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CHALLENGES AND OPPORTUNITIES OF RETAIL MANAGEMENT: A GLOBAL PERSPECTIVE

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Abstract

It is important to distinguish between providing services and being and being a service retailer. In services retailing, the product being sold is a service. Most retailers provide some type of service beyond their core offerings, but they are not services retailers if their core offerings are tangible as opposed to intangible.

The marketing concept means satisfying customers' wants and needs at a profit. Retailers are finding that to maintain competitive advantage, they must exceed customer expectations. Thus, when extending the marketing concept from merely satisfying customer wants and needs, integration of retailing functions becomes paramount.

Because the world of retailing is constantly changing, retail professionals must be up to date on the latest techniques and theories that affect (both positively and negatively) the retail firm. Understanding customer value allows retailers to incorporate consumers' wants and needs in to their integrated retail management plans. Without this understanding a retailer is at a competitive disadvantage.

Technology has created capabilities that were never imagined possible. From online banking to buying groceries and other products online, e-tailing is becoming an increasingly important channel of distribution. It is important for retailing professionals to stay current with all the changing technologies and to understand the difference between selling tangible products versus intangible services as well as the impact of technology on their retail businesses. As we move forward into the twenty-first century, ethics and social responsibility will play an increasing role in retailers' vision and missions.

Introduction

Retailing provides considerable value to the consumers. It is giving people opportunities for rewarding and challenging careers. Experiences show, world over, the nations that have enjoyed greatest economic and social progress are having strong retail sector. Retailing has grown as the popular method of conducting business as it offers easier access to variety of products, freedom of choice, higher level of services and better value for customers owing to fierce competition among retailers for grabbing market share. Statistics reveal that retailing with total sales exceeding US $18 trillion in 2020, is one of the biggest private enterprise in the world. It is estimated that retailing sector accounts for 10 per cent of GDP in Western economies. Among developing countries, this sector accounts for 10 per cent of GDP in India and 8 per cent in GDP in China. In developed economy like UK, this sector had £230 billion in sales, which was 35 per cent of the total consumer spending in 2018.

Globally, the growth of organised retail is predominantly an urban phenomenon. In developed countries, more than three fourths of total retail trade is being handled by the organised sector. According to UN Report on the "State of World Population 2007", nearly 3.3 billion people would have shifted to cities by 2008 and almost 5 billion by 2030. The next few decades will witness an unprecedented urban growth in the developing world notably in Africa and Asia. By 2030, towns of the developing world will make up 80 per cent of the urban humanity. In India, though out of 15 million retail outlets, only 2 per cent are in the organised sector, as per the recent report of McKinsey & Company, India has the highest density of retail outlets in the world. There are about 15 outlets per 1000 inhabitants in India compared with 4 or 5 per 1000 inhabitants in developed countries. According to A.T. Keamey's 2007 Global Retail Development Index, the organised retail industry in India is growing at the rate of 40 per cent a year. It predicts that organised retailers, who now command about 2 per cent of the total turnover of about Rs. 15,75,000 crore ($ 350 billion), will increase their share to over 5 per cent by 2010 when retail turnover is projected to touch Rs. 19,21,500 crore ($ 427 billion). On the whole, the future of retailing in developing countries including India is promising. In India, growing middle class, changing demographic profiles (nearly 52 per cent of total population are below 25 years), increasing income levels, urbanisation, technological revolution and globalisation are fueling growth in the retailing sector. However, the entry ofbig corporate retailers, both foreign and domestic, is posing serious challenges of survival of 98 per cent of small and unorganised retailers in India. Moreover, the issues irk, needs for adequate investment, trained manpower, appropriate modem technology, retai: mix model, regional inequalities, 24-hour retailing, etc. are to be addressed in right perspective, particularly in the context of on-going economic reforms and consequent liberalisation in the country. In this paper, the authors have made attempts to analyse the various challenges and opportunities like entry of giant size foreign and domestic retailers, lack of skilled manpower and other infrastructure, government policies, high growth potential, level playing field, etc., facing the retail sector in India with some conceptual discussions on retailing.

Concepts of Retailing

The American Marketing Association (AMA) has defined retailing as activities involved in selling directly to the ultimate consumer for personal non-business use. According to Michael Levy and Barton A. Weitz, retailing is the set of business activities that adds value to products and services sold to consumer for their personal or family use. A retailer is a person or business that sells products or services or both to the customers for their personal or family use. A retailer is a part of the supply chain for any product that it sells. A retailer comes at the end of the supply chain and provides the final link between the producer and consumer. Thus, a retailer emerges as a vital link between manufacturer and/or other intermediaries and consumers. Retailers attempt to satisfy consumer needs by having right merchandise, at right price, at right time and at right place where the consumer wants it. Hence, the key to successful retailing lies in offering right product, with right price in the right place, at the right time and making profit. In order to accomplish the objectives of consumer satisfaction and making profit, retailers must understand what customers want and what competitors are offering now and in future and have to perform the functions such as (i) providing an assortment ofproducts and services, (ii) breaking bulk, (iii) holding inventories, (iv) providing services and (v) increasing the value ofproducts and services. Retailers serve as purchasing agents for consumers and sales specialists for producers and wholesaling middlemen. They are required to anticipate customer's wants, develop product assortment and even financing. There are different formats in which the retailer undertakes retailing business. Many new formats areevolving and today modern retailing is using the popular formats like department stores, discount stores, supermarket, hypermarket, specialty store, convenience store, cash and carry stores, do-it-yourself stores, warehouse, drug stores, mail-order, restaurant, etc.

Foreign Multinational and Indian Retailers

Some ofthe giant foreign multinational retail traders are Wal-Mart, McDonald, Kroger, Home Depot, Kmart, Albertson, Sears, Target, Safeway, J.C. Penny, Costco, Walgreen (belonging to USA), Tesco & J. Sainsbury ofUK, Carrefour, Intermarche, Auchan, Eleclere of France, Metro, Rewe, Edeka/Ava, Tengleman of Germany, Ahold ofNetherlands and Ho-Yokadu, Aeon, and Daiei of Japan. Big Indian retailers, to name a few are: Stop, Globus, Westside (lifestyle & fashion retailers), Wills Lifestyle & Landmark (apparel retail), Archies, Music World, Crosswords (books, gift, music retailers) and Health & Glow, Apollo (Drugs & Pharmacy Retailers). Some of the popular retail shops of Indian corporate houses are Food World of RPG Group, Westside, Landmark, Star India, Bazaar, Trent, Chroma of Tata Group, Reliance Retail, Reliance Fresh, Reliance Mart of Reliance Group acid Big Bazaar, Pantaloon, Food Bazaar of Future Group of Kishore Biyani and his NRI partner V.P. Sharma. The retail business of these corporate houses are making significant dent in India's retail market. Bharati Enterprises of Sunil Mittal have joined hands with Walmart of US, the world's largest retailer on 6' August 2006 to enter backend business of wholesale trading and also front-end retail business in the country. The smaller players operating in India's organised retail sector are Subhiksha, Trinetra, Nilgiri, etc.

India Scenario

Today India is in the midst of retail revolution. Beside other factors, rising incomes and increased consumerism are fueling retail growth in the country.

Table 1: India's Retail Landscape

Year	Retail Trade in billion $ (US)
1998	201
2000	204
2002	238

2004	278
2006*	321
2008*	368
2014*	521

*Indicates Estimates

Source: A.J. Kearney. Report on Retail in India.

Table 1 indicates the magnitude of retail trade in India. The retail trade, which was US $ 201 billion in 1998 is estimated to touch US $ 368 billion in the year 2008 and US $ 421 billion in 2010. The Global Retail Development Index (GRDI), a measure of global retail attractiveness among thirty (30) emerging markets, released by global market consultancy firm A.T. Kearney reveals that India has moved from second place to first place by displacing Russia in 2005. This indicates that India is the most attractive destination for directing investments into its retail sector.

Further, the annual GRDI 2006 has ranked India at the top of the most promising consumer markets in the world and accorded 'Peak Attractiveness' status to it. It adds that increasing urbanisation and rising purchasing power parity (PPP) among Indian middle and upper middle class have resulted in increased demand for retail goods in the country.

Another distinguishing feature of India's retail market is that unorganised segment accounts for 98 per cent of the total retail market comprising small, independent, owner managed traditional shops like kirana shops, paan/beedi shops, daily convenience stores, bazaars, street vendors, etc. Thus, Indian organised retail is only 2 per cent of total retail trade as against 90 per cent in USA, 80 per cent in UK and 70 per cent in Western Europe. Even in some developing countries, organised retail accounts for 40 per cent in Brazil, 35 per cent in South Korea and 20 per cent in China. Hence, the organised retail segment of India holds greater potential for growth.

Interestingly, India's retail sector is composed of large number of small retailers on the one hand and a small number of large retailers on the other. Nearly 40 million people make their living from retail trade majority whom run small trades as street vendors, kirana shop owner, etc. mostly in unorganised sector. The small traders usually cater to the needs of flow-value, high frequency customers. On the other hand organised retailers essentially large, but small in numbers operate from glitzy malls and superstores, usually caters to the high value-low frequency customers. As CII & A.T. Kearney Study of 'Retail in India' predicts that the India's retail trade would touch US $ 421 billion in 2010, and organized retailing is getting momentum. A.T. Kearney's 2007 Global Retail Development Index has revealed that India's organized retail segment is growing at the rate of about 40 per cent a year and its share will increase to 5 per cent of total retail trade by 2010 from its present 2 per cent share.

The other contributory factor for the growth of retail sector, particularly the organised retail trade in the country is its growing middle class with their rising levels of income. The middle class population in India is around 480 million with monthly household income (MHI) ranging from US $ 150 to $ 1000. Further, the average household income in urban areas has grown at 5 per cent CAGR (Compound Annual Growth Rate) over the last decade. Thus, the burgeoning middle class and significant rise in urban household earnings are fueling growth in India's retail sector.

Another factor visibly affecting India's retail growth story is the rising proportion of young population in its total population. More than 52 per cent of its population is less than 25 years of age which experts coin it as 'demographic dividend' India is going to reap from its young population. Hence, in the years to come, age profiles of spenders will tilt towards Youths who have higher propensity for spending and consumption. Hence, the demographic transition in the economy is found to enhance organised retails mostly in urban areas and to some extent in rural areas. A study titled "Young, Rich and Restless" reports that seduced by luxury brands and armed with a pile of riches salted away by their working mothers and fathers, roughly 40 million Indian youths in the 15-21 age bracket are spending close to Rs. 1,90,000 crore of their parents money every year. Showcasing a young girl, the gadgets she holds, externally amount to Rs. 1,72,700 (sunglasses — Fendi costs Rs. 23,000/-, video ipod - 60 GB Rs. 26,500, watch-Guess Rs.13,500, mobile phone— Nokia Rs. 6270 costs Rs. 16,000 and a Big-Louis Vuition, Manhattan GM leather-bag costs Rs. 93,700). This clearly demonstrates the power of youth's spending and its impact on the retail trade of India.

Research Methodology

Research Methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. A research design is conceptual framework within which research is conducted and here it constitutes the blue print for the collection, analysis and measurement.

This study is done by the means of descriptive research to find out satisfaction of retailers on their overall business and at the store point which the researcher has tried to ask who, where, when and what types of questions to the customers and retailers and tried to find out the attributes that affected them while making their selling and purchasing decision.

The sampling Technique is a crucial decision to be made after choosing the group to take a sample from it. The technique is based on –

A) Choosing a sample with or without replacement

B) Bayesian approach or Traditional approach

C) Probability or Non-probability

Foreign Direct Investment (FDI) in Retail Sector in India

The Government of India, though initiated the process of opening up its economy in mid-eighties, pursued the policies ofeconomic liberalisation and globalisation vigorously from July 1991.

Reforms in its financial sector, external trade-sector, foreign investments, infrastructure, public sector, etc. have been undertaken on significant scale since then in order to make India-globally competitive, developed and preferred destination of international players for doing business here in the country. Prior to the announcement of FDI policies by the government on January 24, 2006, direct investment by the foreign retailers was not allowed in India. However, the foreign retailers have access to Indian market through indirect means, enumerated as follows:

Franchising: Franchising is the most preferred mode through which foreign players have entered the Indian market. Franchising is a contractual agreement between a franchiser and a franchisee that allows the franchisee to operate a retail outlet using a name and format developed and supported by the franchisor. International retail giants like Wal Mart, Subway, Dominos Pizza, Pizza Hut, Lacoste, Mango, Nike, Marks and Spencers, etc., have made inroads into India's retail market through this mode. For setting up franchising operations, the foreign players are required to obtain approval from the Reserve Bank of India(RBI)and to comply with FEMA (Foreign Exchange Management Act). Under this mode, RBI often imposes conditions that franchisers have to bring in foreign investments and set up basefor doing operational activities. A foreign franchiser not interested in direct investment, has to Provide technical assistance to franchisee; sometimes also the foreign retailers import all Product ranges under franchising mode with the permission of the RBI.

Wholesale Cash-and-Carry Operation: Wholesale Cash-and-Carry is another route through which international retailers have entered theIndian market. The wholesale cash and carry operation means any trading outlet where goods are sold at wholesale rates only to dose (retailers and businesses) who intend using them for commercial purposes and not for Personal consumption. Germany' Metro Cash and Carry GmbH and South Africa's Shoprite Checkers have entered the Indian Metro to wholesale cash and carry operation. Metro Cash and Carry GmbH was the first foreign retailer to bring in 100 per cent FDI through this route to India. The proposals for FDI in wholesale cash and carry mode are required to be approved by the Foreign Investment Promotion Board (FIPB) on case-by-case basis.

Manufacturing and Local Sourcing: Foreign companies those have set up manufacturing bases and/or sourcing products from local manufacturers are permitted to do retail business in India. These are allowed to sell products to Indian consumers through franchising, local distributors, existing Indian retailers or own outlets. Foreign companies like Bata, GIVO, Sony, Samsung, Levis, Tommy Hilfiger are doing retail business in India under this mode. However, these foreign companies are required to obtain permission from the RBI and/or FIPB on case by case basis.

Test Marketing: Test marketing is another route through which foreign retailers have entered the Indian market. Under this mode, these companies can test market the product in India for two year period by the end of which they are required to set up manufacturing facilities in India. Nokia, Amway, Oriflame, etc. have entered the Indian market by this route. Under this mode, foreign retailers are required to obtain approval from Foreign Investment Promotion Board (RIPB) on case-by-case basis.

Distribution: Distribution is also another route through which foreign companies have entered into India's retail sector. Foreign retailers like Hugo Boss and Swarovski have set up distribution offices in India and these offices supply products to local Indian retailers. These foreign companies are required to seek permission from the RBI before undertaking retailing business under the distribution mode.

Government of India's FDI Policy on Retail Sector

(i) The Government of India on January 24, 2006, inter alia, announced the policy of 100 per cent FDI through automatic route in wholesale trading and export trading.

(ii) The Union Cabinet has also decided to allow FDI up to 51% for retail trade in single brand products. This is aimed at attracting foreign investment, technology and best global practices besides demands for such brands in India;

(iii)The Indian Government has mandated that international companies seeking to sell in India through their own single brand retail network would be required to seek approval from the FIPB for the entire range of products they sell under one brand name. Any addition of item of product of the same brand to the list would also require prior approval of the FIPB.

(iv)The retail FDI policy, as announced by the Government, also stipulates that the foreign companies, which have multiple brands will not just seek separate clearances for otherbrands, but also have to open separate outlets to sell their products under the single brand. This implies that a foreign retailer in India, under the new rule, can sell a single brand products in one outlet only.

(v) Companies have also been restricted from introducing local brand variants as often multinationals tend to do when entering a new market in order to take advantage of the local customer of the region. Instead, they have to stick to the same international brands.

Debatable Issues Regarding Opening up of Retail Sector to FDI

The debate regarding the opening up the retail sector to FDI has again been intensified with the announcement of the government to allow 51% FDI in single brand retail. Though the supporters ofFD1 in retail sector argue that FDI would improve productivity and efficiency of the retail sector, quality of employment, increase the speed of development of modern formats, enhance sourcing, encourage investment in supply chain, link local suppliers, farmers, manufacturers to global markets, ensure quality product, better service and shopping experience for consumers, lowering of price due to the operation oflow cost global retailers, the critics argue the entry of FDI in retail to the contrary. It is feared that the entry of FDI in India's retail sector would result in the following adverse consequences.

Displacement of Domestic Retailers and Large-Scale Unemployment: India's trade is mostly in the hands of unorganised sector accounting for 98% of total retail trade in the country.

Only recently organised foreign retailers through indirect routes like franchising, wholesale cash and carry, test marketing, etc. have entered into the India's retail trade sector. It is apprehended that the entry of foreign players would drive the domestic unorganised retailers out ofbusiness leading to widespread unemployment. International experiences show that in countries like China, Malaysia, Thailand, etc., domestic retail trade has shrunk due to the entry of foreign MNCs in the domestic retail market leading to unemployment. All China Federation of Trade Unions have reported the shrinkage of domestic retail trade with the entry of foreign retailers in the market. Chinese newspapers have also reported that a good number of Chinese products have to stop their production because competition from Wal Mart have reduced their margins to such a low level that the domestic producers found it impossible to sustain themselves. In Southeast Asian countries, it is alleged that domestic retailers were marginalized and unemployment rose after the domestic retail sector was kept Opened to foreign retailers. Even in advanced countries like France, Denmark, etc. there wereprotests against the operation of US retail giants in their countries. Within the US, the Municipal Corporation of California and Chicago have imposed ban on the opening Martstores. In Japan, South Korea and France, foreign retail traders are banned to enter the trade in Petroleum products, rice, tobacco, salt, fresh vegetables, meat and intoxicants. h d stark reminder of the fact that countries like China, Thailand and Malaysia, which hadopened their retail sector to FDI were forced to reconsider this policy and enacted new laws to control the entry of foreign retail MNCs in the domestic retail trade.

Even after a decade-and-a-half of the progress of economic reforms in India, as per the latest data provided by the 60th Round of Sample Survey for 2004-05, unemployment levels have further increased. It has been estimated that overall rate of unemployment was around 9.5% in 2004-05 as against 7.3% 1999-2000. It is alleged that economic reforms in India have resulted in jobless growth. In a developing country like India, 93% oflabour force, engaged in unorganised sector, does have any system of social security. This obviously raises question about the survival of small traders in the event of the entry oforganised foreign retailers. Another point is about the coexistenceoff large-corporate sector vis-a-vis the unorganised sector. There is a shrinkage of the share unorganised in the net domestic product from 70% to 57% during the last two decades, but there has been an increase in the unemployment share of unorganised sector from about 89% to 93%. Obviously, the organised sector has failed to absorb workers from unorganised rather resulted in the process of casualisation of the workers both in the or sector. Hence, the entry of foreign retailers and big corporate Indian retailers, which are mostly organized in nature will not generate adequate employment rather will lead to large scale unemployment

Marginalization of Consumer and Small Traders

Most of the giant foreign retailers at the initial stages deliberately keep their' prices low for two-three years so as to drive out domestic retailers since these giant retailers have deep pockets. Once the domestic retailers are forced to close their shops, giant multinationals will increase their prices. Hence the fact that MNC reaping economies of scale would be able to sell their goods at cheaper prices thereby benefiting the millions of consumers never operates in practice. Studies reveal that retail MNCs operating in the UK charge 40% higher prices in the absence of any alterative. The consumers have to pay higher prices once a monopoly or an oligopoly situation is created, the giant MNC buy cheap and sell dear.

Desirability of FDI in Retail for India's Economic Growth

In India, FDI should be welcomed in infrastructure, heavy industry, and manufacturing, etc., which will increase the country's productive capacity to have a GDP growth rate of 9 to 10 per cent on a sustainable basis. The country has adequate capacity to run its retail business in an efficient manner. Opening flood gate of retail sector to FDI will only legitimise the profits ofbig MNCs without helping the small traders in the country.

It is often criticised that single brand retail FM will help in the establishment ofmore luxury malls. It will imply more good-looking shops. Ultimately FDI will not help us in enlarging our production capacity in either manufacturing or infrastructure sector. It simply aims at serving the interests of big business catering to the needs of affluent class people.

Compared to foreign multinational retailers like Wal Mart, McDonald, Metro Cash and Carry Ahold, Carrefour, Tesco, majority ofdomestic players in the organised retail sector are considered minuscule. If the floodgate of FDI is opened without allowing the domestic retailers to scale up their operation and attain critical mass, then the Indian players would be completely wiped out from the scene. Hence, the opening of the sector to FDI should be carefully planned and graduated so that the benefits of foreign direct investment like inflows of capital, technology and best management practices leading to efficiency in the sector will take place without adversely affecting the interests of millions of small domestic retailers.

Other Issues in the Organised Retail Sectorin-India

Lack of Trained Manpower

Organised retailing, for its effective functioning always needs trained manpower to work efficiently in modern retail formats like Specialty Store, Hyper Market, Supermarket, Cash and Carry Operation, Departmental Store, Discount Store, Mall- retailing, etc. Unless, the infrastructure oftraining facility is created adequately in the country, the Indian organised retailer cannot deliver goods. The efforts of the Retailers' Association of India, which has started organising training programme for retail personnel in 2015 are commendable. Keeping in view the current shortage and greater demand for skilled retail personnel in near future, many management institutes in the country have started postgraduate courses in retail management. This will hopefully take care of requirement of retail personnel in the years to come.

Need for Quality Real Estate

India is having more than 15 million retail outlets out of which 98 per cent of the outlets are less than 500 square feet in area. Moreover, the per capita retailing space is nearly 2 odd square feet compared to 69 square feet in the USA. Hence, there is greater need for real estate both quantitatively and qualitatively for enabling the effective functioning of modem retail in the country.

Technology Requirements and Long-Hours of Retail Operation

With technological revolution, retail MNCs are using modem technology like centralisednetwork-based processing architecture to get better control and more visibility into the supply chain while trying to achieve efficiency in stores operation. Hence, organised retailers in India Should use Enterprise Resource Planning (ERP) packages for achieving operational efficiency so that they can compete effectively with giant foreign retailers.

In the era of cut-throat competition, people in their workplace are overloaded, more tired arid exhausted finding less time for shopping. Even the leisure times of people engaged in BPOs jobs rarely match in the hours of retail business. Hence, facility of tele-retailing and even 24-hours retail store should be provided by modern retailers to the work stressed consumers of today.

Impact of Organised Retailers

It is seriously alleged that organised retailers have adverse impact on small unorganised retail business and employment. Wide-scale protests are made by small retailers against Reliance Retail and Spencer's Store in the state Similar protests are also found against Reliance Retail Store in Bhubaneswar, Orissa, etc. In February 2007, a month after Commerce and industry Ministry vetted the proposed Bharti-Wal Mart tie-up, UPA chairperson Sonia Gandhi wrote a letter to the Prime Minister Dr. Manmohan Singh, raising concerns over Wal Mart's proposed entry into India. Mrs. Gandhi urged Singh to examine the impact of transnational **supermarkets** on the livelihood security of people engaged in small scale operation before going further. Immediately, the Minister for Commerce and commissioned a study from economic think tank 'CRIER (Indian Council for Research Industry on International Economic Relations) to determine the impact of large foreign and domestic retailers on small unorganised ones. While ICRIER has still to submit the report, the Government will find it hard to ignore such opposition from its coalition allies-left parties. It would be better on the part of the Government to follow a cautious and well-planned retail trade policy without any haste.

Findings

The research findings of the study are—

1 Some of the important factors like Price, variety, game zone, timely delivery and product offers can not be ignored as these are not expected by customers where as if it is fulfilled then it will increase the customer satisfaction and if not fulfilled it will create dissatisfaction. These are necessary to attract new and existing customers and also to satisfy them by the retailers

2 Products of various brands and varieties should be available during the visit of customers to the retail outlets and the service provided by the employees/ staffs needs to be the best

and they should be able to explain about the product because if these are fulfilled it will increase the satisfaction level proportionately.

3 Factors like payment mode and parking should be given the most emphasis to satisfy customers by providing them a satisfactory purchase experiences by the retailers.

4 Most of the customers visiting the retail outlets are females and are from upper and higher middle class people.

Conclusion

The retail trade sector of India occupies important place in the socio-economic growth strategy of the country. Nearly 40 million people earn their livelihood from retailing business and majority of them are small traders, Kirana shop's owner, street vendors, etc. who are essentially unorganised. The foregoing analysis quoting CII & A.T. Keamey's Study Group's report reveals that India's retail trade could touch US $ 42 billion representing 5 per cent of total trade from its current share of merely 2 per cent by the year 2010. The annual Global Retail Development Index 2006 has accorded `Peak Attractiveness Destination Status' to India's retail sector among thirty emerging markets of the world. At this juncture, the country is witnessing retailing boom being propelled by increasing urbanisation, rising purchasing power parity (PPP) of ever growing India's middle class, changing demographic profiles heavily titled towards young population, technological revolution, intense globalisation drive etc. In view ofhuge future growth potential of this sector, big players both foreign of the organised retailing are malting bee-line f their entry into the sector. It is also discernible and Indian from the foregoing analysis that the Government of India has permitted foreign retailers with51 per cent FDI in single brand-products besides allowing indirectly the FDI entry through franchising, wholesale cash and carry operation, manufacturing and local sourcing, test marketing and distribution mode. The country is witnessing massive protests in different parts of the country like Bhubaneswar, Kolkata, Bangalore, Lucknow, etc., mostly demonstrated by small players (unorganised small retailers) who apprehend the entry of giant organised retailers both Indian and foreign would threaten their survival and livelihood. As India is committed to pursue the policy of economic liberalisation and reforms since 1991 and also being the founder member of WTO, it cannot restrict the entry of large players including FDIs now. However, in order to ensure healthy competition, the policy of FDI in retail sector should be gradual allowing domestic retailers to scale up their capacity and achieve critical mass so that the giant foreign MNCs cannot monopolies the benefits of the sector. The Government of India's initiatives such as monitoring the entry of FDI by PM0 (Prime Minister Office), regulating large retailers not to supply cheap imports sourced from countries with low manufacturing costs, devising preventive steps to thwart monopolies that could disadvantage suppliers mostly fanners by dictating purchase price and also commissioning a study to measure the impact of large retailers by Department of Industrial Policy and Promotion (DIPP) on small traders are, in fact, the moves in the right direction for the orderly growth of retail sector in the country. The requirements of trained manpower to work efficiently in modern retail formats, quality real estate, long hours of retail operations, etc. have been thoroughly focused in the analysis to achieve inclusive growth i.e., without jeopardizing the employment and livelihood security ofmillions of small traders and their families dependent on them.

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