

Research Paper

Obstacles of Service Distribution Channels of FMCG Products in Emerging Rural Markets-An Indian Perspective

Mahuya Adhikary^{1*}, Moumita Chatterjee²

^{1,2}Dept. of Management, Sister Nivedita University, Kolkata, India

*Corresponding Author: mourum1512@gmail.com

Received: 08/Oct/2023; Accepted: 15/Nov/2023; Published: 31/Dec/2023. | DOI: <https://doi.org/10.26438/wajm/v11i4.16>

Abstract—Marketing in agrestic areas of India has various problems in service distribution mechanism. The low population density as well as unattainability of servicing villages make it strenuous for individual residents which often suits uneconomical. Direct delivery of goods costs twice that of urban marketplaces even to the leading one percent of the villages. This study comprises the various characteristics and obstacles faced by the service distribution channels of FMCG products in agrestic regions in various emerging markets. The paper concludes that the primary reason for poor service delivery and high cost, inefficient channel management and optimum distribution negatively affect the cost of the product as well as service of the company.

Keywords— FMCG products, Physical Distribution, Population Density, Inefficient Channel Management, Service Distribution Channels

1. Introduction

India holds the largest surging markets retaining 68.84 % in rural areas (as per Census 2011) and the rural arenas comprise the maximum consumers and ushers' substantial revenues into India's GDP and initiates more than half of India's annual income. But, the low population density as well as inaccessibility of conditioning villages make it strenuous as well as expensive for the sake of common human beings. Direct conveyance of goods costs twice that of urban markets even to the top one percent of the villages (Ganguly, 1985). This study comprises numerous characteristics as well as obstacles confronted by the service distribution channels of FMCG products in agricultural business. Rural distribution and logistics have restricted intentions and the marketer requires to innovate at every echelon of the supply chain in order to construct such a distribution viable.

Mohan (2012) commented that direct conveyance of goods even to the best-located villages would charge double the cost to carry out urban markets and the present study mainly considers the service distribution channel of rural markets in Indian contexts.

FMCG companies such as ITC, HUL, Dabur, as well as Nirma have successfully stretched out towards the rural people. The companies should contemplate the several factors and follow a number of strategies to reach the rural mass

(Gautam, and Gangal, 2011). Gautam and Gangal (2011) opined that there are four factors which are tremendously responsible for rural marketing and consumers' preference for FMCG products such as Awareness, Affordability, Adaptability, and Availability which are called as four 'A's'. This study aims to discuss the features and obstacles faced by the service distribution channels of FMCG products in rural emerging markets in India. The key reason for poor service delivery and high cost is inefficient channel management and physical distribution. To overcome the various difficulties and to improve the channel distribution structure for the masses, marketers should realize the social dynamics and variations of outlooks and behavior of the people of rural villages in India.

2. Related Work

The Rural market possesses a total population of around 750 million which includes more than 100 million domestic families. Inadequate transportation facilities, cultural imbalances, low literacy rates, low per inhabitant disposable income, pathetic banking amenities, acute reliance on monsoon seasonal requirement, media shadows are some of vital complications that rural India has been experiencing for decades even after the completion of almost seventy-six years after independence. Therefore, if a company has to thrive in channel management and distribution, they have to conquer all these difficulties of the rural markets in order to arrive

these remote locations. The various problems faced by emerging markets of rural India are:

2.1 Transportation problems

Predominant parts of rural India have been outer side of the railway network and nearly eighty percent of villages in India are not attached by proper roads for travel of medium to heavy vehicles. There are millions of small villages that do not possess metallic roads that result in any movement of motor vehicles and most of these roads remain weather-beaten during monsoon. Majority of the village innards have very narrow kaccha pathways which are best for cycling and animal-drawn carts (Badi and Badi, 2009). A combination of various modes of transportation is more cost-effective than choosing any single mode of transport. Trucks are considered as better for medium distance and delivery vans and bullock carts seem to have a notable part in localized delivery. Water transports are also salient in some specific areas and are cheaper and perfect for rural roads (Vachani and Smith, 2008).

2.2 Warehousing

There are really very few provisions for public and private warehousing in rural areas. Companies find it difficult to reserve their goods in various parts of rural India. It is indispensable for the companies to ensure that they have a good relationship with local retailers which ensures the advantage of getting an appropriate amount of shelf space. Sometimes stocks are stored and preserved in nearest towns on account of the scarcity of adequate scientific storage facilities (Chandrasekhar and Krishna, 2016).

2.3 Distribution

To continue an effective distribution channel in developing emerging markets of rural India should be alienated in different levels like shopkeeper or Kirana stores for interior village level, dealers or wholesalers for Taluka or Mandal level, stockists or distributors for the district level, and company store depository or shipment distribution for the state level. But the presence of too many tiers in the distribution system obviously raises the price. Thus, fragmented companies would not like to invest as returns on investment (ROI) are very low. The Department of Posts of the Government and major private sectors like ITC struggle to develop the worth of investing in the rural market segment by introducing bidirectional and shared distribution (Vachani and Smith, 2008). Bidirectional distribution consists of the two-way transfer of various services and products by using the same logistics which reduces the cost of distribution. Two or more different companies might assist consumer support teams or procurement groups to work with a number of vendors in composite supply chains and increase productivity (Vachani, and Smith, 2008). This is termed a shared distribution channel that builds good relationships between the companies. Through this distribution, an extensive variety and enormous volume of services and goods of different companies are disseminated in rural small markets or haats/melas avoiding its huge fixed cost. Some company representatives like ITC, sell FMCG products to the rural masses or retailers and they purchase raw materials or crops

from farmers at the time of return (Vachani and Smith, 2008). Some companies can piggyback ride with established players by means of collaboration.

Some companies like ITC, Hindustan Unilever, etc. have a fleet of company delivery vans or audio-visual and publicity vans to initiate rural distribution in emerging markets in India. These delivery vans encourage advertising and promotion of the companies and distribute products to the retail or Kirana stores in the interiors of the rural markets. Colgate Palmolive has delivery vans that distribute free samples to about 80 million rural clients and display videos on dental hygiene. But the operating cost of the delivery vans is relatively high. Godrej vans display music and declare free gifts, and these vans sell the products to local village shops in the rural markets (Aaker, 1991). These vans resolve the tremendous transportation problems of the rural market and also improve the service distribution channel (Gautam and Gangal, 2011).

2.4 Media Problems

Media have lots of problems in rural areas of emerging countries. Radio was regarded as the possible medium for communication with rural people in the late 50s and 60s. A radio can be played without electricity, or on batteries; it is a very effective medium in rural areas. Doordarshan (DD) telecast network covers at least two-thirds of the entire country. Newspapers are the most preferred medium and few people (10 %) did not respond due to illiteracy. Another mass media is cinemas. Almost three-fourths of the rural adult population view cinema in southern regional India and in this region, it could be a very effective medium to advertise services and products. Panipat suggested that most of the respondents (60%) in rural regions of developing countries generally had preference towards television than reading newspapers, radio, and others (Census of India, 2011). But the scenario has been transformed nowadays as almost every house in rural India has several communication mediums like telephone, mobile, television, internet, etc. Easy internet access as well as digitization are rendering a conducive way to raise the excess demand for FMCG products which are becoming less expensive in rural India. Surinder Singh Kundu (2013) stated the customer's perception towards FMCG products; advertisements on TV followed by advertisements on print media and word of mouth had significant role in purchasing FMCG products and services by rural consumers.

Kashyap (2022) stated that service distribution channel and the right pricing were the key to the success of rural marketing. Expensive brands like close-up & Marie biscuits etc. were successfully creating their markets in rural regions of India because of using deeper channel distribution. Brands should be placed in the right position. Advertising in the local language & employment of rural youth plays a role in word-of-mouth communication for FMCG companies (Lotlikar, 2020). Organizations like Vicco Vajradanti, Colgate tooth powder, and Dabur Lal Dant Manjan respected the habits of the rural people by providing tooth powder as a substitute to something they were putting on their palm & using their

fingers to clean teeth creating relatively easy acceptability of the product (Lotlikar, 2020).

2.5 Seasonal Marketing

Agriculture is the chief source of earnings for rural masses thus demand products and services in rural areas is dependent on agricultural conditions. Agriculture is influenced by the monsoon and thus the purchasing capacity of the rural people is not even or regular and steady (Chandrasekhar and Krishna, 2016). 75% of rural income is season-dependent. The rural people have ample cash flow during the crop harvesting period. But, some villages in the country are unreachable during the monsoons even today and Kaccha (wet) remote roads are inaccessible during monsoons and villages get isolated. The purchasing trends of rural consumers again depend on festivals, weddings, etc. So, companies should be aware of such times and make a note of them.

2.6 Low Level of Literacy Rate

Due to illiteracy, it is really burdensome for the rural mass to comprehend the basic texts on the packages and to recognize the brand differences. It creates lots of problems in promoting a product or service and becomes difficult for service distribution channel communication in rural regions of India. But according to Gupta and Mittal (2013), people in rural regions are now becoming aware of their purchase patterns and decisions like urban people because of the increase in rural literacy rates and the positive impact of media, telephone, mobile and internet at a cheaper rate.

Research Gap and Rationale for the Study

Cost of service distribution channels, unavailability of retail outlets, improper warehousing facilities are the major obstacles faced by marketers. Huge literature is available on the above factors. But very few studies consider the requirements, tastes, and unique consumption patterns of rural consumers which must be addressed properly at the service or product planning stage so that they can contest the desires of the rural people (Sarkar, 2013). However, how the social dynamics as well as the variations of outlooks and the behaviour of the rural people influence the efficiency of the service distribution channels markets in rural India are identified and analysed to get a conclusion in this regard.

Objectives of the research

- a) To explore the challenges faced by service distribution channels in emerging markets of rural India.
- b) To identify how social dynamics are influencing the service distribution channels of FMGC products in emerging markets in rural India.
- c) To access the behavior of the rural mass to raise the coherence of the service distribution channel.

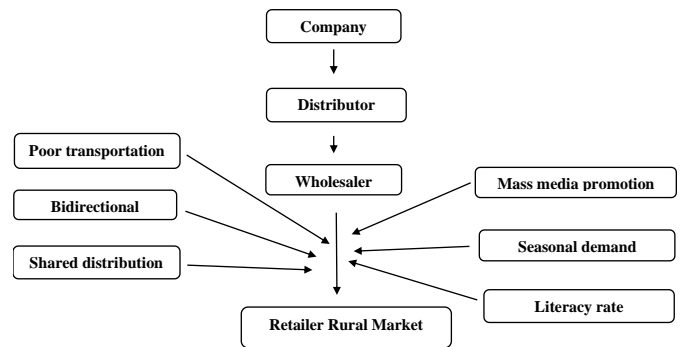
Hypotheses

H1: Rural distribution channels of FMCG products in growing rural markets are negatively influenced by poor connectivity of transport which increases the delivery time and cost.

H2: The feasibility of the rural distribution channels in emerging rural markets can be increased by bidirectional as well as shared service distribution networks.

H3: Rural distribution channels in Indian rural markets are extremely influenced by mass media promotion of communication through various advertisements.

3.Theory



In this research paper, the different influencing factors of service distribution channels of FMCG products are explained in the emerging market of India and how much they are significant in a service distribution channel of the emerging markets of rural India are captured.

4. Data Analysis and Interpretation

The analysis consists of data collected from the farmers (35) living in rural interiors of India, villagers (221) who are facing the problems of rural India, and retailers (54) who are dealing with the practical problems of rural India. The respondents included in the study is shown by the following bar diagram.

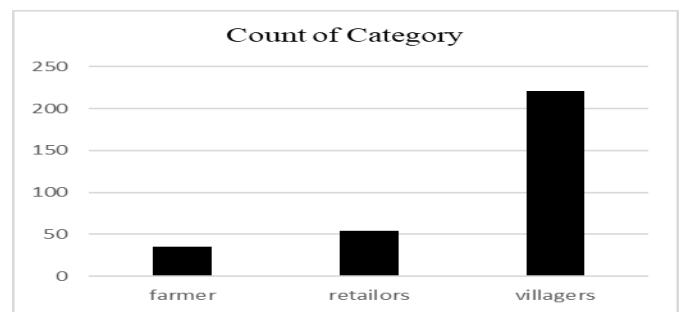


Figure1: Category of the respondents

There are 35 farmers, 221 villagers, and 54 retailers living in rural interiors of India who are facing the problems of rural India.

Table 2: The effect of Monsoon Transportation on time and cost of FMCG products

Monsoon transport	R ²	Significance F	df	Coefficients	P-value
Price	.0039	1.211	(1, 308)	.0523	0.2721
Time	.0073	2.28	(1, 308)	0.069	0.131

Level of significance * p<0.05, ** p<0.01 and *** p<0.001

This above model summarizes the regression analysis of the effect of monsoon transportation on the price and cost of FMCG products. Here, the significance of F and p-value is insignificant as both the values for the price of the product and the delivery time of the product are higher than .05. Thus, it can be concluded that the price of the products and the delivery time of the products are not highly affected due to monsoon, though there are kaccha roads. It can be assumed that though the transport system is poor in the rural villages, still they can manage and habituated to the system; So, Hypothesis H1 is not accepted and it can be concluded that rural distribution channels of FMCG products in emerging rural markets are not negatively influenced by poor connectivity of transport which increases the delivery time and cost.

Table 3: The effect of the rural distribution channels by bidirectional and shared distribution networks

Local Salesperson	R ²	Significance F	df	Coefficients	P-value
Bi-directional Price	0.004	1.24	(1, 308)	0.069	0.266
Bi-directional Time	0.0719	4.434	(1, 308)	0.1196	0.036
Shared distribution Price	0.006	0.191	(1, 308)	0.027	0.662
Shared distribution Time	0.0662	8.418	(1, 308)	0.173	0.003

Level of significance * $p < 0.05$, ** $p < 0.01$ and *** $p < 0.001$

The model summarizes the regression analysis of the relationship between the price and cost of FMCG products and the service distribution channel via a shared, bidirectional distribution system. For both the values for the price of the product delivered by the bidirectional and shared distribution systems, the significance of F and p-value in this instance is negligible. However, it is important for the bidirectional and shared distribution system's product delivery time.

Thus, it can be concluded that the price of FMCG products does not vary depending on whether local salespeople are employed or not, and whether a bidirectional service distribution channel or a sharing distribution service is used across various company products. This is because the retailers could not raise their prices significantly above the price listed on the product's packaging. However, using local salespeople has a significant impact on product delivery times, and a shared, bidirectional distribution system is always advantageous. The p-value for a bidirectional distribution system is 0.036, which is significant. When retailers can set up a shared distribution system, the p-value becomes even more significant ($0.003 < 0.05$).

In light of the fact that the use of shared service and bidirectional distribution networks significantly influenced the product delivery time, hence H2 is accepted and it is concluded that the viability of rural distribution channels in developing rural markets can be increased by these networks.

Table 4: The effect of mass media promotion through various advertisement communication on service distribution channels

Sales Promotion / Increase	R ²	Significance F	df	Coefficients	P-value
Radio	0.003	0.048	(1, 308)	0.0054	0.826
Van-Camp	0.094	3.948	(1, 308)	0.384	0.0265
Local Salesperson	0.076	4.741	(1, 308)	0.747	

Level of significance * $p < 0.05$, ** $p < 0.01$ and *** $p < 0.001$

The above model explains the regression analysis of the relationship between the increase of sales or sales promotion of FMCG products through various mass media promotion techniques and various media of communication which affects the service distribution channel. The significance of F and p-value in this instance about the Radio used as media of communication is negligible. However, it is important when it considers the local reliable known salesperson and the company Van Campaign where the company-trained salesperson explained and meet the villagers. The significance value is 0.0265 (< 0.05) in the case of Van Campaign by the companies and it is 0.018 (< 0.05) when the local salesperson is champagning about a product upon whom the rural people can rely.

4. Method

This study is based on approx. 310 samples consisting of rural people, retailers, farmers as well as different distribution persons who are practically handling the service distribution in rural India. The Primary data for this study was collected via two questionnaires, one for the local mass and farmers of rural India and the other for retailers and the distribution persons respectively. Literature review has served the main basis for selection of the variables of the questionnaire and data analysis is done through the application of Zero Code Learning Software.

5. Results and Discussion

When developing the service distribution channels of FMCG products, the companies should identify the social dynamics of the rural people and also consider the rate of literacy which will influence the service distribution channels of FMCG products in emerging markets in rural India. Hence, Hypothesis H3 is accepted and it must be concluded that rural distribution channels in emerging rural markets are extremely influenced by mass media promotion of communication through various advertisements, but nowadays the use of radio is little due to the introduction of television and mobile devices.

6. Conclusion and Future Scope

Cost of service distribution channels, time of delivery of the product, improper warehousing facilities, etc. are major obstacles faced by marketers. The requirements, tastes, and unique consumption patterns of rural consumers should be analysed properly at the service or product planning stage so

that they can contest the desires of the rural people (Sarkar, 2013). Marketers should realize the social dynamics and variations of outlooks and behaviour of the people of rural villages to increase the efficiency of their distribution channel. But the lifestyle of rural customers has been changing rapidly in recent years because of the increase in disposable income and growth of per capita income, growth in literacy rate and development of education, expansion of various communication media like television, telephone, mobile, internet etc. In the future, more extended questionnaires should be used to collect more data in order to know the effects of literacy rate, seasonal demand, and improper warehousing facility on the service distribution channels of emerging markets in rural India.

Data Availability

The metamorphosis of Indian rural consumers is a relevant story of adaptability as well as resilience. Brands that embrace localization, customization, while remaining adaptable to changing consumer preferences are self-possessed to showcase intoxicating new rural landscape. The lifestyle of rural customers has been evolving rapidly in recent years because of the hike in disposable income as well as growth of per capita income, growth in literacy rate and development of education as well as expansion of various communication media etc.

Limitations

Due to lack of time, how the seasonal demands and the literacy rate of the rural masses affect the rural service distribution channel of FMCG products are not studied.

Conflict of Interest

The authors have no conflicts of interest to declare. They have seen and agree with the contents of the manuscript and there is really no financial interest to report. The submission is original research work which is not under review at any other publication.

Funding Source

The work does not involve any funding source.

Authors' Contributions

Author-I: Initiation of the concept, researched literature, conceived the study, data analysis.

Author-II: Initiation of the concept, researched literature, involved in data analysis and interpretation.

Acknowledgements

I take the chance to thank my coauthor who has offered me great support and also owe a debt of gratitude to my university authority. I am also really grateful to my employer, Sister Nivedita University and Honorable VC, SNU (Prof. (Dr.) Dhrubajyoti Chattopadhyay, and Mr. Suman Chatterjee, Registrar, Sister Nivedita University who have supported us time to time. Above all, I am thankful to my family members which motivate us time to time to continue my research work. My heartfelt thanks and deep regards for all those people, whose inspiring help has provided me the strong will to complete this work.

References

- [1] Aaker, D. A. (1991). *Managing brand equity: capitalizing on the value of brand name*. The Free Press, New York. **1991**.
- [2] Adler P.S. (1995), "Interdepartmental Interdependence and Coordination: The Case of the Design / Manufacturing Interface", *Organization Science*, 6, N° 2, pp.147-167, **1995**.
- [3] Argote L. (1982). "Input Uncertainty and Organizational Coordination in Hospital Emergency Units", *Administrative Science Quarterly*, 27, N°3, pp.420-434, **1982**.
- [4] Ayers, J. B., & Odegaard, M. A. (2008): *Retail Supply Chain Management*. **2008**.
- [5] Ayers, J. B., & Odegaard, M. A. (2008): *Retail Supply Chain Management*. New York, London: Auerbach Publications, Taylor & Francis Group, **2008**.
- [6] Badi, R.V. and Badi, N.V. (2009). *Rural Marketing*. *Indian Journal of Marketing*; Vol.39, Issue.5, **2009**.
- [7] Banik, S., & Gao, Y. (2023). Exploring the hedonic factors affecting customer experiences in phygital retailing. *Journal of Retailing and Consumer Services*, 70, pp.103-147, **2023**.
- [8] Biswas Aindrila, Ajmani Jagjeet, Roy Mousumi "Leveraging Factors for Online Shopping 4. Caseley, J. 2003. Blocked Drains and Open Minds: Multiple Accountability Relationships and Improved Service Delivery Performance in an Indian City. *IDS Working Paper* 211, **2003**.
- [9] Bitner M., Booms B., Tetreault M. (1990), "The service encounter: diagnosing favourable and unfavourable incidents", *Journal of marketing*, 54, pp.71-84, **1990**.
- [10] Bitner M.J., Faranda W.T., Hubbert A.R., Zeithaml V.A. (1997). 'Customer Contributions and Roles in Service Delivery' *International Journal of Service Industry Management*, 8, N°3, pp.193-205, **1997**.
- [11] Bosilj Vukšić, Vesna; Kovačević, A. (2004): *Upravljanje poslovnim procesima, Sinergija, Zagreb*, **2004**.
- [12] Bowen D.E. (1986). "Managing Customers as Human Resources in Service Organizations", *Human Resource Management*, 25, N°3, pp.371-383, **1986**.
- [13] Bozarth, C. C., & Handfield, R. B. (2006): *Introduction to Operations and Brighton: Institute of Development Studies*, **2006**.
- [14] Bozarth, C. C., & Handfield, R. B. (2006): *Introduction to Operations and Supply Chain Management*, Upper Saddle River, New Jersey: Pearson Education, Inc., **2006**.
- [15] Chandrasekhar, B V N G, and Krishna, B M. (2016). *Rural marketing in India: prospects and challenges*. *ITI HAS The Journal of Indian Management*. ISSN No.2249-7803.
- [16] Chase R.B. "Where does the Customer fit in a service operation?" *Harvard Business Review*, November-December, 137-42, **1978**.
- [17] Coe, A. (2004). *Government Online in Canada: Innovation and Accountability in 21st Century Government* (Cambridge: Kennedy School of Government), **2004**.
- [18] Coyle, J. C., Bardi, E. J., & Langley, C. J. (2003). *The Management of Business Logistics: A Supply Chain Perspective*, South-Western, Thomson Learning, **2003**.
- [19] Crowston K. (1997). "A Coordination Theory Approach to Organizational Process Design", *Organization Science*, 8, N°2, pp.157-175, **1997**.
- [20] Dal Farra, S. P., Queiroz, M. J., Prado, P. H. M., & de Queiroz, R. S. B. (2019). The Allure of Ubiquity: Brand Equity and Brand Authenticity Influenced by Distribution Channels. *Revista de Administração da Universidade Federal de Santa Maria*, Vol.12, Issue.3, pp.418-433, **2019**.
- [21] Deichmann, U. and Lall, S. 2007. "Citizen Feedback and Delivery of Urban Services." *World Development*. Vol.35, No.4. 7, **2007**. Ernst and Young's Report "Rebirth of eCommerce in India"
- [22] Eiglier P., Langedard E. (1977). "A new approach to service marketing", in Langedard E., Lovelock C., Bateson J., Young R. (eds), *Marketing consumer services: new insights*, Boston Marketing Science Institute, pp.37-41, **1977**.
- [23] Galbraith J. (1973), *Designing complex organizations*, Reading M.A., Addison Wesley, **1973**.
- [24] Ganguly, A S. (1985). *The Growing Rural Market in India*. *Marketing in India*. New Delhi, **1985**.
- [25] Garga, P., Ghuman, K. and Dogra, B. (2009). *Rural marketing of select fast moving consumer goods in Punjab*. *Indian Journal of Marketing*; Vol.39, Issue.5, **2009**.

- [26] Gautam, N. and Gangal, V. K. (2011). Consumers' preference for FMCG products in rural India: a comparative study of HUL & ITC. *APOTHEOSIS: Tirpude's National Journal of Business Research*; Vol.2, Issue.1, pp.115-123, 2011.
- [27] Gazley, A., Hunt, A., & McLaren, L. (2015). The effects of location-based services on consumer purchase intention at point of purchase. *European Journal of Marketing*, 49(9/10), pp.1686-1708, 2015.
- [28] Gulati R., Garino J. (2000), "Get the right mix of Bricks and Clicks", *Harvard Business Review*, vol.78, n°3, (May-June), pp.107-114, 2000.
- [29] Gupta, S L and Mittal, A. (2013). A study of consumer behaviour aspects and brand preferences in rural India with reference to FMCG sector. *Journal of Small Business Management*, Vol.35, Issue.2, pp.80-94, 2000.
- [30] Johnson, M., & Barlow, R. (2021). Defining the physical marketing advantage. *Journal of Theoretical and Applied Electronic Commerce Research*, 16(6), 2365-2385.
- [31] Kocaoglu, Y., Cakmak, E., Kocaoglu, B., & Taskin Gumus, A. (2020). A novel approach for optimizing the supply chain: a heuristic-based hybrid algorithm. *Mathematical Problems in Engineering*, 2020, 1-24.
- [32] Kulinska, E., Giera, J., & Smaga, K. (2020). Analysis of risk factors in an indirect distribution channel.
- [33] Kumar, A., & Kashyap, A. K. (2022). Understanding the Factors Influencing Repurchase Intention in Online Shopping: A Meta-analytic Review. *Vision*, 09722629221107957.
- [34] Kundu, S. S. (2013). Customers' perception towards the fast-moving consumer goods in rural market: An analysis. *International Journal of Techno-Management Research*, 1(2): 1-11.
- [35] Langga, A., Kusumawati, A., & Alhabsji, T. (2021). Intensive distribution and sales promotion for improving customer-based brand equity (CBBE), re-purchase intention and word-of-mouth (WOM). *Journal of Economic and Administrative Sciences*, 37(4), 577-595.
- [36] Larsson R., Bowen D.E. (1989). "Organization and Customer: Managing Design and Coordination of Services", *Academy of Management Review*, 14, N° 2, 213-233.
- [37] Lawrence, P.R. and Lorsch, J.W. (1967). *Environmental Demands and Organizational States*, in *Organization and Environment: Managing Differentiation and Integration*, Boston: Harvard Business School Press.
- [38] Li, J., Zhang, C., Xu, Z., Wang, J., Zhao, J., & Zhang, Y. J. A. (2018). Distributed transactive energy trading framework in distribution networks. *IEEE Transactions on Power Systems*, 33(6), 7215-7227.
- [39] Lotlikar, B. (2020). Rural marketing of FMCG products. *Academia*; 1-111.
- [40] Lovelock C., Young R. (1979). "Look to customers to increase productivity", *Harvard Business Review*, 57, N°3: 168-178.
- [41] Madhavan, M., & Kaliyaperumal, C. (2015). Consumer buying behavior-an overview of theory and models. *St. Theresa Journal of Humanities and Social Sciences*, 1(1), pp.74-112, 2015.
- [42] Malone T.W., Crowston K. (1994). "The interdisciplinary study of coordination", *ACM Computing Surveys*, 26, n°1 (March), 87-119.
- [43] March J-G., Simon H-A (1958). *Organizations*, Wiley, New-York.
- [44] Mc Cann J.E., Ferry D.L. (1979). "An Approach for Assessing and Managing Inter-Unit Interdependence", *Academy of Management Review*, 4, n°1, 113-119.
- [45] Melkonyan, A., Gruchmann, T., Lohmar, F., Kamath, V., & Spinler, S. (2020). Sustainability assessment of last-mile logistics and distribution strategies: The case of local food networks. *International Journal of Production Economics*, 228, 107746.
- [46] Mihaela, O. O. E. (2015). The influence of the integrated marketing communication on the consumer buying behaviour. *Procedia Economics and Finance*, 23, 1446-1450.
- [47] Mills P.K., Morris H.J. (1986). "Clients as "Partial" Employees: Role Development in Client Participation", *Academy of Management Review*, 11, n°4, 726-735.
- [48] Mintzberg H. (1979). *The Structuring of Organizations: A synthesis of the Research*, Prentice Hall.
- [49] Modak, N. M., Panda, S., Sinha, S., & Ghosh, D. (2021). Implications of Contract-Bargaining Mechanisms for Coordination and Profit Sharing in a Distribution Channel. *Mathematical Problems in Engineering*, 2021, 1-17.
- [50] Mohan, S. 2012. *Rural Marketing*, 1E, Delhi: Enkay Publishing House.
- [51] Mondal, S., Das, S., Musunuru, K., & Dash, M. (2017). Study on the factors affecting customer purchase activity in retail stores by confirmatory factor analysis. *Revista Espacios*, 38(61).
- [52] New York, London: Auerbach Publications, Taylor & Francis Group
- [53] Risch Rodie A., Schultz Kleine S. (2000), "Customer Participation in Services Production and Delivery", in Swartz T.A., Iacobucci D (eds), *Handbook of Services Marketing and Management*, Sage Publications, London, pp.111-125, 2000.
- [54] Sarkar, N.D. (2013). Rural delivery mechanisms from rural FMCG distributors to rural retailers: A framework to maximize retailer satisfaction. *JIMQUEST*; 9(1).
- [55] Stern L.W., El-Ansary A.L., Coughlan A.T. (1996). *Marketing Channels*, Prentice Hall International Editions, London, 5th Edition (1st edition 1977).
- [56] *Supply Chain Management*, Upper Sadle River, New Jersey: Pearson Education, Inc. 807
- [57] Thompson J.D. (1967). *Organizations in action, social science bases of administrative theory*, Mc Graw Hill, New York.
- [58] Vachani, S. And Smith, N. C. (2008). Socially responsible distribution: distribution strategies for reaching the bottom of the pyramid. *California Management Review*; Vol.50, Issue.2, pp.52-84, 2008.
- [59] Van de Ven A., Delbecq A.L., Koenig R. (1976). "Determinants of coordination modes within organizations", *American Sociological Review*, 41 (April), pp.322-388, 1976.
- [60] Wiley Prahalad C.K., Ramaswamy V. "Co-opting Customer Competence", *Harvard Business Review*, January-February, pp.79 – 87, 2000.
- [61] Williamson O. (1985). *The Economic Institutions of Capitalism*, Free Press, New York.
- [62] Xu et al. (2023). Coordination of a platform-based supply chain in the marketplace or reselling mode considering cross-channel effect and blockchain technology. *European Journal of Operational Research*. 309.
- [63] Zeithaml V.A., Bitner M-J (2002). *Services Marketing, integrating customer focus across the firm*, 3rd edition, Mc Graw Hill, Boston, 2002.

AUTHORS PROFILE

Dr. Mahuya Adhikary is presently associated as an Assistant Professor in Department of Management, Sister Nivedita University, Newtown, Kolkata. She also worked at Budge Budge Institute of Technology, Kolkata, Calicut University, Kerala, and ICFAI University, Hyderabad as a Faculty. She also worked as a guest faculty in Netaji Subhas Open University. She has obtained her PhD degree from Jadavpur University (2011) and a gold medalist in Master's degree from Jadavpur University, Kolkata, and a topper in MBA. She has about 16 years of teaching experience in various academic institutions and has a number of publications in various national and international scholarly journals.



Dr. Moumita Chatterjee is Assistant Professor, Department of Management, Sister Nivedita University, Kolkata having more than 15 years teaching experience in subjects like Human Resource Management, Organizational Behavior in BBA, MBA students. She is MSc (Economics), MBA (Human Resource Management and Marketing Management), UGC NET qualified in the year 2013 and has obtained PhD from University of Calcutta in the year 2022. She has already published 16 research papers in reputed peer reviewed International Journals including Thomson Reuters (SCI & Web of Science) and conferences including IEEE and has attended many International Conferences as paper presenter at Kolkata and Other States of India. She is the writer in Eastern herald and external examiner of St. Xavier's College, Kolkata.



Int. J. of Scientific Research in
Biological Sciences

www.isroset.org

Int. J. of Scientific Research in
Chemical Sciences

www.isroset.org

Int. J. of Scientific Research in
**Computer Science and
Engineering**

www.isroset.org

World Academics Journal of
Engineering Sciences

ISSN: 2348-635X

www.isroset.org

Journal of
Physics and Chemistry of Materials

ISSN: 2348-6341

www.isroset.org

ISSN: 2349-3178 (Print),
ISSN: 2349-3186 (Online)

**International Journal of
Medical Science
Research and Practice**

Published by ISROSET



Submit your manuscripts at
www.isroset.org
email: support@isroset.org

[Make a Submission](#)

Int. J. of Scientific Research in
**Mathematical and
Statistical Sciences**

www.isroset.org

Int. J. of Scientific Research in
**Multidisciplinary
Studies**

www.isroset.org

Int. J. of Scientific Research in
**Network Security
and Communication**

e-ISSN: 2321-3256

World Academics Journal of
Management

ISSN: 2321-905X

www.isroset.org

Int. J. of Scientific Research in
**Physics and
Applied Sciences**

www.isroset.org

Int. J. of Computer
Sciences and Engineering

www.ijcseonline.org

Call for Papers:

Authors are cordially invited to submit their original research papers, based on theoretical or experimental works for publication in the journal.

All submissions:

- must be **original**
- must be **previously unpublished research results**
- must be **experimental or theoretical**
- must be in **the journal's prescribed Word template**
- and will be **peer-reviewed**
- may not be **considered for publication elsewhere at any time during the review period**

[Make a Submission](#)