BDM Capstone Project Proposal

Title: Devising Innovative Strategies to Improve Organizational Behaviour for Boosting Business Efficiency

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1. **Executive summary and title**:

Kumar Milk Products (KMP) is a local vendor operating in North West Delhi, for the last 15 years, selling milk, and its allied products and a little portion of branded bakery products like breads, cookies, cakes, juices, carbonated drinks, chips, etc. KUMAR MILK PRODUCTS is sole proprietorship-based business operating in a big, middle – class to affluent community. In roughly 5 - 6 meets, the owner's concerns and problems were emphasized and comprehended. The customer base is localised and the differentiating factor could be the personal behaviour of the proprietor, behaviour of the staff towards the customer, ease of doing transactions, quality of services provided. KUMAR MILK PRODUCTS is operating from an area of about 225 square feet with some minor temporary squatting on the public land. The operational expenses are moderately consistent, and also there are no major regulatory and compliance issues. Having said this, the key intention of the proprietor is to expand the business to enhance revenue.

2. **Organisation background**:

As stated in the executive summary, KUMAR MILK PRODUCTS is a sole proprietorship-based business, owned by Mr. Surinder Pal Arora. However, KUMAR MILK PRODUCTS employs a staff of around 6 - 7 people to efficiently perform its day-to-day functions. The organisation chart is given below:
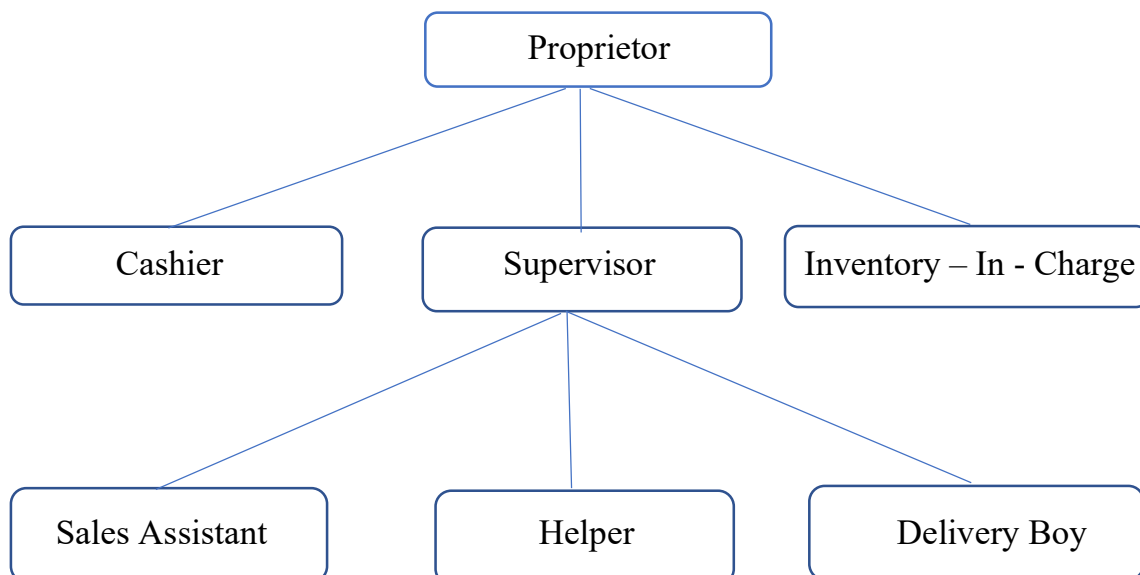

Figure 1 represents the organization flow and hierarchy

Cashier is responsible for making financial transactions with the customer, as well as with the vendors/suppliers.

Supervisor along with his three assistants is responsible for managing the sale counter and provide various goods and services to the customers.

Inventory in charge is responsible for keeping stock for the various items, consumed in a day and to place the order to the supplier for the next day.

In a nutshell, the supervisor along with his three assistants is the front face of KUMAR MILK PRODUCTS to the customers. His interaction with the customers is the determining factor for customer retention.

3. **Problem Statement**:
   - To increase the sales revenue in a limited geographical area and make predictions regarding future revenue
   - To increase the share of digital payments in the total business revenue
   - To hire and retain good quality workers in an unorganized market
   - Unavailability of space to expand the existing business
   - Threat from the competition, that is, shops doing similar business, as well as startups entering the market in an organised manner

4. **Background of the Problem**:

   The shop is located in a residential area, and carries constraints in regards to expansion of the area. Due to a lack of digital payments options, there are often long queues for purchases of daily use essential items such as milk and bread, among others items, in the morning hours of 6 am to 10 am. Cash handling proves to be inadequate and also somewhat highlights the organizational inefficiency of the staff. Hiring and retaining unskilled yet efficient labour has been a challenge since the COVID – 19 pandemic, as labour tends to go back to villages.

   These days, many startups such as Country Delight, Doodhvale, are also entering the essential items space, making use of the latest technology, and business management, along with extremely skilled human resource. These companies are a direct threat to KUMAR MILK PRODUCTS as they are able to capture a bigger market with greater efficiency.

5. **Problem solving approach**:

a) Details about the methods used with Justification:

The data collected from KUMAR MILK PRODUCTS is primary data which will give us the breakdown of the sales of the total stock keeping unit (SKU). Primary data is the first-hand data collected by the learner directly from the owner. Second mode used for data collection is locality survey, undertaken by the learner in a physical manner. This data will give us the total breakdown of household units in the locality, along with the relevant figures and statistics and the potential for KUMAR MILK PRODUCTS to enhance its business. The following table highlights the key SKUs:

S.NO	Brand	Type of Product
1.	Amul	Milk – 4 variants
2.	Amul	Paneer – 3 variants
3.	Amul	Curd – 2 variants
4.	Amul	Lassi – 4 variants
5.	Unpackaged	Curd
6.	Unpackaged	Paneer
7.	Multiple brands (Harvest, Nice, Amul, Perfect etc.)	Bread (also including pao, pizza base, subway etc.)

Figure 2 represents the key SKUs of the business

b) Details about the intended data collection with Justification

The data so - collected will help to identify the total potential of the business for KUMAR MILK PRODUCTS. As the business is operating in a local geographical area and with almost nil option for deep discounts, the only option to enhance business is through organizational behavioural changes, as well as increasing digital payments. The data collected will include current revenue and sales, no of households in the locality purchasing essential products and other products from the shop. The analysis done from the data collected will be mentioned in the mid term report.

c) Details about the analysis tools with Justification

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First and foremost, we will do explanory data analysis and clean the data. To analyse the collected data, we will make use of tools such as Excel and Python, which will include various charts such as pie charts, bar charts, line charts, scatter plots etc. These tools will help us in effectively analysing the data and in data visualization to better understand the problems faced by the business. We will be able to identify patterns and trends to help the business grow.

6. **Expected Timeline - Work Breakdown Structure and Gantt Chart**

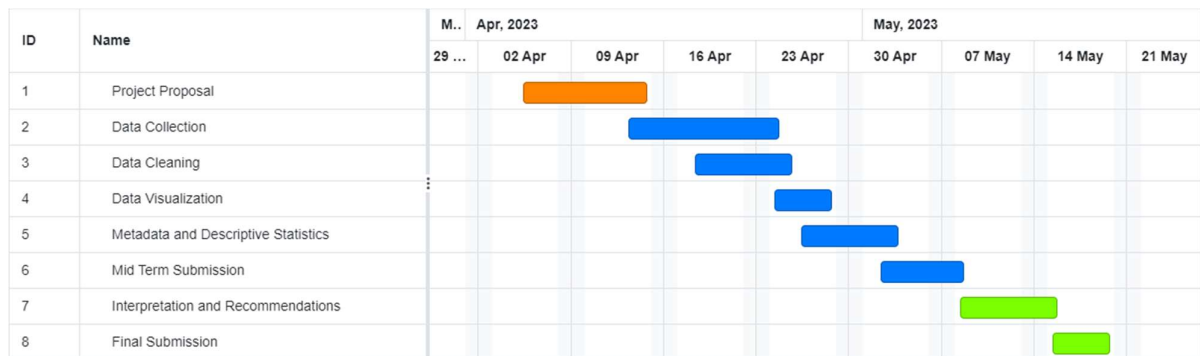| ID	Name	M..	Apr, 2023				May, 2023			
		29 ...	02 Apr	09 Apr	16 Apr	23 Apr	30 Apr	07 May	14 May	21 May
1	Project Proposal									
2	Data Collection									
3	Data Cleaning									
4	Data Visualization									
5	Metadata and Descriptive Statistics									
6	Mid Term Submission									
7	Interpretation and Recommendations									
8	Final Submission									

Figure 3 shows the Gantt chart and the work breakdown structure

Firstly, meetings with the owner were conducted multiple times to discuss possible problems. Then, collection of primary data from the business will be done over a period of 10 days. Simultaneously, the physical survey of the locality to gauge the number of households, category – wise will also be done. This data will then be cleaned, visualized and analysed. Furthermore, for the mid term submission, use of metadata and descriptive statistics will be made. Finally, the interpretations and recommendations will be combined to present in the final submission.

7. Expected outcome:

The expected outcome is to have higher level of customer satisfaction as well as expansion of customer base, reduction in transactional time per customer which can be done by an increase in digital payments and transactions, increase in sales, and hence, the corresponding profits, enhanced employee retention, with a low attrition rate.

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