CHAPTER - I

INTRODUCTION

The surfacing of Organised Retail Sector is the imperative facet of the current Indian Economic scenario. In recent years the growth and development of organised retailing is sizeable which takes this to the edge of good future. Foremost business firms have entered and have the idea of motivated future plans in this sector. Multinational companies also merge with Indian companies and spread their retail chains in India. Unorganised retail sector suffer due to the entrance and growth of organised retailers. The organised retail directly receives the goods from the small producers, hence the supply chain gets efficient and at the same time the customers are also benefited with lowest price. The impact of organised sector has conflicting opinions, hence analysis about positive effect is also conducted.
The results of various retail studies indicate that in the year 2016 the worth of organised retail industry in India would be around United States dollar (USD) 175-200 billion. Organised retailing industry is the fastest growing industry with the rate of 5%. There is a growth in purchasing patterns in urban areas, rising incomes and an abrupt increase in rural consumption which leads to 7-8% increase in the growth.

Among the various sector Indian retail sector is very patchy with the combination of small, independent and owner managed shops. The domestic organised retail industry is in the rising stage. Some of the macro level factors which are building up in the organized retailing sector are raising disposable income, dominance of the younger population in spending, urbanization and shift of the traditional family structure towards the nuclear family. It is the sunrise sector of the economy with the entrances of giant business people in multiple modern retail formats. On one side, the advancement of information technology is improving end-to-end business processing by integrating the entire value chain, backward and forward, for operational efficiencies. On the other side, rising real estate prices, infrastructure constraints, and expensive technology are making the retail industry capital intensive.

However the macro economic background reveals that the domestic retail industry has huge benefits for both the traditional retailers as well as the modern retailers. A balanced regulatory framework, a good competition policy follow up will allow both the organised and unorganised to grow and reduce the gap between the two. Organized retailing will (i) promote quality employment; (ii) improve business process practices;
(iii) spur investments in support industries; and (iv) enable the modernization of the fragmented traditional retail industry.

The retailing market is filled with the organised retailers. The people who enter into organised retail have big business houses with good expansion plans. Government also brings new Foreign Direct Investment policy and many foreign investors are very interested to invest in Indian modern retailing. From 1990 retailing is has a substantial growth which helps for its better future.

Unorganised retailers are the major competitors for the organised retailers. Establishment of traditional retailing was very old before many centuries. The familiar features of unorganised retailing are its low cost structure, mostly owner-operated, has negligible real estate and labour costs and little or no taxes to pay. They have loyal customers and are familiar with the consumers as those retailers do the business for many generations. But organised retailers differ in their feature from unorganised retailers. The difference is that they have big expenses to meet, and yet have to keep prices low enough to be able to compete with the traditional sector. Higher labour costs, social security to employees, high quality real estate, much bigger premises, comfort facilities such as air-conditioning, back-up power supply, taxes etc are the reasons for the high cost acquired by the organised retailers. They are in the position to adjust with middle class consumers who have the psychology that a store which is bright, air conditioned and with big sales outlet will be more expensive. The global retailers do not consider the above fact as a menacing one. International retail majors such as Benetton, Dairy Farm and Levis have
already entered the market. Lifestyles in India are changing and the concept of "value for money" is picking up.

Even organised retail in India is in its youth stage, the development is very fast. The following 5 to 10 years is very important which brings an observable positive impact in the retail industry and the government joins together to work on the new opportunity in retail which benefits all the stakeholders in the industry. Hence new policies should be framed, the tax revenues from retail should be used to develop the infrastructure which assists the farmers, wholesalers and traditional retailers. Each and every format should be taken care and considered. Supply chain has become efficient and farmers, traditional retailers have been included to the structural change of organised retail. If organised retail fails to improve the efficiency of value chain, it is considered to be the impact of lower prices to farmers, high price to consumers, no reward quality and not following food safety standards. The commission agents will be the only winners in these situations. The domestic unorganised retailers face global competition which is the major challenge for their survival.

Retailers across the globe have attained a strong position that has put their brands in the forefront in numerous service sectors. Several retailers have stretched their offering to embrace retails such as fuel, car, convenience and personal financial services. This has positioned them in a point where they not only capture growth from geographical expansion but also enter new quarters of industry.
In recent days retail sector has to compete with internationalisation. New opportunities and new market attracts the modern retailers. The retailers who have entered into foreign markets have good retail sales than the home retailers. Roughly maximum of the business people in India enter into retail sector or get bigger into the retail business they do, to attain an excited tempo. The Gross Domestic Product of the country is being very much contributed and the skilled labours are being employed through the key role of organised retailers.

The growing level of working women in India results in double income in a family which leads them to raise their disposable income and expand their personal consumption. The needs, wants and expectations of the customers are eternally growing bigger and bigger which paves the way for the entrance and development of organised retailing which has the feature of offering assortment of goods with reasonable price and very handily. The augmentation in income and customer oriented market pushes the organised retailers to adapt themselves to the altering desires of the customers. The current status shows that consumers have overabundance of purchase options and even they may be forced at some occasions, since they are in the position to get the things within the offered items.

The Indian retail Industry is divided into organized sand unorganized sectors. Organized retailing refers to trading activities undertaken by licensed retailers, that is, who are registered for sales tax and income tax. Unorganized retailing refers to the traditional formats like general store, local kirana shops etc.
1.1 ORGANIZED RETAIL - A PROFILE

The era of modern retailing in India goes far back as 1980 when the idea of organized retailing was conceived and the manufacturers began to open their own outlets. This was the initiation stage of organized retail. Then comes the second stage of conceptualization ranging from 1990-2005, a span of 15 years under which retailers realized the potential of the retail market especially in the garment and apparel sector. The third stage is the evaluation of modern retailing in India is the stage of expansion which lasted from 2005-2010. The stage of expansion which has been registered as substantial investment by large Indian corporate is Tata and Reliance.

Big companies have entered into food and merchandise category and expanded across India. The stages of 2010 and onward come under consolidation. Under it many international brands have entered the country, foreign direct investment in single brand detail has been further liberalized by allowing 100 percentage foreign direct investments.

Indian Retail Industry is ranked among the ten largest retail markets in the world. The attitudinal shift of the Indian consumers and the emergence of organized retail formats have transformed the face of retailing in India. Today organized retail has become an experience characterized by comfort, style and speed. It is something that offers a customer more control, convenience and choice along with an experience. Organized retail has a continuous increase of its market share from all the parts.

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Organized retailing can be categorized as of different sectors by food, grocery, clothing and textiles, consumer durables, footwear, furniture and furnishing, catering services, jewellery and watches, books, music, gifts and others.

The retail sector in India is witnessing a huge revamping exercise as traditional markets make way for next formats such as departmental stores, supermarkets, hyper markets and speciality stores. Western style malls have begun to appearing in metros.

1.1.1. Foreign Direct Investment in Retailing (FDI)

By the end of 2015, organized retail segment is estimated to grow at a rate of almost 30%. It is a much faster pace of growth than the overall retail market which is forecast to 16% in the same period. The government’s initiative to allow 51% foreign direct investment in multi brand retail attracts the attention of people from various fields including academia, industry and research organizations. Indian retailing is a sunshine sector with tremendous growth potential. It is big in size with 15 million retail outlets and the largest source of employment after agriculture. It contributes 14 to 15 per cent of Gross Domestic Product (GDP) and absorbs 6 per cent of Indian labour force. Retail trade in India was valued at United States Dollar (USD) 411.26 billion in 2011 and it is expected to grow to the level of USD 804.06 billion in 2015. Grocery is the biggest

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component with 50 per cent share, followed by Apparel. The Global Retail Development Index ranks India as the fourth largest retailing globally. However, the sector is unorganized which covers nearly 97 per cent of retail business in India. Further, the sector is cash starved with poor infrastructure. The government of India started permitting FDI in retailing since 1997 to strengthen the sector with adequate infrastructure. It allowed 100 per cent FDI in cash and carry (Wholesales) in 1997 and 51 per cent FDI in single brand retail in 2006. It now permits 100 per cent FDI in single brand retailing (Press note of 2012) and 51 per cent in multi brand retailing (Press notes of 2012). FDI in multi brand is now allowed in India due to following conditions; i) Minimum Foreign Direct investment of USD 100 billion, of which 50 per cent should be used for creation of Back–End Infrastructure. ii) Permission for foreign retail outlets in the areas with the population more than 10 lakhs as per 2011 census. iii) at least 30 per cent value of the products procured should be from Indian Micro Small and Medium Enterprise (MSME) sector and iv) minimum limit of 10,000 square feet on the floor space of foreign retail chains and reserving at least 500 – 600 square feet of retail space for foods and procured foods alone.

It is claimed that FDI in retailing will lead to higher contribution to GDP. Trained and educated man power can be utilized to increase efficiency in retail business. The government will get more tax revenue by curbing tax evasion. Indian (MSME) sector will enjoy increased demand for its products from foreign retail outlets in India. As it is mandatory for foreign supply chains to create Back End Infrastructure including
warehouses and cold storage facilities, wastages may be avoided. It is also claimed that consumers will get a wide range of products in good quality at lower prices. There will be inflow of foreign currency. Consumers will be benefited through quality improvement and cost reduction. However, the critics of FDI in Indian retailing put forth their arguments against these claims and point out that FDI Indian retailing will pose following challenges:

Existing small middle men may be replaced by bigger and more organized middle men. These organized intermediaries are likely to change exorbitant commission for their services. Big retail and food procurers may alter the crop selection in Indian farming. Let us here draw our attention on how Pepsi has been influencing the farmers’ decision on crop selection in Punjab. Pepsi needs potatoes for chips. Thus, farmers in Punjab skip the selection of other crops in favor of extensive potato cultivation. Now dal, cereals and other vegetables are in shortage. Big retail is relative to real estate. It will create the grounds for hike in property price in major cities. We must have a healthy trade of our cultural and dietary habits for the western paradigm of conspicuous consumption.

1.1.2. Modern Retail Forms in India

i) Hypermarket

Hypermarket is a type of retail store which offers huge creel of products such as grocery, fresh and processed food, beauty products, household items, clothing and appliances. Big Bazaar and Spencer’s are some of the examples.

ii) Cash-and-carry
It is a kind of business to business retail format. These retailers buy and the sell the commodities in a mass. Their size is more than 75,000 sq.mt. With many stock keeping units (SKUs), to store the bulk purchased items. Examples are Metro, Germany based C&C, They have outlets in Bangalore and Hyderabad.

iii) Department Store

Department stores provides the customers a choice of retail products, its layout will be large which includes interrelated categories of products, garments, gift items, home furnishing furniture and other items. Within store service is their main character and their concentration is towards a wider consumer. The retail space of the department stores is about 10,000 to 60,00 sq.ft. Various examples include: (i) Shoppers' Stop, controlled by the K. Raheja Group, a pioneering chain in the country's organized retail; (ii) Pantaloons, a family chain store, which is another major player in the segment; (iii) Westside, the department store chain from Tata Group's Trent Ltd; (iv) Ebony, a department store chain from another real-estate developer, the DS Group; (v) Lifestyle, part of the Dubai-based retail chain, Landmark Group; and (vi) the Globus department and superstore chain.

iv) Supermarket

A large size retail store with typical layout offers household and food products to the consumers. They target the whole family. Examples are Apna Bazaar Sabka Bazaar, Haiko, Nilgiri's, Spencer’s from the RPG Group, Food Bazaar from Pantaloon Retail, etc.
v) **Shop-in-Shop**

The large format, department store or super market shops in the malls are used by the retail brands as shopping malls become the major shopping destination for customers. Abundance of shopping mall all over the city has been emerged. It is very clear by an international jewellery and crystal ware of Kolkata’s Magma group; within 5 years of their entrance they established their 36 department chains.

vi) **Speciality Store**

These kind of retail stores focus on individuals and group clusters of the same category. They sell the products to the single category with high product loyalty. Some examples are music stores, footwear stores, gift stores, food and beverages retailers, apparel chain, electronic store, household store, brand store, multi-brand outlets and exclusive brand outlets.

vii) **Category Killers – Large Speciality Retailers**

The category killers purchases in large scale, they focus on a specific segment and provide a wide range of variety to the consumers. The prices offered by these stores are affordable to the consumers. The average size is 18,000 sq.ft. Example: Office Mart in US.

viii) **Discount Store**

A retail store which offers wide range of branded products with an average size of 1,000 sq.ft. Some of the Indian Discount stores are Subhkshia, Margin Free, Levi’s factory outlet, Nike’s factory outlet, Koutons, etc.
ix) Convenience Store

A convenience store is a small retail store which is located to closer to the consumer with 800 sq.ft as the average size. They open for long hours, works seven days in a week. The staples and groceries range will be narrow.

1.2 IMPORTANCE OF SKILL FOR SALES PERSONS

In a tight economy, sales persons who are looking for a position need to have a skill set that places them above the competition. Likewise, retail companies who are hiring sales persons may hire the very best in order to increase revenue. Sales persons who have well-developed skills can help both themselves and their company to be successful.

Becoming a good sales person requires good organizational skills. To provide superior customer service, sales persons have the ability to keep track of frequent customers, their likes and dislikes and their contact information. Sales persons may follow store procedures and be able to locate documentation and inventory, and follow the company's system for filing paperwork. Sales persons are also often responsible for ensuring merchandise displayed in an organized and appealing manner.

Sales persons not only are skilled at dealing with "difficult" customers, they may also be able to make customers feel welcome and valued in the retail environment. Advanced interpersonal skills can make good sales persons even better. Corporate trainer Stephan Shiffman points out in his book "25 Sales Skills They Don't Teach at Business School" that an effective sales associate is able to anticipate customer responses and have
his own response prepared so that he is not taken off-guard. Sales persons need to be good team players who are able to capably resolve conflicts that arise in the work environment. Ideally, the sales person's projects confidence that puts customers at ease.

A sales person may have the ability to effectively tell customers about the products, and needs to be able to comfortably greet customers and make small talk. Good sales associates can identify what customers are looking for by listening carefully to what the customer is saying. People who have proficiency in more than one language may have an advantage on the sales floor in areas that have large numbers of people from different cultures, according to the Bureau of Labour and Statistics.

Although the majority of a sales person's time is typically spent interacting with customers, the persons may have a high level of literacy in reading, writing, math and technology. Customers may ask about discounts, requiring the persons to quickly calculate prices. Persons will likely be working with a sophisticated register system, and may be able to effectively troubleshoot technical problems. All employees, including sales persons, receive memos and training materials that they may be able to comprehend and apply. Salespeople who maintain customer contact will need to be able to write contact letters.

1.3 SKILL MATRIX FOR ORGANIZED RETAIL SALES PERSON

The employee skills matrix is a very simple but very effective tool to assess the training needs of the organization. It is also a great guide as to the suitability of individuals for, additional tasks, promotion (to a higher role), team/group participation,
suitability for a newly created position and the skills matrix is a great discussion tool for performance reviews, where the employees training can be assessed, reviewed and mapped out. Also the level of skills attained may assist in the salary review of the individual compared to other employees. Skill matrix is a great technique for prioritizing the tasks; it allows the employees to deal with truly important and work towards the goals. It allows the employees to plan properly and execute those plans successfully. The skill matrix for organized retail sales persons is very essential to develop their performance. It helps the retailers to make better sales persons.

1.4 OPERATIONAL DEFINITIONS OF TERMS AND CONCEPTS USED IN THE STUDY

The operational definitions of the terms and concepts used in the study are furnished below:

1.4.1 Retailing

Retail is the sale of goods and services from individuals or businesses to the end-user. Retailing is the activity of buying large quantities and selling it in small portions to the customers. Retailers are a part of an integrated system called the supply chain. A retailer purchases goods or products in large quantities from manufacturers directly or through a wholesale, and then sells smaller quantities to the consumer for a profit. Kusuma et al\(^4\) opine that Retailing is the interface between the

producer and the individual consumer for personal consumption. Retailing is the last link that connects the individual consumers with the manufacturing and distribution chain.

David Gilbert\textsuperscript{5} defines retail as Any business that directs its marketing effort towards satisfying the final consumer based upon the organization of selling goods and services as a means of distribution. From the above definitions, the activity of selling the products directly to the final consumer through various formats is treated as Retailing in the study.

1.2.2 Selling

Selling is defined as the personal or impersonal process of assisting or persuading a prospective customer to buy a commodity or a service or to act favourably upon an idea that has commercial significance to the seller. The activity of sales persons through persuading the customers to purchase the products in the organized retail stores is treated as selling in this study.

1.2.3 Organized Retail Stores

Organized retail or modern retail is usually chain stores, all owned or franchised by a central entity, or a single store that is larger than some cut-off point. The relative uniformity and standardization of retailing is the key attribute of modern retail. The size of each unit is small so that a chain of convenience stores is modern retail. A single large department store is also modern retail. The retail store which has been

registered, sells multi brand products with large varieties and employs more than 30 sales persons is treated as organized retail stores in the study.

1.2.4 Retail Salespersons

A retail salesperson sells clothes, cars, electronics or other products directly to consumers. He or she helps customers find what they are looking for in a store or other retail establishment and gets them to make purchases by explaining how the merchandise will benefit them. They are not to be confused with sales representatives who sell products on behalf of manufacturers and wholesalers. The persons who work in the organized retail stores to sell the products to the customers are treated as Retail Sales persons in this study.

1.2.5 Skill

Skills are the ability and capacity acquired through deliberate, systematic and sustained effort to smoothly and adaptively carry out complex activities or job functions involving ideas (cognitive skills), things (technical skills), and/or people (interpersonal skills). Skills refer to the competencies of any individual to perform their duties and responsibilities. Skill means that the employee's skills needed to carry out the company's strategy. Skill comprises communication skill, interpersonal skill, analytical skill, initiative skill, leadership skill, managerial skill, customer relationship skill etc. The ability of a salesperson to sell, to communicate, work in computers and deal with money transactions and handling complaints are treated as skill in the present study.
1.2.6 Skill Matrix

A Skills Matrix is a table that clearly shows the skills held by individuals. Skills matrix is a technique that provides insight into individual skills and group dynamics to more efficiently train the team. To use this tool most effectively, it is ideal to evaluate the conditions for on the job training, recognize the roles within the team and review and set standards of performance. It is easily reviewed and updated, and presents the skills of team members in a single chart. The skills matrix comprises many cells. They represent different categories that are a combination of a particular skill and particular type of experience. The number in the cell indicates how many items the salespersons have in that particular category. One can add as many items as one want to a particular cell; there is no limit. The combination of various skills of the organized sales persons in a cell is treated as Skill Matrix in the present study.

1.2.7 Skills Management

Skills management is the practice of understanding, developing and deploying people and their skills. Well-implemented skills management should identify the skills that job roles require, the skills of individual employees, and any gap between the two. The skills involved can be defined by the organization concerned, or by third party institutions. They are usually defined in terms of a skills framework, also known as a competency framework or skills matrix. This consists of a list of skills and a grading system, with a definition of what it means to be at particular level for a given skill.
Managing the salespersons working in organized retail stores and training them with necessary skills is treated as Skills Management.

**1.2.8 360 Degree Feedback**

360 Degree Feedback is a system or process in which employees receive confidential, anonymous feedback from the people who work around them. The 360 feedback system automatically tabulates the results and presents those in a format that helps the feedback recipient create a development plan. It is also known as multi-rater feedback, multi source feedback, or multi source assessment. It is feedback that comes from members of an employee's immediate work circle. Most often, 360-degree feedback will include direct feedback from an employee's subordinates, peers (colleagues), and supervisor(s), as well as a self-evaluation. It can also include, in some cases, feedback from external sources, such as customers and suppliers or other interested stakeholders. The opinion gathered from organized retail sales persons, organized retail store customers and organized retail stores senior most managers are gathered to prepare skill matrix. The opinion of all three categories of respondents is treated as 360 degree feedback in the study.

**1.2.9 Sales Force Management**

An integrated approach to sales management has a direct effect on sales performance. Practical actions which sales managers can take to direct, influence and control sales staff are examined together with implementation issues such as sales force recruitment and selection, sales training, motivation and reward. Sales persons’
performance evaluation to manage the sales force to improve the sales in organized retail stores is treated as Sales Force Management.

1.3 CHOICE OF THE ORGANIZED RETAILING SECTOR FOR THE STUDY

The retail sector in India is facing a massive revamping implementation as traditional markets construct way for next formats such as departmental stores, hypermarkets, supermarkets and specialty stores. Western-styles malls have begun appearing in major cities and second-running cities by practicing the Indian consumer to a shopping experience like never before. India’s huge middle class and its almost untouched retail industry are the key attractions for global retail giants to enter newer markets. The retailing structure is on the rapid increase rapidly with shopping malls. The industry is rated as the fifth most attractive emerging retail market; India is seen as a potential goldmine.

Retailers continue to focus on improving the operations machinery of the business, shifting to low cost channels, promoting private labels, emphasis on increasing customer base, improving in cost structure, discounts and offers and innovative strategies such as ‘flat discounts’ and sale during peak hours of morning or late till midnight. While it is business as usual for the retailers, the sector is holding its breath for the much anticipated foreign direct investment policy. Modern retail has been in existence for some time now and there have not been many cases where kirana shops had to shut down due to an organized player coming up in the neighborhood. There have also been certain
external environmental factors such as high rentals, demographic change in the consuming class and increased disposable income that led to a slower growth in the traditional retail. In fact, large retailers had to reinvent and evolve their business models to arrive at a format that could compete with a local mom-and-pop-shop.

Organized retailers need to be famous for something. Retailers use business intelligence systems to analyze the customer data, helping them improve merchandise and assortments, defining and executing targeted promotional campaigns. This in turn leads to better shopping experience and incremental sales. The growth and development in retail sector improves the gross domestic product and employment opportunity and also creates the interest for the researcher to select the organized retailing sector.

1.4 MOTIVATION OF THE STUDY

India’s retail market is expected to cross 1.3 trillion USD by 2020 from the current market size of 500 billion USD. Modern retail with a penetration of only 5 per cent is expected to grow about six times from the current 27 billion USD to 220 billion USD, across all categories and segments. This great development will bring good economical and social upgradation of Indians. To support this development, the researcher is motivated to give some suggestions for improvement of the organized retailers. Even the four P’s of marketing are very good, the customers in India are expecting better service from the retail stores. It is very clear that the organized retail stores which create a talented workforce and implements suitable service quality programs is likely to succeed in competitive global economy The organized retailing can
do a better service by developing the skills of retail salespersons working in their store. Innovative human resource management practices can play a crucial role in changing the attitude of the companies and its employees in order to facilitate the entry and growth in the markets. The human resources management practices in service sector especially in the area of retailing have found significant importance in the present scenario. The retailing is one of the service sectors where the need of qualitative human resources is highly expected; hence the researcher chooses the Topic, Skill Matrix for Sales Force Management with reference To “Sales Person” Role in Organized Retailing Sector in Southern Districts of Tamil Nadu. It deals with the organized retail sales force management and to develop a skill matrix for those people.

1.5 NEED FOR THE STUDY

The entrant of foreign players, mergers and acquisitions has resulted in foreign direct investment as a major threatening factor for the Indian retailers. A retail survey reveals that the respondents were unanimous in their opinion about the paucity of trained personnel both at the store as well as at managerial level. The respondents opined that there is a ‘shortfall’ or ‘significant shortfall’ of skilled resources in retailing in India. While ostensibly there should be no manpower shortfall in India, given its large working population, the gap lies in finding people with the right skill sets; like customer orientation and selling which are crucial. The Federation of Indian Chambers of Commerce and Industry (FICCI)\(^6\) state that the shortage in numbers and available

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\(^6\) The Federation of Indian Chambers of Commerce and Industry Report (FICCI), 2012.
competency of sales persons requires a pro-active training as a key imperative for Indian retailers. Front end or retail assistant profiles in stores form a major proportion of the employment in the retail sector while store operations account for 75-80 per cent of the total manpower employed in the organized retail sector. Unfortunately organized retail sector is not equipped with competent salespersons with the necessary skills. A cohesive effort to develop skills within the sector can have a significant potential impact on productivity and competitiveness, both within the sector and on the wider economy. The identification and development of skill matrix for the retail salespersons in organized retailing sector helps the retailers to give training for the salespersons. The retailers can easily assess the combination of various skills set at the time of selection and placement procedures. A competency mapping can be used by the retailers by comparing the expected and the actual skill of their salespersons which gives the result of identification of weak areas of the sales persons. Necessary training can be arranged to improve the skills of retail sales persons.

1.6 RESEARCH GAP

The literature on skill matrix for sales persons in organized retail stores is scanty. The present study is an attempt to fill up this gap in the available literature. This study attempts for the preparation of skill matrix for sales persons working in organized retail stores. Though organized retail stores are in the development stage, it faces heavy competition through privatization, liberalization, globalization and foreign direct investment. They are also in the position to compete with unorganized retail sector.
Shortage of human resources with competent skills is a major problem in organized retail stores. A report of FCCI clearly states that retailing industry in India faces ‘shortfall’ or ‘significant shortfall’ of skilled resources. An attempt has been made in the present study to examine these problems. The findings of the study would be useful for the organized retail store owners, sales managers and salespersons to find the training areas for retail sales persons to develop their skill. The customers would also get benefit with the skilled resources available in organized retail stores. It paves way for better customer satisfaction with a good shopping experience.

1.7 PLAN OF THE STUDY

The report of the present study consists of seven chapters including this introduction part. The first chapter gives an introduction to organized retailing in India, the operational definitions of concepts and terms used in this study, motivation, need for the study and the research gap. The second chapter records the findings of the earlier research works on retailing, sales people, retail sales people, sales force management, skills and skill matrix. The third chapter outlines the background of the study, statement of the problem, objectives of the study, hypotheses framed in the study, research methodology used for the present study. The statistical tool exercised for analyzing the data and the methods of measuring the variables in this study and the limitations of the study are shown in this chapter. The fourth chapter brings out the findings of the analysis of respondents’ opinions on the nature and levels of various skills required for the sales person working in organized retail stores. The fifth chapter gives the results of the analysis of gaps in the opinions of three categories of respondents on various skills of
sales person working in organized retail stores. The sixth chapter provides the construction of skill matrix of sales persons working in organized retail stores. The last chapter is the concluding part of the work, which presents the findings, suggestions and areas for further research.

CHAPTER - II

REVIEW OF LITERATURE

Once the problem is formulated, a brief summary of it should be written down. It is compulsory for a scholar who is pursuing a research work. Review of Literature is the significant part of the research study. The researcher has to acquire information about what has been done in a field of study, to arrive at a fruitful conclusion. Review helps the researcher to gather updated information about previous researches in the area in which the researcher intends to have a study. A similarity with available literature and studies in the area of research is also required by the investigator for making new grounds and for the proper designing of the study. Relevant literature was written by academicians as well as practitioners. Most relevant sources are well referred and undergone lot of research. It also helps to study the different aspects of the problem. Hence, researcher undertakes extensive literature survey connected with the problem by abstracting and indexing various journals, magazines, reports, books, websites, etc. which was tapped depending on the nature of the problem.