CHAPTER-1

INTRODUCTION

Throughout the long term, we have gone over various sort of organizations. Each mechanical insurgency has given us new financial aspects of working together like the assembling area, the Internet blast, and numerous others. With this development of plan of action occasionally, we have run over some expansive B2B (Business to Business) and B2C (Business to Customer) plans of action. Retail business is one among those of numerous others, which have acquired fame in the customer business. It is where purchaser products and ventures are sold by means of huge dissemination channels to procure benefits. Where some old contenders are making the most of their enormous piece of the pie and immense returns because of an early movers advantage and their versatility, some new ones like D-Mart have made an amazing section in the business with their particular plans of action, giving an extreme rivalry to the current contenders.

D-Mart began its excursion from 2 stores in the territory of Maharashtra and has 196 stores across 12 states in India by Final year 2020. 'Avenue Supermarts,' the proprietor organization of D-Mart stores, was a secretly held organization till year 2016. In the year 2017, the organization concocted an IPO of Rs.1,870 Cr., which was opened with a blast. The organization's offers were recorded at right around a 114% premium, which mirrors the positive feeling for the organization in the midst of the speculators. The organization got recorded at the cost of Rs. 632 and the CMP (Current Market Price) remain at Rs. 2544, showing that the portions of the organization have given an aggravated development of practically 60% more than three years.

RK Damani being simply the financial specialist very surely knows the market and its rivals, which gives him an extra bit of leeway for showing the organization in side to favor keeping a helpful and solid assessment among the speculators towards the organization, such as keeping a sound Return on Equity, embracing a deliberately all around constructed plan of action, and so forth In FY20, the organization has a market capitalization of Rs. 1.5 Lakh Cr.

An effective plan of action is the critical component of any business to develop, prosper and beat its opposition. D-Mart's plan of action has made the organization increment dramatically and turn into the most important grocery store chain in India. The organization's central goal is to be the cut-rate retailer in its zone of activity.

Retailer execute different exercises while offering their items and administrations to their clients and it permit the items to at last be sold effectively. In this specific circumstance, they carryout different exercises like arranging, breaking mass, holding stock, as a channel of correspondence, stockpiling, publicizing and certain additional administrations.

The openness of efficient retail in India goes back to the pre-freedom time when the nation's set up business firms, generally material majors, wandered into the retail area through organization claimed or establishment warrant. the retail transformation in India can be clarified in four phases as beneath:

No	Phase	Year	Significance
1	Initiation	Pre 1990	It was essentially dominated by manufacturers establishing their presence in retail.
2	Conceptualization	1990 - 2005	This time around it was not the manufacturer looking for an alternative sales channel, but pureplay retailers who entered the retail market, to expand pan-India
3	Retail Expansion	2005 - 2010	This is perhaps the most active phase of the Indian retail industry in terms of growth, entry of new players and development of new formats.
4	Consolidation and Growth	2010 onwards	Considering the challenges and competition faced by the industry at present, retail chains are likely to focus on consolidations and growth

CHAPTER-2

BACKGROUND AND OBJECTIVES

Association is set of individuals cooperating for achievement of a typical goal. The jobs and duties as expressed unmistakably with no uncertainty. The positions involved by various people are introduced as association outline. Association structure is fundamental for congruity of the mission and organizes and controls the business exercises. Association assist the board with playing out its actives adequately, ideal utilization of innovation improvement development and enhancement, imaginatively, successful utilization of actual assets and HR.

D-Mart: The Indian Retail Chain

The Indian retail industry has arisen as quite possibly the most unique and quick moving businesses because of the passage of a few new players. Complete utilization consumption is required to reach almost US$ 3,600 billion by 2020 from US$ 1,824 billion of every 2017. It represents more than 10% of the nation's Gross Domestic Product (GDP) and around 8 percent of the business. India is the world's fifth-biggest worldwide objective in the retail space. Retail industry is one of the biggest and the quickest developing enterprises in the worldwide economy. Retail industry in India has been available through history and has seen such a lot of dynamism. It is gradually offering approach to global configurations of retailing. As indicated by IBEF report (2017), retail area in India represents about 10% of nations

Gross domestic product and is the world's fifth biggest worldwide objective in the retail space. India's retail area is encountering outstanding development, with retail advancement occurring in significant urban areas and metros, yet in addition in Tier-II and Tier-III urban areas.

India's retail market is relied upon to increment by 60% to arrive at US$ 1.1 trillion by 2020, on the rear of elements like rising wages and way of life changes by working class and expanded advanced availability. Online retail deals are determined to develop at the pace of 31 percent year-on-year to arrive at US$ 32.70 billion out of 2018. India is relied upon to turn into the world's quickest developing online business market, driven by strong interest in the area and fast expansion in the quantity of web clients. Extravagance market of India is required to develop to US$ 30 billion before the finish of 2018 from US$ 23.8 billion 2017 upheld by higher buying force of the working class (Assoc ham, 2017).

D-Mart corporate store represents 91 stores across India and is the third greatest in the business. It is worked by its parent organization Avenue Supermart Ltd (ASL). D-Mart is a chain of hypermarket and general stores in India which was first begun in 2000 in Mumbai by R. K. Damani. D-Mart started very nearly 14 years back in the city of Mumbai (India) where its advertisers strolled the grocery stores and co-usable stores of the time and noticed the substance of the shopping streetcars to acquire a comprehension of what the client purchased and what they dismissed.

All operational intelligence was assembled from the general store, while thoughtfully, obviously the store should follow the standards set somewhere near Sam Walton. Wal-Mart had regarded a few essentials as gospel and in the event that they could prevail with their straightforward way to deal with retail, there was no purpose behind a store in India not to do as such. In an extremely essential manner, consequently, all D-Mart did was to watch the client streetcar and read everything about Sam Walton and Wal-Mart. The system paid off in spades and its retailing has clients arranging at their entryways. The basic equation that makes D-Mart tick is shared and naturally comprehended as significant in the enormous association. Presumably this straightforwardness has encouraged it scale pleasantly while remaining lean as an association. One of the foundations of D-Mart's proceeded with progress is the means by which it has held its economical viewpoint to retail through all market changes and inward changes throughout the long term. They have the accompanying interesting selling suggestion.

- Selling Tool: Heavy limits and has figured out how to sell modest

- Market Segment: Price touchy gathering

- Target Market: Middle pay family units

- Market Positioning: One-stop esteem retail location network

D-Mart is a one-stop store fasten that means to offer clients a wide scope of fundamental home and individual items under one rooftop. Every D-Mart store stocks home utility items including food, toiletries, magnificence items, pieces of clothing, kitchenware, bed and shower material, home machines and more accessible at serious costs that clients appreciate. Their centre goal is to offer clients great items at extraordinary worth. At D-Mart, they place solid accentuation on greatness in client support. They depend on the ACT recipe as underneath.

• Action

- Focus: To be engaged about what I do.

- Motivated: To be away from accomplishing my objective.

- Enthusiastic: To adore what I do.

• Care

-Respect: To regard each person in the association and give her/him with the respect and consideration regarding make her/him accept that she/he has an effect to the association.

- Listen: To tune in and resolve any worker/client complaint rapidly and decently.

• Truth

- Integrity: By being open, genuine and reasonable in the entirety of our connections and being conscious and trustful to other people.

They unequivocally accept that trustworthiness and truthfulness are basic in accomplishing total consumer loyalty and welcome people who share our qualities and put stock in driving by activity.

Growth Milestones of D-Mart:

Since the time R. K. Damani was a speculator, he loved the shopper business and was seen putting resources into comparable stock as well! so he generally had a solid fondness to begin something in a similar area and in 1999, when retailing was a long way from the real world, at any rate in India. The beginning of the business were about serious getting the hang of, understanding the client's outlook and likewise making a store format, charging frameworks, acquiring the certainty of sellers. Inside a year, they chose to apply the model to different areas also.

• In 2007, D-Mart started its extension and proceeded to open different stores in Ahmedabad, Baroda, Pune, Sangli and Solapur.

• Their extension methodology followed an aggregate methodology and was planned so that they utilized the nearby seller uphold.

• By 2012-13, D-Mart had taken off its incomes from Rs. 260 crores in 2006- 07 to Rs. 3,334 crores, making them India's third-biggest marked corporate store. The excellence here was that, what Future Group with 1000 stores was timing (turnover of Rs.14,201 crores), and Reliance Retail was timing (Rs.10,800 crores) with 1450 stores; D-Mart was accomplishing with only 65 stores, which weren't dish India.

• By 2014, they had reached to represent 73 stores across Maharashtra, Gujarat, Hyderabad and Bangalore. The organization has been developing vigorously in spite of an easing back economy and were likewise crossing the Rs. 100crore imprint in benefits. When different retailers were discovering approaches to reduce expenses or delayed down, D-Mart was on an extension drive to open more grocery stores.

• Moving on to 2015, with incomes worth Rs. 6450 crores, D-Mart booked a benefit of Rs. 211 crores in FY14-15, which was higher than Reliance Retail's Rs. 159 crores and Future Retail's Rs. 153 crores.

• D-Mart currently accounts 91 stores spread across 26 urban communities including conditions of Maharashtra, Gujarat, Telangana, Andhra Pradesh, Madhya Pradesh and Karnataka, Since its introduction, D-Mart turned into the principal retailer to cross the billion dollar market productively and D-Mart's intended interest group being the center pay gathering, it utilizes rebate offers as a limited time apparatus for pulling in the clients and expanding deals too.

Strategic Elements of D-Mart:

Every Day Low Price:

D-Mart wants to create an image among the group of a discount store that offers most of the products from across all major brands. Basically, a store that offers value for money. Now, since many people come to D-Mart because they all what they need under one roof, D-Mart stores are operational in metro areas and across three formats including Hypermarkets, that are spread across 30,000-35,000 sqft, Express format, that is spread over 7,000-10,000 sqft and lastly, the Super Centres, that are set up at over 1 lakh sqft.

- No matter where it operates, the prices that D-Mart offers are 6-7 % lower than its competition. What lets it achieve such pricing tactics is its operational style.

- Out of the all the stores it runs, D-Mart owns majority of the properties, which helps them to save a huge chunk of money on rent.

- They also avoid opening stores inside malls unlike other hypermarkets to avoid high CAM (Common Area Maintenance) charges and highly inflated rents.

- Most D-Mart stores are in the suburbs in the metros and in tier II & tier III cities, the operational costs remain low.

- D-Mart also saves a good amount of 2-3% from the suppliers by paying them upfront in about 48 hours of delivery, when all other organized retailers, buy goods on credit of 30-60 days.

- Unlike bigger retailers, costs are further kept low by keeping a basic and economical layout without any flashy interior.

Pillars of D-Mart:

D-Mart's success is focused on three pillars Customers, Vendors and Employees.

1.**Customers:** Since D-Mart is targeting middle income households, all their stores are in, or close to, residential areas and not in malls. Their idea is not to meet every consumer need like other competitors, but instead, D-Mart aspires to meet most regular consumer needs, while providing value for their money and since, 90% of these stores are owned directly by D-Mart, they don't have to worry about monthly rentals and their rise, or relocation risk. Additionally, this is helping them build assets on their books. This also helps to keep D-Mart well capitalized and debt-light, while its operations generate spare cash. All the money that is saved using this strategy is eventually offered back to the customers in the form of discounts.

2.**Vendors:** The relationships with vendors are the second pillar of their model. Since he comes from a trader background, his vendor relationships have been his biggest strength. The FMCG industry has a payment norm of 12-21 days, but D-Mart pays its vendors on 11th day itself. This helps him stay in the good books of the vendors and avoids stock outs and since D-Mart buys in bulk and pays its vendors well in time, they also get to earn higher margins. Basically, their strategy is to "Buy it low, Stack it high and sell it cheap".

3.**Employees:** It is the third pillar of their model. D-Mart offers good money, flexibility, empowerment, and relaxed & efficient work culture. They even go on to hire 10th standard dropouts with the right attitude and commitment. They prefer hiring raw talent, and then invest heavily in training, to mould them as per their requirement. Employees are just told once about the value system and policies at D-Mart and then are empowered by giving them the freedom to operate without somebody constantly looking over their shoulders. There is absolute clarity on what needs to be achieved, but you don't need to fear targets.

Strategies for Success of D-Mart:

Strategy 1: Full Ownership of Space: Majority of the known names like Big Bazaar, Super Bazaar, hyper-city , More etc. have a well number of stores located in malls which is rented space. This is done to benefit from customer footfalls & also because the initial investment is much lesser, since best malls only give out spaces on rent which is significant and becomes a fixed operational cost month on month. D-Mart have their own properties. Over a time of last 10 years, this strategy has made good sense because, now these properties have all appreciated in value and they do not have to pay any rent, which is usually the most major cost factor for a retailer which resulted in bigger margins.

Strategy 2: Low Margin and High Volume: FMCG business is based on low margin and big volume business. The perfect way to attract the Indian consumers is by offering more discounts. D-Mart bought good volume of goods from the distributors and instead of requesting them to extend a credit line to D-Mart. They ensured Payment of Goods in about 15 days. Other players work usually on a 60day credit line. No comparable competitor competes with D-Mart on this and D-Mart gets extra margin for quick cash. Behind the scenes, this fast turnover is what it uses to negotiate with wholesalers and companies for better prices. This doesn't mean arm-twisting suppliers though. In fact, payment to most suppliers are arranged fortnightly. This is among the shortest credit periods in any industry.

Strategy 3: Low Private Brands: They offer a lesser array of top brands for a particular product when compared to other shopping malls. This is because, they contract people to directly manufacture products. This ensures elimination of distributors and middlemen. Now since, they have volume bargaining & cash power, they negotiate best margins. Some of which are passed to the customer and remaining become profits along with better control on the supply chain.

Strategy 4: Elimination of Intermediaries: D-Mart uses bargaining power to negotiate with top brands by eliminating distributors. While, the best of brands make an exception for them because the sales volume is too large to ignore. This strategy has caught up with other retailers too.

Strategy 5: Value Based Management and Team: They have a wonderful top management and employee team. They have developed the unique value proposition for their organization and employees to perform better which contributed to the growth of the D-Mart.

Strategy 6: Cautious Business Focus: Other retail organizations have extended rapidly into various fragments with separated corporate store, D-Mart's business blend is generally restricted to food, staple goods and every day items. Classes like very good quality hardware, gems and watches which organizations like Reliance have forayed into and which make up as much as 25% of Indian shopper spending is something the organization stays far away from D-Mart blossoms with low edges and, somewhat, D-store is worked around this way of thinking. Industry chiefs call it there three stage plan of action as "Start with ease items that shoppers need consistently and that you can sell for marginally beneath MRP. This permits to pile up an incredible stock turnover proportion. At that point utilize that speedy stock turnover to haggle better costs with wholesalers which supports to get low costs"

Strategy 7: Different Duckling Approach: Private labels and top-end products bring in higher margins but saddle companies with inevitably higher inventory turnover. Offering multiple brands of the same product also leads to similar outcomes, which is why the assortment of products and variety of brands that one finds at a D-Mart store is often limited when compared to other retail stores.

Strategy 8: Assembly Chain of Sales: They want the products are converted into sales as fast as possible because of this, they are able to avoid the high-stakes, perennial discount game that other retailers often get trapped in. Customers who walk into a DMart store understand that they are getting a no-frills approach but also know that most food items and groceries on offer will be 6% to 12% cheaper than what they will find at other stores. In some cases, certain products will be 10% below MRP.

Strategy 9: Regimented Business Model: Much of the company's focus, as well as comparisons to Walmart, stems from decision to follow a store-ownership model. The company has spent over Rs 23 billion on acquiring land and buildings but either owns most of its stores or has them on a 30-year long-term lease. This is, in part, what has forced it to rack up debt of a little over Rs. 1000 crores; a certain amount of its IPO proceeds have been allocated towards repaying this debt.

Strategy 10: Particular Location as per Density: While contenders head to India's quickly developing shopping centres since that is the place where purchaser spending is most elevated, D-Mart hasn't and doesn't actually anticipate opening a store in a shopping centre. As different retailers are exploring different avenues regarding a wide scope of arrangements and geographic areas, D-Mart sticks to what it knows best. It utilizes one of two arrangements of stores whose size is determined dependent on the spot and customer thickness. The organization is additionally amazingly hesitant to grow geologically. Until 2014, it had stores just in four Indian states. Throughout the most recent three years, it has ventured into five additional states yet is still prominently missing in the NCR district and other high customer spending states like Tamil Nadu. This methodology pays off for the organization.

Strategy 11: Conscious Pricing Approach: D-Mart operates on pricing and discounts. Consumers are offered a minimum 3% discount on every product off its shelf, and in some cases the discount is as much as 10% off MRP. As we will see, it influences all decision-making for the chain.

Literature Review

The goal of this paper is to examine and introduce the instance of D-Mart business and give experiences about their accomplishment in India. The India retail industry is arising as quite possibly the most unique and developing Industries because of market size and monetary force. D-Mart is progressively beneficial Supermarket chain in India that intends to offer clients a wide scope of essential home and individual items under one rooftop with a goal to offer great items at extraordinary costs client favoured interest for better an incentive for cash and masses of limits than their rivals. Their objective clients are centre pay gatherings and families who are trying to meet some standard buyer needs. D-Mart is named as Indian Walmart and this achievement is to a great extent because of their business is reasoning, long haul, valuing procedure, alert centre, controlled model, ACT recipe, inventive arranging and item classes. D-Mart monetary and market achievement is because of three significant columns, they are clients, merchants and representatives. The information is gathered from clients and representatives utilizing survey and meetings to develop subjective deduction. While the monetary and market reports are gathered from validated sources. This case likewise examines the characteristics, exercises and explanations behind the accomplishment of D-store in India.

NEED OF THE STUDY

This study is taken up to fulfil the requirement of MBA degree course of Bangalore University. The main process of the training is to know the application of theoretical aspects in our course in the corporate environment and gain first-hand experience and expose yourself to corporate policies, ethics, culture, practice, procedures, fact about the work culture and policies of the company. To identify the product or services the business plans to sell, identified target market, and any anticipated expenses.

OBJECTIVE OF THE STUDY

- To understand organization structure or hierarchy of the company.
- To understand the mechanism of the various departments.
- To enable us to gain an insight in the corporate world.
- To understand the various responsibilities and duties carried out by each department.

SCOPE OF THE STUDY

- It aims at understanding the company's establishment, organization structure, department, techniques, marketing strategies and the advantages it is having over the competitors
- An attempt is made to analyse the company's performance in the comparison to the theoretical aspects
- It aims to understand the skills of the company in the areas like technological advanced advancement, competition and in management

LIMITATION OF THE STUDY

- Time constrain
- Complicated
- Difficult to understand

CHAPTER-3

RESEARCH METHODOLOGY

- Observing the working of various departments like finance, human resource, production, purchasing etc.

- Discussion with the company executives, managers and employees.

- Visiting and surfing websites of the company

TYPE OF RESEARCH:

Descriptive research

Since the study is on retail sector first the detail study of the store is been conducted about its management team, its structure the number of departments which all brands does the store has, who are the suppliers in its warehouses. Based on the topic objectives were set and to arrive at the opinion on objectives a set of 50 questionnaires were designed and response is collected from the store. For this project the area of research is Bangalore.

SOURCE OF THE STUDY:

(a)Primary data

The data collected for the first time through observation and interview method. The data is collected by observing the working of various departments and also by interviewing the managers of all the departments. It is also obtained by the help of staff members.

(b)Secondary data
The data is collected by secondary sources also. The data is collected through company manual, product, company website and annual report.

Sampling:

Data collection - Primary & Secondary data

Sample technique - Convenience sampling

size - 50

Tools for data collection

- Interview,
- Questionnaire

CHAPTER–4

DATA ANALYSIS AND INTERPRETATION
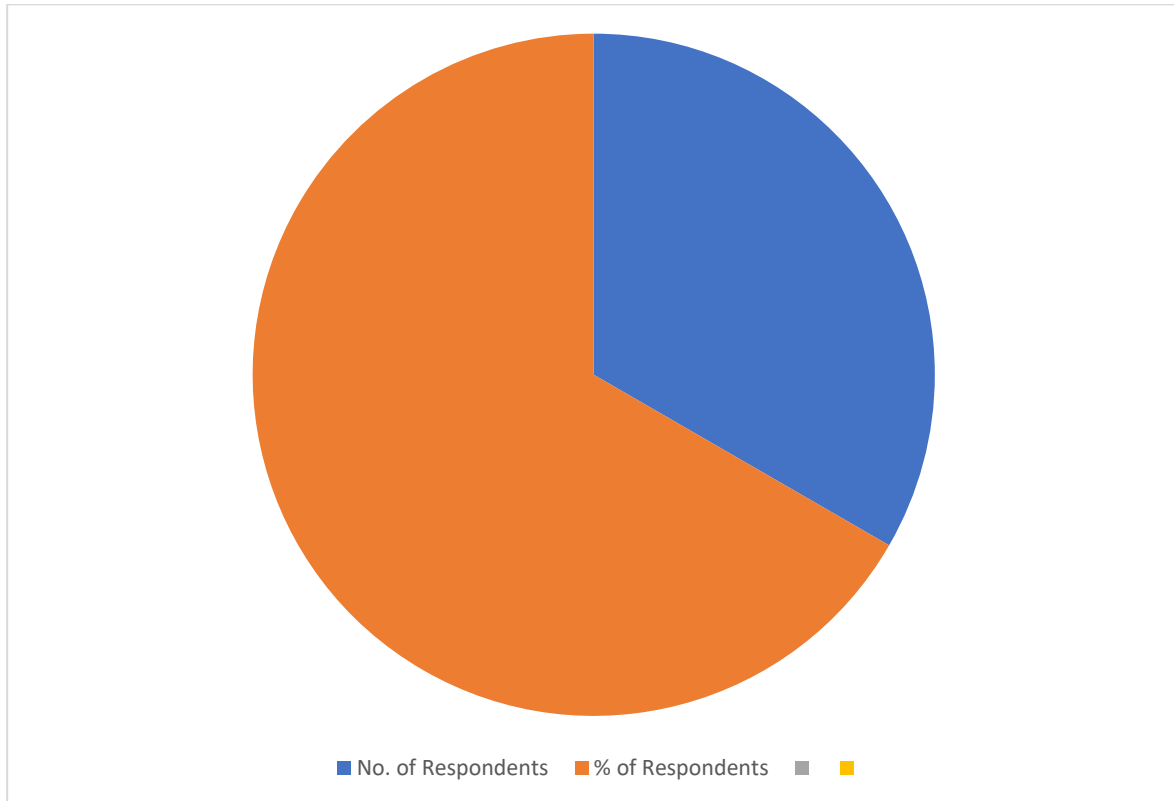
TABLE-01

Table showing Gender of the Respondents:

Particulars	No. of Respondents	% of Respondents
Female	23	46
Male	27	54
Total	50	100

Analysis:

From the above table, it is observed that the number of female respondents are 23 and the percentage of female respondents are 46%. Number of male respondents are 27 and the percentage and the percentage of male are 54%.

GRAPH-01

Graph showing Gender of the Respondents:

Legend: ■ No. of Respondents ■ % of Respondents ■ ■

Interpretation:

From the above graph, it is inferred that the majority of the respondents were males.

TABLE-02
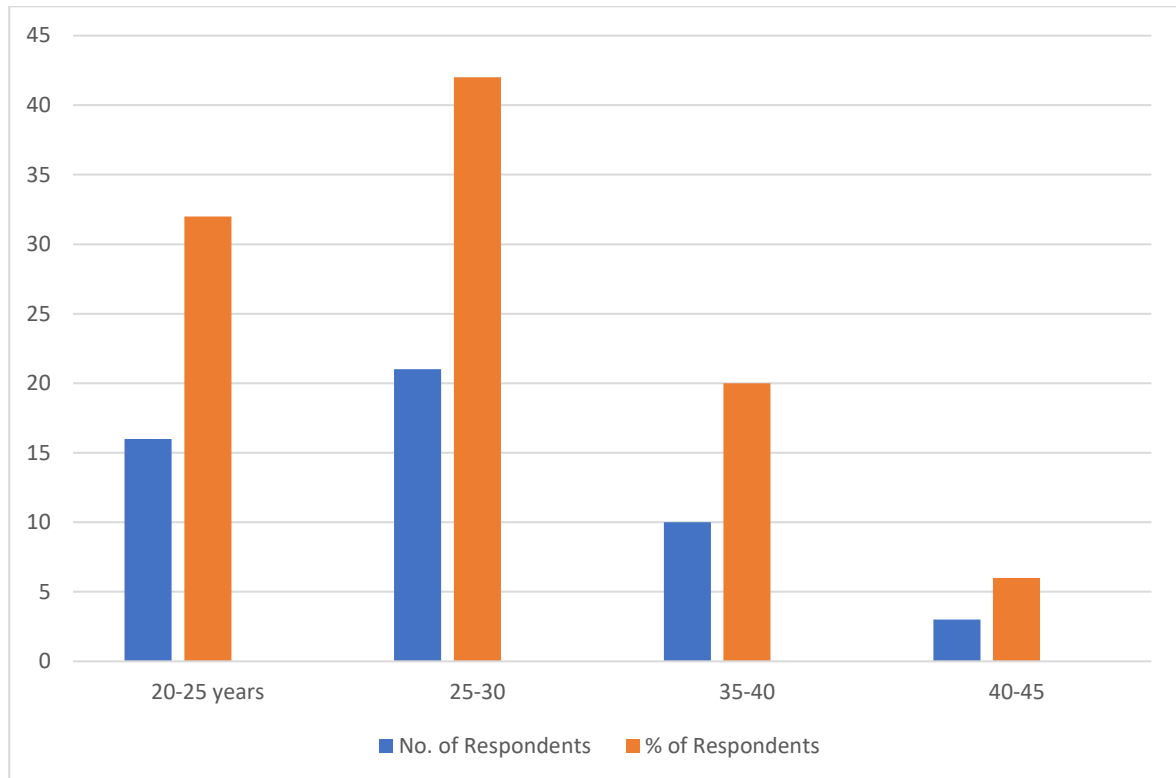
Table showing Age of the Respondents:

Particulars	No. of Respondents	% of Respondents
20-25 years	16	32
25-30	21	42
35-40	10	20
40-45	3	6
Total	50	100

Analysis:

From the above table, it is observed that 32% (16) of respondents belongs to the age group of 20-25 years, 42% (21) of respondents belongs to the age group of 25-30 years, 20% (10) of the respondents belongs to 35-40 years, 6% (3) of respondents belongs to the age group of 40-45 years.

GRAPH-02

Graph showing Age of the Respondents:

Interpretation:

From the above graph, it is inferred that the majority of the respondents belongs to the age group of 25-30 years.

TABLE-03
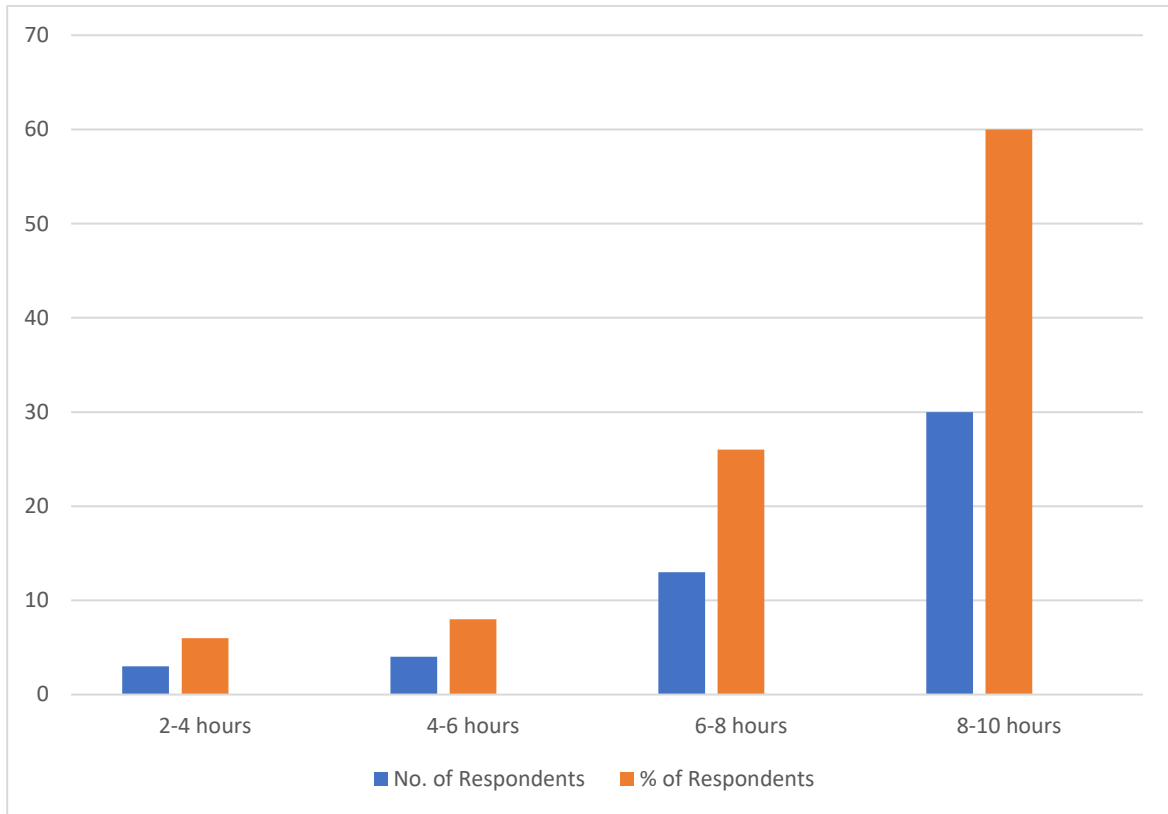
Table showing Working hours of Respondents:

Particulars	No. of Respondents	% of Respondents
2-4 hours	3	6
4-6 hours	4	8
6-8 hours	13	26
8-10 hours	30	60
Total	50	100

Analysis

From the above table, it is observed that 6% (3) of respondents belongs to 2-4 working hours of group,8% (4) of respondents belongs to 4-6 working hours of group, 26% (13) of respondents belongs to 6-8 working hours of group, 60% (30) of respondents belongs to 8-10 working hours.

GRAPH-03

Graph showing Working hours of Respondents:

Interpretation:

From the above graph, it is inferred that the majority of the respondents belongs to 8-10 working hours.

TABLE-04

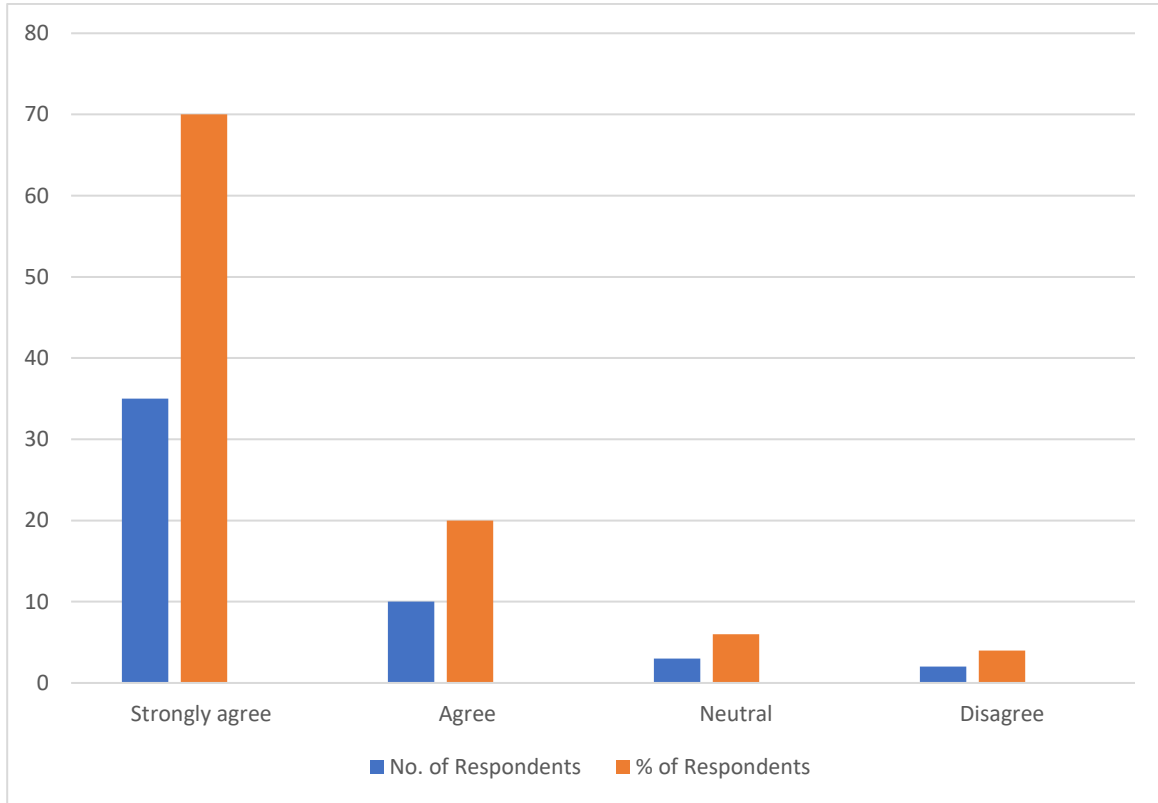**Table showing rate of Respondents feeling how motivated during work:**

Particulars	No. of Respondents	% of Respondents
Strongly agree	35	70
Agree	10	20
Neutral	3	6
Disagree	2	4
Total	50	100

Analysis:

From the above table, it is observed that 70% (35) of the respondents strongly agree that they feel motivated while working, 20% (10) of the respondents only agree that they feel motivated while working,6% (3) of the respondents say that they feel motivated while working, 4(2)) of the respondents disagree that they feel motivated while working.

GRAPH-04

Graph showing rate of Respondents feeling how motivated during work:

Interpretation:

From the above graph, it is inferred that the majority of the 35 respondents strongly agree they feel motivated during work.

TABLE-05

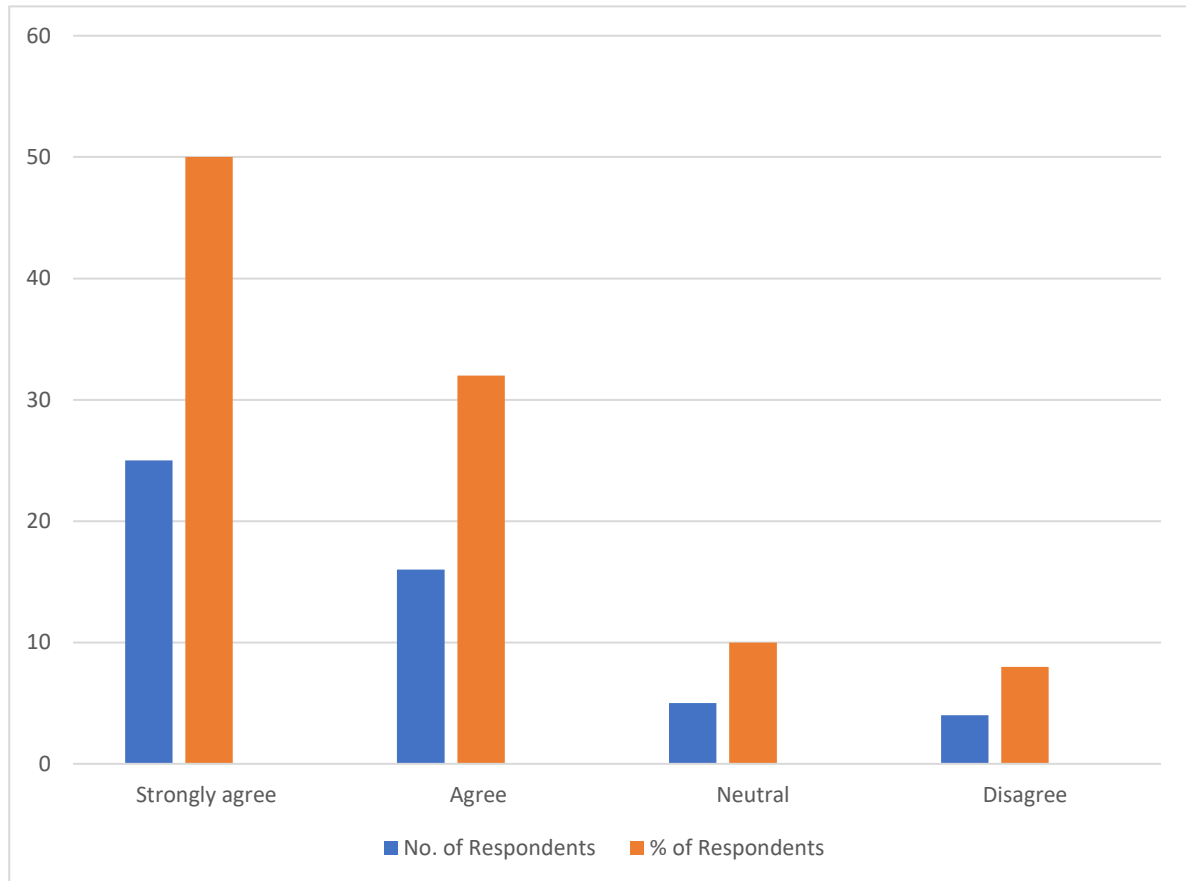**Table showing rate of Respondents satisfied with salary and increment:**

Particulars	No. of Respondents	% of Respondents
Strongly agree	25	50
Agree	16	32
Neutral	5	10
Disagree	4	8
Total	50	100

Analysis:

From the above table, it is observed that 50% (25) of respondents strongly agree that they are satisfied with salary and increment,32% (16) of respondents only agree that they are satisfied with salary and increment, 10% (5) of respondents stay neutral that they are satisfied with salary and increment,8% (4) of respondents disagree that they are satisfied with salary and increment.

GRAPH-05

Graph showing rate of Respondents satisfied with salary and increment:

Interpretation:

From the above graph, it is inferred that the majority of the 25 respondents strongly agree that they are satisfied with salary and increment.

TABLE-06

Table showing rate of Respondents agreeing with prestige of store is Good.
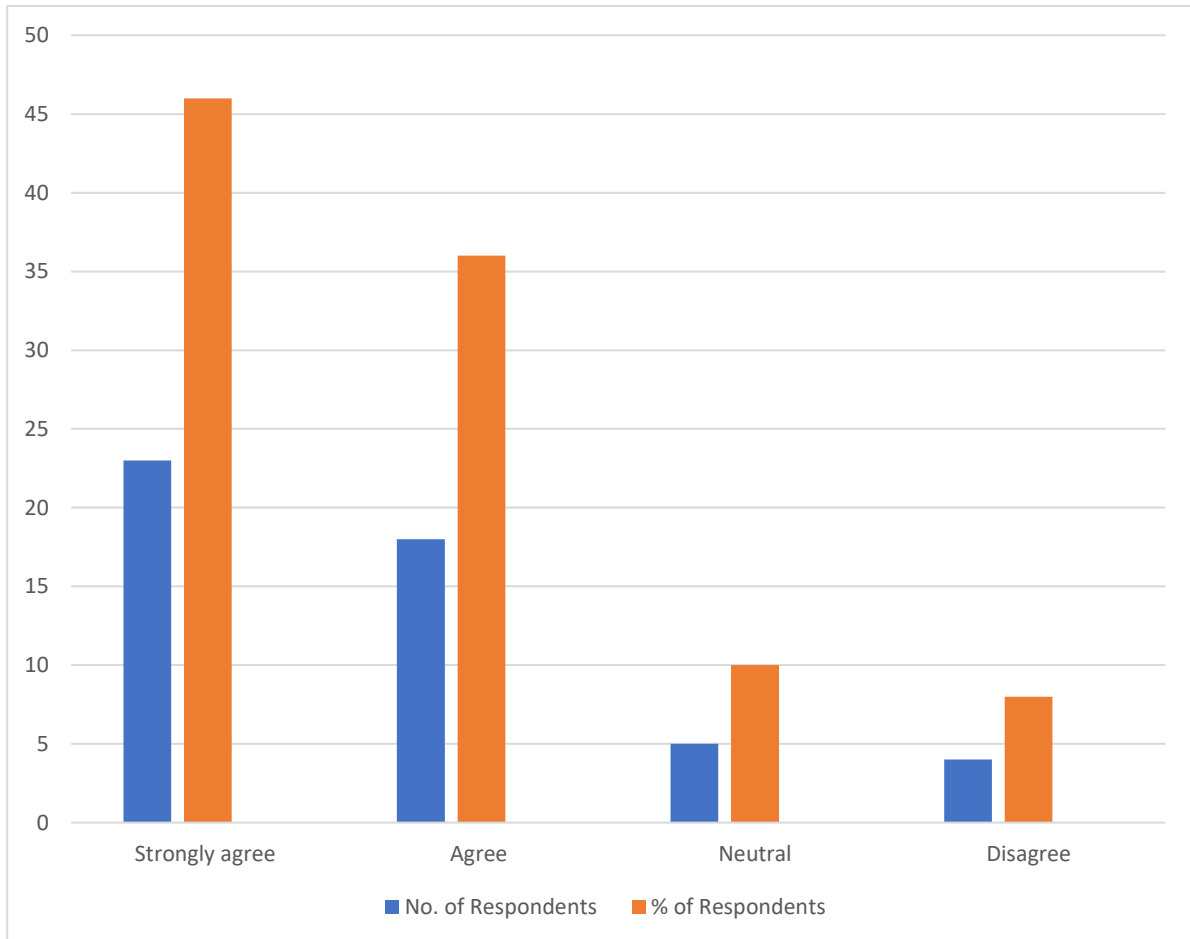
Particulars	No. of Respondents	% of Respondents
Strongly agree	23	46
Agree	18	36
Neutral	5	10
Disagree	4	8
Total	50	100

Analysis:

From the above table, it is observed that 46% (23) of respondents strongly agree that there D-Mart store prestige is good,36% (18) of respondents only agree that there D-Mart store prestige is good, 10% (5) of respondents stay neutral that there D-Mart store prestige is good,8% (4) of respondents disagree that there D-Mart store prestige is good.

GRAPH-06

Graph showing rate of Respondents agreeing with prestige of store is Good.

Interpretation:

From the above graph, it is inferred that the majority of the 23 respondents strongly agree that there store prestige is good.

TABLE-07

**Table showing rate of Respondents receiving recognition in the store.**

Particulars	No. of Respondents	% of Respondents
1-2	20	40
3-4	20	40
5 and above	5	10
Never	5	10
Total	50	100

Analysis:

From the above table, it is observed that 40% (20) of respondents received recognition from D-Mart store,40% (20) of respondents only agree that there D-Mart store prestige is good, 10% (5) of respondents stay neutral that there D-Mart store prestige is good,8% (4) of respondents disagree that there D-Mart store prestige is good.

GRAPH-07

Graph showing rate of Respondents receiving recognition in the store.
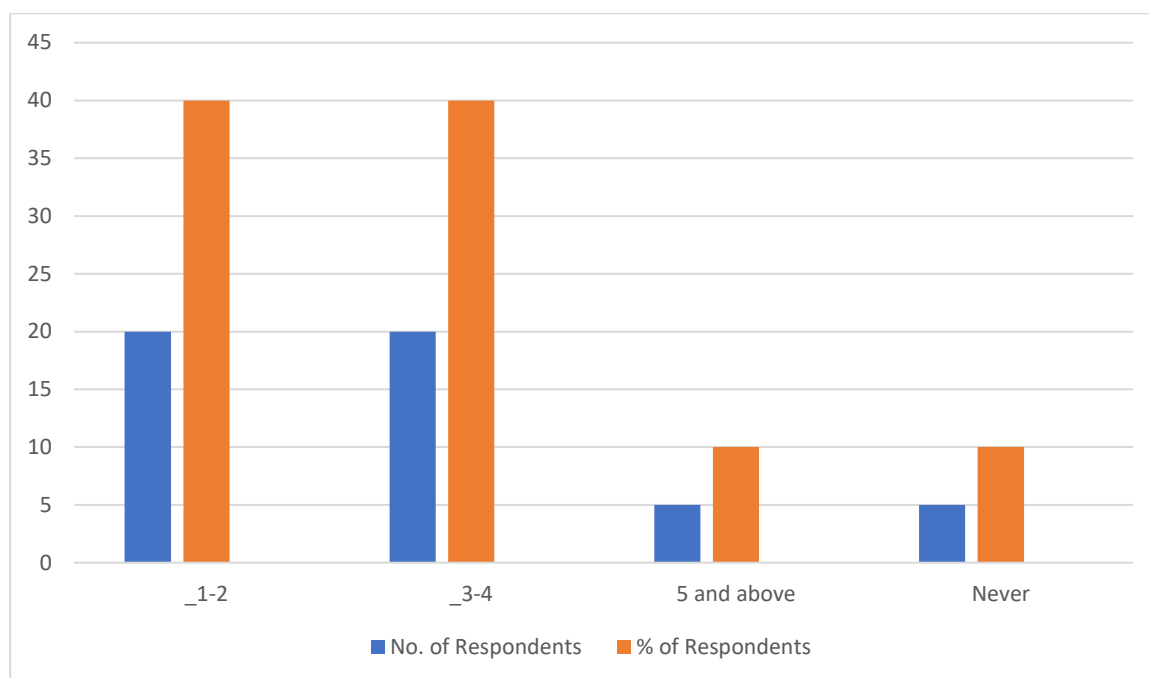
Interpretation:

From the above graph, it is inferred that the majority of the 20 respondents strongly agree that there store prestige is good.

TABLE-08

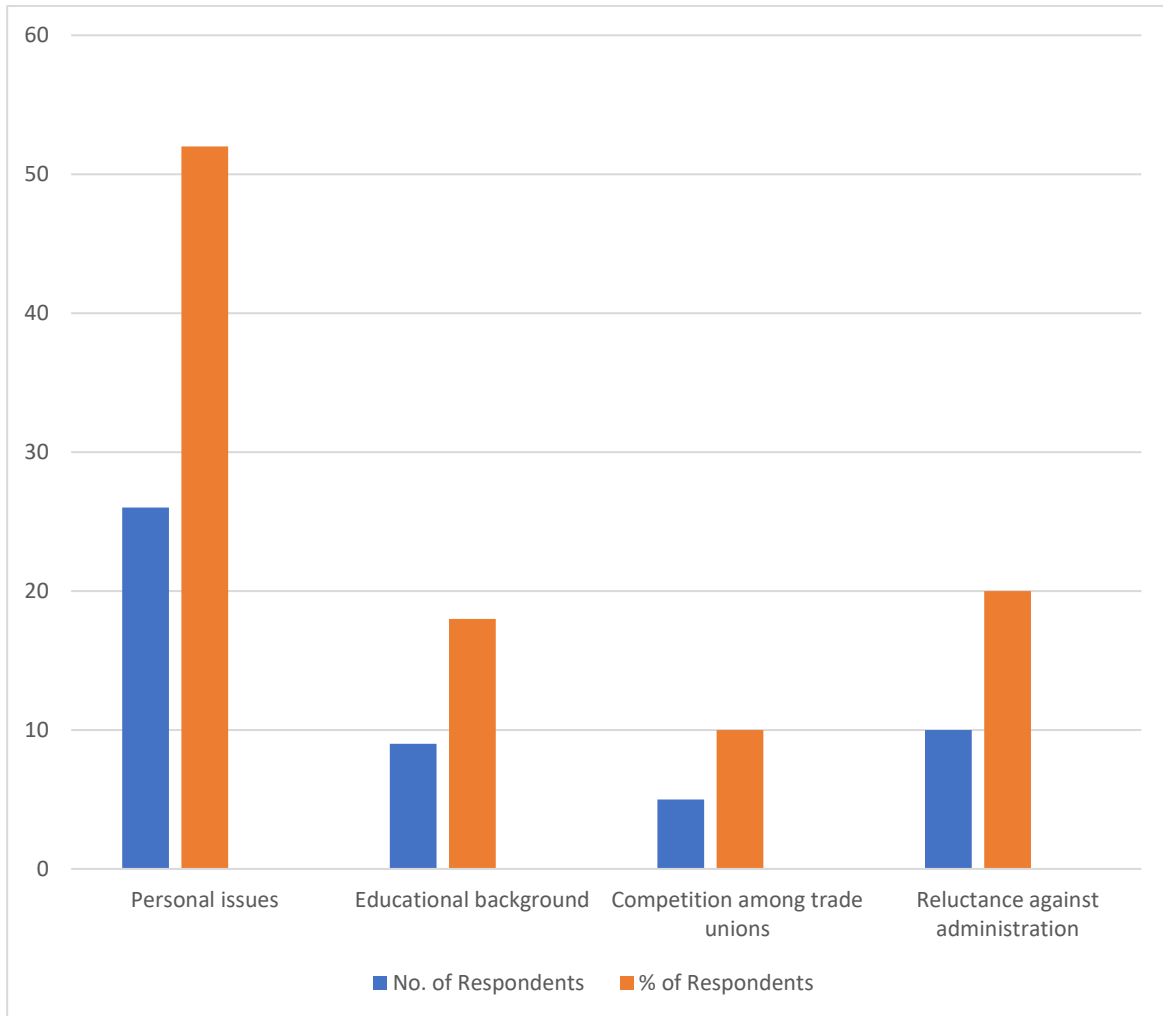**Table showing number of Respondents facing motivational challenges:**

Particulars	No. of Respondents	% of Respondents
Personal issues	26	52
Educational background	9	18
Competition among trade unions	5	10
Reluctance against administration	10	20
Total	50	100

Analysis:

From the above table, it is observed that 52% (26) of respondents are facing personal issues,9 % (18) of respondents have challenges regarding educational background, 10% (5) of respondents regarding Competition among trade unions,20% (10) of respondents have challenges regarding Reluctance against administration.

GRAPH-08

Graph showing number of Respondents facing motivational challenges:

Interpretation:

From the above graph, it is inferred that the majority of the 26 respondents are facing motivational challenges against personal issues.

TABLE-09

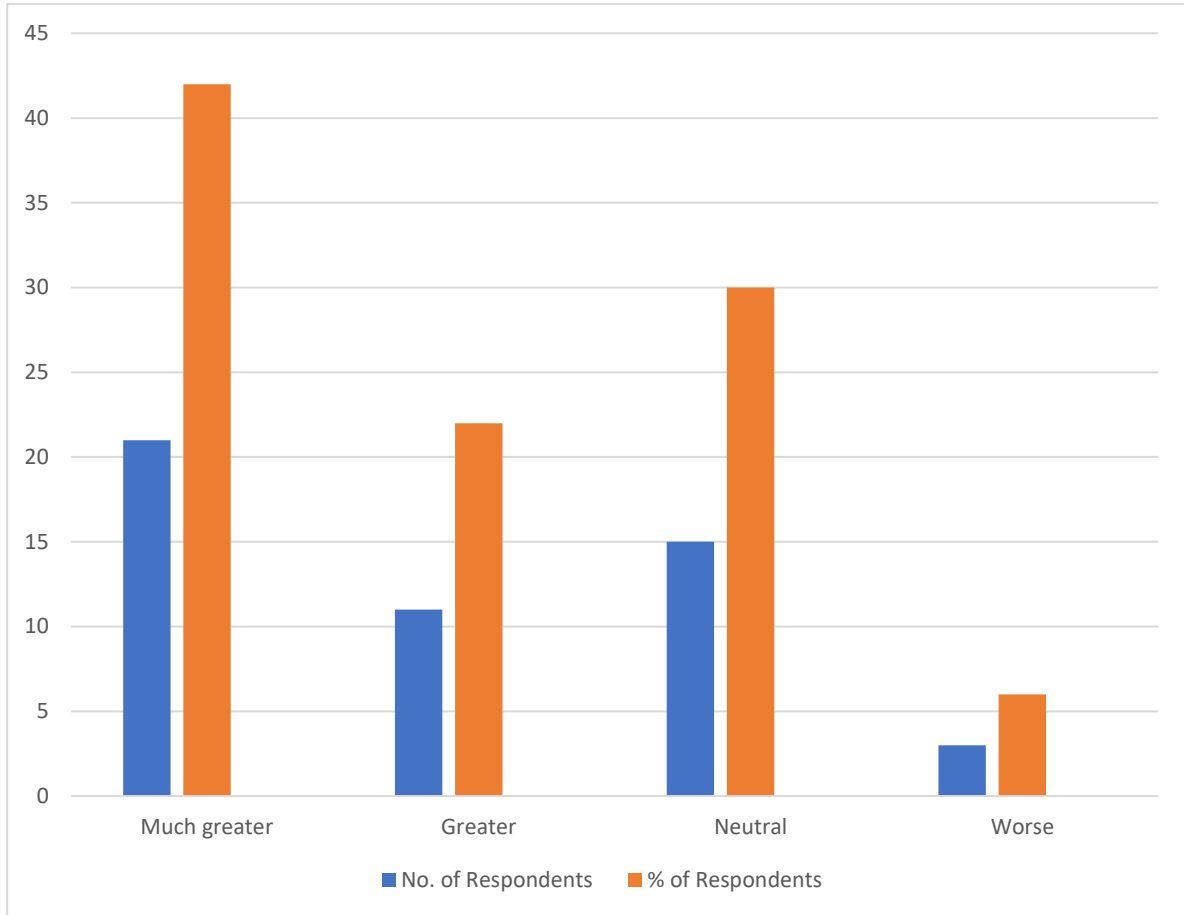**Table showing number of Respondents view on weekly average sales:**

Particulars	No. of Respondents	% of Respondents
Much greater	21	42
Greater	11	22
Neutral	15	30
Worse	3	6
Total	50	100

Analysis:

From the above table, it is observed that 42% (21) of respondents think weekly average sales are much greater ,22 % (11) of respondents think weekly average sales are greater, 30% (15) of respondents think weekly average sales are neutral ,6% (3) of respondents think weekly average sales are worse.

GRAPH-09

Graph showing number of Respondents view on weekly average sales:

Interpretation:

From the above graph, it is inferred that the majority of the 21 respondents view average sales are much greater than excepted average sales.

TABLE-10

Table showing number of Respondents view on rate of profitability of the store at current volume of sales:

Particulars	No. of Respondents	% of Respondents
Highly profitable	28	56
Profitable	12	24
Not profitable	8	16
Break even	2	4
Total	50	100

Analysis:

From the above table, it is observed that 56% (28) of respondents think rate of profitability of the store at current volume of sales are highly profitable, 24 % (12) of respondents think rate of profitability of the store at current volume of sales are profitable, 16% (8) of respondents think rate of profitability of the store at current volume of sales are not profitable ,4% (2) of respondents think rate of profitability of the store at current volume of sales are break even.

GRAPH-10

Table showing number of Respondents view on rate of profitability of the store at current volume of sales:
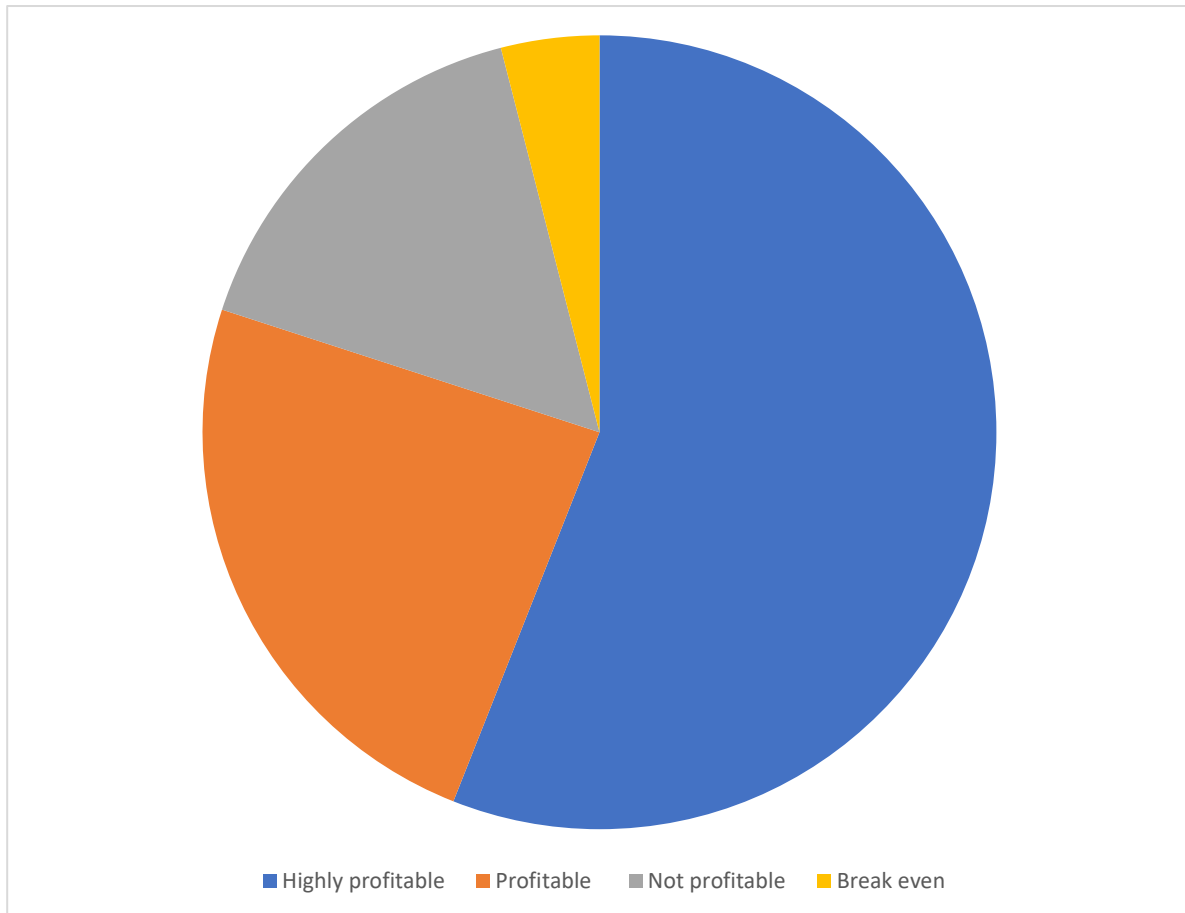
Interpretation:

From the above graph, it is inferred that the majority of the 28 respondents view rate of profitability of the store at current volume of sales are highly profitable.

TABLE-11

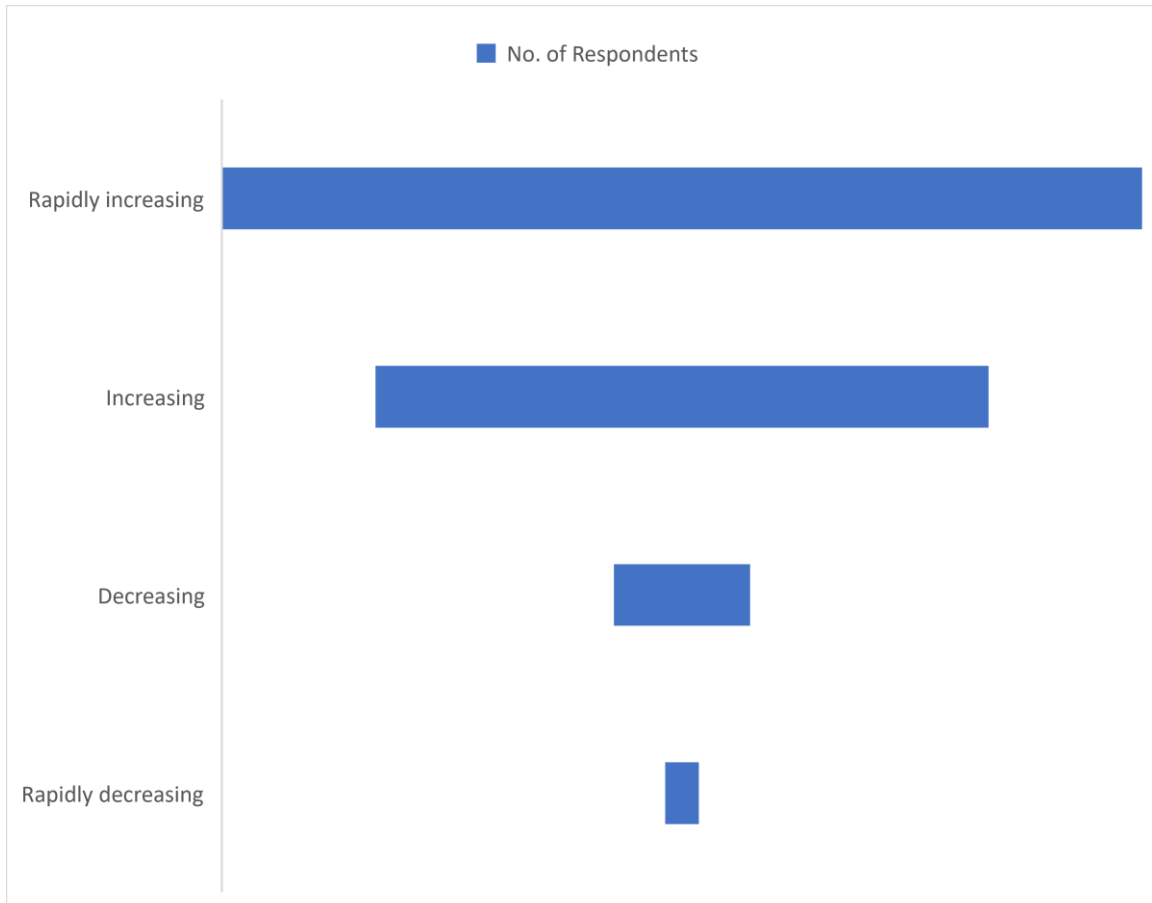**Table showing number of Respondents view on trend in sales performance:**

Particulars	No. of Respondents	% of Respondents
Rapidly increasing	27	54
Increasing	18	36
Decreasing	4	8
Rapidly decreasing	1	2
Total	50	100

Analysis:

From the above table, it is observed that 54% (27) of respondents think trend in sales performance is Rapidly increasing, 36 % (18) of respondents think rate of trend in sales performance is increasing, 8% (4) of respondents think trend in sales performance is decreasing ,4% (2) of respondents think trend in sales performance is rapidly decreasing.

GRAPH-11

Graph showing number of Respondents view on trend in sales performance:

Interpretation:

From the above graph, it is inferred that the majority of the 27 respondents view trend in sales performance increasing rapidly.

TABLE-12

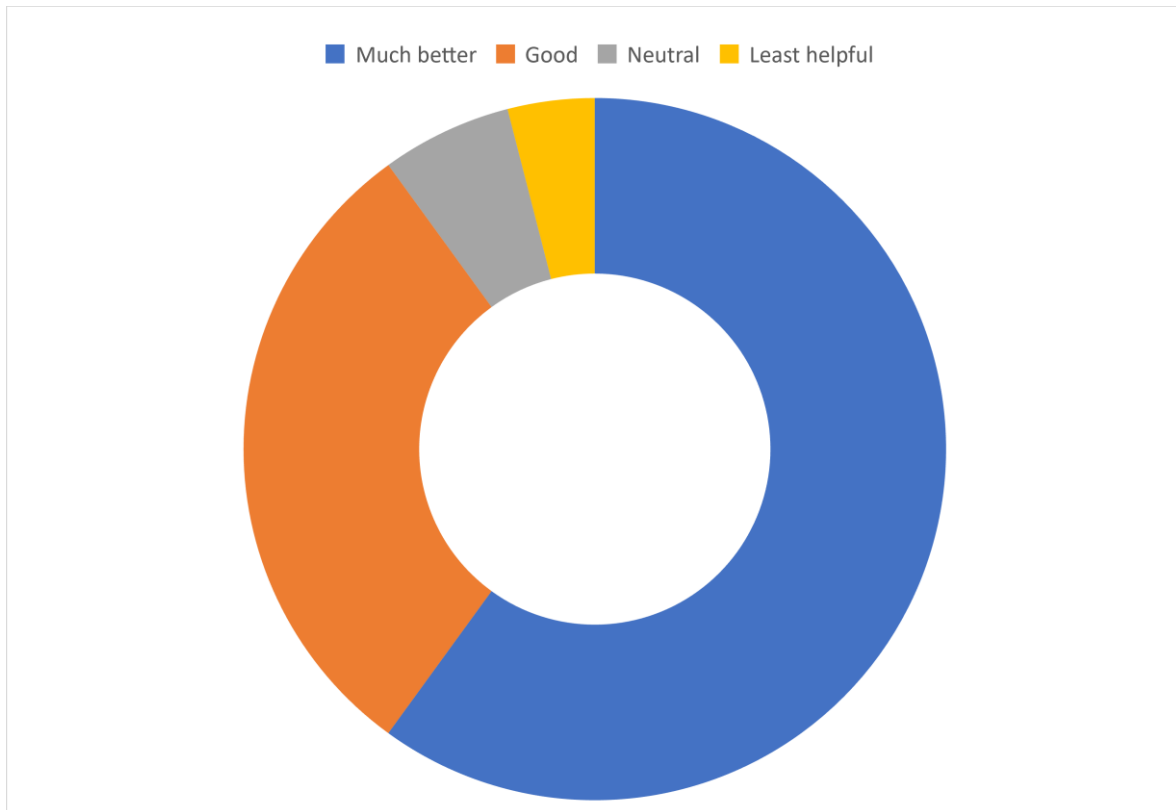**Table showing number of Respondents view on performance of the store when compared to malls.**

Particulars	No. of Respondents	% of Respondents
Much better	30	60
Good	15	30
Neutral	3	6
Least helpful	2	4
Total	50	100

Analysis:

From the above table, it is observed that 60% (30) of respondents view trend overall performance of the store is much better when compared to malls, 30% (15) of respondents think overall performance of the store is good when compared to malls, 6% (3) of respondents view overall performance of the store is neutral when compared to malls, ,4% (2) of respondents view overall performance of the store is worse when compared to malls.

GRAPH-12

Graph showing number of Respondents view on performance of the store when compared to malls.

Much better ■ Good ■ Neutral ■ Least helpful ■

Interpretation:

From the above graph, it is inferred that the majority of the 30 respondents think overall performance of the store is much better when compared to malls.

TABLE-13

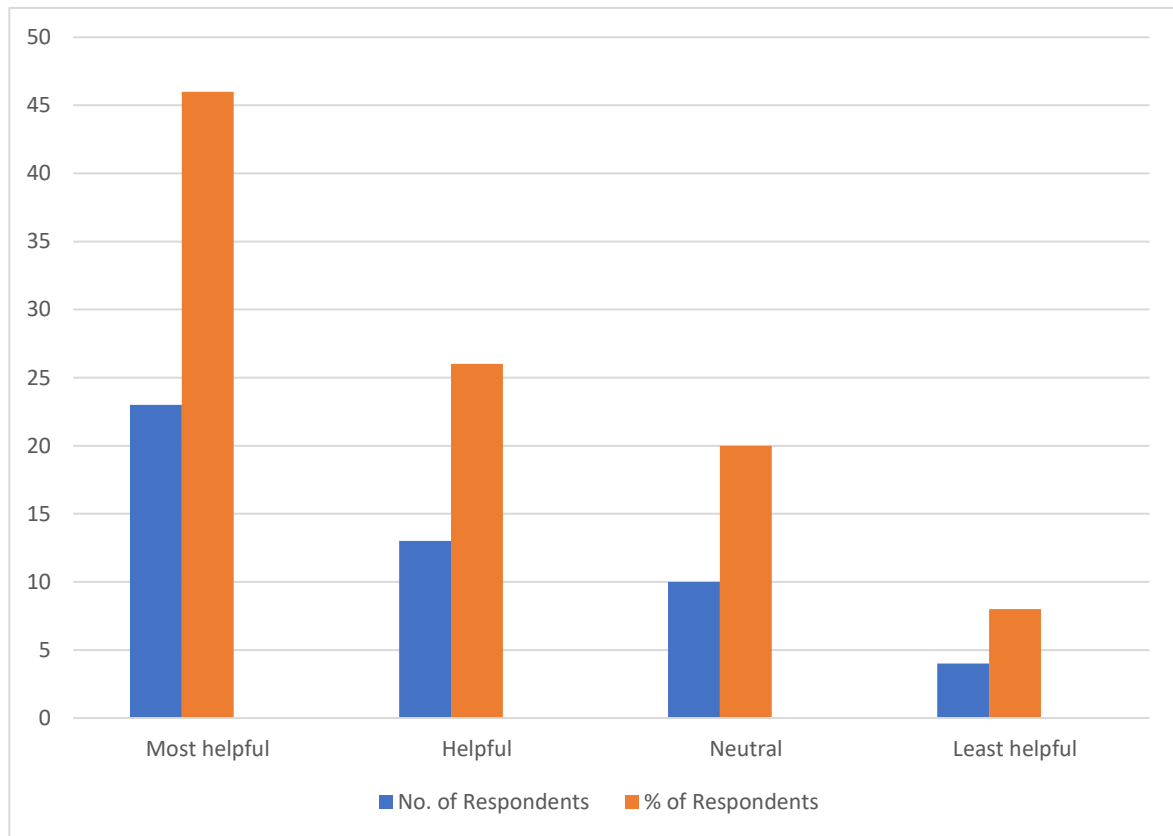**Table showing number of Respondents view on tenant mix and helping the store.**

Particulars	No. of Respondents	% of Respondents
Most helpful	23	46
Helpful	13	26
Neutral	10	20
Least helpful	4	8
Total	50	100

Analysis:

From the above table, it is observed that 46% (23) of respondents view most helpful on tenant mix and helping the store, 26% (13) of respondents view helpful on tenant mix and helping the store, 20% (10) of respondents view neutral on tenant mix and helping the store of the store is neutral, ,8% (4) of respondents view least helpful on tenant mix and helping the store.

GRAPH-13

Graph showing number of Respondents view on tenant mix and helping the store.

Interpretation:

From the above graph, it is inferred that the majority of 23 Respondents view most helpful on tenant mix and helping the store.

TABLE-14

Table showing number of Respondents view on opening store in mall impact on brand (in term of sales).

Particulars	No. of Respondents	% of Respondents
Yes	32	64
No	18	36
total	50	100

Analysis:

From the above table, it is observed that 64% (32) of respondents agree on opening store in mall will have good impact on brand (in terms of sales),36% (18) of respondents does not agree with that opening store in mall will have good impact on brand (in term of sales).

GRAPH-14

Graph showing number of Respondents view on opening store in mall impact on brand (in term of sales).
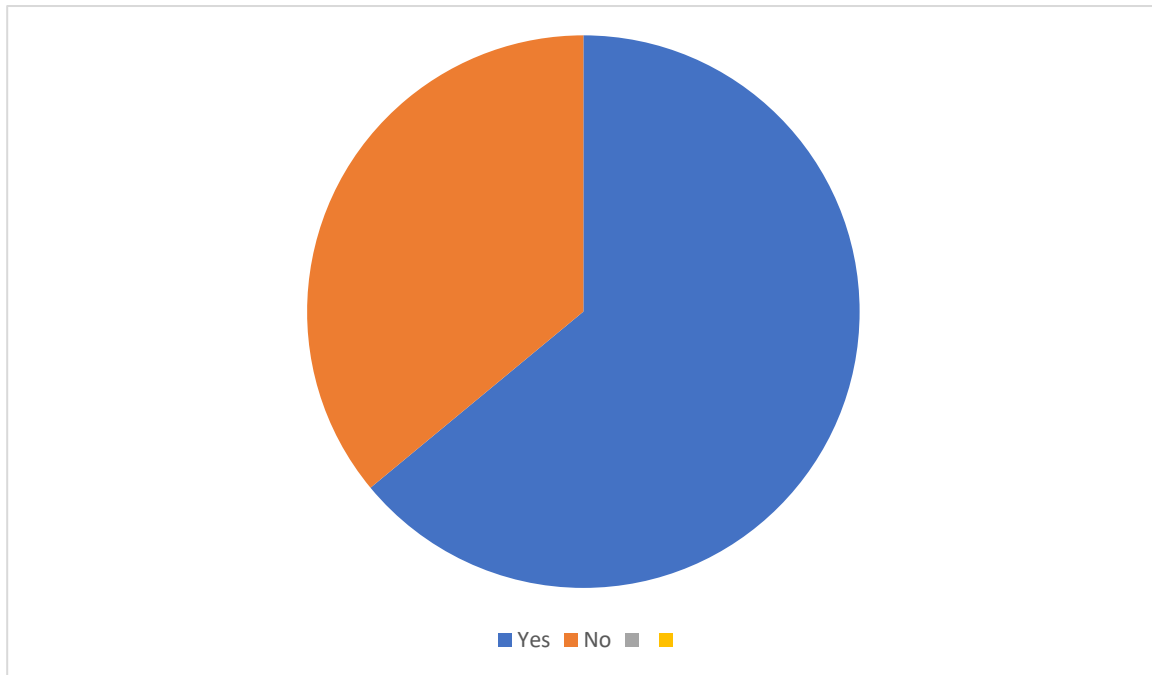
Interpretation:

From the above graph, it is inferred that the majority of 32 Respondents agree opening store in mall will have good impact on brand (in term of sales).

TABLE-15

**Table showing Functional Ratios of D-Mart.**

Factor/Year	2020	2019	2018	2017	2016
Operating Profit Margin(%)	8.86	8.50	8.91	8.11	7.65
Profit Before Interest and Tax Margin(%)	8.6	8.2	7.84	7.03	6.50
Gross Profit Margin(%)	5.2	4.5	7.87	7.05	6.52
Net Profit Margin (%)	5.47	4.70	5.22	4.06	3.70
Current Ratio	3.18	1.67	2.77	2.77	1.17
Quick Ratio	0.53	0.37	1.23	2.47	0.45
Debt Equity Ratio	0.00	0.08	0.05	0.29	0.68
Inventory Turnover Ratio	12.92	12.64	13.08	12.73	12.99
Fixed Assets Turnover Ratio	3.79	4.16	4.16	4.35	3.98
Total Assets Turnover Ratio	2.22	3.31	3.07	2.41	3.39
Earning Per Share	21.49	15	12.57	7.73	5.66

Analysis:

From the above table, it is observed that Operational profit margin is increasing at 8.86% (2020), It is seen that Gross profit margin is decreasing at 5.2%,it is seen that Net profitable margin has been increasing ,it is observed that Total assets turnover ratio seen dip in previous year, it is also observed that EPS has been constantly performing well.

GRAPH-15

Graph showing Functional Ratios of D-Mart.
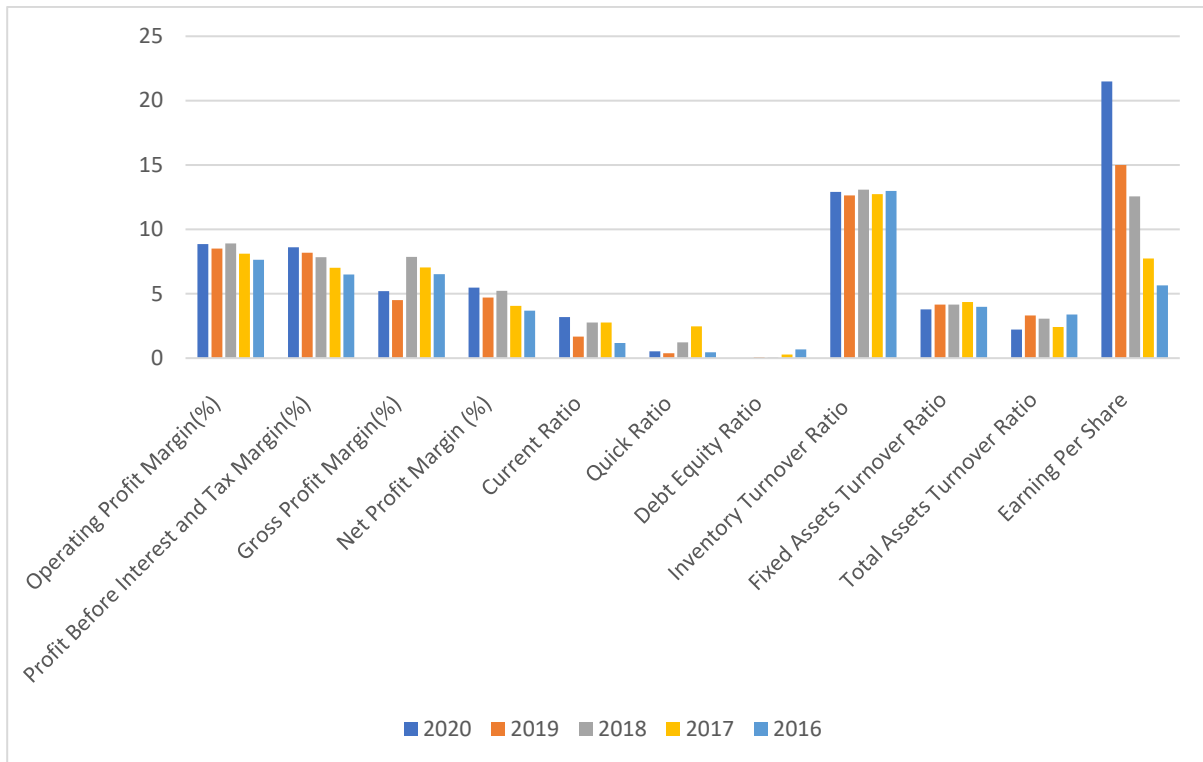
Interpretation:

From the above graph, it is clear that most of store parameter are perform better year on year. However, the net profit margin of the store is not showing a clear trend (we are seeing a dip in couple of years).

TABLE-16

**Table showing Operating Ratios of D-Mart.**

Factor/Year	2020	2019	2018	2017	2016
Operating Profit Per Share (Rs)	21.43	15.44	11.69	8.07	6.13
Return on Net Worth (%)	16.90	12.57	21.02	17.66	16.79
Return on Capital Employed (%)	25.63	17.58	22.87	20.34	20.31
Return on Assets Excluding Revaluations	74.39	61.48	26.92	21.24	17.38
Return on Assets Including Revaluations	74.39	61.48	26.92	21.24	17.38
Net Operating Profit Per Share (Rs)	240.49	190.38	152.71	114.57	85.61
Book Value	74.39	61.48	26.92	21.24	17.38
Return on Long Term Funds (%)	25.67	18.03	23.94	20.63	20.42
Financial Charges Coverage Ratio	23.73	8.17	7.42	6.59	6.40
Number of Days in Working Capital	25.92	62.20	8.25	19.49	15.95
Interest Cover	21.13	7.13	6.35	5.47	5.38

Analysis:

From the above table, it is observed that Operating Profit Per Share has been increasing to 21.43 Rs (2020), it is observed that Return on net worth is progressing towards growth, it is observed that Net operating profit per share has been increasing from year on year.

GRAPH-16

Graph showing Operating Ratios of D-Mart.
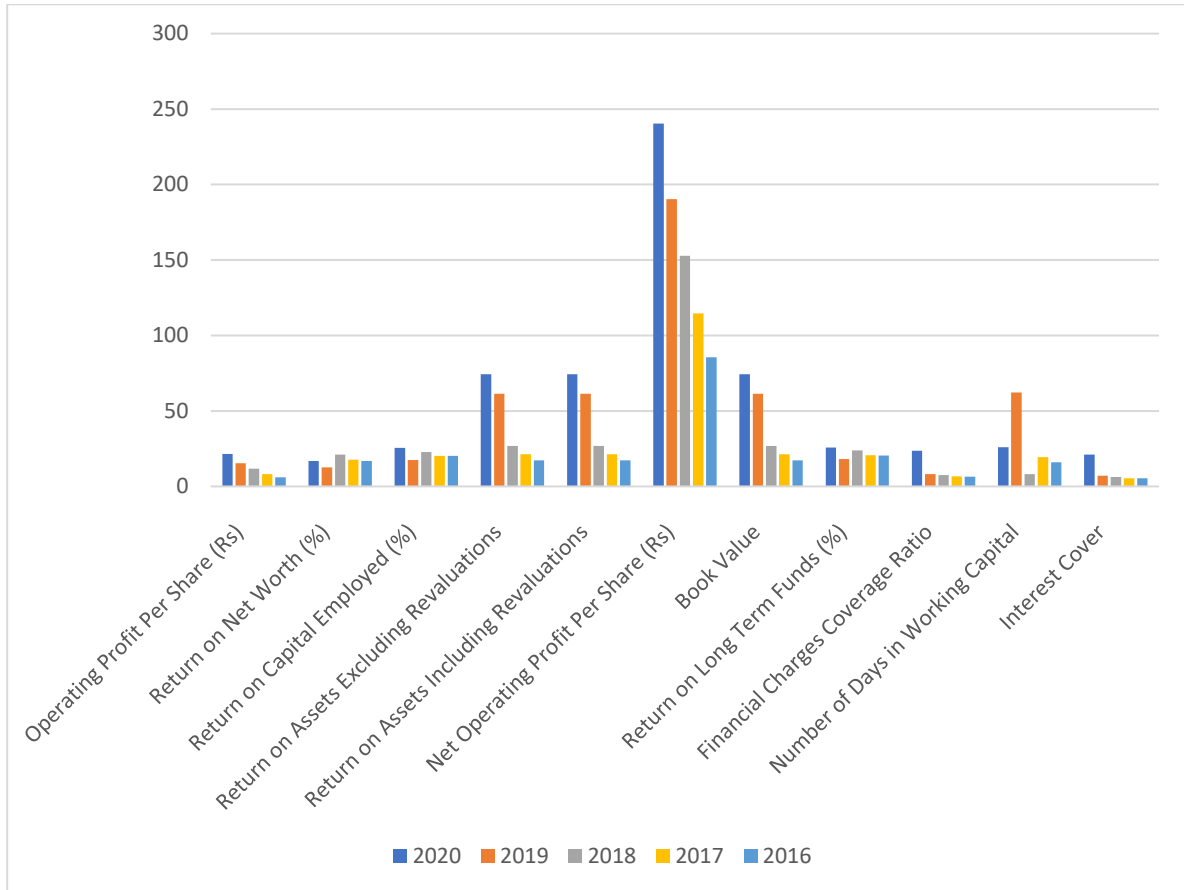
Interpretation:

From the above graph, it is clear that most of store parameter are perform better year on year. Net Operating Profit Per Share is one of the parameter which has outstanding.
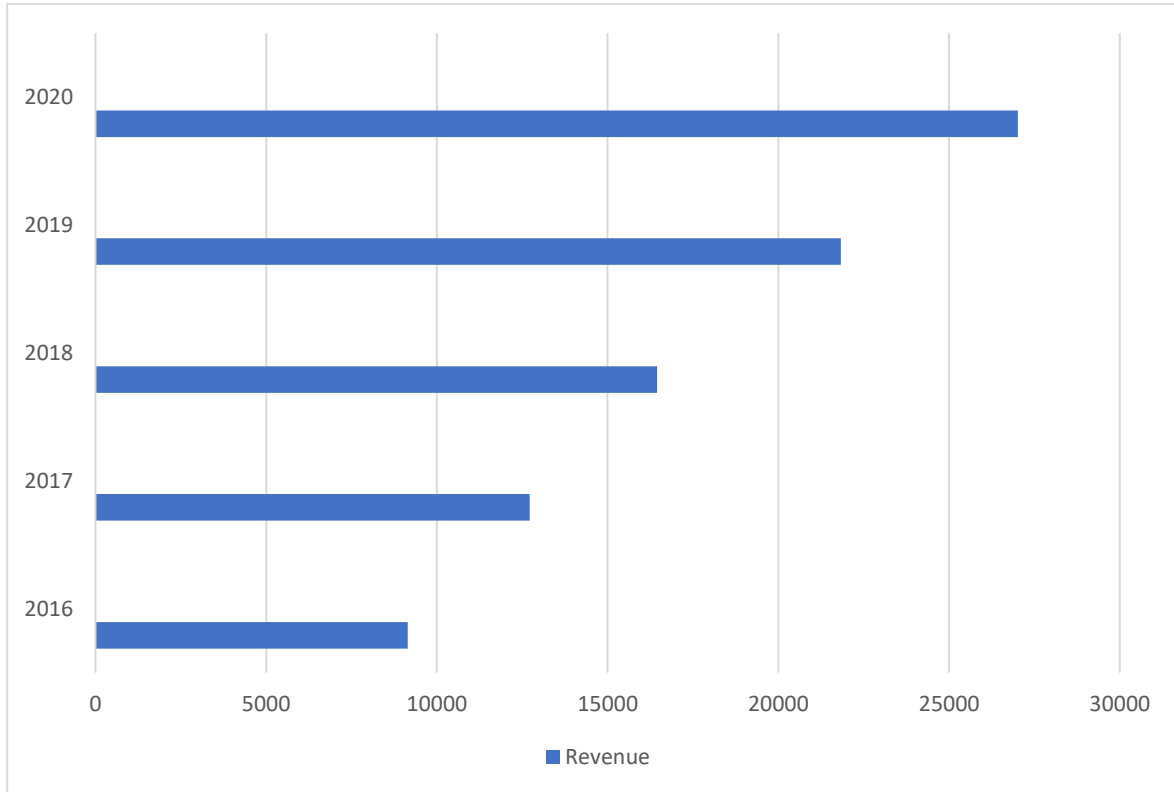
TABLE-17

Table showing Revenue Income.

Year	Revenue
2016	9150 CR
2017	12717 CR
2018	16446 CR
2019	21827 CR
2020	27014 CR

Analysis:

From the above table, it is observed that annually Revenue has been approximately increasing at the rate of 24%.

GRAPH-17

Graph showing Revenue Income.

Interpretation:

From the above graph, it depicts that 2020 Revenue is recorded highest in last 5 year.it has been increasing at the rate of 24%.

TABLE-18

**Table showing D-Mart Revenue, EBIT and PAT Trend**

YEAR	EBITDA (CR)	PAT (CR)
2016	660	317
2017	980	482
2018	1350	784
2019	1680	936
2020	2100	1349

Analysis:

From the above table, it is observed that Earning before interest, tax , depreciation and amortization has been increasing year by year ,it is also observed that profit after tax has been increasing as well.

GRAPH-18

Graph showing D-Mart Revenue, EBIT and PAT Trend
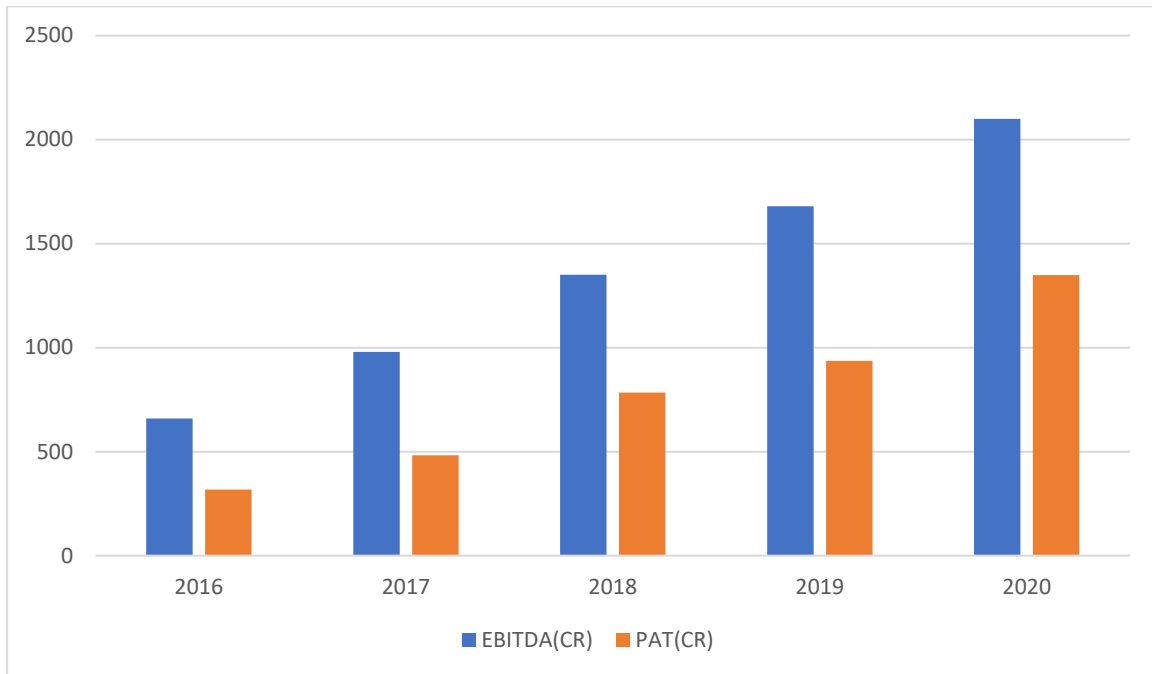
Interpretation:

From the above graph, EBITDA and PAT have been recording growth year by year.

TABLE-19

**Table showing Consumer Perception on D-Mart.**

Consumer Perception	Average
Prices are lower	4.6
Value for money	4.3
Better offers and discounts	4.2
Good quality of products	4.0
Availability of products	3.8
Variety of products	3.7
Location is convenient	3.6
Fast service	3.6
Well trained staff	3.6
Employees are helpful	3.5
Good facilities	3.2

Analysis:

From the above table, the average rate of respondents for prices are low in the is 4.6, the average rate of respondents for value of money is 4.3, the average rate of respondents for Better offers and discounts is 4.2,the average rate of respondents for good quality of products is 4.0.therfore for all the parameters average rate of respondents is positive.

GRAPH-19

Graph showing Consumer Perception on D-Mart
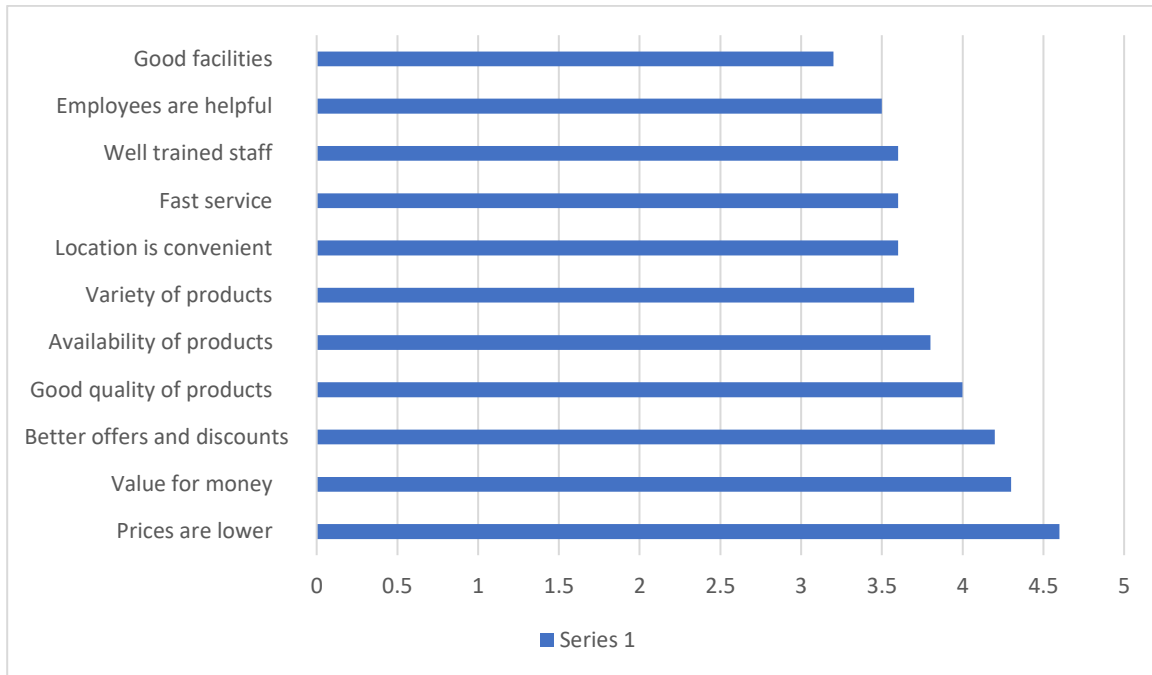
Interpretation:

From the above graph, it is depicted that consumer perception towards D-Mart is high positive.

CHAPTER-5

KEY FINDING AND SUGGESTION

Key Findings

From this study, I came to know that

- The majority of them belongs to working hours of 8-10 hours.
- The majority of them think overall performance of the store is much better when compared to malls.
- It is clear that most of store parameter are perform better year on year.
- Net Operating Profit Per Share is one of the parameters which has outstanding.
- 2020 Annual Revenue is recorded highest in last 5 year.it has been increasing at the rate of 24%.
- EBITDA and PAT have been recording growth year by year
- Consumer perception towards D-Mart is high positive.

Suggestion/Recommendation

After analysing the data, I would like to make following suggestions in context of Business Model of D-Mart

- The infrastructure needs to be revamping a bit during weekends as dense crowd comes in D-Mart during those days.
- D-Mart should include more branded products to its product category. So as to attract brand choosy people to come in D-Mart
- D-Mart should keep offers to bring in customers in consistent interval so that there should not be long gap, because offer is influencing parameter which is reason for consumer purchase decision.
- They should also consider on hoarding advertisement which shows ads and promotion offers in regular interval in language like Hindi, English and Kannada.
- D-Mart has its website, but is not up-to-date, so it is that there should be update on regular basis.

Conclusion:

D-Mart's case study creates awareness about the techniques and strategies it uses especially for cost efficiency and higher sales. Their strategy has marked difference from nearly every other Indian retailer. Whereas other companies have expanded quickly into multiple segments with differentiated retail chain, It has restricted segmentation. This makes D-Mart more profitable than others. It has certain challenges but the founder is always prepared with some out of box strategy and gives stellar performance. Majority of the customers of D-Mart are middle income families and they prefer it for price, value for money and offers and discounts. The inferences drawn from the case may lead to possible understanding of a company's performance, the way it differentiates from its competitors. The company is working on its dilemma by pilot testing some online services & home delivery services in metro cities keeping in mind its cost efficiency.

Learning Outcome

It is a Chain of hypermarkets and has a mission to provide the value possible for its customers so that every rupee they spend on shopping gives them more value for money then they would get anywhere else. Low price, Big stores, Great discounts and schemes, Short distribution channel, wide variety of products and brands offering value of money, spacious and located at prime locations, They do not offer franchise and are managed by avenue Supermarket Limited. It has a target audience from low-income to high income level. They also create brand awareness and visibility through a hoarding. While Big Bazaar gives a discount on special occasions where D-Mart offers or discounts.

CHAPTER 6

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- The study of a project by A later study by Baker, Grewal and Voss (2002) also confirmed that service quality was a key determination in the formation of store image, these two attributes were selected by gauge consumers perception of retail stores.

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Supporting Documentation

Questionnaire:

As a part of my dissertation, I am conducting a research on motivation. This questionnaire is part of the research project and I solicit your co-operation for the same. I assure that the information will be used for academic purpose only and shall be kept confidential.

1) Name:

2) Gender:
   a) Female
   b) Male

3) Age
   a) 18-25 years
   b) 25-30
   c) 35-40
   d) 40-45

4) How many hours is the working hours per day at the store?
   a) 2-4 hours
   b) 4-6 hours
   c) 6-8 hours
   d) 8-10 hours

5) Do you feel motivated doing your work?
   a) Strongly agree
   b) Agree
   c) Neutral
   d) Disagree

6) I am satisfied with the present salary and increment given to me.
   a) Strongly agree
   b) Agree
   c) Neutral
   d) Disagree

7) The prestige of D-Mart store outside is good?
   a) Strongly agree
   b) Agree
   c) Neutral
   d) Disagree

8) Since employment, how many times have been recognised?
   a) 1-2
   b) 3-4
   c) 5 and above
   d) Never

9) Motivational challenges of employee.
   a) Personal issues
   b) Educational background
   c) Competition among trade unions
   d) Reluctance against administration

10) Are your weekly average sales greater than your expected average sales?
   a) Much greater
   b) Greater
   c) Neutral
   d) Worse

11) At the current volume of sales, how would you rate the profitability of your shop?
   a) Highly profitable
   b) Profitable
   c) Not profitable
   d) Break even

12) What do you think about the trend in sales performance, whether it is increasing or decreasing?
   a) Rapidly increasing
   b) Increasing
   c) Decreasing
   d) Rapidly decreasing

13) How do you rate the overall performance of the store when compared to malls?
   a) Much better
   b) Good
   c) Neutral
   d) Worse

14) Do you think that the current tenant mix is complementary and helping the store?
   a) Most helpful
   b) Helpful
   c) Neutral
   d) Least helpful

15) Do you think opening a store in the mall will have good impact on the brand (in term of sales)?
   a) Yes
   b) No