

## **CHAPTER - 6**

### **CONCLUSIONS, TESTING OF HYPOTHESES, SUGGESTIONS AND RECOMMENDATIONS**

#### **6.1 Introduction**

This chapter includes conclusions drawn from secondary and primary data as well as personal interviews, focus group discussion and observations made during personal visits. The chapter also includes hypotheses testing, recommendations/suggestions' and area for further research.

##### **6.1.1 Conclusions drawn from Secondary data**

- 1) There is increase in the number of players operating in Pune.
- 2) Similar type of products is found in all selected retail outlets. The product mix is good & lot of variety is available. The assortment for apparels and food is done as per the price and quantity.
- 3) The MRP of products is the same, but the way of providing discounts and offer is different.
- 4) These organized retail markets deal in different types of branded products as well as non branded products.
- 5) All retail outlets compete with each other to attract footfalls by offering discounts and offers and also by celebrating festivals, days and weeks of the year like; Summer delight, Anniversary special, Great Indian shopping festival, Iss saal ka sabase sasta sauda, Diwali dhamaka, Christmas special, Maha bachat, Sal ki teen din, Bonus budhawar, Independence special, Rice festival, Stock out sale etc.

- 6) TV channels, news paper and pamphlets are used for advertising festive offers and discounts.
- 7) Increasing number of earning members at young age and awareness for fast changing fashions has changed shopping season to any day shopping.
- 8) Organized retail markets are becoming most preferred weekend destinations.
- 9) Organized retailing has shown tremendous scope potential for employment in all verticals of retail sector. The personnel required education wise and function wise also show that there is demand for skilled labour in this sector.

#### **6.1.2 Conclusions drawn from Primary data (Customers)**

- 1) Sex, Age and Income are important variables influencing purchases. Gender wise the preference of organized retail markets is not different.
- 2) Customers with different age and different income have different interest in purchasing their preferences and frequency differs. Both organized retail markets as well as small stores are preferred by the customers while purchasing their food and apparel.
- 3) Lower income group prefers to buy from other stores, while organized retail markets appeal to middle and higher income groups. Customers who are having monthly income between Rs.15, 000 to Rs. 35,000 are the major buyer while customers with monthly income below Rs.15, 000 are not a major buyer.
- 4) Employed or Self-employed respondents are attracted more towards organized retail than any other occupational background.
- 5) Customers purchase their grocery more than twice in a month while apparel more than twice in six months from organized retail market.

- 6) Monthly Grocery, Offers and discounts and Specific Item are the main purpose of shopping from organized retail markets. Basic food items are more preferred products. Big bazaar, D'mart, and Spencer's are preferred for food and grocery. While Big bazaar, West-side and Mega marts are being most preferred by the customers for apparel and clothing. Big bazaar is more preferred by men while Westside by women. In ORM customers are not motivated to learn about new arrivals.
- 7) Monthly House-Hold Income and spending on food and grocery and spending on other items are not independent of each other. This implies that spending depends on the income.
- 8) Customers feel that they save more while purchasing from organized retail markets. Customers find that the product in organized retail markets is 10 to 15 % cheaper than small stores. Thus monthly household income and savings are independent of each other. That implies that irrespective of his or her income any individual saves the same amount at the organized retail store.
- 9) Customers in age group 30-50 years are concerned more about the facilities like ambience, parking and entertainment at the organized retail stores.
- 10) Customers are happy with quality, price and durability but services need to be improved.
- 11) Customers are satisfied with the interior of the outlet.
- 12) Customers are satisfied with some aspects of the employee while in some cases they are not satisfied, hence ORMs needs to improve on these matters.
- 13) More customers are satisfied with the quality and reasonable price of apparels, and some customers are satisfied with the durability and very few with the services provided at organized market.

14) Customers are satisfied with first three aspects about the outlet but somewhat satisfied with the layout.

15) Dressing and mannerism along with the employees are cooperative and polite are the most appealing factors for the respondents at organized retail market.

### **6.1.3 Conclusions drawn from Observation through Personal visits**

1) The size of the outlet is nearly the same and range between 1500sq.ft. to 50,000sq.ft.

2) Attractive ambience and parking facility is provided by all retail outlets.

3) Colorful building, sign boards, lighting, colourful walk ways, light music, form part of stores exterior ambience.

4) In all the stores, store area is divided into functional area, back office, billing, aisles and service. They also have trial rooms and wash rooms.

5) All outlets have similar type of product mix.

6) Branded products are available in all outlets.

7) All outlets sell products at price less than MRP.

8) Offers, discounts and combo offers are tools generally used to promote sales.

9) Working hours of the outlets are generally the same i.e. 9am to 10pm.

10) Employees are well-dressed and well mannered and have I-card and uniform.

11) All retail outlets are technology intensive.

### **Research Study Conclusion**

Operating practices and working of ORM is similar.

#### **6.1.4 Conclusions drawn from Personal Interviews (Customers)**

1. ORMs are suitable for bulk purchases.
2. ORMs are preferred mainly because food and apparels is obtained at discount. Offers reduce expenditure on purchases and leads to savings.
3. Customers perceive that fresh veggies, fruits & juices are available as reasonable rates.
4. Customers are mainly attracted towards apparel.
5. Branded goods are available at ORM at cheaper rates.
6. Youngsters focus on shop, eat and entertain aspect of the ORM.
7. Customers have complaints about billing, parking obstacles and delivery of gift items and redemption of vouchers.
8. ORM provides additional services like home delivery, club card, samples and grinding facility.
9. Traditional stores are preferred for small purchases.
10. Traditional stores are changing & will survive by adapting to new changes in respect of ambience, cleanliness, display of products and use of technology.

#### **Research Study Conclusions**

- 1) ORM cannot substitute traditional stores.
- 2) ORMs are preferred for product and stores attributes and also for promotional strategies.
- 3) ORM attracts customers for apparel, employed and nuclear families for food and grocery items.

### **6.1.5 Conclusions drawn from Primary data (Employees)**

- 1) All employees working in organized retail are satisfied with their job in ORM.
- 2) Employees get canteen and dining facility, they also get petrol and medical allowance. Training in all areas is provided to all the employees to update their knowledge.
- 3) Promotion is given to employees on the basis of performance and the policy of transfer is not clear.
- 4) On the basis of performance during Diwali and seasonal sales employees are award incentives.
- 5) Good inter- personal relationship is found.
- 6) Employees get training in various areas. Training in marketing skills, sales and communication is very important from ORM point of view.

#### **6.1.5.1 Conclusions drawn from Personal Interview (Employees)**

- 1) Customer's satisfaction leads to employee satisfaction.
- 2) Convenient location, reasonable price, branded goods is expected by the customers.
- 3) The ORM are aware of customer's expectation and hence they adopt various strategies to retain customers and satisfy.
- 4) The average number of customers buying food & grocery and apparel from ORM is different. The numbers vary according to the outlet and need for products.
- 5) Billing is managed by additional counters with additional staff during rush hours.

6) Labour engagement practices that are followed by the ORM for retaining employees are:

- \* Good working conditions.
- \* Training and skill advancement programs.
- \* Team work, recognition, trustworthy environment.

7) The management of ORM is aware of labour attrition problems and labour engagement practices are followed to keep the laborers'/ employees happy and satisfied.

8) The employees said that salary & promotions policy, recognition and reward policy, low motivation for career advancement are some of the aspects of ORM that dissatisfies them.

9) Marketing and promotional strategies adopted by all ORM are not very different.

10) The changes that have been observed in retailing are:

- \* It is no more a small business, but today it is a business with large space & attractive ambience.
- \* Private as well as international players are entering.
- \* Sale of different products and brands.
- \* Government policy is also changing. The favorable government policy and entry of private & international players have lead to growth and development of retailing in India.

The retailers are of the opinion that FDI will bring about change but it is a matter of time hence we have to wait and watch.

### **Research Study Conclusions**

1. Employees who are satisfied with their organizational policy and working conditions show increasing level of satisfaction towards job.
2. Training, incentives, better working conditions, promotion, show increasing level of retention in ORM.
3. Some policies of ORMs like salary & promotions, recognition and reward, low motivation for career advancement are some of the aspects of ORM that dissatisfies them.
4. Employees feel that satisfied employees lead to satisfied customers.

### **6.1.6 Conclusions drawn from Primary data (Unorganized Retailers)**

The questionnaire distributed to the kirana stores and small apparel shops and the personal interview with the owners revealed the following information on the basis of which conclusions are drawn.

### **Research Study Conclusions**

- 1) Unorganized retail markets are satisfied with their working and operating practices.
- 2) They deal in routine and limited product mix.
- 3) They are adapting to change.
- 4) The younger generation wishes to expand and diversify.
- 5) They provide facilities like- home delivery, credit, orders on telephone.
- 6) Offers and discounts are not provided, however if the product is accompanied with some offer then it is directly given to customers.
- 7) Supply chain management as such does not exist but they have good relations with the suppliers and hence there is smooth and uninterrupted supply.

8) They use minimum technology that is required for functioning.

## **6.2 Testing of Hypotheses**

### **Introduction**

There were 4 questionnaires in all. 2 questionnaires for customers purchasing food and apparel from organized retail markets. One for the employees working in organized retail markets. And 1 for unorganized retailers. The hypotheses were tested on the basis of conclusions drawn from primary and secondary data as well interviews, focus group discussion, and observations made during personal visits.

### **Hypothesis - 1**

#### **'Working of organized retailing leads to satisfied customers'**

#### **(A) Satisfaction of customers with reference to the factors influencing them to buy from organized retail markets**

The parameters used were:

- a) from where and which market they buy
- b) frequency of purchase , purpose of purchase
- c) spending and percentage of savings
- d) opinion about the product
- e) opinion about the outlet
- f) opinion about the employees.

### **Research Study Conclusions**

In relation to food and apparel the organized retail markets **are successful** in satisfying customers on certain grounds like;

- 1) Basic food items and all types of apparel.

- 2) Choice of brands.
- 3) Offers and discounts.
- 4) Amount of money spent and savings made.
- 5) Product mix, Price and durability of the product.
- 6) Ambience, Parking facility, and one stop shopping.
- 7) Physical facilities of the outlet and presentation of the merchandise.
- 8) And employees dress, cooperativeness, and communication.

While the organized retail markets **are not successful** in satisfying customers on certain grounds like;

- i) It fails to attract customers for viewing new arrivals.
- ii) Services offered – do not provide home delivery,
- iii) Layout is not easy to move about.
- iv) Packaging of products.
- v) Billing, delivery of gifts and redemption of vouchers.

### **(B) Satisfaction of customers on the basis of Demographic characters**

For testing the hypothesis the researcher was interested in studying the relationship (if any) between the customers' satisfaction and demographic characters. Therefore an extensive analysis was undertaken. The association was studied to find out the extent to which the organised retail markets were successful in satisfying the customers from different segments.

### **Research Study Conclusions**

**1) Food** It was proved through Chi-square test that satisfaction of customers and sex, educational qualification ,monthly income, occupation and age are

independent variables. And satisfaction of customers and educational qualification, occupation, sex and age in 3 cases are dependent variables.

(Pl. refer to table nos. 5.87, 5.91 and 5.92 on pages 310 to 318).

The following table shows % of highest satisfied customers and lowest satisfied customers with demographic characters.

**Table 6.1: Parameters**

Parameters	Demographic character	Highly Satisfied customers	Lowest Satisfied customers
1) Price	Occupation	Employed and self Employed (56%)	Professionals /Bus. /Ind/shop/ Traders. (13.33%)
2) Emp. are cooperative	Gender	Males (39.67%)	Females (25.67%)
	Occupation	Employed and self Employed (46.67%)	House wives and others (9%)
	Age	20-40 years (36%)	Below 20 years (4.67%)
	Education	Graduate and Diploma (44.67%)	10 <sup>th</sup> passed and below 10 <sup>th</sup> (1.67%)
3) Emp. are good in communication	Education	Graduate and Diploma (31.67%)	10 <sup>th</sup> passed and below 10 <sup>th</sup> (1.67%)

2) **Apparel** It was proved through Chi-square test that satisfaction of customers and sex, age and occupation in most of the cases are independent variables . And satisfaction of customers and educational qualification and monthly income in few cases are dependent variables.

{Pl. refer to table nos. 5.94 to 5.101 (except 5.97) on pages 321 to 332}.

The following table shows % of highest satisfied customers and lowest satisfied customers with demographic characters.

**Table 6.2: Parameters**

Parameters	Demographic character	Highly Satisfied customers	Lowest Satisfied customers
1) Product quality	Education	Graduate and Diploma (59.33%)	10 <sup>th</sup> passed and below 10 <sup>th</sup> (1.33%)
	Monthly income	Rs.15000-30000 (43.33%)	Up to Rs.15000 (4%)
2) Price	Education	Graduate and Diploma (48.33%)	10 <sup>th</sup> passed and below 10 <sup>th</sup> (1.33%)
3) Physical facilities appealing	Education	Graduate and Diploma (58.33%)	10 <sup>th</sup> passed and below 10 <sup>th</sup> (2.67%)
	Monthly income	Rs.15000-30000 (43.67%)	Up to Rs.15000 (3.67%)
4) Layout easy to find things	Gender	Males (42%)	Females (31.67%)
	Age	20-40 years (44.33%)	Below 20 years (7%)
	Monthly income	Rs.15000-30000 (45.67%)	Up to Rs.15000 (4%)
5) Emp. are cooperative	Education	Graduate and Diploma (51.67%)	10 <sup>th</sup> passed and below 10 <sup>th</sup> (2%)
6) Emp. are good in communication	Education	Graduate and Diploma (28.33%)	10 <sup>th</sup> passed and below 10 <sup>th</sup> (1%)
	Monthly income	Rs.15000-30000 (26.67%)	Up to Rs.15000 (3%)
7) Emp. are quick in billing	Education	Graduate and Diploma (16%)	10 <sup>th</sup> passed and below 10 <sup>th</sup> (1%)

**Table 6.3: Customers complaints**

<b>Sr. No</b>	<b>Product</b>	<b>Promotion</b>	<b>Process/ working/ Practice</b>	<b>People</b>
1.	Purchased digital camera-not functioning.	On1 kg. Surf excel-free lifebuoy hand wash. The offer was denied saying that the offer was over.	Card swap-wrong amount debited –not refunded.	Misbehavior of the staff-customers forced to buy carry bag.
2.	Duplicate Amul ghee pack	Wrong information about discount on electronics goods.	Looting customers by giving toffee in place of 50ps.to Rs.2	Misplaced the credit card taken to swap.
3.	Insects in dry fruits and corn flakes.	50% discount on kids wear- no discount was given	Excess billing	Indecent behavior with female customers.
4.	Manufacturing defect in Lancer foot wear.		The defective foot wear was neither replaced nor repaired.	Packed wrong size of dress – refused to exchange.
5.	Selling re-labeled overwritten expiry date product.		Philips juicer-refused to replace-no policy of replacement	Staff Un-cooperative –humiliated the customer accused the customer of damaging the product and refused to replace.
6.	Suspected adulteration of Haldi powder.		2 sets of glumang hangers over charged. Refused to refund excess amount.	First citizen and Gold card holder insulted.
7.	Philips juicer – not functioning the next day.		Was not allowed to take friends phone call-saying that	Cashier did not remove the safety tag-customer was

			you are disclosing price to the competitors.	blamed for not reminding the cashier.
8.	Packed product had less number of items.		Poor and slow billing.	
9.	Torn black crushed duppatta-customer humiliated.		No card facility for purchase below Rs. 100.	
10.	Zaveri pearl bracelet- on wearing rash on hand- refused to replace.		Refused to exchange blazer that was over sized.	
11.			Branded pair of 'class apart' sandals worn out –repair promised but not yet done.	
12.			For on line shopping do not keep delivery commitments.	
13.			For on line shopping amount deducted but product not yet received.	

Thus organized retail markets are successful in satisfying customers on certain grounds, while it is not successful in satisfying customers on certain other grounds.

**Hence the Hypothesis -1 'Working of organized retailing leads to satisfied customers' is partially proved.**

## Hypothesis – 2

### ‘Working of organized retailing leads to satisfied employees’.

For testing this hypothesis the researcher used conclusions drawn from primary data as well as personal interview.

Following parameters were used: Job profile, facilities, incentives, promotion, training and other HR practices.

### Research Study Conclusions

In relation to employees working in the organized retail markets, the organized retail markets **are successful** in satisfying them on certain grounds like;

- 1) Job profile
- 2) Facilities provided to them like; lockers, dining, petrol allowance,
- 3) Incentives
- 4) Promotion, contribution to PF
- 5) Training in varied areas is provided like: communication, marketing, processing, product attribute, and selling.
- 6) Inter-personal relationship.

The organized retail markets **are not successful** in satisfying the employees on certain grounds like;

- 1) Medical allowance
- 2) Work environment,
- 3) Rest pause, change in shift.
- 4) ORMs policies like; salary & promotions, recognition and reward, motivation for career advancement etc.

Thus, organized retail markets are successful in satisfying employees on certain grounds, while it is not successful in satisfying employees on certain other grounds.

**Hence the Hypothesis -2 ‘Working of organized retailing leads to satisfied employees’ is partially proved.**

**Hypothesis – 3**

**‘The working, marketing and promotional strategies used by different organized retail outlets are less distinctive’**

For testing this hypothesis the researcher used the data collected from newspaper advertisements, handbills of the outlet and observations made during personal visits.

Following parameters were observed: Product mix, pricing policy, physical facilities, promotional strategy, stores layout, people and others.

**Table 6.4: Comparative Statement of Selected Retail Outlets**

Name of Outlet	Tag line	Product	Price	Brands	Promotion Disc/offers
1) Big Bazaar	*Isse sasta aur accha kahi nahi *Naye India ka bazaar	Food /grocery /fruits/vege Apparel /utensils /toiletries Bags toys/ furn electronics /etc	Less than MRP. Usually Rs.5to Rs.25 less	Own /local National	Combo offers and discounts in case of food. Buy one get one/buy 2 get 3offers in case of apparel. Furn. Up to 20% disc.
2) Trent/Star bazaar/	Helping U to spend less	Food /grocery /fruits/vege	10to20% off,upto50 off,	Own /local National/	Combo offers and discounts in case of food. In

Westside		Apparel/ utensils/ toiletries electronics/ Bags /toys/etc	25% off	International	case of vege. 50% less than market price. 10 to 15 % off in case of apparel
3) D'mart	365 days discount/D aily discount daily savings	Food /grocery /fruits/vege Apparel /utensils/toile tries Bags /toys/etc	Less than MRP. Usually Rs.5to Rs.25 less	Own/ local National/	Combo offers and discounts in case of food. Buy one get one/buy 2 get 3offers in case of apparel. vege. Rs.5to 10less than market price
4) More	More for U. Hamesha extra. Your neighbour hood super market	Food /grocery /fruits/vege	Rs.5to Rs.25 less than MRP	Own /local	Combo offers and discounts in case of food.
5) Spencer's Daily	Makes fine living affordable	Food/ grocery /fruits/vege	Rs.5to Rs.25 less than MRP	Own /local	Combo offers and discounts in case of food. In case of vege. 10% less than market price.5kgs to 10 kgs offer packs. 10 to 15 % off in case of apparel
6) Vishal Mega Mart	Abhi Nahi to Kabhi nahi	Food /grocery /fruits/vege Apparel /utensils /toiletries Bags /toys/	Less than MRP. Usually Rs.5to Rs.25 less	Own /local National/	Buy one get one/buy 2 get 3/

		electronics /etc			
7) Big Mega Mart	Love brands Love value	Apparel /accessory /bags/etc	10to20% off, upto25 to50%off	Own/ local National/	Buy one get one/buy 2 get 3/ up to 50%off
8) Shoppers Stop	Start some thing new	Apparel /accessory /bags /furniture decorative articles/ etc	10to20% off,upto25 off, 50%off	Own /local National/	10to20% off,upto50 off,

### **Product**

- 1) The outlets have similar type of product mix.
- 2) Branded products are available in all outlets.

### **Price**

- 1) The prices in almost all organized retail outlets are below MRP.
- 2) For bulk purchases, the prices are affordable.
- 3) Discounts and offers are regulated and displayed on daily basis.

### **Physical facilities / appearance**

- 1) The size of outlets is nearly the same and it ranges between 1500 sqft to 50000 sqft.
- 2) Good ambience and spacious parking facilities are provided by all outlets.
- 3) The interior and the exterior of the stores are attractive and include sign boards, lighting, colourful walkways and music.
- 4) Product assortment helps to locate product easily.

### **Promotion**

- 1) Offers and discounts is the common marketing strategy adopted in all the retail outlets.

- 2) Combo offers is the tool generally used to promote the sales.
- 3) Various events and festivals are celebrated to encourage foot falls.

### **Layout**

- 1) The stores are divided into office, functional area, back room, aisles customer care centre, and service areas.
- 2) There are trial rooms, wash rooms and drinking water facilities.
- 3) Billing counters are at each floor.

### **People**

- 1) Employees are well dressed and well mannered.
- 2) Employees help to locate products.
- 3) All employees have ID card and uniform.

### **Others:**

- 1) The working hours of the outlets are usually from 9 am to 10 pm.
- 2) There is security check at the entrance and a counter to keep extra belongings.
- 3) There are fast food counters and play areas for children.
- 4) Trolleys and baskets are provided to collect required items.
- 5) All organized retail outlets have a Tag-line.

Thus, the working, marketing and promotional strategies used by different organized retail outlets are similar.

**Hence the Hypothesis -3, 'The working, marketing and promotional strategies used by different organized retail outlets are less distinctive' is proved.**

#### **Hypothesis – 4**

##### **‘Working of organized retailing is technology intensive’**

For testing this hypothesis conclusion drawn from observations made during personal visits were used. 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.

1) Enterprise resource planning is cross functional and enterprise wide solution-oriented application software which integrates operations, finance and accounting, human resources and inventory management.

2) 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 of barcode and Internet are largely used in retail.

3) Computer system is used for updating customer’s data. Desktop computers and retail software are used for generating barcode labels for products & bill records.

4) CCTV is used for monitoring the activities of the employees, buying behaviors of the customers.

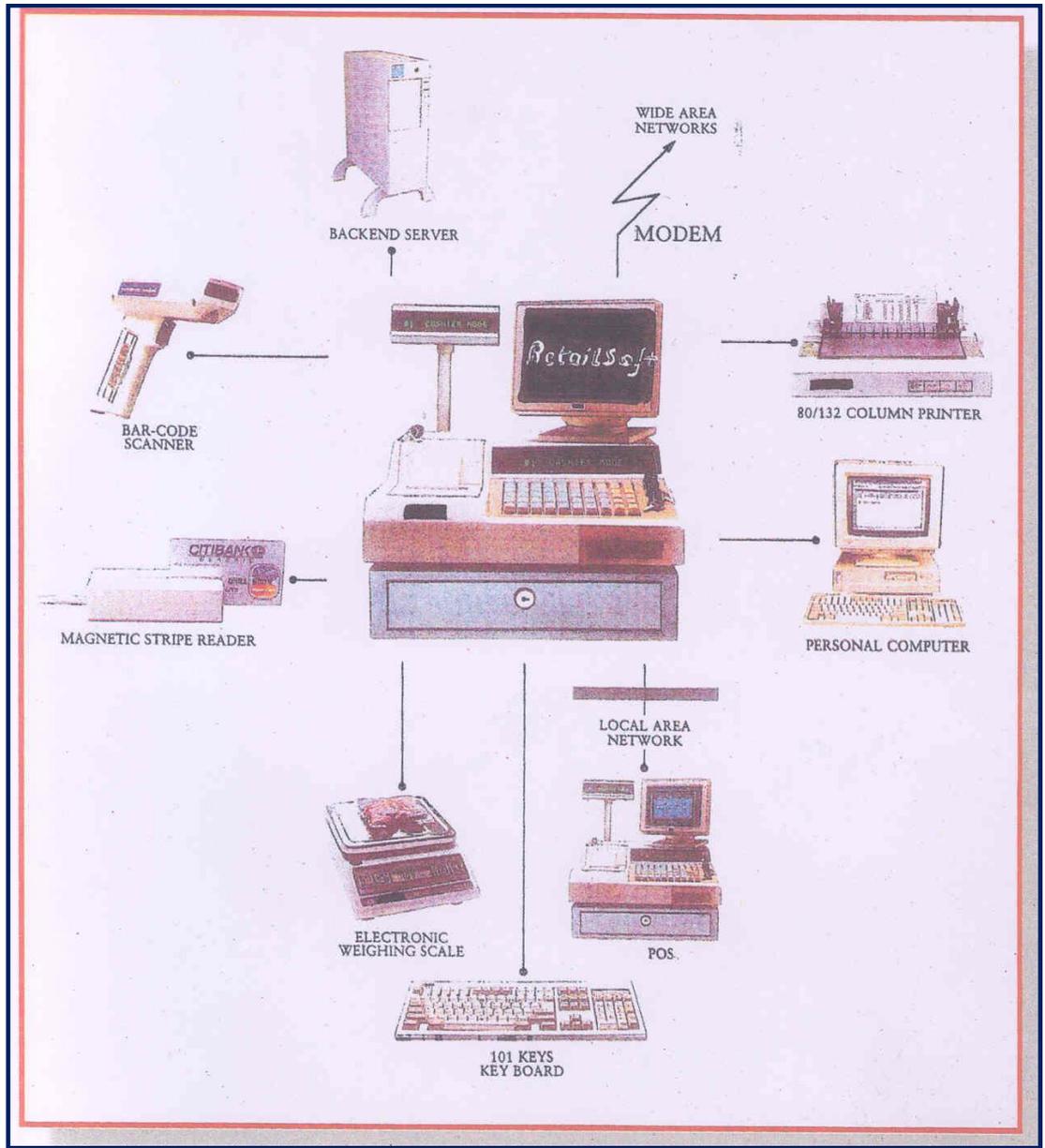
5) PA System and LCD TV are used to remind the customers about promotional schemes and offers.

6) Other technological equipment include scanners, printers, air conditioners, weighing machines, vacuum cleaners, chillers, refrigerators, metal detectors & escalators.

Thus organized retail markets use different types of technological equipments to facilitate their working.

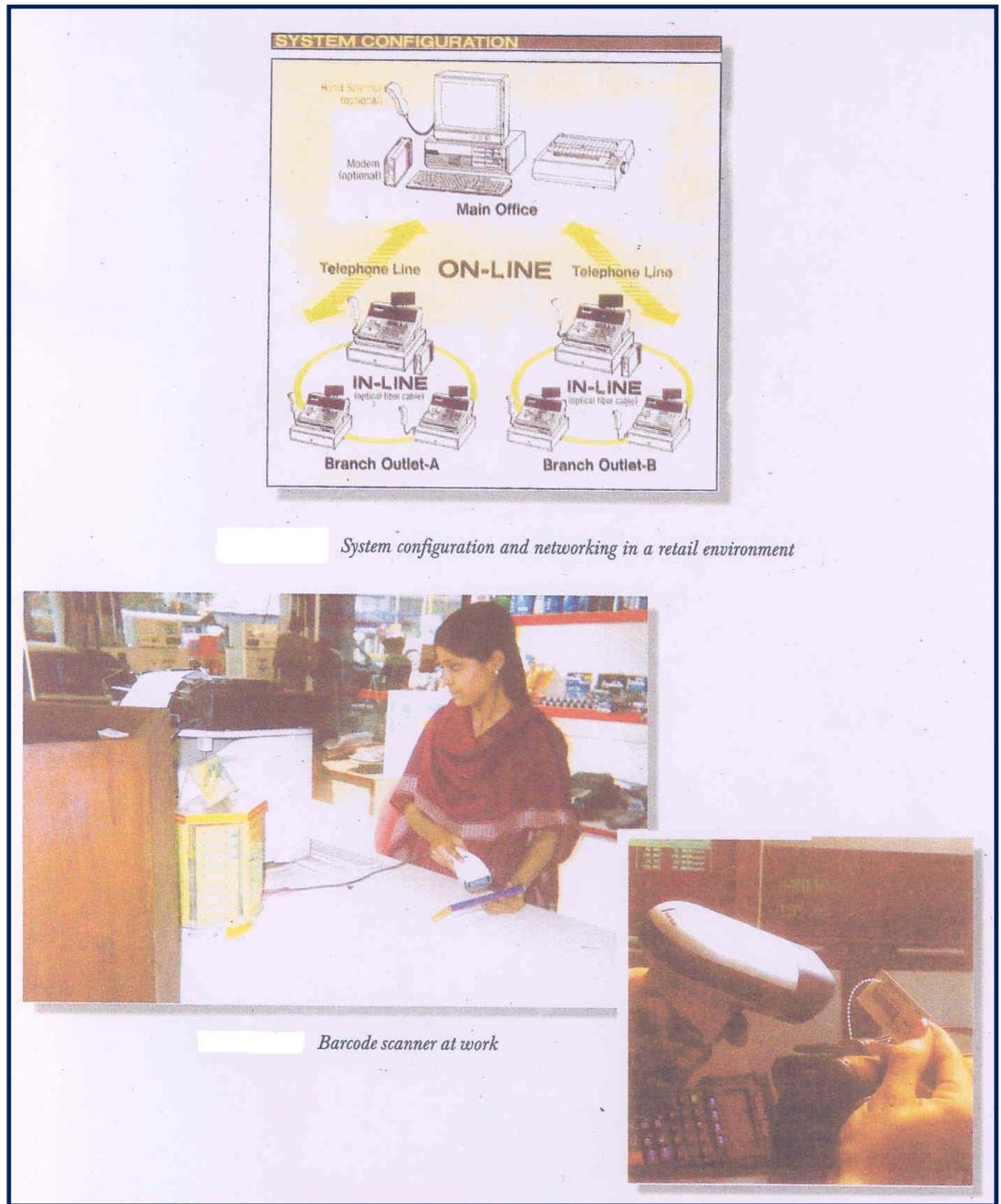
**Hence the Hypothesis-4 ‘Working of organized retailing is technology intensive’ is proved.**

**PLATE 6.1**



(Courtesy: A. J. Lamba: Art of Retailing, Tata McGraw Hills Publications Ltd., New Delhi, 2<sup>nd</sup> edition)

**PLATE 6.2**



(Courtesy: A. J. Lamba: Art of Retailing, Tata McGraw Hills Publications Ltd., New Delhi, 2<sup>nd</sup> edition)

### **6.3 Recommendations/ Suggestions (in respect of Customers)**

Some recommendations/suggestions made on the basis of observations and conclusions of primary and secondary data, as well as FGD, personal interview, and observations made during the visits are as follows:

- 1) It appears from the statistics that the buyers are majorly from the income group of Rs. 30000-35000 and 15000-20000, ORMs from our select group, should make efforts to attract customers from all income groups.
- 2) Based on the analysis the ORMs more preferred for apparels are Big Bazaar, Westside and Mega Mart. The less preferred ones like Shoppers Stop and Central should introduce more attractive offers for the customers because they feel that these are more costly stores.
- 3) Customers are not motivated to learn more about new arrivals; hence ORMs should make specific offers like – new launch offers, early bird discounts, distribution of free samples etc.
- 4) In case of food and grocery, items 7 to 10 (page no. ) have low frequency as compared to other items. It is therefore recommended that the ORMs take efforts to increase sale of the items in 7 to 10 category.
- 5) The customers' demands branded products which are reasonable and have fixed priced, thus it avoids bargaining. ORMs are suggested to make sure that all types of branded products are available at reasonable prices.
- 6) The customers are not satisfied with the services offered by the ORMs; it is hence recommended that the ORMs provide certain primary services to customers. This can be done by taking survey of customers and understanding their expectations. This could be also done through feedback forms.

- 7) When the customers visit ORMs they are motivated by the appealing factors of the outlets. The organized retailers should focus on these factors.
- 8) More branches can be opened at convenient locations after checking competitors, to increase footfalls.
- 9) On analyzing the customer's opinion about product, outlets and the employees it is observed that customers are dissatisfied with some aspects. It is therefore recommended that ORMs should find out the reasons for the customers dissatisfaction and adopt necessary changes.
- 10) Special promotional activities should be started on weekdays to attract more crowds on weekdays and avoid chaos on weekends.
- 11) ORMs with huge parking facilities should start parking cards for regular customers.
- 12) To increase customer's loyalty towards the store, the stores should carry out some CRM activities.
- 13) The customers also make impulse purchases. Hence the ORMs should make more attractive displays. Proper inventory check should be done so that there is no shortage of food products, and that the items whose expiry date is crossed are replaced well in advance.

#### **6.4 Recommendations (in respect of employees)**

From the content analysis study it is clear that retail employees agree on the fact that organized retailing provides better working condition and quality of work life to their employees so, that they do not leave their job.

Following recommendations are made:

1. Working hours are very long hence rest rooms should be provided.

2. Attractive medical facilities should be provided.
3. ORMs should provide more facilities for career advancements and reward employees for their good work, this will help to retain their employees.
4. Training and contribution to PF should be encouraged.
5. Growth and development are the integral part of every individual's career. If an employee can not foresee his path of career development in his current organization, there are chances that he'll leave the organization as soon as he gets an opportunity, hence growth and development opportunity should be provided and encouraged.
6. Employees should be trained to improve and enhance their skills. Training can be given to improve many skills like communications skills, technical skills, in-house processes and procedures improvement related skills and customer satisfaction related skills or special project related skills.

### **6.5 Areas for further Research**

- 1) Customers satisfaction in respect of other segments/category of retailing can be studied.
- 2) Impact of FDI in retail in India.
- 3) Comparative study of retailing in India and abroad.
- 4) Organized Retailing in Rural India.