ORGANIZED RETAILING V/S TRADITIONAL RETAILING: A STUDY OF TRADITIONAL RETAILER'S PERCEPTION IN PUNJAB

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Abstract

The retail sector has become one of the most dynamic growing sectors in recent times. It contributes to the development by matching the individual requirements of the population with producers and suppliers of merchandized. Emergence of organized retail has given consumers many benefits like wider choice of goods, more convenience, and a better shopping environment, but unorganized retailers in the presence of organized retailing are experiencing a decline in their volume of business and profit. It is perceived that entry of large retails chains has adversely affected the small, traditional retailers. This study aimed to know the perception of traditional retailers towards organized retailers. Study affirms that though traditional retailers are finding organized retails a competing entity, but they are quiet sure about the future of traditional retailing.

Introduction

Retail is the sale of goods or merchandise from a department store or any other fixed location in varying quantities. Shops or stores are the establishments for retail and end of the supply chain comprises of retailers. Retail occupies an important place in world economy. Retailing includes all the activities involved in selling goods or services directly to final consumers for their personal, non-personal use. A retailer or retail store is any business enterprise whose sales volume comes primarily from retailing[1]. North American Industry Classification System (NAICS)[2] specifies that the retail trade sector comprises establishments primarily engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. Retail is the final stage of economic activity and Retailing can be understood as the final step in the distribution network. In the complex world of trade today, retail includes not only goods but also services that may be provided to the end consumer. In the times when we treat customer as a king and marketers are focusing their very activity for customer delight, retail can be redefined as the first point of customer contact.

The retail sector has become one of the most dynamic growing sectors in recent times. Retailing has always been an integral part of economic development. Nations with strong

retail activity have enjoyed greater economic and social progress. It contributes to the development by matching the individual requirements of the population with producers and suppliers of merchandize. The significance of retail is apparent not only from its contribution to various economies but also by the level of employment generated by the industry.

Organized V/S Unorganized Retail

India is the only one country having the highest shop density in the world, with 11 outlets per 1000 people. Indian retail industry is divided into two sectors: Organized sector and Unorganized sector Organized retailing is the trading activities undertaken by licensed retailers, those who are covered under sales tax or wealth tax etc. On the other hand unorganized retailing refers to traditional formats of low cost retailing, like Kirana stores, cigarette stalls, hand cart, convenience store or owner manned general store. India is the country having most unorganized retail market[1].

The 'Unorganized Sector' includes units whose activity is not regulated by any statute or legal provision and which don't maintain regular accounts[1]. Thus the neighborhood baniya, the paanwala, the cobbler, the vegetable, fruit vendor etc. would be termed as the unorganized sector. Unorganized retail formats typically require employees with low skills and account for around 95 percent of the retail sector output.[2] These are highly competitive outlets, with minimal rental costs, cheap labour and negligible overheads and taxes. The Unorganized retailers however, suffer due to poor shopping experience and inability to offer a wide range of products and value addition due to lack of sourcing capabilities[3]. Modern retailing or Organized retailing is any organized form of retail or wholesale activity (both food and non-food, under multiple formats), which is typically a multi-outlet chain of stores or distribution centers run by professional management[4].

Unorganized retailers in the presence of organized retailing are experiencing a decline in their volume of business and profit. Entry of large retail chains has adversely affected the small, traditional retailers as consumers are generally in favor of more organized retail. In India, there have been incidents where small retailers have physically resisted the opening of outlets of big retail chains, which led some of the state governments to pass an order not to allow any further opening of Reliance Fresh outlets in the UP[5].

In response to organized retailers, the traditional retailers are also showing technology.

up gradation and improved business practices. Migration from unorganized retail to organized retail has been visible with economic development in most countries. Organized players who can aggressively scale-up their operations can target Rs 40,000 crore in organized retail business in India by 2015, says Pankaj Gupta, practice head- consumer and retail, Tata Strategic Management Group.[1]

Retail in India

Retailing in India is traditionally traced to the 'Kiranas' which provided service to nearby consumers. But today, India is witnessing a change in retail industry. Strong economic growth, young population, better industrial and business environment, stable political structure, optimistic environment are the key factors that provide better investment opportunities in India.[2] For the 4th time in five years, India has been ranked as the most attractive nation for retail investment among 30 emerging markets by the US-based global management consulting

firm, A T Kearney in its 8th annual Global Retail Development Index (GRDI) 2009.[3] India has emerged as the leader in terms of opportunities and retail market is expected to grow to US$ 637 billion by 2015. Size of the retail sector in India is $410 billion out of which organized retail sector contributes about 5% to the total trade[4]. The retail sector in India contributes 10% to the Gross Domestic Product and 8% to the employment of the country[5]. The big foreign retail companies were initially restricted from making investments in India. But now with FDI of 51% permitted in India, foreign players are entering the Indian market. A report by investment banker Goldman Sachet credits India with the potential to deliver the fastest growth over the next 50 years - at an average rate of more than 5% a year for the entire period[6]. Organized retailing in India is not only restricted to metros but retail spaces in small cities are driving organized retail into next level. Concepts like rural retailing are bringing a huge untapped population within the purview of organized retail in India. In India consumer spending is the highest on food and grocery which present the most significant potential. When we move to the luxury goods segment; housing, travel, automobiles and electronics besides fashion, lifestyle and home improvements show maximum potential. It is believed that 21 million people are employed in the retail sector in India, which is 7 percent of the total national workforce[1].

Year à	2004		2015 (Expected)	
	Rs. Crore	% in total organized retail	Rs. Crore	% in total organized retail
Food, grocery & general merchandise	2950	10	102546	42
Cloth, Textile & Fasion Acc	10900	39	40605	16
Durables and Mobiles	3340	12	28891	12
Food Service	2000	7	24351	10
Home Improvement	2500	8	16346	7
Jewellery & Watches	1960	7	8770	3
Footwear	2500	9	6508	3
Books, Music, Toys and Gifts	800	3	3722	1
Others	1350	5	14692	6
Total	28,000	100	2,46,431	100

Retailing in Punjab

Punjab, with highest per capita income in India, good infrastructure and high percentage of employment, stands as most favored destination for the retail industry. Various references depict that consumer spending in Punjab is higher than the national average in India. Punjab has been consuming more than most other states and is significantly higher than the all-India average in almost every retailing category, says Images-CII study on "Retailing in Punjab: 2010 and Beyond"[1]. Punjab is witnessing an upsurge in the income of residents. Better infrastructure of the state has led to the entry of lifestyle brands in the key cities of Punjab. Chandigarh,

Amritsar, Patiala, Jalandhar and Ludhiana are witnessing the construction of retail arenas with very high retail frontages than ever before. Unlike other states, Punjab has an equal support from urban as well as rural consumers as far as growth in consumption is concerned. The average monthly consumption expenditure(per person) for rural consumers in Punjab is Rs 1,022.05 in comparison to the state's urban consumers average Rs.635.72, which points to an immense potential for organized retail in Punjab, as the location choice would not act as a constraint in Punjab. Germany based Metro Cash and Carry counted amongst top retailers of the world is planning to start operations in India from cities like Ludhiana, Zirakpur in Punjab which goes to show the huge available potential in state of Punjab. Punjab has become a land of boundless opportunities, and offers distinct advantages for investment. It has always been in limelight for it's agri-business and the same provides ample opportunities for the food retailers. Punjab has over 2.04 lakh small & medium industries and about 600 large-scale industries. The state also provides more than 75 percent of the country's requirement for bicycles, sewing machines, hosiery and sports goods. These products have made their niche across the world. Over the years several specialized institutions have been set up in the state to provide financial, technological and other promotional support to industry in Punjab. The mood is extremely upbeat as far as the retail options in Punjab are concerned. Some of the recent decisions by major retailers on strategic investments have been made in the direction of non-metro locations, as clearly evident from the announcements made in the smaller towns and cities of Ludhiana, Jalandhar, Chandigarh, Amritsar, Patiala and Mohali. Increased household incomes due to better economic pportunities have encouraged consumer expenditure on leisure and personal goods in the country and Punjab is no exception.

Review of Literature

Povaiah (2001)[1] stated that India is a grocery market and shopping malls are still not able to penetrate into the business of kirana shops. People may buy something from shopping malls but for their daily needs such as fresh vegetables people still prefer unorganized sector. The real boom in organized retailing will come only after people will start buying daily need goods on regular basis from shopping malls. **Dash and Chandy(2009)**[2] identified the challenges and opportunities faced by organized retailers in Bangalore. Organized retailers see competition from the unorganized sector. Inefficiency of distribution channels, internal logistical problem and retail shrinkage are the main problems facing the organized retailers. On the other hand cost of operation, logistical problem, competition are the main problems confronting unorganized sector. **Jasola(2009)**[3] studied the emerging trend in Indian retail sector. The study suggested that upgraded retail ambiences of modern retail stores are making Kirana stores a thing of the past. The consumer today is exposed to a new kind of retail environment, which eventually will change its buying preferences over a time period with emergence of malls, multiplexes and hypermarkets. **Webber (2010)**[4] examined how low-income consumers make purchases for household food. Factors that effect the purchase decision are product quality, product price, relationships with the stores, store venue, internal store environment. social relations between consumers and store employees etc.

Ali (2010)[1] identified the consumer preference for buying at a marketplace is affected by cleanliness/freshness of food products available there and also by price, quality, variety of available items. The choice of the marketplace by consumers depends upon convenience in purchasing, availability of additional services, attraction for children, basic amenities and affordability. After analyzing all the above studies in detail we can state that perception of the

consumers and retailers play an important part in the selection of retail outlet- location, pricing, promotion, store ambience, services. But the detailed work for understanding the attitude and perception of traditional retailers about organized retail is still somewhat lacking. After analyzing all the above studies, it can be deduced that retail sector is becoming organized due to the openness in the economy and increase in GDP, but still the major share of retail is with unorganized sector. **Aggarwal (2007)**[2] stated that organized retail does not pose a threat to a large number of 'mom n pop' stores. The study found that despite the presence of large corporate retailers in southern India, the small convenience stores have not witnessed a decline in their revenues rather where large malls or supermarkets have opened, traditional format retailers are not only trying to hold their position but are also trying to expand and upgrade. Availability of credit at reasonable rates to these retailers is one of the reasons behind this scenario. With the advent of organized retailing, the traditional workforce is being absorbed in layers of organized retailing and skilled workforce is being integrated at the front end. **Kalhan (2007)**[3] surveyed hawkers in Mumbai for identifying the impact of malls on small shops and found a downward trend in sales of fruits and vegetables, groceries, garments, shoes, processed foods, electronic and electrical goods in the retail outlets under study, ultimately threatening 50 per cent of them with a major decline in business or closure. Only 14 per cent of the hawkers and small shops have been able to compete with the threat of the malls with the use of new sales promotion activities. **Suryadarma et.al (2007)**[1] studied the impact of supermarkets on traditional retail in urban areas of Indonesia. No impact on earnings and profit was found but a significant impact on the number of employees in traditional markets was identified. The study suggests that supermarkets benefit from the decline in traditional markets mostly caused by internal problems. In order to ensure the sustainability of traditional markets, an overhaul of the traditional market management system is required, enabling it to survive alongside and compete with supermarkets. **Joseph et.al (2008)**[2] found that unorganized retail sector is expected to grow at about 10 per cent per annum out of US$ 496 billion in 2011-12 and retail share of organized sector to constitute 16 percent of the total retail trade by 2011-12. This study also examined the impact of large corporate retailers on unorganized retailers and found that unorganized retailers in the initial years of the entry of organized retailers experienced a decline in sales and profit. But this impact weakens over time.

Purohit and Kavita (2009)[3] identified that international exposure, availability of quality retail space, wider availability of products and brand communication are few of the factors driving the modern retail in India. Major international retail brands are attracted by retail scene in India and are entering into food and grocery, wet groceries, apparels and jewelry segment. This all has impacted traditional unorganized retailers in a big way and traditional retailers are forced to cut their profit margins, get involved in cooperative marketing by changing their strategy and improve their services in order to compete in the market with organized retailers. After going through the detailed analysis of above literature, it has been found that significant impact of organized retail is seen on employment and volume of sales but no conclusive facts can be found of impact of organized retailing on size and growth of small business activity or on decline in the sales of groceries, fruits or vegetables of unorganized retailers. From the studies consulted for review of literature, it may be concluded that there is a general consensus on the increased growth rate of organized retail in coming years. The quality of service, assortment and customer experience provided by organized retail is unmatched. But, at the same time, the traditional stores are pulling up their socks to match the latest challenge at hand by upgrading technology and taking various other measures.

Need and Scope

After the initiation of the economic reforms in India during 1990's, there is a tremendous change in market situation. With the Indian as well as international corporates entering into the Indian retail scenario, the market has been divided between the traditional and the organized sector. Organized retail has started to spread its roots in India and is gradually making a mark among all sections of the society.

This study will contribute to the understanding of traditional retailers' perceptions towards organized retailing justifying the need for research, as this will be important in helping retailers to strategize accordingly. The study will look into the different factors affecting the traditional retailers.

Objectives

To study the attitude and perception of traditional retailers about organized retailing.

Research Methodology

The present study carried out at all the traditional shopping areas close to the organized retail locations. The research methodology involved direct investigation method that used the questionnaire based survey of unorganized retailers. The locale of the study was Jalandhar, Ludhiana, Mohali, Patiala and Amritsar, five major cities of Punjab state of Indian Union. These three cities have witnessed a major change due to the upsurge of organized retailing. A randomly chosen sample of 500 small retail shops & establishments each from Jalandhar, Ludhiana and Amritsar will be used for the study. Descriptive statistics were used to capture the perception of traditional retailers. Mean score analysis, frequency distribution and percentage applied.

Data Analysis

This study concentrates on fear that retail will eat up the traditional retailers. A sample of 500 traditional retailers were taken from three different cities of Punjab, namely Amritsar, Ludhiana, Mohali, Patiala and Jalandhar. Out of 500 responses, only 415 responses were considered appropriate for the study, as rest were found incomplete. Large portion of respondents were in traditional retailing for more than 6 years, the selection was deliberately taken to capture the real effect of organized retail from the person, who is the part of traditional retailing from long time. 84.6% of respondents were in traditional retail business from last more than 6 years. Rest of the respondents was in traditional business from less than six years.

Table 1: Respondent's City-wise and Year in Business

City	Number of years in Business				Total
	0-2	2-4	4-6	>6	
Amritsar	0	3	10	67	80
Jalandhar	5	2	7	81	95
Ludhiana	1	3	3	73	80
Mohali	6	5	2	67	80
Patiala	7	4	6	63	80
Total	19	17	28	351	415

Respondents from Amritsar, Ludhiana, Mohali and Patiala, were 19.3% each and 22.9% were from Jalandhar. 91.3% of respondents taken from Ludhiana, who had traditional retail experience of more than 6 years. Utmost care were taken to cover majority of traditional retail format.

Figure 1, elaborate the nature of respondents. 31.08% were having their own grocery store, 22.65% of the respondents were running general stores, 14.70% of the respondents were fruit and vegetable sellers.

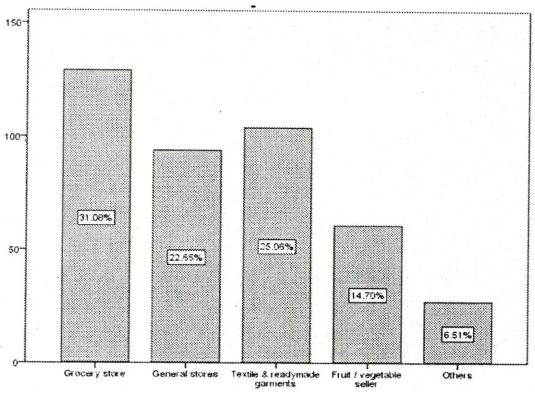
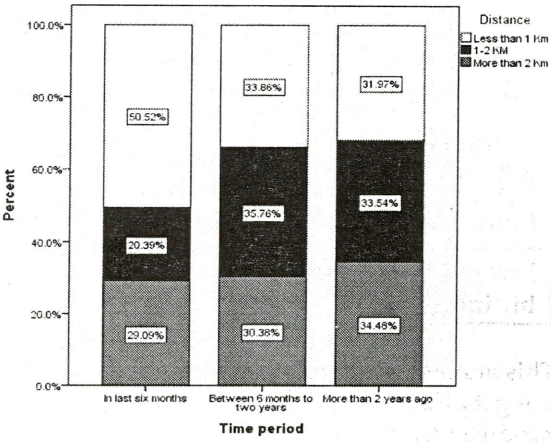


Figure 1: Respondent Business Wise

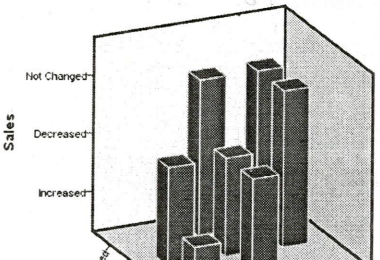
Figure 2 shows the presence of organized retail in the vicinity of traditional retailers. 4.8% felt the presence of organized retail around them from last six months. 74.0% admits the presence of organized retail (OR) in their vicinity from last two years. Therefore, it indicates that most of the respondents had experienced the OR format and they are competing with it from last 2 years, this data has increased the credibility of the research, as most the respondents were battling with OR from last 2 years and it also manifest that OR has no more, a new phenomenon in Punjab. Therefore, traditional retailers (TR) are capable of provide better insight about their competition with OR. As far as the proximity with OR, 37.3% respondents claimed the OR outlets are located at more than 2 kms from their TR outlet. 38.1% found OR outlet is only 1-2 kms away from their TR outlets. More than 50% of the respondents who felt OR presence only in the last six month, found OR outlet less than 1 km from their TR outlets. This analysis clearly showed the close proximity of OR in TR outlets areas.

Figure 2: Presence of Retail in Vicinity



The real impact of OR on TR can only be identified through the affect on traditional retailer's sales, profitability and number of customers stepping in to their shops. 44.1% of respondents accept that their sales have decreased, but 52.0% affirms that their sales have not changed. See figure 3, 44.3% of the respondents also affirm that their number of customers has also reduced. But majority of respondents, i.e. more than 50% of the view that their customers base has not changed. As far as profitability is concerned, majority of traditional retailers i.e. 51.8% mentioned that their profit remained unaltered. In nutshell, they were of the view that organized retail has come to their door step but fails to make any big impact as far as their sales and

Figure 3 : Effect on Sale, Profitabilty and Customer



profitability figures are concerned. Traditional retailers are also very positive on the future of their way of business and they feel that organized retail will not affect them. When asked about the growth prospects of their business in next 5 years, approx. 53% of the respondents were very bullish on traditional format of retail, though 21.4% of TR kept their figure crossed over the future of their business.

Attitude and Perception

Though traditional retailers were very positive about their businesses, but with the advent of organized retail format, they are now upgrading their traditional retail format much in line with organized retail format. They are diversifying their business, when they were asked to describe their opinion about the changes required in their business to keep it moving the time. 81.2% respondents showed no urged to change their style of business, though they are threading towards new and improved way of "kirana". 6.0% of the respondents were not happy with the way things are moving for them, and they showed the urge to change their businesses.

Table 2: Changes required to keep in business

Statement	No. of respondents	Percentage
I have always been doing this business in a certain way. I do not see any reason to change that.	337	81.2
I do not have resources	53	12.8
I would like to change my business	25	6.0

This analysis gives us an impression that they were assuming that their style of business would not get affected as long as they modify their style of business. Adding new brands and range of product was seems to be prime agenda of traditional retailer in order to face the organized retail challenges. Followed by "displays". Renovation of store was done by 62.5% of the respondents, but improved home delivery was only done by 38.9% of the respondents. Hiring was not their priority, as traditional retailer seldom required trained staff.

Table 3: Mutation of Traditional Retailers

Statement	Response in "Yes"	Percentage
Added new brands and range of product	320	85.8
Changed displays in store	299	80.2
Renovation of store	233	62.5
Changed the layout & fixtures	203	54.4
Improved home delivery	145	38.9
Increased store space	128	34.3
Changes in prices of product	123	33.0
Hired New Staff	81	21.7

Store space, also a concern area, where only 34.3% of respondents mentioned that they have increased their outlet area, but this factor affected by many exogenous parameters, so this variable gave us an impression that traditional retailers have become conscious after the presence of organized retail. In the evolution of organized retail, technology played a crucial role. Easy & transparent billing, e-payments like modern technology increased the organized retail's ambit. Therefore, it is but natural for traditional retailer to adapt technology in order to stay in the competition. Air conditioning, Electronic weighing machines, putting up refrigerators/freezers or hot cases topped the priority list of traditional retailers, but technology upgradtion like credit card machines, bar coding and computerized billing still need attention.

Table 4: How Tech Savvy Traditional Retailer are?

Types	Technology adopters TR	Percentage
Air conditioning	183	51.4
Electronic weighing machines	160	44.9
Refrigerators/Freezer/Hot cases	122	34.3
Computerized billing	63	17.7
Camera surveillance	48	13.8
Computerized inventory control	13	3.7
Computerized accounting	12	3.4
Bar coding	9	2.5
Credit card machines	3	0.8

In table 4, only 3.7% of retailers affirmed about computerized inventory control, which now a day is backbone of the organized retail.

Perception about Competition from Organized Retail

In order to capture the perception of traditional retailers about the competition they received from organized retail, a list of question based on likert scale of 5 were served, where 1 = strongly agree to 5 = strongly disagree. Significant number of respondent agreed about the presence of health competition, improved customer services and increased variety of products, which indicates that traditional retailers are endorsing the better services and competition from organized retail, which is a good sign as far a consumer choice is concerned. They also agree, though in milder tone, the competition within traditional retailers has increased.

Table 5: Perception of Traditional Retailer toward Organized Retail on 5 point Scale

	Mean	Std. Deviation	t-value	Sig. (2-tailed)	Remarks
Healthy Competition	2.1349	.76209	-23.124	.000	Reject H_0
Improved customer services	2.1663	.51903	-32.724	.000	Reject H_0
Increased in the variety of products	2.2554	.72719	-20.859	.000	Reject H_0
Increased Private labels	2.5012	.81316	-12.496	.000	Reject H_0
Improved Employment Opportunities	2.6313	.82032	-9.156	.000	Reject H_0
Better post purchase services	2.6361	.82541	-8.980	.000	Reject H_0
High Inventory now a days	2.7205	.94483	-6.027	.000	Reject H_0
Resort High Pressure selling	2.7880	.92384	-4.676	.000	Reject H_0
Competition within TR	2.8217	.91789	-3.957	.000	Reject H_0
Customer Defection rate has increased	2.8361	.93102	-3.585	.000	Reject H_0
Competition with OR	2.8458	.93267	-3.368	.001	Reject H_0
Bargaining power of TR has declined	3.0410	.93031	.897	.370	Accept H_0
Inefficient Distribution channels	3.0795	.85744	1.889	.060	Accept H_0
Need for Trained Employees	3.0964	.94810	2.071	.039	Reject H_0
Increased Store Hours	3.9614	1.08724	18.015	.000	Reject H_0

But traditional retailers disagreed on the notion that their bargaining power declined and their distribution channel are inefficient. Store hours unlike organized retails, has remained unaltered. But customer defection rate has increased with the advent of organized retail.

Conclusion

In nutshell, study found that organized retail does not pose a threat to a large number of "kirana" stores. The study found that despite the presence of large corporate retailers in Punjab, the small convenience stores have not witnessed a decline in their revenues rather where large malls or supermarkets have opened, traditional format retailers are not only trying to hold their position but also trying to expand and upgrade. Availability of credit at reasonable rates to these retailers is one of the reasons behind this scenario. Entry of organized retail forced the traditional retailers to cut their profit margins, get involved in cooperative marketing by changing their strategy and improve their services in order to compete.

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