Chapter-5

CONCLUSION AND RECOMMENDATIONS

The present research is about the Supply Chain Performance Management in Indian Organised Retail Industry. The research work covers two aspects. Firstly, the study of integration from the perspective of suppliers and retailers, use of Information Technology in providing feature and fit to the integration process and the assessment of integrations impact on overall business performance. Secondly, it identifies the important parameter playing a key role in integration process between suppliers and retailers. This chapter provides (1) Summary of research findings and major contributions, (2) Implications for practitioners, and (3) Limitations of the research and recommendations for future research.

5.1 Summary of Research Findings and Major Contributions

Today supply chain process is a core business process of major importance for the realisation of business strategy. It determines numerous key performance indicators of an organisation and has a major impact in its profitability and competitiveness. Therefore, supply chain can be considered as the most suitable operational framework for a transformation process to be based on. Overall organisational performance is meant to reflect the satisfaction rate of all interested parties (customers, employees, stakeholders, suppliers and social partners).

The analysis of the transformation process focuses on the distinct supply chain processes, which are interrelated from procurement of goods to delivery of finished goods and every company faces a different set of challenges and issues with respect to transforming their supply chains and integrating with companywide growth strategies.

The challenge is to integrate supply chains execution with the overall corporate business strategy, and to use the supply chains as a catalyst for business transformation or business
reinvention. These challenges are faced by one of the most booming industry in India today - the Indian Retail Industry.

The challenges which were identified in this research work are:

1. Linking supply chain strategy to overall business strategy and aligning supply chain initiatives to business objectives.

2. Managing the sources of supply by developing partnerships with suppliers to reduce the costs of materials and receive materials as needed.

3. Developing a supply chain information systems strategy that can support decision making at all levels of the supply chain and offers a clear view of the flow of products, and

4. Adopting cross-functional and cross-business performance measures that link every aspect of the supply chain.

Keeping the above challenges identified in this research work, this study through a systematic empirical analysis attempted to get into the roots of retail supply chain issues and tap the parameters responsible for making a substantial impact on the performance of an organisation.

Performance measurement of supply chain in highly diversified retail industry is challenging due to participation of so many retailers, manufacturers, suppliers, logistics and other service providers who are geographically dispersed. It is difficult to point out one particular entity within the chain for performance results. It is even more difficult to measure performance in inter-organisation environment when performance measurement within a single organisation possesses so much challenge.

During literature review, it has been observed that different studies (Beamon, 1999; Beamon and Chen, 2001; Gunasekaran et al., 2001, 2004) have indicated that the majority of the limitations stated by Neely et al. (1995) are quiet in case of performance measurement systems for supply chains and there is need for new measurement system
which can address these deficiencies. Recent empirical work (Frohlich and Westbrook, 2001; Vickery et al., 2003; Childerhouse and Towill, 2003; Gimenez and Ventura, 2005) shows compelling empirical evidence for the relationship between integration and performance. Referring to Chapter 2, empirical evidences seems to be overwhelming, a part of the literature doubts the results and approach taken in supply chain integration research.

Starting from the well known and often cited article of Fisher (1997) an increasing number of researchers has realized that supply chain integration might need a more tailored approach in order to be successful. One possible way to further explore that is to include context (Ho et al., 2002) or business conditions (Van Donk and Van der Vaart, 2004, 2005; Van der Vaart and Van Donk, 2006).

Section 2.2.1 and 2.2.3 explicitly explored many research work and studied their arguments towards the extend of integration and its impact on business performance, like, the former adversarial relationships between suppliers and customers change to one of mutual support and cooperation (Vokurka and Lummus, 2000). Higher level of supply chain integration will allow organisations to meet customers' needs faster and more efficiently than non-integrated organisations (Magretta, 1998a). A highly integrated supply chain is a real representation of superior SCM performance. Organisations that operate in isolation are placing themselves at competitive disadvantage (Wood, 1997).

Despite the strong consensus over the strategic importance of supply chain integration (SCI) (Clinton and Closs, 1997; Cooper et al., 1997; Handfield and Nichols, 1999), little is known about the relationship between supply chain integration and its impact on performance (Frohlich and Westbrook, 2001). Many researchers questioned whether supply chain integration is a reality or a vision (Bauknight, 2000; Fawcett and Magnan, 2002; Hammer, 2001; Neuman and Samuels, 1996). A need exists for causal models that will explain why and how integration will improve performance (Frohlich and Westbrook, 2001).
In line with the literature survey, the research work has identified a causal model to explain why and how integration will improve performance. The research work has attempted to elaborate the understanding of issues relating to supply chain integration, assess the level of logistical integration among the supplier and retailer and to determine whether a linkage exists between implementation of the integrated supply chain concept and a firm’s performance.

To address the gaps in the existing supply chain relationship, some important questions considered in this research have been as follows:

1. In dynamic retail industry, what are the key factors having greatest impact on the retail supply chain performance?
2. What is the extent of role played by Information Technology in the supply chain integration process in improving the overall business performance?
3. What important performance measures should be included to appropriately assess the performance of retail supply chain?
4. Do purchasing strategy and its component play a role in improving the performance measures?
5. What are the underlying dimensions of supplier selection and assessment that managers consider being important in making purchase decisions and how do these dimensions impact the business performance?
6. What are the important factors for evaluating retail operations more specifically the shelf management and inventory management?

Based on the above questions and the detailed summary in Chapter 2, the major objectives of this research have been presented as below:

1. To examine the role of supplier – retailer integration in business performance of the retail organisations.
2. To study the extent to which Information Technology provides the feature and fit to the requirement of supply chain integration process between retailer and supplier.
3. To study the purchasing strategy of retail organisations and explore the requisites of effective purchasing strategy.

4. To investigate the supplier selection process and identify the factors and criteria of selection.

5. To examine the inter-relationship between retail shelf management and inventory management.

Extensive Literature review, discussions with academicians and interviews with supply chain experts and practitioners have been used as the basis for developing the constructs for the study. Through this effort, six key supply chain operation parameters emerged:

(a) Supply Chain Integration,

(b) Role of Information Technology in Supply Chain Integration.

(c) Supply Chain Integration and Business Performance,

(d) Purchasing Strategy,

(e) Linking the Supplier Selection and Assessment, and

(f) Retail Operations.

A theoretical framework enables to predict the interrelationships between different constructs, in this research work attempts have been made to predict the interrelationships between organisations business performance, extent of integration between two partners and extent of Information Technology use in providing feature and fit to the integration process and finally assess its impact on the business performance of the organisation.

The result of data analysis and research objective-wise findings of the study can be tabulated as follows.
**Objective 1** To examine the role of supplier – retailer integration in business performance of the retail organisations.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Null Hypothesis</th>
<th>Data Analysis Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1R_A</td>
<td>$H_0$: There is no significant difference between perception rating on performance of the organisation resulting from supplier-retailer integration process in terms of agreeing to the factors and degree of satisfaction achieved as a result supplier-retailer integration process impacting business performance (Retailer Version).</td>
<td>We failed to reject the null hypothesis.</td>
</tr>
<tr>
<td>1R_B</td>
<td>$H_0$: Performance of retailer doesn’t depend on the extent of supply chain integration.</td>
<td>We failed to reject the null hypothesis.</td>
</tr>
<tr>
<td>2S_A</td>
<td>$H_0$: There is no significant difference between perception rating on performance of the organisation resulting from supplier-retailer integration process in terms of agreeing to the factors and degree of satisfaction achieved as a result supplier-retailer integration process impacting business performance (Supplier Version).</td>
<td>We failed to reject the null hypothesis.</td>
</tr>
<tr>
<td>2S_B</td>
<td>$H_0$: Performance of supplier doesn’t depend on the extent of supply chain integration.</td>
<td>We failed to reject the null hypothesis.</td>
</tr>
</tbody>
</table>
**Objective 2**

To study the extent to which Information Technology provides the feature and fit to the requirement of supply chain integration process between retailer and supplier.

<table>
<thead>
<tr>
<th>Null Hypothesis</th>
<th>Data Analysis Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>3  $H_0$: There is no relationship between supply chain integration process between retailer and supplier and extent of Information Technology use in a retail organisation.</td>
<td>Null hypothesis rejected.</td>
</tr>
<tr>
<td>4  $H_0$: There is no relationship between supply chain integration process between retailer and supplier and extent of Information Technology use in a supplier organisation.</td>
<td>Null hypothesis rejected.</td>
</tr>
<tr>
<td>5  $H_0$: Performance of retailer doesn’t depend on the extent of Information Technology use.</td>
<td>Null hypothesis rejected.</td>
</tr>
<tr>
<td>6  $H_0$: Performance of supplier doesn’t depend on the extent of Information Technology use.</td>
<td>Null hypothesis rejected.</td>
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</tbody>
</table>

**Objective 3**

To study the purchasing strategy of retail organisations and explore the requisites of effective purchasing strategy.

<table>
<thead>
<tr>
<th>Research Findings</th>
<th>Two constructs identified (refer 4.9.3):</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1. Internal Standards, and</td>
</tr>
<tr>
<td></td>
<td>2. Service Measures.</td>
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<tr>
<td><strong>Objective 4</strong></td>
<td>To investigate the supplier selection process and identify the factors and criteria of selection.</td>
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<tr>
<td>Research Findings</td>
<td>Three constructs have been identified (refer Para 4.9.4):</td>
</tr>
<tr>
<td>1.</td>
<td>Pre Selection Criteria,</td>
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<tr>
<td>2.</td>
<td>Service Criteria, and</td>
</tr>
<tr>
<td>3.</td>
<td>Relationship Criteria.</td>
</tr>
<tr>
<td><strong>Null Hypothesis</strong></td>
<td><strong>Data Analysis Result</strong></td>
</tr>
<tr>
<td>7</td>
<td>H0: There is no significant difference between the respondents’ perception towards agreeing and degree of satisfaction achieved in selecting key or preferred supplier.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Objective 5</strong></th>
<th>To examine the inter-relationship between retail shelf management and inventory management.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Findings</td>
<td>Four constructs have been identified (refer Para 4.9.5):</td>
</tr>
<tr>
<td>1.</td>
<td>Order Management,</td>
</tr>
<tr>
<td>2.</td>
<td>Fulfilment,</td>
</tr>
<tr>
<td>3.</td>
<td>Inventory Management, and</td>
</tr>
<tr>
<td>4.</td>
<td>Shelf Replenishment at Retail Outlets.</td>
</tr>
<tr>
<td><strong>Hypothesis</strong></td>
<td><strong>Data Analysis Result</strong></td>
</tr>
<tr>
<td>8</td>
<td>H0: There is no significant difference between the respondents’ perception towards rating a factor and degree of satisfaction achieved as a result of retail stores operations.</td>
</tr>
<tr>
<td>9</td>
<td>H0: There is no relationship between inventory management and retail shelf replenishment.</td>
</tr>
</tbody>
</table>
The research work with the help of the identified path indicates that business performance and Integration activities are working in isolation, and to bring in a strong impact in improving business performance, the need to relook into integration activities in retail sector is a must. Retail Industry has witnessed many failures in recent years; the organised retail sector in India is yet to achieve the robust rapid growth that was projected a few years back based on the huge market potential. Analyzing various important factors required for an effective and integrated retail supply chain, the study throws light into the need of linking integration and business performance. Integration between supplier and retailer need to be redesigned and a linkage must be established with business performance, with clear achievable performance measures.

Another major finding of the study is, in order to establish linkage between integration and performance, Information Technology should act as an enabler. According to the findings, Information Technology is driven by the level of integration planned for hence, a major conclusion may be drawn from the above analogy that to have a significant impact on business performance, a strategic move is required to decide the level of integration which in turn would call for Information Technology investments. The findings also shows clearly a significant impact on business performance is driven by Information Technology use, hence, to link integration to business performance. Information Technology would play a key role in building a long, sustainable, profitable supplier-retailer relationship.

The study also draws some major conclusion in identifying key factors in operational areas like purchasing strategy and supplier selection which plays a key strategic role in initiating and sustaining relationships between suppliers and retailers. In designing a purchasing strategy it has been empirically identified that two factors ‘Internal Standards’ and ‘Service Measures’ are critical for initiating a relationship and through these measures a retail organisation can develop metrics for assessing the quality of deliverables in terms of service measures and being guided through measurable internal standards for operating in a win-win model.
In same line, the research work empirically identified three factors as a selection criteria for suppliers and these factors are ‘Pre Selection Criteria’, ‘Service Criteria’ and ‘Relationship Criteria’. It is to be noted here that these factors were identified and validated keeping in mind the supplier selection process and the deliverables expected from the suppliers after the relationship is established. Pre selection criteria focuses mainly on those dimensions which are assessed to understand the compatibility of two parties, after that, service criteria would call for the actual deliverables which will impact the performance of the organisation, and finally, the relationship criteria will ensure that the relation between retailers and suppliers are evaluated at every stage to identify gaps and work towards continuous improvement. These factors under purchasing strategy and supplier selection criteria may be implemented by retailers to bring in significant improvement in the overall business performance.

Another conclusion is drawn that indicates that the path between supplier–retailer integration and performance is statistically insignificant and hence this relationship will not impact the final path in the model, that is, the retail organisation’s overall performance. This finding would directly help retailer to look into the bottle necks and gaps between retail shelf replenishment and inventory management. In order to narrow this gap, the first finding of the study may be referred here, that is, to have better relationship between retail shelf replenishment and inventory management, integration activities between supplier and retailers need to be strengthened. If correct measures are taken by retailers to strengthen the integration activities, this will lead to a better relationship between retail shelf replenishment and inventory management, and this would be reflected in improved operational efficiencies and a significant impact on overall business performance.

5.2 Implications for Practitioners
The following key findings of the study will likely to play very important role for Indian Retailers, in particular, in formulating future strategic integration plans and achieving the desired business performance with optimum inputs of resources and will help in sustainable growth and continuous improvement of its supply chain management operations.
**Finding 1:** *Business performance and integration activities are working in isolation.*

Implication: The resources employed for integration are not yielding the expected improvement in business performance. Although retailers are putting much effort and resources for integration with suppliers to improve their business performances, the finding of the study indicates that the performance of retailers doesn’t depend on the extent of supply chain integration. Rather, it has come up during the study that these two activities—business performance improvement and integration—are working in isolation. Integration is required to be considered as an important enabler for business performance where the retailers should carry out proper study before deciding on the level of investment of its resources.

The study indicates a wide gap between the objective of integration of retailers and the integration activities they are performing. Hence, practitioners must carefully evaluate various activities being undertaken for integration and redesign the integration to clearly establish a linkage with business performance. For effective monitoring and implementation of any integration plan, identification of clear measureable performance parameters is essential.

**Finding 2:** *In order to establish linkage between integration and performance, Information Technology should act as an enabler.*

Implication: Practitioner should understand the need of IT to build a positive integration framework for achieving desired business performance. The finding reinforces IT as an important tool for integration and performance for the Retailers. In this age of Information Technology, practitioners cannot undermine the importance and necessity of IT if he wants to compete in the industry and achieve improved business performance and integration with his suppliers.
Although, the need of basic IT infrastructure for integration is re-established in this finding, the next finding gives an insight to the level of investment in IT for integration with the suppliers that practitioners may look for.

**Finding 3:** *Information Technology is driven by the level of integration planned for.*

**Implication:** The myth or belief of many retailers that huge investment in IT will ensure higher integration is broken here. The study clearly establishes that mere investments in IT do not necessarily yield better integration which will in turn yield improved business performance. To have any significant impact on business performance, a strategic move is required to be taken by the practitioners to decide the level of integration which in turn would call for Information Technology investments. So, the investment in IT should be worked out based on the strategic decision taken on the planned business performance and the integration required to achieve the performance level.

**Finding 4:** *A significant impact on business performance is driven by Information Technology use.*

**Implication:** This finding again reinforces the need of IT for improvement in business performance of the retailers. Practitioners should always keep in mind that to link integration to business performance, Information Technology would play a key role in building a long, sustainable, profitable supplier-retailer relationship. So, retailers who are looking for sustainable business performance and growth in future must take strategic decisions on creation of basic IT infrastructure today failing which the lack of proper IT support for integration and performance will put them in competitive disadvantage in near future.
‘Business Performance’ of a retailer is dependent on both ‘Extent of Retailer and Supplier Integration’ and ‘Use of IT’. But the resource to be engaged for ‘Use of IT’ is decided based on the pre-decided ‘Extent of Retailer and Supplier Integration’ carefully planned by the retailer. Mere investment in IT infrastructure without examining its relevance to achieve desired level of integration will only increase the cost of overall operation and no significant improvement in business performance will be achieved. So the retailers must focus to build a robust and systematic process to assess integration level requirement with individual or group of suppliers and then plan and invest in suitable IT infrastructure to optimise return on investment. This is also likely to build an environment of mutual benefits with the suppliers as the suppliers will also likely to invest in IT based on the level of integration requirement.

Finding 5: ‘Internal Standards’ and ‘Service Measures’ as key factors in purchasing strategy.

Implications: The study also aims at developing an effective purchasing strategy for retailer for business performance improvement. Identifying the two key factors – ‘Internal Standards’ and ‘Service Measures’ – will reduce the efforts and increase the effectiveness in developing an effective purchasing strategy by retail organisation. The study further helps in identifying the important parameters, under these two key factors, which are statistically distinct and significant for developing the purchasing strategy as follows.
Key factor: Internal Standards (RIS)
1. Objective.
2. Roles and responsibilities.
3. Documented standard procedures.
4. Sourcing decisions.
5. Supplier selection procedures.
6. Supplier agreement.
7. Supplier/ vendor development programmes.
9. Certification of suppliers.

Key factor: Service Measures (RSM)
1. Stock out frequency.
2. Relationships with suppliers.
3. Partnering with suppliers.
4. Delivery time.
5. Response time.
6. Packaging abilities.
7. Shipping capabilities.
8. Logistics.
9. Use of latest technology.
10. Legal aspects.
11. Ethics in purchasing.

Thus with the help of above parameters, the practitioners should put emphasis on building measureable internal standards and develop metrics for assessment of the quality of deliverables in terms of service measures.

Implication: Identification of these three key factors will help organisations for long term sustainable relationships with their key suppliers. With these factors, practitioners will find it convenient to identify their key suppliers who are compatible and can work to build the lasting relationships with them for business development and growth. Pre-selection criteria will help to understand and assess the compatibility of the two parties. Service criteria will help to identify and focus on the actual deliverables impacting the performance of the organisation. The relationship criteria will help to ensure that the relation between retailers and suppliers are evaluated at every stage to identify gaps and work towards continuous improvement. Thus, retailers can bring in significant improvement in the overall business performance.

The study further helps to identify various important, distinct and significant factors to be considered for building these three criteria for the organisation as follows:

**Pre Selection Criteria:**
1. Geographical compatibility.
2. Technical expertise.
3. Insurance and litigation history.
4. References / reputation of suppliers.
5. Presence of certifications or other documentations.

**Service Criteria:**
1. Commitment to quality.
2. Overall product quality.
3. Customer service level.
4. Delivery of correct quantity.
5. Ability to meet delivery date.
6. Price of materials, parts and services.
Relationship Criteria:

1. Open to site evaluation/audits.
2. Flexible contract terms and conditions.
3. Willingness to share sensitive information.
4. Trustworthiness.
5. Willingness to integrate supply chain.

Thus the study aims not only to discuss the significance of supplier selection strategy of the retail organisation for overall business development but also to put an attempt to identify the factors need to be included for an effective supplier selection process by the practitioners.

Finding 7: There is no relationship between ‘Inventory Management’ and ‘Retail Shelf Replenishment’.

Implication: The finding of the study clearly establishes one of the key reasons of failure of many retailers in India. There is a wide gap between the inventory management activities and retail shelf management system in the industry. Loss of potential sales coupled with blocked idle money due to inefficient shelf replenishment system and poor inventory management will likely to lead any dynamic fast growing industry like retail into trouble. Hence, practitioners must put due emphasis on reducing this gap so that the retail shelf management and inventory management system of the organisation work hand in hand and not in isolation as came out during this study. This activity should be carried out as an integral part of the integration program with the suppliers for effective business development.

The study goes further in identifying detailed factors and criteria important for retail operations as follows:

Order Management:

1. We can accurately tell our customers when their orders will arrive.
2. Customers have real time access to product availability.
3. Customers can modify orders online (e.g., change quantities, add or delete items.

4. Customer order information is visible to our suppliers.

**Fulfilment:**
1. Multi-part shipments are merged prior to delivery.
2. Customers can select the channel to place orders (e.g., orders on web and pick up at physical stores).
3. Customers can track order fulfilment on the web.

**Inventory Management:**
1. Suppliers have visibility of our inventory.
2. We have visibility of inventory held by our suppliers.
3. We have visibility of in-transit inventory.
4. Inventory is positioned optimally across our supplier network to minimize our costs.
5. Inventory is positioned optimally across our supplier network to enhance delivery speed.
6. Our inventory is continuously replenished rather than replenished in large batch quantities.

**Shelf Replenishment at Retail Outlets:**
1. Observation delay.
2. Checkout delay.
3. Delays in locating products in the backroom or on shelf.
4. Delays in moving products from backroom to shelf.
5. Time needed in filling the shelf up to the maximum allocation
6. Updating inventory record with EPOS data from customer check out.
7. Updating inventory record when quantity of product on the shelf is entered by the manual worker observes inventory quantity on the shelf for each SKU on a periodic basis.
8. Updating inventory record when quantity of product on the shelf is entered by the manual worker inputs estimated quantity to inventory system if inventory on the shelf is low.

9. Updating inventory record when quantity of product on the shelf is entered by the manual worker gets an estimate of quantity of product in the backroom from inventory system.

10. Updating inventory record when quantity of product on the shelf is entered by the manual worker whenever available, makes sure that inventory in the backroom is updated.

With the help of above factors and important criteria, which were found to be statistically distinct and significant, the practitioner will likely to be able to develop an effective retail operation for his organisation.

As described above, this study had a quite broad and explorative approach, investigating different dimensions of supply chain from both retailers and suppliers perspective impacting the overall business performance of retail organisation. Although the importance of supply chain integration is well accepted, identification of the gaps and bottlenecks by the retailers has become a challenge today. The study strongly puts forward the findings to Retail Operation Managers to relook in their supplier-retailer integration process, link it to performance of the organisation through measurable metrics and strategically decide the degree of use and investments required from Information Technology for driving the retailer-supplier integration successfully. Conceptually, developing a workable supply chain integration model is a necessity in context to facilitation of supply chain performance through integration, which is essential for both the retailer and the supplier to stay competitive in a dynamic retail supply chain. This study would help the industry professionals in the retail industry in identifying several capabilities, their importance and mechanisms for integration process.
5.3 Limitations of the Research and Recommendations for Future Research

Any research work has got its own limitations due to the time and resource constraints, quality of response data and analytical tools used. These limitations give new dimensions to future research works. Some limitations of this study which have been come across during this research work and must be addressed in future research are as follows:

- The study focuses on relationship between suppliers and retailers. Future research may include customers also to extend the study and corroborate the findings of this study.

- The sample size of 200 suppliers and 207 retailers may affect the stability of the parameter estimates. Thus, the empirical findings from the suppliers’ and retailers’ perspective should be interpreted with caution. The retailer-supplier relationship presented can be considered a quasi-dyadic relationship. To compensate this limitation, face-to-face interviews would help future researchers to minimise any information lost in the survey.

- The hypermarkets and department stores formats of Organised Retail Industry were considered for the research. Future research may focus on bringing in analysis and results in retail format wise. Realising these limitations, future studies should collect data from a larger population to further validate or extend the theoretical constructs identified in this study.

- Future research may incorporate to establish path analysis with supplier selection and purchasing strategy design dimensions to its linkage to retailers overall business performance, but, it should be noted that the need of larger sample size would be required (R.H. Hoyle, 1995).

- This study can be extended to examine the hypothesized relationships across various retail formats both from retailers’ and suppliers’ perspective and more constructs may be identified for deriving and designing measurable metrics to link with the overall business performance.
• In this research work, the Structural Equation Modelling was presented for the first three sections of Retailer Version and Supplier Version, the model can be extended for all operational parameters identified, provided that the sample size increases, as Structural Equation Models tend to give better results with larger sample size; a general thumb rule is that the model should contain 10 to 20 times more observations than variables (R.H. Hoyle, 1995).

• The length of the questionnaire became a challenge because of the tight time schedule the retail professionals face today. So with the help of the findings of this study, researchers may develop a questionnaire which may capture the salient points of their study.

• Finally, future researches can expand the current theoretical framework by integrating new constructs beyond operational framework from managerial fields. For example, future research may incorporate ‘top management support’, 'company policies', 'training and development' and 'retail organogram' in their studies to bring in new dimensions.