

Scope of Retail Management Sector in the Present Scenario : A Screen Short Case Study in India

Subhadeep Dutta

UG Student, Department of Commerce, University of Calcutta

subhadutta855@gmail.com

ABSTRACT

The Retail Industry in India is the fifth largest in the world and is estimated to double its current value in coming years with the opening up of Foreign Direct Investment (FDI) in Indian retail. Indian retail industry is one of the fastest growing industries in India, especially over the last few years. India is first becoming the retail destination of the world as it offers most attractive opportunities in market for retail investment. The retail scenario has been extremely competitive at all levels and global economic slowdown forced retailers to monitor costs more effectively by adopting technological techniques and innovate strategies to influence the price sensitive and conservative consumer. It has been ranked the second most attractive market for investment after Vietnam. The Indian retail industry is estimated to be worth Rs 13 - 14 lakh crore and is very much fragmented by nature. Organized retail in India was valued at 96,500 crore in 2008 with an impressive growth rate of 40 – 50 per cent in the last few years as compared to the 9 - 10 per cent growth in the overall retail industry. The retail staff plays a very important role in increasing the sales and for building the image. So, retailers are always in search of skillful staff. Home to one of the top five retail markets in the world, India offers immense scope of growth and opportunities in this arena. As of now, almost 90 per cent of the Indian retail sector is controlled by tiny family-run shops i.e. the unorganized segment. Thus, organized retailers have a lot of room for further penetration in this flourishing economy. With a growing economy, improving income dynamics, rising awareness, and a youth-heavy customer base, India is well on its way to become one of the most prospective markets for the domestic and global retailers. Retail trade has emerged as one of the largest industry contributing to employment

generation, revenue generation, increased turn over and many more.

Through this paper I am an attempt to understand the finer strategic perspective for the retail sector organized and un-organized retail environment, the positivity or negativity of career or job opportunities in the retail management sector, role of Foreign Direct Investment (FDI), Supply Chain Management, Economic Growth, Infrastructure and newly coming Goods and Service Tax (GST) effects in the retail management sector in India.

Keywords

Retailing, Retail Management, Career Opportunities, Foreign Direct Investment (FDI), Supply Chain Management, Economic Growth, Infrastructure, Multi-brand Retail Sector, Goods and Service Tax on retail sector

1. Introduction of the Study

Retailing world-wide is passing through a dramatic period of transformation in a climate where businesses are obliged to generate ever-increasing levels of differentiation just to maintain market share. New technologies and practices combined with the globalization of products and services have driven retailers to leverage every part of the business in strategic response. Consumers have become, to a large extent, more sophisticated and demanding with their expectations of products, services and businesses. The modern Indian consumer is seeking more value in terms of improved availability and quality, pleasant shopping environment, financing option, trial rooms for clothing products, return-exchange policies and competitive prices. This has created a rapid growing opportunity for organized, modern retail formats to emerge in recent years and grow at a fast pace. According to Swar (2007), several demographic indicators show favorable trends for

the growth of organized trade in India and these become the important drivers for retail industry in India.

Retailing is one of the largest and oldest private industry in India and one of the biggest sources of employment in our country. Retail has played a major role in the world economy by increasing productivity across a wide range of consumer goods and services as the consumer demand has shifted to search for convenience in shopping and consumption requiring efficient supply chains that led to the introduction of superstores. Economics of countries like - Singapore, Malaysia, Hongkong, Srilanka and Dubai are also heavily assisted by the retail sector. Retailing, according to Sam Walton, the founder of Wal-Mart is to give your customers what they want *“And, if you think from the point of view of customer, you want everything; a wide assortment of good quality merchandise; the oldest possible prices; guaranteed satisfaction; friendly knowledgeable service; convenient hours; free parking; a pleasant shopping experience.”* India is one of the fastest growing retail markets in the world with 1.5 billion people. India’s vast middle class and its almost untapped retail industry are key attractions for global retail giants wanting to enter newer markets. To speed up the growth of retailing in India, the government of India has opened doors to Foreign Direct Investment (FDI) in retail sector which contributes in the process of development like – the transfer of financial resources, spreading the technology, generating employment opportunities, income and economic stability improving the managerial skills and the progress of economics. Retail Industry plays an important role in Indian economy in terms of employment, growth rate, cheap and qualitative goods, procurement, government income, productivity in agriculture. Indian retail sector accounts for over 10 per cent of the country’s Gross Domestic Product (GDP) and around 8 per cent of employment, expected to grow @ 30 per cent over the next 5 years. Modern retail in India could be worth US\$ 175-200 billion by 2016. Gross Domestic Product (GDP) annual growth rate in India averaged 6.12 per cent from 1951 until 2017. The Food Retail Industry in India dominates the shopping basket. The Mobile phone Retail Industry in India is already a US\$ 16.7 billion business, growing at over 20 per cent per year. The future of the India Retail Industry looks promising with the growing of the market, with the government policies becoming more favourable and the emerging technologies facilitating operations.

Retail is India’s largest industry. The sector has witnessed an immense growth in the last few years. The key factors responsible for the retail boom have been the change in consumer profile and demographics, increase in the number of international brands available in the Indian market, economic implications of the government, increasing urbanization, credit availability, improvement in the infrastructure, increasing investments in technology and real estate building a world class shopping environment for the consumers. Retailing process involves a direct interface with the customer and the co-ordination of business activities from the design stage of a product to its delivery and post delivery service. With the tremendous growth of economy, retail management has emerged as one of the fastest growing careers in India. Organized retail sure sounds a clarion call for quality in produce, leanness in logistics and skill in man power. The enormous expansion in the retail sector during the past few years has thrown up a big demand for skilled professionals in the field. One can take up a job depending on one’s interest and aptitude, since retail industry is an array of activities starting from marketing to branding. This makes retail profession one of the most demanding careers of the era.

- ✓ **Un-organized Sector:** This sector is in the form of locally owned Mom & Pop stores or 'Kirana Stores', convenience stores, single owner general stores, pan shops, itinerant hawkers and those selling wares in public spaces like on pavements or in markets (hats and bazaars).
- ✓ **Organized Sector:** This sector involves trading activities undertaken by licensed retailers in the form of retail chains and outlets, hypermarkets and malls etc. owned by retail giants like Future Group, Tata, Birla, Reliance etc...

2. Objectives of the Study

The objectives of my research are to address some of the issues relating to scope of retail management

in India like – Career and Jobs opportunities in retail sector from present to future senior by considering past events for best retailing. These objectives are –

- I. To analyze the impact of retail industry to develop the Indian economy.
- II. To assess the impact of retail management on various parties related to the retail sector.
- III. To provide some suggestions to protect and promote the interest of small, un-organized retailers and farmers in our country.
- IV. Effect of Foreign Direct Investment (FDI) on employment in retail.
- V. To identify gaps in knowledge and deficits in research.
- VI. To understand the evolution of retail sector in India.
- VII. To study the growth trends of Indian retail sector.

3. Research Methodology of the Study

This research paper is an attempt of exploratory research, based on secondary data sources from reference books, magazines, journal, research papers and internet. The study is based on different literatures, case studies and analysis of organized and un-organized retail market, descriptive arguments, statistical data, case studies, comparative study and analytical logic developed through the understandings from various research papers, reports, books, journals, newspapers and online data bases. For that, I have used different websites.

4. Retail

Retail is a French word which means to “*cut it again*” or “*break bulk*” and essentially mean a sale to the consumer for direct consumption. In 2004, The High Court of Delhi defined the term ‘*retail*’ as a sale for final consumption in contrast to a sale for further sale or processing (i.e. wholesale). Thus the retail is an interface between the producer and the individual consumer buying for personal consumption. This excludes direct interface between the manufacturer and institutional buyers such as the government and other bulk customers. Retailing is the last link that connects the individual consumer with the manufacturing and distribution chain. A retailer is involved in the act of selling goods to the individual consumer at a margin of profit.

5. Retail Management

Retail management is the process which helps the customers to procure the desired merchandise from the retail stores for their end use refers to retail management. Retail management includes all the steps required to bring the customers into the store and fulfill their buying needs. It gives an overview of the concept of visual merchandising and lays emphasis on the customer relationship management, brand management and sales management.

6. Future Prospects or Scope of the Study

Retail Management has become one of the fastest growing careers in the industry with the tremendous growth in the economy of India. Retail Market of India is the most attractive and emerging

market in the world and has demanded more number of trained professionals in this field. It strives to create a new generation of smart retail professional of international caliber and aims to equip them with the best practices being followed across the globe. This field is one of the most talked about the retail fields in India, with the tremendous growth of economy. There has an enormous expansion in the retail sector during the past few years resulting in the increase in demand for trained professionals in the field. There is so much scope in the retail sector that the sector or industry hires people at all levels, from the school pass out with basic skills to the well qualified supply chain and retail management professionals. One can take up a job depending on their interest and aptitude since retail sector consists of various activities starting from marketing to branding. This attribute makes retail profession one of the most demanding careers right now in India. The industry for retail management is huge. Thus, there is lots of scope for aspirants in this field.

The scope of the Indian retail market is immense for the sector is poised for the highest growth in the next 5 years. The Indian retail industry contributes 10 per cent of the countries' Gross Domestic Product (GDP). In the Indian retail market the scope for growth can be seen from the fact that it is expected to rise to US\$ 608.9 billion in 2009 from US\$ 394 billion in 2005. The organized retailing sector in India is only 3 per cent and is expected to rise to 25 – 30 per cent by the year 2010. There are under construction at present around 325 departmental stores, 300 new malls and 1500 supermarkets. This proves that there is a tremendous scope for growth in the Indian retail market. The growth of scope in the Indian retail market is mainly due to the change in the

consumers' behaviour. For the new generation have preference towards luxury commodities which have been due to the strong increase in income, changing lifestyle and demographic patterns which are favorable.

AT Kearney's study on Global Retailing Trends found that India is the least competitive as well as least saturated of all major Global markets. This implies that there are significantly low entry barriers for players trying to setup base in India, in terms of competitive landscape. The report further stated that Global Retailer such as Wal-Mart, Carrefour, Tesco and Casino would take advantage of more favorable Foreign Direct Investment (FDI) rules that are likely to be introduced in India. A good talent pool, un-limited opportunities, huge markets and availability of quality raw material at cheaper cost is expected to make India overtake the world best retail economies by 2042.

The sector is expected to see an investment of over \$30 billion within next 5 years and putting modern retail in the country to \$175-200 billion, according to Techno-park estimates. International retailers see India as the last retailing frontier left as the China's retail sector is becoming as saturated. Domestic players are selectively growing in India postponing aggressive expansion plans, adding stores judiciously. While India is a difficult market to enter, the potential payoff is huge. India's population of nearly 1.2 billion – forecast eventually to overtake China's – also is an attractive target.

Carrefour, the world's second-largest retailer, has opened its first cash-and-carry store in India in New Delhi. Germany-based wholesale company Metro Cash and Carry (MCC) opened its second

whole-sale centre at Uppal in Hyderabad, taking to its number to six in the country. Jewellery retail store chain Tanishq plans to open 15 new retail stores in various parts of the country in the 2011-12 fiscal. V Mart Retail Ltd, a medium-sized hypermarket format retail chain, is set to open 40 outlets over the next three years, starting with 13 stores in 2011. Reliance Retail is set to open 150 stores by the end of Dec. 2011 and double the number of stores across the country in all formats within five years. Future Value Retail, a Future Group venture, will take its hypermarket chain Big Bazaar to smaller cities of Andhra Pradesh, with an investment of around US\$ 1.54 million to US\$ 4.41 million depending on the size and format. RPG-owned Spencer's Retail plans to set up 25 Hyper Markets Through 2012 in the country. Spar Hypermarkets, the global food retailing chain of the Dubai-based Landmark Group, expects to start funding its India expansion beyond 2013 out of its local cash flow in the country. So far, the Landmark Group has invested US\$ 51.31 million in setting up five hypermarkets and plans to pump in another US\$ 51.31 million into the next phase of expansion. Leading watchmaker Titan Industries Limited plans to invest about US\$ 21.83 million for opening 50 premiums watch outlets Helios in next five years to attain a sales target of US\$ 87.31 million. British high street retailer, Marks and Spencer (M&S) plans to significantly increase its retail presence in India, targeting 50 stores in the next three years. Spain's Inditex, Europe's largest clothing retailer opened the first store of its flagship Zara brand in India in June 2010. It further plans to open a total of five Zara outlets in India. Bharti Retail, owner of Easy Day store—supermarkets and hyper marts—plans to invest about US\$ 2.5 billion over the next five years to add about 10 million sq. ft. of retail space in the

country by then, according to a company spokesperson. Top players like Pantaloon Retail India Limited, Trent, Shopper's Stop, RPG Group and eBony are virtually on their toes. Consider the plans of largest player, The Pantaloon Retail India Ltd; the company has developed a comprehensive strategy, where in it expects that in 2years, it will not recruit any new managers from outside.

The scope of the Indian retail market has been seen by any retail giants and that's the reason that many new players are entering the Indian retail industry. Retail companies are starting retail management courses in partnership with management institutes, roping in talent from other sectors and developing comprehensive career growth and loyalty plans for existing employees. According to Associated Chambers of Commerce and Industry of India (ASSOCHAM), the retail sector will create 50,000 jobs in next few years.

7. Global Retail: A Screen Short

The US\$ 9 trillion retail industry is one of the world's largest industries and still growing. 47 of the Global Fortune 500 companies and 25 of Asia's Top 200 companies are retailers. Even as the developing countries are making rapid strides in this industry, organized Retail is currently dominated by the developed countries with the USA, EU and Japan constituting 80 per cent of world.

Retail is a significant contributor to the overall economic activity the world over the total retail share in the world Gross Domestic Product (GDP) is 27 per cent while in the USA it accounts for 22 per cent of the Gross Domestic Product (GDP). The share of organized retail in the developing markets

ranges between 20 – 55 per cent. Traditionally, local players tend to dominate in their home markets. Wal-Mart, the world's leading retailer, has about 8 per cent of the US\$ 2,350 billion market in the USA. Similarly, Tesco has a market share of about 13 per cent in the US\$ 406 billion UK market. The main value propositions that most large retailers use are a combination of low price, “*all-under-one-roof*” convenience and neighborhood availability. India has emerged as the most attractive retail market three years in a row. The Indian Retail industry is a US\$ 270 billion industry and is growing at over 13 per cent per-annum (pa). Only about 4.6 per cent (US\$12.42 billion) of the industry is organised. If this share increases to 10 per cent by 2011, the size of organised retailing could touch US\$ 55 billion – a CAGR of over 35 per cent. At the centre of India's booming economy are the top six cities of Mumbai, Delhi, Chennai, Kolkata, Bangalore and Hyderabad representing 6 per cent of the population yet contributing 14 per cent of the Gross Domestic Product (GDP).

Also notable is the fact that 85 per cent of India's urban. When, Dr Manmohan Singh, the Finance Minister of India, quoted Victor Hugo while presenting the Union Budget 1994 - 95, making a reference to the Indian economy's unlimited potential. If, Dr Manmohan Singh were to use the quote again he would probably apply it in the context of the promise contained in the Indian retail industry and in particular, organized retail in India in the days to come.

8. Indian Retail Sector: An Overview

Retail is India's largest industry, accounting for over 10 per cent of the country's Gross Domestic Product (GDP) and around 8 per cent of employment. Retail in India is at the crossroads. It has emerged as one of the most dynamic and fast paced industries with several players entering the market. Most retail firms are companies from other industries that are now entering the retail sector on account of its amazing potential. There are only a handful of companies with a retail background. One such company is Nilgiri's from Bangalore that started as a dairy and incorporated other areas in its business with great success. Their achievement has led to the arrival of numerous other players, most with the backing of large groups, but usually not with a retail background. Most new entrants to the India retail scene are real estate groups who see their access to and knowledge of land, location and construction as prime factors for entering the market. A company entering India cannot have just one game plan to apply to the entire country as the people, their tastes, the lifestyle, the budgets etc... are all too divergent. International entrants must enter each market specifically focusing only on that area to be successful.

Retailing in India is one of the pillars of its economy and accounts for 14 – 15 per cent of its Gross Domestic Product (GDP). But, in the present times this Gross Domestic Product (GDP) rate is 7.2 per cent for the changing in economic planning (like – Note bandi against black money, starting GST etc...) by a BJP government. However, the Indian retail market is estimated to be US\$ 500 billion and one of the top five retail markets in the world by economic value. India is one of the fastest growing retail markets in the world, with 1.2 billion people. India represents an economic opportunity both as a global base and as a domestic

market. The real Gross Domestic Product is expected to grow at 8 – 10 per cent per annum in the next five years and consuming class with annual Household incomes above Rs. 90,000 is expected to rise from about 370 million in 2006-07 to 620 million in 2011-12. India's vast middle class and its almost untapped retail industry are key attractions for global retail giants wanting to enter newer markets.

According to the international management consulting firm, A.T. Kearney's 2005 Global Retail

Development Index (GRDI), India moved from second place to first in the latest index, displacing Russia, which had held the top spot since 2003. A.T. Kearney vice president in a statement "Global retailers that missed opportunities to capture first-mover advantage in China can make up for it in India" and "The message for retailers on India is clear: move now or forego prime locations and market positions that will become saturated quickly" said Mike Moriarty.



Figure 1: Retail Formats in India

8.1 Retail in India in Present Tense

At present the retail sector in India is accelerating. Though India is still not at an equal pace with other Asian counterparts, Indian is geared to become a major player in the retail market. The fact that most of the developed nations are saturated and the developing ones still not prepared, India secures a great position in the international market. Also with a highly diverse demography, India provides immense scope for companies bringing in different products targeting different consumers. According to the Global Retail Development Index (GRDI), India is positioned as the foremost destination for retail investment and business development. The factor that is presently playing a significant role here is the fact that a large section of Indian population is in the age group of 20 - 34 with a considerably high purchasing power this has caused the increase in the demand in the urban market resulting in consistent growth in the Retail business. However, there are a few precautions for every brand that explores Indian market. As Indian consumers are very curious and have a broad perspective, they respond well to a new product or concept and there are very fair chances of a brand surviving well, but every Indian consumer be it an urbanite or a small town dweller needs a feeling of value for money. Although labeled as tight fisted, Indian consumers are great spenders once they realize that they are getting value for their money. Also new product or service concepts from the western world are better adopted first by the urban Indians, the smaller markets respond well to the need based retailing rather than luxury concepts.

Factors that lead the importance of the Indian Retail sectors are as follows;

- ✓ The income of an average Indian is increasing and thus there is a proportional increase in the purchasing power.
- ✓ The infrastructure is improving greatly in all regions is benefiting the market.
- ✓ Indian economy and its policies are also becoming more and more liberal making way for a wide range of companies to enter Indian market.
- ✓ Indian population has learnt to become a good consumer and all national and international brands are benefiting with this new awareness.
- ✓ Another great factor is the internet revolution, which is allowing foreign brands to understand Indian consumers and influence them before entering the market.

Due to the reach of media in the remotest of the markets, consumers are now aware of the global products and it helps brands to build themselves faster in a new region.

However, despite these factors contributing to the growth of Indian retail sector, there are a few challenges that the industry faces which need to be dealt with in order to realize the complete scope of growth in Indian market. Foreign Direct Investment (FDI) is not allowed in retail sector, which can be a concern for many brands. But, franchise agreements circumvent this problem. Along with this, regulations, local laws and real estate purchase restrictions bring up challenges. Other than this lack of integrated supply chain and management and lack of trained workforce and flux of the market in terms of price and product choice also need to be eliminated. Despite these challenges

many international brands are thriving in the Indian market by finding solutions around these challenges. A company that plans to enter Indian market at this time can definitely look forward to great business if, it analyzes and puts efforts on all parameters. And with good planning, timely implementation and a media campaign that touches Indian consumers any brand can go far ahead in the Indian retail revolution.

8.2 Retail in India in Past Tense

Before the decade of eighties, India with hundreds of towns and cities was a nation striving for development. The evolution was being witnessed at various levels and the people of the nation were learning to play different roles as businessmen or consumers. The foundation for a strong economy were being laid, youth were beckoning new awareness in all balls. And this brought in an opportunity for retail industry to flourish. First in the metros and major cities later to impact sub urban and rural market as well. Retailing in India at this stage was completely unorganized and it thrived as separate entities operated by small and medium entrepreneurs in their own territories. There was lack of international exposure and only a few Indian companies explored the retail platform on a larger scale. From overseas only companies like Levi's, Pepe, Marks and Spencer etc... had entered targeting upper, middle and rich classes of Indians. However, as more than 50 per cent of the population was formed by lower and lower-middle class people, the market was not completely captured. This was later realized by brands like - Big Bazaar and Pantaloons who made their products and services accessible to all classes of people and to-day the success of these brands

proves the potential of Indian retail market. A great shift that ushered in the Indian retail revolution was the eruption of malls across all regional markets. Now at its peak, the mall culture actually brought in the organized format for retailing in India which was absent earlier. Though, malls were also initially planned for the higher strata, they successfully adapted to cater to the larger population of India and it no wonder, to-day malls are changing the way common Indians have their shopping experience. However, there is still great scope for enhancing Indian mall culture as other than ambience and branding many other aspects of retail service remains to be developed on international standards. To your surprise there was not a single mall in India a decade before and just a few years ago only a handful of them were striving, to-day there are more than 50 malls across different cities and 2 years from now around 500 malls are predicted to come up. Indeed this shows a very promising trend ahead.

9. Growth of Retailing in India

Organized retailing has finally emerged from the shadows of unorganized retailing and is contributing significantly to the growth of Indian retail sector. *RNCOS9 "India Retail Sector Analysis"* (2006-2007) report helps clients to analyze the opportunities and factors critical to the success of retail industry in India. From 2006 to 2010, the organized sector will grow at the CAGR of around 49.53 per cent per annum (pa). Cultural and regional differences in India are the biggest challenges in front of retailers. This factor deters the retailers in India from adopting a single retail format. Hypermarket is emerging as the most favorable format for the time being in India. The

arrival of multi-nationals will further push the growth of hypermarket format, as it is the best way to compete with unorganized retailing in India.

Global majors too are showing a keen interest in the Indian retail market. Over the years, international brands like - Marks and Spencer, Samsonite, Lacoste, McDonald's, Swarovski, Domino's among a host of others have come into

India through the franchise route following the relaxation of Foreign Direct Investment (FDI) restrictions. Large Indian companies – among them the Tata, Goenka and the Piramal groups – are investing heavily in this industry. Buying behaviour and lifestyles in India too are changing and the concept of “Value for Money” is fast catching on in Indian retailing.



Figure 2: Key Drivers for Retail Growth

This is evident from the expansion of the Pantaloons chain into a large value format, Big Bazaar, and the entry of new discount stores in food retailing in the South, namely, Subhiksha and Margin Free. The modern retailing action is in the urban areas now. A distinctive feature of organized

retailing in India is that it is largely an urban phenomenon so far. Organized retail has been more successful in cities, more so in the south and west of India. The reasons for this regional variation range from differences in consumer buying behavior to cost of real estate and taxation laws.

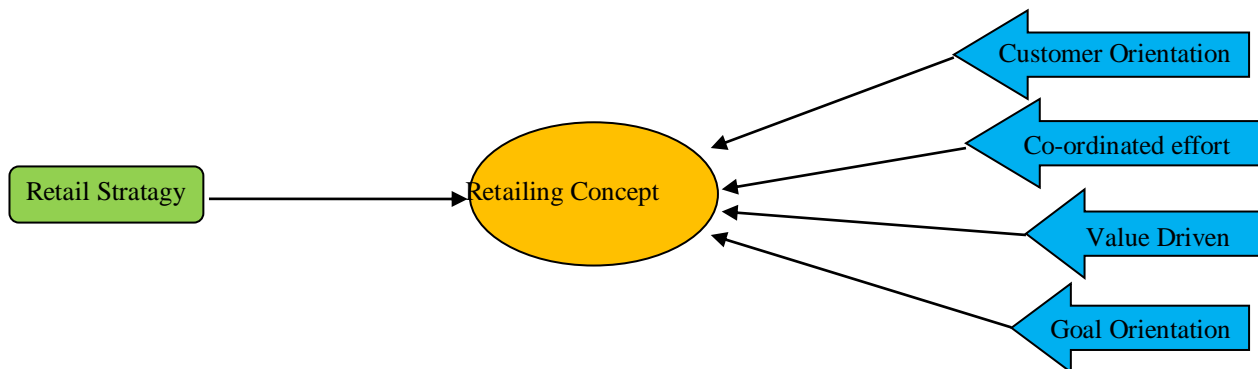


Figure 3: Retailing Concept and Strategy

An increasing number of people in India are turning to the services sector for employment due to the relative low compensation offered by the traditional agriculture and manufacturing sectors. The organized retail market is growing at 3.5 percent annually while growth of unorganized retail sector is pegged at 6 percent. The Retail Business in India is currently at the point of inflection. Rapid change with investments to the tune of US \$ 25 billion is being planned by several Indian and multinational companies in the next 5 years. It is a huge industry in terms of size and according to management consulting firm Techno-park Advisors Pvt. Ltd., it is valued at about US \$ 350 billion. Organized retail is expected to garner about 16-18 per cent of the total retail market (US \$ 65-75 billion) in the next 5 years.

According to the tenth report of GRDI of AT Kearney, India is having a very favorable retail environment and it is placed at 4th spot in the GRDI. The main reasons behind that is the 9 per cent real Gross Domestic Product (GDP) growth in 2010, forecasted yearly growth of 8.7 per cent through 2016, high saving and investment rate and increased consumer spending. According to report, organized retail accounts for 7 per cent of India's roughly \$ 435 billion retail market and is expected to reach 20 per cent by 2020. Food accounts for 70 per cent of Indian retail, but it remains under penetrated by organized retail. Organized retail has a 31 per cent share in clothing and apparel and continues to see growth in this sector. A report by Boston Consulting Group has revealed that the country's organized retail is estimated at US \$ 28 billion with around 7 per cent penetration. It is projected to become a US \$ 260 billion business

over the next decade with around 21 per cent penetration. The analysts believe that the sector is likely to show significant growth of over 9 per cent over the next ten years and also see rapid development in organized retail format with proportion likely to reach more respectable 25 per cent by 2018. The BMI India Report for the first quarter of 2012 released forecasts that total retail sales with growth from US \$ 422.09 billion in 2011 to US \$ 825.46 billion by 2015. The report highlights strongly underlying economic growth, population expansion, increasing disposable income and rapid emergence of organized retail infrastructure as major factors behind the forecast growth. According to department of Industry Policy and Promotion Cumulative, Foreign Direct Investment (FDI) inflows in single brand retail trading stood at US \$ 44.45 million during April 2000 to September 2011. Indian retail sector is wearing new clothes and with a three year compounded annual growth rate of 46 – 64 per cent, retail is the fastest growing sector in the Indian economy. The sector is the second largest employer after agriculture, employing more than 35 million people with wholesale trade generating an additional employment to 5.5 million crore. The enormous growth of retail industry has created a huge demand for real estate. Property developers are creating retail real estate at an aggressive pace. According to report titled “*India Organized Retail Market 2010*”, published by Knight Frank, during 2010 - 12, around 55 million square feet of retail space will be ready in Mumbai, NCR, Bangalore, Kolkata, Chennai, Hyderabad and Pune. Besides between 2010 and 2012 the organized retail real estate will be grown from existing 41 million square feet to 95 million square feet. The total

number of shopping mall is expected to expand at CAGR of 18.9 per cent by 2015. Hypermarket, currently accounting for 14 per cent of mall space is expected to witness high growth. Industry experts predict that the next phase of growth in the retail sector will emerge from the rural market. By 2012, the rural retail market is projected to have a total of more than 50 per cent market share.

10. Recent Trends in Retail Sectors

As per a report by KPMG the annual growth of department stores is estimated at 24 per cent, ranked second in a Global Retail Development Index (GRDI) of 30 developing countries drawn up by AT Kearney. Multiple drivers leading to a consumption boom - (a) Favourable demographics; (b) Growth in income; (c) Increasing population of

women; (d) Raising aspirations and (e) Value added goods sales. Food and apparel retailing key drivers of growth. Organized retailing in India has been largely an urban. Phenomenon with affluent classes and growing number of double-income households. Most successful cities are southern and western of India due to range from differences in consumer buying behaviour to cost of real estate and taxation laws. Rural markets emerging as a huge opportunity for retailers reflected in the share of the rural market across most categories of consumption. IT is a tool that has been used by retailers ranging from amazon.com to e-bay to radically change buying behaviour across the globe. It is estimated to be US \$ 200 billion of which organized retailing (i.e. modern trade) makes up 3 per cent or US \$ 6.4 billion.



Figure 4: Trends in the Retail Sector

11. Challenges and Opportunities

Infrastructure does not have a strong base in India. Urbanization and globalization are compelling companies to develop infrastructure facilities. Transportation, including railway systems, has to

be more efficient. Highways have to meet global standards. Airport capacities and power supply have to be enhanced. Warehouse facilities and timely distribution are other areas of challenge. To fully utilize India's potential in retail sector, these major obstacles have to be removed. Now-a-days,

Goods and Service Tax (GST) is also a new challenge in retail sector. But, for Goods and Service Tax (GST) is create a new job opportunity in retail sector. The main problem in India is few

percentages of people are educated and most of the Indian people are un-educated. However, I have shows a redial cycle for under-stand the challenges as well as opportunities in retail sector in India.

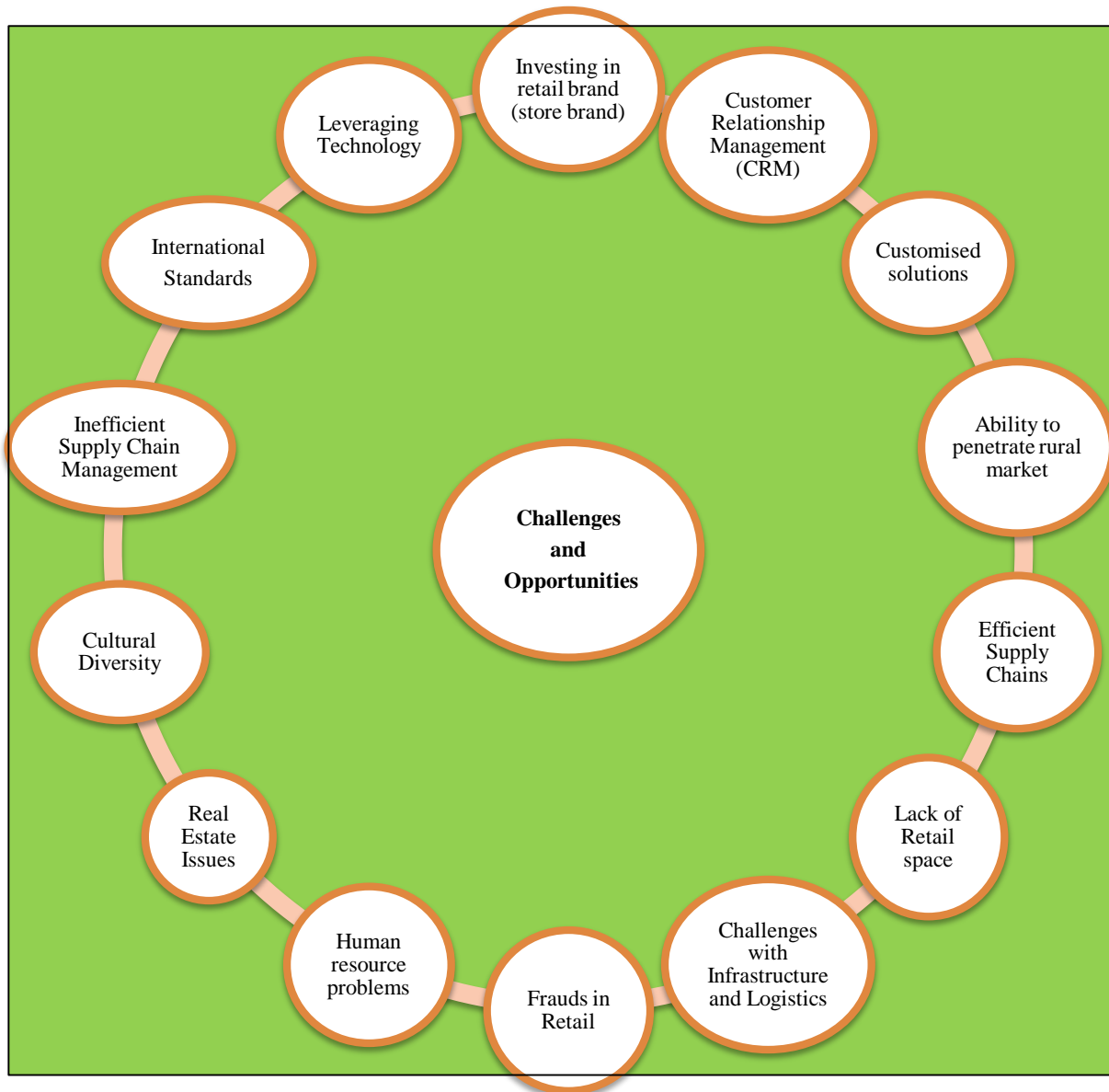


Figure 5: Challenges and Opportunities in Indian Retail

12. Career and Job Opportunities in Retail Sector

Retailing is a good base for anyone starting out in a career. The requirement for retail management mainly depends on the various types of roles that

one can perform in the industry. People are either trying to sell products into retail or they are providing services to make the industry happen. According to 91 per cent respondents, the acceptance of the Foreign Direct Investment (FDI) in India will lead to huge career opportunities in

different verticals and this sector is going to be the most sought after career option. 23 per cent of the respondents showed their un-awareness over the kinds of opportunities and profiles available in retail sector. This sector has numerous vacancies from the entry level to senior management, from front end sales personnel to technology experts, from Human Resource to supply chain, Business development, Research to Product development, Marketing Lawyers, Accountants, Architects, Planners, Caterers, Human resources and so many others sectors which contribute strongly to the success of retailing at all levels. But this sector is facing a deficiency of skilled and experienced professionals, especially at the middle and the senior level management. The Indian retails are conducting fast paced and aggressive requirement for various key roles. For those, who wish to ride on the fluidity of fads and fashion that is synonymous with quality, retail offers an escalating career path. Some of the profiles available in the Retail Industry are in sales as Sales Associate, Sales Manager and Department Manager; in Stores as Assistant Store Manager, General Manager, Store Director; in Retail Operation as Manager Back-end Communication Managers, Manager Private label Brands, Retail Marketing Executives and jobs in Software Applications in Retail Visual Merchandisers, Supply Chain Distributors, Retail Managers and many more.

The country's retail market totaling to U.S. \$ 330 billion is vastly under served and has grow by 10 per cent on average over the past 5 years and is expected to add 16.7 million new jobs by 2014. *"It will continue to be the dominant and largest source of employment growth second only after agricultural contributing towards country's growth"*, said Bureau of labour statistics. Lots of

Indian and international companies have made the foray into retail with companies like - Reliance India, pantaloons, RPG Group, Titan, Raymonds, Westside, Barista, Bata, Cafe Coffee Day, Crossword, Food World, Nilgiris and Trent. These leaders are changing the retail fabric of the country by creating huge employment opportunities for trained retail management professionals as opposed to an informal job sector that existed before their entry. Even the retailing stalwart, 'Wal-Mart' is deciding on its interest of stepping into India; this would further mean more opportunities and career growth in the industry. One can say without a doubt that career in retail management is a sure bet for growth and success! If we look into the jobs opportunities available in retail sector, this is the time to move on as opportunities are ample across locations and levels. There is a great demand of varied and trained human resource right from higher secondary to post graduation at different levels not only in big metro cities but also my smaller towns. However, 87 per cent of the respondents perceived that retail is only restricted to certain areas like metros and having no job scope in small cities and towns. It's said, *"Make hay while the sun shines!"* if a person has interest in retailing, then he can land in a dream job easily with a degree from a proper retail management institution. The tale of retail has just begun. It's not an end, but a new beginning.

13. Skills Required Being Effective and Efficient in the Retail Sector

Retailing is one industry that recognizes and rewards the talent right from the start. It is about people as *'it focuses on people and it makes profiles from people.'* Growth in this sector entirely

depends upon the skills, achievements and the efforts that one puts in this job. Trained and talented retail management professionals are always in great demand not only in India but abroad also. In a world of growing competition, attracting and developing talent in the wholesale and retail sector will enhance productivity and drive competitiveness. Through the retail industry has started work on initial training models and skills certifications, they are not yet used consistently across the industry to build skills

- ❖ Communication skills
- ❖ Confidence
- ❖ Ability to understand
- ❖ Critical thinking
- ❖ Positive attitude
- ❖ Interpersonal skills

The skills described above are important for someone interested in retailing to possess; however, to

- ❖ Interest in people
- ❖ Enjoy a challenge
- ❖ Desire early recognition and awards

- ❖ Personality effectiveness
- ❖ Liveliness and Flexibility
- ❖ Effective negotiation skills
- ❖ Relationship management
- ❖ Strong time management skills

14. Retail Management Courses Help in Improving Job Prospects

72 per cent of the respondents stated that they are either not aware which field of career to choose and also confused amongst various courses available

competency requirements for positions at all levels and to encourage career growth. Limited English Proficiency (LEP) in a problem as workers may speak the language of customers but lack of basic English language and literacy skills, they are not able to perform their duties well.

96 per cent of the respondents suggested the following skill set needed by a person to have a bright career in Retail Industry.

- ❖ Preparedness to travel
- ❖ Ability to meet targets
- ❖ Convincing skills
- ❖ Attention to detail
- ❖ Industry awareness
- ❖ Dynamic personality

be successful and enjoy a career in retailing, the following characteristics are also very helpful:

- ❖ Pleasant personality
- ❖ Neat appearance

However, we found that one needs to possess the following skills over and about the skills brought out by the respondents.

- ❖ Good knowledge of IT & numbers
- ❖ Business and Strong customer focus
- ❖ Analytical & Problem-solving skills
- ❖ Leadership and Management skills

and eligibility criteria. Aspirants having a high school, graduation or its equivalent can undertake certificate, diploma or bachelors or masters courses in retail management to gain the required knowledge and skill sets for the industry. Various institutes offer courses in retail management such as MBA in retail management, Post Graduate Diploma in Retail Management and so on. “Such a

course would bring in a unique perspective considering there is need for increased understanding. Students can also opt for direct electives in their management courses”, says Deepak Chandra, deputy director, Indian School of Business, Hyderabad. The Retailers Associations to Modern organized retailing and related services. It firmly believes in creating and developing new talents and hence has initiated the formation of various platforms for retail education and training. The actual career path will depend on the stream that the person wishes to specialize in and the company and of course his or her performance. It is an industry looking for people at all levels, from the school pass out with basic skills, to the well

qualified supply chain and retail management professionals. Many institutes in India and abroad offer several regular and online courses, exclusively meant for Retail Management or as a subject of specialization. A course in retail management helps one to learn the concepts of retailing, which would be helpful for future undertakings as well as practical experiences. Marketing Strategies, Accounting, Business Mathematics, Ethics and Law, Customer Relation, Visual Merchandising, Retail Communication, Mall Management, retail Buying, Finance Management, E-retail, Supply Chain Management and Operations are some of the topics related to Retail Management courses.

14.1 Some of the Institutes or Universities offering Retail Specialized Courses

Srl. No.	Name of Institutions / Universities	Offered Courses
1.	Amity Business School, Noida	MBA in Retail Management
2.	Ansal University, Gurgaon	Post Graduate Diploma in Retail Management
3.	Arcade Business College, Patna	BBA and PGD in retail Management
4.	Asia-Pacific Institute of Management, New Delhi	Bachelors and Masters in Management
5.	ASM's Institute of International Business & Research (IIBR), Pune	PGDM - Retail Management
6.	Birla Institute of Management Technology, Greater Noida	PGD in Retail Management
7.	Bombay Academy of Management Studies	Diploma in Retail Management
8.	Central Michigan University	Various courses in Retail Management
9.	Eastern Kentucky University	Various courses in Retail Management
10.	Florida International University	Various courses in Retail Management
11.	Garware Institute of Career Education and Development, Mumbai	PGD Retail Operation
12.	IIMT Professional College, Meerut	Certificate in Retail Management
13.	Indira Gandhi National Open University, New Delhi	Certificate and Diplomas in Retail
14.	Indian Institute of Retail Management (IIRM), New Delhi	Various courses in Retail Management

15.	Indian Institute of Learning and Advanced Development (INLEAD), Gurgaon	PGD Corporate Administration and Facility Management
16.	Indian Institute of Materials Management, Bangalore	Various courses in Retail Management
17.	Jaipuria Institute of Management, Lucknow	PG Diploma in Retail Management
18.	Mudra Institute Communications, Ahmedabad	PGCP in Retail Management
19.	Pearl Academy of Fashion, New Delhi	Programmes in Fashion, Retail, Merchandising
20.	Purdue University	Various courses in Retail Management
21.	Sikkim Manipal University	B.Com SCM
22.	Symbiosis Centre for Distance Learning (SCDL), Pune	PGDSCM
23.	University of Minnesota	Various courses in Retail Management

Table 1: Some of the Institutes or Universities offering Retail Specialized Courses

14.2 Retail Management courses available in India

- Diploma in Retail Management
- Bachelor of Fashion Retail Management
- B.Sc. in Fashion Merchandising and Retail Management (B.Sc. FMRM)
- M.Sc. in Fashion Merchandising and Retail Management (M.Sc. FMRM)
- MBA in Retail Management
- PG Certificate in Retail Management (P.G.C.R.M)
- PG Diploma in Marketing and Retail Management (P.G.D.M.R.M)
- PG Diploma in Retail Management (P.G.D.R.M)
- PG Diploma in Fashion Retail Management

15. Career Path and Salaries

68 per cent of respondents thought that the remuneration available in the retail sector was very low. Retail being a growing and highly dynamic

industry, the compensations best amongst all industries across levels, especially if a person is having the right education, right skills, right personality and last but not least the right approach. The eligibility required for various job profiles in Retail vary from Senior Secondary level to Masters / Professional level according to the level of the jobs. There are few careers that allow young people to take immediate responsibility for their performance and action. But in Retail, it is not uncommon to have a 20 years old earning Rs. 25,000 as a manager of a shop and it is common to find 30 years old earning in excess of Rs. 1,50,000 at board level by this time. *“Remuneration matches the best and growth prospects are immense”*, says Ashish Prasad, CEO, IIJT - team lease. This is a global industry as the core skills of retailing hold good anywhere in the world. Given the high growth potential and the vigour with which retail sales have come back in the last few months, the talent gaps are getting magnified and demand for people is on an upswing. The sector is without a doubt quite promising from a career building perspective.



According to all the respondents, with huge career opportunities in different verticals and the government's Foreign Direct Investment (FDI) push, this sector is going to be the most sought after option soon. Largely led by private companies, retail today offers immense career opportunities in its various layers like carrying and forwarding agencies, distributors, wholesalers and retailers so much so that it has become one of the most sought-after career options. This sector has vacancies from the entry level to senior management. From front and sales personnel to technology experts, from HR to Supply chain, Business development, from Research to Product development and Marketing, the sector is facing a deficiency of skilled and experienced professionals, especially at the middle and the senior level management. The Indian Retailers are conducting fast paced and aggressive recruitment for various key roles. For those of you who wish to ride on the fluidity of fads and fashion that is synonymous with quality, retail offers an escalating career path. The Retail Trade Industry is a dynamic field with diverse career ladders, a wide range of employee benefits and on the job training that is increasingly driven by high end technology that requires advanced skills. In a world of growing competition, the retail management is no different; when there is

growth, obviously there is a room for higher competition. One can take up a job depending on their interest and aptitude; since Retail Industry is an array of activities starting from marketing to branding. The makes a '*Retailing Opportunity*' a hot cake in the market. As for managerial posts, since the industry competes with the other industries for the best talent, the compensation depends on the type of institute and the profile offered and is up there among the best pay packages offered to marketing profiles among B School Graduates. Though the remuneration depends on the company, nature of work, area of work and proficiency, the salaries for people without a specific education in Retail and Non-Managerial (but administrative) profiles can range between Rs. 6,000 - Rs. 22,000, a Sales Manager Ranges from Rs. 12,000 - Rs. 35,000 per month, a Merchandising Manager earns Rs. 12,000 - Rs. 15,000 per month, a Client Servicing Manager earns Rs. 25,000 - Rs. 30,000 per month. The salary may vary across location and levels from Rs. 5,000 - Rs. 1,00,000 per month. This can be higher in metro cities where the cost of living is higher. Being a sales oriented profile the packages generally include performance linked bonuses, special packages, incentives etc...



Figure 6: Career Path

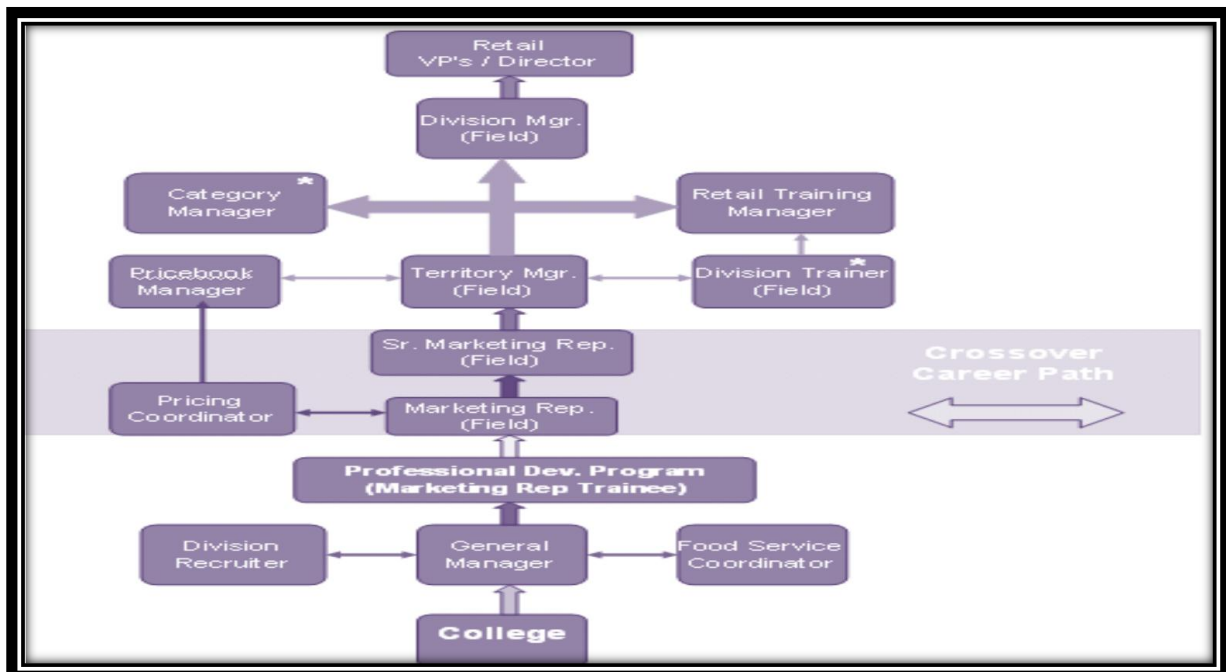


Figure 7: Crossover Career Path

15.1 Job Roles of Retail Management in

India

- | | |
|-------------------------------|-----------------------------------|
| (i) Retail Manager | (viii) Warehouse Manager |
| (ii) Store Manager | (ix) Brand Manager |
| (iii) Retail Buyer | (x) Customer Care Executives |
| (iv) Merchandiser | (xi) Image Promoter |
| (v) Analyst | (xii) Merchandise Manager |
| (vi) Supply Chain Distributer | (xiii) Department Manager; etc... |
| (vii) Marketing Executive | |

15.2 Companies who hires Retail

Management professionals

- | | |
|---------------------------------|---------------------------------------|
| ❖ Aditya Birla Group | ❖ Pantaloons Retail India Ltd |
| ❖ Amazon | ❖ Reliance Group |
| ❖ Bata India Ltd | ❖ Retail Industries |
| ❖ Flipkart | ❖ Shoppers Stop |
| ❖ ITC Retail | ❖ Spencers |
| ❖ Life-style International | ❖ Snapdeals |
| ❖ Music World Entertainment Ltd | ❖ Tata Groups and many more companies |

16. Recommendations of the Study

Based on the study the following are the recommendations to retails sector for best performance in coming days;

- I.** One of the most important things is to improve customer services.
- II.** Leverage payroll spend where possible, it's also important to keep costs down.
- III.** Address the retail paradox, it's important to note that the needs for strong service and low costs often contradict each other.
- IV.** Employee turnover is a major factor that disrupts the productivity of retail companies. So, the turnover to be reduced.
- V.** Comply with labor laws.
- VI.** FDI is another hot booming area which needs attention from the policy makers.

The policy makers should take utmost care in arresting the inflow of foreign capital. Therefore the policy makers should plan accordingly to identify the areas as well as product categories where foreign capital may be permitted.

- VII.** Good variety in retail stores acts as a major motivator for customers to visit a store again and again. For majority of customers variety came in the form of having a bakery within the store, food section, more private labels and national brands and finally a lot of fresh fruits and vegetables.
- VIII.** Promotional activities by the retail stores attract customers to a large extent. Promotional activities are undertaken during special occasions, off seasons, festivals or on a particular day. Major promotional tools used by the stores are discounts and coupons, exchange offers, low priced products and other attractive schemes. Promotional factors do play a major role deciding and choosing a store.

- IX. The sales person has major role to attract and retain customers. Stores must take pain to make sure that sales person are educated, experiences, helping nature, has a neat and clean outlook and is cheerful knowledgeable.
- X. As far as the organized retail sector is concerned they should make a careful study before making investments because the need of the hour and biggest challenge is the retail space and the cost of rentals.

17. Evolution of Indian Retail

Retailing is one of the biggest sectors and it is witnessing revolution in India. The new entrant in retailing in India signifies the beginning of retail revolution. The economy began to open up in the 1980's resulting in the change of retailing. The first few companies to come up with retail chains were in textile sector like - Bombay Dyeing, S Kumar's, Raymond's, etc... later, Titan launched retail showrooms in the organized retail sector. With the passage of time new entrants moved on from manufacturing to pure retailing.

India's retail market is expected to grow tremendously in next few years. India shows

US\$330 billion retail market that is expected to grow 10 per cent a year, with modern retailing just beginning. In India, the most of the retail sector is unorganized. The main challenge facing the organized sector is the competition from unorganized sector. Unorganized retailing has been there in India for centuries. The main advantage in unorganized retailing is consumer familiarity that runs from generation to generation. It is a low cost structure they are mostly operated by owners, have very low real estate and labor costs and have low taxes to pay very much persons do not pay any tax to the government. Organized retail business in India is very small but has tremendous scope.

18. Limitation of the Study

Due to time constraint this empirical research review study has been made on the basis of previous data. This study may be up-dated and redesigned by considering the latest available data. There is a lot of scope for further researches on this issue by considering other factors which I have not considered in my present study, it would have been more.

19. Summary of Consumer preferences towards Emerging Retail formats

Sr.No.	Formats	Attributes	Why Consumer's prefer OR outlets
1.	Malls	Collection of shops, wide variety, amalgamation of products, service and entertainment, all at one place	Due to variety, different brands of products and services at one place, along with entertainment.
2.	Convenience Stores	Small stores located near residential areas, limited line of high-turnover convenience products, charge high prices due to convenience.	Due to easy availability of products, less time consuming while shopping.
3.	Departmental Stores	Systematic division of products with in different departments well managed merchandise and easiness for consumers.	Due to better shopping experience without any inconvenience.
4.	Hypermarkets/ Supermarkets	Large self-service outlets carries wide product range- Food and Grocery, Home-ware, Appliances, Clothing, Furniture, Sports etc.	Due to changing lifestyle, better environment of the outlets, better products at normal prices.
5.	Discount Stores	Offer discounts on MRP but lack of variety due to reaching economies of scale and stock cancellation or excess stock left over.	Due to price reduction.

6.	Specialty Stores	Carry a single product line, customers have wide variety to choose due to Specialization in particular product like music stores; apparel Stores, book stores, sporting goods stores etc.	Quality preference and all brands at one place.
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Table 2: Summary of Consumer preferences towards Emerging Retail formats

20. Concluding Observations of the Study

The Retail Sector has played a phenomenal role through-out the world in increasing productivity of consumer goods and services and there is no one denying the fact that most of the developed economies are very much relying on its retail sector as a locomotive of growth. Retail Sector started with ‘Pan Shop’ concept in India and now converted into big malls which become a destination for happy shopping, dining and entertainment for all. With this evolution and with government Foreign Direct Investment (FDI), this sector will become a huge job hub in coming times. But the people are not aware about these opportunities, education and skills require for having a promising career in this field. Today’s Retail Careers are more than just cashier and sales associate positions; they encompass Information Technology, Marketing, Communications, Loss Prevention, Finance and Merchandise Sourcing. In an increasingly diverse society, multilingual employees are desirable. The people are ignorant of the fact that many institutes are now-a-days, providing professional courses in Retail Management to attract more and more people to build their career in this sector. The day is not far when this sun-shine retail sector will become the career option of one and all.

Entry of multi-brand retail through 51 per cent Foreign Direct Investment (FDI) in this segment will contribute to the same at larger extent. In the final analysis, for India, Foreign Direct Investment (FDI) in multi-brand retail should be seriously considered by the government and, as with many other sensitive sectors (like defence); a gradual opening up could be made possible. Despite country wide speculation on the plight of various Stake-holders, trading associations, politicians, etc. have given various arguments for and against Foreign Direct Investment (FDI) in retailing. However, such arguments are largely based on perception and there has not been serious academic research in this area.

The status of the retail industry will depend mostly on external factors like - Government regulations and policies and real estate prices, besides the activities of retailers and demands of the customers also show impact on retail industry. As the retail market place changes shape and competition increases, the potential for improving retail productivity and cutting costs is likely to decrease. Therefore, it is important for retailers to secure a distinctive position in the market place based on values relationships or experience.

Numerous business groups are attracted in the past few years, including some renowned business groups like Bharti, Future, Reliance, and Aditya Birla to establish hold, showing the future growth

in times to come. In addition, organized retail sector has also grabbed the attention of foreign companies, showing their interest to enter India. After looking up these facts, the paper strategically analyzed the Indian retail Industry. The results of the study depict that infrastructure, economic growth and changing demographics of consumers are the major driver of organized retail in India. The location of the retail store, management style and adequate salaries to personnel enhance the effectiveness of retail business and are important factors for retailers' success. The study further reveals that younger generation, emerging retail formats, increasing awareness and innovation in new products are the strengths and opportunities of organized retail in India. On the other hand, Demographic changes, shrinking of markets, high real-estate cost and increasing price competition among retailers are some of the threats and weaknesses of Indian retail Industry. Hence, there is an urgent need to overcome the threats and weaknesses and grab the opportunities by retailers for the success of retail sector in India.

The retail sector has played a phenomenal role throughout the world in increasing productivity of consumer goods and services. It is also the second largest industry in US in terms of numbers of employees and establishments. There is no denying the fact that most of the developed economies are very much relying on their retail sector as a locomotive of growth. The India Retail Industry is the largest among all the industries, accounting for over 10 per cent of the country's Gross Domestic Product (GDP) and around 8 per cent of the employment. However, all of them have not yet tasted success because of the heavy initial investments that are required to break even with other companies and compete with them. The India

Retail Industry is gradually inching its way towards becoming the next boom industry. India needs to take a lesson from China where organized and un-organized retail seem to co-exist and grow together. Further, India's local enterprises will potentially receive an up-gradation with the import of advanced technological and logistics management expertise from the foreign entities.

The retail sector in India is witnessing a huge revamping exercise as the traditional retailers are making way for new formats. These modern retail formats provide wide variety to customers and offer an ideal shopping experience with an amalgamation of product, entertainment and service, all under a single roof. Now the consumer has multiple options to choose-ranging from the shopkeeper to the most sophisticated supermarkets, departmental stores, plazas and malls which provide the latest, quality products. The food and groceries, health and beauty, apparel, jewelry and consumer durables are the fastest growing categories of organized retail. The hypermarkets, malls, supermarkets are the preferred kind of stores by consumers. Moreover consumers' product preferences of various retail formats are as follows: food and grocery, health and beauty care services supermarket; clothing and apparels', catering services and entertainment - mall; books, music and gifts - convenience store and malls; watches, mobile, accessories and pharmaceuticals-hypermarket; footwear- department store. International exposure and availability of products and brands communication are the attributes that are driving the organized retail in India and organized retail is preferred due to convenience and variety. The dynamics of the demographics, double income, urbanization and internet revolution are the factors contributing to retail growth in India. Many

studies highlight that younger generation prefer to visit malls and hypermarkets more often. The reason for the visit is not necessarily for shopping but for hedonic pleasure and for stress relieving purpose.

21. Some Answer of Quarries

1. Who can study Retail Management Course?

Answer:

- Candidates who have passed 10+2 are eligible to pursue Retail Management in UG level.
- Candidates who have passed bachelor's degree in relevant discipline are eligible to pursue Retail Management in master and Doctoral level at Indian and Foreign Universities.

2. Why is a job in retailing good for starting career?

Answer: There are three reasons for this:

- (i) It provides the best opportunity for getting experience in managing people and having profit and loss responsibility early in career. These experiences are critical for promotion to upper level management positions in all fields. Do not get this type of responsibility early in a sales career.
- (ii) Retail offers a wide diversity of activities. Do not do the same thing or make the same decisions day after day. It is a very challenging work environment. Do not have to sit behind a desk all the time. The fast paced, diverse environment is a big benefit over banking.
- (iii) Opportunities to get promoted and make more money if do a good job, and the company will know doing a good job because it's all in the numbers. Objective performance measures can be traced down to the lowest level job.

3. Will start out as a Sales Associate?

Answer: No, after completing executive training, management trainees in department stores and discount stores usually start out as department sales managers (DSM). The DSM's are responsible for the presentation of merchandise and the management of sales associates in an entire department. In specialty stores, would enter as an assistant store manager responsible for all aspects of the store's operations.

4. Are the hours longer than in other sectors?

Answer: If, work some nights and weekends in retailing, the actual hours that will work are no longer than in other industries. Typically be scheduled for a 40 hour work week however, during peak seasons, may work longer hours to be successful in any industry, then must be prepared to work hard retailing is no different. People who want to progress rapidly in any sectors he or she frequently work more than 40 hours per week.

5. How quickly can promoted and receive salary increases?

Answer: Obviously, the different career paths within the various types of retail institutions will determine your rate and direction of advancement. How fast you advance really depends on your performance and the opportunities within your company however, if you are above average in performance, then can expect to double your income within 5 years.

6. How long are the training programs?

Answer: This again depends on the company for which you choose to begin career. Training periods range from several months to a year. Some programs are held strictly in a classroom, while

others combine training in a classroom and on the sales floor.

7. If any one person wants to become a buyer, what type of retail store would provide that opportunity?

Answer: It is harder to become a buyer in either a specialty store or a discount store than it is in a department store. Discount stores tend to be of a very large scale with few buyers and many store managers and operations people. Specialty stores also tend to be looking mainly for store managers because of their hundreds of individual stores which all use the same few buyers. Department stores, on the other hand, are looking for both buyers and store managers. It is much easier to become a buyer for one of the many merchandise assortments in a large department store than to become a buyer for one of the limited number of merchandise lines in a specialty store or for one of the large volume lines of a discount store.

8. How much control will have over geographic placement?

Answer: Although some companies will try to accommodate preferences, most companies are not able to consider personal preferences and emphasize the importance of flexibility. Most companies stress that the more willing you are to move, the faster you will rise within the company since most moves are promotions however, many companies will not require moving if any willing to accept a slower career path.

9. How do decide which type of retail store is best for me?

Answer: When deciding which type of store environment is the best for you, then must ask yourself several questions given at bottom question no. 10.

10. What corporate culture will fit in with best? Do want to be in store management, buying

or a support function? What kinds of lifestyle do want to lead? Do want the flexibility of switching career paths, say, from buying to store management? Where do want to be 5 or 10 years from now?

Answer: There are significant differences among the different types of retail institutions. These differences could have an effect on choice of retail as a career. Make it a point to discover the different career paths within the different types of retailers to determine how interests and career needs may be better satisfied.

11. What do need to do to get promoted?

Answer: Do a good job in present position and do not worry about your next position until get it. If, perform well and get good results, then be promoted when ready often before expect it.

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