Chapter VI

Findings, Suggestions and Conclusion
6.1 GENERAL FINDINGS

1. This study shows that the factors such as rising high disposable income, dominance of the younger population in spending, growth in urban population, Baby Boomer effect, Robust outlook towards Branded products, growing working women population, changing life style, shift of the traditional family to nuclear family culture are buttressing the organized retail growth in India.

2. The study shows that the consumer are more concerned about — better product quality, better service to client, variety, availability of goods, reduced waiting time, entertainment, home delivery, credit facilities, cost of goods, use of technology by the store and desired lot-size.

3. The respondents opined that the main advantages of corporate retailing are:
   1. Lower prices
   2. Wider range of products
   3. Higher and more consistent quality and
   4. Convenience and saving of time

4. This study was made to find out the impact of malls and corporate retailers on small shops and hawkers. In Salem it is found that there is a decline in sale of groceries, fruits and vegetables, processed foods, garments, shoes,
electrical and electronic goods in these retail outlets. Many of them closed their shops due to a major decline in business. Only 14 percent of the sample shops and hawkers have so far been able to respond the corporate threat of the malls with the institution of fresh sales promotion initiatives.

5. Organized corporate retailing is poised to become the business of the decade in India. Retailing presently contributes an account of 10 percent of India’s gross domestic product (GDP) and 6-7 per cent of the employment. With some 15 million retail outlets, India has the highest retail density in the world. But only 4 per cent of these outlets are more than 5000 sq. ft in size and almost all are family owned shops and establishment.

6. The consumers opinioned that in corporate retail shops they are buying more than what they planned to buy because of its attractive discounts and display of variety of products.

7. Nearly 12 per cent of consumers visited the corporate retail shops are doing window shopping. Many of them visited the corporate retail shop to spend their time in air-conditioned environment.

8. It is found that convenience, enjoyment and price are the three important factors that motivate consumers to purchase from an organized retail store. Convenience is defined as a consumer’s perception of saving in time and effort, related to transactions with a vendor. As organized retailers sell a large variety of products and brands, consumers find it particularly convenient to purchase goods in bulk. Enjoyment is defined as the extent to
which the activity of purchasing from an organized retail store is perceived to be enjoyable in its own right. The clean environment of the shops attracts consumer to make purchases. Perceived price is defined as a consumer’s subjective perception to the observed price total amount that the consumer has to pay to get the product, compared to the reference price. In making purchases from an organized retail store, consumer compare the prices with that available in mom and pop shops or other retail stores. The prices are thus considered as high or low in these retail stores.

9. Many consumers consider purchase from these organized retail stores as a status symbol.

10. Discounts are the most common message for which consumers look at the sign ages.

11. India is one of the few countries having the most unorganized retailing sector. Traditionally it is run by ‘Mom and Pop’ shops having a shop in front and house at the back. There is no supply chain management perspective. According to a survey by Kearney, an overwhelming proportion of the ₹4,00,000 crores retail market is unorganized. In fact, only a ₹20,000 crores segment of the market is organized.

12. International consultants have declared that India to be the world’s second most attractive destination for retail investment after Russia. If one looked
at the class character of the consumers, one would find that they belong to
the upper income bracket group more so the nouveau riche who wants to
flaunt their newly acquired income.

13. With growing market demand, the industry is expected to grow at a pace of
25 – 30 per cent annually. The Indian retail industry is expected to grow from
₹ 35,000 crores in 2004 – 2005 to ₹ 1,25,000 crores by the year 2012.

14. Wal-Mart is the world’s largest retailer and the world’s largest company
with more than $312 billion (USD) in sales annually. Wal-Mart employs
1.3 million associates in the United States and more than 4,00,000
internationally. The second largest retailer in the world is France’s
Carrefour.

15. Pantaloon is one of the biggest retailers in India with more than 450 stores
across the country, Headquartered in Mumbai. It has more than 5 million
sq. ft. retail space located across the country.

16. In January 2012, India approved reforms for single-brand stores welcoming
anyone in the world to innovate in Indian retail market with 100 per cent
ownership, but imposed the requirement that the single brand retailer
source with 30 per cent of its goods from India.

17. India is the 5th largest retail outlet in the world, out of which only 6 per cent
comes under the organized system of retailing.

18. The consumer gets a better variety, a bigger choice of options to shop at,
and hopefully, better prices. The fact is that bigger chains are able to offer
cheaper prices. The consumer says that it is cheaper by as much as 3-7 per cent over current prices offered by smaller retailers.

19. It is found that growth of organized retailing will yield efficiencies in supply chain, enabling higher prices for producers including farmers on the one hand and lower price to consumers, on the other hand.

20. Players in the organized sector have big expenses to meet, and yet have to keep prices low enough to be able to compete with the traditional sector. High costs for the organized sector arises from higher labour costs, social security to employees, high quality real estate, much bigger premises, comfort facilities such as air-conditioning.

21. In the developed economies, organized retail is in the range of 75-80 percentage of total retailing whereas in developing economies, the unorganized sector dominates the retail business. The share of organized retail varies widely from just one percentage in Pakistan and four percentage in India.

22. In 2011 food accounted for 70 percentage of Indians retail, but underrepresented by organized retail.

6.1.2 FINDINGS OF THE STUDY - PERCENTAGE ANALYSIS

1. Majority of the respondents are males and that impact of corporate retailers by the males ranged between 1 and 3 with an average of 2.78 and also that
percentage of high level of impact on corporate retailers was the highest (47.4 per cent) among the female respondents and the lowest (26 per cent) among the male respondents.

2. It is observed that 31 per cent of the respondents belong to 36-45 years of age and that impact of corporate retailers by the males ranged between 1 and 3 with an average of 1.96 and percentage of high level of impact on corporate retailers was the highest (38.7 per cent) belong to the age group of 26-35 years and the lowest (6.5 per cent) belong to the age group of above 55 years.

3. The level of impact on corporate retailers among the graduate respondents ranged between 1 and 3 with a percentage and average of 38.2 and 2.147 and that percentage of high level of impact on corporate retailers is highest with 46.5 among the respondents with degree and the same is lowest among the illiterate respondents with 1.3.

4. It is observed from the study that 35.8 per cent of the respondents are businessmen and level of impact on corporate retailers ranged between 1 and 3 with an average of 2.12 and percentage of high level of impact on corporate retailers was the highest (39.4 per cent each) among businessmen and employed, and the lowest (3.2 per cent) among professional respondents.

5. It is found out that 40.8 per cent of the respondents earn upto ₹15001 - 25000 income per month and level of impact on corporate retailers ranged
between 1 and 3 with an average of 2.019 and that percentage of high level of impact on corporate retailers is highest with 38.7 per cent among the respondents with monthly household income upto ₹15000 and the same is lowest among the respondents family income above ₹45000 with 1.3 per cent.

6. The level of impact of corporate retailers on consumers among the married respondents was ranged between 1 and 3 with a percentage and average of 90.8 and 2 and percentage of high level of impact of corporate retailers is highest with 78.1 among the married respondents and the same is lowest among the unmarried respondents with 21.9.

7. The hypothesis “there is no significant difference between gender and impact of corporate retailers on consumers” is disproved. This shows that there is a difference between gender and impact of corporate retailers on consumers.

8. The hypothesis “there is no significant difference between age of the respondents and impact of corporate retailers on consumers” is disproved. This shows that there is difference between age and impact of corporate retailers on consumers.

9. The hypothesis “there is no significant difference between education of the respondents and impact of corporate retailers on consumers” is disproved. This shows that there is a difference between education and impact of corporate retailers on consumers.
10. The hypothesis "there is no significant difference between occupation of the respondents and impact of corporate retailers on consumers" is disproved. This shows that there is difference between occupation and impact of corporate retailers on consumers.

11. The hypothesis "there is no significant difference between monthly household income of the respondents and impact of corporate retailers on consumers" is proved. This shows that there is no difference between monthly household income and impact of corporate retailers on consumers.

12. The hypothesis "there is no significant difference between marital status of the respondents and impact of corporate retailers on consumers" is disproved. This shows that there is difference between marital status and impact of corporate retailers on consumers.

6.1.3 CHI-SQUARE ANALYSIS

1. It is clearly known that the p-value is greater than 0.05 (P>0.05), the null hypothesis is accepted at 5 per cent level of significance. Hence, there is no significant relationship between gender and their overall satisfaction towards the corporate retail outlets.

2. It is found that the p-value is less than 0.05 (P<0.05), the null hypothesis is rejected at 5 per cent level of significance. Hence, there is significant relationship between age and their overall satisfaction towards the corporate retail outlets.
3. It is seen that the p-value is greater than 0.05 (P>.05), the null hypothesis is accepted at 5 per cent level of significance. Hence, there is no significant relationship between educational status of the respondents and their overall satisfaction towards the corporate retail outlets.

4. It is observed that the p-value is greater than 0.05 (P>0.05), the null hypothesis is accepted at 5 per cent level of significance. Hence there is no significant relationship between occupation of the respondents and their overall satisfaction towards the corporate retail outlets.

5. It is understood that the p-value is greater than 0.05 (P>0.05), the null hypothesis is accepted at 5 per cent level of significance. Hence there is no significant relationship between family structure of the respondents and their overall satisfaction towards the corporate retail outlets.

6. It is revealed that the p-value is greater than 0.01 (P>0.01), the null hypothesis is accepted at 5 per cent level of significance. Hence there is no significant relationship between income of the respondents and their overall satisfaction towards the corporate retail outlets.

6.1.4 ANOVA

13. It is inferred that the amount spent for food products is more in unorganized retail outlet with a mean of 55125.05 than in corporate retail outlets with a mean of 51274.30. It is clear that the p-value is less than 0.01 (p<0.01), the
null hypothesis is rejected at 1 per cent level of significance. Hence, there is significant difference between the money spent for food products corporate retail outlets and unorganized retail outlets.

14. It is found that amount spent for textiles is more in the unorganised retail outlets with a mean of 13059.8 compared with corporate retail outlets with a mean of 10719.50. It is clear that the p-value is less than 0.01 (p<0.01), the null hypothesis is rejected at 1 per cent level of significance. Hence, there is significant difference between the money spent for textile corporate retail outlets and unorganized retail outlets.

15. The amount spent in corporate retail outlets for fashion is higher with mean of 1916250 compared to unorganized retail outlets with a mean of Rs.201680. It is clear that the p-value is less than 0.01 (p<0.01), the null hypothesis is rejected at 1 per cent level of significance. Hence, there is significant difference between the money spent for fashion corporate retail outlets and unorganized retail outlets.

16. It is clear that the amount spent towards medicine in unorganized retail outlets is more with a mean of Rs.6804.50 compared to corporate retail outlets with a mean of Rs.6452.40. It is clear that the p-value is less than 0.01 (p<0.01), the null hypothesis is rejected at 1 per cent level of significance. Hence, there is significant difference between money spent for pharmacy corporate retail outlets and unorganized retail outlets.
17. It is found from the study the amount spent for General items in the unorganized retail outlets is more with a mean of Rs.38553.00 compared to Corporate retail outlets with a mean of Rs.35539.00. It is clear that the p-value is less than 0.01 (p<0.01), the null hypothesis is rejected at 1 per cent level of significance. Hence, there is significant difference between money spent for general corporate retail outlets and unorganized retail outlets.

18. The amount spent for all items in unorganized retail outlets is 63044.47 compared to corporate retail outlets with a mean of 59122.04. It is clear that the p-value is less than 0.01 (p<0.01), the null hypothesis is rejected at 1 per cent level of significance. Hence, there is significant difference between money spent for all corporate retail outlets and unorganized retail outlets.

6.1.5 FACTOR ANALYSIS

19. One is Bartlett's test of sphericity. It is used to test whether the correlations between all the variables is 0. The test value (2485.052) and the significance level of (P<.01). With the value of test statistic and the associated significance level so small, it appears that the correlation matrix is not an identity matrix, i.e., there exists correlations between the variables.

20. Kaiser-Meyer-Olkin (KMO) test statistic value is 0.756 which means the factor analysis for the selected variables is found to be appropriate to the data.

21. The thirty variables in the data were reduced to 11 factor and each factor are identified with the corresponding variables as follows:
<table>
<thead>
<tr>
<th>Items</th>
<th>Factors</th>
<th>Factor Names</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saves time</td>
<td>Factor 1</td>
<td>One stop Shopping</td>
</tr>
<tr>
<td>General decoration of the store</td>
<td></td>
<td></td>
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<tr>
<td>Family shopping</td>
<td>Factor 2</td>
<td>Speed of disposal</td>
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<tr>
<td>Wider product range</td>
<td></td>
<td></td>
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<tr>
<td>Entertainment</td>
<td>Factor 3</td>
<td>Packing and parking</td>
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<tr>
<td>Home delivery</td>
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<tr>
<td>Credit facility</td>
<td></td>
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<tr>
<td>Cost of goods</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Layout and quality of infrastructure</td>
<td>Factor 4</td>
<td>Using Technology for sales</td>
</tr>
<tr>
<td>Choice of more pack sizes/ sizes</td>
<td>Factor 5</td>
<td>Attitude of sales personnel</td>
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<tr>
<td>Better parking facility</td>
<td></td>
<td></td>
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<tr>
<td>Price points of the store</td>
<td></td>
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<tr>
<td>Use of technology by the store</td>
<td>Factor 6</td>
<td>Hygienic service</td>
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<tr>
<td>Friendliness and courteous of the sales staff</td>
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<td></td>
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<tr>
<td>Competence of sales people</td>
<td>Factor 7</td>
<td>Hassle free shopping</td>
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<tr>
<td>Cleanliness of the store</td>
<td></td>
<td></td>
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<tr>
<td>Better service to clients</td>
<td>Factor 8</td>
<td>Promotional offers</td>
</tr>
<tr>
<td>Reputation of the store</td>
<td></td>
<td></td>
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<tr>
<td>Rush and waiting time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Convenient shopping hours</td>
<td>Factor 9</td>
<td>Accessibility</td>
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<tr>
<td>Promotional schemes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special offer/discounts/lesser price</td>
<td>Factor 10</td>
<td>Store outlook</td>
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<tr>
<td>Proximity to home or workplace</td>
<td></td>
<td></td>
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<tr>
<td>Treating consumers with respect</td>
<td></td>
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<tr>
<td>Easy to access</td>
<td></td>
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<tr>
<td>Visibility of the store</td>
<td></td>
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</tr>
<tr>
<td>Architecture style of the store</td>
<td>Factor 11</td>
<td>Conducive shopping atmosphere</td>
</tr>
<tr>
<td>Better product quality</td>
<td></td>
<td></td>
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<tr>
<td>Attitude and behaviour of the staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better ambience</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SMALL TRADERS

6.2 PERCENTAGE ANALYSIS

22. It is identified from that 93.5 per cent of the respondents are males and that impact of corporate retailers by the males ranged between 46 and 60 with an average of 54.28 and that percentage of high level of impact on corporate retailers was the highest (96.8 per cent) among the male respondents and the lowest (3.2 per cent) among the female respondents.

23. It is found that 35 per cent of the respondents belong to 41-50 years of age and that impact of corporate retailers by the males ranged between 48 and 60 with an average of 53.9 and the percentage of high level of impact on corporate retailers was the highest (30.2 per cent) belong to the age group of 31-40 years and the lowest (17.5 per cent) belong to the age group of upto 30 years.

24. The level of impact on corporate retailers among the SSLC respondents was ranged between 49 and 59 with a percentage and average of 21 and 54.43 and that the percentage of high level of impact on corporate retailers is highest with 27 among the respondents with illiterate and the same is lowest among the Post-graduation and above respondents with 6.3.

25. The level of impact of corporate retailers on retail business respondents was ranged between 46 and 60 with a percentage and average of 98 and 54.17 and that percentage of high level of impact of corporate retailers is highest
with 96.8 among the retail type of business respondents and the same is lowest among the retail cum whole sale type of business respondents with 3.2.

26. It is seen that 32 per cent of the respondents invested in the business less than ₹1 lakh and level of impact on corporate retailers ranged between 46 and 59 with an average of 53.28, and that percentage of high level of impact on corporate retailers is highest with 30.2 among the respondents with amount invested business above ₹2.50 lakhs and the same is lowest among the respondents amount invested business less than ₹1 lakh with 20.6.

27. It is understood that the p-value is less than 0.01; and the results are significant. Hence, the hypothesis “there is no significant difference between gender and impact of corporate retailers on small traders” is disproved. This shows that there is difference between gender and impact of corporate retailers on small traders.

28. It is clearly known that, the p-value is greater than 0.05; and the results are not significant. Hence, the hypothesis “there is no significant difference between age of the respondents and impact of corporate retailers on small traders” is proved. This shows that there is no difference between age and impact of corporate retailers on small traders.

29. It is identified that the p-value is greater than 0.05; and the results are significant. Hence, the hypothesis “there is no significant difference between education of the respondents and impact of corporate retailers on small traders” is proved.
This shows that there is no difference between education and impact of corporate retailers on small traders.

30. It is revealed that the p-value is less than 0.01; and the results are significant. Hence, the hypothesis “there is no significant difference between type of business of the respondents and impact of corporate retailers on small traders” is disproved. This shows that there is a difference between type of business and impact of corporate retailers on small traders.

31. It is indicated from the table that the p-value is less than 0.05; and the results are significant. Hence, the hypothesis “there is no significant difference between monthly household income of the respondents and impact of corporate retailers on small traders” is disproved. This shows that there is a difference between business investment and impact of corporate retailers on small traders.

6.2.1 RELIABILITY OF SCALES

32. The coefficient alpha values exceeded the minimum standard of 0.70. It is provided good estimates of internal consistency reliability. Coefficient alpha values ranged from .816 to .884 for all the constructs.

33. All constructs obtained an acceptable level of a coefficient alpha above .70, indicating that the scales used in this study were reliable.

34. It is found that an alpha of 0.849 is probably a reasonable goal. It should also be noted that while a high value for Cronbach’s alpha indicates good
internal consistency of the items in the scale, it does not mean that the scale is unidimensional. Factor analysis is a method to determine the dimensionality of a scale.

6.2.2 FACTOR ANALYSIS

35. The Kaiser-Meyer-Olkin Measure of sampling adequacy shows the value of test statistics is 0.897, which means the factor analysis for the selected variable is found to be appropriate or good to the data. Bartlett’s test of sphericity is used to test whether the data are statistically significant or not with the value of test statistics and the associated significance level. It shows that there exists a high relationship among variables.

36. The principal component analysis has extracted two factors. There are two factors that have Eigen values more than 1; i.e., 5.394 and 1.150. The two factors extracted together account for 59.49 per cent of the total variance under Rotation Sums of Squared Loadings, which is a good sum.

37. **Factor 1**, the variables like corporate entry makes the supply chain more efficient. Small retail outlets have problems because of entry of too many corporate retailers. Corporate retailers are the main competitors to the unorganized retail outlets. Corporate retail is promoting local economy. Corporation led shops sell cheap, thus consumers save money by shopping there, corporate retailers bring more consumer. Corporate retailers have cheaper priced products. Presence of corporate retailers make small traders
to work harder and Corporate retailers' consumers are different than other outlets have high loading on factor 1 due to high correlation values of 0.844, 0.809, 0.801, 0.800, 0.793, 0.730, 0.729, 0.707 and 0.706.

38. **Factor 2**, the variables like Corporate retailers offer products in more varieties and Corporate retail throws away middlemen have high loading on factor 2 due to high correlation values of -0.750, and 0.740.

6.3 **GARRETT RANKING TECHNIQUE**

39. “Competition from corporate retailers” was ranked first by the selected sample respondents with the total score of 1180 and mean score of 81.5.

40. “Reduced margins” was ranked second by the selected sample respondents with the total score of 1825 and mean score of 65.18.

41. “Migrated for other reasons” was ranked third with the total score of 1683 and mean score of 60.11.

42. “Shifted to profitable business” occupied fourth position with the total score of 1415 and mean score of 50.54 respectively.

43. “Reasons not known” occupied fourth position with the total score of 2282 and mean score of 42.14 respectively.

44. “Competition from unorganized retailers” occupied last position with the total score of 977 and mean score of 39.08.

45. It is evident that most of the respondents gave top priority to Competition from corporate retailers as the first rank for reason for the closure of the outlets.
6.4. SUGGESTIONS

From the above study, the following suggestions have been made.

1. The retail sector in India is constrained by limited availability of bank finance. The Government and RBI need to evolve suitable policies to lenders to provide liberal credit at cheap rate of interest that will enable retailers in the unorganized sectors to expand and improve efficiencies. Policies that encourage unorganized sector retailers to migrate to the organized sector by investing in space and equipment should be encouraged.

2. A national commission must be established to study the problems of the retail industry and to evolve policies that will enable it to cope with FDI. The proposed national commission should evolve a clear set of conditionality on giant foreign retailers on the procurement of farm produce, domestically manufactured merchandise and imported goods. This conditionality must be aimed at encouraging the purchase of goods in domestic market.

3. At present small traders are selling the goods only to those who are visiting the shops. They never entertain home delivery. In this busy world consumers have no time to wait and buy the goods. If small traders change their attitude and come forward to deliver the goods at the consumers door, they can compete with corporate retailers.
4. Various challenges faced by organized retailing in India are;

a) Lack of adequate infrastructure, b) Dominance of unorganized sector, c) Lack of uniform tax, d) Low operational size of retail outlets, e) Government restriction on FDI and f) Labour employment problems. All the grievances should be redressed by the government for healthy growth of corporate retailers.

5. The small and medium sized retail shops can consider supplying handbills along with the daily newspapers regarding the latest offers. The consumers can also be provided with privilege cards like smart cards etc., and may be informed regularly about the offers through telephone. A suggestion box can also be helpful. This can act as a brand building exercise. This will surely increase the store’s popularity in the long run.

6. In order to satisfy the consumer needs, the small retailers must have a thorough understanding of how consumer makes store choice and purchase decision. Perceptual mapping of the consumers provide some valuable insights into the process and therefore is useful for the store management decision making. It is important to realize the purchase of products which involves motivational, social, psychological and economic factors. Retail consumers need to understand on a variety of levels.

7. Consumers seek to reduce the risk of their purchase. Retailers need to provide information, guarantees and after sales services to reduce the perception of
risk. Consumers will go shopping for a variety of reasons. The complexity of the shopping trip per se should clear the retail staff.

8. Due to maintenance of good quality of their goods, the consumers are attracted by corporate retailers. In order to satisfy the consumers the small trader should also maintain fresh and good quality goods for the consumers.

9. The general opinion among the educated is that the small traders are doing adulteration. For this reason they prefer corporate retail for purchase. Therefore the small traders should avoid the practice of the adulteration, otherwise survival will be difficult.

10. Even now small retailers are selling the expired goods by concealing the date of expiry. Such a practice should be stopped by the small retailers.

11. Small retailers usually do credit sales to the regular consumers. The corporate retailers can also offer such credit facility to the reliable consumers if they are guaranteed by their employer.

12. Corporate retail outlets can increase the number of branches to meet the consumer needs. At present the corporate retail shops are working in district headquarters only. They should open at taluk headquarters with population of more than 20,000.

13. The corporate retail outlets can provide the facility for the children’s recreation programmes fun play etc., because the consumers who visit the departmental
stores bring their children along with them. During their purchase they find it
difficult to manage their children.

14. The small retail outlets should train their sales personnel to handle the
customers in a pleasing manner and motivate the customer to buy the products
and help them to know about the new arrivals.

15. Maintenance of good consumer relationship is very essential to retain the
existing consumers and to secure more new consumers for their business.

16. The departmental stores should improve the existing packing facility, discount
facility, space for shopping, display of products, etc.,

17. Small traders must have regular contact with their consumers as most
consumers purchase certain provision items whenever they require if small
traders have regular contacts with their regular buyers, they know the needs of
these consumers. From the findings of the study, it is suggested that if small
traders have their shops near these corporate retail outlets, Consumers seeking
to purchase one or two items will be tempted to go to the small shops as it will
take a long time to go to retail outlet to purchase the same.

18. Small traders must maintain the quality of their goods so that the regular buyer
base can be maintained and consumers are satisfied with the products purchased.

19. Small traders should check frequently the expiry dates of the goods.
20. The corporate retail outlets can provide the facility for the childrens recreation programmes fun paly etc,. Because the customers who visit the department stores bring their childrens along with them. During their purchase they find it difficult to manage their children.

21. A private code of conduct may be formulated by small traders for dealing with suppliers and consumers so that both consumers and small traders will be benefited.

22. Small traders are well aware of their competitive position and adopt adequate marketing strategy responses to their new competition. However, many of the respondents were not properly informed of the role played by the local government and other levels of government respectively to the mega-retail situation. A number of them were convinced that mega-retailers were receiving tax incentives and various types of tax breaks for which local small owners were not being compensated; they were also questioning the local support provided by mega-retailers in terms of charities, sponsorships, give-always and other demonstrations of good corporate citizenship.

23. If there is better credit availability to small traders from banks and micro credit institutions the financial needs of the small traders will be met and they can compete with corporate regarding pricing and quality of goods.
24. The researcher found that the corporate retail outlets can have more billing machines and cash counters so that the delay for the customers can be avoided in the cash counters.

25. Corporate retail outlets can increase the number of branches to meet the customer needs at present.

26. Changing or adapting strategies for a firm usually encompasses a myriad of decisions, therefore, the changes suggested in the preceding sections need to be implemented with due consideration. In view of the scope and relative impact of possible tactical and strategic decisions, management be able to select and fine-tune the right characteristics to improve customer relationships, inevitably achieving long-term, premium customer loyalty. In addition, employees must be empowered by management to do whatever it takes to bring about changes that can satisfy the customer. Empowerment allows employees to be flexible and creative in making decisions. With adequate empowerment, employees experience less role conflict and higher job satisfaction. This, in turn, lead the employee to deliver higher levels of service quality to customers. based on their judgements. In addition, management must trust that employees will arrive at solutions that not only meet customers' needs and expectations, but will also enhance the image and profitability of the retail firm.

27. Focusing on Customers. In order to encourage the development of relationships between customers and employees, firms need to implement
fective ways of rewarding customers for developing interpersonal relationships with employees. Firms might even point out to their customers the benefits of knowing a specific person within the organisation. To do this, firms can make use of database capabilities to reward their loyal customers. Despite this, care must be exhibited in placing too much emphasis on developing relationships with customers, as not all customers desire interpersonal relationships with their service provider. Yet, in some situation, customer loyalty behaviours can still be encouraged and generated via alternative methods such as providing customers with the option of user-friendly and functional self-service technologies, or providing customers with the option of online interactive information as well as online purchasing of the firm's products and services.

8. Reducing Customers' Perceived Risk, Consumers seek information to reduce their levels of perceived risk, as the more information the consumer has about the product, the more predictable the possible consequences. In searching for product and service related information, consumers seek informal sources, such as the recommendations of friends and relatives, as well as formal sources, such as the salesperson or via television programmes or newspapers and magazines. In addition, consumers avoid risk by remaining loyal to a brand which they have used and have been satisfied with. When consumers have no previous experience with a product or a service, they tend to trust a favoured or
well-known brand to help reduce their levels of perceived risk. Subsequently, the provision of some sort of service guarantee or return policy may prove helpful in reducing customers' perceived risk. In addition, it is also essential that the retail firm proactively plan and design approaches for service recovery in the event of a service failure. Through service recovery, service failures can be transformed into positive acts that can further strengthen customers' attitudes towards the firm.

6.5 CONCLUSION

Once the market share of the corporate retail players increases, the unorganized retail in country is set to experience a slide in their sales. According to an NSSO survey there is a significant decline of more than ₹12.5 lakhs in the number of self-employed retailers in India between 1999-2000 and 2004-05. It will be a bigger number at present. With the coming in of more and more bigger players it will be almost impossible for the small unorganized retailers in the country to do business. That will only lead to more social tension, violence, as witnessed in many parts of the country and also economic deprivation and joblessness. About 20 million urban workers and 12 Million rural workers depend on small retailing in India. Therefore to regulate the bigger stores and protect the self-employed retailers, necessary regulatory measures should be taken by the government and the policy makers.