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FMCG Retail Execution, Consumer Engagement and Distribution Practices: A Field-Based Study of Nutrica at BN Group

MBA Research Paper

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Abstract

This paper examines FMCG retail execution, consumer engagement and distribution practices through a field-based study of Nutrica at BN Group, with particular emphasis on Nutrica Pro Oil. The study addresses a practical marketing problem: how an emerging or developing brand can translate its product proposition into retail availability, shelf visibility, retailer acceptance and consumer consideration in a category occupied by established competitors. The purpose is to organise the field evidence recorded during a two-month On-the-Job Training (OJT) assignment into a research-oriented analysis and to derive recommendations proportionate to that evidence. The study uses a descriptive and exploratory qualitative design. Its primary evidence comprises four fortnightly progress reports, 54 logged working-day activity entries, retail and merchandising observations, informal retailer and customer interactions, competitor observations, sales reporting, lead generation and order follow-up. No structured questionnaire, probability sample, company-wide sales dataset or formal statistical study was used. Activity records were classified descriptively, while feedback was examined thematically. The records show that retail visits, merchandising and product-visibility checks represented the largest single activity category (9 of 54 days; 16.7%), followed by sales-performance review and strategy discussion (8 days; 14.8%). Recurring themes included price and margin comparisons, lower familiarity with Nutrica than with established brands, the role of trial stocking and repeat interest, and retailer expectations of consistent availability and timely fulfilment. Competitive observations most often concerned



Saffola, Fortune and Gemini. The findings suggest that retail execution is an interconnected process: product availability, visibility, value communication, retailer relationships and follow-up need to reinforce one another. These observations are local and qualitative rather than statistically generalisable or causal. The paper recommends structured follow-up, improved point-of-sale visibility, a standard competitor-comparison guide, better stock and order tracking, and a consistent field-feedback system.

Keywords: FMCG; retail execution; distribution management; merchandising; retailer engagement; consumer awareness; edible oil; Nutrica.

1. Introduction

1.1 Background and context

Fast-moving consumer goods (FMCG) are purchased frequently and depend on the coordinated performance of product supply, pricing, distribution and communication. In such categories, the retail outlet is not merely the final point in a logistics chain; it is also a place where product availability, shelf presentation, retailer recommendation and consumer questions meet. Marketing plans therefore need to be translated into consistent outlet-level execution. Marketing-management and channel-management literature emphasises that value must be created, communicated and delivered through a coordinated set of decisions rather than through promotion alone (Kotler & Keller, 2016; Rosenbloom, 2013).

The Indian edible-oil category provides a relevant context for studying this relationship. Edible oil is a frequently purchased household product, while brands compete within a category where consumers may compare price, pack format, familiarity, perceived quality and product type. Retailers also make commercial decisions about shelf space, stock movement, margins and the reliability of supply. The OJT report describes an environment in which established brands such as Saffola, Fortune and Gemini had comparatively stronger familiarity and shelf presence than Nutrica in the outlets observed. These are field observations from the assigned territory, not estimates of national market share.

1.2 BN Group and Nutrica context

The study is situated in BN Group's Sales and Marketing function and concerns the Nutrica product portfolio, with the strongest documented emphasis on Nutrica Pro Oil. The intern's activities included outlet visits, product-availability and shelf-visibility checks, retailer engagement, customer interaction, product communication, competitor benchmarking, lead generation, order follow-up and reporting. The wider portfolio may include other Nutrica products, but the detailed field records available for this paper concentrate on edible-oil retail execution. Accordingly, conclusions about consumer or retailer response are not extended to Honey, Peanut Butter or Yellow Mustard where the OJT provides no comparable product-specific evidence.



1.3 Problem context and research problem

A recurring challenge described in the OJT is the difficulty of gaining retail attention and stocking support in outlets already familiar with established brands. Retailer conversations were often framed around comparative pricing, margins, promotional support and confidence in availability. A product can be competitively priced but still struggle to gain shelf space if retailers are unsure of consumer demand or supply reliability; likewise, stock alone may not generate attention if the product is poorly displayed or insufficiently understood. These issues point to an execution problem rather than a single-variable pricing problem.

The research problem is therefore: how do retail execution, product visibility, retailer engagement, consumer-facing communication and distribution follow-up interact in the field-level market development of Nutrica, and what practical improvements can be derived from the OJT evidence? The study does not attempt to estimate a causal effect or a market-wide performance rate.

1.4 Purpose, objectives and research questions

The purpose is to convert the original project-based OJT records into a concise, academically structured field study that connects observed market practices with established marketing theory.

The study has five objectives:

1. To describe the sales and distribution practices observed for Nutrica during the OJT.
2. To examine retail execution, product availability, shelf visibility and merchandising activities.
3. To identify recurring themes in informal retailer and customer interactions.
4. To interpret competitor, price and retailer-margin observations in the context of Nutrica's market development.
5. To propose evidence-linked improvements to retailer engagement, follow-up, product communication and field reporting.

The corresponding research questions are: (1) What field-sales and retail-servicing processes were observed? (2) Which execution issues recurred in the field records? (3) How did retailer and consumer interactions describe the roles of familiarity, price, visibility and availability? (4) What can competitor observations reasonably indicate about Nutrica's market-development challenges?
(5) Which managerial actions are supported by the available evidence?

1.5 Scope and significance

The study covers the assigned market territory and activities recorded between 1 June and 31 July 2026. It focuses on the retail interface and sales-support activities rather than internal finance, company-wide distribution performance, consumer-panel behaviour or audited sales outcomes. Its contribution is practical and contextual: it shows how an internship's day-to-day observations can be organised into themes that help managers ask more precise questions about retail execution. The value lies in traceable field-based interpretation, not statistical representativeness.



2. Literature Review

2.1 FMCG distribution and channel management

Marketing channels connect producers with buyers through intermediaries that perform functions such as assortment, availability, information exchange and customer service. Rosenbloom (2013) explains that channel design and management involve decisions about intermediaries, coordination, channel relationships and performance. Bowersox et al. (2013) similarly frame logistics as a coordinated system for meeting customer requirements through inventory, transport and distribution processes. In FMCG settings, these ideas suggest that a retail-facing brand needs reliable stock movement and clear responsibility for order booking, delivery and replenishment. The Nutrica OJT records exposure to stock checks, order requirements and follow-up, but do not provide a complete SKU-level availability dataset or delivery-performance metrics.

2.2 Retail execution and merchandising

Retail execution concerns the practical translation of a brand's market plan into the conditions encountered at an outlet. It includes physical availability, placement, visibility, display quality and the quality of frontline communication. Baker et al. (2002) show that store-environment cues can shape perceived merchandise value and patronage intentions. Keller (1993) conceptualises customer-based brand equity through brand knowledge, including awareness and brand image. Together, these works provide a basis for treating visibility as an opportunity for brand recognition rather than proof of purchase. In the Nutrica case, visibility checks and merchandising support were documented repeatedly, while the report also describes a relative brand-familiarity gap against established competitors.

2.3 Consumer buying behaviour and brand familiarity

Consumer decisions are influenced by the information available at the point of choice, prior experience, perceived value and familiarity. Keller (1993) argues that brand knowledge affects how consumers respond to marketing. For routine purchases, shelf presence and a recognisable pack may make a product easier to notice, but recognition does not necessarily mean preference or repeat purchase. The OJT includes informal consumer conversations and feedback collection, but no standardised measure of awareness, purchase intention or repeat behaviour. Consequently, this study uses brand familiarity as a qualitative theme rather than a measured consumer variable.

2.4 Retailer engagement and relationship marketing

Retailers are channel partners whose cooperation affects stocking, placement and ongoing product servicing. Morgan and Hunt's (1994) commitment-trust theory identifies trust and relationship commitment as central mechanisms in successful relational exchange. Palmatier et al. (2006), in a meta-analysis of relationship-marketing research, report that relationship quality is important to relationship-marketing effectiveness. These studies support attention to continuity, responsiveness and keeping commitments in retailer relationships. They do not establish that relationship quality



caused any particular Nutrica outcome; instead, they provide a lens for interpreting the OJT's emphasis on repeated visits, query resolution and order follow-up.

2.5 Competitive positioning, pricing and trade promotion

Porter's (2008) competitive-forces framework directs attention to rivalry, buyer power, supplier conditions, substitutes and entry barriers. At the outlet level, retailer comparisons of margins and schemes can be understood as a form of buyer evaluation: shelf space is limited and competing suppliers offer different combinations of demand, price, service and support. Kotler and Keller (2016) distinguish the wider marketing mix and explain how pricing, distribution and promotion must work together. Jobber and Lancaster (2015) discuss personal selling, objection handling, negotiation and follow-up as parts of sales management. For Nutrica, the OJT documents repeated comparisons with Saffola, Fortune and Gemini on price, packaging, promotional offers and retailer margins. It does not provide a standardised competitor price panel, so the observations are indicative rather than a systematic price audit.

2.6 Research gap

The reviewed literature provides established explanations of channel coordination, brand knowledge, retail cues, competitive forces and relationship marketing. However, these broad frameworks do not describe the precise combination of activities and recurring issues recorded in this particular two-month Nutrica OJT. The project records are not designed to test a formal hypothesis, but they offer a bounded field perspective on how availability checks, merchandising, retailer conversations, competitor observations and follow-up coexist in day-to-day execution. The gap addressed here is therefore contextual and practice-oriented: to organise these linked observations into a transparent evidence-to-interpretation account and derive managerial actions without claiming causal or population-level results.

3. Research Methodology

3.1 Research design

The study uses a descriptive and exploratory, qualitative, field-based observational design. The descriptive component organises the documented activities and their distribution across functional categories. The exploratory component interprets recurring feedback themes and operational challenges. The study is not experimental and does not use inferential statistical testing.

3.2 Setting and period

The field setting was BN Group (Nutrica), Sales and Marketing, over 1 June–31 July 2026. The OJT was completed by Bhushan Ramesh Sonawane under the company guidance of Mr. Nilesh Panchariya, Area Sales Manager, and academic guidance of Dr. Purva Agrawal, School of Business, Indira University. The analysis is restricted to the assigned territory and the evidence recorded during this period.



3.3 Evidence sources and field coverage

Primary project evidence comprises the four fortnightly progress reports documented in the original OJT report (Sonawane, 2026) and the associated daily activity entries, including retail visits, product-availability and visibility observations, retailer and customer interactions, competitor observations, sales reporting, lead generation and follow-up. The report classifies 54 working-day entries across 12 functional categories. The entries are not a sample of consumers or retailers in the statistical sense. No structured questionnaire, formal respondent register, random sampling procedure or complete outlet-level sales dataset was used. Secondary literature is used only to contextualise concepts; it is not substituted for primary project evidence.

3.4 Data collection and analysis

Field observations followed a practical cycle: review planned outlets, visit the outlet, check stock and shelf visibility, interact with the retailer or store staff, observe competing products and pricing, record relevant comments, identify any pending requirement, follow up where necessary, and prepare a daily or fortnightly report. Feedback was collected informally during routine interactions. The OJT itself describes the absence of a structured questionnaire, so the analysis treats feedback as qualitative field notes and not as survey responses.

Activity analysis uses the report's own classification of each working-day entry into one best-fit functional category. Thematic analysis groups recurring observations into price and margin sensitivity, brand familiarity, product acceptance on trial, availability and fulfilment, competitive shelf presence, and the need for repeated follow-up. These themes are not assigned invented counts or percentages. The 54-day activity distribution is reported as recorded in the OJT; it describes the allocation of logged activities, not the proportion of total business effort across the company.

3.5 Research ethics and evidence discipline

The paper avoids confidential company figures, unsupported claims about market share and claims of measured consumer preference. Retailer and customer remarks are summarised thematically rather than attributed to identifiable individuals. Findings are distinguished from theoretical interpretations and managerial recommendations. No formal institutional ethics review is reported in the source OJT; this paper therefore does not imply that such review occurred.

3.6 Limitations of method

The study is constrained by its two-month duration, assigned-territory coverage, informal feedback collection and dependence on the intern's records. There is no structured outlet-level availability series, audited order or sales data, verified retailer-margin dataset, or follow-up tracking extending beyond the internship. The study cannot estimate market-wide brand awareness, conversion, causal effects or financial returns. These limitations define the appropriate level of claim rather than invalidating the value of field-based learning.



4. Company and Research Context

4.1 BN Group and Nutrica

The original OJT report identifies BN Group as the organisation where the student worked in the Sales and Marketing function, focusing on Nutrica products. Internal annual reports, financial statements, formal mission statements and verified company-wide distribution figures were not made available during the assignment. The paper therefore does not assert a corporate history, financial size or national market position beyond the source evidence. Nutrica Pro Oil is the most prominent product in the documented field activities.

4.2 Category and competitive environment

The assigned field context placed Nutrica alongside established edible-oil brands, especially Saffola, Fortune and Gemini. The OJT characterises these brands as having stronger existing familiarity, shelf presence and retailer relationships in the outlets observed. Nutrica's retail-facing approach relied on direct product explanation, comparative price and margin discussion, merchandising support and continued retailer engagement. This describes the field experience and should not be read as a complete competitor audit or a verified ranking of brands.

4.3 Relevance of the retail execution model

The project makes the retail outlet the central unit of observation. An outlet visit can provide simultaneous information about stock, shelf position, retailer concerns, competing products and customer questions. The same visit may also generate a pending order or follow-up requirement. This makes the outlet a useful managerial touchpoint for joining distribution, selling, trade marketing and market intelligence. The OJT's repeated cycle of visit, observation, interaction, recording and follow-up forms the operational context for the findings below.

5. Results and Analysis

5.1 Activity profile

The original report classifies 54 logged working days into 12 functional categories. Retail visits, merchandising and product-visibility checks formed the largest single category, followed by sales-performance review and strategy discussion. This pattern indicates that the internship combined customer-facing work with review and documentation; it does not measure the productivity or effectiveness of those activities.



Functional category	Days	% of logged working days
Retail visits, merchandising and product visibility	9	16.7%
Sales performance review and strategy discussion	8	14.8%
Retailer/customer feedback collection	6	11.1%
Product promotion and brand communication	6	11.1%
Sales reporting and documentation	6	11.1%
Lead generation and order follow-up	5	9.3%
Competitor analysis	4	7.4%
Market research and surveys (as described in activity log)	3	5.6%
Sales execution and negotiation support	3	5.6%
Product knowledge and customer communication	2	3.7%
Distribution and channel study	1	1.9%
Orientation and induction	1	1.9%
Total	54	100%

Table 1. Classification of OJT activities by functional category. Source: Sonawane (2026), Table

5.1. Percentages are reproduced from the source report.

Interpretation: The prominence of retail visits and merchandising is consistent with the internship's field-based purpose. Sales-performance review and reporting also occupied a meaningful part of the recorded work. The activity profile supports an account of the tasks undertaken, but it should not be interpreted as evidence that the most frequent activity produced the greatest sales impact.

5.2 Fortnightly pattern of activity

Fortnight	Field-facing (visits/promotion/feedback)	Analysis and reporting	Planning, lead generation and follow-up
1–15 June 2026	7	3	3
16–30 June 2026	7	3	3
1–15 July 2026	6	3	4
15–31 July 2026	8	3	4

Table 2. Fortnight-wise distribution of activity focus. Source: Sonawane (2026), Table 7.2.



The source report describes field-facing activity as dominant across all four periods and notes an increase in planning, lead generation and follow-up from the third fortnight onward. This is consistent with the work progressing from initial orientation and market familiarisation toward more active outlet development and follow-up. Because categories describe the primary focus of logged days, mixed-purpose visits may be represented by only one category.

5.3 Product availability, stock and fulfilment

Availability and stock monitoring appeared throughout the activity records. The intern visited existing outlets to check stock, discussed product requirements, followed up on pending orders and recorded retailer concerns about stock movement and fulfilment. The OJT also notes that delayed fulfilment at certain outlets could make retailers more cautious about repeat or larger orders. This is a field interpretation recorded in the original report, not a quantified delivery-performance finding.

The evidence supports the managerial importance of treating product availability as a continuous service process rather than a one-time distribution event. However, the OJT does not provide a product-wise stockout log, on-shelf availability percentage, delivery lead-time series or fill-rate calculation. It is therefore not possible to quantify the scale of availability gaps or compare outlets numerically.

5.4 Shelf visibility and merchandising

Retail visits and merchandising checks formed the largest single activity category (9 of 54 logged working days). Activities included checking product placement, monitoring visibility relative to competing brands and assisting with in-store displays or promotional presentation. The OJT distinguishes between newer stocking outlets, where basic availability and correct placement were important, and outlets with an existing stocking history, where visibility enhancement became more salient. This distinction suggests that execution priorities can change as the retailer relationship develops.

Field observations also describe crowded shelves and the stronger presence of established competitor brands as challenges for Nutrica. The appropriate interpretation is that visibility was a recurring execution concern. The records do not contain a standard shelf-share measure, photographic audit score or controlled comparison, so the study does not claim that a specific display caused a purchase increase.

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Observation area	Evidence in OJT	Analytical meaning	Evidence boundary
Availability	Stock checks and pending-order follow-up recorded	Retail servicing and replenishment require routine monitoring	No SKU-level availability percentage
Shelf visibility	Placement and competitor-display checks recorded	Physical presence does not guarantee that a product will be noticed	No standard shelf-share score
Merchandising	Support for product displays and point-of-sale activities	Execution standards can help maintain consistent presentation	No experimental impact measure
Retailer response	Informal discussion of price, margin, stock and product benefits	The pitch needs to address outlet-specific concerns	No structured respondent dataset

Table 3. Retail execution observations and evidence boundaries. Source: synthesis of Sonawane (2026), Chapters 6–8.

5.5 Retailer and consumer interaction

Retailer interactions typically included checking existing stock, discussing pricing and margins, explaining product benefits and promotional offers, and addressing pending orders or queries. The source report notes that first-time conversations were more introductory, whereas repeat interactions with existing stockists shifted toward reorder timing and stock-level management. This is consistent with a transition from initial awareness and evaluation to ongoing account servicing.

Customer and retailer feedback was collected informally during market visits. The report identifies recurring themes of price and margin sensitivity, stronger familiarity with established brands, positive stock movement and repeat interest after trial stocking in some outlets, and expectations of consistent availability. These themes offer practical clues about market response, but the report does not provide a structured record of how many individuals expressed each view. No percentage or ranking of consumer preferences can therefore be calculated.

Feedback theme	What the OJT records	Reasonable interpretation
Price and retailer margin	Retailers compared Nutrica with Saffola, Fortune and Gemini	The commercial proposition is assessed comparatively, not in isolation
Brand familiarity	Established brands were described as more familiar to retailers/customers	Nutrica may need repeated, clear product communication



Feedback theme	What the OJT records	Reasonable interpretation
Trial and acceptance	Some subsequent visits recorded positive stock movement and repeat interest after trial stocking	Trial may provide useful feedback, but the evidence is not quantified
Availability and fulfilment	Retailers emphasised consistent stock and timely order fulfilment	Service reliability is part of the retailer value proposition
Product communication	Product quality, benefits and price-value were explained during visits	Messaging should address the audience's immediate questions

Table 4. Retailer and customer feedback themes. Source: Sonawane (2026), Table 7.3 and Chapters 6–8.

5.6 Competitor positioning and benchmarking

Competitor analysis was repeated across all four fortnights and focused principally on Saffola, Fortune and Gemini. The logged comparison parameters included pricing, packaging, promotional offers, retailer margins, shelf presence and brand familiarity. The OJT presents established brands as benefiting from stronger recognition and existing retailer relationships, while Nutrica's field approach emphasised direct engagement and comparative value communication.

These observations fit Porter's (2008) emphasis on rivalry and buyer power: retailers can compare competing propositions and allocate limited shelf space based on perceived commercial value and expected demand. They also indicate why a single generic pitch may be insufficient. The source report notes that price conversations were usually framed against the brand already stocked by the retailer. Still, no verified price list, margin schedule or comprehensive competitor audit is included, so this paper does not reproduce specific price differences or declare a definitive winner on value.

5.7 Promotion, lead generation and follow-up

Promotion was mainly person-to-person: the intern and sales team explained product benefits, pricing and value to retailers and, where possible, consumers. The OJT describes in-store promotional support and sampling-style conversations, but it does not establish a formal sampling programme with recorded quantities or measured outcomes. The study therefore treats promotion as direct product communication and point-of-sale support rather than as a quantified campaign.

Lead generation and order follow-up were recorded across the period, with the report describing greater emphasis on these activities in the third and fourth fortnights. New potential outlets were identified during planned market visits, and subsequent contact addressed pending orders, stock requirements and product-related queries. The process resembles a sales pipeline from identification through interaction and follow-up, but no conversion rate or realised sales value is available. The records support a recommendation to document the next action and follow-up date, not a claim that a certain percentage of leads converted.



5.8 Summary of objective-wise findings

Research objective	Evidence reviewed	Finding supported by the evidence
Describe sales and distribution practices	Retail visits, stock checks, order follow-up and sales reporting	Execution followed a recurring visit–observe–interact–record–follow-up cycle
Examine retail execution	9 days classified as visits, merchandising and visibility; related daily entries	Availability and shelf visibility were central practical concerns
Identify interaction themes	Informal retailer/customer feedback summarised in progress reports	Price/margin, familiarity, trial response and fulfilment recurred as themes
Interpret competition	Repeated observations of Saffola, Fortune and Gemini	Established competitors presented a familiarity and shelf-presence challenge in the outlets observed
Recommend improvements	Recorded challenges and existing recommendation framework	Follow-up, visibility support, competitor reference tools and stock coordination are evidence-linked priorities

Table 5. Objective-wise summary of findings. Source: synthesis of Sonawane (2026).

6. Discussion

6.1 Availability as a foundation for retail performance

Observed finding: the OJT repeatedly recorded stock checks, product requirements and follow-up on pending orders, while retailer feedback emphasised availability and timely fulfilment. Literature connection: channel and logistics management treat product flow and service reliability as core components of delivering customer value (Bowersox et al., 2013; Rosenbloom, 2013). Managerial interpretation: promotional effort can create interest, but that interest may be difficult to sustain if the product is not available when a retailer or consumer needs it. Nutrica should therefore connect outlet engagement with clear order and replenishment ownership. Limitation: the records do not quantify stockouts or delivery delays, so the strength of any performance relationship cannot be measured.

6.2 Merchandising, visibility and brand awareness

Observed finding: merchandising and visibility checks formed the largest single activity category, and the OJT described strong competitor shelf presence and a brand-familiarity gap. Literature connection: store-environment cues can affect perceived value and patronage intentions (Baker et al., 2002), while brand awareness is a component of customer-based brand equity (Keller, 1993). Managerial interpretation: clear shelf placement and consistent product communication may make



Nutrica easier to notice and understand. Visibility should be considered an enabling condition for consideration, not proof that customers will purchase. Limitation: there was no standard visibility score or consumer awareness measurement.

6.3 Retailer relationships and communication

Observed finding: interactions changed from introductory product explanations at new outlets to stock and reorder discussions with existing stockists; repeated follow-up was a feature of the OJT. Literature connection: relationship marketing highlights trust, commitment and relationship quality (Morgan & Hunt, 1994; Palmatier et al., 2006). Managerial interpretation: the quality of retailer contact includes remembering concerns, providing accurate information and following through on commitments—not only delivering a sales pitch. These practices are especially relevant when the brand is competing with suppliers already familiar to the retailer. Limitation: the OJT did not measure relationship quality through a validated scale or compare retailer accounts over a controlled period.

6.4 Competitive presence, pricing and perceived value

Observed finding: retailer conversations frequently compared Nutrica's price and margins with established brands, and competitor observations covered price, packaging, promotions and retailer margins. Literature connection: competitive rivalry and buyer power influence the choices available to firms and channel partners (Porter, 2008); marketing strategy requires coordinated pricing, placement and promotion (Kotler & Keller, 2016). Managerial interpretation: price should be communicated alongside availability, product information, retailer economics and service reliability. Competing solely on a low price may not address concerns about familiarity or supply. Limitation: the OJT does not provide a verified competitor price series, actual margin schedule or customer willingness-to-pay measure.

6.5 Customer interaction and promotion

Observed finding: product benefits and value were explained in person, and feedback was gathered during retail visits. Literature connection: Keller (1993) links brand knowledge to consumer response, while Jobber and Lancaster (2015) emphasise the role of personal selling in understanding needs and handling objections. Managerial interpretation: frontline communication should be accurate, consistent and adapted to the questions raised by retailers and consumers. A short approved product-information guide may help ensure consistency. Limitation: there was no measured before-and-after awareness, trial or purchase-intention outcome.

6.6 Integrating field execution

The evidence is most useful when treated as a connected system rather than a set of separate activities. Availability, visibility, retailer engagement, competitor knowledge and reporting reinforce each other. For example, an outlet record that combines current stock, shelf status, retailer concern and next follow-up action would be more useful than a visit count alone. The OJT supports



this systems interpretation, but does not demonstrate that any single recommended action will independently increase sales. Future monitoring should test whether improved process discipline is followed by changes in outlet-level indicators.

7. Managerial Recommendations

The recommendations below are linked to the issues documented in the OJT. Expected benefits are operational objectives, not guaranteed or already measured outcomes. Priority is based on practical relevance and the directness of the supporting evidence.

Recommendation	Proposed action	Expected managerial benefit	Priority
Structured retailer follow-up	Maintain an outlet-level tracker with last visit, concern raised, order status, next action, owner and due date; distinguish new leads from existing stockists.	More consistent follow-through and better visibility of unresolved retailer requirements.	High
Point-of-sale visibility support	Use a simple outlet checklist for availability, placement and visibility; provide approved display aids where appropriate and permitted.	More consistent execution and clearer identification of outlets needing merchandising support.	High
Stock and order coordination	Record pending orders, delivery status and SKU-level stock checks; review unresolved issues with the responsible sales/distribution contact.	Earlier identification of availability issues and clearer accountability for order servicing.	High
Competitor comparison guide	Create a regularly updated internal one-page reference covering observed pack formats, prices, promotional offers and retailer questions; date and source each observation.	More consistent, evidence-based competitor conversations without relying on memory or unverified claims.	Medium
Retailer relationship continuity	Record key retailer concerns and agreed commitments after each visit; revisit the issue at the next interaction.	More responsive communication and improved continuity across visits.	High

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Recommendation	Proposed action	Expected managerial benefit	Priority
Approved product communication	Develop concise product information and FAQs for Nutrica Pro Oil, ensuring claims are approved and consistent with packaging and applicable rules.	Clearer explanations of product attributes and fewer inconsistent messages.	Medium
Standard field-feedback themes	Use common labels for price/margin, brand familiarity, availability, packaging, product questions and competitor presence, with a short verbatim note where appropriate.	Easier qualitative review and better identification of recurring market signals.	Medium
Separate activity from outcome measures	Track visits, new leads, follow-ups, orders placed, actual billed value and repeat orders as distinct fields, where company systems permit.	Prevents activity counts or potential opportunities from being mistaken for realised sales.	High
Periodic field review	Review the tracker with the sales mentor at a fixed interval and agree on the next actions for priority outlets.	Creates a repeatable plan–execute–record–review cycle.	Medium

Table 6. Evidence-linked managerial recommendations. Source: derived from Sonawane (2026).

7.1 Suggested monitoring indicators

Without creating retrospective figures, BN Group could consider monitoring the following indicators prospectively: proportion of planned outlet checks completed; number of unresolved order issues and their age; percentage of visited outlets with a recorded stock status; completion of next actions by due date; availability by SKU where systems allow; number of outlets receiving a visibility check; new leads by status; and orders or repeat orders recorded separately from potential. Definitions and denominators should be agreed before comparisons are made. Any future dashboard should distinguish activity, process compliance and commercial outcomes.



8. Conclusion

This study reframes the BN Group (Nutrica) OJT as a bounded field-based investigation of FMCG retail execution, consumer engagement and distribution practices. Its primary evidence consists of four fortnightly progress reports and 54 logged working-day activity entries from 1 June to 31 July 2026. Retail visits, merchandising and product-visibility checks represented the largest single activity category, while retailer and customer interactions, competitor observation, sales reporting, lead generation and follow-up formed related parts of the work.

The principal finding is that the challenges observed at retail level are interconnected. Nutrica's field development was discussed in relation to product availability, shelf visibility, retailer economics, established-brand familiarity, product communication and the continuity of follow-up. The OJT suggests that a price proposition is unlikely to be sufficient on its own if visibility, supply reliability or retailer confidence remain unresolved. At the same time, the evidence does not permit a quantified estimate of how much any factor affected purchase or sales outcomes.

The paper's contribution is an evidence-disciplined interpretation of practical field activity through established concepts in channel management, retail cues, brand knowledge, competitive strategy and relationship marketing. The managerial recommendations focus on actions that can be implemented and monitored: structured follow-up, consistent visibility checks, improved order tracking, a maintained competitor reference, approved product communication and a common feedback record. Future research could build on this foundation by using a defined outlet sample, structured observation checklist, repeated availability measures and verified sales/order data, while protecting retailer confidentiality. Such a design could test whether improved execution processes correspond with measurable changes over time.

9. Research Limitations and Future Research

The study is limited to a short OJT period and the assigned market territory. The primary records were designed to document activities and learning rather than to support formal academic measurement. Retailer and consumer feedback was informal; no respondent count, structured questionnaire, probability sample or validated measurement scale was used. Activity categories indicate the primary focus of logged days and do not quantify time spent or the impact of an activity. The study also lacks internal financial information, audited sales data, a SKU-level availability series, standardised competitor pricing and long-term tracking of new leads or repeat orders. Findings should therefore not be generalised to all BN Group markets or treated as causal.

Future work could establish a prospective outlet-level record with clear definitions for availability, visibility, retailer concern, follow-up and order outcome. A wider and transparently selected sample could be studied across multiple territories and outlet types. If the organisation permits, these observations could be linked to actual orders and repeat orders over a defined period. A structured survey could separately assess retailer perceptions or consumer brand awareness, but should be designed and administered as a new study rather than retroactively attributed to this OJT.



10. References

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Appendix. Evidence and interpretation discipline

Evidence class	Examples in this paper	How it is used
Directly recorded in OJT	54 activity entries; category distribution; recurring feedback themes; competitor brands observed	Reported as documented project evidence
Qualitative synthesis	Price/margin sensitivity; familiarity gap; availability and follow-up needs	Presented as themes without invented frequencies
Academic interpretation	Channel coordination, brand awareness, relationship quality and competitive rivalry	Linked to cited literature and explicitly distinguished from field evidence
Managerial proposal	Outlet tracker, visibility checklist, product guide and prospective indicators	Recommendations for future implementation, not claimed past outcomes

This appendix is included to make the boundary between observation, interpretation and recommendation explicit.