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RESEARCH ARTICLE

PERFORMANCE OF HUL SHAKTHI AMMAS : COMPARATIVE EVALUATION OF RESULTS BETWEEN CHITTOOR AND ANANTAPUR DISTRICTS.

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Abstract

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Introduction:-

Largest consumer products company in India, is the Hindustan Unilever Limited (HUL), formerly known as Hindustan Lever Limited (HLL). The name HUL came into vogue in late June 2007. The Head office of the company is located in Mumbai. HUL is number one Fast Moving Consumer Goods (FMCG) Company in India. Unilever's mission is to add vitality to life. We meet everyday needs for nutrition, hygiene and personal care with brands that help people feel good, look good and get more out of life.

The vision of HUL is to meet everyday needs of people everywhere – to anticipate the aspirations of our consumers and customers and to respond creatively and competitively with branded products and services which raise the quality of life. The well recognised distribution programmes of HUL are: Project Bharat, Project Streamline, and Project Shakti.

HUL Project Shakti was piloted in 2002 in 50 villages of the state of Andhra Pradesh involving members of Self Help Groups (SHGs). They are trained and provided micro credit to buy and sell HUL's products. On an average, each Shakti entrepreneur earns enough each month to approximately double her previous household income, which makes a significant difference to family living standards. Through the nature of the products sold, the project is helping to increase awareness on health, hygiene and nutrition, thus improving the standard of living of the rural community. In addition, health educators known as 'Shakti Vanis' talk to Self Help Groups about HUL's brands and on the importance of good nutrition and hygiene practices in combating diseases. In 2003, HUL piloted I-Shakti, an IT-based rural information service, providing access to these key rural information needs in areas such as agriculture, education, health and hygiene, veterinary, programmes, etc.

The present study focuses on the comparative analysis of the performance of project sakthi between the Anantapur & chittoor of Andhra Pradesh.

Review of literature:-

John Mano Raj and Selva Raj (2007) traced the social changes in rural market which opened up new market for FMCGs and discussed in detail how FMCGs can respond to the demand in rural areas by adopting innovative marketing strategies. Godrej Consumer Products Limited (GCPL) launched Rs.5 soaps, Cavin Kare made live demonstration of hair and dye, and HUL embarked on Project Shakti. Promotion is a challenge as rural consumer is influenced by retailer as he asks for a soap – “lal wala sabun dena” or ‘Paanch rupees waali chai dena’ and not brands.

Xavier, Raja and Usha Nandhini (2008) studied the impact of HUL’s Project Shakti on participant members of Shakti groups after delving at length on HUL’s Shakti model, explaining its formation and operations. They collected data from Shakti Ammas in Tamil Nadu. The data covered aspects like demographics, habits, life styles, incomes and occupations. An inquiry was also made into the choice of becoming Shakti Ammas, the benefits and problems. Based on their data, three major constructs - social empowerment, entrepreneurial development and economic empowerment - were developed and linked to satisfaction. It was found that greater satisfaction was obtained from social empowerment.

Hari Sundar and Prashob Jacob (2009) studied investment pattern and the perceptions towards post office savings scheme based on a sample of 291 respondents from Kumbalangi in Kochi district, a semi rural area. The findings are:

- The major purposes of savings are education of children and purchase of house.
- Post office savings is ranked first, followed by insurance and bank savings.
- About 14% of the respondents are not aware of post and 7% considered it unattractive.
- The preferred schemes based on high interest rate are Kisan Vikas Pathra and monthly income scheme.

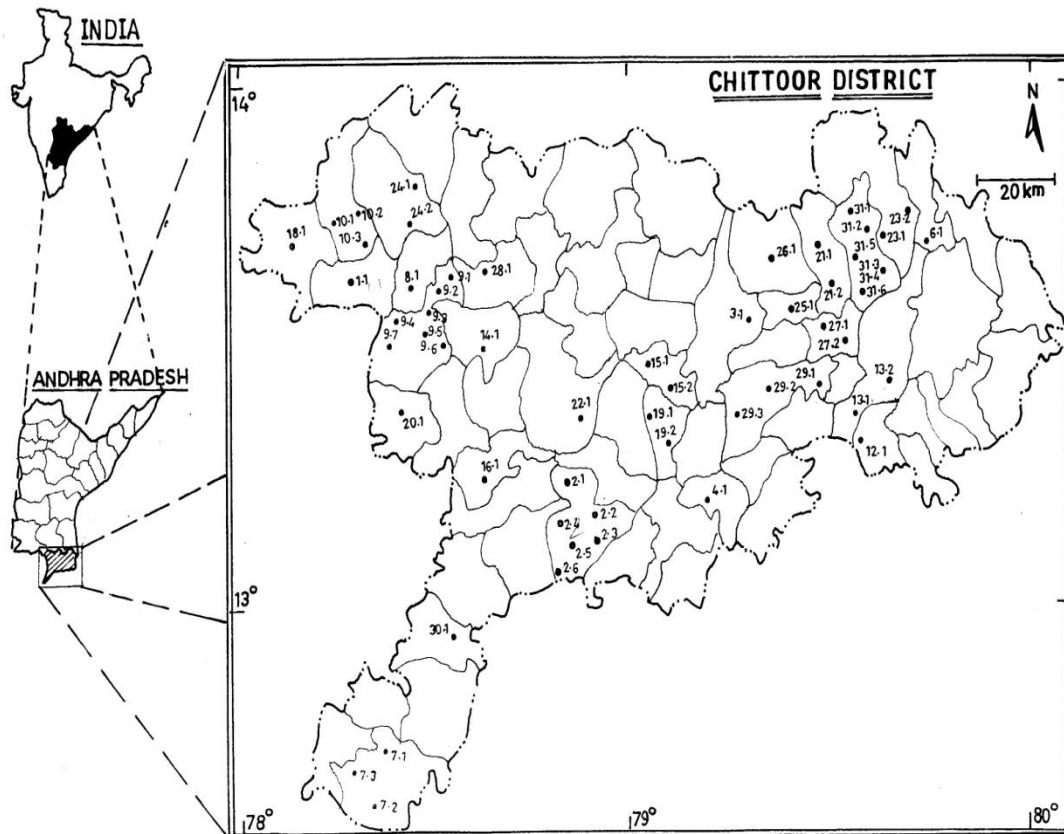
Rangan and Rajan (2005) examined HUL project Shakti with particular reference to marketing FMCGs to the rural consumer. While retailing the movement of HUL, the authors referred to the onslaught of competition from both local brands and international brands. The beginning of the 21st century witnessed a chequered bottom line situation in the functioning of the company to which it responded by introducing new brands and price reduction. In order to stay above competition and to remain as leader, the company found the way for establishing rural distribution mechanism. This development paved the way for the creation of Project Shakti, a win-win initiative aimed at triggering micro enterprise that creates livelihoods for the community. This led to aggressive penetration of the company into markets in small towns, semi urban and rural areas.

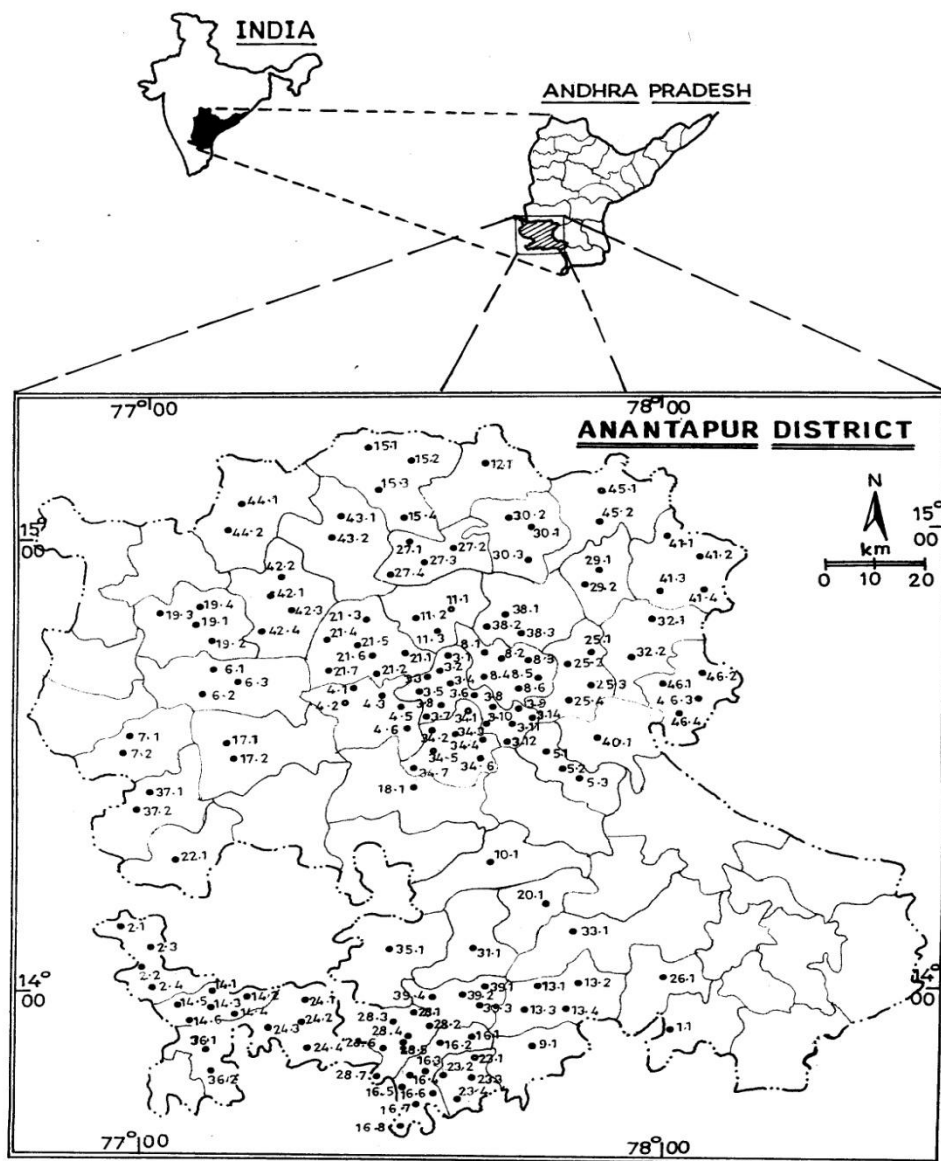
Objectives:-

1. To compare between the responses of Sakthi Entrepreneurs of Chittoor Dist & anantapur dist.
2. To understand the inter district variations (Chittoor & Anantapur), if any.

Methodology:-**Area of study:-**

Field investigation has been undertaken in the study area comprising the Chittoor and Anantapur districts, both of which together fall under Southern Andhra Pradesh.





Data Sources:-

The data for the study was drawn from primary and secondary sources. The primary sources are the members of Project Shakti group of Hindustan Unilever Limited (HUL) and the Rural Sales Promoters of the company. The secondary sources are the print and electronic media. Different write-ups in journals, magazines, news papers, etc constitute the print media sources. Write-ups in blogs, postings in website of the HUL Company and other websites formed the e-sources for data.

Questionnaire:-

The questionnaire is developed based on rational construct criterion. It is proposed to administer the questionnaire by interview method. As the various questions framed in the questionnaire were in the English language, due care was taken to reach out to the SEs through the vernacular Telugu language for easy understanding and for collection of the right type of responses from them as far as possible.

Sample:-

The convenient sampling method has been adopted and the samples of the study are chosen based on the conveyance facility to that SE point. This is because of the reason that the SE points are very remote in nature. The final sample drawn constituted 60 from Chittoor district and 153 from Anantapur district, representing 60% and 51% in the total of SE points in the districts respectively. Thus a total 213 SE points are included in the study.

Data Analysis:-

The data were converted to SPSS (Statistical Package for Social Sciences: version 11.0: 1999) for statistical analysis. Data obtained from the responses to questionnaire are tabulated and analysed using descriptive statistics like percentages, means and standard deviations. Spearmann's rank correlation, t-test and z-test were used to compare the data from the two districts.

A comparison is made between the results of the responses of SEs of Chittoor district and those of Anantapur District to understand the inter-district variations, if any.

Profile of respondents:-

Significant differences are found in respect of age and education. Table 1 - 27 shows the comparisons. Many of the respondents of Anantapur District belong to 36-40 age group and educated up to upper primary level.

Table 1 - 27 Profile of Respondents (N=213)

Factor	Categories	CTR(N=60)		ATP(N=153)		Chi Square Value
		F	%	F	%	
Age (Years)	< 30	6	10	12	7.9	*32.621
	31-35	17	28.3	14	9.2	
	36 -40	12	20.0	87	56.9	
	41 – 45	15	25.0	15	9.8	
	Above 46	10	16.7	25	16.4	
Education	Primary	8	13.3	17	11.1	*11.207
	Upper primary	30	50.0	91	61.4	
	High school	18	30.0	39	25.5	
	Collegiate	4	6.7	6	2.0	
Marital status	Yes	57	95.0	149	97.4	0.772
	No	3	5.0	4	2.6	
Family size	< 3	3	5.0	10	6.1	3.873
	3 – 5	45	74.3	119	77.0	
	6 – 9	12	20.7	24	16.9	

* Significant at 0.05 level

Experience as SEs

Are there differences in the samples' experience –wise? Chi-square analysis indicates that the differences are statistically significant.

Table 2 – 28 Number of years with Shakti (N=213)

S. No	Duration	CTR(N=60)		ATP(N=153)	
		f	%	f	%
1.	Less than one year	7	11.7	9	5.9
3.	1-2 years	29	48.3	32	21.2
5.	> 2 years	24	40.0	112	72.9
Chi square = 19.219*					

* Significant at 0.05 level

Reasons for becoming SEs

Table 3-29 compares the reasons offered by SEs of both the districts. The differences are not significant. In both the districts, the programme benefits topped the list of reasons

Table 3 – 29 Reasons for becoming SEs (N=213)

S. No	Reason	CTR(N=60)		ATP(N=153)	
		%	Rank	%	Rank
1.	Programme benefits	60.0	1	71.9	1
2.	Family background /Community pressure	5.0	3	1.3	3
3.	Both Programme benefits and family background	35.0	2	26.8	2

Attendance at meetings

Is there difference in the way meetings are attended by the SEs of two districts? The SEs in Chittoor district are found to be more serious about the meetings as revealed by 85% of them attending the meetings regularly (Table 6 – 30).

Table 4 - 30 Attendance at HUL meetings (N=213)

S. No.	Attendance	CTR(N=60)		ATP(N=153)	
		f	%	f	%
1.	Always	32	53.3	55	35.9
2.	Mostly	19	31.7	45	29.4
3.	Sometimes	5	8.3	34	22.2
4.	Never	4	6.7	19	12.4
Chi-square = 9.123*					

In Anantapur district, only 65.3% of the SEs are having similar concern. The difference is statistically significant as the chi-square value is significant at 0.05 level. The reasons for not attending meetings are same as can be observed from Table 6 - 31. The dominating reasons in the case of SEs of both the districts are: 'Meetings convened at far off places' and 'nothing significant takes place in the meetings'.

Table 5 – 31 Reasons for not attending meetings (N=23)

S. No	Reasons	CTR(N=60)		ATP(N=153)	
		%	Rank	%	Rank
1	No time to attend the meetings	12.5	3	20.0	3
2	Meetings held at inconvenient time	0	4	6.67	4
3	Meetings convened at far off places	25.0	1.5	40.0	1
4	Nothing significant takes place in the meetings	25.0	1.5	20.0	2

Marketing efforts:-

What kind of support HUL is giving to SEs? How do the SEs go about in selling the products?

Brand acceptance

Table 6 – 32 shows that the differences between the perception of consumers of the Anantapur and Chittoor districts. Some significant differences are identifiable. Agreement of SEs of Anantapur district compared to Chittoor district on the view 'HUL is very much known to consumers' is stronger, where as it is weaker in case of the view 'HUL products are acceptable to consumers'. It can be therefore said that awareness is higher in Anantapur district and acceptance is more in Chittoor district. values are significant in both cases.

Table 6 - 32 Level of acceptance of HUL products (N=213)

S. No	Statement	CTR(N=60)		ATP(N=153)		Z -Value
		Mean	SD	Mean	SD	
1	HUL is very much known to consumers.	3.92	0.520	4.17	0.418	3.31*
2	HUL products are considered more expensive	2.31	0.612	2.10	0.602	2.25*
3	Some products of HUL are not suited to water	1.00	0.000	1.00	0.00	0
4	Consumers prefer substitutes of HUL products.	2.32	1.086	2.40	0.942	0.49
5	HUL products are acceptable to consumers.	4.12	0.772	3.78	0.94	2.70*

Scale: 5-Strongly agree. 1-Strongly disagree.

Modes of selling:-

A cursory glance at Table 6 - 33 indicates that the selling modes are similar in both the districts. Multiple approaches are employed. The predominant one is 'door to-door selling' in combination with other modes like 'retail outlet' and 'own house'.

Table 7 - 33 Modes of selling by Shakti dealers (N=213)

S.No	Mode	Reponses (%)	
		CTR (N=60)	ATP (N=153)
1.	Door to door	3.3	3.3
2.	Sale at own house	10.0	2.0
3.	Retail outlets	6.7	3.3
4.	Door to door and sale at own house	28.4	43.0
5.	Door to door and retail outlets	8.3	7.2
6.	Sale at own house and retail outlets	13.3	2.0
7.	Door to door Sale, at own house and retail outlets	30.0	39.2

Number of households covered per Day

The number of houses covered by majority of SEs is more in case of Anantapur district compared to those in Chittoor district. Table 6 -34 shows that 63% of Chittoor District respondents cover about 16-30 houses in a day, where as in Anantapur District, such coverage is made by only 13.9 % of SEs. About 70.4% of Anantapur District SEs cover about 31-60 houses a day.

Table 8 – 34 Number of households covered (N=213)

S. No	Number of houses	Responses (%)	
		CTR (N=60)	ATP (N=153)
1.	< 15	1.7	6.3
2.	16 - 30	63.0	13.9
3.	31 - 45	30.0	48.5
4.	46 - 60	3.7	21.8
5.	> 60	1.7	9.5

Life style changes:-

An interesting question arising can be, whether there is a significant change in life style of Shakti Entrepreneurs of the two districts and if it is there, whether it is similar or different in the two districts? There is significant change in the life styles of the Shakti women in all the five factors namely: Autonomy, Enterprising, Leadership, Active and

Achiever in respect of Chittoor and Anantapur districts. Tables 6 - 35 and 6 - 36 show the life style changes and the z values. The z values are significant for all the items indicating statistically significant changes in both the cases.

Table 9 – 35 Life Style Changes - Project Shakti in Chittoor District (N=213)

S. No	Statement	Before		After		z-value
		Mean*	SD	Mean*	SD	
Factor 1 – Autonomy						
2	I do not have to consult my family members for minor personal decisions	1.60	0.542	4.27	0.538	43.10*
3	My husband / family members consult me before they take vital decisions	1.78	0.606	4.63	0.535	43.47*
4	I do not depend on my family members for meeting small personal expenses	2.24	0.752	4.34	0.528	28.18*
Factor 2 – Enterprising						
7	I am confident that I can run a business independently	1.93	0.575	4.75	0.490	46.02*
8	My family members support my entrepreneurial initiatives	1.40	0.621	4.18	0.717	36.13*
10	I am cash rich and do not feel the pinch of cash	1.90	0.817	4.33	0.759	26.87*
11	I have got the opportunity to mingle with others	1.95	0.682	4.18	0.567	31*
Factor 3 – Leadership						
5	I am confident of taking lead roles in public activities	2.23	0.815	3.80	0.828	16.66*
6	People in my village acknowledge that I am a well informed person	2.09	0.600	3.87	0.570	26.52*
Factor 4 – Active						
1	I am confident that I can socialize and speak in public	2.33	0.752	3.83	0.826	16.54*
9	I am capable of opening a bank account and am familiar with banking formalities	2.01	0.730	4.40	0.789	27.31*
Factor -5 Achiever						
12	I am looked up on as a pioneer in introducing the latest products	2.23	0.917	4.27	0.845	20.14*
z _{tab} =1.96 @ 5% significance level; *- significant						

Scale: 5-Strongly agree 1-Strongly disagree

Table 10 - 36 Life Style Changes - Project Shakti in Anantapur District (N=213)

S. No	Statement	Before		After		z-value
		Mean*	SD	Mean*	SD	
Factor 1 – Autonomy						
2	I do not have to consult my family members for minor personal decisions	1.82	0.676	4.37	0.486	23.53*
3	My husband / family members consult me before they take vital decisions	1.50	0.834	4.62	0.490	24.78*
4	I do not depend on my family members for meeting small	1.82	0.676	4.55	0.502	24.90*

	personal expenses					
Factor 2 – Enterprising						
7	I am confident that I can run a business independently	1.61	0.788	4.52	0.537	23.44*
8	My family members support my entrepreneurial initiatives	1.75	0.863	4.57	0.500	21.72*
10	I am cash rich and do not feel the pinch of cash	1.75	0.654	4.52	0.504	25.77*
11	I have got the opportunity to mingle with others	1.78	0.739	4.33	0.510	21.81*
Factor 3 – Leadership						
5	I am confident of taking lead roles in public activities	2.27	0.861	3.92	0.696	11.45*
6	People in my village acknowledge that I am a well informed person	1.83	0.620	4.38	0.524	24.13*
Factor 4 – Active						
1	I am confident that I can socialize and speak in public	2.43	0.831	3.75	0.600	9.89*
9	I am capable of opening a bank account and am familiar with banking formalities	1.67	0.986	4.45	0.534	19.04*
Factor -5 Achiever						
12	I am looked up on as a pioneer in introducing the latest products	2.12	0.940	4.27	0.710	14.02*
$Z_{tab}=1.96$ @ 5% significance level; *- significant						

Scale: 5-Strongly agree 1-Strongly disagree

Whether the SEs in both the districts are similar in respect of life styles after Project Shakti induced changes in them? Table 6 - 37 shows the comparison of life styles of Shakti Ammas. Out of the 13 items, difference is found in respect of five items as indicated by z – values, that are significant at 0.05 level.

Table 11 - 37 Life Style Changes after Project Shakti between Chittoor and Anantapur Districts (N=213)

S. No	Statement	CTR		ATP		z-value
		Mean*	SD	Mean*	SD	
Factor 1 – Autonomy						
2	I do not have to consult my family members for minor personal decisions	4.27	0.538	4.37	0.486	1.247
3	My husband / family members consult me before they take vital decisions	4.63	0.535	4.62	0.490	1.125
4	I do not depend on my family members for meeting small personal expenses	4.34	0.528	4.55	0.502	2.635*
Factor 2 – Enterprising						
7	I am confident that I can run a business independently	4.75	0.490	4.52	0.537	2.984*
8	My family members support my entrepreneurial initiatives	4.18	0.717	4.57	0.500	3.843*
10	I am cash rich and do not feel the pinch of cash	4.33	0.759	4.52	0.504	1.782
11	I have got the opportunity to mingle with others	4.18	0.567	4.33	0.510	1.777
Factor 3 – Leadership						

5	I am confident of taking lead roles in public activities	3.80	0.828	3.92	0.696	0.989
6	People in my village acknowledge that I am a well informed person	3.87	0.570	4.38	0.524	5.978*
Factor 4 – Active						
1	I am confident that I can socialize and speak in public	3.83	0.826	3.75	0.600	0.680
9	I am capable of opening a bank account and am familiar with banking formalities	4.40	0.789	4.45	0.534	0.450
Factor -5 Achiever						
12	I am looked up on as a pioneer in introducing the latest products	4.27	0.845	4.27	0.710	0.000
13	Overall Shakti dealership makes me feel privileged.	4.25	0.739	4.65	0.515	3.825*
Z_{tab}=1.96 @ 5% significance level; *- significant						

Scale: 5-Strongly agree 1-Strongly disagree

An overall view indicates that the life styles of SEs are similar in both the districts after Project Shakti was taken up.

Problems faced by Shakti ammas:-

Do Shakti Entrepreneurs have problems? The answer is NO according to the sample of all respondents. Whether it is true in the case of SEs of both the districts? Table 6 - 38 shows the comparative data of the two districts. Significant differences are found between them in the degree of disagreement. Both of them showed disagreement with the problem statements indicating that they have no problems. However, the agreement with response to global statement “I have no problems” is positive in the case of SEs of Chittoor district and not in the case of Anantapur district. This requires a probe – whether they have problems other than those mentioned in the table. Personal inquiries with SEs at the later stage did not provide any clues to the problems.

Table 12 – 38 Problems Faced by Shakti Dealers (N=213)

S. No	Statement	CTR(N=60)		ATP (N=153)		z value
		Mean	SD	Mean	SD	
1	I face competition from local retailers	2.74	1.037	2.05	0.746	4.677*
2	I have problems with those who sell fake products	2.00	0.827	1.73	0.778	2.16*
3	I have problem in reaching households	2.12	0.819	1.78	0.783	2.746*
4	I face problems of gender discrimination	2.39	0.780	2.07	0.634	2.818*
5	I have no problems	3.88	1.329	2.82	1.479	5.045*
* Significant at 0.05 level.						

*5 point scale 5-Strongly agree ...1- Strongly disagree

Views on Support by HUL

Respondents of both the districts have similar views but with a degree of difference that is statistically significant at 0.05 level. Complaints are more in Chittoor district and request for continuation of benefits being provided is relatively stronger in the case of SEs of Anantapur district (Table 6 – 39).

Table 13 - 39 Views on Support by HUL (N=213)

S. No	Views	CTR (N=60)	ATP (N=153)	z-value
1	Effectiveness of incentives	91.7%	97.4%	0.45
2	Effectiveness of Advertisement support	100.0%	100.0%	0
3	Continuation of benefits being provided by HUL	88.3%	95.4%	3.65*
4	Complaints	13.3%	3.3%	2.56*

Suggestions:-

What are the suggestions to HUL by SEs of both the districts? Do they differ in suggestions offered? Table 6 - 40 shows that SEs of both the districts suggested changes in price and packaging.

Table 13- 40 Suggestions to HUL (N=213)

S.No	Suggestions	CTR (N=60)		ATP (N=153)	
		%	Rank	%	Rank
1.	Change in packaging	13.3	3	3.3	4
2.	Change in price	33.3	1.5	26.8	2
3.	Both Change in packaging and price	33.3	1.5	49.0	1
4.	Change in brand name, packaging and price	6.7	4	19.7	3
5.	Change in brand name, packaging ,price and Colour	3.3	5	1.3	5

Findings:-**Comparative study results:-**

A comparison of responses of SEs of Chittoor district with those of Anantapur district is made to know whether there are differences between them. It is to be noted that the two samples differ in respect of age and education. The number of respondents of Anantapur district belonging to 36-40 year age group and educated at upper primary level is more than those in Chittoor district. One noticeable difference found is: Brand awareness is higher in Anantapur district and acceptance is more in Chittoor district.

Rural marketing needs innovative approaches to reach the remote villages and bottom of the pyramid consumers. The experiments of HUL and ITC-e-Choupal are commendable. The empowerment of village women as rural distributors in project Shakti make it a unique experiment.

The project took off very well and is working in many areas successfully as per the reports. The present study found its working in two districts: Chittoor and Anantapur and found that the project is doing well.

Conclusions:-

- Rural marketing needs innovative approaches to reach the remote villages and bottom of the pyramid consumers. The experiments of HUL and ITC-e-Choupal are commendable. The empowerment of village women as rural distributors in project Shakti make it a unique experiment.
- The project took off very well and is working in many areas successfully as per the reports. The present study found its working in two districts: Chittoor and Anantapur and found that the project is doing well.
- The Project Shakti is, therefore, not only conceptually sound but also operational. However, there are some problems to be sorted out to make it more effective.

Suggestions:-

The Project Shakti, when conceptualised as a system will be found having the following components.

- Rural staff of HUL
- Shakti entrepreneurs.
- Government agencies
- Supply of brands
- Sale of brands

To implement Project Shakti more effectively the following suggestions will be helpful.

Rural staff of HUL:-

HUL has to pay attention to the following aspects.

Recruitment and Selection:-

The different types of positions required for the company to work in rural areas may be duly advertised through the print and electronic media. As far as possible, candidates may be selected based on their merit, with due consideration to the language skills- fluency in writing and speaking the local language and English.

Training:-

The RSPs considering their pivotal role in the business deals may be imparted, appropriate training at the State headquarter city for a period of one to two months. During the training period they may be paid full salary.

Pay and incentives:-

The staff particularly the RSPs and their subordinate staff may be provided handsome pay package (if possible running scales) and congenial working/service conditions. It may be worthwhile if all the staff of the company are given annual/periodic incentives including yearly bonus, medicare, annual increments, etc. This will prevent desertions of the employee and inculcate dedication, hard work, sincerity and honesty in their work.

Infrastructure:-

It may be good for the company if proper office (work place) with necessary infrastructure instead of simply attaching them to the local agencies and their godowns. The Regional Sales Officer may need to be provided a decent office with the required infrastructure along with supporting/secretarial staff to assist him in the formulation of policies and functioning norms and schedules of the staff under him. This office may be located at a well known place of the headquarter city of the region.

Transport facility:-

The company may consider the possibility of providing the necessary transport facility to the RSP to approach the Shakti points easily and to recover the cost of the products without fail.

Shakti Entrepreneurs:-

In respect of Shakti entrepreneurs, HUL has to take following measures.

Loan facility:-

Certain members of the SEs seem to be enthusiastic in expanding their business. But they do not possess the matching finances. Hence they deserve to be encouraged by providing appropriate credit facility in the purchase of the products, after a careful examination of their financial capabilities and resources as well as track record in the sale of products. Such select SEs may be placed under the strict vigilance, supervision and responsibility of the respective RSPs.

Reviving inactive units:-

A number of SE points are reported to be not so active as expected by the company. Appropriate immediate steps may be initiated to tide over the situation and to make them functional.

Government agencies :-

A model based on private and people participation can be successful only when public agencies make their contribution in the right way. Collaboration is a two way process and the company and government agencies should have mutual concern for the benefit of society.

Linkage with government agencies:-

The company may make sure that the concerned State Government wings of DRDA such as Indira Kranthipatham, etc are in regular touch with the personnel of the HUL and their working pattern, including their schedules from the standpoint of various administrative matters, besides meticulously evaluating the women empowerment and its impact on the quality of their life.

State agencies to be active:-

The State Government DRDA wings should have full knowledge of the HUL company and the strategies adopted for the women empowerment. Periodic evaluation of various aspects of SEs will certainly help the Government in understanding whether women empowerment has been successful by the participation of HUL. It is necessary that the State Government DRDA should maintain the complete list of SEs in the State.

Supply of brands:-

In the matter of supply of brands, it is important that the company has to take care of the SE's request. Failure to do so will have obvious negative consequences like loss of sales to SEs and increased preference to retailer points.

The supply of different brands of products has to be continuous as far as possible in order to meet the customer demands.

Sale of brands:-

It is reported by majority of the SEs that the company is unable to keep up its offers on the sale of different brands of products to them. The company therefore should address this problem and keep up the promise of delivery of offers.

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