

Brand Building Measures for Organized Retail Outlets

An empirical study

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Key Words

Actual Shopping, Music and Customer Satisfaction, Fragrance and Customer Satisfaction, Playing Area/ Activity, Customer Service etc.

Abstract

Brand Building in general is one of the issues concerning Strategic Brand management. Retailer issues in Branding are a branch out of this. The purpose of this paper is to identify certain measures for building Retail brand especially in the organized sector, with objectives such as to identify which activity the customers most prefer in any Retail Outlet, to identify the customers level of satisfaction towards a Retail outlet through a survey, to establish the relationship between satisfaction level and existence of Play area in an organized Retail outlet and to suggest some ways and means such application of Music and fragrance in an organized retail outlet as brand building measure. This paper also discusses on specific literature study on the Retail Brand building measures. In order to study the feasibility of existence of certain parameters, an exploratory pilot study was conducted and a quantitative analysis using Chi-Square testing was also done by defining suitable Research question and Hypothesis. The results were compiled in the findings. Based on the secondary research, some specific suggestion as propounded by some eminent academicians, were also brought out in the findings. A few recommendations based on the primary research findings have also been provided.

Introduction

It is indeed a well known fact that the retail industry is undoubtedly on the rise and a definite market for expansion. A report in the Business world dated 20 Dec 2010 indicates that low penetration of organized retail in India allows scope for growth and this organized retail has grown at 24% CAGR over the past four years. Although the concept of Retail is quite old, it has assumed significant role in terms of business with the advent of Organized Retail. Though on the whole the size of the Retail Industry in India is about \$360billion, the share of Organized Retail is only about 5% (about \$17 billion). This clearly shows that Organized Retail can well be equated to a treasure hunt waiting to unravel the hidden potentialities. These hidden potentialities are going to be the cornerstone for the Brand building measures for the Organized Retail. Keeping this as the objective, a simple but an empirical study was conducted to identify some

possible factors as brand building measures of Organized Retail Outlet. The details of the study are provided in the subsequent paragraphs.

Objectives

- To identify which activity the customers most in any Retail Outlet as this could be a vital factor in building a retail brand.
- To identify the customers level of satisfaction towards a Retail outlet through a survey
- To establish the relationship between satisfaction level and provision of Play area in a Retail outlet
- To suggest some ways and means as brand building measure with regard to Retail Outlet (Organized).

Importance of Study of Brand Building-A Literature review

Professor Deborah Roedder John in the paper “Strategic Brand Management on the Cutting Edge: Building, Leveraging, Identifying, and Protecting Brands” presented at the Institute for Research in Marketing’s *Carlson on Branding* May 19-20, 2006 discusses about a specific model called BLIP Model i.e. Building, Leveraging, Identifying, and Protecting Brands. In this paper, we are concentrating our focus on to the first element i.e. Building Brands of Organized Retail Outlets.

Brand Building as a Concept

In the old German tale “The rat catcher of Hameln”, the rat catcher finds a way to lead all rats out of the city by playing a flute so seductively that they all follow him in streams. Advertisers often sell the brand as the magic flute, a spellbinding force which makes people go far for that one fabled product. So is the flute playing the right tune? Brand can be compared as a flute producing a fine tune, driven by the feeling of the flute player and his knowledge to play the right notes. People can be seduced by the brand tune only as long as the product experience holds its promise. This gives an indication of the brand getting build. But the tale from Hameln points to a crucial point in another important way: Conceptualizing and understanding something is an intrinsic figurative process.

A brand is made great by the following aspects

- Consistency in delivering promise.
- Superior Product and Service
- Distinctive Positioning and customer experience.
- Alignment of commitment to the brand.
- Ability to stay relevant

Elements that build brands

In building brands the following aspects plays a strong function.

Sponsorship: Role of Sponsorship such as mobilizing the organization for brand building, Providing an experience for customers, Demonstrate new products/technologies, Create brand exposures, Develop brand associations and Becoming part of an event/customer bond. Also Role of the Web and Role of Media plays a vital part. Apart from this, there are other elements which contribute to the brand building measures. They are Brand Positioning, Brand Name Selection, Brand Sponsorship, and Brand Development

Brand Positioning : The different elements under Brand Positioning are Attributes (P&G Pampers (fluid absorption, fit and disposability)), Benefits (Volvo (Safety), FedEx (on-time delivery), Nike (performance) Mercedes Benz (quality)) and Beliefs and values (Cadbury, Starbucks, Apple , Kingfisher (creating surprise, passion and excitement))

Brand Name Selection: This consists of issues such as Suggesting something about the product or its benefits(Fair &Lovely, Sugar free Natura, Fair and Handsome),. are easy to pronounce, recognize and remember (Tata, Tide, Nirma, iPod, Geo, SONY, etc) , are distinctive (Lexus, Indica, etc), are extendable (Amazon.com) , Translate well into other languages (Exxon (Enco was rejected as it means stalled engine when pronounced in Japanese)) and Can protect the brand name from becoming generic (Cellophane, aspirin, nylon, kerosene, linoleum, trampoline, escalator, thermocole) and Can be registered and legally protected.

Brand Sponsorship: Brand Sponsorship can be worked through the following strategies. They are

Private Label brands

- Shoppers Stop has several in-house brands such as STOP, Kashish, LIFE, Vettorino Fratini, Elliza Donation and Acropolis.
- Reliance Fresh sells grocery such as pulses, rice, tea, noodles under the Reliance Food brand and the dairy products such as its curd is sold under the Dairy Life brand

Co Branding: Co branding is a strategy wherein two brands come together on related or unrelated issues such as

- Jet Citi Travel Card - Citibank & Jet Airways
- Citi BigBazaar credit Card - Citibank & Big Bazaar
- Nike + iPod

Manufacture's Brands: A brand owned or controlled by an organization the primary commitment of which is to production rather than distribution; also called a National Brand.

Licensed Brands: An arrangement which a brand requires a licensing agreement. A licensing agreement authorizes a company which markets a product or service (a licensee) to lease or rent a brand from a brand owner who operates a licensing program (a licensor).

Brand Development: Various brand development activities that can be covered in order to build a brand could be

- (a) Line Extensions (b) Brand Extensions (c) Multi Brands (d) New Brands

Glimpses of Indian Retail – A Literature Review

A panel moderated by Harvard Business School professor V. Kasturi Rangan brought together veterans of the retail world to share strategies for cashing in on what could be a new wave of organized retail in India. The discussion took place at the India Business Conference at Harvard Business School (HBS). Appended below are the glimpses of the discussion.

India's economic growth is an exciting new playing field for the retail industry and for entrepreneurs looking to get in on the ground level, a panel of that country's businessmen agreed. Rising incomes, increased advertising, and a jump in the number of women working in the country's urban centers have made goods more attainable and enticing to a larger portion of the population. At the same time, trade liberalization and more sophisticated manufacturing techniques create goods that are less expensive and higher quality.

Mr. Kishore Biyani launched the country's first ready-made trouser brand in 1987 and diversified from there. Now, as CEO and managing director of Pantaloon Retail (India) Limited, he oversees more than thirty-two department stores in over fifteen cities.

"Ordinary people are buying what the rich can afford," Mr Biyani said, adding that a surprising number of consumers have accepted private label brands in a country where small, individual stores selling no-name goods have been the rule for decades.

The forecast for branded products was somewhat mixed. There is plenty of opportunity for goods and services that offer new consumer concepts or new product qualities, but most Indians believe brands are more expensive—even when they're not. It can be difficult for a new product to get over that initial hump with a customer, but yet another successful retailer Mr. Raheja estimated that the number of branded goods would grow from 2 percent to 20 percent of the consumer market over the next five years. The largest retailer in the world WalMart has already tied up with Bharti to form Five Bharti Walmart Best price cash - and- carry stores and 111 Bharti Easy Day stores. While Bharti has plans to invest Rs 9,000 crore for a total of 140 front end stores, Walmart itself also has huge expansion plans. It has plans to invest more than Rs 500 crore for cash and carry business in opening 10 more cash and carry stores

Building Retail Brands – A Secondary Analysis

Terilyn A. Henderson and Elizabeth A. Mihas (2008) establishes that a new breed of multi category retailer combining functional benefits with the emotional and relationship benefits that give a brand a true personality in the eyes of consumers has already emerged. Terilyn A. Henderson and Elizabeth A. Mihas (2008) also brings out the fact in their paper that translating brand building aspirations into reality calls for management attention across the entire business system and a couple of examples that

they imply are that Wal-Mart honouring the promises it makes—the lowest everyday price—by stocking national brands at low prices in a down-home service environment. To ensure that the goods offered at these prices are actually available in the stores, the company has developed Retail Link, an information system that informs both suppliers and store managers of each product's inventory level, order status, and location in the distribution system. The electronic sharing of data permits buyers and store managers to plan precisely how to meet demand in each store. Every Saturday morning, the company's senior management takes part in a teleconference that focuses on the rapid correction of lapses in supply chain product deliveries. Wal-Mart also assures a high level of service by offering performance-based incentives to employees at virtually every level. The paper also brings out the fact that while the marketplace is overflowing with stores, most retailers have spent the past several years tirelessly searching for new ways to grow. In the case of runaway successes such as the apparel manufacturers Nike and Calvin Klein, the secret appears to be strong, well-leveraged brands, which, McKinsey research shows, add five points on average to shareholder returns. Some retail brands have been built from the ground up virtually overnight. One vertically integrated single-brand retailer—Old Navy, Gap's retro-hip discount concept, offering a proprietary line of value-priced family apparel—sprang onto the scene in 1994. Five years of phenomenal growth later, Old Navy had sales of \$2.6 billion and could claim to be the first retail chain to have reached \$1 billion in sales within 48 months of its launch. There seems to be no end in sight: Old Navy added upward of 140 stores to its base of more than 420 during the year 2000 and then to expand overseas. The building of a brand starts with a precise definition of the target customer group and its needs and expectations and proceeds to a realistic assessment of how well the brand currently meets them. Next, the retailer decides which of the benefits it can offer will give the brand a distinctive position in the marketplace. Then the retailer's marketing and advertising efforts must fashion an image around the brand that is not only consistent with these benefits but also credibly promises that they will bring excitement and satisfaction.

For example, the single-brand clothing retailer Abercrombie & Fitch (A&F) has developed a powerful personality that is fun-loving, independent, and sexually uninhibited—a winning formula with teenagers and college students. To remain familiar with teen tastes and to spark ideas for new merchandise, A&F sends about 30 staffers to college campuses each month to chat with students about what they play, wear, listen to, and read. This kind of research led to A&F's recent success with wind pants. (These resemble track-and-field pants but are generally made of nylon.) The stores themselves, featuring comfortable armchairs, are designed to be gathering places. They are staffed by high-energy "brand reps" recruited from local campuses and dressed in A&F clothes.

Another important step in the brand-building process is assuring a brand's proximity to consumers. For the sake of customers' convenience, the office supply competitors Staples and Office Depot, for example, have begun putting smaller stores in

more locations, expanding the definition of the brand by giving the consumer access to a killer assortment of goods through whatever format or channel best suits a given transaction. The culmination of this trend, of course, is electronic commerce over the World Wide Web. Big-box retailers in particular increasingly face the challenges of multichannel management and the need to provide a consistent brand statement across each channel. The ultimate mix of channels remains to be seen.

Music and Retail Consumer Satisfaction

Graham Chant & Dr Claudia Amonini (2010) in their research paper titled "Music Soothes the Savage Customer; Impact of Music on Customers" strongly suggested that music had a very positive effect on customers' experiences in store. Music had a significant positive effect on 9 key variables such as Emotions, Service Quality, Store Quality, overall satisfaction with store quality, perceived waiting time in queues, perceived total time spent in store overall satisfaction with overall store experience and avoidance. The research found no significant differences in the mean ratings between those who said they heard the music and those who said they did not hear the music while in the store. This suggests that music may have had an unconscious effect – that is, respondents did not have to be consciously aware of the music for it to have an effect it has been reported that music in an outlet creates a soothing effect for the customers to move around and spend more time in the outlet.

Fragrance and retail Consumer Satisfaction.

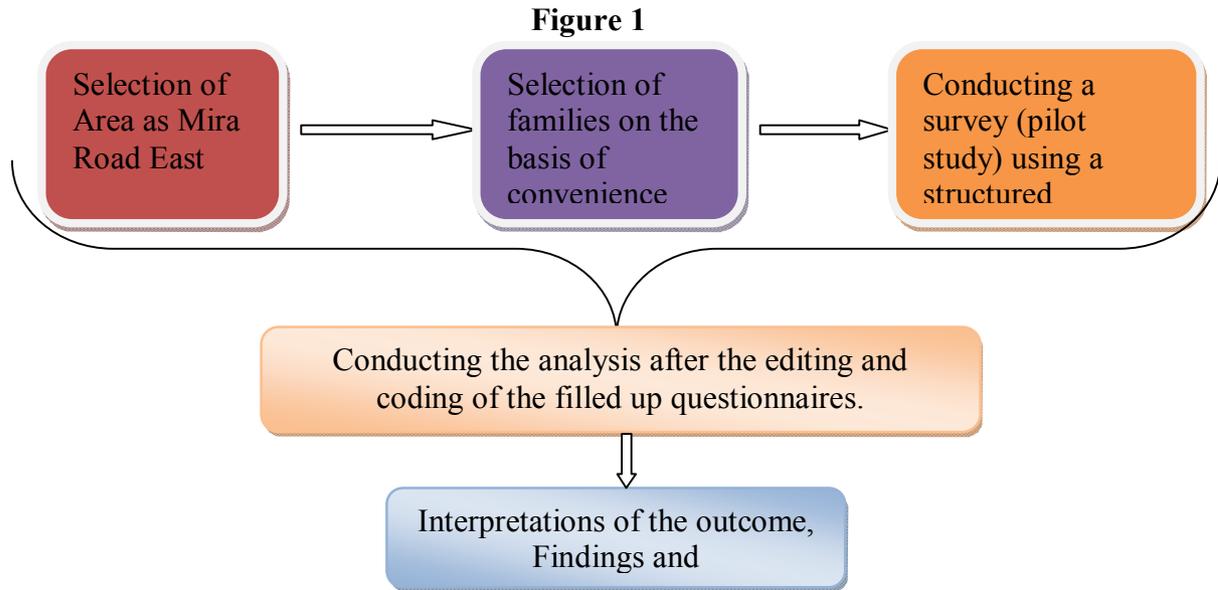
It is suggested that creating an excellent ambience with specific fragrance will make the customers to enjoy their shopping experience. It also gives a touch of professionalism and freshness. A research is underway by this author on the issue related to the impact of fragrance in an organized retail outlet increases the retention period, customer satisfaction and repeat patronizing which in turn increases the business and sales.

Provision of Play area in an organized Retail Outlet

As the norm of one parent and one child is call of the day especially with the educated couples, it has been observed that the lonely child requires attention during his or her growing stage. As such when the parents go out for any place either they need to take the child along or the child requires pampering through the so called nani or the maid, The situation is no different when the couple go for the routine visit to an organized retail outlet of their choice. It was a simple thought that by creating a provision of an all exclusive play area in the said outlet, the child could concentrate on the much awaited play under constant observation and the parents could peacefully enjoy the shopping and complete the planned purchase with full satisfaction. In this research paper, from among the various innovative strategies that were discussed, we chose to check the consumer response and their satisfaction level with reference to the aspect of provision of play area in an organized retail outlet. A simple survey was conducted keeping on the basis of the abovementioned chosen aspect. The Research design that was followed is described as under.

Research Design

Keeping in mind the various lessons stated earlier, in order to explore the feasibility of different avenues in the Retail Sector, we followed a qualitative, and empirical approach by carrying out a simple survey among families at Mira Road (East). A questionnaire was designed and was put up to the target population of Regular and Non Regular Purchasers chosen on the basis of convenience. A total 15 families (members above the age of 25) were chosen. The Sample composition is families comprising of Business people, Employed (Govt. & Private) and Housewives. The copy of the questionnaire is placed as Appendix to this paper. The detailed methodology followed is as follows: The design is summarized in the following Figure.



Data Analysis: Coding

Mode	:	Walk - 1 Car -2 Motorbike - 3 Public Transport - 4
Activity	:	Actual Shopping -1 Window Shopping -2 Consuming Food-3 Playing Children - 4 Enjoying Customer Service-5
Satisfaction Level	:	Very dissatisfied - 1 Dissatisfied - 2 Neutral - 3 Satisfied - 4 Very Satisfied - 5
Existence of Children Play area/activity	:	Yes - 1 No - 0

Table 1

Family	Time (in mts)	Mode	Activity	Satisfaction	Play area
1	30	1	1	5	0
2	30	2	1	4	1
3	120	4	1,3,4,5	1	1
4	60	4	1	3	1
5	120	4	1	5	0
6	120	1	1	4	1
7	120	2	1,3	5	1
8	120	2	1,4,5	3	1
9	60	4	1	4	1
10	60	1	1,2	4	1
11	120	3	1,2	4	1
12	60	1	1,2,3	4	1
13	180	2	1,2,3,5	5	1
14	120	2	1,2,5	4	1
15	60	1	1	5	0

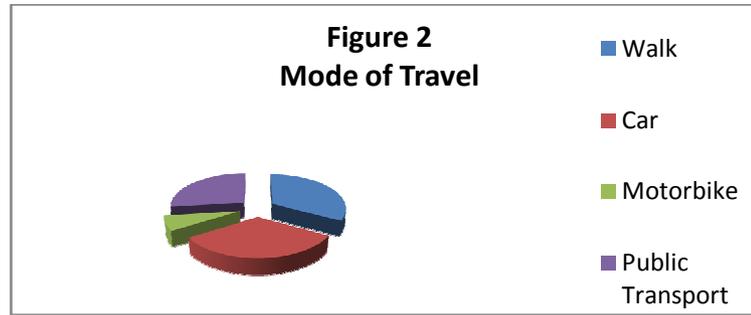
Table 2

Family	Time (in Minutes)	Mode	Activity					Satisfaction	Play area
			1	2	3	4	5		
1	30	1	1	0	0	0	0	5	0
2	30	2	1	0	0	0	0	4	1
3	120	4	1	0	1	1	1	1	1
4	60	4	1	0	0	0	0	3	1
5	120	4	1	0	0	0	0	5	0
6	120	1	1	0	0	0	0	4	1
7	120	2	1	0	1	0	0	5	1
8	120	2	1	0	0	1	1	3	1
9	60	4	1	0	0	0	0	4	1
10	60	1	1	1	0	0	0	4	1
11	120	3	1	1	0	0	0	4	1
12	60	1	1	1	1	0	0	4	1
13	180	2	1	1	1	0	1	5	1
14	120	2	1	1	0	0	1	4	1
15	60	1	1	0	0	0	0	5	0
Total			15	5	4	2	4		

Mode of Travel

Table 3

Mode(code)	Walk(1)	Car(2)	Motorbike(3)	Public Transport(4)	Total
Number of Respondents	5	5	1	4	15
%	33	33	7	27	100



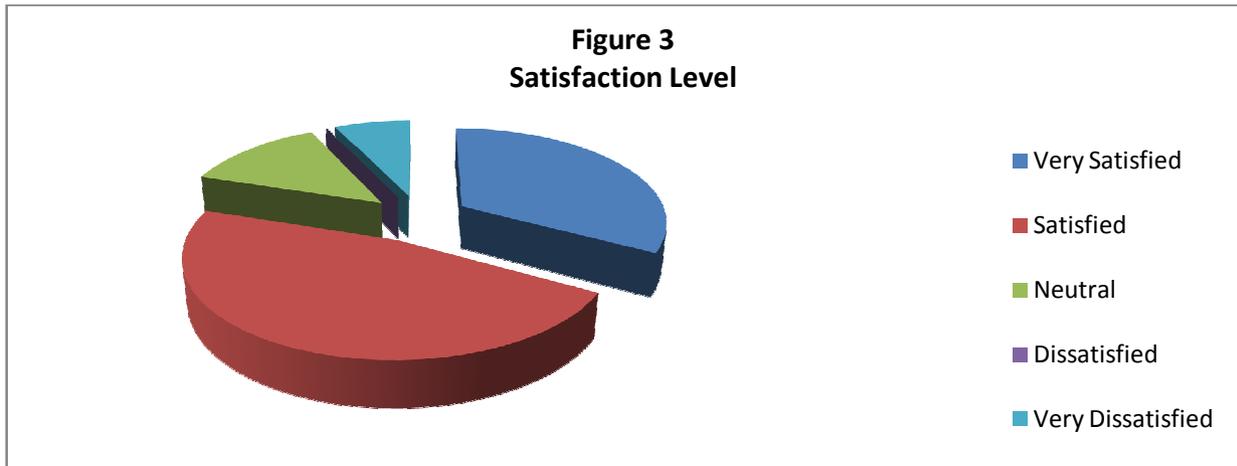
Interpretation

The preferred Mode of travelling to the retail outlet is apparently either by car or by walk when the family visiting the outlet.

Satisfaction Level

Table 4

Level (code)	Very Satisfied(5)	Satisfied (4)	Neutral (3)	Dissatisfied (2)	Very Dissatisfied (1)	Total
Number of Respondents	5	7	2	0	1	15
%	33	47	13	0	7	100



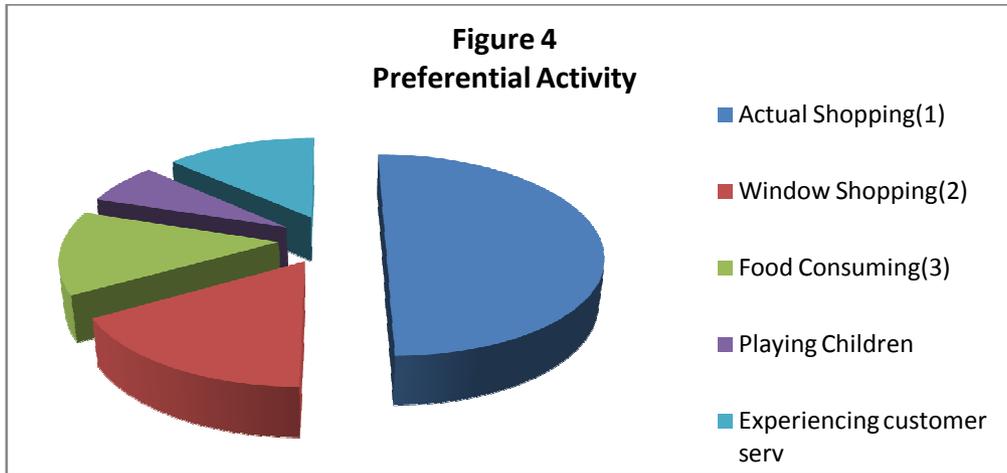
Interpretation

By and Large, the respondents are satisfied with the retail outlets they preferred.

Preferential Activity

Table 5

Activity	Actual Shopping(1)	Window Shopping(2)	Food Consuming(3)	Playing Children	Experiencing customer service	Total Activities
Respondents	15	5	4	2	4	30
%	50	17	13	7	13	100



Interpretation

Although customers do visit a Retail outlet for other purpose such as Window shopping, getting good service experience, predominantly, the preferential activity is Actual Shopping

Quantitative Analysis Using the above data and Chi-Square Testing

Research Question

Is the existence of children play activity/area in the Retail Outlet may gain higher Customer satisfaction?

Hypothesis

HO: The existence of children play activity/area in the Retail Outlet may not gain higher customer satisfaction.

HA: The existence of children play activity/area in the Retail Outlet may gain higher customer satisfaction

Table 6

Play activity/area Satisfaction level	0	1	Grand Total
1	0(0.2)	1(0.8)	1
2	0(0)	0(0)	0
3	0(0.4)	2(1.6)	2
4	0(1.4)	7(5.6)	7
5	3(1)	2(4)	5
Grand Total	3	12	15

Chi-Square Computation

From the above table, using the formula of Chi Square, the calculated value is 7.5 whereas the table value with reference to **degrees of freedom as 4** and **level of significance as 5%** is 9.49 Since the calculated value is less than the table value

(7.5<9.49) we accept the Null Hypothesis. Thus we conclude that the existence of children play activity/area in the Retail Outlet may not gain higher customer satisfaction.

Findings and Recommendations

Findings based on Secondary Research

Based on a secondary research, a generalized finding on how to build a brand is appended below

Five Lessons of Brand Building:

The former CEO of P&G Mr. Stengel propounded five lessons for better brand building before his retirement from P&G. They are

Lesson One: Put people at the center of all you do. : Treat your people the way you would want your customers treated. “We too often forget brands are people. It’s the collective intent of people behind them,” he says.

“I have learned in my career that the most important legacy is the impact you will have with the people you work with. We all have rough months, rough years, which blend together, but what you will remember is relationships and people.”

Lesson Two: Engage your heart and mind in everything you do. : Stengel Says, “We need balance. Too often as an industry we approach everything with head, not heart. We often talk within P&G of personal relationship as a metaphor for marketing. How many of us internalize that and apply it to how we approach business and customers?”

“If we thought about everything we do in marketing, if they all tried to emanate from this idea of great relationship we would do and measure things differently.”

He offered brands other than P&G’s as examples: Apple, Southwest Airlines, online shoe company Zappos, and Amazon.com. “What we find with the strongest brands is they have strength and competitive advantage in emotional areas that drive brand,” he said.

Lesson Three: Results. : “In our industry we tend to make things complicated, focusing on activities that don’t drive brand,” said Stengel. “Why are CMO tenures short? Look at organization designs across companies; they are all over the place Too much spend goes to short term and tactical that doesn’t build loyalty and relationship with consumers.” He asked, rhetorically, why many CEO’s and CFO’s don’t value marketing. “Because too much we focus on a bustle of activities, not the few things that drive growth of brand. Sales are important but if you don’t look at other measures of brand health, you are being short sighted.”

Lesson Four: Creativity is about solving problems. : We too often have the wrong discussion with agencies. We talk fees, etc, short term stuff, not how to come together about how to create a powerful brand.”

Lesson Five: Have a purpose. : He cautioned that, by purpose, he doesn't mean cause-based marketing, but an inspirational, motivational reason for being. “For example, Nike's purpose is to build self esteem, to be an inspiration for athletes around the world.” The purpose of Pepperidge Farm Goldfish? “To bring optimism to children. Old Spice? To help guys navigate the seas of manhood,” he said.

Three pronged Strategy

Firstly, the building of a brand starts with a precise definition of the target customer group and its needs and expectations and proceeds to a realistic assessment of how well the brand currently meets them. **Secondly**, the retailer decides which of the benefits it can offer will give the brand a distinctive position in the marketplace. **Thirdly**, the retailer's marketing and advertising efforts must fashion an image around the brand that is not only consistent with these benefits but also credibly promises that they will bring excitement and satisfaction.

Proximity to Customers

Another important step in the brand-building process is assuring a brand's proximity to consumers by putting smaller stores in more locations, expanding the definition of the brand by giving the consumer access to a killer assortment of goods through whatever format or channel best suits a given transaction.

Findings based on Primary Research (Pilot Study)

Based on the Pilot study which was conducted among select Family, a few findings are appended below:

Mode of Travel: The preferred Mode of travelling to the retail outlet is apparently either by car or by walk when the family visiting the outlet.

Satisfaction Level: By and Large, the respondents are satisfied with the retail outlets they preferred.

Preferential Activity: Although customers do visit a Retail outlet for other purpose such as Window shopping, getting good service experience, predominantly, the preferential activity is Actual Shopping

For the research question - Is the existence of children play activity/area in the Retail Outlet may gain higher Customer satisfaction? The finding is that the existence of children play activity/area in the Retail Outlet may not gain higher customer satisfaction.

Recommendations

Following are some of the recommendations
As walking is a preferred mode of travel, the spread of retail outlets should be of reachable proximity. However care is also required to be taken with regard to the

spacing between the retail outlets of the same brand as otherwise the market will turn out to be a similar to that of a fish market.

In order to build brand the Retail outlets should invariably concentrate on the customer centric

Based on the pilot study conducted, it was explored that there is no significant relationship between the satisfaction level of the customers and the existence of Play area/activity in a retail outlet although many of them preferred to have an exclusive area for playing in an outlet.

Limitations and Future Scope of Study

The limitations of the study

Although, we carried out only an exploratory Pilot study the sample size was too small and the area chosen was Mira Road, Mumbai and despite the actual respondents are the Family as a whole, the responses were dominated by the women member of the family.

The Future Scope of Study

The study can be extended to area covering major posh areas of Mumbai taking bigger sample size and carrying out analysis using Probability Sampling Techniques.

Though the pilot study explored the lack of significant relationship between the satisfaction level and existence of play area in an outlet, a similar study is underway in select Malls as the experience realized by the consumers is certainly different in Malls in comparison with specific formats of Retail outlets. Also a more detailed study taking into account other parameters such as **Availability Music, Application of fragrance in the outlet, Floor spacing, availability of brands, Parking facility, Technology application** etc and a causal study studying significance in relationship between various parameters can be always done by preferring wider area and larger sampling size since the level of satisfaction differs geographically and also on SEC categorization.

Conclusion

The exploratory pilot study combined by a descriptive one that was carried out has given a clear indication on the satisfaction level among the respondents in their shopping experience. However, the quantitative study did not find a significant relationship between the Satisfaction level increase and the existence of playing area/activity for children notwithstanding the fact that majority of the respondents preferred to have a playing area/activity for children. Although this could not be generalized owing to the restricted sample size, the main reason would be on the specific choice of format of retail outlet. A futuristic study is underway by conducting a similar research in select Malls. Based on certain secondary studies, some important

issues such as Proximity to customers, five lessons for building brand etc were brought in.

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Appendix

Questionnaire

Family is the observation number of the questionnaire. One questionnaire was filled by for one family or a representative of the family. You are requested to take some time to fill in the questionnaire.

Time is a quantitative data type, measured in minutes. It is the activity time of the family in the RETAIL OUTLET

Which of the following RETAIL OUTLET You or your family member visit for your regular purchase?

Reliance Fresh (b) More (c) Spinach (d) Foodland Fresh (e) Kirana Store (f) Any other _____ (Please mention)

2. Which of the following Mode would use to go to the RETAIL OUTLET

Walk, (b) car (c) Motor cycle (d) Public Transport. (e) Other _____

3. For which of the following Activities you normally visit the RETAIL OUTLET: (You may choose multiple options)

- Actual Shopping, (b) Window Shopping (c) Consuming Food
- (d) Playing Children (e) Enjoying Customer Service

4 Kindly rate your Satisfaction level (Put a tick in the appropriate box)

Very dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

5. Time taken by you in the Retail Outlet (in minutes)

- (a) 30 (b) 60 (c) 90 (d) 120 (e) 180

6. Do you feel that the existence of children play activity in the Retail Outlet would increase the satisfaction level in the customers? Yes No

Personal Details

Name : Age Group 25-30 31-35 36-40 41-45 45

Gender : Male Female

Occupation : Govt. Private Business Housewife Student

Others