

**PROJECT WORK**

**IDENTIFYING WEAK POINTS AND  
STRENGTHENING MARKET STRATEGY**

IN

**BISLERI INTERNATIONAL PVT. LTD.**

ProjectQ.in

XXXXXXXX Student Name XXXXXXXX

Reg. Number : --

Roll. Number : --

**University Name**

**Month – Year**

## TABLE OF CONTENTS

**CERTIFICATES**

**ACKNOWLEDGEMENT**

**Chapter I**

**INTRODUCTION**

- Company Overview
- Statement of the Problem
- Why is the particular topic chosen?
- What contribution would the project make and to whom?

**Chapter II**

**OBJECTIVE AND SCOPE**

**Chapter III**

**THEORETICAL FRAMEWORK**

**Chapter IV**

**METHODOLOGY**

- Primary Data
- Secondary Data

**Chapter V**

**DATA COLLECTED**

- Table I. Work experience in organization profile of respondents
- Table II. Survey Questions of the respondents about company management and employee relationship
- Table III. Survey Questions about Product Satisfaction of Consumer

**Chapter VI**

**DATA ANALYSIS**

- Responses in the Questionnaires
- Responses in the Structured Interviews

**Chapter VII**

**FINDINGS OF THE STUDY**

**Chapter VIII**

**RECOMMENDATION**

**Chapter IX**      **CONCLUSIONS**  
**BIBLIOGRAPHY**  
**APPENDICES**

ProjectQ.in

# CERTIFICATE

This is to certify that Mr. / Mrs. / Miss ----- has  
Planned and conducted the project entitled -----  
Under my guidance and supervision and the report submitted therewith was the result of  
the bonafide work done by him / her.

Place:

Date:

ProjectQ.in

(Signed)

YYYYYYYYYYYYYY

(Project Guide)

## ACKNOWLEDGEMENTS

In pursuing and completion of my MBA and other commitments, I undertook the task of completing my Project on “Identifying weak points and strengthening market strategy” of Bisleri International Pvt. Ltd. To this and I would like to thank and convey my gratitude to the Top Management of Bisleri International Pvt. Ltd. Who allowed me to conduct my Project and gave me their whole-hearted support.

I also record my thanks to all employees, buyers and customers of Bisleri International Pvt. Ltd. Some of whom were frank and forthright and a few who were slightly apprehensive but nevertheless gave me their full co-operation. To all those I owe a debt of gratitude.

I am fortunate in having sought and secured valuable guidance, continuous encouragement and strong support at every stage of my guide and supervisor YYYYYYYY and am deeply grateful to him/her.

Finally, I also acknowledge with deep gratitude, the immense support I received from my family members who have always encouraged me and have been a source of inspiration and help in continuing my effort.

Last but not the least my special thanks go to all those who have given all the secretarial support – despite all other commitments.

**Sign**

**Student Name**

## Chapter I: Introduction

As we all know water is an important element. It is especially vital to human body. Water makes up more than two thirds of the weight of the human body, and without it humans would die in a few days. According to the study, the human brain is made up of 95% water; blood is 82% and lungs 90%. With only 2% drop in our body's water supply can trigger signs of dehydration.

Water is one of the major components that keep our bodies functioning. It serves as a lubricant, forms the base for saliva, forms the fluids that surround the joints, regulates the body temperature, helps to alleviate constipation by moving food through intestinal tract and thereby eliminating waste, and also regulates metabolism. It also plays a key role in the prevention of disease. By drinking eight glasses of water daily can decrease the risk of colon cancer by 45%, bladder cancer by 50% and it can potentially even reduce the risk of breast cancer. Of course, we are required to ensure that the water we are drinking is clean and contaminant free so that we can enjoy the benefits that the water brings.

However, not all countries have the supply of safe drinking water. Study shows that there were number of countries that are experiencing water scarcity, and India is one of it. The shortage of water in the country is slowly affecting the lives of people as well as the environment around them. Three years ago, there was about 85% of rural population in the country, solely depended on ground water which is depleting in a fast rate. While in the urban areas, 60% of the population is depended on surface water sources but the availability and quality are also questionable.

India's huge and growing population is putting a severe strain on all of the country's natural resources. Most water sources are contaminated by sewage and agricultural runoff. There is only a minimal chance to safe drinking water. Millions of

people both in rural and urban India, suffer from no tap water supply so bottled water is much in demand by residents. One of the top players in the bottled water industry is Bisleri.

## **Company Overview**

Bisleri was founded in 1965 and was first introduced in Mumbai in glass bottles. This company was started by Signor Felice Bisleri who first brought the idea of selling bottled water in India. In 1969, Parle bought over Bisleri Ltd. & started bottling water in glass bottles under the brand name 'Bisleri'. It was then switched over to PVC non-returnable bottles & finally advanced to PET containers. It is available in 8 pack sizes: 250ml cups, 250ml bottles, 500ml, 1L, 1.5L, and 2L, which are the non-returnable packs and 5L, and 20L which are the returnable packs. Under the leadership and vision of Mr. Ramesh J. Chauhan, Bisleri has undergone significant expansion in their operations. The company has grown to 8 plants & 11 franchisees all over the country. Since it was the first bottling industry ever made, it was considered as the leading Mineral Water supplying companies in India. Bisleri become synonymous with branded water and had built a market share of 70%.

## **Statement of the Problem**

In the business world of production, there will be no moment that a certain industry would not encounter an impediment and crisis within its life. Moreover, one's creativeness in producing different and original merchandise, as well as ability to supply quality service to its consumer is highly considered as the very soul of the industry's life. It's not new to us that our minds build endless thoughts, and ideas. So one could just form and cross the threshold in the market with a new foundation.

Like Bisleri, being the leading bottling water industry, is experiencing difficulties in various aspect of its business. There were obstructions that occurred that tests the company's life. In the late 1990s, the company's market shares begun to erode due to the new players entering the market. The new players also positioned their products on the purity platform and Bisleri felt the need to differentiate itself from the crowd.

Bisleri tried to regain its share by repositioning its brand through launching an ad campaigns and adding a fun element to the product. Though with the continuous growth in the industry, there were still problems arising and the competition is highly increasing. Due to its number of Franchise Companies, lack of organization in operations leads to dissatisfaction of many customers. It also appears that failure to respond in customer's complaints results to distrust and poor customer service. And with its offer of fewer profit margins than its competitors to the retailers as well as offering fewer accessories, made Bisleri became undemanding in retail segment that cause its market share corrode.

## **Why are the particular topic chosen?**

As a student or an individual who takes the role as a customer, I've been aware of Bisleri since it was introduced in the industry. It interests me to conduct a research about its life in the business, becoming the major player, competing various firms which made Bisleri improved and developed new products. And with the number of problems that Bisleri facing as well as what the customers are experiencing, I would like to analyze all the reasons and situations resulted to complication of both sides and suggest effective market strategies in redefining the product's image, quality and services.

I believe that this topic can also be used as a reference, providing relevant issues dealing with various difficulties within a business firm.

## **What contribution would the project make and to whom?**



An effective marketing strategy is the major key to win in the competition. In general, it signifies a very important function in the business, it lessens disagreement, keeping the firm's line on the track, having a systematic management for all of its jurisdictions and improving its performance resulting to increase in market share.

For that reason, completion of my study and analysis would contribute a fruitful admonition to the management of Bisleri International Pvt. Ltd and also to the other firms who are experiencing the same adversity.

ProjectQ.in

## **CHAPTER II OBJECTIVE AND SCOPE**

### **Objective:**

Having an immense achievement and position in the industry truly shows that Bisleri has made an outstanding pace to have reached its target and produce a high market share.

The objective of the project is **“to identify and examine Bisleri International Pvt. Ltd. weak points and recommend an effective solution for betterment”**.

### **Scope:**

The study will be confined to the firm's management and weak points, marketing strategy, employee management, customer satisfaction and demands, and productivity improvement.

## CHAPTER III: THEORETICAL FRAMEWORK

Competition is everywhere; it never dies out since then. It arises whenever two or more parties strive for a goal which cannot be shared. It has often been seen in the areas of: business, law, politics, sports, education, literature, biology and ecology.

In business it is often associated with competition as most companies are in competition with at least one other firm over the same group of customers. To be able maintain the company's position in the industry and continue its growth in the market is one of the challenges that they mostly face. It also correlates in the survival instinct of one's firm. An effective marketing strategy as well as the ability to manage the firm's market share is a vital aspect in managing a business. If one firm focuses in producing or manufacturing goods, providing an original quality products and adequate operational facilities should highly given attention.

This framework focuses on the aspects that must be given consideration by an organization. This will be a great aid because the next part of this is my gathered research that can be useful in the firm's marketing, productivity, handling large staffs and etc.

### ***Developing an effective marketing strategy***

A marketing strategy outlines the strategic directions and tactical plans that marketing teams must implement to support their company's overall business objectives, including:

- Increasing revenue
- Growing profits
- Reducing costs

A marketing strategy contains a number of important decisions about product offerings, pricing, communications, and distribution channels. Also included in the marketing strategy is a detailed plan and budget for implementing each marketing component.

A marketing strategy is loaded with make-or-break implications as it guides your company's entire marketing plan. The results of the strategy and its repercussions and rewards are felt every day for years.

### ***Determining how much marketing strategy you need***

The level of detail and the effort associated with your marketing strategy depends on several factors, including:

- The size of your company.
- Where your company is in its life cycle (for example, starting up, growing, maturing, declining).
- Whether you are making strategic decisions about the company's entire product portfolio, a particular product line, or just one product.
- How much marketing strategy formulation you have done in the past.

While formulating marketing strategies doesn't have to be an all-or-nothing process, don't look for reasons to economize on specific areas of your company because your company's success is at stake.

### ***Use a structured process***

Developing a marketing strategy is important, but it's difficult work. It takes time and commitment to create. A marketing strategy is often developed by a committee that is using incomplete information, and it is easy for the contributors to get sidetracked or delayed.

The key to creating a usable marketing strategy is to follow a clear, structured, well-thought-out process. Doing so helps you keep the team focused, ensures the consistent use of information, and streamlines decision-making. A more structured process also

involves some front-end preparation, but this process ultimately saves you time and money.

### ***Prepare to create a marketing strategy***

Marketing strategy formulation is not the beginning of the process — it's the end. Before you begin generating strategies, you need to collect, study, and digest a lot of marketing information. In short, you should complete the following two important tasks:

- Draft an outline of your plan for building your marketing strategy.
- Collect comprehensive, accurate, and current information about your market/industry, customers, competitors, and partners.

For more information about collecting information for your marketing strategy, see the article "Collect data for your marketing strategy" in the **More information** section of this article.

### ***Formulate a strategy***

After you've digested all of the marketing information, it's time to start formulating your strategy. A marketing strategy typically begins with a summary and synthesis of key market information, including:

- Market size and growth
- Market share
- Market trends

This summary information is then followed by strategic recommendations, including the following:

- Product strategy
- Pricing strategy
- Communications strategy
- Channel strategy

## ***Product strategy***

Your product strategy establishes how your products are positioned (that is, how your products are understood by the market). Product positioning details include:

- Your product's benefits and features
- How your product features meet your customers' needs
- How your product features and pricing compare to your competitors'
- Product changes that might be required over a specified period of time to better position your product offering

## ***Pricing strategy***

Pricing strategies are typically dictated by the product-positioning strategies. If you are positioning your product as the *low-cost leader* or the *high-quality leader*, you will then set prices accordingly. The two corresponding approaches to pricing are:

- **Cost-based pricing** This pricing reflects a calculation of your products cost, plus a profit margin. It's a complex financial exercise with multiple products. Some costs are easy to associate with a particular product (for example, material costs); other costs are not as easy to associate (for example, the CEO's salary).
- **Value-based pricing** This pricing is based on an assessment of how much a customer is willing to pay for your product given its set of features and benefits. The main issue is: What will the market bear?

Both of these pricing strategies are subject to market and competitive realities.

Discounts and promotions are two important components of your overall pricing strategy. You can use discounts (for high-cost purchases or particular market segments) to establish a particular market position while maintaining some flexibility. You can also use promotions to achieve specific marketing goals by temporarily reducing your product's price.

## ***Communications strategy***

The communications strategy defines how you present information about your company and products. It is built on your product-positioning strategies and a thorough understanding of your target customers.

Communications strategies are crafted to:

- Establish high-level customer impressions of your company and products that are consistent with your product positioning.
- Create consistent, concise, benefits-based messages that build the desired net impressions.
- Determine which communications methods are appropriate for each customer segment.

## ***Channel strategy***

The channel strategy identifies:

- The best channels for getting your products to the customer.
- The purchase process that your customers are most likely to use.

Your channel strategy needs to identify which channel partners you plan to work with and how you plan to work with them.

## ***Tactical plan and budget***

A marketing strategy finishes with a section on the tactical plan and budget. The tactical plan dictates the specific actions and schedules that must be accomplished to meet your strategic goals. A budget is prepared for each action.

## ***Avoiding common mistakes***

To avoid common marketing strategy mistakes:

- Collect ample marketing information before you begin formulating a strategy.
- Don't involve too many people in the process of formulating a strategy. Focus on decision-makers and knowledge experts.
- Refer to your completed marketing strategy often, and update it as necessary. It needs to be a living document.

You now have the information you need to develop an effective marketing strategy. Remember that a marketing strategy is a long-term proactive process that helps ensure that your products are released to the market in a timely and cost-effective manner and, most importantly, that helps to ensure your products address your customer's needs.

### ***Importance of Market Share***

Market share is used by businesses to determine their competitive strength in a sector as compared to other companies within the same sector. It allows the company to accurately monitor its performance from year to year if there has been improvement occurred within its business. Changes in business sales therefore, simply may reflect changes in the market size or changes in economic conditions. The firm's performance can be measured by the proportion of the market that the firm is able to capture. The said proportion is referred to as the firm's market share. By measuring market share, one can see if the business is doing better or worse compared to other companies that are facing the same challenges and opportunities.

### ***Reasons to Increase Market Share***

Market share often is associated with profitability and thus many firms seek to increase their sales relative to competitors. Here are some specific reasons that a firm may seek to increase its market share:



- **Economies of scale** - higher volume can be instrumental in developing a cost advantage.
- **Sales growth in a stagnant industry** - when the industry is not growing, the firm still can grow its sales by increasing its market share.
- **Reputation** - market leaders have clout that they can use to their advantage.
- **Increased bargaining power** - a larger player has an advantage in negotiations with suppliers and channel members.

### ***Ways to Increase Market Share***

The market share of a product can be modeled as:

**Share of Market** = *Share of Preference* x *Share of Voice* x *Share of Distribution*

According to this model, there are three drivers of market share:

- **Share of preference** - can be increased through product, pricing, and promotional changes.
- **Share of voice** - the firm's proportion of total promotional expenditures in the market. Thus, share of voice can be increased by increasing advertising expenditures.
- **Share of distribution** - can be increased through more intensive distribution.

From these drivers we see that market share can be increased by changing the variables of the marketing mix.

- **Product** - the product attributes can be changed to provide more value to the customer, for example, by improving product quality.
- **Price** - if the price elasticity of demand is elastic (that is,  $> 1$ ), a decrease in price will increase sales revenue. This tactic may not succeed if competitors are willing and able to meet any price cuts.
- **Distribution** - add new distribution channels or increase the intensity of distribution in each channel.

- **Promotion** - increasing advertising expenditures can increase market share, unless competitors respond with similar increases.

### ***Reasons Not to Increase Market Share***

An increase in market share is not always desirable. For example:

- If the firm is near its production capacity, an increase in market share might necessitate investment in additional capacity. If this capacity is underutilized, higher costs will result.
- Overall profits may decline if market share is gained by increasing promotional expenditures or by decreasing prices.
- A price war might be provoked if competitors attempt to regain their share by lowering prices.
- A small niche player may be tolerated if it captures only a small share of the market. If that share increases, a larger, more capable competitor may decide to enter the niche.
- Antitrust issues may arise if a firm dominates its market.

In some cases increased market share is not always the best solution for businesses. It might not be profitable if it is associated with expensive advertising or a big price decrease. A company may not be able to meet the demand of an increased market share without huge investments in new equipment and employees. It may be advantageous to *decrease* market share. For example, if a firm is able to identify certain customers that are unprofitable, it may drop those customers and lose market share while improving profitability.

## ***10 Ways to Increasing Productivity & Better Time Management***

### **Increasing Productivity:**

### **1. Team Building- Build your virtual support team**

Have you ever heard of the 80/20 rule? In business, 20% of your business activities yield 80% of the results. You need to determine which tasks are in your top 20%, and eliminate and/or delegate the rest as a means of increasing productivity and experiencing better time management. Unfortunately, many small businesses fail or don't grow to the next level because they don't take advantage of small business resources like team building. An excellent way to get started is to work with a Virtual Assistant.

### **2. Cultivate marketing relationships**

Recruiting affiliates is one of the resources for entrepreneurs to increasing productivity and better time management. Affiliates spend their time promoting your products or services in exchange for a commission on the sale. In addition, find other entrepreneurs with complementary businesses and collaborate on services or developing new products. You get more breakthroughs and unique perspectives when you are not working on business development alone.

**3. Leverage systems:** Any business can be broken down into two parts - Vision (what do you want) & Systems (how will you get it). Entrepreneurs are usually challenged by the "How will you get it" part and skip this crucial step. Increasing productivity by systemizing your business is one of the critical resources for entrepreneurs. Systems will save you time, reduce errors, simplify tasks, enhance communication, keep you organized and help remember important things to get done.

### **4. Hire a Business Coach or Productivity Expert**

A business coach or increasing productivity expert are tremendous resources for entrepreneurs. These professionals will help you make things happen, develop steps to help you reach your goals, and provide you with the necessary support and structure you need to utilize better time management and realize your business goals.

### **5. Know your high revenue generating activities**

These activities provide valuable payoff in the long run. They are based on your

priorities, values and goals, and are the activities you love doing and do best. In turn, the tasks create immense value for your clients.

### ***Better Time Management:***

You may have discovered several ways of increasing productivity, but unless you know the keys to better time management, you may not achieve the results you want. You only have so many hours in a day; so, focus on specific areas consuming your time.

#### **6. Handling Things More Than Once**

Do it, Dump it, or Delegate it! Handle things only once by evaluating every task that comes your way, decide what to do with it, and prioritize your to-do list. Once you've started a task, keep at it until it's done. When you come back to an unfinished task, you need to take extra time to re-familiarize yourself with it and figure out where you left off. Successfully completing a task, no matter how small, gives you a great sense of accomplishment and encourages you to take on other tasks that come your way.

#### **7. Stop Multi-tasking**

Many people try to do more than one task at a time. You kid yourself that you're getting lots done. But you're not. When nothing gets your full attention, errors creep in. In the long run, you end up spending more time undoing those mistakes. Stop trying to do it all at once. By giving your undivided attention to one thing at a time, you'll be much more productive.

#### **8. Manage the unexpected**

Unexpected or unwanted events occur that demand your time and energy. Practicing better time management means taking care of disruptions by scheduling time in your day for the unexpected. Give yourself a window of opportunity to face 'surprise' issues, and be open-minded about accepting support when needed.

#### **9. Ruthless time management**

Practicing better time management means being ruthless with what you spend your time on and how you spend it. You need to set boundaries; identify the time wasters

throughout your workday; schedule blocks of time to work on tasks; make and keep appointments; only do the tasks directly related to your small business goals and spend your time only on what you love and do best.

Ultimately, your goal should be to create work-life balance to ensure you are spending your time and efforts increasing productivity in a way so that you can take time off to rejuvenate and recharge your batteries without compromising your success. Creating a calendar of your ideal workweek is an excellent way to do this.

### **10. Slow down to move ahead faster**

Take the time needed, by slowing down, to evaluate your options and create a plan for your business goals and lifestyle. Then, design your business accordingly. Not only will this result in increasing productivity, but it is the epitome of better time management.

## ***Product Commercialization***

### **A. KNOWLEDGE REQUIRED FOR THE PRODUCTION PLAN**

A production plan is developed along the same lines as the market plan to ensure that all the tasks are carried out and completed in time.

The main areas in production planning are:

- raw materials;
- processing;
- quality assurance.

### **Raw materials**

The aim here is to ensure that the raw materials are delivered at the right time

and in the right quantities and of the right quality and at the right cost so that the process runs successfully.

The factors to be considered when sourcing raw materials for both the product and the packaging are:

- location of the source relative to the plant;
- level of quality required for the raw material;
- price that the product can afford;
- reliability of the supplier regarding specifications and delivery;
- services provided by the supplier;
- uniqueness of the supplier for this raw material.

These factors are listed in order of importance. The most important factor is met first and so on down the list to determine the most suitable supplier(s) for each raw material. The raw material might need to be of a specified quality but as it is highly perishable it needs to be sourced near the plant. Therefore quality and location would be considered first when choosing suppliers. An important decision is to have either a long-term association with a supplier or to choose the supplier according to the factors as conditions change.

It is important to determine the timing and the quantities of ordering, arrival, storage and use of the raw materials. Some raw materials have very long lag times before delivery, especially packaging materials and imported ingredients, therefore a schedule for ordering materials is made out and followed so that all the materials arrive in time to start production. It is also important that the materials do not arrive too early as this can cost the manufacturer a great deal for inventory and also materials may deteriorate in storage. There has been a great deal of emphasis on 'just-in-time' production in recent years, but this can cause a great deal of trouble when starting production for a new product. It is easier to manage a less tight schedule as it is never certain what is going to

happen. The quantity to be ordered and held in stock depends on the time from order to delivery, the costs of delivery and storage, the quantity required for a production run and the number of experimental runs planned. It is preferable to have the same raw materials for all runs so that the processing effects can be studied.

Another important factor in raw material planning is to study if alternative raw materials can be used and also if raw materials from different suppliers can be substituted for the first choice. Then if there are any problems in supply, there are alternatives which can be obtained quickly. If the product is a greater market success than predicted, it would be embarrassing and might even kill the product if production had to stop because of lack of a raw material.

The ways of handling, sorting and preparing raw materials are very important in the food industry. There is a need to study the materials handling so that it is not labour intensive and fits into the main process. Also in-line sorting equipment gives a tighter control and reduces human sorting and judgement.

### **Processing/manufacturing**

The aim of processing/manufacturing is to produce the right quality and quantity of product at the right time and cost, not only for the launch but for the months ahead. After the production trial at the end of product design and process development, many problems will have been identified and discussed with production staff and hopefully solved in order to make 'start up' as trouble-free as possible. However, just because it works, it may not be the most efficient and effective way of producing the product. The factors which need to be studied in processing can be grouped under technical, economic and human reactions.

**Technical factors** to consider are the plant design and commissioning, and the process analysis and control. New plant or new equipment may be needed and

this has to be designed and built or bought; in both cases there need to be engineering specifications based on the processing requirements, mechanical/electrical design and computer control. The plant layout and supply of services is important. Sometimes imaginative new thinking in this area can increase product quality and yields and improve the overall efficiency and conditions of the plant. It is too easy to be complacent, so look carefully at movement of materials, employment of staff and bottlenecks in production.

**Economic factors** in processing can be summarised as initially setting the lowest practicable capital and running costs and the required financial returns from the project, and then ensuring by constant monitoring and fine-tuning that the budget is implemented. Experience during the development may show a need for reconsideration of the budget; if a change is required then it is essential that all implications for prices, profits, predictions and so on are fully explored, understood and taken into account.

**Human reactions** in a processing line are critical both in getting a new development off the ground and in the evolving stages. Commitment is a most important ingredient in implementing change, and development always means change. If the staff want to make it work then they will, and often this means an extensive selling job to staff at all levels from the most senior manager to the floor operators. This needs to be done systematically and comprehensively, and the more effectively it is done the more smoothly the product development project will move.

In commissioning new plants, several points to remember are:

- Does the product meet specification in terms of quantity, quality, and consistency?



- Can the plant be operated and controlled reliably, conveniently, without stress?
- Are the running costs for services, staffing and maintenance as planned?
- Do the plant components match the design stipulations, pricing schedules?
- Has adequate information material been prepared for the instruction of operating, quality assurance, trouble shooting and maintenance staff?
- Have arrangements been made to remove 'out of spec' products and other waste materials from the plant without loss of secrecy?

### **Quality assurance**

The aim of quality assurance is to ensure a product correct for its intended use. Quality and safety are absolutely essential elements which must be built into new products. The first step in analysing product safety and quality is to set up systems for Hazard Analysis Critical Control Points (HACCP) or Hazard Analysis/Risk Assessment (HARA) or Hazard Analysis and Operability (HAZOP).

The steps in studying a process using HACCP are as follows:

- Establish full specifications for raw materials, processing, product, packaging and distribution.
- Identify and quantify risks.
- Prepare a full flow diagram for the process.
- \* Identify critical control points (CCPs) along the processing and distribution line using risk assessment techniques.
- Establish measurements and set points and limits necessary at each CCP for adequate and safe control.
- Establish and define criteria for tolerable departure from set points, and corrective action to be taken to maintain control.

- Establish a monitoring regime; review the procedures for the HACCP system.

HACCP was originally introduced to ensure the safety of food, but it is now also used to ensure product quality. Process control is based on the HACCP system, using computer controls, total process modeling systems and process optimization, and in-line testing. Process control techniques are improving rapidly and will make this area of the product development process more quantitative and less empirical. The process study also needs to ensure that there is integration of the new process technology into the existing system with minimum disruption and cost.

From these studies a quality assurance plan is developed, which includes the controls and testing required during the process and the testing of the final product. Quality assurance includes the sampling, testing and control procedures, the targets for each, and the statistical control methods needed to study any changes that are occurring. Companies must decide how far to take these when choosing the quality assurance standard (ISO 9001, 9002, 9003) for their production. There may be a need for new testing equipment and certainly for the training of staff. Once the plant is running, tolerance limits will be finalized but they should be provisionally set well before then. Production as well as quality assurance staff need to know the new requirements as they are often the first to notice 'out-of-specification' product. Quality assurance is integrated into the company's TQM (total quality management) which takes into consideration all aspects of the business that affect quality. Process analysis is one of the most important tools in TQM.

The most important factor in building quality into production is the staff and the communications between them. There is a need to have regular exchanges of information both verbal and written between production and marketing, but especially between the designers of the process and the production and quality

assurance staff. There should be cooperation between staff. Nothing is more likely to be disastrous than the design team running the production trials. The production staff needs to run the production with back-up and technical advice from the designers. Accurate and timely information is not only crucial for effective management control, but it also improves staff commitment and morale across departments.

A set procedure is needed; the production trial will require details from the design and production managers on:

- quantity required, plant capacity/capability;
- reasons for trial;
- trial control methods;
- review methods for problems;
- personnel involved and contact methods.
- Contingency plans;
- contamination and safety potential.

Other useful communication methods include factory trial requests, production sheets, quality assurance sheets, product costing and a planning schedule, as well as the production specifications and an outline marketing strategy. The regular critical decision points should be identified so that all understand when production development is to continue and when it is to stop. Staff education about the new process is important.

There are information security problems during these trials, as there is a need to keep information away from competitors, so there will be constraints on communication and staff must fully appreciate and respect the need for confidentiality.

## **Managing a Large Staff Effectively**

Watching your company grow can be both exhilarating and terrifying. You enjoy the revenue, but also worry about keeping up with the demand. And what about your staff, especially when it grows so large that you're in danger of forgetting people's names? How can you be certain your people are getting what they need to do their jobs well?

Follow these surefire tips for effectively managing a large staff:

- **Pay attention.** It's easy to focus on your own work when you have a large and able staff supporting you. But if you neglect your people for too long, you could be in trouble. It's important to pay attention to how your people are doing. Are they overtaxed — consistently working long hours and/or taking work home? Are you articulating the company's direction in a way they understand?
- **Learn how to tolerate growing pains.** Before you can withstand the pangs of growth, you must ask yourself questions like, "Is my company ready for expansion?" "How can I prepare my employees for growth?" "What kinds of problems do I foresee, and do I have adequate resources to handle them properly?" Accommodating growth doesn't occur overnight; you must become comfortable with the *process* of managing your growth.
- **Implement a solid system for performance appraisals.** No matter how skillful your staff may be, you must always provide a mechanism for employee evaluations. With a small staff it's easier to conduct informal reviews, but as you add more people, this task becomes more challenging. Do yourself and your employees a favor by putting into practice an appraisal system that's right for your company — one that truly facilitates understanding between you and your employees. Consider adding peer reviews and self-reviews to your mix.

- **Match people with projects.** With a large staff, it's easy (even tempting) to assume people are doing their appropriate tasks adequately. Let's face it: it's not easy to keep up with what's on everyone's plate. One way to avoid losing track is to make sure you match people with the right projects. If someone is mismatched with a particular task, that could slow down the whole company. Effectively aligning your resources with the appropriate function adds to the company's efficiency, which ultimately affects the bottom line. Division of labor becomes critical as your staff grows.

- **Commit to training and development.** Identifying appropriate educational opportunities, and making them available, lets your people know that you're interested and invested in their professional development. Providing them with the tools to do their best work will keep them motivated and increase their loyalty to the company.

ProjectQ.in

- **Create a collaborative and friendly culture.** It's just a fact of life: the more people you have, the greater the chance of conflict. Create a workplace characterized by mutual trust and respect. High ethical standards should be the norm, and those who cannot abide by company rules should face the consequences. Be consistent and firm but respectful, too. Communicate what's expected, and demonstrate your commitment to that standard.

- **Simulate a small staff environment when you can.** Occasionally, you might hear someone grumbling about the size of your staff: "I don't know anyone anymore" or "Who's *that*?" You can't stop growth (well, you can, but you probably don't want to), but you can simulate a "small office" ambiance. Get everyone together for a spontaneous ice cream social, distribute an e-mail

newsletter announcing all new hires (including some background on them), and make sure you know everyone by name.

ProjectQ.in

## CHAPTER IV: METHODOLOGY

After doing the investigative research to identify the problem and a comprehensive study of the various aspects of “**Identifying weak points and strengthening market strategy of Bisleri International Pvt. Ltd.**”, as it become clear that below categories of processes need to be inter-acted with. These were:

- a. Support/Staff
- b. Delivery Heads/Senior Staff
- c. Consumer
- d. Distributors
- e. Dealers

It was therefore planned to conduct my project work for collection of data both primary and secondary, as discussed at the following paragraph:

### **Primary Data:**

For obtaining the primary data, I propose to use two research instruments i.e., Questionnaires and Structured Interview. These tools can help widen the analysis in generating a more informative study, giving out different perspective and experiences about the services presented and also the product itself.

#### **a. Questionnaire**

- i. Sample Size : 25
- ii. Sample Composition
  - Support/Staff : 5
  - Delivery Heads/ Senior Staff : 5
  - Consumer : 5
  - Distributors : 5
  - Dealers : 5

#### **b. Structures/ Interviews**

i.	Sample Size	: 15
ii.	Sample Composition	
	Support/Staff	: 1
	Delivery Heads/Senior Staff	: 2
	Consumer	: 5
	Distributors	: 3
	Dealers	: 4

- c. A separate set of short Questionnaire/schedule was developed for conducting structured interviews. These are attached as appendix 'B'.

### **Secondary Data**

Using access in the internet, I have gathered information and done a research from various sites, blogs, and group discussion with the group members about the concerns/reactions of many customers, Bisleri's quality and organizational operation.



## CHAPTER V: DATA COLLECTED

No.#	Categories	Work experience in Yrs organization			Total
		Less than 5	5-10	11-20	
1	Support staff	10	10	10	30
2	Delivery Head/Sr. Staff	-	02	03	05
3	Distributors	-	01	04	05
4	Dealers	04	02	02	10

Table I. Work experience in organization profile of respondents

		14	15	19	50
--	--	----	----	----	----

(Based on the number of workers in one area.)

The following questions are made only for the employees of the company and those who made part of selling the bottled water 'Bisleri'. This survey questions will evaluate the company management and employee relationship.

### Questionnaire Responses:

STDi – Strongly Disagree

SD – Somewhat Disagree

U – Undecided or Not sure

SA – Somewhat Agree

STAG – Strongly Agree

ProjectQ.in

Table II. Survey Questions of the respondents about company management and employee relationship

S.No.	Question/statement	STDi	SD	U	SA	STAG	TOTAL
5	I am satisfied with the strategic direction of the company.	10	25	1	14	-	50
6	The company clearly communicates its goals and strategies to me?	3	12	-	24	11	50
7	I am kept well informed about company plans and progress.	15	10	-	10	5	50

8	Employees here get the opportunity to develop their skills?	18	25	-	2	5	50
9	My ideas and suggestions for transformation are often given a good hearing?	10	27	3	6	4	50
10	There is a good communication between people in different areas of the company.	10	10	-	20	10	50
11	Senior staffs and other staffs treats me with respect	3	6	-	21	20	50
12	I am satisfied with the productivity and efficiency of what the company provides?	18	10	5	15	2	50
13	The company operates a cost-efficient manner?	10	3	-	30	7	50
14	Considering everything, Are you satisfied with the amount of quality of communications and operations in the company?	25	-	2	18	5	50

The next survey questions are made only for the consumer. This would investigate the entire consumer's experiences/satisfactions and comments to the product 'Bisleri'. I have asked 10 people for this survey.

#### **Questionnaire Responses:**

VD – Very Dissatisfied

SD – Somewhat Dissatisfied

N – Neutral

S – Satisfied

VS – Very Satisfied

Table III. Survey Questions about Product Satisfaction of Consumer

S.No.	Question/statement	VD	SD	N	S	VS	TOTAL
15	How satisfied are you with the services provided by Bisleri's distributor/dealer (services include: customer service, feedback, etc.)?	5	2	-	2	1	10
16	How satisfied are you with the products of Bisleri International Pvt. Ltd. In terms of quality container?	5	1	2	2	-	10
17	How satisfied are you with the products of Bisleri International Pvt. Ltd. In terms of quality drinking water or safeness?	5	3	-	2	-	10
18	How satisfied are you with the length of time it takes to receive your order of Bisleri product?	5	5	-	-	-	10
19	How satisfied are you with the rate of the bottled water of Bisleri International Pvt. Ltd.?	4	2	-	2	2	10
20	How satisfied are you with the availability of products of Bisleri International Pvt. Ltd.?	4	4	1	1	-	10

## CHAPTER VI: DATA ANALYSIS

**Table I.** Work experience in the organization profile of respondents.

1. In this profile, with a total of 50 respondents (based from a number of workers in one area of the company), 19 respondents (47%) were in the 11-20 years of work experience group, 15 (30%) were in 5-10 years of work experience group, and 14 (23%) were in the less than 5 years work experience group.
2. Within the 11-20 years experience group, out of total 19 respondents, there were 10 personnel who belong to the category of support staff, 03 personnel belong to the Delivery head/Senior staffs, 04 personnel belong to the category of Distributors and 02 personnel belong to Dealers category.
3. A total of 15 respondents for the 5-10 years work experience group, there were 10 personnel belong to support staff category, 02 who belong to the Delivery head/Senior staffs category, 01 who belong to the Distributor category and 02 personnel who belong to Dealer sector.
4. Likewise, from the less than 5 years work experience group, with a total of 14 respondents, there were 10 personnel who belong to support staffs section, none for the Delivery head/Senior staff and Distributor sections while a number of 04 personnel were included in the Dealer section.

Hence, the work experience in the organization profile of respondents was divided evenly and well-distributed to its corresponding number of years of work experience.

## **Table II. Questions 5 - 14**

5. With regards to the survey questionnaire which evaluates the company management and staff relationship, out of 50 respondents, 35 (80%) employees stated that are not satisfied with the strategic status of direction of the company. A total of 14 (20%) respondents confirmed they are somewhat satisfied in this event. And one respondent were still not sure with the company's track of business. This clearly stated that 80% of the respondents were not satisfied due to incompetence and lack of market strategies.
6. 35 (80%) respondents stated that they clearly understand the company's goals and strategies. Nonchalantly, there were 15 (20%) respondents were still unclear with the aim and tactics of the company. This shows that 80% of the employees well-understands the company's policy due to lucid communication done inside.
7. Half of the employees clearly stated that they were kept informed with the plans and growth of the company. However, the remaining employees testified that they were not well-informed with the important matters like fixed price of the product. Thus, this shows a 50-50 result.
8. A total of 43 (92%) respondents confirmed that there were no opportunities given in enhancing their skills and knowledge. There is a minimal chance for the employees who belong to lower position to develop their proficiency to become more productive in their job. However, 7 (8%) respondents stated that the company provides career enhancement for the employees. This clearly illustrates that 92% of the employees never had a chance to develop more their capabilities in order to turn into a dynamic and skilled staff.

9. Out of 50 respondents, there were 37 (75%) personnel who conveyed that most of the suggestions and ideas they've made were not entertained by the upper management. Only 10 (21%) personnel stated and have agreed that they were given a good hearing about their proposition. While 3 (4%) personnel were still not sure and undecided if they will agree or disagree about this concern. This evidently demonstrates that 75% of the personnel were not given attention with their suggestions.
10. 30 (85%) respondents testified that they have experienced a good type of communication with the other staffs in different areas of the company. While 20 (15%) respondents disagreed about this statement. Thus, this would really happen if there is no clear understanding and interaction occurring in one firm. This is also due to lack of contact and effective management in handling large staffs.
11. 41 (91%) respondents confirmed that even if they lack of contact with other staffs, they still felt the respect of one another. Nevertheless, 9 (9%) respondents were somewhat disagree with this concern. They sometimes had an experience of lack of respect too from other staffs when they tried to interact with them.
12. 28 (83%) respondents proved they are not satisfied with the productivity and efficiency of the company. And had found out that it still lacks important factors and actions to become fully productive in its business to be able provide quality service and product to the consumer. While 17 (11%) respondents agree that they were satisfied. And 5 (6%) respondents were still undecided or not sure if the company is efficient or not. This clearly demonstrates that the company is not completely fruitful.
13. 37 (86%) respondents believe that the company operates efficiently in its cost, in terms of the materials used in manufacturing the container.

According to them, it would be a good solution in producing quality product. While 13 (14%) respondents disagree due to the water's quality. This too, was often put into question by every consumer.

14. 25 (89%) respondents testified that they are not satisfied with the quality communication especially in the operations. While 23 (8%) stated they are satisfied with the facilities made within the company. The 2 (3%) respondents were not sure or merely neutral. This showed that the management needs to study the areas that demonstrate interference to their growth through conducting an evaluation.

**Table III. Questions 15 - 20**

15. With regards to the survey questions of consumer, this investigates all the experiences/satisfactions and comments of each buyer of the bottled water Bisleri. Out of 10 respondents, 7 (85%) consumers expressed that they are not really satisfied with the services provided with Bisleri's distributors/dealers due to poor customer service and inadequacy in supplying products. Only 3 (15%) consumers are satisfied with the provided services. This clearly shows that distributors/dealers have not given of highly consideration all the consumer's concerns/comments. This would reflect to the firm's image as a whole and can lead to buyer's distrust.
16. 6 (94%) respondents are very dissatisfied with the quality of the water container due to its tight cap that is very difficult to open, that often results to bursting of water when it gripped firmly in the bottle's body while twisting the cap. While only 2 (3%) respondents are satisfied with it and were okay of the quality. And 2 (3%) respondents are in the neutral. This evidently shows that 94% of the consumer doesn't like the design of the bottled water.



17. 8 (96%) respondents are also very dissatisfied with the quality of Bisleri's drinking water because they've found insects which are floating inside the bottled water. Still, 2 (4%) respondents are satisfied with the quality and believe that the Bisleri is safe. This clearly proves that the firm has lack of effective operational/organizational strategy in handling large staffs as well as implementing safety measures in manufacturing quality products.

18. 10 out of 10 consumers confirmed that they are very dissatisfied with the distribution of the product. The delivery gradually takes long before they receive it from dealers/distributors. This should be improve for better services and increase in market share.

19. 6 (91%) respondents are not very satisfied with the rate of the bottled water, according to them; Bisleri products are too expensive, considering its poor quality. While 4 (6%) respondents were fine with the rate. The company should enhance more the quality of each product for effective marketing.

20. 8 (96%) respondents are not truly satisfied about the availability of Bisleri. According to them, the distributors are not coming to get the empty containers to replace it with newly filled water. Also, it takes up months to supply the consumer's/dealer's needs. The two remaining respondents expressed a different response; one buyer was satisfied while the other one states his opinion in neutral. Hence, this shows 96% of the consumers are experiencing a hard time in dealing with the distributors as well as the availability of the supplies.

## **STRUCTURED INTERVIEW**

I planned to interview 10 (sample size) employees / others. My composition of the sample was:

- a. Support/Staff
- b. Delivery Head/Sr. Head
- c. Distributors
- d. Consumers
- e. Dealers

As a student my task of interviewing the desired sample became a lot easier as all the colleagues were quite helpful. Majority of them, however, desired that their names should not be mentioned or showed 'anywhere'. This was assured. Most of the interviewees were more frank and direct in expressing their opinions and experiences with Bisleri International Pvt. Ltd.

## **COMPREHENSIVE RESPONSE OF EMPLOYEES TO STRUCTURED INTERVIEW (5 interviews)**

The response revealed that most of the employees were not satisfied with the marketing conditions and company management. Their major reasons were:

- The company is not competent enough and has lack of marketing strategies.
- There is no opportunity in developing the skills and knowledge to become more productive in the job. Opportunities like trainings, seminars and others.
- Less Communication and has no open feedback/suggestions.
- Dealers complained that the company has no fixed price in the product and is hard to deal with other distributors.

## **COMPREHENSIVE RESPONSE OF THE CUSTOMERS / BUYERS TO STRUCTURED INTERVIEWS (6 INTERVIEWS)**

The responses of the customers / buyers revealed the following shortcomings:

- Bisleri International Pvt. Ltd. has poor customer service and is inadequate in supplying our needs.
- The price is too expensive.
- There was a huge deficiency in their organizational/marketing skills.
- Their line of providing high quality and safe drinking water were not really given emphasis. They have poor eminence in maintaining the product's feature.
- The design of the bottle is not quite good; it often keeps bursting when opening the cap. And it has foul smell always.
- The company offers fewer accessories and fewer profit margins to its retailers which lead to undemanding of Bisleri bottled water in this segment.

## CHAPTER VII: FINDINGS

Based on the data analysis of 25 responses to the Questionnaire and 11 responses to the structured interviews it came out loud and clear that there is a definite lack of effective marketing strategies in meeting the demands of all its costumers and has less job satisfaction among the employees of Bisleri International Pvt. Ltd. This should be given a vast consideration by the upper management if they wish to strengthen and increase their market share/profit.

The major findings of this study are given in the following paragraphs:

- a. There is no satisfaction in the company's strategic direction in improving their productivity transactions. Most strategies are not effective at all.
- b. There is no final decision in setting the price of the product and patent guidance to each and every employee on the changes made in the plans of the organization.
- c. Employees are not given with opportunities in developing their skills to become more efficient and dynamic while performing their task.
- d. Employees are not given attention in expressing their suggestions and ideas for better advancement of the company.
- e. The company does not have fruitful operations to generate quality service to its internal and external clients.
- f. The upper management is completely not aware with the company's poor working conditions and even when they become aware on this concern, they surely has no action to perform to lessen this setback.

- g. The company has poor customer service in responding to all the comments and complaints of the vast customers about the product's quality, and safeness, pricing, etc.
- h. The company's line of business is moving into different path, its one sided goal focuses only in earning a profitable income even if the product has poor quality.
- i. The bottled water of Bisleri has a tight cap that's hard to disengage and often results to out bursting of water in the consumer's face/clothes. It was revealed also that the bottle itself has a foul smell.

ProjectQ.in

## CHAPTER VIII: RECOMMENDATIONS

The study has thoroughly revealed that the marketing strategies and company management level of Bisleri International Pvt. Ltd. is enormously low and the Upper Management needs to address specific area of concern for better advancement.

Major Recommendations are:

- a. Bisleri International Pvt. Ltd. should have a monthly meeting to evaluate all the setbacks that arises within the market operations and job satisfaction of each level of employees. The upper management should allow an open forum in order to eliminate the gaps between the lower and higher staffs. This would help them figure the specific problems occurring.
- b. The company should build a group of employees with respective head that will act as the leader to guide or monitor each worker in performing duties. This will help them become well-organized and efficient in meeting its goal.
- c. The upper management should propose a new blueprint for the bottle in which it has an easy grip and loose design so that bursting of water can be avoided when a person opens it to have a drink. The design should also include a permanent print of the expiry date of the bottle so that it will not be use again for another refill.
- d. The company should offer exciting benefits to its employees, customers/buyers in terms of promotion, freebies, and new accessories for retailers. This can boosts up their market share and profits.
- e. The upper management should propose relevant trainings or seminars for all levels of employees. This is not only beneficial for all staffs but can also be fruitful for the growth of the company. This too will result to job satisfaction.

- f. The upper management should focus also in their customer services. Providing an excellent 24/7 customer service will make them more aware of the problems regarding their product and employee attitude. This will truly support them in catching the customer's attention and loyalty.
- g. The company should not only focus deeply on how they can earn a big income. They must also aim on how they can add a fun element to its product while maintaining its quality and cost. If this will be implemented, there will be a great boosts in their market share.
- h. Standard Operating Procedures need to be laid down in dealing with:
- **Define:** the first stage in identifying all the concern regarding the business operation, employee management and improving product quality.
  - **Measure:** the second stage whereby discusses and determines the target performance of process steps and actions taken to reach the objective.
  - **Analyze:** third stage which analyzes all the problems presented by all employees. From this stage, it investigates the performance made especially the ones that were ineffective in reaching the target.
  - **Improve:** Presentation of improvements to what has been seen from the previous stage that requires more attention to optimize outputs and lessen the possibility of loss.
  - **Control:** Setting a non stop monitoring, generating of reports/analysis that shows improvements of the new strategies presented that were made for the implementation of the improvement process.

- **Transfer:** Assigns overall responsibility in maintaining what has been gain currently by the company.
  
- i. By applying the important topics that I've researched/gathered (refer to Chapter III: Theoretical Framework) the company will surely learn as well as have an idea on how to maximize their market share, improve their product's quality and develop a good pace in the industry.

ProjectQ.in



## CHAPTER IX: CONCLUSION

From the very beginning when Bisleri International Pvt. Ltd has been founded in 1965, I have seen their remarkable out break in the market. It is also because they are the pioneer in supplying bottled water in India and there were no existing competitors. They had grown to 8 plants and 11 franchisees in the country as well as made a 70% market share.

However, when new players came and entered in the market, which are also in the same sector as Bisleri, the firm's share begun to wear down. They experience difficulty in differentiating its product to its competitors. Slowing to lose their good position in the market. For this, as a student, I felt the need of this study to evaluate and explore the company's background, problems, and have collected some opinions of the employees, distributors, dealers, and buyer/consumer regarding the product and job satisfaction, company management and benefits. My study aims to contribute relevant statistics and strategies to solve the firm's adversity as well as hear the consumer's voices.

Indeed, completing this study was very intricate because it doesn't only focuses on one subject. But with my motivation and interest in bringing my study to be of reference in the future, I studied well and investigated all important issues. As a result, I have achieved success in identifying all the firm's weak points and have presented all key factors or components that would fill the firm's deficiency. My gathered research can also become a great aid in improving Bisleri's quality and efficiency.

I have accordingly kept the upper management in picture and have made my point for addressing these areas promptly. At a bit more personal level conducting a project on this subject has been a very gratifying experience. I am more than satisfied that my efforts have enabled me to successfully complete my project and my research will be useful to Bisleri International Pvt. Ltd. to strengthen their marketing strategy.

## BIBLIOGRAPHY

1. *“Developing an effective marketing strategy”*

By Cindy Kennaugh

Source: <http://office.microsoft.com/en-us/help/HA011426421033.aspx>

2. *“Reasons to Increase Market Share”*

Source: <http://www.quickmba.com/marketing/market-share/>

3. *“10 Ways to Increasing Productivity & Better Time Management”*

By Michele Hanson-O'Reggio

Source: <http://ezinearticles.com/?Top-10-Ways-to-Increasing-Productivity-and-Better-Time-Management&id=2728775>

4. *“Product Commercialization”*

Source:

[http://www.nzifst.org.nz/creatingnewfoods/product\\_commercialisation5.htm](http://www.nzifst.org.nz/creatingnewfoods/product_commercialisation5.htm)

5. *“Managing a Large Staff Effectively”*

Source: <http://www.allbusiness.com/human-resources/workforce-management/11442-1.html>

# APPENDICES

## APPENDIX 'A'

(REFER TO PAGE OF CHAPTER 4)

Dear Friend,

As you know, with Liberalisation and Globalisation our economy is opening up to severe competition both internally and externally. In its wake competitiveness assumes immense importance.

To become competitive, optimization of all resources particularly effective market strategies has become the key word. Productivity and Satisfaction of the employees and consumers has become one of the prime concerns of all managers so that the output can be maximized with least inputs.

As part of my MBA, I have chosen the project objective as "Identifying Bisleri International Pvt. Ltd weak points and strengthening market strategy". For this, I am interested in getting your valuable responses to the Questionnaire that follow.

All responses to the Questionnaire are to be utilized only for this project and also in an aggregated form. It is not necessary for you to reveal your identity should you desire. However, it is of utmost importance that your responses are frank, forthright and reflect your true opinion. Specifically, I seek your kind co-operation in adhering to the following points:

1. Please give your responses to all Questions / Statements and do not leave any of them blank.
2. Please tick mark (✓) your response in only one of the columns against each Question / Statement.

3. There is no right or wrong responses to the Questions / Statements that follow in the Questionnaire. What is important is your own personal frank and forthright opinion on various aspects.

Yours sincerely,

Signed  
(Student)

**APPENDIX ‘A’**  
**(REFER TO PAGE OF CHAPTER 5)**

**QUESTIONNAIRE**  
**(For Employees Only)**

1. Your age? : ..... Years  
 2. Your position/designation : .....  
 3. Your total work experience : ..... Years  
 4. Your work experience : ..... Years

In Bisleri International Pvt. Ltd. / present organization

Please tick mark (✓) your response in one of the columns only.

S.No.	Question/statement	STDi	SD	U	SA	STAG	TOTAL
5	I am satisfied with the strategic direction of the company.						
6	The company clearly communicates its goals and strategies to me?						
7	I am kept well informed about company plans and progress.						

8	Employees here get the opportunity to develop their skills?						
9	My ideas and suggestions for transformation are often given a good hearing?						
10	There is a good communication between people in different areas of the company.						
11	Senior staffs and other staffs treats me with respect						
12	I am satisfied with the productivity and efficiency of what the company provides?						
13	The company operates a cost-efficient manner?						
14	Considering everything, Are you satisfied with the amount of quality of communications and operations in the company?						

**QUESTIONNAIRE**  
**(For Customer / Buyer Only)**

1. Your name? : .....
2. Your age? : ..... Years

S.No.	Question/statement	VD	SD	N	S	VS	TOTAL
15	How satisfied are you with the services provided by Bisleri's distributor/dealer (services include: customer service, feedback, etc.)?						
16	How satisfied are you with the products of Bisleri International Pvt. Ltd. In terms of quality container?						
17	How satisfied are you with the products of Bisleri International Pvt. Ltd. In terms of quality drinking water or safeness?						
18	How satisfied are you with the length of time it takes to receive your order of Bisleri product?						
19	How satisfied are you with the rate of the bottled water of Bisleri International Pvt. Ltd.?						
20	How satisfied are you with the availability of products of Bisleri International Pvt. Ltd.?						

**APPENDIX 'B'**  
**(REFER TO PAGE OF CHAPTER 6)**

**STRUCTURED INTERVIEW**  
**EMPLOYEES**  
**(QUESTIONNAIRE)**

1. What is/was your job?
2. How satisfied are/were you in your work?
3. What contributes/contributed to your satisfaction?
4. What contributes/contributed to your dissatisfaction?
5. What are/were some of the strengths of Bisleri International Pvt. Ltd.?
6. What are/were some of the weakness of Bisleri International Pvt. Ltd.? What improvements would you suggest?

**APPENDIX 'C'**  
**(REFER TO PAGE OF CHAPTER 6)**

**STRUCTURED INTERVIEW**  
**CUSTOMER/BUYERS**  
**(QUESTIONNAIRE)**

1. How satisfied are you with the performance of Bisleri International Pvt. Ltd over the years?
2. How responsive is Bisleri International Pvt. Ltd. To your urgent sampling requests, complaints, Fax/Telex messages etc?
3. How satisfied are you with the quality of their products?
4. How open are the management of Bisleri to any changes or suggestions given by buyers/customers?
5. What have been your observations regarding the employees/organization in general during your interaction with Bisleri International Pvt. Ltd.?