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## A COMPARATIVE STUDY OF ORGANIZED AND UN-ORGANIZED FOOD RETAILING IN AHMEDABAD CITY OF GUJARAT

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### ABSTRACT

*Food retailing, which was dominated by the unorganized sector until 1990s, is now witnessing a rapid growth with entry of corporate groups in organized sector. Entry of organized sector provided a ray of hope to the supply chain efficiency of the perishable food items as these have the capability to invest in the supply chain infrastructure to prolong the shelf line of food items. Additionally, farmers are also expected to be benefitted as the alternate channel for selling their agricultural produce will give them fair prices. The study tries to explore the supply chain management practices and the constraints faced by these organized and unorganized retailers in the Ahmedabad city of Gujarat. It is found that direct procurement of food items from farmers is still not a big practice with majority of the organized and unorganized retailers procuring from the traders. Organized retailers are quite ahead in making the use of infrastructure to improve the supply chain efficiency. Organized along with unorganized retailers are felt as threat for the unorganized retailers.*

### KEYWORDS

Food Retail, Organized Retail, Unorganized retail.

### INTRODUCTION

Retailing is a term which encompasses sale of goods and merchandise for personal or household consumption. The retail industry, which, until the early 1990s, was dominated by the unorganized sector, witnessed a rapid growth in the organized sector with the entry of corporate groups such as Future group, Reliance, ITC etc. into the retailing market. Though with a population of more than 1.2 billion and a middle class population of over 300 million, organized retailing (in the form of food retail chains) is still in its infancy in the Country. Organized retail is a meager 2% of the total retail sector in India. Food & Grocery sector constitutes about 14 % of the organized retailing in India. However, this figure is rapidly changing towards upward direction. Food is a perishable item & hence success of a retailer lies in proper supply chain management. Numerous infrastructural challenges prevail in the retail business, naming a few are improper roads, poor connectivity between production centers and markets, lack of proper cold-chain facility like refrigerated transportation, warehousing etc. With good access to financial resources, organized sector has invested in infrastructure which is much needed for highly perishable food sector. On the other hand, unorganized sector is experiencing tough competition from their counterpart. In the backdrop of these information the study was undertaken with the specific objectives of (a) To study the supply chain management adopted by organized and un-organized retailers in food segments, and (b) To identify the constraints faced by the organized and un-organized retailers.

### REVIEW OF LITERATURE

It has been estimated that retail market in India along with Russian Federation and China grew by 10-14% in 2001-06, though retail sales in these countries were relatively small. It is forecasted to have compound annual growth rate of around 10% during 2001- 2011 (FAO, 2009).

Joseph M., et al. (2008) studied on "Impact of Organized Retailing on the Unorganized Sector" concluded that the share of organized retail has increased in all the developing countries in the recent years and unorganized retailers in the vicinity of organized retailers have been adversely affected in terms of their volume of business and profit. This adverse impact tapers off over time. The kirana stores are trying to increase credit sales to retain customers, their reliance on institutional finance remains low. Farmers are benefitted through direct procurement by organized retailers, though intermediaries do not appear to be adversely affected so far.

A study conducted by NABARD (2011) concluded that food retailing contributes about 61% of the total retail in India, with organized food retailing still urban centric. It also found that the food retailing is essential but not very profitable for the organized retailers. It has relatively low margin but ensures regular footfall into the store. Direct procurement of fruits and vegetables from the farmers by the organized retailers results in farmers realizing better share of consumer spending and also reduced cost to the consumers.

Rasheed S.V., et al. (2011), in their study on "Organized Retailing of Fresh Fruit and Vegetables: Opportunities for putting Research into use?" concluded that producers are benefitted when alternate marketing channels emerge. However, only a few farmers have benefitted, with majority still continue to depend on traditional markets for selling their produce.

### MATERIAL & METHODS

The study was carried out in Ahmedabad city of Gujarat. A total of 7 retail outlets from organized sector and 66 from unorganized sector were surveyed purposively during January-March- 2013. Out of those 66 unorganized sector stores, 29 were Grocery stores, 10 fruit sellers, 10 vegetable sellers and 17 processed food stores. The data were collected through personal interviews using well-structured schedules. Food items were categorized as following considering one item for each category.

**TABLE 1: SELECTED FOOD CATEGORIES FOR STUDY**

Food item category	Food considered for survey
Cereals	Rice
Pulses	Tur
Fruits	Banana
Vegetables	Cauliflower
Spices/condiments	Coriander
Processed food	Bakery items

The data were subjected to tabular, percentage analysis and correlation as a statistical tool.

### RESULTS & DISCUSSION

**TABLE 2: OWNERSHIP STRUCTURE OF THE RETAIL OUTLETS**

	Proprietorship	Partnership	Pvt. Ltd.	Public Ltd.	Total
Organized			57.1%	42.9%	100.0%
Unorganized	72.7%	27.3%			100.0%
Total	65.8%	24.7%	5.5%	4.1%	100.0%

Organized sector shows presence of Public Ltd. & Pvt. Ltd. Companies whereas Unorganized has around three-fourth proprietorship and remaining as partnership firms. These proprietorship firms are operated and managed by the family members with one or two hired unskilled labours.

**TABLE 3: SOURCE OF PURCHASE OF FOOD ITEMS (in Percentage)**

Source	Cereals		Pulses		Fruits		vegetables		Spices/condiments		Processed Food	
	Organized	Unorganized	Organized	Unorganized	Organized	Unorganized	Organized	Unorganized	Organized	Unorganized	Organized	Unorganized
A			40		60	10	50	16				
B		6.9		6.9			16.7	57				
C	100	93.1	60	93.1	40	80	33.3	27	60	100	60	74.3
D						10						
E									40			
F											40	25.7
G												

(Legend: A-Farmers directly, B-Farmers through appointed agent, C-Traders, D- Both Farmers & Traders, E- Both Farmers & Appointed Agents, F- Processors (Millers), G- Others)

Traders are involved in all the categories of food items for both organized and unorganized retailers. Purchasing from farmers directly is prevalent in case of fruits and vegetables for both organized and unorganized retailers. As Banana growing farmers are there in the nearby areas, it becomes possible for some of the unorganized sellers too to purchase from them directly. Majority of the unorganized vegetable sellers purchase from the farmers through appointed agents. It can be visualized from the above table that farmers are still not the best choice for purchase from the organized players. It could be because they may not get the assured supply from the selected farmers, which can be overcome by purchasing from other market intermediary such as traders of appointed agents.

**TABLE 4: FREQUENCY OF PURCHASE FOOD ITEMS (in Percentage)**

	Cereals		Pulses		Fruits		vegetables		Spices/condiments		Processed Food	
	Organized	Unorganized	Organized	Unorganized	Organized	Unorganized	Organized	Unorganized	Organized	Unorganized	Organized	Unorganized
Daily	20	3.4	20	3.4	60	70	50	100	20		40	25.7
Weekly	40	44.8	40	41.4	40	30	50		40	38.9	60	60
Fortnightly		27.6		31						61.1		14.3
Monthly		10.3		10.3								
Price Based									40			
Inventory based	40	13.8	40	13.8								

Organized retailers make purchasing of cereals, pulses, spices and processed food items mainly daily and weekly basis. In addition, inventory based purchasing is also prevalent for cereals & pulses. Fruits & vegetables purchase is made on weekly and more often on daily basis in both the retail formats. Food items having relatively longer shelf life are have longer purchase period, in contrast to the fruits and vegetables which have very short purchase period.

**TABLE 5: MODE OF PAYMENT AND CREDIT PERIOD**

Cereals		Pulses		Fruits		vegetables		Spices/condiments		Processed Food	
Organized	Unorganized	Organized	Unorganized	Organized	Unorganized	Organized	Unorganized	Organized	Unorganized	Organized	Unorganized
Centralized	15 days	Centralized	15 days	Cash	7 days	Cash	7 days	Centralized	15 days	Cash	10 days

For organized retailers, for cereals, pulses & spices the purchasing is centralized and payment is made by cheque. The outlets are expected to provide the details regarding past sale and future sales forecast. For fruits and vegetables payment is made by cash. In case of unorganized retailers, businesses are on credit basis which usually ranges from 7 days in case of fruits & vegetables to 15 days in case of cereals, pulses & Spices.

**TABLE 6: PHYSICAL MARKETING FUNCTIONS**

Functions	Cereals		Pulses		Fruits		vegetables		Spices/condiments		Processed Food	
	Organized	Unorganized	Organized	Unorganized	Organized	Unorganized	Organized	Unorganized	Organized	Unorganized	Organized	Unorganized
Cleaning	0	0	0	0	0	0	0	22	0	0	0	0
Grading	0	0	0	0	0	0	0	15	0	0	0	0
Packaging	43	0	43	0	0	0	0	0	71.4	0	86	59
Storage and Warehousing	100	22.2	100	22.2	100	83.3	100	75	100	6.7	66.7	50
Transportation	100	36.4	100	36.4	100	75	100	66.7	100	0	100	50

Majority of the organized and unorganized retailers are engaged in storage and transportation of various food items. Organized players are also selling pre-packaged food grains which they do in-house. But none are involved in cleaning and grading except few for vegetables. It can be inferred that in-house physical marketing functions are avoided as much as possible. Even organized retailers rely more on the concept of concentrating on the core business, i.e. retailing of food items. Cleaned and graded items are only purchased or these activities are being outsourced.



TABLE 7: INFRASTRUCTURE DETAILS

	Organized	Unorganized
In-store Refrigeration	100%	43.1%
IT Infrastructure		
Computerized billing	100%	9.2%
Bar code	100%	7.7%
Business IT solution	100%	0%

Organized sector is leading ahead of the unorganized counterpart in terms of In-store Refrigeration and IT infrastructure with cent percent presence. In unorganized format, Grocery stores and processed food stores have In-store Refrigeration, with few having computerized billing and Bar coding system in vogue. But Business IT solution like ERP has not yet penetrated in the unorganized retail sector.

TABLE 8: CORRELATION BETWEEN VARIOUS FACTORS

Correlations			Total Floor Area of the shop (Sq. ft.)	Total Floor Area of the Food Segment (Sq. ft.)	Distance of the nearest organized retail outlet	Annual Sales Turnover
Spearman's rho	Total Floor Area of the shop (Sq. ft.)	Correlation Coefficient	1.000	.891**	.029	.548**
		Sig. (2-tailed)	.	.000	.817	.000
		N	72	68	67	61
	Total Floor Area of the Food Segment (Sq. ft.)	Correlation Coefficient	.891**	1.000	.033	.413**
		Sig. (2-tailed)	.000	.	.795	.001
		N	68	68	63	57
	Distance of the nearest organized retail outlet	Correlation Coefficient	.029	.033	1.000	-.140
		Sig. (2-tailed)	.817	.795	.	.294
		N	67	63	68	58
	Annual Sales Turnover	Correlation Coefficient	.548**	.413**	-.140	1.000
		Sig. (2-tailed)	.000	.001	.294	.
		N	61	57	58	62

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The above table shows correlation between various factors. There is high positive correlation between increase in the total floor area of shop and the total area dedicated for the food segment. There is also positive correlation between floor area of shop and the annual turnover, as well as between floor Area of the Food Segment and the annual turnover. It can be inferred that food segment always expands if there is expansion of a retail outlet, which is contrary to the NABARD (2011) study which shows food business as essential but not profitable.

TABLE 9: AVERAGE RATING POINTS OF RISKS AS PERCEIVED BY THE RATAILERS

Risk	Average Rating	
	Organized	Unorganized
Supply default	3.17	2.48
Late supply	2.67	2.86
Poor quality of supply	2.67	2.92
High price volatility	2.67	3.21
High Price	2.50	3.32
Unsold stock	3.17	2.41
Stock Outs	2.83	2.11
High cost of storage	3.50	2.12
High losses	3.17	2.18
Lack of manpower	3.33	1.56
High level of training required	2.17	1.21
High attrition	2.67	1.28
Low footfalls	1.50	2.86
Low sales	2.17	2.79
Seasonal/periodic sales	2.50	2.85
High competition from organized retail	2.86	3.53
High competition from unorganized retail	1.14	3.52

The above table shows the average rating of the risks as perceived by the retailers of both the organized and unorganized formats in a five point scale ranging from least affecting to most affecting. For organized retailers the lack of manpower and high storage costs are rated more affecting. Unsold stock and high losses are also considered to be major risk factors. Whereas for unorganized retailers high competition from both the organized and unorganized counterparts are affecting more. High price and price volatility also contributes towards risk for the unorganized retailers.

## CONCLUSION

In both organized & unorganized retail formats, traders are important market functionaries for procurement of food items. Direct procurement from farmers is very less which is required to be increased to shorten the chain thus enabling higher producer's share in consumer's rupee. With cent percent presence of In-store refrigeration in Organized retail, in addition to IT infrastructure, organized players are leading quite ahead of unorganized in case of technology adoption. Unlike Organized, Un-Organized retailers perceive high competition from both organized as well as Un-Organized retailers. And it may be inferred that consumers are likely to gain in situation where there is more competition among the sellers.

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