

**HR PRACTICES, CHALLENGES & GROWTH OF ORGANISED RETAIL SECTOR-IN INDIAN PERSPECTIVE
(COIMBATORE DISTRICT)**

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ABSTRACT:

Retailing displayed its significance in India's market with tremendous contribution to the Indian economy. The development in the organized retail sector has showed the perfect platform to the Indian companies to enter into this sector. After the entry of global players in India, Indian retailing business has faced huge challenges. Indian organized retailers to realize the need for efficient man power for to face the foreign player competition. The primary concern for organized retail is HR practices and the employee satisfaction. The organized retailers in order to respond to the competition, started to realize the need for efficient man power. The HR practices and the employee satisfaction became the primary concern for the organized retailers. The present study will provide a clear picture on the issues related to the HR practices and its impact on employees. The study will also focus on the various problems and challenges faced by the HR department in procuring and retaining the employees of organized retailing companies.

KEY WORDS:-Retailing, Organized retail, FDI, Manpower, Best HR Practices

INTRODUCTION

In India retail sector is one of the major pillars of economy who comprises 14 to 15 percent of its GDP. The Indian retail market is estimated to be US\$ 450 billion and having fifth place in retail markets of the world by economic value. India has one of the fastest growing retail markets of the world in context of customer, which having 1.2 billion customer. As of 2013, India's retailing industry was owner manned small shops. In 2010, larger format like as convenience stores and supermarkets having only 4 percent of the industry, and these were presented only in large urban centers. India's retail industry employs to the 40 million Indians which is 3.3% of total population of India.

Retailing is an important element of business around the globe. Retailing consists of all activities that result in the offering for sale of merchandise to consumers for their own use. Retailing is the final step in bringing goods to consumer. They sell both goods and services. Retailing is the process of "Sale of goods or merchandise, from a fixed location such as a departmental store or kiosk, in small or individual lots for direct consumption by the purchaser .Retailing may include services, such as product delivery. Buyers may be individuals' or businesses a retailer buys goods or products in large quantities from manufacturers or importers, either directly or through a wholesaler, and then sells in smaller quantities or lots to the end -users or consumers. Retailers are the end links of the supply chain as an important part of manufacturing/marketer overall distribution strategy.

HRM has evolved too much because:

- The Retail Industry is a Service industry and people are its most critical resource.
- It has built a very competitive environment
- People management is very critical as it involves cost and revenue generation.
- In India, it is a growing industry.
- Provides employment to large numbers of people
- Skill set required varies as it involves both skilled and unskilled manpower HR deals with HRM and. covers all the technical areas.

1. Human Resource Planning during a set up of a new store

- a. Hiring and retaining people
- b. Transferring people
- c. Procurement and logistics

Listed down are critical success factors for an HR professional in the retail industry. These included the following:

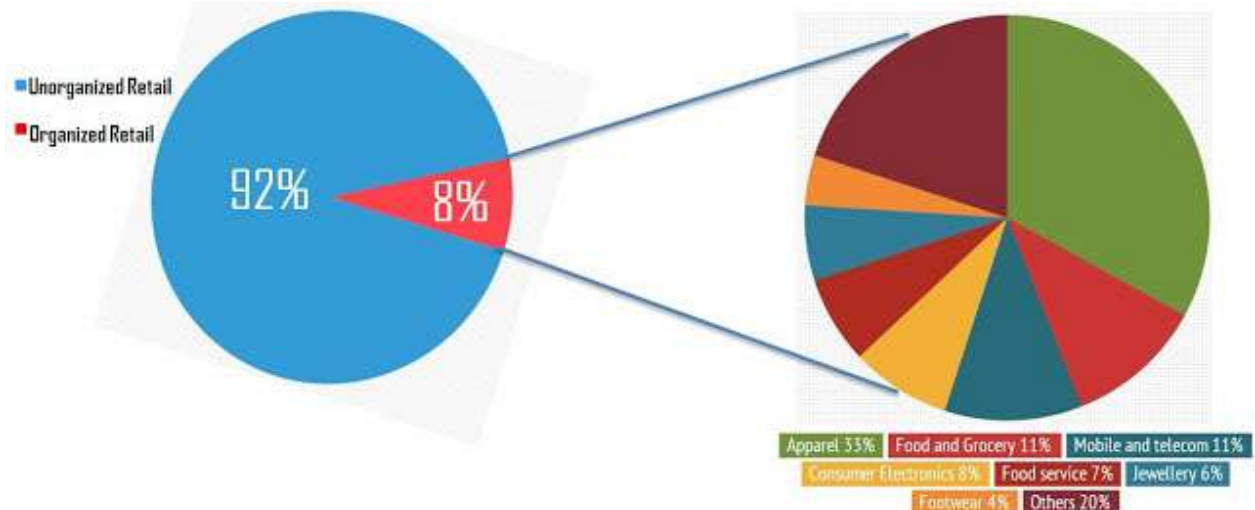
- Strong customer service orientation
- Effective communication skills
- Fast decision making capabilities
- Ability to collaborate and operate within a team, interpersonal skills
- Strong result orientation
- Meticulous planning
- Analytical and problem-solving abilities
- Flexibility and ability to deal with ambiguity
- Creativity and innovation

There is a rule in business that if you are not growing, you may be dying. But grow too rapidly and you may still find yourself on the fast track to the business graveyard. That will happen if you are not alert or constantly looking out for the speed bumps that will come your way when you are riding on a highway at top speed. Typically, the growth challenges relate to outgrowing the infrastructure, losing talented people, stretching the human capital resources too thin, attracting new competitors and flagging customer service.



Types of Retailing:

In India there are mainly two types of retailing sector one is organized and another one unorganized. In India Organized retailing refers to trading activities undertaken by licensed retailers, those who are registered for sales tax, income tax, etc. These include the publicly traded supermarkets, corporate backed hypermarkets and retail chains, and also the privately owned large retail businesses. On the other hand Unorganized retailing refers to the traditional formats of low-cost retailing. For example, the local corner shops, owner manned general stores ,paan/beedi shops, convenience stores, hand cart and pavement vendors, etc. Currently India having only 8% of organized retail sector and remaining 92% is captured by unorganized, which may grow much faster than traditional or unorganized retail sector. It is expected to gain a large share in the growing retail market in India. Various estimates states that the share of organized retail will increases as 20% by 2020.The growth pattern of the organized retail sector and the consumption made by the Indian population may follow a rising trend which helps the new businessmen to enter the Indian Retail sector.



Organized Retailing

Organized Retailing can be defined as a form of retailing whereby customers can buy goods in a similar purchase environment across more than one physical location for verticals from food, grocery, apparel, consumer durables, jewellery, footwear, beauty care, home décor, and books to music. In organized retailing a proper record is maintained by the government and retailers need to pay the tax to the government.

OVERVIEW OF INDIAN RETAIL INDUSTRY

Retailing is one of the pillars of economy because of its 16% contribution to GDP. Though the Indian retail sector is dominated by unorganized sector with 95% share, it is providing immense opportunities for large scale retailers to set-up their operations. The organized retailing sector is steadily increasing with the entry and operations of departmental stores, hyper markets, supermarkets and specialty stores which are replacing the traditional formats dramatically altering the retailing landscape in India. India is the third most attractive retail market for Global retailers among the 30 largest emerging markets, according to US consulting group AT Kearney's report published in June, 2010. The total retail sales in India will grow from US \$ 395.96 billion in 2011 to US \$786.12 billion by 2015, according to the BMI India Retail report from the third quarter of 2011. Robust economic growth, high disposable income with the expansion in middle and upper class consumer because, the report identifies potential in India's tier-II and tier-III cities as well. The

greater availability of personal credit and a growing vehicle population providing improved mobility also contribute to a trend towards annual retail sales growth of 12.2 percent. 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 35 percent annually while growth of unorganized retail sector is pegged at 6percent. Though the retailing sector is growing rapidly, some of the constrains are restricting its growth. A part from the regulations and approval for Foreign Direct Investments (FDIs), the sector is strongly lacking the effective human resource practices. The problems of lack of trained work force, low skill level for retailing management, lack of development programmes to the Human resource practices in organized retailing¹⁸existing human resources and problems in retaining qualitative manpower are some of the obstacles creating huge challenges to the Indian retail sector. At present, to overcome some of the challenges faced by retail, the companies are investing heavily in training and recruitment of qualitative work force.

OBJECTIVES OF THE STUDY

The major objectives of this study are:

- 1) To study the human resource management practices pursued in the organized retailing.
- 2) To study the role and scope of HR in retail sector.
- 3) To study the various problems and challenges ahead for HR managers in the implementation of HRM practices in organized retail outlets.
- 4) To Study the employee satisfaction level on the various HR practices employed in the organized retailing

REVIEW OF LITERATURE

According to Haritima Negi Rawat Retail industry is the most growing sector in current scenario of Indian market. It will provide more opportunities for retailers and investors in near future. The growth of the organized retail industry in the country will generate thousands of new jobs, which increases the income levels and living standards of people and make better products, and services, a

better shopping experience, and more social activities. Indian retail sector has opening new doors for the foreign retailers. Indian government also allowing foreign investors in retail sector which makes threat for Indian retailers. According to Sunita sikri and Dipti wadhwa the Indian Retail sector having the fifth largest place in the world retailing sector. There are mainly two types of retail sector organized and unorganized. Indian retail industry is growing rapidly over the last few years. Though the retail market in India is mostly captured by unorganized retail sector, however with the change of taste and preferences of consumers, the organized Industry is getting more popular in these days and the share of this Sector is growing. Sanjay Manocha and Anoop Pandey states that the retail market is changing rapidly in India and a large scale investments made by foreign and domestic players in India. Market liberalization and changing consumer taste, preferences and behavior have shown the retail transformation. India is witnessing changing life styles, increased incomes, the demographic Variability's and energetic democracy. Indian retailing is expanding the area and is expected to reach atUS\$637 billions by 2015. Finally he concluded that Retailing provides a important link between producers and consumers in modern market economy Retailing in India is most dynamic industry and provide a huge opportunity for domestic and international retailers. According to Pawan Kumar in the era of globalization economy has changes rapidly in which retail sector also changing from traditional or unorganized to organized retailing. Due to changing in the scenario of world, economy the retail sector attracts attention of scholars to make some efforts relating to study of opportunities and challenges. The changes in the retail sector make the contribution in the growth of GDP of the country .On the basis of above review literature many challenges and problem comes out. Retail sector is growing rapidly but in comparison of organized and unorganized retail sector the most of the market is captured by unorganized retailing. Organized retailing is growing but not according to expectation of the retailers.

RESEARCH METHODOLOGY

The present research paper is an empirical one. The survey for the present research is conducted through primary data with the help of a questionnaire surveyed to employees of select organized retailers. The secondary data has been collected from Books, Periodicals, News papers, Journals, Internet. The sample taken for the study consisted of 165 which include daily wage workers and employees from the select retail outlets situated in Coimbatore District.

CHALLENGES IN RETAIL SECTOR

- Retail productivity in India is very low comparison to international. Total retail employment in India from organized and unorganized is 3.3% of Indian labor workforce out of which mostly related to the unorganised retail sector.
- Indian retailing is still dominated by the unorganized sector in comparison of organized sector. There is still a lack of efficient supply chain management in retail sector.
- Most of the retail outlets in India are having less than 500 square feet in size.
- Many political parties in India have opposed FDI in retail sector. A political change in state and central governments can puts a lot of political risk on investment in retail sector.
- Trained manpower is a challenge for the organized retail sector in India. The Indian retailers have difficulty to finding the trained manpower and also have to pay more to retain them.
- The lack of proper infrastructure and distribution channels in the country results in inefficient processes in retailing. This is a major problem for retailers as a non-efficient distribution channel is very difficult to handle and can result in huge losses for them.
- Different structure of sales tax in different states. Taxation laws that does not favor small retailers.

High Turnover

Retail is notorious for having a high rate of employee turnover. This means employees routinely come and go, which poses several challenges. Training and developing are difficult, time consuming and constant if you constantly have to recruit and hire new people.

Diversity

A diverse workforce is typically regarded as a good thing. It helps a retailer better connect with its marketplace and usually leads to more and better ideas and results. However, From an HR challenge is to manage diversity to avoid major conflicts and promote a spirit of tolerance, teamwork and collaboration.

Mis conceptions .To build a staff of competent, committed and motivated employees, retailers must overcome a number of common challenges and misconceptions about the work environment. Common concerns include long hours, no full-time jobs or benefits, low pay and no growth opportunities. Overcome these challenges by going against the industry grain is the biggest challenge of the HR.

Seasonal Demand

Retailers often experience seasonal demand fluctuations. Retailers often try to add temporary staff during these times. They often wind up with fewer skilled and trained workers who might not have the tools to best serve customers. These workers can also alienate regular staff that must pick up the slack..

Building Capability

The store supervisor or manager is often young and in experienced and has several young store executives reporting into him. HR holds the responsibility for building the capability of these young supervisors to lead and motivate their teams.

Increasing employee productivity

In an era of cost-cutting and wafer thin margins, HR has T o focus on building manpower efficiencies and on ways to enhance employee productivity on an ongoing basis.

Employee engagement and communication

The retail organizational structure brings in unique challenges in terms of keeping employees in distant, diverse locations engaged and excited about organizational goals. This is done at multiple touch points by involving senior management across the organization.

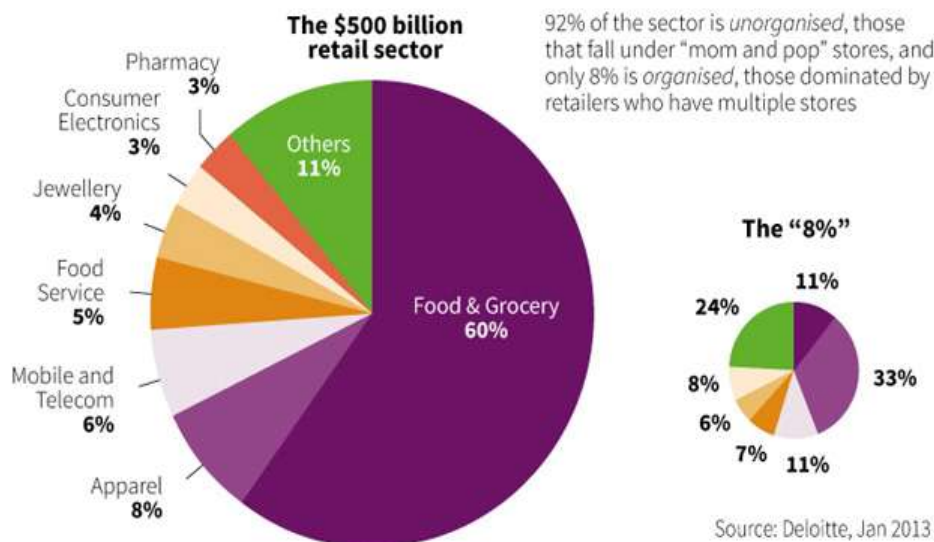
GROWTH TRENDS IN INDIAN RETAIL INDUSTRY

- Retail industry has been on a growth trend over the past few years. With the growth of economy back on track, retailers are making their expansion plans. The retail industry is expected to grow at a rate of 12% per annum for the next 5 years.
- The Indian retail industry has growth of 10.6% between 2010 and 2012 and is expected to increase to US\$ 750-850 billion by 2015.
- The current sign of Government to initiate Foreign Direct Investment (FDI) in various sectors is bringing a new interest to the investment climate in India and more and more foreign marketers are attracted towards Indian retail market.
- Higher incomes motivating the purchase of essential and nonessential products which are contributing in the growth of the retail sector.
- Consumption patterns of Indian customers are changing.
- Increase in easy access to credit and consumer awareness.
- New technology and lifestyle trends creating replacement demand.
- Increase in rural income as well as urbanization of the population.

FUTURE SCOPE IN INDIAN RETAIL SECTOR

Organized retail is a new phenomenon in India and the market is growing very rapidly. The middle class is growing very rapidly that is an important factor which is contributing in the growth of Indian retail sector. According to a report up to 2030, it is estimated that currently 21 million households will be converted into 91 million households who are 'middle class'. India's modern consumption level is

leads to double within five years to US\$ 1.5 trillion from the present level of US\$ 750 billion. India is set for high growth in consumer expenditure. With India's large 'young' population and high domestic consumption, the trends for the retail sector look favorable and expandable. Online retail business is also an important format which has high potential for growth in the near future. The online retail segment in India is growing at an annual rate of 35 per cent, which would take its value from Rs 2,000 crore (US\$ 429.5 million) in 2011 to Rs 7,000 crore (US\$ 1.5 billion) by 2015. These days most of the companies want to sell their products online because it attract a mass number of customers.



ANALYSIS AND DISCUSSION

The research survey is conducted in order to analyze the various Human Resource (HR) practices adopted in the select organized retailers. For the purpose of studying the HR practices implemented and to evaluate, the following organized retailers are selected.

Table 1. Organized Retailers Selected for the study

S.NO	Name of the organised retail sector	Company Name	Places	District	Sample size
1	More	Aditya Birla Group	Kovai Pudhur	Coimbatore	20
2	Nelgrish	Nelgrish Group	Kovai Pudhur,R S Puram	Coimbatore	35
3	Kannan Departmental Store	Kannan Departmental Store(P) Ltd	Kuniamuthur, Curs cut Road, Ramanathapiuram and Singanallur	Coimbatore	55
4	Reliance Super	Reliance Industries Ltd.	R S Puram	Coimbatore	30
5	Big Bazar	Future Group	Town Hall	Coimbatore	25
			Total		165

From the above table indicate the various sample size of retail outlet. Overall, 5 organized retailing units are selected for the study. Kannan Departmental store are being more in number; hence, 4 Kannan departmental Stores are selected for the study. And the 4 other retailing units were selected for the study include More, Nelgrish ,Big Bazaar and Reliance Super. The samples selected from the retail outlets include the sales persons ,supporting staff, teller employees and the executive and managerial level employees.

Table 2-Emphasis on Employees Share on Different Aspects

Name of the Retailer	Share of part timers	Specialty Tellers	Typical New hire	Extra Selection Test	Incentive based pay	Hours for orientation period	%in Employee involvement
More.	12%	18%	UG	No	yes	15 hrs	50 to 74 %
Nelgris	25%	22%	UG	No	yes	12 hrs	61 to 80%
Kannan Dept. Store	30%	24%	UG	No	yes	10 hrs	40 to 60%
Reliance super	NA	10%	PG & UG	Yes	yes	10 hrs	40 to 60%
Big Bazaar	22%	10%	UG & PG	Yes	yes	18 hrs	61 to 85%

*Source: Field Survey

Interpretation

From the above table, it is evident that Kannan Departmental Store is on top in terms of share of part timers, i.e., 30 percentages of employee’s works fewer than 5 hours a week. Again Kannan Departmental store is leading in terms of specialty tellers, i.e., 24 percentages of tellers that perform only a subset of teller tasks during atypical shift.

Table 3-Human Resource Practices in Selected Organized Retailer

S.no.	HR Practices	Name of the organized retail outlet				
		More.	Nelgris	Kannan Dept. Store	Reliance super	Big Bazaar
1	Skills & abilities are fully utilized	71.26%	58.20%	71.26%	58.20%	38%
2	Jobs help them acquire skills needed for other jobs in the company	65.12%	62.34%	65.12%	62.34%	45%
3	Have more than one position available to them for promotion	42%	36%	42%	58%	59%
4	Jobs are highly enriched	56%	76%	79%	38%	55%
5	Performance appraisals are formalized	72%	45%	65%	56%	72%
6	Performance appraisal results are used to determine compensation	44%	56%	62%	56%	68%
7	Performance appraisals focus on how jobs is done, not how well	56%	72%	56%	45%	56%
8	Criteria used in their performance appraisal	48%	66%	72%	44%	60%
9	Performance appraisals are based on objective quantifiable results	68%	67%	72%	72%	44%
10	Performance appraisals are used to identify their training needs	52%	55%	67%	71%	38%

From the above table reveal opinions of the employees regarding different HR practices employed in the retail organizations, the following observations were made. From the above table 71.26% of the More. Employees favored to the factor “percentage of employees whose skills & abilities are fully utilized”. For the second factor, 65.12% of the More. and Kannan Departmental store employees favored to the factor “percentage of employees whose jobs help them acquire skills needed for other jobs in the company”. For the third factor, 59% of the employees of Big Bazaar employees favored to the factor “percentage of employees who have more than one position available to them for promotion”. For the fourth factor, 79% of the employees of Kannan Departmental Store favored

to the factor “percentage of employees whose jobs are highly enriched”. For the fifth factor, 72% of the employees of More and Big Bazaar favored to the factor “percentage employees whose performance appraisals are formalized”. For the sixth factor, 68% of the employees of Big Bazaar favored to the factor “percentage of employees whose performance appraisal results are used to determine compensation”. For the seventh factor, 72% of the employees of Nelgris favored to the factor “percentage of employees whose performance appraisals focus on how job is done, not how well”. For the eighth factor, 72% of the employees of Kannan Departmental Store favored to the factor “percentage of employees who have a say in the criteria used in their performance appraisal”. For the ninth factor, 72% of the employees of the Kannan Departmental and Reliance super favored to the factor “percentage of employees whose performance appraisals are based on objective quantifiable results”.

Table 4 The Employees Regarding the Performance Appraisal that has Come From

S.No.	Evaluator	More.	Nelgris	Kannan Dept. Store	Reliance super	Big Bazaar
1	Supervisor	40%	20%	32%	72%	55%
2	Supervisor's boss	25.00%	35%	30%	8%	37%
3	Subordinates	15%	20%	22%	12%	6%
4	Clients	20%	25%	16%	8%	2%
Total		100%	100%	100%	100%	100%

*source: Field survey

Values indicate the means percentage of employees who were covered by the practice. Respondents divided 100 points among the categories listed. From the above table, it is evident that the role of supervisor is vital for the organized retailers in implementation of performance appraisal. 72% of the employees of Reliance Super favored that “Supervisor is the initiator for the Performance appraisal. 55% of Big Bazaar employees, 40% of the more employees and 32% of the Kannan Departmental Store employees favored that supervisor is the initiator for the Performance appraisal system in their respective retail organizations. Apart from that the next decider plays key role in the

performance appraisal are Supervisor’s boss. The role of subordinates, clients are less in making decisions about the performance appraisal system in the selective retail organizations selected for the study

Table 5-The Motivational aspects encouraged their Performance

S.no.	Name of factor	Name of the organized retail outlet				
		More.	Nelgris	Kannan Dept. Store	Reliance super	Big Bazaar
1	Appraisal process	10%	15%	12%	10%	20%
2	Positive work environment	8.50%	17%	16%	25%	19%
3	Good team commitment	20%	22%	10%	10.25%	16%
4	Healthy environment in the work flow	15%	15%	18%	10.25%	10%
5	Incentive	25%	20%	28%	13.80%	16%
6	Qualitative training and better scope for promotion	21.50%	11%	16%	30.80%	19%
Total		100%	100%	100%	100.10%	100%

*source: Survey Data

From the above table, it indicates that, the employees of the Reliance Super favoring more to the factor “positive work environment” which is encouraging for better performance. The employees of more have opined that ‘incentive factor encouraged for better performance. The employees of Reliance Super have favored more to the fact “qualitative training and better scope for promotion encouraged for better performance”. The Nelgris employees have opined that the healthy working environment to encourage for better performance. The employees of Big Bazaar have favored more to Appraisal process to encourage the employees do the better performance.

RECOMANDATION:

The HR needs to come up with new initiatives for the welfare of the staffs. They should provide recreational facilities to them, at-least once in a month the HR needs to interact with every individual employee and address to their personal issues, and need to highlight the same to the management. The HR also needs to be involved with the team, understand the effort they are putting in while working for extra hours, around fifteen to eighteen hours. The HR’s job is a tough job as he has to cater to employees

coming from different background, with different grievances or queries, need to be able to reply or solve them very positively without creating any imbalance, thus creating harmony. At times it becomes very difficult for an HR to handle such situations. Experience and everyday learning makes one perfect in this field. One needs to be personally very strong as an individual to handle this role otherwise tend to lose very early. HR's who have joined as executives and then get promoted as managers in the Corporate office after getting exposed to tremendous knowledge and experience in handling employees. They have then started training; mentoring and guiding the sales team on the shop floor.

CONCLUSION

The Indian retail sector has experienced high growth rate over the last decade with a visible shift towards unorganized retailing to organized retailing formats. The retailing industry is moving towards a modern concept. The size of India's retail market was estimated at US\$ 435 billion in 2010. Out of which, 92% of the market was traditional or unorganized retail and 8% of the market was organized retail. India's retail market is expected to grow at 7% over the next 10 years, reaching a size of US\$ 850 billion by 2020. Traditional retail is probable to grow at 5% and reach a size of US\$ 650 billion while organized retail is probable to grow at 25% and reach a size of US\$ 200 billion by 2020. Modern retail sector in India could be worth US\$ 175-200 billion by 2016. The Food Retail Industry in India also growing rapidly. The Mobile phone Retail Industry in India has already a US\$ 16.7 billion business, growing from rate of 20 per cent annually. The future of the India Retail Industry shows potential with the growing of the market, government policies becoming more favorable and the emerging technologies make facilitating to retailing. Young Indians are purchases mobile phones, fashion, accessories, food and beverages, quick service restaurants, etc who makes the contribution in growth of retail sector. Young Indians have spending more money than before and they have independence, aspirations and a lot of demand for products. The Indian retail sector is developing rapidly and those who want to enter in the market now can learn about local

dynamics, develop market insights and establish leadership positions. Online retail business is another format which has high potential for growth in the near future. So finally we conclude that retail sector is grooming with rapidly and also shifting from unorganized sector to organised sector retailing.

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