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A Study of Retail Display Opportunities and B2B Sales Execution for ITC Personal Care Products in Nashik

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Abstract- This paper presents a field-based study of retail display opportunity identification and business-to-business (B2B) sales exe-cution for ITC Personal Care products in the general-trade market of Nashik, Maharashtra. The study is based on a 60-day On The Job Training (OJT) undertaken with ITC Limited, Personal Care Division, between 15 May 2026 and 15 July 2026, during which more than 200 outlet visits were carried out as part of a structured display-opportunity survey and day-to-day sales support. Outlets were assessed against an indicative sales-level criterion of INR 2,000, and eligible outlets were evaluated for display feasibility based on space, visibility and retailer willingness. Verified field data show that 155 visits across 17 unique outlets were recorded in the activity log, and that 12 of the 22 outlets surveyed for eligibility (54.5%) were above the threshold, of which 8 (36.4% of the surveyed outlets) were confirmed as genuine display opportunities. Product availability was highest for Vivel (90.9%) and lowest for Fiama (77.3%), with an average of 84.1% across four listed SKUs. Retailer feedback was dominated by interest in the display and cashback scheme, product availability, price and margin sensitivity, and competitor activity. The study concludes that the practical display opportunity is narrower than the eligible outlet base, and that availability, retailer economics, space and competitor presence are decisive execution factors for FMCG trade marketing.

Index Terms-Retail display, B2B sales, FMCG, Personal care, Trade marketing, Product availability, Retailer relationship management, General trade, ITC Limited, Nashik

I. Introduction

A. Background

The Fast Moving Consumer Goods (FMCG) sector is regarded as one of the largest sectors of the Indian economy, and house-hold and personal care products account for roughly half of overall FMCG sales owing to their high purchase frequency and near-universal household penetration [1, 2]. The sector is char-acterised by low-unit-value products that move quickly from the manufacturer to the consumer through an extensive distribution and retail network. Growth is supported by rising per-capita incomes, increasing rural penetration, premiumisation and the rapid expansion of digital and quick-commerce channels, even as general trade remains the primary route through which prod-ucts physically reach consumers.

The personal care segment, covering bathing and cleansing products, skin care, hair care, deodorants, oral care and groom-ing, is marked by intense brand competition, frequent product launches and high promotional intensity. In such an environment, a strong brand portfolio alone does not guarantee sales: the product must be available at the right outlet, visible on the shelf and supported by an effective retailer relationship.

B. Problem Statement and Need for the Study

ITC Limited is a diversified Indian conglomerate whose Personal Care business competes through brands such as Engage, Fiama, Vivel, Superia and Savlon against established players including Hindustan Unilever, Godrej Consumer Products and Dabur [3]. In general trade, a retailer's decision to stock or promote a brand is shaped by expected demand, margin, stock movement, promotional support and ease of replenishment. Companies therefore rely on structured trade-marketing programmes to convert brand-level strategy into outlet-level visibility. However, limited published evidence is available on how such programmes work at the level of an individual outlet in a Tier-2 market, and on how factors such as product availability, retailer economics and physical space limit the conversion of eligible outlets into actual display placements. This gap motivates the present study.

C. The Display Opportunity Programme

This paper focuses on a criteria-based retail display opportunity survey combined with B2B sales support for ITC Personal Care products in Nashik. Outlets with an approximate sales level above INR 2,000 were assessed for display suitability. For outlets where a display was implemented, the company assigned a one-month sales target linked to the displayed products, and retailers achieving the target were entitled to a cashback incentive of INR 500.

D. Scope of the Study

The study is confined to ITC Personal Care sales and display activity in the Nashik market during the 60-day OJT period from 15 May 2026 to 15 July 2026. It covers general-trade retail activity, retailer interaction, display opportunity assessment, B2B sales support, product availability and stock checks, order-support activity, demand observation and retailer feedback. ITC's non-Personal-Care divisions such as cigarettes, agri-business, paperboards and packaging and hotels were not part of the assigned field work and are outside the scope.



E. Objectives

The objectives of the study are:

1. To study retail display opportunities for ITC Personal Care products across selected retail outlets in Nashik using the company's sales-level eligibility criterion.
2. To understand and analyse the B2B sales execution activities carried out during the OJT, including retailer requirement assessment, product availability checks and order support.
3. To analyse retailer requirements, product availability, existing display conditions and observed customer demand across the outlets visited.

F. Organisation of the Paper

Section II reviews the relevant literature and theory. Section III gives an overview of the FMCG and personal care sector and of ITC Limited. Section IV describes the materials and methods. Section V presents the results and discussion. Sections VI to VIII cover field challenges, recommendations and practical applications. Section IX states the limitations, Section X summarises the key learnings, and Sections XI and XII present the future scope and conclusion.

II. Literature Review

A. Trade Marketing

Trade marketing refers to marketing activity directed at channel intermediaries such as distributors, wholesalers and retailers, rather than at the end consumer, with the objective of improving availability, visibility and movement of products through the channel. Kumar et al. analysed the determinants of retail pass-through and the effectiveness of trade promotions in influencing retailer behaviour [4]. The display opportunity survey examined here is a direct field-level application of trade marketing: it uses a defined sales criterion to identify outlets where a display investment is likely to be effective, and a retailer-facing incentive to secure cooperation.

B. Push Strategy

A push strategy relies on manufacturer and distributor effort to move product through the channel toward the consumer, typically using trade incentives, retailer training and in-store merchandising support, as opposed to a pull strategy that relies mainly on consumer-facing advertising [5]. The display scheme and its INR 500 cashback incentive represent a push tool, since they use outlet-level incentives to secure display space and retailer commitment.

C. B2B Selling

B2B selling theory emphasises relationship-building, needs assessment and value-based negotiation as distinct from transactional consumer selling. In the context of this study, it is reflected in the interaction with retailers: understanding their stock position, sales pattern and requirements, and positioning a display or product range as a solution to a retailer's specific situation rather than as a generic pitch.

D. Channel Management

Channel management addresses how a company structures, motivates and controls its distribution intermediaries to achieve coverage and availability objectives efficiently [6]. In Indian general trade, this is operationalised through beat-based coverage of retail outlets by field sales personnel, supported by distributors who replenish stock. The beat structure followed in the internship is a practical illustration of this theory.

E. Retail Merchandising, Display and Visibility

Retail merchandising covers product placement, shelf facing, point-of-sale display and visual merchandising used to influence purchase behaviour [7]. Visibility theory holds that the likelihood of a product being noticed and purchased increases with its prominence, placement and facing at the point of sale, independent of underlying consumer demand. This underpins the logic of the display survey: identifying outlets where improved visibility is likely to translate into incremental sales.

F. Product Availability and Stock Management

Availability theory in FMCG marketing states that strong consumer demand cannot convert into a sale if the product is absent, insufficient or near expiry at the point of purchase. Stock-outs, delayed ordering and near-expiry stock observed in the field therefore directly illustrate this principle, and make stock rotation on a first-in-first-out basis an important part of retailer support.

G. Retailer Relationship Management

Retailer relationship management extends customer relationship management principles to the retailer as a channel customer, emphasising trust, consistent service, responsiveness and long-term value over one-off transactions [8]. Repeated outlet visits and follow-up on retailer requirements reflect this principle in practice.

H. Research Gap

Existing literature explains trade promotions, channel structures and merchandising in general terms, but offers limited outlet-level evidence on how a threshold-based display scheme performs in a real Tier-2 general-trade market. This study addresses that gap by documenting eligibility, availability and retailer feedback across surveyed outlets in Nashik.

III. Sector and Company Overview

A. Indian FMCG and Personal Care Sector

The FMCG sector is broadly divided into household and personal care, food and beverages, and healthcare, and is generally regarded as the fourth-largest sector of the Indian economy [1]. Industry estimates place the revenue of the sector well above INR 5 lakh crore in FY25, with growth for FY26 expected in the range of roughly 6–8 percent, aided by stable rural demand and



a gradual recovery in urban consumption [2]. The Indian personal care and cosmetics market has been estimated at roughly USD 20–27 billion depending on source and year, with leading players including Hindustan Unilever, ITC, Godrej Consumer Products, Dabur, Marico, Colgate-Palmolive and a growing set of digital-first brands [9]. For field sales, the most relevant structural feature of the sector is the primacy of distribution and execution.

B. Competitive Intensity

Table I summarises the competitive forces in the personal care segment using Porter's Five Forces framework.

Table I. Porter's Five Forces: FMCG Personal Care

Force	Level	Key Reason
Threat of new entrants	Moderate	Distribution barriers, but D2C brands enter online
Supplier power	Low–Mod.	Scale of large players; input-cost volatility
Buyer power (retailers)	High	Retailers choose brands for shelf space
Threat of substitutes	Mod.–High	Private labels, regional and natural brands
Competitive rivalry	High	Price, promotions and trade schemes

C. PESTEL Environment

Table II outlines the macro-environment of the sector.

Table II. PESTEL Analysis of the Sector

Factor	Relevance
Political	Manufacturing incentives, FDI approval; GST affects retail pricing
Economic	Rising incomes, urbanisation, premiumisation; inflation affects margins
Social	Growing focus on grooming, hygiene and wellness
Technological	AI, analytics and digital advertising reshape engagement
Environmental	Focus on sustainable and bio-based packaging
Legal	Labelling, packaging, advertising-claims and consumer-protection rules

D. ITC Limited: Profile

ITC Limited, established in 1910 and headquartered in Kolkata, is a diversified conglomerate with a presence in FMCG (cigarettes and FMCG-others including personal care), agri-business, paperboards and packaging, and information technology, following the demerger of its hotels business into ITC Hotels Limited in 2025 [3]. It is listed on the NSE and BSE and is led by Chairman and Managing Director Sanjiv Puri. The company reported total assets of about INR 88,090 crore and total equity of about INR 70,397 crore for FY2025, with around 22,000 permanent employees.

E. ITC Financial Performance

Table III presents the recent consolidated results as compiled in the source material from ITC's published quarterly filings [10]. FY2025 reported profit includes a one-time gain of about INR 14,653 crore from the hotels demerger, so underlying growth was more modest. In Q1 FY2026-27, which overlaps the OJT period, FMCG business revenue grew about 12% year on year even as consolidated profit dipped on cost pressures from crude-linked inputs. This shows why on-ground execution of availability and visibility remains a priority while the company manages cost headwinds.

Table III. ITC Recent Consolidated Performance (INR crore, approx.)

Period	Revenue	Net Profit
FY 2024-25	80,943	34,747 (incl. one-time gain)
Q1 FY 2025-26	23,129	5,244–5,343
FY 2025-26	92,339 (total income)	21,018
Q1 FY 2026-27	29,523 (up 27.6%)	4,394 (down 16%)

F. Personal Care Portfolio

ITC's personal care portfolio spans soaps and bathing (Fiama, Vivel, Superia), shower care, hygiene and hand care (Savlon), fragrances and deodorants (Engage), and related FMCG categories such as incense (Mangaldeep) and matches (AIM). Table IV links each category to its field relevance. During the internship, Shower Gel and Engage Perfume were among the products specifically encountered in field work.

Table IV. ITC Personal Care Portfolio and Field Relevance

Category	Brands	Field Relevance
Bathing / soaps	Fiama, Vivel, Superia	Shelf visibility and availability drive conversion
Shower care	Fiama Shower Gel	Pack visibility and range availability
Fragrance / deodorant	Engage	Variant availability and retailer recommendation
Hygiene / hand care	Savlon	Recurring demand needs replenishment

G. Competitors and SWOT

ITC competes with Hindustan Unilever (Lux, Dove, Lifebuoy, Rexona), Godrej Consumer Products (Cinthol, Godrej No.1), Dabur, Wipro Consumer Care and Nivea India. As comparable SKU-level market-share figures are not consistently published, competitive strength is assessed through observable dimensions such as portfolio breadth, visibility, trade support, availability and retailer acceptance. Table V summarises the SWOT analysis of ITC Personal Care at the field level.

Table V. SWOT Analysis of ITC Personal Care

Dimension	Key Points
Strengths	Corporate scale; pan-India distribution; growing brand portfolio; structured trade programmes
Weaknesses	Broad portfolio complexity; localised availability gaps; competition for shelf space; uneven execution
Opportunities	Criteria-based outlet prioritisation; rural and Tier 2/3 premiumisation; deeper retailer engagement; better stock rotation
Threats	Competitor trade schemes; stock-outs; input-cost pressure; digital-first brands



IV. Materials and Methods

A. Study Setting and Products

The study was conducted in the Nashik market during the OJT period from 15 May 2026 to 15 July 2026 in the role of Sales Intern with ITC Limited, Personal Care Division. The products encountered in field work included:

- **Shower Gel:** format-led shower-care product depending on pack visibility and range availability.
- **Engage Perfume:** fragrance and deodorant product influenced by variant availability and retailer recommendation.
- **Fiama and Vivel:** bathing and soap categories with high-frequency demand in general trade.

B. Field Process

Field activity was planned on a beat/route basis, and each outlet visit served both the display survey and routine sales support. The process comprised:

1. **Outlet visit:** greeting, introduction of the visit purpose and understanding of the outlet's stock and sales situation.
2. **Availability check:** verification of the assigned SKUs against the outlet stock, along with near-expiry observation.
3. **Eligibility assessment:** comparison of the outlet's approximate sales level with the INR 2,000 criterion.
4. **Display assessment:** for eligible outlets, evaluation of available space, visibility and retailer willingness.
5. **Target and incentive:** one-month sales target for implemented displays, with INR 500 cashback on achievement.
6. **Recording:** entry of observations in a structured survey format and a daily activity log, consolidated fortnightly.

C. B2B Sales and Retailer Interaction

The B2B sales process combined relationship-building with practical sales support: understanding retailer requirements, discussing order needs, sharing relevant scheme information and supporting order-related activity. Retailer interaction was structured around active listening, clear communication of product and scheme information, and professional closure of each visit with follow-up planned where necessary.

D. Sampling Plan

A non-probability, purposive sampling technique was used because outlets were selected from the company-assigned beat and route plan. The sampling frame comprised general-trade retail outlets within the assigned Nashik beat, and the sampling unit was an individual outlet. More than 200 outlet visits were undertaken during the internship; the verified activity log used for analysis records 155 visits across 17 unique outlets, and 22 outlets were assessed for display eligibility and product availability.

E. Data Collection and Analysis

Data were captured using a structured survey format recording approximate sales level, eligibility status, existing display, product availability, near-expiry stock, order status, retailer requirement, feedback and follow-up status. Field data were entered in a daily activity log and consolidated fortnightly into progress reports shared with the academic mentor. Rates were computed as simple proportions of the outlets surveyed.

F. Ethical and Confidentiality Considerations

Retailer names, contact details and commercially sensitive scheme information were treated as confidential, and data are presented only in aggregated or anonymised form. Company scheme documents remain the property of ITC Limited and are not reproduced.

V. Results and Discussion

A. Outlet Visit Coverage

Table VI summarises the period-wise visits recorded in the activity log. The first fortnight was devoted to induction, product training and familiarisation, after which visit activity was consistent, peaking in Weeks 5–6 with 55 visits (Fig. 1).

Table VI. Outlet Visit Coverage (Period-wise)

Period	Visits	Unique Outlets
15–31 May 2026	0	0
1–15 June 2026	50	6
16–30 June 2026	55	6
1–15 July 2026	50	5
Total	**155**	**17**

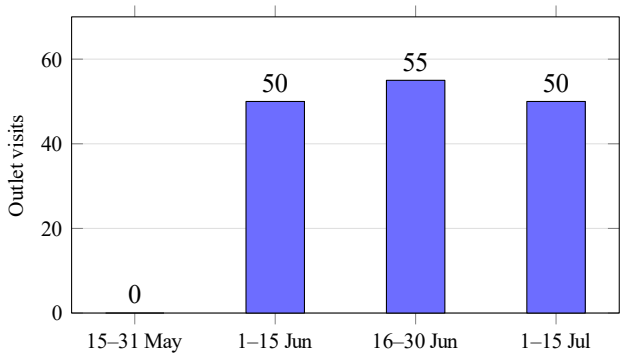


Figure 1. Outlet visits by period.

B. Display Eligibility Analysis

Table VII presents the eligibility outcome for the 22 outlets surveyed. Twelve outlets (54.5%) were above the INR 2,000 threshold and ten (45.5%) were below. Of the twelve eligible outlets, eight (36.4% of all surveyed outlets) were confirmed as display opportunities, while four (18.2%) could not be converted owing to lack of space or retailer willingness. The result shows that the practical display opportunity is narrower than the sales-eligible base. Sales performance alone therefore does not guarantee display feasibility; physical space and retailer commitment act as a second filter, and one in three eligible outlets could not be converted.

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Table VII. Display Eligibility Analysis

Category	Outlets	% of 22
Above INR 2,000 threshold	12	54.5
Below INR 2,000 threshold	10	45.5
Eligible, display confirmed	8	36.4
Eligible, no space/willingness	4	18.2

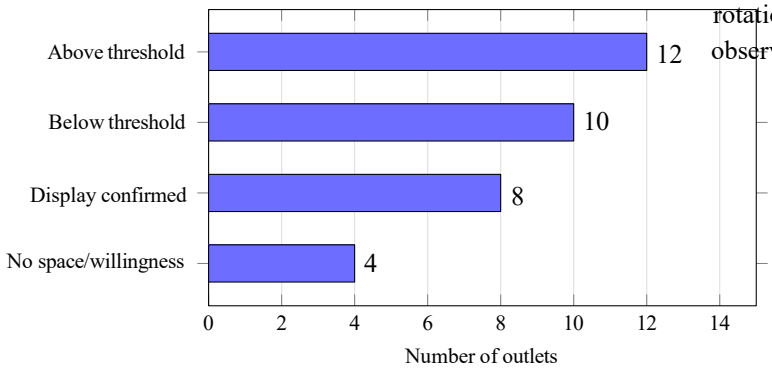


Figure 2. Display eligibility analysis of 22 surveyed outlets.

C. Product Availability

Product availability at the time of visit is reported in Table VIII and Fig. 3. Vivel recorded the highest availability (90.9%), followed by Engage Perfume (86.4%), Shower Gel (81.8%) and Fiama (77.3%). Of 88 product observations, 74 found the product available, giving an average availability of 84.1%. The 15.9% gap represents potential lost sales irrespective of consumer demand.

Table VIII. Product-wise Availability Observation (22 outlets)

Product	Available	Out of Stock	Rate (%)
Shower Gel	18	4	81.8
Engage Perfume	19	3	86.4
Fiama	17	5	77.3
Vivel	20	2	90.9

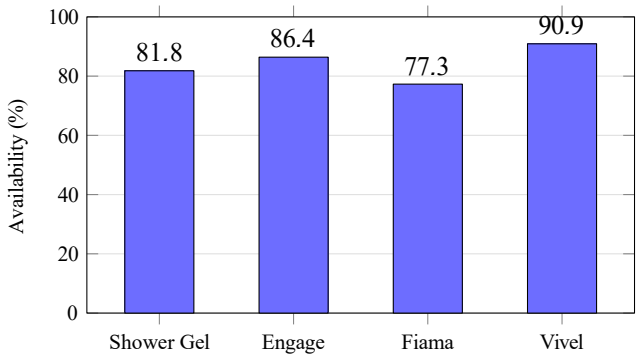


Figure 3. Product availability rate by SKU.

D. Retailer Feedback Themes

Retailer feedback was classified into recurring themes (Table IX and Fig. 4). Interest in the display and cashback scheme was the most frequent theme (10 outlets), indicating that the incentive is attractive to retailers. This was followed by product availability or stock-outs (8), price and margin sensitivity (7) and competitor presence or promotion (6). Delayed ordering and limited retail space were each reported by 5 outlets. Near-expiry and stock-rotation concern (3 outlets) was treated as an individual or field observation rather than a common theme.

Table IX. Retailer Feedback Theme Analysis

Theme	Outlets	Category
Interest in display/cashback	10	Common
Availability / stock-outs	8	Common
Price / margin sensitivity	7	Common
Competitor presence	6	Common
Delayed ordering	5	Common
Limited space for display	5	Common
Near-expiry / stock rotation	3	Individual/Field

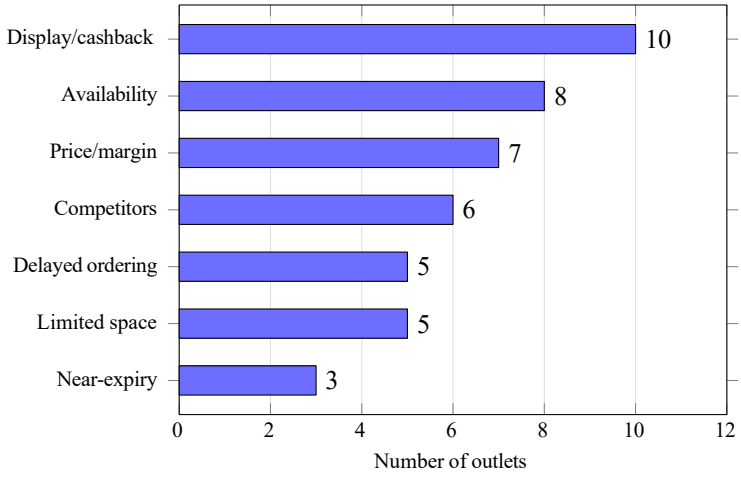


Figure 4. Retailer feedback themes (number of outlets).

E. Calculated Rates

Table X consolidates the calculated rates. The threshold eligibility rate is 54.5% and the confirmed display-opportunity rate is 36.4%, meaning that about two-thirds of the eligible outlets were converted into display opportunities. The average availability across the four SKUs is 84.1%.

Table X. Calculated Rates

Rate	Basis	Result
Threshold eligibility	12 above INR 2,000 / 22 surveyed	54.5%
Display opportunity	8 confirmed / 22 surveyed	36.4%
Average availability	74 available / 88 observations	84.1%
Target achievement	Verified count not available	Not calc.

F. Target Achievement and Cashback

A one-month sales target was assigned wherever a display arrangement was implemented, with a cashback of INR 500 on



achievement. The verified records do not include the target-achievement count, and the target amounts are outlet-specific; therefore no achievement rate is reported in this study, and the cashback effectiveness remains a subject for future verification.

G. Summary of Findings

The verified data indicate that (i) 155 visits were recorded across 17 unique outlets, with the highest volume in Weeks 5–6; (ii) 54.5% of the 22 surveyed outlets met the sales threshold but only 36.4% were confirmed as display opportunities; (iii) availability was strongest for Vivel and weakest for Fiama; and (iv) retailer interest in the display and cashback scheme was the most common feedback theme, followed by availability, margins and competitor activity. Together, these results link outlet coverage, eligibility, availability and feedback to the practical requirements of B2B sales execution and retail display management in Nashik.

H. Discussion and Implications for Trade Marketing

The results show that outlet-level display programmes operate as a sequence of filters rather than a single decision. The first filter is commercial: an outlet must meet the sales-level criterion, and 54.5% of the surveyed outlets did so. The second filter is physical and behavioural: the outlet must have usable space and a retailer willing to commit, and this removed one-third of the eligible outlets. A third filter operates after installation, since a display is effective only if stock is maintained and the one-month target is pursued by the retailer.

The availability results reinforce this view. Even the best-performing SKU, Vivel at 90.9%, was out of stock at two outlets, and Fiama was missing at five. For a retailer who has agreed to a display, a stock-out undermines both the display and confidence in the brand, and gives a competitor the opportunity to occupy the same space. The feedback themes point in the same direction: apart from interest in the scheme itself, the most common concerns (availability, margins, competitor activity, delayed ordering and space) relate to the supply and economics of the outlet rather than to consumer demand. Trade-marketing effort should therefore be judged not only by the number of displays placed but by the combined quality of availability, ordering discipline and retailer economics behind them.

From a theoretical perspective, the findings are consistent with push-strategy and availability theory: incentives can secure retailer interest, but conversion into sales depends on the channel's ability to keep the product present and visible. The study also supports the view that B2B selling in general trade is relationship-led, since hesitant retailers became more receptive after repeated and reliable follow-up.

VI. Field Challenges

Table XI summarises the principal challenges, the action taken and the learning drawn.

Table XI. Challenges, Actions and Learnings

Challenge	Action Taken	Learning
Product non-availability at some outlets	Noted stock-out, informed retailer of replenishment, flagged follow-up	Availability, not just demand, decides conversion
Delayed order placement	Followed up on pending orders during later visits	Consistent follow-up is essential
Near-expiry stock at slow outlets	Flagged stock to retailer and mentor	FIFO rotation protects trust
Limited time per outlet	Prioritised outlets using the structured format	Route planning affects data quality
Varied retailer receptiveness	Adapted the conversation to each outlet	Needs-based selling works better
Reluctance to share sales figures	Used observable proxies; built rapport over visits	Patience and rapport matter
Limited space for display	Suggested smaller-footprint displays	Feasibility depends on physical conditions

VII. Recommendations

Based on the findings, four recommendations are proposed.

1. **Data-based outlet prioritisation:** use the eligibility and display-opportunity rates to classify beats by opportunity density and direct field time to higher-opportunity segments first, improving return on limited field time.
2. **Display linked to guaranteed availability:** add a pre-display stock-check step so that a display is installed only where adequate stock is assured, protecting the display investment and retailer confidence.
3. **Structured follow-up for delayed orders:** extend the daily activity log to flag pending orders with a follow-up date reviewed at each fortnightly consolidation, shortening order-to-replenishment cycles.
4. **Stock-rotation support:** share simple FIFO guidance with retailers holding near-expiry stock at the time of the visit, reducing near-expiry incidents.

VIII. Applications and Practical Considerations

The findings are relevant for:

- Data-based outlet prioritisation, directing field time to beats with the highest display-opportunity rate.
- A pre-display stock check, so that a display is installed only where adequate stock is assured.
- A structured follow-up tracker for outlets with delayed orders, reviewed at each fortnightly consolidation.
- Stock-rotation (FIFO) guidance for retailers holding near-expiry stock.

Table XII. Recommendation Action Plan

#	Recommendation	Priority	Suggested Owner
1	Outlet prioritisation for display	High	Field Sales / Trade Marketing
2	Display linked to availability	High	Distribution / Supply Chain
3	Follow-up for delayed orders	High	Field Sales
4	Stock-rotation support	Medium	Field Sales / Retailer Support



These measures are directly derived from the observed availability gaps, delayed ordering and near-expiry concerns, and can be adopted by the field-sales and distribution teams as low-cost additions to the existing process.

IX. Limitations

The study has the following limitations.

- It is limited to the Nashik market and the assigned beat, so findings may not generalise to other cities or regions.
- The 60-day period gives a short-term snapshot and cannot capture seasonal or festival effects.
- Access to confidential data such as scheme terms, distributor margins and company-wide sales was limited.
- Retailer feedback is subjective and may be influenced by mood, relationship or immediate commercial interest.
- Visit counts differ from unique-outlet counts because of revisits, so the denominators used must be read carefully.
- Displays implemented late in the internship may have target windows extending beyond 15 July 2026, so final achievement outcomes could not be reported.
- Point-of-sale and billing data were not accessible, and monsoon timing or local festivals may have influenced footfall.

X. Key Learnings

The internship converted classroom marketing concepts into practical understanding. Key learnings were that FMCG sales depends on consistent execution of availability, visibility and timely ordering rather than on a single persuasive pitch; that selling to a retailer requires understanding the retailer's own economics of margin, stock turnover and space; and that trust built over repeated visits matters more than any single transaction. Covering a large number of outlets within a limited time strengthened communication, negotiation, time management, data discipline and professional conduct. Overall, the experience showed that sales does not depend on demand alone, but on the interaction of demand with availability, visibility, distribution efficiency and the strength of the retailer relationship.

XI. Future Scope

Future work will focus on:

- Extending the study to additional territories and a longer period to capture seasonal and festival effects.
- Recording target-achievement outcomes to measure the effectiveness of the INR 500 cashback scheme.
- Piloting a data-led beat-prioritisation model across other cities.
- Developing a lightweight digital tool for order follow-up and stock-rotation alerts.
- Integrating point-of-sale and billing data for a more granular analysis of sales uplift from displays.

XII. Conclusion

The study demonstrates that retail display opportunity in general trade is a narrower funnel than outlet-level sales eligibility alone suggests: of 22 surveyed outlets, 54.5% met the sales threshold but only 36.4% were confirmed display opportunities. Product availability averaged 84.1% across four SKUs, and retailer feedback highlighted the importance of the cashback scheme, stock availability, margins, space and competitor activity. The findings show that FMCG sales performance depends on the combined effect of demand, availability, visibility and retailer relationship rather than on demand alone. The study is limited by its single-market scope, its short 60-day duration, the purposive sampling and the absence of verified target-achievement data. It nonetheless offers a practical foundation for improving trade-marketing execution for personal care products in Indian general trade.

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