

Trim: June – Nov 24		
Maximum Marks: 50	Examination: ETE Exam	Date:08/11/2024
Duration:2 hours		
Programme code:14	Class: SY	Semester/Trimester: III
Programme: MBA SM		
College: K. J. Somaiya Institute of Management		Name of the department/Section/Center: Sport Management
Course Code:317P14C305		Name of the Course: Sports Retail Management
Instructions: Provided below in each sections		

Question No.	PART A Answer Any TWO Questions (2X5=10)	Max. Marks
1	Explain Sports Goods Retail Industry in India ? Give 10 examples of Organised Sports Retailers?	5
2	Explain Types of Retails Formats? and Provide 2-3 Brand Names for each (Minimum 5 formats) .	5
3	Write about Future of Sports Retailing in India -2030 - Your Own Opinion with convictions.	5
PART B Write a Detailed note on Any TWO of the below (2X10=20)		
1	Explain in Detail : >Technology in the Sports Retail Industry ? >Any real time example of an Indian Sports Brand ?	10
2	Explain in Detail with examples: >Factors influencing Retail shops Locations ? >Steps in Identifying and opening Organised Sports retail Shops?	10
3	Prepare SWOT analysis for an Indian Sports Brand ? Provide 10 recommendations to improve their Business concretely ?	10
PART C Read the Case study Carefully and Answer below questions (1X20=20)		

Galaxy Sports Inc is an upcoming chain of sports retail outlets spreading their network in major metro cities. It has established a good name in quality products. These products range from cricket bats, skates, football etc. which have gained immense popularity among the working class /college students. The company also assigns great importance to customer service.

Nisha is a business school graduate who has recently joined one of the outlets, as an intern. The Manager of the outlet has given her the task of optimizing the operations, with specific focus on employee costs and waiting time at the billing counters.

Over 4 weeks, Nisha made some observations regarding customer footfalls at the Mall, average billing per customer and the average billing time. She also did a survey to understand the customers' expectations about the waiting time at the billing counters.

The pattern of number of customers visiting the mall is given below:

From	To	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
9:00 AM	10:00 AM	11	9	12	14	10	32	22
10:00 AM	11:00 AM	23	27	18	20	25	41	47
11:00 AM	12:00 PM	27	32	22	25	34	58	67
12:00 PM	1:00 PM	45	54	38	63	55	134	124
1:00 PM	2:00 PM	62	64	56	86	77	178	212
2:00 PM	3:00 PM	28	25	19	37	33	112	155
3:00 PM	4:00 PM	23	20	25	30	40	123	167
4:00 PM	5:00 PM	53	67	67	47	72	157	225
5:00 PM	6:00 PM	123	104	150	75	115	234	302
6:00 PM	7:00 PM	135	127	220	178	187	267	335
7:00 PM	8:00 PM	114	109	180	132	167	255	305
8:00 PM	9:00 PM	24	22	21	27	48	48	54
9:00 PM	10:00 PM	7	9	6	10	32	32	27
Total		675	669	834	744	895	1671	2042

The weekly purchasing pattern of the customers is as follows:

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Average Spending per Customer (INR)	660	850	1200	770	1100	1450	1340
Average billing	167	225	450	360	432	604	567
Conversion Rate	24.7%	33.6%	54.0%	48.4%	48.3%	36.1%	27.8%

Following workforce is currently being deployed at the retail outlet:

Sales persons

Shift	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
First shift	4	4	4	4	4	6	6
Second shift	7	7	7	8	8	8	8

Billing staff

Shift	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
First shift	3	3	5	4	4	6	6
Second shift	5	5	6	7	7	8	8

A customer spends an average of 50 minutes in the mall during his visit. The company believes that at least one salesperson is required per 15 customers to provide assistance during their visit to the mall. The salesperson works in two shifts: 9 AM to 5 PM and 2 PM to 10 PM. They are contract employees which are provided by an agency at a charge of 400 INR per shift per person. The daily requirement of sales persons for the entire week needs to be provided to the agency at the beginning of every week.

The average billing time per customer is 2.20 minutes with a standard deviation of 0.16 minutes.

Customers are rather sensitive towards waiting time, and if it starts exceeding 4 minutes, they might decide not to visit the Mall again.

The cost of a billing machine is 15000 INR and its operational cost is 65 INR per hour which includes employee cost.

Questions:

1. Is the current staffing plan optimal? Estimate the daily requirement of sales persons (excluding staff at billing counters).
2. Determine the number of billing counters required at different times during each day in order to ensure that 95% of the customers will not have to wait for more than 4 minutes at the billing counter. Assume that inter-arrival time between

customers is normally distributed around the mean for each time interval.

3. What average queue length is achieved in the above case? What is the average waiting time for each customer?
4. Estimate the revenue loss per week because of not meeting customers' expectations of billing period.
5. Analyze the trade-off between purchasing and manning the billing machines versus losing the revenue.
6. Determine the optimal number of billing machines to be purchased.
7. If the salesperson could also be used for the billing counters if they are under-utilized, then estimate the daily requirement of staff.