

Digital transformation in Retail Industry

¹Sourav Dutta, ²*Raghav Sandhane

^{1,2}Symbiosis Centre for Information Technology, Symbiosis International (Deemed University), Pune, Maharashtra, India

*Corresponding author:
raghav@scit.edu

Abstract

Radical changes in the business scene request that ventures relook their plans of action, include imaginative capacities, and plan to remember new goals. Getting by in an altogether veritable business network requirements other than the capacity to sell; searching for analyzing existing business structures for seeing bottlenecks, forming dynamically momentous structures for improving operational ability, and most blend of advances, approach and undertaking plans in the framework for the notable client experience. Purchasers have chosen to purchase decisions at the store, giving physical retailers extraordinary ability to get some answers concerning and sway practices and tendencies. With the ascent of web-based business, online shopping, and most as of late keen advancements, new contenders undermine this long-standing matchless quality. Accepting a value creation perspective, we separate how digitization started the breaking down institutional retailing as the basic interface to the customer. With individual shopping experience transforming into the best approach to improving customer experience, it is the perfect open door for retailers to move from 'customer association' with 'customer duty.' Applications and corners are overriding pieces of the conventional shopping experience, calling for store conditions to advance. Furthermore, with a stretching out number of clients moving to online stages, retailers consider their essentials by prerequisite development models and improving shopping encounters overall touch-focuses and channels.

Keywords

New Goals, Online Shopping, Web-Based Business, Client Experience, Customer Duty

Imprint

Sourav Dutta, Raghav Sandhane. Digital transformation in Retail Industry. *Cardiometry*; Issue 24; November 2022; p. 859-866; DOI: 10.18137/cardiometry.2022.24.859866; Available from:

<http://www.cardiometry.net/issues/no24-november-2022/digital-transformation-retail>

1. Introduction

Retailers explore different avenues regarding a heap of approaches to react to new customer desires, connect advanced and physical shopping encounters, and attempt many approaches to change the retail experience, handle back-office forms better, and significantly more.

How we shop and purchase has experienced a crucial transformation, with shoppers outfitted with additional information, force, and decision than they have ever had. As buyer desires have changed and requests increased, the physical retail experience needs to keep up. Purchasers are bringing they are on web desires – customized and bother-free shopping – into the store.

Retailing as a capacity is fundamental to all economies: it connects shoppers' differed needs with particular contributions of makers. On the most fundamental level, these retailing capacities involve the structure of varieties, physical coordination of product, and lawful exchanges with the buyer, data and correspondence when all is said in done and subordinate administrations' daring. Generally, bricks-and-mortar physical retailers have taken on these capacities more often than not. Different types of retailing have existed, for example, mail-request activities, entryway to-entryway designs; physical fixed retailing has been the backbone. Inside the retail esteem chain, the matchless quality of fixed retailing is fundamentally tested as expanding parts of the retail exchange are moved from store-based arrangements to web-based organizations, including unadulterated plays, maker online activities, furthermore, stages. While conventional store marks take an interest in moving through multichannel methodologies, a critical lump of exchange goes to new players in the industry, most outstandingly Amazon (Keyes, 2018). In the year 2017, Amazon represented around 4-5% of the whole US retail volume [1].

1.1. Digital Transformation in Retail Industry

Advanced change is going into each field and industry that we know today, beginning with broad communications, instruction, medicinal services, money, and banking. That is only the tip of the iceberg. Asso-

ciations go advanced to improve their administrations and offices to raise the fulfillment level of their clients. The thought behind the advanced change in retail depends on the necessities and prerequisites of clients.

While choosing about going advanced, retailers consider how they can utilize rising advances to discover better approaches to drive income and make creative plans. As computerized tools and advancements develop, they will have an impressive effect on the administrations offered by the organization and its association with the work process.

Advance change for retailers is tied with the intuition of negligible enhancements. It is tied with making an associated commitment encouraged by the utilization of innovation. It is not only about information knowledge, nimbleness, client centricity, new incentives, and creativity but also about decreasing costs, upgrading efficiencies, and smoothing out procedures.

When pondering the computerized change in retail, retailers need to re-think each part of their business, from sourcing to stock administration, representative administration, and preparing and client experience the executives [2].

Computerized retail change can explore client maintenance and fulfillment by offering clients the administrations and items they need. Enormous information examination, area-based administrations, and portable applications have acquired a critical change in how retailers direct business. Be that as it may, the way to advanced change may need to confront different difficulties. The digital disturbance is changing the world in which brands associate with their purchasers. New advancements have made new markets that, thus, make new purchasers and new contenders. These new shoppers and contenders lead to new desires and eventually change how worth is and should be made by brands. One of the fundamentally advanced interruptions numerous brands face is the changing idea of intermediation – regularly in any event, coming about in disintermediation – permitting producers to switch or dispense with middle people whose additional expenses may surpass the worth they give. For instance, the development of online commercial centers associating shoppers and makers has killed the requirement for makers to incorporate (a few) retailers in their worth chain, permitting brand makers to execute with their buyers straightforwardly. This immediate access to shopper's prompts beforehand absurd significant data that may bring about better assistance and products.

The reason for selecting this topic is it gives a sense of writing and understanding of both management and the digital perspectives. Everything in today's world has moved to digital, especially after COVID 19 impact. Therefore this topic will help me better understand how business was operating before COVID 19 and after the brace of digital tools due to COVID 19 impact [3].

1.2. Transforming in-store Experience

Stores are something other than sales channels in today's world. They are experience focuses - expanded arms of a venture's computerized contact focus. Associations, accordingly, try to incorporate creative computerized encounters to guarantee an associated captivating in-store understanding. Advanced change in-store is made when retailers convey custom-made encounters to the client through an assembly of various advancements – for instance, examining client inclinations through social examination, identifying client area available, and conveying setting mindful, customized advancements on cell phones.

Another model is utilizing stands and intelligent computerized showcases to assist clients with perusing through the whole inventory furthermore, pick the things they need, particularly clothes, guaranteeing predominant experience for clients. Moreover, empowering store partners through selling and warning devices where store partners are equipped with client data and bits of knowledge needs the day to spare a deal from the showroom or to empower client maintenance and faithfulness.

1.3. Objectives of the Study

This research's main objective is to find and investigate any kind of digital changes that have occurred over the years in the retail industry. Also, what kind of strategies retailers can adapt to survive in this competitive market and how these changes have affected the retail sector in the long run - certain comparisons to demonstrate the changes in the retail sector before and after digitization?

As just a bunch of Research papers and diaries have been distributed explicitly concentrating on Digital patterns in the retail industry, I would sum up every individually and gradually develop my insight base on the current issue while at last certifying all the thoughts introduced underneath into my further exploration regarding the matter [4].

2. Literature Review

During the latest decade, there has been a development in the number of associations introducing propelled change. The modernized change contains not simply the usage of new headways (for instance, advanced examination, AI, human-made thinking applications, the Internet of Things), yet also the movements of the key business parts, including approach, game plan, business structures, progressive structures, and legitimate culture.

The continuous-time has been viewed as an improvement of Indian-created retail promote with various folds. Different business houses are pulled in the past relatively few years, including some reestablished business houses like Bharti, Reliance, and Aditya Birla to develop hold, showing the future improvement in times to come. In extension, the created retail region has moreover grabbed the attention of outside associations. Retailing is one of the best businesses in India and the best wellspring of work in the nation. Retail deals in India to \$180 billion and record for 10-11% of complete national yield. The Indian retail units have almost 14 million outlets and have the best retail fate on earth. The retail business in India is generally messy and commonly involves little; a free proprietor oversaw shops. Anyway, India's retail division is considering fixing up training, as the customary retailers are making way for new arrangements.

The accompanying traits are considered for characterization and investigation of papers: time part; the nation of case birthplace; case industry, and; advanced change idea understanding. Examination indicated that associations – open, just as private ones, know about change need and utilize advanced change ventures. Likewise, the progressions concerning advanced change influence both assembling and administration-based enterprises.

I have also conducted my research by interviewing some people from the industry who have seen a plethora of changes over a decade in the retail industry. The interview was conducted, keeping in mind that the said persons are aware of the retail industry changes, any new strategies that retailers could adopt in this competitive market, have adequate knowledge about the retail sector, and are also frequent users of various online retail apps [5].

2.1. Vineet Kumar (Founder and President, Cyber Peace Foundation)

Mr. Vineet Kumar is the founder and President of Cyber Peace Foundation. He was also responsible for

the Cyber cell in the Jharkhand Police department. According to Vineet, who seldom uses retail apps, it has seen the retail sector transform gradually in the post-digital era. Since he uses online retail apps and sites to order online, he has personally benefitted by shopping online and has noticed that products are cheaper online than in physical stores. When he buys online, he has seen certain product recommendations based on his search and buying habits using Artificial Intelligence. He also says that retailers or websites should maintain a decent pricing technology and keep it constant or decrease the product's price instead of launching few gadgets at a competitive price and then later, after few days, increasing the product's price.

2.2. Dr. Raghu Nath Datta (Vice-Chancellor, Seacom University, and NAAC Co-ordinator)

Dr. Raghunath Datta, who is aged around 63 years of age and hails from the education sector, has seen tremendous change in the retail sector. Earlier since he used to out shopping and buying vegetables, digital India now orders vegetables and medicines since using the internet and after digital India online store. He has personally compared certain gadgets while buying with that of the physical store and online store and saw a huge price difference in both platforms where the latter offered gadgets at much cheaper rates than physical stores. Also, in terms of getting service from cleaning his house and certain equipment, he saw that he could do all those with a single click from his mobile. Being a diabetic patient, he needs not buy medicines; he uses online medicine apps to order medicines and even gets hefty discounts. Also, he still believes that there is still room for development for these retail sectors and a plethora of products in the online market.

2.3. Ritwik Das (Journalist, ABP News)

Ritwik Das, who works with one of the leading news channels, is a vivid online retail customer and feels that the retail scenario has transformed to a great extent with digital India. Since he gets prices cheaper therefore frequently orders online, be it any things ranging from clothing, furniture, gadgets to television and spectacles. However, since he is working with the media industry; therefore, certain items/gadgets need tailoring and customization, which is not available in the online retail space for which he needs to visit a physical store. Therefore, he believes that since ev-

everything has gone online nowadays, websites such as Flipkart or Amazon should keep. He frequently orders Amazon as he gets much cash back and pays bills from Amazon, which also acts as a reminder every month.

2.4. Dinesh O Bareja (CEO, Open Security Alliance)

Mr. Dinesh O Bareja is a resident of Mumbai and CEO of Open Security Alliance. He is also the advisor of many startups. Having occupied with work always he hardly has any time for physical shopping. According to him, although the retail sector has transformed to a great extent, many businesses have not been able to use the advantage of digitalization due to insufficient infrastructure. He benefitted by shopping online mainly due to the availability of a wide range of products and cheaper prices. However, he also says that he was compelled to buy certain things based on the recommendations on his buying pattern, which made him shed out more money due to the use of Artificial Intelligence [6].

3. Research Problem Statement

Improvement degrees of progress and types of progress present a changing effect on the retail business through direct customer modification. Clients, the world over, have been quick at getting a handle on new electronic versatile headways empowering access to the Internet every snapshot of reliably. Advanced adaptable improvements bring the retail location inside clients' homes or rather their gadgets.

Despite hard money-related occasions, client requests have not chilled out. Clients look for time capacity, shirking of social occasions and lines, comfort, and adaptability while inspecting for things that would fulfill their necessities and wishes while striking the best strategy, the best an impetus for-the-money, and maintaining a strategic distance from disappointment (for example, from void racks or rude shop partners), for example getting the best-spurring power from each to buy using energy improvements [7].

Later, clients have a touch of elbowroom over retailers as they can rapidly analyze the Internet for thing and association-related data and think about retailers' duties (Shankar et al., 2011). Clients are regarding shopping and, in this way, are logically tireless in their buying, with the Internet seen as a beneficial vehicle to build up that immediate. Access to the Internet has moved a clear impact on clients.

Clients are changing the rules of coordinating, and retailers must adjust in like manner. Retailers like this, need to fulfill moving client needs both online and in the physical stores through the presentation of noteworthy imaginative courses of action and the blend of online and isolated shopping encounters. They have to build share gain, keep clients upbeat. Customers are changing the principles of collaborating, and retailers must adjust following the prerequisites. Retailers, accordingly, need to satisfy moving client needs both online and in the physical stores through the presentation of significant inventive blueprints and the mix of online and isolated shopping encounters. They have to help share gain, keep clients energetic. As will be battled later, the developing section of the Internet and the rising social affair of adaptable motorized gadgets are generally speaking models with noteworthy ramifications for retailers in each market and nation. Retailers, subsequently, are constrained to change their standard strategies. Retailers need new frameworks, structures, methods, and instruments to disregard client encounters all channels. They are truly obliged to blend social and conservative channels into their frameworks and show the estimation of physical spares keep up business regardless of online unadulterated plays, such as Amazon and eBay, while being awe-inspiring about it the degree contributed capital [8].

As we seek to collect information into past findings and digital transformation in the retail industry, I opted for the keywords "digital transformation" in "retail industry." I looked at papers published in the last 20 years. The search strategy was therefore employed as follows:

[for Scopus database] (Title-Abs-key ("digital transformation") AND Title-Abs-key ("retail industry*")) and Doc type (are OR cp) and pub year > 2000.

4. Results & Discussion:

Comparative Analysis in the Retail Industry:

4.1. Arun Kumar G., Shiva Shankar. KC and Dr. S. J. Manjunath (2012) "Organized retail strategy-a study at reliance mart"; International Journal of Engineering and Management Research

Indian retail has typically has been a muddled division, where retailers did not have the methods likewise as the will to make or widen. Retail could like way never esteem the help of the Indian purchaser, who treats

shopping as a sort of diversion, getting a charge out of the vitality of finding deals and markdown bargains time permitting. The western demeanor of free for all spending, pleasing, and shop-till-you-drop has a tiny bit at a time entered the nation and induced made retailing. While in numerous countries, it is those sifted through retailers who overpower the portion, in India, the confused retailers request around 94 percent of the general business's bit. Most conventional retail shops have a business-led by relatives who dwell in the house behind. The retail part additionally utilizes around 8 percent of the nation's populace.

4.2 Deepika Jhamb and Ravi Kiran (2011) "Organized retail in India-drivers facilitator and SWOT analysis"; Asian journal of management research

Retailing is one of India's best businesses and, in all probability, the best wellspring of work in the nation. The assessment portrays that foundation, cash related unforeseen development, and changing socio monetary parts of buyers are the basic driver of made retail in India uncovers that more youthful age, developing retail coordinates, expanding care and movement in new things, are the attributes and chances of filtered through retail in India [15]. Then again, section changes, contracting of business parts, high land cost, and developing worth dispute among retailers are a portion of the Indian retail industry's hazard and insufficiencies. There is a crushing need to beat the dangers and lack and get the open passages by retailers to accomplish retail division in India. [9]

4.3. Prof. Lakshmi Nair (2011) "Private Labels Brands in Food and Grocery: The Changing Perceptions of Consumers and Retailers in India"; Journal of arts, Science and commerce

The Indian retail industry is the fifth most noteworthy on earth, counting filtered through and tangled segments. Indian retail industry is one of the snappiest tries making in India, particularly over the most recent couple of years. The development of private imprint brands (PLBs) is critical in the food and staple part, despite the proximity of driving national makers' brands in a huge bit of the classes. At first, PLBs were considered as modest other options. In this way, obvious in copycat and nonexclusive classes, today they are a piece of all-around characterized retail blend methodology. They have cre-

ated in esteem trendsetters and premium classifications revenue-driven boost and client reliability.

4.4. Sushma Rani (2013) "Retail industry in India-a study on growth development opportunities and challenges"; International Journal of Computing and corporate research

The retail part has expected an astonishing movement worldwide in developing viability of buyer things and attempts. Indian retail industry is evaluated to be worth around US \$500 billion beginning at now. Home to one of the essential five retail displays on the planet, India offers tremendous headway and openings in the field. Formed retailers have a great deal of space for additional infiltration in this thriving economy.

India is being viewed as a likely goldmine for retail budgetary experts worldwide. The most recent examination has evaluated India as the top target for retailers for an engaging, developing retail advance. India's retail business has moved closer as one of the most phenomenal and steady undertakings, with a few players entering the market. The Indian retail industry is reliably crawling its way towards changing into the going with sway industry [10].

5. Research Methodology

5.1. Exploratory Research

Exploratory exploration is "the major examination to clarify the particular thought of the issue to be handled." It is used to ensure the additional examination is considered during preliminary research, such as choosing investigation needs, gathering data, and concentrating on explicit subjects that may be difficult to see without exploratory assessment [11].

Investigators use exploratory assessment to get shared characteristics with a current to ponder and get new information into it to shape an inexorably definite issue. It begins reliant on an overall idea, and the after-effects of the assessment are used to find related issues with the investigation subject.

5.2. Digital Retail Value Chain/Tools used to transform Retail Sector

The retail sector has seen a plethora of changes over the years. Companies are now focusing and investing a lot in technological advancements to compete with one another. Some of the most sought-after technologies that

have made a tremendous change in the retail sector are discussed below. Five new advancements are required to disturb the retail ventures. They will be received at various rates, and as per its utilization in the market, each will, on a very basic level, change some part of the start to finish esteem imminent. Each will reclassify the center activities of the retail. The five innovations are:

- a. Artificial Intelligence/Machine Learning
- b. Robotics
- c. Augmented Reality/Virtual Reality
- d. Blockchain
- e. Internet of Things (IoT)

5.2.1. Internet of Things

Web of things innovation is pushing development in retail locations that will change in-store shopping encounters. In contrast to some other areas, retail has direct contact with one of the biggest populaces of potential purchasers that completely grasp innovation and advancement. Retailers need to remain current with the most recent advances to win the cutting-edge buyer's reliability and gain by developing business openings.

With the quantity of IoT introduced units expected to contact 20.8 billion in 2020, retailers cannot overlook IoT's effect on their business. The association between Internet of things and the retail industry gives enormous efficiencies to be picked up for both shopper and retailer at the point when gadgets can gather information on present and utilize ongoing data in significant, noteworthy ways. It helps retailers develop increasingly deft because the data and bits of knowledge they need are promptly accessible [12].

e.g., Wal-Mart has adopted IoT for inventory management

General Electric is the best instance of using IoT for judicious upkeep in its fly motors, turbines, and wind farms to decrease superfluous occasional outings as a feature of booked upkeep.

Figure 1 shows Opportunities provided by the Internet of Things in retail.

5.2.2. Artificial Intelligence/ Machine Learning

Sooner rather than later, human-made brainpower (AI) would be insignificant interest by the customers to make collaborations as consistent as expected under the circumstances. Many of us as end-client are ignorant of how Google employs Artificial intelligence to improve their pursuit.

In the background of any AI-fueled frameworks, there is a long and complex computational procedure associated with the prepared informational collection for the calculation to perform. Hence, the client gets a staggering experience. This experience is so quick and consistent that the client thinks everything is occurring mysteriously [13].

5.2.3. Case Implementation

- **Amazon's Alexa-** voice assistant powered Echo speaker has already been introduced in the market through which the customer can place an order with voice commands. The advantage of Amazon lies in the vast inventory of products that is available.

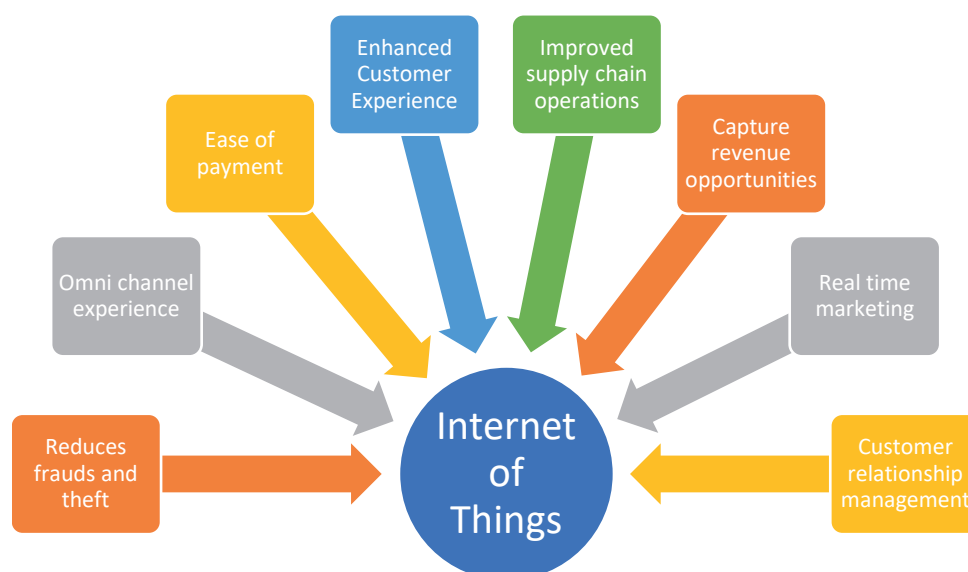


Figure 1: Opportunities provided by IoT in retail

- **Pizza Hut-** has enabled a chat bot through which the customer can place an order using Twitter accounts or Facebook messenger.

5.2.4. *Virtual Reality/Augmented Reality*

Online business is changing the – face of retail – and not because shoppers are covering their eyes with VR goggles. The idea of a customized, independently curated customer experience exhibiting items you want in a domain you identify with without going out is sufficient to meet the shopping craving of even the thriftiest purchaser.

Also, retailers are quick to use the advantages of VR, with the computer-generated simulation/expanded reality industry anticipated to be worth \$150 billion by 2020. Beginning applications, for example, the – World's First VR Office Store propelled by Australian brand Myer in organization with eBay have been generally welcomed, with the cardboard – “Shoptical” VR watcher giving clients a customized understanding of significant items curate through prescient examination dependent on close to home inclinations and buy history [14].

E.g., Ikea dispatches enlarged reality application lets you see computerized furniture in a physical house.

Lenskart has used VR capability to showcase how one would look while wearing specs or sunglasses. The customer just needs to click their photo, and then it will show in real-time how the person is looking with specs of his choice.

Even many mobile companies like One Plus have started launching mobiles using VR capability.

5.2.5. *BlockChain*

Buyer trust is hard-earned and effectively lost. When an ever-increasing number of exchanges are going on in the Internet ether, figuring out how to legitimize that trust is a gift from heaven additionally. Blockchain offers a guarantee around there. A common record where every single budgetary exchange is recorded – disposing of the blunders that can happen when each party gathering in exchange keeps up its informational index for that exchange – blockchain has a developing after even in its nascence.

5.2.6. *Digital Retail Transformation in India and other parts of the country*

Digital Transformation has had a tremendous impact on the retail industry all over the world. There have been some considerable changes in the last few

years. The customer now comes to the physical store not to buy any products but instead to get an in-store feel of the products, check it out, and then go back and compare them online before ordering them. Even in the US, there are no people to scrutinize; you just need to pay whatever you buy, and then you get the products there themselves. Even Amazon has started working on a unique concept where a customer need not have to wait in the queue for payment instead whatever products you add to your basket while you shop, the basket will be equipped with AI capabilities where it will detect the total cost of the products and then it will directly get subtracted from the customer's account. Even in a few countries' drones have started delivery of items and ordered food packets? Since India is a developing country and we as Indians follow and imitate what the other countries are doing, these services will take a few more years to arrive in India [16].

5.2.7. *Limitations*

The digital revolution's main problem is that the digitalization of retail via mobile or using Internet does not reach all population groups in the same way as it has always been in stationary retail.

The in-store experience and shopping have also transformed to a great extent, enabling customers to view or shop using an iPad or touch screen. However, to adopt such a facility, many people are not accustomed to handling or using such services. Therefore, to use such services, these customers need to be educated to use such services. Also, since India is a developing country and due to the fast advancement of technology, many small business houses cannot engulf digital transformation because they neither have the proper infrastructure nor the finance to adopt such technology [17].

6. Conclusion

The computerized age presents open doors for retailers to acquire more noteworthy degrees of operational effectiveness and client centricity in their plans of action. Advanced is as much about individuals and attitudes for what it is worth about innovation. Henceforth, the computerized plan in any retailer association is driven by the President (Chief Executive Officer). Rivalry is progressively not between singular retailers yet the more extensive group of stars of collusions that the retailer works inside their system. Advanced digital innovation encourages firms to remain associated

with this system of merchants, representatives and clients consistently and factor in the system's input into business procedure on a day-to-day premise. Henceforth, the plan of action of retailers and execution will be driven by how rapidly the digital revolution gets inserted to build union, readiness, and responsiveness inside this system.

To summarize, in the retail business, another showcasing marvel is rising, with the incorporated development of huge information innovations and the foundation of the advanced society. On the off chance that retail organizations would prefer not to be "deserted" by the customer, retail organizations need to crush through the chain of traditional advertising models and forcefully receive accuracy promotion to support their center intensity successfully. It is conceivable to acknowledge long-haul economical advancement among retailers, providers, and shoppers by utilizing information innovation, changing ordinary advertising strategies, precisely gathering exact showcasing assets for important clients, and setting up another promoting model.

References

1. S. V. a. M. A. K, "Digital Transformation in Global Retail Industry and Scope for Indian Retailers," *International Academic Journal of Business Management*, vol. 5, no. 2, pp. 109-119, 2018.
2. G. Z. a. X. GAO, "The Digital Sales Transformation Featured by Precise Retail Marketing Strategy," *Expert Journal of Marketing*, vol. 7, no. 1, pp. 72-76, 2019.
3. D.-K. M. Wiefel, "Digitalization: The impact on traditional retail and the future model of multi-channel," *International Journal of Scientific and Research Publications*, vol. 5, no. 3, 2015.
4. N. W. a. M. I. Werner Reinartz, "The impact of digital transformation on the retailing value chain," *International Journal of Research in Marketing*, p. 350-366, 2019.
5. N.-Z. a. S. J. Hagberg, "The digitalization of retailing: an exploratory framework," *International Journal of Retail & Distribution Management*, 2016.
6. P. C. V. a. T. H. Bijmolt, "Marketing perspectives on digital business models: A framework and overview of the special issue," *International Journal of Research in Marketing*, p. 341-349, 2019.
7. I. M. D. b. a. S. A. N. Harald J. van Heerde a, "Engaging the unengaged customer: The value of a retailer mobile app," *International Journal of Research in Marketing*, p. 420-438, 2019.
8. M. Z. b. a. M. v. Z. Ernst C. Osinga a, "Do mobile banner ads increase sales? Yes, in the offline channel," *International Journal of Research in Marketing*, p. 439-453, 2019.
9. K. G. a. J.-B. E. Steenkamp, "Branding in the era of digital (dis)intermediation," *International Journal of Research in Marketing*, p. 367-384, 2019.
10. L. a. D. V. V.B.Vukšić, "A Preliminary Literature Review of Digital Transformation Case Studies," *International Journal of Computer and Information Engineering*, vol. 12, no. 9, 2018.
11. V. P. a. C. Sivagami, "A STUDY ON COMPARATIVE ANALYSIS IN RETAIL INDUSTRY – A Review," *Journal of Emerging Technologies and Innovative Research*, vol. 3, no. 4, 2016.
12. D. S. K. a. M. A. S. Khan, "DIGITIZATION AND ITS IMPACT ON ECONOMY," *International Journal of Digital Library Services*, vol. 5, no. 2, 2015.
13. D. S. V. a. V. B. V. L. Ivančić, "A Preliminary Literature Review of Digital Transformation Case Studies," Rome Italy, 2018.
14. S. a. D. Arun Kumar.G, "Organized retail strategy-a study at reliance mart"; *International journal of engineering and management research*, *International Journal of Engineering and Management Research*, vol. 2, no. 5, pp. 15-21, 2012.
15. D. J. a. R. Kiran, "Organized retail in India-drivers facilitator and SWOT analysis," *Asian Journal of management research*, vol. 2, no. 1, pp. 264-273, 2011.
16. P. Nair, "Private Labels Brands in Food and Grocery: The Changing Perceptions of Consumers And Retailers in India," *Journal of Arts and Science and Commerce*, vol. 2, no. 1, pp. 144-156, 2011.
17. S. Rani, "Retail industry in India-a study on growth development opportunities and challenges," *International Journal of computing and corporate research*, vol. 3, no. 6, pp. 111-125, 2013.