

The Applied Strategic Model of Organic Profit for Brick-and-Mortar Retailing in India (SOPR-b)

H. R. Ganesha¹ & Aithal P. S.²

¹ Research Professor, Institute of Management & Commerce, Srinivas University,
Mangaluru, India, and Board Member, Gramss Retail Trading Private Limited, Bengaluru,
India.

Orcid-ID: 0000-0002-5878-8844; E-mail: hrganesha@yahoo.co.in

² Professor & Vice-Chancellor, Srinivas University, Mangaluru, India.

Orcid-ID: 0000-0002-4691-8736; E-mail: psaithal@gmail.com

Subject Area: Management Science.

Type of the Paper: Applied Research.

Type of Review: Peer Reviewed as per [C|O|P|E](#) guidance.

Indexed In: OpenAIRE.

DOI: <https://doi.org/10.5281/zenodo.7108619>

Google Scholar Citation: [IJAEML](#)

How to Cite this Paper:

Ganesha, H. R., & Aithal, P. S., (2022). The Applied Strategic Model of Organic Profit for Brick-and-Mortar Retailing in India (SOPR-b). *International Journal of Applied Engineering and Management Letters (IJAEML)*, 6(2), 159-181. DOI: <https://doi.org/10.5281/zenodo.7108619>

International Journal of Applied Engineering and Management Letters (IJAEML)

A Refereed International Journal of Srinivas University, India.

Crossref DOI: <https://doi.org/10.47992/IJAEML.2581.7000.0151>

Received on: 15/09/2022

Published on: 24/09/2022

© With Authors.



This work is licensed under a [Creative Commons Attribution-Non-Commercial 4.0 International License](#) subject to proper citation to the publication source of the work.

Disclaimer: The scholarly papers as reviewed and published by the Srinivas Publications (S.P.), India are the views and opinions of their respective authors and are not the views or opinions of the S.P. The S.P. disclaims of any harm or loss caused due to the published content to any party.

The Applied Strategic Model of Organic Profit for Brick-and-Mortar Retailing in India (SOPR-b)

H. R. Ganesha¹ & Aithal P. S.²

¹ Research Professor, Institute of Management & Commerce, Srinivas University, Mangaluru, India, and Board Member, Gramss Retail Trading Private Limited, Bengaluru, India,

Orcid-ID: 0000-0002-5878-8844; E-mail: hrganesha@yahoo.co.in

² Professor & Vice-Chancellor, Srinivas University, Mangaluru, India,

Orcid-ID: 0000-0002-4691-8736; E-mail: psaithal@gmail.com

ABSTRACT

Purpose: *To build an applied strategic model which is suitable for brick-and-mortar (B&M) retailing in India to achieve sustainable and organic profit.*

Design/Methodology/Approach: *Pragmatism research philosophical paradigm; Abductive research approach; Multi-method choice and longitudinal time horizon for data collection; qualitative and quantitative data analysis techniques.*

Findings/Result: *The SOPR-b model has established a statistically significant positive relationship between the share of organic profit; organic growth in customers' repeat visit/purchase intention; organic customer orientation in the marketing mix and margin of safety; ownership and accountability held by the employees of sales & store operations; sales and stores operation orientation in the organizational structure; organic customer retention orientation in the performance measures and rewards.*

Originality/Value: *The new strategic model developed draws on insights from over 9 empirical studies, 26 qualitative studies, 35 field experiments, evaluation of over 20 million customer-level transactions, and important existing theories, models, and frameworks from multiple disciplines that are pertinent to the Indian context in the accessible literature.*

Paper Type: *Applied Research*

Keywords: Retail, Indian Retail, Brick-and-Mortar Retail, Physical Retail, Retail Strategy, Strategic Model, Organic Growth, Organic Profit, Retail Profit, Retail ROI, Customer Repeat Store Visit Intention, Customer Repeat Purchase Intention, Customer Orientation, Organizational Structure, Applied Model, SOPR-b.

1. BACKGROUND :

In 2018, brick-and-mortar (B&M) retailing accounted for 97% of the 950 billion USD retail market in India. It is anticipated that the B&M retailing in India will generate approximately 1.75 trillion USD by 2026. In other words, the retail industry currently contributes around 10% of India's nominal GDP while also being responsible for 8% of employment [1]. The Indian population is predicted to reach 1.52 billion people by the year 2030 [2]. Urban agglomerations in India could, by 2030, result in i) a threefold increase in the middle-class customer segment from the 22 million people it was in 2010, ii) a 590 million increase in the number of people living in urban cities, and, most importantly, iii) an increase in the number of cities with a population of over one million to 68 [3]. India is one of the most sought-after nations in the world for retailing potential, mostly due to the country's larger population that is generally younger.

Although Tier-2, Tier-3, and Tier-4 cities make up the majority of India's population, national and international brands and firms are rapidly expanding into these cities, including those in housing, automobiles, information technology, banking, and, most importantly, retailing. India's both Central and State Governments' interest in and plans for developing basic infrastructure in Tier-2 and Tier-3 cities, relatively cheaper real estate, and most importantly steadily rising disposable income levels of customers in Tier-2 and Tier-3 cities are all factors that have been ascribed to this expansion. These trends and figures serve as strong predictors of impending changes in how customers will act when

selecting retail stores to meet their product needs. In addition to the enormous population, exponential growth in the number of working women, double-income families, middle-class customer segment, rising disposable income, quick adoption of new trends/fashion/products/brands, urbanization, the size of the Indian retail industry overall, the rapid expansion of national and international brands into smaller cities, the emergence of modern retailing formats, and a tremendous increase in internet penetration/usage, there are new opportunities for B&M retailing in India.

Due to its size and the fact that its population comes from such a diverse range of religions, regions, languages, cultures, subcultures, ethnicities, and socioeconomic backgrounds, B&M retailers in India find it challenging to meet the varied needs of such customers and to pursue a greater market share. The organized B&M retailing in India which was at 12 percent of the overall retail market in the year 2017, is expected to increase to *just* 25 percent by the year 2022 which is way too low in comparison with a majority of developing and developed countries [4]. Another reality is, that over 80 percent of unorganized/small-scale B&M retailing in India is run by family-owned business houses that represent 9.6 million stores, and this is the largest number of small-scale stores present in a country [5].

2. OBJECTIVES :

Successful modernization strategies were adopted in nations where the majority of retailing was conducted in an unorganized manner because traditional retailing formats were thought to be ineffective and lacking in several key areas [6]. The bitter reality is that India is yet to see a large-scale, organized B&M retailer succeed on the scale like Walmart in the United States, Schwarz in France, H&M in Sweden, Inditex in Spain, Tesco in the United Kingdom, Fast in Japan, and so on. A harder fact is that even a few of these great international retailers have yet to succeed in the Indian market. The realistic viewpoint intrigues us to consider certain fundamental issues which become key objectives of our study listed below.

- Why many B&M retailing strategies that have been tested by retailers in developed countries are not working for them in India?
- Why organized B&M retailers of Indian origin despite adapting proven retailing strategic models of developed countries with required modifications relevant to the Indian context are not able to penetrate the market quickly?
- Why do we see many store closures by organized B&M retailers? And why do we see many organized B&M retailers exiting the Indian market?
- What makes it possible for traditional, small-scale, and unorganized B&M retailers in India to retain a majority of the market share even today? And is it appropriate for organized B&M retailers to adopt strategic models adopted by unorganized retailers?
- Most importantly, how to increase the share of organic profit?

3. THE APPLIED STRATEGIC MODEL OF ORGANIC PROFIT (SOPR-b) :

The applied strategic model of organic profit for B&M retailing in India (SOPR-b) is illustrated in **Figure 1**. The SOPR-b model establishes the relationship between i) share of organic profit; ii) organic growth in customers' repeat visit/purchase intention; iii) organic customer orientation in the marketing mix and margin of safety; iv) ownership and accountability held by the sales & store operations employees; v) sales and stores operation orientation in the organizational structure; vi) organic customer retention orientation in the performance measures and rewards.

The propositions in the SOPR-b chain are as follows:

- (i) Share of organic profit is stimulated primarily by the organic growth in repeat visit/purchase intention of customers.
- (ii) The level of organic growth in customers' repeat visit/purchase intention is a direct result of the level of organic customer retention orientation in the marketing mix and margin of safety.
- (iii) The level of organic customer retention orientation in the marketing mix and margin of safety is a direct result of the level of ownership and accountability of organic customer retention held by the sales and store operations team.
- (iv) The level of ownership and accountability of organic customer orientation held by the sales and store operations team is driven by the level of sales and store operation orientation in the organizational structure.

(v) The level of sales and store operation orientation in the organizational structure, in turn, results primarily from the level of organic customer retention orientation in the performance measures and rewards followed by the B&M retail organization.

In addition to shedding light on all the six elements, a closer look at each of the above five propositions reveals how the SOPR-b model functions as a whole.

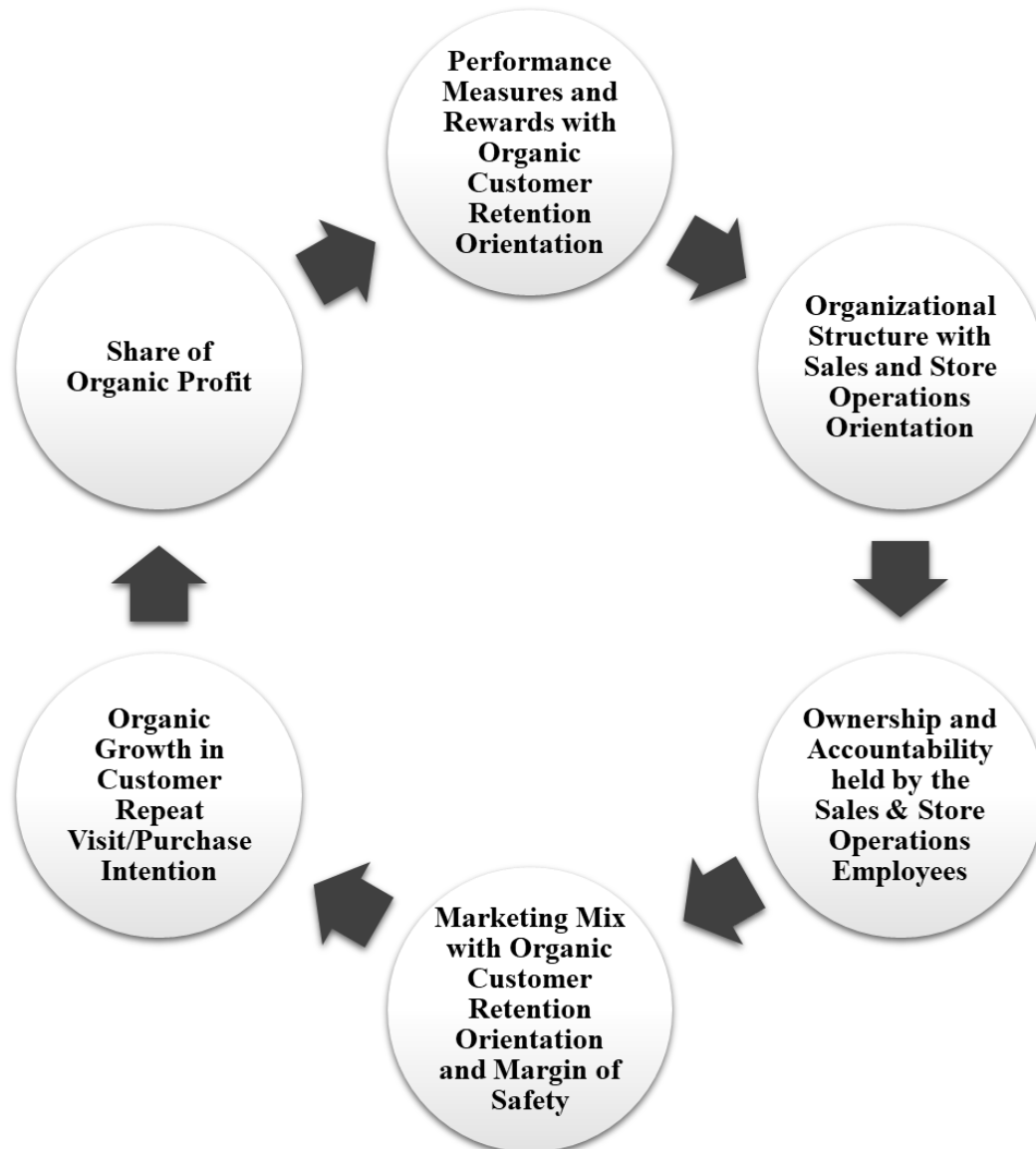


Fig. 1: The Applied Strategic Model of Organic Profit for Brick-and-Mortar Retailing in India (SOPR-b)

3.1 Organic Customer Retention Orientation in the *Performance Measures and Rewards DRIVES Sales and Store Operation Orientation in the Organizational Structure:*

A significant majority of B&M retail organizations in India have adapted performance measures, and reward programs that are inherently output-driven. Key components of the performance measures adopted by the B&M retailers in India are listed below.

- **Store-level:** Average Basket Size (ABS); Average Transaction Value (ATV); Net Sales Value (NSV); Gross Margin % (GM%); Sales per Square Foot (SPF); Margin per Square Foot (MPF); Store-level Earnings Before Interest, Depreciation, and Taxes (S-EBIDTA); Inventory Turns.
- **Firm-level:** Share of Repeat Customers; Share of New Customers; Customer Retention Rate; Average Basket Size (ABS); Average Transaction Value (ATV); Net Sales Value (NSV); Gross Margin % (GM%); Inventory Turns; Product Sell-through; Return on Investment of

Advertising Campaigns (MROI); Customer Retention Rate (CRR); Firm-level Earnings Before Interest, Depreciation, and Taxes (F-EBIDTA); Profit After Tax (PAT); Return on Investment (ROI).

It is evident from the above-listed performance measure components that none of them are input-driven. Owing to such output-driven components in the performance measures and reward programs B&M retailers in India believe i) the task of customer acquisition and retention is limited to the head office (centralization) of the retail organization, ii) head office will make necessary plans to acquire new customers and retain the existing ones; iii) head office will develop and execute campaigns to acquire and retain customers; iv) head office holds the authority concerning decisions about the '4Ps' of the marketing mix; v) head office will develop and execute training programs for sales and store operations employees; vi) sales and store operations employees are only responsible for selling as many products (higher ABS) as possible to a customer to deliver higher NSV with higher ATV and GM%. One of the important intrinsic impacts of such performance measures is making the sales and store operations employees believe in achieving higher ABS, ATV, NSV, and GM% without realizing the fact that such an orientation might negatively impact the customer repeat visit/purchase intention. In short, the leadership team at the head office believes that they need to create an organizational structure that has a higher level of centralized control over the sales and store operations. Such predispositions in the minds of the leadership team at the head office are resulting in organizational structures which have a poor orientation toward sales and store operations. It is a proven strategy that, retaining existing customers is more cost-effective than focussing on acquiring new ones. In B&M retailing, sales personnel play the most important and complex role whereby they are the ones who are connected to customers and catchment directly on a real-time basis. Many researchers have time and again demonstrated the importance of various components used in the performance measures concerning the actual performance delivered by employees [7-23].

It is observed that the majority of B&M retailers in India use measures to measure sales personnel performance which are mathematically derived numbers viz. ABS, ATV, NSV, GM%, SPF, and MPF. These are all output-driven measures. Such output-driven measures are making the sales personnel's role furthermore complex and in turn, their focus is expected to have shifted from customer needs to these output-driven measures set by their head office. In one of the experiments which attempted to use just two simple input-driven measures such as i) category invoice penetration (CIP) and ii) invoices/bills generated by the sales personnel per day, it was evident that input-driven measures were able to change the sales personnel attitude significantly and positively towards customer retention orientation and in turn, increased the overall store profitability [24]. It is observed that the majority of B&M retailers in India assume that the customers who walk into their stores have a clear understanding of their needs and based on their needs they enquire sales personnel in the store about a specific product/category/brand that is communicated by the head office to customers through advertising campaigns. Such a significant assumption has created a predisposition and mindset in sales personnel, and they believe that they are left with very little room for adding any more products to customers' baskets by the way of either cross-selling or up-selling. In another experiment, we attempted to design a 'need-based sales pitch technique', and once again we have found that there is a significant and positive improvement in the sales personnel's attitude towards customer retention orientation, types of products/categories/brands being sold by them, and overall store profitability [25].

Various researchers have attempted to develop performance measures for B&M retail organizations. To name a few, 'technical and functional quality model'; 'GAP model'; 'SERVQUAL'; 'attribute service quality model'; 'synthesis model'; 'performance only model and SERVPERF'; 'ideal value model'; 'evaluated performance and normed quality model'; 'IT alignment model'; 'attribute and overall affect model'; 'RSQS'; 'model of perceived service quality and satisfaction'; 'pivotal, core and peripheral model'; 'retail service quality and perceived value model'; 'service quality, customer value, and customer satisfaction model'; 'antecedents and mediator model'; 'internal service quality model'; 'internal service quality – the data envelop analysis model'; 'internet banking model'; 'IT-based model'; 'model of e-service quality'; 'capital intensity, average store size, retail space saturation, labor wage rate, sales per employee, population growth, income, household size, mobility,

congestion, competition (input), and monetary value of sales (output) model'; 'number of employees, retail space in square foot, equipment, computers, systems (input) cost of goods sold and other intermediary costs (output) model'; 'availability of merchandise measured either in quantity or cost value (output) model'; and 'accessibility of store location, level of product assortment, immediate product delivery assurance, appropriate information of products and promotions, and store ambience (service components of retail output) model' [26-53].

Despite many research studies shedding light on the importance of service quality and level of customer orientation in the employees of sales and store operations team, a majority of B&M retailers in India have adapted firm-level and output-driven measures to evaluate their overall retailing performance in addition to not apportioning the head office expenses incurred merely to run stores on to store's profit and loss account. This output-driven approach is distracting B&M retail organizations from focussing on input variables and efficiency which is inevitably imperative if an organic and sustainable growth in customer retention rate is expected. In an exhaustive empirical study, we have studied a few select organized B&M retailers to identify 64 variables that directly or indirectly determine the customer repeat visit/purchase intention. Based on these 64 variables, we have developed the LSRS-b instrument using 16 items of which a majority were input-driven Viz, i) Inventory Fill Rate Against the MDQ of the Store; ii) Proportion of Essential Items Inventory Quantity in the Overall Inventory Quantity at Store; iii) Number of Bills Generated by Every Sales Personnel Per Day; iv) Percentage of Bills Containing Essential Items; v) Percentage of Customers Purchasing Essential Items; vi) Percentage of Inventory Matching to the Retailer's Price-Positioning; vii) Percentage of Bills/Invoices Carrying Sales Personnel Empowered Discounts (Capped at 10% Per Bill); viii) Month-on-Month Growth in Number of Repeat Customers; ix) Training of Sales Personnel by the Store Manager - Number of Days in a Month; x) Training of Store Managers by the Area Sales Manager - Number of Weeks in a Month; xi) Training of Area Sales Managers by the Regional Sales Manager - Number of Months in a Year; xii) Training of Regional Sales Managers by the National Sales Manager - Number of Months in a Year; xiii) Attrition Rate of Store Employees; xiv) Annualized Inventory Turns; xv) Month-on-Month Growth in Absolute Store Profit Value; xvi) Mystery Audit Score. In addition to ensuring the integration of variables that have a significantly positive relationship and determination (adjusted R-square of 0.869) with organic consumer retention rate and organic profit the LSRS-b also helps B&M retailers to inculcate a positive attitude in the employees of sales and store operations toward customer orientation [54].

B&M retail organizations in India must seriously consider restructuring their existing performance measures and reward programs that are output-driven and that they have resulted in an organizational structure that is focused on head office and centralization of decision-making. Yes, it is possible to increase the number of new customers through acquisition programs developed by the head office, but they come at a huge cost (inorganic). A majority of B&M retailers in India also believe that their customer retention programs executed centrally are working for them and the existing retention rates are a result of such efforts. However, we have evidence that a majority of such customer retention programs run centrally lead to syllogistic traps and fallacy which the head office employees and the leadership team are unaware [55]. We are not proposing a complete decentralization of decision-making, however, based on our research studies we strongly believe that a *systematic decentralization* of decision-making and a higher level of focus on sales and store operations in the B&M retail organizational structure has a positive and significant impact on the attitude of sales personnel toward organic customer retention orientation. Organic growth in customer retention and profit is possible only when the employees of sales and store operations who are dealing with the customers directly and in real-time are the main focus of B&M retail organizational structure, and they are measured/rewarded through input-driven components embedded in the performance measures that are directly connected with organic growth of customer retention rate and profit.

3.2. Sales and Store Operation Orientation in the Organizational Structure DRIVES Ownership and Accountability of Organic Customer Retention held by the Employees of Sales and Store Operations:

In addition to the 'theory of diseconomy of scale' by Coase in 1937 [56] and Williamson in 1975 [57-

58] another theory that still holds concerning the organizational structure of B&M retailers in India is Simon's theory of bounded rationality [59-60] and Neilson's argument on balancing authority-and-responsibility [61]. A firm's long-term sustainability is influenced by the organizational structure of a firm which was argued in many research studies in the past [62-86] and also holds to B&M retailing in India. The sustainable success of B&M retailers in India significantly depends on the level of importance given by the leadership team to consistently improve organic growth in customer retention and profit. To achieve this what is inevitable and imperative is to make the employees of sales and store operations accountable for organic customer retention and profit. However, no employee will be willing to take accountability unless he/she has also been bestowed with the appropriate authority. Authority is created by the hierarchy of the organizational structure and one of the proven strategies is that the probability of an employee/team taking ownership and accountability for a result (both positive and negative) is higher when they are made one of the most important parts of the organizational structure.

In an experimental research study, we attempted to design an organizational structure for B&M retailers in India with a higher level of sales and store operations orientation (ROLS-b). When the ROLS-b was tested with a few select B&M retailers in India over twelve months it was found that the stores which have gone through the treatment have shown an average 5.34 times improvement in the store-level profit and an average of 1.97 times in the firm-level profit [87]. Interestingly, in-depth interviews with the leadership team of the experimented B&M retailers have indicated that a majority of this growth was delivered by an exponential increase in the rate of repeat visits/purchases of both new and existing customers. The leadership team also confirmed that this organic and exponential increase in the customer repeat visit/purchase rate and profit is due to the higher level of sales and store operations orientation in the new organizational structure (ROLS-b). Furthermore, in-depth interviews with the employees of sales and store operations of experimented stores revealed that this exponential increase in the customer repeat visit/purchase rate and profit is due to a higher level of decision-making authority across the 4P's of the marketing mix which was one of the key ingredients of ROLS-b. The ownership and accountability of organic customer retention and profit held by the employees of the sales and store operation team exponentially increased owing to the new organizational structure, performance measures, and rewards which have a higher level of orientation toward organic customer retention and profit.

3.3. Ownership and Accountability held by the Employees of Sales and Store Operations DRIVE Organic Customer Retention Orientation in the Marketing Mix and Margin of Safety:

Borden is credited as being the first person to discuss the marketing mix notion in literature, which dates back to the 1940s [88]. McCarthy provided a framework for the fundamental components of the marketing mix later in the 1960s. These components are known as the "4Ps" of the marketing mix, with product ranking first, price second, promotion third, and place fourth [89]. Through their research, many researchers have challenged the "4Ps" marketing mix concept, claiming that the framework has flaws and is only appropriate for conventional marketing methods [90 to 92]. However, numerous studies have shown that the "4Ps" framework of the marketing mix is still a potent tool in marketing, and most management practitioners and researchers all over the world use it [93]. Whether or not they agree with the "4Ps" framework, studies in fields like marketing theory, relationship marketing, services marketing, retail marketing, and industrial marketing have consistently suggested additional elements to be included in the original "4Ps" framework and proposition of marketing mix, of which a few key elements are; 'Political Power and Public Opinion Formulation'; 'Customers, Competitors and Corporation'; 'Capabilities'; 'Mapping of Marketing Mix Elements'; 'Services and Staff'; 'Value, Viability, Variety, Volume and Virtue'; 'Performance, Penalty, Perceptions and Process'; 'Marketing Triad Marketer, Employee and Customer'; 'Customer Orientation', 'Customer Needs, Convenience, Customer's Cost and Communication'; 'Product Extras, Reinforcing Promotions, Sales-Force Connections, Specialized Distribution and Post-Purchase Communication'; 'Relationships, Network, and Interaction'; 'Relationship Marketing'; 'Personalisation, Personnel, Physical Assets and Procedures'; 'Communication, Customisation, Collaboration and Clairvoyance'; 'Relationships, Neo-Relationship and Networking'; 'Participants, Physical Evidence and Process'; 'Concept Mix, Cost Mix, Channels Mix, Communication Mix'; 'Intangibility, Inseparability, Perishability and Variability

of Services'; 'Differentiation, Customer Contact and Unique Vision on Quality Parameter'; 'Personnel'; 'Communication and Distribution'; 'Publications'; 'Relevance, Response, Relationships and Results'; 'Actors, Audience, Setting and Performance'; 'Brand, Packaging and Relationships'; 'Logistic Concept and Commercial Concept'; 'Assortment, Shop Presentation, Price Policy, Personnel'; 'Store Location, Store Positioning, Store Image, Physical Environment and Retail Service'; 'Data Base, Interaction and Network'; 'Target Market, Product Assortment cum Procurement, Services cum Store Atmosphere, Price Decision and Place Decision'; 'Quality and Degree of interdependence among business to business organisations'; 'International Elements'; 'Customer Service, Teamwork, Service Quality and Service Excellence'; 'Relationships and Networks Management'; 'Co-Design cum Production, Transparent Pricing, Direct Contacts with Customers, Control of the Customer Interaction' [94-129].

We firmly believe that every new component suggested by various studies was already present in McCarthy's "4Ps" proposition when it was first put forth sixty-one years ago. This firm belief is based on a few experimental and empirical research studies [130-145] which were carried out by us previously wherein rather working on identifying new "P's", "C's", "S's" and "W's", we rationalized the basic "4Ps" of existing marketing mix of a B&M retailer in India by the virtue of modifying the existing performance measures, rewards, and organizational structure to provide room for higher level of organic customer retention, profit, and sales and store operations orientation. The experimental results indicated that the employees across all levels of sales and store operations were able to recognize the relationship between rational marketing mix and customers' repeat visit/purchase intention. This recognition, ownership, and accountability held made them constantly take decisions (both dynamic and long-term) and modify the marketing mix across "4Ps" to ensure every customer's intention to visit the store again and again organically grows.

Furthermore, it is observed that a majority of B&M retailers in India who have not adopted a sales and store operations oriented organizational structure and organic customer retention oriented performance measures/rewards assume; i) existing marketing mix is ideal for their stores, ii) any modification in the existing marketing mix could lead to loss of sale, iii) it is preferred to have categories/brands/products generating higher ATV, iv) essentials products categories with lower average selling price (ASP) generate lower ATV and negatively impact store's revenue/GM%, v) it is difficult to compete with online stores over the discount component of selling proposition, vi) customers know what they need and what they should buy and from where they should buy, vii) it is easier to evaluate sales personnel performance using ATV, viii) larger stores enable them to provide a better shopping experience, ix) stores located in Shopping Malls and Tier-1 cities generate higher revenue and create a premium store perception, x) getting the best out of a customer in his/her first visit to a store is necessary to achieve higher ATVs as the repeat visit/purchase is unknown, xi) developing all-rounder sales personnel is difficult, and most importantly, xii) practicing home-delivery is an additional cost and so on. Such assumptions/misconceptions and widely followed practice have created a predisposition and mindset that always distract them from focussing on elements capable of demonstrating a higher probability of developing a margin of safety (the ability of a B&M retail store to serve customers without making it mandatory for the customer to visit the store in person) for the retailer [146]. However, we believe that the probability of building a margin of safety is higher if the performance measures/rewards have a higher orientation of organic customer retention and the organizational structure has a higher orientation of sales and store operations.

3.4. Organic Customer Retention Orientation in the Marketing Mix and Margin of Safety DRIVES Organic Growth in Customers' Repeat Visit/Purchase Intention:

James L Heskett et al. strongly argued that the profitability of a service business is significantly derived from consumer loyalty which is strongly linked to internal service quality and satisfied and productive service employees. Their service-profit chain model created in their work holds even after globalization, liberalization, and digitization of the retail market in India [147]. B&M retailing in general has been one of the key interest areas of study for many researchers around the world for many years. Many independent research studies have over and over again indicated the importance of various elements of B&M retailing that are linked to the overall profitability. To name a few, 'merchandise';

'clientele', 'physical facilities'; 'convenience'; 'promotion'; 'store atmosphere'; 'institutional factors'; 'post-transactional satisfaction'; 'customer service'; 'personal selling'; 'incentive programs'; 'the amount and quality of time spent by the sales personnel with the customer'; 'variety of products/SKUs/models being showcased by the sales personnel to customer'; 'the level of information being collected by the sales personnel on customer needs directly from the customer'; 'the sales person's efforts to understand the customer brand preference and showcasing products/SKUs/models concerning the preference'; 'the sales personnel's capability to explain the features of products showcased to customers and their confidence level while explaining the differentiation among a variety of products showcased'; 'the range of products/SKUs/models showcased by the sales personnel concerning price and utility expected by the customer'; 'the sales personnel behavior'; 'the sales personnel's mindsets to segment customers into preferred and non-preferred'; 'the level of customer orientation'; 'marketing concepts driven centrally by the B&M retail organization; 'the sales personnel's tendency to ensure customer needs are met; 'the level of sales personnel's enjoyment in meeting customer needs'; 'what can lead to sales personnel to enjoy learning of customer orientation'; 'purchase decisions skewness toward in-store'; 'customer attitude towards a price on the assortment level'; 'zone-level pricing' and 'price discrimination'; 'overall store price image'; 'differential pricing strategies for different store locations'; 'store location'; 'the amount of relevant customer traffic flow be it, pedestrian traffic, or vehicular traffic'; 'parking facilities'; 'store composition'; 'specific site'; 'terms of store occupancy'; 'accessibility'; 'traveling time'; 'location convenience'; 'other complimentary stores present in the catchment'; 'other aspects of store operations beyond just the merchandize' [148-169].

In addition to these studies, our research studies that were conducted specifically on B&M retailing in India have indicated that a majority of B&M retailers in India have also understood the importance of these elements. However, surprisingly none of them realized that it is not just about achieving ideal status in one or more of these elements in silos, it is all about the rational mixture of all these elements ("4Ps" of McCarthy's marketing mix) which can demonstrate a higher level of organic customer retention orientation. Our firm belief in organic customer retention-oriented marketing mix intrigued us to develop a rational marketing mix that had a higher level of organic customer retention orientation coupled with sales and store operations orientation in the organizational structure and organic customer retention-oriented performance measures/rewards. Upon testing the new rationalized marketing mix over 12 months through a field experiment, the real treatment effect indicated a 32.23% improvement in the share of repeat customers and a 96.17% improvement in the absolute number of repeat customers [170].

3.5. Organic Growth in Repeat Purchase Intention of Customers DRIVES the Share of Organic Profit:

The real treatment effect of our rational marketing mix experiment also gave us evidence that a 96.17% improvement in the share of repeat customers improved the overall store profit by 410.13% [170]. This evidence made us firmly believe that the higher number of customers with repeat visit/purchase intention higher the share of organic profit. This brings us to the key paradigm of our 'Theory of Brick-and Mortar Retailing in India (ToR-b)'. That it is not about how much revenue/profit is generated by a store, it is all about how the revenue/profit was generated with the help of all the "4Ps" of the marketing mix in addition to sales personnel's quality of interaction with customers and their customer orientation level. It is difficult to spend money on acquiring new customers every time a store is struggling to make a profit, what is easier is to retain existing customers and align all the "4Ps" besides training, motivating, empowering, and retaining good quality sales personnel to focus on actions which enhance the repeat store visit/purchase intention of customers. Evaluating the existing retailing practice of B&M retailers in India using the ToR-b lens indicated that out of 69 important variables in our theory, the organized retailers were aware of 41 and only 15 of them were also part of their key result areas (KRA). Whereas surprisingly the unorganized retailers were aware of all the variables and all of them were part of their KRAs [171-172].

Based on qualitative insights, analysis of 24 month's customer wise sales data, and various consumer behavior theories, models, and frameworks [173-223], we were able to identify four key stages of

consumer behavior relevant to B&M retailing in India viz., i) 'Stage 1 – Origin of Purchase Intent'; ii) 'Stage 2 – Evaluation by the Customer'; iii) 'Stage 3 – Purchase Decision'; iv) 'Stage 4 – Patronage' [140]. It is important to note that out of 50 unique factors found in total across all these four stages of customer buying behavior a majority of factors that had a higher level of controllability by the retailer influence 'Stage 4 – Patronage'. In other words, the most recommended and preferred strategy to achieve a higher share in the organic profit is to ensure a higher growth rate of repeat visits/purchase intention of customers.

4. DISCUSSION :

What Do You Want And What Do You Ask?: During our previous research studies concerning B&M retailing in India, we have observed the leadership team carries a predisposition in their minds that they will get what they (organization) want viz, higher profits, higher ROI, and higher market share from their employees. Unfortunately, the leadership team fails to realize that i) these 'wants' are just outputs; ii) such 'outputs' are converted into KRAs without much deliberation; iii) such KRAs become the key elements of company-wide performance measures and rewards; iv) employees across all the levels of hierarchy will be using these performance measures to communicate with each other. Automatically output-driven 'wants' become the focal point of all the discussions, meetings, and internal communications with their employees. Furthermore, a majority of the decisions taken concerning all the "4Ps" of the marketing mix are also driven by these output-driven 'wants' and as these 'wants' are understood only by higher-level employees of the organization the overall organizational structure of a significant majority of B&M retailers in India is oriented toward the head office and centralization of decision-making.

The leadership team needs to know the key factors (input) that are responsible for delivering them higher profits, higher ROI, and higher market share. Once such factors are identified then sagaciously embed them into the performance measures and rewards across all the levels of hierarchy. Many of our previous research studies have indicated that input-driven performance measures and rewards have a positive and statistically significant impact on the customer orientation level of employees. This is why the first element (the trigger) of the SOPR-b model is 'Performance Measures and Rewards with Organic Customer Retention Orientation'. This element acts as a trigger in the SOPR-b model and ensures everyone and everything in the organization is aligned to deliver the 'wants' of the organization which are smartly converted into 'asks'.

Whom Do You Ask And How Do You Ask?: While the leadership identifies key factors (inputs) that can deliver them higher profits, higher ROI, and higher market share, it is essential for them to identify 'who' in the organization spends a lot of time with the customers/catchment to achieve desired levels for each of the factors. Glaringly, none of the B&M retailers in India realize that the employees of sales and store operations are the ones who are closer to customers/catchment and probably the only ones who can spend most of their time with the customers/catchment in real-time. Because of this none of the B&M retail organizations have a higher level of orientation toward sales and store operations in their existing organizational structure. However, it is not about just identifying whom to ask, what is inevitable is whom and how to ask. Even though the leadership team knows that the sales and store operations team is the right team to ask unless this team is given equal opportunity and authority it is unlikely that the team will deliver what the leadership team asks. Hence, 'Organizational Structure with Sales and Store Operations Orientation' and 'Ownership and Accountability held by the Sales & Store Operations Employees' are the second and third elements of the SOPR-b model. The second and third elements of the SOPR-b model shall ensure a rational marketing mix and margin of safety as a majority of decision-making (systematic decentralization) across "4Ps" is now held by the employees who are closer to the catchment and customers.

What Do You Have At Hand And How Do You Utilize It?: In addition to following output-driven performance measures and head office-oriented centralized organizational structure, a majority of B&M retailers in India are constantly devoting their time, effort, energy, and money to discovering and adopting retailing theories, models, frameworks, and "Ps" that are practiced by the B&M retailers in the developed countries that have matured markets and customers. They constantly ignore checking

and ensuring they have achieved an ideal “4Ps” of marketing mix which is best suited for their target customers. B&M retailers in India must realize that the most important and largest contributor to customer repeat visits/purchase intention is the marketing mix. Furthermore, the marketing mix is one of the elements of B&M retailing that has the highest level of controllability by the retailer (at hand). It is wise to ensure a rational marketing mix and utilize the same to constantly build a margin of safety rather than looking around for elements that have limited controllability by the retailer. A higher level of visibility, measurability, and controllability of the marketing mix and margin of safety influenced us to include ‘Marketing Mix with Organic Customer Retention Orientation and Margin of Safety’ as the fourth element of the SOPR-b model.

Profit By Chance And Profit By Choice?: Based on the evidence of our previous research studies, the fifth and sixth elements of the SOPR-b model are the expected outcomes of the level of organic customer retention orientation practiced by the B&M retailer across all four previous elements. We do agree that retail profit can be achieved using new customer acquisition programs. However, we have not seen any evidence of such profits being sustainable and long-term. We call this ‘profit by chance’ and naturally anything that is achieved by chance has a lesser probability of long-term sustainability. Our key intention of including the term ‘organic’ across all the elements of the SOPR-b model is quite deliberate and the same emerged during our research studies focussed on B&M retailing in India. Every B&M retailer in India is capable of making organic profits as long as they develop strategies that are focussed on making profits by choice by giving utmost importance to i) organic growth; ii) customer repeat visit/purchase intention; iii) employees of sales and store operations; iv) marketing mix; v) margin of safety across all the performance measures and rewards.

5. CONCLUSION :

Going by mathematics it is true that the cost of sales personnel attrition in B&M retailing is very low as the average salary of the sales personnel is 5.46 times lesser than that of the average salary of head office employees. But, the reality is, that the majority of employees in a B&M retail organization who are closest to the customers and catchment are the sales personnel. Even though they are at the lower levels of a B&M retailer’s organizational hierarchy, we have observed that this misconception is merely due to a higher level of head office (centralization) orientation in the organizational structure. Because of this incorrect orientation, the expectations of the leadership team are far separated from reality. One of the largest expectations of the leadership team is that the head office employees are capable of getting what the leadership ‘wants’ from the employees of sales and store operations. However, the reality is that the head office employees have limited or no access to real-time customer expectations. Only the sales personnel have the access to and knowledge about real-time customer expectations. Unless the leadership team realizes the difference between their expectations and the reality and aligns their organizational structure, performance measures/rewards, marketing mix, and the margin of safety with this reality the probability of achieving organic growth in the customer repeat visit/purchase intention and thereby achieving a higher level of organic profits that too sustainable and long-term remains a myth for B&M retailers in India.

We were convinced that it is challenging to use a single strategic model that can be successfully implemented across a variety of socioeconomic contexts. This idea and the questions raised in the objectives section of this article are what drove the creation of this ‘Applied Strategic Model of Organic Profit for Brick-and-Mortar Retailing in India (SOPR-b)’, *which draws on insights from over 9 empirical studies, 26 qualitative studies, 35 field experiments, evaluation of over 20 million customer-level transactions and important theories, models, and frameworks from multiple disciplines that are pertinent to the Indian context.* Most importantly pragmatism research philosophical paradigm was adopted in building the SOPR-b. Contrary to a majority of existing retail management literature, we took a radically different approach while developing the SOPR-b. That the majority of the literature that is currently available is fragmentary, focuses on a small number of distinct aspects of a larger retailing phenomenon, is concentrated in developed markets where the majority of secondary data is publicly available, and tries to extrapolate/generalize the results of studies conducted in developed countries to the Indian retail market. That most research is exploratory, interpretative, lacking in field-level validation, and centered on conceptual frameworks.

REFERENCES :

- [1] <https://www.ibef.org/industry/retail-india.aspx>. Retrieved in September 2022.
- [2] <https://www.weforum.org/agenda/2022/08/world-population-countries-india-china-2030/#:~:text=India%20is%20set%20to%20become%20the%20world's%20most%20populous%20country,from%201.417%20billion%20in%202022>. Retrieved in September 2022.
- [3] <https://www.mckinsey.com/featured-insights/urbanization/urban-awakening-in-india>. Retrieved in September 2022.
- [4] <https://www2.deloitte.com/content/dam/Deloitte/in/Documents/consumer-business/in-consumer-RLS-2019-noexp.pdf>. Retrieved in September 2022.
- [5] Abivandana, Jain. (2011). Asia Investment Banking Research Report. *India Retail Food*, NORTHBRIDGE CAPITAL. [Google Scholar](#)
- [6] Reardon, Thomas A. (2005). *Retail companies as integrators of value-chains in developing countries*. Report commissioned by Federal Ministry for Economic Cooperation and Development, Germany. Eschborn: Trade Matters series by GTZ Trade Programme. [Google Scholar](#)
- [7] Weitz, Barton A. (1979). *A Critical Review of Personal Selling Research: The Need for Contingency Approaches*. Critical Issues in Sales Management: State-of-the-Art and Future Research Needs, Gerald Albaum and Gilbert A. Churchill, Jr. Eds. Eugene: College of Business Administration, University of Oregon, 76-126. [Google Scholar](#)
- [8] Saxe, Robert, & Barton A Weitz (1982). The SOCO Scale: A Measure of the Customer Orientation of Salespeople. *Journal of Marketing Research*, 19(3), 343-351. [Google Scholar](#)
- [9] Brown T.J., Mowen, J.C. Donavan, D.T., & J. W. Licata (2002). The Customer Orientation of Service Workers: Personality Trait Effects on Self- and Supervisor Performance Ratings, *Journal of Marketing Research*, 34(February): 110–9. [Google Scholar](#)
- [10] Vandewalle, Donald, Steven P. Brown, William L. Cron, & John W. Slocum. (1999). The Influence of Goal Orientation and Self-Regulation Tactics on Sales Performance: A Longitudinal Field Test. *Journal of Applied Psychology*, 84(2), 249-259. [Google Scholar](#)
- [11] Jackson, Jr, Donald & Keith, Janet & Schlacter, John. (2013). Evaluation of Selling Performance: A Study of Current Practices. *Journal of Personal Selling & Sales Management*, 3. 42-51. [Google Scholar](#)
- [12] David M. Holley. (1986). A Moral Evaluation of Sales Practices. *Business & Professional Ethics Journal*, 5(1), 3-21. [Google Scholar](#)
- [13] Lawrence B. Chonko, Roy D. Howell., & Danny N. Bellenger. (1986). Congruence in Sales Force Evaluations: Relation to Sales Force Perceptions of Conflict and Ambiguity. *The Journal of Personal Selling and Sales Management*, 6(1), 35-48. [Google Scholar](#)
- [14] Alan J. Dubinsky, Steven J. Skinner., & Tommy E. Whittler. (1989). Evaluating Sales Personnel: An Attribution Theory Perspective. *The Journal of Personal Selling and Sales Management*, 9(1), 9-21. [Google Scholar](#)
- [15] Gentry, James & Mowen, John., & Tasaki, Lori. (2013). Salesperson Evaluation: A Systematic Structure for Reducing Judgmental Biases. *Journal of Personal Selling & Sales Management*. 11. 27-38. [Google Scholar](#)
- [16] Kenneth R. Evans., & John A. Grant. (1992). Compensation and Sales Performance of Service Personnel: A Service Transaction Perspective. *The Journal of Personal Selling and Sales Management*, 12(2), 39-49. [Google Scholar](#)
- [17] Babakus, E., Cravens, D. W., Grant, K., Ingram, T. N., & LaForge, R. W. (1996). Investigating the relationships among sales, management control, sales territory design, salesperson performance, and sales organization effectiveness. *International Journal of Research in*

- Marketing*, 13(4), 345-363. [Google Scholar](#)
- [18] Levy, M., & Weitz, B. A. (2008). *Retailing Management*. Fifth Edition, Fourteenth reprint, Tata McGraw Hill. 362 – 395. [Google Scholar](#)
- [19] R Evans, B. B. J. (2009). *Retail Management*. Tenth Edition, Third impression, Pearson Prentice Hall. 407 – 436. [Google Scholar](#)
- [20] Lilly, B., Porter, T. W., & Meo, A. W. (2003). How good are managers at evaluating sales problems?. *Journal of Personal Selling & Sales Management*, 23(1), 51-60. [Google Scholar](#)
- [21] Wachner, T., Plouffe, C. R., & Grégoire, Y. (2009). SOCO's impact on individual sales performance: The integration of selling skills as a missing link. *Industrial marketing management*, 38(1), 32-44. [Google Scholar](#)
- [22] Mishra, Ashis. (2011). Retail Productivity: Concept and Analysis for an Emerging Retail Sector. *SSRN Electronic Journal*. 10.2139. [Google Scholar](#)
- [23] Miao, C.F., & Evans, K. R. (2012). Effects of formal sales control systems: A combinatory perspective. *International Journal of Research in Marketing*, 29(2), 181-191. [Google Scholar](#)
- [24] H. R., Ganesha, Aithal, P. S. & P, Kirubadevi. (2020). Input and Output Driven Sales Personnel Performance Measures: Insights from an Experiment. *International Journal of Case Studies in Business, IT, and Education (IJCSBE)*, 4(1), 23-37. [Google Scholar](#)
- [25] H. R., Ganesha, Aithal, P. S., & P, Kirubadevi. (2020). Need-Based Sales Pitch: Insights from an Experiment. *International Journal of Case Studies in Business, IT, and Education (IJCSBE)*, 4(1), 79-87. [Google Scholar](#)
- [26] Gronroos, C. (1984). A service quality model and its marketing implications. *European Journal of Marketing*, 18(4), 36-44. [Google Scholar](#)
- [27] Parasuraman, A., Zeithaml, V.A. & Berry, L.L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49(3), 41-50. [Google Scholar](#)
- [28] Parasuraman, A., Zeithaml, V. A. & Berry, L.L. (1988). SERVQUAL: a multiple item scale for measuring consumer perception of service quality. *Journal of Retailing*, 64(1),12-37. [Google Scholar](#)
- [29] Haywood-Farmer, J. (1988). A conceptual model of service quality. *International Journal of Operations & Production Management*, 8(6), 19-29. [Google Scholar](#)
- [30] Brogowicz, A. A., Delene, L. M. & Lyth, D.M. (1990). A synthesised service quality model with managerial implications. *International Journal of Service Industry Management*, 1(1), 27-44. [Google Scholar](#)
- [31] Cronin, J. J. & Taylor, S.A. (1992). Measuring service quality: a re-examination and extension. *Journal of Marketing*, 6(6), 55-68. [Google Scholar](#)
- [32] Mattsson, J. (1992). A service quality model based on ideal value standard. *International Journal of Service Industry Management*, 3(3), 18-33. [Google Scholar](#)
- [33] Teas, K. R. (1993). Expectations, performance evaluation, and consumers' perceptions of quality. *Journal of Marketing*, 57(10), 18-34. [Google Scholar](#)
- [34] Berkley, B. J. & Gupta, A. (1994). Improving service quality with information technology. *International Journal of Information Management*, 14(1), 109-21. [Google Scholar](#)
- [35] Dabholkar, P.A. (1996). Consumer evaluations of new technology-based self-service operations: an investigation of alternative models. *International Journal of Research in Marketing*, 13(1), 29-51. [Google Scholar](#)
- [36] Dabholkar, P. A., D. I. Thorpe, & J. O. Rentz (1996). A measure of service quality for retail stores: Scale development and validation. *Journal of the Academy of Marketing Science*, 24(1), 3-16. [Google Scholar](#)

- [37] Spreng, R. A. & Mackoy, R. D. (1996). An empirical examination of a model of perceived service quality and satisfaction. *Journal of retailing*, 72(2), 201-214. [Google Scholar](#)
- [38] Philip, G. & Hazlett, S. A. (1997). The measurement of service quality: a new P-C-P attributes model. *International Journal of Quality & Reliability Management*, 14(3), 260-86. [Google Scholar](#)
- [39] Sweeney, J.C., Soutar, G. N. & Johnson, L. W. (1997). Retail service quality and perceived value. *Journal of Consumer Services*, 4(1), 39-48. [Google Scholar](#)
- [40] Oh, H. (1999). Service quality, customer satisfaction and customer value: a holistic perspective. *International Journal of Hospitality Management*, 18(1),67-82. [Google Scholar](#)
- [41] Dabholkar, P. A., Shepherd, C. D. & Thorpe, D.I. (2000). A comprehensive framework for service quality: an investigation of critical conceptual and measurement issues through a longitudinal study. *Journal of Retailing*, 76(2), 131-139. [Google Scholar](#)
- [42] Frost, F. A. & Kumar, M. (2000). INTSERVQUAL: an internal adaptation of the GAP model in a large service organization. *Journal of Services Marketing*, Vol. 14 No. 5, pp. 358-77. [Google Scholar](#)
- [43] Soteriou, A. C. & Stavrinides, Y. (2000). An internal customer service quality data envelope analysis model for bank branches. *International Journal of Bank Marketing*, 18(5),246-52. [Google Scholar](#)
- [44] Broderick, A.J. & Vachirapornpuk, S. (2002). Service quality in internet banking: the importance of customer role. *Marketing Intelligence & Planning*, 20(6),327-35. [Google Scholar](#)
- [45] Zhu, F. X., Wymer, W. J. & Chen, I. (2002). IT-based services and service quality in consumer banking. *International Journal of Service Industry Management*, 13(1), 69-90. [Google Scholar](#)
- [46] Santos, J. (2003). E-service quality: a model of virtual service quality dimensions. *Managing Service Quality*, 13(3), 233-46. [Google Scholar](#)
- [47] Ingene, Charles A. (1982). Labor Productivity in Retailing. *Journal of Marketing*, 46(4), 75 – 90. [Google Scholar](#)
- [48] Reardon, J., Hasty, R., & Coe, B. (1996). The effect of information technology on productivity in retailing. *Journal of retailing*, 72(4), 445-462. [Google Scholar](#)
- [49] Achabal, Dale D., Heineke John M., & McIntyre Shelby H. (1984). Issues and perspectives on Retail Productivity. *Journal of Retailing*, 60(3),107 – 127. [Google Scholar](#)
- [50] Dubelaar, Chris, Bhargava Mukesh & Ferrarin David (2002). Measuring retail productivity What really matters?. *Journal of Business Research*, 55(5), 417 – 426. [Google Scholar](#)
- [51] Mishra, A. (2011). Retail productivity: concept and analysis for an emerging retail sector. *IIM Bangalore Research Paper*, (336), 1-40. [Google Scholar](#)
- [52] Betancourt, R. R. & Gautschi, D.A. (1988). The economics of retail firms. *Managerial and Decision Economics*, 9(1), 133–144. [Google Scholar](#)
- [53] Betancourt, R. R. & Gautschi D.A. (1993). The outputs of retail activities: concepts, measurement, and evidence from US census data. *Review of Economics and Statistics*, 75(1), 294–301. [Google Scholar](#)
- [54] Ganesha, H. R. & Aithal, P. S. (2020). Retailing Performance Evaluation Scale for Indian Brick-and-Mortar Lifestyle Retailers (LSRS-b). *International Journal of Applied Engineering and Management Letters (IJAEML)*, 4(1), 303-322. [Google Scholar](#)
- [55] Ganesha, H. R. & Aithal, P. S. (2020). Artificial Intelligence-Based Consumer Communication by Brick-and-Mortar Retailers in India Leading to Syllogistic Fallacy and Trap – Insights from an Experiment. *International Journal of Applied Engineering and Management Letters*

- (IJAEML), 4(2), 211-221. [Google Scholar](#)
- [56] Coase, R. H. (1937). The Nature of the Firm. *Economica, New Series*, 4(16), 386-405. [Google Scholar](#)
- [57] Williamson, O. E. (1967). Hierarchical Control and Optimum Firm Size. *Journal of Political Economy*, 75(2), 123–138. [Google Scholar](#)
- [58] Williamson, O. E. (1967). *Markets and Hierarchies: Analysis and Antitrust Implications*. New York: Free Press, 126-137. [Google Scholar](#)
- [59] Simon, H. A. (2013). *Administrative Behavior*. 3rd ed. New York: Free Press. Original edition, New York: Macmillan, pp. xxvi–xxxi. [Google Scholar](#)
- [60] Simon, H. A. (2000). Barriers and bounds to Rationality. *Structural Change and Economic Dynamics*, 11(1-2), 243-253. [Google Scholar](#)
- [61] Neilsen, E. (1986). Empowerment strategies: Balancing authority and responsibility. *Executive power*, 78-110. [Google Scholar](#)
- [62] Rowden, R. W. (1995). The role of human resource development in successful small to mid-sized manufacturing businesses: A comparative case study. *Human Resource Development Quarterly*, 6(4), 355-373. [Google Scholar](#)
- [63] Heunks, F. J. (1998). Innovation, creativity and success. *Small Business Economics*, 10(3), 263-272. [Google Scholar](#)
- [64] Silverthorne, C., & Wang, T. H. (2001). Situational leadership style as a predictor of success and productivity among Taiwanese business organizations. *The Journal of Psychology*, 135(4), 399-412. [Google Scholar](#)
- [65] Rogers, M. (2004). Capabilities for sustainable business success. *Australian Journal of Management*, 29(1), 21-25. [Google Scholar](#)
- [66] Pajunen, K. (2006). Stakeholder influences in organizational survival. *Journal of Management Studies*, 43(6), 1261-1288. [Google Scholar](#)
- [67] Fabling, R. B., & Grimes, A. (2007). Practice makes profit: Business practices and firm success. *Small Business Economics*, 29(4), 383-399. [Google Scholar](#)
- [68] Pfeffer, J. (2007). *What were they thinking?: Unconventional wisdom about management*. Harvard Business Press. [Google Scholar](#)
- [69] Dervitsiotis, K. N. (2002). The importance of conversations-for-action for effective strategic management. *Total Quality Management*, 13(8), 1087-1098. [Google Scholar](#)
- [70] Smith, H. L., Discenza, R., & Baker, K. G. (2005). Building sustainable success in art galleries: An exploratory study of adaptive strategies. *Journal of Small Business Strategy*, 16(2), 29-42. [Google Scholar](#)
- [71] Kippenberger, T. (1998). Fresh perspectives on some original concepts. *The Antidote, Vol 3, Issue 7*, 6-11. [Google Scholar](#)
- [72] Fleck, D. L. (2009). Archetypes of organizational success and failure. *BAR-Brazilian Administration Review*, 6(2), 78-100. [Google Scholar](#)
- [73] Gilley, A., Dixon, P., & Gilley, J. W. (2008). Characteristics of leadership effectiveness: Implementing change and driving innovation in organizations. *Human Resource Development Quarterly*, 19(2), 153-169. [Google Scholar](#)
- [74] Chu, P., & Siu, W. S. (2001). Coping with the Asian economic crisis: The rightsizing strategies of small-and medium-sized enterprises. *International Journal of Human Resource Management*, 12(5), 845-858. [Google Scholar](#)
- [75] Idris, F., & Mohd Ali, K. A. (2008). The impacts of leadership style and best practices on company performances: Empirical evidence from business firms in Malaysia. *Total Quality*

- Management*, 19(1-2), 165-173. [Google Scholar](#)
- [76] Lamberg, J. A., Tikkanen, H., Nokelainen, T., & Suur-Inkeroinen, H. (2009). Competitive dynamics, strategic consistency, and organizational survival. *Strategic Management Journal*, 30(1), 45-60. [Google Scholar](#)
- [77] Rosanas, J. M. (2008). Beyond economic criteria: A humanistic approach to organizational survival. *Journal of Business Ethics*, 78(3), 447-462. [Google Scholar](#)
- [78] Thompson, J. W. (1996). Employee attitudes, organizational performance, and qualitative factors underlying success. *Journal of Business and Psychology*, 11(2), 171-196. [Google Scholar](#)
- [79] Weymes, E. (2002). Relationships not leadership sustain successful organisations. *Journal of Change Management*, 3(4), 319-331. [Google Scholar](#)
- [80] Longenecker, C. O., Simonetti, J. L., & Sharkey, T. W. (1999). Why organizations fail: the view from the front-line. *Management Decision*, 37(6), 503-513. [Google Scholar](#)
- [81] Prabhakar, G. P. (2005). Switch leadership in projects an empirical study reflecting the importance of transformational leadership on project success across twenty-eight nations. *Project Management Journal*, 36(4), 53-60. [Google Scholar](#)
- [82] Distel, D., & Myers, D. (2002). Leadership and strategic planning: Keys to success in a changing environment. In *ASQ World Conference on Quality and Improvement Proceedings* (p. 173). American Society for Quality. [Google Scholar](#)
- [83] Goldberg, A. I., Cohen, G., & Fiegenbaum, A. (2003). Reputation building: Small business strategies for successful venture development. *Journal of Small Business Management*, 41(2), 168-186. [Google Scholar](#)
- [84] Sheffield, J., & White, S. (2004). Control self-assessment as a route to organisational excellence. *Managerial Auditing Journal*, 19(4), 484-492. [Google Scholar](#)
- [85] Meško Štok, Z., Markič, M., Bertonecelj, A., & Meško, M. (2010). Elements of organizational culture leading to business excellence. *Zbornik radova Ekonomskog fakulteta u Rijeci: časopis za ekonomsku teoriju i praksu*, 28(2), 303-318. [Google Scholar](#)
- [86] Küster, I., & Vila, N. (2011). The market orientation-innovation-success relationship: The role of internationalization strategy. *Innovation*, 13(1), 36-54. [Google Scholar](#)
- [87] Ganesha, H. R. & Aithal, P. S. (2020). Rational Organizational Structure: For Brick-and-Mortar Lifestyle Retailers in India to Overcome Diseconomies of Scale and Protect Firm's Sustainability (ROLS-b). *International Journal of Management, Technology, and Social Sciences (IJMITS)*, 5(2), 42-61. [Google Scholar](#)
- [88] Borden, N. H. (1965). The Concept of the Marketing Mix. In G. Schwartz (ed), *Science in Marketing* (pp. 386-397). New York: John Wiley & Sons. [Google Scholar](#)
- [89] McCarthy, E. J. (1960). *Basic Marketing: A Managerial Approach*. Homewood (Illinois): Richard D. Irwin. [Google Scholar](#)
- [90] Möller, K. (2006). The Marketing Mix Revisited: Towards the 21st Century Marketing by E. Constantinides. *Journal of Marketing Management*, 22(3), 439-450. [Google Scholar](#)
- [91] Popovic, D. (2006). Modelling the Marketing of High-Tech Start-Ups. *Journal of Targeting, Measurement and Analysis for Marketing*, 14(3), 260-276. [Google Scholar](#)
- [92] Gummesson, E. (1994). Making Relationship Marketing Operational. *International Journal of Service Industry Management*, 5(5), 5-20. [Google Scholar](#)
- [93] Sriram, V., & Sapienza, H. J. (1991). An empirical investigation of the role of marketing for small exporters. *Journal of Small Business Management*, 29(4): 33-43. [Google Scholar](#)
- [94] Kotler, P. (1984). *Marketing Management: Analysis, Planning and Control* (5th ed.). New Jersey: Prentice-Hall. [Google Scholar](#)

- [95] Ohmae, K. (1982). *The Mind of the Strategist: The Art of Japanese Business*. New York: McGraw-Hill Inc. [Google Scholar](#)
- [96] Robins, F. (1991). Four Ps or Four Cs or Four Ps and Four Cs. *Paper Presented at MEG Conference*. [Google Scholar](#)
- [97] Vignali, C., & Davies, B. J. (1994). The Marketing Mix Redefined and Mapped - Introducing the MIXMAP Model. *Management Decision*, 32(8), 11-16. [Google Scholar](#)
- [98] Doyle, P. (1994). *Marketing Management and Strategy*. Prentice Hall. [Google Scholar](#)
- [99] Bennett, A. R. (1997). The Five Vs - A Buyers Perspective of the Marketing Mix. *Marketing Intelligence & Planning*, 15(3), 151-156. [Google Scholar](#)
- [100] Yudelson, J. (1999). Adapting McCarthy's Four Ps for the Twenty-First Century. *Journal of Marketing Education*, 21(1), 60. [Google Scholar](#)
- [101] Schultz, D. E. (2001). Marketers: Bid Farewell To Strategy Based on Old 4Ps. *Marketing News*, 35(2), 7. [Google Scholar](#)
- [102] Lauterborn, B. (1990). New Marketing Litany: Four Ps Passé: C-Words Take Over. *Advertising Age*, 61(41), 26. [Google Scholar](#)
- [103] Rosenberg, L., & Czepiel, J. (1992). A Marketing Approach to Consumer Retention. *Journal of Consumer Marketing*, 59, 58-70. [Google Scholar](#)
- [104] Gummesson, E. (1997). Relationship Marketing as a Paradigm Shift: Some Conclusions From the 30R Approach. *Management Decision*, 35(4), 267-272. [Google Scholar](#)
- [105] Grönroos, C. (1994). From Marketing Mix to Relationship Marketing: Towards A Paradigm Shift in Marketing. *Management Decision*, 32(2), 4-20. [Google Scholar](#)
- [106] Goldsmith R. E. (1999). The Personalised Marketplace: Beyond the 4Ps. *Marketing Intelligence and Planning*, 17(4), 178-185. [Google Scholar](#)
- [107] Patterson, G. P., & Ward, T. (2000). Relationship Marketing and Management, *Handbook Services Marketing and Management*. Sage Publications Inc, 416. [Google Scholar](#)
- [108] Healy, M., Hastings, K., Brown, L., & Gardiner, M. (2001). The Old, The New and the Complicated - A Trilogy of Marketing Relationships. *European Journal of Marketing*, 35(1/2), 182-193. [Google Scholar](#)
- [109] Booms B. H., & Bitner B. J. (1980). Marketing strategies and organisation structures for service firms. In Donnelly, J., & George W. R. (Eds.), *Marketing of services*. American Marketing Association, 47-51. [Google Scholar](#)
- [110] Cowell, D. W., & Communication Advertising. (1984). *The marketing of services*. P 107. London: Heinemann. [Google Scholar](#)
- [111] Brunner, G. C. (1989). The Marketing Mix: Time for Reconceptualization. *Journal of Marketing Education*, 11(2), 72-77. [Google Scholar](#)
- [112] Rushton, A., & Carson, D. J. (1989). Services - Marketing With A Difference? *Marketing Intelligence and Planning*, 7(5/6), 12-17. [Google Scholar](#)
- [113] Fryar, C. R. (1991). What's Different About Services Marketing? *The Journal of Marketing Services*, 5(4), 53-58. [Google Scholar](#)
- [114] Ballantyne, D., Christopher, M., & Payne, A. (1995). Improving the quality of services marketing: service (re) design is the critical link. *Journal of Marketing Management*, 11(1-3), 7-24. [Google Scholar](#)
- [115] Doyle, P. (1994). *Marketing Management and Strategy*. Prentice Hall. [Google Scholar](#)
- [116] Melewar, T. C., & Saunders, J. (2000). Global Corporate Visual Identity Systems: Using an Extended Marketing Mix. *European Journal of Marketing*, 34(5/6), 538-550. [Google](#)

[Scholar](#)

- [117] English, J. (2000). The Four Ps of Marketing are Dead. *Marketing Health Services*, 20(2), 20-23. [Google Scholar](#)
- [118] Grove, S. J., Fisk, R. P., & John, J. (2000). *Service as Theater, Guidelines and Implications, Handbook Services Marketing and Management*. Sage Publications Inc, 25. [Google Scholar](#)
- [119] Beckwith, H. (2001). *The Invisible Touch - The Four Keys of Modern Marketing*. Texere Publishing. [Google Scholar](#)
- [120] Ster, V. D. W. (1993). *Marketing En Detailhandel (Marketing and Retailing)*. The Netherlands: Groningen, Wolters-Noordhoff, 328. [Google Scholar](#)
- [121] Boekema, J. J., Bueren Van, E. B, Lobstein, S., Oosterhuis, A., & Schweitzer, P. (1995). *Basisboek Marketing (Basic Book of Marketing)*, NL: Derde druk, Groningen, Wolters-Noordhoff. [Google Scholar](#)
- [122] Mulhern, F. J. (1997). Retail Marketing: From Distribution to Integration. *International Journal of Research in Marketing*, 14(2), 103-124. [Google Scholar](#)
- [123] Wang, F., Head, M., & Archer, N. (2000). A Relationship-Building Model for The Web Retail Marketplace. *Internet Research: Electronic Networking Applications and Policy*, 10(5), 374-384. [Google Scholar](#)
- [124] Kotler, P. (2003). *Marketing Management* (11th ed.). Prentice Hall International Editions. [Google Scholar](#)
- [125] Turnbull P., Ford, D., & Cunningham, M. (1996). Interaction, Relationships and Networks in Business Markets: An Evolving Perspective. *Journal of Business & Industrial Marketing*, 11(3/4), 44-62. [Google Scholar](#)
- [126] Davis W., & Brush, K. E. (1997). High-Tech Industry Marketing: The Elements of a Sophisticated Global Strategy. *Industrial Marketing Management*, 26(1), 1-13. [Google Scholar](#)
- [127] Parasuraman, A. (1998). Customer Service in Business-to-Business Markets: An Agenda for Research. *The Journal of Business and Industrial Marketing*, 13(4), 309-321. [Google Scholar](#)
- [128] Andersen, J. C., & Narus J. A. (1999). *Business Market Management, Understanding, Creating and Delivering Value*. New Jersey. Prentice Hall. [Google Scholar](#)
- [129] Peattie, K. (1997). The Marketing Mix in the Third Age of Computing. *Marketing Intelligence & Planning*, 15(3), 142-150. [Google Scholar](#)
- [130] Ganesha, H. R., Aithal, P. S., & P, Kirubadevi. (2020). Integrated Inventory Management Control Framework. *International Journal of Management, Technology, and Social Sciences (IJMTS)*, 5(1), 147-157. [Google Scholar](#)
- [131] Ganesha, H. R., Aithal, P. S., & P, Kirubadevi. (2020). Optimal Category Mix in Multi-Category Retailing – Insights from an Experiment. *International Journal of Case Studies in Business, IT, and Education (IJCSBE)*, 4(1), 112-126. [Google Scholar](#)
- [132] Ganesha, H. R., Aithal, P. S., & P, Kirubadevi. (2020). Changes in Consumer Perspective towards Discount at Brick-and-Mortar Stores owing to Emergence of Online Store Format in India. *International Journal of Management, Technology, and Social Sciences (IJMTS)*, 5(1), 43-83. [Google Scholar](#)
- [133] Ganesha, H. R., Aithal, P. S., & P, Kirubadevi. (2020). Consumer Affordability in Tier-1, Tier-2, and Tier-3 Cities of India – An Empirical Study. *International Journal of Applied Engineering and Management Letters (IJAEML)*, 4(1), 156-171. [Google Scholar](#)
- [134] Ganesha, H. R., Aithal, P. S., & P, Kirubadevi. (2020). Changes in Consumer Perspective towards Discount at Brick-and-Mortar Stores owing to Emergence of Online Store Format

- in India. *International Journal of Management, Technology, and Social Sciences (IJMITS)*, 5(1), 43-83. [Google Scholar](#)
- [135] Ganesha, H. R., Aithal, P. S., & P, Kirubadevi. (2020). Short-Term Discounting Frameworks: Insights from Multiple Experiments. *International Journal of Case Studies in Business, IT, and Education (IJCSBE)*, 4(1), 8-22. [Google Scholar](#)
- [136] Ganesha, H. R., Aithal, P. S., & P, Kirubadevi. (2020). Long-Term Discounting Frameworks: Insights from Multiple Experiments. *International Journal of Management, Technology, and Social Sciences (IJMITS)*, 5(1), 84-100. [Google Scholar](#)
- [137] Ganesha, H. R., Aithal, P. S., & P, Kirubadevi. (2020). Decentralized Discounting Framework: Insights from an Experiment. *International Journal of Applied Engineering and Management Letters (IJAEML)*, 4(1), 20-40. [Google Scholar](#)
- [138] Ganesha, H. R., Aithal, P. S., & P, Kirubadevi. (2020). Integrated Discounting Framework for Indian Brick-and-Mortar Retailers. *International Journal of Management, Technology, and Social Sciences (IJMITS)*, 5(1), 110-123. [Google Scholar](#)
- [139] Ganesha, H. R. & Aithal, P. S. (2020). Inappropriate Adaptation of Information Communication and Computation Technologies (ICCT) by Indian Brick-and-Mortar Lifestyle Retailers – Insights from an Experiment. In *Information Communication and Computation Technologies – The Pillar of Transformation*. New Delhi Publishers, India. [Google Scholar](#)
- [140] Ganesha, H. R., & Aithal, P. S. (2020). Consumer Communication Deployment Tactics: An Integrated Framework for Lifestyle Brands and Retailers in India (CCF-LS). *International Journal of Applied Engineering and Management Letters (IJAEML)*, 4(2), 1-21. [Google Scholar](#)
- [141] Ganesha, H. R., Aithal, P. S., & Kirubadevi. P. (2020). Impact of Store Size Reduction on Overall Store Performance – Insights from an Experiment. *International Journal of Case Studies in Business, IT, and Education (IJCSBE)*, 4(1), 103-111. [Google Scholar](#)
- [142] Ganesha, H. R., Aithal, P. S., & Kirubadevi. P. (2020). Ideal Store Locations for Indian Retailers – An Empirical Study. *International Journal of Management, Technology, and Social Sciences (IJMITS)*, 5(1), 215-226. [Google Scholar](#)
- [143] Ganesha, H. R. & Aithal, P. S. (2020). Organizing the Unorganized Lifestyle Retailers in India: An Integrated Framework. *International Journal of Applied Engineering and Management Letters (IJAEML)*, 4(1), 257-278. [Google Scholar](#)
- [144] Ganesha, H. R. & Aithal, P. S. (2020). Sales Personnel Training – An Integrated Framework for Indian Brick-and-Mortar Retailers. *International Journal of Case Studies in Business, IT, and Education (IJCSBE)*, 4(1), 172-187. [Google Scholar](#)
- [145] Ganesha, H. R. & Aithal, P. S. (2020). Sales Personnel Attrition Control and Retention – An Integrated Framework for Retailers in India (RSPR-LS). *International Journal of Applied Engineering and Management Letters (IJAEML)*, 4(2), 78-95. [Google Scholar](#)
- [146] Ganesha, H. R. & Aithal, P. S. (2020). Extending the Margin of Safety Concept to Brick-and-Mortar Retailing in India (MoSR-b). *International Journal of Case Studies in Business, IT, and Education (IJCSBE)*, 4(2), 117-131. [Google Scholar](#)
- [147] James L. Heskett, W. Earl Sasser, Leonard Schlesinger (1997). *The Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction, and Value*. New York: The Free Press. [Google Scholar](#)
- [148] Lindquist, J. D. (1974). Meaning of Image: A Survey of Empirical and Hypothetical Evidence. *Journal of Retailing*, 50(4), 29-38. [Google Scholar](#)
- [149] Hirschman, E. C., Greenberg, B. & Robertson, D. (1978). The intermarket reliability of retail image research: an empirical examination. *Journal of Retailing*, 54(1), 3-12. [Google Scholar](#)

- [150] Davis, H. L., & Silk, A. J. (1972). Interaction and influence processes in personal selling. *Sloan Management Review*, 13(2), 59-69. [Google Scholar](#)
- [151] Dawson, Lyndon E. Jr, Soper, B., & Pettijohn, C. E. (1992). The effects of empathy on salesperson effectiveness. *Psychology & Marketing (1986-1998)*, 9(4), 297-310. [Google Scholar](#)
- [152] Sharma, A. (2001). Consumer decision-making, salespeople's adaptive selling and retail performance. *Journal of Business Research*, 54(2), 125-129. [Google Scholar](#)
- [153] Pettijohn, C. E., Pettijohn, L. S., & Taylor, A. J. (2002). The influence of salesperson skill, motivation, and training on the practice of customer-oriented selling. *Psychology & Marketing*, 19(9), 743-757. [Google Scholar](#)
- [154] Davis, D. D. (2008). *The influence of salesperson leadership as a customer interaction behavior on sales performance*. Nova Southeastern University. [Google Scholar](#)
- [155] Singh, S., Marinova, D., Singh, J., & Evans, K. R. (2018). Customer query handling in sales interactions. *Journal of the Academy of Marketing Science*, 46(5), 837-856. [Google Scholar](#)
- [156] Gillis, C., Pitt, L., Robson, M. J., & Berthon, P. (1998). Communication in the salesperson/customer dyad: An empirical investigation. *Marketing Intelligence & Planning*, 16(2), 100-106. [Google Scholar](#)
- [157] Singh, R., & Venugopal, P. (2015). The impact of salesperson customer orientation on sales performance via mediating mechanism. *The Journal of Business & Industrial Marketing*, 30(5), 594-607. [Google Scholar](#)
- [158] Chen, Y., Rivas, A. A., & Wu, W. (2018). Exploring the determinants and consequences of salesperson market orientation behavior. *Journal of Service Theory and Practice*, 28(2), 170-195. [Google Scholar](#)
- [159] Weitz, Barton A. (1979). *A Critical Review of Personal Selling Research: The Need for Contingency Approaches*. *Critical Issues in Sales Management: State-of-the-Art and Future Research Needs*, Gerald Albaum and Gilbert A. Churchill, Jr. Eds. Eugene: College of Business Administration, University of Oregon, 76-126. [Google Scholar](#)
- [160] Saxe, R., & Weitz, B. A. (1982). The SOCO scale: A measure of the customer orientation of salespeople. *Journal of Marketing Research*, 19(3), 343-351. [Google Scholar](#)
- [161] Brown, T. J., Mowen, J. C., Donavan, D. T., & Licata, J. W. (2002). The customer orientation of service workers: Personality trait effects on self-and supervisor performance ratings. *Journal of Marketing Research*, 39(1), 110-119. [Google Scholar](#)
- [162] VandeWalle, D., Brown, S. P., Cron, W. L., & Slocum Jr, J. W. (1999). The influence of goal orientation and self-regulation tactics on sales performance: A longitudinal field test. *Journal of Applied Psychology*, 84(2), 249. [Google Scholar](#)
- [163] Liljenwall, R. (ed.) (2004). *The Power of Point-of-Purchase Advertising: Marketing at Retail*. Washington, DC: Point-of-Purchase Advertising International (POPAI). [Google Scholar](#)
- [164] Nyström, H. (1970). *Retail pricing: An integrated economic and psychological approach*. Economic Research Institute at the Stockholm School of Economics. [Google Scholar](#)
- [165] Hoch, S. J., Kim, B. D., Montgomery, A. L., & Rossi, P. E. (1995). Determinants of store-level price elasticity. *Journal of Marketing Research*, 32(1), 17-29. [Google Scholar](#)
- [166] Desai, K. K., & Talukdar, D. (2003). Relationship between product groups' price perceptions, shopper's basket size, and grocery store's overall store price image. *Psychology & Marketing*, 20(10), 903-933. [Google Scholar](#)
- [167] Stole, L. A. (2007). Price Discrimination and Competition. in Handbooks in Economics, ed. by M. Armstrong, and R. Porter, vol. 3 of *Handbook of Industrial Organization*, pp. 2221 – 2299. Elsevier. [Google Scholar](#)

- [168] Levy, M., Weitz, B. A., & Beitelspacher, L. S., (2012). *Retailing Management*. (8th Edition), McGraw Hill, Irwin. [Google Scholar](#)
- [169] Salmon, W. J. (1989). Retailing in the age of execution. *Journal of Retailing*, 65(3), 368-378. [Google Scholar](#)
- [170] Ganesha, H. R., Aithal, P. S. & Kirubadevi. P. (2020). Integrated Marketing Mix Framework for Baby Care Retailing in India. *International Journal of Applied Engineering and Management Letters (IJAEML)*, 4(1), 191-218. [Google Scholar](#)
- [171] Ganesha, H. R. & Aithal, P. S. (2020). Theory of Brick-and-Mortar Retailing in India (ToR-b). *International Journal of Management, Technology, and Social Sciences (IJMTS)*, 5(2), 116-132. [Google Scholar](#)
- [172] Ganesha, H. R. & Aithal, P. S. (2020). Organizing the Unorganized Lifestyle Retailers in India: An Integrated Framework. *International Journal of Applied Engineering and Management Letters (IJAEML)*, 4(1), 257-278. [Google Scholar](#)
- [173] Stigler, G. J. (1950). The development of utility theory. I. *Journal of political economy*, 58(4), 307-327. [Google Scholar](#)
- [174] Stigler, G. J. (1950). The development of utility theory. II. *Journal of political economy*, 58(5), 373-396. [Google Scholar](#)
- [175] Stigler, G. (1972). The adoption of the marginal utility theory. *Quarterly Journal of Business and Economics*, 11(4), p 188. [Google Scholar](#)
- [176] Kurz, H. D. (2016). Hermann Heinrich Gossen. (1810–1858). In *Handbook on the History of Economic Analysis Volume I*. Edward Elgar Publishing. Chapter 31. [Google Scholar](#)
- [177] O'Donnell, R. (2018). Clarifying Keynes's Theory Of Consumption And Psychological Law. *History of Economics Review*, 71(1), 94-117. [Google Scholar](#)
- [178] Freud, S. (1961). The ego and the id. In *The Standard Edition of the Complete Psychological Works of Sigmund Freud, Volume XIX (1923-1925): The Ego and the Id and Other Works* (pp. 1-66). [Google Scholar](#)
- [179] Rescorla, R. A. (1988). Pavlovian conditioning: It's not what you think it is. *American psychologist*, 43(3), p 151. [Google Scholar](#)
- [180] W. Fred van Raaij., & Kassaye, Wandwossen. (1978). Motivation-Need Theories and Consumer Behavior. *NA - Advances in Consumer Research Volume 05*, 590-595. Eds. Kent Hunt, Ann Arbor, MI : Association for Consumer Research. [Google Scholar](#)
- [181] Arrow, K. J. (1986). Rationality of self and others in an economic system. *Journal of Business*, October 1, S385-S399. [Google Scholar](#)
- [182] Bagwell, L. S., & Bernheim, B. D. (1996). Veblen effects in a theory of conspicuous consumption. *The American Economic Review*, June 1, 349-373. [Google Scholar](#)
- [183] Friday, C. B. (1967). Dowd, Douglas F.: Thorstein Veblen (Book Review). *Journal of Economic Issues*, 1(1), p 32. [Google Scholar](#)
- [184] Ritzer, G., & Stepnisky, J. (2017). *Sociological theory*. Sage publications. [Google Scholar](#)
- [185] Fishbein, M., & Ajzen, I. (1974). Attitudes towards objects as predictors of single and multiple behavioral criteria. *Psychological review*, 81(1), p 59. [Google Scholar](#)
- [186] Kautonen, T., Van Gelderen, M., & Fink, M. (2015). Robustness of the theory of planned behavior in predicting entrepreneurial intentions and actions. *Entrepreneurship Theory and Practice*, 39(3), 655-674. [Google Scholar](#)
- [187] Ajzen, I., & Sheikh, S. (2013). Action versus inaction: Anticipated affect in the theory of planned behavior. *Journal of Applied Social Psychology*, 43(1), 155-162. [Google Scholar](#)
- [188] Stern, H. (1962). The significance of impulse buying today. *Journal of Marketing*, 26(2), 59-

62. [Google Scholar](#)
- [189] Schiffman, L., & Kanuk, L.L. (2010). *Consumer Behavior*. Tenth Edition. United State of America: Pearson Education, Inc, p 36. [Google Scholar](#)
- [190] Howard, John, & Sheth, Jagdish. (1969). The Theory of Buyer Behavior. *Journal of the American Statistical Association, January*, 470-481. [Google Scholar](#)
- [191] Lackman, C., & Lanasa, J. M. (1993). Family decision-making theory: an overview and assessment. *Psychology & Marketing, 10(2)*, 81-93. [Google Scholar](#)
- [192] Bergstrom, T. C. (1996). Economics in a family way. *Journal of Economic Literature, 34(4)*, 1903-1934. [Google Scholar](#)
- [193] Bergstrom, T. C. (1997). A Survey of Theories of the Family. *Handbook of population and family economics, 1*, 21-79. [Google Scholar](#)
- [194] Leuthold, J. H. (1968). An empirical study of formula income transfers and the work decision of the poor. *Journal of Human Resources, July 1*, 312-323. [Google Scholar](#)
- [195] Becker, G. S. (1974). A theory of social interactions. *Journal of Political Economy, 82(6)*, 1063-1093. [Google Scholar](#)
- [196] Konrad, K. A., & Lommerud, K. E. (1995). Family Policy with Non-cooperative families. *Scandinavian Journal of Economics, 97*, 581-601. [Google Scholar](#)
- [197] Konrad, K. A., & Lommerud, K. E. (1996). The Bargaining Family Revisited. *Centre for Economic Policy Research Discussion Paper No. 1312, June*. [Google Scholar](#)
- [198] Francesco, M. Nicosia. (1966). *Consumer decision processes: marketing and advertising implications*. Englewood Cliffs NJ, Prentice Hall. [Google Scholar](#)
- [199] Runyon, K. E., & Stewart, D. W. (1987). *Consumer behavior and the practice of marketing*, 3rd ed., Columbus, OH: Merrill Publishing Company. [Google Scholar](#)
- [200] Engel, J. F., Blackwell, R. D., & Miniard, P. W. (1995). *Consumer Behavior*. 8th, Forth Worth, p 95. [Google Scholar](#)
- [201] Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2001). *Customer behavior*. Mason, OH: South-Western. [Google Scholar](#)
- [202] Bettman, J. R. (1979). *Information processing theory of consumer choice*. Addison-Wesley Pub. Co. [Google Scholar](#)
- [203] Andreason, A. R (1965). Attitudes and Consumer Behavior: *A Decision Model in New Research in Marketing* (ed. I. Preston). Institute of Business and Economic Research, University of California, Berkeley, 1-6. [Google Scholar](#)
- [204] Sheth, J. N., Newman, B. I., & Gross, B. L. (1991). Why we buy what we buy: A theory of consumption values. *Journal of Business Research, 22(2)*, 159-170. [Google Scholar](#)
- [205] Michael, R. Solomon. (1996). *Consumer Behavior*, 3rd ed. Prentice Hall Englewood Cliffs. NJ, p 33. [Google Scholar](#)
- [206] Middelton, V. T. C. (1994). *Marketing for Travel and Tourism*. 2nd Edition, Butterworth-Heinemann, London, 104-112. [Google Scholar](#)
- [207] Gilbert, D. C. (1991). An examination of the consumer behaviour process related to tourism. *An examination of the consumer behaviour process related to tourism.*, 78-105. [Google Scholar](#)
- [208] Sheth, J. N. (1973). A model of Industrial Buyer Behavior. *The Journal of Marketing, 37(4)*, 50-56. [Google Scholar](#)
- [209] Gertner, D., & Kotler, P. (2004). How can a place correct a negative image?. *Place Branding, 1(1)*, 50-57. [Google Scholar](#)

- [210] Thaler, R. H., & Sunstein, C. R. (2009). *Nudge: Improving decisions about health, wealth, and happiness*. Penguin Group (USA) Inc, New York. [Google Scholar↗](#)
- [211] Parkinson, J. A., Eccles, K. E., & Goodman, A. (2014). Positive impact by design: The Wales Centre for Behaviour change. *The Journal of Positive Psychology*, 9(6), 517-522. [Google Scholar↗](#)
- [212] Davis, F. D. (1985). *A technology acceptance model for empirically testing new end-user information systems: Theory and results* (Doctoral dissertation, Massachusetts Institute of Technology). [Google Scholar↗](#)
- [213] Marangunić, N., & Granić, A. (2015). Technology acceptance model: a literature review from 1986 to 2013. *Universal Access in the Information Society*, 14(1), 81-95. [Google Scholar↗](#)
- [214] Rauniar, R., Rawski, G., Yang, J., & Johnson, B. (2014). Technology acceptance model (TAM) and social media usage: an empirical study on Facebook. *Journal of Enterprise Information Management*, Vol. 27, No. 1, 6-30. [Google Scholar↗](#)
- [215] Stephen, A. T. (2016). The role of digital and social media marketing in consumer behavior. *Current Opinion in Psychology*, 10, 17-21. [Google Scholar↗](#)
- [216] Dunn Jr, D. T., & Murray, K. B. (1992). Problem-Solution and Consultative Selling Exercise: Simplifying Complex Buying and Selling Behavior. *Marketing Education Review*, 2(3), 28-38. [Google Scholar↗](#)
- [217] Sharma, P., Sivakumaran, B., & Marshall, R. (2010). Impulse buying and variety seeking: A trait-correlates perspective. *Journal of Business Research*, 63(3), 276-283. [Google Scholar↗](#)
- [218] Hausman, A. (2000). A multi-method investigation of consumer motivations in impulse buying behavior. *Journal of Consumer Marketing*, 17(5), 403-426. [Google Scholar↗](#)
- [219] Holloway, R. J. (1967). An experiment on consumer dissonance. *Journal of Marketing*, 31(1), 39-43. [Google Scholar↗](#)
- [220] Kaas, K. P. (1982). Consumer habit forming, information acquisition, and buying behavior. *Journal of Business Research*, 10(1), 3-15. [Google Scholar↗](#)
- [221] Yuen, K. F., Wang, X., Ma, F., & Li, K. X. (2020). The Psychological Causes of Panic Buying Following a Health Crisis. *International Journal of Environmental Research and Public Health*, 17(10), 3513. [Google Scholar↗](#)
- [222] Yurchisin, J., & Johnson, K. K. (2004). Compulsive buying behavior and its relationship to perceived social status associated with buying, materialism, self-esteem, and apparel-product involvement. *Family and Consumer Sciences Research Journal*, 32(3), 291-314. [Google Scholar↗](#)
- [223] Hirschman, E. C., Greenberg, B., & Robertson, D. (1978). The intermarket reliability of retail image research: an empirical examination. *Journal of Retailing*, vol. 54(1), 3-12. [Google Scholar↗](#)
