

How Small Retail Stores React on Covid-19 Pandemic Constraints

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ABSTRACT

This research investigates 'The Impact of Covid-19 Pandemic on Small Retail Stores in India'. Its primary focus was to find out the various obstacles faced, strategies implemented and measures adopted by small retail stores during the Covid-19 pandemic and if there were any variations among the various retail stores in South Goa. Data was obtained from 69 small retail stores of South Goa namely medical, general, clothing and electronic stores. A One-way ANOVA test was used to analyze the data responses. Results indicated there were no much variations among the retail stores with respect to the obstacles faced, strategies implemented and measures adopted during Covid-19 pandemic. Due to the pandemic a large number of small retail stores faced many constraints. This paper elucidates how small retail stores can strategize and implement various ways to meet the needs of the customers in case of any such future emergencies.

SARI PATI

Penelitian ini menyelidiki 'Dampak Pandemi Covid-19 pada Toko Ritel Kecil di India'. Fokus utamanya adalah untuk mengetahui berbagai kendala yang dihadapi, strategi yang diterapkan, dan tindakan yang diambil oleh toko ritel kecil selama pandemi Covid-19 dan apakah ada variasi di antara berbagai toko ritel di Goa Selatan. Data diperoleh dari 69 toko ritel kecil Goa Selatan yaitu toko obat, umum, pakaian dan elektronik. Tes ANOVA satu arah digunakan untuk menganalisis respons data. Hasilnya menunjukkan tidak ada banyak variasi di antara toko ritel sehubungan dengan kendala yang dihadapi, strategi yang diterapkan, dan langkah-langkah yang diambil selama pandemi Covid-19. Akibat pandemi sejumlah besar toko ritel kecil menghadapi banyak kendala. Makalah ini menjelaskan bagaimana toko ritel kecil dapat menyusun strategi dan menerapkan berbagai cara untuk memenuhi kebutuhan pelanggan jika terjadi keadaan darurat di masa depan.

INTRODUCTION

December, 2019 marked the beginning of the era of trials and tribulations across the entire world. The Novel Coronavirus had secured the attention of people in numerous countries due to its substantial impact on every sector of the economy. Covid-19 represents a severe global health crisis and proved to be disastrous world over due to its highly contagious nature (Wu et al., 2020). The world was brought to a standstill, but the chaos created by the virus continued for a couple of years. Cases rose and dropped in an uneven manner making it challenging for the governments to take decisions. India underwent a series of lockdowns thus resulting in shutting down manufacturing units, disruption in supply chains, bankruptcy of businesses and most importantly, growing unemployment. The lockdown acted as a boon for the environment to revive (Debata et al., 2020).

The rapid outbreak of the Covid-19 pandemic presents unprecedented crisis on a global scale that the world is grappling with. In addition to its threats to human health and lives, this pandemic is having a dramatic economic and financial impact on micro-, meso-, and macro-levels (Prentice et al., 2021) Particular challenges have arisen in global retail supply chains, where the pandemic's far-reaching effects have weighed heavily on the health and well-being of employees and jeopardized livelihoods and economic lifelines in many communities (Aryapadi et al., 2020) All retailers strive to provide an excellent service to maintain existing and attract new consumers. However, being able to do so in a time of uncertainty and now imminent recession is harder and more complex than usual (Tarki et al., 2020)

The prime objectives of this study are as follows:

- i. To study the impact of Covid-19 pandemic on small retail stores in South Goa namely medical stores, general stores, clothing stores and electronic stores
- ii. To find out various problems and difficulties faced by small retail stores during Covid-19 pandemic.

- iii. To identify various measures and strategies followed by retail stores during Covid-19 pandemic.

Literature Review

Impact of Covid-19 on Retailers

A study conducted in the United States by (Fairlie, 2020) showed an analysis of the consequences of Covid-19 on small business owners at the very start of the pandemic. The study contained an examination of small business ownership patterns before and during the crisis. The number reduced from 15 million in February 2020 to 11.7 million in April 2020 due to the massive shock of the deadly virus. Male businesses had seemed to have dropped down 2% more than businesses owned and controlled by females. The result suggests that the pandemic had already caused an enormous dislocation among small businesses in many aspects. The businesses reported having reduced their active employment by 39% since January 2020.

Another study from the United States (Liu & Rabinowitz, 2021) focused on the direct effects of the Covid-19 pandemic on retail prices of dairy products in the United States of America using data from the Department of Agriculture, Agricultural Marketing Service. Common dairy products such as cream cheese, milk, flavoured milk, ice-cream and yogurt, have experienced a decreasing trend on average prices. Most cheese products however depict a slight increase in price after the outbreak. The volume of online ads dropped from an average of 3553 a week to an average of 2921 a week, showing a possible slowdown in retail promotion during the latter period.

A study conducted by (Pantano et al., 2020) examined retailers limitations and opportunities during the Covid crisis. The "scarcity effect" in the market drastically changed the prices and demand for commodities. The example of Italy and the UK running out of hand sanitizers and face masks has been exhibited. Some critical methods retailers

could think about are Covid sensitive customer approach, putting customer at core, assisting the Covid infected families, social media advertising and digital communication.

A study conducted in Germany (Dannenberg et al., 2020) concentrated on the impact of Covid-19 on online grocery retail in Germany with the refinement of Frank Geels' multi-level perspective (MLP). The model provided an analytical framework to explain under what circumstances and with what effects an innovation can move from a niche to a growth phase. It was observed that not all German households were familiar with digitalization and technology until the pandemic where they were forced to make use of technology to either work from home or shop from home.

A study conducted in India by (Khaled et al., 2020) provided an examination of the numerous obstacles faced by Indian retailers in operating their business during the Covid-19 pandemic. The country's shutdown also deterred the operations of the retail industry. The Retailers Association of India, concerned with the state of affairs, surveyed retailers (including groups and non-groups) to determine their views on the effect of Covid-19 on their company and workforce. With government aid and policies, the retail industry may see a better future towards the end of the crisis.

Impact of Covid-19 on Retail Consumers

A study by (Medhi & Bora, 2020) in their research aimed at bringing to light the reasons of the shift in consumer preference and the problems faced by consumers at their traditional retail stores. As per their findings the major problems faced by the respondents at retail stores were, narrow merchandise, limited quantity of commodities and sky-rocketing prices of goods. It was observed that consumers tend to change their retail stores based on availability of goods, proper social distancing and other precautionary measures, less crowded areas and appropriate hygiene.

A study by (Sayyida et al., 2021) put forth the changes in consumer buying behavior the major reason being online shopping. The study covered consumers from USA, UK, Germany, France, Canada and Latin America based on which it has been commented that even though majority of the people shop online, they haven't completely abandoned shopping at physical stores. In 2018, it was reported that 52% of consumers were webroomers and 30% of consumers were showroomers. The increase in online retail sales in the second quadrant of 2020 was caused by unusual purchasing behavior as consumers feared market disruptions due to the global Covid-19 pandemic.

A study from Austria (Brandtner et al., 2021) emphasized on the profound impact Covid-19 had on the customer end of the retail supply chain in physical grocery shopping. Austria is known for having high customer satisfaction levels, i.e. above the level of 4. Covid cases in the country began rising towards the end of February, thus bringing the rising customer satisfaction levels to a standstill. Within a time period of two weeks, five of the biggest supply chains in Austria began experiencing a downward trend in the customer satisfaction levels. The government implemented mandatory face-masks influenced by which retailers began providing the consumers with free masks. However, there was no correlation found between distributing free masks and customer satisfaction

Measures to Retail related Covid-19 Problems

A study by (Untaru & Han, 2021) assessed the impact of safety measures undertaken by retailers in view of the pandemic. It was observed that in order to reduce the exposure to the virus, retailers around the globe adopted precautionary measures such as providing free hand sanitizer to customers, installing glass shields at cash counters, initiating the use of cashless payment, making it mandatory to wear face shields and gloves. The findings of the survey indicated the essence of protective measures against Covid that attracted more demand as safety of consumers was ensured.

In a study by (Alves et al., 2020) they captured the shock of the pandemic on six small businesses in Macau and China during the early months following the outbreak.. Researchers suggested that having a crisis warning system is essential in such trying times because as per their findings, the small firms with proper crisis planning were able to cope up and recover better than the rest.

Another study by (Aryapadi et al., 2020) showed that although the retailers have faced the brunt of the pandemic they are now emerging strong with the will to give their consumers a safe and protective environment to shop. Taking advantage of the minimal hope that they are left with, retailers can adopt the five action plans, with regards to the supply chain, laid down in this research paper viz. as follows, (a) Establish strong relations with suppliers, (b) Redirect inventory, (c) Hire temporary distribution workers in areas of high demand, (d) Balance agility and flexibility in logistics, (e) Fulfillment of quick delivery orders. With all said and done, retailers must also ensure safety of their employees' lives and livelihood.

Research gap

There has been immense research carried out on Covid-19 pandemic and its impact on retail stores in different countries. However, the existing literature has not considered the variations among different types retail stores with respect to the obstacles faced, strategies implemented and measures undertaken. In our study we took into consideration four types of retail stores namely medical, clothing, general and electrical. The study focuses on 69 small retail stores from South Goa.

METHODS

Primary Data was collected using a structured questionnaire, wherein the responses were recorded on a 5-point Likert scale (Strongly agree, Agree, Neutral, Disagree, Strongly disagree). The study was conducted on 69 retail stores in South Goa. Medical stores, General stores, clothing stores and electronic stores were used for the study. Semi-

structured sampling method was used to achieve the targeted sample size. A One-way ANOVA test was used to analyze the data responses among the various stores. Secondary data has been collected through research articles and journals. Table 1 shows the total number of responses from each type of retail store.

Table 1. Type and Number of Retail Store

Type of retail store	No of responses
Medical stores	22
General stores	24
Clothing stores	11
Electronic stores	13
Total	69

RESULTS AND DISCUSSION

The following hypothesis was formulated:

H0: There is no significant difference between the various small retail stores in South Goa with respect to obstacles faced, measures adopted and the strategies implemented during Covid-19 pandemic

This section includes the obstacles faced, strategies implemented, cost-cutting measures and precautionary measures adopted by retail stores in South Goa

Obstacles faced by small retail stores in South Goa during Covid-19 pandemic

i) Employees were frequently absent from work due to being tested positive or their family members being tested positive

Table 2 has been used to test the variations between various small retail stores in South Goa, namely medical stores, general stores, clothing stores and electronic stores with regards to employees being frequently absent from work due to being tested positive or their family members being tested positive. Given the degrees of Freedom (4,14) at 0.05 level of significance, the p-value is 0.125 and F critical value is 3.11. The p-value is less than the F

critical value which implies that there was no major difference between the retail stores with regards towards the above statement. Most of the retail stores had to face the problem of a large number of employees being frequently absent from work due to being tested positive or their family members being tested positive. Hence the null hypothesis has been accepted.

ii) Stock remained unsold because customers preferred shopping online rather than purchasing at physical stores

Table 3 been used to test the variations with regards to stock being unsold because customers preferred shopping online rather than purchasing at physical stores. Given the degrees of Freedom (4,15) at 0.05 level of significance, the p-value is 0.55 and F critical value is 3.055. The p-value is less than the F critical value which implies that there was no major difference between the retail stores with regards towards the above statement. Most of the retail stores had to face the problem of a stock being unsold because customers preferred shopping online rather than purchasing at physical stores. Hence the null hypothesis has been accepted.

Table 2. ANOVA Test

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	79.75439	4	19.9386	2.169485	0.125706	3.11225
Within Groups	128.6667	14	9.190476			
Total	208.4211	18				

Table 3. ANOVA Test

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	23.7	4	5.925	0.784768	0.552594	3.055568
Within Groups	113.25	15	7.55			
Total	136.95	19				

Table 4. ANOVA Test

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	83.7	4	20.925	2.103015	0.131062	3.055568
Within Groups	149.25	15	9.95			
Total	232.95	19				

iii) Stores were allowed to function only for limited hours due to strict government restrictions.

Table 4 has been used to test the variations with regards to stores being allowed to function only for limited hours due to strict government restrictions. Given the degrees of Freedom (4,15) at 0.05 level of significance, the p-value is 0.131 and F critical value is 3.055. The p-value is less than the F critical value which implies that there was no major difference between the retail stores with regards towards the above statement. Most of the retail stores had to face the problem stores being allowed to function only for limited hours due to strict government restrictions. Hence the null hypothesis has been accepted.

Level of Agreement or Disagreement with regards to the Strategies Implemented by Retail Stores.

i) Implementing the facility of home delivery of goods and services

Table 5 has been used to test the variations with regards to the level of agreement or disagreement on the strategy of implementing the facility of home delivery of goods or services during the Covid-19 pandemic. Given the degrees of Freedom (4,15) at 0.05 level of significance, the p-value is 0.016 and F

critical value is 3.055. The p-value is less than the F critical value which implies that there was no major difference between the retail stores with regards towards the above statement. Most of the retail stores agreed that it was essential to implement the facility of home delivery of goods and services during the Covid-19 pandemic. Hence the null hypothesis has been accepted.

ii) Offering commodities at concessional rates to the consumers

Table 6 has been used to test the variations with respect to the level of agreement or disagreement on the strategic approach of offering commodities at concessional rates to the consumers during the Covid-19 crisis. Given the degrees of Freedom (4,15) at 0.05 level of significance, the p-value is 0.00032 and F critical value is 3.05556. The p-value is less than the F critical value which implies that there was no major difference between the retail stores with regards to the above statement. Most of the retail stores agreed that the implementation of the above-mentioned strategy was beneficial to them during the Covid-19 pandemic. Hence the null hypothesis has been accepted

iii) Ensuring regular customers are able to make purchases on credit basis.

Table 7 has been used to test the variations with respect to the level of agreement or disagreement on the strategy of ensuring regular customers are able to make purchases on credit basis. during the Covid-19 crisis. Given the degrees of Freedom (4,15) at 0.05 level of significance, the p-value is 0.00783 and F critical value is 3.05556. The p-value is less than the F critical value which implies that there was no major difference between the retail stores with regards to the above statement. Most of the retail stores agreed that the facility of providing credit to regular customers did assist the retail stores during the pandemic. Hence the null hypothesis has been accepted.

iv) Providing the facility of cashless payment to consumers with the help of GooglePay, PayTM, etc.

Table 8 has been used to test the variations with respect to the level of agreement or disagreement on the strategic approach of providing customers the facility of cashless payments with the help of GooglePay, PayTM, during the Covid-19 crisis. Given the degrees of Freedom (4,15) at 0.05 level of significance, the p-value is 0.00035 and F critical value is 3.05556. The p-value is less than the F critical value which implies that there was no major difference between the retail stores with regards to the above statement. Most of the retail stores agreed that it was essential to facilitate the usage of cashless payments with the help of Google Pay, Paytm, during the pandemic. Hence the null hypothesis has been accepted.

v) Marketing through use of social media platforms such as Facebook, Instagram, to promote the commodities sold at the store.

Table 9 has been used to test the variations in view of the level of agreement or disagreement on the strategic approach of marketing through use of social media platforms such as Facebook, Instagram, to promote the commodities sold at the store, during the Covid-19 crisis. Given the degrees of Freedom (4,15) at 0.05 level of significance, the p-value is 0.00091 and F critical value is 3.05556. The p-value is less than the F critical value which implies that there was no major difference between the retail stores with regards to the above statement. Most of the retail stores agreed that the implementation of the above-mentioned strategy was advantageous to the business during the course of the pandemic. Hence the null hypothesis has been accepted.

Level of Agreement or Disagreement with regards to the Cost-Cutting Measures Adopted by Retail Stores.

i) Reduction in operational costs by minimizing the use of electricity, water, transport, etc.

Table 10 has been used to test the variations with regards to the level of agreement or disagreement on the cost cutting measure of reduction in operational costs by minimizing the use of electricity, water, transport, etc. Given the degrees of Freedom (4,15)

Table 5. ANOVA Test

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	115.7	4	28.925	4.285185	0.016471	3.055568
Within Groups	101.25	15	6.75			
Total	216.95	19				

Table 6. ANOVA Test

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	170.7	4	42.675	10.28313	0.000327	3.055568
Within Groups	62.25	15	4.15			
Total	232.95	19				

Table 7. ANOVA Test

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	98.2	4	24.55	5.204947	0.007832	3.055568
Within Groups	70.75	15	4.716667			
Total	168.95	19				

Table 8. ANOVA Test

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	235.7	4	58.925	10.13037	0.000353	3.055568
Within Groups	87.25	15	5.816667			
Total	322.95	19				

Table 9. ANOVA Test

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	141.7	4	35.425	8.401186	0.000916	3.055568
Within Groups	63.25	15	4.216667			
Total	204.95	19				

at 0.05 level of significance, the p-value is 0.013 and F critical value is 3.055. The p-value is less than the F critical value which implies that there was no major difference between the retail stores with regards towards the above statement. Most of the retail stores agreed that it was essential to reduce operational costs by minimizing the use of electricity, water, transport, etc. Hence the null hypothesis has been accepted.

ii) Avoiding expenditure on renovation of stores or purchase of new assets

Table 11 has been used to test the variations with respect to the level of agreement or disagreement on the cost cutting measure of avoiding expenditure on renovation of stores or purchase of new assets during the Covid-19 crisis. Given the degrees of Freedom (4,15) at 0.05 level of significance, the p-value is 0.06938 and F critical value is 3.05556. The p-value is less than the F critical value which implies that there was no major difference between the retail stores with regards to the above statement. Most of the retail stores agreed that it was helpful to reduce costs by cutting down on expenditures

with respect to store renovation and purchase of new assets during the pandemic. Hence the null hypothesis has been accepted.

iii) Reduction in borrowing of loans and avoid piling up of debts.

Table 12 has been used to test the variations with respect to the level of agreement or disagreement on the cost cutting measure of reduction in borrowing loans and avoid piling up of debts during the course of the pandemic. Given the degrees of Freedom (4,15) at 0.05 level of significance, the p-value is 0.30525 and F critical value is 3.05556. The p-value is less than the F critical value which implies that there was no major difference between the retail stores with regards to the above statement. Most of the retail stores agreed that it was essential to reduce borrowing of loans and piling up of debts during the Covid-19 pandemic. Hence the null hypothesis has been accepted.

Level of Agreement or Disagreement with regards to the Application of Precautionary Measures.

i) Use of face masks was mandatory for staff as well customers

Table 13 has been used to test the variations with regards to use of face masks being mandatory for staff as well as customers. Given the degrees of Freedom (4,15) at 0.05 level of significance, the p-value is 0.08800 and F critical value is 3.05556. The p-value is less than the F critical value by a much larger margin which implies that there was no major difference between the retail stores with respect to the above statement. Most of the retail stores were of the opinion that use of face masks being mandatory for staff as well as customers during the pandemic. Hence the null hypothesis has been accepted.

ii) Use of face shields and hand gloves were implemented

Table 14 has been used to test the variations with regards to the use of face shields and hand gloves being implemented during the Covid-19 pandemic. Given the degrees of Freedom (4,15) at 0.05 level of significance, the p-value is 3.44 and F critical value is 3.05. The p-value is slightly greater than the F critical value which implies that there were slight variations between the retail stores with regards to the above statement. While most of the stores implemented

Table 10. ANOVA Test

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	111.7	4	27.925	4.491957	0.013852	3.055568
Within Groups	93.25	15	6.216667			
Total	204.95	19				

Table 11. ANOVA Test

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	33.2	4	8.3	2.721311	0.069382	3.055568
Within Groups	45.75	15	3.05			
Total	78.95	19				

Table 12. ANOVA Test

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	22.2	4	5.55	1.326693	0.305257	3.055568
Within Groups	62.75	15	4.183333			
Total	84.95	19				

Table 13. ANOVA Test

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	81.7	4	20.425	2.485801	0.088001	3.055568
Within Groups	123.25	15	8.216667			
Total	204.95	19				

Table 14. ANOVA Test

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	612.7	4	153.175	22.47066	3.44E-06	3.055568
Within Groups	102.25	15	6.816667			
Total	84.95	19				

face shields and hand gloves during the Covid-19 pandemic, a very few numbers of stores felt that that use of face shields and hand gloves were not mandatory. Hence the null hypothesis has been rejected.

MANAGERIAL IMPLICATIONS

The present research paper aims at highlighting the respondents' various strategies and precautionary measures that can prove to be advantageous to the store owners to overcome the constraints imposed on them as a result of an unavoidable emergency. These strategies can be seen as small steps taken by small retail store owners within their reach.

Retailers could start home delivery of goods as a facility that will boost the sales of the store. Consumers avoided moving out of their homes due to the fear of the virus and shopped online in order to get goods delivered at their doorstep. Retailers could also take advantage of this strategy. Many consumers faced a financial crunch during the crisis due to loss of jobs. This forced them to curtail their expenses. Retailers could offer goods at concessional rates to consumers thus attracting a larger number of customers at the store despite other limitations. In addition to providing discounted rates to consumers, retailers could also provide credit purchasing facilities to its regular customers. This will not only attract more consumers but will also increase customer loyalty towards the retail store.

With the emerging era of digitalization, retailers should also benefit from the use of online platforms such as Google Pay and PayTM to enable customers to pay online and avoid the use of cash which can also be a carrier of the Covid-19 virus. This will ensure safety of the employees as well of the consumers. Another advantage that can be procured from online platforms is the facility of low-cost marketing and advertising. Retailers can benefit from social media platforms such as Facebook, Instagram, etc., to market the goods sold at their stores.

CONCLUSION

This study analysed the implications of Covid-19 on small retail stores in South Goa. As per the findings, there was no significant difference between the various small retail stores in South Goa namely medical stores, general stores, clothing stores and electronic stores towards the obstacles faced, measures adopted and strategies implemented during the Covid-19 pandemic.

Large number of stores faced the difficulties of employees being frequently absent from work due to being tested positive or their family members being tested positive, stock being unsold because customers preferred shopping online rather than purchasing at physical stores and stores being allowed to function only for limited hours due to strict government restrictions

With regards to the strategies implemented a large number of retail stores agreed that it was essential to implement the strategies of home delivery of goods or services during the Covid-19 pandemic, offering commodities at concessional rates to the consumers, ensuring regular customers are able to make purchases on credit basis, providing the facility of cashless payment to consumers with the help of GooglePay, PayTM, etc, marketing through use of social media platforms such as FaceBook, Instagram, to promote the commodities sold at the store.

With regards to the cost cutting measures adopted by the small retail stores during the Covid-19 pandemic, most of the stores reduced their expenditures on renovation of stores or purchase of new assets, borrowing of loans and piling up of debts and operational costs of minimizing the use of electricity, water, transport, etc.

With regards to precautionary measures adopted by small retail stores during the Covid-19 pandemic a

large number of retail stores implemented the use of face shields and hand gloves. However, a very few retail stores did not make it mandatory to use face shields and hand gloves during the Covid-19 pandemic. With respect to face masks a large number of retail stores made it mandatory for staff and customers to wear face masks.

The study provided several contributions to the present knowledge. However, there were certain limitations and scope for further research. The parameters of research could be extended across Goa and even the country at a large scale. A study on the impact of Covid-19 on medium and large-scale retail stores can be also conducted. The study has taken into consideration the views of only four types of small retail stores viz. medical stores, general stores, clothing stores and electronic stores. A further study could include stores of sports and leisure, hardware stores, food stores, etc. The study is based on responses collected from only 69 small retail stores only. Further studies could explore a greater number of retail stores. ■

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