

CHAPTER – 11 SWOT ANALYSIS AND DEVELOPMENT OF EFFECTIVE ACTION PLAN

SWOT analysis is a strategic or technical development method used to appraise the Strength, Weaknesses, Opportunities and Threats implicated in an industrial assessment of a business venture. It entails specifying the aims and objectives of the business venture or company's project, and recognizing the internal and external factors that are revealed favorable and unfavorable to accomplish those targets. A SWOT analysis helps in explicating strategic benefits. Strengths are features of the person or firm/company helpful in accomplishing the objectives, while weaknesses are characteristics of a person or a firm/company, detrimental or blockage in attaining the targets. Opportunities are considered as the *external* conditions, helpful in attaining the objectives whereas threats are those external conditions, which are hazardous and could do damage in attaining the objective(s).

The development of organized food retail outlets and shopping malls have literally been a revolt in India. The releasing of the Indian Economy in the early 1990s had shown a wide range of new food retail formats, along with the abundance of media exposure. But the Indian consumer still lacked a first-class shopping experience: a satisfying, open, peaceful, air-conditioned place to compare and evaluate prices, quality and styles.

With the changing demographics across the globe, the organized food retailing is taking form where consumers purchase their daily, weekly and monthly food and grocery products. In a way, huge area, generally lined with many food products, food retail brands with width and depth. Organized food retail companies essentially operate as a retail outlet catering to diverse demands and needs of the consumers. The purchasing pattern of the consumer was altered recent days as till year 2002, consumers even in Indian metro cities like Mumbai, Delhi were having only choice to purchase their daily foods and grocery items from small scale Mom & Dad or traditional retail Stores. Though, the shopping experience for India's urban consumers is currently totally changed. Because of the outsourcing business, per capita disposable income of

middle age people in metro cities is rising rapidly and easier access to credit are carrying out a change in consumption and spending pattern. Food Retail store space is also increasing exponentially and has increased by 54 million square meters. Government's continued investment in retail and management education since independence in the form of formation of educational institutes as well as subsidization of training and education have formed plenty of knowledge-workforce capable of executing skilled and specific tasks. Furthermore, government continued initiatives also removed the constraints in the way of FDI, which has improved Indian organized food retail sector directly or indirectly through technology upgrade, word wide access to food products, finance accessibility and so on.

India is the nation having the most unorganized or traditional retail market till the date. Provided the opportunities and challenges of the global organized food retail market, numerous essential questions arise for India as a retail player in this segment. However, SWOT dimensions are analyzed by comparing Indian food retail structure between Agra city and Delhi NCR. As it could be clearly understood that there is a conflict among the views of various experts and associations regarding the economic growth and impact of changing scenario of food retail in India on consumers' behavior or whether this changing food retail structure (organized food retail) is favorable or should be denied to the developing country like India. For this purpose the strengths are analyzed to be highlighted, shortcomings or weaknesses to be overcome for making effective action plans and strategies to compete in the market and to know future prospects of the Indian organized food retail sector.

For the objective of SWOT analysis, following research methodology was adopted:

- The factors for SWOT analysis are taken into consideration from previous studies as Jacob.P. George and V.R. Pramod used in their study on SWOT Analysis of Steel Re Rolling Mills (A Comparative Study of International Brand With A Local Brand)
- A self designed/structured questionnaire was equipped and store (organized outlets) managers / owners were requested to fill it up.

- The questionnaire contains a number of statements associated to strengths, weaknesses, opportunities and threats, which were recognized on the basis of literature review and informal discussion with the organized food retail outlets' consumers, employees and managers.
- The respondents were requested to rate/scale these statements on the basis of 5 point likert scale. The rank 1st was given to the most favored statement and the rank 5th was given to the least preferred statement.
- The statistical tool applied for the purpose of SWOT analysis Weighted Mean and diagrams were drawn for the inferences and software used was Microsoft Excel.
- The Weighted Mean for each and every statement was calculated and analyzed on the basis of ranks given by the respondents and then every statement was ranked according to Weighted Mean in order of preference.
- Sample respondents, selected were 50 owners / managers / executives of organized food retail formats in (25 respondents) Agra and (25 respondents) Delhi NCR.

11.1.1 ANALYSIS OF THE STRENGTHS OF INDIAN ORGANIZED FOOD RETAIL INDUSTRY

Respondents considered the following strengths and rated them on the basis of Likert scale. The analysis of the strengths is describes as follows:

1) BETTER LAYOUT

It is something that offers a customer more control, convenience and choice along with an experience. This brings it at First position with weighted mean score below 3 as 1.24 in Delhi NCR and 1.36 in Agra city in the list of strength analysis. It shows that due to coming under the metropolitan cities Delhi NCR serves well than Agra city.

2) EMPLOYMENT GENERATION

Being highly populated country, India has plenty of human resource. Organized food Retail is currently a flourishing sector of the Indian economy as unlike traditional retail structure, which are mostly home based and run by family members, it gives employment to many people, so it

has attained the Second position with weighted mean score below 3 as 1.28 in Delhi NCR and 1.64 in Agra city in the list of strength analysis. It also shows that due to coming under the metropolitan cities Delhi NCR serves well than Agra city.

3) CAPITAL INFUSION

Organized or modern retail structure helps in reducing exploitation of middle men by reducing the intermediaries. So that it helps in capital infusion in the country. As in organized retail structure products are directly brought to the final consumers, it results in lower prices to consumers and more income to producers / farmers. Is on the Third position number as strength to Indian food retail industry on the basis of weighted mean score 1.32 in Delhi NCR and 1.44 in Agra city in the list of strength analysis.. It also shows that due to coming under the metropolitan cities Delhi NCR serves well than Agra city.

4) MODERN TECHNOLOGY UPGRADATION

Retailing is one of the largest sectors in the global economy and is going through an evolutionary stage in India. Technological development in India has experienced rapid advancement in last decade largely due to privatization or diminishing governmental regulations and control. This modern technology has enabled India to enhance the quality of service at a rationally reduced cost. Consequently quality improvement has now become the strength to Indian food retail industry and has come to the fourth position, weighted mean score below 3 as 1.36 in Delhi NCR and 1.48 in Agra city in the list of strength analysis. It also shows that due to coming under the metropolitan cities Delhi NCR serves well than Agra city.

5) GOVERNMENT REVENUE & GROWTH

Indian organized food retail witnesses a massive scaling up of its activities and is set to achieve rapid and sustained economic growth. Large organized retail investments in infrastructure would lead to a rise in farm productivity, manufacturing and food processing as well as cold storage facilities. This would cut down wastage and spur growth in employment, exports and GDP. This confirms that India is at an early stage of evolution in the organized food retail space

and has a huge growth potential. As a result, it is being listed at number **Fifth on the basis weighted mean scores** 1.4 in Delhi NCR and 1.84 in Agra city in the list of strength analysis. This also shows that Delhi NCR serves well than Agra city.

6) CONSUMER WELL-BEING (QUALITY & TRANSPERANCY)

with the emergence of organized outlets consumers gained through the availability of better quality products, transparency, choice of additional brands and products, family shopping, and fresh stocks. Though organized food retail structure is inching its way towards better services and growth yet there are some loop holes, so that it is listed at number sixth **in the analysis of strength on the basis weighted mean scores** 1.44 in Delhi NCR and 1.54 in Agra city. This also shows that Delhi NCR serves well than Agra city.

7) TIME & COST EFFECTIVE

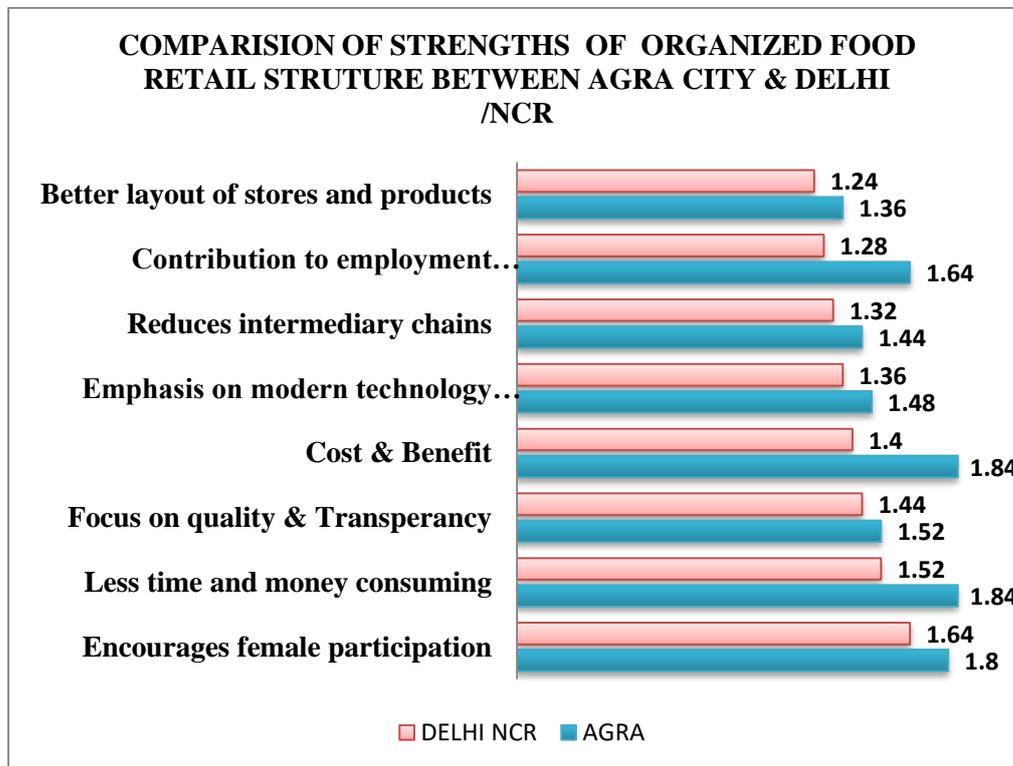
Customer is regarded as the king in Indian retail sector whether it is traditional or modern food retail trade. Due to not having much time for shopping and having much interest in discounts, offers and schemes, lower prices and one-stop shopping suits better to the modern customer. As it is it is listed at number seventh **in the analysis of strength on the basis weighted mean scores** 1.52 in Delhi NCR and 1.84 in Agra city. This also shows that Delhi NCR serves well than Agra city.

8) FEMALE PARTICIPATION

Organized food retail structure has given Indian women the opportunity to show their skills and talent by being employee, managers, and executives and this has resulted in growing disposable income, which in turn, leads to increasing retail spend. It is estimated that the propensity to spend in case of working women is higher 1.3 times compared with the housewives. Also, the buying behavior of a working woman differs from that of a housewife. The rising income level of the female population has opened a whole new genre of retailing formats and products, catering exclusively to women. still in comparison with developed countries there are very less women employed in India so that it has attained the last position in the analysis of strength on the basis weighted mean scores 1.64 in Delhi NCR and 1.8 in Agra city. Delhi NCR serves well than Agra city in this category also.

The strengths have been ranked according to the weighted mean score of Delhi NCR (being more positively affected) and depicted in the Figure

Figure: 11.1



Source: Primary Survey

11.1.2 ANALYSIS OF THE WEAKNESSES OF INDIAN ORGANIZED FOOD RETAIL INDUSTRY

Respondents considered the following weaknesses and rated them on the basis of Likert scale.

The analysis of the weaknesses is describes as follows:

1) COMPLEX TAXATION

The sales tax rates differ from state to state, whereas, organized retail players have to endure a multiple point rules and regulations. In many places, retailers have to bear a multi point complex taxation with the appearance of value Added Tax (VAT) in year 2005, certain variances in the prevailing sales tax system resulting disturbance in the supply chain. Thus it is

considered as an important weakness by the respondents and scored **First position with weighted mean score** in 2.36 Delhi NCR and 2.04 in Agra city.

2) REGULATORY FRAMEWORK

Legal and political environment of a country plays a vital role in regulating a company's formation and progression. As organized retail players find it difficult to cop up with complex & rigid policies, Acts and government schemes. Moreover organized retail trade in some states is still facing problems in its growth path with the restrictions on FDI due to political interference in India. So that this problem is also considered as a key weaknesses by the respondents and scored **Second position with weighted mean score** in 2.52 Delhi/NCR and 1.6 in Agra city. This highlights that organized food retail outlets in Agra city suffers more with this problem due to less awareness and more on.

3) LACK OF INFRASTRUCUTRAL DEVELOPMENT

Poor roads and inadequate cold chain infrastructure hamper the development of food as grocery and fresh fruits, vegetables retailing in India. The prevailed organized and traditional food retail companies have to invest an extensive amount of capital funds and time in constructing a cold storage chain network. Hence this problem is also considered as a key weakness by the respondents and scored Third position with weighted mean score in 2.52 Delhi/NCR and 1.6 in Agra city. This highlights that organized food retail outlets in Agra city suffers more with this problem.

4) LIMITED CONSUMER INSIGHT (INACCESSIBLE TO MASS)

Though organized food Retail sector witnessed significant development in the past 10 years, yet mainly Indian food and grocery retail is still dominated by a large number of unorganized small retailers as mostly Indians prefer to shop from traditional food retail outlets due to lack of education, lack of awareness, low income level, bargaining habits, and purchase of small quantities, credit facilities, and personal terms, lack of IT facilities. Lack of detailed region specific customer data. So that it is also considered as an important weakness as by the respondents and scored Fourth position with weighted mean score in 3.04 Delhi/NCR and 1.96

in Agra city. The result reveals that due to less space and lack of infrastructural development, organized food retail outlets in Agra city suffers more with this problem.

5) LACKING SKILLED & TRAINED WORK FORCE

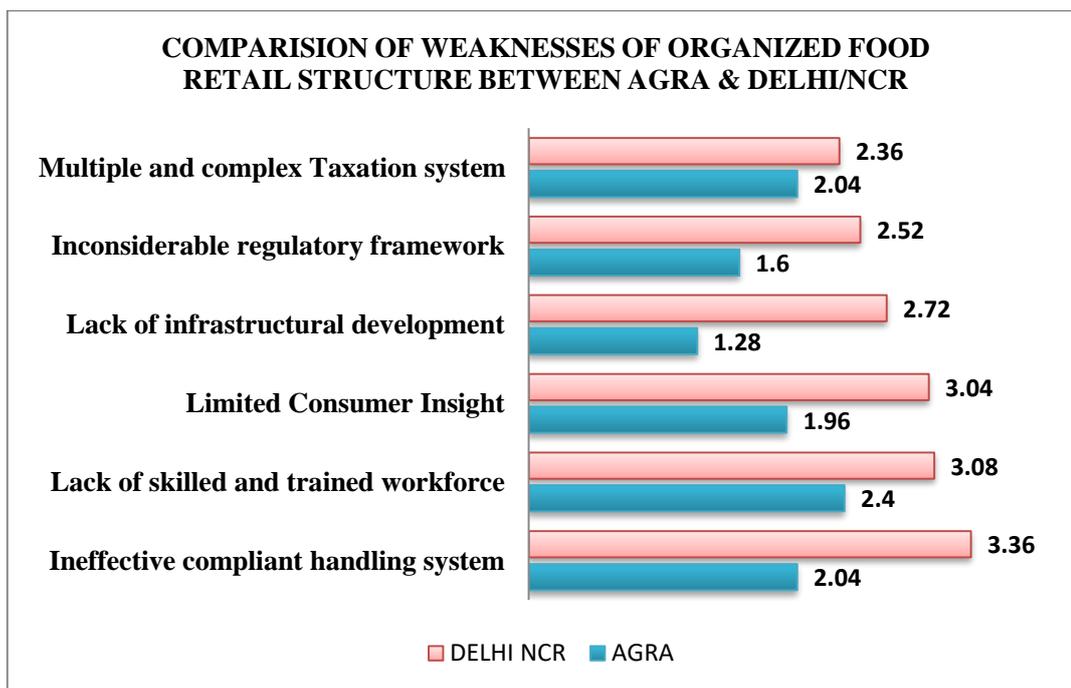
Though India has abundance of unemployed population but due to lack of education and appropriate training programs organized retail companies face the challenge of trained man power shortage. Moreover, these companies have to pay more in order to train and retain them. This again brings down the profit level of Indian organized retail companies. So that it is also considered as an important weakness as by the respondents and scored Fifth position with weighted mean score in 3.08 Delhi/NCR and 2.4 in Agra City. The result reveals that due to less space and lack of infrastructural development, organized food retail outlets in Agra city suffers more with this problem.

6) INEFFICIENT COMPALINT HANDELING

Unlike unorganized food retail structure, organized food retail structure is based on rigid norms, terms & conditions, and obligations and so many other formalities due to being under many hands. So that people working there find it difficult to deal with complaints as it requires a harsh & a long process, and on the other hand it customers also don't get quick action regarding their complains. Hence this problem is also considered as a prime weakness scored Sixth position with weighted mean score in 3.36 Delhi NCR and 2.04 in Agra city. The result reveals that due to less space and lack of infrastructural development, organized food retail outlets in Agra city suffers more with this problem.

The Figure depicts weaknesses, have been ranked according to the weighted mean score of Delhi NCR (being more highly affected)

Figure: 11.2



Source: Primary Survey

11.1.3 ANALYSIS OF THE OPPORTUNITIES OF INDIAN ORGANIZED FOOD RETAIL INDUSTRY

Organized food Retail structure finds numerous opportunities to expand in the Indian market. Not only retail sector but Manufacturing sector as well as produces/suppliers, and buyers has numerous growth opportunities, some of which are detailed below-

1) INCREASING DISPOSABLE INCOME

Rising disposable incomes of middle class and lower middle class consumers with rising employment prospects for youth and adults in Information Technology & IT enabled sectors are the key factors responsible for organized food retail growth in India. Literature Reviews and responses show that marginal propensity to spend of modern Indian consumers has been increasing. The Indian organized food market scenario has witnessed a drastic change after globalization and the entry of organized retail outlets made the consumers the king of the market. As a result it is given **First position** by respondents in the analysis **with weighted**

mean score in 1.64 Delhi NCR and 1.84 in Agra city. This shows that organized food retail market has more opportunities of growth in Delhi NCR than Agra city due to increasing employment level, increasing MPS (marginal propensity to spend)

2) RISING CONSUMERING & SHOPINTAINMENT

The prime reason for a paradigm shift in the shopping attitude of the Indian consumer is the change in their preferences and tastes. The huge population, increasing per-capita income and changing consumer habits - all these developments have culminated in the booming of the retail sector in India. As because of the increasing working population, relaxed life, easy mobility and leisure are given significance. These major aspects are growth drivers of organized food retail sector in India. Hence it is given **Second position** by respondents in the analysis **with weighted mean score** in 1.72 Delhi NCR and 2.04 in Agra city. This shows that organized food retail market has more opportunities of growth in Delhi NCR due to rapidly changing consumer taste, fashion, and income level and so on.

3) DEMOFIGUREICS DYNAMICS

India is one of the youngest and largest consumer markets in the world with a median age of around 25 years, Customers who are under the middle age prefer organized shopping for food items as they always expect hyper discounts & offers and good shopping experience, which means that the potential for the Indian organized food retail segment will be enormous. Hence it is given **Third position** by respondents in the analysis **with weighted mean score** in 1.8 Delhi NCR and 1.92 in Agra city. This shows that organized food retail market has more opportunities of growth in Delhi NCR.

4) MARKETING EXPOSURE (INFORMATION TECHNOLOGY)

There has been a substantial increase in the number of Indians who use the Internet and a concomitant increase in the number of online purchases. Indians have started using the Internet not only for increasing awareness but also to shop online, which has opened a whole new channel of retailing in the Indian retail scenario. Due to the increasing use of IT and telecom, Indian consumers have become aware of private level brands, franchisees (Food Bazaar, Easy Day & Mc. Donald, Dominos etc...) according to the need and occasion. Consumers will

continue to drive the growth in the organized food retail by expanding the market and compelling retailers to widen their offerings in terms of brands and in terms of variety. As a result it is given **Fourth position** by respondents in the analysis **with weighted mean score** in 1.88 Delhi NCR and 1.96 in Agra city. This shows that organized food retail market has more opportunities of growth in Delhi NCR

5) **RISING DUAL INCOME**

In India, heavy pay packets, increasing nuclear families along with growing working women population and double income in family are the key features contributing to affluent organized food retail sector. New era appeared with the demographics changes as joint families came in new shape i.e. nuclear families. Therefore, the income level of nuclear families augments because both family members initiated earning. This comes into increased purchasing power and time shortage. Currently they need everything at one place, under one roof. This carried the organized retail structure. Hence it is given **Fifth position** by respondents in the analysis **with weighted mean score** in 1.88 Delhi NCR and 1.96 in Agra city. This shows that organized food retail market has more opportunities of growth in Delhi NCR

6) **RISING URBANIZATION**

Since increased urbanization has moved consumers to single place and hence organized food retail gets opportunity to attract more customers and spread its wings all over the India. So it is given **Sixth position** by respondents in the analysis **with weighted mean score** in 1.96 Delhi NCR and 2.32 in Agra city. This shows that organized food retail market has more opportunities of growth in metro cities like Delhi NCR.

7) **LARGE UNTAPPED MARKET (MARKET POTENTIAL)**

Business communities believe that sizable disposable income in India is concentrated in the urban areas and well off and affluent classes; income distribution in India is unequal compared to other Asian economies. In fact, the 20 million middle class home in rural **India equals** the number in urban **India** and thus have the same purchasing power. Therefore, there is significant and considerable opportunity for organized retailers in the rural areas as well. There is no denying that the rural market holds immense promise for the organized food retail. So it is given

Seventh position in the analysis **with weighted mean score** 2.08 by respondents of Delhi NCR and 2.48 by respondents of Agra city.

8) PLASTIC REVOLUTION

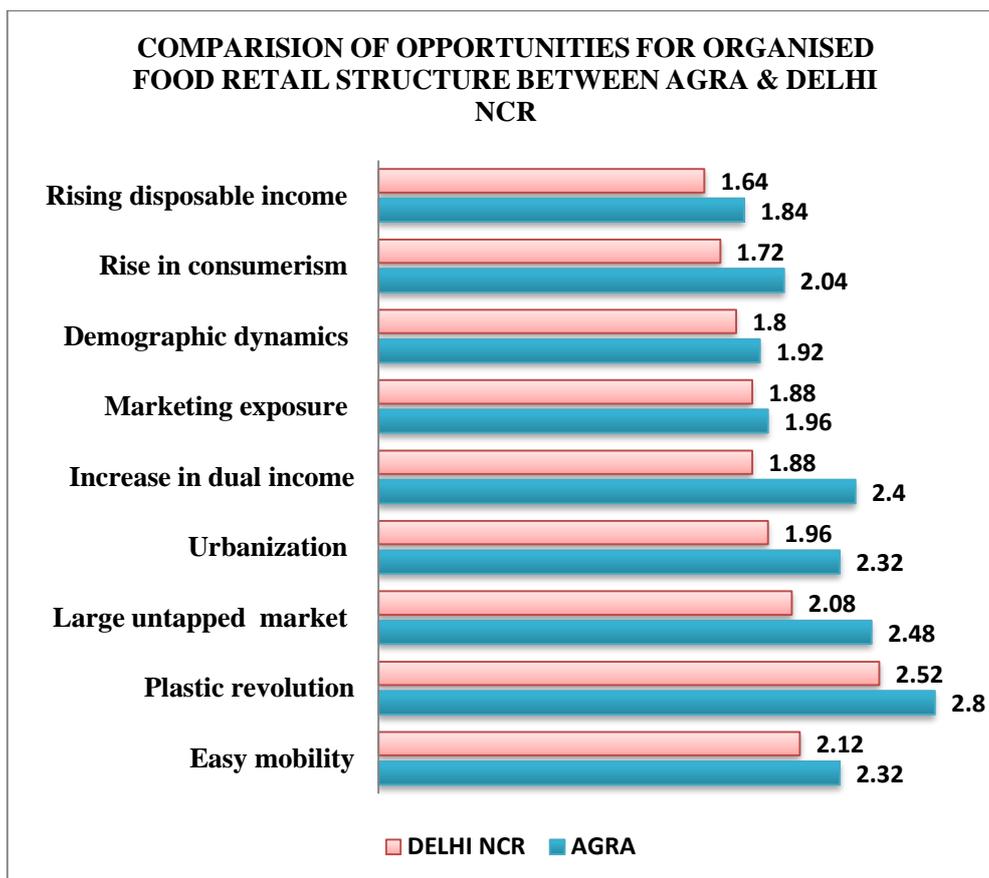
After globalization Indian banking system has also completely changed as use of E-retailing, plastic cards as debit cards, credit cards, has contributed a lot to boost the growth of organized retail trading in India. Customers find it convenient to carry plastic cards instead of cash in their pockets. With the sign of reemergence of economic growth in India, consumer buying in retail sector is being projected as a key opportunity area. So it is given **eighth position** in the analysis **with weighted mean score** 2.52 by respondents of Delhi NCR and 2.8 by respondents of Agra city.

9) EASY MOBILITY

In past India consumer used to have only one choice to shop food and grocery products from kirana shop, located nearby their residence but now in modern India as covering distance has become easier due to easy availability of either personal or public transport facility, customers find it convenient to visit even far distanced shopping malls, hypermarkets anytime they need. Moreover, easy transportation also helps in enhancing efficient supply chain, which is the prime growth driving factor of organized food retail trade. Thus it is given **Seventh position** in the analysis with weighted mean score 2.12 by respondents of Delhi NCR and 2.32 by respondents of Agra city.

The Figure depicts opportunities, have been ranked according to the weighted mean score of Delhi NCR (being more positively and highly affected)

Figure: 11.3



Source: Primary Survey

11.1.4 ANALYSIS OF THE THREATS OF INDIAN ORGANIZED FOOD RETAIL INDUSTRY

Organized food retail business is a comparatively new phenomenon in India, and is still in the process of finding its feet in terms of location, size, format, product ranges, and segment targeting. Respondents considered the following challenges or threats and rated them on the basis of Likert scale. The analysis of the threats is describes as follows:

1) NEW CUSTOMER & RAPIDLY CHANGING TASTE & FASHION

Indian retail system considers customer as the king. To attract new customers and retain existing customers is the prime target of any organized retail system. There is price determination

conflict among different retail organizations. Each retail company strives to provide goods at low cost and to provide numerous promotional discounts and schemes. In such a case it is tricky to retain one's customers with oneself and to meet rapidly changing taste and fashion of customers is also very challenging for retailers. Hence it is also considered as prime challenge faced by organized food retail system and given Third position in the list of threats analysis **with weighted mean score** 2.08 by respondents of Delhi NCR and 2.2 by respondents of Agra city.

2) COMPETITION

The very major problem, facing the organized food retail sector in India is competition from the unorganized food retail sector. Conventionally retailing has recognized in India for centuries. Unorganized retail is a low cost structure, generally owner operated, has negligible retail real estate cost and labour costs and slight or about no taxes to pay. Consumer acquaintance that runs from one generation to another generation is one huge advantage for the unorganized traditional food retail sector. On the contrary, organized food retail sector have big operating costs to meet and still have to retail prices low enough to race with the traditional food retail sector. Moreover, organized retail companies also compete with each other another to attract and retain the customers by attractive schemes, offers and so on. Hence it is also considered as prime challenge faced by organized food retail system and given Fourth position in the list of threats analysis **with weighted mean score** 2.12 by respondents of Delhi NCR and 2.92 by respondents of Agra city.

3) CYCLICAL FLUCTUATIONS

Trade or business cycle fluctuations (Boom and Depression) in any country directly or indirectly affect the industries growth and progression. Industrial development has to face different phases of trade cycle fluctuations, as due to depression people shorts their demand for even mostly used products, and due less demand, this adversely affect the sales of organized retail companies. Hence it is also considered as prime challenge faced by organized food retail system and given Fourth position in the list of threats analysis **with weighted mean score** 2.16 by respondents of Delhi NCR and 2.22 by respondents of Agra city.

4) RETAIL FRAUDS

It is one the primary challenge, the organized retail companies specially food retail companies would have to face. Retail Frauds comprising shoplifting, vender retail frauds, thefts and supervision inaccuracy and inefficient administration are the threats or challenges that are difficult to tackle. This is also after the use of safety techniques, such as POS and closed circuit televisions (CCTVs). as the size of the organized food retail outlets and companies is often larger; this increases the possibility of thefts, frauds and divergence in the system. . Hence it is also considered as prime challenge faced by organized food retail system and given Seventh position in the list of threats analysis **with weighted mean score 2.2** by respondents of Delhi NCR and 2.44 by respondents of Agra city.

5) HIGH RETAIL REAL ESTATE COST

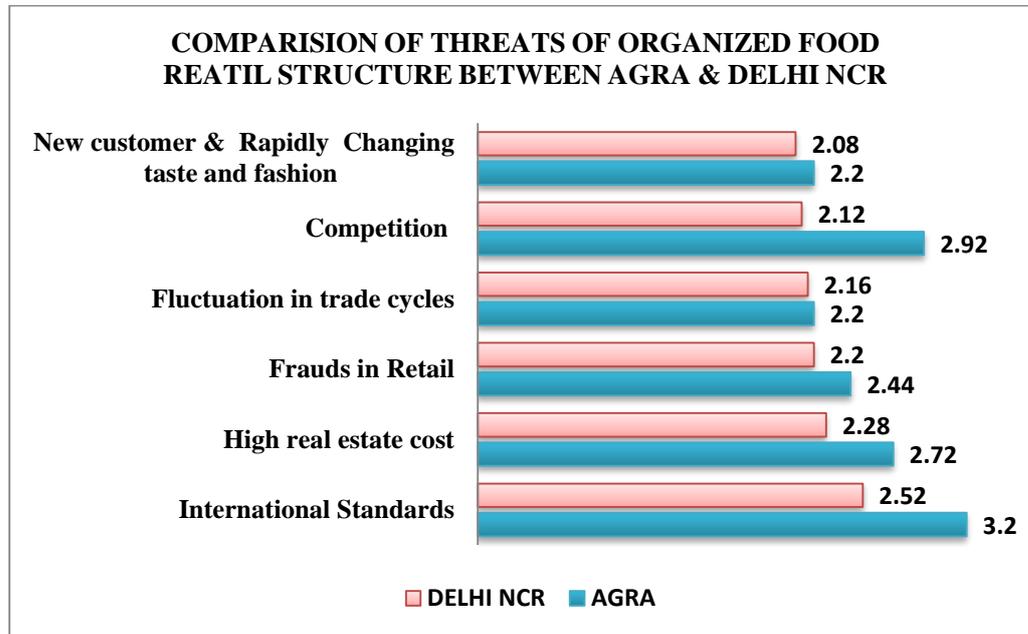
Retail Real estate costs in some Indian cities are amongst the highest in the globe. The rent of property is one of the prime expenditure areas; a high retail lease rental reduces the favorability of a venture or project. Hence it is also considered as prime challenge faced by organized food retail system and given Seventh position in the list of threats analysis **with weighted mean score 2.28** by respondents of Delhi NCR and 2.72 by respondents of Agra city. Organized retail players in Delhi NCR get property rates more expensive compared to Agra city.

6) INTERNATIONAL STANDARDS

Globalization liberalization and privatization have played a vital role in Indian industrial development, as on one side Indian organized retail structure has to compete with internal rivalry like existing unorganized retail sector, on the other hand however, India has over 5 million retail outlets yet it also has to face the challenge of entry of international standards (foreign retail companies). Hence it is also considered as prime challenge faced by organized food retail system and given Eighth position in the list of threats analysis **with weighted mean score 2.52** by respondents of Delhi NCR and 3.2 by respondents of Agra city. Organized retail players in Delhi NCR get this more challenging compared to Agra city.

The Figure depicts threats, have been ranked according to the weighted mean score of Delhi NCR (being highly affected)

Figure: 11.4



11.2 STRATEGIES TO IMPROVE THE PERFORMANCE OF ORGANIZED FOOD RETAIL INDUSTRY

A SWOT analysis matrix has been developed to interpret the challenges and opportunities of Indian organized food retail structure. By using the matrix table which Consists of strengths, weaknesses, opportunities and threats, variety, universally acceptable strategies can be developed

Table: 11.1
SWOT ANALYSIS MATRIX

STRENGTHS (S)	AGRA	DELHI NCR	WEAKNESSES (W)	AGRA	DELHI NCR
1) Better layout of stores and products	1.36	1.24	1) Multiple and complex Taxation system	2.04	2.36
2) Contribution to employment generation	1.64	1.28	2) Inconsiderable regulatory framework	1.6	2.52
3) Infusion of Capital (Reduction in Intermediaries)	1.44	1.32	3) Lack of infrastructural development	1.28	2.72
4) Modern technology adaption	1.48	1.36	4) Limited Consumer Insight	1.96	3.04
5) Government Revenue	1.84	1.4	5) Lack of skilled and trained workforce	2.4	3.08
6) Consumer well-being	1.52	1.44	6) Ineffective compliant handling system	2.04	3.36
7) Cost Benefit (Competitive advantage)	1.84	1.52			
8) Availability of Products, Raw Material	1.8	1.64			
OPPORTUNITIES (O)	AGRA	DELHI NCR	THREATS (T)	AGRA	DELHI NCR
1) Rising disposable income	1.84	1.64	1) New customer & Rapidly Changing taste and fashion	2.2	2.08
2) Rise in consumerism	2.04	1.72	2) Competition	2.92	2.12
3) Demographics dynamics	1.92	1.8	3) Fluctuation in trade cycles (Recession)	2.2	2.16
4) Marketing exposure (Information technology)	1.96	1.88	4) Frauds in Retail	2.44	2.2
5) Increase in dual income	2.4	1.88	5) High real estate cost	2.72	2.28
6) Urbanization	2.32	1.96	6) International Standards	3.2	2.52
7) Large untapped market (Market Potential)	2.48	2.08		2.72	2.92
8) Plastic revolution	2.8	2.52			
9) Easy mobility	2.32	2.12			

Source: Primary Survey

After defining SWOTs, Opportunities are compared against Strengths and then Weaknesses to draw SO and WO Strategies. Threats are also compared against Strengths and then Weaknesses to draw ST and WT Strategies. These strategies help out the organized food retail players to tap the market, and to combat the threats, and grabbing the opportunities available in India so that the performance can be improved. The marketers has to develop a culture like that which calculate these forces comes in the way of organized food retail growth, and suggest the ways to overcome by forming appropriate strategies on timely manner.

These strategies should be developed with special care to particular area. As in metro city like Delhi, huge capital investment is needed, quality should be more emphasized, and ambience would be more preferable factor affecting the retail growth. On the hand people living in III Tier cities are more price and value conscious, so organized retail companies should focus on lower prices and convenience oriented strategies.

The following strategies can be developed:

1. USE INTERNAL STRENGTHS TO CAPITALIZE ON EXTERNAL OPPORTUNITIES (SO)

- Customization of Product and store layout according to consumer demographics. **(S1, S3, S8, O1, O3)**
- Launching of Branded Products in rural markets due to increasing literacy rate and brand awareness. **(S1, S6, O4, O7)**
- Having the advantage of Cost Benefit, Indian organized retail players should invest in the global market. **(S7, O2, O4, O7)**
- Women empowerment will be helpful for sales and growth of the retail company. **(S8, O1, O5)**

2. IMPROVE INTERNAL WEAKNESSES BY USING EXTERNAL OPPORTUNITIES (WO)

- Skill development Training programs should be easily available for enhancing employment generation. **(O6, O7, O9, W5)**

- Organized retail companies can tackle problem of Lack of detailed region specific customer data and improve their complaint handling system by using the IT – enabled services. **(O4,W4, W6)**

3. USE INTERNAL STRENGTHS TO AVOID EXTERNAL THREATS (ST)

- To face the competition, organized retail companies can make partnerships with unorganized retail players and with other organized retail companies, by using their Technological Competitiveness, cost benefit strategies and huge capital. **(S3, S4, S7, T2)**
- Retail frauds can be checked by training the employees for the security purpose and by using technology in a right manner. **(S2, S4, T4)**
- Aware people about product quality, varieties, offers, and additional facilities through appropriate usage of Information technology. **(S4, S6, S8, T1, T2, T6)**

4. MINIMIZE INTERNAL WEAKNESSES AND AVOID EXTERNAL THREATS

- Government policies should be flexible and made in such a manner that it reduces the adverse impact of foreign retail brands on growth of domestic retail companies. **(W2, T6)**
- Reduce threat of high real estate cost can be adjusted by developing adequate infrastructure. **(W3, T5)**
- Review tax policies and social policies know the proper knowledge and combat with competition, retail frauds and retain during in unfavorable trade cycles. **(W1, W2, T2, T3, T4)**

Indian Retail Market play a pivotal role as it provides great opportunities to the organized food retail companies to stretch their reach to nearly seventy percent of population. Indian organized food retail structure also benefits by providing better infrastructure facilities for shopping, uplifting the standard, and quality of life of the people. Though the organized retail structure in India has become a most preferred shopping destination for but it's important to realize that it has lot of challenges and risk, therefore corporations or organized retail players should assess

the obstructions as vigilantly as possible. In order to develop marketing strategies and action plans, the organized retail companies need to taken into account the complex factors that influence the modern consumers buying behavior. The Indian retail market is developed by rising purchasing power, changing consumption pattern, increased access to information and communication technology, improving infrastructure and increased government initiatives. Government support is necessary for the development of organized food retail market in India to face the emerging issues and challenges in the core areas like; transportation, communication, and credit institutions, storage and warehousing facilities for better utilization of land and water management. However, after evaluating the major strengths, weakness, threats and opportunities, it concludes that the organized retail industry in India will nurture at a rate, which is more than what the existing anticipations evident. It need deeper perceptive of the customers' behavior in terms of organized retailing and improved service delivery capabilities. However, a clear understanding or the modern consumers and their current and future expectations are the major part of strategies to tap the market nowadays. The food retail sector has evolved and persists to develop. The other major issues now for retailers are to generate brand identification by modifying to customer's needs and preferences.

In concluding remarks, the retail industry has altered from single food retail shops; to a much complex food retail chain stores with global customer base. Globalization has stretched the market in which retail companies work so this revolution has led to modern/advanced information technology requirement to connect all the food retail shops to one central hub system to be executed and managed very well. Thus advancement in technology and aware and price receptive customers, information has evolved to be the most vital quality of the successful retailers today. Information as a positive feature and information system technology is the most significant means available to organized food retail companies. Technology has had a huge influence on the retail industry revolution.