

CHAPTER - 2

CONCEPTUAL FRAMEWORK, OTHER ASPECTS OF RETAILING AND LITERATURE REVIEW

2.1 Introduction

Market

Market is a place or area where buyers and sellers meet. The term market is derived from Latin word 'Mercatus' meaning "to trade". It also means merchandise, wares, traffic, or a place of business. It is because of these different meanings, the word market is used differently¹ as

- 1) A place where market is held,
- 2) An assembly of people (preferably buyers and sellers),
- 3) An area of operation, or an organization which facilitates exchange of commodities.
- 4) An act of buying and selling,
- 5) An assemblage of commercial activities etc.

Markets help to complete the process of exchange leading to satisfaction of needs of participants i.e. buyers and sellers. It is described as a place or geographical area where goods or services are offered for sale and title of ownership is transferred. The concept of market has changed from time to time with the evolution of civilization. As the society expanded the needs and wants multiplied and the scope of the institutions satisfying these needs widened qualitatively and quantitatively.

Definition

Market is defined as “an aggregate of the potential buyers for the products or service.” In practice, the term market is used to denote “anybody or persons who are in intimate business relation and carry on any extensive transactions in any commodity”.

Clark and Clark defines it as “An area in which the forces leading to exchange of title to particular product operate, and towards which and from which the actual goods tend to travel.”

American Marketing Association (AMA) defines the term as; Market is ‘The place or area where buyers and sellers function, to perform business activities which direct the flow of goods and services from the producer to consumer or user’. However, in 1960 the AMA further revised, that the term ‘market’ connotes:’ the aggregate of the forces or conditions within which buyers and sellers make decisions those results in the transfer of goods and services, and the aggregate demand of potential buyers of commodity or service². Marketing on the other hand is satisfying individual and organizational needs by creating, offering and exchanging competitively made products that offer value to the buyers. The evolution of Markets can be studied in the following paragraphs.

2.2 Evolution of Markets

1) In the early stage of human history people had limited wants and they were self-sufficient. There was no surplus hence no need for exchange was felt.

2) Gradually with the evolution of commerce exchange became necessary and barter system of exchange came into existence. Products and goods were brought together at a centralized place and exchanged.

3) Then at the religious gatherings and other fairs goods were bought and sold. These fairs strictly followed the rules and regulations formed by conventions and customs. Then there was decline in the fairs and exhibitions this decline of fairs paved the way for starting of markets.

4) The usual gatherings at cross-roads in towns and villages soon took the form of authorized trading centre as markets³

Today markets are permanent structures that serve the community to achieve its ends particularly in satisfying different needs of customers occurring from time to time. It is through markets that producers and consumers are linked together.

2.3 Marketing

Marketing is a social and managerial function that attempts to create, expand and maintain collection of customers. It refers to “performance of business activities that direct the flow of goods from producer to customer or user.” It includes all activities, which effect the changes in the ownership and possession of goods and services by creating time, place and possession utilities. The practice of marketing is almost as old as humanity itself. Today business has become highly competitive and the whole structure and environment of business is changing day by day, the purpose of marketing is to manage the buyer-seller interface and facilitate the process of exchange between two parties.

According to William J. Stanton⁴ “Marketing is a total system of interacting business activities design to plan, price, promote and distribute want satisfying products and services to present and potential customers”.

Marketing mix is an important marketing tool used by the marketing manager to design the process of marketing in an organization. The process of marketing is conditioned by uncontrollable and controllable elements, like consumers, government, product, price, place & promotion. One of the most important 'P' of marketing mix is Place i.e. physical distribution. Place includes physical distribution & channel of distribution. Physical distribution refers to the actual flow of goods to the customer; it is the technical function ensuring availability of product at right time, right place & in the right form, and transfer of ownership of goods to the customers. Channel of distribution refers to the middlemen that are involved in moving the goods from the producer to consumer.

These are the agents in distribution. In the chain of, distribution of goods from producer and wholesaler to consumer, the retailer plays a crucial role. It is at the retail stores that the consumer actually gets an opportunity to choose the product & the brand he wishes to buy.

2.3.1 Definition

1) Philip Kotler in his book on Marketing Management said, ‘Marketing is a societal process by which individuals and groups obtain what they need and want through creating, offering and freely exchanging products and services of value with others’⁵. As managerial function marketing is the art of selling products.

2) Peter Drucker in his book on Marketing said that, 'Aim of marketing is to make selling superfluous. The aim of marketing is to know and understand customers so well that the product or service fits him and sells itself.'⁶

3) Leslie Rodger in his book on marketing defines marketing as, 'The primary management function which organizes and directs the aggregate of business activities involved in converting customer's purchasing power in to effective demand for a specific product of service and in moving the product or service to the final consumer or user so as to achieve the company set and other objectives.'⁷

Evolution of marketing from all perspectives shows the changing objectives of marketing.

2.3.2 Concept

In Traditional view of marketing the customers would accept every product the seller offered to them. The scope of marketing was limited and it was understood in a very small way. With industrial revolution, mass scale production in anticipation of demand and of standardized product began. The producer and manufacturers were forced to think about marketing in a different way. Their focus was on production and not product.

However the Modern concept is viewed from customer's point of view, here marketing is customer centered producer produces what customer likes. Since inception the concept of marketing, has been growing multi-dimensionally and multi-disciplinarily. The development of marketing concept can be seen as follows⁸:

The Production Concept

The production concept is one of the oldest concepts in business. The concept holds that the consumer will prefer products that are widely available and inexpensive. According to Philip Kotler, Managers of production- oriented business concentrate on achieving high production efficiency, low cost and mass distribution. They assume that consumers are primarily interested in product availability and low price.

The Product Concept

The product concept is in many respect a research and development driven approach to business. In product concept the assumption is that, the company should produce only quality products at reasonable price. The consumers here favor those products that offer quality, performance and innovative features and will buy only such products because they are aware of other competing brands in the markets, they will pay attention to quality and price only. Thus in this concept focus is on product and its attributes. The assumption here is that the new product will not be successful unless it is priced, distributed, advertised and sold properly.

The Selling Concept

The selling concept holds that consumers and businesses, if left alone will ordinarily not buy enough of the organizations product. The organization must, therefore, undertake aggressive selling and promotional efforts. Firms practice selling concept when they have overcapacity, their aim is to sell what they make rather than make what the market wants. Marketing based on hard selling carries hard risks. It assumes that customers who are coaxed into buying a product will like it, and if they do not like it they will not return it. Thus in selling concept, selling the product is primary consideration and customer's satisfaction secondary.

The Marketing Concept

The marketing concept emerged in the mid 1950's. Instead of 'product centered', 'make and sell' philosophy, business shifted to a customer centered, 'sense and respond' philosophy. The job is not to find the right customer but right product for the customer. The Marketing Concept holds that the key to achieving organizational goals consists of the company being more effective than competitors in creating, delivering and communicating superior customer's value to its chosen target market.

The Societal Marketing Concept

The Societal marketing concept holds that the organization's task is to determine the needs, wants and interests of target markets and to deliver the desired satisfactions more effectively and efficiently than competitors in a way that preserves or enhances the consumer's and the society's well-being. This concept aims at giving individual satisfaction so far as the customer is concerned and maintains public welfare as its goal and responsibility in the long run. This is the current concept, which has been widely accepted in the interest of the organization, the customer and the society. Thus the concept of marketing underwent frequent changes.

Philip Kotler said, 'Marketing is specifically concerned with how transactions are created, stimulated, facilitated and valued.' Marketing has increasingly become complex as the economy is growing. Therefore careful planning is required for analysis of markets, prediction of future demands, product planning, choosing appropriate pricing policies, effective distribution and creation of demand for the products.

The process of marketing is conditioned by certain controllable and uncontrollable elements. Uncontrollable elements like consumers and the government, their behavior cannot be predicted said Prof. Neil H. Borden. But controllable elements are those variables over which the firm has direct control. These are described as 4P's viz, Product, Price, Place (Physical Distribution) and Promotion. In retailing their importance can be studied as follows:

Product

A product is defined as, "everything a purchaser gets in exchange for his money." Product mix is the list of all products offered for sale by a company. It has three dimensions – breadth, depth and consistency. Breadth is measured by the number of products manufactured by a single manufacturer. Depth refers to assortment of sizes, colours, and models offered in each product line⁹. Consistency refers to the close relationship of various product lines either to their end-user, or to production requirements, or to distribution channels, or to other variables. In the 4P's the product area is concerned with developing the right 'product' for the target market. Product decision will include development of new product, improvement of existing and elimination of the unsuccessful one.

Price

Price is the key element in the marketing mix. To a buyer, price is the value placed on what is exchanged. Almost anything of value-ideas, services, rights and goods- can be assessed by price. Fixing correct price for a product is complicated, there is a belief that high price is positively correlated to superior quality and buying high priced articles is status symbolic, while low price emphasizes a bargain to many customers. According to the concept of retailing,

a retailer doesn't sell products in bulk; instead sells the merchandise in small units to the end-users. Retail pricing includes¹⁰:

a) Cost Plus Pricing: Every organization runs to earn profits and so is the retail industry. Cost plus pricing works on the following principle:

Cost Price of the product + Profit (decided by the retailer) = Final price of the merchandise. According to cost plus pricing strategy the retailer adds some extra amount to the actual cost price of the product to earn his share of profits. The final price of the merchandise includes the profit as decided by the retailer.

b) MSRP: The retailer sells his merchandise at a price suggested by the manufacturer, or the retailer sells the merchandise at a price less than what was suggested by the manufacturer - such a condition arises when the retailer offers "Sale" on his merchandise, or retailers initially quote an unreasonably high price and then reduce the price on the customer's request to make him realize that a favour has been done to him.

c) Competitive Pricing: The cut throat competition in the current retail scenario has prompted the retailers to guarantee excellent customer service to the buyers for them to prefer them over their competitors. The price of the merchandise is more or less similar to the competitor's but the retailers add on certain attractive benefits for the customers. (Longer payment term, gifts etc.).The retailers ensure that the customers leave their store with a smile to have an edge over the competitors. Retailer tries his level best to offer better services to the customers for a better business in future.

d) Pricing below competition: According to this policy the price of the merchandise is kept lesser than what is being offered by the competitors.

e) Prestige Pricing (Pricing above competition): According to prestige pricing mechanism, the price of the product is set slightly above the competitor's price. The retailer then can charge higher price than the competitors only where: exclusive brands are at the stores, brand image of the store is high, it is at prime location, there is excellent customer service and that the merchandise is not available at any other store.

f) Psychological Pricing: Certain price of a product at which the consumer is willing to purchase it is called psychological price.

g) Multiple Pricing: According to multiple pricing, the retailer sells multiple products (more than one) for a single price. The retailers combine few products to be sold for a single fixed price. eg. 3 Shirts for \$100/- or 3 Perfumes for \$20/- and so on.

h) Discount Pricing: According to discount pricing, the retailer sells his merchandise at a discounted price during off seasons or to clear out his stock. Thus the success of the business will depend on reasonable price that is fixed for the product after considering discount profit and other aspects of sale.

Place

Another important element in the marketing mix is place. Physical distribution is concerned with material aspects of flow of goods to the customers. It includes transportation, storage, warehousing, packaging etc. It is a technical function ensuring availability of products at the right time, at the right place and in the right form¹¹. Channel of distribution on the other hand refers to the middlemen or the intermediaries through which the goods move

from the place of production to the place of consumption. It creates place utility by the agents in the channel of distribution.

Producers — Wholesaler — Retailer — Consumer.

In the chain of distribution of goods from the producer / manufacturer to consumer, the retailer plays a crucial role. It is at the retail store that the consumer actually gets the opportunity to choose the products and brands that he wishes to buy. Hence it is the retailer who best knows the specific needs of the customer and demands from time to time. The retailer signifies the last but most important link. In the process of sale of any product; he alone comes into direct contact with the ultimate consumer. Today the field of retailing is witnessing lot of changes, leading to whole new approach towards distribution.

Promotion

Promotional mix includes all those activities which are undertaken to promote the sale of products. It includes advertising, sales promotion, personal selling and publicity. **Advertising** involves full use of mass media. Various types of media are used such as TV, radio, newspaper, magazines, posters, hoardings etc.

Sales promotion consists of promotional activities other than advertising or personal selling like-games, contest, demonstration, trade shows etc¹². It is an activity intended to stimulate purchases by adding an incentive to inherent features of the services offered.

Though retailing is closely related to all elements of marketing mix i.e.4Ps, as distribution function it specifically denotes place, distribution.

Table 2.1: Elements of marketing mix and its relation to retailing ¹³

Four Ps of Marketing Mix	Four Cs of Retailing
Product	Customized solutions to Customers needs
Price	Cost to customer, Customer Value
Place	Convenience of obtaining the product
Promotion	Communication Mix

2.4 Retail and Retailing

2.4.1 Meaning and Definition

The word retail is derived from the French word ‘retailier’ which means to ‘cut a piece off’ or ‘to break the bulk’. The dictionary meaning of ‘Retailing’ is sale of goods in small quantities to ultimate customers. It includes all activities involved in marketing of goods and services directly to the customers for their personal family or household use¹⁴.

1) David Gilbert has defined retailing as ‘Any business that directs its marketing efforts towards satisfying the final customer based upon the organization of selling goods and services as a means of distribution.’

2) Philip Kotler defines retailing as, ‘It includes all activities involved in selling goods or services to final customers for personal or non-business use’.

Retailing thus involves a direct interface with the customers and co-ordination of business activities from end to end. Retailer includes large number of people and institutions. It is said that 30% of what we spend on products and services is that we buy from retailers. Today it is the most potential and upcoming industry in India and also worldwide, it is known as a sunrise sector. dominating the economies of many countries. Retailing is also the single largest

industry by revenues and employment, and has become an intrinsic part of everyday life. Due to constant changes in the market place the meaning and scope of retailing has widened. With liberalization, privatization and globalization the distance between the manufacturer and consumer has decreased, improvement in transportation, technical advancement and storage systems there has been change in marketing of a product. The Indian market has been witnessing drastic changes. The life style of Indian consumer is undergoing a major diversification and consumers prefer new brands, they have become active, mature and are evincing keen interest to select best products irrespective of price range. The customers have become active participant rather than passive purchaser; they now value convenience and choice in a par with getting value for their hard earned money. The changing face of consumption patterns and consumerism styles has necessitated the need of organized retailing in India.

2.4.2: Evolution of Organized Retailing

Retailing is one of the oldest forms of business in the country. It has passed through many mile stones over centuries¹⁵

- 1) Earlier retailing in the form of village level Kirana shops, weekly haats, and village fairs melas provided extensive reach in the country.
- 2) Then came Mom and Pop stores.
- 3) With the support of Government public distribution system outlets of Khadi stores and co-operatives provided alternative distribution system against the private sectors to the customers.
- 4) And in the modern era retailing represents hyper markets / super markets, departmental stores, exclusive brand outlets, shopping malls etc.

Retailing is both unorganized and organized retailing. Unorganized retailing still occupies a dominant place in India. Unorganized retailing refers to the traditional formats of low cost like Kirana stores, Pan / Bidi shops, pavement vendors, hand craft and convenient stores. It has the advantage of low investment, family managed business, unskilled laborers, less variety and small space. They cater to the needs of local people and small income groups¹⁶.

Organized retailing refers to trading activities undertaken by licensed retailers. That is those who are registered for sales tax and income tax. They are corporate backed hypermarkets and retail chains and also partly managed retail stores. Organized retailing refers to huge investment chain stores, trained personnel, high volume of sales and profit; these are large outlets in cities, catering to all class of people in different income groups.

The rise in disposable income, demographic changes, concept of value for money is rising and organized retailing with its creative and innovative nature has been attracting average middle class customers to large cities and has been providing them with a new shopping experience. Today retailing has become highly competitive because many types of retailing formats and players are entering. The importance of organized retailing can be seen from the following table:

Table 2.2: Organized retailing v/s unorganized retailing¹⁷

Characteristics	Organized	Unorganized
Quality assurance	Excellent	Not necessarily be excellent
Selection of items	Wide choice	Limited choice
Availability of branded products	Yes	Not a must
Availability of latest product	Yes	Not a must
Prices	High - but less because of discount	Reasonable , No discount
Discounts and offers	Always available	Generally not available
Margins	High due to high volumes.	Average
Bargaining	Not- possible	Possible
Service offered	Good	Reasonably good
Accessibility	Good Accessibility	Better Accessibility
Free home delivery	By few in 2to3 kms	Yes
Telephonic order acceptance	No	Yes
Age-old relationship with customers	No	Yes
Parking	Spacious – generally available	Difficult to get
Space and Hygiene	High	Average
Quality standards	High	Medium
Technology	Maximum	Minimum

In the book, retail management by David Gilbert, the author gives several theories of economists to explain the changes that have taken place in the form of retail stores. Accordingly retailing has evolved to meet the challenges of economic, competitive, social, technological and political pressures¹⁸.

The wheel of retailing shows the changes as –

1. New entrants – Traditional retailer – and mature retailer.
2. Dialectic process - showing that 2 institutional formats can be merged or combined to get advantage of both institutions, so that customers can be retained.
3. Accordion theory – where the retailer has a specialized store initially and then eventually offers wide variety of merchandise where product mix strategies change while the retail prices and margins remain the same.
4. Natural selection theory: - It states that the retail outlets should be flexible enough to survive. The change should be made in its product by fixing low price, convenient location and promotional strategies should take place.

2.5 Growth and Development of Organized Retailing

It was in late 1980's the organized retailing began to make its mark in India with shops like Raymond's, Nalli's and Bata's which operated through their exclusive franchises. In the early 1990's there were just three international style shopping malls in India. Spencer's in Chennai, Akbarlys and Crossroads in Mumbai and Ansals in New Delhi. The Indian retail scenario started changing after the wave of liberalization, privatization and globalization in 1991, it ushered new retail formats from neighborhood kirana stores to hyper markets, discounts stores to supermarket to department stores, specialty shops, franchisees etc. Today the Indian retail topography is a mix of modern retail formats.

Organized retailing in India has developed at a faster rate. Over 12 million outlets operate in the country but only 4% of them are larger than

500sq.ft. (46 m²) in size. Over the last 10 years the Indian retail industry was estimated to be a 200 US billion industry and organized retail comprising of 3% or 6.4 US \$ billion. With a growth rate of over 20% p.a. organized retailing was projected to reach US \$ 23 billion by 2010.

Indian retail scene has witnessed too many players in very short time crowding several categories. Large corporate houses like Reliance, Godrej, Birla, Tata's, Raheja's, PIRAMAL, Goenka's and Future group it has already made their mark in this arena, with hyper and super markets, specialty stores and category killers. It is therefore not surprising to note that PriceWater House Coopers has estimated India among the six most attractive destinations alongside China, Turkey, Thailand, Malaysia and Hungary.^{19, 20}

According to the report of American Management Consulting Firm A. T. Kearney's 2006 Global Retail Development²¹ India was positioned 1st for continuous 2 years (2005 and 2006) among 30 countries in the world as most attractive market for mass merchants seeking overseas growth. Accordingly the size of retail business in 2007-08 was 25.44 billion as against the US\$ 16.99 billion in 2006-07. Organization retailing has increased its share from 5% of total retail sales in 2006 to 8% in 2007, 7.9% in 2008 and 2009, and 12% in 2010-11.

A survey conducted by FICCI and Price Water House Coopers²² predicted that the Indian retail sector will undergo a sea change in size as well as formats during this decade. It is also indicated that India's top 10 retailers will operate at least 3 to 4 formats, all scalable to their target customers.

2.6 Retail Formats and their Evolution

The Indian retailing scenario is in the process of evolution, graduating and shifting gear from one stage to the next. There is a retail revolution happening with more and more formats being defined by the day, not only by the market place but by the method of retail mediation with customers, by physical store characteristics, by merchandise, etc. At the same time, these newly defined formats co-exist with the most primitive ones. In fact now days it is the store format that creates a unique identity for retailers.

Classification of Retail outlets:

1. Stores based retail mix and
2. Stores based on ownership.

1. Store based retail mix

Store based retailers operate from a physical location while non-based retailers can depend on web, mail or orders placed over telephone. Store based retailers can be broadly divided as Food Retailers and General Merchandise Retailers.

The broad categorization of store-based retailers is as follows^{23, 24}

A. Food based retailers

(a) Conventional supermarkets: Conventional super market is a self service food store that mainly offers grocery items with limited sales of non food items.

(b) Supercenters: It is a combination of big supermarket and a discount store.

The super center normally sells merchandise at a cheaper rate to build more store traffic. Super centers provide one stop shopping experience to the customers by selling grocery and other general merchandise under one roof.

(c) *Warehouse club*: Warehouse clubs offer limited assortment of food as well as non food items. Warehouse club are large stores located in suburbs or low rent areas, less importance is given to the ambience and interiors.

(d) *Convenience stores*: Convenience stores are closer to their customers. They are said to be modern versions of kirana stores. These stores are normally small and carry a limited assortment and variety of merchandise along with perishable items like milk, eggs etc.

B. Non-Food based Retailers (General Merchandise Retailer)

General Merchandise retailers sell mostly non-food items. They are

(a) *Department stores*: Department stores sell a broad variety and deep assortment of goods. The store is organized into separate departments the various departments can be men's, women's, children's clothing, kitchenware, furniture, cosmetics etc. the ambience is well maintained and the store has a premium look.

(b) *Discount stores*: Discount stores are similar to department stores in offering a broad variety and assortment of merchandise. The discount store offers very limited service to its customers.

(c) *Specialty stores*: A specialty store is a retail format that unlike department stores focuses on a limited number of complementary merchandise categories. Specialty stores sell a particular type of merchandise only, e.g. apparel, toys, books, CDs, furniture, jewellery etc.

(d) *Category specialist*: A category specialist maintains the merchandise similar to a specialty store. It provides a deep assortment and narrow variety. These retailers are specialty discount stores.

(e) *Off price retailers*: These are the retailers who sell an inconsistent assortment of branded products at a very low price. These retailers sell merchandise at a lower price. Customers are pulled only because of the price factor i.e. they get merchandise at unbelievable low prices.

(f) *Factory outlets*: The manufacturer owns these outlets. Manufacturers use these stores for increasing their revenue from irregular merchandise. The price of the merchandise is much cheaper and the service levels are considerable low.

(g) *Single price retailers*: These are the outlets that sell all their merchandise at a single price. The Indian single price retailers normally sell cheap merchandise. The services levels are low. The store hardly invests on ambience and other visuals.

(h) *Hypermarkets*: Hypermarkets is very large retail store. It offers various categories of merchandise (both food and general merchandise) at low price in a big warehouse like building. It's a combination of a discount store and a superstore food retailer. Hypermarkets are differentiated from others in terms of their huge store size, low operating margins, low prices and the size of general and food merchandise.

2. Stores based on Ownership

On the basis of ownership, retail forms may be of the following types:

1) *Independent Retailer* own only one retail unit. Independent retailers being small in size, have little bargaining power. They can't gain economics of scale. These are mainly owner dominated and hence professionalism is normally lacking in running these outlets.

2) *Corporate chains* operate several retail outlets under common ownership. The retail formats may or may not be the same for all the retail outlets. Generally

there is a centralized procurement and decision-making. Corporate chains because of their vast size gain economics of scale and higher bargaining power over their suppliers.

3) **Franchising** is a contractual agreement between the franchisor and the franchisee. The agreement allows the franchisee to run a given format of retail outlet under an established name of the Franchisor.

4) **Vertical marketing system** consists of various levels of independently owned businesses along the channel of distribution.

5) **Consumer Co-operative**: Here the consumers own the retail firm. In a co-operative arrangement, few members invest in the retail firm and the profit is distributed among all the members.

2.7 Modern Retail Formats in India

These are the formats found on large scale in the country²⁵. They create distinct image on the basis of area & products offered.

Hypermarket:

Hyper markets offer a large basket of products, ranging from grocery, fresh and processed food, beauty and household, clothing and appliances etc.

Cash and Carry:

These are large B2B retail formats, buying and selling in bulk for various commodities. Cash-and-Carry (C&C) stores are large and carry several thousand stock-keeping units (SKUs) and generally have bulk buying requirement.

Department Store:

Department store generally has a large layout with a wide range merchandise mix such as fashion accessories, gifts and home furnishing.

Supermarket:

These are generally large in size and have typical layouts; they offer only household products and also food as integral parts of their services. The family is their target customer .

Specialty Store:

Specialty store are single-category stores focusing on individuals and group clusters of the same class, with high product loyalty. e.g. footwear stores, music stores, electronic and household stores, gifts stores, food and beverage they even focused on apparel chain or brand stores.

Besides all these formats, the Indian market is flooded with formats labeled with multi-brand outlets (MBOs), exclusive brand outlets (EBOs), kiosks and corners, and shop-in-shops.

Category Killers - Large Specialty Retailers:

Category Killers are stores providing a wide range of choice to the customers, usually at affordable prices. In the Indian context, the experiment in the sector has been laid by "The Loft", a footwear store in Powai, Mumbai.

Discount Store:

A Discount store is a retail store offering a wide range of products, mostly branded goods at discounted prices.

Convenience Stores:

A Convenience store is relatively small retail store. It is located near a residential area (closer to the consumer), open for long hours and working seven days a week. It has limited range of staples and groceries. e.g. In & Out, Safal, etc.

2.8 Leading retailers operating in the country

Table 2.3: Leading retailers operating in the country ^{26, 27}

Retailer	Type of Outlets	No. of Outlets	Nature of Stores	Expansion Plans	
1) Pantaloons Retail		214 by 2011			
Departmental	Pantaloons	19	Apparel	To add 21 stores	
Hypermarkets	Big Bazaar	30	Hypermarkets	80 stores	500croresby 2006. 10000crores by 2010. Space 10 million.
Super market	Food Bazaar	42	Food, Grocery	200	
Small formal outlets-	Fashion station	3	Fashion	20	
	Blue sky	7	Sunglasses & Watches	-	
	E-Zone	2	Consumer Electronics	40 stores	
	Collection-I	2	High-end furniture	30	
	Home Town	-	-	-	
	Central Mall	3	Mall	12	
2) RPG Group					
Super market	Spencer's super market	3	Super market	-	
Super market	Food world spenders daily	93	Grocery and Foods	100 stores	
Hyper market	Spencer's Hyper	6	Hyper markets	280 stores	
Specialty	Music World	260	Music	-	
	Health and Glow		Health & Glow	-	
3) Tata - Trent					
Departmental	West side	38	Apparel & clothing	100	
Specialty stores	Tanishq	25	Jewellery	-	

Hyper market	Star India Bazaar	30	Hyper	2
Music and stores	Landmark	10	Music / stores	4
Entered into Joint venture with Woolworth for multi brand durable chain.				
4) K. Raheja				
Department Stores	Shoppers stop	27	Apparel and Accessories	39 stores by 2010 space 25.02 lakhs by 2008.
Home	Home stop	1	-	3
Stop in shop for mothers	Mothers' care	5	-	20 by 2010
Hyper shop	Hyper city	1	-	Another 4 in 2 years
Specialty	Cross word	13	Books (11% of the retailing from Food, consumer durables and apparel 39% and 9%. Food and Beverage called Brio.	42 stores
	Globus stores shoppers stop	12		22 by 2010
5) Subhiksha (now closed)				
Super markets Discount stores	Discount stores	183 stores chain	Pharmacy, Telecom, Food & Grocery.	332crores revenue 150 stores planned in Metro cities. 2500 to 3000 by next 5 years.
6) Nilgiris				
Super market	4 super markets 28 franchisee	NA	Groceries, Dairy products, Confectionary	Investment will increase to 275 cr in 2008-09 and 350 cr in 2009-2010.

7) Reliance Retail				
	Reliance fresh Reliance jewel, Reliance Trendy, Digital Reliance world, footprints	72	Fruits and vegetables, Telecom.	25000 crores mega plan target of Rs.1 lakh crore by 2011.
8) Trinethra				
Departmental stores	Departmental	127 outlets	-	190 crores spread in southern part to reach 200 states in A.P, TN and Karnataka.
9) Vishal MegaMart	Vishal retail format	54	House hold items, FMCG products, Lifestyle	Plan for 26 stores , 5000 cr Turnover, Present Turnover, 288 cr aiming to reach 700crores.
10) Pyramid Retail outlets				
Departmental	Pyramid Megastores	8	Menswear, Ladies, Fashion, Unisey Casuals Kids,apparel, toys, perfumes, Bed & Bath Lenin.	18 crores investment. 16stores inNorth with Ludhiana & Delhi in west with Ahmedabad, Mumbai, Pune.
Super chain(now closed)	Tru Mart	21	Food Home personal care.	
	Kakade Magnum mall			
Specialty stores	Vivek	53	Digital	Plans to expand

	Jainsons & Premier	stores	cameras, Computers, Telecom products.	And expect turnover at 1000 crores in another 5 yrs.
11) Godrej Group				
Godrej Aahaar	Rural retailers	23	General Items	To add another 1000 in 5 to 6 yrs.
Natures basket	Speciality	4	Fruits and vegetables	Add 100 in 5 to 6 yrs.
12) Aditya Birla More	Super Market, Hyper Market	600	Frozen food, Grocery, Personal care, Home care, Dairy products, General	To add another 100 in 2 to 3 yrs.

2.9 Working of Organized Retailing

The study of the working of organized retailing also needs to have knowledge and awareness about the organizational structure, supply chain management, stores layout, retail marketing mix, HR, technology and employment.

2.9.1 Organizational Structure in Retail

The term 'Organization' is derived from the word 'organism' which means the structure of the body divided into parts that are held together by a fabric of relationship as one organic whole. In an enterprise many managers and employees work together for achieving common objectives. It is the organizational structure which binds them together and brings co-ordination in their work. It is the structure of the company that identifies the specific tasks to be performed by each and every designation of the organization. It defines the

level of authority and responsibility for each employee depending on various factors including the estimated time the employee should devote to each task assigned to him^{28, 29}

For any retail company, the organizational structure especially depends on:

1. **The level of specialization:** That is required by the employee to develop a high level of expertise in a given area to improve his performance.
2. **Limits of Authority:** It is said that both responsibility and authority go hand in hand. Anyone without the other will be meaningless. Authority is essential to enable the person to decide the extent to which the decision can be taken.
3. **Reporting relationship:** Every supervisor or the head should have adequate personal reporting to him so that optimal control over activities is exercised.

Thus in order to eliminate or shorten the time lag for taking crucial decisions it is necessary that the organizational structure is such that it brings the managers closer to the actual customer. This will help to improve manager's responsiveness to the demands of customers and their competitive intelligence.

Retail business is an independent small or large chain retailer business.

Whatever may be the size of the business, the basic activities include:

strategic management	merchandise management
stores management	administration management

In case of an independent store retailer, the owners and the managers constitute the entire organization all by themselves. Since the activities are limited, they can easily manage the business. However as the sales increase they may hire required number of employees. Each employee here performs wide range of activities, and the owner or the manager is the decision maker.

In contrast to the small retailers the organization of large chain stores is complex. There are senior management people like the CEO, directors, presidents, and HODs. They all work together for the strategic decisions and manage the entire organization. Here four tasks of strategic management, merchandise management, stores management and administration management are divided into small focused activities.

Strategic management: The senior management people are involved in developing a retail strategy. It includes identifying the target market, deciding the retail format, designing the organizational structure, deciding the location of the business, etc. they are constantly in touch for co-ordination of important issues.

Merchandise management: This division is responsible for selecting and buying the merchandise, ensuring that the quality, fashion, assortment and pricing are in line with the organization's strategy. The merchandising team performs 3 important tasks viz. buying the merchandise, controlling the inventory and pricing.

Stores management: It is the most important division responsible for all the activities of the organization with respect to the merchandise actually sold to the customers. In a large retail outlet the operations of stores are broadly divided into 3 functions viz. personnel, administration and selling. These functions include recruitment and training stores personnel, evaluating performance, planning work schedules, maintaining stores facility, stock taking, handling customer complaints etc.

Administrative management: It includes functions like marketing, promotional activities of the organization and the products, distribution, establishing financial

control etc. However with passage of time and change in retail environment many organizations have evolved with newer and more innovative ways of designing their organization.

Regardless of the extent of change the overall functions and a job allocation in the organization remains the same. All leading players have their organizational structure designed in the manner required and suitable to the kind of format in operation.

2.9.2 Supply Chain Management in Retailing

One of the most important functions of organized retailing is SCM. Supply Chain management (SCM) is an end to end process in merchandise, from planning the inventory (preparing the purchase orders) to the point of reaching the merchandise to the customers. SCM is an integrated process where every activity is interlinked with the system for information throughout the cycle-time of each step of the process so that timely action can be taken. Previously, individual activities of the SCM process - for instance warehousing, distribution, transportation (inbound and outbound) etc. were done separately. Later, the process moved on to logistics where every activity was carried out in a logical sequence following a specific timetable. Now, an information backbone supporting the SCM process has helped retailers in greatly reducing cycle times and attaining efficiency^{30, 31, 32}

The principal objective of introducing supply chain management (SCM) in a retail organization is to satisfy the customer at the right time with the right product at the right cost, all the time. The challenges that a retail organization

faces are many: huge stock keeping units (SKUs), seasonal variation of product, complex tax structures, the sheer geographic spread of the country (complex logistics and replenishment periods), changing consumer demand etc.

Technology in SCM: Automation - through the implementation of ERP systems has helped many organizations to improve their efficiency and helped them grow. Automatic identification technologies were first introduced globally in 1960s to assist logisticians identify products in supply chain. The global development of such SCM technologies has been very rapid. There were barcode, touch memory and multi-dimensional barcodes. Now there is an early technology RFID (Radio Frequency Identification). RFID promises to directly connect physical products to logistics systems.

Point of Sale in Retail: The retailing industry is one of the predominant users of POS terminals. A Retail Point of Sales system typically includes a computer, monitor, cash drawer, receipt printer, customer display and a barcode scanner, and the majority of retail POS systems also include a debit/credit card reader. It can also include a weight scale, integrated credit card processing system, a signature capture device and a customer pin pad device. More and more POS monitors use touch-screen technology for ease of use and a computer is built in to the monitor chassis for what is referred to as an all-in-one unit³³. The POS system software can typically handle myriad customer based functions such as sales, returns, exchanges, gift cards, gift registries, and customer loyalty programs, BOGOF (buy one get one free), quantity discounts and much more. POS software can also allow for functions such as pre-planned promotional sales, manufacturer coupon validation, foreign currency handling and multiple

payment types. The POS unit handles the sales to the consumer but it is only one part of the entire POS system used in a retail business.

“Back-office” computers typically handle other functions of the POS system such as inventory control, purchasing, receiving and transferring of products to and from other locations. Other typical functions of a POS system are to store sales information for reporting purposes, sales trends and cost/price/profit analysis. Customer information may be stored for receivables management, marketing purposes and specific buying analysis. Many retail POS systems include an accounting interface that “feeds” sales and cost of goods information to independent accounting applications. Recently new applications have been introduced by start-ups and established enterprises that enable POS transactions to be conducted using mobile phones and tablets. New entrants include Square, Intuit's Go Payments, and NCR Inc.'s Silver platform, Shop Keep POS, and Go Pago.

2.9.3 Store Layout in organized Retail

Customers have to feel happy and comfortable in an environment if they are to relax and stay for long time. Similarly customers are more likely to enter and shop in a store where the store environment has been attractively planned like; the use of space, colour, walls, pillars, floor coverings, lightening, music, and so on³⁴. The space in the stores is generally divided into logical sales sections and functional areas such as changing rooms, restaurants and pay points. The entrance of the store both outside inside should be such that it transforms the customer's attitude and create a promise of experience to come.

Stores layout should be attractive, convenient and comfortable.

- i. Layout should be planned to encourage customers to circulate the specific patterns so as to visit as many merchandise areas as possible - productive layout.
- ii. Music is stimulants to increase sales. Music can be changed to suit the type of shopper in the store such as playing 'younger' background music, faster or slower music that will affect the speed of shopping. Fragrance of perfumes, leatherwear, house plants and so on may influence customers to purchase. The aroma of fresh bread, pastries, cheese, coffee, chocolates, etc. can stimulate sales.
- iii. Lighting is an important mood setter and very useful in production of a desired ambience. Lighting can be soft, bright or produce colour washes. Merchandise can be high lightened by directional lighting or with the combination of low-voltage and energy-efficient systems. Different types of lighting can be used in combinations to create interesting contrasts throughout a display area. One other important aspect of lighting is that in fitting rooms or where mirrors are used to view merchandise the lighting should be flattering.

Stores interiors and store exteriors also form part of stores layout

Normally a first impression about the store is formed by its exteriors. The exterior plays important role in attracting new customers and retaining the existing customers. The store exterior has a powerful impact on the store image. The exterior of the store include its signboard, entrance, windows, lighting and the color of the building.

1. Name board: Marquee or Name Board carries the store name, along with its trademark and its slogan like shopping experience. It usually is a painted signboard or a neon light or a glow sign board.

2. Entrance: The retailer decide the number of entrances. Small retail outlets usually have single entrance, while big size stores may have more entrances. Ideally a retail outlet should have 2 entrances, one for pedestrian at front and second at back of consumer coming in vehicles. Both entrances have different designs. However, more entrances, more risk of pilferage can also be expected.

3. Display Windows: Display windows help customer identify the store and the merchandise offered and motivate the customers to enter the store.

4. Door Types: Retailer generally select door like regular, revolving, electric, self-opening, push-pull etc. Some retailers may go for open entrance in which overhead air -curtain is hanged. After deciding on doors, retailer select appropriate flooring for entrance like cement, tiles or a carpet.

5. Walk ways: Neat and Tidy walkways add to the image of the store. A wide and rich walk ways make unique feature of store image. For example Pune's E-Square has good entry walkways but narrow exit entrances which cause bottlenecks.

6. Theft prevention: Theft prevention is another significant factor that a retailer keeps in mind while designing exterior. Theft prevention involves controlling employee and customer pilferage. For this purpose electronic theft prevention system is installed at the entrances, exists, inventory receiving doors and at the trash disposal corridors.

The store interiors are attractive, comfortable and convenient for customers. The interior is planned in such a way that the customers have easy access to merchandise offered.

1. Managing space: By utilizing most of the store space by having proper layout, retailers can have optimum results.

2. Value of Space: Retailers generally represent the value of space in terms of 'sales per square foot' of floor space and 'sales per cubic foot of shelf space. For example the products stocked in deep-freezers and refrigerators is measured in terms of per sq.ft .The products stocked near entrance receive maximum customer's attention and hence higher sales. This implies that the space near the store entrance is most valuable, the space value decreases gradually as we move towards the end of the store. Fashion value of space in basemen is less, ground floor maximum and first floor and onward floor less and less.

3. Utilizing and Allocating Space: The space in the organized retail outlet should be properly utilized, retailer needs five types of space in its store-

- a. Back Room-Space for receiving inventory and stocking surplus inventory.
- b. Office and other functional Space- It comprise of rest room for sales personal, training room, cabins for stores managers and toilets for staff.
- c. Aisles- Space allowed for customers to move around.
- d. Services Area- Space for stocking shopping trolleys and baskets.
- e. Non Selling Areas- Trial rooms and services desks.

How much space retailer should provide for above five areas depend on top management. It could be on sales basis, gross margin basis, industry average basis or on strategic objectives basis.

2.9.4: Retail marketing mix

Retail marketing mix is the term used to describe the various elements and methods required to formulate and execute retail marketing strategy. Retail managers must determine the optimum mix of retailing activities and co-ordinate the elements of the mix.³⁵ The aim of such coordination is for each store to have

a distinct retail image in consumers' mind. The mix may vary greatly according to the type of market the retailer is in, and the type of product/services. While many elements may make up a firm's retail marketing mix, the essential elements may include:

- Store location,
- merchandise assortments
- Store ambience,
- customer service,
- price,
- Communication with customers

Place (store location)

- Target market
- Channel structure
- Channel management
- Retailer image
- Retail logistics
- Retail distribution

Product (merchandise)

- Product development
- Product management
- Product features and benefits
- Branding
- Packaging
- After-sales services

Price

- Costs
- Profitability
- Value for money
- Competitiveness
- Incentives
- Quality
- Status

Promotion

- Developing promotional mixes
- Advertising management
- Sales promotion
- Sales management
- Public relations
- Direct marketing

People element

- Staff capability
- Efficiency
- Availability
- Effectiveness
- Customer interaction
- Internal marketing

Process element

- Order processing
- Database management

- Service delivery
- Queuing system
- Standardisation

2.9.5 Human Resource and Employment in Retail

2.9.5.1 Introduction

In India the sudden and unprecedented growth in organized retailing poses a challenge to human resource development. With growing consumerism, unprecedented awareness, and a youth-hefty customer base, India is perceived as “Most Promising Land” for the Global and domestic retailers.

According to AT Kearney’s 2007 Global Retail Development Index (GRDI), for the third consecutive year, India remained at the top retail investment destination among the 30 emerging markets across the world. Similarly as per the report of McKinsey Global Institute (2007), India is becoming the world’s 12th largest consumer market in the world. Thus Indian retail market is professed as potential goldmine and is attracting a large number of giant international and domestic players in anticipation of explosive growth. As per report by FICCI (2007) the organized retail sector had reached from 4% to over 20% by 2010, as the overall retail sector grew from \$328 billion to \$430 billion³⁶.

With the emergence of organized retailing nature of employment has completely changed in retail. The skill expectations and performance levels are also much higher. This sector looks for skilled labor. The entire conceptualization of labor is also very different from that in unorganized retailing.

Retailing is the most happening business in India. It contributes 10% to GDP and 8% to employment after agriculture. Statistics reveals that the organization retail sector has increased the employee base from 5.4 lakhs to 16 lakhs over the last few years, in 2010 about 11.5 lakh jobs in the organized sector and 2 million jobs in the unorganized sector will be thrown open. Due to long working hours of the outlet abundant opportunities for part time positions is also available in this retail sector.

2.9.5.2 HR in Retail

Most of the activities in the retail are talent driven and the people are the greatest assets. Ability of any retail organization to survive, grow and excel in the competitive environment considerably depends upon the quality of human resources it possesses. The Human Resource function constitutes; recruitment and training of employees, deciding the salary and compensation packages, evaluating performance appraisals, promoting, transfers, discharge etc. and ensuring high employee motivation and low staff turnover.

In order to ensure that there is balance between maximum productivity and minimum cost the retailer does have to skillfully recruit right person on the right job. Employees of different skills are required to perform different tasks.

Employees may be³⁷ :-

⌘ **Core employees:** These are fulltime employees and are on the roll of the company. The core employees however constitute the organization structure of the retail business and perform important activities. CEO's , Head of operations, Head of merchandising, Head of finance, Technical head, Marketing Head, Regional Manager, Stores Manager, Department Managers, Management

trainees and sales people. Store operations involve selling, management of goods flow, store maintenance, customer service and transaction processing.

The sales person plays an important role in technology goods, high value high involvement goods such as jewellery and watches, and customer's service includes delivery, repair, warranty work and handling of customer returns.

✦ **Short term contract employees:** They are on roll for specific duration they are useful in peak hours/seasons like Diwali to December.

✦ **Apprentices:** They are trainees who work on job for specified period.

✦ **Part timers:** They work for specified time everyday; these are college students and housewives. The part times help to balance between availability of employees and flow of customers in the outlets.

✦ **Consultants:** They are specialists and their services may be required only some times, like fashion designers, legal experts etc.

✦ **Self employed agents:** These are common agents who operate outside the stores and are instrumental in bringing the customers to the stores.

✦ **Agency temporaries:** These are the staff from agencies normally used for survey promotions or events within the stores.

2.9.5.3. The kind of personnel and skill required in various retail forms is as follows

(a) Store Manager/Department Manager:

He is responsible for the day-to-day management. He should have ability to devise, suggest, as well as execute sales. Understanding of various aspects of customer's behavior is very necessary to stimulate sales. The store's manager should also have understanding of local market- like product knowledge,

knowledge of offerings, ensure optimum stock levels, identify and finalize vendors, ability to handle difficult/demanding customers. To be successful in discharge of duties the store's manager should have knowledge of soft skills, market and buyer behaviour, knowledge of English and the relevant regional language.

(b) Transaction Processing Associate/ Billing Associate:

Transaction Processing Associate should be techno savvy he should know transaction related to bar code reading machines, handling credit/debit card payments, and have good interpersonal skills.

(c) Customer service representative/Sales Associate/Sales person:

Customer service representative must have knowledge of current sales promotion schemes, knowledge of policies regarding exchanges, knowledge of store offerings, Knowledge of product -Brand options, warranties, features and benefits use/application, Care and handling, Safety measures, price.etc Knowledge about the merchandise, The executive must be able to understand both explicit and implicit customers requirements such as -Size, colour, Price range, usage, convenience, flexibility, ability to interface effectively with customers.

(d) Merchandising Manager/ Sr. Merchandising Manager:

The merchandising manager is expected to have understanding and knowledge of current market trends- ability to ensure that high demand gets more share of the shelf space. Knowledge of products, customer behavior, adequate reporting skills, data analysis etc. are some important parameters.

(e) Merchandising Associate/Executive:

Merchandising Associate has understanding about the store layout, display scheme and merchandising strategy and customizes it for different stores.

On analyzing the current levels of retail space and projected growth, it is expected that for a departmental store the manpower allotment thus is 1 person for every 200 sq.ft., specialty retailers will employ four people per 100 sq.ft, and a hypermarket will have one person every 300 sq.ft. Thus an additional 10% people will be required for back-end operations. The human resources recruitment would increase from the current level of about 0.3 million to about 17.6 million by 2022, leading to an incremental employment opportunity of about 17.3 persons³⁸.

Skills requirement

Retailing is not an easy task that can be learnt in the classrooms and boardrooms. It is more of an art and less of science. Major proportion of the employment in the retail sector is in the front-end. Stores operations account for 75%-80% of the total manpower employed in the organized retail sector. The education profile of the human resource will vary for retailers in small cities and rural areas.³⁹

Store Executives

In multi brand stores the sales counter staff need to have general product knowledge, basic knowledge of English and local languages. In the case of exclusive brand outlets, deeper knowledge of fashion trends, excellent communication skills and customer service skills.

Merchandising

This segment is significantly affected by seasonality and fashion trends. Moreover the customer's tastes vary for different catchments area. Highly skilled merchandising managers with relevant experience are much sought. The merchandiser has to be in sync with the market trends in terms of styles, colors and types of fabrics in vogue.

Fashion Accessories

In fashion accessories Personal grooming, customer service, and basic skills are required. There is a need for technical knowledge of products- in the case of eye-wear, watches, which, requires on the job training /product specific training.

Food and Grocery Retail

In this format the skill requirement are similar to the generic skill sets required in large apparel formats- general product knowledge of English and local languages and a cheerful disposition.

Health and Pharmacy Retail

This requires pharma graduates and management graduates for marketing, tying up with insurance companies and hospitals. Trained in beauty care and strong communication skills personnel are required.

Leisure Retail

This requires unique product knowledge – employees with a flair for reading books or an ear for music. While book retailing may also require literature graduates, the gift retail require 10th/12th standard passouts with adequate communication and customer interaction skills.

Electronics Retail

In case of electronics retail there is requirement for a deep understanding of technology which helps for science graduates and diploma holders. Apart from this, the generic skills of customer interaction, communication etc is required.

Grooming and Fitness

There is a demand for nutritionist, beauticians and fitness training instructors whether it is yoga, weight training or aerobics. Graduates, diploma holders with specific training and certification in this area and good communication skills is required.

2.9.5.4 HR Practices in Organized Retail

Most commonly followed HR practices in retailing are⁴⁰;

1. Providing safe and secure workplace: -this includes;

- a. paying salaries on time
- b. providing and processing leaves, loans and other requests on time.
- c. providing neat and clean wash rooms, changing rooms and rest rooms.
- d. providing good uniforms
- e. ensuring the handling of grievances
- f. and equitable treatment at workplace.

2. Employability: The employability in case of organized retailing is evidently much higher. The company usually makes sure that there is job rotation. This is aimed to make the employee more diversely skilled which increases his/her employability.

3. Operations and merchandising: Organized retail markets hires MBAs for operations and merchandising profiles. The candidates go through an induction period and short training. They are allotted projects for the few months under the supervision of project guides. Then they are placed in suitable positions with progressive authority and responsibility.

4. Growth and development: In organized retail the focus is on internal growth and development of the employees. The company is continuously engaged in providing training to all employees.

5. Recruitment and retention: The challenge for HR professionals, is recruitment of world class workforce and their retention. Optimized compensation packages are offered as a motivator for retention of manpower.

6. Incentives and promotion: Money is the attraction for fresher and starters; career satisfaction is the main reason with experienced personnel. Assigning the "Right project to the Right person" is a must. There is a huge scope for fast promotion within the hierarchy of employees that starts with sales staff followed by assistant store manager, store manager, area sales supervisor etc. Within 5 years an employee can move up from post of salesman to asst. store manager. Promotion from store manager to Area sales supervisor also takes around 4 to 5 years.

7. Work hours: In case of organized retail, work hours are usually from 9am to 10pm. There is a weekly off, which can be on any weekday. Holidays include yearly paid leave for 30 days.

8. Past experience: In case of organized retail, past experience in organized

retail is very important for recruitment. Although all companies have their own training sessions after recruitment, in retail skills are expected to increase with experience. Freshers are employed only as sales staff. Other posts compulsorily require past experience. Education makes a difference in the way the person carries him or deals with people. Hence people who are working in the retail sector or gain entry in are well-educated usually having a graduate degree.

9. Performance: In organized retail performance is monitored and evaluated on a regular basis including attendance. There is daily report that is sent to the management. There is surveillance mechanism whereby employees are continuously supervised by manual and technological assistance (camera). There are sales targets that the sales persons have to meet over the month or a week. Thus organized retailing essentially involves an active effort on the part of the employees to meet the expectations of the employer.

10. Training: In case of organized retail, formal training is provided to the employees immediately after recruitment.

(i) For sales staff, the training period lasts from 3 days to about a week. Training is usually provided by the specific brands, whose products the company sells. Training and updating of employees also happens at store level. The training basically covers two aspects: customer interaction and product knowledge. Detailed instructions regarding how to deal with customers, mannerism, enhancement of communication skills etc. is provided. Product knowledge includes some knowledge provisions regarding the variety, quality, and material of product.

(ii) In case of the house-keeping and the security staff, the training is more rigorous and detailed. It includes instructions regarding use of cleaning fluids etc to maintain the cleanliness and hygiene of the mall.

(iii) Security training involves detailed session on fire control, instructions for maintaining the overall safety and security and fire exit management of the mall. They also receive instructions concerning managing the parking zones, keep watch over CCTV of the mall, regarding behavior with customers and norms concerning cleanliness and self-grooming of the employees. The training sessions are conducted every two months to update the skills of the employees.

11. Management practices: In organized retail sector there is an attempt to implement modern management practices to deal to with labour, whereby they are treated in a friendly manner.

12. Grooming and present-ability: The entire idea of grooming and present-ability of the sales staff and other employees of the store is very unique to organized retail. Clean uniform (provided by the company) preferably formal dress, polished shoes, dress and appearance (particularly hair)proper grooming, present ability, soft communication and marketability skills etc are extremely important for the employees, and they are practiced by the retail organizations.

13. Benefits: Organized sector retail offer jobs which have the benefits of permanent employment such as Employee Provident Fund and medical benefits. Some retailers also offer annual paid leaves.

14. Problem of attrition: There is a problem of attrition in many retail outlets; to reduce attrition following HR practices are followed:

- a. Fairness/equitable treatment to all.
- b. Better hiring processes and improved efforts to meet employee training needs.
- c. Providing good work environment with clear values and goals
- d. Helping employees to maintain a balance between personal and work life is necessary to help retailers to develop a more happier, productive and loyal employee's culture.

Retail as an Employment Generator

The retail sector in India employs nearly 21 million people, accounting for roughly 6.7% of the total employment. However, employment in organised retailing is still very low, because of the small share of organised retail business in the total Indian retail trade. The share of organised retailing in India, is at 2%, which is absolutely low, as compared to US which is 80%, US alone has over 12% of its employable workforce engaged in the retail sector. While it is 40% in Thailand, and 20% in China, this shows that there is huge market potential that is largely untapped^{40a}.

In India modern retail and retail services sector has the potential of creating over 2 million new (direct) jobs within the next 6 years. According to Arvind Singhal, CMD, KSA Technopak. Retail can create as many new jobs as the BPO/ITeS sector in India. A strong retail front-end can also provide the necessary fill up to agriculture & food processing, handicrafts, and small & medium manufacturing enterprises, creating millions of new jobs indirectly. Through its strong linkages with sectors like tourism and hospitality, retail has the potential of creating jobs in these sectors also. The Planning Commission has identified retail as a prospective employment generator, in order to strengthen

the multiplier effect of the growth in organised retailing upon the overall employment situation, a pro-active governmental support mechanism needs to evolve for nurturing the sector^{40a}.

2.9.5.5 Technology in Retailing

Technology is the key enabler for the success of any retail. It is the most important aspect in retailing covering the supply chain management. ERP, RFID, Barcode, Internet based technologies are largely used in retail. Enterprise resource planning is cross functional and enterprise wide solution-oriented application software which integrates operations, finance and accounting, human resources and inventory management. The basic function of RFID is to fix a computer readable tag to each product at the retail store. The tag consists of silicon chip and an antenna. The antenna enables the chip to transmit identification information to the reader. Technologies like barcode and Internet are largely used in retail.⁴¹

Most retailers in the organized sector in India use retail software in their back end and front end operations. To help this growing retail sector get the best, many Indian software companies have developed software packages to suit different and varied requirements of these retailers. Reputed organizations like Wipro InfoTech, Tata Consultancy Services and NCR Technologies have created robust retail automation software. There are many other packages like MS Retail, Shopper, Retail Pro, Retail Magik, etc. that help enable the fast implementation of retail automation in India available in the market. ERP packages like JDA, SAP Retail, Oracle Retail, etc are being used in retail⁴¹.

Summary:

India got started with organized retailing just a few years ago. There are very few categories, the most prominent being food and apparel, where organized retail chains have had a significant presence for more than 3-4 years. Indian retailers have done very well. Particularly after taking into account the various obstacles and hindrances like real estate costs, lack of trained manpower etc. Growth of organized sector in retailing will yield efficiencies in the supply chain, enabling better access to markets, to producers and to the customers. The strength of organized retail lies in resource availability. It can be translated into efficient supply chain management, leading to faster inventory turn around. India's organized sector thus is all set to explode. Organized sector is growing at a much faster rate of 45-50 percent per annum and has quadrupled its share in total retail to 16% by 2011-12⁴².

Report of ICRIER⁴³ published in Sept.-08 has concluded that the growth of organised retail headed by large corporate houses does not significantly affect small mom-n-pop retailers. ICRIER Director and CEO Rajiv Kumar elucidated that the turnaround occurs as the unorganised sector has adapted to new challenges and formulated their own strategies in terms of technology upgrade & improvement in the supply chain. The organised retailing has created a niche for itself by successfully overcoming drawbacks of unorganised retailing.

India is at the crossroads with regard to the retail sector. There is need for balanced approach to retail, and government has to play a very vital role in shaping the future of retail. Though traditional retail has been performing a vital function in the economy, it has to shed off its shortcomings and inefficiencies,

and this is actually happening. Thus, the organized sector is not only impacting the other sectors positively but also it has benefited its own competitor i.e. Unorganized sector. So organized sector becomes the growth mantra of retail today.

2.10 Literature Review

Literature review is one of the prime parts of every research. The very basic purpose of the literature review is to gain insight on the theoretical background of the research problem. It helps the researcher to gain strong theoretical basis of the problem under study and also help to explore whether any one has done research on the related issue or not. Literature review helps one to find out the path of problem solving. In this regards the very basic purpose of the literature review in retailing is same.

Retail is currently the booming sector of the Indian economy. This trend is expected to continue uninterrupted for at least the next 2 to 3 decades, attracting huge attention from all quarters of the economy-entrepreneurs, business heads, investors as well as real estate owners and builders. The reasons for this expansion of retail is evidently related to the liberalization and opening up of the Indian economy which had immense effects on the consumer demand, tastes and preferences as well as the buying capacities of the Indians, especially the growing middle class.

Considering the scale of expansion of the retail sector and the focused attention being given to organized form of retailing in the recent years it was felt important to look at this sector in depth, hence the objective of the present study is to explore that part of research which is untouched till date.

Although a few studies have initiated their efforts on the study of organized retailing in India and well known consultancy services like Ernst and Young, AT Kearney, KSA Technopak and Knight Frank also cover issues on the development of retail sector but this kind of research is not covered.

Following is the brief review of previous literature;

Articles, Papers and Reports

The articles, papers and reports related to the subject were collected from books, journals, web sites and news papers. The articles cover varied topics of retailing like; evolution, retail scenario, growth, challenges, HR, technology, FDI, logistics, impact on unorganized retail etc.

1) Parag Pateria- Management Articles- 8th December 2007. Raipur University.

It is a complete essay on the future of organized retailing in India. **The article states the growth and development, forms of retailing and the opportunity the retail sector has.**

2) Mr. Ankush Sharma and Dr. Preeta Vyas. W.P No: 2007-06-04, June 2007. In their paper titled, 'Decision Support System in Indian Organized retail sector', the paper states that the retail managers are in constant need of right kind of information for making effective decision. Modern advancements in ITES and communication have permitted deployment of DSS. It is a computer based system that helps in data management to confront ill structure problems through Direct Interaction, ERP etc. **The paper covers information about DSS only.**

3) Rahul and Rahil: 12th June 2007 paper titled 'Organized Retail' Inquilab in India- current landscape of retailing in India.' This paper states that the Indian economy is growing in leaps and bounds, the government at the centre is

framing liberate policies and willing to face the retail revolution, and since the retail sector is an upcoming business no one wants to miss it.

The paper clearly shows the opportunity retailing has in India and that everyone can take a chance.

4) Global Press Release- PR log by Bharat book bureau- 22/7/2008 Title, 'Booming Retail Sector in India' The article states that, India is the most attractive destination for all retailers. According to the globe, organized retail markets will reach US\$ 50 billion by 2011. The shopping Malls will also increase at a compounded annual growth mark of more than 18.9% by 2007-2015. Rural marketing is also projected to dominate retail industry landscape by 2012 with market share of above 50%. Apparel and Clothing along with Food and Grocery will lead.

The article is a complete description about future of retailing in India.

5) A Government ICRIER Report -An organized retailing in fresh fruits and vegetables. **The report is a complete description about retailing in fresh fruits and vegetables.**

6) Shodh Prakalp – website A Research paper on, 'Organized retailing in India' - SWOT- Analysis by Dr. A.R.Krishna Mritunjay and Kumar Pandey. The paper states, the strength of Indian retail and also the opportunities that will help the growth and development of retail industry in India. Though there are certain threats and weakness they can be overcome by taking appropriate measures.

The article clearly states that India should open market for retailing. There is healthy competition and it is going to benefit all in long run. If the form of hyper market is accepted CAGR will be 49.53% p.a. in 2010.

7) Shaoni Shabnam and Bino paul G.D Tata Institute of social science Deonar Mumbai- Discussion paper December 2008.

This paper is On 'Employment in retail sector' in this paper it is commented that the employment in unorganized sector is easy as it does not demand for highly qualified and skilled personnel. But the organized retail sector evidently needs supply of higher end labor that has better educational background and skills. The expectation of performance level of these employees is higher and demanding.

In organized retail sector since the tasks are varied, appropriate training for staff at floor level is important. Retail specific skills should be provided. It also suggested introduction of courses for those seeking jobs in organized retail sector.

8) 'Impact of Organized Retailing'-Current Economic Scenario 2008 paper **It stated that organized retail is bound to happen and the small businesses will still survive but in a new way they have to change their way of stocking, display, packaging etc.**

9) 'Tenth International Seminar on Organized Retailing- Boon or Bane. 4th and 5th January, 2009 New Delhi.

The seminar covered issues on Logistics- SCM of organized retail issues and challenges.

10) The Indian council for Research on International Economic Relations- ICRIER in their survey on the Topic: 'Rise of Super markets and their development Implications'. **The study shows how the super markets have emerged and what implications it can have for various stake holders in food supply chain. It showed the status of developing countries of Latin America**

and East Asia including China where super markets revolution started in early 1990's.

11) Philip J. Rosenberger III, University of Western Sydney-Australia.

The paper 'A New Retail concept development' is a complete article on revolution of retail formats, wheel of retailing, and retail environment.

According to the author there is some deficiency in retailing and therefore, he suggested a new retail concept development.

12) KSA Technopak-2003

The study reveals that over 200 large malls will come up throughout India and over 25metres sq. ft of new retail space will come to the market in 50 cities across the country; out of town outlets and highway shopping will be on rise. It is said that 'Investment in highway side mall is in the range of Rs.15 to 25 crores, will eventually generate a business of Rs.100 to Rs.150 crores per year per village.

In their analysis on 'Winning Retail propositions of tomorrow' it is forecasted that while product differentiation and experience in terms of looks and feel of the store would play a significant role, the gap will diminish due to ease in global sourcing for all competitors. Better value offerings would continue to be a major differentiator, and also the convenience of proximity and appropriate assortment of product categories will have important place.

13) K. Sadashivan, B. Premkumar, SRM university Chennai.2008

On 'Organized Retailing'- Issues and challenges- Indian Scenario.

In the article various issues and challenges that the retail sector in India is likely to face is stated. There is tremendous potential for the retail sector to grow but

the country lacks quality logistics and infrastructure. The supply chain management also has very low penetration especially in the vast rural lands. Taxation is complex and training to man power is essential.

The article states, the success of retail sector will be assured only if supply chain and quality logistics is developed.

14) M. B. Dastagiri, B. Ganeshkumar and P. Shinoj- New Delhi. NC for agriculture economics and policy reform. In the paper 'Organized retailing in Agriculture during WTO recognize, a paradigm shift', the status and growth of marketing models and future plans of public and private sectors is analyzed. Accordingly in the post 1990 the traditional markets are making way for new private retail markets in various formats. Western style malls are covering cities and interior villages.

According to the article there is huge demand for fruits and vegetables that will directly come from the farmers. Farmers here are likely to get good price for their produce.

15) D. Pradeepkumar, C. Suresh Abu and J. Sucharitra. Department of Management Science Madanapalle, Institute of Technology and Science Chittoor. In the paper titled, 'Indian Retailing-issues and challenges for New Entrants'. The importance of India in the post liberalization sector is given.

The paper covers the growth drivers for Indian organized retail, FDI in retail, categories, future retailing and models for new entrants.

16) Vishwas Wadekar- MIT College of Engineering Pune. In this paper 'Organized Retailing and wayward pricing' the fear about survival of the malls is suspected. Paper points that huge malls and skyscrapers shopping centers are

coming up. They are making buyers paradise by giving them the feel of luxury purchasing, ultimate quality and at reasonable price.

The article states that malls manipulate prices, over charge items and declare sales and discounts.

17) Jaspreet Arora - My project paper.2007 'Changing phase of consumer behavior in response to Organized Retailing' Today the consumer is smart and can make decision on his own .With increase in buying power and value for money he prefers to shop from these markets as he gets more benefit in the form of discounts and offers.

Increase in buying power and value for money motivates the buyer to shop from these markets

18) Mrs. Ambika Rathi. 2007 Asia pacific Institute of management studies published a paper on, 'A comparative study on profitability drivers of India, retail Industry and their formats and challenges to unorganized retail in the current scenario.'

In this article the comparative study of 4 major players Vishal Mega Mart, Big Bazaar, Life Style and Pantaloon with Kirana stores is made. What are the profitability drivers and how they will affect the existences of small kirana stores is pointed out in the paper.

19) Mohanty & Panda (2008) opines about retailing as a sector of India occupies important place in the socio-economic growth strategy of the country. India is witnessing retailing boom being propelled by increasing urbanization, rising purchasing power parity (PPP) of ever growing India's middle class, changing demographic profiles heavily tilted young population, technological revolution, intense globalization drive etc.

According to the article changing demographic pattern of the consumers that has boosted the retail growth in the country.

20) Sahu (2010) describes that a rise in consumer confidence, improvement in profitability and aggressive expansion plans signal better tidings for listed players in the organized retail space.

Analysts believe that listed retailers could attract foreign investments by spinning off their subsidiaries into separate companies which can provide a great opportunity for the improvement of this sector.

21) Gellner (2007) explains in this context **that in most retail meetings and/or publications, there is hardly any talk on problems that modern retail formats are encountering while doing business in India.** There is a significant profitability challenge, to deliver the brand promise in terms of quality and geographic spread in line with the growth in consumer demand.

22) Nagesh (2007) describes that **Indian retailing will see a sea change in the next five years, driving consumption boom that has been never seen in the history of any country. From a drought situation customers will see a flood of modern retail,** So Indian retail will be on a steady ground of sustained growth year after year and thereafter.

23) Akash (2009) says that Retail business in India, as anywhere else in the world, plays a crucial role in an economy. **Retail in India has the potential to add value over Rs 2,00,000 crore (\$45billion)business in 2010 generating employment for some 2.5 million people in various retail operations and over10 million additional workforce in retail support activities including contract production and processing, supply chain and logistics, retail real estate development and management.**

24) Gibson, CEO Retail Association Of India opines (2007) that modern retailing today is growing faster than expected. The current growth rate is around 30 percent, the sector is expected to grow at 40- 50percent on a yearly basis.

25) Shiv kumar, Executive Director and leader of Retail and Consumer Practices Price Warehouse Co-operatives,(2009)also holds the opinion that retailing is the next sunrise segment of the economic development of the country.

26) Next-Generation Retailing In India: An Empirical Study Using Factor Analysis Mishra (2008) says, **there is a hectic activity in the sector in terms of expansion, entry of international brands and retailers as well as focus on technology, operations, infrastructure and processes.** All these present a tremendous opportunity in this high growth industry.

27) Yuvarani (2010) opines that according to a study the size of the Indian Retail market is currently estimated at Rs 704 corers which accounts for a meager 3% of the total retail market. As the market becomes more and more organized the Indian retail industry will gain greater worth. **According to the article, the future of organized retail is promising, the market is growing, government policies are becoming more favorable and emerging technologies are facilitating operations.**

28) Kishore Biyani (2007) describes that we are on the cusp of change wherein a huge, multicultural India is transforming from a socialist economy to a consumption-led, creative economy. The scope and depth of change that is taking place is due to the revolutionary retail market with a gigantic opportunity for marketers and retailers, not only in large cities but also in small towns.

Retailing can play a significant role in creating the India of tomorrow.

29) A T Kearney (2007) report points out that the retail sector provides a unique platform to India .Government, both central and state, need to engage with the sector and utilize its potential for social development. So the Indian market and its consumers poised for a retail consumption explosion that will continue for future.

India's sunrise retail sector is witnessing a major transformation as traditional markets make way for modern and indigenously development retail formats, standing on the threshold of a retail revolution and witnessing a fast changing retail landscape. Indian retail is still growing, and growing at an enviable rate. In the new era of liberalization, there exists immense opportunities for retail business .Progressive policies, economic and political stability ,liberal policies on technology, changing consumers profile and demographic character, increasing urbanization, improved infrastructure, increasing number of nuclear families ,increasing working women population are new opportunities. **According to A.T .Kearney bulging of middle and upper middle classes, whose purchasing power is now substantial and turning Indian economy as the fourth largest economy in the world in terms of purchasing power, these opportunities are further giving boost to retail business in India.**

30) ICRA- Management Consultancy services limited.

Undertook a study on 'Human Resource and skill required in organized retail sector' (2022). The study covered the mapping of HR in organized retail sector. The study was to identify the skills required by HR. **The study suggested that employment in retail industry is going to increase and with proper man power planning, right persons on right jobs can be placed.**

31) Anton- 26th December 2010 309. It is an article on ‘Organized Retailing in India’ **it shows the analysis and classification of retail business, how decisions are made on formats, infrastructural facilities and size of target customers.**

32) Term papers by Suchitra Gupta 26, 9th December 2010.

The paper shows the statistical information about organized and unorganized retailing. It shows the ratio of organized and unorganized retailing. The study reveals that in USA the ratio of organized retailing to unorganized retailing is 80%: 20% in Europe it is 70%: 30% and in Asia it is 20%:80%. **This shows there is greater scope for growth and development of organized retailing in India. Although there are 5 million retail stores in India, 90% of them operate in area of 500sq.ft or less.**

33) Hemant Batra- Lead Partner Kaden Boriss 3rd November 2010

The paper is on ‘FDI in Retailing’. Most of the countries worldwide which embarrassed on the road to economic development had depended on the foreign capital to some extent. In India government has provided FDI in retailing at 51% in single brand on 100% in cash and carry. RBI and Government can evolve suitable policies to enable unorganized retail to expand and improve efficiency. **FDI in retailing will widen the rural development in the scene that cheap labour will flow to urban areas in search of employment in organized retail sector.**

34) Mathew Joshes 25th may 2011 ICRIER, Study on ‘Impact of Organized in Unorganized sector’. The authors have stated that the organized retailing has successfully grown in the recent years. Concerns are raised by many Unorganized retailers that emergency of Organized retailing is showing adverse

effect on organized sector. However this report shows that the existence of organized retailing has shown positive effects on unorganized sector. **The report summarizes that the outlook of unorganized retailing is changing so as to adjust and compete with the changing phase of retailing. Both Organized retailing will continue to function and that there is no threat to the unorganized or traditional retailing.**

35) Article by Rasul Bailecy June 2011. Big Retail Hurting Small Shops’.

The Article stated that the small shops are taking several measures to fight the competition from organized retail stores. In order to survive they are improving and enhancing stocking, Lowering prices, going for attractive and better displays, home delivery, computerization and also using electrical weighing machines. **In order to survive small shops are adapting to changes.**

36) ICFAI Book Dr. Krishnabusha Mahasabde and Reena Potdar

‘Organized retailing in India’ the sun-rise Sector. **The book covers growth and development concepts, significance, role of technology, trends and promotional tools in organized retailing.**

37) KIT – December 2008, Business standard July 23, 2011. Technopak Advisor- New Delhi -On the topic Organized Food Retail and Food services in India. **It is a paper explaining how government is working on agriculture zones and concepts of food banks.**

38) Business Line- The Hindu Group of Publication- January 28, 2011. Rishikesh Bahadur Desai. The article ‘Impact of Big retail chains on small farmers’ states that the demand from retail chain stores for food and vegetable is increasing and there is tremendous pressure on the horticulture farmers. **It**

suggests that the government should support these farmers by providing training to them to produce marketing and infrastructure facilities.

39) Other Articles (and many more)

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40) 2nd July 2011 Shri. Vaishnav Inst of Technology and Science.

Tanveer Maik, Ajay Joshi and Shweta Pandit Asst. Professors and Lectures in Indore. In their paper Organization Retailing in India-A buzz of flourishing business, points out that organized retail in India is undergoing a metamorphosis and is expected to meet global standards in the next 5 years. There is an annual growth rate are 13.3% of the revenue have also increased by about 93.5%.The Apparel of consumer durables is fastest growing verticals in retail sector.

Thus review of literature covered varied topics related to retailing in India. This shows that there is enough scope for organized retailing in India. The GDP will increase, employment will increase, and at the same time there will be no danger for the survival of the traditional stores. Further following gaps were found:

1) Though various aspects of retailing have been studied in different parts of the country, administrative practices, customers and employees satisfaction in the area of research (Pune) have not been studied so far.

2) So also in many of the reports the statistical information is not updated.

3) There are comments on government policies but ideal solutions are not suggested.

3) The problem of retention of employees in organized retail remains.

Thus the **literature review** gave understanding about the work done and what more needs to be done. The present research intends to bridge this gap.

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