

Name:
Enrollment No:



UNIVERSITY WITH A PURPOSE

UNIVERSITY OF PETROLEUM & ENERGY STUDIES

End Term Examination – May/June, 2021

Program: MBA LSCM
Subject/Course: Retail Supply Chain Management
Course Code: LSCM 7007

Semester : II
Max. Marks: 100
Duration : 3 Hours

It carries 4 pages.

Section A

- 1. Attempt all the questions. Each question carries 5 marks.**
- 2. Instruction: Complete the statement / Select the correct answer(s)**

S.No.	Questions	Marks	COs
Q.1.	Define a) Product Mix b) OTIF	5	CO1
Q.2.	MSP (Min. Support Price) Vs MRP (Max. Retail Price)	5	CO1
Q.3.	Discuss various activities performed by retailers (any 5).	5	CO1
Q.4	Discuss Inventory Turnover Ratio with example.	5	CO1

Q.5	Lead time = 2 weeks, review time = 1 week, demand = 50 units per week, calculate Order Point?	5	CO2
Q.6	a) Define Shrinkage. b) If value of stock in the books is observed as Rs. 20 lakh and during physical verification, actual stock was observed of worth Rs. 18 Lakh, Net Sales is recorded for the retail store is Rs. 2 Cr. Determine shrinkage.	5	CO2
S.N.	Section B Attempt all the questions. Each carries 10 marks.	Marks	Cos
Q.7	Discuss the significance of Inventory Turnover Ratio for a retail store, briefly explain the role of Cross-docking in the retail logistics.	10	CO2
Q.8	How location decision plays vital role in case of retail industry? Discuss 'Huff formula' and Weber theory in brief.	10	CO2
Q.9	Discuss the significance of 'Dynamic Pricing'. If you are a management consultant to a group of 5 star hotels in India, what pricing strategy do you propose keeping in mind various scenarios of impact of pandemic on travel and tourism? (May make some assumptions, if necessary).	10	CO3
Q.10	Discuss the significance of KPI in retail industry. How IoT and Data Analytics is causing the disruptions in retail supply chain of E-commerce companies?	10	CO3
Q.11	Discuss Retail supply chain strategies. Differentiate characteristics of a Agile and Resilient supply chain with example.	10	CO3
Q.12	Section C Each question carries 10 marks Instruction: Write long answer.		
A)	Attempt the following: Why should FPO/Retailer/Exporter look for international expansion? What are key factors which will help FPO/Retailer succeed in international markets? What are various entry strategies for F&V into a new country? Also discuss the retail strategies for the promotion of		

<p>B)</p>	<p>exports of F&V. How pandemic has impacted the supply chain of F&V?</p> <p style="text-align: center;">OR</p> <p style="text-align: center;">“Relaxo: Way Forward?”</p> <p>Relaxo is a synonym to “Strength and Durability with value for price”. Relaxo Footwear is the largest Footwear manufacturer in Indian market with strong distribution network. Relaxo provides a mass appeal brands portfolio. Relaxo’s managing director Ramesh Kumar Dua unprecedentedly pushed the market cap to over 1,100 times the value it had 25 years ago during Relaxo’s (IPO¹) Initial Public Offering (“Business Standard News,” n.d.). In Financial year 2019, the company sold 18.4 crore pairs with revenue 2292 Crore (in Rupees) across 10 different brands and 6000 SKU²’s competing both the unorganized and the MNC’s (Relaxo Presentation FY 19-20,n.d.). Relaxo providing “Value for money” products with philosophy as simple as ABCD, i.e., to provide ‘Affordable’, ‘Beautiful’, ‘Comfortable’ and ‘Durable’ products for men, women and children across the globe.</p> <p>From being a basic necessity to a fashion industry, Footwear has become a symbol of status. Indian Footwear industry is witnessing the significant growth due to rapidly changing lifestyles, rising disposable income, growing fashion consciousness and ever increasing penetration of internet. In tier 2, tier 3 cities and rural markets consumers are becoming more brand centric.</p> <p>Penetration of the e-commerce model has led SMEs to penetrate into Tier II and Tier III cities where there is a huge demand for footwear in the price range of USD 7 to USD 30. Also, e-commerce has provided the platform for many enterprises and premium footwear brands an ease to try to tap the market using the e-commerce. As per Khadim RHP, E-com platform in India is on a rapid growth trajectory and is expected to reach 8% to 9% of total retail sales by FY25. The e-retail sector’s market size has tripled in the last 3 years (FY14-17) on rising internet penetration, increasing awareness of online shopping, and lucrative deals and discounts.(<i>Channel wise sales of footwear in India* (in %) Store network of footwear brands across country, 2018</i>) Flipkart, an India online aggregator surpassed brick-and-mortar footwear brands Bata and Reliance Footprint in retail sales in 2017. Relaxo’s E-</p>	<p>20</p>	<p>CO4</p>
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Category	Retail Size (USD Bn)	E-Tail Size (USD Bn)	E-Tail Penetration
Electronics	35	5.25-5.95	15%-17%
Apparel & Lifestyle	49	2.9-3.45	6%-7%
Footwear	7.2	0.18	2.50%
Home & Living	26.5	0.53	2%
Food & Grocery	413	0.12	0.03%
Overall Market	616	12.3	2%

Source: Khadim RHP, *Data as on FY16

Figure 6: India’s E-tail Penetration of Key Categories

¹ <https://economictimes.indiatimes.com/definition/ipo>

² <https://www.investopedia.com/terms/s/stock-keeping-unit-sku.asp>

commerce portals contribute only 8 percent to the overall company's sales (*"Relaxo Expects To Grow Faster Than Industry Even As Slowdown Hurts," n.d.*)

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Figure 1: India's E-tail Penetration of Key Categories

e-commerce. As per Khadim RHP, E-com platform in India is on a rapid growth trajectory and is expected to reach 8% to 9% of total retail sales by FY25. The e-retail sector's market size has tripled in the last 3 years (FY14-17) on rising internet penetration, increasing awareness of online shopping, and lucrative deals and discounts. (*Channel wise sales of footwear in India* (in %) Store network of footwear brands across country, 2018*)

Flipkart, an India online aggregator surpassed brick-and-mortar footwear brands Bata and Reliance Footprint in retail sales in 2017. Relaxo's E-commerce portals contribute only 8 percent to the overall company's sales (*"Relaxo Expects To Grow Faster Than Industry Even As Slowdown Hurts," n.d.*)

In May-June, 2020 Relaxo witnessed demand from farmers located in remote villages of north India whereas lost sales in urban market drastically on account of lock down and it was difficult for the company to operate its plant in Bahadurgarh. The entire transportation process was disrupted and delivery time for the consumer got stretched. Retail stores were not able to operate for last one year as situation has not been normal since March 2020.

Q. I) Discuss retail strategies adapted by Relaxo and discuss how the company should remain competitive and sustain under pandemic.

Q II) Do you predict any change in STP for the company and what retail channels company should adapt?