RETAILING IN INDIA—A RETAILER PERSPECTIVE
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ABSTRACT

Retailing involves understanding the needs of consumers, developing good assortment of merchandise and displaying the merchandise in an effective manner, to enhance the attractiveness and motivation of consumers to buy. In the recent past, the Indian retail market is witnessing revolutionary transformation and organized retail format is gradually overtaking the unorganized retail format. The FDI declaration by Govt. of India in multi brand retail has accelerated the growth of organized retailing with the flood gates being opened for foreign retailers to set up their shops in Indian markets. This will kindle a high level competitive environment. It means organized retailers need to be more "consumer centric".

In this context, the present study aims at assessing and understanding the retailer's perspective, in terms of self and environment analysis, influencing factors such as vendors, ware houses etc and accordingly adopting appropriate marketing strategies.

The study reveals that the retailers have a good understanding of changing environment such as new FDI policy and its impact, have taken adequate measures such as inventory management to reduce the cost and faster delivery of products and formulating appropriate marketing strategies including building up customer relationship, quality services to customers aiming all these for better image development.

Keywords: Foreign Direct Investment (FDI), Inventory management, Customer Relationship, Quality service.

I.   INTRODUCTION:

Retailing involves understanding the needs of consumers, developing good assortment of merchandise and displaying the merchandise in an effective manner, and thereby enhancing the attractiveness and motivation of consumers to buy. Biplab. S. Bose, (2007), defined Retailing as set of marketing activities designed to provide satisfaction to the end consumer and profitably maintain the customer base by continuous quality improvements across all areas concerned with selling goods and services.

Retailing is one among the largest industries and is conducted through two different formats; "Unorganized" and "Organized". Presently, 95% of Indian

retail business operates through unorganized sector. In the recent past, it is witnessing revolutionary transformation.

Organized retail is on a high growth path and is expected to grow at a CAGR of 40% over the next few years. The factors that facilitate the high growth are (i) Changes in demographics, (ii) Changing Structure of income, (iii) Changes in Consumer Needs, Attitudes and Behavior (iv) Increased Credit Facility (v) Increases Awareness among Consumers.

The Hindu (2012), observes that according to the Investment Commission of India, the country's retail industry, which currently accounts for around 15 percent of India's GDP, is expected to

grow three times to $660 billion by 2015. Government of India, on 20th Sept. 2012, issued notification for allowing Foreign Direct Investment (FDI) in multi-brand retail along with insurance, airlines etc.

The Mayaram committee (2013), appointed by Ministry of Finance, Govt. of India, to review sectoral caps in FDI, recommended easing of ceilings in a host of sectors including single and multi brand retail. In the case of multi brand retail, which is already opened to 51% FDI under the Foreign Investment Promotion Board (FIPB), the committee recommended that the ceiling be raised to 74% so as to make the sector more attractive to foreign investors. This has further enhanced the scope and spread of organized retailing in the country and accordingly, large Indian players like Reliance, Ambanis, K Rahejas, Bharti Airtel, ITC and many others are making significant investments in retail sector.

II.   LITERATURE REVIEW:

Morgentein & Strog (1983) propound that "Retailers" sell goods and services directly to the ultimate consumer.

Philip Kotler (2000) mentioned that retailing includes all the activities involved in selling goods or services directly to final consumers for personal, non business use. Retailer or Retail store is any business enterprise whose sales volume comes primarily from retailing.

Patrick M. Donne, Robert F. Lusch & David A. Griffith (2002), state that any firm that sells a product or provides services to the final consumer is performing the retailing function, regardless of whether the firm sells to the consumer in a store through the mail, over the telephone, through a television, infomercial, over the internet, door to door or through a vending machine, it is involved in retailing.

John Elliot (2011) observes that India is at the beginning of a process of change and the customers are looking for something more modern, but there is no risk of serious unrest or job losses, because only a limited number of small vendors will be affected.

There is no doubt that traditional retail has been performing a vital function in the economy and is a significant source of employment. However, it suffers from huge inefficiencies as a result of which consumers do not get what they want, and farmers often get prices for their produce much below what is considered fair. In contrast, organized retail provides consumers with a wider choice of products, lower prices, and a pleasant shopping environment. It gives farmers a better alternative channel for selling their products at a better price.

Mathew Joseph, etal (2008) stated that the Indian retail sector is largely traditional [8], but stores in modern format are emerging. The contribution of organized retailing in the share of retail sales in India is currently very small.

Based on an analysis of retail developments in countries such as Thailand, Brazil and Greece, and some experience in India, it is possible to conclude that modernization of retailing in India would be influenced by some important factors. These factors include economic development; improvements in civic situation; changes in consumer needs, attitudes and behavior; changes in government policies; increased investment in retailing and rise in the power of organized retail. The development of modern retail will have several implications for managerial practice in manufacturing firms. Firms will need to proactively review and their sales structures, brand activities, logistics policy and price structure to cope with pressures from powerful retailers.

Avinash Mulky & Rajendra Nargundkar (2003) observe that retailers are astutely combining the best of the global retail trends with the local flavors, keeping in mind the needs and preferences of the target consumers. Such customization and blending of ideas to come up with innovative formats is not only a welcome change, but a necessary requirement to be a step ahead of competitors in this rather crowded market. In fact, only innovation can save the day; and players in the organized India retail sector have to start thinking out-of-the-box to initiate inimitable retail formats that can take them forward in the game.

Mark Stephen (2009) asserts that with a contribution of 14% to the national GDP and employing 7% of the country's total work-force, the retail industry is definitely, one of the pillars of the Indian economy. Interestingly, this growth story is the consuming public, the manufacturers and retailers and finally the government.

V.V. Gopal & Dr A.Suryanarayana (2010) ascertain that principal growth drivers are a rising economy, demographic changes, consumerism, growth of nuclear families and satellite townships, changes in consumer behavior and impact of working women, availability of real estate, FDI regulations, technological advances, electronic media and the rise in the use of plastic money.

Evidence from the United States suggests that FDI in organized retail could help tackle inflation, particularly with wholesale prices... It is also expected that

technical knowhow from foreign firms, such as warehousing technologies and distribution systems, for example, will lend itself to improving the supply chain in India, especially for agricultural produce. Anusha Chari &Madhav Raghavan (2011) observes that an added benefit of improved distribution and warehousing channels may also come from enhanced exports.

Till now, most retailers in India have invested majorly into the front end, but relatively little on the back end and supply chain. Even in countries like the U.S.A., Germany and England where organized retail is highly developed, supply chain efficiency is a concern. The nature of retail sector in India is different from other countries around the world. The biggest retailer in India, Pantaloon Retail is yet to open its stores in each and every major city in India. Probably, that is an indication of how the retail concentration is happening mainly in big cities. The sector is highly fragmented and organized retail contributes hardly 3-4 percent of total retailing pie. There are huge inefficiencies in the supply chain.

Piyush Kumar Sinha & Sanjaya Kumar KAR (2007) in their study find that most of the organized retailers in India are harping on quality, service, convenience, satisfaction and assured benefits to lure shoppers into the store. Retailers should create value for the consumer and must decide suitable vehicle to deliver desired consumer value. No doubt that retail format is one of the vehicles to deliver value proposition and also it helps to position the store in the mind of target shoppers. Probably in a growing market no one finds difficulty in pulling customer into store but that may not be sufficient to operate profitably. Retailers need to find out what matches consumer requirement and offer better than competition.

Steve Burt, Jose Carralero-Encineas (2000), argue that for many retailers competitive advantage in the home market has been based upon the development of strong store and corporate images, as retailers strive to develop themselves as brands in their own right. The construction of store image, comprising both tangible and intangible dimensions, compounds problems of moving into international markets—as consumers in the host environment are less familiar with the intangible dimensions of image, which have been built up over time with exposure to the retail company. Retail companies therefore need to fully understand the importance of image in competitive positioning and the components of store image before attempting to replicate this image and positioning overseas.

III.   OBJECTIVE OF THE STUDY:

While, Indian business enterprises have already taken a step forward and established organized retail outlets in metros, cities and big towns, with good investment, it is time for these retailers to understand that the environment is

becoming more competitive, particularly in the context of the initiative the multi nationals have taken to enter the most opportunistic Indian market to reorganize or reset, if required, their operations. It is in this context, the objective of the study is to "Understand and assess the Retailers Perspective" with a focus on the following aspects:

  i. Status of "Organized Retailing" in India
  ii. Influence of factors such as "Vendors", "Owning Ware House", and "Inventory Management", "Logistics" etc.
  iii. Formulation of appropriate marketing strategies based on "Self" and "Environmental" analysis, building "Customer Relationship", building "Image" etc.

IV. RESEARCH METHODOLOGY:
A. Sources of Information:

The study is based on primary source of information. Data was collected through a pre designed questionnaire, administered to 20 respondent retailers. However, responses could be obtained from the following respondent retailers: Shoppers' Stop, Magna, Life Style, Westside, Subhiksha, Big Bazaar, Reliance Fresh, Reliance Digital, More, Hyderabad Central, GVK, Pantaloon, Trinetra, De Mart, Metro,

The questionnaire was open ended and ranking technique was used in most of the questions, while a few of them were "Yes" or "No" type also. The survey was confined to the twin cities of Hyderabad. The questionnaire was designed to elicit information from retailers on the following parameters:

1. **With regard to understanding the "Status of Organized Retailing**:
  1.1. "**Factors Responsible**" for growth of organized retailing,
  1.2. Assessing "**Impact of FDI**" on organized retiling
  1.3. Assessing different "**Growth Drivers**" for organized retiling
2. **Influence of factors such as Vendors, Ware Houses, Logistics, Inventory management, etc; on organized retiling:**
  2.1. "**Vendors**" - involvement in business operations, such as information sharing, forecasting vendor's business and vice versa, rating of vendors etc.
  2.2. "**Owning Ware House**" – including its location, methods of material handling etc.
  2.3. "**Logistics**" including distribution network, mode of transportation, information system and logistics cost etc. and
  2.4. "**Inventory Management**", techniques used, stock verification, technology adopted etc

3.   **Formulation of Marketing Strategies for organized retailing:**
    3.1.   "**Self**" and "**Environment**" Analysis
    3.2.   Building up "**Customer Relationship**"
    3.3.   Extent of "**Computerization**" to facilitate ease and speed of operations
    3.4.   Maintenance of "**Store Atmospherics**"
    3.5.   "**Services**" rendered to Customers.

ii.   **Sampling:**

Simple random sampling technique was adopted to choose the sample. There are 23 major retailers of i) Shoppers' Stop, ii) Magna, iii) Life Style, iv) Westside, v) Subhiksha, vi) Big Bazaar, vii) Reliance Fresh, vi) Reliance Digital, vii) More, viii) Hyderabad Central, ix) GVK ONE, x) Pantaloon, xi) Trinetra, xii) De Mart, xiii) Metro, xiv) Inorbit Mall, xv) Babukhan Mall, xvi) Maheshwari Palace, xvii) City Centre, xviii) Ashoka Metropolitan, xix) Prasad Imax, xx) Sujana Forum Mal, xxi) Oasis Centre Mall, xxii) Manjeera Mall, xxiii) MPM Mall and they have 100 and odd branches in twin cities of Hyderabad. From this, a sample of about 20 retail outlets were chosen at random to whom the questionnaire was administered by post. Obtained responses from 15 retailers: i) Shoppers' Stop, ii) Magna, iii) Life Style, iv) Westside, v) Subhiksha, vi) Big Bazaar, vii) Reliance Fresh, viii) Reliance Digital, ix) More, x) Hyderabad Central, xi) GVK ONE, xii) Pantaloon, xiii) Trinetra, xiv) De Mart, xv) Metro. Majority of responses were obtained directly through post and a few of them after personal discussions. The discussions with the Branch Managers/Asst. Managers of the selected retailers included: i) Involvement with vendors regarding sales forecasting, sharing information, etc. ii) To what extent the retailers apply vendor rating and its effectiveness in terms of quality, price and timely delivery, iii) owning warehouses and their locations, material handling systems, etc., iv) logistics and distribution network resulting in to cost effectiveness measures, v) format adopted for customer relationship, vi) maintenance of "**Store Atmospherics**," vii) details of services" rendered to Customers.

iii.   **Data Analysis:**

The data, thus, obtained was tabulated. Using statistical tools such as averages and percentages the analysis was carried out. Analysis is given table wise and each table is followed with a brief summary of the findings of that analysis.

V. SUMMARY OF THE STUDY ANALYSIS:

The data thus obtained was analyzed, parameter wise, and presented in the following tables and each table is followed by a brief summary of the findings:

1.   **To assess Understanding of the status of Organized Retailing in India**:
1.1.   <u>Factors responsible for the growth of Organized Retailing</u>

Various parameters such as availability of "**Space**", "**Urbanization**" etc. could promote organized retailing. Further increase in "**Sales**" from unorganized to organized format could also be a boosting factor. Accordingly the data was collected and the analysis is presented at Table – 1 & 2

Retailers ranked Availability of Real Estates as the most important factor, followed by Urbanization and Economic Growth. Brand Profusion and Consumerism were viewed as secondary factors in the ranking.

Availability of "Real Estates" has been ranked the first influencing factor for the growth of Organized Retailing, followed by "urbanization", "economic growth", "brand position" and "consumerism" in that order. The response also indicated that there could be two fold to four fold increase in sales.

1.2   Growth Drivers for Organized Retailing:

Major growth drivers for setting up organized retailing could be increase in awareness of consumers, demographic changes, higher affordability due to increase in income levels etc. and the data thus obtained was analyzed and the brief is presented at Table – 3:

Among the various growth drivers for organized formats, "Increased Awareness" tops the list followed by "Changes in Consumer Needs"/ "Increased Credit Facility" and "Changes in demographics"/"Increased Income Levels".

1.3.   Impact of FDI

To assess the impact of FDI on organized retail productivity and whether positive changes were expected. The finding details are presented at Table – 4 and 5.

> Majority of the retailers agree that with introduction of FDI, would increase productivity, while all of them confirmed it would bring positive changes in the retail market.

2.   **To study the influence of factors such as Vendors, Ware Houses, Logistics, Inventory management, etc; on organized retiling**:

2.1.   To study role of Vendors - involvement in business operations, such as information sharing, forecasting vendor's business and vice versa, rating of vendors etc.

> The data thus collected analyzed and presented at Tables 6, 7, 8, 9, 10, and 11.

In response to the question regarding sharing information with vendors, majority of the retailers responded that they fully share and one fourth of them were of the view that they share partially. None of them opted for not sharing information with vendors.

Regarding sharing sales information with the vendors, three-fourth of the retailers responded positively, whereas one-fourth did not share.

Regarding involvement in forecasting their vendors' business, half of the retailers were of the opinion that they are partially involved in it, whereas, one-fourth were fully involved and remaining were not at all involved in their vendors' business.

In response to vendors' participation in forecasting and planning their business, half of the retailers responded that they would partially involve their vendors to participate in forecasting and planning in their business activities, whereas one – fourth would fully involve. Remaining retailers would not involve them at all.

In response to the question asked about rating of vendors, all the retailers reported that they were rating their vendors.

Most of the retailers share information with vendors, particularly with regard to sales. However,

sharing in forecasting business operations on either side is "fifty – fifty" response. Vendor rating has been regular features since majority of them believe it would enhance the timely delivery, improvement in quality of supply, reduction in inventory and therefore, increase in timely delivery.

2.2.   To Study on owning warehouse facilities, location, and methods of operations:

The data obtained analyzed and details are presented at Tables 12, 13 and 14

Regarding owning a warehouse, it was observed that three-fourth of the retailers owned warehouses. Remaining one-fourth of the retailers were not having their own warehouses.

In response to the question asked to the retailers about centralized warehouses, 75% of the retailers told that they were having centralized warehouses and the remaining 25% were not having a centralized warehouse.

Majority of the retailers own their own warehouses, which are mostly centrally located. With regard to material handling in the warehouse, while it is 50% automatic, in equal proportion it is manual or mechanical.

2.3.   To study logistics including distribution network, mode of transportation, information system and logistics cost etc.

The data obtained analyzed and details are presented at Tables 15, 16, 17 and 18

Regarding the method of distribution network from warehouse to store, all of the retailers were observed to use multi delivery points method and none of them was using point to point method or Nodal method.

Half of the retailers responded that they incurred high logistics cost, whereas, one-fourth incurred medium cost. The remaining one-fourth agreed that they incurred low logistics cost.

Regarding most commonly used mode of transportation, all the retailers were found to use roadways and not railways or airways.

Distribution from ware house to stores is only through multiple delivery points and therefore they bear higher costs of logistics. As on date Road transport is the only method adopted by the retailers and appears information system is applied.

2.4.   To study Inventory Management techniques used, stock verification done, technology adopted etc.   The data obtained analyzed and details are presented at Tables 19, 20,21,22,23 and 24

Half of the retailers responded that the inventory cost incurred was high and the remaining half incurred medium inventory cost. However, it was not found to be low in any case.

Regarding the inventory management techniques adopted by the retailers, half of them were found to adopt ABC Analysis, followed by one-fourth using Trend Analysis and remaining one-fourth using Ageing technique. None of them was found to use FSN Analysis.

In response to the question asked to the retailers about the extent of maintaining right mix of inventory as desired by customers, 75% of the retailers responded that they were maintaining to the moderate extent and remaining 25% to the great extent. None of them was found under least extent category.

The ABC analysis technique of inventory management is mostly applied; whereas the other techniques of FSN, VED are not implemented. A both manual and computerized method of inventory management is implemented. The inventory costs appear to be on the higher side. Stock verification is done periodically on a routine basis and weekly stock verification is generally adopted by the retailers.

3.   Formulation of Marketing Strategies including "Self and Environment Analysis", "Customer Relationship", Computerization", "Store Atmospherics", and "Services rendered to Customers":

3.1   To study "Self and Environment Analysis"

The data collected with regard to self and environment analysis on the aspects of "Management

of flow of goods, Stores management, Stores location, well connected transport, Protection against weather, parking space etc, acceptance of credit cards, acceptance of returned goods etc. meeting the completion through the processes of listening to the customers, participating in trade shows, Trial rooms, Home

delivery etc' and the analyzed data is presented in the Tables, 25, 26, 27, 28 and 29.

The retailers understand that the environment is very competitive and therefore "Self" and "Environment "analysis is the way to formulate marketing strategies. With regard to competitor analysis, the retailers mainly adopt the "Spying" or gather information on competitor products and also some times through customers to counter the competition. The retailers adopt and confidently manage the "Goods Flow", "Stores" including its location and management, making provision for "Protection against hostile Weather", establish "Good Connectivity", acceptance of the "Credit Cards" etc.

3.2.   Building Customer relationship:

Building appropriate customer relationship involves preparing the customer profile through collection of data by adopting appropriate formats and choosing the right method of collection of data. Appropriate questions were designed and the information collected from the respondents was analyzed and the same is presented at the tables, 30, 31, 32, 33 and 34.

Regarding adaptation of customer relationship strategy, all of the retailers responded that they were adapting it.

Regarding the format for maintaining database, three-fourth of the retailers were found using register whereas remaining one- fourth were using computer8.

In response to the question asked about sources of customer database, three-fourth of retailers were found using sales record as the source followed by remaining one-fourth who were using a combination of all.

Retailers maintain the "Customer Data Base" from the sales records/registers and the customer profile is prepared through the amount of billing or frequency of visits. It is found that appropriate marketing strategy would enhance the customer satisfaction and public image.

3.3.   Extent of Computerization:

Extent of computerization includes computer literacy enhancement of employees, usage of computer proficiency in day to day applications and the level of technology being adopted.

The data collected for the parameters collated analyzed and the analysis is presented at the tables 35, 36 and 37.

Regarding computer literacy rate of employees, three-fourth of the retailers were found to have computer literacy above 75% of their employees and one-fourth of the retailers had the literacy rate above 25%.

When asked about the usage of computer proficiency, half of the retailers responded that they were using to the great extent and the remaining half were having the usage of computer proficiency to moderate extent.

Retailers presented that majority employees are computer literates and most of them use computer proficiency in daily operations and the soft ware used is ERP technology.

3.4.   Store Atmospherics

Store Atmospherics influence consumer behavior. When the ambient scent and music are congruent with each other in terms of their arousal qualities, consumers rate the environment significantly more positive, exhibit higher levels of approach and impulse buying behaviors and experience enhanced satisfaction.

The response summary from the retails is given at Table 38, with regard to their perception on store atmospherics

Retailers reiterated that good mix of store atmospherics is maintained to enhance consumer buying.

3.5.   Services Rendered to Customers:

Services rendered to customers include the sales personnel attending to explain the technological aspects of the products, handling customers, delivery returns, attending to repairs, providing easy access to specific and group of products etc. the response data is collated, analyze the details are presented at Tables 39, 40 and 41

Sales personnel have been given an important role in case of high value items, including jewellary and technical products. While "Handling of Customers" is regarded as top priority for the retailers, "Warranty" and "Delivery Returns" also assume quite significant importance. With regard to rendering Value to the Customer, the factor "Minimum Price Possible" is given highest significant, followed in order by "Access of a Certain Product", and "Varieties of a Particular Product.

VI. FINDINGS OF THE STUDY:

1.   Availability of "Real Estates" has been ranked the first influencing factor for the growth of Organized Retailing, followed by "urbanization", "economic growth", "brand position" and "consumerism" in that order. The response also indicated that there could be two fold to four fold increase in sales.

2.   Among the various growth drivers for organized formats, "Increased Awareness" tops the list followed by "Changes in Consumer Needs"/ "Increased Credit Facility" and "Changes in demographics"/"Increased Income Levels".

3.   Majority of the retailers agree that with introduction of FDI, would increase productivity, while all of them confirmed it would bring positive changes in the retail market.

4.   Most of the retailers share information with vendors, particularly with regard to sales. However, sharing in forecasting business operations on either side is "fifty – fifty" response. Vendor rating has been regular features since majority of them believe it would enhance the timely delivery, improvement in quality of supply, reduction in inventory and therefore, increase in timely delivery.

5.   Majority of the retailers own their own warehouses, which are mostly centrally located. With regard to material handling in the warehouse, while it is 50% automatic, in equal proportion it is manual or mechanical.

6.   Distribution from ware house to stores is only through multiple delivery points and therefore they bear higher costs of logistics. As on date Road transport is the only method adopted by the retailers and appears information system is applied.

7.   The ABC inventory technique is mostly applied; whereas the other techniques of FSN, VED are not implemented. A both manual and computerized method of inventory management is implemented. The inventory costs appear to be on the higher side. Stock verification is done periodically on a routine basis and weekly stock verification is generally adopted by the retailers.

8.   The retailers understand that the environment is very competitive and therefore "Self" and "Environment "analysis is the way to formulate marketing strategies. With regard to competitor analysis, the retailers mainly adopt the "Spying" or gather information on competitor products and also some times through customers to counter the competition. The retailers adopt and confidently manage the "Goods Flow", "Stores" including its location and management, making provision for "Protection against hostile Weather", establish "Good Connectivity", acceptance of the "Credit Cards" etc.

9.   Retailers maintain the "Customer Data Base" from the sales records/registers and the customer profile is prepared through the amount of billing or frequency of visits. It is found that appropriate marketing strategy would enhance the customer satisfaction and public image.

10. Retailers presented that majority employees are computer literates and most of them use computer proficiency in daily operations and the soft ware used is ERP technology.

11.   Retailers reiterated that good mix of store atmospherics is maintained to enhance consumer buying.

12.   Sales personnel have been given an important role in case of high value items, including jewellary and technical products. While "Handling of Customers" is regarded as top priority for the retailers, "Warranty" and "Delivery Returns" also assume quite significant importance. With regard to rendering Value to the Customer, the factor "Minimum Price Possible" is given highest significant, followed in order by "Access of a Certain Product", and "Varieties of a Particular Product.

VII. CONCLUSIONS:

The conclusions drawn are:

1.   The response indicated that there could be two fold to four fold increases in sales of organized retailing in India due to the factors such as urbanization, consumerism and economic growth.

2.   Majority of the retailers agreed that   introduction of FDI, would bring positive changes in the retail market.

3.   Most of the retailers share information with vendors, particularly with regard to sales. Vendor rating has been regular features since majority of them believe it would enhance the timely delivery, improvement in quality of supply, reduction in inventory and therefore, increase in timely delivery.

4.   Majority of the retailers own their own warehouses, which are mostly centrally located.

    Distribution from ware house to stores is only through multiple delivery points and therefore they bear higher costs of logistics.

5.   Retailers reiterated that good mix of store atmospherics is maintained to enhance consumer buying. The retailers understand that the environment is very competitive and therefore "Self" and "Environment "analysis is the way to formulate marketing strategies.

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TABLES

Table – 1

Influence of parameters such as Space, Urbanization etc.

Factors	Availability of Real Estates	Urbanization	Economic growth	Brand Profusion
Ranking	First	Second	Third	Fourth

Table – 2
Influence on Sales

Increase in Sales	Two Times	Three Times	Four Times	Five Times
Percentage	50	Zero	50	Zero

Table – 3
Growth drivers for organized retailing

Factors	Increased awareness	Changes in Consumer needs, attitudes	Increased Credit facility	Changes in Demographics	Rising Income Levels
Ranking	First	Second	Second	Third	Third

Table - 4
Impact on productivity

Parameter	Fully agree	Partially agree	Do not agree
Percentage	75%	25%	Zero

Table - 5
FDI brings positive changes

FDI would bring positive changes	Fully agree	Partially agree	Do not agree
Percentage	100%	Zero	Zero

Table – 6
Extent of sharing information with vendors.

Extent of sharing information	Fully Share	Partially share	Do not share
Percentage	75	25	Zero

Table – 7

Share sales information with vendors.

Sharing sales information with your suppliers	Yes	No
Percentage	75	25

Table - 8

Involving in forecasting vendor's business.

Involving in forecasting vendor's business	Fully Involved	Partially Involved	Not Involved
Percentage	25%	50%	25%

Table - 9

Vendor's Participation in Forecasting and Planning Business Activities

Vendors participation in forecasting	Fully participate	moderately participate	Do Not participate
Percentage	25	50	25

Table – 10

Rating of vendors

Rating of vendors	Yes	No
Percentage	100	Zero

Table - 11.

Advantages of Vendor rating

Advantages	Improved quality supply	Reduction in Inventory level	Timely delivery	All these
Percentage	Zero	Zero	50	50

Table 12

Owning a warehouse

Owning a warehouse	Yes	No
Percentage	75	25

Table 13

Centralized Warehouse facility

Centralized warehouse	Yes	No
Percentage	75	25

Table 14

Material handling in the warehouse

Material handling in the warehouse	Manual	Mechanical	Automatic
Percentage	25	25	50

Table 15

Distribution network from warehouse to store

Parameter	Point to Point	Distribution network from warehouse to store is Multiple Delivery Points	Nodal
Percentage	Zero	100	Zero

Table 16
Quantum of logistics cost

Logistics cost incurred	High	Medium	Low
Percentage	50	25	25

Table 17
Mode of transportation most commonly used

Mode of transportation	Rail	Road	Air
Percentage	Zero	100	Zero

Table 18
Applied information system to Logistics

Application of information system to Logistics	Yes	No
Percentage	100	Zero

Table 19
.   Measure of Inventory cost incurred

Inventory cost	High	Medium	Low
Percentage	50	50	Zero

Table 20
Adopted techniques of Inventory management.

Inventory management techniques	ABC Analysis	FSN Analysis	Ageing	Trend Analysis
Percentage	50	Zero	25	25

Table 21
Technology utilized for maintaining Inventory

Technology used for Inventory maintenance	Manual	Software driven	Both
Percentage	Zero	Zero	100

Table 22
Extent of matching the mix of inventory with customer demands:

Matching mix of Inventory	Great Extent	Moderate Extent	Least Extent
Percentage	75	25	Zero

Table 23
How often Stock verification Implemented:

Stock verification	Periodically	On a routine basis
Percentage	50	50

Table 24
Frequency of Store Verification

Frequency of Store Verification	Daily	Weekly	Monthly
Percentage	Zero	75	25

Table 25
Performance of the outlet w.r to

Parameter	Management of goods flow	Stores Management	Stores Locations
Percentage	75	75	75

Table 26

Ranking the factors related to store location

Factors	Well connected transport	Visitors group attraction	Protection against weather	Parking Space	Security
Ranking	Second	Second	First	Third	Third

Table 27

Activities adopted to benefit the customers

Parameters	Credit Card acceptance	Exchange of goods	Trail Rooms	Home Delivery	Demonstration
Ranking	First	Nil	Nil	Second	Nil

Table 28

Competition from other retailers

Competition	Yes	No
Percentage	100	Zero

Table 29

Methods adopted to face competition

Method	Listen to customers' opinions	Attend trade shows organized by the retailers	Gather information on competitors' products and industrial changes	Visiting the new malls and unique stores	Vendor's opinion on the best retailers for the same offering
Ranking	Second	NIL	First	NIL	NIL

Table 30
Maintenance of customer database

Maintenance of Customer Data Base	Yes	No
Percentage	100	Zero

Table 31
Format for maintenance data base

Format	Register	Visiting Cards	Computers
Percentage	75	Zero	25
Rank	First	Nil	Second

Table 32
Sources of customer databases

Source	Sales records	Account details	Service records	Enquiries & Orders	All of these
Percentage	75	Zero	Zero	Zero	25

Table 33
Basis for preparing customer profile

Preparing customer profile	Amount of billing	Variety in shopping list	Frequency of visits
Percentage	50	Zero	50

Table 34
Effectiveness of marketing strategy in terms of satisfaction of publics or image

Effectiveness of the marketing	Greatly	Moderately	Least

strategy			
Percentage	50	50	Zero

.   ## Table 35

Computer literacy rate of employees

Computer literacy	Above 75%	Above 50%	Above 25%	Above 10%
Percentage	75	Zero	25	

Table 36

Percentage of usage of computer proficiency in daily dealings.

Extent of usage of computer proficiency	High	Moderate	Least
Percentage	50	50	Zero

Table 37

Applied level of technology

Application of level	ERP	E-POS software package	Internet	M. S. Office
Percentage	75	25	Zero	Zero

Table 38

Extent of maintenance in the store atmospherics fragrance and music

Extent of maintenance of fragrance and music	Great	Moderate	Least
Percentage	100	Zero	Zero

Table 39
Sales person's role s in case of high value and technological goods?

Extent of Sales person's role	Great	Moderate	Least
Percentage	100	Zero	Zero

Table 40
Ranking the factors in relation to customer service

Factors	Handling of customers	Warranty	Delivery Returns	Repair
Percentage	100	75	50	42
Ranking	First	Second	Third	Fourth

Table 41
Factors in relation to value to the customer

Factors	Varieties of a certain product	Access of a certain product	Minimum possible price
Percentage	75	83	92
Ranking	Third	Second	First

ABOUT AUTHORS

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