Biju Patnaik Institute of Information Technology & Management Studies

Estd. 1999

A

PROJECT REPORT ON

THE IMPACT OF RETAIL SERVICE QUALITY ON CUSTOMER SATISFACTION IN BHUBANESWAR CENTRAL

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BRAND.NEW

BY

PRABINA PATTANAYAK

UNDER THE GUIDANCE OF

DR. VARUN AGARWAL

SUBMITTED TO

BIJU PATNAIK INSTITUTE

OF IT & MANAGEMENT STUDIES

YEAR 2020 TO 2022

A FINAL SIP REPORT SUBMITED

TO

BIJU PATNAIK UNIVERSITY OF TECHNOLOGY

ODISHA

(For The Partial Fulfilment of the Requirement of the Degree of MBA 2020 – 2022)

SUBMITTED BY

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Assistant Professor Marketing, BIITM

BIJU PATNAIK ISTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT STUDIES

(Recognized by AICTE, New Delhi & Affiliated to BPUT, Rourkela)

BHUBANESWAR

F|LF FUTURE
LIFESTYLE
FASHIONS

Date: 04/01/2022

To Whomsoever it May Concern

This is to certify that Mr. Prabina Pattanayak a student of "MBA 3rd semester of Biju Patnaik institute of IT & Mgt Studies " Bhubaneswar has successfully completed his internship with us in the subject of "Impact of retail service quality on Customer Satisfaction".

His internship term was between October, 28, 2021 to December, 12, 2021.

He was actively involved with in "Marketing & Finance department" and closely worked with these departments of the Store.

During the internship, he was found to be punctual, positive and performance oriented.

Mr. Pattanayak has completed his project with commitment and sincerity.

We wish success for his future endeavours.

For Central Bhubaneswar

Authorised Signatory
BHUBANESWAR CENTRAL
Future Lifestyle Fashions Ltd.

STORE HR

Future Lifestyle Fashions Limited

Store : 2436 CT - Bhubaneswar Land Bearing No.- 795, Khata No.- 2/37, Janpath, Saheed Nagar, Bhubaneswar - 751007
Regd. Office : Knowledge House, Shyam Nagar, Off. Jogeshwari Vikhroli Link Road, Jogeshwari (East), Mumbai - 400060
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INTERNAL GUIDE

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<u>CERTIFICATE</u>

This is to certify that the project work titled, **"THE IMPACT OF RETAIL SERVICE QUALITY ON CUSTOMER SATISFACTION IN BHUBANESWAR CENTRAL"** is abonafide work of Mr. PRABINA PATTANAYAK under the guidance and supervision during the session of 2020-2022 and carried out in partial fulfillment for the award of degree of Master Business Administration.

Place: Bhubaneswar   **Dr.Varun Agarwal**

Date: **Assistant prof.(Marketing)**

<u>DECLARATION</u>

I, Mr. Prabina pattanayak hereby declare that the project work titled, "THE IMPACT OF RETAIL SERVICE QUALITY ON CUSTOMER SATISFACTION IN BHUBANESWAR CENTRAL" is the original work done by me and submitted to Biju Patnaik University of Technology, Odisha in fulfilment of requirement for the award of Master of Business Administration is a recorded of the work done by me under the supervision of Assistant Professor Marketing Dr. Varun Agarwal. This thesis has not formed before the basis of any degree, diploma or any similar titles.

Regd. No: - 2006258131

Date: -   **Signature of the Student**

ACKNOWLEDGEMENT

It is my privilege to thank all of them who have supported me in carrying out this dissertation successfully.

Firstly, I would to express my sincere thanks to two separate concerns, BIITM, and CENTRAL BHUBANESHWAR, the former for arranging and guiding me to start the dissertation and the latter for extending their noble help for its formation and completion.

I express my sincere gratitude to my internal guide **Assistant Professor Marketing Dr. VARUN AGARWAL** for extending guidance and direction in preparing this dissertation, without whose cooperation the project would have been completed.

I would like to thank and appreciate to the MALL CENTRAL BRAND.NEW, BBSR and my guide **Mr.NIGAM NARAYAN BEHERA (DEPARTMENT MANAGER), BHUBANESWAR** who has devoted his vivid knowledge and valuable time to my benefit.

I also acknowledge the contribution of all the members of CENTRAL, BHUBANESHWAR. who all together provide me and inspiring working environment.
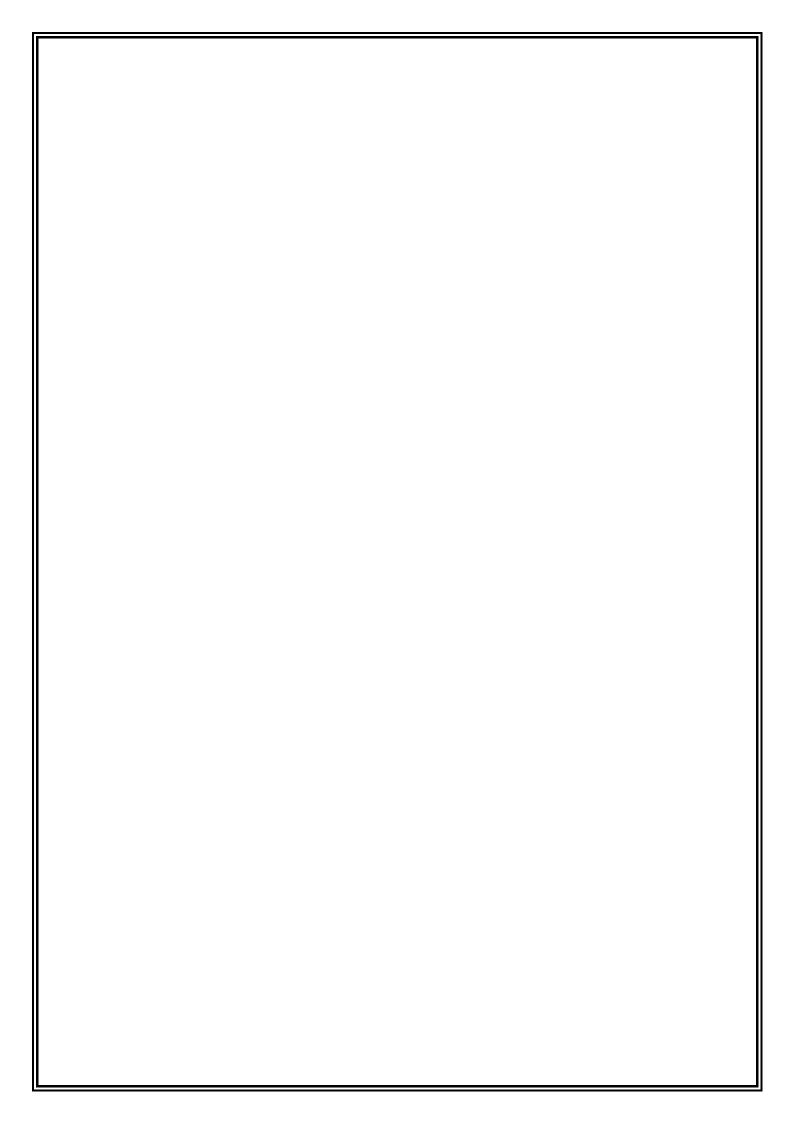
In the same breath, I thank all my friend who helped me in completing the report and providing me with a lot of information essential for it.

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PRABINA PATTANAYAK

Regd. No - 2006258131

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PREFACE

The courses of MBA require one to under a summer internship with the end of the 2nd semester, so as to get a practical knowledge and understanding the aspects of all the theories read. It helps us to make the best use of our skills and intelligence so as to make a better research report. It is really the most important thing during the course our study. The purpose of my research project was to study the "**THE IMPACT OF RETAIL SERVICE QUALITY ON CUSTOMER SATISFACTION IN BHUBANESWAR CENRAL**".

CHAPTER -1

GENERAL INTRODUCTION

- **INTRODUCTION TO THE STUDY**

  - ○ RETAIL MARKET IN THE WORLD
  - ○ RETAIL MARKET SCENARIO IN INDIA
  - ○ AN OVERVIEW OF RETAIL MARKET IN ODISHA

- **BACKGROUND TO THE STUDY**

- **OBJECTIVES OF THE STUDY**

- **LIMITATIONS OF THE STUDY**

INTRODUCTION TO STUDY:

Retail is the process of selling consumer goods and services to customers through multiple channel of distribution to earn a profit. **Retailers** satisfy demand identified through a supply chain. The term "retailer" is typically applied where a service provider fills the small orders of a large number of individuals, who are end-users, rather than large orders of a small number of wholesale, corporate or government clientele. Recreational shopping often involves window shoppingand browsing: it does not always result in a purchase. Retail refers to the activity of reselling. A retailer is any person or organisation is a reseller who sells goods or services directly to consumers or end-users.Some retailers may sell to business customers, and such sales are termed *non-retail activity.* In some jurisdictions or regions, legal definitions of retail specify that at least 80 percent of sales activity must be to end-users.

Retail is India's largest industry. It accounts for over 10 per cent of the India's GDP and around eight per cent of the employment. Retail sector is one of India's fastest growing sectors with a 5 per cent compounded annual growth rate. India's huge middle class base and its untapped retail industry are key attractions for global retail giants planning to enter newer markets. Driven by changing lifestyles, strong income growth and favourable demographic patterns, Indian retail is expected to grow 25 per cent annually. It is expected that retail in India could be worth US$ 200-500 billion by 2020.

RETAIL MARKET IN THE WORLD:

The retail industry in Global continues to maintain its momentum, driven by economic and social developments and population growth. Key factors in the growth of retail industry are robust economic growth, rising population, changing consumer trends and rising purchasing power. Retail industry in the Global region will expand at a CAGR of 6.9% over 2013-18 will be $20 trillion in 2018

USA has the highest share of retail market in the world, followed by China. Standing of India during the period is most optimistic, with an expected CAGR of above 16%

followed by Indonesia with a CAGR of 14%, China and Vietnam. Other Global nations are expected to register a CAGR of 1% - 12%.

Global retail sector is driven by rising disposable income and consumer confidence. Retail market is badly affected by low GDP per capita of developing and undeveloped countries and high youth unemployment in developing countries. Liberal retail policies and removal of trade barriers and linkage to World Trade Organization (WTO) are helping the retail sector growth worldwide.

- B2C ecommerce sales will hit $2.3 trillion worldwide.
- B2B ecommerce, on the other hand, will reach $7.7 trillion.

The 10 largest ecommerce markets in the world are …

1. China: $672 billion
2. United States: $340 billion
3. United Kingdom: $99 billion
4. Japan: $79 billion
5. Germany: $73 billion
6. France: $43 billion
7. South Korea: $37 billion
8. Canada: $30 billion
9. Russia: $20 billion
10. Brazil: $19 billion

Total worldwide ecommerce sales in trillions of U.S. dollars
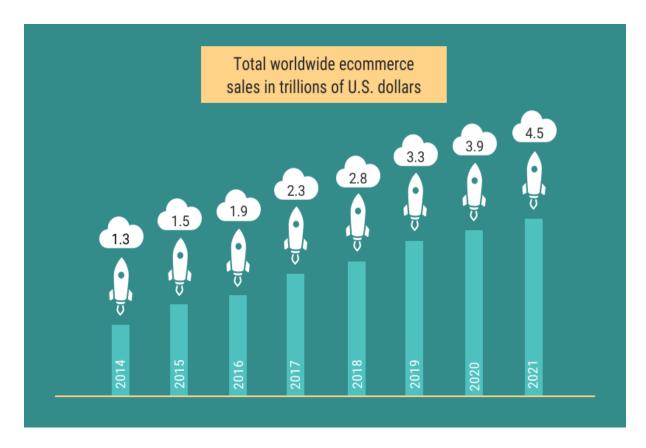
Figure 1: Global Retail Ecommerce Sales Will Reach $4.5 Trillion by 2021.

Total Retail Sales Worldwide, 2015-2020
trillions and % change

Note: excludes travel and event tickets
Source: eMarketer, Aug 2016
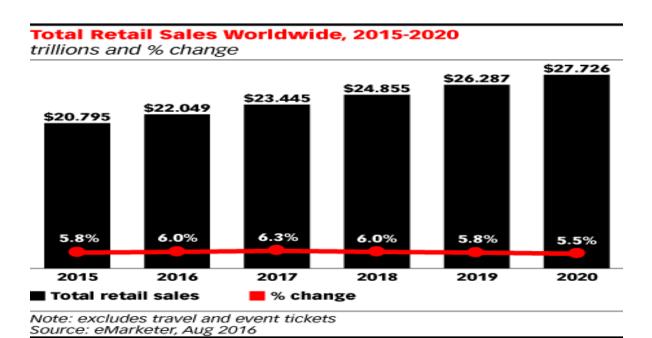213169   www.eMarketer.com

Figure 2: Total Retail Sales Worldwide 2015-20

RETAIL MARKET SCENARIO IN INDIA:

The Indian retail industry has emerged as one of the most dynamic and fast-paced industries due to the entry of several new players. It accounts for over 10 per cent of the country's Gross Domestic Product (GDP) and around 8 per cent of the employment. India is the world's fifth-largest global destination in the retail space.

Indian Retail Industry has immense potential as India has the second largest population with affluent middle class, rapid urbanisation and solid growth of internet.

- India's retail market is expected to increase by 60 per cent to reach US$ 1.1 trillion by 2020.

- While the overall retail market is expected to grow at 12 per cent per annum, modern trade would expand twice as fast at 20 per cent per annum and traditional trade at 10 per cent.

- Indian retail market is divided into "Organised Retail Market" which is valued at $60 billion which is only 9 per cent of the total sector and "Unorganised Retail Market constitutes the rest 91 per cent of the sector.

- India's Business to Business (B2B) e-commerce market is expected to reach US$ 700 billion by 2020.

- Online retail is expected to be at par with the physical stores in the next five years and has grown 23 per cent to $17.8 billion in 2017.

- India's direct selling industry is expected to reach Rs 159.3 billion (US$ 2.5 billion) by 2021.

- Luxury market of India is expected to grow to US$ 30 billion by the end of 2018 from US$ 23.8 billion 2017.

- The size of modern retail in India is expected to double to Rs 171,800 crore (US$ 25.7 billion) from Rs 87,100 crore (US$ 13 billion) in three years.

AN OVERVIEW OF RETAIL MARKET IN ODISHA:

The journey of modern retail in India is still in its early chapters. In some parts of the country like Odisha, the industry is still in its diapers. While it will take a few more years for the industry to bloom and blossom in all its glory, the roots are taking a firm hold and growing stronger by the day. A strong indication of the prescient changes slowly aborning even in the backlands can be found in the lengthening footprint of regional retailers.

Odisha is accredited as a good performer of economy in terms of better economic growth rates. The continuing economic slowdown at global as well as national level did not deter Odisha State to achieve higher anticipated economic growth rate of 8.78 percent in real terms at Market prices 2014-15. The annual growth rate of 7.31 percent in 2014-15(Advance estimates) over 2013-14 in respect of the per capita income (per capita NSDP at Market price in current prices) of Odisha remained impressive.

BACKGROUND OF THE STUDY

It is difficult for international and domestic retailers to be successful in India without an understanding of local conditions and buying behaviour. Mall visitors are more value conscious (Trivedi, 2008). People visit the malls for various reasons apart from shopping such as to gather with friends, eat, window shop, and seek leisure. This provides mall retailers an opportunity to convert these visitors to actual customers by providing them a suitable value proposition. After all, a mall is dependent on the success of its tenants. Hence, it is crucial to understand what consumers want in terms of value. Perceived value associated with the mall likely plays a crucial role in consumers' satisfaction with the mall and their intention to patronize the mall. At the same time, significant perceived value associated with the retail stores in the mall likely plays a crucial role in consumers' willingness to buy from these retailers, which in turn affects their intention to patronize the mall. Thus, both the

perceived value associated with the non-store3 aspects of the mall and retail stores in the mall together may play a crucial role in deciding the consumers' intention to patronize the mall.

Therefore, mall retailers must understand and deliver the value desired by the mall visitors to convert them into customers. To be successful, retailers need to retain customer loyalty by responding to their demands. In today's highly turbulent and competitive retail environment, retailers need to recognize the changing consumer dynamics in India and formulate strategies to deliver value to the consumer.

A business with high service quality will meet or exceed customer expectations whilst remaining economically competitive. Evidence from empirical studies suggests that improved service quality increases profitability and long term economic competitiveness. Improvements to service quality may achieved by improving operational processes; identifying problems quickly and systematically; establishing valid and reliable service performance measuresand measuring customer satisfaction and other performance outcomes.

A validated Retail Service Quality Scale is used to study the service quality delivery of a department store chain and its impact on consumption behaviour. It results in six dimensions; they are namely: personal interaction; policy; physical appearance; promises; problem solving; and convenience. The findings show that the impact of physical appearance and the policy are salient on the overall perceived service quality and the future shopping behaviour respectively. Among the six service dimensions, the physical appearance and policy have the greatest impact on the overall service quality and on future consumption respectively. The implications for practitioners and researchers are discussed.

In today's competitive retail market, as the service quality improves, the customer's expectation and lateral demand on the service level is increased from time to time. According to Ko *et al*, improved relationships with consumers can lead to greater customer loyalty, retention and profitability. Therefore, it is essential to build a long-

term and stable relationship with customers in today's competitive society. As customers are currently more concerned with service quality received, it is of value to study the effect of service quality on customer loyalty.

In addition to improving service quality, improving product quality is also needed.Quality has been typically regarded as a key strategic component of competitive advantage, and therefore improving product quality has been a matter of prime concern to firms. Product quality can also be a good place to start providing satisfaction and generating loyalty. The pros include market pioneering, first-mover advantages, low-cost proactive innovation and industry redefinition. The cons include loss of market opportunities, loss of market leadership, high cost-reactive innovation and high-cost brand development. Therefore, product quality is worth attention.

In order to capture dimensions that are important to retail customers, Dabholkar *et al.*combined findings from three qualitative studies – retail and service quality literatures and SERVQUAL – and developed a scale called the Retail Service Quality Scale. The Retail Service Quality Scale has been viewed as a generalized scale that is suitable for studying the retail business that offers a mix of services and goods.

OBJECTIVES OF THE STUDY:

The overarching objective of the present study is to examine the influence of Retail Service on Customer satisfaction in Bhubaneswar Central retail mall. The specific objectives are to:

- To find out the impact of various factors on Retail Service Quality in Bhubaneswar Central.
- To ascertain the impact of Retail Service Quality on customer satisfaction in Bhubaneswar Central.
- To find the awareness level of customer towards Bhubaneswar Central.
- SWOT Analysis of Brand Central.

LIMITATIONS OF THE STUDY

It is important to address the limitations of the present study. There are several limitations associated with this study. First, the amount of data collected for the study. Cost and time constraints did not allow for more extensive data collection. A larger and more representative sample may affect the establishment of relationship between retail service quality and customer satisfaction. Second, the study included the respondents who are customers of Bhubaneswar central only. The study should include customers of other retail malls to provide a comparative analysis to understand the gaps in service quality among the malls.

CHAPTER 2:

- **SCOPE OF THE PRESENT WORK**
- **LITERATURE REVIEW**

SCOPE OF THE STUDY:

This project report will give the answers to the few questions like:

- What are the factors responsible to maintain superior service quality in retail malls?

- What is the relationship between the retail service quality and customer satisfaction on retail sector?

- What should be the medium to convey the message to the customer?
- Which products are star performers in market and which brand is lacking behind?

REVIEW OF LITERATURE:

- Parasuraman et al. (1988) proposed that five service quality dimensions: tangibles, reliability, empathy, responsiveness, and assurance, to measure the gap between service quality expectations and perceptions. The SERVQUAL scale has been widely used to study service quality in different service sectors (Parasuraman et al., 1988; Carman, 1990; Finn and Lamb, 1991; Bolton and Drew, 1991; Gronroos, 1990; Babakus and Mangold, 1992; Dotchin and Oakland, 1994; Stafford, 1996; Colgate and Stewart, 1998; Durvasula et al., 1999; Bahia and Nantel, 2000; Kim and Jin, 2001; Siu and Cheung, 2001; Cui et al., 2003; Schmenner, 2004; Chao et al., 2007). Boulding et al. (1993) state, that consumers' expectations affect their service quality perceptions and influence their intended behaviour.

- Oliver (1981) posits that shoppers respond to in-store purchase experiences and post purchase service experiences in the same way as they respond to product consumption decisions. It implies that consumers' expectations are created, compared, and confirmation and disconfirmation occurs. The consumers' attitude towards retail storedepends on myriad of store factors like parking, crowdedness, assortment, behaviour of retailer, interactions with service staff, and waiting time (Oliver, 1981).

- Bolton and Drew (1991) studied the role of consumers' prior expectations and experiences in assessing the overall service quality and performance. The results suggest thatconsumers' evaluations are based on disconfirmation arising from

discrepancies of expected and actual service performance. The results also suggest that personal characteristics of consumers' influence their service quality expectations. The assessment of service in retail is dependent on in-store experiences and availability of merchandise (Westbrook, 1981).

- Carman (1990) states that SERVQUAL scale was too generic to be used for measuring retail service quality, and should be modified according to different services. Finn and Lamb (1991) tested the SERVQUAL scale in different retail settings, and proposed that the instrument could be applied to study quality in retailing. They suggest that refinement was needed in the SERVQUAL model. Dabholkar et al. (1996) proposed the Retail Service Quality scale (RSQS) for studying retail service quality in different retail settings. The RSQS comprises of quality dimensions such as physical appearance, reliability, personal interactions, problem solving, and policy. The items are distributed across sub-dimensions related to appearance, convenience, promises, doing it right, inspiring confidence, and courteous behaviour. Service quality assessment can be performed at overall, factor, and sub-dimension levels. Analysis at these three different levels would enable store managers/retailers to identify problem areas, and use resources to improve particular service aspects (Dabholkar et al., 1996).

- Kim and Jin (2001) replicated the Dabholkar et al.'s study to understand if RSQS could be used to measure service quality across different cultures. They selected American and South Korean consumers, as they represent two different cultures and retail environments. Their results indicate that RSQS cannot be applied across cultures. The personal attention factor was most important factor in quality assessment for the American sample. For the Korean sample, the same factor was split under "empathy" and, "responsiveness". "Tangible" was an important dimension for service quality for Koreans whereas in American sample "physical attributes" loaded on the convenience dimension. It appears that "intangible" elements were more important for American consumers. In another research, Kim and Jin (2002) used theRSQS to study service quality perceptions of American and Korean consumers for discount retail stores. Confirmatory factor analysis results suggest that consumers in both cultures made no distinction between personal attention and problem solving dimension.

- Chao et al. (2007) examined the effect of service quality on consumer loyalty towards retail stores. Consumer orientation and interpersonal relationship play an important role

- Menget al. (2009) used the RSQS and SERVQUAL to study service quality in Hong Kong's supermarkets. The results indicate that in regular supermarkets, consumers' service quality evaluation was influenced by store image, convenience, purchasing process, and checkout services. Whilst in enhanced supermarket environments the servicequality perception was different. Consumers' did not wish to spend time locating products and service personnel could assist them to improve their perceptions.

- Das et al. (2010) examined the applicability of RSQS in Kazakhstan. They found that RSQS is a good fit for testing retail quality. Two dimensions of RSQS: personal interaction and physical aspects, and one sub-dimension "inspiring confidence" are important in increasing consumer base. Ozedmir and Hewett (2010) state that in collectivist cultures personal relationship, and socialisation were important in determining service quality. Retailers can train their frontline staff to show warmth and sincerity towards consumers. This can build trust with consumers and influence the tangible outcomes. In low-social interaction cultures, personal relationship with retailer is not important in influencing the consumers' behavioural intentions and service quality perceptions. Collectivism does not play a role as a moderator on the relationship quality–behavioural intentions and service quality behavioural intentions in a low social interaction culture.

- Parikh (2006) used the RSQS to examine its applicability in Indian retail sector. The results suggest that the scale was reliable for measuring retail service quality. The items merged around nine dimensions and the five dimensions as suggested by Dabholkar et al. (1996) need considerable restructuring. The wordings of the scale should be modified and reworded. Gaur and Agrawal (2006) studied retail service quality in India using SERVQUAL and RSQS. They suggest that both SERVQUAL and RSQS fail to measure service quality in Indian context, and refinement was needed. Based on the previous research, the current study modified and adapted the RSQS for measuring service quality in Indian retail.

CHAPTER 3:

- **COMPANY PROFILE**
  - ABOUT FUTURE GROUP
  - FUTURE LIFESTYLE FASHION LTD
  - ABOUT BHUBANESWAR CENTRAL
  - ORGANIZATIONAL STRUCTURE
  - PRODUCTS/SERVICES PROFILE

ABOUT FUTURE GROUP:

Future Group is an Indian private conglomerate, headquartered in Mumbai. The company is known for having a significant prominence in Indian retail and fashion sectors, with popular supermarket chains like Big Bazaar and Food Bazaar, lifestyle stores like Brand Factory, Central etc. and also for having a notable presence in integrated foods and FMCG manufacturing sectors.

Future Retail (initially Pantaloons Retail India Ltd (PRIL)) and **Future Lifestyle Fashions**, two operating companies of Future Group, are among the top retail companies listed in BSE with respect to assets, and in NSE with respect to market capitalization.

On May 2012, Future Group announced 50.1% stake sale of its fashion chain Pantaloons to Aditya Birla Group in order to reduce its debt of around ₹80 billion (US$1.2 billion).To do so, Pantaloons fashion segment was demerged from Pantaloons Retail India Ltd; the latter was then merged into another subsidiary—Future Value Retail Ltd—and rechristened **Future Retail Ltd**

Future Group is a corporate group and nearly all of its businesses are managed through its various operating companies based on the target sectors. For e.g., retail supermarket/hypermarket chains Big Bazaar, FBB, Food Bazaar, Food Hall, Hometown etc. are operated by its retail hand, Future Retail Ltd,while its fashion outlets Brand Factory, Central, **Planet Sports** etc. are operated via another of its subsidiaries, Future Lifestyle Fashions. With these many fashion outlets and supermarket, the group also promotes respectively, its fashion brands like Indigo Nation, Spalding, Lombard, Bare etc., and FMCGs like Tasty Treat, Fresh & Pure, Clean Mate, Ektaa, Premium Harvest, Sach etc. It also has operating companies to cater specifically to internal financial matters and consulting within its group of companies.

- On November 21, 2014, Future Consumer Enterprises Ltd. acquired the 98% from Actis Capital and other promoters. With that, Nilgiris is a fully owned subsidiary of Future Consumer Enterprises Ltd (FCEL).

FUTURE LIFESTYLE FASHION LTD:

Future Lifestyle Fashions Limited owns and markets over two dozen fashion brands through exclusive brand outlets, department stores and multi brand outlets, as well as company operated chains such as Central, Brand Factory and Planet Sports. It collectively operates around 400 stores spread over 5 million square feet of retail space.

FLF is a unique player in the fashion industry that is primed to gain leadership in building both fashion brands and fashion retailing in India. As an integrated fashion company with presence across all key segments within the fashion industry, FLF benefits from operating mature businesses that have built its presence and strengths for over a decade.

Vision

- To be the leading lifestyle fashion company in India by creating exceptional brands and shopping experiences that will bring alive the Indian idiom of fashion.

Mission

- We at Future Lifestyle Fashions aim to create a globally recognized fashion organization here in India by bringing alive the Indian idiom of fashion. We thus strive to:
    - Be the most preferred fashion destination of India
    - Create the most preferred portfolio of fashion brands
    - Be as the most innovative, efficient, and profitable retailer
    - Be the preferred employer in the fashion space
    - Be the trendsetter in Indian fashion through superior understanding of the culture, style code, passion and aspirations of Indian consumers
    - Create happiness for customers, colleagues, business partners and every stakeholder.

Future Lifestyle Fashions Limited is an integrated fashion company which covers:-

Central is India's first seamless store and the biggest lifestyle retail brand from Future Group. It offers discerning shoppers options of choosing from over 1000 best brands across categories including apparels, cosmetics, fragrances, eyewear, watches, accessories, sportswear, toys , mobiles, electronics, home and much more for the entire family. Central stores are large-format stores measuring anywhere between 60,000 square feet to 2,30,000 square feet and offering over 500 domestic & international brands across several categories. These stores, often located in standalone locations also have food-courts, restaurants, supermarkets and electronics superstores built within. The retail format operates around 2.4 million square feet of retail space under this brand. Central stores are located in large cities like Mumbai, Bengaluru, Hyderabad, Pune, Ahmedabad and Gurgaon, as well as smaller cities like Baroda, Indore, Vizag and Surat.

Brand Factory is India's largest chain of fashion discount stores that promises consumers a revolutionary discount shopping experience. It offers more than 200 Indian and International brands at 20%-70% discount, all 365 days a year. We offer customers a wide range of brands and categories at absolutely great prices in an ambience that is refreshingly enjoyable. Merchandise available at Brand Factory stores include men's formals, casuals, youth wear, women's western wear, women's ethnic, sportswear, infant wear, accessories, footwear, luggage and much more. We now stand at 41 stores across 20 cities.

Planet Sports is India's largest multi-brand sports and lifestyle speciality retail chain that offers the largest collection of International sports and lifestyle brands. It offers an extensive range of sportswear and equipment across all categories including running, tennis, training, golf, fitness, basketball, motor sports as well as other lifestyle products. Other lifestyle products across categories like footwear,

apparel, accessories and sports equipments are also available at the stores. The retail format prides itself for the sports expertise it has built over time and also for having introduced renowned brands across sports categories like swimming, tennis, squash, badminton, soccer, golf and basketball. Planet Sports strives to provide integrated, reliable and cost efficient sports offerings to Indian consumers and augment India's sports culture.

"**I Am In**" caters to an enthusiastic Gen Next crowd who are aware of the latest fashion trends. A brand new concept was adopted by Future Lifestyle Fashion, 'I Am In' appeals to consumers who are fashionable, stylish, social media savvy and selfie-lovers. With a hot pop of fuschia& tangy orange in one corner of the store to classy basics of black & white in the other, the collection of 'I Am In' will rekindle the spunky and colorful side of you. As the world of conversations has moved towards #Hashtags, the 'I Am In' stores across key metros feature funky one liners that will make you feel more connected to the store. The vibrancy in 'I Am In' designs will be the new epitome of novelty in the fashion space.

ABOUT BHUBANESWAR CENTRAL:

Central Mall in Bhubaneswar is one of the busiest shopping destinations in Orissa. Bhubaneswar Central is a Brand New Mall in the Capital City of Bhubaneswar, Odisha.

Bhubaneswar Central mall is 32nd store of the group in India.Some of the big brands like W, Louis Philliipe, Levis, Aurelia, Crocs etc has already setup their stores. People can get 500 brands under one roof it can be either ladies western, ethinic, kids clothing, mens wear, youth, hair accessories, jewellery, watches, cosmetics, sunglasses,footwear and many more.

Recently Central has welcomed a luxurious brand "Tommy Helifiger" in its store.Central provides numerous offers like " One Day Free Shopping" , Luggage Fest, Shade's Festival, Tees for Free and many more to retain its customers.There are nearly

500 employees who takes care of its customers in Bhubaneswar Central.Bhubaneswar Central being the first retail store in Odisha who hasentered into 100crore club within one financial year.Bhubaneswar Central is giving a tough competitionto many retail outlets like Pantaloons, Reliance Trends, Big Bazar and many more.Customer service is only competitive advantage that has made Bhubaneswar Central so successful today.

ORGANIZATIONAL STRUCTURE

- **Mr. Kishore Biyani (CEO)**

Kishore Biyani is the founder and Group CEO of Future Group. He is widely credited as the pioneer of modern retail industry in India. Over the past two decades he has created and leads some of India's most popular retail chains like Big Bazaar, Central, Brand Factory, Foodhall, fbb, among others. Over time, various retail chains like Nilgiris, Aadhaar, Easyday, Heritage, HyperCity and others have also become part of Future Group. These retail chains are present in more than 250 cities across India and attract over 500 million customers footfalls annually. Simultaneously, he has also led the creation of a wide portfolio of consumer goods brands in fashion, food and electronics space, that are distributed through the group's retail chains and various other modern retail networks in the country.

- **Mr. Rakesh Biyani** (Non-Executive Director)

Mr. Rakesh Biyani, Non Executive Director,Future Lifestyle Fashions has been associated with Future Group for over 20 years and is actively involved in the growth of various business formats of the Group. He has led the management and expansion of the Group's flagship formats like 'Pantaloons', 'Central' 'Big Bazaar' and 'Food Bazaar'. Mr. Rakesh Biyani is actively involved in Category Management, Supply Chain & Logistics Management, Retail Stores Operations and Information Technology.

- **Ms. AvniBiyani**(Non-Executive Director)

AvniBiyani is the Concept Head of Foodhall, the specialty food superstore from Future Group. She formally joined Future Group in 2011 as part of its food business

and over the years has established Foodhall as India's premium lifestyle food destination.

Avni is also a part of Future Group's Integrated Food Strategy Council and is responsible for ramping up the group's foray into the premium food segment. She has a keen interest in the fashion & lifestyle businesses of the group and is closely involved with the launch of India's first fast fashion brand – Cover Story.

- **Mr. Shailesh Haribhakti**(Non-Executive Independent Director)

Mr. Shailesh Haribhakti, Non-Executive Independent Director, is a Chartered and Cost Accountant, and a Certified Internal Auditor, Financial Planner & Fraud Examiner. During a career span of four decades, he has successfully established and led many innovative services. Mr. Haribhakti lends his expertise to several professional and regulatory bodies, and has played a leadership role across several of these bodies. He is on the Board of several public limited companies.

- **Mr. Bijou Kurien**(Independent Director)

Mr. Bijou Kurien is an Independent Director of the Company. Mr. Kurien has been associated with marquee brands in the fast moving consumer products, consumer durables and retail industry in India for over 34 years. Currently, he is an independent consultant and member of the Strategic Advisory Board of L Capital, Asia (sponsored by the LVMH Group), and also advises several consumer product companies and mentors a few start-ups. He is also on the Advisory Board of leading Management Education institutions, the World Retail Congress, and Mentor to the FICCI Retail Committee.

- **Mr. C. P. Toshniwal** (Non-Executive Director)

Mr. C.P. Toshniwal, is currently the Non-Executive Director of Future Lifestyle Fashions Ltd. (FLFL). Prior to his association with Future Group, he worked with other corporate houses like Donear Synthetics Limited, Orient Vegetexpo Limited and Control Print India Limited. Mr. Toshniwal has strong domain knowledge of the Indian Retail Industry with good understanding of Information Technology Systems and a proven ability in setting up systems and procedures for Robust Management Accounting.

- **Ms. Sharda Agarwal (**Non-Executive Independent Director)

Ms. Sharda Agarwal is an Independent Director of the Company. Presently, she is Co-Founder of MarketGateconsulting (now a Publicis Groupe Company), Director on MarketGate Dimensions Research (A Publicis Groupe Company) and Independent Director on Board of Motilal Oswal Financial Services Ltd."

PRODUCTS OF FUTURE LIFESTYLE FASHION LTD:

Future Lifestyle Fashions Limited has 41 domestic and foreign brands present across the country. These brands are available in every segment within the fashion space including, menswear, womenswear, kids wear, footwear and accessories across various price points.

While many of the brands have been developed by the Group over a decade, the company also has exclusive licensees and joint ventures with global brands. While all these brands are sold through the Group's retail chains, they are also distributed through independent distribution channels, exclusive brand outlets and other modern retail chains.

Some of the brands include:

1.

Cover Story is a fast fashion brand with global design sensibilities led by Future Style Lab. The objective of the brand is to bring fresh fashion straight from the Future Style Lab based out of Victoria, London. The Cover Story woman is eclectic, a perfect blend of modern and the traditional. The Cover Story essence is resolutely feminine, classy and experimental.

It has created its own language of style and draws a subtle difference between modernity and androgyny, with stylish pieces and sharp details. Cover Story addresses the sartorial needs of the contemporary woman who is a citizen of the world.

2.

An apparel brand launched exclusively for plus sized people, aLL has been around since 2005. aLL's range includes formal, ethnic, party and casual wear for both, men and women.aLL is the answer to every plus sized person's needs. With various sizes to choose from, aLL gives you every reason to be what you are and the freedom to choose what you want to be. Currently this brand is present as exclusive brand outlets (EBOs) and also operates through store-in-stores (SIS) formats within Central and Brand Factory.

3.

UMM is an Italian brand born out of a music label - Underground Music Movement - that has over the years evolved into a fashion brand. We own the exclusive rights to distribute the brand in India. It is among one of the most popular casual wear brands in the country.UMM concept store mix together fashion and music to reflect the cultural crossover of today youth: citizens in the world of interconnected coolness.

4.

Lee Cooper is a global denim brand dedicated to style since 1908. In India, Future Group owns the exclusive license to manufacture and market the brand in categories like denims, trousers, jackets, shirts.

5.

Bare is our largest clothing brand with presence in casual wear, denim-wear and kids-wear.

Bare Denim range includes casual tops, t-shirts, denims and winter-wear for men and women, Bare Casual range includes cotton and linen shirts, khakis, corduroys and cotton trousers for men and Bare Kids offers a wide range of clothing options for kids. It has a comprehensive offering of casual wear which has something for everyone. The brand offers jeans, tees, tops, sweaters, pullovers, corduroys and zip-up jackets, for both men and women under the Bare Denim label. Casual cotton

shirts and trousers for men are retailed as Bare Leisure and a wide range of clothing options for kids are offered under the Bare Kids label.

SCULLERS
this is life

6.

Scullers is positioned as a brand that offers stylish sporty casual wear. The brand is popular for its chinos. Scullers is distributed through EBOs as well as MBOs. Scullers is timeless, embracing the old as well as the new. It is stylish without being flashy. Elegant without being somber. Sophisticated without being upright. Scullers is a celebration of joy, optimism and new beginnings. Scullers is for those who celebrate life.

7. RIG

RIG is a brand that offers utility clothing and has products for men, women and kids. RIG's clothing is unique in style and projects a different attitude from denims or formalwear.

The range includes cargos, 3/4ths, skirts, shorts, t-shirts and shirts for men, women and kids. Comfortable in form and function, the ruggedness adds an element of activity.

8. INDIGO NATION
YOUNG LIKE THAT

Indigo Nation offers an unparalleled range of fashionable office-wear, club-wear and weekend-wear. It is designed exclusively for those who live life on the edge, are live wires at work and are considered mavericks. With Indigo Nation offering the latest fashion trends from across the globe, India's young, energetic and fashion-conscious male doesn't need to look any further. The brand has consistently pushed the boundaries of stylish dressing and the baseline 'young like that' simply reinforces it.

9. CONVERSE

Established in 1908, the Converse brand has built a reputation as 'America's Original Sports Company'. The brand has been associated with a rich heritage of legendary shoes such as the Chuck Taylor® All Star shoe, the Jack Purcell® shoe

and the One Star® shoe. Today, Converse offers a diverse portfolio including premium lifestyle men's and women's footwear and apparel.

10. SPALDING

Spalding is an American sporting goods brand founded by Albert Spalding in Chicago, Illinois, in 1876. It caters to the sports goods category and also offers a wide range of footwear options designed specifically for sportsmen.

11. DANIEL HECHTER PARIS

Daniel Hechter is a high-end French brand and is offered through an exclusive license in India. The brand offers formal, semi-formal and casual wear for men. Launched in India in 2009, Daniel Hechter is also available through EBOs and other departmental stores. Fashion from Daniel Hechter combines European tradition with a sure sense of style and elegance. It is synonymous with affordable luxury since it does not restrict fashion to a small group of elite but captures the enthusiasm of a larger audience.

12. LOMBARD MAKERS OF CLASSIC TAILORING

Lombard is a men's formal wear brand that offers suits, shirts, trousers and accessories like cufflinks, wallets and belts. The brand is positioned with the tagline, 'Where Real Power Rests'. Lombard is also being distributed through the general trade and Multiple Brand Outlets.

13. URBAN yoga SPIRITUAL FITNESS WEAR

Urban Yoga offers yoga apparel and accessories that compliments active lifestyle co-created with yoga practitioners. It is a brand that believes in creating a balance between the busy outer world and the quiet inner world. Urban Yoga is a brand of yoga apparel and accessories to reflect your love for rich Indian values, your care for the environment and your desire to live as a better person.

14.

Mohr, is a premium women's wear brand comprising of Indo-western clothing. The brand embodies the many different faces of the modern Indian woman blending of Indian traditional design with an indulgent touch of western fashion. The colours are bright with peacock and lotus motifs, which are a symbol of cosmic harmony and essential womanhood. The brand offers more than 200 styles available in selected Central stores. The collections include dresses, tops, T-shirts, tunics and trousers.

OPERATIONAL DEFINITIONS

🞢 **Service Quality**

➡ An assessment of how well a delivered service conforms to the client's expectations. Service business operators often assess the service quality provided

to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction.

➡ Parasuraman *et al* defined service quality as 'the degree of discrepancy between customers' normative expectations for the service and their perceptions of the service performance'.

➡ A validated Retail Service Quality Scale is used to study the service quality delivery of a department store chain and its impact on consumption behaviour. It results in six dimensions; they are namely: personal interaction; policy; physical appearance; promises; problem solving; and convenience.
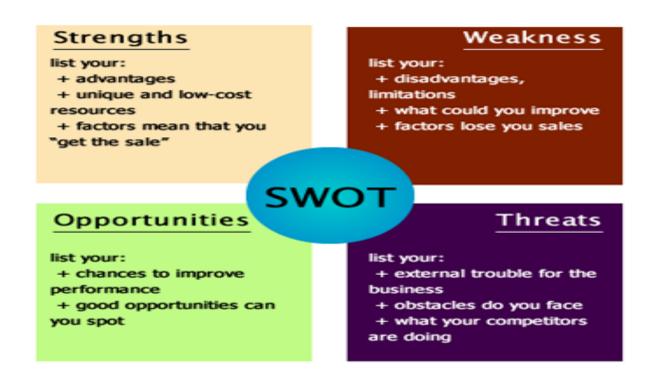
Customer Satisfaction

➡ **Customer satisfaction** is a marketing term that measures how products or services supplied by a company meet or surpass a **customer's** expectation.

➡ Customer satisfaction is a part of customer's experience that exposes a supplier's behaviour on customer's expectation.

➡ It is necessarily required for an organization to interact and communicate with customers on a regular basis to increase customer satisfaction.

Marketing Research:

➡ The function that brings the consumer, customer and public to the market through information - information used to identify and define marketing objectives and problems; generate, refine and evaluate marketing actions; monitor marketing performance; and improve understanding of the marketing process. *American Marketing Association, 1987*

➡ "Marketing research is about researching the whole of a company's marketing process." Palmer (2000).

Sampling

- ➡ Sampling is that part of statistical practice concerned with the selection of individual observations intended to yield some knowledge about a population of concern, especially for the purposes of statistical inference.

- ✚ **SWOT Analysis** is a strategic planning method used to evaluate the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective. The technique is credited to Albert Humphrey, who led a research project at Stanford University in the 1960s and 1970s using data from Fortune 500 companies.

CHAPTER 4

- **RESEARCH METHODOLOGY**
  - o RESEARCH DESIGN
  - o SAMPLING
  - o TOOLS FOR DATA COLLECTION
  - o FIELD WORK

RESEARCH DESIGN

There are three types of objective in a marketing research project.

- Exploratory Research
- Descriptive research
- Causal research

Exploratory Research: The objective of exploratory research is to gather preliminary information that will help define problems and suggest hypotheses.'(Kotler et al. 2006, p. 122)

Descriptive Research*:* The objective of descriptive research is to describe things, such as the market potential for a product or the demographics and attitudes of consumers who buy the product.' (Kotler et al. 2006, p. 122)

Causal Research: The objective of causal Research is to test hypotheses about cause-and-effect relationships. (Kotler et al. 2006, p. 122)

In the present study, a **Descriptive research method** has been adopted to study the service quality in Retail Market. Therefore, the study has also tried to analyse the impact of service quality on Customer Satisfaction. Descriptive research answers the questions *who*, *what*, *where*, *when* and *how*.

4.2 SAMPLING

Sampling is that part of statistical practice concerned with the selection of individual observations intended to yield some knowledge about a population of concern, especially for the purposes of statistical inference.The sampling process comprises several stages:

- Defining the population of concern
- Specifying a sampling frame, a set of items or events possible to measure
- Specifying a sampling method for selecting items or events from the frame
- Determining the sample size

- Implementing the sampling plan
- Sampling and data collecting
- Reviewing the sampling process

The sampling method used here for selecting respondents from the population is Non Random Sampling or Convenience Sampling. A sample of 198 respondents was collected from customers inside the mall. The sample was collected from the customers who have visited the mall to purchase from the Bhubaneswar Central. A mall-intercept is a survey whereby respondents are intercepted in shopping in malls. The process involves stopping the shoppers, screening them for appropriateness, and either administering the survey on the spot or inviting them to a research facility located in the mall to complete the interview.

TOOLS FOR DATA COLLECTION

Data Collection is an important aspect of any type of research study. Inaccurate data collection can impact the results of a study and ultimately lead to invalid results.Data collection methods for impact evaluation vary along a continuum. At the one end of this continuum are quantitative methods and at the other end of the continuum are Qualitative methods for data collection.
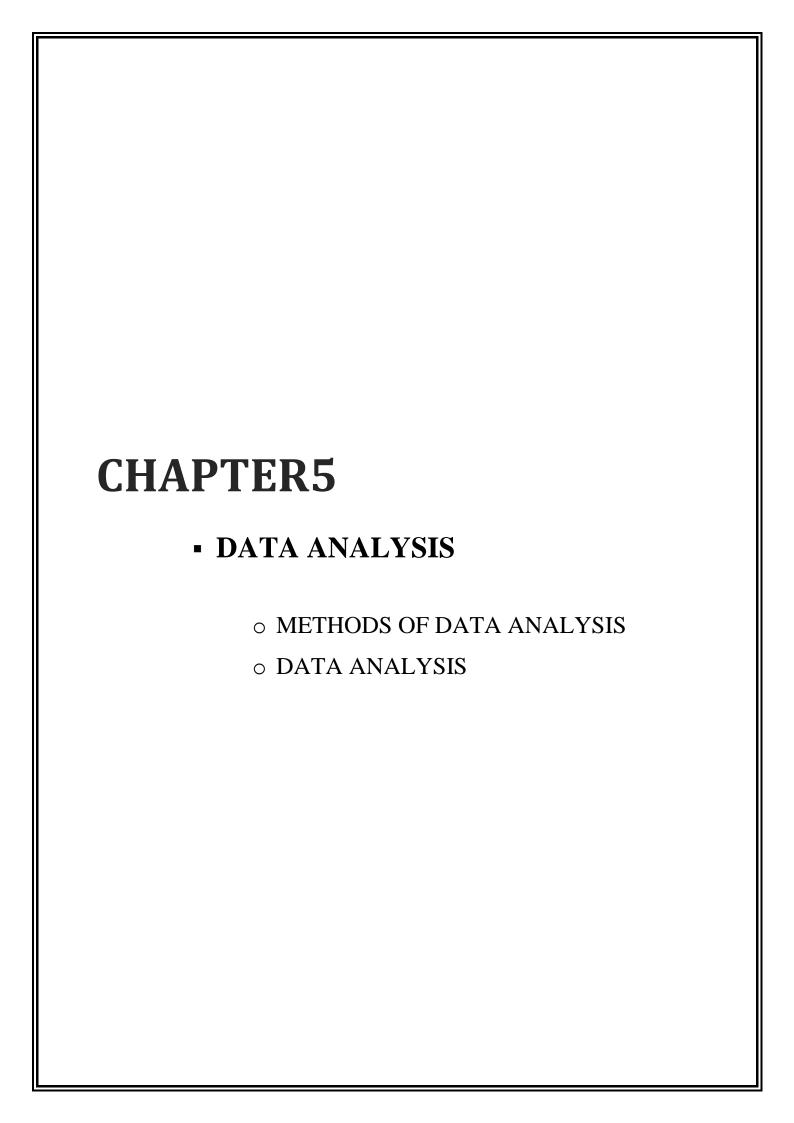
A structured Questionnaire wasused to collect data in this study.**Questionnaire** is a popular means of collecting data, but is difficult to design and often require many rewrites before an acceptable questionnaire is produced. The questionnaire includes two different parts. First part carries questions related to demographics characteristics of the respondents and second parts includes questions related to various parameters of retail service quality and customer satisfaction.

The surveydesign was inspired in the work of Dabholkar et al. (1996) and Vázquez et al. (2001).Building on the RSQS scale and on exploratory interviews with retail customers, wedeveloped a questionnaire with 24 items related to distinct quality aspects of retailservice contexts.a list of the 24 items used, identifying for eachitem reference source paper where it was originally proposed, as well as the respectivequality dimensions associated to each item. Most of the items adopted in the survey wererepresent

either in the scale developed by Dabholkar et al. (1996) or in the modified versionproposed by Vázquez et al. (2001).This study used wording from a multi-item scale tomeasure overall customer satisfaction adapted from Bitner and Hubbert (1994).

FIELD WORK

A systematic investigation carried out in the field rather than in a laboratory or headquarters to establish facts.The field work has been executed in Bhubaneswar Central mall. The field work was carried for 1 month in the mall to collect the information related to the organization from the officials and primary data from the customers who visited mall during that period.

CHAPTER5

▪ **DATA ANALYSIS**

- o METHODS OF DATA ANALYSIS
- o DATA ANALYSIS

METHODS OF DATA ANALYSIS

Data Analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. According to Shamoo and Resnik (2003) various analytic procedures "provide a way of drawing inductive inferences from data and distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations) present in the data".

While data analysis in qualitative research can include statistical procedures, many times analysis becomes an ongoing iterative process where data is continuously collected and analyzed almost simultaneously. Indeed, researchers generally analyze for patterns in observations through the entire data collection phase (Savenye, Robinson, 2004). The form of the analysis is determined by the specific qualitative approach taken (field study, ethnography content analysis, oral history, biography, unobtrusive research) and the form of the data (field notes, documents, audiotape, and videotape).

An essential component of ensuring data integrity is the accurate and appropriate analysis of research findings. Improper statistical analyses distort scientific findings, mislead casual readers (Shepard, 2002), and may negatively influence the public perception of research. Integrity issues are just as relevant to analysis of non-statistical data as well. There are few methods that have been used in the analysis of the collected data.

- Quantitative Analysis of Data.
  - Frequency Count
  - Cross tabulation
  - Central tendency
- Qualitative Analysis of Data.
  - Graphical presentations of data.

In graphical presentation of data there some charts and diagrams used for the presentation of qualitative data that have been collect for the research project. Some of the chart and diagrams that has been used are named below:

- Pie chart

- Bar chart

- Line graph

DATA ANALYSIS

This section presents the results of the statistical analysis of the data collected from 198 respondents on the pre-identified variables discussed in the foregoing sections. The study investigated the influence of various factors of retail service quality on customer satisfaction in the study retail mall and tried to identify the important major factor for their satisfaction.

Demographics Analysis

Different studies have indicated that demographic factors have significant impact on buying behaviour of consumer. The data on demographic factors collected from respondents are presented in the following tables.

Table 1: Age group of the respondents

AGE GROUP	NO.OF PERSONS	PERCENTAGE
Below 20	66	33.3
20-40	53	26.8
40-60	45	22.7
Above 60	34	17.2
TOTAL	198	100.0

(Source: Primary Data)

It can be evident from table 1 that 33.3% of the total respondents are in the age group of below 20 and 26 percent are in the age group of 20-40. Similarly, 22.7 percent of respondent are in the age group and 17.2 percent of respondents are above 60 years of age.
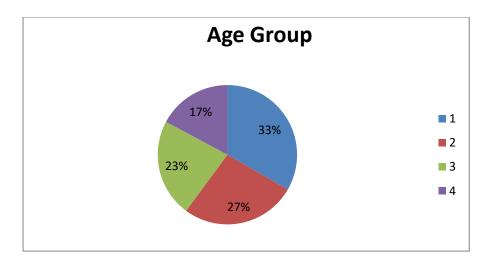
Age Group

- ■ 1 — 33%
- ■ 2 — 27%
- ■ 3 — 23%
- ■ 4 — 17%

Table 2: Average Annual Income of the respondents

average annual income	NO.OF PERSONS	PERCENTAGE
Below INR. 2, 50,000	26	13.13
INR. 2, 50,000-5, 00,000	32	16.16
INR. 5,00,000-7,50,000	50	25.25
INR. 7,50,000-10,00,000	60	30.3
INR. 10,00,000 and Above	30	15.15
TOTAL	198	100

It can be evident from table 2 that 13.13% of the total respondents are earning below 2,50,000 and 16.16 percent are in between 2.5-5.00. Similarly, 25.25 percent , 30.3%, 15.15% of respondent are having annual income between 5.00-7.50, 7.50-10.00,10.00 and above respectively.
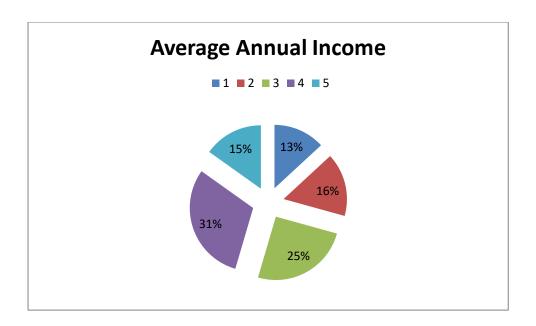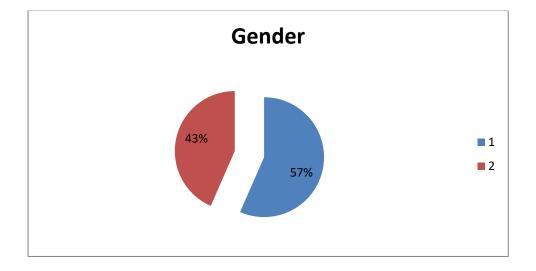
Average Annual Income

■ 1 ■ 2 ■ 3 ■ 4 ■ 5

15% 13%

16%

25%

31%

Table 3: Male or Female of the respondents

Gender	NO.OF PERSONS	PERCENTAGE
Male	112	56.56
Female	86	43.43
TOTAL	198	100

Gender

43%

57%

■ 1

■ 2

It can be inferred from table 3 that 56.56% of the total respondents are Male and 43.43percent are Female.

Table 4: Religion of the respondents

Religion	NO.OF PERSONS	PERCENTAGE
Hindu	79	39.89
Muslim	40	20.2
Sikh	35	17.67
Christian	44	22.22
TOTAL	198	100

It can be evident from table 4 that 39.89% of the total respondents Hindu and 20.2 percent are Muslim while Sikh and Christian contributes 17.67% and 22.22% respectively.
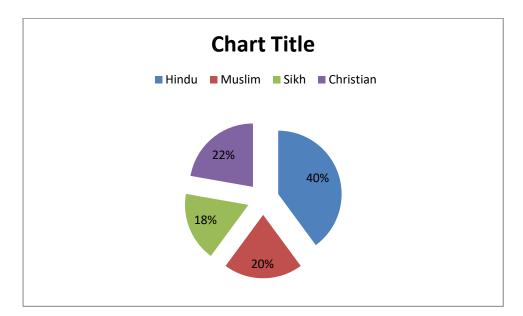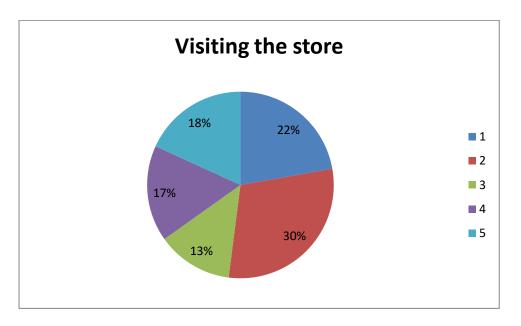
Chart Title

■ Hindu ■ Muslim ■ Sikh ■ Christian

22% 40% 18% 20%

Table 5- Frequency of respondents visiting the store
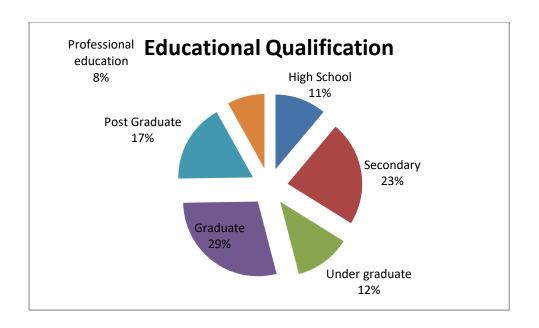
Frequency of visiting	NO.OF PERSONS	PERCENTAGE
Every day	44	22.22
Several times in a week	59	29.79
Once in a month	26	13.13
Once in three to six months	33	16.66
Once in six months	36	18.18
TOTAL	198	100

Visiting the store

- 1 — 22%
- 2 — 30%
- 3 — 13%
- 4 — 17%
- 5 — 18%

From the above table it can be derived that 22.22% of the customer are visiting the store everyday,29.79% visit several times in a week while 13.13%, 16.16%,18.18% visit inn a month, three to six months and once in a six month respectively.

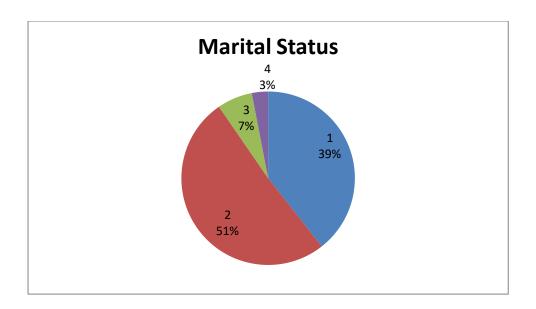Table 6: Education Qualification of the respondents

Educational Qualification	NO.OF PERSONS	PERCENTAGE
High School	22	11.11
Secondary	45	22.72
Under graduate	24	12.12
Graduate	57	28.78
Post Graduate	34	17.17
Professional education	16	8.08
TOTAL	198	100

Educational Qualification

- Professional education 8%
- Post Graduate 17%
- Graduate 29%
- Under graduate 12%
- Secondary 23%
- High School 11%

From the above table we can infer that 28.28% are graduate, 22.22% have passed secondary and only 8.08% are professional by education.

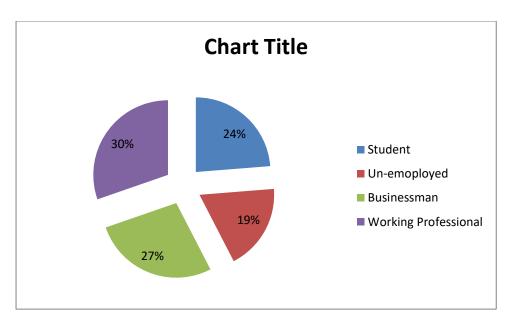**Table 7- Marital Status of the Respondents**

Marital Status	NO.OF PERSONS	PERCENTAGE
Single	78	39.39
Married	101	51.01
Widow	13	6.56
Divorced	6	3.03
TOTAL	198	100

Marital Status

From the Table 7 we can infer that 51.01% respondents who visit the store are married, 39.39% are single and widow and divorced carry 6.06% and 3.03% respectively.

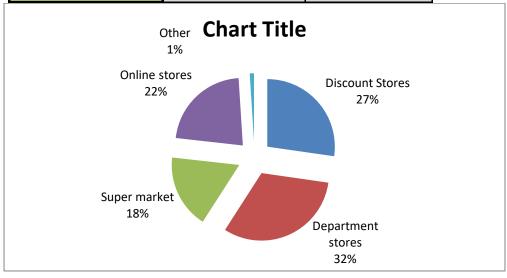**Table 8- Occupation of the Respondents**

Occupation	NO.OF PERSONS	PERCENTAGE
Student	47	23.73
Un-employed	37	18.68
Businessman	54	27.27
Working Professional	60	30.3
TOTAL	198	100

From the above table, 23.73% who visit the store are students, 18.685 respondents are unemployed27.27% and 30.3% respondents are businessman and working professional respectively.
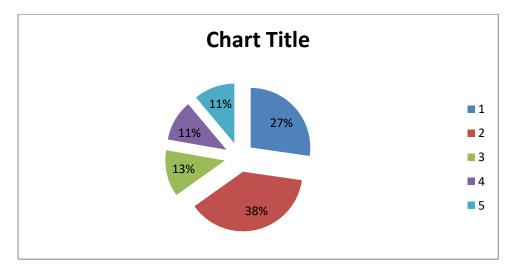
Table 9- Respondent's Preferred Retail Mall

Prefered Retail Mall	NO.OF PERSONS	PERCENTAGE
Discount Stores	54	27.27
Department stores	63	31.81
Super market	35	17.67
Online stores	44	22.22
Other	2	1.01
TOTAL	198	100

Most of the customer prefer Department Store which contributes 31.81% followed by Discounted Stores {27.27%} .

Table 10-Reason for visit of the Respondents

Reason for visit	NO.OF PERSONS	PERCENTAGE
Discounts and Offers	54	27.27
Better service	75	37.87
Supportive Employee	25	12.62
Convenient location	22	11.11
Other	22	11.11
TOTAL	198	100

Customers visit the store because of the better service i.e 37.87% followed by Discounts {27.27} then Supportive Employees {12.62}, Convenient Location.

PERCEPTION TOWARDS RETAIL SERVICE QUALITY AND CUSTOMER SATISFACTION

As discussed earlier, the perception towards determinants of retail service quality and customer satisfaction are measured to understand its importance in retail marketing. The table below presents the measurement of elements of service quality and customer satisfaction in a 5-point Likert scale. Mean and standard deviation is used to measure the perception towards different elements of retail service quality and customer satisfaction.

Table_11_____: Perception towards Retail Service Quality

Variable	Statements	Mean	S.D.
Physical aspects	Modernity and attractiveness of store facilities, equipment and fixtures	4.22	0.91
	Visual attractiveness of publicity leaflets and other materials related to the service, such as shopping bags, catalogues, etc.	3.75	0.89
	Cleanliness of the store and available support services (e.g., toilet facilities, safe-boxes, etc.)	3.13	0.78
	Store layout and organization enabling customers to easily find the products they need	3.97	0.89
Reliability	Clear indication of product prices	3.80	0.82
	Appropriate and punctual information about sales promotions and discounts	3.96	0.73
	Short waiting time at cash registers	3.48	1.00
	Easy location of products on promotion or discount	3.44	0.92
	Employees showing great interest and motivation to resolve any difficulties or customer problems	4.28	0.68
	Stock availability of products/brands desired by customers	4.00	0.76
	Guarantees of product quality and possibility of returns	4.08	0.70
Personal interaction	All employees consistently showing courtesy towards customers (e.g., cashiers, replenishment staff, etc.)	3.88	0.60
	All employees consistently willing to help customers (e.g., cashiers, replenishment staff, etc.)	3.80	0.71
	Employees showing enough knowledge to assist and advise customers in the fresh sections (e.g., fish, fruits, etc.)	3.32	0.85
	Employees having enough knowledge to assist customers in difficulties and questions	3.68	0.95
	Employees instilling confidence in customers when assisting or advising them	2.84	0.69
Policies	Offer of interesting sales promotions and discounts	4.04	0.73
	Offer of free choice of alternatives for payment (e.g., in cash, via store card, credit card, etc.)	3.92	0.70
	Offer of a wide assortment of product brands and varieties	3.76	0.83
	Offer of products from the retailers' own brand with high quality	4.00	0.76
	Ease of access to the store and availability of parking spaces	4.16	0.62

(Source: Primary Data)

Perception towards Customer satisfaction

Similarly, a 5-point Likert scale was used to elicit responses on perception towards customer satisfaction in the respected mall. The customers were asked to give responses to 4 items of customer satisfaction scale from 1-5(1 = Strongly Disagree to 5=Strongly Agree).

Table___12__: Perception towards Customer satisfaction

	Statements	Mean	S.D.
Customer satisfaction	Overall, I am satisfied with the product and service	4.08	0.70
	I say positive things about the retail store to other people	3.88	0.60
	I intend to continue being a customer of the retail store for a long time to come	3.80	0.71
	I encourage others to use the service offered by the retail store	3.32	0.85

(Source: Primary Data)

CHAPTER6

- **Major Findings and Conclusion**

  - o Major Findings
  - o SWOT Analysis
  - o Managerial Implications
  - o Conclusion

Major Findings

- STORE PEFORMING WELL IN ATTRACTING THE CUSTOMERS.
- DISCOUNTS AND OFFERS DOING WELL IN THE STORE.
- IN OFFER DAYS STORE MANAGEMENT IS GOOD.
- PROUDCT DISPLAY AND SIGNAGE IS GOOD.
- QUALITY IN PRODUCTS IS GOOD.

SWOT Analysis

Strength	1. Wide presence in India covering almost all major cities and towns 2. Efficient ,cost conscious committed quality service 3. High brand equity in evolving market 4. Variety of products under single window increasing the chances of customer time and choices 5. Has an employee base of over 35,000 6. Everyday low prices, which attract customers, and has a Huge investment capacity. 7. It offers a family shopping experience, where entire family can visit together. 8. Available facilities such as online booking and delivery of goods
Weaknesses	1. Dependent heavily on India, and is susceptible to foreign players 2. Stiff competition from global players means market share growth is limited 3. Extremely popular means heavily crowded during festive/discount seasons
Opportunities	1. Evolving customer preference in recent year 2. Organized retail is minute in India 3. Global expansion and tie-ups with international brands
Threats	1. Global players trying to enter into Indian market 2. Low priced product could be perceived as low quality product 3. Government policies are not well defined in country like India

Competitors	1.Reliance retail 2.Birla group retail 3.K Raheja Corp Group 4.Walmart 5.Subhiksha

Managerial Implication

We have inferred from the project that Personal Interaction, Physical Aspects, Reliability and Problem Solving of retail service quality were relatively influential factors that affected customer loyalty to store and staff. To improve the Personal Interaction dimension, comprehensive personal empowerment programmes and continuous training programmes on product knowledge and selling techniques are suggested. To improve the Physical Aspects, renovation of the store (for example, to make it more modern and fashionable) is useful to change the perception of customers and give them a brand new image. Staff uniforms and service materials like catalogues should also be improved so that a better impression can be provided to customers.

To improve the Reliability dimension, comprehensive company policies should be established and the staff should follow them to fulfil the promises. Many respondents complained about the arrival time of the installation staff, and thus the store should monitor the installation staff frequently.

Lastly, for Problem Solving, most of the respondents complained about the message-leaving policy and the delay in replying after their voice messages were left.

Results showed that the Reliability dimension has the strongest power to predict customer loyalty. Practitioners in the retail business therefore need to continually track their customers' perceptions on this dimension when formulating their service strategies.
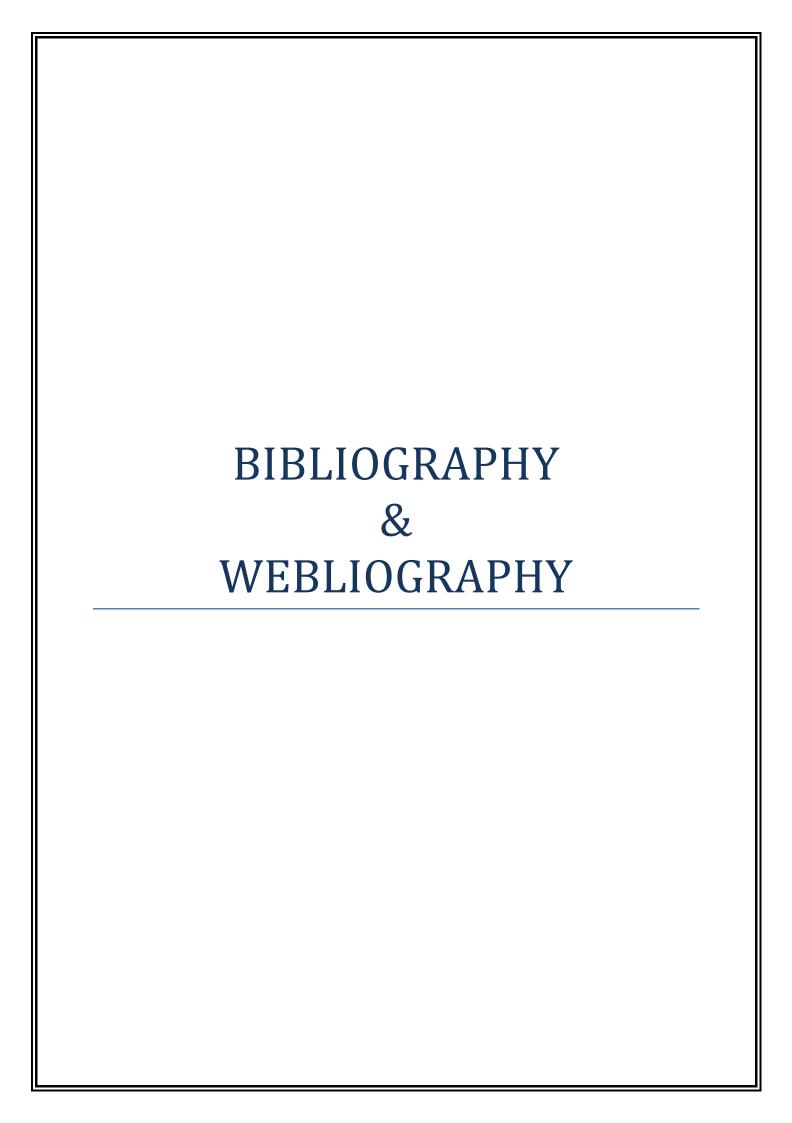
Conclusion

The major findings of this study are summarized as follows:

Of the dimensions, three dimensions, namely Physical Aspects, Reliability and Problem Solving, were significant to customer loyalty to store, while only the Personal Interaction dimension was significant to customer loyalty to staff. Consistent with other research, the Personal Interaction and Physical Aspects dimensions were found to be significant success factors for a retail store like Bhubaneswar Central.

As reliability has the strongest power to predict customer loyalty, practitioners in the retail business therefore need to continually track their customers' perceptions of this dimension when formulating their service strategies.

Regarding the insignificant dimensions (such as Policy, Features, Aesthetics and Customer-perceived Quality), fewer resources and effort could be made as they may not have a real influence on customer loyalty.

As gender was found to have a confounding effect on customer loyalty to a store, *post hoc* analysis was conducted to this area. However, as other demographic factors did not have a significant effect on customer loyalty at either store or staff level, they were not studied in this research. Further research could also consider the moderation effects of other demographic factors such as age, occupation and income to gain a comprehensive understanding of their influences on customer loyalty.
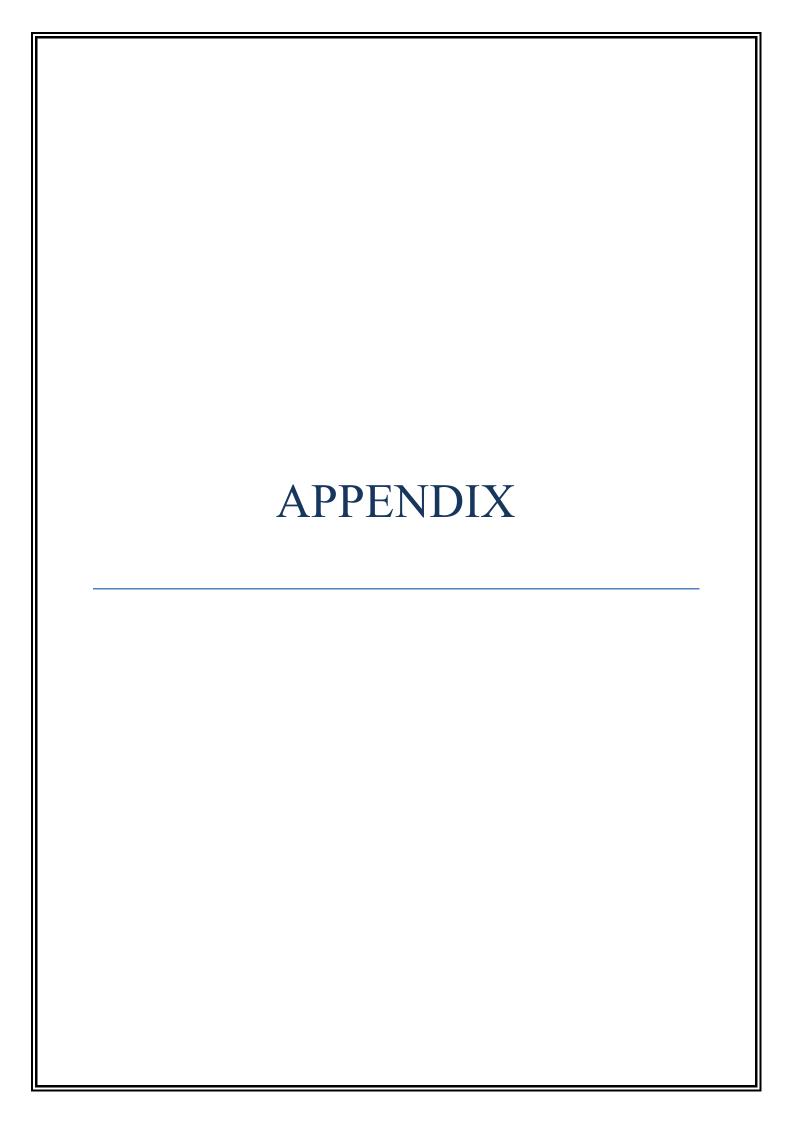
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APPENDIX

GENERAL INFORMATION

No._____

1. Please indicate your gender?
   a. Male   b. Female

2. Please select the category that includes your age.
   a. Below 20 years   c. 30-50 Years
   b. 20-40 Years   d. 50 years and above

3. What is your Religion
   a. Hindu   c. Christian
   b. Muslim   d. Sikh

4. What is your educational qualification?
   a. Secondary   d. Graduate
   b. High School   e. Post Graduate
   c. Under graduate   f. Professional education

5. What best describes your marital status
   a. Single   c. Married
   b. Divorced   d. Widowed

6. What is your occupation?
   a. Student   d. Working professionals
   b. Businessman   e. Others
   c. Un-employee

7. What is your average annual income?
   a. Below INR. 2, 50,000   d. INR. 7,50,000-10,00,000
   b. INR. 2, 50,000-5, 00,000   e. INR. 10,00,000 and Above
   c. INR. 5,00,000-7,50,000

8. Frequency of visiting the Retail Store
   a. Every day   d. Once in three to six months
   b. Several times in a week   e. Once in six months
   c. Once in a month

9. Which retail format you prefer to visit?
   a. Discount Stores   d. Super market
   b. Department stores   e. Online stores
   c. Other_____

10. Please specify the reasons for choosing a particular bank
    a. Discounts and Offers   d. Convenient location
    b. Better service   e. Others, (Please specify)_____
    c. Supportive Employee

11. Retail service quality from Customer's Perspective

Please answer the following questions in terms of how much you agree with the statement (i.e. 1 =strongly Disagree, 2= Disagree , 3= Neutral , 4= Agree & 5= Strongly agree)

Measurement	Statements	1	2	3	4	5
Physical aspects	Modernity and attractiveness of store facilities, equipment and fixtures					
	Visual attractiveness of publicity leaflets and other materials related to the service, such as shopping bags, catalogues, etc.					
	Cleanliness of the store and available support services (e.g., toilet facilities, safe-boxes, etc.)					
	Store layout and organization enabling customers to easily find the products they need					
Reliability	Clear indication of product prices					
	Appropriate and punctual information about sales promotions and discounts					
	Short waiting time at cash registers					
	Easy location of products on promotion or discount					
	Employees showing great interest and motivation to resolve any difficulties or customer problems					
	Stock availability of products/brands desired by customers					
	Guarantees of product quality and possibility of returns					

Measurement	Statements	1	2	3	4	5
Personal interaction	All employees consistently showing courtesy towards customers (e.g., cashiers, floor staffs, etc.)					
	All employees consistently willing to help customers (e.g., cashiers, floor staffs, etc.)					
	Employees showing enough knowledge to assist and advise customers in the sections (e.g cosmetics, watches etc.)					
	Employees having enough knowledge to assist customers in difficulties and questions					
	Employees instilling confidence in customers when assisting or advising them					
Policies	Offer of interesting sales promotions and discounts					
	Offer of free choice of alternatives for payment (e.g., in cash, via store card, credit card, etc.)					
	Offer of products from well-known and leading brands in the market					
	Ease of access to the store and availability of parking spaces					
Customer satisfaction	Overall, I am satisfied with the product and service					
	I say positive things about the retail store to other people					
	I intend to continue being a customer of the retail store for a long time to come					
	I encourage others to use the service offered by the retail store					

Name_____

Mob_____

Thank you for your cooperation and valuable time.

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