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## RESEARCH ARTICLE

### DETERMINANTS INFLUENCING RETAILERS PERCEPTION TOWARDS NEW GROWTH ENGINE DEVELOPED BY SOFT DRINK MANUFACTURERS – A CASE STUDY IN ODISHA

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#### ABSTRACT

This report has been prepared with a specific purpose in mind. It outlines the soft drink industry and retailer's behavior towards the supply chain management process of soft drink manufacturers. This study is about the new growth of engine introduced by one of the largest soft drink manufacturer in Indian market targeting bottom of the pyramid segment. Therefore the researcher tried to explore the determinants influencing retailer's behavior towards those new growths of engine. The main objective of this project report is to analyze and study in efficient way the current position of newly introduced soft drink dispenser. The study also aims to perform Market Analysis of splash bar & find out different factors effecting the growth of engine. Another objective of the study was to find out the significance of the determinants influencing retailer's behavior towards new growth of engine. Apart from these objectives the study was also conducted to find out the gaps in services provide to retailers. Considering the above objectives the research conducted an empirical study by designing a structured questionnaire and survey was done to find out the feedbacks of the retailers. Through questionnaire a qualitative study was conducted to find out the factors responsible for influencing retailer's behavior. The factors extracted in this research are Product features and benefits, Product sales support, Product delivery support and Product innovation. Product features and benefits, Product sales support and Product innovation found to be highly significant in influencing the retailer's behavior whereas product delivery support needs further studies.

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#### INTRODUCTION

This research attempted to study retailer's preference and buying behavior on soft drink in odisha market. Besides, this report also studies the retailer's feedback about the soft drink in odisha. Thus it can be said that there are two broad goals of the research to study the retailer's preference on soft drink as a whole and to other to find out the determinants influencing their behaviour. The research work was done through the collection of primary data by a common questionnaire through the market survey technique. Retailer's preference explains how a retailer ranks a collection over another. This definition assures that retailer's rank goods or services by the amount of satisfaction, or utility, afforded.

##### Carbonated soft drink market

The Indian soft drink market is growing at an annual rate of 28-30% for 30 years (economic time, 18<sup>th</sup> June, 2015).

The overall market size of the soft drink in at Rs. 65000 Cr , out of which fruit juice or fruit drink is Rs. 8000 Cr while carbonated drink stand at Rs. 25000 Cr. Rest is covered by bottled water and other drinks. As per report India's per capita consumption of soft drink is 3 liters while it is almost 90 liters in U.S.A & 16 liters in Pakistan. Consumers are increasingly conscious about their health & opting for health beverages. So the carbonated soft drink market is losing value share to flavored drinks. As per industry estimate, the Colas hold a share of 38% in domestic market while flavors (lemon lime, candy line, orange, apple) constitute 54%, which came down from 46% of cola market. Sprite replaced Pepsi cola in 2<sup>nd</sup> position due to which Pepsi had to introduce Nimbooz under 7up brand. Another 120 billion liters of beverages are consumed by Indians every years, out of which only 5% are in packaged segment. The ratio of CSD to non carbonated is now 2:1, a big change from 9:1 a few years back. Carbonated soft drink market was having a market share of 40% during 2014 and was dominating the segment. Reports predict that the market will further decline during the forecasted period. Harmful effects of artificial sweeteners are driving consumers away from the carbonated soft drink segment.

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Energy drinks in India faced a challenging year due to FSSAI regulations. In May 2015, the FSSAI ordered the recall of Monster energy drink after finding that it contained a combination of caffeine and ginseng, which, it is felt in some circles, are best not used together. Many other energy drinks brands, including Tzinga and Cloud 9, were also withdrawn from the market for being unsafe for consumption. This led to strong-performing brands like Tzinga losing their foothold in the category. With several new brand launches and the expansion of comparatively new players such as Hector Beverages, the competition in soft drinks became even more intense during 2015. However, the category is still dominated by Coca-Cola. The company has managed to retain its leadership due to the strong performance of its iconic brands like Sprite and Thumbs Up.

### Challenges of carbonated soft drinks

Soft drinks in India witnessed slightly lower value growth in 2015. Unseasonal rainfall affected sales across the country. Generally, as winter ends and temperatures begin to rise, beverages, especially carbonates, record strong growth. This year, however, untimely rain across the country kept temperatures under check and there was a somewhat cool start to the summer. This led to a small decline in the carbonates growth rate (Euromonitor, 2015). There is a growing concern over obesity, diabetes and health consciousness among Indian consumer, which led to the growth of health and wellness segment. This trend raising a question mark among Indian consumer questioning the sugar contents of soft drinks. Another revolution of the Indian carbonated market over last few years is the revolution of the distribution network and disappearance of traditional distribution network. There is a dominance of carbonated drink availability in super markets and convenience stores. The consequences of this situation is that large soft drink manufacturers like Coca-Cola are trying to explore new and innovative growth of engine for expanding their market share and penetrating into bottom of the pyramid segment.

### LITERATURE REVIEW

In this section the various literatures have been investigated to understand the consumer as well retailers prospective about soft drink market both in cola and non-cola segment. Consumer preferences were constantly changing and becoming highly diversified. Even in industrial markets, where needs for goods and services were homogeneous than consumer market, buyer exhibit diversified preferences and less predictable purchase behavior (Jonathan, 1995). Consumer behavior is influenced by three factors including cultural, social and personal factors. (Kotler and Keller, 2006, p.193). As the Euromonitor presents, Thirst is the most basic drinking driver. However, as consumers gain more affluence and live in developed markets, the needs evolve accordingly to become more sophisticated. As a result, Affordability becomes a key driving factor once the Thirst basic need has been satisfied. Affordability is the underlying factor that determines what people drinks. Euromonitor study pin points the fact that consumers are highly sensitive about their image and status. As a result, while they may drinks expensive brands in public, in private, they counter balance this spending by switching to basic commodity in private.

Nishu Sharma (2011), Comparative study on consumption patterns of soft drinks and fruit juices studies how different consumers consume soft drinks and fruit juices with respect to different patterns of consumption. Gopi & Arasu, (2012) focused on factor analysis model and its application to identify consumer preferences for a popular soft drink product in Dharmapuri. The results depicted that the consumers' preferences were characterized by four factors: branding, validation and prices, packaging and taste, respectively. Rotational factors successfully extracted the factor of branding as the dominant factor. Existing Research Findings Today there is an increasing demand for healthy and nutritional products as a consequence of consumers being better educated and more demanding; which leads to a need for new products and a more differentiated food product assortment Linnerman et al., (1999). In fact, consumers want high quality products that also deliver specific benefits in terms of health, safety and environmental quality Van der Heuvel et al., (2007).

Jyoti k arun (2002), studies the coca-cola India's marketing plan for the summer peak sales season is vested with a rural thrust & rides on the back of its newly launched 200-ml bottle, priced between Rs. 5 to Rs 6 across the country. While the soft drinks sales showed flat growth last year, sales in that year are up by 80% for the company. Gupta parul (2003), studied the coke & Pepsi's rural drive to push sales soft drink giants cocacola & Pepsi have signed on thousands of new retailers in a drive into rural India that has pushed up sales steeply. Coca-cola has made its beverages available in 40,000 additional villages in the last 3 years. Deepak Kumar Chechani (2008), A study of FACTOR influencing choice of soft Drinks in Udaipur City studies different factors influencing the choice of soft drinks consumption. Bhushanmehta (2012) Project Report Organized Retailing in India reveals important aspects of retail sector in India. Bhushanmehta (2012) Analysis of Brand Preference of Soft Drinks in Global Market provides details regarding consumer preference on soft drinks.

### STATEMENT OF THE PROBLEM

The problem of this research is to find out the relationship of retailer's preference and consumer buying behavior on soft drink. Today the majority of soft drink products target all kind of people such as children, adults, middle age and old age. The purpose of this study is to develop a better understanding of retailer's preferences and buying behavior. It is one for the needful study because now every companies market and ever changing environment due that customer's life style is changing day by day so that every organization has to give more consideration of retailer's preference and buying behavior.

Based on the research problem of the study the following Research Question (RQ) was formulated.

**RQ1:** What are the determinants influencing the retailers perception towards new growth of engine by soft drink manufacturers

**RQ2:** Whether the determinants are significant for the success of these new distribution channels

**RQ3:** Whether these distribution channels are an alternative to traditional bottles

## SIGNIFICANCE OF THE STUDY

Major soft drink manufacturer like coca-cola have developed new growth of engine like Splash bar for the bottom of the pyramid segment to penetrate deep into the Indian market. There is very few research in India about retailers perception and behavior towards soft drink manufacturers. Hence the significance of this study is to provide a tool to help marketers, bottlers and retailers. This research will also help to identify the success variables for the new growth of engine being innovated by soft drink manufacturers. The findings of this study will help the marketers to prepare an effective segmentation strategy. The study will also determine the future course of action for soft drink manufactures to innovate more in market penetration strategy. This study will emerge as a guiding tool for manufactures and retailers.

### Objective of the Study

- To find out the various determinants influencing retailer's behavior and perception towards Coca cola Splash bar
- To find out the significance and satisfaction level of those determinants for Coca cola splash bar
- To find out whether Coca cola splash bar is a success or failure in Bhubaneswar market
- To find out the retailer's acceptance and perception level on various parameters of coca cola splash bar in Bhubaneswar market

### Hypothesis

**H1:** Product features and benefits significantly influence retailer's satisfaction towards coca-cola splashbar.

**H2:** Product sales support significantly influencing retailer's satisfaction towards coca-cola splashbar

**H3:** Product delivery support significantly influencing the retailer's satisfaction towards coca-cola splashbar

**H4:** Product innovation significantly influencing the retailer's satisfaction towards coca-cola splash bar.

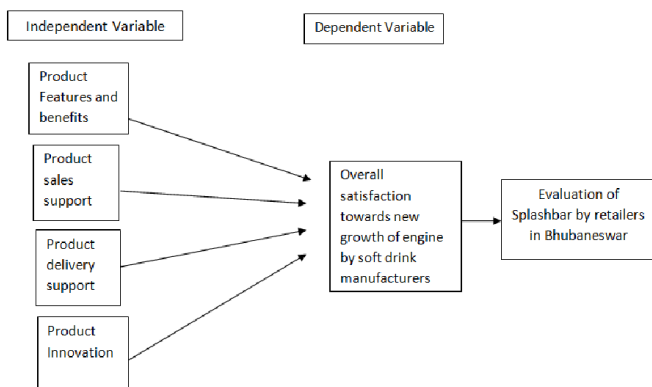


Chart 1.1

### Research model

The conceptual research model was developed on the basis of determinants found in the study influencing retailer's behavior and satisfaction towards new growth of engine.

The independent variables are product features and benefits, product sales support, Product delivery support and product innovation and the dependent variable is overall satisfaction towards new growth of engines developed by soft drink manufacturers.

### Research Design

The research was design to find out the determinants, influencing the success of new growth of engine. It was decided that a descriptive research study using primary data was consider appropriate to investigate the objectives and hypothesis

### Sampling Design

This study focuses on retailer's perception and behavior towards coca-cola splash bar in Bhubaneswar market. This is done by getting the response of retailer's who are already the customer of coca-cola splash bar. In this study the sample size was taken 50 retailers.

### Research methodology

In this chapter research methodology adopted for the investigations are included. The major purpose of this investigation is to find out core factors which influence the preference of retailers towards coca-cola splash bar. It was decided that a descriptive research study using primary data is appropriate to investigate the objectives and the hypothesis. The instrument used to collect data was a questionnaire administer to the sample respondents. The researcher has presented interpreted the collected data with the help of quantitative techniques. The researcher elaborates the method adopted to design and administer the questionnaire along with the sampling technique and justification for choosing the sample.

### Qualitative research

It helps the researcher to find out what is there in a consumer or retailer mind. Focus group, in- depth interviews and many other techniques is used in qualitative research . In this research we have applied individual in- depth interview to understand the retailer's perception towards coca-cola splash bar with the help of certain open-ended questions.

### Quantitative research

In this research we have applied quantitative techniques for the data receive from the primary survey. Various quantitative tools are applied to do the quantitative research.

**Research method:** Both the secondary and primary research method is applied in this research

**Secondary method:** Secondary data are collected through various online websites and company sources. We got various information regarding to the coca-cola splash bar from coca-cola website and from coca-cola Bhubaneswar sales office.

### Primary data

The primary survey was done with the help of a questionnaire and the collected data was analyzed to find out the research

objectives. The questionnaire was prepared by the researchers to find out the determinants those influences the retailer's overall evaluation of satisfaction towards coca-cola splash bar.

**Questionnaire Development**

Well structured questionnaire has been used to collect primary data which was administered personally to the retailer's. The questionnaire was both quantitative and qualitative type. The Likert scale was used for the respondent to indicate a degree of satisfaction or dissatisfaction with a series of statements about the stimulus objects.

**Pilot Test for instrument finalization**

A pilot test was conducted by considering 30 retailers as sample size and the exploratory factor analysis was conducted to extract variables influencing retailer's perception towards Coca-cola splash bar. The finding are mentioned below

- Finding shows KMO value 0.783 for sampling adequacy which is in the acceptable range as per Hair and Anderson. The communalities showing that each item considered are within the acceptable range.
- The total variance explained and the Scree plot shows that 4 components cumulative value are explain 73% predictor variables. Therefore these 20 variables are considered for further analysis.
- In the Rotated Component Matrix the value of the VAR0007 has Cross loading. Here according to the rules we have to remove the VAR0007. Similarly variable 16 and variable 17 also showing cross loading therefore those variables need to be removed. So 17 items were considered in the final questionnaire.

**Reliability Analysis**

Reliability was accessed by measuring the reliability coefficient or cronbach's alpha. The coefficient varies between 0 and 1 where the value of 0.6 or less indicate unsatisfactory internal consistency reliability (malhotra and birks 2003)

**Reliability Statistics**

Cronbach's Alpha	N of Items
0.93	4

Reliability analysis includes calculation of Cronbach's Alpha that measures the internal consistency and reliability of the instrument. In the current research, the Cronbach's Alpha for all variables (i.e.17) for both (questions number 5) is .930 respectively. Similarly, for each of the factors the Cronbach's Alpha is higher than 0.7 which indicates the significance of the model.

**Descriptive Analysis**

**Exploratory Factor Analysis**

The exploratory factor analysis was done to extract the variables influencing the overall satisfaction towards splash bar by retailers.KMO measure of sampling adequacy is an index to examine the appropriateness of factor analysis.

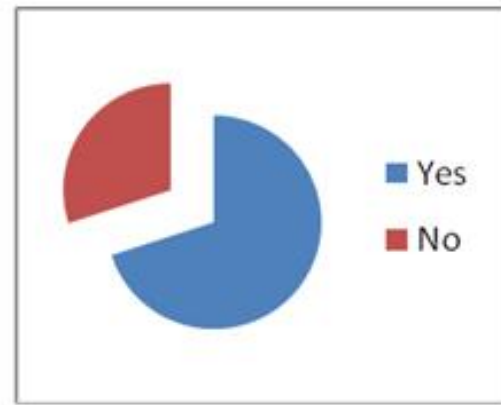


Figure 1. footfall attraction

It shows that 70% of retailer say yes that splash-bar attract footfall in their retail store, 30% of retailer say no that splash bar attract footfall in their retail store.

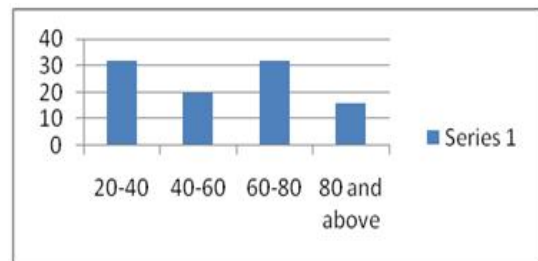


Figure 2. Number of footfalls

This diagram reveals that 16 retailer are saying that they have 20-40 footfalls, 10 retailers having 40-60 footfalls, 16 retailers having 60-80 footfall and 8 retailer having 60-80 footfall.



Figure 3. Alternative to small bottles

60% of retailers say yes that splash bar is an alternative to small bottles of coke and 40% of retailers say no that splash bar is an alternative to small bottles of coke.



Figure 4. Satisfaction towards splashbar

70% of retailers say yes that splash bar satisfy their customer and 30% of retailer say no that splash bar satisfy their customer.

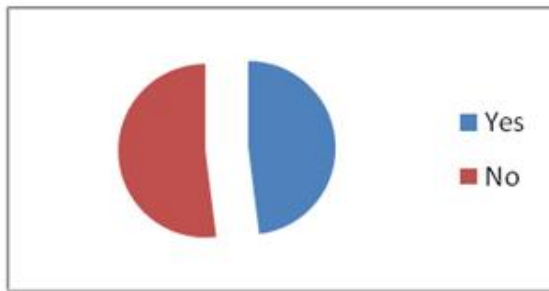


Figure 4. Success rate of splashbar

48% of retailers feel that they the splash bar by coca-cola is a success whereas 52% of retailers feel that the splash bar by coca-cola is not a success.

Table 1. KMO Bartlett's test of sphericity

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.770
Bartlett's Test of Sphericity	Approx. Chi-Square	367.881
	Df	136
	Sig.	0

High values 0.5 and 1.0 indicate factor analysis is appropriate. Values below 0.5 imply that factor analysis may not be appropriate. From the above table it is seen that Kaiser-Meyer-olkin measure of sampling adequacy index is 0.770 and hence the factor analysis is appropriate for the given data set. Bartlett's test of Sphericity Chi-square statistics is 367.881, that shows statements are correlated and hence as inferred in KMO, factor analysis is appropriate for the given data set.

**Rotated Component Matrix**

From the below table, each factor loading values represent the partial correlation between the variables the rotated factor by inferring a common thread among the variables that have large loading above 0.5 values for a particular factor. The above exploratory factor analysis revealed that the 17 items considered for testing were sufficiently loaded with value more than 0.5 .Therefore the items can be tested further for significance through regression analysis. The principal component analysis through varimax rotation revealed that there are four major components categorized the 17 items which were then renamed as Product features and benefit, Product sales support, Product delivery support and product innovation. In the above table the items are renamed as per the exploratory factor analysis findings as – product features and benefits, product sales support, product delivery support, product innovation.

Table 2. Rotated component matrix of Principal components

Variables	Factors	1	2	3	4
1	Retailer Margin	.707			
2	Cluster selling	.833			
3	Delivery Convenience			.804	
4	Customer Convenience	.695			
5	Installation Cost				.624
6	Company Support		.742		
7	Training by Company			.567	
8	Machine Efficiency	.698			
9	Post Installation service	.770			
10	Better alternatives to traditional bottles				.843
11	Machine maintenance support		.872		
12	Machine maintenance convenience		.750		
13	Product Cost		.616		
14	Machine Look				.867
15	Flavors	.611			
16	Sales promotion	.655			
17	Product line	.839			

Table 3. The rename of principal components

Sl No.	MAJOR FACTOR	Variables	Sub Factor	Value
1	PRODUCT FEATURES AND BENIFITS	1	Retailer Margin	.707
		2	Cluster selling	.833
		4	Customer Convenience	.695
		8	Post Installation service	.698
		15	Flavors	.611
		16	Sales promotion	.655
		17	Product line	.839
2	PRODUCT SALES SUPPORT	6	Company support	.742
		11	Machine maintenance support	.872
		12	Machine maintenance convenience	.750
3	PRODUCT DELIVERY SUPPORT	13	Product cost	.616
		3	Delivery convenience	.804
4	PRODUCT INNOVATION	7	Training by company	.567
		5	Installation Cost	.624
		10	Better alternative to traditional bottles	.843
		14	Machine look	.867

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.875 <sup>a</sup>	.765	.729	.41945	.765	21.186	4	46	.000

a. Predictors: (Constant), VAR00005, VAR00004, VAR00003, VAR00002

Table 5. ANOVA

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.909	4	3.727	21.186	.000 <sup>a</sup>
	Residual	4.574	46	0.176		
	Total	19.484	50			

a. Predictors: (Constant), VAR00005, VAR00004, VAR00003, VAR00002  
b. Dependent Variable: VAR00001

Table 6. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.359	.344		1.043	.000
	PRODUCT FEATURES AND BENEFITS	.380	.104	.479	3.649	.001
	PRODUCT SALES SUPPORT	.220	.100	.269	2.203	.037
	PRODUCT DELIVERY SUPPORT	.066	.070	.092	.946	.353
	PRODUCT INNOVATION	.225	.093	.269	2.406	.024

## Multivariate Analysis

In multivariate analysis, multiple regression analysis was done to test the significance of each Predictor variables. The variables considered for the research are highly significant i.e. (P = .000) and explaining 76.5% of the aggregated variables. The ANOVA table as displayed above shows the F ratio for the regression model that indicates the statistical of the overall regression model. The larger the F ratio there will be more variance in the dependent variable that is associated with the independent variable. The F ratio = 21.186. The statistical significance is P= 0.000 – “sig”. There is relationship between independent and dependent variables. The regression analysis of independent variable with dependent variable reveals that three out of four independent variables are significant. The P value extracted for these variables are showing the relationship between satisfactions towards individual independent variables. The P value of Product Feature and Benefit i.e. (P = 0.001) explains that retailer margin, customer preference, clustered selling etc. are significant with overall satisfaction of retailers. The P value of Product Sales Support i.e. (P = 0.037) explains that the sales support like machine maintenance, product cost, machine maintenance cost are also significant with overall satisfaction of retailers. The P value of Product Innovation i.e. (P = 0.024) which also explains that machine look and an alternative to traditional bottle are significant with overall satisfaction.

**Y (Overall satisfaction towards Splash bar) = 0.359 + 0.479 (Product features and benefits) + 0.269 (Product Sales support) + 0.269 (Product Innovation)**

## Testing Of Hypotheses

**H1: Product features and benefits significantly influence retailer’s satisfaction towards coca-cola splashbar.** The regression analysis reveals that Product features and benefits is highly significant (P=0.001) with overall satisfaction of retailers. Hence this supports hypothesis and the hypothesis was accepted.

## H2: Product sales support significantly influencing retailer’s satisfaction towards coca-cola splashbar

The regression analysis reveals that Product sales support is highly significant (P=0.037) with overall satisfaction of retailers. Hence this supports hypothesis and the hypothesis was accepted.

## H3: Product delivery support significantly influencing the retailer’s satisfaction towards coca-cola splashbar

The regression analysis reveals that product delivery support are not significant (P=0.353), hence this doesn’t support hypothesis and the hypothesis was rejected.

## H4: Product innovation significantly influencing the retailer’s satisfaction towards coca-cola splash bar.

The regression analysis reveals that product innovation is highly significant (P=0.024), hence supports the hypothesis and the hypothesis was accepted.

## Limitation

- This study was only conducted in Bhubaneswar city which is a limitation to generalize the findings
- As this is a new product the real perception of retailers was quite early to judge
- It was difficult to collect data from company sources regarding the splash bar

## Major Findings

The major findings of the study are mentioned below

- Product features and benefits, Product sales support, Product delivery support, Product sales support product innovation are four major variables extracted out of exploratory factor analysis.
- KMO and BARTETT’S test which shows value of 0.783 for sampling adequacy which is in the acceptable range as per hair and Anderson. The communalities

showing that each item considered are within the acceptable range

- The descriptive statistics of four variables are mentioned below
- Product feature and feature – 2.7984
- Product sales support – 2.4516
- Product delivery support – 3.1129
- Product innovation – 2.8925
- The mean value analysis shows that the variables are important for the retailers and product delivery support is one of the most important variable for the success of splash bar
- Multiple regression analysis reveals that variable considered for the research are highly significant i.e. ( $p=0.000$ ) and explaining 76.5% of the aggregated variables.
- The regression analysis of independent variable with dependent variable reveals that three out of four independent variables are significant. The p value extracted for these variables are showing the relationship between satisfaction towards individual independent variables. The p value of product feature and benefit ( $p=0.001$ ) explains that price is significant with overall satisfaction. P value of product sales support ( $p=0.037$ ) explains the promotion is also significant with overall satisfaction. P value of product innovation ( $p=0.024$ ) which also explains that product is significant with overall satisfaction.
- The product delivery support variable is not significant ( $P=0.353$ ) and need further research

### Recommendation

- Product features and benefit, product sales support, product delivery support and product innovation are major variables to be considered by marketers for understanding retailers perception which will lead to acceptance of such innovative products.
- Choosing appropriate outlet is essential for the success of Splash Bar
- After installation follow up on weekly basis is necessary so that company can provide better service related to machinery problem, distribution and all.
- Grievance handling is one of the major concern and need to manage effectively
- From the interpretation we found out that company were lacking behind services like dustbin where 100% of retailers were not getting dustbin, they were not getting proper warm stocks, cups ,nozzles in time. So company should focus on these service facility basically,
- Company should provide special scheme and rewards to the retailers for motivating the retailers towards splash bar.
- Company should plan to get feedback from retailers so that company can take necessary steps towards retailer's perception.
- Distribution channel should more active and provide the stocks to retailers on time.

### Further Research

Coca-cola launched a new growth of engine for targeting bottom of the pyramid population as well enhancing the core brand coca-cola sales growth. As this is a new product

launched by the biggest brand of the world this product need more research to identify various other variables influencing the retailer's behavior. In this study we have evaluated four major variables influencing the retailer's behavior i.e. product features and benefits, product sales support, product delivery support and product innovation. Researchers need to identify some variables beside these variables. There is a need to do more research on these variables even.

### Conclusion

In this research work four major variables were identified – product features and benefits, product sales support, product delivery support and product innovation. For this splash bar segment Coca-cola can focus on these variables to reach bottom of the pyramid segment effectively. Retailers are the most important channel in this soft drink segment and there is fierce competition nowadays from unorganized segment. Therefore sales support and post sales service plays an important role in motivating the retailer network. Product features and benefits need to be explained by the retailers to the customer and for the same the retailers should be properly trained.

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