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## MBA

**THEORY EXAMINATION (SEM-IV) 2016-17  
RETAILING & DISTRIBUTION MANAGEMENT**

Time : 3 Hours

Note : Be precise in your answer.

Max. Marks : 100

## SECTION - A

- 1 Answer the following questions in not more than 30 words each. (2x10 = 20)
- Define 'marketing channels'.
  - What do you understand by logistics management?
  - Briefly discuss 'value chain' and its importance.
  - How is providing assortments an advantageous business activity?
  - State the elements of Merchandise Management.
  - Discuss the relevance of warehouse management.
  - State the factors guiding selection of transport mode in logistics function.
  - Write a short note on 'horizontal conflict'.
  - Discuss the major role of an 'infomediary'.
  - Differentiate between wholesaler and a retailer.

## SECTION - B

- 2 Answer any five questions of the following in 350 words each: (10x5 = 50)
- Discuss the various inventory management tools and techniques. Elucidate the importance of 'inventory management and replenishment' strategies in retailing?
  - What are the different considerations for designing Store Layout? Elaborate with layout diagram of the store you have seen for 'groceries/FMCG' segment.
  - What do you understand by 'intermediary empowerment'? Discuss the framework for adoption of IT enabled distribution systems.
  - By taking case of any car-manufacturer/assembler in India, discuss the objectives and functions of logistics management. How will Logistics Information System and order processing help in gaining competitive advantage in this case?
  - Discuss Intensive, Selective and Exclusive Distribution with relevant examples. Suggest appropriate distribution intensity for 'automobile', 'apparel' and 'FMCG' segments by plotting a suitable distribution network separately for each.
  - Explain the forms of warehousing and strategies used in warehouse-management. Also discuss distribution related challenges for logistics management.
  - Examine the social and economic significance of retailing. How do facilities like adequate banking and easy access to public transportation affect development of shopping areas?
  - Discuss the forms of organizational buying formats and processes. Present an overview of present Indian retailing scenario.

## SECTION - C

Read the following case and answer the questions given at the end.

Case:

Today Indian Meals provide one of the fastest growing sectors of ready-made meals bought by consumers. Increasingly, UK consumers are growing in sophistication and are seeking a variety of authentic top quality dishes. With increasing disposable income, more and more families want to spoil

themselves by buying up-market recipe dishes. This has provided a considerable opportunity for a quality retailer to capture the top-end of the Indian recipe dish market. Waitrose has therefore made a sound business choice by working closely with Noon Products, a company with the leading reputation in this field. Any business involved in adding value will require: excellent links with suppliers, excellent internal links between activities inside the business organisation; and excellent links with customers.

Waitrose needs to make sure that it gets inputs of the right quality, at the right price and at the right time. For example, a company such as Waitrose will insist that the goods it buys from outside sources meet its own very high standards. If these standards fail to be met it will not deal with that supplier.

#### Internal links

In order for Waitrose to satisfy its customer needs, good links are essential for every activity within the supply chain. For example, receiving goods from the supplier, storing these goods, unpacking and displaying the goods, selling the goods.

#### Links with customers

Finally, there needs to be a very close liaison with customers so that the goods can be transferred smoothly to the next stage in the chain with no hold ups or complications. In 1995, Indian ready meals were a multi-million pound business to Waitrose and sales were increasing rapidly. Indian meals made up 40% of all Waitrose's Own Label sales of ready meals. Market research carried out by Waitrose indicated that the time was right for segmenting the Indian ready meal market. Consumers were looking for variety. Over the years they had become increasingly "educated" to the richness and range of Indian meals. Waitrose, therefore, wanted to further develop their partnership with Noon Products to produce a range featuring recipes from four very different regions of India.

Waitrose therefore presented Noon with the following project brief.

"We would like you to develop an exclusive, up-market range of Indian dishes based on regional cuisine. A maximum of 4 regions are required, which would offer a broad spectrum of cooking styles, heat levels and types of dishes. The meals should be inventive and authentic, whilst at the same time presenting a sensible commercial proposition. Each region is to offer a complete menu in itself, i.e. a balanced range of main dishes and accompaniments."

The regions that were chosen provided an exciting and innovative addition to the market. As well as including traditional British favourites such as Madras, innovative new dishes were added from Goa, Punjab and Hyderabad.

#### Links with Suppliers

Waitrose needs to ensure that it is supplied with the Indian meals it requires, of the right quality, at the right price and at the right time. In a similar way, Noon Products needs to make sure that it gets the ingredients of the right quality at the right price and at the right time. This highlights the international nature of the supply operations. Because Waitrose and Noon Products deal with so many suppliers, they have established highly detailed specifications for launching new products, as well as a detailed technical code of practice for suppliers.

A company such as Waitrose is dependent on its reputation for quality. The "quality management" process requires clear identification of customers and their needs and meeting these needs with products and services which conform to the customers' requirements or are "fit for purpose." It is

essential therefore to build up a strong link with a supplier like Noon Products so that together the two organisations can establish and continually improve on the highest quality standards. In launching the new Indian Meals range Waitrose therefore required Noon to produce a Product File containing all information pertinent to the product development and launch process.

Waitrose has been able to make substantial gains in the Indian recipe dish sector by building a strong partnership with Noon Products, a company which leads the field in its expertise of Indian cuisine. By cleverly diversifying into a range of top quality dishes it has been possible to meet the requirements of a range of consumers. This has been done by ensuring the highest possible quality standards. Quality is a process which involves continuous improvement in food production.

**Answer any two of the following questions:**

**(15x2 = 30)**

3. Discuss the role of efficient supply chain in achieving operational success for companies in ready-made meals segment like Waitrose.
4. How could Waitrose maximize efficiency and tighten inventory controls while providing premium service in the delivery of high-end bedding products to retailers?
5. Taking cues from the above case, discuss the role of partnering channel members for success of a new/foreign business venture in highly competitive Indian food/ ready-made meals market.