



# **A STUDY ON EMPLOYEES PERCEPTION TOWARDS PERFETTI VAN MELLE INDIA PVT LTD**

*by*

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## **ABSTRACT**

The company manufactures confectionery products. It provides candies, chocolate Products & Services: candies, chocolate, chewing gum, etc. In 2003, while the overall top line for the Indian operations of the global confectionery major Perfetti Van Melle was showing consistently upward trend (around 14% CAGR), the Gums line of the same was a drag for the company and was not able to make a positive contribution to the company bottom-line. In fact, Gums business grew only 3 per cent last fiscal. The line has been faced with stagnant sales and was unable to utilise the allocated plant capacity. The Divisional Head of the Line, along with his team was faced with this grave situation and was frantically looking for a break.

## **CHAPER -1**

### **1.1 INTRODUCTION**

The issues of consumer satisfaction and quality have noticeably increased in significance for service businesses due to fierce competition in the global market. A number of factors like legislation, conscious consumers and market situations influenced this issues. There are numerous empirical evidences that have shown that employee job satisfaction is a direct related factor in service quality improvement and customer satisfaction. Extensive quantitative research investigated relationships between service quality and customer satisfaction. However there is little

qualitative evidence from employees' point of view on service quality improvement and customer satisfaction. In this study a large scale food processing company's high level employees were asked to express their opinions on service quality and customer satisfaction. Their answers were analyzed using qualitative techniques and results have been interpreted to help managers in improving their operations.

## 1.2 INDUSTRY PROFILE

Perfetti Van Melle is a privately owned company, producing and distributing candies and chewing gums in more than 130 countries worldwide.

The company was established in March 2001 through the merger of Perfetti S.P.A and Van Melle NV.

In July 2006, the group acquired the Spanish company Chupa chups, thus strengthening its position as the third largest confectionery (sugar confectionery + gums) group in the world, and becoming the first player in the global sugar confectionery market.

It is now the third largest confectionery group in the world, and the first to be present in the main Asian market. Employing over 14000 people and operating 32 companies throughout the world. Perfetti Van Melle has a true global reach: it is present in the Asia Pacific region, Europe, Middle East, Africa, and the Americas. Its corporate headquarters are located in Lainate (Italy) and in Breda (the Netherlands). Several of its brands are household names and are much loved throughout the 5 continents.

Perfetti Van Melle India Pvt. Ltd. manufactures confectionery products. The Company provides candies, chocolate, chewing gum, and other related products. Perfetti Van Melle distributes their products worldwide.

At Perfetti Van Melle, caring for our people is a core value. It is a commitment we take seriously. During these challenging and unprecedented times, caring for our people - our employees, consumers, customers and partners - becomes more important than ever. We must stay in touch, albeit virtually, to tell one another how we're doing, as well as what we're doing to work through this ever-evolving novel coronavirus. Our global teams are working around the clock to ensure the continuity and delivery of our products to our customers and consumers, while always remaining focused on employee safety. As this pandemic has continued to evolve, we are constantly evaluating the situation and adapting our processes and procedures, putting in place even more stringent practices, to ensure the ongoing safety of our employees and our products. As new information becomes available daily, we will continue to reassess the situation and adjust our protocols as necessary. Please know that we are fully committed to the following:

- Learning more about ways this virus is spreading, and what we can all do to help slow its progression.
- Working with local and national governments to understand what is happening within each of our 150+ markets and the recommended actions each of those markets requires of Us.
- Making use of advice of specialist partners like Control Risk (pandemic planning) and SOS International (medical advice).
- Working closely with our retail partners, suppliers, and vendors to do whatever it takes to deliver high-quality products while protecting the well-being of our employees.

Perfetti Van Melle has a history of innovation and a demonstrated track record for consistently delivering high-quality products. That's exactly what we'll keep doing throughout the remainder of this pandemic - and long after.

We are grateful for the trust you place in us, and for your ongoing partnership. We are also grateful for the many people worldwide who are on the front lines - the scientists, medical practitioners and others - fighting for everyone's health and well-being. Please don't hesitate to reach out to your Perfetti Van Melle business partners with any questions you may have.

### 1.3 COMPANY PROFILE

Perfetti Van Melle India Private Limited is an unlisted private company incorporated on 26 June, 1992. It is classified as a private limited company and is located in Gurgaon, Haryana. It's authorized share capital is INR 65.00 cr and the total paid-up capital is INR 27.87 cr.

Perfetti Van Melle India's operating revenues range is Over INR 500 cr for the financial year ending on 31 March, 2022. It's EBITDA has decreased by -15.53 % over the previous year. At the same time, it's book networth has increased by 24.10 %. Other performance and liquidity ratios are available.

Description: The company manufactures confectionery products. It provides candies, chocolate

Products & Services: candies, chocolate, chewing gum,

Category: manufacturer

The current status of Perfetti Van Melle India Private Limited is - Active.

It is a 30 years 7 months old Private Company incorporated on 26 Jun 1992. Its registered office is in Gurgaon, Haryana, India.

The Company's status is Active, and it has filed its Annual Returns and Financial Statements up to 31 Mar 2022 (FY 2021-2022). It is a company limited by shares having an authorized capital of Rs 65.00 cr and a paid-up capital of Rs 27.87 cr as per MCA.

6 Directors and 1 Signatories are associated with the organization. The Key Managerial Personnel (KMP) at Perfetti Van Melle India Private Limited India are Anand Kumar Tiwari as Company Secretary, Atul Sud, Massimo Terrevazzi, Rajesh Ramakrishnan and 3 other members are presently associated as directors.

## 1.4 PRODUCT PROFILE

Several of its brands are household names and are much loved throughout the 5 continents.

Mentos, Frisk, Fruittella, Alpenliebe, Golia, Happydent, Vivident, Big Babol, Airheads, Chupa Chups, and Smint.

In addition to these global brands, Perfetti Van Melle offers a wide range of products, the popularity of which is rooted in individual, local, and regional markets. The ability to develop products, versions, and flavors, that suit the different demands and opportunities of the local market is indeed one of the group's key to success.

Perfetti Van Melle's innovations provide ample proof of the effectiveness of its product customization strategy and its attention to consumer demand. In many Asian countries, Alpenliebe is produced with formulas, packaging and formats that vary according to local preferences, making it the market leading candy. In the most highly developed European markets, Perfetti Van Melle offers a wide and varied range of brands, with highly distinctive qualities and characteristics, like that of functional chewing gum, still unmatched by its largest international competitors. In America, Mentos, the Group's no. 1 brand, is distributed in a range of exclusive varieties, taking full advantage of the market's specific and enormous and potential.

## 1.5 OBJECTIVES OF THE STUDY

Develop, manufacture and market high-quality and innovative products for our consumers through the efficient use of our resources and in collaboration with our business partners;

- create a fulfilling workplace for our employees built on trust, mutual respect, and appreciation of their diversity;

- value the role we play in our communities, as a socially and environmentally committed organization;
- generate economic value through superior growth and profitability.

## 1.6 NEED FOR THE STUDY

For the products being human consumables (in the form of sweets and confectionary, fruit jellies, fruit bars, and proprietary ayurvedic medicine, etc.), all the "Food Preservation Requirements" warranted by the Food Safety and Standards Act 2006 are applicable. We instruct our employees who handle production and packaging to ensure the following:

- Hygienic handling.

Sealing of the product in minimal time to ensure no damage to product by moisture, heat etc.

- Secondary packing in jars, pouches, displays etc.
- Controlled temperature and humidity conditions in manufacturing, packing areas and wherever required

Since the top management of Perfetti Van Melle India Private Limited firmly believes in the manufacturing & selling of high quality sweets and confectionary, fruit jellies, fruit bars, and proprietary ayurvedic medicine and other consumable products it has heavily invested in setting and maintaining a full-fledged Quality Assurance set-up which functions independently of the manufacturing function

The Quality Assurance function is driven by people who are qualified in Dairy Technology/Food Technology / Chemistry /

Microbiology / Biochemical Engineering with significant experience in ensuring food quality

The company has an excellent infrastructure in the Quality Assurance Department comprising of the latest sophisticated State of the Art Equipment for routine analysis of the incoming Raw and Packaging Material, In-Process parameters and Finished Goods.

The company also has a Microbiological Laboratory for doing relevant microbiological tests on the raw materials, in-process materials and finished products.

## 1.7 SCOPE OF THE STUDY

At Perfetti Van Melle we produce delicious confectionery treats for our consumers worldwide, using high-quality, safe and healthy ingredients. We are convinced that health and indulgence can co-exist and we aim to provide our consumers with products that combine gratification and pleasure with health attributes.

We support consumption in moderation and our advertising communication will not depict over consumption of food and of our products. We ensure the message and tone of our advertising communication is responsible, for example, we will not depict stereotypes, explicit sexual behaviour or controversial subjects.

Our core principles from our Marketing Code shape the way we communicate and advertise globally across all media platforms.

- Our advertising messages will not encourage over-consumption.

Messages will encourage an active lifestyle (especially among the youth).

Our advertising messages will not feature children younger than seven years

consuming confectionery products. Children may be featured in our advertising and promotional communication as part of a family situation or in a playful environment, when relevant to the marketing message.

Our advertising will feature products in a reasonable portion size for the situation depicted.

- Our communication and advertising messages do not treat our product as substitute for meals but as snacks and treats.

## CHAPTER-2

### REVIEW OF LITERATURE

1) Imfeld T. Interdental plaque-pH-telemetry. IRL Press It 1982; Surface and Colloid Phenomena in the Oral Cavity: Methodological Aspects. Proceedings of a workshop on saliva-dental plaque and enamel surface interactions. (R.M. Frank and S.A. Leach eds.).

2) Dawes C, Dong C. The flow rate and electrolyte composition of whole saliva elicited by the use of sucrose-containing and sugar-free chewing-gums.

3) Deshpande A, Jadad AR. The impact of polyol-containing chewing gums on dental caries: a systematic review of original randomized controlled trials and observational studies. Particularly interesting is the effect of xylitol, a polyol that is able to hamper the growth of *Streptococcus mutans*\* (an oral bacteria specifically associated with caries). It also favours enamel remineralisation when combined with calcium

4) Milgrom P, Ly KA, Roberts MC, Rothen M, Mueller G, Yamaguchi DK. *Mutans streptococci* dose response to xylitol chewing gum.

- 5) Ly KA, Milgrom P, Roberts MC, Yamaguchi DK, Rothen M, Mueller G. Linear response of mutans streptococci to increasing frequency of xylitol chewing gum use: a randomized controlled trial.
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- 7) Wang. YB, Chuang CY, Liao JF. Effects of xylitol in chewing gum on dental plaque and Streptococcus mutans J. Food Drug Anal.
- 8) Campus G, Cagetti MG, Sacco G, Solinas G, Mastroberardino S, Lingstrom P. Six months of daily high-dose xylitol in high-risk schoolchildren: a randomized clinical trial on plaque pH and salivary mutans streptococci.
- 9) Campus G, Cagetti M, Sale S, Petruzzi M, Solinas G, Strohmenger L, et al. Six months of high-dose xylitol in high-risk caries subjects a 2-year randomised, clinical trial. Clinical Oral Investigations.
- 10) Schäfer K, Braun H, Isenberg C. Effect of menthol on cold receptor activity. Analysis of receptor processes. The Journal of general physiology.
- 11) Swandulla D, Schäfer K, Lux H. Calcium channel current inactivation is selectively modulated by menthol. Neuroscience letters.
- 12) Eccles R. Menthol: effects on nasal sensation of airflow and the drive to breathe. Curr Allergy Asthma Rep.
- 13) P. F. Porciani, Grandini S. The effect of zinc acetate and magnolia bark extract added to chewing gum on volatile sulfur-containing compounds in the oral cavity.

David A. Thomas June 2001 .Stated that, the study develops theory about the conditions under which cultural diversity enhances or detracts from work group functioning. From qualitative research in three culturally diverse organizations, we identified three different perspectives on workforce diversity: the integration-and-learning perspective, the access-andlegitimacy perspective, and the discrimination-and-fairness perspective. The perspective on diversity a work group held influenced how people expressed and managed tensions related to diversity, whether those who had been traditionally underrepresented in the organization felt respected and valued by their colleagues, and how people interpreted the meaning of their racial identity at work.

Julia Christensen, November 1993. Stated that, the article examines the forces that influence our understanding of and responses to diversity in the work place. Conceptually, diversity may either be understood as variety, in which all people are regarded as unique individuals, or as difference, in which specific groups of people (e.g., nonwhites and women), are regarded as being different with respect to a dominant group (e.g., white men). From either perspective, today's work force is becoming increasingly diverse as a result of changes in immigration patterns; demographic trends.

John Qin, September 1, 2012. Stated that, the rapid on-going demographic shifts in workplaces present challenges to Human Resource Development (HRD) scholars and practitioners, creating a significant demand for diversity initiatives that help organizations harvest diversity. To address inconsistencies in diversity research results and limitations of current diversity intervening process theories, the authors propose an extended intervening process model (EIPM) from the perspective of how group processes underlie the linkage between diversity and performance.

Sheila Simsarian Webber and Lisa M. Donahue, April 2001. Stated that, a meta-analysis of the data from empirical investigations of diversity in work groups was used to examine the impact of two types of diversity attributes, highly job-related and less job-related, on work group cohesion and performance. This distinction was used to test the proposition that different types of diversity will differentially impact work group cohesion and performance. In addition, type of team was examined as a possible moderator of the relationship between diversity and performance. Results showed that neither type of diversity had a relationship with cohesion or performance. Explanations and directions for future research are offered.

David W. Pitts , 2011. Stated that, Public organizations in the new millennium are tasked with a myriad of human resource management challenges that stem from workplace diversity, but the field of public administration has not produced a body of research that adequately assists them with these struggles. In 2000, "greater contribution from public administration scholars to the body of research focusing on how human diversity can best be managed to produce positive results." They found that existing research contributed little usable knowledge for diversity management policies and programs.

Eddy S.W., 2012 Stated that, as a stigmatized group, bisexual, transgendered individuals are vulnerable to employment discrimination and receive little legal protection. They have had to cope with discrimination and engage in identity management to conceal their sexual identity. This study seeks to determine whether LGBT individuals, in anticipation of discrimination, have lower initial



career expectations, espouse more altruistic work values, and make career choices based on those work values, when compared to heterosexual individuals.

## CHAPTER 3

### RESEARCH METHODOLOGY

Analysis of the company data. In my case it was in Chennai. This was very helpful since it helped in determining which departments to target. After successfully designing a relevant questionnaire, it became easier to collect data from the employees. Based on the variables, information was collected.

The present paper is an initiative in understanding the employees, perception towards the reasons for attrition in Perfetti Van Melle. The focus of this article to understand customer's preference towards the factors influencing the reasons for attrition. It is the employees who decide the reason for leaving the company, and the reason may differ and vary from employee to employee. The research focuses on the major factor of reasons for the attrition. a sample of 159 response is considered for the purpose of research to understand the reasons for attrition. The major objective of the study is, to examine the reasons for attrition among the existing employees, and to find whether the perceptions towards the job work related factors within the employees has resulted in better way, and finally to find out that the company is having a good reputation among the employees. The area of the study is Chennai city. Descriptive sampling method is used for collection of data. Secondary data has also been used for the present study which has been collected from various annual reports and journals. The secondary data has been utilized to analyse the current scenario in the field of employee attrition. Hence the methodology adopted had tried to understand the extent to which the variables considered in the study are influential in enhancing employee attrition tendency among the employees

## 4.1 PERCENTAGE ANALYSIS

Table 4.1.1 Age of the respondents

S No	Particulars	No of respondents	Percentage
1	21-28	51	32.07
2	29-35	50	31.44
3	36-45	39	24.52
4	Above 46	19	11.97
Total		159	100.00

Source: Primary Data

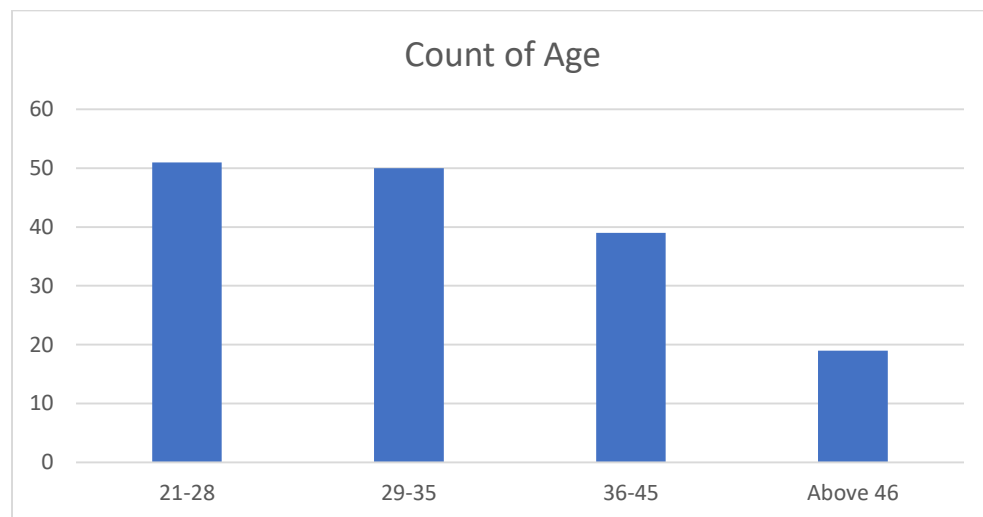


Chart 4.1.1: Age of the respondents

### Interpretation

From the above table, it is interpreted that the number of respondents between 21 to 28 age of respondents are 32.07%, between 29 to 35 age of respondents are 31.44%, between 36 to 45 age of respondents are 24.52%, above 46 are 11.97%.

### Inference

Majority (32.07%) of the respondents are age between 21 to 28 years

Table 4.1.2 Gender of the respondents

S No	Particulars	No of respondents	Percentage
1	Female	75	47.16
2	Male	84	52.84
Total		159	100.00

Source: Primary Data

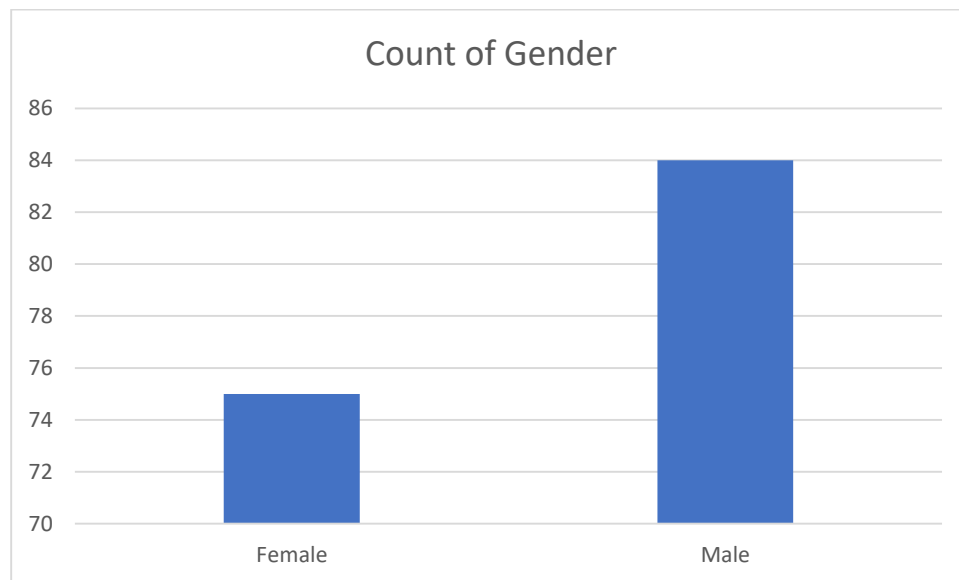


Chart 4.1.2 Gender of the respondents

### Interpretation

From the above table, it is interpreted that the number of female respondents is 47.16% and male respondents is 52.84%.

### Inference

Majority (52.84%) of the respondents are Male.

Table 4.1.3 Marital status of the respondents

S No	Particulars	No of respondents	Percentage
1	Married	100	62.89
2	Unmarried	59	37.11
Total		159	100.00

Source: Primary Data

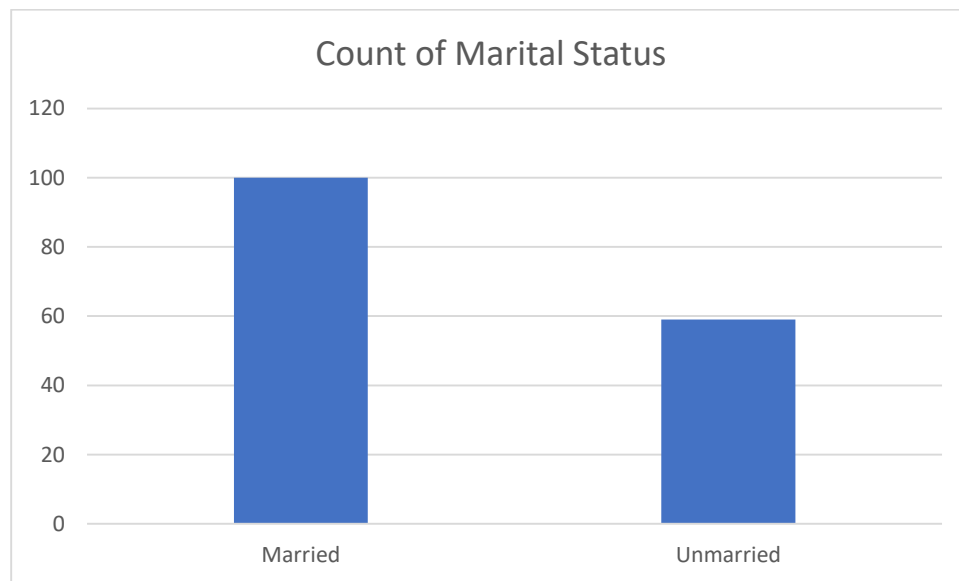


Chart 4.1.3 Marital status of the respondents

#### Interpretation

From the above table, it is interpreted that the number of respondents were 62.89% in married and 37.11% in unmarried.

#### Inference

Majority (62.89%) of the respondents are married.

Table 4.1.4 Education Qualification of the respondents

S No	Particulars	No of respondents	Percentage
1	Diploma	81	50.94
2	PG	21	13.20
3	School	1	0.62
4	UG	56	35.24
Total		159	100.00

Source: Primary Data

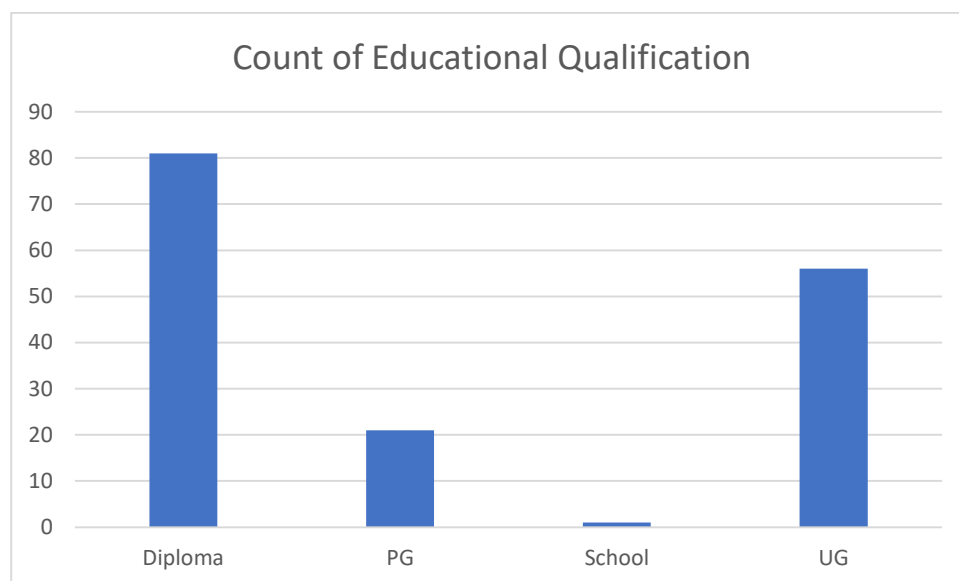


Chart 4.1.4 Education Qualification of the respondents

From the above table, it is interpreted that the number of respondents were 50.94% is Diploma, 13.20% is PG, 0.62% is School, 35.24% is UG.

#### Inference

Majority (50.94%) of the respondents are Diploma.

Table 4.1.5 Department of the respondents

S No	Particulars	No of respondents	Percentage
1	Production	68	42.79
2	Packaging	53	33.33
3	Manufacturing	19	11.94
4	Distribution and Sales	19	11.94
Total		159	100.00

Source: Primary Data

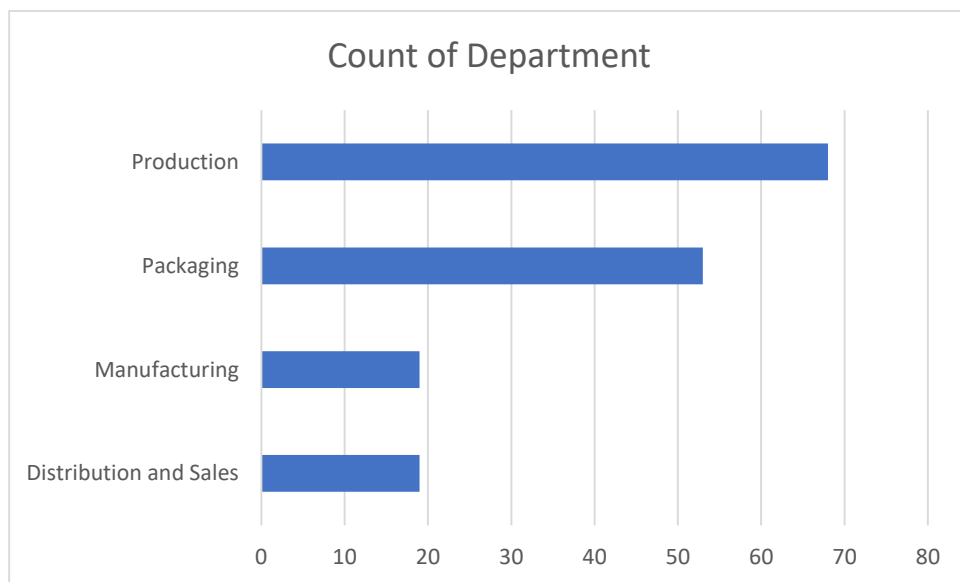


Chart 4.1.5 Department of the respondents

From the above table, it is interpreted that the number of respondents were 42.79% is Production, 33.33% is Packaging, 11.94% is Manufacturing, and 11.94% is Distribution and Science.

Inference

Majority (42.79%) of the respondents are Production.

Table 4.1.6 Job feedback of the respondents

S No	Particulars	No of respondents	Percentage
1	Satisfied	59	36.4
2	Neutral	86	54.08
3	Highly Satisfied	12	7.54
4	Dissatisfied	2	1.25
Total		159	100.00

Source: Primary Data

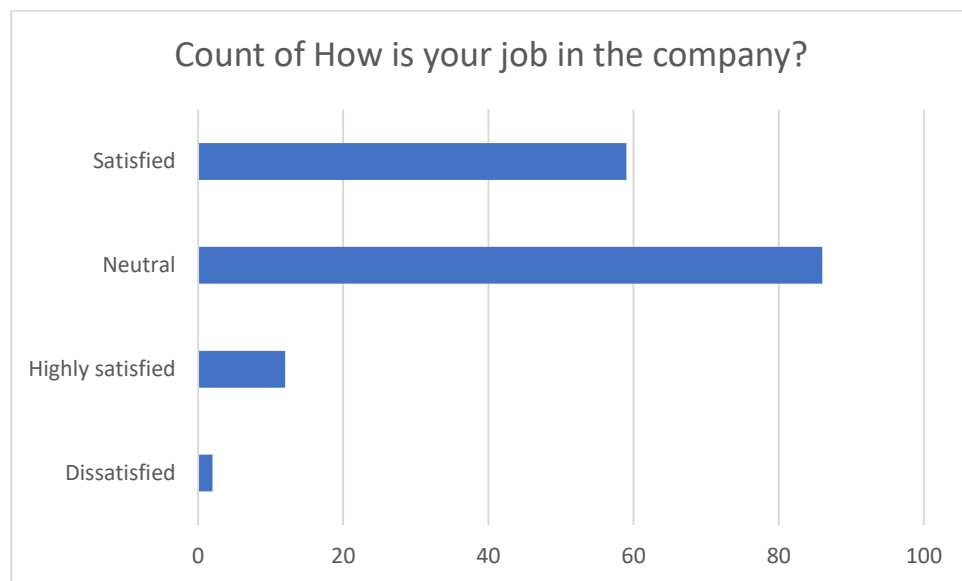


Chart 4.1.6 Job feedback of the respondents

From the above table, it is interpreted that the number of respondents were 36.4% is Satisfied, 54.08% is Neutral, 7.54% is Highly Satisfied, and 1.25% is Dissatisfied.

Inference

Majority (54.08%) of the respondents are Neutral.

Table 4.1.7 Working time period for the company

S No	Particulars	No of respondents	Percentage
1	More than 10 years	4	2.54
2	Less than a year	9	5.66
3	6-10 years	30	18.86
4	3-5 years	78	49.05
5	1-2 years	38	23.89
Total		159	100.00

Source: Primary Data

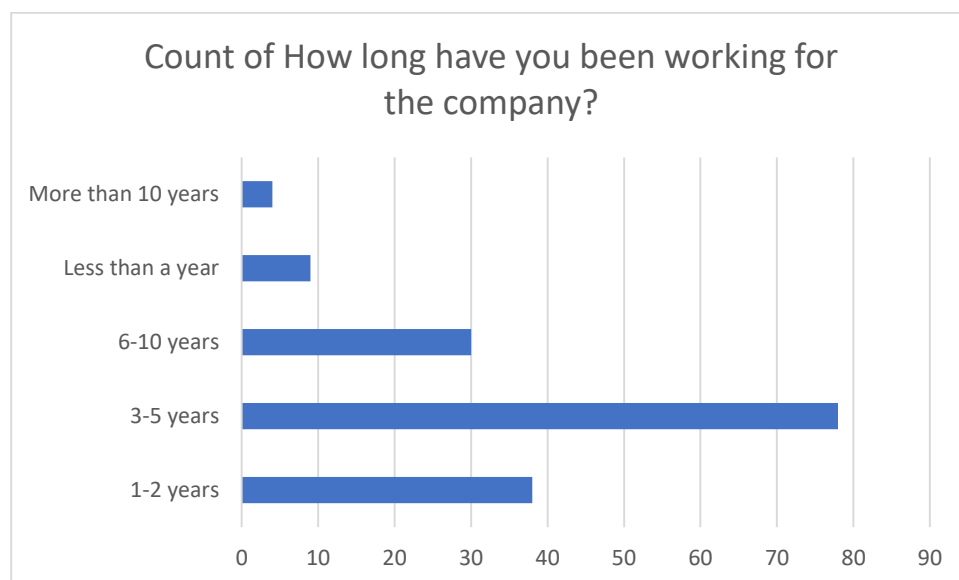


Chart 4.1.7 Working time period for the company

From the above table, it is interpreted that the number of respondents were 2.54% is More than 10 years, 5.66% is Less than a year, 18.86% is 6-10 Years, 49.05% is 3-5 Years and 23.89% is 1-2 Years.

Inference

Majority (49.05%) of the respondents are 3-5 Years.



Table 4.1.8 Annual Income according to respondents

S No	Particulars	No of respondents	Percentage
1	2,00,000-4,00,000	47	29.55
2	4,00,000-6,00,000	73	45.91
3	6,00,000-8,00,000	21	13.2
4	Above 8,00,000	4	2.51
5	Below 2,00,000	14	17.83
Total		159	100.00

Source: Primary Data

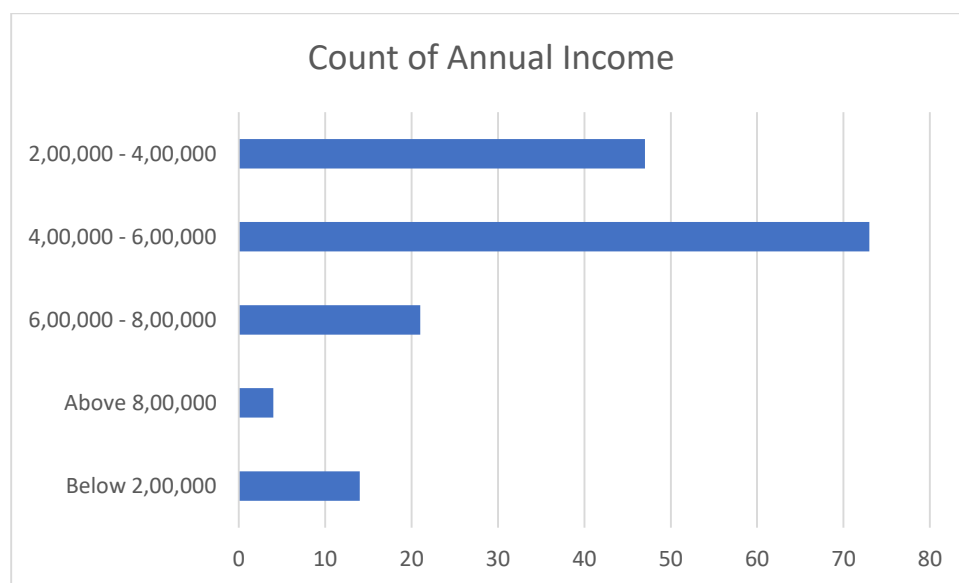


Chart 4.1.8 Annual Income according to respondents

From the above table, it is interpreted that the number of respondents were 29.55% is 2,00,000 – 4,00,000, 45.91% is 4,00,000 – 6,00,000, 13.2% is 6,00,000 – 8,00,000, 2.51% is Above 8,00,000 and 17.83% is Below 2,00,000.

#### Inference

Majority (45.91%) of the respondents are 4,00,000 – 6,00,000.

Table 4.1.9 Company giving incentives or any other benefits

S No	Particulars	No of respondents	Percentage
1	Always	11	6.91
2	Never	1	0.62
3	Rarely	43	27.04
4	Sometimes	104	65.43
Total		159	100.00

Source: Primary Data

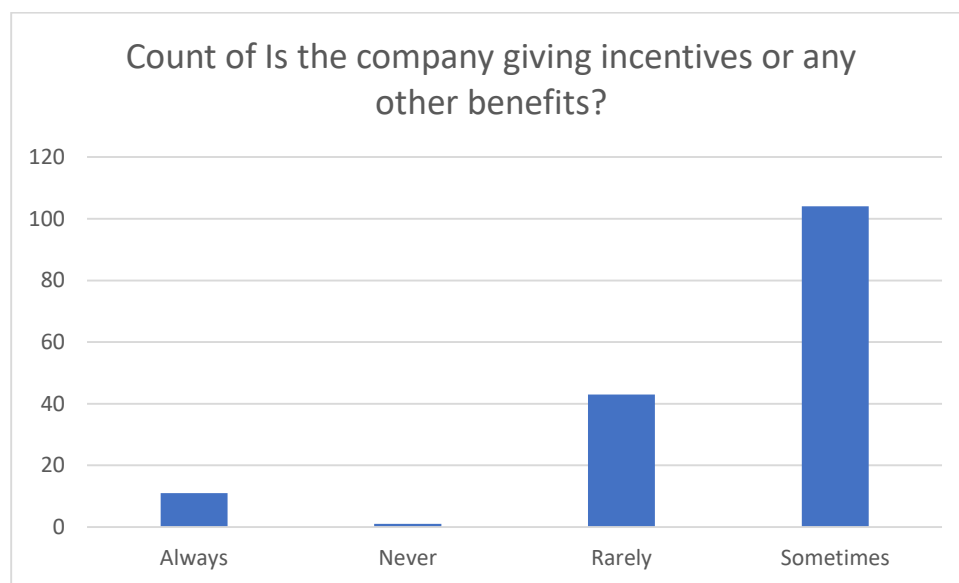


Chart 4.1.9 Company giving incentives or any other benefits

From the above table, it is interpreted that the number of respondents were 6.91% is always, 0.62% is never, 27.04% is rarely and 65.43% is sometimes.

Inference

Majority (65.43%) of the respondents are sometimes.

Table 4.1.10 Your manager lives by your Company's ethics

S No	Particulars	No of respondents	Percentage
1	Very well	83	52.20
2	Sometimes does, sometimes doesn't	54	33.96
3	Not very well	9	5.66
4	Extremely well	13	8.18
Total		159	100.00

Source: Primary Data

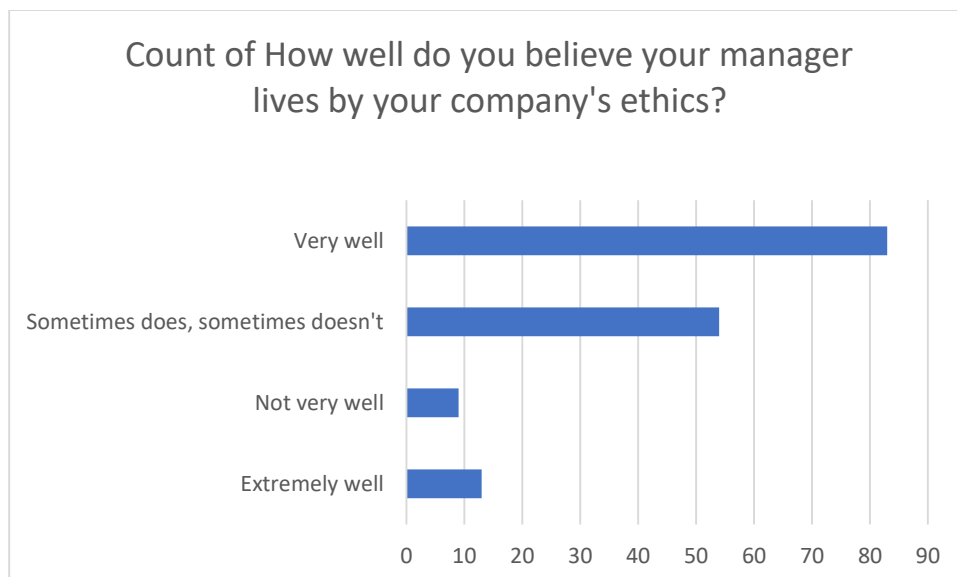


Chart 4.1.10 Your manager lives by your Company's ethics

From the above table, it is interpreted that the number of respondents were 52.20% is very well, 33.96% is sometimes does, sometimes doesn't, 5.66% is not very well and 8.18% is extremely well.

Inference

Majority (52.20%) of the respondents are very well.

Table 4.1.11 A good relationship with the management

S No	Particulars	No of respondents	Percentage
1	Always	16	10.06
2	Rarely	49	30.81
3	Sometimes	94	59.13
Total		159	100.00

Source: Primary Data

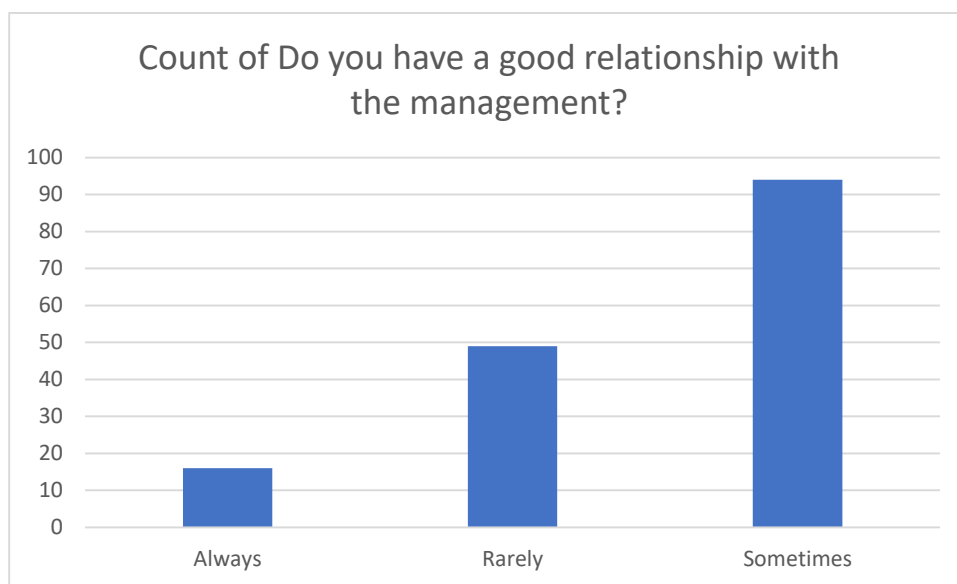


Chart 4.1.11 A good relationship with the management

From the above table, it is interpreted that the number of respondents were 10.06% is always, 30.81% is rarely, 59.13% is sometimes.

Inference

Majority (59.13%) of the respondents are sometimes.

Table 4.1.12 Your manager responds to your mistakes

S No	Particulars	No of respondents	Percentage
1	Extremely well	6	3.77
2	Moderately well	74	46.54
3	Slightly well	27	16.98
4	Very well	52	32.71
Total		159	100.00

Source: Primary Data



Chart 4.1.12 Your manager responds to your mistakes

From the above table, it is interpreted that the number of respondents were 3.77% is extremely well, 46.54% is moderately well, 16.98% is slightly well, 32.71% is very well.

Inference

Majority (46.54%) of the respondents are moderately well.

Table 4.1.13 Your good work gets rewarded

S No	Particulars	No of respondents	Percentage
1	Always	14	8.80
2	Rarely	57	35.84
3	Sometimes	88	55.36
Total		159	100.00

Source: Primary Data

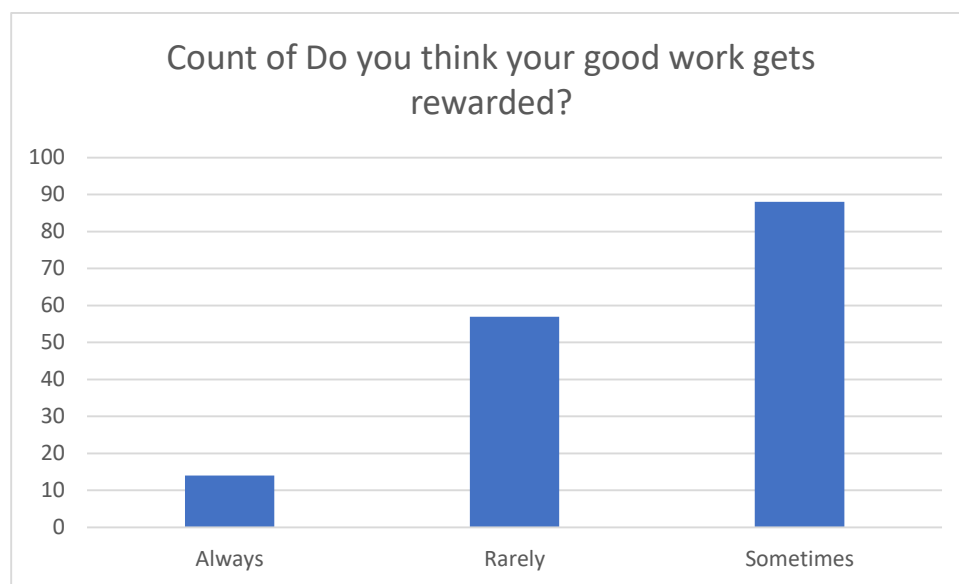


Chart 4.1.13 Your good work gets rewarded

From the above table, it is interpreted that the number of respondents were 8.80% is always, 35.84% is rarely, 55.36% is sometimes.

Inference

Majority (55.36%) of the respondents are sometimes.

Table 4.1.14 Satisfactory level at which you are working with the company

S No	Particulars	No of respondents	Percentage
1	Satisfied	50	31.44
2	Neutral	100	62.89
3	Highly Satisfied	9	5.67
Total		159	100.00

Source: Primary Data

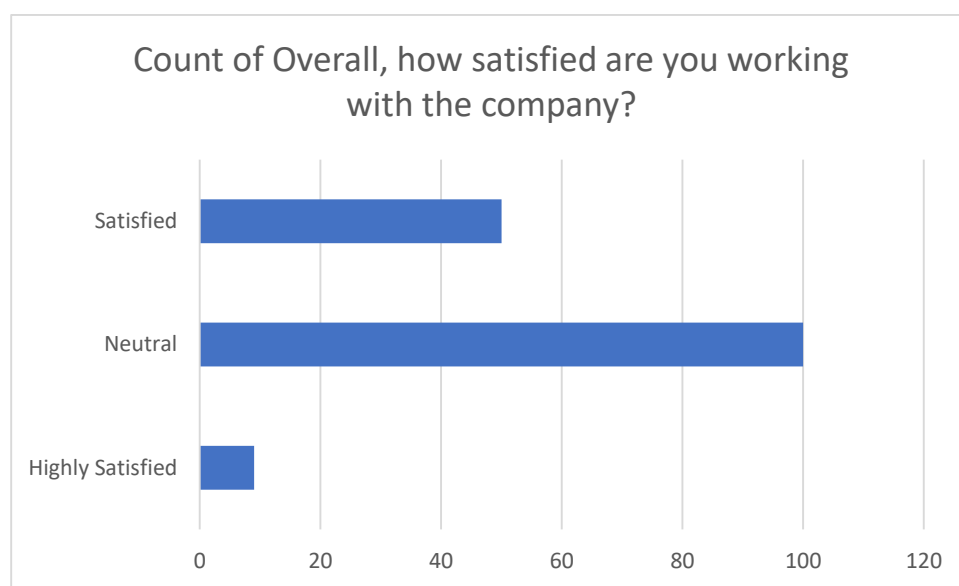


Chart 4.1.14 Satisfactory level at which you are working with the company

From the above table, it is interpreted that the number of respondents were 31.44% is satisfied, 62.89% is neutral, 5.67% is highly satisfied.

Inference

Majority (62.89%) of the respondents are neutral.

# CHAPTER-5

## 5.1 FINDINGS OF THE STUDY:

Majority (32.07%) of the respondents are age between 21 to 28 years

Majority (52.84%) of the respondents are Male.

Majority (62.89%) of the respondents are married.

Majority (50.94%) of the respondents are Diploma.

Majority (42.79%) of the respondents are Production.

Majority (54.08%) of the respondents are Neutral.

Majority (49.05%) of the respondents are 3-5 Years.

Majority (45.91%) of the respondents are 4,00,000 – 6,00,000.

Majority (65.43%) of the respondents are sometimes.

Majority (52.20%) of the respondents are very well.

Majority (59.13%) of the respondents are sometimes.

Majority (46.54%) of the respondents are moderately well.

Majority (55.36%) of the respondents are sometimes.

Majority (62.89%) of the respondents are neutral.

## SUGGESTIONS:

The turnaround began three years ago when global management consulting firm BCG was roped in. The blueprint outlined the areas that needed attention such as focusing on power brands, understanding consumption behaviour of consumers, and positioning brands on the basis of demand spaces to enable sharper targeting and ensure that the various brands don't overlap. Other suggestions included benchmarking Perfetti's RTM (route to market) with other companies and understanding opportunities to improve efficiency of coverage, use best practices to reduce operating costs and improve productivity.



## CONCLUSION:

The confectionary market in India is divided into three categories:- Candies and toffees, gums and mints. Perfetti's advantage is that it is the only company which has products for all the three categories. It is a fully owned subsidiary of global conglomerate Perfetti Van Melle and started its Indian operations in 1994. In confectionery industry, the company enjoys market share of 30%, thus making them one of the leading players in India.

Perfetti Van Melle India has launched its products after extensive market research to adapt the likes and preferences of the consumers. There are more than 15 brands under its umbrella. For every product composition and its long shelf life, the Indian climatic conditions are considered very minutely to get the desired results.

In India, the PVMI has three manufacturing units, which are located in Gurgaon, Chennai and Rudrapur, Uttaranchal. The Indian subsidiary also deals with exports to other Asian countries and takes care of the development of South Asian markets. In India, it has adopted an aggressive sales strategy to retain the number one position in the confectionery industry which is backed by a wide network of Carry & Forwarding agent (C&FA), distributors & sales force. It has a network of around 4,500 distributors which spread across 2000 urban towns in India.

## ANNEXURE

## REFERENCE:

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## QUESTIONNAIRE

1.) Name

2.) Age

- a.) 21-28
- b.) 29-35
- c.) 36-45
- d.) Above 46

3.) Gender

- a.) Male
- b.) Female

4.) Marital Status

- a.) Married
- b.) Unmarried

5.) Educational Qualification

- a.) School
- b.) Diploma
- c.) UG
- d.) PG

6.) Department

- a.) Manufacturing
- b.) Production
- c.) Packaging
- d.) Distribution and Sales

7.) How is your job in the company?

- a.) Highly satisfied
- b.) Satisfied
- c.) Neutral
- d.) Dissatisfied
- e.) Highly dissatisfied

8.) How long have you been working for the company?

- a.) Less than a year
- b.) 1-2 years
- c.) 3-5 years
- d.) 6-10 years
- e.) More than 10 years

9.) Annual Income

- a.) Below 2,00,000
- b.) 2,00,000 - 4,00,000
- c.) 4,00,000 - 6,00,000
- d.) 6,00,000 - 8,00,000
- e.) Above 8,00,000

10.) Is the company giving incentives or any other benefits?

- a.) Always
- b.) Sometimes
- c.) Rarely
- d.) Never

11.) How well do you believe your manager lives by your company's ethics?

- a.) Extremely well
- b.) Very well
- c.) Sometimes does, sometimes doesn't
- d.) Not very well
- e.) Doesn't abide by own philosophy at all

12.) Do you have a good relationship with the management?

- a.) Always
- b.) Sometimes
- c.) Rarely
- d.) Never

13.) How well does your manager respond to your mistakes?

- a.) Extremely well
- b.) Very well
- c.) Moderately well
- d.) Slightly well
- e.) Not at all

14.) Do you think your good work gets rewarded?

- a.) Always
- b.) Sometimes
- c.) Rarely
- d.) Never

15.) Overall, how satisfied are you working with the company?

- a.) Highly Satisfied
- b.) Satisfied
- c.) Neutral
- d.) Dissatisfied
- e.) Highly Dissatisfied

16.) According to you, What could be improved in Perfetti Van Melle India Pvt.Ltd?