

[Time: 2½ hours]

[Marks:75]

Please check whether you have got the right question paper.

- N.B:
1. Q1 is compulsory.
 2. Q2 to Q5 have options within questions.
 3. Draw suitable diagrams wherever necessary.
 4. Illustrate your answers with examples.
 5. Figures to the right indicate full marks.

Q1. Case Study

Before fast fashion became mainstream, the fashion industry worked on stable schedules. Popular designers exhibited their designs through shows and trade fairs. The production lead times were based on forecasts made a season or even a year before the apparels hit the stores. The clothes replacement cycles too were long. Consumers saw clothing as an investment and spent carefully on their clothes. As they became more fashion conscious, there was a shift in the apparel industry which went on to become market driven rather than production driven. This resulted in shorter market cycles and more fashion seasons, which led to the birth of fast fashion. The fast fashion industry was based on the strategy of planned obsolescence; the clothes were designed to be replaced by new designs, which in turn led to more consumption. The front end of Zara had to be nimble. Accordingly, the business model demanded similar agility in the up-stream of the supply chain. To align with such a strategy, Zara manufactured its garments at its own factories in Spain, besides outsourcing to neighboring Portugal, Moroccan, and Turkish factories. Again, contrary to the competition, it resorted to "proximity sourcing" using high-wage labor rather than sourcing from Asian factories in a deliberate move to attain responsiveness and speed. Such proximity sourcing ensured product availability at retail outlets in less than 2 weeks. Proximity sourcing contributed to 60% of Zara's total sourcing; the balance was sourced from low wage factories based in India, China, and Bangladesh and the South-American.

Answer the following

- a. How organized retail is playing a major role in customers buying behaviour that the big global brand Zara highlighting. State the factors responsible for the growth of organized retail in India. (08)
- b. As a Zara store manager, state your responsibility for managing a mid-sized store. (07)

Q2. Answer the following

- a. State various characteristics of a consumer buying behavior with reference to buying electronic products. (08)
- b. Bring out the elements of modern sales promotion technique used by a retailer to promote in stores. (07)

OR

- c. Highlight the roles and responsibilities of a merchandise manager for a departmental store. (08)
- d. What is visual merchandising? State its objectives. (07)

