

CASE STUDIES ON RETAIL MANAGEMENT

CASE STUDY 1

A NEW STEP TAKEN IN CHENNAI

Saikrishna was pleased that he had pole-vaulted over his father's anxieties and got his consent to run the *Kirana* shop, Gopistore. Saikrishna is an MBA from the Bangalore University and he wanted to continue his father's business, but his father does not want him to run a *Kirana* shop after an MBA. Saikrishna had strong ambitions to run a *Kirana* shop and to be a top retailer in the city. After finishing his MBA he convinced his father to join him for his *Kirana* business. Ultimately he could also be able to convince him by introducing him to the world of organized retailing. Sai has collected a lot of information on the retailing business and he wanted to improve his father's business from a *Kirana* shop to a step further and to be top retailer in the city. Sai started telling his father that, there is a retail revolution taking place in India. All metropolitan cities across cities today have traditional retailers of all sizes and specialties and are threatened by formidable organized and modern chains and stores.

These range from, at one extreme, the 1,25,000 sq ft Spencer's Plaza mall to outlets such as Food World, Nilgiri's, Subhiksha, and Vitan supermarkets, the Vivek's chain of consumer durables outlets, the Health and Glow beauty outlets and sundry food retailers like Pizza Corner, Pizza Hut, and Cafe Coffee Day. In between these are the department stores. They look their part- huge, multi-storey hulks, glass windows all around, floodlight at night and with their names splashed boldly along. Even within this format, the main chains of department stores are using different strategies merchandising to expand nationally. Large corporations own the four largest chains with units in other cities and national plans. Of these four departmental stores, three have been open for a little more than a year: the 38,000 sq ft Globus owned by the Mumbai-based Hathaway Group, the 30,000 sq ft Life Style which is linked to the Jagtiani-owned Landmark group based in Dubai, and the 17,000 sq ft Westside, which is owned by Trent, the retailing wing of the Tata Group. The fourth store, the 35,000sqft Shoppers' Stop was the last to enter Chennai.

There are other upcoming department store players in the country, like the Delhi-based Ebony chain or the Mumbai-based Pyramid, but Chennai is the only location where four of the largest players battle with each other directly. Shoppers' Stop may be the latest entrant, but it can claim certain precedence. Its pioneering store in Mumbai, followed by successes in Bangalore, Hyderabad, Delhi, and Jaipur, showed that large-scale organized retailing works in India.

In layout, special promotions, staff development advertising and brand building, and customer relationship development, it was Shoppers' Stop set the standard among chains. The chain's Managing Director, B.S.Nagesh, could be permitted some hyperbole when he claims that it's a sign of its power that the other stores, barring Westside, "Started off much like Shoppers' Stop, but have felt the need to diversify once we entered the market."

Whether or not they were reacting, all these stores are following subtly different strategies- though they are all aiming for essentially the same middle and upper middle-class consumer, with much the same apparel-centered product mix. The grounds for such differentiation are hence not great. Decor may vary, but only marginally. The retailer rarely has the money to spend heavily on advertising their brand. So what do you differentiate on? The answer is *merchandising*, a retailing discipline that is becoming increasingly important in India. Merchandising, is essentially the skill that decides which items will go on the shelves. It requires analysis of fashion trends, forecasting future ones, designing appropriate garments, sourcing, checking the finished merchandise, putting it on shelves, and ensuring it is best situated to grab customer attention.

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Table of Contents Retail Management Case Studies With Solution

1. Understanding the eBook Retail Management Case Studies With Solution
 - The Rise of Digital Reading Retail Management Case Studies With Solution
 - Advantages of eBooks Over Traditional Books
2. Identifying Retail Management Case Studies With Solution
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Retail Management Case Studies With Solution
 - User-Friendly Interface
4. Exploring eBook Recommendations from Retail Management Case Studies With Solution
 - Personalized Recommendations
 - Retail Management Case Studies With Solution User Reviews and Ratings

- Retail Management Case Studies With Solution and Bestseller Lists
- 5. Accessing Retail Management Case Studies With Solution Free and Paid eBooks
 - Retail Management Case Studies With Solution Public Domain eBooks
 - Retail Management Case Studies With Solution eBook Subscription Services
 - Retail Management Case Studies With Solution Budget-Friendly Options
- 6. Navigating Retail Management Case Studies With Solution eBook Formats
 - ePub, PDF, MOBI, and More
 - Retail Management Case Studies With Solution Compatibility with Devices
 - Retail Management Case Studies With Solution Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Retail Management Case Studies With Solution
 - Highlighting and Note-Taking Retail Management Case Studies With Solution
 - Interactive Elements Retail Management Case Studies With Solution
- 8. Staying Engaged with Retail Management Case Studies With Solution
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Retail Management Case Studies With Solution
- 9. Balancing eBooks and Physical Books Retail Management Case Studies With Solution
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Retail Management Case Studies With Solution
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Retail Management Case Studies With Solution
 - Setting Reading Goals Retail Management Case Studies With Solution
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Retail Management Case Studies With Solution
 - Fact-Checking eBook Content of Retail Management Case Studies With Solution
 - Distinguishing Credible Sources

13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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