



Case Study

Market Research & Go-To-Market Strategy for Dairy Products in Key Indian Metros

A leading dairy enterprise evaluated opportunities in Mumbai, Delhi, and Chennai, aiming to benchmark competitors, understand trade and retail dynamics, and use these insights to design a scalable Go-To-Market strategy for its dairy and value-added products.

Problems

The study aimed to identify market opportunities for dairy products—including ghee, paneer, milk, curd, and value-added categories—in Mumbai, Delhi, and Chennai. It involved assessing major competitors, analyzing market shares and profit margins, reviewing credit and damaged-goods policies, evaluating trade and retailer margins, and examining consumer and trade schemes to shape a stronger Go-To-Market strategy. A structured, data-driven approach was required to consolidate competitive insights and benchmark market practices across the three cities.

Approach and Result

DART Analysts designed a structured Go-To-Market framework by integrating respondent insights, competitive intelligence, and detailed evaluations of distributor and retailer ecosystems across the three target cities. Market demand patterns helped determine launch priorities, focusing initially on fresh milk, ghee, curd, paneer, and butter, with scope for future diversification into lassi, chocolates, flavoured milk, and sweets. Analysis of distributor operations revealed that competitors typically offered 2–5% margins; therefore, a standardized 5% margin—strengthened through volume-based incentives,

transport support, and short-term credit—was proposed to drive channel adoption and support early-stage penetration. Retail assessments highlighted the importance of offering 10–15% margins for fast-moving products, complemented by periodic promotional schemes, reliable cold-chain support, and improved in-store visibility to ensure consistent rotation. Consumer price sensitivity emphasized the need for competitive, market-aligned pricing built on robust benchmarking and continuous monitoring of rival brands. Brand-building recommendations included hyperlocal campaigns, strong POS branding, sampling activities, introductory offers, and partnerships with cafés, supermarkets, and regional retail chains. Additional emphasis was placed on fostering retailer trust through consistent service quality, timely replenishment, and well-structured trade communication. Channel strategies covered both offline and online pathways, targeting grocery stores, modern trade outlets, and institutional buyers, while digital growth was supported through e-commerce tie-ups, enhanced platform visibility, and exclusive online promotions. To strengthen long-term visibility, DART highlighted the importance of digital storytelling and customer education around product freshness and purity. Collectively, these insights enabled the client to refine its GTM roadmap and position itself competitively across key metro markets



DART's Primary Research and Strategic Consulting

DART supported the engagement through a mix of strategic consulting, product-positioning expertise, and targeted primary research. Our team conducted distributor and retailer interviews using pen-and-paper and online methods to validate market practices, while extensive secondary research helped benchmark competitors, pricing, margins, and trade schemes across Mumbai, Delhi, and Chennai. These insights enabled DART to craft tailored product and brand-positioning strategies, refine channel and pricing recommendations, and develop a structured Go-To-Market roadmap to help the dairy enterprise strengthen its presence and scale its value-added portfolio effectively.