## The Neighbourhood Store - Seeking Bigger Basket Sizes

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**Abstract**

India's modern retail market stood at US Dollar (USD) 27 billion in 2012 and is expected to grow to USD 220 billion by 2020, with a Compounded Annual Growth Rate (CAGR) of 14.9% (FICCI, 2012). Though food and grocery comprises 60% of the total retail sales, it contributes to only about 11% of the modern retail sales (IBEF, 2013). Supermarkets comprise 70% of the total modern grocery retailing formats in India (Bose, 2012). Despite this, not all supermarkets perform well. For instance in Hyderabad, while few regional supermarket chains such as Ratnadeep, Ghanshyam have added more outlets, few national supermarket chains such as Spencer's, Food World have closed down or relocated few of their stores (Mukherjee, 2012). In 2012, Mr. Narang established a supermarket known as 'Neighbourhood store' in Pune, India. Post three years of full operation, this store was enmeshed in problems due to a poor customer base, low basket sizes and moderate revenue figures. To worsen matters, high rent expenditure and high cost stuck in inventory took a toll on the business. Against this backdrop, competitors such as S-Mart (hypermarket) and Patel stores (a small mom and pop 'kirana' store) flourished. The case includes data that can trigger off rich classroom discussions about a) Comparative analysis of Neighbourhood Store with its direct competitors – S-Mart and Patel stores - in terms of performance, merchandise mix, and service offerings, b) Analysis of the Neighbourhood Store's key customer profiles and finding the reason for their not shopping the entire grocery basket from the Store c) Recommending changes in the merchandise mix and the service offerings at the Neighbourhood Store in order to increase the basket sizes of each of the Store's customer segments.

*Keywords: merchandise mix, retail, competitor analysis, service offerings, consumer analysis*

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Mr. Narang was immersed in deep thought in his office on a bright summer morning. The beautiful morning breeze didn't seem to enliven his spirits. His morale had hit an abysmal low. He found himself engulfed in problems. Calling them problems was only an understatement. The effects produced were worse and profound.

The dampening effect of a weak customer base, low revenues and high rent expenditure of his supermarket, that was the 'Neighbourhood Store,' was looming large in his mind. It had been three years since the launch of his supermarket the 'Neighbourhood Store.' He had taken a loan from a bank and also used his personal capital for starting the business and running it. The store, however, was not attracting enough customers per day. The basket size of each customer was also not that great. "What could go wrong?" Mr. Narang wondered. He thought that he could boast of a rich body of ten years retail working experience in a well-known hypermarket - 'Grocery Bazaar.' Despite his research regarding the store design, visual merchandise, and demographics of the catchment area to decide on the merchandise, something was terribly amiss. The store didn't resonate with the shoppers. This was indeed extremely disturbing.

Mr. Narang thought of the two direct competitors of the Neighbourhood Store. They were S-Mart (located within a radius of three km of the Neighbourhood Store), and Patel store (located within a radius of one km of the Neighbourhood Store) (Refer to exhibit I). He had seen S-Mart and Patel store crowded with more shoppers than the Neighbourhood Store. He wanted to find out the real picture of performance of the Neighbourhood Store with respect to these competitors. He also thought that he would need to study the merchandise mix and service offerings at the Neighbourhood Store vis-à-vis these competitors. Mr. Narang had observed that shoppers come to the Neighbourhood Store for few selected groceries, but don't shop their monthly groceries at the store. The store was thus losing out on the revenues from these shoppers. He thought that a customer research of shoppers at the Store would throw light on the reason for these shoppers not shopping their entire grocery basket at the Neighbourhood Store. After doing this study he thought that he would be in better position to figure out if he needed to make any changes in his merchandise and service mix to better serve the consumers.

**Launch of the supermarket - Neighbourhood Store**

Mr. Narang launched the Neighbourhood Store in Pune with aplomb on December 2012. It was started as a modern store that would cater to a wide variety of customers. He took on lease a property of 5000 sq. ft. The idea was to utilize this space for multiple functions such as displaying merchandise, setting up an office area, storing the merchandise, and setting up other essential areas such as washrooms. He used 2,500 sq. ft. area for displaying merchandise for customers. Thus effectively only half of the area was saleable. Mr. Narang decided on the merchandise based on his experience at the Grocery Bazaar. He employed and subsequently trained the required personnel. Different strategies were used to build awareness in consumers about the new store. Leaflets were distributed along with newspapers in the primary catchment

area of 3 sq. km., announcing the opening of the grand store. Passersby were lured by refreshments.

**Description of the Neighbourhood Store**

The store was located in an area of transitional demographics where many residential construction projects were going on. Mr. Narang had conceptualized the store as an upscale supermarket. Hence the store stocked premium products. Discounts were rarely given. Only the loyalty card members were the principle beneficiaries of discounts. The following were the range of activities that the store was involved in:

- *Merchandise* – The Neighbourhood Store had a broad breadth of categories available for sale. In addition to fruits, vegetables, staples such as cereals, food grains, sugar and oil, the store stocked packaged beverages, baked goods, confectionaries, snacks, milk, eggs, chicken, fish, and pet products. It also offered homecare and personal care products. It had a mix of domestic and international products. It had limited depth in the categories of staples, milk and dairy products, but wide depth in juices, non-vegetarian foods, pet products, ready-to-eat, and ready-to cook food products. It also stocked regional brands such as Chitale in Pune. The detailed merchandise listing can be found in exhibits V, VI, VII, VIII, and IX.
- *Services* – The store provided home delivery of the merchandise when the bill order exceeded Rs. 500. This allowed buyers to order over the phone. It also offered the service of shop-and drop when the order exceeded Rs. 1000. The shoppers could select their merchandise and leave it at the store. Thereafter the delivery person would deliver it to the shoppers' home at the requested time slot. He had a loyalty card as well with which members could benefit from discounts.
- *Store design, visual merchandizing* - The store used a grid layout to facilitate easy navigation. Items were arranged in a breakfast to bed manner. The merchandise was grouped according to categories. Each category had its own section. Each section was marked in a manner to avoid confusion.

**Current performance of the store**

After three years of operation, the Neighbourhood Store attracted roughly 24,000 people every month on an average. The average basket size was around Rs. 218. These figures were very low as compared to the high rent expense of Rs. 45 per sq. ft. In order to survive and expand successfully, change was the need of the hour. Mr. Narang had noticed that most customers exercised their preferences and choices as they visited the store only in case of emergencies. They chose other stores in the vicinity which included the hypermarket – S-Mart and a *kirana* store - Patel store for their primary purchases. It was time for him to pull up his socks. He thought of reflecting on his own business inadequacies and get to the bottom of competitor strategies. Every possibility had to be tapped. He would leave no stone unturned to secure his lost position in the market.

**Competitor Analysis**

Mr. Narang needed to outline a list of his competitors. He could only think of S-Mart within a radius of 3 km from the store and a small *kirana* outlet – Patel stores within a radius of 1 km radius. (See Exhibit I for the road map of the three stores, Exhibit – II for the comparison of merchandise mix of the three stores and Exhibit III for the performance metrics of the three stores).

### a. S-Mart

S-Mart was a multistoried hypermarket, spread over an area of 35,000 sq. ft. It had started in the year 2000. It was a part of S-Mart chain stores all over India. This store had each floor dedicated to certain categories or sections. The store had a grid layout that allowed shoppers to locate products with ease. Full-time helpers were available more specifically for those buyers who were unable to locate any product. The sections were demarcated clearly and the discounts were highlighted. Prices ranged from low to moderately high. However, there was constant provision of discounts. Due to the wide range of brands and products, each consumer was able to make purchase as per his/her budget.

The detailed description of the outlet is given below.

- *Merchandise* - It had an extremely large breadth of products. The store had three main categories, namely – Core, Non-Core, and Fruits and Vegetables. The core comprised of packed food, groceries, and non-food items such as personal care and home care. The non-core consisted of apparel, footwear, utensils, home furnishings etc. The fruits and vegetables category was outsourced to a third party seller. Within each category, there was a very good depth available for customers to choose from. The store mainly had domestic products and offered neither international products nor non-vegetarian foods. It had only national brands and thus excluded regional brands. The detailed merchandise comparison with the Neighbourhood store and Patel store is found in exhibits V, VI, VII, VIII, and IX.
- *Services* - There was a mehendi artist, a 'mukhwas' seller and a jewellery seller in the premises of the store. Customers could utilize these services on their way out. There were a lot of discounts and offers given in the stores on major commodities such as baby diapers, staples such as rice, sugar, dals, pulses, food grains, oils, tea powder, and confectionaries.
- *Store design, visual merchandizing* – The ground floor had core categories, and second floor had non-core categories. It followed a standard format of grid design.

### b. Patel Stores (Kirana Outlet)

Patel stores (800 sq. ft. area) was located within the radius of one km from the Neighbourhood Store. Merchandise stocked was moderately reasonable to low in price. The products available catered to the general masses. The store design was like most *kirana* outlets with a counter over

which the owner interacted with buyers, took orders, handed over the desired products, and collected payments.  The detailed description of the store can be found below.

- *Merchandise* - Patel store had a reasonably good variety of categories. It had personal care, baby care and home care products. It also had staple foods and dairy products. However, there were no fruits and vegetables, except for potatoes, onions, and garlic. The small scale nature of operations was reflected in the limited assortment of products. Among baby care products, the store had only one brand of diapers and shampoo. Under personal care, there was shampoo, oil, conditioner and deodorant. There was one type of cleaning fluid available under home care. A wide range of grains and pulses were available. Among dairy products, there were milk, curd, ghee, and butter. Among general products, there were brooms and mops available. These products were available in relatively small quantities as the store had a limited area.  The store did not have pet products and had eggs as the only non-vegetarian product.  The detailed merchandise comparison of Patel stores with the Neighbourhood store and S-Mart can be found in the exhibits V, VI, VII, VIII and IX.
- *Services* – The store gave home delivery service to its patrons.  The minimum shopping order for availing home delivery was Rs. 100.

**Consumer Survey**

Mr. Narang had instituted a consumer survey in the Neighbourhood Store to find out the requirements of different customer profiles. He segmented the profiles based on demographic factors such as age and stage of lifecycle, income, occupation and psychographic factors such as purchase orientations.  He identified seven different consumer segments that contributed most to the revenues of the Neighbourhood store. They were happy family, homemakers, high net-worth individuals, working wives and working husbands, elderly shoppers, young couples without kids, 'dudes' and 'chicks'. (See Exhibit III for basket size of customer profiles of the Neighbourhood Store)

A summary of the requirements is given below.

*a.  Happy Family*
The Happy Family was that consumer segment who visited the Neighbourhood Store as a complete family (i.e. husband, wife, and children) on weekends.  Generally both the husband and wife were working with very young children below 5 years of age. They generally shopped for Rs. 2000/- to Rs. 3,000/- at the Neighbourhood Store at one time.  Their regular purchases included cereals, pulses, dals, biscuits, ice cream, organic food, and toiletries. They also required certain stationery like pencils, pens, books, which were not available at the Neighbourhood Store.  They were value-conscious and preferred a blend of reasonable price and high quality. They were highly likely to buy products impulsively when they were offered on sale. These consumers enjoyed shopping experiences and hence shopped in person than online. However,

they had a habit of checking online for discount coupons. They normally chose domestic brands over international ones. Most of them didn't have pets.

### b. Homemakers

The Homemakers segment comprised mainly non-working ladies. They purchased wheat, pulses, sugar, toiletries, snacks and juices from the Neighbourhood Store. They were price sensitive shoppers. They would buy impulsively in times of 'sales.' They were affected by fluctuations in the price of basic necessities. They shopped in person, and did not check for online coupons. They typically visited the store between 11 am to 5 pm on the weekdays. They bought domestic and international foods, depending on the product. They also purchased pet products. This segment manifested more involvement in grocery shopping. Unfortunately, they visited the Neighbourhood Store only during emergencies and had an average basket size of Rs. 250/- at the store.

### c. High Net Worth Individuals (HNIs)

High Net Worth Individuals (HNIs) segment at the Neighbourhood store were those individual shoppers who typically had a monthly income of Rs. 10,00,000/- to Rs. 15,00,000/-. They typically came at non-rush hours such as morning 11 am to 1 pm on weekdays. They normally parked their luxurious cars outside the store. They regularly purchased imported goods and gourmet products, coffee, ready to eat products, and milk. They preferred good quality over reasonable price. They did not make impulsive purchases when products were on sale. Fluctuating prices of basic necessities did not affect them either. They were used to shopping online. They preferred imported products over domestic ones. They usually bought pet products. Their average basket size at the store was Rs. 5000/-

### d. Working Wives and Working Husbands

The segment of working wives and husbands included working ladies and gentlemen who typically came alone for shopping. They visited the Store on weekends or between 5 pm and 8 pm on weekdays. They spent very little time shopping at the store. Their regular purchases included toiletries, ready to eat, ready to cook products, snacks, juices, and milk. However, they don't buy staples at the store. They occasionally looked at the price of goods while shopping and did not buy impulsively during 'sales'. They shopped online, and also checked for online coupons. Most of them didn't have pets. Their average basket size at the Store was Rs. 1500/-.

### e. Elderly Shoppers

Retired individuals constituted the segment of elderly shoppers. Their regular purchases included toiletries, pulses, snacks, and chocolates. They paid daily visits to the store. They mainly came to the store for social interaction with employees, other shoppers, and spend their time looking at groceries. They majorly stocked their staples such as rice, dals, and sugar for the entire year. They normally bought these staples in bulk quantities during the rice festival (typically after the

harvest season – January and February in Pune, when it is almost 10% cheaper) from the wholesale market in Pune city. They were price-conscious and shopped impulsively during 'sales'. They mainly shopped in person and did not check for online coupons. They preferred domestic products.  They usually demanded respect from the shop personnel. Sometimes they got agitated if the personnel did not behave in an expected manner.  Their average basket size was Rs. 100/-

### f.  *Young Couples without Kids*

This category comprised of young married couples without children. They typically shopped on weekends.  They spent roughly one hour at the store.  They were not at all price-conscious while shopping.  They could be considered as hassle-free shoppers. They mainly preferred imported products, juices, confectionaries, non-vegetarian foods, and toiletries at the Neighbourhood Store. However, they did not purchase the regular groceries such as staples from the Neighbourhood Store.  Their average basket size was Rs. 700/-

### g.  *Dudes and Chicks*

This category included young, single ladies and gentlemen.  They typically shopped at the Store during evenings.  They regularly purchased green tea, chocolates, soft drinks, toiletries, and snacks from the store. They were unaffected by price fluctuations on basic necessities. They did not have pets.  They usually preferred price over quality. Their average basket size was Rs. 200/- The store's most sold items were eggs, fruits and vegetables, and toiletries, in that specific order. Their highest sold beverages were milk, coca cola, pepsi, and juices, in that order.

### Conclusion

Mr. Narang thought that three years was sufficient time to let a retail outlet establish itself and develop a loyal customer base.  He wanted outside help for achieving his goal of growth of the store.  He thought of his old friend – Mrs. Desai – who was an independent consultant.  She was known for handholding companies to success. He scanned his telephone diary for her number and made up his mind to contact Mrs. Desai.

*Exhibit I – Location of the Neighbourhood store, Patel stores and S-Mart*
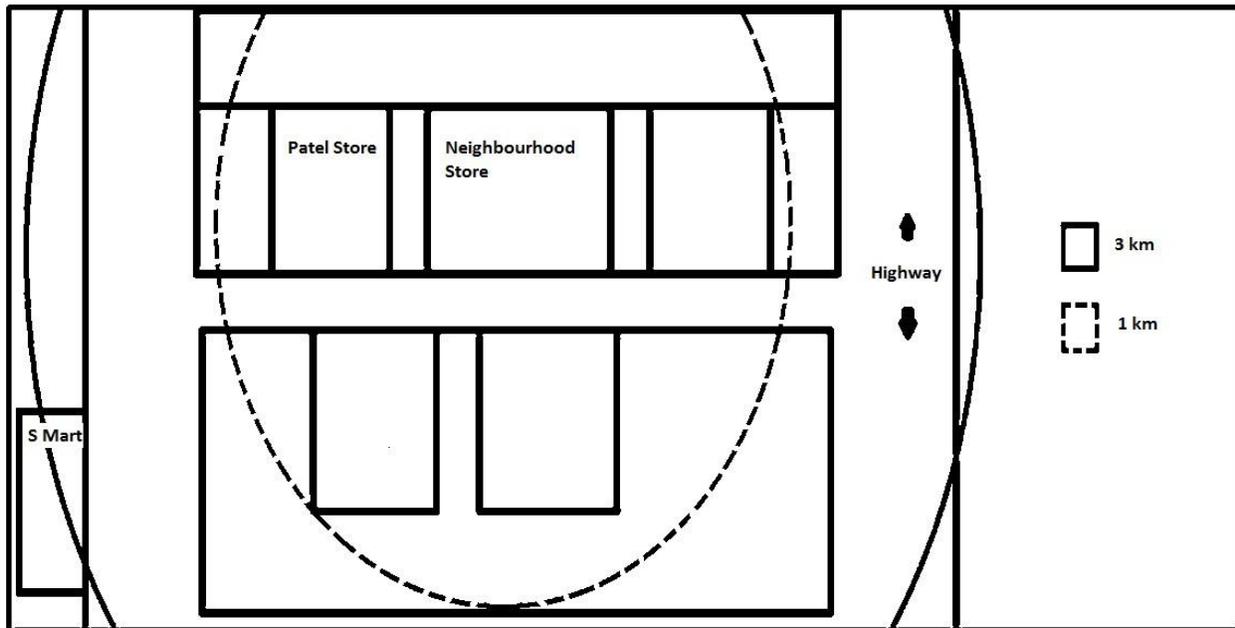


Source: (Padhye & Mansukhani, 2014)

*Exhibit II – Merchandise mix of Neighbourhood Store, S-Mart and Patel Stores*

| Sr. No. | Category | Contribution to Total Sales (%) | | |
|---|---|---|---|---|
| | | Neighbourhood Store | S-Mart | Patel Stores |
| 1 | Wet Groceries | 30 | 10 | 20 |
| 2 | Dry Groceries | 53 | 30 | 50 |
| 3 | Non-Food Items | 17 | 40 | 30 |
| 4 | Other | 0 | 20 | 0 |

Source: (Padhye & Mansukhani, 2014)

*Exhibit III – Performance metrics of Neighbourhood Store, S-Mart, and Patel Stores*

| Sr. No. | Metrics | Neighbourhood Store | S-Mart | Patel Stores |
|---|---|---|---|---|
| 1 | Average monthly customers | 24,000 | 2,00,000 | 12,000.00 |
| 2 | Average monthly sales (INR) | 218 | 650.00 | 200.00 |
| 3 | No. of items sold (INR) | 80,000 | 30,00,000 | 60,000 |
| 4 | Average items/customer | 4 | 15 | 5 |
| 5 | Area | 5000 | 35000 | 800 |

Source: (Padhye & Mansukhani, 2014)

*Exhibit IV – Revenue contribution of consumer segments at the Neighbourhood Store*

| Sr. No. | Consumer segments at the Neighbourhood Store | Percentage of revenues | Basket size in Rs. |
|---|---|---|---|
| 1 | Happy Family | 8.0% | 2,500.00 |
| 2 | Homemakers | 20.0% | 250.00 |
| 3 | High Net-worth Individuals | 1.0% | 5,000.00 |
| 4 | Working wives and husbands | 7.0% | 1,500.00 |
| 5 | Elderly shoppers | 30.0% | 100.00 |
| 6 | Young couples without kids | 30.0% | 700.00 |
| 7 | Dudes and chicks | 4.0% | 200.00 |

Source: (Padhye & Mansukhani, 2014)

*Exhibit V – Merchandise mix in product categories such as paneer, ghee, fruit juices*

| | The Neighbourhood store | The S-Mart | Patel stores |
|---|---|---|---|
| **Brand** | **Paneer** | | |
| Modern | Modern dairy paneer | - | - |
| Gowardhan | - | Gowardhan paneer | - |
| Amul | - | Amul paneer | - |
| | **Ghee** | | |
| Gowardhan | Gowardhan ghee | Gowardhan ghee | Gowardhan ghee |
| Amul | Amul Pure ghee | Amul Pure ghee | - |
| Chitale | Chitale ghee | - | - |
| Organic India | Organic India ghee | - | - |
| | **Fruit Juices** | | |
| Dimes | Dimes Premium | Dimes Premium | - |
| Valentino | Valentino -Red Grape Drink | - | - |
| Paperboat | Paperboat- Tulsi | Paperboat- Tulsi | - |
| | Paperboat- Jaljeera | Paperboat- Jaljeera | Paperboat- Jaljeera |
| | Paperboat- Aampanna | Paperboat- Aampanna | Paperboat- Aampanna |
| Real | Real | Real | Real |
| | Real Activ | Real Activ | Real Activ |
| Tropicana | Tropicana 100% | Tropicana 100% | Tropicana 100% |
| Ceres | Ceres 100% Juice | Ceres 100% Juice | - |
| Slice | Slice | Slice | Slice |
| Maaza | Maaza | Maaza | Maaza |
| Gatorade | Gatorade - Blue Bolt | Gatorade - Blue Bolt | Gatorade - Blue Bolt |
| | Gatorade - Orange | Gatorade - Orange | Gatorade - Orange |
| | - | Gatorade - Lemon | - |
| Mogu Mogu | Mogu Mogu Fruit Juice | - | - |
| 24 Mantra | 24 Mantra Organic Juice | - | - |
| Robisons's | Robinson's Froot Shoot | - | - |
| Good Juicery | Good Juicery -Sparkling Apple | - | - |
| | Good Juicery -Sparkling Passion Fruit | - | - |
| Minute Made | Minute Made- Pulpy Orange | Minute Made- Pulpy Orange | - |
| | Minute Made- Nimbu Fresh | Minute Made- Nimbu Fresh | - |
| Ashtavinayak Farms | Organic Amla Juice | - | - |
| Yubbi | Yubbi Tender Coconut Water | - | - |

Source: (Padhye & Mansukhani, 2014)

*Exhibit VI – Merchandise mix in product categories such as non-vegetarian foods, pet products, fruits and vegetables*

| | The Neighbourhood store | The S-Mart | Patel stores |
|---|---|---|---|
| Brand | **Non vegetarian offerings** | | |
| Power | - | - | Eggs |
| SAI Agri | Eggs | - | - |
| Golden | Eggs | - | - |
| Suguna | Eggs | - | - |
| Godrej, Venky's | Chicken | - | - |
| AlKabir | Mutton | - | - |
| | **Pet products** | | |
| Pedigree | Dog food | Dog food | - |
| Whiskas | Cat food | - | - |
| | **Fruits and Vegetables** | | |
| | Potato, Onion, Garlic | Potato, Onion, Garlic | Potato, Onion, Garlic |
| | Regular Indian fruits such as apples, oranges, papaya | Regular Indian fruits such as apples, oranges, papaya | - |
| | Regular Indian vegetables such as ladies finger, beans, cauliflower, cabbage, etc | Regular Indian vegetables such as ladies finger, beans, cauliflower, cabbage, etc | - |
| | International fruit - kiwi | - | - |
| | International vegetables - zucchini, cherry tomatoes | - | - |

Source: (Padhye & Mansukhani, 2014)

*Exhibit VII - Merchandise mix in the Ready-to-Cook product category*

| Brand | The Neighbourhood store | The S-Mart | Patel stores |
|---|---|---|---|
| MTR | Dal makhani | Dal makhani | Dal makhani |
| | Dal fry | Dal fry | Dal fry |
| | Rajma chawal | Rajma chawal | Rajma chawal |
| | Pav bhaji | Pav bhaji | Pav bhaji |
| | Paneer tikka masala | Paneer tikka masala | Idli |
| | Tomato rice | Tomato rice | |
| | Masala idli | Masala idli | |
| | Sambhar | Sambhar | |
| | Poha | Poha | |
| | Rava idli | Rava idli | |
| | Jeera rice | Jeera rice | |
| | Rasam rice | Rasam rice | |
| | Oats upma | Oats upma | |
| | Oats idli | Oats idli | |
| | Uttapam | Uttapam | |
| | Peas and mushroom curry | Peas and mushroom curry | |
| | Basmati rice kheer | Basmati rice kheer | |
| | Masala rice | Masala upma | |
| | Ragi dosa | | |
| | Bisibelebhath | | |
| | Masala upma | | |
| Gits | Gulab Jamun | Gulab Jamun | Gulab jamun |
| | Upma | Upma | Upma |
| | Basundi | Basundi | Jalebi |
| | Halwa | Halwa | |
| | Aloo matar | Aloo matar | |
| | Chana masala | Chana masala | |
| | Dal makhani | Dal makhani | |
| | Dal tadka | Dal tadka | |
| | Alu chana chat | Alu chana chat | |
| | Dahi vada | Dahi vada | |
| | Jilebi | Jilebi | |
| | Rabdi | Rabdi | |
| | Rawa dosa | Rawa dosa | |
| | Dhokla | Dhokla | |
| | Khaman dhokla | Khaman dhokla | |
| | Palak paneer | Palak paneer | |
| Chitale | Dhokla/ Vada | | |

| Brand | The Neighbourhood store | The S-Mart | Patel stores |
|---|---|---|---|
| **Chitale** | Idli | | |
| | Gulab jamun | Gulab jamun | |
| **Nilon's** | Gulab Jamun | | |
| **Gowardhan** | Aloo mash | Aloo mash | |
| **Soul** | Methi malai matar | | |
| | Shahi rajma | | |
| | Meat masala | | |
| | Butter chicken | | |
| | paneer kadaai | | |
| | tawa masala | | |
| | Paneer tikka masala | | |
| | chicken masala | | |
| | Kadhai chicken | Kadhai chicken | |
| **Vegit** | corn star | | |
| | kebabs | | |
| | vada | | |
| | cutlet | | |
| | burger patty | | |
| | corn roll | | |
| | cheese balls | | |
| | Dal tadka | | |
| **Rasoi Magic** | mutton rogan josh | mutton rogan josh | mutter paneer |
| | paneer tawa masala | paneer tawa masala | |
| | chana masala | chana masala | |
| | egg curry | egg curry | |
| | bhunna gosht | bhunna gosht | |
| | mutter paneer | mutter paneer | |
| | malai kofta | malai kofta | |
| | butter chicken | butter chicken | |
| | Paneer butter masala | Paneer butter masala | |
| | veg biryani | veg biryani | |
| | Hyderabadi biryani | Hyderabadi biryani | |
| | palak paneer | | |
| | amritsari paneer tikka masala | | |
| **Knor** | Punjabi chana masala | Punjabi chana masala | |
| | Dal makhani | Dal makhani | |
| | Paneer butter masala | Paneer butter masala | |
| | Chinese chilli | Chinese chilli | |
| | Chinese schezwan | Chinese schezwan | |

Source: (Padhye & Mansukhani, 2014)

*Exhibit VIII - Merchandise mix in product category of oil (staple product)*

| | The Neighbourhood Store | S-Mart | Patel store |
|---|---|---|---|
| Brand | Oil | | |
| Del Monte | extra virgin olive oil | extra virgin olive oil | extra virgin olive oil |
| | olive pomace oil | olive pomace oil | |
| Cesar | pomace olive oil | pomace olive oil | |
| Disano | olive pomace oil | olive pomace oil | |
| | extra virgin olive oil | extra virgin olive oil | |
| | olive oil | olive oil | |
| Jivo Canola | cooking oil | cooking oil | cooking oil |
| Borges | olive oil extra light | olive oil extra light | |
| | olive oil | olive oil | olive oil |
| | extra virgin oilve oil | extra virgin oilve oil | extra virgin oilve oil |
| Gemini | sunflower oil with nutri v | sunflower oil with nutri v | sunflower oil with nutri v |
| | refined groundnut oil | refined groundnut oil | refined groundnut oil |
| | soyabean oil | soyabean oil | |
| Fortune | goldnut refined groundnut oil | goldnut refined groundnut oil | |
| | sun lite refined sunflower oil | sun lite refined sunflower oil | sun lite refined sunflower oil |
| | refined soyabean oil | refined soyabean oil | refined soyabean oil |
| Sundrop | super lite advance | super lite advance | |
| | heart | heart | heart |
| | | sundrop oil | sundrop oil |
| Dhara | kachhi ghani oil | kachhi ghani oil | |
| | sunflower oil | sunflower oil | |
| Shivshakti | til oil | til oil | |
| Everyday | palmolein | palmolein | |
| Saffola | gold | gold | gold |
| Nature Fresh | kachhi ghani | kachhi ghani | |
| | | mustard oil | |
| Libety | | vegetable oil | |
| | | sunflower oil | |
| Ricela | | rice brand oil | |
| Nutrella | | soyabean oil | |
| | | mustard oil | |
| Tilsona | | til oil | |
| Adani | | adhar oil | |
| Tez | | mustard oil | |
| Bertolli | | olive oil - extra virgin | |

Source: (Padhye & Mansukhani, 2014)

*Exhibit IX – Merchandise mix in product category rice (staple product)*

| | The Neighbourhood Store | S-Mart | Patel store |
|---|---|---|---|
| Brand | Rice | | |
| Unbranded loose variety | Delhi Rice | Delhi Rice | |
| | Gobindobhog Rice | Gobindobhog Rice | |
| | Boiled Rice | Boiled Rice | Boiled Rice |
| | Masoori Rice | Masoori Rice | Masoori Rice |
| | Parimal Rice | Parimal Rice | |
| | Mini Mogra Basmati | Mini Mogra Basmati | |
| | Dheraduni Basmati | Dheraduni Basmati | Dheraduni Basmati |
| | Chinese (Sela Basmati) | Chinese (Sela Basmati) | |
| Private label | - | Red rice | - |
| Dawat | Quick Cooking Brown Basmati Rice | Quick Cooking Brown Basmati Rice | |
| | Traditional Basmati Rice | Traditional Basmati Rice | |
| | Devaaya Basmati Rice | Devaaya Basmati Rice | |
| | | Rozana Basmati rice | |
| Lal Qilla | Traditional Special Old Malai | Traditional Special Old Malai | |
| | Golden Chhap Aged Basmati Rice | Golden Chhap Aged Basmati Rice | |
| Kohinoor | Authentic Basmati Rice | Authentic Basmati Rice | |
| | Extra Long Basmati Rice | Extra Long Basmati Rice | |
| | Super Basmati Rice | Super Basmati Rice | Super Basmati Rice |
| | | Trophy gold superior rice | |
| | | Charmina basmati rice | |
| 24 Mantra Organic | Broken Rice | Broken Rice | |
| | Indrayani Rice | Indrayani Rice | |
| | Steam Kolam | Steam Kolam | |
| | Sonamsuri Hand-pounded Rice | Sonamsuri Hand-pounded Rice | |
| | | organic basmati rice premium | |
| India Gate | Brown Rice | Brown Rice | Brown Rice |
| | Basmati Rice Classic | Basmati Rice Classic | Basmati Rice Classic |
| | Mogra Basmati | Mogra Basmati | |
| | Feast Rozzana Basmati | Feast Rozzana Basmati | |
| | | Dubar Basmati | |
| | | Tibar Basmati | |

Source: (Padhye & Mansukhani, 2014)

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