"Study on Strategies adapted by Retailers in twin cities of Hyderabad for Sustenance in an Impending Competitive Environment"

Navin Prakash Mishra
Ph.D. Scholar, Rayalaseema University, Kurnool
(Reg. No: PP MAN 0768 A)

Prof. (Dr.) K. Rajanath
Retainer Consultant, Tata Quality Services, Hyderabad

Abstract: "Retailing involves all those activities that facilitate selling the products and services to the ultimate customer with an added value. Retailing in India is in two formats- organised and unorganised. While Indian market is dominated with unorganised retailing since ages, early nineties witnessed that organised retailing is also slowly but steadily growing. With advent of new FDI policy and fast changing demographics the Indian market is just facilitating an accelerated growth to organised retailing which also builds an ever growing and never ending competitive environment. In such an impending competitive environment, the organised retailers need to adopt suitable strategies for their survival.

It is in this contest, the present study on Strategies adapted by Retailers for Sustenance in an Impending Competitive Environment has been taken up with a focus on the adoption of strategies with regard to marketing, materials management, human resource management, usage of information technology and store atmospherics...

Keywords: Atmospherics, FDI, Human Resource, Information Technology, Inventory, Marketing,

1.0   Introduction:

Market[1] is a place where forces of demand and supply operate, and where buyers and sellers interact (directly or through intermediaries) to trade goods, services, or contracts or instruments, for money or barter. Markets include mechanisms or means for determining price of the traded item, communicating the price information, facilitating deals and transactions, and effecting distribution.

Retailing involves selling products and services to **Customers** for their personal or family use and not for further business purposes. "Retailing includes all those activities involved in selling products and services to the final customers for personal or non-business use"[2]. Thus retailing may be defined[3] as a set of business activities that together adds "**Value**" to the products and services sold by the retailer to the final customers for their personal or family use.

There are two formats of retailing, Unorganised and Organised Format. While Peddlers, Hawkers, Street Markets Mom & Shop etc. construe unorganised formats , Specialty Stores, -----
Department Stores, Convenient Stores, Super Markets, Hyper Markets etc. are categorized as
Organised Formats. Organised Format offers a wide variety of benefits to the customers due to its ability to explore the lowest cost suppliers around the world, having deeper knowledge and operation of lean distribution systems, achieving lower costs by building cold storages, warehouses and processing facilities and possessing downward logistics to reduce cost to customers. A retail value chain delivers total bundle of benefits to customers through:

1. **Store Operations** encompassing activities such as managing physical facilities (parking: lots, points of entry and exit), climate control and energy use, lighting, etc.
2. **Merchandising** consisting of activities in acquiring particular goods and making them available at the places, times and prices and in the quantity that enable a retailer to reach its goals,

---

[1] www.businessdictionary.com/definition/market.html
[2] Kotler Summary - Chapter 19: Managing Retailing, Wholesaling**,** *https://www.mbaboost.com.*
[3] Biplab. S. Bose, (2007) "Marketing Management (Text & Cases)"**,** Chapter 20, Himalaya Publishing House, First Edition, Pp. 509.

3. **Logistics & Distribution** involving two distinct but integrated functions of material management and physical distribution management.
4. **Marketing** which not only manages the demand but also significantly change customer lifestyle and contributes to the ecological balance to the country. The idea of marketing in an organisation today is one of integration of customer with the organisational resources.
5. **Purchasing** makes it a managerial activity which includes the planning and policy activities covering a wide range of related and complementary activities such as selection of materials and sources of supply.
6. **Corporate Services** are support functions such as Finance, HR, IT and Administration. IT plays a key role in improving the efficiency as well as Customer Relationship Management (CRM) activities.

2.0   Indian Scenario:

2.1:   Growth of Organised Retailing:

The Indian Retail sector has come off age and has gone through major transformation over the last decade with a noticeable shift towards organised retailing[4]. The retail market[5] is expected to reach a whopping Rs. 47 lakh crore by 2016-17. The retail market, (including organised and unorganised retail), was at Rs. 23 lakh crore in 2011-12. According to the study, organised retail, that comprised just seven per cent of the overall retail market in 2011-12, is expected to grow at a CAGR of 24 per cent and attain 10.2 per cent share of the total retail sector by 2016-17 due to "favourable demographics, increasing urbanization, nuclearisation of families, rising affluence amid consumers, growing preference for branded products and higher aspirations are other factors which will drive retail consumption in India,".

High consumer spending over the years by the young population and sharp rise in disposable income are driving the Indian organised retail sector's growth. The organised sector's growth potential is expected to increase due to globalization, high economic growth, and improved lifestyle. Organised Retailing is emerging as the new phenomenon in India and the market is growing exponentially.

2.2.   Foreign Direct Investment in Retail:

Government of India, 20th Sept. 2012,[6] issued notification for allowing foreign direct investment (FDI) in multi-brand retail. Therefore, the way is now clear for global retail giants such as Wal-Mart, Carrefour and Tesco, to set up shop with a local partner and sell directly to Indian customers. The entry of Swedish retail giant IKEA, which had lined up Rs.10, 500-crore for investment in India was made easier due to the new FDI norms in single-brand retail to relax the norm for 30-per cent outsourcing from local small and medium industries.

RBI Deputy Governor, Mr. Subir Gokarn[7], observed that increasing the scale of investments in organised retail is one way to increase productivity and distribution efficiency and FDI is an enabler of that.

3.0   Need for the Study

Until early nineties the retail industry was dominated by the unorganised retail sector. Several factors such as availability of limited brands, government regulations lack of trained man power, lack of customer awareness and restrictions over entry of foreign players into the sector contributed to the sluggish growth of organised retailing. Foundation of organised retail in India was laid by Kishore Biyani of Pantaloons' Retails India limited (PRIL). Following Pantaloons' success, host of Indian business giants, such as Reliance, Bharti, Birla and others have entered into retail sector. The factors that have driven India's retail market include increase in young working population, affordability, nuclear families in urban areas, increasing working-women population, increase in usage of information technology etc.

With above dynamic demographics "Retailing" now a days has become the buzzword in India and the need of the hour is to develop systems and processes by retailers to deliver to the customers their demanded value. This has been further aggravated by the modifications in Foreign Direct Investment with regard to "Single" and "Multi branded products. Therefore, the environment around retailing is becoming more dynamic. In such a volatile environment, unless retailers adapt suitable strategies to deliver the demanded value to

---

[4] Retail Industry in India (2016) - Trends, Overview, Analysis, Shine.com*info.shine.com/industry/retail/7.html)*
[5] DS Rawat, (2014), Assocham Secretary General Assocham India, www.assocham.org/newsdetail.php?id=4386
[6] FDI in Multi Brand Retail, The Hindu, Hyderabad Edition, 20.09.2012, Pp.1
[7] Subir Gokarn, Deputy Governor, RBI, "Multi Brand Retail Good for India", The Indian Express, Chennai Edition, 03.10.2012, Pp.1

customers, it is difficult for them to sustain. It is in this context the study is aimed at the strategies adopted by retailers with a specific focus on retailing in twin cities of Hyderabad.

4.0 Literature Review:

4.1. Mark Stephen, (2009),[8] found that innovation and creativity is the order of the day. Business houses, especially in the retail industry, have to be on their toes, keeping their eyes and ears open for any slight development in the market, to be in the reckoning. As competition heats up in different domains and verticals of the organised retail game, with the entry of leading international brands and many Indian retail giants consolidating and expanding with a vengeance, the Indian retail market is definitely not for the fainthearted.
Retail companies have to start looking for innovative formats that can make them distinctive and unique - a cut above the rest. One of the latest retail formats making a Grand entry in this game of guts and guile is 'Wedding Malls'. An unheard of entity in advanced global retail markets like the United States and Europe; it has become a big hit in India. These wedding malls stock a

While list of items and products that go into any big fat Indian wedding, ranging from jeweler to apparels. Retailers are astutely combining the best of the global retail trends with the local flavors, keeping in mind the needs and preferences of the target **consumer**s. Such customization and blending of ideas to come up with innovative formats is not only a welcome change, but a necessary requirement to be a step ahead of competitors in this rather crowded market. In fact, only innovation can save the day; and players in the organised India retail sector have to start thinking out-of-the-box to initiate inimitable retail formats that can take them forward in the game.

4.2: Martinean, (1958)[9] has studied the store image way back in 1950s. He was the first to link store image to the image that the shopper has of oneself. Store image he called as personality of the store. Martinean defined the store personality or image of the store i. e. the store is defined in the shoppers' mind, partly by its functional qualities and partly by the quality of psychological attributes. He lists functional attributes such as location, price ranges and merchandise selection of the store, and illustrates the psychological symbols (emblems) and the colors advertising and the store sales personnel.

4.3: According to Philip Kotler, (1973),[10] the physical elements in a store are designed that appeal to consumers' emotions and encourage buying, helps to create an image and Position a retailer. Exterior atmospherics elements include the appearance of storefront, display, windows, store entrances, and degree of traffic congestion. Interior atmospherics comprises of various elements, such as, store fixtures, coverings on the floor, painting on the walls, attractive lighting, etc.

4.4: Block, Ridgway and Dawson (1994)[11] found that customers view malls as a place not only for shopping but also for other activities, such as entertainment, socializing with friends and
browsing with no intention of buying. These multiple motives inherent within a single shopping trip clearly indicate the entertaining capabilities of shopping.

4.5: Steve Burt, Jose Carralero-Encineas (2000) [12] argue that for many retailers competitive advantage in the home market has been based upon the development of strong store and corporate images. The construction of store image, comprising both tangible and intangible dimensions, compounds problems of moving into international markets, as **consumer**s in the host environment are less familiar with the intangible dimensions of image, which have been built up over time with exposure to the retail company. Retail companies therefore need to fully understand the importance of image in competitive positioning.

---

[8] Mark Stephen, (2009), *"Innovative Retail Formats in India",* retrieved from http: / Ezine Articles.com/3159934, October, 26.
[9] Martine an, Pierre. (1958), *"The personality of the Retail Store",* Harvard Business Review. Jan/Feb, Vol.36; Issue 1, (Pages, 47-55.).
[10] Philip Kotler (1973), *"Atmospherics as a Marketing Tool".* Journal of Retailing Pp 49, 48-64.
[11] Block P, .N. Ridgway and S. Dawson, (1994). *"The Shopping Mall as **Consumer** Habitat",* Journal of retailing, Vol.70, Issue 1, (Pg. 23-42)
[12] Steve Burt, Jose Carralero-Encineas (2000) *"The role of store image in retail internationalization".* International Marketing Review. ; Volume .17, No. 4/5, Pp: 433-453.

4.6: Anna S. Matila & Jochen Wirtz (2001)[13] have studied the atmospherics influence on **consumer** behavior. They support that the arousing quality of ambient stimuli is one dimension along which holistic evaluation occur, and that pleasant ambient stimuli are perceived more positively when there arousing qualities match rather than mismatch.

4.7: Piyush Kumar Sinha & Sanjay Kumar Kar. (2007) [14], stressed on the value to the transformation and this emerging market is witnessing a significant change in its growth and investment pattern. Both existing and new players are experimenting with new retail formats.

Currently, two popular formats-hypermarkets and supermarkets are growing very fast. Apart from the brick – mortar formats, brick-click and click-click are also visible on the Indian retail landscape. **Consumer** dynamics in India is changing and the retailers need to take note of this and formulate their strategies and tactics to deliver value to the customer.

4.8: According to Warren S. Kelgon,[15], the store atmosphere varies along the dimensions: pleasantness, arousal and dominance. This response, in turn, influences behavior, with greater likelihood of purchase in more pleasant settings and in settings of intermediate arousal level. A different element of a retailer's in store environment, Music and crowding, can influence **consumer**'s perceptions of a stores atmosphere, whether or not they visit a store, how much time they spend in it and how much money they spend there." (Grewal et al, 2003), Baker (et al, 2002) provides a good review of this research and categorizes the elements of store

atmosphere into physical features like design, lighting and layout, ambient features like music and smell, and social features like type of climate, employee availability, and friendliness. It is noted that a store's atmosphere and ambience play a very vital role in appealing to **consumer**'s perception and psychological costs of shopping and a pleasing physical design lowers the economic and psychological cost. Music lowers the psychological cost as well. Store atmosphere mediates **consumer** perceptions of other dimensions of store image. Store's design perceptions significantly affect **consumer**'s perceptions of merchandise price, Merchandise quality and employee service quality. influences, good orientations, customer selling orientation and overall work satisfaction. According to them, salesperson's personality plays a significant role and affects the sales.

4.9: Velitchka D. Kaltcheva & Barten A. Weitz, (2006),[16] examined the impact of store environment on consumer behavior. The conceptual framework that the authors develop proposes that the consumers' motivational orientation moderates the effect of the arousal produced by a store environment on the pleasantness of the environment. Two experiments support the framework. When **consumer**s have a recreational, motivational orientation, high arousal has positive effect on pleasantness, but when **consumer**s have a task oriented motivational orientation, high arousal decreases pleasantness. In addition, high arousal increases **consumer**s intention to visit and make purchases in the store for recreationally oriented **consumer**s, but it has negative impact on shopping behavior for task oriented **consumer**s. Pleasantness mediates the effect of arousal on shopping behavior.

4.10: Carrie Yu, N.V. Shiv Kumar & Vivek Mehra, (2006-2007), [17] expressed that the Indian supply chain management is evolving and for rapid economic growth, modern supply chain structures and systems are imperative. Currently in India, there is 20-40% wastage for the perishable produce due to multiple intermediaries, wastage during transportation and storage, high cycle times and an absence of cold storage systems. The supply chain can be made more efficient through economies of scale in procurement and transportation, bulk storage, trend forecasting and analysis of sales patterns to minimize inventory, improve fund management and enhance service levels in terms of availability.

4.114: According to Deepika Jhumb & Ravi Kiran, (2011),[18] the modern Indian **consumer** is seeking more value in terms of improved availability and quality, pleasant shopping environment, financing option, trial rooms for clothing products, return and exchange policies and competitive Prices. This has created a rapid growing opportunity for organised, modern retail formats to emerge in recent years and grow at a fast pace. The

---

[13] Anna .S. Matila&JochenWirtz (2001), *" Congruency of Scent and music as a driver of in store evaluations and behavior."* Journal of Retailing, Year 2001, Vol. 77, (Pg. 273-289).

[14] Piyush Kumar Sinha & Sanjaya Kumar Kar (2007), *"An insight into the growth of retail Formats in India."*, W.P. No;--03-04, IIM, Ahmadabad

[15] Warren S. Kelgon (1971), *"Marketing"*, published by Prentice Hall, Pp 467

[16] Velitchka D. Kaltcheva and Barten A. Weitz (2006) *"When should a retailer create on exciting store environment"*, Journal of Marketing- American Behavior" Marketing Association, Vol. 70 ;No.1

[17] Carrie Yu, N.V. Shiv Kumar &VivekMehra, (2006-2007), *"New Dynamics: The impact on modern retailing."* Retrieved from: @ pwc.com.

[18] Deepika Jhumb & Ravi Kiran (2011), "Organised Retail in India – Drivers Facilitator and SWOT Analysis" – Asian Journal of Management Research, Volume 2, Issue 1..

Indian retail sector is witnessing tremendous growth with the changing demographics and an increase in the quality of life of urban people.

4.12: Rajanath etal (2015) [19] state that the retailers have a good understanding of changing environment such as new FDI policy and its impact, have taken adequate measures such as

inventory management to reduce the cost and faster delivery of products and formulating appropriate marketing strategies including building up customer relationship, quality services to

customers aiming all these for better image development.

4.13: Kishore Biyani (2011),[20], Founder & group C.E.O., Future – Group, said in Indian Retail Forum that modern retail has a huge potential to not only benefit from India's increasing consumption demand, but also create demand for value added products, boost local entrepreneurship, create jobs and raise income levels. At India Retail Forum, let us explore how we can collaborate to create consumption demand and offer Indian consumers, a better standard of living by providing better products at best prices.

5.0   Objectives of the Study:

In the above context, objective is to study "***Strategies adapted by Retailers to sustain in an Impending Competitive Environment***".

6.0   Research Design:

6.1: Sources of Information:

While the secondary source of information, as detailed under literature review lead to the formulation of objective of the Study, the primary source of information is developed in the form of a questionnaire to endorse the study objectives. The questionnaire has been formulated based on the following five basic factors, which facilitate in formulating appropriate strategies by

retailers to sustain in an impending environment: Marketing Activities,

1.   Marketing Activities,
2.   Materials Management,
3.   Human Resource Management,
4.   Usage of Information Technology, and
5.   Store Atmospherics for a better Store Image

These Five factors are expanded to issues, as given below, to formulate the questionnaire.

1.0:   Marketing Activities:
            1.1:   Methods adopted to counter competition
            1.2:   Customer Benefits delivered
            1.3.   Maintenance of Customer Data Base
            1.4.   Format for maintenance of Customer Data Base
            1.5   Sources Customer Data Base
            1.6.:   Basis for preparing Customer Profile

2.0: Materials Management
            2.1   Extent of matching the mix of inventory with customer demands
            2.2.   Techniques of Inventory management adapted
            2.3.   Technology utilized for maintaining Inventory
            2.4.   Frequency of Store Verification
            2.5   Periodic implementing Stock verification
            2.6.   Performance of Flow of Goods
            2.7   Extent of sharing information with vendors.
            2.8.   Share sales information with vendors
            2.9.   Vendor's participation in forecasting and planning business activities

3.0: Human Resource Management
            3.1.   Sales person's role in case of high value and technological goods
            3.2:   Ranking the factors in relation to customer service

[19] Dr. K. Rajanath & NP. Mishra (2015), "Retailing in India—A Retailer Perspective", Global Journal of Research in Management Volume- V, No.1, Pp- 80-103

[20] Kishore Biyani,(2011), Founder & Group C.E.O, Future Group, India Retail Forum, September 20th and 22nd.

3.3:   Factors in relation to value to the customer

4.0: Usage of Information Technology
4.1   Computer literacy rate of employees,
4.2   Percentage of usage of computer proficiency in daily dealings.
4.3:   Applied level of technology
5.0; Store Atmospherics
5.1   Maintenance of fragrance & music in the store atmospherics

6.2: Sampling:
Simple random sampling technique was used to select the sample.
Questionnaire was then sent to 20 retailers in twin cities of Hyderabad and responses were obtained from 15 retailers, a response rate of 75%. Some of the responses were even undertaken with personal discussion with executives.to get clarity. The list of 15 respondents is given below:

Table-1:
Profile of the Sample of Retailers

01	Mehdipatnam, Hyderabad.	Spencer's Super Market	06	Nagole Cross Road, Hyderabad.	Metro	11	Begumpet, Hyderabad	Shopper's Stop
02	Maheswari Complex, Abids, Hyderabad.	Big Bazar	07	DRDO, Hyderabad.	Trinetra	12	Nampally, Hyderabad.	West Side
03	Champapet, agar Road, Hyderabad.	De Mart	08	Nalagonda Cross Road, Hyderabad,	Pantaloon	13	Santosh Nagar, Hyderabad.	Magna
04	Panjagutta, Hyderabad.	Heritage Foods Ltd.	09	Vinay Nagar, Hyderabad.	Reliance Fresh	14	Tank Bund, Hyderabad	Prasad Imax
05	Panjagutta, Hyderabad.	Hyderabad Central	10	Dilsukh Nagar, Hyderabad.	Reliance Digital	15	Barkathpura, Hyderabad.	Foodworld , Supermarket

6.3: Data Analysis:
The data thus obtained from the responses of retailers was tabulated. Using statistical tools such as averages and percentages, the analysis was carried out.

Table-2:
Competition from other Retailers

Competition	Yes	No
Percentage	100	Zero

Table-3:
Methods to face Competition

Method	Listen to customers' opinions	Attend trade shows organised by the retailers	Gather information on competitors' products and industrial changes	Visiting the new malls and unique stores	Vendor's opinion on the best retailers for the same offering
Ranking	Second	NIL	First	NIL	NIL

Table-4:
Activities to Benefit the Customers

Parameters	Credit Card acceptance	Exchange of goods	Trail Rooms	Home Delivery	Demonstration
Ranking	First	Nil	Nil	Second	Nil

Table-5:
Maintenance of Customer Data Base

Maintenance of Customer Data Base	Yes	No
Percentage	100	Zero

Table-6:
Format for maintenance Data Base

Format	Register	Visiting Cards	Computers
Percentage	75	Zero	25
Rank	First	Nil	Second

Table-7:
Sources of Customer Data Base

Source	Sales records	Account details	Service records	Enquiries & Orders	All of these
Percentage	75	Zero	Zero	Zero	25

Table-8:
Basis for Preparing Customer Profile

Preparing customer profile	Amount of billing	Variety in shopping list	Frequency of visits
Percentage	50	Zero	50

Table-9:
Extent of Matching the Mix of Inventory with customer demands:

Matching mix of Inventory	Great Extent	Moderate Extent	Least Extent
Percentage	75	25	Zero

Table-10:
Adopted techniques of Inventory Management

Inventory management techniques	ABC Analysis	FSN Analysis	Ageing	Trend Analysis
Percentage	50	Zero	25	25

Table-11:
Technology utilized for Maintaining Inventory

Technology used for Inventory maintenance	Manual	Software driven	Both
Percentage	Zero	Zero	100

Table-12:
How often Stock Verification Implemented:

Stock verification	Periodically	On a routine basis
Percentage	50	50

.

Table-13:
Frequency of Store Verification

Frequency of Store Verification	Daily	Weekly	Monthly
Percentage	Zero	75	25

Table-14:
Flow of Goods.

Parameter	Management of goods flow	Stores Management	Stores Locations
Percentage	75	75	75

Table-15:
Extent of Sharing Information with Vendors.

Extent of sharing information	Fully Share	Partially share	Do not share
Percentage	75	25	Zero

Table-16:
Share Sales Information with Vendors.

Sharing sales information with your suppliers	Yes	No
Percentage	75	25

. **Table-17:**
Vendor's participation in Forecasting and Planning Business activities.

Vendors participation in forecasting	Fully participate	moderately participate	Do Not participate
Percentage	25	50	25

Table-18:
Sales person's role in case of High Value and Technological Goods

Extent of Sales person's role	Great	Moderate	Least
Percentage	100	Zero	Zero

Table-19:
Ranking the factors in relation to Customer Service

Factors	Handling of customers	Warranty	Delivery Returns	Repair
Percentage	100	75	50	42
Ranking	First	Second	Third	Fourth

Table-20:
Factors in relation to Value to the Customer

Factors	Varieties of a certain product	Access of a certain product	Minimum possible price
Percentage	75	83	92
Ranking	Third	Second	First

Table-21:
Computer Literacy Rate of Employees

Computer literacy	Above 75%	Above 50%	Above 25%	Above 10%
Percentage	75	Zero	25	

Table-22:
Percentage of Usage of Computer Proficiency in daily dealings.

Extent of usage of computer proficiency	High	Moderate	Least
Percentage	50	50	Zero

Table-23:
Applied Level of Technology

Application of level	ERP	E-POS software package	Internet	M. S. Office
Percentage	75	25	Zero	Zero

Table-24:
Extent of Maintenance of Store Atmospherics - Fragrance and Music

Extent of maintenance of fragrance and music	Great	Moderate	Least
Percentage	100	Zero	Zero

7.0   Summary:

The summery of the study is briefed in a tabular form, at Table-24

Table-25
Summary of the findings

SN	Factor	Issue	Inference
01	Marketing	Competition from other Retailers	All the respondents unanimously endorsed that there is competition from other retailers
		Methods adopted to counter competition	Retailers responded that they gather information on competitors' products and industrial changes, followed by Listen to customers' opinions
		Customer Benefits delivered	Acceptance of Credit cards emerged as the unanimous activity to be adopted by retailers to benefit the customers, followed by Home Delivery as an activity to benefit the customer
		Maintenance of Customer	100% positive response with regard with regard to maintain

		Data Base	customer data base was obtained.
		Format for maintenance of Customer Data Base	Majority of retailers make use of resisters for maintaining data base of Customers
		Sources Customer Data Base	75% of the retailer's responded using sales record as the source
		Basis for preparing Customer Profile	50 % of respondents affirmed for each of amount of billing and frequency of visits.
02	**Materials Management**	Extent of matching the mix of inventory with customer demands	75% of the retailers responded that they maintain to a great extent
		Techniques of Inventory Management. adapted	In respect of inventory management techniques adopted 50% respondents positively endorsed use of ABC Analysis,
		Technology utilized for maintaining Inventory	All the respondents positively stated that they make us of both software and manual methods for maintaining inventory
		Frequency of Store Verification	The analysis presents that periodical and routine stock verification shared equally
		Periodic implementing Stock verification	While three – fourths of respondents revel that weekly store verification is adopted, whereas remaining responded it to be monthly.
		Performance of Flow of Goods	75% of the retailers have endorsed all the factors of "Management of Goods Flow", "Stores Management: and "Location of Stores" are responsible for the performance of the Outlet in terms of Goods Flow
		Extent of sharing information with vendors.	Majority of retailers positively responded
		Share sales information with vendors	75% retailers responded that they share sales information with the vendors
		Vendor's participation in forecasting and planning business activities	Majority of retailers positively responded
3	**Human Resource Management**	Sales person's role in case of high value and technological goods	It is observed that all the respondents unanimously affirmed that the sales personnel of the outlet are greatly involved in their desired role
		Ranking the factors in relation to customer service	While all the respondents unanimously affirm and ranks number one for "Handling of Customers", which is then followed with lesser response for Warranty, Delivery Returns and Repair in the descending order
		Factors in relation to value to the customer	The retailers observe that giving minimum possible price to be the highest in ranking and then followed by access to a product and last to the variety of product
4	**Usage of Information Technology**	Computer literacy rate of employees	75% of respondents affirmed that their employees have computer literacy above 75%
		Percentage of usage of computer proficiency in daily dealings	While 50% of retailers responded that their sales persons use to a great extent and the remaining half was having the usage of computer proficiency to moderate extent
		Applied level of technology	75% Retailers responded that most of the base processes of their retail business involve ERP
5	**Store Atmospherics**	Maintenance fragrance & Music	All the respondent Retailers reiterated that good mix of store atmospherics is maintained to facilitate customer shopping

8.0 Conclusions:

From the above summary the conclusions of the study are:

Retailers agree that there is competition and therefore, adopt the following strategies, described under: Marketing, Materials management, Human Resource Management, Usage if Information Technology and Store Atmospherics:

.1. **Marketing Strategy**: The following Marketing Strategies are adopted by the Retailers:
   i. Among the major benefits delivered to the customers, "Acceptance of the Credit Cards" assumed significance importance, followed by "home delivery" to Customers
   ii. Retailers maintain Customer Data Base in the form of "Registers", which is prepared based on, the "volume of Sales:, "Amount of Billing" and "Frequency of Visits" made by Customers.
   iii. Gathering information on Competitor's Products" and "Industrial Changes",
   iv. They adapt to the principle of Listening to the Customers", and
   v. Giving "Minimum Possible Price" and "Access to Products"

2. **Materials Management Strategy**: The following Materials Management Strategies are adopted by the Retailers:
   i. Maintaining the "Right Mix of Products" is one of the most important materials Management Strategy, through
   ii. Periodic, i.e. "Weekly Stock Verification",
   iii. Adopting appropriate "Inventory management Techniques such as ABC Analysis",
   iv. Make usage of both "Software & Manual Methods" for Inventory management,
   v. Concentrate on "Performance ot Outlet" through "Management of Goods Flow", "Stores Management: and "Location of Stores" etc., and
   vi. Maintain good relation with "Vendors" through mutual involvement in sharing information on various factors such as "Sales Information", "Business Planning and Forecasting".

3. **Human Resource Management Strategy**: The human resource management strategies include:
   i. Considering "Handling of Customers" as the top priority attached to their sales personnel, and
   ii. Sales Personnel are trained to deal with "Warranty", "Delivery Return" and "Repairs"

4. **Information Technology Strategy:** Usage of Information Technology is an important dimension of the Strategies adopted, wherein the retailers make sure that:
   i. Employees are Computer Literates,
   ii. "Using Computers" to a very large extent and "Adopting ERP" as the base process of their Information Technology,

5. **Maintenance of Store Atmospherics**: Maintenance of Store Atmospherics as a strategy involves maintenance of a good mix of "Fragrance" and "Music" to facilitate shopping for customers

9.0 Suggestions:

As stated above, Retailing being the ultimate or end activity of Marketing, the following factors may be taken in to consideration by the Retailers in their attempts to enhance their sustenance in an impending competitive environment.

Under Marketing Strategy, Retailers need to take up Communication as a basic means to the Customers particularly in the context of Information Technology and thereby adding superior value addition to customers. As it is quite often mentioned fact that if one needs to survive and grow in an ever increasing competitive environment, should adapt the method of "Differentiate or Perish". Continuous communication is the only method to achieve this.

As far as Materials management is concerned, it seems Retailers are doing their best, but in terms of usage of Inventory Management Techniques, it is felt they need to adopt "Just in Time (JIT)" as an Inventory Management Technique which reduces the costs of inventory maintenance and adding better value to customers in terms of reducing price(s).

References

[1]. www.businessdictionary.com/definition/market.html
[2]. Kotler Summary - Chapter 19: Managing Retailing, Wholesaling, *https://www.mbaboost.com.*
[3]. Biplab. S. Bose, "Marketing Management (Text & Cases)", Chapter 20, Himalaya Publishing House, First Edition, 2007, Pp. 509.
[4]. Retail Industry in India 2016 - Trends, Overview, Analysis, Shine.com*info.shine.com/industry/retail/7.html*)
[5]. DS Rawat, Assocham Secretary General Assocham India, www.assocham.org/newsdetail.php?id=4386
[6]. FDI in Multi Brand Retail, The Hindu, Hyderabad Edition, 20.09.2012, Pp.1
[7]. Subir Gokarn, Deputy Governor, RBI, "Multi Brand Retail Good for India", The Indian Express, Chennai Edition, 03.10.2012, Pp.1

[8]. Martine an, Pierre. (1958), *"The personality of the Retail Store",* Harvard Business Review. Jan/Feb 1958, Vol.36; Issue 1, (Pages, 47-55.).

[9]. Philip Kotler (1973), *"Atmospherics as a Marketing Tool".* Journal of Retailing 1973.Pg 49, 48-64.

[10]. Block P, .N. Ridgway and S. Dawson, (1994). *"The Shopping Mall as* **Consumer** *Habitat",* Journal of retailing, Vol.70, Issue 1, (Pg. 23-42)

[11]. Steve Burt, Jose Carralero-Encineas(2000),*" The role of store image in retail internationalization".* International Marketing   Review . ; Volume .17,No. 4/5, yr.2000.(Pp: 433-453).

[12]. Anna .S. Matila&JochenWirtz(2001), *" Congruency of Scent and music as a driver of in store evaluations and behavior."* Journal of Retailing, Year 2001, Vol. 77, (Pg. 273-289).

[13]. Piyush Kumar Sinha & Sanjaya Kumar Kar (2007), *"An insight into the growth of retail Formats in India.",* W.P. No;-2007-03-04(March-2007.), IIM, Ahmadabad

[14]. Warren S. Kelgon, *"Marketing",* published by Prentice Hall, 1971, Pp 467

[15]. Velitchka D. Kaltcheva and Barten A. Weitz *" When should a retailer create on exciting store environment",* Journal of Marketing- American Behavior" Marketing Association (2006), Vol. 70 ;No.1.

[16]. Carrie Yu, N.V. Shiv Kumar &VivekMehra, (2006-2007), *"New Dynamics: The impact on modern retailing."* Retrieved from: @ pwc.com.

[17]. Deepika Jhumb & Ravi Kiran (2011), "Organised Retail in India – Drivers Facilitator and SWOT Analysis" – Asian Journal of Management Research, Volume 2, Issue 1, 2011.

[18]. Dr. K. Rajanath and NP. Mishra (2015), "Retailing in India—A Retailer Perspective", Global Journal of Research in Management (2015) Volume- V, No.1, Pp- 80-103

[19]. Kishore Biyani, Founder & Group C.E.O, Future Group, India Retail Forum, September, 20-22; 2011