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Appendix A

I am Abhishek Kumar Singh, pursuing Ph. D. in Industrial Management from IIT (BHU), Varanasi. This questionnaire is a part of my doctoral thesis work. The information given by you will be used purely for the said purpose only, your identity will not be disclosed and the data will be kept confidential. Kindly provide your valuable information and help me in my endeavour.

Each statement has seven possible responses. Please tick on an appropriate box as you feel most suitable from the following options.

Strongly Disagree	Disagree	Somewhat Disagree	Neither agree nor disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

On-shelf Availability

In this store, the shelves are well-stocked

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7

During my visit, I noticed product was available that of my interest

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7

Ease of Return

One can easily return unwanted and defected product

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7

No problems when returning merchandise

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7

Shopping Convenience

In this store, sufficient carrier bags are provided by the cashiers

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	2	3	4	5	6	7

In this store, there are enough shopping carts

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

In this store, the number of cash registers open during peak hours is sufficient

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

This store has convenient hours of operation

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

Product Accessibility

In this store, supply bothers me during the visit

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

In this store, all products can be easily reached

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

Product Information

Washing and care information was available on label

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

Prices on the product labels are correct

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

In the store, information was available about stock-outs

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

In this store, information of product features is sufficient

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

Customer Satisfaction

I am completely satisfied with the shopping experience in this store

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

I am pleased with the overall service delivered by this store

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

Shopping in this store is a pleasant experience

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

Loyalty

I will keep on buying products and services from this store

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

I will suggest this store to my friends

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

Store Environment

I like a lot the layout of this store

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

The store environment is very tidy

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

In this store I feel comfortable

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

I found it easy to orient myself in this store

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

In this store the display of merchandise is excellent

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

In this store the layout is modern

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

Merchandise

In this store merchandise quality is very high

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

In this store merchandise breadth (products of different variety) is very high

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

In this store merchandise depth (products in each variety) is very high

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

Store Communication

Communication in this store is reliable

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

Communication in this store is clear

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

Communication in this store is complete

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

Employee attribute

The employees were well-dressed and appeared neat

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

The employees were knowledgeable

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

The employees were friendly

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

The employees were helpful

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

There were enough employees in the store to service customers

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

Perceived Price

I get value for my money at this store

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

I can purchase products for less at this store

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

The Price at this store is fair

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
1	2	3	4	5	6	7

Appendix B

A total of nine strengthening factors for competitive positioning strategy are given below. A brief description of the variable is also provided for the convenience of the respondent.

The row factor compare with column factor in the form of V, A, X, O. where, **V** shows the influence of row factor on column factor, **A** shows the column factor influence row factor, **X** shows the row factor and column factor each other and **O** shows that there are no relation.

No .	Strengthening factors	SF9	SF8	SF7	SF6	SF5	SF4	SF3	SF2	SF1
1	Demand chain management (SF1)									
2	In-store logistics Performance (SF2)									
3	Information and communication Technology (SF3)									
4	Collaboration among supply chain partners (SF4)									
5	Technology Adoption (SF5)									
6	Retail Environment (SF6)									
7	Human resource management (SF7)									
8	Merchandise management (SF8)									
9	Customer value proposition (SF9)									

Appendix C

A total of 17 barriers for competitive positioning strategy are given below. A brief description of the variable is also provided for the convenience of the respondent. We welcome you to add the potential barriers that are relevant and not added here.

Instructions																	
Please fill the relationship in terms of 0 - No Influence, 1 - Very Low Influence, 2 - Low Influence, 3 - High Influence and 4 - Very High Influence.																	
	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	B12	B13	B14	B15	B16	B17
Unclear organizational objectives (B1)																	
Lack of understanding of competitive positioning benefits (B2)																	
Lack of employee engagement (B3)																	
Lack of education and training to the employee (B4)																	
Lack of responsiveness (B5)																	
Lack of continuous improvement culture (B6)																	
Poor in-store operational performance (B7)																	
Lack of management commitment and support (B8)																	
Lack of Corporate Social Responsibility (B9)																	
Lack of collaboration among supply chain partners (B10)																	
Unwillingness to share information among supply chain partners (B11)																	
Lack of communication (B12)																	
Lack of new technology (B13)																	
Lack of technical expertise (B14)																	
Lack of demand chain practices (B15)																	
Lack of financial resources (B16)																	
High cost associated with new strategy (B17)																	

PUBLICATIONS

1. Singh, A. K. and Samuel, C. (2018), “Modelling the strengthening factors for competitive position of apparel retailing in India”, *Journal of Modelling in Management*, Vol. 13 Issue: 4, pp. 884-907.
2. Singh, A. K. and Samuel, C. (2020), “Positioning strategy implementation barriers: A decision making approach based on resource based theory”, *International journal of management and decision making*, Vol. 19 Issue 4, pp. 473-504.

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2. **Singh, A.** and Samuel, C., “An integrated framework to create, manage and evaluate the positioning strategies”, *Benchmarking: A international journal*.