



Mapping Of Employment Scope & Skill Gaps in Retail till FY26

Contents

| | |
|---|----|
| Research Methodology | 03 |
| Overview of Indian Retail Sector | 05 |
| Overview of Employment Scope in Retail | 08 |
| Employment Scope Within Traditional Retail | 11 |
| Employment Scope Within Modern Retail | 14 |
| Employment Scope Within Online Channels | 17 |
| Employment Scope Within Allied Sectors | 20 |
| Overall Projections of Manpower Demand Upto FY 2026 | 23 |
| Sub-Sector Wise Skill Requirements & Skill Gaps | |
| Issues With Supply & Training Infrastructure | 27 |
| Key Recommendations | 33 |

Research Methodology & Coverage

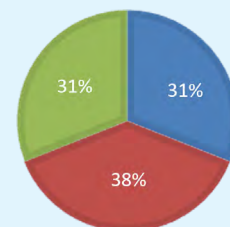
Wazir has done extensive work in the retail sector and has a vast knowledge base. This has been leveraged for the purpose of the study. Along with this, various public sources of information such as industry associations, trade journals, industry reports, annual reports of the companies etc. have been referred.

Wazir team interacted with 232 key stakeholders across retail & its sub-sectors in India, through a questionnaire based digital survey. Wazir has ensured holistic coverage distributed across all geographical regions as well as coverage of small, medium and large enterprises.

RESEARCH COVERAGE

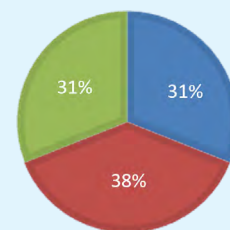
By Channel

- Traditional & Modern Retail
- Allied Sector
- Online Channels



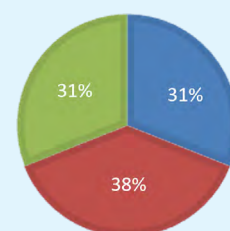
By Company Turnover

- Traditional & Modern Retail
- Allied Sector
- Online Channels



By Region

- Traditional & Modern Retail
- Allied Sector
- Online Channels



- **Modern & Traditional Retail** – Wazir surveyed 73 respondents within these sub-sectors. These respondents include organized brick & mortar retailers like leading grocery chains, hypermarts, supermarts, fashion & lifestyle retailers etc. In addition to these respondents operating in the organized segment, Wazir has also connected with distributors of leading manufacturers of consumer goods, FMCG & FMCD brands etc. in order to capture the employment scope and skill requirements in the traditional or unorganized retail like mom n pop stores, kirana, etc.
- **Online channels** – 88 respondents were surveyed within this sub-sector. The respondents are associated with

online marketplaces or aggregators, or corporates and entrepreneurs selling through their own websites or using social commerce such as Instagram, Facebook etc.

- **Allied Sectors** – This sub-sector includes respondents from other key players in the retail value chain such as business operations, delivery platforms, hyperlocal digital payment companies, logistics & warehousing companies, manufacturers of consumer goods, etc. A total of 71 respondents were surveyed within the allied sector of retail.

| Sub-Sectors Covered | Modern & Traditional Retail | Allied Sectors | Online Channels |
|---------------------------------|-----------------------------|----------------|-----------------|
| Responses Received | 73 | 71 | 88 |
| Total Responses Received | | 232 | |

Overview Of Indian Retail Sector

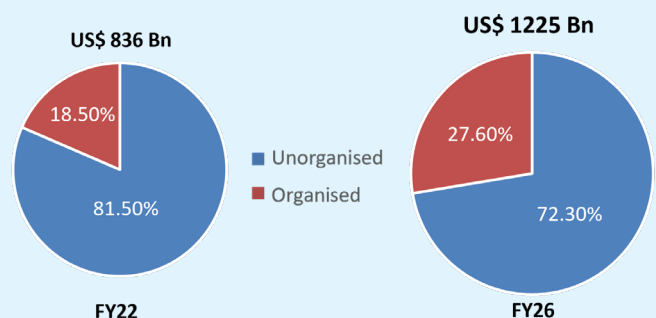
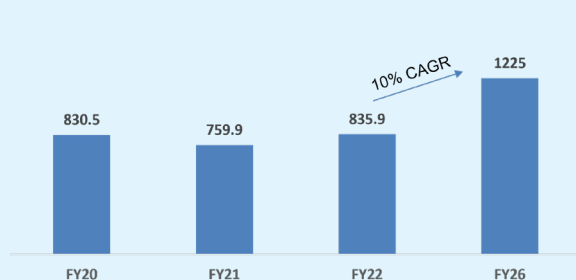
Indian Retail Industry Size

- With the current retail market size of US\$ 836 billion, India is the 4th largest retail market in the world and ranks 2nd in the Global Retail Development Index. It is expected to grow at a CAGR of 10% and reach ~US\$ 1.2 trillion by FY26.
- Indian retail industry has been growing at a steady pace due to various factors like changing lifestyles, rising disposable incomes, favourable demographics and easy credit availability.
- With introduction of GST and increase in the number of foreign and domestic companies entering the retail landscape in

India, the organized segment is expected to grow faster than the overall retail market, at a CAGR of 22%, thus increasing its share from 18.5% in FY22 to 27.6% in FY26.

- In India, the retail sector has grown on the back of diverse channels such as Traditional Retail (Kirana shops, mom & pop shops etc.), Modern Retail (regional stores & national chain of stores) and Online channels (direct to consumer platforms & aggregators).

Indian Retail Market (USD Bn.)

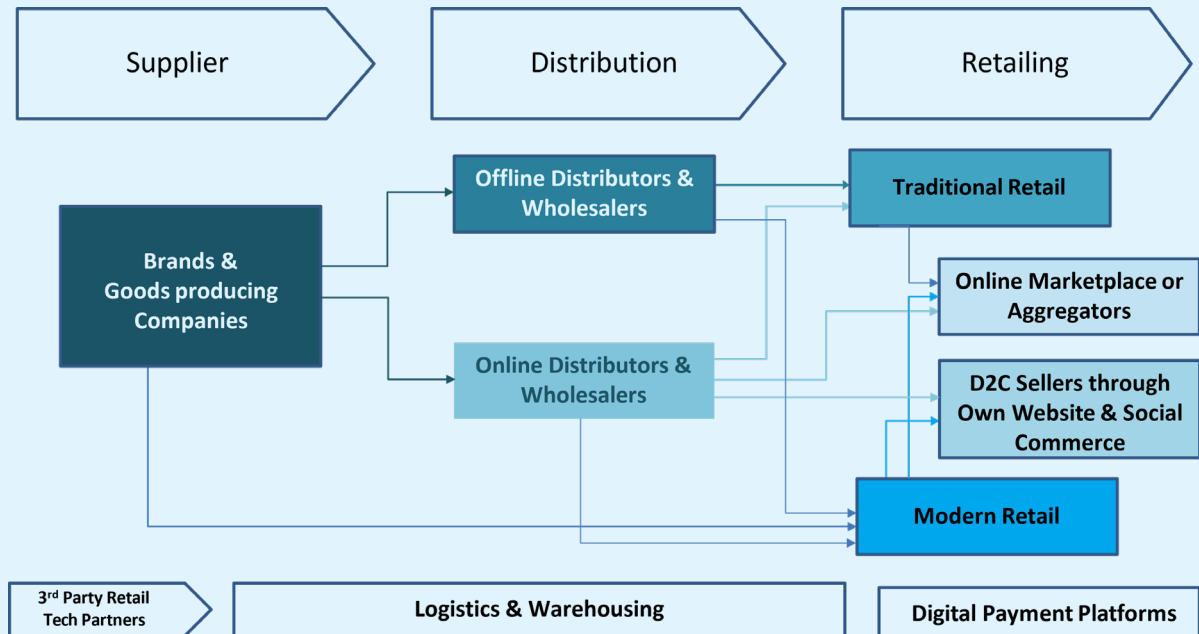


Channels of Distribution

- Due to COVID, one of the emerging trends in the retail market has been the convergence of online and offline (O+O) channels in the past two years. Traditional and modern retailers moving towards online channels to diversify reach, stay connected with customers shifting to online shopping and focus on product catalogue based on shopping analytics. 3rd party retail tech solution providers and online aggregators bring local kirana shops on-board and help them digitize – PoS, digital accounting, hyperlocal delivery & e-commerce on-boarding.
- Another new emerging trend in retail is the Direct-to-Customer (D2C) channel, where brands are bypassing the intermediaries (distributors, wholesalers & retailers) and providing products directly to their final consumers – for example Boat, Yoga Bar etc.
- Allied sector of consumer goods are part of the entire retail value chain that is responsible for supplying of goods to retailers and subsequently to consumers. Hence, the market size of this sub-sector is included in the overall size of each distribution channel.

| Channels of Distribution | FY 2022 | | FY 2026 | | CAGR (FY22 – FY26) |
|----------------------------|----------------------|-------------|----------------------|-------------|--------------------|
| | Market Size (USD Bn) | % Share | Market Size (USD Bn) | % Share | |
| Traditional | 681 | 81.5% | 886 | 72.3% | 7% |
| Organized – B&M | 100 | 12% | 194 | 15.8% | 18% |
| Online | 54 | 6.5% | 145 | 11.8% | 28% |
| Total Retail Market | 836 | 100% | 1225 | 100% | ~10% |

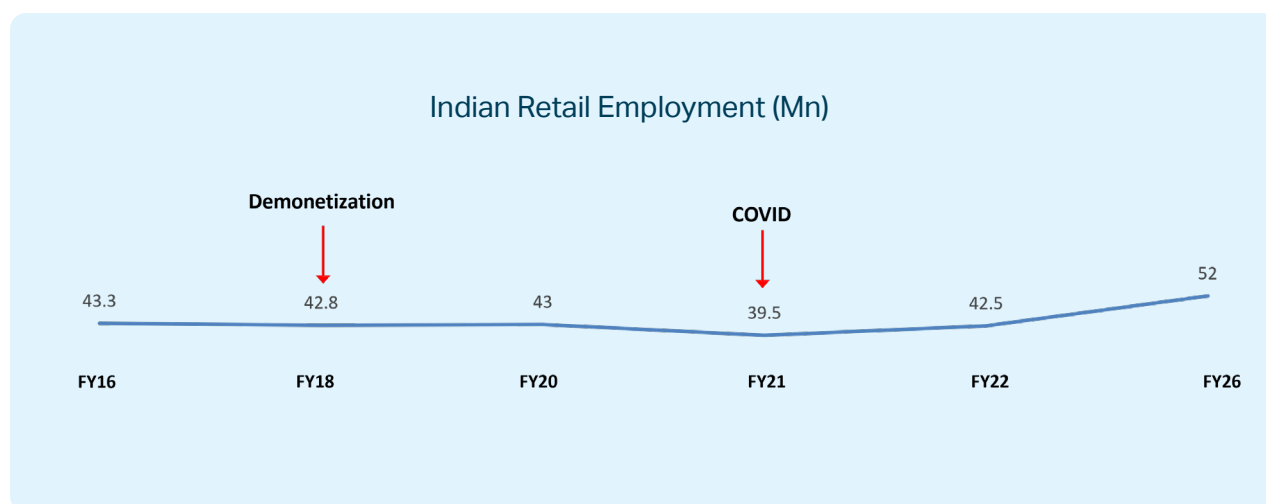
Indian Retail Landscape



Overview Of Employment Scope In Retail

Employment Forecast Upto FY26

- In FY22, retail and allied industries of consumer goods together employed ~42.5 million people in the country.
- From FY16-21, employment in retail was declining by a CAGR of ~2%. This decline was a result of demonetization, in which jobs were lost in cash-driven business segments, as well as the COVID-19 pandemic, which resulted in the shutting down of retail stores, disrupting supply chains & exodus of migrant workers.
- Post-COVID, the retail employment level has recovered well and is expected to grow at a gradual pace of ~5% till FY26. Therefore, it has been projected that ~9.5 million new jobs will be added in retail.

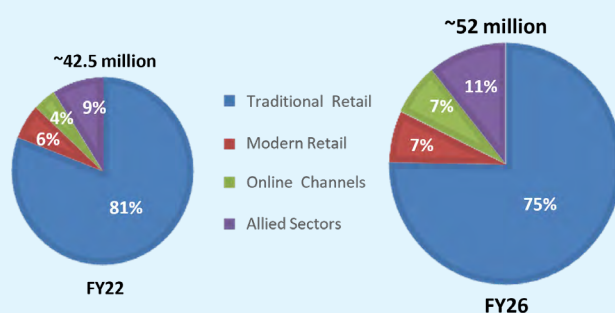


Employment Forecast Within Sub-Sectors Of Retail

- Traditional retail will be the largest contributor in total employment in FY26. These jobs will be in the form of independent retail business entrepreneurs and shop assistance executives.
- Online channels will be witnessing the fastest growth in manpower demand, led by increased online demand from tier 1-3 regions and sustained investments to improve infrastructure, connectivity, warehousing & digital transactions.
- Formalization of Retail will lead to creation of jobs needing skilled manpower, resulting in higher degree of employability and ability to work in a cross-functional ecosystem.
- Contrary to the popular belief that employment in Modern Brick & Mortar and Online channels will grow at the expense of Traditional Brick & Mortar, these entities will create complementary jobs in the areas of management, digital

technologies and last mile deliveries, with higher proportion of skilled and semi-skilled employment than Traditional brick & mortar. Indian government's ONDC (Open Network for Digital Commerce) initiative aims to move Digital Commerce from a platform-centric model to an open network. This will facilitate the entry of new SMEs and micro-entrepreneurs into the e-commerce market and expand the scope of retail employment in India.

Indian Retail Employment (Mn) : Sub-sector wise share

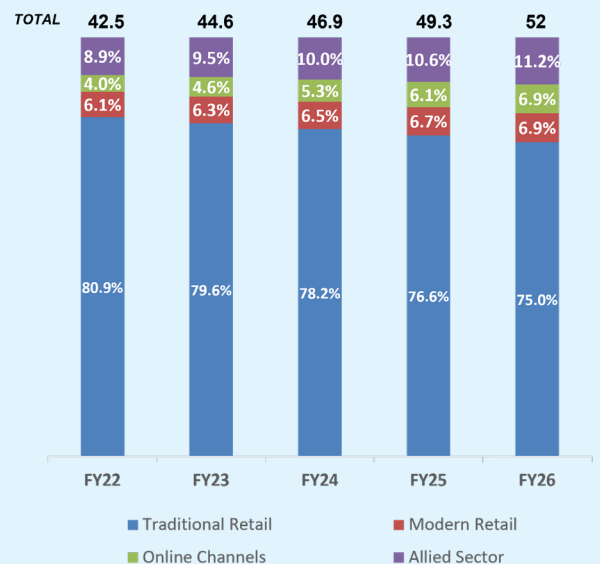


| Sub-Sectors | FY22 | FY26 | Incremental Manpower Demand | CAGR |
|--------------------|----------------------|--------------------|-----------------------------|------------|
| Traditional Retail | ~34.4 million | ~39 million | ~4.6 million | 3% |
| Modern Retail | ~2.6 million | ~3.6 million | ~1.0 million | 8% |
| Online Channels | ~1.7 million | ~3.6 million | ~1.9 million | 21% |
| Allied Sectors | ~3.8 million | ~5.8 million | ~2.0 million | 11% |
| Total | ~42.5 million | ~52 million | ~9.5 million | ~5% |

- One of the major changes brought about by the pandemic was the digitization of businesses, and therefore companies have introduced new positions in the digital and social media departments.
- Jobs in demand in e-Retail are particularly focused on analytics, automation and AI/ML to understand consumer behavior and predict user demand.
- Organizations deploy contract workers i.e. gig workers in last mile operations and more so while expanding to new geographies as they have connectivity and understanding of the geographical locations.
- The gig and contractual model is working well for the retail sector as it reduces the cost involved in driving operational aspects of the business, resource management, and capital expense. However, while the gig economy is generating employment, there exist certain key issues and challenges related to the training and development of such workforce.

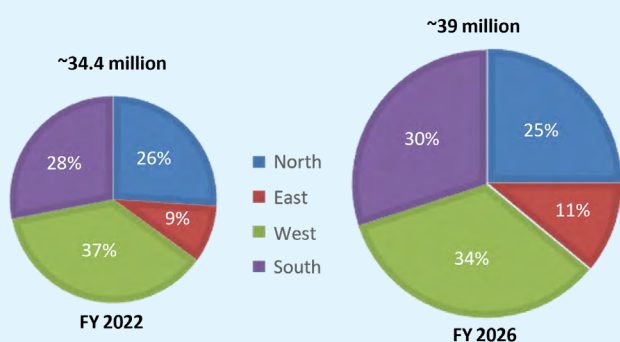
- Moreover, in the overall retail workforce of India, the share of women participation ranges below 20%, opening up opportunities for more initiatives by organization as well as skilling facilities within the retail ecosystem to boost participation of women in the retail sector.

Indian Retail Employment (Mn) :
Sub-sector wise share

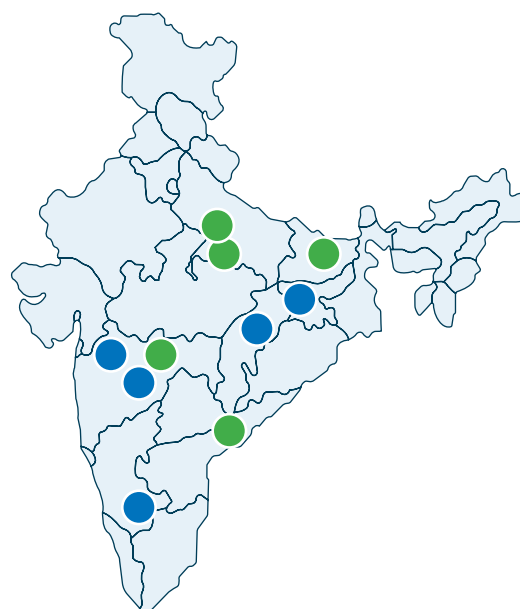


Employment Scope Within Traditional Retail

Region-Wise Employment Scope



While West region will hold the maximum share of manpower demand for traditional retail, North and East regions will witness the maximum number of high growth & emerging potential cities generating manpower demand by FY26.



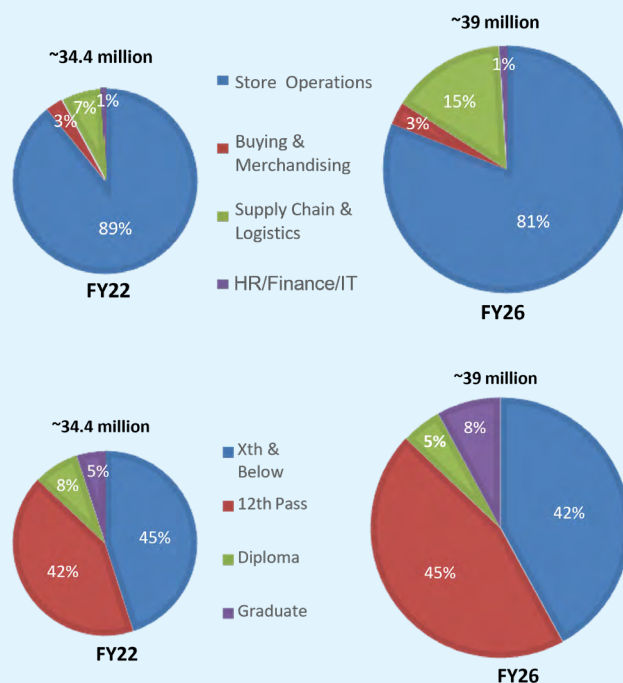
- High Growth Cities
- Emerging Potential Cities

| High Growth Cities | Emerging Potential Cities |
|--------------------|---------------------------|
| Lucknow | Mysore |
| Kanpur | Raipur |
| Patna | Jamshedpur |
| Vishakhapatnam | Nashik |
| Nagpur | Aurangabad |

Job Functions & Education Wise Employment Scope

Major proportion of the manpower demand is in front end profiles in stores. Hence, it is expected that store operations will account for 81% of the total manpower demand in traditional retail by FY26.

Persons with education up to 12th standard and 10th standard will account for ~87% of the manpower demand in traditional retail by FY26.



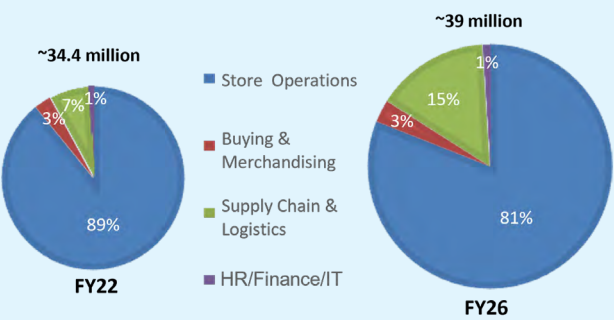
Job Roles

- **Assistant Store Manager** - oversees the day-to-day operations of the store. They may assist with resolving customer issues. Some assistant managers oversee specific departments, such as the bakery, chilled foods or checkout. These individuals are in great demand in traditional stores, as there is increment in the tasks to be performed due to formalization of these stores.
- **Bagger** - assists with the checkout process. They provide customer service, handle goods and load items into bags. It's important for baggers to understand how to bag items to best protect the items. A bagger may also assist a customer with loading items into their car. With delivery of goods happening at rapid pace through these stores, the role of a bagger in traditional setup is on increase.
- **Cashier** - handles money, answers customer questions. These tasks are generally performed by the store owner himself hence this role is not in great demand.
- **Inventory Control Specialist** - handles the grocery store's inventory management. They track and maintain inventory and adjust orders based on demand and quality. With the formalization of traditional stores, the store owners will require individuals to look after the inventory for them. Someone who can operate the digital mode of inventory updates.

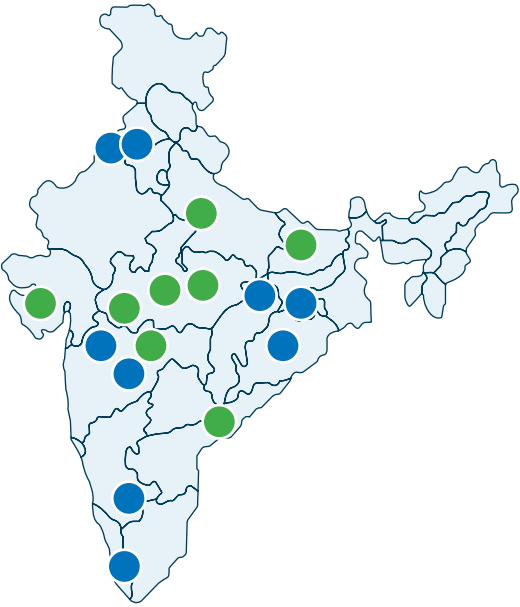
| Booming | Growing | Steady | Declining | Collapsing | Emerging |
|-------------------------|---------|---------------|-----------|---------------------------------|-----------------------------|
| Assistant Store Manager | Bagger | Store Manager | Cashier | Customer Service Representative | Inventory Control Executive |

Employment Scope Within Modern Retail

Region-Wise Employment Scope



North & East region will see maximum emerging potential cities for modern retail in India by FY26.



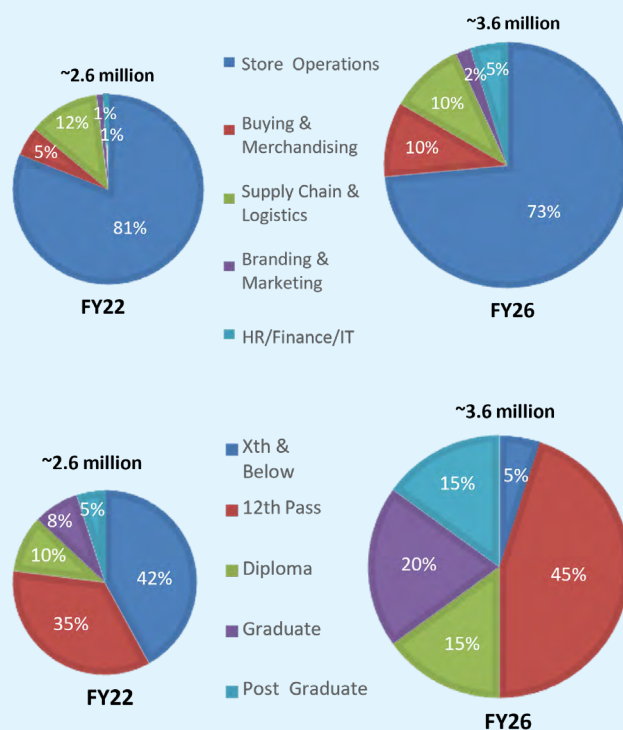
- High Growth Cities
- Emerging Potential Cities

| High Growth Cities | Emerging Potential Cities |
|--------------------|---------------------------|
| Lucknow | Mysore |
| Jabalpur | Ranchi |
| Patna | Jamshedpur |
| Vishakhapatnam | Bhubaneshwar |
| Bhopal | Kochi |
| Indore | Ludhiana |
| Rajkot | Jalandhar |

Job Functions & Education Wise Employment Scope

Similar to traditional retail, store operations will account for majority of manpower demand in modern retail too in FY26.

Graduates and post-graduates, accounts for 35% of the manpower demand.

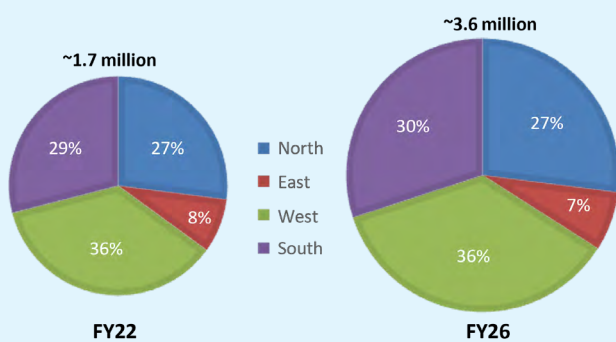


| Booming | Growing | Steady | Declining | Collapsing | Emerging |
|--|---|--|--|---|--|
| <ul style="list-style-type: none"> Customer Service Associate Distribution Manager Visual Merchandising Executive | <ul style="list-style-type: none"> Retail Merchandising Executive Inventory Management Executive Warehouse Manager | <ul style="list-style-type: none"> Store Manager Logistics Executive | <ul style="list-style-type: none"> Store Accountant | <ul style="list-style-type: none"> Inbound Executive | <ul style="list-style-type: none"> Online Merchandiser Digital Marketing Manager |

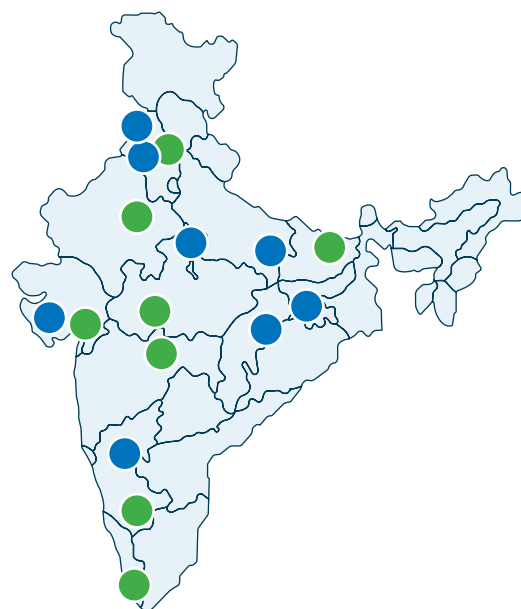
- Customer Service Associate** - manages customer concerns with the objective of maintaining positive customer relationships with an organization. They interact directly with customers to listen to concerns, resolve problems, and recommend products and services according to the needs of each individual.
- Distribution Manager** - develop distribution budgets and manage expenses within the budgets. Work with warehouse and transportation staffs to ensure timely and accurate deliveries. Perform cost negotiations with vendors and provide appropriate solutions for bulk distributions.
- Visual Merchandising Executive** - creating appealing and eye-catching visual displays that lead the customer through the entire store. Producing window displays, signs, interior displays, floor plans and special promotions.
- Retail Merchandising Executive** - analyzing sales dynamics of regions, cohorts and clusters, tracking inventory levels, sell-through levels, fast-selling products and replenishing based on data analytics. Their duties also involve working with other teams to analyze, monitor and forecast trends, stock levels and also monitor performance.
- Inventory Management Executive** - oversee the inventory levels of businesses. They lead a team of inventory or warehouse employees to receive and record new stock as its delivered and shipped out. Their duties include recording daily deliveries, evaluating new shipments, and analyzing different suppliers.
- Warehouse Manager** - supervises all activities of that facility, which often involves overseeing team performance, expediting the receiving and shipping of goods, and ensuring efficient, organized storage.
- Store Manager** - supervise other workers and ensure each store remains productive and profitable.
- Logistics Executive** - responsible for the planning, organizing, and directing; managing and evaluation of the supply chain/logistics operations in an organization. They also work with internal and external teams to ensure accurate shipping and delivery schedule for new and existing products.

Employment Scope Within Online Channels

Region-Wise Employment Scope



North region will have maximum number of emerging cities for manpower demand.



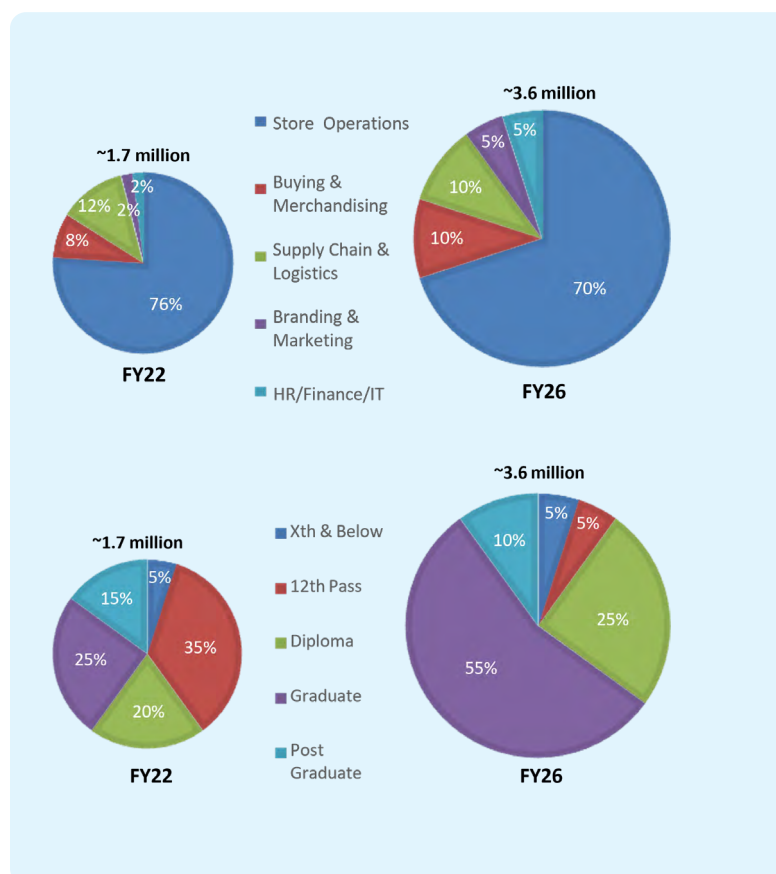
- High Growth Cities
- Emerging Potential Cities

| High Growth Cities | Emerging Potential Cities |
|--------------------|---------------------------|
| Chandigarh | Amritsar |
| Jaipur | Gwalior |
| Patna | Ludhiana |
| Nagpur | Raipur |
| Surat | Jamshedpur |
| Kochi | Varanasi |
| Mysore | Rajkot |
| Indore | Hubli |

Job Functions & Education Wise Employment Scope

Online growth has a significant impact on ecosystem creation and formalization of the value chain, beyond the direct impact on the retailers. Several multi-channel brands have partnered with online platforms for reach, business expansion and competitive positioning. Most of the jobs in online will be in areas related to store operations, supply chain & logistics, technology, buying & merchandising, support functions etc.

Due to technical nature of jobs in online channels, graduates and post-graduates in science & business administration background are going to be the growth drivers of manpower demand. Together they are projected to account for 65% of the total share of manpower by FY26.



| Booming | Growing | Steady | Emerging |
|--|---|---|--|
| <ul style="list-style-type: none"> Product Manager Content Writer Buyer | <ul style="list-style-type: none"> Customer Service Representative Business Analyst | <ul style="list-style-type: none"> Marketing Specialist Web Developer | <ul style="list-style-type: none"> Virtual Assistant Pay-Per-Click (PPC) Manager |

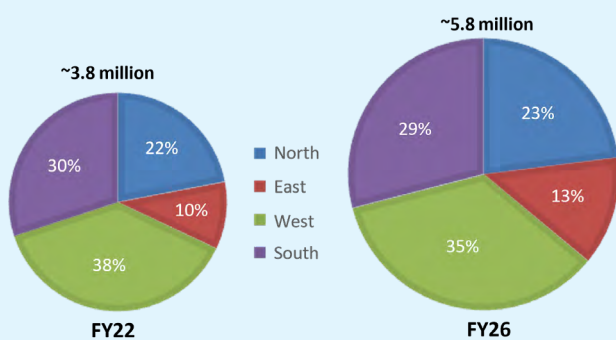
- Product Manager** - responsible for managing product optimization and development. They may also create new pages and product features and to fix any technical issues that arise. These individuals are often highly skilled in computer science, information technology and website development.
- Content Writer** - creative professionals who help e-commerce brands create text and digital content that promote their products and services.
- Buyer** - identifies and buys products, keeping in mind customers' needs and profit of the business. A buyer should be able to anticipate correctly customers' buying patterns and plan inventory accordingly.
- Customer Service Representative** - main point of contact for online retail customers. These individuals may answer phones or message inquiries to answer customer questions and address their concerns. They may help customers place orders, inform them of the status of their order and address any issues they may have receiving their shipment.
- Business Analyst** - track data and provide advice to e-commerce businesses about

how they can grow their market and increase their profit margins.

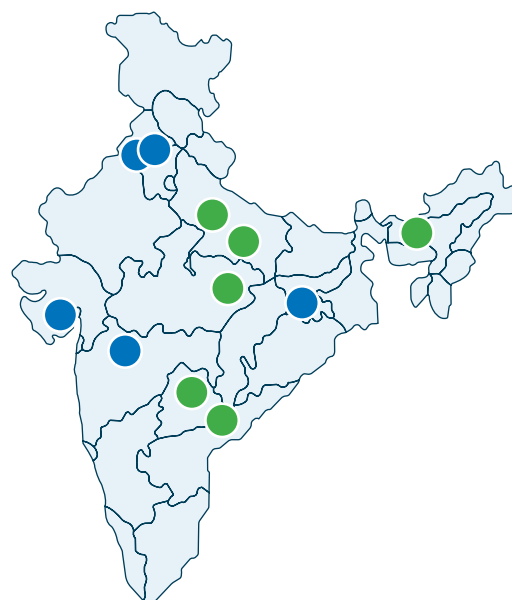
- Marketing Specialist** - design and develop various marketing strategies to help e-commerce brands achieve their online retail objectives.
- Web Developer** - create and design websites for e-commerce brands and businesses. They may design the site, create and implement its features and update or maintain the website as necessary.
- Virtual Assistant** - help managers and executive-level professionals manage their schedules and administrative tasks. These assistants may work with e-commerce brands and businesses to help their managers and business owners organize meetings, synchronize schedules and gather information.
- Pay-Per-Click (PPC) Manager** - advertising professionals who create, implement and manage an e-commerce brand's paid advertisements. These professional are often advanced keyword experts who incorporate keywords into advertisements in order to optimize traffic and customer attention.

Employment Scope Within Allied Sector

Region-Wise Employment Scope



North & East region will have the majority of high growth and emerging potential cities for manpower demand in allied sectors of consumer goods such as business operations, delivery platforms, digital payment companies, hyperlocal services, logistics & warehousing companies, manufacturers of consumer goods.



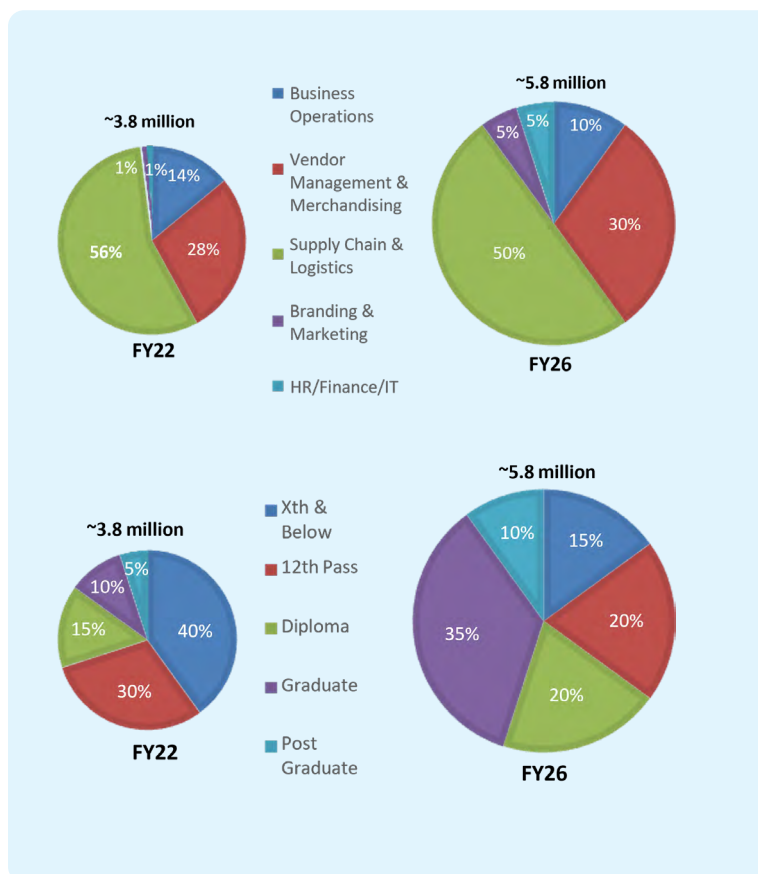
- High Growth Cities
- Emerging Potential Cities

| High Growth Cities | Emerging Potential Cities |
|--------------------|---------------------------|
| Varanasi | Ludhiana |
| Lucknow | Jalandhar |
| Jabalpur | Jamshedpur |
| Guwahati | Ranchi |
| Vijayawada | Rajkot |
| Warangal | Nashik |

Job Functions & Education Wise Employment Scope

From real time logistics to integrated planning, supply chains are rapidly evolving at technology, operations and people level. This has resulted in supply chain & logistics function holding the majority share of the manpower demand in the allied sector of retail.

Diploma holders and Graduates account for 55% of the total manpower demand in Allied Sectors in FY26.



Job Roles

| Booming | Growing | Steady | Emerging |
|---|---|---|---|
| <ul style="list-style-type: none"> Cluster Hub Manager | <ul style="list-style-type: none"> Warehouse Manager | <ul style="list-style-type: none"> Online or Web Analytics Manager | <ul style="list-style-type: none"> Logistics Advisor Merchant On-boarding Executive |

- Cluster Hub Manager** - responsible for providing uninterrupted infra services to operators in cluster; ensure optimum utilization of resources; efficiency in reducing energy and other operational costs.
- Online or Web Analytics Manager** - providing technical leadership and support for web analytics tools that deliver insights to help increase site visitors, create deeper engagement, and improve online conversions.
- Logistics Advisor** - oversees the distribution and transportation of goods from the manufacturer to the consumer.
- Merchant On-boarding Executive** - responsible for unblocking any challenges to ensure smoother operation flow and timely on-boarding of new merchants.

Overall Projections Of Manpower Demand Upto FY26

Region-Wise

| Total Manpower Demand (in millions) - FY26 | | | | | |
|--|--------------|-------------|--------------|--------------|------------|
| Sub-Sectors | North | East | West | South | Total |
| Traditional Retail | 9.8 | 4.3 | 13.3 | 11.7 | ~39 |
| Modern Retail | 0.8 | 0.5 | 1.3 | 1.0 | ~3.6 |
| Online Channels | 1.0 | 0.3 | 1.3 | 1.1 | ~3.6 |
| Allied Sectors | 1.3 | 0.8 | 2.0 | 1.7 | ~5.8 |
| Total Manpower | ~12.8 | ~5.8 | ~17.9 | ~15.4 | ~52 |

| Incremental Manpower Demand (in millions) - FY22 to FY26 | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|
| Sub-Sectors | North | East | West | South | Total |
| Traditional Retail | 0.8 | 1.2 | 0.5 | 2.1 | ~4.6 |
| Modern Retail | 0.2 | 0.3 | 0.3 | 0.2 | ~1.0 |
| Online Channels | 0.5 | 0.1 | 0.7 | 0.6 | ~1.9 |
| Allied Sectors | 0.5 | 0.4 | 0.6 | 0.5 | ~2.0 |
| Total | ~2.0 | ~2.0 | ~2.0 | ~3.4 | ~9.5 |

Function-Wise

| Total Manpower Demand (in millions) - FY26 | | | | | | |
|--|------------------|------------------------|--------------------------|----------------------|-------------------|------------|
| Sub-Sectors | Store Operations | Buying & Merchandising | Supply Chain & Logistics | Branding & Marketing | HR / Finance / IT | Total |
| Traditional Retail | 31.6 | 1.2 | 5.9 | - | 0.4 | ~39 |
| Modern Retail | 2.6 | 0.4 | 0.4 | 0.1 | 0.2 | ~3.6 |
| Online Channels | 2.5 | 0.4 | 0.4 | 0.2 | 0.2 | ~3.6 |
| Allied Sectors | 0.6 | 1.7 | 2.9 | 0.3 | 0.3 | ~5.8 |
| Total Manpower | ~37.3 | ~3.26 | ~9.5 | ~0.5 | ~1.0 | ~52 |

| Incremental Manpower Demand (in millions) - FY22 to FY26 | | | | | | |
|--|------------------|------------------------|--------------------------|----------------------|-------------------|-------------|
| Sub-Sectors | Store Operations | Buying & Merchandising | Supply Chain & Logistics | Branding & Marketing | HR / Finance / IT | Total |
| Traditional Retail | 1 | 0.1 | 3.4 | - | 0.1 | ~4.6 |
| Modern Retail | 0.5 | 0.2 | 0.05 | 0.05 | 0.2 | ~1 |
| Online Channels | 1.2 | 0.2 | 0.2 | 0.1 | 0.1 | ~1.9 |
| Allied Sectors | 0.05 | 0.7 | 0.8 | 0.3 | 0.3 | ~2 |
| Total | ~2.8 | ~1.3 | ~4.4 | ~0.4 | ~0.6 | ~9.5 |

Education-Wise

| Total Manpower Demand (in millions) - FY26 | | | | | | |
|--|--------------|--------------|-------------|-------------|---------------|------------|
| Sub-Sectors | 10th & Below | 12th Pass | Diploma | Graduate | Post Graduate | Total |
| Traditional Retail | 16.4 | 17.6 | 2 | 3.1 | 0 | ~39 |
| Modern Retail | 0.2 | 1.6 | 0.5 | 0.7 | 0.5 | ~3.6 |
| Online Channels | 0.2 | 0.2 | 0.9 | 2.0 | 0.4 | ~3.6 |
| Allied Sectors | 0.9 | 1.2 | 1.2 | 2.0 | 0.6 | ~5.8 |
| Total Manpower | ~17.6 | ~20.5 | ~4.6 | ~7.9 | ~1.5 | ~52 |

| Incremental Manpower Demand (in millions) - FY22 to FY26 | | | | | | |
|--|--------------|-------------|-------------|-------------|---------------|-------------|
| Sub-Sectors | 10th & Below | 12th Pass | Diploma | Graduate | Post Graduate | Total |
| Traditional Retail | 0.9 | 3.1 | -0.8 | 1.4 | - | ~4.6 |
| Modern Retail | -0.9 | 0.7 | 0.3 | 0.5 | 0.4 | ~1 |
| Online Channels | -0.1 | -0.4 | 0.6 | 1.6 | 0.1 | ~1.9 |
| Allied Sectors | -0.7 | 0.02 | 0.6 | 1.7 | 0.4 | ~2 |
| Total | -0.6 | ~3.4 | ~0.6 | ~5.1 | ~0.9 | ~9.5 |

Job Roles In Summary

Booming

- Cluster Hub Manager
- Product Manager
- Content Writer
- Distribution Manager
- Visual Merchandising Executive
- Buyer

- Customer Service Associates
- Assistant Store Manager

Growing

- Warehouse Manager
- Business Analyst
- Inventory Management Executive

- Customer Service Representative
- Bagger

Steady

- Online or Web Analytics Manager
- Marketing Specialist
- Web Developer

- Store Manager
- Logistics Executive

Emerging

- Logistics Advisor
- Merchant on-boarding executive
- Virtual Assistant
- Pay-Per-Click (PPC) Manager
- Online Merchandiser
- Digital Marketing Manager

Job roles marked in **blue** are represented by niche roles, which grow in limited number as a company's scale increases.

Job roles marked in **grey** are represented by volume-centric roles, which tend to increase in multiple as scale increases.

Sub-Sector Wise Skill Requirements & Skill Gaps

Traditional Retail – Store Operations

Required Skills

- Strong Communication skills to interact with customers and assess their needs to make relevant product recommendations.
- Ability to maintain inventory, achieving targets and maintaining store margins.
- Responsible for the day-to-day management of a store.
- Understanding of the local market and awareness of local festivals and other important occasions.

Skill Gaps

- Inadequate understanding of cross functional activities such as logistics, in-store marketing and merchandising is limited.
- Ability to adapt quickly to the changing customer & market trends.

Traditional Retail – Supply Chain & Logistics

Required Skills

- Negotiate with warehouse owners for leasing agreements and transport operations.
- Design and modify logistics schemes in terms of location of warehouse and retail locations.

Skill Gaps

- Availability of experienced logistics personnel is a key challenge.
- Inability to keep up with the rapid environmental (market) changes.

Modern Retail – Store Operations

Required Skills

- Good oral communication skills to interact with the store employees and customers.
- A working knowledge of English and vernacular languages.
- Knowledge of current sales promotion schemes of the company and ability to communicate the same to the customer.
- In depth Knowledge of store offerings. The person should be aware of the offerings of competing store & brands.

Skill Gaps

- Inadequate product specific knowledge, especially at the entry level.
- Inadequate understanding of sales promotion, marketing and other schemes.

Modern Retail – Buying & Merchandising

Required Skills

- Good oral and written communication skills are important to liaison with the store manager.
- Good understanding of customer demand and ability to recognize change in consumer interests.
- Identifying and screening of new vendors. Understand the characteristics of merchandise from probable vendors and communicate the promising vendors to the senior management.
- Ability to understand visual merchandising concepts, designing store layouts, visual displays in store windows and on the sales floor.

Skill Gaps

- Soft skills required for coordinating with other departments.
- Insufficient ability to ensure timely delivery of merchandise during peak demand season.
- Shortage of people with knowledge of merchandising concepts.

Modern Retail – Supply Chain & Logistics

Required Skills

- Key responsibility is to ensure proper availability of merchandise in the retail outlets.
- Responsible for maintaining the warehouse operations. Should be able to come up with continual improvements to drive down the logistics cost.

Skill Gaps

- The number of SKUs handled in a retail store is very large and hence the logistics task is more demanding in the retail environment.

Online Channels – Store Operations

Required Skills

- Written communication skills for sales and other routine reports.
- Ability to maintain inventory, achieving targets and maintaining store margins.
- Proficient with spreadsheet and word processor tools to analyse sales and generate sales reports.
- Ability to devise, suggest, as well as execute sales promotion programs depending on the sales analysis.
- Ensure optimum stock levels and avoid stock outs. Co-coordinating with logistics.

Skill Gaps

- Inadequate understanding of cross functional activities such as logistics, in-store marketing and merchandising is limited.
- Ability to adapt quickly to the changing customer & market trends.

Allied Sectors – Vendor Management

Required Skills

- Good oral and written communication skills are important to liaison with the store managers and vendors.
- Adequate reporting skills.
- Ability to track inventory levels.
- Knowledge of various sourcing alternatives and ability to search & select various vendors.

Skill Gaps

- Shortage of skilled people especially at the manager levels.

Allied Sectors – Supply Chain & Logistics

Required Skills

- Responsible for maintaining the warehouse operations. Should be able to come up with continual improvements to drive down the logistics cost.

Skill Gaps

- Availability of experienced logistics personnel is a key challenge.

Job Roles With Scope of Upskilling, Reskilling & Fresh Skilling

After reviewing the QP-wise model curriculum, listed on Skill India portal, Wazir has segmented the following job roles across

functions of Retail, for which Qualification packs are not available or needs updating:

Store Operations

- Assistant Store Manager
- Inventory Management Executive

Buying & Merchandising

- Retail Merchandiser

Supply Chain & Logistics

- Logistics Advisor
- Distribution Manager

Branding & Marketing

- Content Writer
- Virtual Assistant
- Pay-Per-Click (PPC) Manager
- Business Analyst

HR/Finance/IT

- Product Manager
- Merchant on-boarding Executive
- Online or Web Analytics Manager

List of skills for key existing and emerging job roles with focus on Upskilling, Reskilling and Fresh Skilling :

- Digital Marketing
- Web and App Design
- 3D Modeling
- Android/iOS App Developer
- POS (Point of Sales) System Management
- Big Data and Cloud Computing

Supply & Training Infrastructure Issues

- Due to limited knowledge and awareness of accreditation agencies, employers are not aware of the standards and procedures put in place by such agencies and this causes issues of staffing and training of low skilled employees, especially in tier-2/3/4 cities. The concern is getting more pressing as the tier-2/3/4 cities are growing in terms of retail employment and the demand for skilled workforce is increasing.
- It is also seen that trained and untrained workforce are paid at par, due to which, there exist little incentive for workers to get trained. Moreover, educational qualifications are not aligned to retail requirements, even at entry level. Owing to the above issues, retailers have to invest heavily in launching in-house training programmes and facilities.
- Alternately, in many cases, companies also fail to provide clarity in terms of value proposition, and counseling and on job training for employees. This tends to create a gap in terms of employee expectation and employer communication, leading to higher attrition.
- The contractual and gig workforce in the retail sector of India, while continues to grow in terms of adoption and volume, is, however, suffering from a hindered growth in terms of skill development due to the lack of support and initiative by employers towards training and development of their contractual workforce. A key reason for the above is the absence of regulations/ protocols for the same and a lack of responsibility and accountability towards organizations/recruiters/employers to train such contractual workforce.

Key Recommendations

- Design long term employment benefit schemes for employees with a focus on job training and value addition opportunities to ensure job continuity and reduced attrition.
- Industry should formalize their in-house training and align it with Sector Skill Council's standards & certification processes as one of the key benefits that employees look for is training by the employers.
- Awareness needs to be created amongst the school students and self-help groups through vocational education in the sector during middle education (standard 8 and above) creating awareness of opportunities in the sector and churning out a more trained workforce.
- Future job roles and responsibilities will require cognitive skills and creativity while cutting down tedious, time-consuming, and manual tasks. Hence, it is important for employees to up-skill in the digital space. Organizations can introduce virtual self-learning programmes for employees to up-skill themselves at their own pace.
- Institutionalization of protocols and regulations related to increasing responsibility and accountability of employers towards the training and skill development of contractual workforce. Such an initiative would create an opportunity for the retail skilling ecosystem to move the under-trained and unskilled gig and contractual workforce towards a more organized system of training and upskilling.
- The share of women participation in the retail employment of India currently stands below 20%. Therefore, it is important to focus on increasing the inclusion of women workforce in the retail sector of India by making the workplace environment more conducive to work, primarily in terms of the nature of work, timing of work, safety concerns, hygiene factors by developing systems and building infrastructure for the same.
- Introduce IT courses as a mandate or part of the program on full scale to meet the demand of increasing digitization in the retail sector.
- The government should undertake retail vocational courses among tier 2 and tier 3 cities to encourage more individuals to take up formalized training.
- Training tie-ups could be considered with leading English and Communication institutions in order to remove barriers related to language and vernacular. Moreover, Industry bodies can consider increasing attention on soft skills part of retail industry.
- Induction of 'Industry - Academia Collaborations' as well as 'Industry Integrated Programs' within the higher education system of India can be an effective and a progressive model to create employment-ready workforce by ensuring that the students are imparted with relevant and practical knowledge, know-hows and skills across their respective streams.



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