Purpose: This study examines how field-level business-development activities support business-to-business (B2B) sales growth for a premium dairy brand entering a competitive urban market. **Design/methodology/approach:** A descriptive–exploratory single-case design was used. Data were collected during an eight-week on-the-job placement (15 May–15 July 2026) at Sid's Farm Private Limited, Pune, through a survey of 70 General Trade outlets, a price comparison across 25 outlets, lead tracking, and a route-level delivery record covering 13 stores (12 June–1 July 2026), supplemented by company margin sheets and public-sector reports. Analysis relied on descriptive statistics and ratio analysis. **Findings:** Of the 70 outlets surveyed, 24 (34.3%) were onboarded and 13 hot leads (18.6%) were generated; sales of ₹1,00,000 were achieved against a ₹50,000 target. Amul was present in nearly all surveyed outlets and Mother Dairy in about 78.6%, while Sid's Farm was priced approximately 5–8% above Amul on selected products. In the route data, two low-priced SKUs (Sweet Lassi and Curd Pouch) accounted for 67.8% of units dispatched, Malai Paneer for 25.1% of MRP value, and five of 13 stores for 70.3% of MRP value. **Practical implications:** The findings support a basket strategy built on fast-moving entry SKUs and higher-margin value-added lines, supported by disciplined follow-up, point-of-sale visibility, sampling, outlet-wise tracking and demand-based stock planning. **Originality/value:** The paper offers an outlet- and SKU-level account of B2B channel development for a premium perishable brand in Indian General Trade, a setting with limited quantified field evidence.

Keywords: B2B sales; business development; General Trade; Modern Trade; dairy industry; retailer acquisition; India

1. Introduction

1.1 Background of the study

India is the world's largest milk producer, accounting for close to a quarter of global output. Production rose from 146.31 million tonnes in 2014–15 to 247.87 million tonnes in 2024–25, a compound annual growth rate of about 5.41% (Ministry of Fisheries, Animal Husbandry and Dairying [MoFAHD], 2025, 2026). Alongside this supply growth, demand is shifting towards branded, value-added and quality-assured products such as curd, paneer, ghee and fermented beverages. In such a market, converting production capacity into sales depends less on the product alone than on the commercial capability to put it in front of consumers, which in practice means business development and B2B selling to the retailers who control access to the shelf.

1.2 Industry and business context

Packaged dairy reaches consumers through direct-to-consumer subscriptions, quick-commerce and e-commerce platforms, institutional buyers, and two brick-and-mortar channels: General Trade (independent kirana stores, dairy shops and local supermarkets) and Modern Trade (organised supermarkets and premium grocery chains). The channels differ in order patterns, shelf space, payment practice and account management. Dairy adds a further constraint: short



shelf life makes cold-chain integrity, delivery frequency and stock rotation part of the sales proposition itself. Retailers weigh margin, expiry risk and supplier reliability before listing a new brand, while incumbents such as Amul, Mother Dairy, Gokul and Chitale Bandhu benefit from high consumer recall and entrenched retailer relationships.

1.3 Company context

Sid's Farm Private Limited, founded in 2013 and headquartered in Hyderabad, is a privately held premium dairy company operating in Hyderabad, Bengaluru, Pune and Vijayawada. Its portfolio spans milk (cow, buffalo, toned and A2), curd, paneer, butter, ghee, buttermilk and lassi. Company communication emphasises freshness, daily quality testing and a preservative-free, antibiotic-free positioning (Sid's Farm, 2026). Besides direct delivery through its app and website, the company supplies General Trade outlets and Modern Trade accounts in Pune.

1.4 Research problem

A premium entrant in Pune's dairy market faces several interlinked problems: retailer caution towards an unfamiliar brand; limited shelf and refrigerator space; a price premium over mass-market brands; thin retailer margins on milk; expiry and return risk; and a short credit cycle that demands collection discipline. The central question is how field business-development activity can convert a favourable quality perception into wider distribution, repeat orders and sales.

1.5 Purpose of the study

The study aims to understand how business-development activities and channel strategies can support B2B sales growth at Sid's Farm in Pune.

1.6 Research objectives

1. To study the B2B sales and business-development process at Sid's Farm.
2. To analyse the contribution of General Trade and Modern Trade to sales growth.
3. To examine retailer preferences, margins and purchasing behaviour.
4. To analyse competitor presence and market opportunities.
5. To identify key challenges in retailer acquisition and distribution.
6. To recommend strategies for improving B2B sales and market penetration.

2. Literature Review

2.1 Business development and B2B sales

Business development is commonly framed as identifying opportunities, acquiring customers and expanding revenue from existing accounts (Kotler & Keller, 2016). In B2B settings, selling unfolds in stages (prospecting, pre-approach, approach, need identification, presentation, objection handling, closing and follow-up), and the relationship-oriented later stages have grown in importance relative to persuasion at the first meeting (Moncrief & Marshall, 2005). Buyers are commercial actors assessing economic value, risk and supplier reliability, not only product appeal.

2.2 General Trade and Modern Trade channel management

Channel theory treats distribution as the design and management of flows of product, information, payment and promotion between producer and consumer, with roles allocated according to the service outputs customers demand and the cost of delivering them (Coughlan et al., 2006). General Trade offers proximity, breadth and relationship-based selling; Modern Trade offers visibility and structured account management. For perishables, service-output requirements such as delivery frequency, lot size and freshness are especially demanding.

2.3 Retailer relationship management

The commitment–trust theory holds that trust and commitment drive cooperative behaviour between exchange partners (Morgan & Hunt, 1994). Buyer–seller relationships are described as progressing through awareness, exploration, expansion and commitment (Dwyer et al., 1987), and working partnerships depend on communication,



trust and cooperation (Anderson & Narus, 1990). In kirana retail, where owners rely on known representatives, these relational mechanisms are likely to matter at least as much as formal contracts.

2.4 Distribution and supply chain in the dairy industry

Public-sector reporting describes the dairy chain as procurement, chilling, processing, distribution and retail, with cold-chain and processing investment a policy priority (MoFAHD, 2025; National Dairy Development Board [NDDB], 2025). For the marketer, this makes freshness an operational outcome: order quantities must match retailer offtake, or expiry and Return to Vendor (RTV) follow. To the author's knowledge, quantified outlet-level evidence on stock rotation and returns in Indian General Trade dairy is scarce.

2.5 Product pricing, retailer margins and trade promotion

Retailer margins and trade promotions create "push", motivating listing, display and recommendation, whereas consumer promotion creates "pull" (Blattberg & Neslin, 1990; Kotler & Keller, 2016). Pricing at a premium to leaders, as Sid's Farm does, raises the importance of explaining value to both retailer and shopper, consistent with the logic of differentiation rather than head-on price competition (Porter, 1980).

2.6 Consumer behaviour and product sampling

Dairy quality attributes such as taste and freshness are experience attributes that consumers cannot fully judge before purchase. Sampling reduces this uncertainty and can raise trial and subsequent purchase, although its effects vary over time (Heiman et al., 2001). Sampling also gives retailers evidence of consumer response.

2.7 Research gap

Existing work explains B2B selling, channel management and relationship marketing in general terms. Few studies document how these elements combine in practice for a premium, perishable brand in Indian General Trade at outlet and SKU level. This paper addresses that gap through the Sid's Farm case.

3. Research Methodology

3.1 Research design

The study is descriptive and exploratory, using a single embedded case with multiple units of analysis (outlets, SKUs, deliveries), in line with case-study guidance (Eisenhardt, 1989; Yin, 2018). The author participated in field operations as a Sales, Marketing and Business Development intern.

3.2 Research area

Fieldwork covered Kothrud, Sinhagad Road, Kharadi, Hadapsar, Camp and Shivaji Nagar in Pune; Wanowrie and Viman Nagar were scouted as prospective markets. The route-level delivery record relates to the Kothrud–Sinhagad Road zone.

3.3 Sources of data

Primary data comprised outlet visits, retailer interactions, market observation, lead tracking, sampling activity, delivery and collection records. Secondary data comprised the company's retailer margin and price sheet, company website information, and government dairy-sector reports and press releases.

3.4 Sampling method

Outlets were selected through convenience and judgement-based sampling (Etikan et al., 2016), guided by accessibility, outlet type and likely fit with the product range. Findings are therefore indicative rather than statistically generalisable.



3.5 Sample size

The sample comprised 70 General Trade outlets (kirana stores, dairy outlets, local supermarkets, mini-markets and premium grocery stores); a price comparison across 25 outlets; and a delivery record of 13 stores and 33 delivery entries.

3.6 Data collection procedure

The procedure followed the sequence: market mapping, outlet survey, competitor mapping, retailer pitching, lead generation, follow-up, onboarding, sales support, collection and RTV monitoring, and weekly review. Pitches were tailored to outlet type, with small stores offered fast-moving products and premium outlets a wider range.

3.7 Tools for data analysis

Structured formats recorded outlet, lead, sales, margin, collection/RTV and weekly-review data, and were analysed in Excel using descriptive statistics and ratios: onboarding rate = onboarded stores ÷ outlets surveyed; hot-lead rate = hot leads ÷ outlets surveyed; and share of units or MRP value = SKU or store total ÷ route total.

3.8 Limitations of methodology

Geographic coverage and duration were limited, company-wide financial data were not accessible, and the author was both participant and observer. To limit bias, results are reported as counts and ratios from structured records, and MRP value is kept distinct from realised revenue.

4. Case and Company Context

4.1 Overview of Sid's Farm Private Limited

Sid's Farm is a growth-phase business. In FY 2024–25 it reported operating revenue of approximately ₹168 crore against ₹122 crore in FY 2023–24 (about 38% growth), alongside a net loss of approximately ₹27 crore [add source for company financials before submission]. Efficient channel development therefore matters for improving unit economics as well as volume.

4.2 Product portfolio

The range includes milk, curd, paneer, butter, ghee, lassi and buttermilk. Retailer margins differ sharply by category (Table 1), which shapes retailer motivation and basket strategy.

Table 1. Retailer margin structure of representative SKUs

SKU	MRP (₹)	Retailer margin	Retailer gross margin per unit (₹)
Cow Milk 500 ml	44	6%	2.64
Natural Curd 450 ml	55	20%	11.00
Sweet Lassi 200 ml	30	20%	6.00
Buttermilk Cup 200 ml	20	20%	4.00
Malai Paneer 200 g	140	20%	28.00
Cow Ghee 350 g	560	25%	140.00

Note. Milk variants carry margins of approximately 5.8–8% across the range (Buffalo 5.8%, Cow 6%, A2 7%, Toned 8%). Source: company retailer margin sheet.



4.3 Business model and distribution network

Sid's Farm combines direct-to-consumer delivery with General Trade, Modern Trade, online grocery and selected quick-commerce channels. In Pune, B2B growth relied on field teams for outlet acquisition, delivery coordination and collection, with payment due on the next delivery.

4.4 General Trade market in Pune

General Trade outlets provide neighbourhood availability and frequent repeat purchases of milk, curd, lassi and buttermilk. They require regular visits because owners list a new brand only after gaining confidence in quality and delivery reliability.

4.5 Modern Trade accounts

Modern Trade exposure included Dorabjee, Food Junction, Nature's Basket and Food Zone. These accounts offer premium visibility and structured processes. Account-wise sales values were not available, so their contribution is assessed qualitatively.

4.6 Competitive landscape

Amul is the dominant organised-sector brand with near-universal retail presence; Mother Dairy is strong in curd and paneer; Gokul is a Maharashtra cooperative perceived as value for money; and Chitale Bandhu is a regional premium brand with strong Pune loyalty. Local dairies add further competition.

4.7 Role of B2B business development in market expansion

Business development links the company's quality proposition to retail availability by identifying outlets, presenting margin and quality benefits, handling objections, securing first orders and sustaining repeat business through service, collection and stock management.

5. Results and Data Analysis

5.1 General Trade market survey and competitor analysis

Table 2 summarises brand presence across the 70 surveyed outlets.

Table 2. Brand presence in surveyed General Trade outlets (n = 70)

Brand	Outlets	Presence
Amul	Nearly all	Near-universal
Mother Dairy	About 55	78.6%
Gokul	About 40	57.1%
Chitale Bandhu	About 30	42.9%
Sid's Farm	24	34.3%

Note. Competitor counts are approximate survey counts. The Sid's Farm figure is the number of outlets onboarded through the study, so it reflects coverage achieved rather than pre-existing presence.

Amul was treated by retailers as the default dairy brand, Mother Dairy was strong in curd and paneer, Chitale Bandhu was seen as a premium regional brand and Gokul as value for money. Retailers and consumers described Sid's Farm as fresh, premium and healthier, but low familiarity limited spontaneous demand. A price comparison across 25 outlets (milk, curd, paneer, ghee and lassi) showed Sid's Farm priced approximately 5–8% above Amul on selected products.



5.2 Retailer acquisition and lead generation

Table 3. Outlet survey, onboarding and lead outcomes by Week 8

Measure	Result
General Trade outlets surveyed	70
Price-comparison outlets	25
Stores onboarded	24 (34.3% of surveyed)
Hot leads generated	13 (18.6% of surveyed)
New markets scouted	Wanowrie, Viman Nagar

Onboarding rate = 24 ÷ 70 × 100 = 34.3%; hot-lead rate = 13 ÷ 70 × 100 = 18.6%. Few retailers agreed at the first visit; repeated visits, product explanation and delivery assurance were generally needed. If hot leads were distinct from onboarded stores, at most 37 of 70 outlets (52.9%) were either active accounts or in the advanced pipeline; the records do not confirm whether the two groups overlap.

5.3 Sales target achievement

Table 4. Sales target and achievement

Measure	Value
Assigned sales target	₹50,000
Sales achieved	₹1,00,000
Sales above target	₹50,000
Target achievement	200%
Daily sales during active field operations	₹6,000–7,000 (average about ₹6,500)

The target applied to the internship territory and activities, not to company-wide sales.

5.4 Product-wise sales and retailer margin analysis

Table 5. SKU-wise sales in the route record (12 June–1 July 2026)

SKU	Units	Share of units	MRP value (₹)	Share of MRP value	Retailer margin
Sweet Lassi 200 ml	255	38.9%	7,650	29.1%	20%
Curd Pouch 180 ml	190	29.0%	3,800	14.5%	20%
Buttermilk Cup 200 ml	83	12.7%	1,660	6.3%	20%
Malai Paneer 200 g	47	7.2%	6,580	25.1%	20%
Cow Cup Curd 400 g	34	5.2%	2,550	9.7%	20%
Natural Curd 450 ml	30	4.6%	1,650	6.3%	20%
Cow Salted Butter	10	1.5%	900	3.4%	not documented
Tub Curd 1 kg	3	0.5%	405	1.5%	20%



SKU	Units	Share of units	MRP value (₹)	Share of MRP value	Retailer margin
Cow Milk 5 L	2	0.3%	880	3.4%	not documented
Buffalo Cup Curd 400 g	2	0.3%	170	0.6%	20%
Total	**656**	**100%**	**26,245**	**100%**	

Note. Shares may not sum exactly to 100% because of rounding.

Sweet Lassi and Curd Pouch together accounted for 445 of 656 units (67.8%), so low-priced, frequently consumed products carried unit volume. Malai Paneer generated 25.1% of MRP value from 7.2% of units, and Sweet Lassi plus Malai Paneer together generated ₹14,230, or 54.2% of value. SKUs carrying the documented 20% margin accounted for ₹24,465 (93.2%) of dispatched MRP value; applying the margin to these lines gives an indicative retailer gross margin of about ₹4,893 before schemes (derived by the author). No ghee, the highest-margin line at 25%, appears in the recorded dispatches.

5.5 Sales route and distribution analysis

Table 6. Route performance summary

Metric	Result
Period	12 June–1 July 2026
Stores served	13
Delivery entries	33
Units dispatched	656
MRP value of dispatched units	₹26,245
Average units per delivery	19.9
Average MRP value per delivery	₹795
Average units per store	50.5
Average MRP value per store	₹2,019

Table 7. Store-wise deliveries, units and MRP value

Store (names withheld)	Deliveries	Units	MRP value (₹)	Share of value
Store A	4	130	7,485	28.5%
Store B	3	82	3,810	14.5%
Store C	2	45	2,670	10.2%
Store D	5	105	2,600	9.9%
Store E	4	65	1,890	7.2%
Store F	2	14	1,570	6.0%
Store G	3	42	1,390	5.3%
Store H	3	65	1,360	5.2%



Store (names withheld)	Deliveries	Units	MRP value (₹)	Share of value
Store I	2	17	820	3.1%
Store J	1	17	780	3.0%
Store K	2	33	720	2.7%
Store L	1	24	700	2.7%
Store M	1	17	450	1.7%
Total	**33**	**656**	**26,245**	**100%**

Sales were concentrated: the top five stores contributed ₹18,455 (70.3% of value), and Store A alone contributed 28.5%. Repeat ordering was visible: ten of 13 stores (76.9%) recorded two or more deliveries in the 20-day window, and the six stores with three or more deliveries accounted for 22 of 33 entries (66.7%). Store D had the most deliveries (five) but only about ₹520 per delivery, against about ₹1,871 for Store A.

The ₹26,245 figure is the MRP value of dispatched products, not realised revenue. Schemes such as 10+1, 15+1 and 20+2 (one free unit for every 11, 16 and 11 units respectively, if free units are counted in dispatches), returns and payment adjustments would all reduce realised revenue. The ₹5,600 of collections recorded relates to the documented collection period and is not comparable with route MRP value. The ₹1,00,000 sales figure and the route record are separate datasets and are not reconciled in this paper.

5.6 General Trade and Modern Trade comparison

Table 8. Comparison of General Trade and Modern Trade

Dimension	General Trade	Modern Trade
Main contribution	Local availability and frequent repeat purchase	Premium visibility and organised-retail exposure
Suitable entry range	Fast-moving, low-risk SKUs (milk, curd pouch, lassi, buttermilk)	Wider range including cup curd, paneer, butter and ghee
Retailer requirements	Margin, confidence in quality and delivery, low expiry risk	Consistent supply, shelf placement, correct billing, documentation
Account management	Relationship-based, frequent visits	Structured, account-wise follow-up and stock rotation
Evidence in this study	Quantified (70 outlets, 24 onboarded, route data)	Qualitative only; no account-wise sales data

5.7 Key retailer challenges and market opportunities

Table 9. Challenges, responses and opportunities

Challenge	Response during the study	Opportunity
Retailer hesitation	Regular follow-up, tailored pitch	Referral networks
Competitor shelf strength	Differentiation, sampling	Shelf-talkers, fridge branding
Premium pricing	Quality and freshness communication	Sampling, bundled offers



Challenge	Response during the study	Opportunity
Thin milk margins	Balanced product basket	Cross-selling higher-margin lines
Expiry and RTV	Stock monitoring, demand-based ordering	Small initial orders scaled with offtake
Collections	Payment tracking	Account-wise dashboard
Delivery and routing	Warehouse coordination, zone-wise scheduling	Route-based outlet clustering

6. Discussion

6.1 Retailer acquisition and B2B sales growth

Converting about one in three surveyed outlets, alongside sales of twice the assigned target, is consistent with the view that distribution precedes demand for a lesser-known brand. The design does not allow causal attribution, since sales figures are not broken down by onboarded outlet, but the route data show that onboarded stores did reorder.

6.2 Importance of retailer relationships and follow-up

The need for repeated visits before listing, and the fact that most route stores received repeat deliveries, align with commitment–trust and relationship-development theory (Morgan & Hunt, 1994; Dwyer et al., 1987). Trust here was built through product explanation, delivery reliability and responsiveness to expiry and payment issues.

6.3 Role of product margins in retailer motivation

Milk earns retailers about 5.8–8%, while curd, paneer, lassi and buttermilk earn 20% and ghee 25%. In the route record, 20%-margin SKUs generated 93.2% of dispatched MRP value. Milk can still anchor footfall, but the commercial case for retailers rests on the wider basket, supporting a push strategy built on margin (Blattberg & Neslin, 1990). The absence of ghee from the recorded dispatches suggests an untested premium opportunity, although the data do not reveal why.

6.4 Distribution, delivery and product availability

Concentration of value in five stores shows that account quality matters as much as account count. Because of perishability, delivery cadence and order size directly affect expiry risk, so starting with small orders and scaling with offtake is a sound operating rule.

6.5 Competitive positioning of Sid's Farm

With Amul in nearly all outlets and Sid's Farm priced 5–8% above it, a price contest is unpromising. The fresh, premium perception supports a differentiation strategy (Porter, 1980), provided it is made visible at the point of sale.

6.6 Role of product sampling and consumer awareness

Sampling of Sweet Lassi, Buttermilk and Curd Pouch at high-footfall outlets was used to build trial and retailer confidence, in line with evidence that sampling reduces uncertainty about experience attributes (Heiman et al., 2001). Because sales were not compared before and after sampling, its effect remains unquantified. Visible physical evidence such as branded fridges and shelf-talkers can reinforce the quality message (Booms & Bitner, 1981).



7. Recommendations

1. **Strengthen General Trade distribution.** Cluster outlets by route, prioritise high-footfall and premium-leaning outlets, and enter with fast-moving SKUs.
2. **Expand retailer acquisition through referrals.** Ask satisfied retailers to introduce neighbouring outlets, supported by samples or modest incentives.
3. **Improve visibility and sampling.** Use shelf-talkers, fridge branding and weekend sampling, and compare sales before and after each activity.
4. **Develop bundling and cross-selling.** Pair entry SKUs such as Sweet Lassi and Curd Pouch with paneer and, in premium outlets, ghee.
5. **Strengthen relationship management.** Set a visit cadence by account value, with closer attention to the few outlets that generate most sales.
6. **Improve stock rotation, expiry and returns.** Begin with small orders, scale with observed offtake, and review expiry at each visit.
7. **Enhance collection monitoring.** Keep an outlet-wise ledger enforcing the next-delivery payment rule.
8. **Expand into new micro-markets.** Pilot Wanowrie and Viman Nagar with the survey–sample–referral approach before scaling.
9. **Build outlet-wise dashboards.** Track onboarding rate, repeat-order rate, value per delivery, RTV percentage and collection days.

8. Limitations of the Study

Geography. Coverage was limited to selected Pune areas, so findings do not represent Pune or India.

Duration. An eight-week placement limited observation of long-term repeat purchase and retention.

Sample and sampling. Convenience and judgement sampling of 70 outlets, with a 13-store route record, restricts statistical generalisation.

Data access. Company-wide financial and market-share data were unavailable; sales figures relate only to the internship territory; and MRP value differs from realised revenue.

Modern Trade and consumer data. Modern Trade evidence is qualitative, and consumer feedback came from field interactions and sampling, not a structured survey.

Market dynamics and researcher role. Competitor prices, schemes and shelf presence change over time, and the author was a participant-observer.

9. Conclusion and Future Research

9.1 Conclusion

This study shows how field-level business development supported B2B growth for a premium dairy brand in Pune. Surveying 70 outlets led to 24 onboarded stores and 13 hot leads, and sales reached ₹1,00,000 against a ₹50,000 target. Route data showed that low-priced products drove volume, paneer drove value, and a few stores generated most sales, while retailer margins and perishability shaped how the basket should be built. Sid's Farm's quality perception is an asset, but converting it into sustained growth requires wider distribution, visible point-of-sale communication, disciplined collections and demand-based stock planning.

9.2 Future research

Future work should use a larger and probabilistically drawn outlet sample, track outlets over a longer period for repeat-order analysis, obtain account-level Modern Trade data, measure realised revenue and returns, and test promotional effects, for example through before-and-after or matched-outlet designs.



Declarations

Conflict of interest. The author completed an internship at the company studied. [Confirm and state any other relationship.]

Permission and ethics. [Confirm that Sid's Farm has approved publication of the company data used; retailer names are withheld.]

Data availability. Aggregated data are reported in the tables; underlying internal records belong to the company.

Acknowledgements. [Add industry mentor, faculty guide and field colleagues as appropriate.]

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