* 1. **INTRODUCTION**

The effectiveness of training and development programs can significantly impact not only individual employee performance but also the overall productivity, growth, and profitability of an organization. This study explores the training and development practices at Aditya Birla Fashion and Retail Ltd (ABFRL), one of India's largest and most successful fashion retailers, known for its diverse portfolio of leading fashion brands and retail stores.

Aditya Birla Fashion and Retail Ltd operates in a dynamic and highly competitive industry where innovation, quality, and customer experience are critical for success. The company's ability to stay ahead in this fast-paced sector depends largely on the skills and capabilities of its workforce. Recognizing the importance of a well-trained team, ABFRL has implemented comprehensive training and development programs aimed at enhancing employee skills, fostering innovation, and promoting a culture of continuous learning. These programs cater to a range of employees, from front-line retail staff to corporate managers, equipping them with the tools and knowledge necessary to meet the challenges of the fashion industry.

Training and development at ABFRL focus on a wide variety of areas, including technical skills, product knowledge, customer service, leadership, and soft skills. By aligning its training initiatives with organizational goals, ABFRL ensures that its employees are prepared to contribute to the company's strategic objectives. Furthermore, ABFRL's commitment to employee development reflects its understanding that investing in human capital is essential for sustaining long-term growth and building a resilient workforce.

This study aims to analyze the effectiveness of these training and development initiatives in achieving desired outcomes such as increased employee productivity, higher job satisfaction, and improved employee retention. Specifically, the study will assess how these programs contribute to employee skill enhancement, career growth, and organizational commitment at ABFRL. It will also explore employees' perceptions of the training programs, identifying areas of strength as well as opportunities for improvement.

* 1. **SIGNIFICANCE OF THE STUDY**

The significance of this study lies in evaluating the impact of training and development programs on employee performance and growth at Aditya Birla Fashion and Retail Ltd, Bangalore. By examining how effectively these programs enhance skills, improve job satisfaction, and contribute to the overall organizational success, the study aims to provide valuable insights into the alignment between training initiatives and business objectives. Furthermore, it helps identify areas for improvement, ensuring that the company’s training programs are not only relevant but also adaptive to the evolving needs of both employees and the retail industry. Ultimately, the findings will aid in optimizing training strategies, fostering a more skilled and motivated workforce, and driving sustained growth within the organization.

**1.3 SCOPE OF THE STUDY**

This study encompasses various facets of training and development within ABFRL, including the methods, frequency, and types of training offered. It will evaluate both the short-term and long-term impacts of these programs on employees and the organization as a whole. The research will also consider the challenges associated with implementing and maintaining effective training programs, including resource allocation, employee engagement, and the evolving needs of the retail sector.

**1.4 OBJECTIVES OF THE STUDY**

* To assess the impact of employee training programs on performance at Adithya Birla Fashion and Retail Ltd.
* To identify key factors that influence the success of training and development initiatives.
* To evaluate employee satisfaction with the current training and development programs.
* To explore how training helps in career growth and skill enhancement for employees.
* To suggest improvements in the training and development processes for better effectiveness.

**1.5 THEORETICAL FRAMEWORK OF THE STUDY**

**INTRODUCTION TO THE TOPIC UNDER STUDY**

Training is a process of increasing the knowledge and skills for doing a particular job. It is an organized procedure by which people learn knowledge and skill for a definite purpose. The purpose of training is basically to bridge the gap between job requirements and present competence of an employee. Training is aimed at improving the behavior and performance of a person. It is a never ending or continuous process. Training and development is subsystem of an organization. It ensures that randomness is reduced and learning or behavioral change takes place in structured format.

**Training Approaches**

**Traditional Approach**

Most of the organizations before never used to believe in training. They were holding the traditional view that managers are born and not made. There were also some views that training is a very costly affair and not worth. Organizations used to believe more in executive pinching. But now the scenario seems to be changing.

**Modern Approach**

At present, the scenario is that Indian Organizations have realized the importance of corporate training. Training is now considered as more of retention tool than a cost. The training system in Indian Industry has been changed to create a smarter workforce and yield the best results.

**Training and Development Objectives.**

The main objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Societal.

**Individual Objective** - To help employees in achieving their personal goals and this in turn, enhances the individual contribution to an organization.

**Organizational Objective**- To assist the organization for achieving its primary objective by bringing individual effectiveness.

**Functional Objective**- To maintain the department's contribution at a level suitable to the organization's needs.

**Societal Objective-** To ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

**Training definition**

It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviours to enhance the performance of employees. Training inactivity leading to skilled behaviour.

* + It's not what you want in life, but it knows how to reach it.
  + It's not where you want to go, but it knows how to get there.
  + It's not how high you want to rise, but it's knowing how to take off
  + It's not what you dream of doing, but it's having the knowledge to do it.
  + It's not a set of goals, but it's more like a vision

Training is about knowing where you stand (no matter how good or bad the current situation looks) at present, and where you will be after some point of time. Training is about the acquisition of Knowledge, Skills and Abilities (KSA) through professional development.

**Source: https://www.egyankosh.ac.in/bitstream/123456789/82070/1/Unit-7.pdf**

**Benefits of training**

* + It leads to improved profitability and/ or more positive attitude towards profit orientation.
  + Improves the job knowledge and skill at all levels of the organization
  + Aids in increasing productivity and or quality of work
  + It helps an individual in making better decisions and effective problem solution.

**Source: https://www.egyankosh.ac.in/bitstream/123456789/82070/1/Unit-7.pdf**

**Importance of training**

The importance of human resource management to a large extent depends on human resource development. Training is the most important technique of human resource development. No organization can get a candidate who exactly matches with the job and the organizational requirements. Hence, training is most important to develop the employee and make him suitable to the job. Training develops human skill and efficiency. Trained employees would be a valuable asset to an organization. Organizational efficiency, productivity, progress and development to a great extent depend on training. Training is important as it constitutes significant part of management control.

**Training Models**

A System is a combination of things or parts that must together to perform a particular function. An organization is a system and training is a sub system of the organization. The System Approach "views training as a sub system of an organization. System Approach can be used to examine broad issues like objectives, functions, and aim. It establishes a logical relationship between the sequential stages in the process of Training Need Analysis (TNA), formulating, delivering, and evaluating.

There are 4 necessary inputs i.e. technology, man, material and time required in every system to produce products or services. And every system must have some output from these inputs in order to survive. The output can be tangible or intangible depending upon the organization's requirement. A system approach to training is planned creation of training program. This approach uses step-by-step procedures to solve the problems. Under systematic approach, training is undertaken on planned basis. Out of this planned effort, one such basic model of five steps is system model that is explained below. The internal forces are the various demands of the organization for a better learning environment; need to be up to date with the latest technologies.

The three model of training are:

1. System model

2. Instructional system development model

3. Transitional model

**System model**

The system model consists of five phases and should be repeated on a regular basis to make further improvements. The training should achieve the purpose of helping employee to perform their work to required standards.

The steps involved in System Model of training are as follows:

1. Analyze and identify the training needs i.e. to analyze the department, job, employees' requirement, who needs training, what do they need to learn, estimating training cost, etc. The next step is to develop a performance measure on the basis of which actual performance would be evaluated.

2. Design and provide training to meet identified needs. This step requires developing objectives of training, identifying the learning steps, sequencing and structuring the contents.

**FEED BACK**

**FEED BACK**

**Source: https://www.mlsu.ac.in/econtents/1261**

**FEED BACK**

1. Developing requires listing the activities in the training program that will assist the participants to learn, selecting delivery method, examining the training material, validating information to be imparted to make sure it accomplishes all the goals & objectives

2. Implementing is the hardest part of the system because one wrong step can lead to the failure of whole training program.

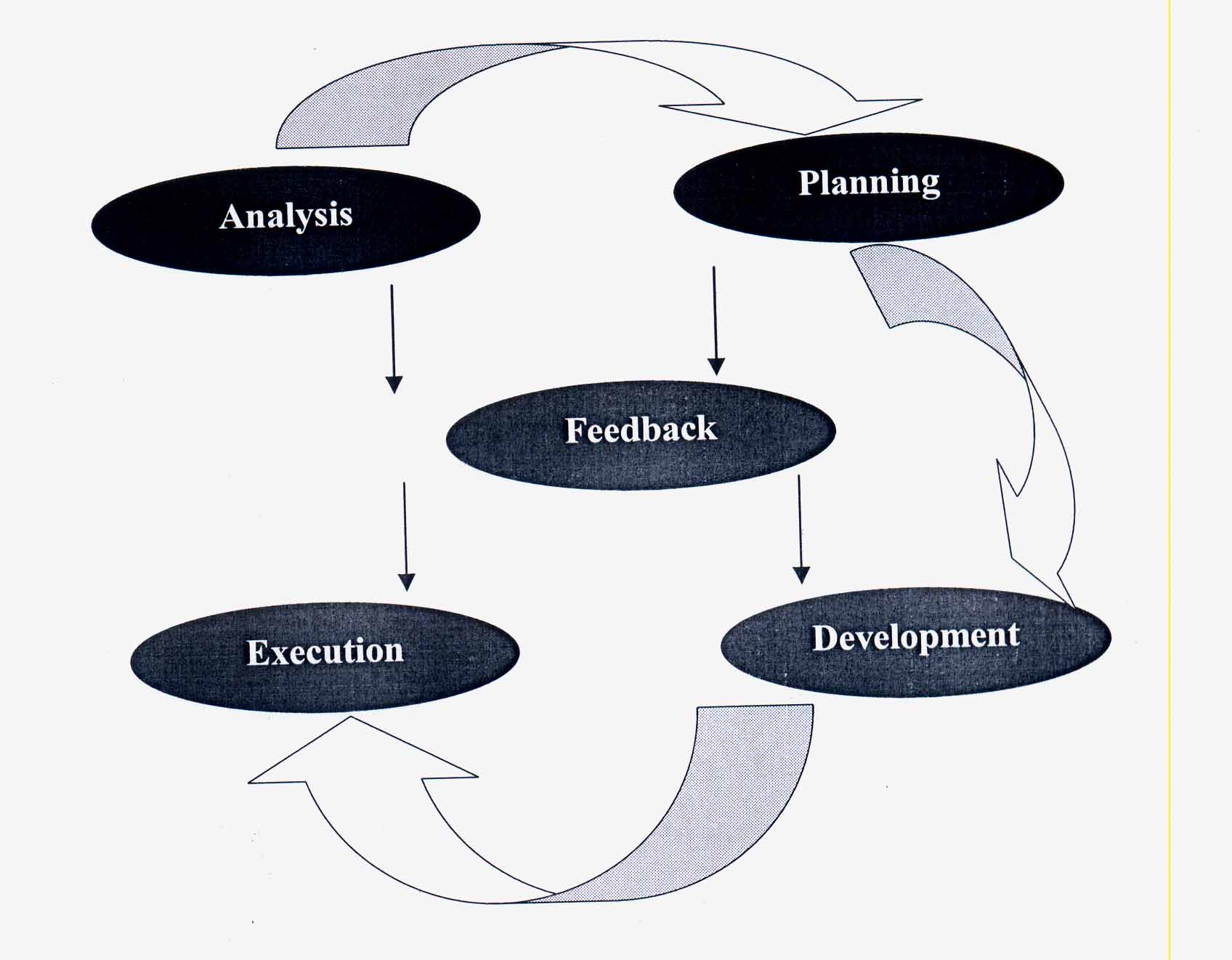
3. Evaluating each phase so as to make sure it has achieved its aim in terms of subsequent work performance. Making necessary amendments to any of the previous stage in order to remedy or improve failure practices.

**Instructional System Development Model (ISD Model)**

It was made to answer the training problems. This model is widely used nowadays in the organization because it is concerned with the training need on the job performance. Training objectives are defined on the basis of job responsibilities and job description and on the basis of the defined objectives individual progress is measured. This model also helps in determining and developing the favorable strategies , sequencing the content, and delivering media for the types of training objectives to the achieved.

The Instructional System Development model comprises of five stages.

1. **Analysis**: This phase consist of training need assessment. Job analysis, and target audience analysis.
2. **Planning**: This phase consist of setting goal of the learning outcome, instructional objectives that measures behavior of a participant after the training, types of training material, media selection, methods of evaluating the trainee, trainer and the training program, strategies to impart knowledge i.e. selection of content, sequencing of content, etc.



**Source: https://www.yourarticlelibrary.com/**

1. **Development** - This phase translates design decisions into training material; It consists of developing course material for the trainer including handouts, workbooks, visual aids, demonstration props etc and course material for the trainee.
2. **Execution** - This phase focuses on logistical arrangements, such as arranging speakers, equipment’s, benches, podium, food facilities, cooling, lighting, parking and other training accessories.
3. **Evaluation** - The purpose of this phase is to make sure that the training program has achieved its aim in terms of subsequent work performance. This phase consists of identifying strengths and weakness and making necessary amendments to any of the previous stage in order to remedy or improve failure practices.

The ISD model is a continuous process that lasts throughout the training program. It also highlights that feedback is an important phase throughout the entire training program, In this model, the output of one phase is an input to the next phase.

**Transitional model**

Transitional model focuses on the organization as a whole. The outer loop describes the vision, mission and values of the organization on the basis of which training model i.e. inner loop is executed.

**Vision** - Focuses on the milestones that the organization would like to achieve after the defined point of time. A vision statement tells that where the organization sees itself few years down the line. A vision may include setting a role model, or bringing some internal transformation, or may be promising to meet some other deadlines.

**Mission** - explain the reason of organizational existence. It identifies the position in the community. The reason of developing a mission statement is to motivate, inspire, and inform the employees regarding the organization. The mission statement tells about the identity that

how the organization would like to be viewed by the customers, employees, and all other stakeholders.

**Values** - is the translation of vision and mission into communicable ideals. It reflects the deeply held values of the organization and is independent of current industry environment. For example, values may include social responsibility, excellent customer service, etc.

The mission, vision, and values precede the objective in the inner loop. This model considers the organization as a whole. The objective is formulated keeping these three things in mind and then the training model is further implemented.

**Source: https://www.yourarticlelibrary.com/**

**Methods of training**

There are various methods of training, which can be divided in to cognitive and behavioural methods. Trainers need to understand the pros and cons of each method, also its impact on trainees keeping their background and skills in mind before giving training.

**Cognitive methods**

It is the method of giving theoretical training to the trainees. The various methods under Cognitive approach provide the rules for how to do something, written or verbal information, demonstrate relationships among concepts, etc. These methods are associated with changes in knowledge by stimulating learning. The various methods that come under Cognitive approach are:

**Lectures**

It is one of the oldest methods of training. This method is used to create understanding of a topic or to influence behaviour, attitudes through lecture.

A lecture can be in printed or oral form. Lecture is telling someone about something. Lecture is given to enhance the knowledge of listener or to give him the theoretical aspect of a topic. Training is basically incomplete without lecture. When the trainer begins the training session by telling the aim, goal, agenda, processes, or methods that will be used in training that means the trainer is using the lecture method. It is difficult to imagine training without lecture format. There are some variations in Lecture method. The variation here means that some forms of lectures are interactive while some are not.

Some of the main features of lecture method are as follows:

* + Inability to identify and correct misunderstandings
  + Less expensive
  + Can be reached large number of people at once
  + Knowledge building exercise
  + Less effective because lectures require long periods of trainee inactivity

**Demonstration**

This method is a visual display of how something works or how to do something. In order to be more effective, demonstration method should be accompanied by the discussion or lecture method. To carry out an effective demonstration, a trainer first prepares the lesson plan by breaking the task to be performed into smaller modules, easily learned parts.

Then, the trainer sequentially organizes those modules and prepares an explanation for why that part is required. While performing the demonstration, trainer:

* + Demonstrates the task by describing how to do, while doing
  + Helps the focusing their attention on critical aspects of the task
  + Tells the trainees what you will be doing so they understand what you will be showing them
  + Explain why it should be carried out in that way.

After completing the demonstration the trainer provide feedback, both positive and or negative, give the trainee the opportunity to do the task and describe what he is doing and why.

**Discussions**

This method uses a lecturer to provide the learners with context that is supported, elaborated, explains, or expanded on through interactions both among the trainees and between the trainer and the trainees. The interaction and the communication between these two make it much more effective and powerful than the lecture method. If the Discussion method is used with proper sequence i.e. lectures, followed by discussion and questioning, can achieve higher level knowledge objectives, such as problem solving principle learning.

The Discussion method consists a two-way flow of communication i.e. knowledge in the form of lecture is communicated to trainees, and then understanding is conveyed back by trainees to trainer.

Understanding is conveyed in the form of verbal and non-verbal feedback that enables t he trainer to determine whether the material is understood. If yes, then definitely it would help out the trainees to implement it at their workplaces and if not, the trainer may need to spend more time on that particular area by presenting the information again in a different manner.

Questioning can be done by both ways i.e. the trainees and the trainer. When the trainees ask questions, they explain their thinking about the content of the lecture.

A trainer who asks questions stimulates thinking about the content of the lecture. Asking and responding questions are beneficial to trainees because it enhance understanding and keep the trainees focused on the content. Besides that, discussions, and interactions, allow the trainee to be actively engaged in the material of the trainer. This activity helps in improving recall.

**Computer based training**

This type of training is very popular bow. Computers can be used to provide training to employees. The training packages are developed to suit the requirements of trainees. The concept behind CBT is that, it allows individuals to participate in training when and where it is needed. CBT does not require face to face interaction with a human trainer. This method is so varied in its applications that it is difficult to describe in concise terms.

**Behavioural methods**

They are more of giving practical training to the trainees. Behavioural approach allow the trainee to behave in a real fashion. These methods are best used for skill development.

**Business games**

Business games are the type of simulators that try to present the way an industry, company, organization, consultancy, or submit of a company functions. Basically, they are based on the set of rules, procedures, plans, relationships, principles derived from the research. In the business games, trainees are given some information that describes a particular situation and

are then asked to make decisions that will best suit in the favor of the company. And then the system provides the feedback about the impact of their decisions

Some of the benefits of4he business games are:

* + It develops leadership skills
  + It improves application of total quality principles
  + It develops skills in using quality tools
  + It strengthen management skills
  + It demonstrates principles and concepts
  + It explores and solves complex problem

**Behaviour modeling**

Behaviour Modeling uses the innate inclination for people to observe others to discover how to do something new. It is more often used in combination with some other techniques. Behaviour modeling focuses on developing behavioural and interpersonal skills. This type of method can be used for training in.

* + Sales training
  + Interviewee training
  + Interviewer training
  + Safety training
  + Interpersonal skills training

**Case study method**

Case Studies try to simulate decision making situation that trainees may find at their work place. It reflects the situations and complex problems faced by managers, staff, HR, CEO, etc. The objective of the case study method is to get trainees to apply known concepts and Ideologies and ascertain new ones. The case study method emphasize on approach to see a particular problem rather than a solution. Their solution are not as important as the understanding of advantages and disadvantages.

Case study method focuses on;

* + Building decision making skills
  + Assessing and developing Knowledge, Skills and Attitudes (KSAs)
  + Developing communication and interpersonal skills
  + Developing management skills
  + Developing procedural and strategic knowledge

**In- Basket training**

It provides trainees with a log of written text or information and requests, such as memos, messages, and reports, which would be handled by manager, engineer, reporting officer, or administrator.

This technique focuses on:

* + Building decision making skills
  + Assess and develops Knowledge, Skills and Attitudes (KSAs)
  + Develops of communication and interpersonal skills
  + Develops procedural knowledge
  + Develops strategic knowledge.

**Role play**

Role play is a simulation in which each participant is given a role to play. Trainees are given with some information related to description of the role, concerns, objectives, responsibilities, emotions, etc. Then, a general description of the situation, and the problem that each one of them faces, is given. For instance, situation could be strike in factory, managing conflict, two parties in conflict, scheduling vacation days, etc. Once the participants read their role descriptions, they act out their roles by interacting with one another.

It helps in:

* + Developing interpersonal skills and communication skills
  + Conflict resolution
  + Group decision making
  + Developing insight into one's own behavior and its impact on others

**Source:https://in.indeed.com/career-advice/career-development/methods-of-training**

**Management development**

The more future oriented method and more concerned with education of the employees. Management development method is further divided into two parts:

1. On the job training

2. Off the job training

**On the job training**

The development of a manager's abilities can take place on the job. The four techniques for on the job development are:

1. **Coaching**

Coaching is one of the training methods, which is considered as a corrective method for inadequate performance. Here the trainee is placed under a particular supervisor who functions as a coach in training an individual. A limitation of this method of training is that the trainee may not have the freedom or opportunity to express hisown ideas.

1. **Mentoring**

Mentoring is an ongoing relationship that is developed between a senior and junior employee. Mentoring provides guidance and clear understanding of how the organization goes to achieve its vision and mission to the junior employee.

Some key points on Mentoring are as follows:

* + Mentoring focus on attitude development
  + Conducted for management-level employees
  + Mentoring is done by someone inside the company
  + It is one-to-one interaction
  + It helps in identifying weaknesses and focus on the area that needs improvement

1. **Job rotation**

An organized and helpful way to develop talent for the management or executive level of the organization is job rotation. It is the process of preparing employees at a lower level to replace someone at the next higher level. It is generally done for the

Designations that are crucial for the effective and efficient functioning of the organization.

Some of the major benefits of job rotation are:

* + It provides the employees with opportunities to broaden the horizon of knowledge, skills, and abilities by working in different departments, business units, functions, and countries
  + Identification of Knowledge, skills, and attitudes (KSAs) required
  + It determines the areas where improvement is required.

**Off-the job training**

There are many management development techniques that an employee can take in off the job. The two popular methods are:

1. **Sensitivity training**

Sensitivity training is about making people understand about themselves and other reasonably, which is done by developing in them social sensitivity and behavioral flexibility.

1. **Transactional analysis**

Transactional Analysis provides trainees with a realistic and useful method for analyzing and understanding the behavior of others. In every social interaction, there is a motivation provided by one person and a reaction to that motivation given by another person. This motivation reaction relationship between two persons is transaction. Transactional analysis can be done by the ego states of an individual. An ego state is a system of feelings accompanied by a related set of behaviors.

**Training Need Analysis**

An analysis of training need is an essential requirement to the design of effective training. The purpose of training need analysis is to determine whether there is a gap between what is required for effective performance and present level of performance.

**Why training need analysis?**

Training need analysis is conducted to determine whether resources required are available or not. It helps to plan the budget of the company, areas where training is required, and also highlights the occasions where training might not be appropriate but requires alternate action.

**Training design**

The design of the training program can be undertaken only when a clear training objective has been produced. The training objective clears what goal has to be achieved by the end of training program i.e. what the trainees are expected to be able to do at the end of their training. Training objectives assist trainers to design the training program.

**The trainer**

Before starting a training program, a trainer analyzes his technical, interpersonal, judgment skills in order to deliver quality content to trainers.

**The trainees**

A good training design requires close scrutiny of the trainees and their profiles. Age, experience, needs and expectations of the trainees are some of the important factors that affect training design.

**Training climate**

A good training climate comprises of ambience, tone, feelings, positive perception for training program, etc. Therefore, when the climate is favorable nothing goes wrong but when the climate is unfavorable, almost everything goes wrong.

**Trainees' learning style**

The learning style, age, experience, educational background of trainees must be kept in mind in order to get the right pitch to the design of the program.

**Training strategies**

Once the training objective has been identified, the trainer translates it into specific training areas and modules; the trainer prepares the priority list of about what must be included, what could be included.

**Training topics**

After formulating a strategy, trainer decides upon the content to be delivered, Trainers break the content into headings, topics, ad modules, These topics and modules are then classified into information, knowledge, skills, and attitudes.

**Training tactics**

Once the objectives and the strategy of the training program becomes clear, trainer comes in the position to select most appropriate tactics or methods or techniques. The method selection depends on the following factors:

* + Trainees' background
  + Time allocated
  + style preference of trainer
  + Level of competence of trainer
  + Availability of facilities and resources, etc

**Support facilities**

It can be segregated into printed and audio visual. The various requirements in a training program are white boards, flip charts, markers, etc.

**Constraints**

The various constraints that lay in the trainer’s mind are:

* + Time
  + Accommodation, facilities and their availability
  + Furnishings and equipment’s
  + Budget
  + Design of the training, etc

**Training Implementation**

To put training program into effect according to definite plan or procedure is called training implementation. Training implementation is the hardest part of the system because one wrong step can lead to the failure of whole training program. Even the best training program will fail due to one wrong action.

Training implementation can be segregated into:

* + Practical administrative arrangements
  + Carrying out of the training

**Stake Holders in training**

There are three major stakeholders in training program

* The Organization
* The Trainee
* The Trainer

Stakeholders in the training takes a training plan forward, perhaps over a period of one year, and sets parameters and priorities for the implementation stage.

General questions, which are asked in relationships to the training systems, are:

* + What type of training is required?
  + Why the training is required?
  + at is the budget of the training?
  + at are the most sensitive and critical areas?
  + How the training will be carried out?
  + By whom the training program will be carried out?
  + Where and when will the training program be carried out?

**Role of Organization in Training and Development**

An organization has a very close relationship with the trainee and the trainer because it is the first contact for both.

The demand for the training in the organization increases when the organization wants:

* + To hire new people- training as a means of training new recruits
  + To Expand- When the company wants to increase its headcount
  + To increase certain number of staff ( in position) by a certain date
  + To enhance the performance of employees
  + Organization's name to be a part of training unit

**Source: https://www.geeksforgeeks.org/methods-of-training-on-the-job-methods-and-off-the-job-methods/**

**Role of Trainee in Transfer of Training**

The trainee is a major stakeholder in a training program. The whole training program is developed for the trainees only. Each candidate plays an important role in the transfer of training because one participant's attitude regarding the training influence the other participants and also each participant can assist by advancing the learning process to realize the training objectives.

Listening skills, flexible, accepting the share or accountability, etc. Some personal factors that affect the trainee's learning are :

* + Family Situation
  + Personal Problems
  + Relation between the training program and personal objective
  + Level of self esteem
  + Benefits expected from training
  + Comfort level with the trainer
  + Learning style of trainee
  + KSA of trainee
  + Previous training experiences
  + Desire for professional growth and development

Some environmental factors that affect the trainee's learning are:

* + Relationship with colleagues and subordinates
  + Training team
  + Trainer team
  + Training objective
  + Content of training
  + Training design i.e. methods, techniques, and strategies
  + Environment in the program
  + Composition of training group
  + Infrastructure i.e. eating facilities, tea/coffee breaks

No matter how good the training program is, in the end it is the participant only who decides whether to change his behavior or not. Trainees do not change their behavior merely because someone tells them to do. They change when they feel there is a need of it. They do it with their own learning style. The trainer and the organization can only try to remove the mental blocks of the trainee; rest depends on trainee itself.

**Role of trainer**

The effective transfer of training depends a lot on the trainer because it is the trainer only who can remove the mental block of trainee, motivate the trainee to learn, delete the negative perception of the trainee regarding the training. Besides all that, a lot depends on personality of trainer also. The major competencies that are required to be present in a trainer are:

* + Presentation Skills
  + Business Skills i.e. budgeting, time management, negotiation, etc.
  + Content Development i.e. material production, graphics, layouts, etc
  + Self-development i.e. interpersonal skills, good

**Trainer's Skills**

The skills that need to be present in a trainer are:

* + Training Design
  + Evaluating the training program
  + Training need analysis
  + Worksheet design
  + Exercises design

**Concept of training effectiveness:**

Training effectiveness is the degree to which trainees are able to learn and apply the knowledge and skills acquired in the training program. It depends on the attitudes, interests, values and expectations of the trainees and the training environment. A training program is likely to be more effective when the trainees want to learn, are involved in their jobs, have career strategies. Contents of a training program, and the ability and motivation of trainers also determine training effectiveness. Measuring the effectiveness of training programs consumes valuable time and resources. As we know all too well, these things are in short supply in organizations today. Why should we bother? Many training programs fail to deliver the expected organizational benefits. Having a well-structured measuring system in place can help you determine where the problem lies. On a positive note, being able to demonstratea real and significant benefit to your organization from the training you provide can help you gain more resources from important decision makers.

**Training Effectiveness:**

Kirkpatrick (1994) has developed a model for evaluating the effectiveness of training

within organization. It has four levels.

**Level 1**: reaction - a measure of how participants feel about various aspects of the

program.

**Level 2**: learning - a measure of the knowledge acquired, skills improved or attitudes changed during training.

**Level 3**: behaviour - a measure of the extent to which participants change their behaviour because of training and

**Level 4**: results a measure of the final results for the organization that occur due to training, including increased sales, higher productivity, and reduced employee turnover.

**Source: https://www.ardentlearning.com/**

The difficulty of standardizing measurement increases from the level on the Kirkpatrick scale. The American society of Training and Development (ASTD) benchmarking survey also includes questions around "initial skill change" as result of training, and "follow-up evaluation of performance on course objectives" (with assessments being obtained from participants and supervisors). These measures are similar but notidentical to levels one and three on Kirkpatrick's scale for measuring training effectiveness. Various correlations between learning effectiveness and institutional factor and learning Effectiveness and organization outcomes may then be examined (Bassi & Ahlstrand, 2000.p12-13).

The scales described above for looking at effectiveness of training focus on effects at the individual and organizational level. However, participation in training and development may also have effect for the economy as a whole. The OCED (1997) summarizes the nature of these effects as follows:

**For individuals:** qualification, employment, job satisfaction, earnings, career progression:

**For organization**: employee morale, absenteeism, labor turnover, productivity, quality of output, production costs, sales and profit.

**For economies**: level of structural unemployment, inflation, international competitiveness and economic growth (OCED, 1997, p20)

Most of these effects are measurable, either directly according to some (relatively) standard classification system (e.g. qualifications) or through a specially designed rating scale or other instrument (e.g. for job satisfaction). While some research focuses on the effects of training on these variables, other research looks at my increase skill levels, and higher skill levels are associated with higher participation in training.

**Need for training**

Need for training arises on account of the following reasons:

1. New Environment

2. Lack of Trained Personnel

3. Advancements in Technology

4. Faulty Methods

5. Prevention of Accidents

6. Career Development

7. Improves Quality

**Advantages of training**

The main benefits of training are given below.

1. Increased Productivity

2. Job Satisfaction

3. Reduction in Accidents

4. Better Use of Resources

5. Reduced Supervision

6. Greater Flexibility

7. Management by Exception Stability and Growth

**What makes training effective?**

Training is widely understood as communication directed at a defined population for the purpose of developing skills, modifying behaviour, and increasing competence. Generally, training focuses exclusively on what needs to be known. Education is a longer-term process that incorporates the goals of training and explains why certain information must be known. Education emphasizes the scientific foundation of the material presented. Both training and education induce learning, a process that modifies knowledge and behaviour through teaching and experience. The research model described here pertains to both training and education. Therefore, in this document, "training" refers to both processes.

Training intervention effectiveness research is needed to

(1) identify major variables that influence the learning process and

(2) optimize resources available for training interventions.

Logical and progressive study models are best suited to identify the critical elements and causal relationships that affect training effectiveness and efficiency. In training research, it is often difficult to arrive at definitive answers.

Typically, many variables minimize effects and make results difficult to interpret. Furthermore, the amount of variance attributed to any one variable is usually small. Therefore, if training is to be an essential component of planned interventions, a uniform system of research is needed to explain how training is made effective and to indicate how resources for training should be organized. The model described here recognizes that formal training interventions are affected by several real-world factors such as uneven resource availability across training settings and differing levels of experience and expertise among instructors. Accordingly, training evaluation research should be conducted in the field where possible in order to incorporate these variables into the study of effectiveness.

**1.6 RESEARCH METHODOLOGY**

Research methodology is a systematic approach to solving research problems, using various techniques to conduct research. The research process involves defining the problem, conducting a literature review, developing hypotheses, designing the study, selecting a sample, collecting data, testing hypotheses, and interpreting the results. Research methodology also covers objectives, problem definition methods, and types of data collected.

**1.6.1 Sources of Data**

Both primary and secondary data where used in this study.

1. **Primary Sources**

A primary data is a data, which is collected for the first time for a particular interest to have more information. The primary data were collected through well-structured questionnaire.

1. **Secondary Sources**

Secondary data are those which have already been collected by someone else and which have already been passed through statistical process. The secondary data were collected through company file, Magazine, company website and internet.

**1.6.2 Sample Size**

We intend to conduct a sample survey, by taking a sample of 120.

**1.6.3 Sampling Design**

A sample design is a finite plan for obtaining a sample from a given population. Non-Probability sampling design is used for this study. It is a sampling procedure which does not afford any estimating the probability that each item in the population has of being included in the sample.

**1.6.4 Sampling Technique**

By convenience sampling method, a sample of 120 respondents was selected. A convenience sample is obtained by selecting convenient sampling units. The method of convenience sampling is also called chunk. A chunk refers to that fraction of the population being investigated which is selected neither by probability nor by judgment but by convenience.

**1.6.5 Methods for Data Analysis**

Different Statistical tools used for the data analysis:

* **Percentage Analysis**

This is a univariate analysis where the percentage of a particular factor with different categories are calculated, in order to help one get their fair idea regarding the sample and thereby that of population. The following is the formula,

Percentage of respondent = No: of respondents x 100

Total no: of respondents

**1.7 CHAPTER SCHEME**

CHAPTER -1

Introduction

In first chapter includes introduction to the study, theoretical aspects, statement of the research problem, significance of the study, hypothesis, methodology of the study, chapter scheme, and limitations of the study.

CHAPTER -2

Review of related literature

In second chapter it refers to background of the organization study Analysis of literature.

CHAPTER -3

Profile of the industry and organization.

It includes Industry profile, company profile

CHAPTER -4

Data analysis and interpretation.

In fourth chapter to collect the customer data sources It is required to include analysis of data using diagram and graph, the output obtained by using statistical data.

CHAPTER -5

Finding, recommendations and conclusion.

In fifth chapter It includes that what are the findings of the project and organization explain in the last chapter, and in my own words I conclude the project and what I understand my project base I give the suggestions to the organization.

**1.8 LIMITATIONS OF THE STUDY**

* The employees’ attitude and opinion may change in future, so future relevance to the study can’t be measured.
* Chances for bias from the respondents can’t be neglected.
* Findings and suggestions based on information or response received from the respondents.
* Some were reluctant to answer some questions, because they think that, it will affect their job negatively.
* Limited time span of the project
  1. **REVIEW OF LITERATURE**

**According to Mattie Martini and Dario Cavenago (2016) -** Workplace development opportunities provided by the employers and the subjective career success of workers. From this study emerging job, job largamente, rotating job, monitoring job and human resource. Practices that appear to be the main predictors of individual employability. Employability is a concept that has become increasing prominent in both national and international policy debates and has appeared more frequently in various disciplines in scientific literature during the last 20 years. Developing transferable skills and enhancing employability of employees would not be considered a convenient strategy by employers. Workplace development opportunities are conceptualized in this study as a set of HRD practices including training workplace learning. And career support. Which employers may offer to employees and which enable them to become more employable.

**According to Md. Sohel Rana, Md. Enamul Haque, Md.Iftekharul Islam Bhuiyan, Ujjal Barua,** Department of Business Administration, World University of Bangladesh **(2015)**

This study review to focus on training and development in banks. Training can bring about an improvement in persons. Knowledge, skills, attitude is a major part in personal life and work life. There by training his potential to perform the job better. Training and development represents a complete whole that triggers the mind, emotions and employees best work performance. Training programme should enhance performance and enrich the contributions of the workforce. The ultimate goal of training is to develop appropriate talent in the work internally. The business is change the world every time. Banking sectors are playing big role in business so in this case banking sector need well trained and skill employees and technology. And we need online banking, automated teller machine, e-cash, credit cards, debit cards etc. the review sees that the need for training and development and need adopt latest technology.

**According to Ganesh M and Dr. R. Indradevi, VIT University, Vellore (2015)**

The study provides important of training and effectiveness of training. To make training more effectiveness organization requires to look at those training and development is combined with the particular department. Managers should first motivate employees to learn new skill and knowledge. If training and development programme conducting by university was very good. And the same may be said if it enhance its training and development programme based on the above topic. It will help employees. Different types and levels of training is to be kept to different levels of employees or workers. In organization employees are able to perform well and their ready to do contribution in organization success. The study intends to carry the work further with larger number of respondents. There is a documental evident for training programme has made. Positive impact on the performance of individual and as well as team. Training programme can also be helpful for employee’s individual life. And training and development creates a win situation for the employees and as well as organization.

**According to AbedaMitiku Asfaw, MeseleDamteArgraw and LemessaBayissa, Journal of human resource and sustainability studies (2015)**

For an organization to function effectively it must have money. Materials, supplies equipment, idea about the service. For this achievement employees need good training on skill and knowledge. Employees can make or break their organizational reputation and profitability. And they are responsible for the balk of the activities which can affect client satisfaction. The quality of the product and event. In this study we realized impact of training and development on employee performance and effectiveness. The most frequent methods of training facilitation were on job training and re-demonstration trainees. We can conclude that the method of training facilitation has a successful outcome which was observed in employee performance and organizational effectiveness.

**R. Suhasini, Dr. T. Suganthalakshmi( 2015),** In this study we are reviewing many of organizations relies that their employees are their greatest assets. Therefore corporation are increasing investing in educating their employees so that they can grow and change within the company and make it more profitable. The range of training opportunities various considerably from company to company so when researching potential employers it is important for job seekers who care about this to investigate the level and type of training provided to employees. Now organizations are rapidly changing like computers faster smarter, smaller and invisible. Intelligent programmes will increase personalization. Current and feature trends show that organizations that want to retain skilled employees need to provide for ongoing development and education many organization measure the return on their training investment.

**According Dr. B. Nageraju and Archana M.V( 2015),**Today organizations are facing a tough challenge to survive in the global scenario. In order to survive organizations need to transform themselves into learning organizations and train its members adopt to the constant changing competitive business environment. Job satisfaction of its workers for organizations, a work force that is motivated and committed to high quality performance. Training is a continuous and perennial activity, human evolution itself is a part of history of training. The focus of current study is to understand the effect of training and development, on the job training, training design and delivery style on organizational performance. Analysing the importance of training and development program in tyre industries. LPG is made the business world dynamic. Achieving business target in order to achieve its objectives.

**According to Rev. Dr. Jonathan William omolo, Department of Businesss Administration, Chukka University, Kenya (2015)**

The study also sought to establish the influence of training and development on the performance of employees in research institutes in Kenya. Training is a key part of a border field of human resource development and theories on learning. Have emphasized the need for strategic leadership that communicates the organization vision and mission clearly to enable employees understand the organization objectives for optimum performance. Opportunities for training and development are major factors in regales to people’s carrier.

**According to Jaco Du Tolt (2015),** Effective training and usage of ICT in training is important. Since poor or improper usage and management of ICT in the classroom may result in underperformance in educational outcomes. Which is a set of complementary alternative models or perspective that together provides policymakers with an education reform trajectory in support development. This paper suggests teacher training need to find good range of professional development models. ICT is very important in training in teacher level. ICT changes rapidly and affects both discipline knowledge. And pedagogical possibilities in ways that influence teachers perspectives for employing ICT as a constant part of learning process.

**Binna Kandola (2000)** has discussed some of the difficulties associated with accurate and useful evaluation of training effectiveness particularly in the department of soft skills which include skills relating to people management. The author highlights some existing training evaluation techniques and then outlines a model of training evaluation which currently is found to be successful in the United Kingdom.

**Moses (2000)** observed that companies can no longer guarantee employees promotions to the top, it is important that training and development help employees with career planning and skills development. Some organization fear that career planning will communicate to employees that their jobs are at risk, but it can be framed differently to communicated that they are willing to invest in helping employees reach their potential. Companies can also help ease employees’ minds by making career planning a standard part of their employee development process of downsizing or restructuring. When a company communicates to their employees that they are marketable outside the 36 organization, yet still invests in their training and development, it makes a strong statement to workers that they are values, and many are compelled to offer a high level of commitment.

**Lance Gray and Judy Mc Gregor (2001)** have compared 100 New Zealand surveys for workers aged 55 years and over, and another one for employers. The issue of older workers captured respondent attention with both studies receiving response roles of around 50%. The congruence of attitudes among older workers and employers regarding the efficiency was negative. Training stereotypes is a feature of the study. Older workers are in some agreements that there is difficult to train less willing to lean and afraid of new technology older workers saw provision of training as a concern with 11.6% reporting discrimination with regard to training. Significantly, skilled older workers saw the provision of training was a signal by employers that they are to be taken as serious contributors.

**“The impact of workplace support and identity on training transfer: a case study of drug and alcohol safety training in Australia” by Ken Pidd (2004)** suggests that, previous research has indicated that the transfer climate of work organizations is an important factor in determining the degree to which knowledge, skills and abilities gained in training transfer to the workplace. In particular, workplace social support from supervisors and coworkers is consistently cited as an important factor that can facilitate or inhibit training transfer. However, research evidence regarding the impact of workplace social support on training transfer is mixed. In order to address this issue a study was conducted to identify under what conditions workplace social support impacts on training transfer. This study evaluated a workplace drug and alcohol training programme to examine the impact of workplace social support and identification with workplace groups on training transfer. Results indicated that the influence of workplace social support on training transfer was moderated by the degree to which trainees identified with workplace groups that provided this support. This study supports the proposition that in order to fully understand training transfer, and to design effective training programmes, training research and practice needs to focus on both the personal and situational factors that may interact to influence learning and transfer.

**A study on “Training as an effective tool to create 'satisfied customers' base' in Indian automobile industry” by Goel, O. P. (2007)** reveals that ‘training and development' efforts of organizations have positive impact on their performances. Job knowledge and hard skills required to perform a task in the automobile industry have drawn sufficient attention of the researchers, attitudinal and soft skills aspects seem to have less interest of the researchers. Globalization and liberalization in the Indian passenger car industry setting provide a fertile ground to investigate companies that are attempting to think 'customer delight'. It is widely seen that creating a competitive edge based on product features and technological strengths is becoming more and more difficult and unstable. This study deals with the gaps in customers’ expectations, their experiences while purchasing and servicing a car, the skills gaps - both at sales person as well as service technician level and also the enhance training needs due to intensified competition and technological developments in the industry.

**Another study on “Impact of training climate on effectiveness of training porgrammes” by Anu Singh Lather and Harsh Sharma (2008)** implies that training in organization is getting increasing mind space of top managers. However, to assert its rightful place, it has to come out from the periphery of corporate wheel to the centre of corporate functioning and contribute proactively towards the attainment of organizational objectives. This requires that training professionals should show commitment towards enhancing the value of training. The process of training delivery is mediated by pre and post delivery training factors which have an influence in constructing favorable or unfavorable training climate. This paper addresses all the important issue of training climate and the role played by various stakeholders in developing this. The importance of developing favorable training climate and negative impact of unfavorable training climate has been explained with the help of case study method.

**A Study made by Bhat, Mehraju-din; Khanday and Naila (2009)** focuses that the training evaluation is a systematic process to determine the worth, value, or meaning of the training and without it the rationalization of the training budget and guidance to the management for effective and objective based training programmes cannot be achieved. Besides the net result of the training like the trainees learning, their change in behavior cannot be determined until there exists a well-defined training evaluation process. The training evaluation 50 process is therefore a primary objective of any effective training programme. In this study an attempt has been made to examine the methods adopted for evaluating employee training and their effectiveness, offered at three sample banks of the Indian banking industry representing its three sub sectors (public, private and multinational). Besides, this study has tried to come up with some suggested measures for the management which can have direct bearing on the policy implications concerned with the evaluation of manpower training.

**“The effects of organizational training on organizational commitment” by CagriBulut, and Osman Culha (2010),** this empirical study investigated the impact of organizational training on employee commitment focusing on employees' emotional and affective responses towards their organization. Organizational training is conceptualized within a multidimensional framework consisting of motivation for training, access to training, benefits from training and support for training. The hypothesis of this study has been built on a resource-based view, social exchange theory and psychological contract theory. Field research was conducted through surveys with 298 participants of four- and five-star hotels operating in Izmir, Turkey. Confirmatory factor analyses were used to analyze the quality of the training scales and multiple regression analyses were conducted to test the hypotheses of the study. The results revealed that all dimensions of training positively affected employee commitment.

“A Study on Training Factors and Its Impact on Training Effectiveness in Kedah State Development Corporation, Kedah, Malaysia” - Dr. Vimala Sanjeevkumar (2011) implies that types of training do not influence the training effectiveness. This study, combining theoretical and empirical research, trying to find factors that affect employee training and its impact in acting human resource practices thereby laying the theoretical foundation for the future research about survey on the employee training, also provides a good reference. Therefore, the problem addressed in this study is to examine the factors affect the training (types of training, training environment, work environment and employees’ personal characteristics) and training effectiveness on human resource practices in Kedah State Development Corporation (KSDC) which is the parent company under BDB Company. This research also determines the main factors which influence employee training on human resource practices. Management is committed to human resource development as well as its social responsibilities through various programs. Training and development programs are offered by the KSDC Company and such training program also adapted to the latest technological advances.

**“Training and Development: A study of Employees’ attitude on Training In Vellore District Cooperative Bank” by Rajendran Karuppannan (2012)** reveals that training has an important role to play and it is expected to inculcate positive changes in knowledge, skills and attitudes. Employees Training tries to improve skills so that the employee is better equipped to do his present job or to prepare him for a higher position with increased responsibilities. Training and Development programmes are necessary in any organization for improving the quality of work of the employees at all levels particularly in a world of fast changing technology and environment. This thesis analyses the employees’ attitude toward training programmes conducted in Vellore District Cooperative Bank in India. The study concludes that 98 per cent of respondents expressed that trainings improved the work efficiency and 96 per cent of respondents 56 favorably accepted that trainings are essential for organizational development. Majority (95 per cent) of the respondents felt that training is essential for all employees and the same level of employees expressed that training should be made compulsory in all Cooperative Banks. Among the personal factors, Age and Education have no influence on attitude towards training, but there is a significant relationship exists between the experience of the employees and training.

**3.1 INDUSTRY PROFILE**

The Indian fashion retail sector is a vibrant and dynamic industry that plays a crucial role in the country’s economy. As one of the fastest-growing retail markets globally, India's fashion retail sector is a significant contributor to the nation's GDP and employment. The sector is characterized by a rich tapestry of cultural influences, evolving consumer preferences, and a rapidly expanding middle class with increasing disposable incomes. Historically, Indian fashion has been deeply rooted in traditional attire, but the sector has evolved significantly over the years, incorporating global fashion trends while maintaining its unique cultural identity.

The word “Retail” comes from an old French word “Retaillier” which means “to cut off” in terms of tailoring. Retailing is the set of activities that markets products or services to final consumers for their own personal or household use. It does this by organizing their availability on a relatively large scale and supplying them to consumers on a relatively small scale. A Retailer is a person or an agent or an agency or company or organization who is instrumental in reaching the goods or merchandise or services to the end user or ultimate consumer. Retail involves the process of selling consumer goods or services to customers through multiple channels of distribution to earn a profit. Demand is identified and then satisfied through a supply chain. Attempts are made to increase demand through advertising. In 2000s, an increasing amount of retailing began occurring online using electronic payment and delivery via courier or via postal mail. Retailing as a sector includes subordinated services such as delivery. The term “retailer” is also applied where a service provides services the small orders of a large number of individuals, rather than large orders of a small number of wholesale, corporate or government clientele. Shops may be on residential streets, streets with few or no houses or in a shopping mall. Shopping streets may restrict traffic to pedestrians only. Sometimes a shopping street has a partial or full roof to create a more comfortable shopping environment that protects customers form the weather conditions such as extreme temperatures, wind or precipitation. Some forms of non-shop retailing include online retailing and mail order.

Shopping generally refers to the act of buying products. Sometimes this is done to obtain final goods, including necessities such as food and clothing; sometimes it takes place as a recreational activity. Recreational shopping often includes window shopping and browsing, it does not always result in a purchase.

**Global Scenario**

Retail has played a major role world-wide in increasing productivity across a wide range of consumer goods and services .The impact of this can be best seen in countries like U.S.A., U.K., Mexico, Thailand and more recently China. Economies of countries such as Singapore, Malaysia, Hong Kong, Sri Lanka and Dubai are also heavily helped by the retail sector. Retail is the second-largest industry in the United States both in number of establishments as well as in number of employees. It is also one of the largest world-wide. The retail industry employs more than 22 million Americans and generates more than D3 trillion in retail sale annually. Retailing is a U.S. D7 trillion sector. Wal-Mart is the world’s largest retailer. Being the world’s largest employer with over 1 million associates, Wal-Mart displaced oil giant Exxon Mobil as the world’s largest company when it reported D219 billion in sales for fiscal 2001. Wal-Mart has become the most successful retail brand in the world due its ability to leverage size, market clout, and efficiency to create market dominance. Wal-Mart heads Fortune magazine list of top 500 companies in the world. Forbes Annual List of Billionaires has the largest number (45/497) from the retail business.

The retail industry has witnessed several changes during the study period with changing economic conditions across the world. The global economy, which slowed in 2019, crashed in 2020 due to the COVID-19 outbreak, resulting in a challenging forecast period for the retail industry. As the majority of products in the industry are sensitive to the economic cycles, the retail industry is expected to show slow recovery during the initial forecast period, yet the customer necessity for the majority of products is anticipated to drive the market once the situation settles down.

The global retail industry is mature and highly competitive in the developed economies of Europe and North America. On the other hand, the developing economies of Asia-Pacific, the Middle East, and Latin America have been instrumental in driving the market growth. Countries, such as Singapore, Malaysia, and Thailand, are popular shopping destinations in the Asia-Pacific region, with visitors contributing substantially to the retail sectors in the respective markets. Tourists are augmenting the demand for products related to fashion, apparel, and electronics. Consumer spending, which typically accounts for more than two-thirds of the GDP, has been a key indicator of the health of the retail market. Moreover, the increasing strength of online shopping has been a major driver (especially during the COVID-19 crisis). Apart from this, the growing smartphone penetration across countries is driving the e-commerce channel. Also, IoT, augmented reality, and other disruptive technologies are reshaping the retail industry. However, price variation between online and brick-and-mortar stores can challenge the retail market growth.

**Retail scenario in India**

Retailing in India is one of the pillars of its economy and accounts for over 10 % of its GDP and around 8 % of the employment. The Indian retail market is expected to be US D 1 trillion by 2020 driven by urbanization, attitudinal shift and income growth. The overall retail market is expected to grow at 12 % per annum; modern trade would expand twice as fast as 20 % per annum and traditional trade at 10 %.

India’s Business to Business (B2B) e-commerce market is expected to reach USD 700 billion by 2020. Online retail is expected to be at par with the physical store in the coming five years. India is expected to become the world’s fastest growing e-commerce market, driven by high investment in the sector and rapid increase in the number of internet users. Various agencies have high expectations about the growth of Indian e-commerce markets. The sales of Indian e-commerce are estimated to reach USD 120 billion by 2020 from USD 30 billion in FY2016. Also, it is expected that India’s e-commerce market would reach USD 220 billion in terms of Gross Merchandise Value (GMV) and 530 million shoppers by 2025, led by faster speeds on reliable telecom networks, faster adoption of online services and better variety as well as convenience.

India is one of the fastest growing retail markets in the world, with 1.2 billion people. Organized retailing, in India refers to trading activities undertaken by licensed retailers, that is, those who are registered for sales tax, etc. these include the publicity traded supermarkets, corporate- backed hypermarkets and retail chains, and also privately owned large retail businesses. Unorganized retailing, on the other hand, refers to the traditional formats of low-cost retailing, for example, the local corner shops, owner manned general stores, convenience stores, hand car, petty shops and pavement vendors, etc. Indian retail and logistics industry, organized and unorganized in combination, employs about 40 million Indians the typical Indian shops are very small in size. Over 14 million outlets operate in the country and only 4 % of them being larger than 500sq ft (46 m2) in size. Vast majority of unorganized retail shops in India employ family members, do not have the scale to produce or transport products at high volume wholesale level, have limited to no quality control or fake-versus-authentic product screening technology and have no training on safe and hygienic storage, packaging or logistics. The unorganized retail shops source their products from a chain of middlemen who mark up the product as it moves from farmer or producer to the customer. The unorganized retail shops typically do not offer after- sales support or services and mostly all the transactions at unorganized retail shops are done with cash.

**Retail in India: Historical Perspective**

Retailing is the largest private industry in India and second largest employer after agriculture. The sector contributes to around 10 per cent of GDP and 6-7 per cent of employment. With over 15 million retail outlets, India has the highest retail outlet density in the world. This sector witnessed significant development in the past 10 years – from small unorganized family-owned retail formats to organized retailing. Liberalization of the economy, rise in per capita income and growing consumerism have encourage larger business houses and manufactures to set up retail formats; real estate companies and venture capitalist are investing in retail infrastructure. Many foreign retailers have also entered the market through different routes such as wholesale cash-and-carry, local manufacturing, franchising, test marketing, etc. With the growth in organized retailing, unorganized retailers are fast changing their business models and implementing new technologies and modern accounting practices to face competition.

The retailing sector in India has undergone significant transformation in the past 10 years. Traditionally, Indian retail sector has been characterized by the presence of a large number of small-unorganized retailers. However, in the past decade there has been development of organized retailing, which has encouraged large private sector player to invest in this sector. Many foreign players have also entered India through different routes such as test marketing, franchising, wholesale cash-and-carry operation. With high GDP growth, increased consumerism and liberalization of the manufacturing sector, India is being portrayed as an attractive destination for foreign direct investment (FDI) in retailing.

At present this is one of the few sectors, which is closed to FDI. Within the country, there has been significant protest from trading associations and other stakeholders against allowing FDI in retailing. In India, the retail sector is the 2nd largest employer after agriculture. In fact due to wide network of retailing in India it is known as nation of shopkeepers. There are about 12 millions retail outlet spread across India and the country has the highest density of shops in the world i.e. one shop for every 20 to 25 families or 11 retail shop for every 1000 persons. While it is only four shops per 1000 in USA. Retailing in India provides employment to about 7% of total work force in the country and contributes about 14% to GDP of India. However the retailing sector in India is highly fragmented and consists predominantly of small, independent and owner managed shop.

The Global Retail Development Index developed by A.T Kearney has ranked India first among the top 30 emerging markets in the world. A look at the landscape of most of the cities in India shows the rapid phase of change. This changes in reflection of the changes in the Indian consumers his lifestyle and his habits. Goldman Sachs has estimated that the Indian economic growth could actually exceed that of China by year 2015. It is believed that the country has the potential to deliver the fast growth over the next 50 years. It took 10 years for the first 2500 organized retail stores to emerge in India; the next 2500 could easily get added in the next 5 years. Formats new to the India market place have emerged rapidly over the past ten years. There is little doubt that retail in India is reveling up for an exciting phase ahead.

**Emergence of Organized Retail in India**

The emergence of first phase of organized retailing in India can be traced back when a shopping centre into existence in the year 1869 with Mumbai Crawford Market. After that, in the year 1874 Hogg market, popularly and better known as new market came into existence in Calcutta (Now known as Kolkata) this shopping centre was designed by an East Indian Railways Co. Architect R.R. Banya and was named after the then municipal commissioner of Calcutta Sir Stuart Hogg. Earlier the Hogg market even had a garden with a beautiful fountain adding to its ambience and benches too for tired shoppers. Today, the New Market continues to be a premier shopping area in Kolkata despite a part of it being incinerated in late 1985. Its red-brick Gothic clock-tower today bears testimony to the past Grandeur of this first shopping centre in India. Today from linen to cakes and fruits to fishes everything is available at the New Market Atta reasonable price and this has made the New Market sustain its popularity among the metro customers of Kolkata. The tenant mix of this first shopping centre is unique as it has a large number of 2000 stalls which are organized in an order of merchandize. There are rows of stalls dealing with one particular line of Goods.

The earliest seed of the so-called specialty malls can be traced to shopkeepers who stocked goods of the same product category in a particular locality. If one were to go back to the early 80s, it can be said that organized retail, to a great extent was visible in the functioning of stores such as ‘Akbarally’ in Mumbai and ‘Nilgiris’ and ‘Spencers’ in Chennai. These stores later evolved into multichain outlet and were the first to bring on the ‘onset of organized retail’ in India. The evolution of PDS (Public Distribution System) of Grains in India having its origin in the rationing system introduced by the British during World War II was example of single largest retail chain in the country the canteen stores Department and the Post Offices in India are also among the largest network of outlets in the country, reaching populations across state boundaries. The Khadi and Village Industries (KVIC) was set during post Independence and today it has more than 7000 stores across the country. While Independence retail stores like Akbarally’s, Vivek’s and Nallis have existed in India for a long time, Reliance , Garden silk mills, Madhura Garments, Arvind mills etc have set up show rooms for retail sale of their branded products.

At present India is rapidly evolving in to an existing and Competitive market place with potential target consumers in both the rich and middle class segments. Manufacturer owned and retail chain stores are springing up in urban area to market consumers goods in a style similar to that of mall in more affluent countries. Even though big retail chain like Crossroad, Saga and Shopper’s stop are concentrating on the upper segment and selling products at higher prices, some like A.V Birla Retails. More, RPG’s Spencers, Food World and Big Bazaars are tapping the huge middle class population. During the past two years , there has been tremendous amount of Interest in the Indian retail trade from global majors as well as over the years, International brands like McDonalds, Swarovski, Lacoste, Domino’s, Pepsi Benetton among a host of others have come in and thrived in India.

**Market size**

As per Kearney Research, India’s retail industry is projected to grow at 9% over 2019-2030, from US$ 779 billion in 2019 to US$ 1,407 billion by 2026 and more than US$ 1.8 trillion by 2030. Revenue of India’s offline retailers, also known as brick and mortar (B&M) retailers, is expected to increase by Rs. 10,000-12,000 crore (US$ 1.39-2.77 billion) in FY20. India’s direct selling industry is expected to be valued at US$ 2.14 billion by the end of 2021. E-Retail has been a boon during the pandemic and according to a report by Bain & Company in association with Flipkart ‘How India Shops Online 2021’ the e-retail market is expected to grow to US$ 120-140 billion by FY26, increasing at approximately 25-30% p.a. over the next 5 years. Despite unprecedented challenges, the India consumption story is still robust. Driven by affluence, accessibility, awareness and attitude, household consumption stood at Rs. 130–140 trillion (US$ 1.63-1.75 trillion) in 2021.

India has the third-highest number of e-retail shoppers (only behind China, the US). The new-age logistics players are expected to deliver 2.5 billion Direct-to-Consumer (D2C) shipments by 2030. Online used car transaction penetration is expected to grow by 9x in the next 10 years.

According to recent industry reports, the e-commerce industry witnessed a phenomenal 36.8% YoY growth in terms of order volumes. As consumers prefer to shop online throughout the year, this fast-changing consumer preference towards online shopping reveals the mature status acquired by e-commerce brands in India.

As of 2021, there were 1.2 million daily e-commerce transactions. The total value of digital transactions stood at US$300 billion in 2021 and is projected to reach US$ 1 trillion by 2026. Online shoppers in India are expected to reach ~500 million in 2030 from +150 million in 2020.

India’s digital economy is expected to touch US$ 800 billion by 2030 and the E-Commerce market is expected to touch US$350 billion in GMV by 2030.

**Investments/ Developments**

The Retail sector in India has seen a lot of investments and developments in the recent past.

* Reliance Industries is likely to sell another 8-10% stake in Reliance Retail Ventures Ltd (RRVL) to fund expansion, retire debt and prepare for the initial public offering of the conglomerate's retail business.
* Reliance Consumer Products, the FMCG arm of Reliance Retail announced the launch of its made-for-India consumer packaged goods brand 'Independence' in Gujarat.
* IKEA, the Swedish furniture maker has drawn up plans to invest Rs. 850 crore in its Indian operation.
* Swedish retailer H&M is set to launch its home décor and accessories products such as dinnerware and bed linen in India next month. H&M HOME will be available on the company’s website and through Myntra in March.
* Lulu Group, a UAE-based retail company, will invest Rs. 2,000 crore to develop a shopping mall near Ahmedabad in Gujarat as part of its plans to expand business in India.
* India’s retail trading sector attracted US$ 4.48 billion FDIs between April 2000- June 2023.
* According to data released by the Ministry of Statistics & Programme Implementation (MoSPI), India’s Consumer Price Index (CPI) based retail inflation stood at 6.44% YoY in February 2023.
* In November 2022, Aditya Birla Fashion and Retail Ltd. entered a strategic partnership with the Galeries Lafayette to open luxury department stores and a dedicated e-commerce platform in India.
* In August 2022, Louis Philippe, India’s leading premium menswear brand from Aditya Birla Fashion and Retail Ltd., announced the launch of its outlet in Vadodara, Gujarat.
* In August 2022, Wipro Consumer announced the launch of traditional snacks and spices as it forays into packaged foods.
* In July 2022, Reliance Brands Limited (rbl) partnered with Maison Valentino to bring to India the most established Italian Maison de Couture.
* In June 2022, Reliance Brands Limited inks a JV with plastic legno spa to strengthen toy manufacturing ecosystem in India
* In June 2022, Aditya Birla Group formally launches TMRW – a Digital First ‘House of Brands’ venture in the Fashion & Lifestyle space
* In May 2022, Reliance brands limited (rbl) partnered with Tod’s S.p.A, the iconic Italian luxury brand to become the official retailer of the brand across all categories including footwear, handbags and accessories in the Indian market.
* In April 2022, Wipro Consumer Care inaugurated its factory in Telangana. It has invested in a state-of-the-art soap finishing line that runs on highest speed of 700 Nos of soap /minute.
* In FY22 (till 20th March 2022) total number of digital payment transactions volume stood at Rs. 8,193 crore (US$ 1.05 billion).
* In July 2023, UPI transactions were valued at Rs. 15.33 lakh crore (US$ 185.60 billion).
* In March 2022, Reliance Brands has bought the India franchisee rights and the current Sunglass Hut retail network from DLF Brands.
* Retail tech companies supporting the retail sector with services such as digital ledgers, inventory management, payments solutions, and tools for logistics and fulfillment are taking off in India. In the first nine months of 2021, investors pumped in US$ 843 million into 200 small and mid-sized retail technology companies, which is an additional 260% of capital compared to the entire 2020.
* In November 2021, Department for Promotion of Industry and Internal Trade announced that it is working on a regulatory compliance portal to minimize burdensome compliance processes between industries and the government.
* In October 2021, retailers in India increased by 14% compared with last year
* With the rising need for consumer goods in different sectors including consumer electronics and home appliances, many companies have invested in the Indian retail space in the past few months.
* In October 2021, Reliance announced plan to launch 7-Eleven Inc.’s convenience stores in India.
* In October 2021, Reliance Retail introduced Freshpik, a new experiential gourmet food store in India, to expand its grocery segment in the ultra-premium category.
* In October 2021, Plum, the direct-to-consumer beauty & personal care brand, announced plan to launch >50 offline stores across India (by 2023) to expand its customer base.
* Tanishq, Shoppers Stop and Bestseller India (sells fashion brands Vero Moda, ONLY and Jack & Jones) plan to add 10-35 stores in FY22.

**Government initiatives**

The Government of India has taken various initiatives to improve the retail industry in India. Some of them are listed below:

* In April 2022, the government approved PLI scheme for textiles products for enhancing India’s manufacturing capabilities and enhancing exports with an approved financial outlay of Rs. 10,683 crore (US$ 1.37 billion) over a five-year period.
* In October 2021, the RBI announced plans for a new framework for retail digital payments in offline mode to accelerate digital payment adoption in the country.
* In July 2021, the Andhra Pradesh government announced retail parks policy 2021-26, anticipating targeted retail investment of Rs. 5,000 crore (US$ 674.89 million) in the next five years.
* Government may change Foreign Direct Investment (FDI) rules in food processing in a bid to permit E-commerce companies and foreign retailers to sell Made in India consumer products.
* Government of India has allowed 100% FDI in online retail of goods and services through the automatic route, thereby providing clarity on the existing businesses of E-commerce companies operating in India.
* The Minister of MSME announced inclusion of retail and wholesale trades as MSMEs. Retail and wholesale trade will now get the benefit of priority sector lending under the RBI guidelines.

**Road ahead**

The COVID-19 pandemic has caused changes in consumer preferences, habits, and attitudes over the past two years. This has a significant impact on how people buy and consume goods and services. Global retailers are now using cutting-edge business strategies to take advantage of new retail opportunities. Consumers no longer distinguish between offline and online consumption channels. Due to this, major companies are experimenting with different ways to design seamless retail experiences that are integrated across all channels. By utilising both established e-commerce platforms and traditional techniques, retailers are also experimenting with revenue models to improve their customer value offer.

E-commerce is expanding steadily in the country. Customers have the ever-increasing choice of products at the lowest rates. E-commerce is probably creating the biggest revolution in retail industry, and this trend is likely to continue in the years to come. Retailers should leverage digital retail channels (E-commerce), which would enable them to spend less money on real estate while reaching out to more customers in tier II and tier III cities. Online retail market in India is projected to reach US$ 350 billion by 2030 from an estimated US$ 55 billion in 2021, due to rising online shoppers in the country. Online penetration of retail is expected to reach 10.7% by 2024 versus 4.7% in 2019. Nevertheless, long-term outlook for the industry looks positive, supported by rising income, favourable demographics, entry of foreign players, and increasing urbanisation.

**Fashion Retail Scenario in India: Trends and Market Dynamics**

The Indian retail market is expected to show a promising year-on-year growth of 6 % to reach USD 865 billion, by 2023, from the current USD 490 billion. The share of apparel in India’s retail market is 8 %, corresponding to a value of USD 40 billion. In addition to fashion apparel, the growing demand for fashion accessories makes the Indian fashion market both interesting and profitable. The Indian fashion retail market has seen several fascinating changes and challenges in recent years, which are indicators of the country’s evolving fashion retail market. The challenges associated with these changes need to be addressed in the most efficient and sensible manner in order to harness the associated benefits.

**Retail Scenario in Kerala**

In Kerala, there has been an explosion in retailing in the last few years. Organised retailing is spreading and making its presence felt in different parts of the State. The major national retail players in the State include the Spencer’s, Reliance, Big Bazaar, and Fabmall alongside local chains like Margin Free Markets and Varkey’s. In Kerala, a sector of people is opposing the retail giants because it will spoil the retail sector. But in Malabar region, a group of customers has decided to raise their voice in favour of the big retail chains if it means better bargains for them. In Kozhikode, the Upabhoktru Samrakshana Samiti (Consumer Protection Committee) in 2007 organised its first rally welcoming the entry of organized retailers about 2000 people participated and raised their voice in favour of a proposed retail outlet there. But however the consumer’s demand goes diametrically against the stand of the Kerala Vyapari Vyavasayi Ekopana Samiti (KVVES) that are against the entry of big players into the retail arena. The Reliance Fresh outlets had to face many allegations and wide protests from the local traders for opening their stores in many parts of the State. But it can be seen that though the agitation against organized retail in the State has taken a serious turn in certain parts, the trading community of Kochi, seems to be toeing a different line. In order to meet the challenges posed by big retailers, the traditional retailers in the city are redefining business strategies, organizing leadership summits and focusing more on service. They are of the opinion that personal attention and service is something that they can offer to the consumers. Sourcing of products according to the tastes of the consumers and making it available to them is the other aspect of retail that the small and medium retailers are focussing on. However today’s consumers who are hard pressed for time will prefer to go to the market place which offers them best discount, finest ambience and utmost convenience. Retailing in Kerala is a subject too subtle and relevant; as Kerala is known of more as a consumer State rather than a producer State. The introduction of Margin Free Markets has turned out to be a grand success resulting in it becoming one of the largest retail chains in the country. The future of retailing looks bright with the proposed entry of many major organized retailers. There are many who argue that small traders will be badly hit. Others argue that the farmers in the State will stand to benefit, while there will be choices plenty for the consumers. However, the present government in the State is in favour of the thousands of small retailers who are united under the banner of KVVES.

**Retail trends**

The retail industry is constantly evolving, and businesses must keep up with the latest trend in consumer needs to stay ahead of the competition. A pricing tool helps understand these trends, keeping ahead of the curve and satisfying customers’ expectations.

* **Consumer Spending**

In an increasingly competitive landscape, retail industry players must compete in several ways to gain a share of the market size. These days, consumers want first-rate customer service and an integrated shopping experience. The rise in omnichannel retailing is a confirmation of this.

Consumers want to combine the benefits of traditional shopping habits with the convenience of using modern technology. Consumers may now be shopping online using their tablets or smartphone. They could also be on the high street in a bricks-and-mortar store.

Consumer appetite for retail sales has remained robust. As such, retailers must now provide a hassle-free, seamless experience for the consumer to remain competitive regardless of whether you are a market stall, part of the UK retail industry or a group of internet retailers.

As consumers continue to spend money in the retail sector, it is important to know that your brands are competitive and that the quality is robust. Retail organisations must thus ensure that the quality of products is maintained throughout the supply chain.

* **Market Intelligence**

Assosia offers a wide range of services to provide you with the comprehensive retail analysis and insights you should have to ensure that your company remains a top player. We will keep you abreast of any important, current industry changes and insights so that you can continue to stay competitive.

* **Loyalty programmes**

Customer loyalty programmes are increasingly popular since they can help boost sales in countless ways.

They can help to increase customer retention rates and keep customers coming back to your business. Additionally, they can encourage customers to spend more per transaction, and they can also help you to attract new customers through word-of-mouth and referrals.

Customer loyalty programmes can give you valuable insights into your customers’ buying habits and preferences, which can help you to tailor your marketing and merchandise strategies for maximum impact.

* **Online shopping**

Although online shopping boomed during the COVID-19 lockdown, it has remained an incredibly important factor in retail trends.

Shopping from the comfort of their own home gives consumers more choice and convenience. They can shop around for the best prices and can find the products they want without having to leave their chair. It can also benefit retail workers, as they have more flexibility. This can even boost their productivity and boost your profit margins.

It makes it easy for retailers to track consumer behaviour and preferences. This information can be used to tailor future marketing and sales strategies to meet customer needs better and increase conversions.

Unlike other marketing methods, which are rooted in local markets, such as door-to-door sales and market stalls, e-commerce gives retailers a global reach. It allows you to sell to consumers in another country who may not have access to their brick-and-mortar stores. Even if your head office is in the UK, you could have customers in the US.

* **Sustainability**

As many consumers are becoming more aware of the environmental and social impact of their purchases, they are demanding more transparency from brands and encouraging retailers to be more sustainable.

Sustainability is also becoming more affordable for retailers. The cost of sustainable materials and technologies is dropping, making it more affordable for brands to incorporate them into their products. Similarly, sustainable practices are becoming more mainstream, as more businesses are adopting them in an effort to reduce their impact on the environment.

* **Online Retail**

The rise of digital media has made it easier for consumers to access information about the sustainability of brands and products and to share their own experiences with others. Store types are adapting as the retail sector changes & shaping their online presence to build on their competitive advantage. Even the grocery market has built itself an online presence. The retail sector is no different, with websites just as crucial as storefronts.

**Market Size and Growth Trends**

India’s fashion retail market is one of the largest in the world, with a current valuation of approximately USD 80 billion. This sector is projected to grow at a compound annual growth rate (CAGR) of 10-12%, reaching an estimated USD 115 billion by 2025. Several factors contribute to this robust growth, including rising disposable incomes, urbanization, and a young demographic that is increasingly fashion-conscious. The proliferation of digital platforms and the advent of e-commerce have also played a pivotal role in expanding the reach of fashion retail, particularly among the younger generation and in tier-2 and tier-3 cities. The growth of organized retail, with the expansion of shopping malls and branded retail chains, has further fueled the sector's expansion, providing consumers with greater access to a wide range of fashion products.

**Key Segments within the Fashion Retail Sector**

The Indian fashion retail sector is diverse, encompassing several key segments, each catering to different consumer needs and preferences. Apparel remains the largest segment, accounting for over 60% of the total market. Within this segment, men's, women's, and children's clothing all have significant shares, with women's apparel growing at the fastest rate due to increasing participation of women in the workforce and a shift towards western wear. Footwear is another major segment, which has seen substantial growth driven by rising fashion consciousness and the influence of global trends. The segment includes casual, formal, and sports footwear, with international brands making significant inroads into the Indian market.

Accessories, including jewelry, handbags, belts, and watches, form another important segment within the fashion retail sector. Jewelry, in particular, holds a special place in Indian culture, often associated with tradition and status, and continues to be a strong market despite economic fluctuations. The ethnic wear segment is also vital, with traditional attire such as sarees, salwar kameez, and lehengas being indispensable, especially during festivals and weddings. This segment has seen innovation with the introduction of contemporary designs that blend traditional aesthetics with modern sensibilities, appealing to a younger audience.

The luxury fashion market in India is rapidly expanding, with a growing number of high-net-worth individuals seeking exclusive and premium products. International luxury brands like Louis Vuitton, Gucci, and Chanel have established a presence in India, tapping into this lucrative market. Simultaneously, the rise of fast fashion brands such as Zara, H&M, and Uniqlo has revolutionized the Indian fashion retail landscape. These brands cater to the demand for trendy, affordable fashion, appealing particularly to the younger demographic that values style and convenience.

Challenges and Opportunities

Despite its rapid growth, the Indian fashion retail sector faces several challenges. The market is highly fragmented, with a large number of unorganized players coexisting with organized retail chains. This fragmentation leads to inconsistencies in product quality and customer service, particularly in the unorganized segment. Additionally, the sector is highly competitive, with domestic brands competing with international players for market share. The entry of global fast fashion brands has intensified competition, putting pressure on domestic brands to innovate and differentiate themselves.

The rising cost of real estate is another challenge, particularly for brick-and-mortar retailers operating in metropolitan cities. High rents and overhead costs can erode profit margins, making it difficult for retailers to sustain their operations. Moreover, the ongoing shift towards e-commerce poses a threat to traditional retail formats, with consumers increasingly preferring the convenience of online shopping.

However, the sector also presents numerous opportunities. The growing affluence of the Indian middle class and the increasing penetration of internet services in rural areas offer significant potential for expansion. The adoption of digital technologies, including artificial intelligence, big data, and augmented reality, can enhance the customer experience and streamline operations. Moreover, the increasing demand for sustainable fashion presents an opportunity for brands to differentiate themselves by adopting eco-friendly practices and promoting ethical sourcing.

**Future Outlook**

The future of the Indian fashion retail sector looks promising, with several trends expected to shape its trajectory. The continued growth of e-commerce and the adoption of omnichannel retailing will be key drivers of the sector's expansion. As consumers become more tech-savvy, retailers will need to leverage technology to enhance the shopping experience, from personalized recommendations to virtual fitting rooms.

Sustainability will also play a crucial role in the future of fashion retail. As consumers become more environmentally conscious, there will be a growing demand for sustainable products and transparent supply chains. Brands that prioritize sustainability and ethical practices will likely gain a competitive edge in the market.

Furthermore, the Indian government's push for local manufacturing and the "Make in India" initiative will boost the domestic fashion industry. The focus on developing textile parks, improving infrastructure, and providing incentives for manufacturing will create a conducive environment for the growth of the fashion retail sector.

**3.2 COMPANY PROFILE**

**Aditya Birla Fashion and Retail Limited (ABFRL)**

ABFRL is part of a leading Indian conglomerate, The Aditya Birla Group. With revenue of Rs. 12,418 Cr. and spanning a retail space of 10.8 million sq.ft. (as on March 31, 2023), Aditya Birla Fashion and Retail Limited (ABFRL) is India's first billion-dollar pure-play fashion powerhouse with an elegant bouquet of leading fashion brands and retail formats.

ABFRL emerged after the consolidation of the branded apparel businesses of Aditya Birla Group comprising ABNL's Madura Fashion division and ABNL's subsidiaries - Pantaloons Fashion and Retail (PFRL) and Madura Fashion & Lifestyle (MFL) in May 2015. Post the consolidation, PFRL was renamed Aditya Birla Fashion and Retail Ltd. ABFRL brings together the learnings and businesses of two renowned Indian fashion icons, Madura Fashion & Lifestyle and Pantaloons creating a synergistic core that will act as the nucleus of the future fashion businesses of the Aditya Birla Group.

As a fashion conglomerate, ABFRL has a strong network of 3,977 brand stores across the country. It is present across 33,535 multi-brand outlets and 6,723 points of sales in department stores across India as on March 31, 2023. It has a repertoire of leading brands such as Louis Philippe, Van Heusen, Allen Solly and Peter England established for over 25 years. Pantaloons is one of India's leading fashion retailers.

ABFRL's International Brands portfolio includes - The Collective, Amongst, India's largest multi-brand retailer of international brands and has long term exclusive partnerships with select brands such as Ralph Lauren, Hackett London, Simon Carter, Ted Baker, Fred Perry, Forever 21, American Eagle, Reebok and Galeries Lafayette.

Van Heusen Innerwear, Athleisure and Active wear is establishing itself as India's most innovative and fashionable brand. The Company's foray into branded ethnic wear business includes brands such as Jaypore, Tasva & Marigold Lane. ABFRL has strategic partnerships with Designers 'Shantnu & Nikhil', 'Tarun Tahiliani', 'Sabyasachi' and 'House of Masaba'.

In addition, to cater to the needs of digitally native consumers, ABFRL is building a portfolio of Digital-first brands under its technology led ‘House of D2C Brands’ venture TMRW. TMRW is on a path to building a portfolio of Digital First brands in partnership with founders of emerging brands in the E-Commerce market. With a focus on Fashion & Lifestyle categories, TMRW is building a portfolio of the most loved consumer brands that tap into the significant growth potential in India and globally.

**Contact**

Aditya Birla Fashion and Retail Limited

Piramal Agastya Corporate Park,

Building 'A', 4th and 5th Floor,

Unit No. 401, 403, 501, 502,

L.B.S. Road, Kurla, Mumbai 400 070

**Our Vision**

To passionately satisfy Indian consumer needs in fashion, style and value, across wearing occasions in Apparel and Accessories through strong brands and high-quality consumer experience with the ultimate purpose of delivering superior value to all our stakeholders.

**Our Values**

* Seamlessness
* Passion
* Speed
* Commitment
* Integrity

**Our Philosophy**

The Aditya Birla Group is one of the pioneers in the field of corporate governance. As a part of the Group, ABFRL is committed to continuously adopt and adhere to the best governance practices, to achieve the ultimate goal of making the Company a value-driven organisation.

We feel proud to belong to a Group whose visionary founders laid the foundation stone for good governance long back and made it an integral principle of the business. Key element of your Company’s success includes adherence to the strong set of the Group values - Integrity, Commitment, Passion, Seamlessness and Speed.

To succeed, we believe, requires highest standards of corporate behaviour towards everyone we work with, the communities we touch and the environment on which we have an impact.

In line with the above philosophy, your Company continuously endeavours for excellence and focuses on enhancement of long-term stakeholders’ value through adoption of and adherence with the best governance practices, in true spirit at all times.

**Milestones**

* 'Madura Garments' established (1988)
* 'Louis Philippe' launched in India (1989)
* 'Van Heusen' launched in India (1990)
* ‘Allen Solly' launched in India (1993)
* 'Peter England' launched in India (1997)
* Aditya Birla Group acquires 'Madura Garments' (1999)
* Consolidation of 'Textiles and Apparel business' (2000)
* 'Planet Fashion' launched (2001)
* 'Allen Solly Woman' launched (2001)
* 'Van Heusen Woman' launched (2006)
* 'V Dot' from Van Heusen launched (2006)
* Peter England launches sub brand 'Elite' in the Premium segment (2007)
* Louis Philippe launches sub brand 'LP' in Casual Wear segment (2007)
* Louis Philippe launches sub brand 'Luxure' in the luxury segment (2008)
* 'The Collective' launched (2008)
* 'Louis Philippe Shoes' launched (2010)
* Madura Garments re-christened as 'Madura Fashion & Lifestyle' (2010)
* Van Heusen launches a sub brand called 'VH Sport' (2011)
* Louis Philippe launches 'LP Jeans' (2011)
* Planet Fashion launched 'Planet Fashion Grande' (2011)
* Madura Fashion & Lifestyle enters into a joint venture with 'Hackett London' (2012)
* Peter England forays into non apparel: launches 'Peter England bags' (2012)
* 'Louis Philippe bags' launched (2012)
* Allen Solly introduces 'Crossover style shoes for men' (2012)
* Aditya Birla Group acquires 'Pantaloons' (2013)
* Pantaloons Voted 'India's No. 1 Trusted Apparel Retailer for 2013' in the Brand Equity Survey of The Economic Times (2013)
* Van Heusen launches 'MY FIT' (2014)
* Van Heusen unveils its first flagship experience 'Van Heusen Style Studio' (2015)
* ABFRL's Planet Fashion Unveils a New Brand Identity (2015)
* Consolidation of Branded Apparel Businesses of Madura F&L and Pantaloons: 'Aditya Birla Fashion and Retail Limited' (' ABFRL') (2015)
* ABFRL strikes a deal with global luxury brand 'Ted Baker' (2016)
* ABFRL forays into men's Innerwear & Athleisure category (2016)
* 'Pantaloons Woman' launch (2016)
* 'Pantaloons Kids' launch (2016)
* ABFRL signs MOU With 'Forever 21' for India Business (2016)
* ABFRL signs deal British Designer Wear Brand ‘Simon Carter’ (2016)
* ABFRL entered into a strategic alliance with American Eagle Outfitters, Inc. (2017)
* Aditya Birla Fashion and Retail Ltd Brings Fred Perry to India (2018)
* Style Up, the family store by Aditya Birla Fashion and Retail Ltd. is launched across tier III cities to offer smart fashion at affordable prices! (2018)
* Van Heusen Innerwear and Athleisure business announced its foray into the Women’s Innerwear & Athleisure market. (2018)
* ABFRL entered into a Store License and Distribution Agreement with Ralph Lauren Asia Pacific Limited (“RLAPL”), which offers apparel and accessories for both men and women under the brand name “Polo Ralph Lauren” and “Ralph Lauren” (2018)
* Acquisition of 51% stake in M/s Finesse International Design Private Limited (“Finesse”), a company primarily engaged in the business of bespoke occasion and ceremonial contemporary apparel for men and women under the brand name ‘Shantanu & Nikhil’. (2019)
* Acquisition of Jaypore, an Indian online and offline retailer, which offers curated collections of handcrafted apparel, jewellery, home textiles and accents, based on craft forms from all over India. (2019)
* Peter England sets foot in the grooming segment with the launch of its new deodorant range (2020).
* ABFRL acquired additional 7.69% stake in Finesse to become 58.69% stakeholders (2021)
* Aditya Birla Fashion and Retail Announces Strategic Partnership with Designer “Tarun Tahiliani” to enter Men’s Premium Ethnicwear (2021)
* Acquisition of 51% in Sabyasachi Couture (2021)
* ABFRL enters into a strategic partnership with Galeries Lafayette, renowned globally for its flagship location at Boulevard Haussmann in Paris. (2022)
* ABFRL announced signing of a long-term licensing agreement, which grants ABFRL exclusive rights to distribute and sell Reebok products through wholesale, e-commerce and Reebok branded retail stores in India and other ASEAN countries. (2022)
* Acquisition of 52.4% in ‘House of Masaba Lifestyle Private Limited’ (2022)
* Acquisition of 51% controlling stake in TCNS Clothing (2023)

**Our Businesses**

* **Lifestyle Brands**

ABFRL's Lifestyle Brands is home to some of India's most loved brands - Louis Philippe, Van Heusen, Allen Solly and Simon Carter – catering to India’s Premium Consumers. With their signature styles, high quality products and differentiated in-store experience, these brands have garnered immense customer loyalty and recall.

**Pantaloons**

Pantaloons, a division of Aditya Birla Fashion and Retail Ltd. is a playful and youthful fashion destination with 430 stores, spread across 195 cities and towns. As a playground for fashion, Pantaloons offers a wide variety of styles across categories and occasions. The brand speaks to the ever-evolving millennial customer of today who is confident and expressive. Be it through the physical retail experience or online, the Pantaloons experience is exciting, friendly, and uplifting. With a vibrant, expressive, and fun-loving approach to style, the brand seeks to enable the customer to be their fashionable best.

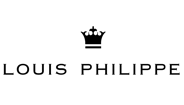
**Youth Fashion**

Youth Fashion brings fresh take on fashion for Young India. Forever 21 in India offers clothes and accessories for Millennials and Gen Z girls and boys, and all those who feel millennial-age at heart. American Eagle is an inclusive, optimistic and empowering brand that celebrates the individuality of its customers.

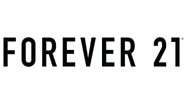
**Other Businesses**

We cater to the contemporary customer who is aware of international trends and traditional styles. Our branded ethnic wear business includes brands such as 'Jaypore', ‘Tasva’ and ‘Marigold Lane’. ABFRL has strategic partnerships with designers 'Shantanu & Nikhil', 'Tarun Tahiliani', 'Sabyasachi' and ‘House of Masaba’, representing Indian decadence and modern grandeur. 'Van Heusen's Innerwear, Athleisure and Active wear' is establishing itself in India. Our International business includes, 'The Collective' - India's largest international multi-brand retailer, select brands such as Ralph Lauren, Hackett London, Ted Baker, Fred Perry, Forever 21, American Eagle and Reebok.

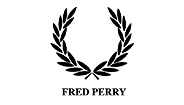
**Brands**





American Eagle Outfitters Inc

Hackett London







**Sustainability**

Since 2021, GIZ India and ABFRL partnered under the DeveloPPP program to embark on a transformative journey towards Circular Economy in India's textile and apparel industry. In line with the principles of this program, this Baseline Assessment Report offers an overview of the textile circularity landscape as of 2022-23, capturing insights from stakeholders across the nation.

This industry-first initiative aims to promote circularity in the Indian textile and apparel industry, with a key objective of identifying the current state of circularity in India. The central idea is to make significant strides in reducing waste, controlling pollution, and fostering responsible production and consumption patterns within the textile and apparel sector, thereby making a positive impact on Sustainable Development Goal 12.

**Journey with ReEarth**



ABFRL embarked on its sustainability journey ‘ReEarth – For Our Tomorrow’ in the financial year 2012-2013 with focus on operations, seeking to restore the balance between natural and business ecosystems.

It witnessed significant achievements across the defined Mission 2020 targets and the financial year 2020-2021 marks a successful transition to Sustainability 2.0 from 'Process-led to Product-led', with a focus on product design and development, customer centricity and supply chain.

The five-year roadmap (2021 – 2025), aims to achieve ambitious sustainability targets and business goals while balancing risks and opportunities for all relevant ESG initiatives. This transition shall embed sustainability across the whole spectrum of design development, supply chain and consumer end of use for product life cycle.

**Restoring Ecosystems**

We seek to restore the balance between natural and business ecosystems, with an aim to create a business that thrives in a world with rising resource constraints, move beyond reducing and towards restoring, and ultimately redesigning the way we operate.

**Recognizing Trends**

We continuously monitor the pulse of the market to stay ahead of the curve in the fast-changing fashion industry. We are in constant conversation with those who are shaping the market directly through their choices, indirectly through their inventions along with policy-makers and expert trend-spotters.

**Corporate Social Responsibility**

Mrs. Rajashree Birla is an exemplar in the area of community initiatives and rural development. She spearheads the Aditya Birla Centre for Community Initiatives and Rural Development, the Group’s apex body responsible for development projects.

Mrs. Birla oversees the Group’s social and welfare driven work across its companies.

Mrs. Birla is the Chairperson of the FICCI – Aditya Birla CSR Centre for Excellence, Habitat for Humanity (India) and is on the Board of the Asia Pacific Committee as well as Habitat’s Global Committee.

* **ABFRL's CSR Mission**

“Weaving benefits for our future”

To make a meaningful impact on the lives of individuals in communities around us by developing model villages through our focus on Education, Health & Sanitation, Water & Watershed, Digitalization and Skill Development. To facilitate a culture of caring in the organization through employee volunteering.

* **Focus Areas**

**Education:** Improving educational outcomes by providing access to quality education through a variety of means, including Academic Support Centres in villages, at Municipal and other schools supported by us, teachers' training, setting up libraries, providing educational aid and scholarships, special coaching classes for rural girls and continuing education for dropouts.

**Health & Sanitation:** Ensuring healthy communities in underserved villages through eye camps, school health camps, dental camps, specialized health camps such as cancer screening and awareness camps, and pulse polio immunization drive. Providing dignity of life by facilitating access to water, sanitation and hygiene through our partners and government organizations.

**Sustainable Livelihood:** Empowering people and providing them pathways for sustainable livelihoods through coaching at skill training centres as a part of the Kaushalya initiative, and training youth in career readiness.

**Water & watershed:** Safeguarding water sources for communities through rainwater harvesting, borewell recharge pits and by recharging water bodies in water str essed villages. Providing safe drinking water for villages by installing water purifying plants, called Water ATMs.

**Digitalizing:** Digitalizing villages to mainstream its residents to modern ways of life, through Village Information Centres and SMART Classrooms. Once functional, these facilities will provide access to E-health, E-education, E-banking and E-employment among other digital services.

**Table No. 4.1**

**AGE WISE CLASSIFICATION**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| 20-30 | 73 | 60.83 |
| 30-40 | 25 | 20.83 |
| 40-50 | 13 | 10.83 |
| Above 50 | 9 | 7.50 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No.4.1**

**AGE WISE CLASSIFICATION**

**INTERPRETATION**

The majority of respondents (60.83%) fall in the age group of 20-30 years, indicating a younger workforce at Aditya Birla Fashion and Retail Ltd. Only a small proportion (7.5%) are above 50 years, suggesting a relatively youthful workforce.

**Table No.4.2**

**GENDER**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Male | 65 | 54.17 |
| Female | 55 | 45.83 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No.4.2**

**GENDER**

**INTERPRETATION**

A higher percentage of male respondents (54.17%) compared to female respondents (45.83%), indicating a slight gender imbalance in the workforce.

**Table No. 4.3**

**RATE THE OVERALL EFFECTIVENESS OF THE TRAINING PROGRAMS YOU'VE COMPLETED**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Excellent | 45 | 37.50 |
| Good | 38 | 31.67 |
| Average | 25 | 20.83 |
| Below average | 10 | 8.33 |
| Poor | 2 | 1.67 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.3**

**RATE THE OVERALL EFFECTIVENESS OF THE TRAINING PROGRAMS YOU'VE COMPLETED**

**INTERPRETATION**

A significant portion (37.5%) of respondents rate the overall effectiveness of training as "excellent." A combined 31.67% rate it as "good," suggesting that the majority perceive the training as effective.

**Table No. 4.4**

**TO WHAT EXTENT HAS THE TRAINING IMPROVED YOUR JOB PERFORMANCE**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Greatly improved | 18 | 15.00 |
| Improved | 88 | 73.33 |
| Neutral | 9 | 7.50 |
| Slight improvement | 5 | 4.17 |
| No improvement | 0 | 0.00 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.4**

**TO WHAT EXTENT HAS THE TRAINING IMPROVED YOUR JOB PERFORMANCE**

**INTERPRETATION**

A large majority (73.33%) believe that training has improved their job performance, with 15% indicating a significant improvement, showing a positive correlation between training and job performance.

**Table No. 4.5**

**HOW FREQUENTLY DO YOU APPLY THE SKILLS LEARNED DURING TRAINING IN YOUR DAILY TASKS**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Always | 46 | 38.33 |
| Frequently | 58 | 48.33 |
| Sometimes | 16 | 13.33 |
| Rarely | 0 | 0.00 |
| Never | 0 | 0.00 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.5**

**HOW FREQUENTLY DO YOU APPLY THE SKILLS LEARNED DURING TRAINING IN YOUR DAILY TASKS**

**INTERPRETATION**

The majority (48.33%) frequently apply the skills learned during training, indicating practical utility of the training content.

**Table No. 4.6**

**HOW RELEVANT ARE THE TRAINING TOPICS TO YOUR SPECIFIC JOB ROLE**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Highly relevant | 36 | 30.00 |
| Relevant | 44 | 36.67 |
| Neutral | 23 | 19.17 |
| Slightly relevant | 10 | 8.33 |
| Not relevant | 7 | 5.83 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.6**

**HOW RELEVANT ARE THE TRAINING TOPICS TO YOUR SPECIFIC JOB ROLE**

**INTERPRETATION**

36.67% find training topics relevant to their job roles, with a further 30% considering them highly relevant, indicating that the training is generally well-aligned with employees' roles.

**Table No. 4.7**

**DESCRIBE THE IMPACT OF TRAINING ON YOUR WORK EFFICIENCY**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Significantly positive | 6 | 5.00 |
| Positive | 95 | 79.17 |
| Neutral | 12 | 10.00 |
| Slightly positive | 7 | 5.83 |
| No impact | 0 | 0.00 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.7**

**DESCRIBE THE IMPACT OF TRAINING ON YOUR WORK EFFICIENCY**

**INTERPRETATION**

A large portion (79.17%) reports a positive impact of training on work efficiency, highlighting the overall effectiveness of the training in improving job performance.

**Table No. 4.8**

**MOST IMPORTANT FACTOR FOR SUCCESSFUL TRAINING**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Content quality | 30 | 25.00 |
| Trainer expertise | 24 | 20.00 |
| interactive sessions | 48 | 40.00 |
| Practical applications | 12 | 10.00 |
| Program structure | 6 | 5.00 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.8**

**MOST IMPORTANT FACTOR FOR SUCCESSFUL TRAINING**

**INTERPRETATION**

Interactive sessions (40%) are considered the most important factor for successful training, followed by content quality (25%) and trainer expertise (20%).

**Table No. 4.9**

**HOW IMPORTANT IS IT FOR TRAINING PROGRAMS TO BE ALIGNED WITH COMPANY GOALS**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Very important | 78 | 65.00 |
| Important | 24 | 20.00 |
| Neutral | 12 | 10.00 |
| Slightly important | 4 | 3.33 |
| Not important | 1 | 0.83 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.9**

**HOW IMPORTANT IS IT FOR TRAINING PROGRAMS TO BE ALIGNED WITH COMPANY GOALS**

**INTERPRETATION**

The majority (65%) believe it is very important for training programs to align with company goals, emphasizing the importance of ensuring training supports organizational objectives.

**Table No. 4.10**

**TYPE OF TRAINING FIND MOST BENEFICIAL FOR LEARNING NEW SKILLS**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Classroom-based | 12 | 10.00 |
| Online learning | 24 | 20.00 |
| Workshops | 42 | 35.00 |
| Mentorship programs | 36 | 30.00 |
| Self-study | 6 | 5.00 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.10**

**TYPE OF TRAINING FIND MOST BENEFICIAL FOR LEARNING NEW SKILLS**

**INTERPRETATION**

Workshops (35%) and mentorship programs (30%) are considered the most beneficial for learning new skills, with online learning and classroom-based training being less favoured.

**Table No. 4.11**

**TRAINING PROGRAMS MATCH THE SKILLS NEEDED FOR YOUR CURRENT ROLE**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Perfectly matched | 24 | 20.00 |
| Well matched | 54 | 45.00 |
| Neutral | 18 | 15.00 |
| Poorly matched | 20 | 16.67 |
| Not matched | 4 | 3.33 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.11**

**TRAINING PROGRAMS MATCH THE SKILLS NEEDED FOR YOUR CURRENT ROLE**

**INTERPRETATION**

45% of respondents feel that training is well-matched to the skills needed for their current roles, while 16.67% feel it is poorly matched, indicating room for improvement in training relevance.

**Table No. 4.12**

**FEEDBACK DURING THE TRAINING PROCESS IS IMPORTANT**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Very important | 78 | 65.00 |
| Important | 26 | 21.67 |
| Neutral | 10 | 8.33 |
| Slightly important | 6 | 5.00 |
| Not important | 0 | 0.00 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.12**

**FEEDBACK DURING THE TRAINING PROCESS IS IMPORTANT**

**INTERPRETATION**

65% of the respondents agree that feedback during training is very important, highlighting the value of continuous feedback in the training process.

**Table No. 4.13**

**SATISFIED WITH THE OVERALL QUALITY OF TRAINING MATERIALS PROVIDED**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Very satisfied | 90 | 75.00 |
| Satisfied | 30 | 25.00 |
| Neutral | 0 | 0.00 |
| Dissatisfied | 0 | 0.00 |
| Very dissatisfied | 0 | 0.00 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.13**

**SATISFIED WITH THE OVERALL QUALITY OF TRAINING MATERIALS PROVIDED**

**INTERPRETATION**

A significant 75% of respondents are very satisfied with the quality of training materials, showing a high level of content satisfaction.

**Table No. 4.14**

**SATISFIED WITH THE STRUCTURE AND ORGANIZATION OF THE TRAINING SESSIONS**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Very satisfied | 48 | 40.00 |
| Satisfied | 56 | 46.67 |
| Neutral | 12 | 10.00 |
| Dissatisfied | 2 | 1.67 |
| Very dissatisfied | 2 | 1.67 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.14**

**SATISFIED WITH THE STRUCTURE AND ORGANIZATION OF THE TRAINING SESSIONS**

**INTERPRETATION**

A majority (46.67%) are satisfied with the structure and organization of the training sessions, but a small percentage (1.67%) are dissatisfied, suggesting that minor improvements in organization may be needed.

**Table No. 4.15**

**HOW ACCESSIBLE DO YOU FIND THE COMPANY'S TRAINING PROGRAMS**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| High accessible | 12 | 10.00 |
| Accessible | 90 | 75.00 |
| Neutral | 10 | 8.33 |
| Slightly inaccessible | 3 | 2.50 |
| Not accessible | 5 | 4.17 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.15**

**HOW ACCESSIBLE DO YOU FIND THE COMPANY'S TRAINING PROGRAMS**

**INTERPRETATION**

75% find the company's training programs accessible, indicating that accessibility is not a major issue for most employees.

**Table No. 4.16**

**SATISFIED WITH THE RANGE OF TRAINING PROGRAMS OFFERED**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Very satisfied | 56 | 46.67 |
| Satisfied | 30 | 25.00 |
| Neutral | 24 | 20.00 |
| Dissatisfied | 6 | 5.00 |
| Very dissatisfied | 4 | 3.33 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.16**

**SATISFIED WITH THE RANGE OF TRAINING PROGRAMS OFFERED**

**INTERPRETATION**

46.67% of the respondents express very satisfied with the range of training programs offered, indicating a high level of content variety.

**Table No. 4.17**

**LIKELY TO CONTINUE PARTICIPATING IN FUTURE TRAINING PROGRAMS**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Very likely | 46 | 38.33 |
| Likely | 38 | 31.67 |
| Neutral | 14 | 11.67 |
| Unlikely | 7 | 5.83 |
| Very unlikely | 15 | 12.50 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.17**

**LIKELY TO CONTINUE PARTICIPATING IN FUTURE TRAINING PROGRAMS**

**INTERPRETATION**

38.33% of the respondents are very likely to participate in future training programs, suggesting strong engagement and interest in further skill development.

**Table No. 4.18**

**TRAINING IMPACTED YOUR ABILITY TO GROW IN YOUR CURRENT ROLE**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Significantly | 10 | 8.33 |
| Moderately | 59 | 49.17 |
| Neutral | 28 | 23.33 |
| Slightly | 23 | 19.17 |
| No impact | 0 | 0.00 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.18**

**TRAINING IMPACTED YOUR ABILITY TO GROW IN YOUR CURRENT ROLE**

**INTERPRETATION**

49.17% feel that training moderately impacts their ability to grow in their current roles, indicating a positive but not overwhelming impact on career advancement.

**Table No. 4.19**

**TRAINING PROGRAMS PREPARE YOU FOR LEADERSHIP OR MANAGERIAL ROLES**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Very well | 80 | 66.67 |
| Well | 24 | 20.00 |
| Neutral | 16 | 13.33 |
| Poorly | 0 | 0.00 |
| Not at all | 0 | 0.00 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.19**

**TRAINING PROGRAMS PREPARE YOU FOR LEADERSHIP OR MANAGERIAL ROLES**

**INTERPRETATION**

66.67% believe the training programs prepare them very well for leadership roles, suggesting that the programs are effective in fostering leadership skills.

**Table No. 4.20**

**TO WHAT EXTENT DO YOU FEEL YOUR CAREER ADVANCEMENT HAS BENEFITED FROM TRAINING**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Greatly benefited | 102 | 85.00 |
| Benefited | 10 | 8.33 |
| Neutral | 6 | 5.00 |
| Slightly benefited | 2 | 1.67 |
| Not benefited | 0 | 0.00 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.20**

**TO WHAT EXTENT DO YOU FEEL YOUR CAREER ADVANCEMENT HAS BENEFITED FROM TRAINING**

**INTERPRETATION**

A large majority (85%) feel that training greatly benefits career advancement, emphasizing its importance in professional growth.

**Table No. 4.21**

**HOW EFFECTIVE ARE THE TRAINING PROGRAMS IN ENHANCING YOUR TECHNICAL SKILLS**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Highly effective | 49 | 40.83 |
| Effective | 58 | 48.33 |
| Neutral | 10 | 8.33 |
| Slightly effective | 3 | 2.50 |
| Not effective | 0 | 0.00 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.21**

**HOW EFFECTIVE ARE THE TRAINING PROGRAMS IN ENHANCING YOUR TECHNICAL SKILLS**

**INTERPRETATION**

48.33% feel training programs are effective in enhancing their technical skills, indicating a strong but slightly varied impact on technical development.

**Table No. 4.22**

**RATE THE VALUE OF THE TRAINING PROGRAMS IN PREPARING YOU FOR FUTURE CHALLENGES**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Extremely valuable | 5 | 4.17 |
| Valuable | 66 | 55.00 |
| Neutral | 40 | 33.33 |
| Slightly valuable | 4 | 3.33 |
| Not valuable | 5 | 4.17 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.22**

**RATE THE VALUE OF THE TRAINING PROGRAMS IN PREPARING YOU FOR FUTURE CHALLENGES**

**INTERPRETATION**

55% of respondents find the training valuable for preparing them for future challenges, with 33.33% having a neutral opinion, suggesting that while useful, some areas may need further improvement.

**Table No. 4.23**

**IMPROVEMENTS SUGGEST FOR THE COMPANY’S TRAINING PROGRAMS**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| More practical training | 33 | 27.50 |
| Better trainers | 10 | 8.33 |
| Flexible schedule | 20 | 16.67 |
| Updated content | 50 | 41.67 |
| Increased frequency | 7 | 5.83 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.23**

**IMPROVEMENTS SUGGEST FOR THE COMPANY’S TRAINING PROGRAMS**

**INTERPRETATION**

41.67% suggest improving the content updates, and 27.5% suggest more practical training, indicating a desire for more current, hands-on learning experiences.

**Table No. 4.24**

**RATE THE COMPANY'S FOCUS ON CONTINUOUS IMPROVEMENT IN TRAINING PROGRAMS**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Very high | 36 | 30.00 |
| High | 24 | 20.00 |
| Neutral | 48 | 40.00 |
| Low | 12 | 10.00 |
| Very low | 0 | 0.00 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.24**

**RATE THE COMPANY'S FOCUS ON CONTINUOUS IMPROVEMENT IN TRAINING PROGRAMS**

**INTERPRETATION**

The majority (40%) have a neutral opinion on the company's focus on continuous improvement of training, indicating some uncertainty about the company’s commitment to continuous training enhancement.

**Table No. 4.25**

**WHICH ASPECT OF THE TRAINING EXPERIENCE DO YOU BELIEVE REQUIRES THE MOST IMPROVEMENT**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Training content | 14 | 11.67 |
| Trainer expertise | 23 | 19.17 |
| Session duration | 44 | 36.67 |
| Practical application | 28 | 23.33 |
| Feedback mechanisms | 11 | 9.17 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.25**

**WHICH ASPECT OF THE TRAINING EXPERIENCE DO YOU BELIEVE REQUIRES THE MOST IMPROVEMENT**

**INTERPRETATION**

The most common areas for improvement are session duration (36.67%) and practical application (23.33%), indicating a need for more time and hands-on practice in training programs.

**Table No. 4.26**

**SATISFIED WITH THE COMPANY’S POST-TRAINING SUPPORT FOR SKILL DEVELOPMENT**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Very satisfied | 70 | 58.33 |
| Satisfied | 24 | 20.00 |
| Neutral | 19 | 15.83 |
| Dissatisfied | 5 | 4.17 |
| Very dissatisfied | 2 | 1.67 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.26**

**SATISFIED WITH THE COMPANY’S POST-TRAINING SUPPORT FOR SKILL DEVELOPMENT**

**INTERPRETATION**

58.33% of the respondents are very satisfied with the company's post-training support for skill development, highlighting strong support after the completion of training.

**Table No. 4.27**

**HOW WELL DO THE TRAINING PROGRAMS ADDRESS YOUR LONG-TERM CAREER GOALS**

|  |  |  |
| --- | --- | --- |
| **PARTICULARS** | **NO. OF RESPONDENTS** | **PERCENTAGE** |
| Very well | 46 | 38.33 |
| Well | 38 | 31.67 |
| Neutral | 10 | 8.33 |
| Poorly | 16 | 13.33 |
| Not at all | 10 | 8.33 |
| **TOTAL** | **120** | **100.00** |

Source: Primary Data

**Chart No. 4.27**

**HOW WELL DO THE TRAINING PROGRAMS ADDRESS YOUR LONG-TERM CAREER GOALS**

**INTERPRETATION**

38.33% feel that the training programs address their long-term goals very well, while 23.33% feel it addresses their goals poorly, indicating that there may be a disconnect between training and long-term career planning for some employees.

**TABLE 4.28**

**TESTING OF HYPOTHESIS**

Chi-square is the sum of squared difference between Observed(O) and Expected(E) data (or the deviation, d) by the expected data in all possible categories.

Testing relationship between gender and satisfaction level with the company’s current work life balance initiatives.

**HYPOTHESIS**

(H0): There is no significant relationship between gender and the satisfaction with the range of training programs offered

(H1): There is a significant relationship between gender and the satisfaction with the range of training programs offeredes.

**Table showing the significance of relation between the gender and how satisfied are you with the range of training programs offered**

|  |  |  |  |
| --- | --- | --- | --- |
| **Particulars** | **Gender** | | **Total** |
| **Male** | **Female** |
| Very satisfied | 31 | 25 | 56 |
| Satisfied | 16 | 14 | 30 |
| Neutral | 13 | 11 | 24 |
| Dissatisfied | 3 | 3 | 6 |
| Very dissatisfied | 2 | 2 | 4 |
| **Total** | **65** | **55** | **120** |

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Chi-square X2 = (O-E)2

E

O= Observed Values

E= Expected Value

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Observed Value** | **Expected Value** | **O – E** | **(O – E)2** | **(O– E)2/E** |
| 31 | 33.33 | -2.33 | 5.42 | 0.16 |
| 16 | 16.25 | -0.25 | 0.062 | 0.00 |
| 13 | 13 | 0 | 0 | 0 |
| 3 | 3.25 | -0.25 | 0.06 | 0.01 |
| 2 | 2.16 | -0.16 | 0.02 | 0.01 |
| 25 | 25.66 | -0.66 | 0.43 | 0.01 |
| 14 | 13.75 | 0.25 | 0.06 | 0.00 |
| 11 | 11 | 0 | 0 | 0 |
| 3 | 2.75 | 0.25 | 0.06 | 0.01 |
| 2 | 1.83 | 0.17 | 0.02 | 0.01 |

Chi-square Value X2 = 0.22

Degrees of freedom = 4

Levels of significance=0.05

Table value=9.488

**INTERPRETATION:**

Table value is greater than the calculated value hence null hypothesis(Ho) is accepted .There is no significant association with the gender and the satisfaction with the range of training programs offered.

**Chi- Square Test 2**

Chi-square is the sum of squared difference between Observed(O) and Expected(E) data (or the deviation, d) by the expected data in all possible categories.

Testing relationship between gender and satisfaction level with the company’s current work life balance initiatives

There is no significant relationship between age and career advancement benefits from training programs.

There is a significant relationship between age and career advancement benefits from training programs.

**Table showing the significance of relation between the age and to what extend do you feel your career advancement has benefited from training?**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 20-30 | 30-40 | 40-50 | Above 50 | Total |
| Greatly benefited | 62 | 21 | 11 | 8 | 102 |
| Benefited | 6 | 2 | 1 | 1 | 10 |
| Neutral | 4 | 1 | 1 | 0 | 6 |
| Slightly benefited | 1 | 1 | 0 | 0 | 2 |
| Not benefited | 0 | 0 | 0 | 0 | 0 |
| **TOTAL** | **73** | 25 | 13 | **9** | **120** |

Chi-square X2 = (O-E)2

E

O= Observed Values

E= Expected Value

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Observed Value** | **Expected Value** | **O – E** | **(O – E)2** | **(O– E)2/E** |
| 62 | 62.25 | -0.05 | 0.00 | 0.00 |
| 6 | 6.08 | -0.08 | 0.00 | 0.00 |
| 4 | 3.65 | 0.35 | 0.12 | 0.03 |
| 1 | 1.2 | -0.25 | 0.04 | 0.03 |
| 0 | 0 | 0 | 0 | 0 |
| 21 | 21.25 | -0.25 | 0.062 | 0.00 |
| 2 | 2.08 | -0.08 | 0.00 | 0.00 |
| 1 | 1.25 | -0.25 | 0.00 | 0.05 |
| 1 | 0.41 | 0.59 | 0.34 | 0.84 |
| 0 | 0 | 0 | 0 | 0 |
| 11 | 11.05 | -0.05 | 0.00 | 0.00 |
| 1 | 11.08 | -10.08 | 101.60 | 9.17 |
| 1 | 0.65 | 0.35 | 0.12 | 0.18 |
| 0 | 0.21 | -0.25 | 0.44 | 0.21 |
| 0 | 0 | 0 | 0 | 0 |
| 8 | 7.65 | 0.35 | 0.12 | 0.01 |
| 1 | 0.75 | 0.25 | 0.06 | 0.08 |
| 0 | 0.45 | -0.45 | 0.20 | 0.45 |
| 0 | 0.15 | -0.15 | 0.02 | 0.15 |
| 0 | 0 | 0 | 0 | 0 |

Chi-square Value X2 = 11.20

Degrees of freedom = 12

Levels of significance=0.05

Table value= 21.06

**INTERPRETATION:**

Table value is greaterthan the calculated value, hence null hypothesis (Ho) is accepted. There is no significant association with the Age and career advancement benefits from training programs

**5.1 FINDINGS**

* A significant percentage of respondents (37.50%) rate the overall effectiveness of the training programs as excellent, with 73.33% stating that the training improves their job performance.
* 48.33% of respondents frequently apply the skills learned during training to their daily tasks, and 36.67% find the training topics relevant to their specific job role.
* majority (79.17%) believe that training has a positive impact on their work efficiency, and 85% feel that it greatly benefits their career advancement.
* All respondents agreed that feedback during training is very important, emphasizing the role of continuous improvement during training.
* 65% of respondents believe it is very important for training programs to align with company goals.
* Workshops (35%) and mentorship programs (30%) are considered the most beneficial for learning new skills, indicating that employees prefer interactive and personal learning methods over other forms like online learning.
* High levels of satisfaction are reported regarding the quality of training materials (75%), the range of training programs offered (100%), and post-training support (100%).
* 41.67% of respondents suggest improving the content updates, while 36.67% feel that the session duration requires improvement.
* .There is no significant association with the gender and the satisfaction with the range of training programs offered.

**5.2 RECOMMENDATIONS**

* Tailoring training content to more closely align with employees' specific roles can improve its applicability and effectiveness.
* Increasing hands-on training methods, workshops, and mentorship programs can cater to employees' preference for practical, engaging learning experiences.
* Establishing a continuous feedback loop throughout training will enhance learning outcomes and identify areas for improvement.
* Ensuring that training programs are strategically aligned with the company's objectives will make the content more relevant and impactful.
* Linking training programs to career growth opportunities will motivate employees and strengthen their commitment to the company.
* Regularly updating training content to reflect industry trends and evolving company needs will keep it relevant and engaging.
* Reviewing and adjusting session durations will help enhance engagement and improve learning retention.
* Expanding and customizing post-training support will assist employees in applying their new skills and ensure long-term development.
* There is no significant association with the Age and career advancement benefits from training programs

**5.3 CONCLUSION**

The study on the effectiveness of training and development at Aditya Birla Fashion and Retail Ltd (ABFRL) highlights the critical role these programs play in enhancing employee skills, fostering engagement, and driving organizational growth. In a highly competitive and dynamic industry like fashion retail, continuous learning and development are essential to equip employees with the necessary competencies to meet evolving market demands, deliver excellent customer service, and contribute to ABFRL's strategic objectives.

Key findings from the study reveal that ABFRL’s training programs are well-structured, comprehensive, and aligned with the company's goals. These programs contribute positively to employees' technical skills, job satisfaction, and performance. The company’s emphasis on training has resulted in a workforce that is knowledgeable, adaptable, and better prepared to handle industry challenges. Furthermore, the study shows that employees who receive regular training feel more valued, motivated, and engaged, which translates into higher productivity and improved customer service.

In conclusion, training and development at ABFRL have proven to be effective in building a capable workforce that supports the company’s objectives. By addressing the identified areas for enhancement, ABFRL can further optimize its training initiatives to meet the future needs of the business and industry. Ultimately, sustained investment in employee development will not only benefit ABFRL’s competitiveness but also solidify its reputation as a leader in the fashion retail sector with a commitment to excellence and innovation.

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**QUESTIONNAIRE**

Name

Age

1. 20-30
2. 30-40
3. 40-50
4. Above 50

Gender

1. Male
2. Female
3. How would you rate the overall effectiveness of the training programs you've completed?

A. Excellent

B. Good

C. Average

D. Below Average

E. Poor

1. To what extent has the training improved your job performance?

A. Greatly Improved

B. Improved

C. Neutral

D. Slight Improvement

E. No Improvement

1. How frequently do you apply the skills learned during training in your daily tasks?

A. Always

B. Frequently

C. Sometimes

D. Rarely

E. Never

1. How relevant are the training topics to your specific job role?

A. Highly Relevant

B. Relevant

C. Neutral

D. Slightly Relevant

E. Not Relevant

1. How would you describe the impact of training on your work efficiency?

A. Significantly Positive

B. Positive

C. Neutral

D. Slightly Positive

E. No Impact

1. What do you believe is the most important factor for successful training?

A. Content Quality

B. Trainer Expertise

C. Interactive Sessions

D. Practical Applications

E. Program Structure

1. How important is it for training programs to be aligned with company goals?

A. Very Important

B. Important

C. Neutral

D. Slightly Important

E. Not Important

1. Which type of training do you find most beneficial for learning new skills?

A. Classroom-Based

B. Online Learning

C. Workshops

D. Mentorship Programs

E. Self-Study

1. How well do the training programs match the skills needed for your current role?

A. Perfectly Matched

B. Well Matched

C. Neutral

D. Poorly Matched

E. Not Matched

1. How important is feedback during the training process for you?

A. Very Important

B. Important

C. Neutral

D. Slightly Important

E. Not Important

1. How satisfied are you with the overall quality of training materials provided?

A. Very Satisfied

B. Satisfied

C. Neutral

D. Dissatisfied

E. Very Dissatisfied

1. How satisfied are you with the structure and organization of the training sessions?

A. Very Satisfied

B. Satisfied

C. Neutral

D. Dissatisfied

E. Very Dissatisfied

1. How accessible do you find the company's training programs?

A. Highly Accessible

B. Accessible

C. Neutral

D. Slightly Inaccessible

E. Not Accessible

1. How satisfied are you with the range of training programs offered?

A. Very Satisfied

B. Satisfied

C. Neutral

D. Dissatisfied

E. Very Dissatisfied

1. How likely are you to continue participating in future training programs?

A. Very Likely

B. Likely

C. Neutral

D. Unlikely

E. Very Unlikely

1. How has training impacted your ability to grow in your current role?

A. Significantly

B. Moderately

C. Neutral

D. Slightly

E. No Impact

1. How well do the training programs prepare you for leadership or managerial roles?

A. Very Well

B. Well

C. Neutral

D. Poorly

E. Not at All

1. To what extent do you feel your career advancement has benefited from training?

A. Greatly Benefited

B. Benefited

C. Neutral

D. Slightly Benefited

E. Not Benefited

1. How effective are the training programs in enhancing your technical skills?

A. Highly Effective

B. Effective

C. Neutral

D. Slightly Effective

E. Not Effective

1. How would you rate the value of the training programs in preparing you for future challenges?

A. Extremely Valuable

B. Valuable

C. Neutral

D. Slightly Valuable

E. Not Valuable

1. What improvements would you suggest for the company’s training programs?

A. More Practical Training

B. Better Trainers

C. Flexible Schedule

D. Updated Content

E. Increased Frequency

1. How would you rate the company's focus on continuous improvement in training programs?

A. Very High

B. High

C. Neutral

D. Low

E. Very Low

1. Which aspect of the training experience do you believe requires the most improvement?

A. Training Content

B. Trainer Expertise

C. Session Duration

D. Practical Application

E. Feedback Mechanisms

1. How satisfied are you with the company’s post-training support for skill development?

A. Very Satisfied

B. Satisfied

C. Neutral

D. Dissatisfied

E. Very Dissatisfied

1. How well do the training programs address your long-term career goals?

A. Very Well

B. Well

C. Neutral

D. Poorly

E. Not at All