DATA ANALYSIS & FINDINGS
5.1 OVERVIEW OF DATA ANALYSIS

In order to introduce an appropriate framework of this research work, the collected data has been analysed to draw the interpretation. This research work by its nature primarily depends on the overall observations of the market places as well as the taste and preferences of customers of different demographic profiles. It is felt obligatory to develop a framework of this research work in two categories i.e. qualitative and quantitative. Both these methodologies serve the unique proposition to reach ultimate conclusion. The first section i.e. qualitative method is almost dependent on the case studies related to the development of retail formats and its performance from its very commencement. The other criterions are personal observation and informal interactions in an unstructured way with customers of different profiles visiting the following market places. The following detail discussions on retail markets of Kolkata, Durgapur and Burdwan have been explained on the basis of observation method and data collection method. This has been carried out with the help of both primary and secondary sources and interaction with the retailers and customers.

The findings out of case studies, observations and interactions with customers depict the fundamental building block of quantitative analysis with an aim to justify the authenticity of findings of qualitative analysis. At the end it is thought to build up a model of stage-wise strategic decision needs which is essentially required for the retailers to ascertain steady growth.

It is an assumption that the proposed model will focus on the significance of certain attributes and parameters entailed for the development of retail
formats to satisfy the aspirations of customers which in other way serve the purpose of retailers too. The necessary information in terms of 'data collection' required to unfold expected outcome. The researcher has felt the need to interact with the customers of Kolkata, Durgapur and Burdwan markets by developing a structured questionnaire for the aforesaid purpose. The second part of analysis deals with the quantitative data and its test of hypothesis in addition to characteristics of data of different categories with tabular representation along with descriptive statistics that represent certain interpretations in such a way that helps to draw conclusion according to research objectives.

5.1.1 ANALYSIS OF CASE STUDIES

5.1.1.1 SPENCER RETAIL LIMITED

Spencer's Retail Limited is a multi-format retailer providing a wide range of quality products to discerning young customers - well-traveled citizens of the world, looking out for authentic flavors and experiences in a fun-filled shopping environment. Brand positioning - Taste the World - embodies this approach, delighting shoppers with the best that the world has to offer in terms of interiors, ambience and merchandise.

Part of the Rs. 15,500 crore RPG Group, the company runs about 250 stores (including about 29 large format stores) across 50 cities in India, employing more than 6,000 people. As one of the earliest entrants in the retail space in India, spencer has been instrumental in introducing Indian consumers to the concept of organized retailing, becoming the country's
first grocery chain back in 1920, and offering the joys of hypermarket shopping in 2001.

In the Indian milieu, there are only two routes to survival -

The following characteristics distinguish the discounting and differentiation. Spencer's brand and create memorable 360° shopping experiences for consumers:

**Products** – It offers the widest range of food and lifestyle (fashion, home, entertainment) brands, with a special expertise in food

**Quality** – The company emphasizes on all-round quality: in products, stores, service standards, and customer engagement programs

**Heritage** – It is India’s oldest retailer, with many firsts to its credit.

**Multiple Formats** – From daily to weekly and specialty shopping, the company fulfills every need and provides maximum convenience

**Promotions** – This firm seeks to offer the right products at the right time at the right price, with promotions carefully designed to suit the buying cycle and shopping basket of the consumers

**Brand Imagery** – The stores and staff seek to make our customers feel right at home, being international, contemporary, accessible, empathetic and trusted
<table>
<thead>
<tr>
<th>Year</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>1863</td>
<td>John William Spencer and Charles Durrant open the first ever Spencer store in Chennai</td>
</tr>
<tr>
<td>1920</td>
<td>Spencer’s becomes the first grocery store in India</td>
</tr>
<tr>
<td>1980</td>
<td>Spencer’s becomes the first supermarket chain under Food World in India</td>
</tr>
<tr>
<td>1989</td>
<td>RPG Enterprises buys a majority stake in Spencer’s</td>
</tr>
<tr>
<td>1995</td>
<td>Spencer’s enters into a Technology Assistance Agreement with Dairy Farm International Holdings Ltd., Hong Kong, to set up the Foodworld chain of supermarkets in India</td>
</tr>
<tr>
<td>1996</td>
<td>First Foodworld store inaugurated in R A Puram, Chennai, by M. S. Subbulakshmi, renowned Karnatic musician</td>
</tr>
<tr>
<td>2001</td>
<td>First hypermarket inaugurated in Musheerabad, Hyderabad, by Krishna Yadav, Labor Minister of Andhra Pradesh.</td>
</tr>
<tr>
<td></td>
<td>100th Foodworld store inaugurated in Pondicherry.</td>
</tr>
<tr>
<td>2006</td>
<td>First new store under the Spencer’s brand name inaugurated in West Mambalam, Chennai</td>
</tr>
<tr>
<td></td>
<td>75,000 sq ft flagship store inaugurated at South City Mall, Kolkata</td>
</tr>
<tr>
<td></td>
<td>First standalone store inaugurated at Vadodara</td>
</tr>
<tr>
<td></td>
<td>Spencer hyper stone in Durgapur.</td>
</tr>
<tr>
<td></td>
<td>Exclusive tie-up with £ 3 billion Woolworths plc, UK, for retailing their internationally acclaimed toy brand, Chad Valley, and their Ladybird brand of kidswear; the latter is Woolworths first international tie-up in the children’s apparel segment</td>
</tr>
<tr>
<td>2008</td>
<td>Tie-up with Au Bon Pain, the Boston-based fast casual dining and bakery café chain having more than 200 outlets in America, South Korea, Taiwan and Thailand</td>
</tr>
<tr>
<td></td>
<td>Alliance with Beverly Hills Polo Club – its first international tie-up in fashion.</td>
</tr>
</tbody>
</table>
FORMATS

As the pioneer in organized food retailing in India, the modern-day Spencer’s started operations back in the early 90s, in South India. It runs more than 250 stores across 50 cities in India.

Currently, Spencer offers customers two retail store formats:

- Convenience stores, called Spencer’s
- Hypermarkets, called Spencer’s hyper

Spencer’s are neighborhood stores that cater to the daily and weekly top-up shopping needs of consumers. Ranging from 1,500 to 15,000 sq. ft. in size, they stock, an assortment of fruits and vegetables, food and non-food Fast Moving Consumer Goods, staples and frozen foods.

RANGE

Food: More choices make Spencer’s a foodie heaven. Brands are mainly international, national and regional which offers farm-fresh fruits and vegetables, Frozen delights, Packaged goodies, Extensive fish and meat counters, Diet food for the calorie conscious, Daily groceries as well as exotic ingredients for specialty cuisines.

Personal care: The company offers bath and body, hair and skin, toiletries and cosmetics product category of all the major high street brands as well as luxury brands like Loreal, Olay, Insignia, Yardley, and Camay.

Fashion: Trendy designs in comfortable fits and cheerful colours, are offered to express personal style. Popular labels like Blackberry, Wills
Lifestyle, Lee, Levis, Adidas and Puma. The preppy elegance of Beverly Hills Polo Club. Lilyput and Gini & Jony for the kids. Ladybird, one of Europe’s oldest brands in children’s clothing, available exclusively through this company.

**Entertainment**: Full featured home theatres, Televisions, big and small. Powerful audio equipment for continued listening pleasure and still and video cameras. Computer and video games for all ages, mobility solutions. Accessories of all kinds. Music and books through Music World etc. are the major segments of Spcencer’s business.

**Home**: It is a place of comfort and companionship, with a huge emotional attachment and a place where one can relax, recharge and rejuvenate, embellish his home with décor and artifacts both functional and fashionable - curios, crockery, cutlery, stemware, and more.

**FINDINGS**

1. Spencer concentrated on young generation and developed features according to taste and preferences of customers.

2. Spencer is basically the pioneer of food retail but gradually introduces Grocery retail chain and other product categories.

3. It develops stores in numbers and expanded its retail operation in all major cities.

4. It follows the basic generic strategy of Differentiation i.e. both product and cost differentiation.

5. Spencer seeks to offer the right products at the right time at the right price with promotions carefully.
Being empathetic offers international brands that are accessible and contemporary.

Spencer’s cater to the daily and weekly top-up shopping needs of consumers.

Huge emphasis on all-round quality: in products, stores, service standards, and customer engagement programs.

The company creates memorable 360° shopping experiences for consumers.

75,000 sq ft flagship store inaugurated at South City Mall, Kolkata in 2006.

It has established its Spencer hyper store in cities like Durgapur in West Bengal.

THE ABOVE RESULTS DERIVE THE FOLLOWING CHARACTERISTICS OF THE COMPANY PARTICULARLY IN RETAIL DOMAIN:

(a) The retail business shows industry attractiveness and future prospect.
(b) It requires strategic movements with innovative concepts to avail competitive advantages.
(c) The milestone of the company illustrates that this business sector has opportunities to grow more but it requires to find out the changes in the business environment and modify accordingly.
The first and more obvious development has been the stabilising of each of our businesses. The company has now acquired the knowledge, skills and understanding of the challenges and opportunities that are inherent in each of the businesses. The company proactively initiated a number of measures towards strategic realignment and cost controls. The firm, on an ongoing basis, conducted scenario planning exercises and rigorously reviewed our business plans to derive maximum efficiency, productivity and resilience against external factors. The results of the emphasis on efficiency, productivity and cost control have already started to become evident in company’s financial performance. These strategic steps are providing with a significant competitive advantage over other players in the business. The company’s expansion on plans have been right on track and does not anticipate any changes in the financial and operational goals that set for the firm. By 2011, the group’s retail operations are expected to span across 30 million square feet.

The company’s specialised businesses in the areas of logistics, brand and Intellectual Property Rights (IPR) development, retail media services and retail technology services too have made significant progress in creating a favourable niche for themselves.

The second significant transformation has been the internal strategic alignment that company went through during the financial year 2007-08.
CONSUMPTION COSMOS

The retail formats are geared to capture Consumption Spending in key categories in both value and lifestyle segment. As specialised businesses backed by capital and investments in developing the necessary consumption infrastructure which is helping to build a consumption ecosystem. This empowers Pantaloon Retail to build a comprehensive business model that can capture a dominant share of the single biggest business opportunity in India - the consumption space.

FOOD BAZAR

The company's presence in this category, Food Bazaar witnessed healthy expansion during the year 2007-08, by adding 47 stores during the year under review. The total count of Food Bazaars as on June 2008 stood at 136 stores.

FASHION

The average spend of an Indian consumer on fashion is expected to go up from Rs 7,200 in 2007 to Rs 10,470 by 2011, marking one of the largest increases in a category. The company's core strength lies in this category and it is confident that its emphasis on this category will help it garner a dominant position in this space. The fashion category not only contributes a significant chunk to the company's top line, but the company also benefits from the relatively better margins that can be realized in this category. This lifestyle segment will be aided by the expansion of Big Bazaar, from 90 stores covering around 5 million square feet to over 8.1 million square feet by June 2009.
HOME PRODUCT

The 90-store Big Bazaar chain leads the general merchandise category that is being expanded through innovative merchandise. With the Big Bazaar network about to touch around 143 stores by June 2009, the company is confident of maintaining its leadership position in the general merchandise space. In addition, the company’s specialised subsidiary, Home Solutions Retail (India) Limited focuses on developing the home improvement and consumer durables segment. Home Town stores have achieved break even. In the furniture category, the value format, Furniture Bazaar is now present in 13 locations along with 73 locations wherein it is present within Big Bazaar. In the electronics and consumer durables space the company is moving convincingly towards its well planned strategy of gaining a leadership position in eight cities of Mumbai, Pune, Ahmedabad, Bangalore, Hyderabad, Chennai, New Delhi and Kolkata The lifestyle format, E-zone now has 29 stores across the country.

FASHION ACCESSORIES

At Pantaloons and Central, the company is strengthening its non-apparel categories like footwear, fashion and fine jewellery, beauty products etc to improve its fashion positioning.

LEISURE & ENTERTAINMENT

The company operates one of India’s leading leisure and entertainment centres’ company, Galaxy Entertainment Corporation Ltd (GECL) as well
as has a partnership with leading restaurant chains operator, Blue Foods. A total of 13 outlets opened during Financial Year 2008, 123 family entertainment centres and 5 Sports bar Express.

**FUTURE BRANDS**

Future brands India Limited, a subsidiary company, is an intellectual property rights company incorporated, to realise the full potential of brands as intangible assets. The company is engaged in acquisition or conception, growth and development, valuation and trade of brands to exploit the vibrant economy of brands. The company is the owner and licensor of selected brands viz. DJ&C, Bare, John Miller, Knighthood, Rig, Shrishti, Lombard, Ajile, Buffalo, Fresh & Pure, Tasty Treat, Caremate, Cleanmate, and Dreamline. During the past financial year, the company also acquired Koryo, Sensei, and IQIP trademarks.
Table 5.2 : Gradual development of the retail business of future group.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>Major Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>1987</td>
<td>Company incorporated as Manz Wear Private Limited. Launch of Pantaloons trouser, India's first formal trouser brand.</td>
</tr>
<tr>
<td>1991</td>
<td>Launch of BARE, the Indian jeans brand.</td>
</tr>
<tr>
<td>1992</td>
<td>Initial public offer (IPO) was made in the month of May.</td>
</tr>
<tr>
<td>1994</td>
<td>The Pantaloon Shoppe – exclusive menswear store in franchisee format launched across the nation. The company starts the distribution of branded garments through multi-brand retail outlets across the nation.</td>
</tr>
<tr>
<td>1995</td>
<td>John Miller – Formal shirt brand launched.</td>
</tr>
<tr>
<td>1997</td>
<td>Company enters modern retail with the launch of the first 8000 square feet store, Pantaloons in Kolkata.</td>
</tr>
<tr>
<td>2001</td>
<td>Three Big Bazaar stores launched within a span of 22 days in Kolkata, Bangalore and Hyderabad.</td>
</tr>
<tr>
<td>2002</td>
<td>Food Bazaar, the supermarket chain is launched.</td>
</tr>
<tr>
<td>2004</td>
<td>Central - India's first seamless mall is launched in Bangalore.</td>
</tr>
<tr>
<td>2005</td>
<td>Group moves beyond retail, acquires stakes in Galaxy Entertainment, Indus League Clothing and Planet Retail. Sets up India's first real estate investment fund Kshitij to build a chain of shopping malls.</td>
</tr>
<tr>
<td>2006</td>
<td>Future Capital Holdings, the company's financial is formed to manage over $1.5 billion in real estate, private equity and retail infrastructure funds. Plans forays into retailing of consumer finance products. Home Town, a home building and improvement products retail chain is launched along with consumer durables format, Ezone and furniture chain, Furniture Bazaar. Future Group enters into joint venture agreements to launch insurance products with Italian insurance major, Generali. Forms joint ventures with US office stationery retailer, Staples.</td>
</tr>
</tbody>
</table>
MAJOR MILESTONES

2007
Future Group crosses $1 billion turnover mark.
Specialised companies in retail media, logistics, IPR and brand development and retail-led technology services become operational.
Pantaloon Retail wins the International Retailer of the Year at US-based National Retail Federation convention in New York and Emerging Retailer of the Year award at the World Retail Congress held in Barcelona.
Futurebazaar.com becomes India’s most popular shopping portal.

2008
Future Capital Holdings becomes the second group company to make a successful Initial Public Offering in the Indian capital markets.
Big Bazaar crosses the 100-store mark, marking one of the fastest ever expansion of a hypermarket format anywhere in the world.
Total operational retail space crosses 10 million square feet mark.
Future Group acquires rural retail chain, Aadhar present in 65 rural locations.

5.1.1.2.1 MANAGEMENT DISCUSSION AND ANALYSIS OF INDUSTRY STRUCTURE AND DEVELOPMENTS

According to the data released by the Central Statistical Organisation in 2008, the country’s Private Final Consumption Expenditure (PFCE) continues to encouraging growth rates. The PFCE at current prices is estimated at Rs 26,04,380 crore in 2007-08, showing a growth of 12.64%. Almost 60% of this is captured through consumption spending in various categories led by food, fashion, home products and consumer durables and each of these categories continues to show healthy growth. Company’s business model has been designed to capture this huge opportunity in consumption spending through a multi-format retail strategy that captures both the value and lifestyle segment of the market.
BUSINESS OUTLOOK

Pantaloon Retail (India) Limited’s business strategy is to develop appropriate business models to capture a dominant share of the consumption spending in India in the most profitable manner. The various business initiatives taken by the Company in the key categories like fashion, food, home products, general merchandise and consumer durables, along with the setting up of specialised subsidiaries in the areas of capital, consumer finance, brand development, retail media, logistics and retail-led technology services, have been instrumental in realising the Company’s objective to derive maximum value in capturing the consumption space in India.

COMPETITION

In the past couple of years, the modern retail segment has seen the entry of a large number of Indian and multinational players which further validate the potential in this business and at the same time are helping to expand the market at a faster rate. The opportunity in the modern retail sector is huge, considering the nascent stage of the business and there is sufficient scope for multiple players to co-exist and grow in this market. Company continues to enjoy a first-mover advantage in almost every urban centre in India and will endeavour to maintain and strengthen it in the years ahead.
HUMAN RESOURCE INITIATIVES

At Pantaloon Retail, the management believes that its sustainable competitive advantage lies in the talent that it nurtures and the leadership pipeline that it has built to manage its multiple business. The Company places a huge emphasis on fostering a culture of innovation and enterprise that allows people within the Company to realise human beings' infinite potential.

MARKETING INITIATIVES

During the financial year 2007-08, a major focus for the company’s marketing efforts were concentrated on the fashion business. The Company believes that its core strength lies in this category and it can derive relatively improved margins in this segment. The company’s loyalty programs now has over 1.5 million members through the Pantaloons Green Card, Central-ICICI Bank card, Big Bazaar Shakti program, Big Bazaar-ICICI Bank Credit Card and the Future Card.

OPPORTUNITIES, RISKS AND THREATS

The organised retail business is evolving faster and with the availability of various options from the Company as well as the competitors, the business risk has increased. However, the Company has spreaded the risk by having formats for various segment of the customers and capturing the maximum customers for each segment by having appropriate locations for each formats.
REVIEW OF FINANCIAL PERFORMANCE OF THE COMPANY FOR THE PERIOD UNDER REVIEW

SALES

The Company’s sales and other operating income has increased from Rs.3236.74 crores to Rs.5048.91 crores, an increase of 55.99% over the previous year. The Company has also recorded same store growth of 10.12% during the year.

PROFIT BEFORE TAX

Profit before tax of the Company for the year 2007-08 stood at Rs.195.62 crores as compared to Rs.181.01 crores in the previous year, an increase of 8.07% over the previous year.

NET PROFIT

Net profit of the Company for the year under review stood at Rs.125.97 crores as compared to Rs.119.99 crores in the previous year, an increase of Rs.5.98 crores and 4.98% over the previous year.

FINDINGS

(1) The first and foremost objective of Pantaloon India Retail is to stabilise each of its businesses.

(2) Reviewed Business plan of Pantaloon is to derive maximum efficiency, productivity and resilience against external factors.
(3) Emphasises on cost control and Expansion plans

(4) Anticipates no changes in the Financial and operational goals

(5) By 2011, the group’s retail operations are expected to span across 30 million square feet.

(6) The significant transformation has been the internal strategic alignment

(7) Captures Consumption Spending in key categories in both value and lifestyle segment that empowers Pantaloon Retail to build a comprehensive business model

(8) Food Bazaar witnessed healthy expansion during the year 2007-08, by adding 47 stores during the year.

(9) The company’s core strength lies in the fashion category and it is confident that its emphasis on this category will help it acquire a dominant position in this space.

(10) The company operates one of India’s leading leisure and entertainment centres.

(11) The intellectual property rights company, a subsidiary company is engaged in acquisition or commencement, growth and development, valuation and trade of brands.

(12) Company’s business model has been designed to capture huge opportunity in consumption spending through a multi-format retail strategy

(14) Company’s objective is to derive maximum value in capturing the consumption space in India.

(15) The Company’s sales and other operating income has increased.
Creating new job opportunity for competent personnel.

The core competence and the nature of retail business performance of Pantaloon Retail India identified from above discussions.

(a) The business strategy of the company is towards stable growth.

(b) It focuses on External and Internal alignment with related factors.

(c) Expansion of retail business in diversified product field.

(d) Its focal point is to concentrate on concept selling and innovation.

(e) Ready to compete for growth and development.

(f) Consumption spending business model through a multi-format retail strategy.

(g) Increase in sales and other operating incomes.

ENVIRONMENTAL THREATS AND OPPORTUNITIES IDENTIFIED FROM THE ANALYSIS OF THE CASE STUDIES AND ITS OVERALL IMPACTS

(1) Steady economic growth (+)

(2) Totally based on consumerism (+)

(3) Liberalization in Global market (+)

(4) Transformation of strategic alignments (+)

(5) Innovation and differentiation is the core competence (?)
(6) Technology based value addition (+)

(7) Requirements of fully skill based knowledgeable dynamic workforce (+)

(8) Emphasis on efficiency, productivity and cost control.

(9) The business line has need of logistic support and steady sales and distribution network (+)

(10) Generation of varied employment opportunities (+)

(11) Creation of different consumer profile mostly in young customers through addition of different features. (+)

(12) Development of retail formats according to daily and weekly top-up shopping needs and behaviour of consumers. (+)

**STRATEGY**

(1) Environment is dynamic and retail business strategy is subject to change with respect to business environment

(2) Both the cases it is found that stability and expansion strategy have been taken.

**COMMENT**

(a) Retail industry shows high attractiveness and in the recent past only a few were existed in this sector. There is an ample scope to stabilise retail business through judicious need based strategies to increase market share.

(b) There are potential entrants in the market with their substitute policies and existing firms are in rivalry to survive to gain competitive advantages.
THE FOLLOWING ENVIRONMENTAL PRESSURES EXIST IN THE RETAIL INDUSTRY

(a) Changes in the global market

(b) Pricing policy

(c) Demographic profile of customers

(d) Marketing capabilities of existing and domestic market

(e) Highly capital intensive and techno-based in nature

(f) Addition of features based on assumptions of customers' preferences

(g) Promotional policies

(h) Bargaining power of customers

(i) Threat of potential Global entrants etc.

To stabilise the retail business, the following questions should be addressed.

✦ Whether policies regarding addition of features are rally accepted by customers?

✦ Do these features have any impact on the buying behaviour?

✦ Does really consumption pattern vary according to demographic profile of customers?

✦ Does the visit of customers at all indicate the increase in sales?

✦ What is the rate of sales growth subject to changes in time?
What actually are the views of retailers on the customers to redefine retail business operation?

Are the customers ready to pay for the extra privileges enjoyed in modern formats than traditional one as toll?

What is the actual mystery of the expansion of retail business?

The researcher has felt it necessary to study further extensively in an alternative approach to get answer of the above mentioned questions to justify the research objective. For this reason, there is an interest developed for data collection through direct interaction with stakeholders like customers and retailers. At the end statistical tests will be used based on the nature of the data.
5.2 OBSERVATIONS

Based on Spradely’s model as discussed in similar dimensions of the field work have been used in the present research work in the markets of Kolkata, Durgapur and Burdwan in respect of customers and retailers.

Table 5.3 : Observation on Retail Market

<table>
<thead>
<tr>
<th>Explanation</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Space</td>
<td>The location, Kolkata, Durgapur, and Burdwan retail market</td>
</tr>
<tr>
<td>Actor</td>
<td>Participant in the setting, Customers and retailers</td>
</tr>
<tr>
<td>Activity</td>
<td>Behaviour of people, Purchasing behaviour of customer and retailers</td>
</tr>
<tr>
<td>Objects</td>
<td>Things located in the setting, Retail facilities like ambience,</td>
</tr>
<tr>
<td></td>
<td>decoration, display, space, civic amenities, parking facilities in</td>
</tr>
<tr>
<td></td>
<td>different formats</td>
</tr>
<tr>
<td>Act</td>
<td>Single action of people, Product purchase and interaction with</td>
</tr>
<tr>
<td></td>
<td>retailers, window shopping around in a market place</td>
</tr>
<tr>
<td>Events</td>
<td>What is happening, Retailing activities</td>
</tr>
<tr>
<td>Time</td>
<td>Time frame, 3 years</td>
</tr>
<tr>
<td>Goal</td>
<td>What people are aiming to do, To understand the critical factor in</td>
</tr>
<tr>
<td></td>
<td>retail market development</td>
</tr>
<tr>
<td>Feelings</td>
<td>Emotion that people have, Attitude of customer toward different</td>
</tr>
<tr>
<td></td>
<td>retail formats and offering. Retailer’s attitude towards customers’</td>
</tr>
<tr>
<td></td>
<td>need and demand</td>
</tr>
</tbody>
</table>
5.2.1 KOLKATA RETAIL MARKET

Kolkata retail market is composed of both traditional and modern markets. It is a more than 300 years old city, so existence of traditional market is evident. The emergence of modern market in the city has drawn the attention to focus on this sector.

5.2.1.1 NORTH KOLKATA

The northern part of Kolkata is a place of Bengali inheritance which reflects the old Bengali culture, customs, taste, preference and lifestyle. Burra Bazaar symbolises the old formats of retailing and which offers a wide range of products in an unstructured way. The market pulls a large number of customers from different surrounding cities and all the parts of Kolkata. This is characterised as congested market, lack of parking facilities, space and unstructured retail market. A few traditional outlets have been changed from unstructured to structured and survive with its traditional heritage embedded with professional outlook. Ramkanai Jaminiranjan Pal, Iswar Chandara Pal Ganga Prasad Pal and Priyo Gopal Bisoyee, HaraLalka etc are some of the outlets are on the Mahatma Gandhi Road. This road connects College Street area which is mainly famous for books. At the junction of college street some outlets are Mohini Mohan Kanjilal, Adi Mohini Mohan Kanjilal, , Indian Silk House, Benarasi Haat and Duckback etc are the main attraction of the shoppers. The two sides of Bidhan Sarani is consisted of traditional outlets with reasonably priced products. Shyam Bazaar is a central crossing point that connects central and south Kolkata into northern part of the city along with adjacent north 24 Paraganas district. This is a culturally rich place from the very inception of Kolkata as a city. Mostly Bidhan Sarani is a place of attraction of common
people to shop from mostly structured and unstructured traditional retail format. In Bidhan Sarani, Benarasi Niketan, Benarasi Haat, New Indian Silk, Young Bengal Society, Khadim’s Khazana and K.C Das etc has enhanced its importance as shopping area. Manik Tala and Hatibagan market show no exception in nature of other retail market of north Kolkata.

The northern part of Kolkata is mainly dominated by the traditional retailers of different kinds. The retail outlets have been constructed on the road side to gain the locational advantage. The essence of this market is unstructured format, price bargaining, cheaper price, wide availability of products, congestion, lack of parking lot etc. Recently at the junction of College street one shopping complex is under construction. There is a proposed plan to build up one book mall called Barna Porichoy which will be the biggest mall of books in India.

5.2.1.2 CENTRAL KOLKATA

Central Kolkata is basically known as commercial place where government mercantile form occupy their registered or corporate houses. As a result people of Kolkata and suburban regularly visit these places for their own purposes. A major section of people earn from this location which in turn influence them to purchase their essential commodities and other item form these market places. According to needs of people, different retail market opportunities have already been emerged.

New market and its surrounding Lindsey street is a place of shopping destination across the demography where customers enjoy a traditional approach blended with organized form with additional features. It is worthy to mention that this particular place is already upgraded with almost all
forms of latest retail formats and services. This market place is a combined form of market structure where traditional approach exist along with modern retail formats i.e departmental, hyper, specialty stores, discounted stores etc. New market is mostly a place of combination of several retailers providing multiple product categories of different price range which attracts customers for their easy shopping destination. Similar nature is also noticed in its surroundings. Treasure Island and Sreeram Arcade are the two shopping complexes gave the experience of shopping under one roof long years back. In recent years unique feature of this place is observed with the presence City mart, Bazaar Kolkata, Big Bazaar, Vishal Mega Mart, Specialty stores of Peter England, Color Plus, Zodiac, V.I.P, Sreeleathers, Bata, Khadim’s, Mochi, Regal, Chandrani Pearls, Sumagal, Raymond, The Style, Pepe Jeans, Hoffman, Simpark Mall, Cosmetic outlets etc. This market contains Globe, Metro cinema halls and small kiosk type food stores offer snacks, regional food staff. Unstructured road side retailers offer inexpensive jewellery, garments and other fashionable accessories.

Park Street market is also a combination of modern gorgeous format of branded outlets and small outlets offer inexpensive necessity products. Forum on Elgin Road is the remarkable contributor to the experience of shopping in mall. This is the stepping stone of the entry of modern malls in Kolkata. It also embodies the status symbol and a place of entertainment for the customers’ visit. Here medical mall, C3 market are existing. Camac Street and Shakespeare Sarani are also a very popular place for shopping and eating out. Pantaloons, westside, Addidas, Allensolly, Vardaan market, Fort Knox and other life style oriented products are the major attraction of this place. Sagun, a wedding mall is on Shakespeare sarani is a example of speciality mall and Haldiram’s is also a land mark for this
place. In Alipore, grocery super markets and shopping complex for vegetables are existing to serve local residential areas. Jugu Babu Bazaar and Lansdown market near Bhawanipur are the two famous places for vegetables, fruits, Fish, meat etc.

The basic feature of retail markets of Central Kolkata is depicting a contrast picture of modern retail outlets and traditional retail market. The coexistence of both the market has catered to a large pool of people of mix demography and culture. This can be characterised as the market place is in transformational stage. In Lindsey street a new parking facility is provided to the customers for their convenience.

5.2.1.3 SOUTHERN KOLKATA

The southern part of Kolkata represents the modern outlook of city with its development in real estate, office building, construction of fly over and the growth of modern retail formats. This is mainly a place of residence for middle class and Upper middle class people.

Gariahat market is situated in southern part of the city. It is a place for residential areas of vibrant middle class people. This market is consisted of unstructured, structures and modern retailers of ethnic garments, gift items, home decoration, electronics items and life style related products, fish, vegetables, fruits. Though the market contains few branded modern outlets of Sony World, Pantaloons, Khadim's, Bata, Prapti, Senco Gold etc. Ballyganj A.C market is also enhances its importance as a shopping zone. This has been a preferred shopping destination for middle class and upper middle class people for more than 66 years. The footfalls reaches 5000-6000 during weekdays. Dakshinapan Shopping complex, Garia haat mall.
<table>
<thead>
<tr>
<th>Focal area</th>
<th>Forum</th>
<th>City Center</th>
<th>Gariahat Mall</th>
<th>South City Mall</th>
<th>Mani Square Mall</th>
<th>Metropolish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Elgin Road, Kolkata 20</td>
<td>Salt Lake Sec-5</td>
<td>13, Jamir Lane.</td>
<td>Prince Anwar shah road</td>
<td>EM Bypass</td>
<td>E.M Bypass</td>
</tr>
<tr>
<td>Catchment area</td>
<td>Central &amp; Southern part of Kolkata</td>
<td>Surrounding Salt Lake</td>
<td>Cosmopolitan area with middle and upper middle class</td>
<td>Southern part of kolkata</td>
<td>Phoolbagan, Kankurgachi, Salt Lake</td>
<td>North &amp; South Kolkata</td>
</tr>
<tr>
<td>Shopping area</td>
<td>200000 sqft. Approx.</td>
<td>400000 sqft. Approx.</td>
<td>Appox 80,700 sft</td>
<td>360,000 sqft. Approx.</td>
<td>700010 sqft. approx</td>
<td>63597 sq.ft</td>
</tr>
<tr>
<td>Fun &amp; entertainment</td>
<td>Inox</td>
<td>Inox</td>
<td>N.A</td>
<td>Fame</td>
<td>Inox</td>
<td>Fame</td>
</tr>
<tr>
<td>Food</td>
<td>Oh! Calcutta, Burp, Baskin Robbins</td>
<td>40,000 sq.ft Pizza Hut, KFC, Haka, Kobe, Rollick</td>
<td>Candy treats</td>
<td>Cafe Coffee day</td>
<td>Mc-Donald's, Costa, Rajasthani thali, Mozzarella</td>
<td>Organised food plaza</td>
</tr>
<tr>
<td>Parking space</td>
<td>220 cars, 35 Two wheeler</td>
<td>800 cars</td>
<td>120 vehicles</td>
<td>1300 cars &amp; 500 two wheeler</td>
<td>1200 car, 500 Two wheeler</td>
<td>500 vehicle</td>
</tr>
<tr>
<td>Foot falls</td>
<td>Approx 14,000 in weekday &amp; 24000 in weekends</td>
<td>Appox 17,000 in weekdays and 38000 in week end</td>
<td>Appox 8000 in week days and 16,000 in weekends</td>
<td>Appox 15000 in weekdays and 19000 in weekends</td>
<td>Appox 11000 in weekdays and 15000 in weekends</td>
<td>7000in weekdays and 12000 in weekend</td>
</tr>
<tr>
<td>----------------------------------</td>
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<td>-----------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Lift &amp; escalator facility</td>
<td>Available</td>
<td>Available</td>
<td>Available</td>
<td>Available</td>
<td>Available</td>
<td>Available</td>
</tr>
<tr>
<td>Major brands available</td>
<td>Shopper's Stop, Pepe jeans, levi's, woolland, Nike, Music worlds, Rado</td>
<td>Shopper stop, C3, Provogue</td>
<td>WestSide, C3</td>
<td>Shopper stop, Spencer's, pantaloon, Raymonds, Puma, Puma, Reebok</td>
<td>Spencer's, West-side, Imax, Amobevo</td>
<td>Bigbazaar and other branded outlets</td>
</tr>
</tbody>
</table>
Apart from the above mentioned malls, **Fort Knox and Sagun** are the speciality mall of Jewellery and wedding respectively. Fort Knox started in 2005 with 80,000 sq.ft on Camac Street and Sagun on Shakespear Sarani, are offering specially designed accessories & garments for marriage celebration.

### 5.2.2. DURGAPUR RETAIL MARKET

In earlier period, the major retail space was shared by the traditional scattered market. With the passage of time modern organized formats started operating in this tier II city. It is gaining popularity day by day which promotes the growth of organized retailing.

**Benachity market**

This is a market place for traditional retailers and located in the heart of the city. It attracts all segments of people with its wide assortment at affordable prices. The market offers daily necessity household requirements to expensive consumer durables and lifestyle oriented products. In last few years the retailers initiated to renovate their outlets in terms of its decoration, design and display. This change has taken place after opening up of few branded retailers with better in store ambience.

**Durgapur Station Bazaar**

The oldest traditional retail market in the city is consisting of more than 1000 retailers in an unstructured way. It enjoys the locational advantage which is the prime reason for developing this place as a retail market. This market is governed by small grocery and food stores. They offer necessity products at reasonable prices and operate from early in the morning to the late evening.
Both the traditional unstructured retail market caters to a large number of outstation customers. The facility of location has influenced the retailers to establish their stores to provide accessibility and availability of products to its customers. But the format and facilities of the stores are bare and unattractive.

**City Center**

The name of this market is symbolic because of its operational variety. This centrally located area comprises of commercial buildings, hospitals, hotels, housing complexes, service sectors, entertainment and attractive shopping destination. City Plaza had been evolved long years back in a structured format which was the first retail complex with variety of products and with proper store design and decoration. There are various branded outlets of Khadim, Sreeleather, Senco Gold, World of Titan, Raymond, Hoffman etc.

**Dremplex Mall**

This is the first state of art shopping mall in Durgapur which covers more than 100,000 sq ft. Big Bazzar is the anchor store which is spreading over more than 46000 sq ft. with wide product variety of garments, grocery, home decoration, electronic items to kitchen appliances and fruits & vegetables. The mall contains the outlets like Koutons, M.P. Jewelers, Nik Nish, Reebok, Music World, Archies, Candy treats etc. A 933 seater cinema hail with all modern facilities namely 89 cinemas has enhances its appeal to all types of retailers. A well decorated food court offers delicious snacks and continental and Indian cuisine.
Suhatta Mall:
It is commercial building containing the anchor tenant like Spencer hyper and Sony.

5.2.3 BURDWAN RETAIL MARKET

The agro based town Burdwan is characterised as unstructured and semi structured retail outlets with various merchandise mix. Most of the retail outlets have been constructed on the important road side. With the passage of time a large number of retailers started operating at the adjacent places and gave the form of traditional strip type bazaar.

This market has several fragmented retail market namely Station Bazaar, Barabazar, Raniganj Bazar, Tentultala bazaar. These markets are offering assortment like garments, food items, electronic items, home furnishing etc in an unstructured way. Only a semi structured market place called Dutta center has evolved few years back but lacking in comfort of shopping, ambience, Parking, availability of branded products.

Raniganj bazaar is the main shopping zone for the people of Burdwan and other nearby places. It is located near to famous landmark of Curzon Gate. The most vital B.C road is the main attraction of all types of retailers which has enhanced its importance as ultimate shopping destination.

Station bazaar is situated near to railway station and bus terminus of Burdwan. It is popular market for buying stationery, fruits, vegetables, fish, meat and sweets. Because of the location, people from distant areas can shop easily. Tentultala Bazar and Barabazar of Burdwan are mainly
unstructured but recently few branded outlets like Charlie OutLaw, V.I.P etc have established their shop in the periphery of the traditional market.  

Recently one structured form of market named as City Tower is the first form of modern structure in Burdwan where people can get various branded outlets under one roof. As it is situated on G.T. Road so accessibility is another key factor.  

Some of branded retail outlets like World of Titan, Khadim’s, P.C. Chandra Jewellers, Senco Gold, M.P jewellers, Kuotons, Belmonte, PeterEngland, Sugar & Spice, Kathleen, Reebok factory outlet, Raymond shop, Bata have been introduced speciality retail format in recent years. These outlets are on G.T.Road and near to Station and Bus terminus.  

The most remarkable retail development has taken place is the establishment of Bardhaman Arcade. The anchor store is Big Bazaar covers approximately 40,000 sq ft of retail space and it is offering a wide variety of products at reasonable price. Inox, Book worm, e mart Himalayan optical, Down town are the few outlets of this shopping center which provide parking facilities and proper ambience and display.