



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	THE STRATEGY OF DE-INTERNATIONALIZATION OF THE SMES OF THE FOOTWEAR IN THE AREA METROPOLITANA DE GUADALAJARA PAOLA N. VELAZQUEZ RAZO & JOSE G. VARGAS-HERNANDEZ	1
2.	PROFILING INDIAN CONSUMERS BASED ON ACCEPTANCE OF MOBILE MARKETING PLAVINI PUNYATOYA	8
3.	HOW CAN FREE TRADE EXCEL ECONOMIC GROWTH SHAHZAD GHAFOR & UZAIR FAROOQ KHAN	12
4.	CORPORATE GOVERNANCE AND FIRM PERFORMANCE IN NIGERIA DR. OFURUM CLIFFORD OBIYO & LEZAASI LENE TORBIRA	19
5.	LABOR FORCE VERSUS POPULATION GROWTH RATE - A STUDY OF UNEMPLOYMENT IN J&K STATE GAURAV SEHGAL & DR. ASHOK AIMA	24
6.	VALUE ADDED TAX AND ITS IMPLICATION ON PROFITABILITY DR. SAMBHAV GARG	28
7.	SWOT ANALYSIS OF DAIRY COOPERATIVES: A CASE STUDY OF WESTERN MAHARASHTRA DR. PRAKASHKUMAR RATHOD, DR. T. R. NIKAM, DR. SARIPUT LANDGE & DR. AMIT HATEY	35
8.	ORGANIZATIONAL CULTURE AND ITS IMPACT ON ORGANIZATIONAL LEARNING - A STUDY ON INSURANCE COMPANIES DR. N. RAJASEKAR & R. N. PADMA	42
9.	A STUDY ON THE OPERATIONAL EFFICIENCY OF THE TAICO BANK THROUGH VARIOUS MODELS DR. S. RAJAMOHAN & S. PASUPATHI	49
10.	IMPACT OF ADVERTISING ON CHILDREN AND ADOLESCENTS N. SUMAN KUMAR & DR. K. KRISHNA REDDY	58
11.	RECRUITMENT OF TEACHERS VERSUS ADEQUACY - EFFORTS NEEDED TO PURGE THE GAP DR. PURNA PRABHAKAR NANDAMURI & DR. K. V. RAO	62
12.	JUNK FOOD VS. ORGANIC FOOD: VALIDITY EXAMINATION THROUGH CULINARY SCIENCE & AGRICULTURE MANAGEMENT FOR A SUSTAINABLE FUTURE STRATEGY DR. S. P. RATH, DR. BISWAJIT DAS & CHEF. ANAND SINGH MARWARD	68
13.	GLOBALISATION AND STATUS OF WOMEN IN INDIA - ISSUES AND CHALLENGES NAGASANTHI.S & DR. S. KAVITHA	72
14.	STUDY ON THE RELATIONSHIP OF WORK RELATED STRESS ON ORGANISATIONAL EFFECTIVENESS DR. SHIKHA KAPOOR	77
15.	UNDERSTANDING PREDISPOSITION OF CONSUMERS TOWARDS PRIVATE LABELS IN INDIAN GROCERY RETAIL CONTEXT DR. A. S. SANDHYA, JAYANTHI K. & DR. H. PEERU MOHAMED	81
16.	COW TO CONSUMER VIA COOPERATIVES AND COMPANY --- QUALITY INITIATIVES FROM ORIGIN TO END CONSUMER - A STUDY IN BANGALORE DAIRY L. R. S. MANI	88
17.	AN EVOLUTIONARY OUTLOOK OF WAL-MART'S GROWTH IN A GLOBAL SCENARIO HEMALATHA JEYACHANDRAN & DR. HAIDER YASMEEN	92
18.	INTRUDERS ALTERING THE PERCEPTION OF CUSTOMERS IN THE LIFE INSURANCE SECTOR OF INDIA - A COMPARATIVE EMPIRICAL STUDY BETWEEN PUBLIC & PRIVATE LIFE INSURANCE COMPANIES DR. M. DHANABHAKYAM & V. ANITHA	97
19.	OPINION ON VALUES AND THEIR IMPACT ON INDIVIDUAL EFFECTIVENESS AND SATISFACTION: A STUDY OF PROFESSIONAL STUDENTS DR. SUJA S. NAIR	102
20.	STUDY OF RURAL CONSUMER BEHAVIOR IN RELATION WITH WASHING POWDER PREETI M. KULKARNI	108
21.	CHALLENGES FOR TALENT RETENTION S. SUBRAMANIAM	111
22.	AN APPRAISAL OF NEW DIRECT TAX CODE IN INDIA: A NEW CHALLENGE IN DIRECT TAXATION SARBAPRIYA RAY	114
23.	SITUATIONAL ANALYSIS OF BANKING PERFORMANCE IN KOLHAPUR DISTRICT WITH REFERENCE TO PRIORITY SECTOR LENDING RAMCHANDRA D. PATIL	120
24.	ISSUES IN RECRUITMENT AND SELECTION MERLYN MASCARENHAS	125
25.	EXHIBITING CREATIVITY AND INNOVATION AT WORK PLACE AS ONE OF THE ESSENTIAL REQUISITE FOR MANAGERS - AN EMPIRICAL STUDY WITH SPECIAL REFERENCE TO COMPANIES OF HARYANA GEETA DAWAR	132
	REQUEST FOR FEEDBACK	140

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories Indexed & Listed at: [Ulrich's Periodicals Directory ©, ProQuest, U.S.A.](#), [The American Economic Association's electronic bibliography, EconLit, U.S.A.](#), [Open J-Gate, India](#) as well as in [Cabell's Directories of Publishing Opportunities, U.S.A.](#)

Circulated all over the world & Google has verified that scholars of more than eighty-one countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI - 135 003, Yamunanagar, Haryana, INDIA

www.ijrcm.org.in

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

PATRON

SH. RAM BHAJAN AGGARWAL

Ex. State Minister for Home & Tourism, Government of Haryana
Vice-President, Dadri Education Society, Charkhi Dadri
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

DR. SAMBHAV GARG

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

ADVISORS

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Dean (Academics), Tecnia Institute of Advanced Studies, Delhi

CO-EDITOR

DR. BHAVET

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

EDITORIAL ADVISORY BOARD

DR. AMBIKA ZUTSHI

Faculty, School of Management & Marketing, Deakin University, Australia

DR. VIVEK NATRAJAN

Faculty, Lomar University, U.S.A.

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ROSHAN LAL

Head & Convener Ph. D. Programme, M. M. Institute of Management, M. M. University, Mullana

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

DR. KULBHUSHAN CHANDEL

Reader, Himachal Pradesh University, Shimla

DR. TEJINDER SHARMA

Reader, Kurukshetra University, Kurukshetra

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Government F. G. College Chitgappa, Bidar, Karnataka

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

DR. V. SELVAM

Divisional Leader – Commerce SSL, VIT University, Vellore

DR. PARDEEP AHLAWAT

Reader, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

S. TABASSUM SULTANA

Asst. Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

TECHNICAL ADVISOR

AMITA

Faculty, E.C.C., Safidon, Jind

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Business Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses, infoijrcm@gmail.com or info@ijrcm.org.in.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Computer/IT/Finance/Marketing/HRM/General Management/other, please specify).

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for possible publication in your journal.

I hereby affirm that the contents of this manuscript are original. Furthermore it has neither been published elsewhere in any language fully or partly, nor is it under review for publication anywhere.

I affirm that all author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if our/my manuscript is accepted, I/We agree to comply with the formalities as given on the website of journal & you are free to publish our contribution to any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

2. **INTRODUCTION:** Manuscript must be in British English prepared on a standard A4 size paper setting. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of the every page.
3. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.
4. **AUTHOR NAME(S) & AFFILIATIONS:** The author (s) full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address should be in italic & 11-point Calibri Font. It must be centered underneath the title.
5. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para.
6. **KEYWORDS:** Abstract must be followed by list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should be in a 8 point Calibri Font, single spaced and justified.
10. **FIGURES & TABLES:** These should be simple, centered, separately numbered & self explained, and titles must be above the tables/figures. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. It must be single spaced, and at the end of the manuscript. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITE

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on July 05, 2011 <http://epw.in/user/viewabstract.jsp>

COW TO CONSUMER VIA COOPERATIVES AND COMPANY --- QUALITY INITIATIVES FROM ORIGIN TO END CONSUMER – A STUDY IN BANGALORE DAIRY

L. R. S. MANI

PROFESSOR

ACHARYA'S BANGALORE B SCHOOL

BANGALORE

ABSTRACT

Milk is nature's ideal food for infants and growing children in all parts of the world. Milk is a balanced diet and has high nutritive value. Hence the quality initiatives right from the source till it is ready for consumption is of utmost importance. The aim of this study is to explore the entire supply chain of milk from the cow to consumer and the quality measures introduced at each stage. The White Revolution in India in the 1960s saw the increase in the production, productivity and quality of milk. The National Dairy Development Board initiated major policy changes in the dairy sector to achieve self sufficiency in milk production. The Karnataka Milk Federation is on the lines of AMUL in Gujarat. The scope is to cover Bangalore Dairy though there are 13 dairies under KMFL. The research is more exploratory in nature. The primary data is collected from the customers with the help of the questionnaire and also interviewing the personnel at the cooperatives and the dairy. The secondary data is collected from the documents and records of the organization as well as their website. The data collected is analyzed using basic statistical technique. Also covered in this paper is the conceptual framework on Quality and Quality Management Systems. The author concludes that the reasons for higher market share for Nandini -- the brand of KMFL - and also a higher level of customer satisfaction is due to the processes and controls deployed at each stage.

KEYWORDS

Customer Satisfaction, Process, QMS, Quality.

INTRODUCTION

The important place milk occupies in our diet has been recognized since Vedic Times and all the latest research all over the world has only reinforced and strengthened this fact. Milk is now considered not only desirable but an essential intake from the moment the child is born. The National Institution of Nutrition has recommended a minimum of 300 grams intake of milk for children between 1 to 3 years of age. Milk has high nutritive value. It supplies proteins, bone forming minerals, health giving vitamins and fats.

The quality of milk consumed by the children has a direct effect on their physical and mental health. Hence it is very important that controls are effected at each stage i.e. from cow to cooperatives to company to consumer.

Karnataka Milk Federation started in the year 1965 is modeled on the lines of AMUL at Gujarat and their brand Nandini enjoys a higher market share compared to their competitors in Karnataka. A detailed study is made at Bangalore Dairy and some of their milk cooperatives to understand the QMS adopted by them at various stages to ensure timely availability of good quality milk to the consumers across Karnataka and some neighboring states.

LITERATURE REVIEW

The review of existing literature pertaining to the research study enables one to analyze the research carried out in different dimensions. With the help of the same, the gaps in that particular area can be identified.

Kopecky (2008) in his article in Quality Digest details ten steps to creating a culture of quality. These are very much applicable to the food industry as well as the milk dairies. The ten steps detailed by him are as follows.

1. Guarantee that processes are controlled across the entire supply chain.
2. Create a risk-based system for gauging and ranking suppliers.
3. Realize that quality problems always exist.
4. Implement proper escalation procedures.
5. Determine the root causes of issues in the supply chain.
6. Apply effectiveness checks in a closed – loop system.
7. Ensure companywide corrective and preventive action policies.
8. Institute a proper process for customer complaint and inquiry management.
9. Adopt the philosophy of Six Sigma with its proven record for continuous improvement and its ability to improve processes by removing defects.
10. To confront these challenges, organizations must create a culture of quality that receives support at the top and permeates the supply chain.

Saxena (2008) in his thesis titled Total Quality Management Initiatives in Fluid Milk Industry: A Case Study of Udaipur Dairy talks about the various initiatives taken by the Udaipur Dairy for implementing TQM and strive towards customer satisfaction.

Foong (2006) goes about detailing how to interpret the eight Quality Management Principles to ISO 9001:2000 QMS. All Quality Management Systems are based on eight Quality Management Principles such as Customer Focus, Leadership, Involvement of People, Process Approach, Systems Approach, Continual Improvement, Factual Approach to Decision Making and Mutually Beneficial Supplier Relationships.

Kulkarni (2004) in a case study on AMUL – Gujarat Cooperative Milk Marketing Federation published in a book on Supply Chain Management talks more on the supply chain aspects. In this case study, they have also covered the concepts such as Kaizen, Hoshin Kanri, Small Group Activities etc. Automatic Quality checks at all levels right from collection from the farmers to the manufacturing of the finished product ensures that quality remains standard at all the stages through which the product moves.

Ghatnekar (2000) in an article Quality Management – The need of the hour for dairy industry have mentioned that in the quest for higher quality and more profitability, the dairy business is passing through revolutionary upgradation and that the need for such upgradation has been well realized. Since the dairy industry in India plays an important role in the national economy and also because it is likely to have a major share in exports, it is imperative for the dairy industry to adopt various quality standards.

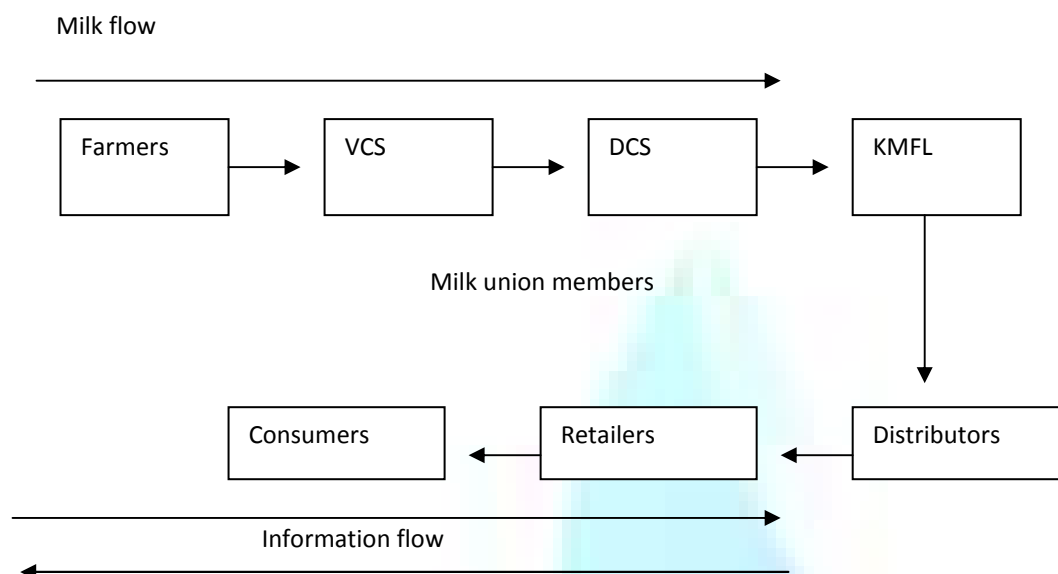
Gaps Identified In Existing Research – It is observed that there is no detailed and exhaustive study on Quality Management in Milk Dairy covering all stages i.e. from Cow to Consumer. Also there is no detailed research on the customer satisfaction through surveys by collecting data from the users of various dairy products.

MILK SUPPLY CHAIN & MANUFACTURING PROCESS

It is basically a four-tiered structure in which the farmers or individual milk producers organize themselves into dairy cooperative societies at the village level. These village level cooperatives are further organized into district level unions. The individual milk producers and the village level cooperative societies jointly share the responsibilities of animal health, animal feed and their breeding.

After the milk is collected at the dairies, they undergo quality checks before they are taken up for processing and packaging. Then they are distributed through the State Milk Marketing Federation and reach the consumers.

The supply chain can be represented diagrammatically as follows:



Some of the features more specific to the supply chain of milk as opposed to the supply chain for engineering products are as follows:

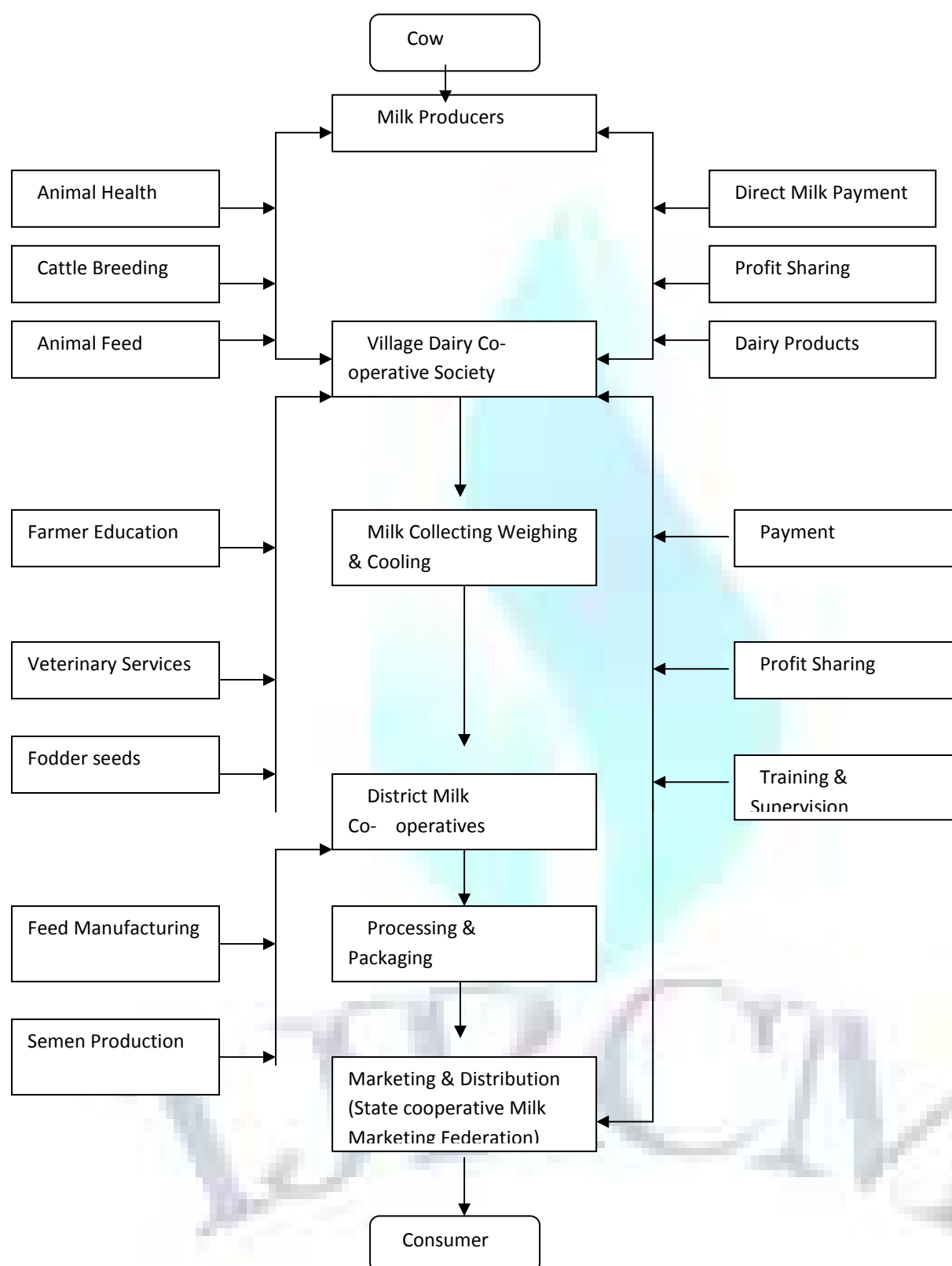
- The shelf life is very limited. Hence the actions at each stage need to be coordinated very closely.
- Special refrigerated vehicles are required for the transportations of milk.
- People in the upstream of the supply chain i.e. the village cooperative members may not be highly educated. Hence need to be treated with more care and personal attention.
- The time available in the last stage of the supply chain is also limited. Almost all the customers want the supply of milk at the same time.

Information flow is in both directions and is an essential part of this supply chain. Also usage of information technology and computers has become a way of life. The computers run the automatic milk collection system, which ensures immediate preparation of milk payment bills, transparency of operations and greater efficiency of milk collection.

The milk is milked from Cow by the farmers and is bought to the Co-Operative Society. The milk is tested for fat content and if it is greater than 3.5% it is accepted and if not it is rejected. Once the milk is collected from the farmers at the Co-operative society collection centers, it is transported to chilling units within 4 hours to prevent it from perishing. It is then transported to Mega Dairy through vehicles, which contains sealed containers. The moment it reaches the main Dairy, the milk is again tested for Fat content and specific gravity. After the testing it is sent to the processing unit where pasteurization, cream separation & rinsing are done simultaneously. Then the milk is sent to packaging unit for packing.

At the processing and packaging stage in the dairy, more automation is introduced which takes care of problems that can arise due to too many manual intervention by the operators. Also Quality assurance measures are introduced at each stage during processing & packaging of milk.

COW TO CONSUMER FLOW CHART



QUALITY MANAGEMENT AT BANGALORE DAIRY

QUALITY CONTROL LABORATORY

The Quality Control Laboratory constantly engages themselves in the development of quality standards and upgradation of the quality standards from time to time for the NANDINI products. The QC lab is also responsible for controlling the quality at various stages. The quality standards are designed to meet the latest quality parameters in the industry.

The quality control assesses the quality of milk and milk products manufactured by the member milk unions. They ensure the conformity to the required standards and advise on the quality parameters to be achieved.

FOUR STAGE QUALITY CONTROL

Before the Milk is distributed the quality of the Milk is tested four times.

1st Stage:-

The Milk is collected from the villages and then it is sent to the chilling centers. The milk is chilled at 3 to 4 degree Celsius. In these chilling centers the quality of the milk is checked and it is filtered.

2nd Stage:-

The milk is then brought to the Dairy in insulated milk tankers in which a temperature of 3 to 4 degree Celsius is maintained. The quality is then checked in the silos, with each silo having a capacity of 1,00,000 liters.

3rd Stage:-

The milk is then sent for processing, pasteurizing and standardizing. In the pasteurizing process the milk is heated at 70 to 73 degree Celsius to kill the bacteria if any. They use latest technology machinery for pasteurizing, processing and standardizing.

4th Stage:-

After the processing is over the milk is then sent to the packaging department. After the packaging is done they check the final quality of the product before sending it to the suppliers and distributors.

EQUIPMENTS USED IN QUALITY CONTROL

➤ Electronic Milk Control Meter:

It is used to check the fat content in the milk.

➤ Lactometer:

It is used to check the density of the milk.

➤ Rinse Balance Tank:

The waste milk is reprocessed in this tank by which the quality is assured.

➤ Ultra High Temperature Equipment:

It is used to heat the milk at 135 degree Celsius to kill the minute particles or bacteria which cannot be seen with the naked eye. After the milk is heated in this equipment, the milk can be used for a further period of 40 days.

➤ Computerized cleaning

Special technology is used to cleaning the milk tankers and silos.

➤ Cream Separator:

The cream separator is used for separating the cream from the milk for making the butter. In this process, the cream separator removes the dust particles and bacteria which cannot be seen through naked eyes.

ANALYSIS AND INTERPRETATIONS

A sample size of 100 was chosen as a pilot study and a questionnaire got filled up by them. Based on their response, the following observations made:

1. Out of the 100 customers, 79 are buying Nandini mil. Based on this, the market share of Nandini in South Bangalore is approximately 79%.
2. A question was asked regarding the number of times the milk got spoiled at the time of boiling during 2010. Out of the 79 customers, 41 replied that not even once it happened during 2010 and 31 replied that it happened between 1 to 3 times. The remaining 7 customers said that more than 3 occasions they found the milk getting spoiled on boiling. Hence 91% of the customers were satisfied with the freshness and quality of milk.
3. Another question was asked regarding the number of times the polybags containing milk were received in leaking or torn condition. Out of the 79 customers, 43 replied that not even once it happened during 2010 and 29 replied that it happened between 1 to 3 times. The remaining 7 customers said that it happened on more than 3 occasions. Hence 91% of the customers were satisfied with the packing and handling of milk.
4. Another question was asked regarding the date on the polybag being more than a day old on the date of receipt of the milk at their end. Out of the 79 customers, 69 replied that not even once it happened during 2010 and 10 replied that it happened between 1 to 3 times. Hence 87% of the customers were totally satisfied that they were receiving the milk from the latest production batch.

SUGGESTIONS FOR FURTHER IMPROVEMENT

Following suggestions were offered based on the observations at the Dairy.

1. Continuous training and education at the farmer and village cooperative levels.
2. Inculcate the concept of triple role i.e. internal customer, internal supplier & process owner.
3. Adopt the QMS principle "Mutually beneficial supplier relationships" and develop long term relationships with the individual farmers as well as the village cooperatives.
4. Educate the farmers on modern cattle rearing methods.
5. Help the farmers to get loans from bank to setup satellite farms and purchase cows.
6. Monitor and trace the movements of cows with the help of GPS.
7. Seek customer feedback actively and incorporate the same in product improvement.

CONCLUSION

The interaction with the customers using a questionnaire and subsequent analysis confirmed the fact that the efforts taken by KMFL to maintain quality and service have really borne fruit in the form of improved customer satisfaction. This is the main reason for their improving their market share.

REFERENCES

- Kulkarni Sarika & Sharma Ashok, Supply Chain Management, Tata McGraw-Hill Publishing (2004)
www.kmfnandini.coop,
www.nddb.org

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. **infoijrcm@gmail.com** or **info@ijrcm.org.in** for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail **infoijrcm@gmail.com**.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator