

A Project Report On

**FACTORS AFFECTING THE SALES OF
MAGSONS STORES**

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DECLARATION

I, the student of M.B.A. Part II of Goa Business School, Goa University, hereby declare that the project entitled “**Factors affecting the sales of Magsons Stores**” has been prepared by me towards partial fulfillment of the degree of Master of Business Administration under the guidance of my faculty guide Ms.Priyanka U. Naik. This project is neither in full nor in part has previously formed the basis for the award of any other degree of either this University or any other University.

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ACKNOWLEDGEMENT

The success and final outcome of this project required a lot of guidance and assistance from many people and I am extremely privileged to have got this all along the completion of my project. All that I have done is only due to their supervision and assistance and I would not forget to thank them.

I respect and thank Mr. M. S. Dayanand, Dean of Goa Business School and Mr. Nilesh Borde, MBA Programme Director of Goa Business School for providing me an opportunity to do the project through the course of MBA.

I own my deep gratitude and would like to thank Mr. Kirit Maganlal (CEO) for providing me an opportunity to intern at Magsons Group and for his constant support from the very beginning.

I would like to specially thank my family who gave their best to support me and also my friend for trying her best to help me. My sincere gratitude also to my Project guide and mentor Ms. Priyanka Naik (Asst. Prof.- GBS) who took keen interest in my project work and guided me till the completion and development of this good piece of work. I would also like to thank all the Magsons staff who helped and guided me throughout my internship.

The questionnaire is formed on the 7 P's of Marketing Concept. The 7 P's are a set of recognised marketing tactics, which you can use in any combination to satisfy customers in your target market. The 7 Ps are controllable, but subject to your internal and external marketing environments.

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1. A Brief Note on the Company – MAGSONS GROUP

Vision : Our Vision is to be the foremost regional player in the State and constantly attempt to raise the bar by providing innovative services and offerings to our customers thereby creating customer delight in each and every sphere of his interaction with the Group.

Mission : Our Mission is to provide our customers with a fully holistic shopping experience unmatched in our region while encouraging and empowering our employees and associates to grow and progress as individuals and as business partners with us.

Core Values : Our Core Values are built on the pillars of service, humility, teamwork and an undying quest for understanding and satisfying customer needs, likes and demands. Our values are based on trust and a responsibility of being a caring community player in the ecosystem and catchment areas that we exist.

In the beginning of 90's, precisely in 1990, MAGSONS entered into the field of Supermarkets by pioneering its first store at Miramar. The Store was the brainchild of Kirit and Andrea Maganlal who discovered a niche business un-catered till then except by some unorganized players and public co-operative stores. The effective store area was 800 sq ft and the project housed, apart from the Supermarket, a well appointed Hotel, Restaurant and Bar, a Bank ATM, a Pizzeria and Ice parlour and Florist services. In the absence of sufficient market exposure and the fact that life in the tiny, idyllic State of Goa was unhurried and more laissez-faire than commercial, it was nearly a decade later that MAGSONS turned around and broke even. Despite the challenges and hurdles along the way, the Group was consistently aggressive in retaining its core business values and promoting growth.

In 2007, MAGSONS entered into a strategic tie-up with petroleum giant Bharat Petroleum Corporation Ltd (BPCL) to run their consumer "In&Out" Store at the Oasis Petrol Pump in the heart of the Panaji city. In a short span of 5 years, the Store was awarded the "Vijesh 2010" Award by BPCL for the highest growth in In&Out Stores for 2009-10.

In 2009, the opening of the Caranzalem Store saw the Group's entry into pure residential areas of the city where markets were limited to the density of surrounding inhabitants. MAGSONS saw the future

in upcoming commercial projects in the area. However, due to slow pace of development in the locality, the store shut down in 2015.

In 2010, MAGSONS extended the tie-up with BPCL to open another store in Vasco at their petrol pump at Roy's Auto Boutique. The port city of Vasco lacked premium and upmarket food products and we filled that gap most successfully in a small area of approx. 600 sq ft.

In 2011, the Group diversified into property management as a new vertical whereby the core business of running a convenience store within a bounded colony of residential flats/ apartments remained. Other than that, at Models Status, Dona Paula, we began operations of the Society Club House with multi gaming and health facilities and a Bar & Restaurant. This provided tremendous exposure and experience to the Group in handling multi-level service activities and opened avenues with other such Real Estate Developers and Builders.

In 2011, MAGSONS also undertook their most ambitious project of setting up a speciality store at Goa's only upcoming Mall – the Caculo Mall at St Inez, Panaji. The Store was put over 2 floors covering approx. 6000 sqft of retail and storage area and with an investment in plant, equipment, furniture and fixtures of approx. Rs 2 crores. This Store had the city's first fresh F&V section, fresh Fish and seafoods section and fresh poultry and meat areas. The Store carries a premium Wine and Liquor section and has a wide and exclusive range of imported chocolates.

In 2012, MAGSONS was invited by M/s Hindustan Petroleum Corporation Ltd (HPCL) to take over the running of a 2 storey convenience centre at their highway outlet at Nagoa Verna. This store caters to the shuttle crowds between Goa's main cities of Margao and Panaji as also to the industrial estate of Verna.

In 2012, we also introduced the most advanced gourmet offering for South Goa at Varca. The Store is built on a 3 storey property with the lower floor exclusively catering to the gourmet and premium food categories.

In 2013 we saw the addition of one more Store to the MAGSONS stable, at Zuarinagar on the Dabolim-MES College Junction. This Store now offers the entire range of our speciality "Freshline" produce and is proving to be a boon to the residents of the area.

2014 saw the addition of a new gourmet offering at Porvorim. This concept store has a uniquely modelled QSR facility (Pizza Mia) alongwith a wine store, and in-house bakery and an exclusive health and wellness food offering. The Store was shut in Oct 2017.

2015 Magsons opened their first exclusively franchised Store at Margao, the business capital of Goa. This store, located at Fatorda, Margao is run by a husband-wife team of Carlos and Faye Colaco and carries all the unique trademarks of any Magsons store.

2016 -2017, MAGSONS moves towards part centralizing its procurement and distribution systems through a central Distribution Centre.

In 2017 – 4th November, MAGSONS opens their new gourmet store offering at Candolim. This 700 sqft boutique store is located on the busy tourist street between Calangute and Sinquerim and is a full gourmet food store with fresh meats, fish and poultry, Wines, liquor and spirits and a range of imported food specialities.

In 2018 – Magsons takes over the running of an earlier supermarket at ANJUNA by the name of FAMILY MART. The Store spans 1200 sq ft and services as exclusive Retail Liquor Shop.

2018 – 1st April, MAGSONS opens its doors at Taleigao offering 3000sqft of one of the most pleasant shopping experiences covering gourmet foods, fresh F&V and a premium liquor store.

2019 – MAGSONS extends its hold in South Goa by introducing a state of the art modern store at Umiya Mercado on the Margao-Varca highway in Benaulim. Spread across 3400 sqft it is located in South Goa's biggest mall. Featuring a modern ambience, MAGSONS offers its customers premium offerings in local and imported foods and beverages, cheese and pastries, a premium range of Liquor, Wines and Beers and a fresh line-up of poultry, fish, meats, cold cuts and Fruits and Vegetables.

2021 - MAGSONS opens a new store at Porvorim which offers its customers premium offerings in local and imported foods and beverages, cheese and pastries, a premium range of Liquor, Wines and Beers and a fresh line-up of poultry, fish, meats, cold cuts and Fruits and Vegetables.

2.A Brief Note on Strategic Analysis

2.1 PESTLE ANALYSIS

Political factors:

Anti-trust issues

The revenue and profitability of any retail store is affected by government policies. These regulations impact the economy, consumer buying habits, and international trade laws. The only thing left for the company to do about these changes is abide by them.

Each country must abide by their political regulations. The regulations affect which products can be imported, exported, and sold in stores. Stores offering food products must comply with health guidelines proposed by the government. If they don't, not only will the food be pulled from the shelves, but it could also lead to legal troubles for the company.

It's not just physical retail stores under scrutiny. We've seen shifts in how e-commerce retail leaders operate over the last few years. Anti-trust issues and data breaches are causing the government to look into how data is stored, used, and shared. This affects the retail industry, particularly big names like Wal-Mart and Amazon, who provide products online.

When retail stores branch into other countries, they need to abide by the policies in that country too. In some cases, this can be beneficial. But if the country's political parties are fickle, it can easily turn into a problem.

Economic factors:

Nearly \$30 trillion in a couple more years

A stronger economy allows consumers to buy products they want rather than just buying products they need. It also means more investors are becoming interested in the profitability offered by retail stores. This is only possible when the economy is on the rise.

When it's on the decline, the opposite is true. People save their money for products of necessity. They'll spend the bare minimum on food while the rest goes towards unpaid bills. This can happen when unemployment rates spike or when a certain industry is hit harder than others.

The retail industry was able to hold itself up even during the recession. It's one of the few industries who managed to scrape through. By 2024, the industry may see global sales nearing \$30 trillion. Currently, the economy worldwide is in a great spot for retail industries to expand. Customers have more disposable income to spend on frivolous products.

However, if the economy is poor, it doesn't matter how many products are offered because no one can afford or justify the purchases. Unless the retail corporations react accordingly (by cutting prices), they'll suffer profit loss.

Social factors:

Buying in bulk and collecting endless data

Consumer preferences are the main social factors affecting the retail industry. For instance, people enjoy buying products in bulk. This is the exact premise behind Costco, a Canadian retailer. Here you can find food products, clothing and electronics in large quantities. Stores other than Costco now mass stock various products to avoid running out quickly.

These products aren't bought by retailers on a whim. They use market research to identify buying trends and shifts in consumer behavior. Understanding these two things helps to find items more likely to boost profits.

Retailers who offer products online can collect data provided by their customers. They can easily see which products people are buying, leaning towards, or completely ignoring. Then, they shape their offerings based on this data. It's a never-ending process.

Companies set targeted ads to customers most likely to visit their stores and buy from them. Larger retailers can achieve this easier than mom and pop shops. But even smaller shops can benefit from offering discounts and sales on products as all consumers love a good deal.

Technological factors:

A digital catalogue for easy browsing

Retail stores use a variety of technology everyday. Like a point of sales system. As well as cash registers to manage money after a sale. It's standard for any store. As technology advances, stores are adopting new systems, software, and hardware. For instance, smaller stores are making the shift to computers or iPads at the register. It's fast and easy to use.

The retail industry has greatly benefited because of the internet. Not only to streamline services, but also to reach audiences worldwide. Most companies have a business website. It's basically a digital catalogue for their products. Big name companies are able to offer a selection online. The products are either shipped to the customers' homes or the closest stores for pickup.

Amazon and Walmart are going head-to-head. Each company offers retail products online, to be sold and shipped. Other small name companies can't compete on the same scale. That doesn't mean they should avoid having a business website or showcase their products online. It just means they don't have the means to meet the same demands as the bigger retailers.

Legal factors:

A retail store needs to meet legislative conditions before opening the shop. These conditions are often standard. It includes abiding by taxation laws, labor laws, and more. Legal factors become trickier once the company expands overseas or offers products online as that's when the international laws come into play. As does data and copyright laws.

Not following these laws exactly as outlined will lead to legal troubles like bankruptcy and foreclosure. It's important to understand the laws long before the store is open for business. And as the retailer grows, new legislative laws come into effect.

Environmental factors:

Contamination and blockchain technology

More retail shops are offering food products. The state of the environment affects the quality of the product and the selection. It also means having to abide by more economic and political factors. For instance, corporations fear a “soda” tax; it’s an increased tax for selling soda in stores. Likewise, some shops in other countries have to pay a tax for offering fatty foods.

And what about food contamination?

Once a food, like lettuce, has E.coli, every store needs to toss out their lettuce. This is costly for the companies. But now some stores are looking to use blockchain technology. It would allow farmers and manufacturers to input information about food products in real-time. And should a problem arise, Walmart could find the source immediately. Rather than spending weeks trying to locate where the contamination started.

If other companies used this, they would know whether their lettuce is truly contaminated. Because when contamination happens, every store in the chain has to get rid of the product. Whether their food is actually contaminated or not. Because we just don’t know.

We also can’t forget about environmental issues inside of the stores either. All retail stores need to meet the environmental requirements for consumer and employee safety. This is set by the government. It’s non-negotiable.

2.2 VRIO Analysis:

	V	R	I	O	
Supply Chain	Yes	Yes	Yes	Yes	Sustainable advantage
Bargaining power	Yes	Yes	Yes	Yes	Sustainable advantage
Inventory management	Yes	Yes	Yes	Yes	Sustainable advantage
Brand Equity	Yes	Yes	Yes	Yes	Sustainable advantage
Ecommerce	No	No	No	No	Competitive Disadvantage
Technology	Yes	Yes	No	Yes	Temporary Advantage
HRM	Yes	Yes	No	Yes	Competitive Parity
Product Range	Yes	Yes	No	Yes	Competitive Parity
Private Label Brands	Yes	Yes	No	Yes	Competitive Parity

2.3 SWOT Analysis:

1. <u>STRENGTHS</u> <ul style="list-style-type: none">• Strong Brand• Loyal customer base• Stores at 10 prime locations• Loyalty program• Offers every month• Medium to high class customers• Focus on long term gains• People Centric Management• Discount Policy• Clear Price Based Differentiation	2. <u>WEAKNESS</u> <ul style="list-style-type: none">• Higher-than-Average Turnover• Inconvenient Layout• Slow Growth• Parking Problems• Stocks Unavailable• Some Variety of Products Unavailable
3. <u>OPPORTUNITIES</u> <ul style="list-style-type: none">• Better technology can be used• More market penetration with Proper Marketing strategy• Keeping variety of stocks• Better customer service• Personalises service	4. <u>THREAT</u> <ul style="list-style-type: none">• Competitors providing better service and products• Online Retailers• Customer Handling• Technology related problems

2.4 PORTER'S FIVE FORCES ANALYSIS

Threat of New Entrants

Entry of competitors is threat of every business. It is barrier for business growth.

According to the government rules in India, 2012 FDI allowed 100% in single brand and 51% in multi-brand retail in India. The rules for entry in the India market are:

Single Brand Retail

- 100% FDI with 30% local sourcing (average over five years at cost)
- 51% FDI with no sourcing requirements

Multi Brand Retail

- 51% FDI permitted, in cities with more than 1 million population
- 30% sourcing from MSME mandatory, along with capital and supply chain investment requirements
- Dependent on approval by individual state; 18-20 cities with more the one million population
- Cash & Carry
- 100% FDI allowed

Now, entry in Indian Retail sector is not so complex. Other barriers to entry may be inability to build economies

of scale, big amount of investment in stores, high cost of supply chain management, product differentiation or lack of product segregation etc.

Assessment of Entry of Competitors

- Demand side scale benefits by large domestic retailers due to established customer base and extensive geographical spread of big retailers
- Supply side economies of scale for large domestic retailers due to large size operations of big retailers

- Few switching cost in changing to local suppliers due to strengths of domestic

New companies often bring new resources and can drive down product prices and reduce profitability of the industry. Therefore, existing firms try to raise the threats for new entrants. The threats for new entrants are increased when

- 1) incumbent players have achieved economies of scale,
- 2) switching costs are high,
- 3) there is a limited access to distribution channels,
- 4) there is cost disadvantage, and
- 5) government policy is favorable to the domestic firms

Scale Economies

When existing firms achieve significant scale economies, it becomes difficult for new entrants to be competitive. Porter outlines two types of scale economies that can act as a barrier to entry: supply-side and demand-side scale economies. Supply-side scale economies arise when firms with large production volumes enjoy lower costs per unit by spreading fixed costs over more units, utilizing more efficient technology, or demanding better terms from suppliers. Although Indian retail sales are dominated by unorganized retailers, they are mostly small mom and pop stores which have little buying power or ability to achieve scale economies. In contrast, the size of organized domestic retailers' operations is relatively large, offering a wide range of categories including apparel, shoes, and home décor. The large domestic retailers have achieved supply-side scale economies through their large order volume and extensive market presence. Nevertheless, the structure of the supporting industries (i.e., textile and apparel manufacturing) have deterred further scale benefits. Indian textile sectors (especially the weaving industry) and apparel manufacturing sectors are plagued by high fragmentation with small production units scattered across the country, modernization and limited marketing capabilities to attract apparel retail chains who wish to achieve scale economies.

Demand-side scale benefits, also referred to as network effects, arise with the increase in customers' willingness to pay for a company's product. Buyers (customers) tend to trust larger firms due to their large customer base, preferring to be part of a large network of customers. Demand-side scale benefits discourage new entrants by lowering customers' willingness to buy from newcomers in a market and by lowering the price new firms can command until they can develop a large network of customers. Large domestic retailers in India may enjoy network effects due to their early presence in the market, established customer base, and depth of knowledge of the Indian consumers. These large domestic retailers have safeguarded their position in the increasingly competitive market by aggressively expanding their geographic presence or by building relationships with foreign brands to identify niche segments for further expansion. Thus, foreign retailers may enter the market on a large scale or penetrate the market by marketing the uniqueness of western products and the emotional or symbolic value of foreign brands.

Switching Costs

Switching costs refer to the cost for the buyer (retailers) in switching from one supplier to another. High switching costs deter new entrants from entering the market. When a buyer switches vendors, the change may require altering product specifications, processes or information systems, and retraining employees to be familiar with a new product, process, or system, resulting in increased costs for the buyer.

Access To Distribution Channels

Access to distribution channels refers to accessible resources that a new entrant can use to distribute its product. The primary distribution channel for apparel retailers is retail space in the form of specialty stores, department stores, or shopping malls. While all of these formats are present in India, mall space has grown rapidly in big cities.

Unorganized retailers in India have also enjoyed incumbency advantages due to location and government protection. Approximately 95% of total retail sales in India are generated from unorganized sectors despite their limited product assortment and poor shopping environment. Many Indian consumers still prefer to shop at unorganized retailers due to geographical proximity to their home and high level of services. Moreover, the Indian government has traditionally favored small retailers in unorganized sectors by excluding them from taxation, leading to the growth of their market share and to proliferation of a gray market due to the price differences between the organized and unorganized retailing sectors. However, these retailers are facing challenges because the government is working towards phasing out the traditional taxation policy that favoured unorganised retailing.

Government Policy

Government policy can be a direct or indirect entry barrier. For example, licensing requirements and restrictions on foreign investments can be direct barriers, whereas regulations on land, environment, or safety may be indirect barriers. Before 1997, there was no regulation Article Designation: Refereed JTATM Volume 7, Issue 2, Fall 2011 6 restricting foreign investment in India. Therefore, foreign companies (e.g., Adidas, Benetton, Levis, and Reebok) could operate in the Indian market via high control entry modes such as joint ventures or wholly owned subsidiaries. In 1997, because of concerns about the outflow of foreign exchange and as a means of protecting the unorganized retailers from foreign competition, the Indian government restricted the FDI (The Financial Express, 2006).

Bargaining Power of Buyers

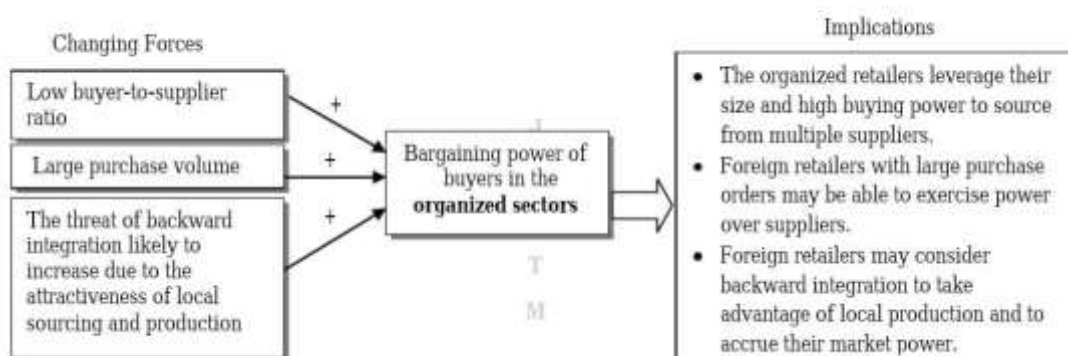
Consumer is the king of market. The profit of the retail business is depending upon consumer. If suppliers bargaining power is low then they are not potential suppliers in the market. But if the bargaining power of suppliers is high like brand manufacturer threatening to set up their own retail shops then the influence the bargaining power of other suppliers. Bargaining power is dependent upon the supply of product. If supplied product is generating good sales then the product supplier is having

maximum bargaining. If it is not so, then prices become competitive. In retailing local brands in apparel and food has played a big role in underhanding the bargaining power of the suppliers. However the Indian retail sectors are characterized by high buyer to seller's ratio with highest density of retail outlet in the world, making India a supplier's market.

Retailers in the organized sectors in India are characterized by large size, differentiated products, high purchase volume, and greater geographical spread and revenue, thus creating a buyers' market. By contrast, unorganized retailers are characterized by small size, undifferentiated products, and small purchase volume and revenues, factors limiting their market capability and the number of suppliers from which to choose, thus creating a sellers' market.

Assessment of Bargaining Power of Buyers

- Low Buyer to Suppliers
- Large Purchase volume
- The threat of backward integration likely to increase due to the attractiveness of local sourcing and production.



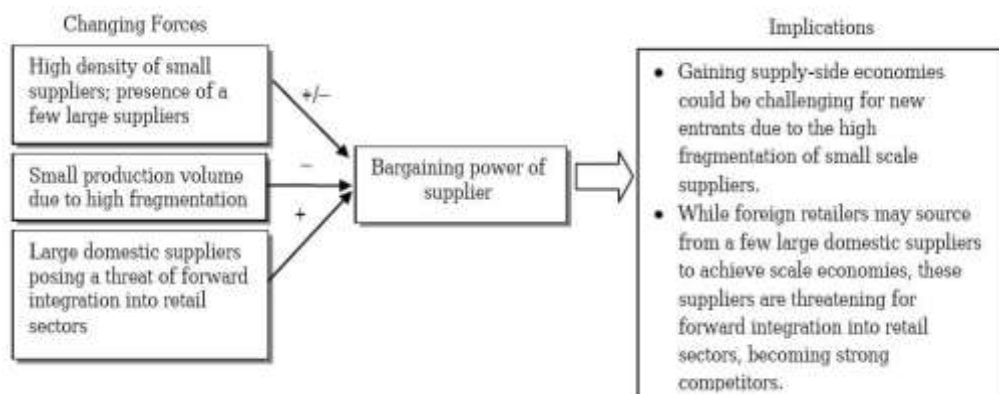
Bargaining Power of Suppliers

Bargaining power of sellers increases when there are many sellers and some successful buyers. Nowadays, people's taste and preferences change day by day because they demand new products every day. They demand quality products in low price. Bargaining power is increasing of buyers because they can judge the performance of the product. However, at overall level the bargaining power of sellers in India is high because there is larger number of potential sellers in the market. But still, small retail market has more dominant position, because, it is contributing 92% of the total retail market.

The bargaining power of suppliers depends on the level of supplier concentration, importance of volume, and threats of forward integration. Suppliers are powerful when they are concentrated and there is a high threat of forward integration, affecting the buyer's ability to achieve profitability.

Assessment of Bargaining Power of Suppliers

- High density of small suppliers, presence of a few large suppliers
- Small production volume due to high fragmentation
- Large domestic suppliers posing a threat of forward integration into retail sector



Intensity of Rivalry

If in a market competition is very high then efforts of rivals are very high. India is a developing country so competition in India is very low. Multinational companies are increasing competition in Indian market.

The intensity of rivalry is determined by industry growth, industry concentration, diversity of competitors, and product differences. High rivalry within an industry drives down the profitability of an industry by influencing prices and costs of competition. While high intensity of rivalry makes an industry less attractive, a fast-growing market creates opportunities for revenues.

Immense growth opportunities have led to the entry of large number of players in the market, increasing competition. Industry concentration refers to the number of companies competing in the same markets. Rivalry is intensified if these companies have similar market shares, thus destroying profitability. Unorganized retail sectors in India consist of a large number of mom and pop stores competing in similar markets. Although organized retail only accounts for approximately 5% of the market, the number of domestic and foreign retailers in the organized sectors is also rapidly growing.

The presence of different types of retailers in India (i.e., foreign retailers, domestic organized vs. unorganized retailers) creates diversity in competition. Foreign and domestic retailers in the organized sectors are competing on large size, broad assortment, self-service format, and pleasant store environment. Largely due to the current ban on multi-brand retailers, department store and hypermarket formats are dominated by domestic retailers. Foreign retailers mainly operate in shopping malls or in specialty stores. The number of shopping malls and retail chains is rising as large retailers are improving their supply chains and expanding their geographical spread to gain market access. Product differentiation can increase profitability by creating lesser rivalry in the market, and delivery of customer value through non-price competition, such as product features, services, delivery time, or brand image, is less likely to erode profitability. Large domestic retailers are improving their strategies by carrying more SKUs and embracing the self-service format. Unorganized retailers, with no financial capabilities for improving store environment, offset these limitations by offering high levels of service and forming close relationships with their

customers. Smaller retailers are moving towards organized formats by including branded merchandise in their offerings or by acquiring licensing or franchising agreements with popular foreign brands.

Assessment of Intensity of Rivalry

- Increase opportunities with rapid industry growth rate
- Increased but limited diversity in the form of competition by current regulation
- Increased but limited product difference per segment

Threat of Substitutes

The threat of substitute products can be evaluated in terms of the availability and performance of substitutes, switching costs incurred by the consumer, and propensity of the consumer to substitute. There is a high threat of substitutes in the Indian apparel sectors due to its unique market structure. Indian consumers have an array of options to shop, including small unorganized retailers and large organized retailers for domestic and foreign brands.

Indian consumers tend to be very price- and value- driven, presenting a high propensity to substitute the next door unorganized retailer due to the geographic location, cultural proximity of their offerings. Foreign retailers will need to offer more competitive brand products with better value and performance in order to stimulate Indian consumers' propensity to substitute to their brands.



Project Questions :

What are the Factors affecting the sales of the Supermarket?

Literature Review

There are a lot of factors that can be considered that affect the sale within a supermarket. It ranges from inside the store to outside the store depending on what are the things that are exposed to customers which makes the customers visit or buy from the supermarket.

Ndubisi, (2015) in their observe evaluated the effect of income promotional equipment, particularly coupon, charge discount, free sample, bonus %, and in-shop show, on product trial and repurchase behaviour of customers. The moderation function of worry of dropping face on the connection among the income promotional gear and product trial turned into also tested. The consequences of have a look at show that price reductions, free samples, bonus packs, and in-store show are related to product trial. Coupon but does no longer have any tremendous effect on product trial. The study additionally revealed that trial determines repurchase behaviour and additionally mediates inside the courting among sales promotions and repurchase.

Moreover, Anderson et al. (2014) investigated how the depth of a present-day price advertising have an effect on future buying of first time and hooked up customers primarily based on 3 massive scale area experiments on durable goods sold through a junk mail catalogue. The findings revealed special impact for first-time and set up customers. Deeper charge reductions in the modern-day duration expanded destiny purchases through the primary time customers however reduced destiny purchases by mounted customers. Within the identical vein, Dawes (2014) mentioned the result of his look at on the impact of a hugely a success price merchandising in a consumer goods category. Specifically, he sought to decide if this massive price merchandising had any long-term effect on emblem price; brief-time period impact on total class extent for the store; brief-term effect on competing shops; and long-time period impact on category sales for the store who

runs the promotion. Results of the look at showed that a completely successful merchandising did now not have any longer-term effect on the logo but it did enlarge the total category for the store, though quickly.

Edward Nash (2000) Direct Marketing is not only a technology, it is a process it not only seeks to make a sale, and it builds profitable customer relationship. In doing this any medium may be used not only direct mail, but newspaper, magazines, matchbook covers.

AIDA is a communication model applied by firms to facilitate them to sell their products and services. The AIDA model was an early effort to explain how advertising's potential audience might go through several steps, with attention being the first and most important one. It was developed by Elias St. Elmo Lewis in 1925 who was an advertising and sales pioneer and believed if an advertisement contained the four qualities, then it is effective. Palmer (2015) hypothesizes that the message is offered according to an easy model which is: encourage the attention of your prospect; interest your prospect in the product; prompt your prospect to desire the product and entail action from the prospect.

The model has four stages; attention, interest, desire and action. First marketing communication mix is advertising strategy which is very effective in the attention and interest stages, somehow effective in building up a desire but cannot be guaranteed in conveying the consumers action into the buying decisions. Second is the public relations strategy which is very effective in creating attention, the interest and the desire towards a product or service however it is not effective in the action to purchase the product or services. The third strategy of sales promotions is somewhat effective in generating attention and interest but moreover it is very effective in leading to desire and as a result it is somehow effective in bringing action. Fourth is personal selling strategy which somewhat creates attention, and effectively bring about interest, desire and actions to purchase a product or service (Kelley & Hyde, 2012). According to Kelley and Hyde (2012), when a product is introduced the first aim is to grab attention. The technique used to get attention will depend on the product; choices comprise hospitality events, sponsorship and huge promotion campaigns. The next goal is to hold people's interest. This is completed

by promoting goods attributes and visibly stating the advantage the product has to offer. The goal at this phase is to offer the consumer with information. Desire is a third stage, where at this stage marketers desire the information (interest) consumers have about the products to generate a desire to have their products. A distinctive selling point will reduce consumers' desires over competitor's products. The last stage is the purchase which is Action; if a company has been prosperous with its AIDA strategy then customers will purchase its products. The duty at this stage is to facilitate the purchase action by making it easy. This process is key in promoting sales performance that is very critical in the survival of the retail business since it is linked to consumers more directly.

The success of a small business can be measured in various ways. However, success is predominantly measured in terms of financial performance including profitability, sales, and market share (Brown, Shona, Eisenhardt, and Kathleen, 1995). Wasilczuk (2000) notes that small business growth and success measurement is difficult to assess and can be measured either objectively or subjectively. Objective measures are often referred to as "hard" information as they can impact the accomplishment of specific goals and objectives of the organization. They are quantifiable measures that can examine quantity and quality of productivity and the like. Alternately, subjective measures are referred to as "soft" information, often including evaluative or trait information. Most often, objective measures such as sales or profits are the norm. However, subjective measures such as the owner's evaluation of his/her performance relative to others in the industry, to his/her goals, or his/her personal perception of growth are sometimes used.

Watson and Everett (1999) considered success or failure of a business to be dependent on one or more of the following factors: type of industry, experience of owner, location, size, age of business, and barriers to entry. They measured success of a business by the continuance in operation or longevity of the enterprise.

Both retailers and manufacturers use sales promotion to boost the sales level and increase total profit. However it is important to realise that the aims of

manufactures are different from those of retailers. The manufacturer's aim in promoting a product is usually to generate an increase in the short term sales of that product, either by increasing the total market for the product or by encouraging brand switching from other brands. Since the retailers' profit comes from the sales of all the brands stocked in his stores it is possible that a promotion that succeeds in increasing the sales and profit of the promoted product, can diminish the retailers profit if sales have switched to the promoted product from a higher margin line. As the retailer will not support a promotion that is going to decrease the profit made, the Received July 1989 manufacturer will need to offer some form of financial incentive to the retailer. This is usually offered as a lower price for goods bought by the retailer during a specific period or as a lump sum, or 'override' paid to the retailer to compensate for lost profit. In addition to supporting manufacturer's promotions retailers may also carry their own promotions. The aims of these are usually to enhance the customer's perception of the store, to encourage new customers by offering loss leaders, or to induce existing customers to spend a greater proportion of the week's total grocery spend in the store. This can be achieved by either persuading customers to increase their average spend per visit or to shop in the store more often. The relative importance of the three objectives varies from chain to chain.

Project Objectives

To determine

- Internal Factors affecting the sales
- External Factors affecting the sales

Project Methodology

After working for Magsons for 2 months, I came to know that the stores do most of the things to push themselves but still does above average sale on a daily basis. I came to a conclusion to identify the prime reasons behind the sale and to work and improve on it. I will be selecting 80-100 respondents which will include the Customers of Magsons.

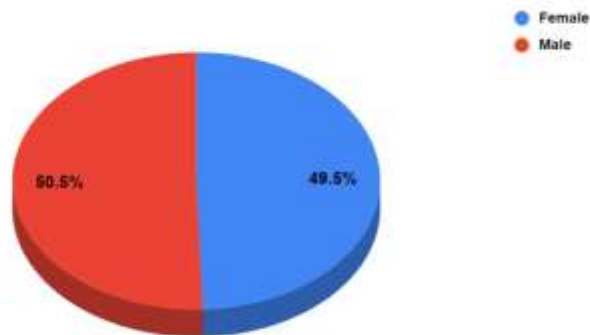
The sampling technique used for the study is random sampling for the collection of data. The data is collected through structured questionnaire method, annual reports

and internet. The survey still carry questions and the participant has to mark their answer on the 4 point Likert scale which will have the options : "Strongly Agree, Agree, Disagree, Strongly Disagree." The survey will be distributed through Google form. This survey will give us a fair idea about what can be done to improve the sales after analysing the answers.

Data Analysis

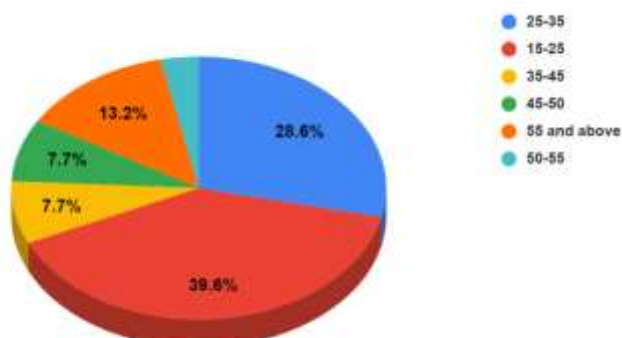
The Data is collected from the customers of Goa who have visited Magsons store at least once and is presented below in the form of a pie chart and is analysed both at customer's point of view and store level. Demographics are important because they provide a broad understanding of the different characteristics of a population. This will help us in analysing the different sets and class of the population answering this survey

What is your Gender?



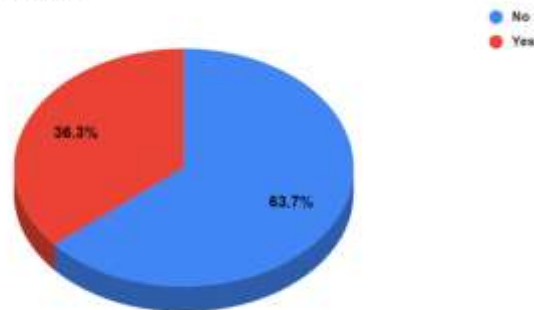
49.5% of the respondents were Female and 50.5% were Male.

What is your age?



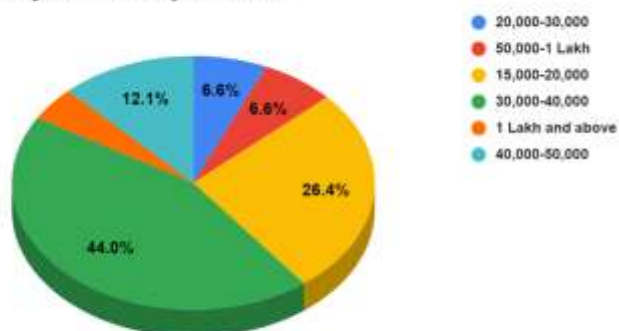
The survey was answered by different age groups divided into different sets consisting of 15-25, 25-35,35-45,45-50,50-55 and 55 and above. Majority of them were in the age group of 15-25.

Are you married?



Major chunk of the customer population is married.

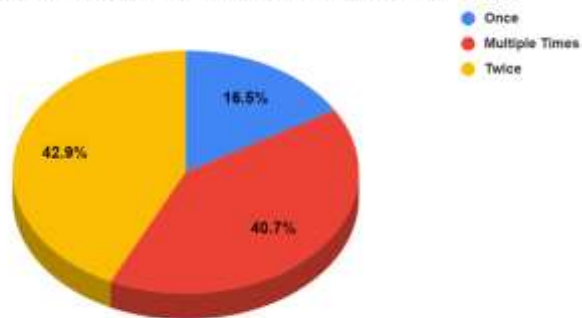
What is your monthly income?



Income survey is a type of demographic survey, conducted with an intention of understanding the financial situation of an individual. This generally brings out how much a person earns annually, be it an individual income or a family income, it depends on the questions asked.

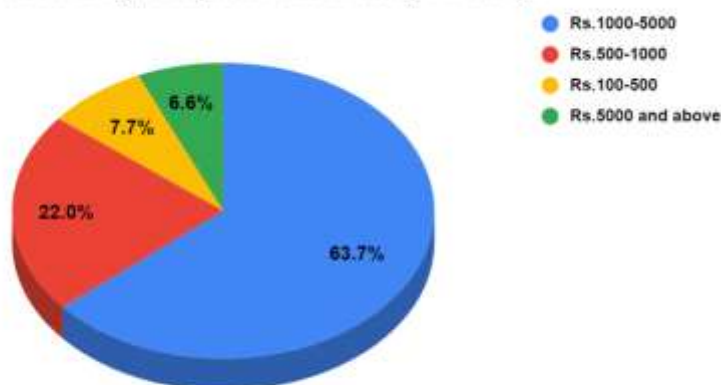
26.4% of the customers earn in the range of 15,000-20,000, 6.6% being in the range 20,000-30,000, a majority of 44% in 30,000-40,000, 12.1% in 40,000-50,000, 6.4% in between 50,000 and a very small percentage of 4.4 earns above 1 Lakh.

How often do you shop for essential items in a week?



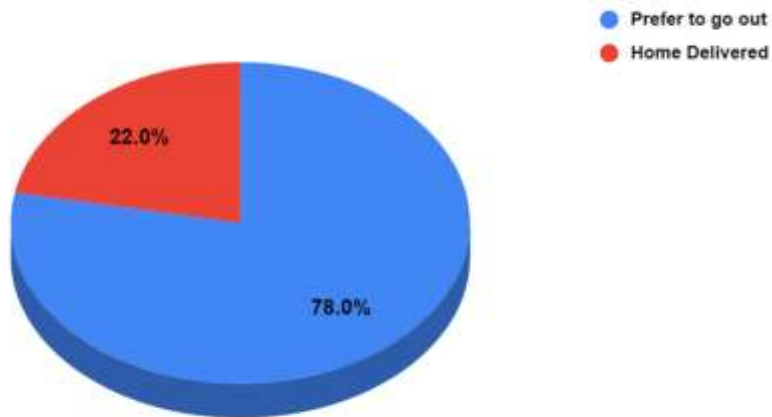
40.7% of the customers shop multiple times a week and 42.9% shop twice a week while only 16.5% shop once a week.

How much do you spend each time you shop?



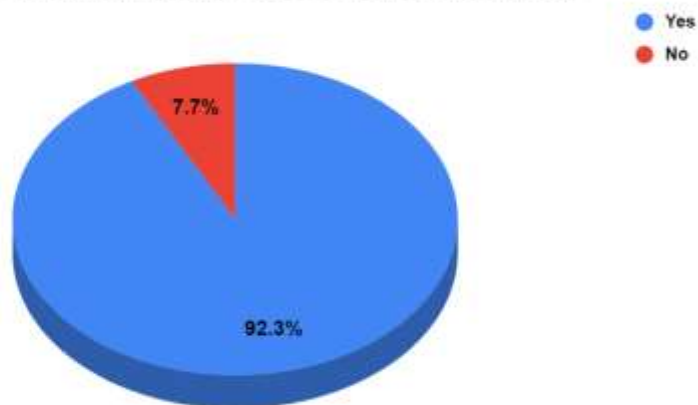
A major portion of the customers base spends around Rs.1000-5000, 22% spending Rs.500-1000, 7.7% spending between Rs.100-500 and only 6.6% above Rs.5000

Would you prefer to go out or get it home delivered?



More than half of the customer base prefers to go out while less than a quarter likes to get it home delivered.

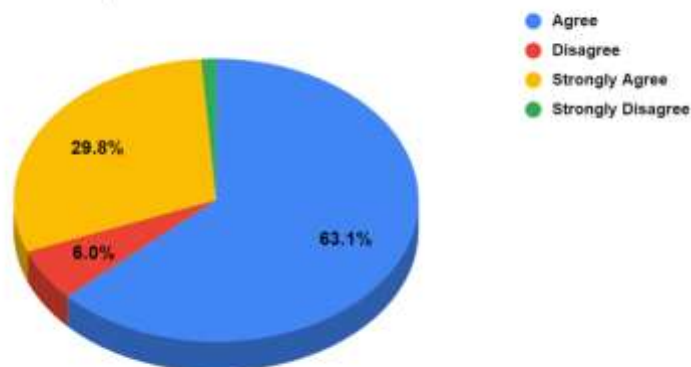
Have you visited any Magsons Store at least once?



91.9% of the respondents have said that they have visited at least one Magsons store while 8.1% have denied visiting any.

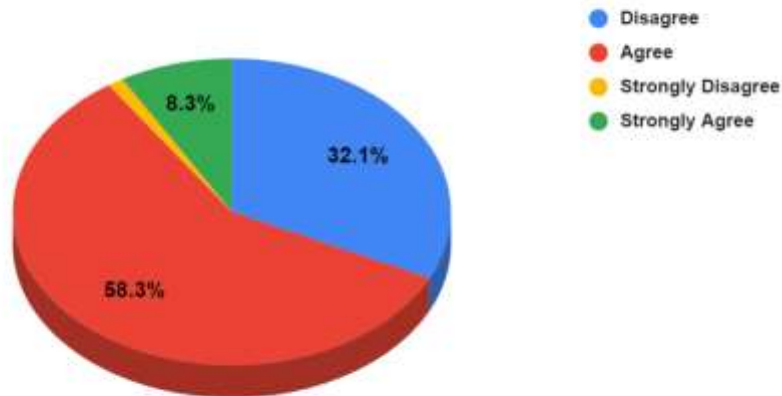
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Prices of the products are affordable.



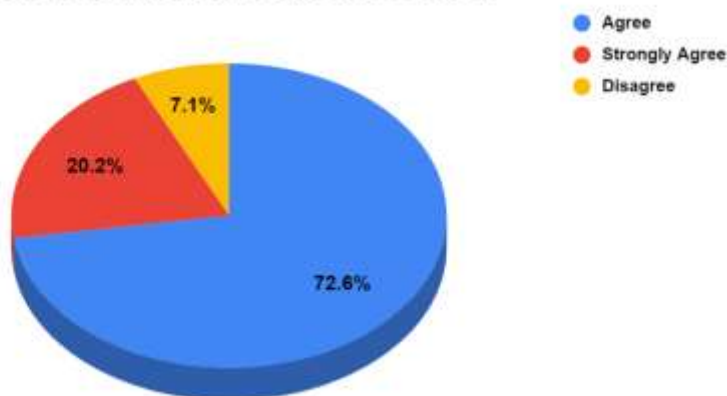
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Magfresh : The instore brand products (eg. Vegetables, Fruits, Magsons Sugar, Magsons Flour) are affordable.



Magfresh is a brand by Magsons which is exclusively sold at Magsons stores. 66.5% of the respondents believe that Magfresh is affordable while 32.1% deny it is not affordable showing that they don't prefer this brand.

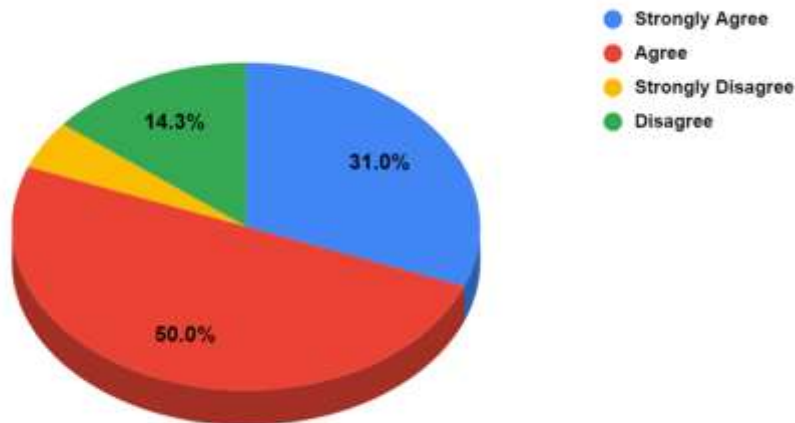
The store is located at a convenient place.



The location of the store is a major factor which contributes to the sale. If the store is rightly placed, it will be visible to the customers and the footfall of the store will increase. 72.6% of the customers agree that the Stores are located at a convenient place while 20.2% strongly agree and 7.1% disagree. There can be a variety of

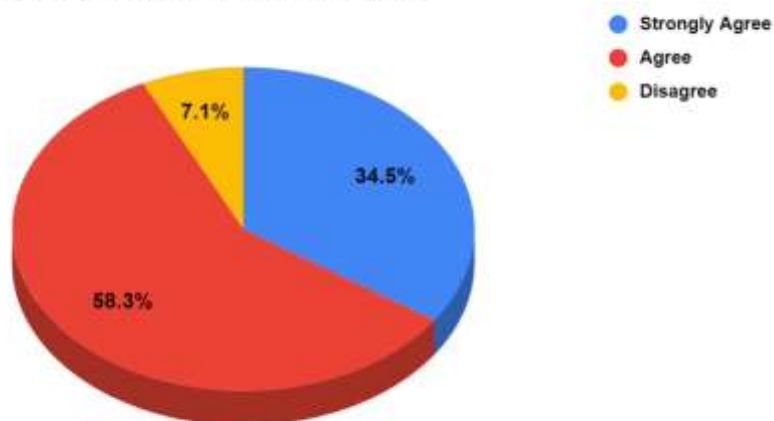
reasons for disagreeing as a customer travelling to one of the store during peak work hours might have faced the problem to conveniently get to the store.

The store is near my house or on my way to the workplace.



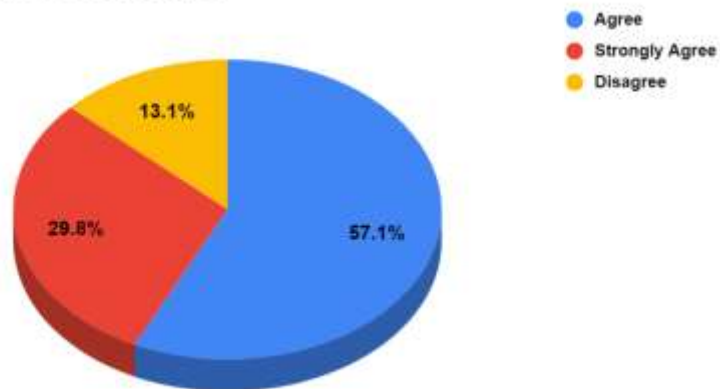
81% have answered this question positively while 19.1% are not living close to the store. This question is asked to know how many people live close to one of the stores as the customer will most likely prefer to go there which adds to the sale.

The store is located in a prime area.



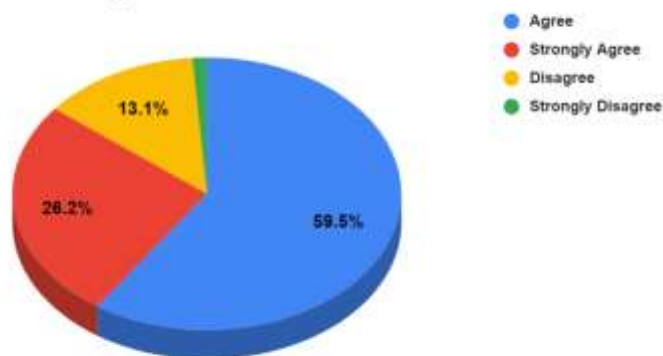
57.5% agree while 35% strongly agree which is a strong sign as Prime areas are filled with people during most of the day. A store which is hidden away from the traffic of the population will tend to do low on sale. 7.5% disapprove of this.

The staff is interactive.



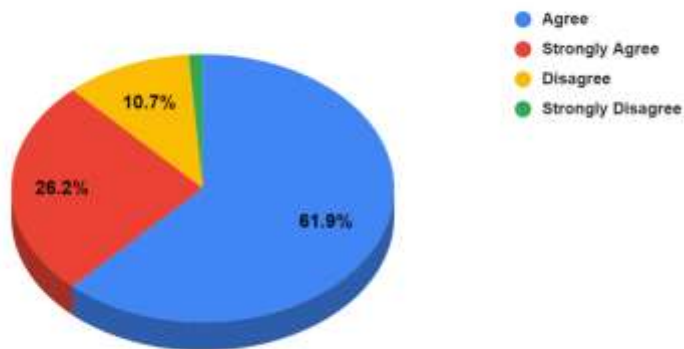
Among the most effective strategies to boost sales is to engage target customers with your brand. This can be done by your staff interacting with the customers and elevating their mood. This can help them to shop more. A majority of customers have said that the employees interact with them while only a very few of them think that the staff are not interactive.

The staff is helpful.



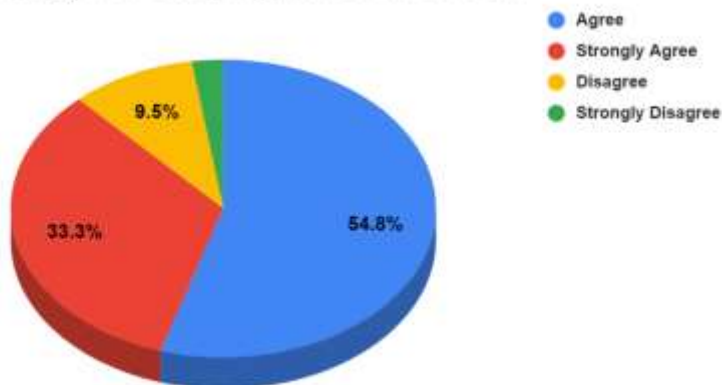
A major chunk of the customer population believes that the staff are helpful while 14.3% of them think that the staff doesn't help which can account in loss of sales of customers as that is a big amount and if customers don't think that they will get any help then they will simply switch to a better place that provides good service.

The supporting staff (Utility, Housekeeping) are well trained.



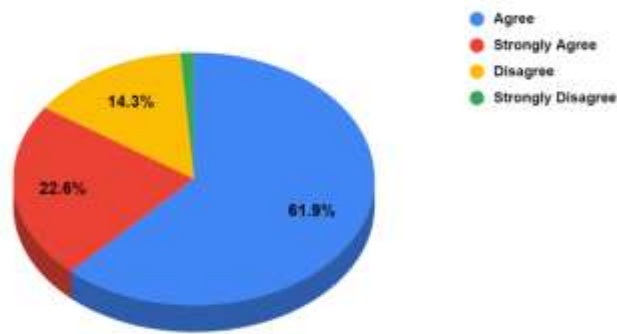
A well kept store implies a good working culture and a good environment. 61.9% and 26.2% agree and strongly agree that the supporting staff are well trained while a small percentage of customers don't agree with this.

The Managers are helping and well behaved.



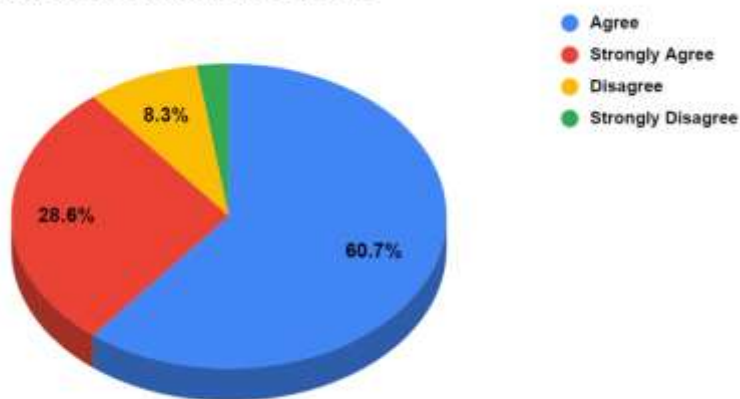
Managers play a very important role in maintaining the store as well as motivating the employees. A very big percentage of customers agree on the fact that the managers are helping and well behaved while a very small amount don't approve of this.

The stores have a good layout.



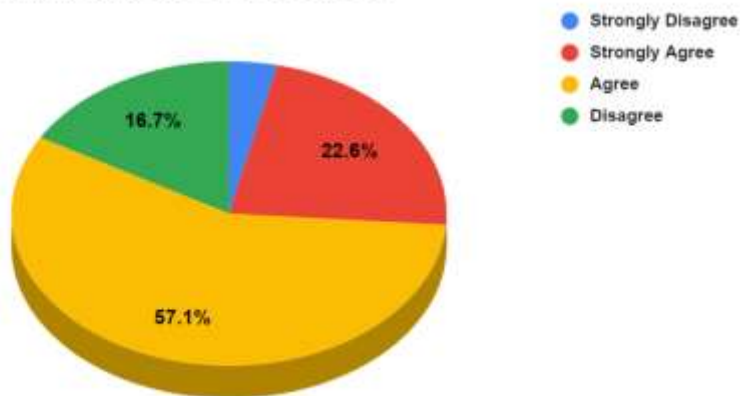
61.9% of the customers agree and 22.6% strongly agree that the stores have a good layout which is very important to keep certain products at certain places improving visibility which directly influences customers to notice the products. 14.3% aren't of the opinion that the stores have a good layout.

Lighting and ventilation is good.



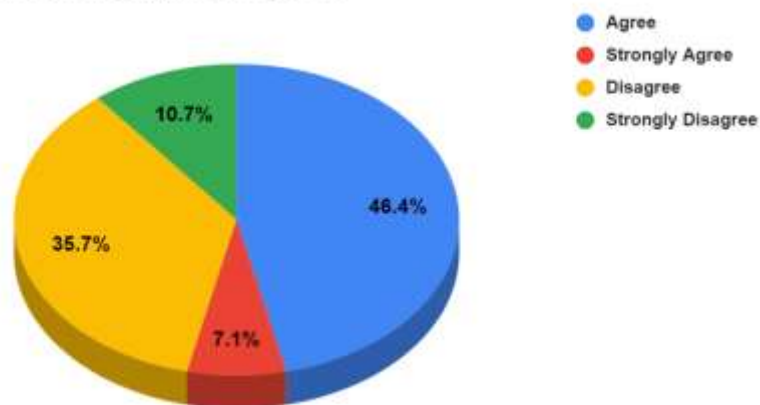
Lighting and Ventilation provides brightness and comfort for shoppers. Large portion of the customer population accepts that the stores are well lit and have good airflow while a minority believes that that's not the case.

Music played in the store is good.



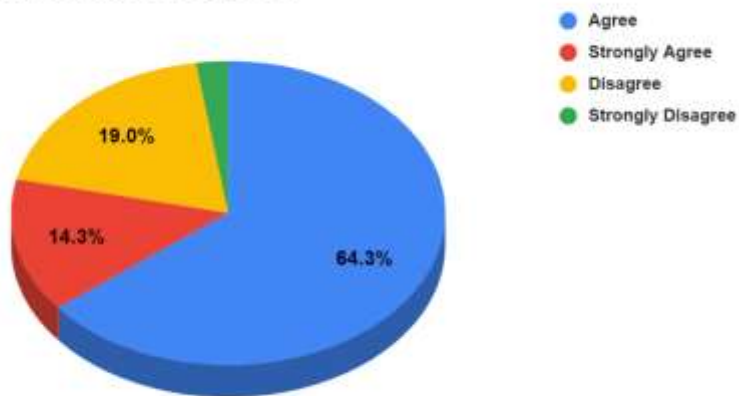
Music is quite crucial to your business and the influence you have on consumers who walk into your store. It reflects the personality of your brand, makes the experience better for your customers, and even boosts your sales if you do it just right. 57.1% agree while 22.6% strongly agree that the music played in the store is good whereas 16.7% disagrees and 3.6% strongly disagrees.

Washroom facilities are good.



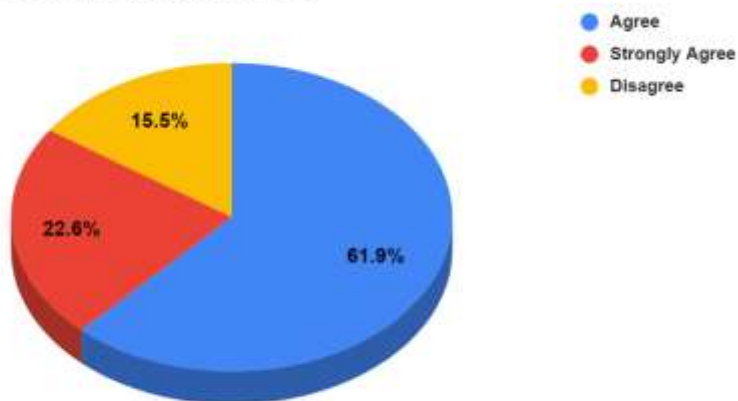
Washroom facilities are an added tool which help the customers when the time comes. This data reveals that the customer population is divided on this opinion.

Parking facilities are good.



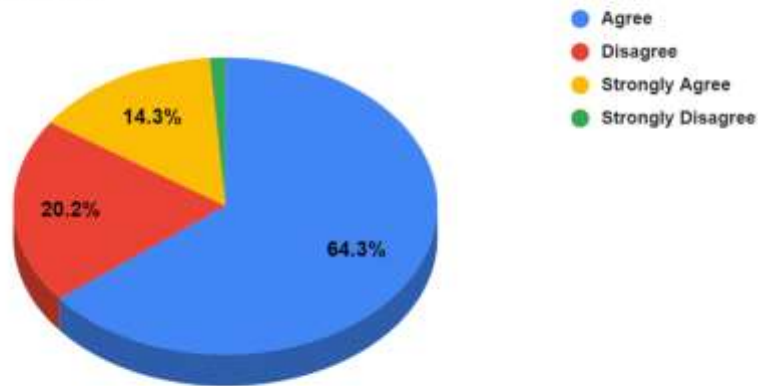
Parking is an often overlooked but undoubtedly essential service for every brick-and-mortar business. With the right parking control systems, it can be a significant revenue generator, too. More than half of the majority is happy with the parking facilities. Though a small chunk is not happy with the parking facilities available.

The store is well maintained.



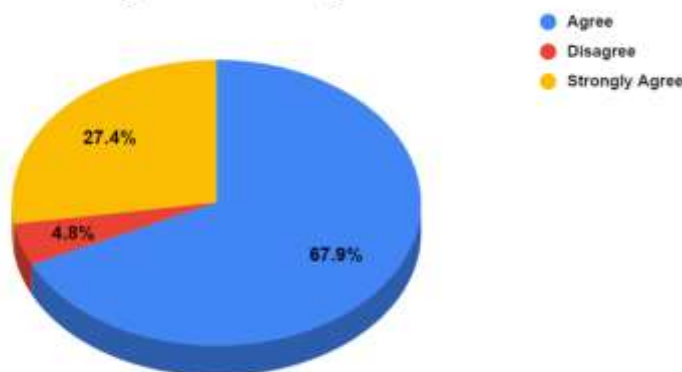
84.5% of the respondents have responded saying the store is well maintained but a little less than a quarter has mentioned that the store is not well maintained. A well maintained store can bring in more customers because it is one of the main drivers of sales..

Magsons promotional campaigns are gaining the attention of the public.



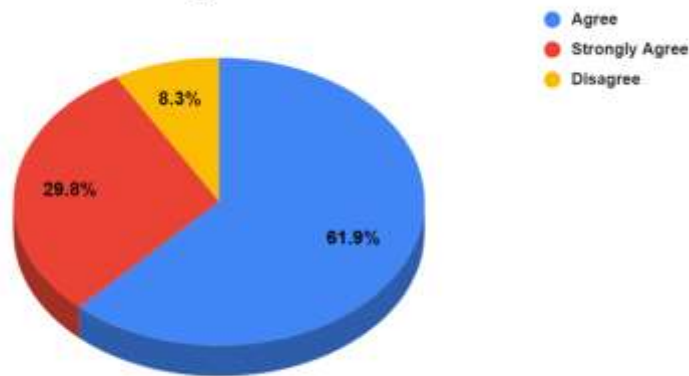
Marketing campaigns are the perfect way to reach your customers, clients, and leads. They can be the game-changing move that secures meetings with customers or prospects. Magsons is going strong on promotional campaigns where a huge amount of customer population feel that Magsons is reaching out to the people with the promotions. A small quantity believes otherwise.

Magsons has a good brand image.



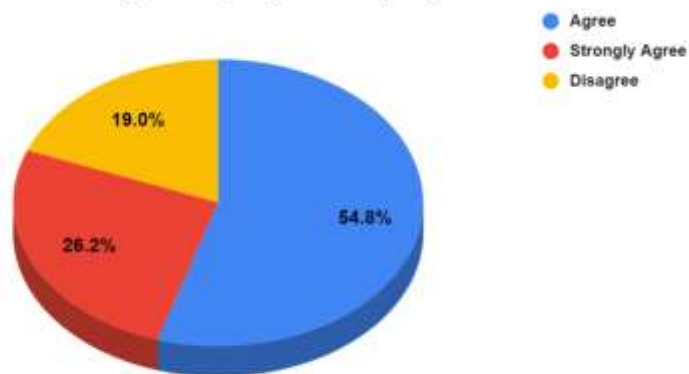
A strong brand image will increase customer retention which in turn will increase the sale. A whopping 95.3% of the customer population has responded saying Magsons is a strong brand. 4.8% don't believe that the brand image is good.

Magsons has a variety of offers.



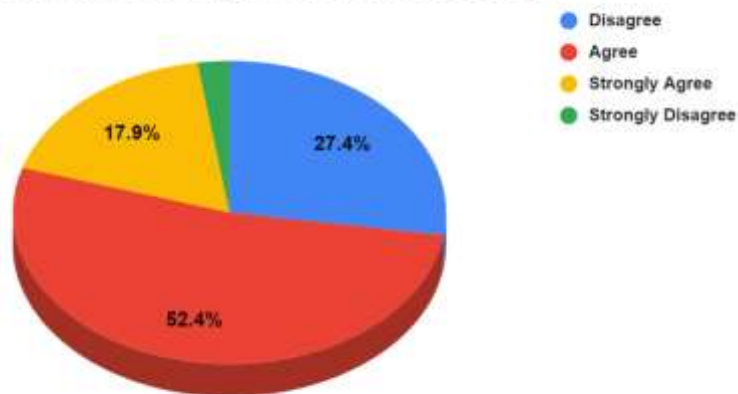
Offers attract customers which increases footfall of the store. A happy customer will buy more and will keep coming back to the store. 61.9% agrees with the fact that Magsons offer a variety of offers while 29.8% strongly agrees with this point. Only a minimal section disagrees with this question.

Magsons has a good loyalty bonus program.



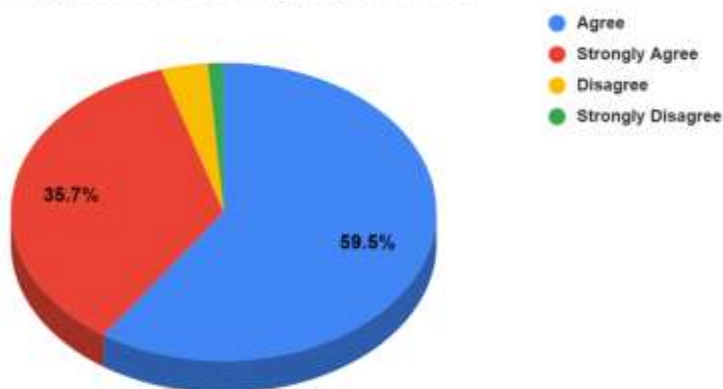
A good loyalty programme increases customer retention and forces the customers to buy more as they get a set amount of points with each purchase. Most of the customers are in agreement while a quarter section disagrees.

Magsons has a strong Social Media presence.



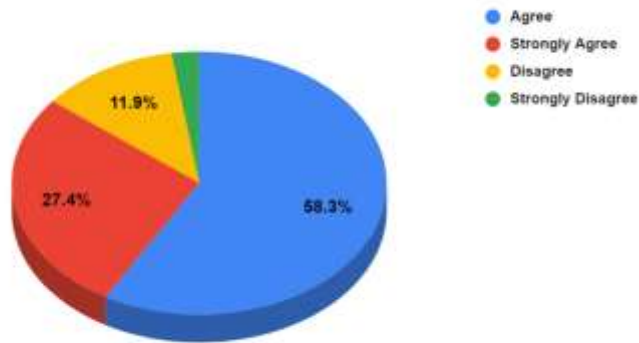
Social media networks are open to all, giving businesses a chance to follow their consumers' activities or potential buyers. This helps marketers be more informed about their target audience, likes, dislikes, and interests so that they can create a better marketing strategy to attract such customers. While a huge segment believes that Magsons social media page is making an impact, another segment which is more than a quarter doesn't think that Magsons has a strong Social Media presence.

Magsons provides a variety of products.



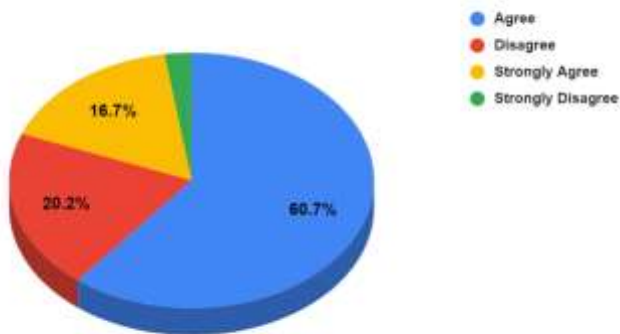
More than 90% of the customers are of the opinion that Magsons provides a variety of products. Only a very small section of the customers seem to think that there aren't a lot of options when it comes to variety in Magsons.

There are a lot of imported products.



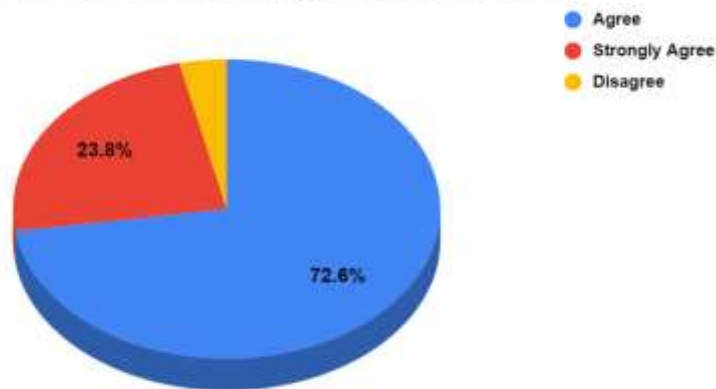
58.3% agree and 27.4% strongly agree that you can find a lot of imported products at Magsons although 14.3% are not of the opinion that a lot of imported products can be found in Magsons.

It is very easy to find a product at Magsons.



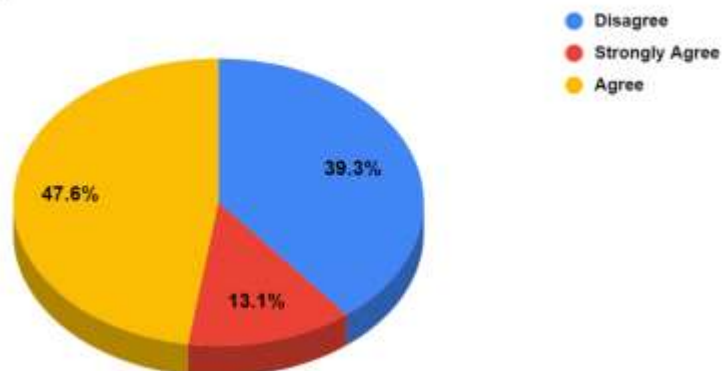
Finding a product at any store should be easy otherwise it can create a bad image of the store. In this case around 60.7% of the customers agree that the products are easy to find, 16.7% strongly agreeing on the same. 20.2% of the customers disagree and 2.4% strongly disagree which indicates that they couldn't find a certain product that they wanted time and time again.

The products available at Magsons are authentic.



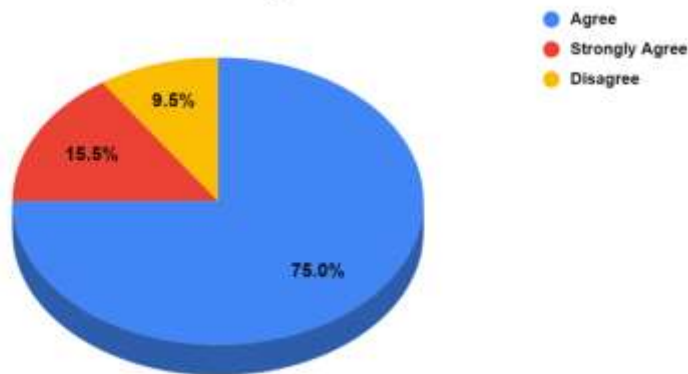
96.4 % of the customers feel that the products kept at Magsons are authentic while a small section of 3.6% feel that they are inauthentic.

Magfresh : The in-store brand is better than some of the known products that are available.



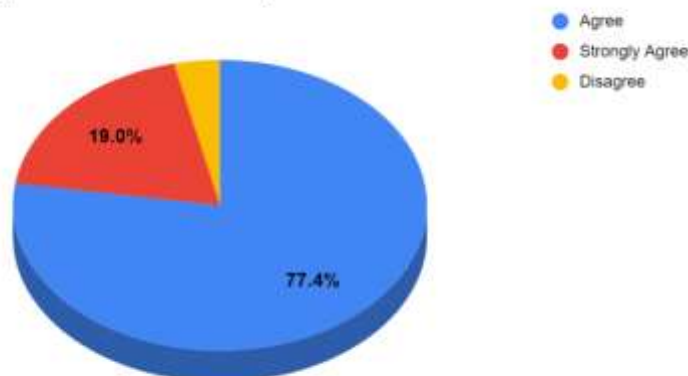
More than half of the segment agrees that Magfresh is better than most of the known brands available. 39.3% of the customers don't think Magfresh is better.

The after sale services are good.



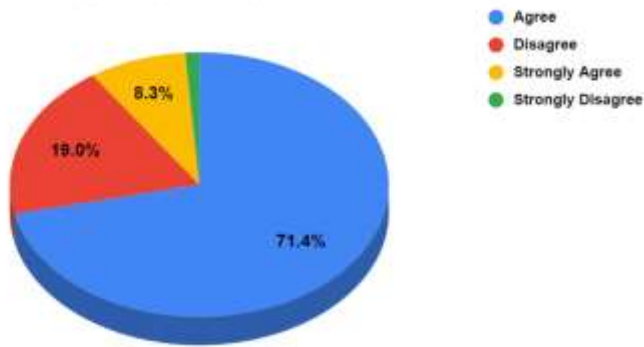
After sales service plays an important role in customer satisfaction and customer retention. It generates loyal customers. Customers start believing in the brand and get associated with the organisation for a longer duration. They speak good about the organisation and its products. 90.5% have had a good after sale experience indicating very good customer service while 9.5% doesn't agree with this statement indicating improvement that is needed.

Billing procedures are simple.



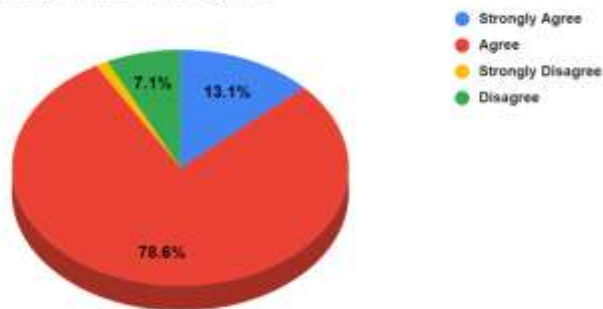
Cashiers are the pillar of any store and a fast billing process will leave your customer satisfied. 96.4% of the customers are happy with the billing service while a small portion of the customers didn't find the procedure easy.

The returning of a product procedures are simple.



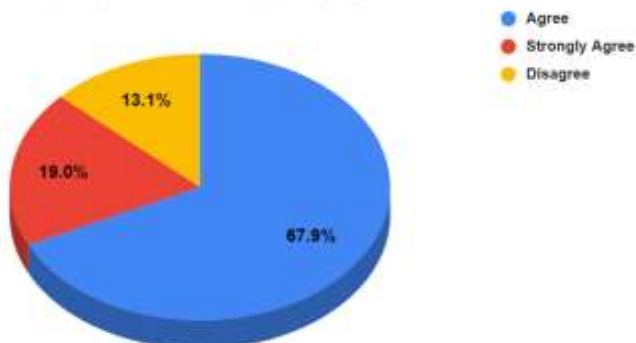
71.4% are in agreement and 8.3% strongly agree that returning a product is simple. 19% don't feel the same.

Communication System (Giving Feedback or Placing a Complaint) facilities are good.



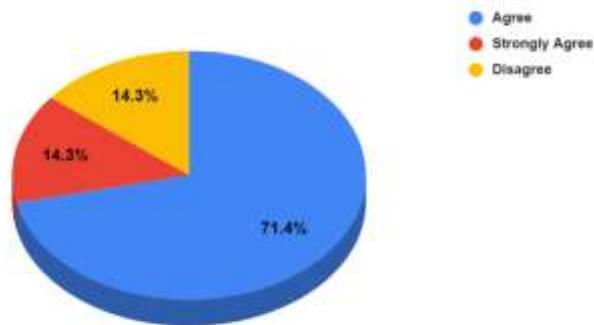
A very huge percentage of customers found that the communication system facilities are good while a very tiny population find it as being not good.

Contacting Magsons is a very easy process.



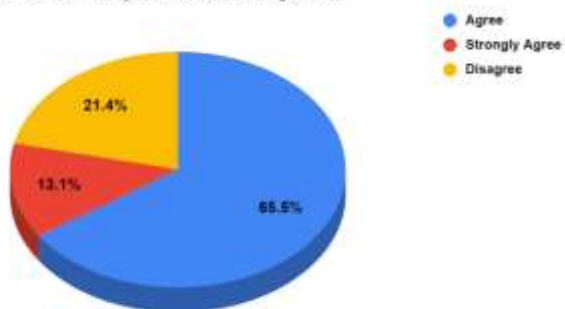
Contacting a store might not be an easy process but 67.9% agree and 19% strongly agree the fact that contacting Magsons is very easy although 13.1% are in disagreement with this opinion.

Refund of money paid extra by mistake is an easy process.



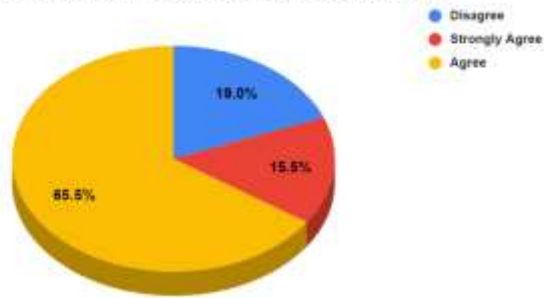
Paying money can take a while from time to time as the systems lag or there can be network issues. 71.4% agree that the refund process is an easy process while 14.3% strongly agree. Only 14.3% of the customers feel that the refund process is not upto the mark and can get better.

The Home Delivery services are good.



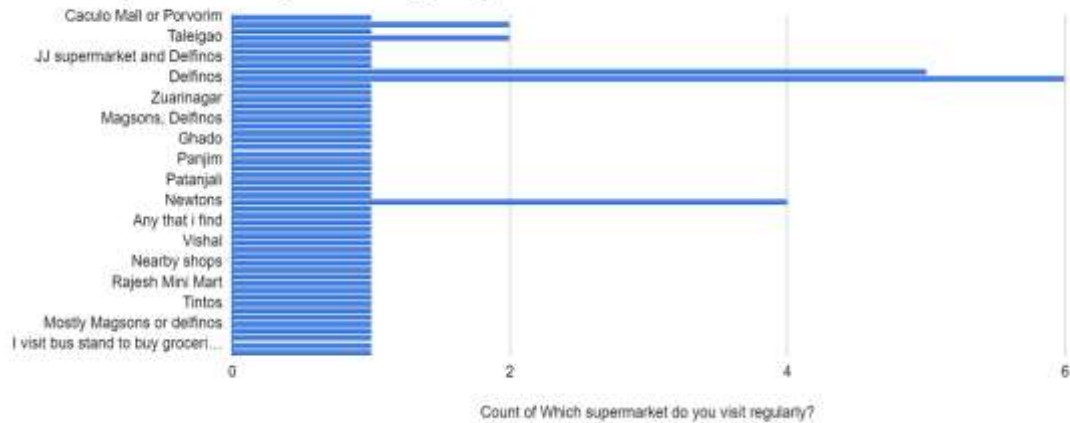
The home delivery allows a customer to place an order from the tip of his/her fingers and get the products delivered at their place. A very good delivery system satisfies the customer and makes them shop for more. 65.5% of the customer group believes that the home delivery service is good and 13.1% strongly agrees. Only 21.4% feel that the delivery service can be better.

The equipment/technology used is latest/modern.

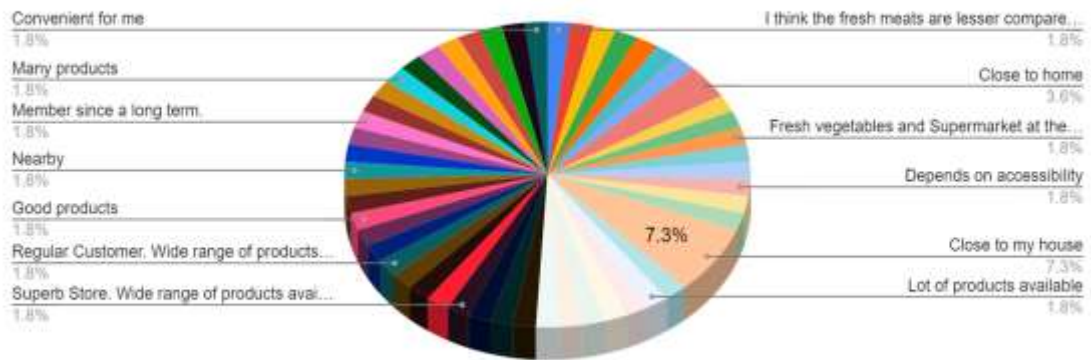


High tech innovations help retailers stay competitive in four key categories: convenience, price, size and speed. In stores and on the sales floor, high tech tools help balance inventory assortments, manage ordering and track pricing. Customer tracking tools increase customer satisfaction and promote loyalty by enhancing shoppers' in-store experience. 65.5% of the customers group agree that Magsons use the latest technology and 15.5% strongly agree. Only 19% of the customers disagree as they think the technology used is not the latest.

Which supermarket do you visit regularly?



Why do you prefer it?



Here are people's opinions on the supermarket they visit regularly.

Project Data Findings

I found following findings of Internal and External Factors from the data collected and analysed:

1. Pricing of the products at Magsons is generally affordable except for the in-store brand which are premium priced. Prices can make or break a sale as it is one of the major factors in pulling a customer in.
2. The stores are located at places which gives people access to visit the store resulting in increasing the visibility of the store and increase of the footfall which is a great start to sale.
3. A good salesperson has more to offer customers than an exciting pitch, they're enthusiastic individuals with resilience and they take the time to get to know their customers' needs, show empathy, and deal in a product in confidence. They also know how to handle rejection, and learn from both their most successful deals and ones lost. The staff at Magsons are interactive and helpful which is a great way to satisfy a customer as a staff who doesn't do this might be losing an opportunity to make an impression as well as a sale.
4. A good layout provides you with the opportunity of influencing store turnover. The appropriate shelf layout, the arrangement of the product range or a well-thought out spot for special offers all have a direct effect on turnover. In addition when the stores have lighting and ventilation it helps in good visibility. Good music helps to elevate the customer's mood. Good parking facilities are convenient to the customers. The washroom facilities are sub par which if worked on can improve the store's outlook. A customer can just drop in to use the washroom and buy something on the way out adding to the sale.
5. Marketers take advantage of promotions and communication channels to inform the public about products, influence consumer perceptions, and encourage them to buy. Promotion strategies can take forms such as advertising, sales promotion, public relations, and direct marketing. A good promotion tactic can elevate the stores' brand image. But to gain the attention of the people through one can be a tough job. The data shows that Magsons are

doing a good job at the campaigns to gain attention through social media, having a solid loyalty bonus programme and a variety of offers. But there are still customers that feel they aren't. These things help in customer satisfaction and customer retention so improving and making it better could be a great way to tap into the customer base who previously disliked it.

6. Customers agree that Magsons have a variety of national, local and imported products and it is very easy to find what the customers are looking for. But are not satisfied with the in-store product which is Magfresh. The customers have had a great after sale service as a major portion agrees that Magsons deliver a good after sale service.

7. Under Process, customers find all the procedures like billing, communication systems to be simple. Processes like returning of the product, contacting Magsons, refund, home delivery service and the equipment/technology used were found to be not easy. This can be a hurdle as all the things mentioned are important from the point of view of a customer and improving it will provide for a better result.

8. Most of the respondents and preferred going to Delfinos. And it is seen that most of them would rather visit a nearby store then to take the trouble and go to a good supermarket.

Project Conclusion

After analysing most of the data, it is still found that customers prefer Delfinos over Magsons. The major reason for this is the products both FMCG and home products that are available at the store. They have a very big layout which has a major contributing factor that adds to the preference of the customers. Magsons stores are doing a great job with everything but Delfinos have an edge over them with regards to the parking facility and it is seen as a one stop shop. Other than that, they don't provide any loyalty programmes or special discounts. To improve the sales, Magsons will have to improve on their existing qualities and reach out to the customers to attract them to the store and shop more. Customers are loyal only to a certain extent. They won't wait for a certain product to arrive or get help from the staff when they can easily go to the other store offering the product they want. Magsons will have to pay close attention to the customers needs and work on it.

Recommendations to the Company

1. Training and Motivating the staff more.
2. Improving the music quality. Making washroom facilities better.
3. Improving parking facilities
4. Trying to reach more population by improving the campaigns and promotional activities.
5. Improving the social media accounts by constantly updating the followers with offers and activities.
6. Building on the loyalty programme and promoting it.
7. Magsons needs to restock the products that get over daily because to have an image of not finding a product will result in a loss of customer.
8. Improving the product return process.
9. Making communication channels simple and effective so that customers can contact and communicate.
10. Keeping all the IT systems up to date in case the system crashes which can lead to a crisis during billing.
11. Improving home delivery services to satisfy and give convenience which indirectly will help in sales.
12. Keeping the technology up to date.
13. Capitalising on the strengths rather than wasting time on the shortcomings that are not feasible.

Learnings Derived

- Building relations with distributors and buyers which Magsons has built and maintained in the market even after 20 years and being part of it and experiencing it, was a wonderful experience.
- Communication flow process from higher management to technical, skilled employees is a key to achieve and enhance productivity.
- Proactive approach like maintaining active relations with distributors, solving their queries timely will boost their confidence and will help in achieving our annual targets.
- How supermarkets work starting from receiving a stock/product to selling it.
- Receiving, Goods Received Note, Purchase, Inventory management, Customer Service, Negotiation skills, Billing.
- Major learning derived from the FMCG market was maintaining proper and timely supply as distribution impacts the sale and if not properly executed the competitor brand will take advantage of our situation and will capture the market share.
- Preparedness, Pre-planning required for newly launched and existing products to perform well in the market.
- As I was part of the promotion team to launch a food counter called Snac Attak, I got good exposure of launching new products in the market and how to promote it.
- Got the opportunity to learn from Magsons staff how to pitch different SKUs and effective ways to communicate with retail stores and to take stock orders.
- Got to learn the different ways of the HR department and how they work as they included me in their planning.
- Got to learn certain things from the Accounts department.
- Learned how to use different softwares that is being used.
- Managed a team of Junior Interns which improved leadership abilities and communication skills which helped in a better teamwork
- Learned directly from the CEO and CFO who has more than 40 to 50 years in the business.

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Annexure

1. What is your gender?

Male

Female

2. What is your age?

15-25

25-35

35-45

45-50

50-55

55 and above

3. Are you married?

Yes

No

4. Where do you live?

5. What is your monthly income?

15,000-20,000

20,000-30,000

30,000-40,000

40,000-50,000

50,000-1Lakh

1Lakh and above

6. How often do you shop for essential items in a week?

Once

Twice

Multiple Times

7. How much do you spend each time you shop?

Rs.100-500

Rs.500-1000

Rs.1000-5000

Rs.5000 and above

8. Would you prefer to go out or get it home delivered?

Prefer to go out

Home Delivered

9. Have you visited any Magsons Store at least once?

Yes

No

MAGSONS

10. Please write the Store you have visited (Area):

11. Name:

12. Phone Number:

MAGSONS Research

13. Prices of the products are affordable.

Strongly Agree

Agree

Disagree

Strongly Disagree

14. Magfresh : The instore brand products (eg. Vegetables, Fruits, Magsons Sugar, Magsons Flour) are affordable.

Strongly Agree

Agree

Disagree

Strongly Disagree

15. The store is located at a convenient place.

Strongly Agree

Agree

Disagree

Strongly Disagree

16. The store is near my house or on my way to the workplace.

Strongly Agree

Agree

Disagree

Strongly Disagree

17. The store is located in a prime area.

Strongly Agree

Agree

Disagree

Strongly Disagree

18. The staff is interactive.

Strongly Agree

Agree

Disagree

Strongly Disagree

19. The staff is helpful.

Strongly Agree

Agree

Disagree

Strongly Disagree

20. The supporting staff (Utility, Housekeeping) are well trained.

Strongly Agree

Agree

Disagree

Strongly Disagree

21. The Managers are helping and well behaved.

Strongly Agree

Agree

Disagree

Strongly Disagree

22. The stores have a good layout.

Strongly Agree

Agree

Disagree

Strongly Disagree

23. Lighting and ventilation is good.

Strongly Agree

Agree

Disagree

Strongly Disagree

24. Music played in the store is good.

Strongly Agree

Agree

Disagree

Strongly Disagree

25. Washroom facilities are good.

Strongly Agree

Agree

Disagree

Strongly Disagree

26. Parking facilities are good.

Strongly Agree

Agree

Disagree

Strongly Disagree

27. The store is well maintained.

Strongly Agree

Agree

Disagree

Strongly Disagree

28. Magsons promotional campaigns are gaining the attention of the public.

Strongly Agree

Agree

Disagree

Strongly Disagree

29. Magsons has a good brand image.

Strongly Agree

Agree

Disagree

Strongly Disagree

30. Magsons has a variety of offers.

Strongly Agree

Agree

Disagree

Strongly Disagree

31. Magsons has a good loyalty bonus program.

Strongly Agree

Agree

Disagree

Strongly Disagree

32. Magsons has a strong Social Media presence.

Strongly Agree

Agree

Disagree

Strongly Disagree

MAGSONS Research

33. Magsons provides a variety of products.

Strongly Agree

Agree

Disagree

Strongly Disagree

34. There are a lot of imported products.

Strongly Agree

Agree

Disagree

Strongly Disagree

35. It is very easy to find a product at Magsons.

Strongly Agree

Agree

Disagree

Strongly Disagree

36. The products available at Magsons are authentic.

Strongly Agree

Agree

Disagree

Strongly Disagree

37. Magfresh : The in-store brand is better than some of the known products that are available.

Strongly Agree

Agree

Disagree

Strongly Disagree

38. The after sale services are good.

Strongly Agree

Agree

Disagree

Strongly Disagree

39. Billing procedures are simple.

Strongly Agree

Agree

Disagree

Strongly Disagree

40. The returning of a product procedures are simple.

Strongly Agree

Agree

Disagree

Strongly Disagree

41. Communication System (Giving Feedback or Placing a Complaint) facilities are good.

Strongly Agree

Agree

Disagree

Strongly Disagree

42. Contacting Magsons is a very easy process.

Strongly Agree

Agree

Disagree

Strongly Disagree

43. Refund of money paid extra by mistake is an easy process.

Strongly Agree

Agree

Disagree

Strongly Disagree

44. The Home Delivery services are good.

Strongly Agree

Agree

Disagree

Strongly Disagree

45. The equipment/technology used is latest/modern.

Strongly Agree

Agree

Disagree

Strongly Disagree

46. Which supermarket do you visit regularly?

47. Why do you prefer it?