JAIPURIA INSTITUTE OF MANAGEMENT
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JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM/ PGDM (M)/ PGDM (SM)

FIFTH TRIMESTER (Batch 2024-26)

END TERM EXAMINATIONS, JANUARY 2026

SET-1

Course Name	**Retail Marketing**	Course Code	**20126**
Max. Time	**2 hours**	Max. Marks	**40 MM**

INSTRUCTIONS:

a. There are 5 questions. All are compulsory.
b. You are allowed to bring ONLY BASIC calculators to the examination hall. No scientific calculator is allowed.

1. **Article (Based on JLL India Retail Report, 2024):**

In 2024, India saw the entry of 27 new international retail brands, nearly double the number in 2023, with over half originating from the EMEA region. French and Italian brands led this expansion, particularly in Fashion & Apparel, Beauty & Wellness, Footwear, and Accessories. Most international retailers chose Delhi NCR as their initial entry location, followed by Mumbai, while luxury brands alone leased nearly 190,000 sq. ft of retail space, indicating strong demand for premium retail destinations.

Alongside international expansion, domestic retailers continued to dominate leasing activity, and D2C brands expanded into physical retail, selecting both malls and high streets to build brand presence. This momentum is supported by an expected addition of nearly 9 million sq. ft of retail space across the top seven Indian cities in 2025, increasing the emphasis on selecting locations that offer long-term attractiveness and sustainability.

Recent brand entries illustrate these trends. Apple launched its first two new stores in Mumbai and Delhi NCR, while UK-based Pret a Manger (*means ready to eat*) also opened outlets in these two markets. Canadian coffee brand Tim Hortons, which debuted in India last year, strengthened its presence in Delhi NCR and Punjab and entered the Mumbai market in 2024. In the luxury segment, Balenciaga is set to open its first brick-and-mortar store in Delhi NCR through a partnership with Reliance Brands, and Galeries Lafayette, a leading Paris-based shopping center, plans to establish two stores in Mumbai and Delhi NCR in collaboration with Aditya Birla Fashion and Retail Ltd.

Answer the following questions:

(A). Based on the above scenario, Identify key factors Balenciaga and Galeries Lafayette should consider while selecting retail locations in India. **4 marks**

(B). Explain why cities such as Delhi NCR and Mumbai are likely to be preferred entry locations for these brands. **4 marks**

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2.

Balenciaga is a famous luxury fashion brand that started in 1919, founded by Cristóbal Balenciaga. The brand is known for its bold, modern designs and strong, structured styles that changed the way high fashion looks. Today, Balenciaga is owned by Kering and is based in Paris. It sells high-end clothing, bags, shoes, and accessories, and continues to stand out for its creativity and unique approach to fashion.

It is set to enter India's NCR region, with Reliance Brands launching the brand's first standalone luxury store at DLF Emporio Mall, Vasant Kunj, Delhi. Positioned as a destination luxury mall, DLF Emporio competes with other premium retail locations in NCR that cater to high-income, fashion-conscious consumers.

Before planning further expansion, Reliance Brands seeks to evaluate the customer draw of DLF Emporio relative to other competing luxury retail destinations in the region. Assume that consumers from an affluent residential zone in South Delhi choose among three luxury retail locations based on store attractiveness (total luxury retail space) and distance from their location.

Luxury Retail Location	**Luxury Retail Space (sq. ft.)**	**Distance from Customer Zone (km)**
DLF Emporio (Balenciaga)	160,000	8
Premium Mall X	220,000	14
High-Street Luxury Hub	90,000	6

Assume B exponent value =2

Answer the following questions:

(A) Using Huff's Gravity Model, calculate the probability that a customer from the given residential zone will visit each of the three luxury retail locations. 4 marks

(B) Further, interpret the results and identify which location is likely to generate the highest customer attraction, giving reasons for your choice. 4 marks

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3. Shoppers Stop, one of India's leading department store retailers, operates a well-established loyalty programme (First Citizen) to build long-term relationships with its customers. Through this programme, the retailer tracks customer purchase history, frequency of visits, average bill value, and responsiveness to promotions. Management recognises that a small proportion of customers contribute a disproportionately high share of profits, while some customers generate lower margins and higher servicing costs.

Given rising competition from online fashion platforms and increasing pressure on margins, Shoppers Stop plans to strengthen its CRM strategy by focusing more on high-value customers rather than treating all customers uniformly. For this purpose, the retailer is considering the use of Customer Lifetime Value (CLV) as a key decision-making metric.

(A) Analyse how a retailer can estimate Customer Lifetime Value (CLV) based on this analysis. **4 marks**

(B) Evaluate how CLV insights can be used to segment customers and design differentiated CRM strategies to improve long-term profitability. **4 marks**

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4 (A) "Retail shrinkage is not limited to theft alone". Explain this statement by discussing different components of retail shrinkage and their impact on retail profitability. **4 marks**

4 (B) A retail store reports a total inventory loss due to shrinkage of ₹15,00,000 during the year. If the store's annual sales are ₹7.5 crore, calculate the retail shrinkage percentage.

In the following year, the store improves its sales performance to ₹15 crore, while shrinkage losses remain at ₹15,00,000. **Recalculate the retail shrinkage percentage and interpret the results.** **4 marks**

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Although Amazon has set a high bar for convenience by enabling consumers to receive almost any product with a simple click or tap, research suggests that omnichannel retailers may enjoy strategic advantages over Amazon because they can leverage their physical stores as an integral part of the shopping experience. By combining digital convenience with in-store touchpoints, omnichannel retailers can offer customers greater flexibility, faster fulfilment options, and a more engaging purchase journey than online-only retailers.

Q5. Analyse how omnichannel retailers have a strategic advantage over online-only retailers in enhancing customer experience, operational efficiency, and long-term competitiveness. **8 marks**

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END OF PAPER