



DOCTORAL
ABSTRACT

MARKETING STRATEGIES AND PRACTICES OF READYMADE GARMENT RETAILERS

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INTRODUCTION

The world is changing and India is also keeping pace with it. Liberalization and the steady economic growth have mainly driven a vast change in India. Industrial and technological growth has made a significant impact on the lives of consumers. The lifestyle of consumer is changing due to increase in mobility, increase in disposable income, media exposure, and increase in international exposure. Today's consumer is more knowledgeable and more demanding and one such industry, which has made a phenomenal impact on our daily lives, is retail. This industry touches our lives as an end consumer by providing us with the products and services for consumption.

Retailing is not only an important aspect of the economic structure but very important part of our lives. In fact, today retailing is evolving as a global high tech business. For retailers to adapt and grow with the changing time an understanding of consumer behaviour is very important to evolve marketing practices that satisfies customer the most. The study primarily aimed at bringing out marketing strategies and practices of readymade garment retailers. To examine the emerging trends in the retail trade and to identify the factors contributing to the transformation of readymade garment retailer.

The Study: Objectives, Rationale, Research Methodology and Chapter wise Scheme

1. To study the marketing practices followed by the readymade garment retailers
2. To compare type-wise and size wise the marketing practices followed by the readymade garment retailers.
3. To find out the factors influencing the decisions of a customer to purchase the readymade garments from a particular store.
4. To find out the satisfaction level of the customers of retail organizations.
5. To find out various issues that needs to be addressed for the success of retail organization.



RATIONALE OF STUDY

The present study has been done on mens readymade garment retailers of Delhi and National Capital Region (NCR). Delhi and NCR is the hub of retail activity, where 527 percent increase in retail floor space has taken place since year 2005. The study focuses on readymade garment retailing a part of clothing, textiles and fashion accessories segment which constitute the second largest block contributing Rs.1, 31,300 crore of retail market. The organized retail segment clothing and fashion accessory is the largest contributor to organized retail with 38.1 percent of market share valued at Rs. 29,800 crores. Further, the study is restricted to menswear readymade garments retailers, as menswear segment dominates with the largest contribution of 40.2 percent to the total readymade garment and accessories retail market in comparison to

womenswear and kidswear.

Research Methodolgy: The study has been divided in two part, one part of the study comprises of examination of the marketing practices of the readymade garment retailers of two main types of menswear readymade garment retailers viz. Exclusive Branded Outlets (EBOs) and Multi Branded Outlets (MBOs) in Delhi and NCR. It also examines the marketing practices and strategies adopted by retailers by classifying them on the basis of size i.e small, medium and large retailers.

Classification of Retailers on the Basis of Size

Type of Retailer	Size of the Store	No. of Respondents (Retailers)
Small retailers	Up to 2000 sq. feet	26
Medium retailers	2001-10,000 sq. feet	24
Large retailers	10,001 sq. feet and above	25

The information was collected from 75 retailers through a questionnaire. Purposive convenience sampling was used for the same. The questionnaire encompassed various aspects viz. marketing objectives, target customer group, price decisions, management of employees working with the retailer, communication mix decisions, selection of location and performance retailers etc.

Since customer is at the centre of all marketing activity, a comprehensive survey of 391 customers who made purchases at the readymade garment stores has also been made in order to get insight into consumer buying behaviour with respect to readymade garments as second part of the study. A separate questionnaire seeking customer response on various aspects relating to intention of making purchase, factors influencing choice of store, and satisfaction from purchases made in the store was developed. The main findings of the study and their managerial implications are presented in this chapter.



HAPTERWISE SCHEME

The whole study is organized into 5 chapters:

Chapter 1 is an introduction to retail. The chapter starts by understanding the concept of retail and functions performed by retailers. This chapter is divided into three sections. In section one concept of retailing, evolution of global retail industry, world scenario of retailing and key players contributing maximum share of global retail are considered. Section two starts with retailing in India. In this section drivers of retail growth, increasing retail space in metros and retail formats in India are discussed. Section three lays emphasis on readymade garment retailing.

Chapter 2 : Review of literature plays a vital role in a research work. It directs the researcher in proper planning and execution of the research work. It also broadens the mental horizon and thought process of researcher. It acquaints the researcher with work already done in the area and helps him/her to track down unexplored areas. The review of existing studies throws light on research problems that have not been covered or considered earlier. It enables the researcher to define the problem, set objectives and explore

the area through his/her study. In order to carry out the present study, a comprehensive/ extensive survey of literature relevant to study has been made. The same is presented here under.

Chapter 3 analyses the practices followed by retailers on the basis of size and type. This section deals in marketing strategies and practices adopted by readymade garment retailers operating in different retail formats. For the purpose, two major retail formats i.e. Multi Branded Outlets (MBOs) and Exclusive Branded Outlets (EBOs) have been selected. For the purpose of the study of retail marketing practices, a field survey was conducted through a schedule, which was administered personally.

Chapter 4 in hand brings the retail management practices from customer's viewpoint. This chapter analyses different aspects of customer buying behaviour viz. intention of visiting a readymade garment store, frequency of shopping for readymade garments, price reduction offers influencing the purchase decision. The present study also analyzes separately the factors that turn significant for the choice of readymade garment store and those affecting the satisfaction level of customer about various aspects of the store.

Chapter 5 presents the findings and suggestions based on primary data subjected to different statistical tools.

The major findings of the study of customers are as follows:

The study reveals that majority of customers of different age groups and occupation groups go out for shopping of readymade garments once in a month. Thus most of customers frequently visit a readymade garment store for making purchases. Further, majority of customers having family income less than Rs.25, 000 go for shopping of readymade garments once in a quarter or half yearly. This is in contrast to the buying frequency of customers in other three higher income groups.

The study exhibits that the older the customer, the higher is intention to make purchases while visiting a readymade garment store. While, the customers of service class and students sometimes tend to visit the store for gathering information. This is in contrast to businessmen who rarely visit the store for gathering information. This may be due to the paucity of time and higher disposable income with businessperson in comparison to customers of the other two occupation groups. Thus the study found that customers of different age groups, income groups, and occupation groups mainly visit the readymade garment store with the intention of making purchases therein. They may sometime or rarely visits a store with the intention of spending leisure time or gathering information.

The study also reveals that there is no significant difference in the intention of customer whether they visit Exclusive Branded Outlets (EBOs) or Multi Branded Outlets (MBOs). The main purpose of visiting the store remains to make purchases.

The study highlights that customers of different age

groups (except 41-60 years) and income groups (except less than Rs 25,000) often makes purchases of readymade garments from a specific store. In contrast, the customers of age group between 41-60 years and family income less than Rs. 25,000 prefer to purchase readymade garments as per convenience i.e. not from any specific store. Among the customers of three occupation groups, businessmen often purchase readymade garments as per convenience, whereas servicemen and students sometimes go to specific stores and sometimes even shop as per convenience.

The study highlights the price reduction offers liked by customers. According to findings 'schemes' and 'discounts' are the important promotional/price reduction offers that have an important influence on customers of all age, income and occupation groups. There is a significant difference in the importance given by customers of different age groups to clearance sale, privilege customer offers and schemes; customers of age group less than 25 years are highly influenced by privilege customer offers in comparison to other age groups. The schemes are considered more important by 41-60 years of age group. However, Clearance Sale, is an important price reduction offer for customers of age group more than 26 years.

The occupation wise analysis reveals that there is a significant difference in the extent of importance given to schemes and credit points by servicemen, businessmen and students. The income wise analysis brings out that there is significant difference in the importance given to various promotional/ price reduction offers, except 'schemes' by customers of four income groups.

The study in Table 1, reveals customer satisfaction based on experience of shopping in the store. Though customers are satisfied there is a significant difference in the level of satisfaction of customers across different age, income and occupation groups.

Table 1: Overall Satisfaction Based on Experience of Shopping in the Store (ANOVA across Demographics)

Demographics	Description of Demographics	Mean	S.D.	F-value	p-Value
AGE	Less than 25 years (N = 160)	4.08	.53	65.17**	.000
	26-40 years (N = 133)	4.26	.76		
	41-60 years (N = 98)	3.29	.27		
INCOME	Less than Rs. 25,000 (N = 59)	3.85	.74	12.1**	.000
	Rs. 25,001-40,000 (N = 121)	3.72	.62		
	Rs. 40,001-60,000 (N = 81)	3.84	1.1		
	Rs. 60,001 and above (N = 130)	4.25	.58		
OCCUPATION	Servicemen (N = 165)	3.83	.89	3.73*	.025
	Businessman (N = 162)	4.06	.76		
	Students (N = 64)	3.92	.27		

* Significant at .05 level

** Significant at .01 level

Table 2: t-Test for Satisfaction based on Experience of shopping inside the store for two different formats of retail outlets (EBO and MBO)

Variable	EBO (N = 207) Mean S.D		MBO (184) Mean S.D		t-value	P-value
Overall satisfaction	3.82	.86	4.07	.64	3.29**	.000

** Significant at .01 level

The Table 2, represents that t-test was conducted to measure the satisfaction of customer of EBOs and MBOs based on experience of shopping inside the store. The mean values represented that the customers are satisfied with both EBOs as well as MBOs. The t-test reveals that overall satisfaction of customers of MBO is more than that of EBOs. The reason might be more choices available in case of merchandise offered and the great ambience of MBOs.

Factor Analysis was also conducted on set of customer's questionnaire and it was revealed that 7 factors for influencing the choice of readymade garments were deducted. These are named as ambience, key services, and monetary considerations, image of store, family choice, visual merchandising and recommendations by friends. All these factors account for 68.80 percent of variance.

First extracted factor named as *ambience* comprises of cleanliness, temperature, escalators/lifts, safety and security, adequate floor space, lighting, window display, back ground music, entertainment facility, and interior decoration. Ambience appeals consumer and encourages them to buy as it enhances shopping experience. The factor –II, (*Key services*) indicates long hours of service, prompt billing, parking facility and in store promotion are key services that differentiate one retailer from another. The factor III (*Monetary consideration*) indicates pricing decisions are important for a successful retail business. Facility of exchange is the right of the customer expected from a retailer. If exchange facility is available, customers are ready to pay the price charged for the readymade garment, as they feel comfortable due to reduced risk of blockage/ waste of money. Factor IV (*Image of the store*), highlights that store location and response of sales person play an important role in building up the image. An image of a retailer is formed in the mind of the customer, which is based on experience gathered over-time. Factor V (*Family choice*) indicates that readymade garment shopping is an integrated process in which family goes out for shopping and makes it a leisure activity. Family choice is further dependent upon quality and variety of garments available at the store and acceptance of credit card/ debit cards therein. Factor VI (*Visual display of merchandise*) highlights that the visibility of the garments creates a desire to buy in the mind of a customer. The convenient layout enables the customers to feel the garments of their choice and thus makes shopping a pleasant experience. Factor-VII (*Recommendation by friends*) suggests that recommendation by friends is like word of mouth publicity. Recommendation by friends for a particular retailer comes when either the retailer provides value for money or provides exceptional services and/or it has collection of products that seems to match the noticeable preferences of a customer group.

The factor analysis has enabled to extract another 7 factors

(Principal Component) for customer satisfaction based on purchases made in the store. These are named as neat and spacious place, visual merchandise, value added services, image of retailer, process related services, congenial atmospherics and product features. All these factors account for 65.12 percent of variance. Factor I (*Neat and Spacious Place*) suggests that beside cleanliness the customers need space to judge suitability of a garment by handling it in different positions. Purchase of garments takes some time; interior decoration (like mirrors) and sitting space/facilities provide the necessary comfort desired by the customers. Factor-II (*Visual Merchandise*) indicates that visual merchandise creates the first impression about the store in the minds of the customer. It induces potential customers to enter the store and make purchases. An effective window display works as a 'silent salesperson' by providing satisfactory information for drawing customers inside the store. Further, proper layout on shelf enables a customer to feel the garments and get satisfactory experience. Factor-III (*Value added Services*) highlights that the customer centric retail business services viz. long hours of service, entertainment facility, alteration facility, packaging and acceptance of credit card and debit cards play a very important role in enhancing customer satisfaction and thus differentiating one store from another. Factor-IV (*Image of Retailer*) suggests that association among attributes like product quality, price charged, variety and sales person's services influences the perception of a customer about the readymade garments retailer. Factor-V (*Process Related Key Services*) highlights services like facility of exchange, parking facility and prompt billing. The smooth provisions of all these three key services require proper processes to be put in place. These key services influence shopping experience of a customer. Factor-VI (*Congenial Atmospherics*) represents customer friendly shopping atmosphere is where the customer feels comfortable to shop around and variables like background music played, temperature, lighting, safety and security creates customer friendly atmosphere in a store. Factor-VII (*Product Features*) suggests that customers get satisfaction from a readymade garment store when they come across garments (product) that offer the latest designs nice colours and comfort of usage.

Every retailer has certain marketing objectives and customer satisfaction is the most important marketing objective for EBOs and MBOs as well as small, medium and large retailers. However, there is significant difference in the importance given to the objectives of meeting competition and increase in return on investment. EBOs consider these objectives more important than MBOs. Further, size-wise analysis reveals that the smaller the retailer, the higher is the importance given to increase in return on investment objective.

All the retailers i.e. EBOs and MBOs as well as small, medium and large retailers consider customers of age group 25-35 years and 35-45 years as their main target customers. A vast majority of multi branded outlets and large retailers also considers 15-25 years of age group comprising of teenagers and youngsters as their target

customer group in contrast to EBOs, small and medium size retailers.

Today a retailer makes efforts for attaining a particular kind of image that distinguishes it from other stores and helps to attract customers. In case of Exclusive Branded Outlets (EBOs) and small retailers, brand(s) available has been found as the main feature for which readymade garments store is known for. The EBOs and small retailers strategy is to use strong brands to attract the customers. But for MBOs, medium retailers and large retailers, high quality of garments has been found as the main feature for which the store is known for. MBOs and large retailer strongly agree that a Private label is another very important variable contributing to the store image. In contrast to EBOs, small and medium retailers mainly deal in manufacturer's brands. Large and medium retailers along with MBOs strongly agree that high quality of products and quality of service differentiates their stores from others.

Majority of retailers concentrate on casual wear, party western wear and formal wear. Most of the MBOs and large retailers deal in all categories of menswear garments including party ethnic wear. Majority of multi branded outlets and large retailers also deal in party ethnic wear which is in contrast to practice followed by exclusive branded outlets, small and medium retailers in this regard. Thus, large retailers tend to make large investments by providing shelf space to all categories of menswear garments.

A proper merchandise planning is required before the brand reaches the shelves of the store. Normally six months planning is required for readymade garments. Majority of retailers irrespective of size and type add new style at the time of change of season, during January–February and July–August.

The study reveals that majority of garments in retail stores have shelf life of 30-60 days. The shelf life of garments is more in case of multi branded outlets and large retailers than that of exclusive branded outlets and medium size retailers. However, not even a single EBO and small retailer has shelf life more than 60 days i.e. 2 months. But a few MBOs and medium size retailers as well as large retailers have shelf life of garments of more than 2 months.

The study reveals that in case of factor influencing pricing decisions, no significant differences have been found in the mean score(s) regarding cost factor among different types of retailers. This represents that cost factor is the most important variable influencing pricing decision of readymade garment retailers and is closely followed by profitability targets.

However, influence of the two factors viz. market price of similar products and response of target customer group is significantly more in case of MBOs and large retailers than EBOs and small retailers. Further influence of profitability

targets on pricing decisions is more in case of EBOs than MBOs. Similarly profitability targets have more influence on medium and small retailers than large retailers.

The study revealed that at overall level, majority of readymade garment retailers adopt equal pricing strategy. However, size-wise analysis brings out that majority of small and large retailers follow equal pricing strategy. In contrast to this, majority of medium size retailers follow higher pricing strategy. Most of the MBOs and large percentage of EBOs follow equal pricing strategy too.

The study also reveals that there is no significant difference among factors considered by the various types of retailer for the selection of store location. For all the retailers, transportation facility has been found as the most important factor influencing selection of store location. Relevant customer traffic and similar store in the area are other very important factors in this regard. Only one factor i.e. adjoining stores, has significant difference in the mean values of small, medium and large retailers. The smaller the retailer, the higher is the importance given to adjoining stores while selecting store location. Adjoining store is one of the factors that help in increasing footfall in the store too.

Study reveals that among the various components of ambience the retailers of different size and types consider lighting, temperature, interior decoration, and background music as very important variables for a retail store, with no significant differences in the mean scores of retailers. MBOs give more importance to adequate floor space, lifts/ escalators, rest rooms/ washrooms, entertainment facility and mirrors on the walls than EBOs. Further, size wise analysis reveals that the larger the retailer, the higher is the importance given to adequacy of floor space, lift/escalators and restrooms.

Regarding the role of ambience factors for a retail store, the study makes it clear that ambience distinguishes a store from other stores in the market irrespective of the size and type of store. Further, MBOs and large retailers exhibit significantly higher role of physical facilities in attracting new customers to the store. The study shows that due to ambience factors, customers feel more positive about the products of the store and likelihood of product sales increases at the store in case of MBOs. Further, the size wise analysis exhibits that smaller the retailer, the higher is the role of ambience in making customers feel more positive about the products.

Readymade retailers make use of various promotional tools that offers extra value and incentives to customers for visiting a store. Price offs/ discounts are the most preferred form of sales promotion tools used by all the retailers irrespective of their size and types. The size-wise analysis exhibits, that there is difference in the use of various promotional tools. It brings out that the larger the retailer, the more frequent is the use of credit points and offer to privilege customers. Further, type wise analysis

found that MBOs make more use of these two promotional tools (credit points and offer to privilege customers). In contrast, free offers are used more by EBOs than MBOs. Further, the smaller the retailer, the more is frequency of use of the free offers.

Retailers use various sales promotional measures to sell their merchandise. No significant difference has been found in the importance given to various promotional measures by EBOs and MBOs. However, size-wise analysis exhibits that the large retailers consider promotional measures more important in increasing the turnover and converting casual buyers to regular buyers.

Retailers use various communication tools to communicate to the customers. For retailers of different type and size, newspapers and magazines are the most often used communication tools. This shows that print media is still a preferred form of communication for the modern readymade garment retailers. The ANOVA results exhibits that larger the retailer the more use is made of brand ambassadors and event sponsorships. Further the EBOs make more use of brand ambassadors than MBOs. However, in contrast to this, MBOs make more use of event sponsorships.

Regarding the motives of communication, the ANOVA brings out the smaller the retailer, the more is the emphasis on repeat sales to existing customers and to encourage large purchases by customers. The study also exhibits that EBOs give more emphasis than MBOs on encouraging large purchases and countering competitor's activities. Thus all the retailers agree to the fact that external communication is done with the view to attract new customers and to encourage large purchases.

Retailers of different size and type are always providing additional services such as alteration facility, replacement in case of defect, and exchange facility. Even the service of home delivery is provided in case required.

Regarding safety and security provisions the study reflects that all retail stores ties up with security agencies. Fire alarms and video camera are very often used by the retailers irrespective of size. Further, the type-wise analysis brings out that MBOs makes more use of electronic devices at entry and exit, separate entry and exit for staff and tie up with security agencies in comparison to EBOs.

Regarding the role of information technology in retail store, the size-wise analysis exhibits that the larger the retailer, the more importance is given to use of technology in buying and merchandise planning, point of sale system, customer relationship management, finance and stock planning. The type-wise analysis brings out that MBOs give more importance to use of technology in above said areas of business than EBOs.

Table 3: Performance of Readymade Garments Retailers

Details	Small Retailers	Medium Retailers	Large Retailers
Avg. sq feet area	1103.8	4319.6	24,240
Average Annual Sales	1.59 crore	5.083 crore	18.08 crore
*Avg. sales per sq. feet per day	45.645	36.549	25.17
Average Bill of shopping per transaction	Rs. 1384.60	Rs. 3066.7	Rs. 1632
Average Annual footfall in nos.	21,296	49, 196.7	3,41,202
Conversion Ratio	54.808 %	46.042 %	37.2 %
% of Display	90.769 %	88.625 %	85 %

Source: *A financial year consists of 325 days

The Table 3, presents performance of readymade garment retailers on the basis of size i.e. small, medium and large. In order to judge the performance of retailers on the basis of size, information on various aspects like square feet area, annual foot fall, annual sales, bill size per transaction and percentage display of merchandise was taken from the retailers during the survey of their respective stores. For the aspect average size of the store, large retailers as the name indicates have the largest size of 24, 240 sq. feet as an average size of the store in comparison to medium store with the average size of 4,319.6 sq. feet. Small retailers have small size of 1103.8 sq. feet. The annual average sales for large retailers is the highest (Rs.18.08 crores), followed by medium retailers (Rs.5.08 crore) and the lowest sale is obtained by small retailers (Rs.1.59 crore). However, the average sale per square feet per day is highest in case small retailers (Rs.45.645), followed by medium retailers (Rs.36.549). The lowest average sales per sq. feet are obtained by large retailers (Rs. 25.17 crore). Thus, in spite of having the largest size of the store, the return per square feet is less for large retailers. In fact, the smaller the retailer, the larger is the average sales per sq. feet per day.

The average bill of shopping per transaction for medium retailers (Rs.3,066.7) is the highest. It is followed by large retailers (Rs.1,632) and the lowest average bill is obtained by small retailers (Rs.1,384.60). Similarly the average annual footfall is the highest in case of large retailers with 3, 41,202 followed by medium retailers of 49,196.7 and the lowest average annual footfall in case of small retailers is 21,296.

Conversion ratio is defined as percentage of consumers who buy the product after viewing it. It comes out to be high for small retailers (54.808 percent) in comparison to medium retailers (46.042 percent). The lowest conversion ratio is obtained in case of large retailers (37.2 percent). Percent display is defined as percentage of merchandise placed on various display fixtures for customers to examine. All the retailers display more than 85 percent of stock irrespective of size. However, the analysis does reflect that the smaller the retailer, the higher is the percent display.

The size-wise analysis of performance of readymade garment retailers shows that the smaller the retailer, the higher is the conversion ratio, percentage display and average sales per sq. feet per day. The analysis of average sales per sq. foot implies that the smaller retailers enjoy higher 'Space Productivity' than the large size retailers. On same measures EBOs have exhibited better performance than MBOs.



SUGGESTIONS

Since customers are more satisfied with MBOs, EBOs need to pay special attention to various aspects that can contribute to improve customer satisfaction. These

may include ambience, lifts /escalators and safety and security aspects.

Customers give importance to sitting place but only large retailers and MBOs provide this facility while EBOs, small and medium retailers need to pay more attention for providing this facility.

Readymade garment retailers can make more use of discounts and schemes because these have an important influence on customers of all age, income and occupation groups.

Entertainment facility is given importance by the customer but few large size retailers are only providing this value added service. Both the EBOs and MBOs need to concentrate on providing this service too.

Parking facility is key service for customers. It is an important consideration by retailers during selection of location of retail stores that are coming up. So retailers, especially the large ones, need to provide the facility of free parking. In order to get competitive edge over competitors who still lack this facility.

Visual display of merchandise is very important factor for attracting customers to the readymade garment store. To make shopping of garments an enjoyable experience, retailer should display garments in such a convenient manner that the customer can feel (touch) the garments without any problem.

The space of the store should be managed in such a way that there is optimum utilization of space and more space is created in selling area. Space management is divided into three areas-selling area, stocking area and facility management area. Through proper space management in the selling area, optimum space productivity can be obtained. It should also ensure proper roominess/ space to facilitate movement of customers without feeling inconvenient. In selling area space should be sufficient for a customer to handle the garments in different positions to judge its suitability.

Keeping in view the role of recommendation by friends in choosing a store for buying readymade garments, a

retailer can reap the benefits of word of mouth publicity. To get publicity, a retailer should ensure that no customer should be left unattended and feel dissatisfied with the services of the store. As one satisfied customer can bring many more customers.

Information technology is base for the smooth functioning of retailers of different size and types are not giving due attention to its application in certain vital areas viz. sales forecasting, supply chain management and customer analysis. Use of Information technology need to be strengthen in these areas of readymade garment retailing where the product obsolescence is fast due to changing fashion.

Customers with age group between 41-60 years and less than Rs. 25,000 family income groups purchase readymade garments as per convenience. The customers consider ambience and key services in choosing a store for shopping of readymade garments. For a retailer transportation facility and parking facilities available are basic criteria for deciding store location. Thus, by emphasizing the ambience and key services in the store the readymade garment retailer can attract the customers of the above said age and income groups.

A store is known in the market and carries an image in the minds of the customer. The image of retailer is created by product quality, sales person's services and variety. With the onset of organized retailing, retailers need to work more on these areas. Retailers are required to give lot of emphasis on training of staff to enhance their selling skills.

Since ambience plays a distinctive role in case of readymade garment retailers, they should continuously bring innovative changes in the store ambience related components, in order to get a competitive edge over other retailers of readymade garments.

Small retailers who usually spend very little amount on store promotion, can attract customers i.e. increase footfall by locating store at place where adjoining stores create synergy.

MBOs and large size retailers need to take measures to improve their performance especially space productivity and conversion ratio.

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