

**A STUDY ON TRAINING AND ITS EFFECT ON SALES  
PERFORMANCE IN CEDAR RETAIL PVT LTD**

**Project Report**

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**MASTER OF BUSINESS ADMINISTRATION**



University of Calicut

By

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## DECLARATION

I **JITHU M R** hereby declare that the project report entitled “ **A STUDY ON TRAINING AND ITS EFFECT ON SALES PEFORMANCE IN CEDAR RETAIL PVT. LTD**”, has been prepared by me and submitted to the University of Calicut in partial fulfillment of the requirement for the award of Master of Business Administration, is a record of research done by me under the supervision and guidance of research guide **FR.AJO MOOTHEATH, Assistant Professor** Naipunnya Business School, Pongam ,koratty East,Thrissur.

I also declare that this project work has not been submitted by me fully or partly for the award of any Degree,Diploma,Title or recognition before any authority.

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Date:

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**CHAPTER – I**  
**INTRODUCTION**

## **1.1 INTRODUCTION**

In today's highly competitive business environment, organizations face numerous challenges in optimizing employee performance, which is crucial for overall success. The performance of sales teams, in particular, has a direct and significant impact on an organization's revenue and market position. Effective training programs are a vital component of human resource management, helping to bridge competency gaps and enhance the skills of sales employees. Training not only improves individual performance but also aligns employees' capabilities with organizational goals, driving superior sales performance.

As globalization intensifies market competition, sales employees are under increasing pressure to achieve targets and contribute to the organization's success. Employers are focused on maximizing sales performance through continuous training and development initiatives. Organizations seeking a competitive edge must effectively manage and enhance their sales teams' performance. Accurate training programs can significantly boost the efficiency of the human resource system by equipping employees with the necessary skills and knowledge to excel in their roles.

One of the major challenges organizations face today is how to manage and improve the performance of their sales teams. Many organizations now depend on comprehensive training programs to stay ahead of the competition. These programs clarify performance expectations for employees and assure managers that individual performance is aligned with organizational strategies and objectives. Training is a strategic tool that enhances the quality of relationships within the organization by fostering a climate of trust, collaboration, and continuous improvement.

Despite the benefits of training, it is often observed that even high-performing sales employees may have negative perceptions of organizational practices and systems, leading to challenges in the workplace. Dissatisfied employees are more likely to leave the organization, negatively affecting overall performance. Conversely, positive attitudes among well-trained sales employees can create a healthy and productive work culture. Therefore, reviewing and improving training programs is crucial, as it impacts job performance, teamwork, communication, and employee retention.

Modern organizations are increasingly focused on developing the competencies and talents of their sales teams to maintain a competitive edge. There is an urgent need for robust training programs, especially in sectors with high competition, to ensure continuous improvement and high sales performance. Aligning training initiatives with individual and organizational performance objectives is essential, using suitable performance indicators to measure effectiveness.

The significance of effective training programs in organizations cannot be ignored, as they help in developing individuals, improving organizational performance, and supporting business planning. This study aims to explore the impact of training on sales performance at CEDAR Retail Private Limited, with a focus on employee perceptions and the overall effectiveness of the training programs

## **1.2 OBJECTIVE OF THE STUDY**

1. To understand the type of training conducted by CEDAR RETAIL PVT LTD for Sales executives
2. To understand the effectiveness of training at CEDAR RETAIL PVT LTD
3. To Suggest Areas for Improvement in the current training programs.

## **1.3 STATEMENT OF THE PROBLEM**

In the modern retail environment, businesses face the constant challenge of staying competitive and maintaining high levels of sales performance. This necessitates a strong emphasis on employee training, which is crucial for enhancing the skills, knowledge, and overall effectiveness of the workforce. Effective training programs are designed to maximize employee potential by providing them with the necessary tools and knowledge to excel in their roles

At CEDAR Retail Private Limited, the impact of training on sales performance is a critical area of interest. Training initiatives are intended to improve sales techniques, product knowledge, customer service skills, and overall job satisfaction among employees. However, there is a need to investigate whether these training programs are meeting their objectives and contributing positively to sales performance.

This study aims to explore employee perceptions of the existing training practices at

CEDAR Retail Private Limited and their subsequent impact on sales performance. Understanding how employees view these training programs and whether they feel adequately prepared to meet sales targets is essential. The study will also examine the correlation between effective training and improved sales outcomes, thereby providing insights into how training can be optimized to enhance organizational success and competitiveness.

This study seeks to address these objectives by thoroughly investigating the current sales training practices at CEDAR Retail Private Limited, understanding their impact on sales performance, and proposing improvements to optimize the training programs for better employee performance and organizational success.

#### **1.4 SCOPE OF THE STUDY**

The scope of the study encompasses examining the current organization's employees' perceptions of training programs and their satisfaction levels within CEDAR Retail Private Limited. It emphasizes the crucial role of ensuring employee satisfaction for organizational benefits. By investigating employee perceptions of training programs, the study aims to provide insights into employee attitudes towards their job, ultimately contributing to enhanced productivity and morale. Additionally, it seeks to understand how training programs impact sales performance within the organization.

The scope of this study is to analyze the perceptions of training programs and satisfaction levels among employees within CEDAR Retail Private Limited. The focus is on understanding the pivotal role of employee satisfaction in organizational success. By examining employee perceptions of training programs, the study aims to uncover insights into their attitudes towards their job roles, thereby potentially enhancing overall productivity and morale within the organization. Furthermore, the study seeks to explore the impact of training programs on sales performance, thus providing valuable insights into the effectiveness of training initiatives in driving sales outcomes within CEDAR Retail Private Limited.

## **1.5 RESEARCH METHODOLOGY**

The methodology of a study outlines the research plans and describes the appropriate methodology to be used. It specifies what information needs to be collected and how data resources will be gathered. Research methodology refers to the specific procedures or techniques employed to identify, select, process, and analyze information related to a particular topic. In a research paper, the methodology section enables readers to assess the overall validity and reliability of the study.

Research methodology serves as a framework for explaining how a researcher intends to conduct their study. It provides a logical and systematic plan for addressing a research problem. A methodology describes the researcher's approach to ensure reliable and valid results that align with the study's aims and objectives. It encompasses the data collection methods and sources, as well as the procedures for analysis. Methodology refers to the overall strategy and rationale of the research project, drawing on established methods and theories in the field to develop an approach that aligns with the research objectives.

In a research paper, the methodology section plays a crucial role in allowing readers to critically evaluate the study's overall validity and reliability. This section addresses two main questions: how the data was collected or generated, and how it was analyzed.

### **1.5.1 RESEARCH DESIGN**

Having a well-structured and robust research design is crucial for the success of any research project. In this case, the research design is primarily descriptive in nature. The research design serves as the foundational framework that provides guidance for the research processes. It is a plan that outlines the sources and types of information that are pertinent and valuable for addressing the research problem.

### **POPULATION OF THE STUDY**

Population refers to the complete count of individuals who are the subjects or respondents of a particular study. In the context of this research, The population for this study consists of all employees working in various departments at Cedar Retail Pvt. Ltd. In Kerala. This includes a total of 250 employees, comprising sales representatives, sales managers, and sales support staff.

## **SAMPLE SIZE**

Sampling involves the act of choosing a subset, known as a sample, from the entire population. In this study, simple random sampling is the sample strategy used. A sample is a more manageable and condensed representation of the population that can be researched and examined. The simplest way for selecting samples is this kind of sampling. The sample design is a specific approach used to gather data from a small portion of the overall population. In this research project, the objective is to obtain a sample size of 152 participants.

## **SAMPLING TECHNIQUE**

The primary data collection method employed in this research is simple random sampling. Simple random sampling is a basic sampling technique in which every person in the population has an equal chance of being chosen for the sample, free of bias or favor. It assures that every possible sample of a given size has an equal probability of being chosen, resulting in a fair and unbiased selection procedure. Here, basic random sampling is the sample strategy used. A sample is a more manageable and condensed representation of the population that can be researched and examined. This type of sampling method is the most straightforward sample selection method.

### **1.5.2 DATA COLLECTION**

Data collection in research refers to the systematic process of gathering, organizing, and measuring information pertaining to the research topic. The primary objective of data collection is to assess, record, and analyze various aspects related to the specific subject or issue under investigation.

#### **a) Primary data**

In the present study, the data was collected from the respondents through the utilization of a questionnaire. This method allowed for the acquisition of primary data, which is collected firsthand by the researcher directly from the participants. Primary data is often considered the most valuable type of data in research as it is collected from the original source. In this research, the responses of employees at CEDAR were documented, and a questionnaire was employed for the collection of primary data.

## **b) Secondary data**

On the other hand, secondary data refers to information that has already been collected by someone else and has undergone a statistical process. It can be sourced from published journals, reports, textbooks, publications, company websites, and magazines. Secondary data is pre-existing data that has been collected and presented by another party. For this project, secondary data was gathered from the available records within the organization. Additionally, business and publicity materials pertaining to the organization were also utilized as part of the secondary data collection process.

## **1.5.3 DATA ANALYSIS TECHNIQUES**

The researcher was forced to depend on the original data in order to accomplish the research's objective. Original information is information that has been collected recently and for the first time utilizing a survey. Participants were informed that there were no right or wrong responses to the questions and that their professional reputation would be kept fully private in order to encourage them to answer honestly and candidly. The poll was disseminated via Gmail, WhatsApp, and social media platforms via a Google Form.

### **Percentage Analysis**

Standardizing participant responses is the major goal of percentage analysis. The main goal of this analysis, which is done on all the survey data, is to comprehend how respondents are distributed across each group. Percentage analysis processes the data using percentages. Using percentages, this method transforms the values into a range from 0 to 100.

Percentage = (Number of confirmed respondents/total number of respondents) ×100.

### **Tools used for data presentation**

Percentage analysis is the tool used in this investigation. After the finalized questionnaire and thorough survey were completed, the data was rigorously analyzed using Microsoft Excel for percentage analysis.

## **1.5.4 PERIOD OF THE STUDY**

The study has taken around 56 days to be completed, from 1st April 2024 to 26th May 2024.

## **1.6 LIMITATIONS OF THE STUDY**

- Some respondents' unwillingness to provide truthful information
- The study's time frame is restricted.
- The limited access to data

## **1.7 INDUSTRY PROFILE**

### **GLOBAL**

Indian retail industry has emerged as one of the most dynamic and fast-paced industries due to the entry of several new players. It accounts for over 10% of the country's gross domestic product (GDP) and around 8% of the employment. India is the world's fifth-largest global destination in the retail space. India is the world's fifth-largest global destination in the retail space and ranked 63 in the World Bank's Doing Business 2023.

The sizeable middle class and nearly unexplored retail market in India are the main enticing factors for international retail behemoths seeking to move into newer markets, which will help the Indian retail business grow more quickly. The urban Indian consumer's purchasing power is increasing, and branded goods in categories like apparel, cosmetics, footwear, watches, beverages, and food, even are gradually evolving into business and leisure that are well-liked by the urban Indian consumer. India is one of the most promising and developing marketplaces in the world. There is a great deal of desire among multinational corporations to take advantage of the consumer base in India and to enter the market first.

India's retail sector was experiencing exponential growth with retail development taking place not just in major cities and metros, but also in small cities. Healthy economic growth, changing demographic profile, increasing disposable income, urbanization, and



changing consumer tastes and preferences have been some of the factors driving growth in the organized retail market in India.

The Indian retail industry occupies a prominent position on the global stage, characterized by its vast market size, rapid growth trajectory, and significant economic contributions. As one of the largest sectors in India, retail accounts for over 10% of the country's GDP and employs a substantial portion of its workforce. This robust economic footprint underscores its pivotal role in driving consumption-led growth and economic development across urban and rural areas alike.

Globally, India is recognized as a key retail destination, ranking fifth in terms of market attractiveness for international brands seeking expansion. The country's burgeoning middle class, expanding urbanization, and rising disposable incomes have created a fertile ground for consumer spending across various retail categories, from apparel and electronics to groceries and luxury goods. This demographic shift, coupled with evolving consumer preferences towards branded and premium products, has further fueled the industry's growth prospects.

The advent of e-commerce has revolutionized the retail landscape in India, catapulting it into the digital age. The e-retail market has witnessed exponential growth, driven by increasing internet penetration, smartphone adoption, and a growing preference for online shopping convenience. Projections indicate that India's e-commerce market could reach between US\$ 120-140 billion by 2026, reflecting a transformative shift in consumer behaviour towards digital platforms for retail transactions.

Despite the rise of e-commerce, traditional retail formats such as brick-and-mortar stores continue to thrive, particularly in smaller cities and towns where physical retail outlets remain the primary shopping destination. This dual retail landscape—comprising both online and offline channels—highlights the sector's adaptability to cater to diverse consumer needs and preferences across urban and rural demographics.

Emerging trends within the Indian retail sector include the proliferation of hypermarkets, supermarkets, and specialty stores, each targeting specific consumer segments with tailored product offerings and shopping experiences. Additionally, the integration of digital technologies, including artificial intelligence and data analytics, is reshaping retail

operations, enhancing supply chain efficiencies, and optimizing customer engagement strategies.

Looking ahead, the Indian retail industry faces challenges such as regulatory complexities, infrastructure constraints, and competitive pressures. Strategic investments in technology infrastructure, logistics capabilities, and omnichannel retail strategies will be crucial for retailers to navigate these challenges and capitalize on the sector's immense growth potential.

Overall, India's retail industry is poised for continued growth, driven by demographic shifts, urbanization, and favorable economic conditions. As international and domestic players continue to invest and innovate, the retail landscape is expected to evolve, offering new avenues for employment, entrepreneurship, and consumer engagement.

### **TOP 10 RETAILERS, FY 2021**

1. Walmart Inc
2. Amazon.com, Inc.
3. Costco Wholesale Corporation
4. The Kroger Co
5. The Home Depot, Inc
6. Target Corporation
7. CVS Health Corporation
8. Walgreens Boots Alliance, Inc.
9. Lowe's Companies
10. Albertsons Companies

### **RETAIL IN INDIA**

#### **EVOLUTION OF RETAILING IN INDIA**

- ❖ Pre 1990s :
  - ✓ Manufacturers opened their own outlets

- ❖ 1990-2005 :
  - ✓ Pure-play retailers realised the potential of this market
  - ✓ Majority in the apparel segment
- ❖ 2005-2010 :
  - ✓ Substantial investment comment from large Indian corporate
  - ✓ Entry in food and general merchandise category
  - ✓ Pan-India expansion to Top 100 cities
  - ✓ Repositioning by exiting players
- ❖ 2010 onwards :
  - ✓ Cumulative FDI inflows stood at US\$ 4.11 billion in the retail trading sector between April 2000-June 2022.
  - ✓ Retail 2020 Retrospect, Reinvent, Rewrite
  - ✓ Movement to smaller cities and rural areas
  - ✓ More than 5-6 players with revenue over US\$1 trillion by 2020
  - ✓ Large-scale entry of international brands
  - ✓ Approval of FDI limit in multi-brand retail up to 51%
  - ✓ Sourcing and investment rules for Supermarkets relaxed
  - ✓ 100% FDI in single brand retail under the automatic route

The retail industry in India has gone through tremendous change in recent years. The year 2023-2024 noted that the Indian retail industry was heavily dominated by the unorganized sector which accounted for 81% of the market. However, the organized retail sector has been growing at a rapid pace, fueled by technological innovations and a customer-centric approach.

Due to the growing income and purchasing power of Indian consumers, their purchase patterns are changing quickly. This is driving a rapid increase in the adoption of advanced technology and investment in infrastructure by retailers in order to meet shifting consumer demand.

Rapid growth in organized retail can also be attributed to a growing number of individuals moving to metropolitan regions as the country urbanizes at a fast pace. It is expected that infrastructural development will continue to grow leading to the building of new malls and retail locations which increases the scope for growth of the organized retail sector.

Increased internet penetration in the country has also led to a rise in rural consumption and increase in digital payment modes which are impacting consumer behaviors.

Retailers have started adapting to new shopping paradigms to better engage with their customers, enhance their experience and earn their loyalty while also ensuring better speed, time and cost efficiency for their businesses. As such, increasingly retailers are focusing on three major facets of growth by ensuring a more efficient, resilient and agile supply chain for the future.

## **Competitive landscape in Indian retail sector**

### ❖ Departmental stores

- Pantaloon has 342 stores in 78 town cities
- Westside operates 160 stores across 88 cities
- Shoppers Stop has 83 stores & Lifestyle operates across 40 stores in India
- Reliance Retail operates 670 fashion concept stores across 350 cities in India

### ❖ Hypermarkets

- Big Bazar Spencer Easy day and Reliance are some major players present in the market
- Aditya Birla Retail (More Hypermarket) 20stores
- Trent has 10 stores under retail chain star
- Big Bazar operate 295 stores Spencer Hyper has 37 stores across the country

### ❖ Supermarkets/convenience stores

- Aditya Birla Retail More Supermarket (645)
- Spencer's Daly (120 stores)
- Reliance Fresh (21)
- REI 6Ten (350 shares)
- Hyper CITY (20 stores)
- Dmart(234)

### ❖ Specialty store

- The industries is a large player, with 496 World of Taitan, 262Tanishq and 509

Taitan eye + shops

- Vijay Sales, Croma and E-Zone in consumer electronic
- Landmark and Crossword in books and gift statement

❖ Cash and carry stores

- Metro started the cash and carry model in
- India operates 27 stores across Mumbai, Kolkata Di Punjab Hyderabad and
- Reliance retailing operates 52 cash and carry stores called Reliance Market, as of FY20

## **ROAD HEAD**

The Coronavirus pandemic has caused changes in buyer inclinations, propensities, and mentalities throughout recent years. This altogether affects how individuals purchase and buyer labor and products. Worldwide retailers are presently utilizing state of the art business systems to make the most of new retail valuable open doors. Buyers never again recognize disconnected and online utilization channels. Because of this, significant organizations are trying different things with various ways of planning consistent retail encounters that are coordinated across all channels. By using both laid out online business stages and customary procedures, retailers are additionally exploring different avenues regarding income models to further develop their client esteem offer.

Online business is growing consistently in the country. Clients have the always expanding selection of items at the most minimal rates. Web based business is presumably making the greatest transformation in retail industry, and this pattern is probably going to go on in the years to come. Retailers ought to use advanced retail channels (Web based business), which would empower them to spend less cash on land while connecting with additional clients in level II and level III urban areas. Online retail market in India is projected to arrive at US\$ 350 billion by 2030 from an expected US\$ 55 billion of every 2021, because of rising web-based customers in the country. Online entrance of retail is supposed to reach 10.7% by 2024 versus 4.7% in 2019. In any case, long haul viewpoint for the business looks positive, upheld by rising pay, ideal socioeconomics, section of unfamiliar players, and expanding urbanization.

## **MARKET SIZE**

According to Kearney Exploration, India's retail industry is on a huge development direction. The projection recommends that the business will encounter a momentous 9% development from 2019 to 2030. In 2019, the retail business was esteemed at US\$779 billion, and by 2026, arriving at US\$ 1,407 billion is normal. Moreover, continuously 2030, the retail business is assessed to surpass a stunning US\$ 1.8 trillion.

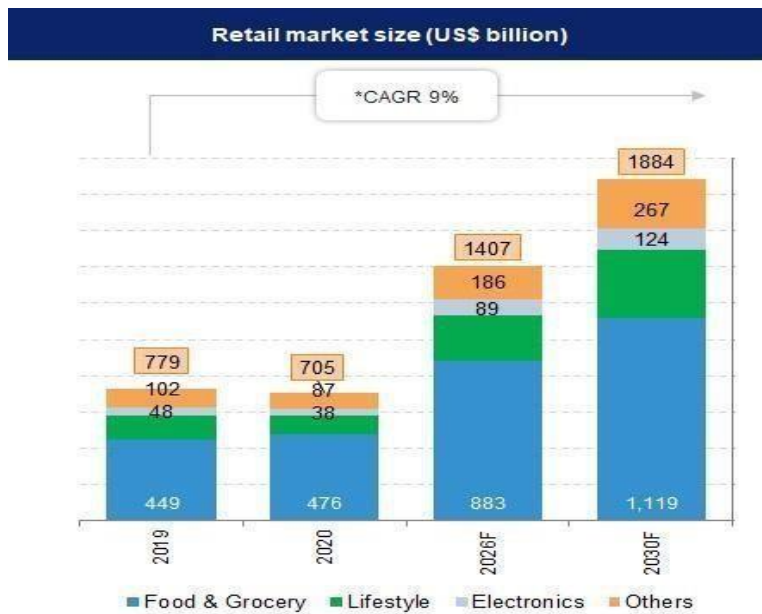
One prominent area of development is India's disconnected retail area, ordinarily known as blocks and concrete (B&M) retailers. In the monetary year 2020, it is normal that the income of these disconnected retailers will observe an increment of Rs. 10,000-12,000 crore (US\$ 1.39-2.77 billion). The direct selling industry in India is additionally encountering significant development. It is projected to be esteemed at US\$ 2.14 billion toward the finish of 2021.

During the pandemic, e-retail arose as an aid for purchasers and organizations the same. As per a report by Bain and Company as a team with Flipkart named 'How India Shops Online 2021,' the e-retail market is expected to arrive at a critical worth of US\$ 120-140 billion by the monetary year 2026. This development addresses a surmised increment of 25-30% every year over the course of the following five years.

Remarkably, India brags the third-biggest number e-retail customers around the world, positioning behind just China and the US. With the development in e-retail, trendy planned operations players are supposed to assume a urgent part on the lookout. It is projected that they will convey a faltering 2.5 billion Direct-to-Customer (D2C) shipments continuously 2030.

One more area of development in the retail area is the web-based utilized vehicle exchange market. It is normal to observe a great development pace of multiple times in the following 10 years.

Generally, these insights and projections feature the momentous development capability of India's retail industry. The ascent of e-retail, combined with headways in coordinated operations and innovation, is reshaping the retail scene and giving huge open doors to organizations to flourish in this powerful market.



\*F –Forecast

## KERALA SCENARIO

There is a growing demand in the state to formulate a retail policy to make Kerala the retail hub of the country, according to industry bodies. "Kerala has the potential to be the next Dubai or Singapore, the global leaders in facilitating retail tourism," said Kumar Rajagopalan, CEO, Retail Association of India (RAI).

The retail sector in India has emerged as one of the most dynamic and fast-paced segments of the economy. The overall retail market in India is expected to register 12 per cent growth per annum. The attempts by states like Maharashtra, Andhra Pradesh and Karnataka to facilitate growth in this segment have resulted in them formulating industry-specific retail policies.

The demand to formulate a retail policy comes in the backdrop of the Kerala Government's attempt to amend the archaic Kerala Shops and Commercial Establishment Act 1960. Single window clearance system for licences, finance scheme to support small-time retailers, simplified labour laws are a few broader themes in which retail policy pioneers like Maharashtra and Karnataka have worked on.

"Kerala with its high tourism prospects, rising per capita income, literacy rate and

technology penetration, already has the advantage in terms of leading a retail revolution if the necessary policies are set in place," said Kumar. He said a retail outfit in states like Kerala has to secure around 30 licences to become functional, which is a highly undesirable scenario for the development of the segment.

Industry experts say the inclusion of retail establishments catering to grocery and food products under the Essential Services Act, 24x7 working hours, provision of paid overtime and the ability of women employees to work round-the-clock will go a long way to ensure a friendly atmosphere for the retail industry in Kerala. According to business houses, the arrival of GST has helped inter-states goods movement. RAI also expressed its concern on the non-disclosure of financial results of large e-commerce companies in India.

The retail sector accounts for over 11 per cent of the country's gross domestic product (GDP) and around 9 per cent of the total employment.

Kerala's retail sector is in the midst of a fascinating transformation. Traditionally dominated by small, family-run stores, the landscape is gradually shifting towards organized retail formats like supermarkets, hypermarkets, and shopping malls. This trend is driven by several factors:

- **Rising Consumer Demand:** Kerala boasts a large and growing consumer base with a healthy disposable income. This fuels demand for a wider variety of products and a more convenient shopping experience.
- **The Rise of Organized Retail:** National retail giants like Spencer's, Reliance, and Big Bazaar are setting up shop in Kerala, offering a wider selection of goods at competitive prices. Local chains like Margin Free and Varkey's are also thriving.
- **Government Support:** The Kerala government recognizes the potential of the retail sector and is actively promoting its growth through policies that simplify registration and attract investment.
- **Tech Savvy Consumers:** The increasing internet penetration and smartphone use are influencing buying habits. Consumers are becoming more comfortable with online shopping and expect a seamless omnichannel experience.



## **Challenges and Considerations**

This growth in organized retail isn't without its challenges:

- **Impact on Small Traders:** There's a concern that large retailers might squeeze out smaller, local shops. This could lead to job losses and a homogenization of shopping experiences.
- **Consumer Preferences:** While some residents welcome the wider selection and convenience offered by big retailers, others prefer the personal touch and local produce offered by traditional stores.
- **Infrastructure Development:** Building a robust supply chain infrastructure alongside modern retail spaces is crucial for the sector's sustained growth.

Overall, the Kerala retail sector presents a promising picture. With its strong consumer base, government support, and growing tech adoption, the future looks bright for organized retail formats. However, navigating the concerns of small traders and preserving the unique character of Kerala's retail landscape will be crucial for sustainable development.

## **CURRENT STATUS**

India's retail industry holds critical significance in its economy, contributing around 10% to its Gross domestic product and giving work to roughly 8% of the labor force. The general Indian retail market is assessed to be esteemed at US\$ 350 billion. Notwithstanding, the coordinated retail portion, addressed by corporate retailers, right now represents just US\$ 8 billion.

Notwithstanding its ongoing size, the coordinated retail area in India is ready for significant development. A review directed by The Related Offices of Trade and Industry of India (ASSOCHAM) shows that by 2010, corporate retail is supposed to develop at 6%, arriving at a retail business of US\$ 17 billion, contrasted with its ongoing development pace of 3% and assessed worth of US\$ 6 billion. This potential development addresses a huge chance for the retail business.

India's retail market is at a tipping point, and the country as of now positions as the 10<sup>th</sup>

biggest retail market worldwide. The development isn't restricted to metropolitan urban communities however stretches out to unassuming communities like Dehradun, Vijayawada, Lucknow, and Nasik, which are supposed to assume a pivotal part in driving India up the worldwide retail rankings.

Coordinated retail in India is projected to add over Rs. 2,000 billion (US\$ 45 billion) in business continuously 2010, prompting work potential open doors for roughly 2.5 million individuals in different retail tasks. Also, around 10 million people are supposed to find work in retail support exercises, including contract creation and handling, store network and planned operations, and retail land advancement and the board.

Looking forward, the coordinated retail area in India is projected to proceed with its development direction. It is assessed to cross the US\$ 650-billion imprint by 2011, with arranged ventures of around US\$ 421 billion throughout the following four years.

The Indian retail industry presents a tremendous potential for development and work age, making it a fundamental part of the country's financial scene. With expanding speculations and headways in the retail area, India is ready to additionally cement its situation as a critical player in the worldwide retail market.

## **RETAIL SECTOR SEGMENTS**

The structure of Indian retail is developing rapidly with shopping malls becoming increasingly common in the large cities and development plans being projected at 150 new shopping malls by 2008. However, the traditional formats like hawkers, grocers and tobacconist shops continue to co-exist with the modern formats of retailing. Modern retailing has helped the companies to increase the consumption of their products for example: Indian consumers would normally consume the rice sold at the nearby kiranas viz. Kolam for daily use. With the introduction of organized retail, it has been noticed that the sale of Basmati rice has gone up by four times than it was a few years back; as a superior quality rice (Basmati) is now available at almost the same price as the normal rice at a local Kirana. Thus, the way a product is displayed and promoted influences its sales. If the consumption continues to grow this way it can be said that the local market would go through a metamorphoses of a change and the local stores would soon become the things of the past or restricted to last minute unplanned buying.

## **Food and Grocery Retail**

The food business in India is largely unorganized adding up to barely Rs.400 billion, with other large players adding another 50 per cent to that. The All India food consumption is close to Rs.9, 000 billion, with the total urban consumption being around Rs.3, 300 billion. This means that aggregate revenues of large food players is currently only 5 per cent of the total Indian market, and around 15-20 per cent of total urban food consumption. Most food is sold in the local 'wet' market, vendors, roadside push cart sellers or tiny kirana stores. According to McKinsey report, the share of an Indian household's spending on food is one of the highest in the world, with 48 per cent of income being spent on food and beverages?

## **Apparel Retail**

The ready-mades and western outfits are growing at 40-45 per cent annually, as the market teams up with international brands and new entrants entering this segment creating an Rs.5 billion market for the premium grooming segment. The past few years has seen the sector aligning itself with global trends with retailing companies like Shoppers' stop and Crossroads entering the fray to entice the middle class. However, it is estimated that this segment would grow to Rs. 3 billion in the next three years.

## **Gems and Jewellery Retail**

The gems and jewellery market is the key emerging area, accounting for a high proportion of retail spends. India is the largest consumer of gold in the world with an estimated annual consumption of 1000 tones, considering actual imports and recycled gold. The market for jewellery is estimated as upwards of Rs. 650 billion.

## **Pharmaceutical Retail**

The pharma retailing is estimated at about Rs. 300 billion, with 15 per cent of the 51 lakh retail stores in India being chemists. Pharma retailing will follow the trend of becoming more corporatized as is seen in other retailing formats (food, apparel etc.).

A few corporates who have already forayed into this segment include Dr Morepen (with Life spring and soon to be launched Tango), Medicine Shoppe, Apollo pharmacies, 98.4 from Global Healthline Pvt Ltd, and the recently launched CRSHealth from SAK

industries. In the south, RPG group's Health & Glow is already in this category, though it is not a pure play pharma retailer but more in the health and beauty care business

Pharmaceutical retail, the world of pharmacies, ensures people have easy access to medications. Chain pharmacies, like familiar national brands, dominate the market with a vast selection of prescriptions, over-the-counter drugs, and general health items. Independent pharmacies, smaller and often local, offer a more personalized touch and may specialize in compounding medications or cater to specific communities. Beyond the traditional stores, mail-order and online pharmacies provide convenient access, especially for those managing chronic conditions. The industry is on the move, with pharmacies transforming from simple medication dispensers into mini healthcare hubs. They're offering additional services like vaccinations and chronic disease management, while also embracing technology with online refills and mobile apps. As regulations around drug pricing, online sales, and data privacy evolve, so too will pharmaceutical retail. But one thing remains constant: ensuring patients have safe and reliable access to the medications they need.

### **Music Retail**

The size of the Indian music industry, as per this Images-KSA Study, is estimated at Rs.11 billion of which about 36 percent is consumed by the pirated market and organized music retailing constitutes about 14 percent, equivalent to Rs.1.5 billion.

The apparel retail sector in India has been experiencing substantial growth, particularly in the ready-made and western outfit segments. These segments are growing at an impressive annual rate of 40-45%, contributing to the creation of a significant market, specifically the premium grooming segment, which is currently estimated to be worth Rs. 5 billion.

A major driver of this growth is the entry of international brands into the Indian market. These brands bring global fashion trends and quality standards, attracting a growing number of Indian consumers. Alongside established international brands, new entrants are continuously entering the market, adding diversity and innovation to the offerings available to consumers.

Over the past few years, the Indian apparel retail sector has increasingly aligned itself with global fashion trends. This alignment has made the sector more appealing to a

fashion-conscious middle class. Companies like Shoppers' Stop and Crossroads have been pivotal in this transformation. They have entered the market with strategies aimed at enticing the middle class, offering a wide range of products that cater to contemporary tastes and preferences. The premium grooming segment, already valued at Rs. 5 billion, is projected to grow significantly. It is estimated that this segment will reach Rs. 3 billion in the next three years. This indicates a strong and sustained interest in high-quality, fashionable apparel and grooming products among Indian consumers.

The middle class, with rising disposable incomes and a growing appetite for fashion and lifestyle products, is a key demographic driving this growth. The increased availability of trendy, ready-made, and western outfits is influencing lifestyle changes, as more people adopt fashion-forward and globally influenced styles.

In summary, the apparel retail sector in India is undergoing a dynamic transformation, fueled by the rapid growth of ready-made and western outfits. With international brands and new entrants enhancing the market's appeal, and retail giants catering to the middle class, the sector is well-positioned for continued expansion. The premium grooming segment, in particular, is set to see significant growth, reflecting the evolving tastes and spending habits of Indian consumers.

### **Book Retail**

The book industry is estimated at over Rs. 30 billion out of which organized retail accounts for only 7 per cent (at Rs.2.10 billion). This segment is seen to be emerging with text and curriculum books accounting to about 50 per cent of the total sales. The gifting habit in India is catching on fast with books enjoying a significant share, thus expecting this sector to grow by 15 per cent annually. The world of book retail offers a fascinating landscape, encompassing both the cozy corners of independent bookstores and the vast catalogs of online retailers. Independent shops, often havens for specific genres or niches, boast curated selections and knowledgeable staff ready to guide readers on their literary adventures. Chain bookstores, on the other hand, provide a wider variety at competitive prices, making them a one-stop shop for bookworms of all stripes. However, they may lack the personal touch found in independent stores. Online retailers burst onto the scene with unparalleled selection, allowing readers to find virtually any book imaginable. Yet, the convenience comes at the cost of losing the tactile experience of browsing physical shelves and the serendipitous discovery of hidden gems. Used

bookstores offer a treasure trove for budget-conscious readers, brimming with discounted finds, rare editions, and out-of-print gems.

Despite the rise of e-books, physical bookstores hold their own. Their unique atmosphere, often complete with the comforting scent of old paper, provides a refuge for readers to lose themselves in a world of stories. Many bookstores host author events, book clubs, and cafes, fostering a sense of community and offering a vibrant space that goes beyond just selling books. While the future of book retail is uncertain, it's likely that both physical and online stores will coexist. Physical bookstores, by adapting to evolving preferences and offering a holistic experience, can ensure their continued relevance alongside their online counterparts.

### **Consumer Durables Retail**

The consumer durables market can be stratified into consumer electronics comprising of TV sets, audio systems, VCD players and others; and appliances like washing machines, microwave ovens, air conditioners (A/Cs). The existing size of this sector stands at an estimated US\$ 4.5 Billion with organized retailing being at 5 per cent. Consumer durables retail revolves around selling products built to last, like appliances, electronics, furniture, and even some household items. These stores, both physical and online, equip our homes. Brick-and-mortar stores let you touch and feel products with the help of knowledgeable staff. Online retailers offer wider selections and competitive prices delivered straight to your door. The industry is constantly innovating with smart appliances and eco-friendly options to meet consumer demand. While online shopping is booming, physical stores are adapting by offering online features like in-store pickup. Economic factors can impact spending, but with rising disposable incomes (in some regions) and growing cities, consumer durables retail is poised for continued growth. The key for retailers lies in adapting, offering value through competitive prices and services, and leveraging both online and physical channels.

## **INVESTMENTS/ DEVELOPMENTS**

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

- India's retail exchanging area pulled in US\$ 3.96 billion FDIs Between April 2000-Walk 2022.

- As per information delivered by the Service of Measurements and Program Execution (MoSPI), India's Customer Cost List (CPI) based retail expansion expanded to 7.04% YoY in May 2022 on the rear of the base impact and less expensive food costs.
- In June 2022, Dependence Brands Restricted inks a JV with plastic legno spa to fortify toy producing biological system in India. In June 2022, Aditya Birla Gathering officially dispatches TMRW – a Computerized First 'Place of Brands' endeavor in the Design and Way of life space
- In May 2022, Dependence brands restricted (RBL) collaborated with Tod's S .p. A, the notorious Italian extravagance brand to turn into the authority retailer of the brand across all classes including footwear, satchels and frill in the Indian market.
- In April 2022, Wipro Shopper Care introduced its production line in Telangana. It has put resources into a cutting edge cleanser completing linethat sudden spikes in demand for most elevated speed of 700 Nos of cleanser/minute.
- In FY 2021-22 (till twentieth Walk 2022) complete number of advanced installment exchanges volume remained at Rs. 8,193 crore (US\$ 1.05 billion).
- In Walk 2022, Dependence Brands has purchased the India franchisee freedoms and the ongoing Sunglass Cottage retail network from DLF Brands.
- Retail tech organizations supporting the retail area with administrations like computerized records, stock administration, installments arrangements, and apparatuses for operations and satisfaction are taking off in India. In the initial nine months of 2021, financial backers siphoned in US\$ 843 million into 200 little and medium sized retail innovation organizations, which is an extra260% of capital contrasted with the whole 2020.
- In November 2021, Division for Advancement of Industry and Interior Exchange reported that it is dealing with an administrative consistence gateway to limit difficult consistence processes among enterprises and the public authority.
- In October 2021, retailers in India expanded by 14% contrasted and last year
- The Indian retail exchanging has gotten Unfamiliar Direct Venture (FDI)value inflow totalling US\$ 3.61 billion during April 2000-June 2021, as indicated by Division for Advancement of Industry and Inner Exchange (DPIIT)

- With the rising requirement for shopper merchandise in various areas including customer gadgets and home machines, many organizations have put resources into the Indian retail space in the beyond couple of months .In October 2021, Dependence reported plan to send off 7-Eleven Inc's. general stores in India.
- In October 2021, Realme sent off 100 new selective stores across India to extend and fortify its impression in the country.
- In October 2021, Dependence Retail presented Freshpik, another experiential luxurious cuisine store in India, to extend its basic food item fragment in the super exceptional class.
- In October 2021, Plum, the direct-to-purchaser magnificence and individual consideration brand, reported plan to send off >50 disconnected stores across India (by 2023) to grow its client base.
- Tanishq, Customers Stop and Smash hit India (sells style brands Vero Moda, Just and Jack and 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 Ecommerce 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.

## **CHALLENGES IN RETAILING**

- The business is confronting a serious deficiency of skilled experts, particularly at the center administration level.
- Most Indian retail players are under serious strain to make their stock chains more effective to convey the degrees of value and administration that purchasers are requesting. Long intermediation chains would expand the costs by 15%.
- Absence of sufficient foundation concerning streets, power, cold chains and ports has additionally prompted the hindrance of a dish India organization of providers. Because of these imperatives, corporate store need to fall back on different merchants for their prerequisites, in this way, raising expenses and costs.
- The accessible ability pool doesn't back retail area as the area has as of late risen up out of its beginning stage. Further, retailing is yet to turn into a favored vocation choice for the greater part of India's informed class that has picked areas like IT, BPO and monetary administrations.
- Despite the fact that the Public authority is endeavoring to execute a uniform worth added charge across states, the framework is as of now tormented with differential duty rates for different states prompting inflated expenses and intricacies in laying out a powerful dispersion organization.
- Severe work regulations administer the quantity of hours worked and least wages to be paid prompting restricted adaptability of tasks and work of parttime representatives. Further, numerous clearances are expected by similar organization for opening new outlets adding to the expenses caused and time taken to extend presence in the country.
- The retail area doesn't have 'industry' status yet making it challenging for retailers to raise finance from banks to subsidize their extension plans.

## **FUTURE OF THE STORE**

As the world moves forward after the pandemic, the integration of technology in the retail industry has become increasingly vital to attract customers back to brick-and-mortar stores and provide them with engaging shopping experiences. Retailers are now leveraging advanced technologies like virtual and augmented reality, artificial intelligence, and data analytics to personalize recommendations, streamline the checkout process, and interact with customers in unique ways. These technological advancements play a crucial role in building customer loyalty and driving the success of businesses in this new era of retail.

Moreover, retailers are going beyond traditional product sales and focusing on enhancing the overall shopping experience by offering a wide range of human-centered services. These services include concierge assistance, on-site repairs, valet parking, and personal styling. By providing these additional conveniences and personalized services, physical stores can differentiate themselves from online retailers, who may not be able to offer such in-person assistance. These human-centered services aim to create a more memorable and enjoyable shopping experience for customers, further reinforcing their preference for physical retail stores.

### **❖ Seven &i**

In March 2022, 7-Eleven, a popular Japanese convenience store chain, introduced a new self-checkout system called Dg POS in certain stores located in Tokyo. This system incorporated cutting-edge holographic registers for the point-of-sale cash registers, utilizing non-contact holographic display technology. The development of Dg POS was a collaborative effort between 7-Eleven, Toshiba Tec, and other partners. By using this system, customers were able to easily scan their products and proceed to make payments conveniently.

Furthermore, in addition to the self-checkout feature, the holographic registers also provided customers with a selection of Seven Café beverages to choose from. This integration of the café offerings into the registers added an extra level of convenience and variety for customers during their checkout process.

The trial of this innovative technology in select 7-Eleven outlets served as a valuable opportunity to assess the feasibility and effectiveness of the holographic register

system in the retail industry. The insights gained from this trial period would have allowed the stakeholders to evaluate the system's performance, understand customer preferences, and determine any necessary improvements or adjustments to enhance the overall shopping experience.

#### □ **Ulta Beauty**

It is a renowned beauty retailer, has embraced the integration of artificial intelligence (AI) and augmented reality (AR) into its operations as part of its commitment to enhancing customer experiences and adapting to evolving market conditions. In 2018, the company made strategic acquisitions of two start-ups, QM Scientific and GlamST, to bolster its AI-powered recommendation engine and AR technology, respectively. These acquisitions have played a pivotal role in enabling Ulta Beauty to introduce an exciting feature called GLAMLab in its app, offering customers a virtual try-on experience. Through the utilization of AR and AI technologies, customers can now virtually test and visualize various beauty products before making a purchase.

Furthermore, Ulta Beauty is leveraging AI to analyze consumer data and optimize inventory management. This data-driven approach allows the company to gain valuable insights into customer preferences and behavior, enabling them to make informed decisions regarding their product offerings and stock levels. By harnessing the power of AI, Ulta Beauty can enhance operational efficiency and ensure that their inventory aligns with customer demands.

The Chief Digital Officer of Ulta Beauty has acknowledged the positive impact that the combination of AR and AI has had on the business. The integration of these technologies has not only improved the overall customer experience by providing virtual try-on capabilities but has also facilitated data-driven decision-making and enhanced inventory management. By embracing AI and AR, Ulta Beauty remains at the forefront of innovation in the beauty retail industry, continuously adapting to meet customer expectations and stay ahead in a dynamic market landscape.

#### □ **Nike**

Retailers are increasingly utilizing technology to enhance their in-store experiences in order to stand out and maintain customer loyalty in a highly competitive market. In January 2022, Nike made an exciting announcement regarding its partnership with 8<sup>th</sup>

Wall and BORG Studios to introduce augmented reality (AR) technology into its selected US retail locations. This collaboration, known as the PLAY NEW initiative, aimed to provide customers with an immersive and interactive shopping experience.

As part of the PLAY NEW initiative, Nike incorporated QR codes throughout the store, inviting customers to scan them and unlock five web-based AR sports games. By leveraging AR technology, customers could engage in virtual sports experiences and enjoy a unique and entertaining interaction within the physical retail environment. This innovative approach added an element of excitement and interactivity to the shopping experience, further differentiating Nike's in-store offerings.

In addition to the collaboration with 8<sup>th</sup> Wall and BORG Studios, Nike also announced a partnership with the popular online gaming brand Roblox to introduce an AR experience called "Nikeland" at its Fifth Avenue store in New York City. This collaboration aimed to merge the virtual world of gaming with the physical retail space, creating an immersive and dynamic environment for customers to explore and engage with Nike's products. Through the integration of AR technology, Nikeland provided an innovative way for customers to interact with the brand and its products in a memorable and enjoyable manner.

These initiatives by Nike signify the brand's commitment to leveraging technology to enhance the in-store experience and stay at the forefront of retail innovation. By integrating AR technology, Nike creates a unique and engaging environment that combines the physical and virtual worlds, providing customers with interactive and immersive experiences that go beyond traditional shopping.

#### □ **Alibaba**

Alibaba Group has embraced technology to revolutionize the shopping experience for its customers by integrating online, offline, logistics, and data. An exemplary manifestation of this approach is seen in Hema, a technologically advanced supermarket chain that embodies Alibaba's "New Retail" strategy. Hema stores are meticulously designed to revolve around customers' smartphones, which serve as their primary tool for various shopping activities.

Customers can conveniently use their smartphones to perform tasks such as adding items to a digital shopping cart, accessing detailed product information, and making

payments. This seamless integration of mobile technology enhances the overall shopping experience by providing customers with a streamlined and efficient process. Additionally, customers can benefit from personalized shopping recommendations based on their preferences and previous purchase history, further enhancing their satisfaction.

Moreover, Hema stores feature digital price tags that can be updated in real-time. This dynamic pricing mechanism enables the stores to quickly adjust prices based on factors like market demand, inventory levels, and promotions. Real-time price updates ensure that customers receive accurate and up-to-date information while shopping.

Alibaba's implementation of technology in Hema stores exemplifies their commitment to creating a harmonious blend of online and offline retail experiences. By seamlessly integrating smartphones, data analytics, and dynamic pricing, Alibaba has significantly transformed the traditional supermarket model. This innovative approach not only enhances customer convenience and satisfaction but also allows Alibaba to gather valuable data insights that can be utilized to optimize operations, inventory management, and marketing strategies. Ultimately, Alibaba's focus on technology-driven enhancements exemplifies their dedication to pioneering new avenues of retail and reshaping the future of the industry.

## **1.8 COMPANY PROFILE**

ESAF has implemented a distinctive social business strategy, adopting a triple bottom line approach that prioritizes People, Planet, and Prosperity. From the outset, ESAF has embraced a three-pronged strategy consisting of credit, market access, and training, which serve as the foundation of the organization. This strategy has been instrumental in driving ESAF's growth and expansion, with 30 group entities steadfastly committed to the founder's vision and mission of addressing the inequalities of prosperity.

In 2004, ESAF Society inaugurated its first supermarket, ESAF Swasraya Bazaar, located in Pattikkad, Thrissur. Recognizing the importance of market linkages and fair pricing, ESAF Retail was established in 2008, later rebranded as CEDAR Retail Private Ltd on January 1, 2020.

CEDAR Retail, a vital entity within the ESAF group, was formed with the aim of providing essential market access for both the agricultural and non-agricultural sectors of the country while promoting fair and transparent pricing. The overarching objective of CEDAR is to bring about positive social change, particularly for women, by empowering them economically and enhancing their overall quality of life. The core principle driving CEDAR's operations has been to create an affordable and easily accessible marketplace that caters to the diverse needs of all segments of society.

CEDAR Retail was established with a dual purpose. Firstly, it strives to create an inclusive consumer goods market that is affordable and accessible to individuals from all walks of life. Secondly, it aims to establish strong supply chains that provide reliable and viable forward linkages for small-scale entrepreneurs and manufacturers. Recognizing the challenges faced by farmers and micro-entrepreneurs in marketing their produce, CEDAR Retail has adopted a direct marketing approach, bypassing intermediaries. By doing so, it not only provides these marginalized individuals, especially women, with a platform to market their products but also ensures a sustainable source of income. This approach not only contributes to their economic empowerment but also improves their overall quality of life. CEDAR Retail is dedicated to uplifting economically disadvantaged sections of society by providing them with livelihood opportunities and fostering economic self-reliance.

## **VISION OF THE COMPANY**

CEDAR Retail envisions to be a catalyst in building a society with equal livelihood opportunities, improved quality of living, and responsible consumption.

## **MISSION OF THE COMPANY**

To be a leader in innovative natural and eco-friendly products using natural & nature-friendly materials and the skills of the people in and around the operational areas which will create sustainable livelihood opportunities for the people, especially women around the region.

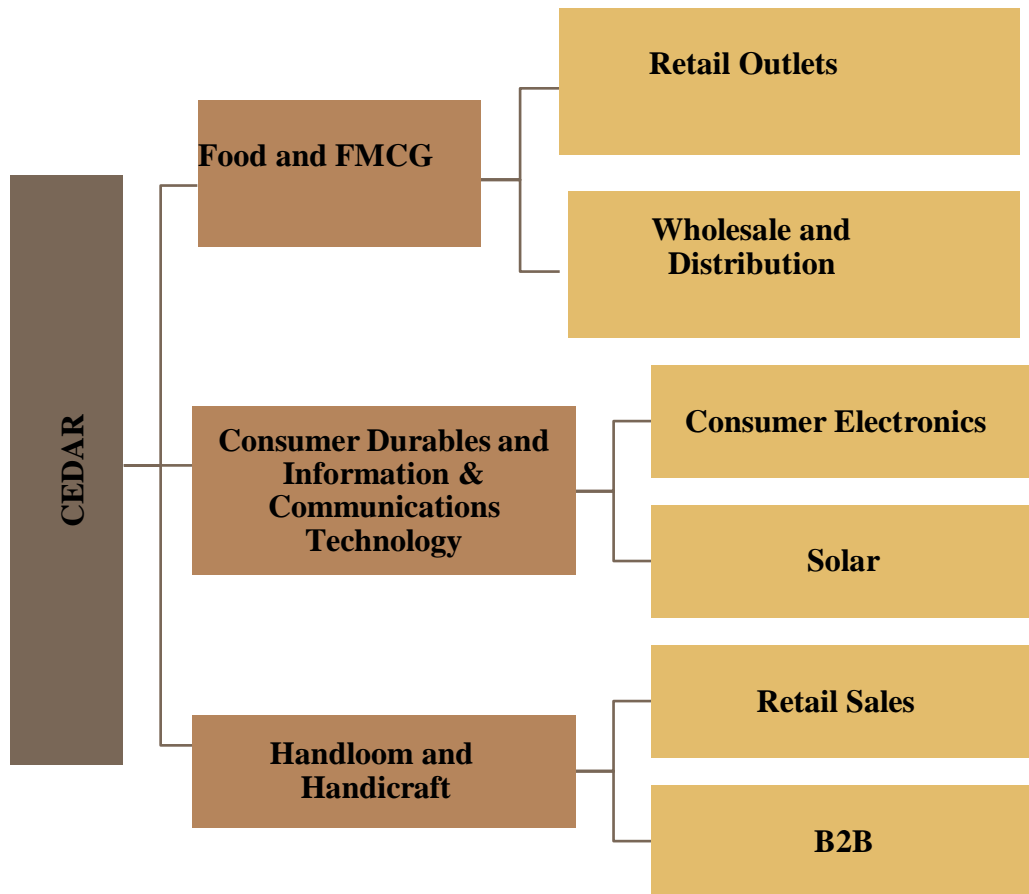
## **VALUES**

- **TRUST** -We practice integrity in all our transactions and interactions, which help us, inspire trust among internal and external customers. Quality- We always comply with the standards defined for products and services
- **Customer Value** -We set benchmarks for customer value and constantly improve upon it
- **Innovative** -We drive efficiency and effectiveness in our business by being innovative
- **Achievement Orientation** -We help you to achieve more for self, company and Customer

## **STRATEGIC BUSINESS UNIT**

CEDAR has expanded its business by establishing three distinct Strategic Business Units (SBUs), each with a well-defined purpose. These SBUs encompass Food & FMCG, Handloom & Handicraft, and Consumer Durables & ICT. The creation of separate SBUs has enabled the company to focus its efforts in a targeted manner, ensuring expert management for each vertical. Despite their unique focuses, all SBUs align with the shared mission and vision of the company.

By establishing these separate SBUs, CEDAR ensures that each vertical receives specialized attention and expertise. This allows for efficient management, effective decision-making, and targeted strategies tailored to the unique demands and characteristics of each business segment. Despite their distinct focuses, all three SBUs align under the overarching mission and vision of the company, working together towards common goals of growth, sustainability, and social impact.



## A. FOOD & FMCG

The Food and Fast-Moving Consumer Goods (FMCG) sector has been divided into retail outlets and wholesale distribution. In an effort to support local producers and provide them with a platform to sell their products, CEDAR Retail has established a chain of stores. The primary focus of CEDAR Retail's small-scale retail project is to empower the less privileged and marginalized sections of society. They directly procure diverse types of food grains and spices from various states and distribute them through wholesale distribution channels. Additionally, the organization has initiated several new ventures to enter new market segments while also strengthening its existing operations.

- Retail Outlets –

At CEDAR Retail, they provide a diverse range of top-quality products at affordable prices in their stores. They prioritize their customers and continuously adapt to their changing needs. Their focus is on delivering exceptional products and services through regular innovations. CEDAR Retail operates a network of 15 stores, consisting



of 7 supermarkets, 4 micro markets, and a premium Gourmet store, catering to both urban and semi-urban populations in Thrissur.

CEDAR Supermarts and Micromarts have the goal of offering a wide variety of daily essentials at reasonable prices, making affordable products accessible to all while building a loyal customer base. Additionally, these stores serve as a platform for local farmers to sell their produce.

CEDAR Retail has introduced Mahilodaya in their retail stores, aiming to promote women entrepreneurship by providing opportunities for market linkage for their products. Through this initiative, local women entrepreneurs have successfully marketed their products in CEDAR Supermarts.

CEDAR Gourmet is the latest addition to their store network, offering premium products and targeting the urban population.

- **WHOLESALE DISTRIBUTION –**

CEDAR Retail provides high-quality products at affordable prices. At CEDAR Retail, customers are at the heart of all we do and we always strive to keep up with the ever-changing needs of our consumers. We strive to provide best-in-class products and services through regular innovation.

CEDAR Retail has a network of 15 retail stores which includes 7 supermarkets, 4 micro markets and a premium gourmet store. These stores serve the urban and semi-urban population of the Thrissur area.

CEDAR Supermarts & Micromarts aim to provide affordable daily essentials at affordable prices so that everyone can get affordable products and gradually build a customer base. They also provide a platform to the local farmers so that they can sell their produce at CEDAR supermarkets.

CEDAR Retail introduced mahilodaya into its retail stores with the aim of promoting women entrepreneurship. Through this initiative, the company has been able to provide marketing opportunities to the local women entrepreneurs so that they could sell their products at CEDAR Supermart

CEDAR Gourmet is another new addition to the CEDAR network. This premium outlet serves the urban population.

o The Micro Retail model aims to empower low-income families, particularly women in rural areas, by offering them financial independence and the opportunity to create their livelihoods. This successful approach has led to the emergence of several women micro-retailers, who play a crucial role in strengthening the distribution network and expanding market reach. Currently, six micro-retailers are responsible for 500 shops in Palakkad and Thrissur districts.

## **B. HANDLOOM AND HANDICRAFT**

The SBU'S division offers unique range of hand-crafted products manufactured by the tribal and rural artisans, majority of them being women. They further divided into retail sales and B2B. Retail sales to sell their handloom and handicraft through stores. They collaborate with different business unit to boost their operations. The handloom and handicraft includes two brands gonature and gonature origins. Through this initiative, CEDAR Retail aims to conserve their traditional skills, natural resources, and their affinity to nature and aid them in generating a reasonable financial return. These particular vertical covers handloom products along with products made of jute, bamboo and water hyacinth.

CEDAR manufactures bamboo products at its production facility based at Jharkhand using two types of bamboo, i.e. Tulda & Balkua. CEDAR has played a pivotal role in providing training & employment to around 180 artisans of one of the most economically marginalized Mahli tribes of Jharkhand. These tribes have exceptional expertise in bamboo handicrafts. CEDAR has also been able to tackle the adverse environmental impact of water hyacinth to a certain extent.

There exists a significant economic and social need for converting water hyacinth into value-added products due to following reasons:

- Its removal helps to conserve water and rejuvenate the environment.
- Sustainable livelihood & inclusive growth in rural areas since the raw material is free and abundant.
- Opportunity to earn as per the skill level of the artisan.
- An eco-friendly product for the consumers.
- Helps to empower women in rural India.

With this model, women associated with the Company were able to manage their household chores and kids while simultaneously earning an income for themselves and their family. The work from home model attracted more women to join the initiative. On the other hand, this model has helped to increase storage capacity, addition to existing product categories and hence overall production output.

#### **D. CONSUMER DURABLE & ICT**

- CONSUMER DURABLE- CEDAR Retail offers a vast range of products including clean-energy products and consumer durable products at affordable prices. It extends support through a uniquely designed program which enables field partners (MFIs & NGOs) to effectively implement and quickly scale up its energy program. This vertical has presence in 8 states including Kerala, Tamil Nadu, Karnataka, Jharkhand, Maharashtra, Madhya Pradesh, Chhattisgarh and Bihar.
  
- SOLAR PRODUCTS -The solar division at CEDAR Retail was formulated with the objective of educating the masses about solar products, improving its reach and increasing the use of eco-friendly solar powered products across households in Kerala. Increasing awareness about the benefits of renewable energy and its positive impact on environment clubbed with rising electricity tariffs have created a need for solar powered products. Our products include solar inverters, solar on grid and off grid systems and other green energy products. Solar division expanded its business in Tamil Nadu and added over 100 new customers in the fiscal. Solar Awareness training was conducted for 50 Plus new entrepreneurs across Kerala. Additionally, solar awareness training was also undertaken in parts of Tamil Nadu. As part of CEDAR's collaboration with Micro Energy Credits (MEC) carbon program, CEDAR sold 27,219 solar products in the fiscal.

#### **BRANDS**

- **CAFE CROSSO**

Café Crosso was strategically introduced with a clear target audience in mind – the younger population. This premium café provides a perfect hangout spot for families

and friends alike. With its inviting ambiance and a diverse menu, it offers an array of delicious options, making it an appealing destination for gatherings and socializing.

The cafe takes pride in offering a wide selection of food items to cater to various tastes and preferences. Patrons can indulge in a variety of options, including sandwiches, wraps, burgers, continental dishes, and an assortment of beverages. This diverse menu ensures that there is something for everyone, making the café an ideal place for groups with varying culinary preferences.

Located in Thrissur, the café has achieved remarkable success in a relatively short period. This achievement can be attributed to the café's ability to resonate with its target audience and deliver an exceptional dining experience. By providing top-notch service, delectable food options, and a welcoming atmosphere, Café Crosso has managed to build a strong and loyal customer base.

The cafe's popularity among the younger crowd is a testament to its success in understanding and meeting the demands of this demographic. Its positive reputation and loyal customer base have contributed to the establishment of Café Crosso as a go-to destination for people seeking a premium and enjoyable dining experience in Thrissur.

- **CROSSO**

Crosso is a brand that falls under the Food & FMCG (Fast-Moving Consumer Goods) Strategic Business Unit (SBU). It was introduced in the fiscal year 2021-2022 with the specific goal of entering the snacks market.

Crosso differentiates itself as a bulk producer of bakery products and pre-packed snacks, utilizing top-notch ingredients to ensure high quality.

The primary focus of the 'Crosso' brand is to bring innovation to its product offerings while maintaining affordable prices for consumers. They strive to keep up with the latest food trends, ensuring their products stay relevant and appealing to the target market.

These bakery and snack items by Crosso are conveniently available at all retail stores operated by CEDAR, the parent company or organization associated with the brand. By leveraging CEDAR's retail presence, Crosso aims to reach a wider consumer base and establish its presence in the competitive snacks segment.

- **CEDAR GOURMET**

CEDAR Gourmet is a comprehensive and all-encompassing store that serves as a one-stop destination for food enthusiasts. The store boasts an extensive selection of both Indian and imported specialty food products, catering to the needs of diverse culinary tastes.

The emphasis of CEDAR Gourmet is on providing premium ingredients to enhance the overall cooking and dining experience. They take great care in curating their product offerings, ensuring that only the finest and most exceptional items make it to their shelves. This attention to detail ensures that customers can find a wide variety of high-quality products, which is especially appealing to those with discerning tastes and a passion for culinary exploration.

Whether customers are seeking authentic Indian delicacies or exploring international flavours, CEDAR Gourmet aims to offer something for everyone. With their vast array of thoughtfully selected products, food enthusiasts can find everything they need to create wholesome and delightful meals.

In essence, CEDAR Gourmet is more than just a store; it is a haven for those who appreciate the art of cooking and savoring fine foods. It is a place where people can indulge in their culinary passions, discover new ingredients, and elevate their gastronomic experiences to new heights.

- **CEDAR SUPERMART & MICROMART**

CEDAR Supermart & Micromart is a retail initiative that aims to provide a diverse range of everyday essentials at affordable prices, making them accessible to a broad customer base.

By offering products at reasonable rates, they strive to ensure that everyone in the community can access the essentials they need without facing financial constraints.

One of the unique aspects of CEDAR Supermart & Micromart is its commitment to supporting local producers and micro-entrepreneurs. By providing a platform for these individuals to showcase and sell their products, the initiative contributes to the growth and sustenance of small businesses within the community. This approach fosters economic development at the grassroots level and encourages local entrepreneurship.

The network of 14 stores strategically caters to the semi-urban and rural population of Thrissur. This implies that the initiative seeks to address the needs of people living in areas where access to essential products might be limited or less convenient. By establishing stores in these locations, CEDAR Supermart & Micromart plays a crucial role in improving the accessibility of daily necessities for people residing in the region.

Overall, CEDAR Supermart & Micromart goes beyond being a conventional retail chain. It demonstrates a commitment to community welfare by making affordable products available to all while empowering local producers and micro-entrepreneurs. This multi-faceted approach not only benefits customers but also contributes to the growth and vitality of the local economy.

- **RHEMA**

The establishment of this brand was driven by a noble objective – to create a market for individual milk producers, particularly dairy farmers. By providing a platform for these farmers, the brand aims to ensure a regular and stable income for them. This is achieved through the extensive network of CEDAR Retail stores, which offer a guaranteed market for the dairy products.

To support the dairy farmers further, the brand provides several key benefits. One of the essential advantages is remunerative pricing, which ensures that the farmers receive fair compensation for their milk. Additionally, the brand extends credit support, technical inputs, and testing facilities, enabling the farmers to enhance the quality of their milk production and comply with industry standards.

A significant aspect of the brand's operations is the robust cold-chain infrastructure it has in place. This infrastructure plays a crucial role in maintaining the quality and freshness of the dairy products. By ensuring a consistent cold chain, the brand can offer products under the name 'Rhema' with exceptional quality and reliability.

Currently, the products under the 'Rhema' brand are available in several districts, including Thrissur, Alappuzha, Kottayam, and Ernakulam. This regional availability indicates the brand's commitment to reaching out to consumers across specific geographic locations while supporting local dairy farmers.

Overall, the brand's initiative benefits both the dairy farmers and consumers. The

farmers receive essential support and a reliable market for their products, while consumers can enjoy high-quality dairy products from a brand that prioritizes sustainability, fairness, and excellence in its operations.

- **SUVIDI**

Suvidi, CEDAR Retail's organic brand, has a vision of promoting a healthy society by making organic products easily accessible to everyone and fostering a healthy lifestyle. Organic products play a vital role in maintaining overall well-being. As awareness of the benefits of organic food grows globally, more and more people are gradually adopting organic products. Moving forward, organic food will be crucial in sustaining a healthy population, reducing lifestyle diseases, and mitigating public health risks.

The idea of Suvidi originated in 2006 when CEDAR Retail decided to reintroduce traditional organic farming at the Adatt paddy fields in Thrissur, Kerala. This initiative aimed to provide people with an in-house organic brand that promotes the goodness of organic farming. Suvidi products are available for purchase through CEDAR's network of retail stores and can also be conveniently accessed online.

Suvidi is CEDAR Retail's organic brand, with a mission to promote organic products and encourage a healthy lifestyle for the benefit of society. The brand was born out of the initiative to revive traditional organic farming practices, and it offers a wide range of organic products through retail stores and online platforms. By embracing organic food, individuals can contribute to their overall well-being and help reduce lifestyle-related health issues on a larger scale.

- **GONATURE ORIGINS**

GoNature ORIGINS is a new endeavor launched by CEDAR Retail, a rapidly expanding retail chain headquartered in Kerala. This initiative is focused on bringing about positive changes in both society and the environment. As an eco-conscious fashion and lifestyle brand, GoNature ORIGINS offers a diverse range of sustainable products.

The primary goal of GoNature ORIGINS is to support and empower artisans while reviving traditional crafts. The brand showcases the rich heritage of Indian handloom and handicrafts, with a special emphasis on promoting lesser-known weaves and crafts.

By doing so, they aim to preserve these valuable art forms and uplift the communities of skilled artisans.

The wide collection of GoNature ORIGINS encompasses a variety of products such as sarees, stoles, dupattas, hand-woven fabric, home furnishings, and decorative items. These items are all carefully crafted with a focus on sustainability, making them an ideal choice for individuals who are conscious of the environment and appreciate the value of unique handmade products.

Located in Kochi, the store caters to handloom and handicraft enthusiasts who admire and value the exceptional skills and efforts involved in creating these exceptional products. By choosing GoNature ORIGINS, customers not only get to embrace the charm of Indian craftsmanship but also contribute to the preservation of traditional arts and sustainable practices.

- **GONATURE**

CEDAR Retail ventured into the manufacturing of products using naturally available fibers with the aim of promoting the use of sustainable resources. Throughout this endeavor, the company maintains stringent production standards to ensure the highest quality in their products.

This specific vertical of CEDAR Retail focuses on crafting items from materials such as jute, bamboo, and water hyacinth. The core purpose behind this initiative is to uplift and provide economic opportunities to individuals belonging to the lower-income strata of society. By creating products from natural resources, CEDAR Retail seeks to disperse monetary value to those who are often marginalized and disadvantaged.

Under the brand name 'GoNature', these products are currently marketed. The brand embodies the concept of developing eco-friendly alternatives to artificial materials. By tapping into the skills of tribal artisans from Jharkhand, CEDAR Retail creates unique and appealing products that resonate with both the domestic and international markets.

The success of 'GoNature' has garnered an international clientele, including renowned brands like IKEA from Sweden. This recognition demonstrates the global appeal and high-quality craftsmanship of the products created by CEDAR Retail. By promoting sustainable practices and providing livelihood opportunities to marginalized communities, CEDAR Retail's 'GoNature' brand has not only gained acclaim but also



contributes positively to environmental conservation and social welfare.

- **POWERGRAM**

Powergram has emerged as a rapidly growing supplier of solar solutions in India, with a unique capability to serve even remote locations. The company is driven by a strong commitment to reducing the dependence on non-renewable energy sources and raising awareness about the long-term benefits of generating one's own energy resources.

As the impact of global warming becomes increasingly evident, and climatic changes cause irreversible damage, the importance of green energy has become more pronounced. Powergram firmly believes that adopting green energy is the only sustainable way to power households, educational institutions, organizations, and other facilities.

To cater to various energy needs, Powergram has formed partnerships with multiple leading brands. This collaboration enables them to offer an extensive array of solar on-grid and off-grid solutions, as well as solar inverters and other green energy products.

Powergram takes pride in providing a comprehensive service, starting from the initial site inspection to suggesting customized solar solutions that perfectly match the specific requirements of each location. The company handles the entire installation process, ensuring a seamless experience for their customers. Moreover, Powergram also offers servicing of these solar products, ensuring long-term efficiency and performance.

With its dedication to promoting renewable energy and making solar solutions accessible even in remote areas, Powergram contributes to a sustainable future and plays an essential role in the ongoing fight against climate change.

## **SOCIAL AND ENVIRONMENTAL IMPACT**

CEDAR Retail has been dedicated to making a positive impact on the environment by embracing eco-friendly practices and offering environmentally conscious products.

Our stakeholders and partners have been integral to our efforts, supporting us in achieving our objectives to a considerable extent. Through our diverse business ventures, we have persistently worked to uplift financially vulnerable sections of society, contributing to their economic well-being.

The launch of Suvidi organic was driven by the goal of raising awareness about the numerous benefits of organic products on both human health and the environment. We understand the significance of safeguarding the interests of organic farmers who are committed to using traditional and sustainable farming methods. These farmers play a crucial role in preserving the environment for future generations.

The adoption of traditional organic farming practices has proven to have long-term positive impacts on the environment. By eliminating the use of chemical fertilizers and pesticides, organic farming contributes to reducing soil pollution and minimizing harm to ecosystems. This approach aligns with our vision of fostering a greener and healthier planet.

As we continue to advocate for organic farming and promote the consumption of organic products, we strive to create a significant and lasting impact on both human well-being and environmental sustainability. Our commitment to eco-friendly practices remains unwavering, and we aim to be a driving force in building a more sustainable and prosperous future for all.

GoNature, a division of CEDAR Retail, has undertaken a significant and commendable initiative to preserve and promote traditional crafts and handloom products. Thanks to the dedicated efforts of stakeholders and partners, GoNature has successfully supported the age-old handloom products created by weavers from Thrissur, Kerala, as well as the traditional crafts of tribal artisans from Jharkhand and West Bengal.

By offering these rural artisans a viable market for their products, GoNature has played a crucial role in sustaining and reviving these invaluable art forms.

As a result, these talented artisans have been able to earn a reasonable income, ensuring their financial stability and well-being. This has had a profound impact on their lives, empowering them to continue practicing their craft and preserving their cultural heritage. The commitment of GoNature to these rural artisans not only benefits the individual craftsmen but also contributes to the preservation of India's rich cultural diversity. By providing a platform for these traditional crafts to thrive, GoNature fosters an environment where age-old techniques and artistic expressions are celebrated and appreciated.

In addition to supporting the artisans, GoNature's efforts also contribute to promoting sustainable and eco-friendly practices. Traditional handloom products and tribal crafts often utilize natural and locally sourced materials, aligning perfectly with the principles of sustainability and environmental conservation.

GoNature's initiative is a commendable step towards preserving traditional crafts, empowering rural artisans, and promoting sustainable practices. Through its collective efforts, GoNature continues to create a positive impact on the lives of these talented artisans, ensuring that their valuable contributions to India's cultural heritage are cherished and sustained for generations to come.

Powergram's main objective is to raise awareness about the advantages of renewable energy while also expanding the accessibility of solar products and their usage to diverse segments of society. The efforts of their division, CEDAR Retail, are focused on motivating customers to make the switch to environmentally friendly and sustainable energy sources, like solar power. By doing so, they aim to contribute to a greener and more sustainable future for the planet.

CEDAR Retail's supermarkets and micro markets play a crucial role in supporting the local communities by providing employment opportunities, especially for women. Through their network of stores, they actively hire from the local population, which not only stimulates economic growth but also promotes gender inclusivity.

Furthermore, CEDAR Retail goes beyond just creating jobs; they also foster entrepreneurship by offering market linkages to micro-entrepreneurs. This support enables these small-scale business owners to access a broader customer base and improve their income, ultimately contributing to their livelihood.

The positive impact of CEDAR Retail's initiatives is evident in the economic upliftment of the weaker sections of society. By providing business and job opportunities, they have significantly improved the standard of living for many, fostering financial stability and overall well-being. This approach demonstrates their commitment to social responsibility and sustainable community development.

## **SPECIAL INITIATIVES**

- Kaitharikkoru Kaithangu, which translates to “A support for Handloom,” was launched on August 7<sup>th</sup>, 2021, on National Handloom Day. This initiative was designed to provide assistance and mentoring to struggling handloom clusters located in Thiruvillamala, Eravathody, Kuthampally, and Kanhirode in the Thrissur and Kannur districts of Kerala, India.

The primary objective of Kaitharikkoru Kaithangu is twofold. First, it aims to increase awareness about the significance of handloom products and the importance of supporting the artisans and weavers in these clusters. Second, the initiative focuses on enhancing marketing opportunities and visibility for the handloom products to reach a broader audience, thereby increasing their sales and promoting sustainable livelihoods for the artisans.

To achieve these goals, the initiative has formed multiple task forces that exclusively concentrate on addressing the challenges faced by the handloom sector. These task forces work collaboratively to overcome constraints such as lack of market access, limited exposure, and other industry-specific difficulties.

As part of the Kaitharikkoru Kaithangu initiative, products sourced directly from the handloom clusters are sold under the brand name “GoNature.” To strengthen this initiative, a collaboration has been established with ESAF Small Finance Bank (SFB) to undertake it as a Corporate Social Responsibility (CSR) initiative. Through this partnership, the handloom products are given a platform for marketing and sales, contributing to the economic upliftment of the local artisans and preserving the traditional craft of handloom weaving. The brand “GoNature” signifies the eco-friendly and sustainable nature of these handloom products, aligning with the broader goal of promoting environmentally conscious choices among consumers.

Kaitharikkoru Kaithangu aims to revitalize and support the handloom sector, fostering a sustainable and empowering ecosystem for the weavers and artisans in Thiruvillamala, Eravathody, Kuthampally, and Kanhirode, and reinforcing the cultural heritage of handloom weaving in Kerala. Mahilodaya is an empowering initiative introduced by CEDAR Retail within its retail stores with the primary goal of promoting women entrepreneurship. This initiative is designed to create market linkage avenues for products made by local women entrepreneurs.

The main objective of Mahilodaya is to provide these women entrepreneurs with

access to a wider customer base through CEDAR's extensive network of retail outlets, which include supermarkets and micro markets. By offering marketing opportunities within CEDAR supermarts, the initiative enables these women to showcase and sell their products directly to consumers.

Through Mahilodaya, CEDAR Retail plays a vital role in supporting and encouraging women entrepreneurs, providing them with a platform to exhibit their skills, creativity, and products to a larger audience. This not only enhances their visibility in the market but also contributes to their economic independence and financial stability.

By fostering women entrepreneurship, Mahilodaya helps in promoting gender equality and women's empowerment, which has positive ripple effects on the overall socio-economic development of the communities they serve. Through this initiative, CEDAR Retail reinforces its commitment to social responsibility, sustainable development, and the promotion of inclusive economic growth.

## **COMPETITORS**

- **Kalyan Hypermarket**

Kalyan hypermarket is a leading food and grocery store in Kerala, India. It is operated by Kalyan Silks Trichur Pvt. Ltd., a well-known company in the retail industry. As the largest food and grocery store in the state, Kalyan hypermarket offers an extensive range of products and brands to cater to the diverse needs of its customers.

With a vast catalogue of over 60,000 products and more than 2,000 brands, Kalyan hypermarket strives to provide a one-stop shopping experience for its customers. From fresh fruits and vegetables to rice, dals, spices, seasonings, packaged products, beverages, and personal care items, you can find everything you need under one roof.

The store takes pride in handpicking products from various categories to ensure the best quality available at the lowest prices. Whether you're looking for daily essentials or specific items, Kalyan hypermarket offers a wide range of options to choose from, ensuring customer satisfaction.

One of the key advantages of shopping at Kalyan hypermarket is the convenience it offers. You can easily select the items you want and have them delivered right to your doorstep within a specified radius of the store. This saves you time and effort, making your shopping experience more convenient and hassle-free.

To facilitate easy payments, Kalyan hypermarket provides online payment options, allowing you to pay using your debit or credit card. This adds an extra layer of convenience and security to your shopping experience.

Moreover, Kalyan hypermarket guarantees on-time delivery, ensuring that your order reaches you promptly. The store's commitment to delivering the best quality products, combined with reliable and timely service, makes it a preferred choice among customers.

Whether you're a household shopper or a business owner, Kalyan hypermarket offers a comprehensive range of products and services to meet your needs. By prioritizing customer satisfaction, quality, and affordability, the store aims to provide an exceptional shopping experience to all its customers.

- **Elite supermarket**

Elite Supermarket is a dynamic and leading player in the retail and food sector. With a strong focus on quality and a commitment to exceptional service, Elite Supermarket has emerged as one of the prominent supermarkets in Kerala, India. Offering a wide range of products, the store serves as a comprehensive one-stop shopping destination for all household and personal needs. With a track record of over three decades, Elite Supermarket has earned a reputation for reliability and providing an outstanding shopping experience to its customers.

Established on April 4, 1991, Elite Supermarket considers its customers as the most important stakeholders. The store aims to nourish, satisfy, and delight its customers by offering a diverse range of high-quality products. From groceries to household essentials, Elite Supermarket ensures that its shelves are stocked with items that meet stringent quality standards. Despite maintaining quality, the store is committed to tokening prices affordable, allowing customers to make purchases without straining their budgets.

Customer satisfaction is at the core of Elite Supermarket's operations. The store takes pride in ensuring that every customer leaves with a sense of fulfillment. The staff is trained to provide attentive and friendly service, assisting customers in finding the right products and addressing any queries they may have. By placing emphasis on customer satisfaction, Elite Supermarket has built a loyal customer base over the years.

With a vast selection of products, Elite Supermarket caters to a diverse range of needs. From everyday essentials to specialty items, customers can find a wide variety of options under one roof. This convenience saves customers time and effort, making Elite Supermarket their preferred shopping destination.

Elite Supermarket is a dynamic leader in the retail and food sector, renowned for its commitment to quality and exceptional service. With an extensive product range and affordable prices, the store ensures that customers have a satisfying shopping experience. By valuing customer satisfaction and prioritizing their needs, Elite Supermarket has established itself as a trusted and reliable supermarket in Kerala.

- **Reliance Smart**

Reliance SMART is an expanding grocery retail chain in India, known for its large size and rapid growth. It lives up to its name by catering to the needs of smart and value-conscious customers in today's era. Reliance SMART offers a comprehensive shopping experience, providing a wide range of products such as fresh produce, bakery items, dairy products, home and personal care items, general merchandise, smart apparel, and appliances. This makes it a complete destination for all shopping needs. In many instances, SMART stores are located alongside our fashion and electronics stores, Reliance Trends and Reliance Digital, giving customers a diverse selection for all their shopping requirements.

Reliance SMART's value proposition is remarkable, as it rewards shoppers every time they make bigger purchases, ensuring that they receive more benefits. Throughout the year, the store offers its entire assortment at prices below the maximum retail price (MRP), delivering excellent value to customers. Moreover, Reliance SMART is committed to providing superior quality products, featuring the best brands and latest launches, all while ensuring a world-class shopping experience.

Reliance SMART is a rapidly growing grocery retail chain in India, designed to meet the needs of today's smart and value-conscious customers. Known for its large store sizes, Reliance SMART offers a comprehensive shopping experience by providing a wide array of products. Customers can find fresh produce, bakery items, dairy products, home and personal care items, general merchandise, smart apparel, and appliances—all under one roof. This extensive product range makes Reliance SMART a one-stop destination for all shopping needs.

What sets Reliance SMART apart is its strategic store locations. Many SMART stores are co-located with Reliance Trends and Reliance Digital outlets, which offer fashion and electronics, respectively. This setup allows customers to access a diverse selection of products across different categories in a single visit, enhancing convenience and saving time.

The value proposition of Reliance SMART is particularly compelling. The store rewards customers for making larger purchases, providing them with additional benefits and savings. Throughout the year, Reliance SMART consistently offers its entire product range at prices below the maximum retail price (MRP), ensuring customers receive excellent value for their money. This pricing strategy not only attracts budget-conscious shoppers but also reinforces the brand's commitment to affordability.

Reliance SMART also prioritizes quality and variety. The store features superior quality products, including top brands and the latest product launches, ensuring customers have access to the best options available. The commitment to a world-class shopping experience is evident in the store's layout, customer service, and overall ambiance, making every visit enjoyable and satisfying for customers.

In summary, Reliance SMART combines a wide product range, strategic store locations, exceptional value, and superior quality to provide a holistic and satisfying shopping experience for its customers.

- **More retail**

More Retail Pvt. Ltd. Crossed 900+ stores across the country. More Supermarkets is a go-to destination that caters to all your everyday essential needs, providing a convenient and comprehensive shopping experience. With a focus on delivering excellent freshness and unbeatable value, more Supermarkets has become the preferred choice for families



in the neighborhood.

When it comes to freshness, More Supermarkets excels in offering top-notch quality products. The store takes pride in sourcing and stocking a wide array of fresh produce, including fruits, vegetables, meats, and seafood. The emphasis on freshness ensures that customers have access to the best and healthiest options available, enabling them to make nutritious choices for their families.

More Retail Pvt. Ltd. has surpassed the milestone of 900 stores across India, making its More Supermarkets a prominent name in the retail sector. Known for providing a convenient and comprehensive shopping experience, More Supermarkets has become the go-to destination for everyday essential needs for families in various neighborhoods. The chain is celebrated for its focus on delivering excellent freshness and unbeatable value, which has cemented its position as a preferred choice among shoppers. A key aspect of More Supermarkets' appeal is its commitment to freshness. The stores excel in offering top-notch quality products, particularly in the fresh produce section. Customers can find a wide array of fresh fruits, vegetables, meats, and seafood, all sourced and stocked to ensure the highest standards of freshness. This emphasis on freshness is crucial, as it allows customers to access the best and healthiest options available, thereby enabling them to make nutritious choices for their families.

In addition to fresh produce, More Supermarkets offers a diverse range of everyday essentials. This includes dairy products, bakery items, packaged foods, beverages, personal care products, and household items. The store's comprehensive selection ensures that customers can find everything they need for their daily lives in one convenient location.

More Supermarkets also stands out for its value proposition. By offering high-quality products at competitive prices, the store ensures that customers receive excellent value for their money. This approach not only attracts budget-conscious shoppers but also fosters customer loyalty, as shoppers appreciate the combination of quality and affordability. Furthermore, the expansion to over 900 stores signifies More Supermarkets' widespread presence and accessibility. The chain's strategic locations make it easy for customers to find a store nearby, enhancing convenience and reinforcing its reputation as a neighborhood favorite.

In summary, More Supermarkets' success is built on its commitment to freshness, comprehensive product range, unbeatable value, and widespread accessibility. These factors collectively create a shopping experience that meets the everyday needs of families, making More Supermarkets a trusted and preferred destination for groceries and essentials.

- **Edumart Hypermarket**

Edumart, a well-known educational hypermarket chain, was founded in 2008 and is located on Mavoor Road in Kozhikode. It is a leading player in the Kozhikode book shop category. Catering to customers from both the local area and other parts of Kozhikode, this establishment has become a popular one-stop destination. Throughout its journey, Edumart has firmly established itself in the industry. The business strongly believes that customer satisfaction is paramount and has successfully built a large and expanding customer base. The company employs dedicated individuals who work hard to achieve the company's common vision and broader goals. Currently, Edumart has 10 locations in Kerala and plans to expand to more locations in the future.

Edumart Hypermarket, established in 2008, is a prominent educational hypermarket chain located on Mavoor Road in Kozhikode, Kerala. Renowned as a leading player in the Kozhikode book shop category, Edumart serves a wide range of customers from the local area and across Kozhikode, establishing itself as a popular one-stop destination for educational needs.

Throughout its journey, Edumart has built a strong reputation within the industry by prioritizing customer satisfaction. This focus has enabled the establishment to build a large and growing customer base. The company's commitment to its customers is reflected in the dedication of its employees, who work diligently towards achieving Edumart's common vision and broader goals. Edumart offers a comprehensive selection of educational products, including textbooks, reference books, stationery, school supplies, and educational toys. This extensive range ensures that students, educators, and parents can find everything they need in one place, enhancing convenience and saving time.

In addition to its flagship store on Mavoor Road, Edumart has expanded to 10 locations across Kerala. The company's success in these locations demonstrates its ability to meet the diverse needs of its customers while maintaining high standards of service and

product quality.

Edumart's plans for future expansion indicate its ambition to reach even more customers and further solidify its presence in the educational retail sector. By continuing to focus on customer satisfaction and expanding its footprint, Edumart aims to become the preferred destination for educational products in Kerala and beyond.

In summary, Edumart Hypermarket's success is built on its dedication to customer satisfaction, comprehensive product range, and strategic expansion. These factors have established Edumart as a trusted and popular destination for educational needs in Kozhikode and across Kerala, with plans for continued growth and expansion in the future.

## **SWOT ANALYSIS OF CEDAR RETAIL PVT.LTD**

### **Strengths:**

- **Diverse Product Range:** Cedar Retail Pvt. Ltd. May have a wide and diverse product range, catering to various customer preferences and needs.
- **Strong Brand Identity:** The Company's brand may be well-established and recognized, fostering trust and loyalty among customers.
- **Efficient Supply Chain:** Cedar Retail may have a well-optimized supply chain, ensuring timely delivery and availability of products in stores.
- **Customer Service:** The company might prioritize excellent customer service, leading to a positive shopping experience for customers.

### **Weaknesses:**

- **Limited Geographic Presence:** Cedar Retail may have a limited presence in certain regions, reducing its market reach compared to competitors.
- **Reliance on Suppliers:** Dependency on a few key suppliers might expose the company to potential supply chain disruptions or price fluctuations.
- **Inadequate Marketing Strategies:** The company may lack effective marketing campaigns, resulting in low brand visibility and customer acquisition.

- **Outdated Technology:** The use of outdated technology could hamper operational efficiency and hinder customer engagement.

### **Opportunities:**

- **E-commerce Expansion:** Cedar Retail has an opportunity to tap into the growing e-commerce market, reaching a broader customer base and expanding its sales channels.
- **Market Diversification:** The company can explore new markets or product categories to reduce reliance on specific segments and mitigate risks.
- **Sustainable Initiatives:** Implementing eco-friendly and sustainable practices can attract environmentally-conscious customers and improve the company's reputation.
- **Strategic Partnerships:** Collaborating with other brands or companies can open up new opportunities for Cedar Retail to offer exclusive products or services.

### **Threats:**

- **Intense Competition:** Cedar Retail faces competition from both established and emerging players in the retail industry, which may impact market share and profitability.
- **Economic Downturn:** Economic fluctuations can lead to reduced consumer spending, affecting the company's revenue and growth prospects.
- **Changing Consumer Preferences:** Shifting consumer trends and preferences may require Cedar Retail to adapt its product offerings and marketing strategies.
- **Regulatory Changes:** Changes in government policies or regulations could affect the company's operations, compliance costs and overall business environment.

## **CHAPTER-II**

# **REVIEW OF LITERATURE AND THEORETICAL FRAMEWORK**

## 2.1 REVIEW OF LITERATURE

A literature review in research methodology is a detailed summary and analysis of existing research and literature related to a specific topic or research question. This involves a critical evaluation and synthesis of previous studies, theories, and findings to identify recurring patterns, gaps, and areas of disagreement. This process situates the current study within the broader context of existing knowledge, laying the groundwork for understanding what has already been explored and what still requires investigation. Conducting a well-organized literature review demonstrates the researcher's thorough understanding of the field, underscores the importance of the research problem, and provides justification for the new study.

It helps in refining the research questions, selecting appropriate methodologies, and establishing the theoretical framework, ensuring that the new research makes a significant contribution to academic discourse. Ultimately, a literature review is a crucial part of the research process, guiding and shaping the direction and scope of the study.

**Joon-Hee Oh, Wesley J Johnston (2023)** "New Evaluation Metric for Measuring Sales Training Effectiveness," Joon-Hee Oh and Wesley J. Johnston introduce a comprehensive approach to assess sales training impacts beyond traditional metrics. They propose a novel evaluation framework that considers knowledge acquisition, skill development, and behavioral changes among sales teams. Empirically validated with real-world data, their metric provides nuanced insights into training effectiveness, aiding in tailored program design and strategic decision-making for sales managers. By focusing on a broader range of outcomes including customer satisfaction and long-term profitability, the study emphasizes the metric's practical utility in enhancing overall organizational performance. Oh and Johnston's research contributes significantly to advancing methodologies for evaluating training programs, offering a pathway for improving sales training practices and optimizing resource allocation in business contexts.

**Michael T. Lukaszewski and Michael W. Tracey (2021)** Evaluating Sales Training Effectiveness at the Reaction and Learning Levels (*Journal of Personal Selling & Sales Management*), The effectiveness of taking sales training is more than just trainee happiness. Assessment of learning outcomes is also emphasized in a research by Lukaszewski and Tracey (2021). Happy trainees are wonderful, but the real test of

success is whether or not they can use the knowledge that has been taught. The two aspects are measured in the suggested framework. The trainee's experience is measured by their reaction level; was the program interesting and educational for them? On the other hand, learning level delves deeper, assessing retention of knowledge through exams or simulations that resemble actual circumstances. Businesses can obtain a comprehensive picture by measuring both. When learning outcomes are poor but satisfaction is high, there may be problems with the training itself. This all-encompassing strategy guarantees that training initiatives result in increased sales performance.

**Torres, Chiappe, and Segovia (2020)** provide a detailed review in the journal “Industrial and Commercial Training on the integration of Information and Communication Technology (ICT) into sales training practices”. Their analysis explores how advancements in digital tools and platforms have reshaped traditional sales training methods. The review synthesizes existing literature to highlight the benefits of ICT in enhancing sales skills, improving learning outcomes, and adapting training approaches to meet modern industry demands. Key findings emphasize the importance of leveraging ICT for virtual simulations, data analytics, and online learning to optimize sales training effectiveness. The study also addresses challenges and offers insights into best practices for organizations seeking to maximize the impact of technology-driven sales training initiatives. Overall, the review underscores the critical role of ICT in evolving sales training strategies, advocating for continuous innovation and adaptation to foster professional development and organizational success in sales environments.

**Azeem Khan (2020)** “Impact of training, customer orientation, and supervisory behavior on sales performance”. Khan emphasizes the crucial role of well-designed training programs in enhancing sales skills and job competence among sales teams. He underscores the importance of customer orientation, suggesting that salespeople who prioritize understanding and meeting customer needs tend to achieve higher sales success by building stronger relationships. Additionally, Khan explores how effective supervisory behavior, characterized by guidance, support, and motivation from managers, positively influences sales team dynamics and individual performance Outcomes. Overall, Khan's study provides a comprehensive view of how these three factors—training, customer orientation, and supervisory behavior—interact to shape

sales performance within organizations. The findings contribute to both theoretical understanding and practical applications in sales management, offering insights into strategies that can potentially optimize sales strategies and improve business outcomes.

**Devon McDermott and Mike Rioux (2020)** "Measuring the Impact of Training Programs" highlights the value of continuous sales training in raising key performance metrics like productivity, efficiency, and sales representative quota attainment. The article provides guidance on how to measure the success of training initiatives with particular indicators, proving that improved sales results are directly correlated with ongoing learning. The authors contend that significant gains in overall sales performance can be achieved through training programs that are specifically created to meet the demands of sales teams. They also emphasize how important data-driven strategies are for improving training techniques and making sure they satisfy changing market needs. This thorough investigation emphasizes that in order for businesses to generate consistent sales, they must regularly spend in training that is based on analytics.

**(Okoi & Ekanem, 2019)** "Training & Motivation on Sales in Service Firms" This study looks into how training and motivation work together to affect sales effectiveness in service-related businesses. According to the findings, training is essential for providing salespeople with the information and abilities they need to be successful. But the study also emphasizes how crucial motivation is as a key factor in sales success. Effective training programs can have a greater positive impact when companies provide incentives to their sales staff and foster a compelling work atmosphere.

**Popp, Simmons, and McEvoy's 2017** article in *Sport Marketing Quarterly* investigates the effectiveness of sport ticket sales training programs. Using both qualitative and quantitative methods, the study assesses how these programs are perceived by sales professionals and their impact on actual ticket sales outcomes. The research reveals that the training is well-regarded among sales staff, who believe it enhances their skills and knowledge relevant to selling sports tickets. Importantly, participation in these programs correlates positively with improved ticket sales performance, underscoring the significance of targeted training in boosting sales effectiveness within the sports industry. The findings emphasize the dual benefits of enhancing sales capabilities and achieving measurable sales growth through structured professional development initiatives tailored to sports marketing contexts.



**(Cespedes, 2018):** “Effective Sales Training: Foundational Elements” This article outlines the four key components of successful sales training programs: strong content, engaging delivery methods, ongoing coaching, and reinforcement through real-world application. Cespedes argues that strong content forms the foundation of effective training, ensuring that salespeople are equipped with the necessary knowledge and skills. Engaging delivery methods, such as interactive workshops or simulations, can keep trainees motivated and facilitate knowledge retention. Ongoing coaching allows salespeople to receive personalized feedback and guidance as they apply their newly acquired skills in real-world situations. Finally, reinforcement through practical application helps solidify learning and ensures that salespeople can translate their training into tangible results.

**(Autorengas et al., 2018):** “Sales Training & Experience on Performance” This research paper explores the synergistic effect of sales training and experience. The study suggests that effective training equips salespeople with the ability to adapt their approach based on the unique needs of each customer (adaptive selling behavior). This adaptability, combined with the knowledge and intuition gained through experience, leads to a significant improvement in overall sales performance. The authors suggest that companies should invest in training programs that focus on developing this adaptability alongside traditional sales skills.

**(Morgan, 2017)** ”Is Sales Training Worth It?: This Harvard Business Review article questions the effectiveness of traditional sales training methods due to low knowledge retention rates. The author argues that traditional lectures and presentations often fail to engage trainees and lead to rapid knowledge loss. Morgan proposes incorporating new, more engaging approaches like using visuals, interactive exercises, and creating practice scenarios that simulate real-world sales situations. These approaches can improve learning outcomes and overall training effectiveness, leading to a more knowledgeable and skilled sales force.

**Shari Levitin (2017):** "Heart and Sell: 10 Universal Truths Every Salesperson Needs to Know" combines successful selling techniques with emotional intelligence to present a comprehensive approach to sales. Levitin emphasizes how crucial it is to comprehend customer emotions with empathy in order to establish sincere connection and trust. She promotes a close alignment of solutions with the requirements and preferences of

customers, placing a strong emphasis on genuineness in sales interactions. The book offers sales professionals exercises, practical tactics, and useful tips to improve their communication and emotional intelligence. With genuine ties rather than just transactional exchanges, Levitin's strategy seeks to increase sales success through deeper connections with clients. Levitin helps salespeople negotiate and influence customer decisions with tact and professionalism by emphasizing empathy and integrity. The end goal is sustainable sales growth and customer satisfaction

**Vijay laskshmi Singh, Ajay K Manrai, and Lalita A Manrai(2015)**” Sales training :A State of the Art and Contemporary Review," provide a comprehensive examination of modern sales training practices. Published in the Journal of Economics, Finance and Administrative Science, the study reviews the evolution of sales training methodologies, highlighting their critical role in enhancing sales performance and organizational success. The authors discuss various training techniques, including on-the-job training, simulation-based training, and e-learning, emphasizing the need for customization to meet specific industry and organizational needs. They also explore the impact of technological advancements on training effectiveness, such as the use of virtual reality and mobile learning platforms. The article underscores the importance of continuous assessment and feedback in training programs to ensure skill retention and performance improvement. Overall, the review offers valuable insights into contemporary sales training practices and their implications for salesforce development.

**Michae D. Hutt and Thomas C. Ingram (2014)** :”The Blended Learning Approach to Sales Training (Journal of Marketing Education”,The traditional classroom setting isn't the only option for sales training anymore. Hutt and Ingram (2014) explore the benefits of a blended learning approach. This method combines the familiar classroom instruction with the flexibility and variety of online resources .Imagine a training program that incorporates interactive e-learning modules for foundational knowledge, followed by hands-on simulations in a classroom setting to practice those skills. Additionally, video tutorials could be offered for ongoing reference and personalized learning. This blended approach caters to different learning styles. Some salespeople might thrive in a social classroom environment, while others prefer the self-paced nature

of online learning. The flexibility of blended learning is another advantage. Online resources allow salespeople to access training materials on their own time, fitting learning into their busy schedules. This ultimately leads to a more engaged and effective training experience for the entire sales force.

**Karen S. Ehrhardt and Douglas H. McCabe (2013)** "The Impact of E-Learning on Sales Performance: A Case Study" This study assesses how well e-learning modules work in a particular corporate setting to improve sales success. It looks at how e-learning may accommodate different learning styles and preferences across sales teams by being more flexible and accessible than traditional training techniques. The study emphasizes how interactive, customized e-learning platforms may provide focused sales training that fits with each learner's unique skill development objectives. Organizations may increase overall sales productivity, cut expenses, and streamline training delivery by utilizing technology-driven learning solutions. The study highlights how easily e-learning programs may be scaled to meet the needs of regionally distributed sales teams and provide possibilities for ongoing education. Through the integration of multimedia resources and real-time feedback mechanisms, e-learning creates a dynamic learning environment that improves sales professionals' ability to retain knowledge and apply skills. This case study provides practical insights into the transformative potential of e-learning in optimizing sales performance and driving organizational success through innovative training solutions tailored to modern business needs.

**Ashraf M. Attia and Earl D. Honeycutt Jr.( 2012):** "Measuring sales training effectiveness at the behavior and results levels using self- and supervisor evaluations". aims to improve sales training by understanding the first two levels – reaction and learning. A study of 79 sales supervisors of a US firm operating in Egypt participated in the study. They evaluated level 1 (reaction) by rating the design and operation of their sales training programs, while level 2 measured the value of information gained from training topics. Trainees stated that the training either helped or solved sales and non-sales problems. Data from both training levels were factored analyzed, and each resulted in a two-factor solution. The research offers advice for setting standards for evaluating sales training programs, emphasizing the importance of knowledge gained and the role of the instructor. The greater understanding of the process results in improved

effectiveness of sales training programs, as global firms devote significant amounts of time and money to training their sales forces.

**Stefanie L.Boyer, Andrew B. Artis, Paul J. Solomon(2012)**“Improving Sales Performance with Self-Directed Learning” Sales training research is crucial for creating a world-class sales force that can provide a firm with a sustainable competitive advantage. However, there is disagreement on the role of sales training in accomplishing this. Sales executives want specific, tangible direction supported by evidence, so they know what to do and how it will benefit their organizations. Self-directed learning (SDL) offers a promising new avenue for executives because it allows salespeople to craft their own learning efforts around their specific needs. This article aims to explain one way to develop a highly competitive sales force with training that promotes individual self-directed learning (SDL) by salespeople, and to provide tangible evidence to justify the use of SDL. Sales managers can have a positive influence on the self-directed learning efforts of salespeople by providing them with self-management training and supervisory support. In addition, use of non- obligatory self-directed learning projects—where salespeople can choose the projects they feel they need—lead to higher levels of perceived performance.

**Kimwolo, Saina, and Cheserek (2012)** explore the “impact of credit training skills on the sales performance of women entrepreneurs in Elgeiyo Marakwet County, Kenya.” Through a quantitative study, they investigate how training in credit management influences key business metrics such as revenue growth and profitability among female entrepreneurs. The research highlights the specific challenges and opportunities faced by women-led businesses in this region, aiming to establish a positive correlation between credit training and business success. The findings suggest that effective credit training programs can significantly enhance entrepreneurial capabilities and economic outcomes for women in similar socio-economic contexts. The study's implications include recommendations for policymakers and development practitioners involved in women's economic empowerment initiatives, advocating for tailored strategies to support and empower female entrepreneurs in emerging economies like Kenya.

**Gignac et al. (2012)** investigates the impact of “Emotional Intelligence (EI) training on sales performance during corporate mergers”. It posits that EI, which involves perceiving, understanding, and managing emotions effectively, can mitigate the challenges posed by organizational changes like mergers. The study involved providing EI training to one group of salespeople from merged companies while another group served as a control. Results indicated that the trained group showed significant improvements in sales performance compared to the control, highlighting the role of EI in enhancing adaptability and resilience among employees facing organizational upheavals. The findings underscore the practical value of EI training in managing change and improving outcomes in sales roles within corporate environments undergoing restructuring.

**AK Kimwolo, CK Saina, GJ Cheserek (2012)** “Effects of credit training skills on sales performance among women entrepreneurs in Elgeiyo Marakwet County, Kenya” Kimwolo, Saina, and Cheserek's study investigates the impact of credit training on sales performance among women entrepreneurs in Elgeiyo Marakwet County, Kenya. Their findings highlight significant benefits: enhanced financial literacy, increased sales, improved business confidence, and reduced loan defaults. This research underscores the critical role of targeted skill-building programs in empowering women economically and fostering sustainable business practices in local communities. It advocates for continued investment in such initiatives to promote inclusive economic growth and support the resilience of women-led enterprises in developing regions.

**Jo-Anne Abbott et al.'s 2009** article in *Sensoria* investigates how online resilience training designed for sales managers impacts their wellbeing and performance. Through structured interventions, the study evaluates changes in stress levels, job satisfaction, psychological resilience, and performance metrics like sales outcomes and leadership effectiveness. The findings suggest that the online training positively influences sales managers by reducing stress, increasing job satisfaction, and enhancing resilience. These improvements potentially lead to better performance in managing sales teams and organizational responsibilities. The research highlights the effectiveness of targeted online interventions in enhancing both the personal wellbeing and professional effectiveness of sales managers, offering insights into practical strategies for organizational development in high-pressure environments.

**Román, S., Ruiz, S., and Munuera, J. L.(2002)** "The Effects of Sales Training on Sales Force Activity" explore the impact of sales training on performance and customer orientation in SMEs. Their findings suggest that while sales training investments are crucial for enhancing performance, they do not automatically improve customer-oriented selling. The effectiveness of training depends on its content and methods, emphasizing the need for specific training programs that focus on developing customer-oriented skills. The study reveals that salespeople trained in customer orientation are better at understanding and meeting customer needs, leading to higher satisfaction and repeat business. Continuous training and development are vital, with regular sessions helping salespeople stay updated with the latest strategies and practices. Incorporating feedback mechanisms ensures that training remains relevant and effective. This comprehensive approach to training can significantly improve sales performance in SMEs.

**Mary C. Gilly and Thomas C. Greer (2002):** "Sales Training and Development: A Review of the Research (Journal of Marketing)", In their 2002 review of sales training research, Gilly and Greer emphasize the need for customization. "One size fits all" training programs just won't cut it. The authors recommend tailoring training to the specific roles and needs of your sales force. For example, a business-to-business salesperson selling complex machinery will require different training than someone selling consumer electronics at a retail store. The review also highlights the importance of ongoing support beyond the initial training program. Just like any skill, sales techniques require practice and reinforcement to become second nature. Gilly and Greer recommend incorporating ongoing coaching and reinforcement strategies. This could involve regular coaching sessions with managers, role-playing exercises, or providing access to online training modules for continued learning. By tailoring training and providing ongoing support, companies can ensure their sales force develops the lasting skills necessary for long-term success.

**Dubinsky, Anderson, and Mehta (1999)** "Selection, Training, and Performance Evaluation of Sales Managers: An Empirical Investigation" by Dubinsky, Anderson, and Mehta examines key processes influencing the effectiveness of sales managers in B2B marketing. The study emphasizes the importance of a rigorous selection process that includes interpersonal and leadership skills, ensuring that chosen managers are well-

equipped for their roles. It highlights the necessity of continuous, tailored training programs that blend theoretical knowledge with practical application, covering areas like motivational techniques and performance management. Performance evaluation is identified as a critical component, with the authors advocating for multidimensional frameworks that integrate quantitative metrics with qualitative assessments and feedback. These evaluations not only gauge performance but also pinpoint areas for improvement, guiding future training efforts. The empirical study, based on data from B2B sales managers, confirms that structured selection, ongoing training, and comprehensive evaluations are crucial for developing effective sales managers. The findings offer valuable insights for both academic researchers and industry practitioners, suggesting that these processes significantly enhance sales manager effectiveness and contribute to improved organizational performance.

**Jagdip Singh (1993) "Training, Role Conflict, and Sales Performance: A Study of Retail Salespeople"** This study looks at the connection between retail salespeople's role conflict, sales performance, and sales training. It concludes that role conflict can be lessened by efficient training programs, which will lessen sales staff members' job-related stress and uncertainty. Organizations can boost sales performance by elevating the confidence and job happiness of their salespeople through job clarity and related skill training. The study emphasizes how important training is in creating a positive work atmosphere where salespeople may provide their best efforts. It emphasizes how crucial it is to provide customized training programs that address the unique difficulties faced by retail sales teams in order to increase sales performance and provide superior customer service. This study offers insightful information about how focused training programs can reduce conflict at work and improve sales results.

**Robert F. Lusch and Elizabeth M. Serpkenci (1990)"Sales Training's Impact on Sales Force Effectiveness"** This groundbreaking study investigates the various effects of sales training initiatives on the productivity of sales forces. It makes the case that thorough training programs that are updated frequently improve sales results by giving sales personnel up-to-date information and skills that are in line with changing consumer needs. The study emphasizes how crucial it is to continue professional development in order to sustain high levels of sales performance in the face of shifting market conditions. Businesses may make sure that their sales teams are flexible and responsive,

which will increase sales potential and customer happiness, by investing in ongoing training that changes with the times. The enduring relevance of strategic sales training in fostering organizational success and preserving competitive advantage in cutthroat marketplaces is fundamentally understood thanks to this study.

**John J. Cron and John W. Slocum Jr(1986)** "The Role of Sales Training in Improving Sales Force Performance" The effect of sales training on the general performance of the sales force is examined in this study. It shows a direct link between improved sales results and ongoing, updated training programs. The report highlights the need of ongoing professional development in giving sales teams the know-how and abilities they need to succeed in cutthroat marketplaces. Businesses may guarantee that their sales staff is flexible and responsive to client demands by funding continuous training programs that change in tandem with industry changes. This strategy not only improves the performance of individual salespeople but also builds team spirit and cohesiveness, which in turn promotes a culture of achievement and ongoing progress inside the sales organization. The results illustrate the strategic importance of sales training as a driver of organizational expansion and competitive advantage.

**James M. Comer and Robert T. Dubinsky (1985)** "Sales Training: Effects on Job Satisfaction and Organizational Commitment" According to the study, planned and regular training programs greatly increase employees' confidence and comprehension of their roles, which in turn increases their level of job satisfaction. Employees who are happier at work are more likely to be committed to the organization because they feel that their employer values and values them. The authors stress that when salespeople view training as useful and pertinent, their loyalty to the company grows, which lowers attrition rates and boosts output. The essay emphasizes how crucial consistent, excellent training is to developing a driven and dedicated sales force, which in turn leads to improved sales results and organizational success. The results imply that in order to improve organizational and individual performance, businesses should place a high priority on making excellent training investments.



## 2.2 THEORETICAL FRAMEWORK

In the context of your research on training and how it affects sales performance at Cedar Retail Pvt Ltd, a theoretical framework provides an organized basis that incorporates well-known theories and ideas that are pertinent to comprehending and assessing the effects of training initiatives. It offers a methodical way to arrange and examine data, directing your research process and producing significant findings with real-world implications for the company. Theoretical framework essentially outlines the theoretical foundations that guide how training affects sales success. It is based on adult learning theories, which highlight the significance of customized training methods that take into account the various demands and learning preferences of adult learners in your Cedar Retail Pvt Ltd sales teams.

These theories, like the andragogy principles put forward by Malcolm Knowles, emphasize tactics like active engagement, situational relevance, and self-directed learning—all of which are essential for creating training programs that are engaging for salespeople.

Moreover, theories of sales performance offer a prism through which to see the mechanics of successful selling. Salespeople's performance and engagement are influenced by both extrinsic elements like remuneration and job stability and inner factors like job pleasure and recognition, according to motivation theories like Herzberg's Two-Factor Theory. A crucial component of assessing the real-world effects of training on sales results is understanding customer demands, formulating insightful questions, and completing deals. Sales process models, like Neil Rackham's SPIN Selling, provide organized methods for all three of these tasks.

Using assessment models such as Kirkpatrick's Four Levels of Training Evaluation, which divide training outcomes into reaction, learning, behavior, and results, is essential to your theoretical framework. With the help of this model, you can evaluate how well participants respond to training programs, how much they learn new skills and knowledge, how they use those skills in their regular sales activities, and how these changes ultimately lead to better sales metrics (results). A thorough impact assessment framework that integrates quantitative and qualitative approaches is also included in your framework. Key performance indicators (KPIs) like revenue growth, conversion rates,

and customer satisfaction ratings will be measured quantitatively both before and after training sessions.

The framework uses strategic analytical tools like gap analysis and SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to identify areas for improvement and create recommendations. These tools assist in identifying possible dangers to be mitigated, current strengths to be capitalized on, weaknesses to be addressed, and chances for innovative training design. The best practices found in literature and industry benchmarks will serve as the basis for the recommendations, which will be practical, implementable, and in line with the strategic objectives of Cedar Retail Pvt Ltd.

In summary, the theoretical framework for your project offers a structured method for assessing the efficacy of training initiatives at Cedar Retail Pvt Ltd. It also firmly establishes your research in recognized theories of adult learning, sales performance, and evaluation models. Through the integration of many theoretical viewpoints, it is possible to methodically assess how training affects sales performance, pinpoint areas that require improvement, and formulate recommendations that result in significant advancements inside the company. This framework functions as a road map for carrying out in-depth research, encouraging ongoing development, and eventually attaining successful sales performance and sustainable growth at Cedar Retail Pvt Ltd.

## **Key Theories and Concepts**

### **Training and Development Theory**

A basic grasp of training and development theory is essential for assessing the state of Cedar Retail Pvt Ltd's sales training programs at the moment. We will design training modules based on adult learning theories to better meet the needs and learning preferences of our sales personnel. Our training programs will be designed and delivered in a systematic manner using well-established methodologies like Kirkpatrick's Four Levels of Training Evaluation and ADDIE (Analysis, Design, Development, Implementation, Evaluation). These models guarantee that our training programs are thorough, efficient, and in line with Cedar Retail Pvt Ltd's learning objectives.

## **Sales Performance Theory**

It's critical to explore ideas that clarify the variables impacting successful sales outcomes in order to evaluate the effect of training on sales performance. Examining theories of motivation, such as Herzberg's Two-Factor Theory, which investigates the relationship between intrinsic and extrinsic elements and motivation in sales roles, is one way to do this. Furthermore, sales process models such as SPIN Selling offer valuable perspectives on successful sales methods and approaches. Customer relationship management (CRM) theories elucidate how cultivating robust customer relationships can result in consistent increase in sales. Cedar Retail Pvt Ltd will use key performance indicators (KPIs) including average order value, customer satisfaction scores, revenue growth, and conversion rates as benchmarks to assess how effective its training programs are.

## **Impact Assessment Framework**

The effectiveness of training programs on sales performance will be assessed using a combination of quantitative and qualitative techniques using our impact assessment methodology. We will quantitatively evaluate the direct impact of training interventions by comparing sales performance measures before and after. To identify and quantify the precise benefits of training, sales teams that have received training can compare their performance to that of an untrained control group. Surveys and interviews with sales teams will yield qualitative input that will give more detailed information on how they feel the training has affected their abilities, self-assurance, and general output. This all-encompassing strategy will guarantee a thorough comprehension of how training programs affect sales results at Cedar Retail Pvt Ltd.

## **Customer Relationship Management (CRM) Theory**

CRM Theory places a significant emphasis on developing and sustaining relationships with customers in order to increase sales and foster customer loyalty. CRM concepts can be included into training programs by Cedar Retail Pvt Ltd to give sales teams the tools they need to comprehend client demands, provide tailored solutions, and build enduring connections with them. The company may improve customer happiness, retention rates, and overall sales success by putting a strong emphasis on customer-centric practices, effective communication techniques, and proactive relationship management. This thesis

emphasizes how crucial it is to cultivate client connections as a tactical advantage for long-term company expansion.

### **Expectancy Theory**

According to Victor Vroom's expectation theory, people are driven to perform when they have faith that their efforts will result in good performance and that good performance will be rewarded. Applying this principle, Cedar Retail Pvt Ltd can match rewards and incentives for sales with training objectives. Through effective communication of performance standards, provision of sufficient resources and support, and the provision of significant rewards linked to sales accomplishments, the business can augment the motivation and engagement of its sales staff, leading to better sales outcomes.

### **Training and Its Effects on Sales Performance**

- **Training Content**

Training content is defined as the particular subjects and resources addressed in training sessions intended to give sales staff members the know-how and abilities they need for their positions. Typically, this content covers topics like product knowledge, sales strategies, customer service abilities, bargaining strategies, and technological use. For example, product knowledge entails being aware of the characteristics, advantages, and USPs of the company's products. Techniques for selling effectively include determining the needs of the customer, responding to concerns, and closing deals. Ensuring client happiness and developing enduring relationships are the main goals of customer service skills. While technology use involves training on tools like Customer Relationship Management (CRM) systems and sales analytics platforms, negotiation strategies teach how to create mutually beneficial agreements.

- **Training Duration**

The total time allotted for training sessions is referred to as the training duration. This can vary greatly, from a few hours to several weeks, contingent upon the intricacy and extent of the training course. While lengthier sessions may offer thorough training on a variety of topics, shorter sessions may be tailored to teach certain skills.

The objectives of the training, the material to be taught, and the needs of the participants all influence how long a program should last. One important component that affects how successful the learning process is is the length of the instruction. A sufficient amount of training time guarantees that all pertinent subjects are covered in detail, enabling participants to acquire a comprehensive comprehension of the subject matter. While convenient, shorter training sessions might not allow for a thorough coverage of all the material, which could result in knowledge and skill gaps. This may lead to sales staff members being unprepared to deal with difficult sales circumstances or client inquiries, which will ultimately have an impact on their performance.

- **Training Frequency**

The regularity of training sessions is referred to as training frequency. This could take many different forms, ranging from weekly, monthly, or even quarterly meetings that offer regular updates and skill reinforcement to daily sessions that offer opportunity for continuous learning. The goals of the training program, the difficulty of the content, and the requirements of the sales team all play a role in determining how frequently training is conducted. The regularity of training sessions is essential for preserving and improving the sales team's competencies. For sales staff to remember and use the skills they have gained, it is imperative that they participate in regular training sessions that reinforce existing knowledge. Regular training assists in keeping the sales team informed about new product advances, market dynamics, and industry trends. This is especially crucial in fast-paced fields where keeping up with new knowledge and techniques is essential to gaining a competitive advantage.

Regular training sessions also offer chances to discuss new issues and places where the sales team might require further assistance. Through consistent evaluation of the sales team's performance and input, companies can customize training initiatives to target certain deficiencies or shortcomings. In conclusion, a crucial element in guaranteeing the efficacy of training initiatives is the frequency of training sessions. Frequent training helps handle new difficulties, reinforce existing knowledge, and keep the sales staff up to date on trends and practices. Regular training sessions

support ongoing development and success for individual salespeople as well as the organization overall by encouraging learning and adaptability.

- **Training Methods**

The term "training methods" describes the range of strategies and tactics employed in providing sales staff with training. These techniques can include more contemporary and interactive techniques as well as more conventional lectures. Lectures, interactive workshops, online courses, practical experience, role-playing, and mentoring are examples of common training techniques. Every approach has a special set of benefits and may be used to various training content areas.

- **Lectures:** These are formal presentations in which a teacher or subject matter expert instructs the students. Lectures are an effective way to quickly convey a lot of information, and they're frequently used to present theoretical information or introduce new concepts.
- **Interactive workshops:** These are classes in which participants actively participate in the instruction. Problem-solving exercises, group discussions, and cooperative tasks can all be a part of a workshop.
- **Online courses:** These are remotely accessible digital training courses. Online courses are flexible and can have a range of multimedia components, including interactive modules, videos, and quizzes. They are perfect for learning at your own speed.
- **Hands-on Practice:** This approach applies skills in a real-world, practical setting. In a safe setting, trainees are able to put what they have learnt into practice. Gaining confidence and skill need practical experience. Using role-playing, students act out scenarios to rehearse their reactions and movements. Because role-playing mimics real-life client encounters and helps trainees hone their communication and problem-solving abilities, it is especially beneficial for sales training
- **Mentoring:** This entails assigning trainees to seasoned mentors who offer direction, encouragement, and criticism. Mentoring is beneficial for individualized education and professional development.

## **Importance:**

The effectiveness of training programs largely depends on the methods employed. Interactive and practical training methods are generally more engaging and can significantly enhance the retention and application of knowledge. These methods actively involve the trainees, making the learning experience more dynamic and memorable.

### **❖ Engagement and Retention:**

- **Interactive Workshops:** These sessions encourage active participation, which helps trainees to better understand and retain information. Group discussions and collaborative tasks promote critical thinking and problem-solving skills.
- **Hands-on Practice:** Practical application of skills ensures that trainees are not only absorbing information but also learning how to use it in real-world situations. This hands-on experience builds confidence and proficiency.

### **❖ Customization for Different Learning Styles:**

- **Diverse Methods:** Different people have different learning styles—some may learn best through visual presentations, others through hands-on activities, and others through reading or listening. By employing a variety of training methods, trainers can cater to these diverse learning preferences, ensuring that all trainees benefit from the training program.
- **Role-playing and Mentorship:** These methods offer personalized and experiential learning opportunities. Role-playing allows trainees to practice and refine their skills in realistic scenarios, while mentorship provides tailored guidance and support, helping trainees to apply their learning to specific challenges and goals.

### **❖ Flexibility and Accessibility:**

- **Online Courses:** These provide the flexibility for trainees to learn at their own pace and on their own schedule. This is particularly beneficial for sales teams that may be spread across different locations or have varying time commitments.
- **Blended Learning:** Combining different training methods, such as online courses with hands-on workshops or lectures with role-playing sessions,

can create a comprehensive training program that maximizes learning outcomes. This blended approach leverages the strengths of each method, offering a well-rounded training experience.

❖ **Application and Real-world Relevance:**

- **Hands-on Practice and Role-playing:** These methods ensure that trainees can apply their knowledge in practical, real-world contexts. This not only reinforces learning but also helps trainees to develop the skills and confidence needed to perform effectively in their roles.
- **Mentorship:** Provides continuous support and feedback, helping trainees to navigate real-world challenges and refine their skills over time. This ongoing guidance is crucial for long-term professional development and success.

## **EFFECT ON SALES PERFORMANCE**

### **Sales Volume:**

Sales volume refers to the total quantity of products or services sold within a specific period. It is a crucial metric for gauging the performance of the sales team and the market demand for the company's offerings.

- **Relevance:** Sales volume serves as a direct indicator of sales team productivity and market demand. Higher sales volumes generally reflect effective sales strategies, well-trained personnel, and a strong demand for the company's products or services. A well-trained sales team can better understand customer needs, effectively communicate product benefits, and close sales, leading to increased sales volume. Additionally, consistent tracking of sales volume helps in identifying trends, setting targets, and making informed business decisions.
- **Measurement:** Sales volume can be measured by the number of units sold or the number of transactions completed over a given timeframe. This measurement can be done on a daily, weekly, monthly, or yearly basis, depending on the



business needs. For example, a company may track the daily sales volume to monitor the immediate impact of a new sales strategy or promotional campaign.

### **Revenue:**

Revenue is the total income generated from sales activities. It represents the monetary value of all the goods and services sold by the company during a specific period.

- **Relevance:** Revenue reflects the financial performance and profitability of the sales efforts. Higher revenue indicates successful sales activities and effective training that improves sales skills and customer interactions. Training programs that focus on enhancing product knowledge, sales techniques, and customer service can lead to increased sales and, consequently, higher revenue. Revenue is a critical metric for evaluating the overall health of the business and its ability to generate profits.
- **Measurement:** Revenue can be tracked through sales records, financial statements, and accounting reports. It is typically reported on a monthly, quarterly, or annual basis. For instance, a company might review its quarterly revenue to assess the effectiveness of its sales strategies and make adjustments as needed to meet its financial goals

### **Sales Conversion Rate**

Sales conversion rate is the percentage of potential customers (leads) who are converted into actual buyers. It is a key metric for evaluating the effectiveness of the sales process.

- **Relevance:** A high conversion rate indicates effective sales techniques and good customer relationship management. Training can enhance conversion rates by improving communication skills, understanding customer needs, and effectively addressing objections. A higher conversion rate means that the sales team is successfully turning more leads into paying customers, which is essential for business growth. Monitoring the conversion rate helps in identifying strengths and weaknesses in the sales process and making necessary improvements.
- **Measurement:** Conversion rate is calculated by dividing the number of successful sales by the total number of leads, expressed as a percentage. For example, if a sales team converts 50 out of 200 leads into customers, the

conversion rate would be 25%. This metric helps in assessing the efficiency of the sales funnel and the impact of training programs on sales effectiveness.

### **Customer Retention Rate:**

Customer retention rate is the percentage of existing customers who continue to purchase from the company over a given period. It is a vital metric for understanding customer loyalty and long-term business sustainability.

- **Relevance:** High retention rates indicate customer satisfaction and loyalty, which can be influenced by effective post-sales service and follow-up, both of which can be addressed in training. Training programs that focus on customer service skills, relationship management, and follow-up strategies can enhance customer satisfaction and loyalty. Retaining existing customers is often more cost-effective than acquiring new ones, making customer retention a key factor in maintaining steady revenue and growth.
- **Measurement:** Retention rate is calculated by dividing the number of repeat customers by the total number of customers at the start of the period, expressed as a percentage. For example, if a company starts with 100 customers and 80 of them make repeat purchases, the retention rate would be 80%. This metric helps in assessing the effectiveness of customer retention strategies and the impact of training programs on maintaining long-term customer relationships.

In summary, these dependent variables—sales volume, revenue, sales conversion rate, and customer retention rate—are essential for evaluating the impact of training on sales performance. By measuring these metrics, businesses can assess the effectiveness of their training programs and make data-driven decisions to enhance sales strategies and overall performance. Evaluating the impact of training on sales performance involves key metrics such as sales volume, revenue, sales conversion rate, and customer retention rate. Sales volume reflects the total units sold, indicating how well training enhances the sales team's selling skills. Revenue measures the total income from sales, providing insight into the

financial impact and return on investment of training programs. The sales conversion rate, or the percentage of leads converted into customers, shows the training's effectiveness in moving prospects through the sales funnel. Customer retention rate, the percentage of repeat customers, highlights the training's success in fostering long-term relationships and customer loyalty. By measuring these metrics, businesses can assess the effectiveness of their training programs, identify strengths and areas for improvement, and make data-driven decisions to optimize sales strategies and overall performance.

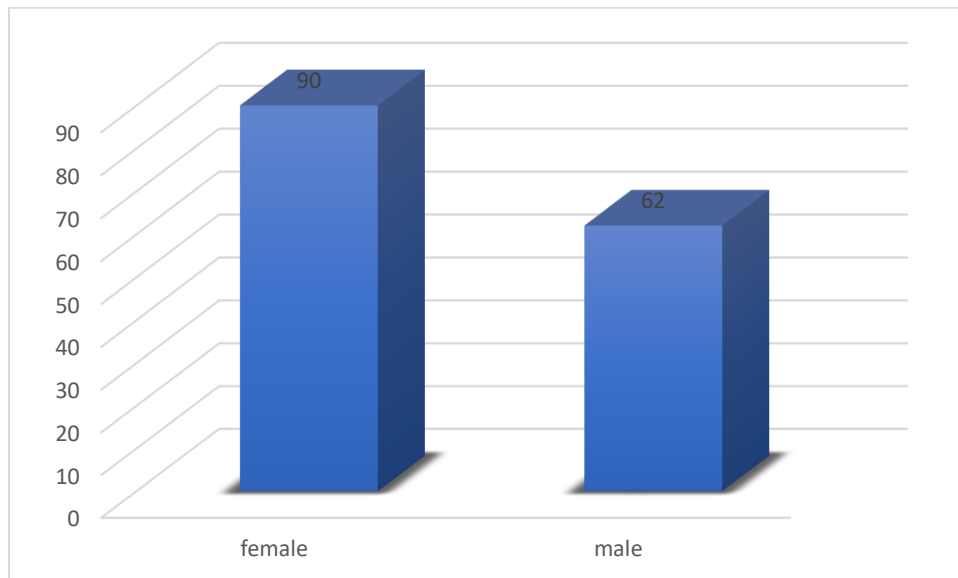
## **CHAPTER – III**

### **DATA ANALYSIS AND INTERPRETATION**

**Table 3.1 : Gender of the respondents**

<b>GENDER</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
female	90	59.21%
male	62	40.79%
<b>Total</b>	<b>152</b>	<b>100%</b>

*(Source: Primary data)*



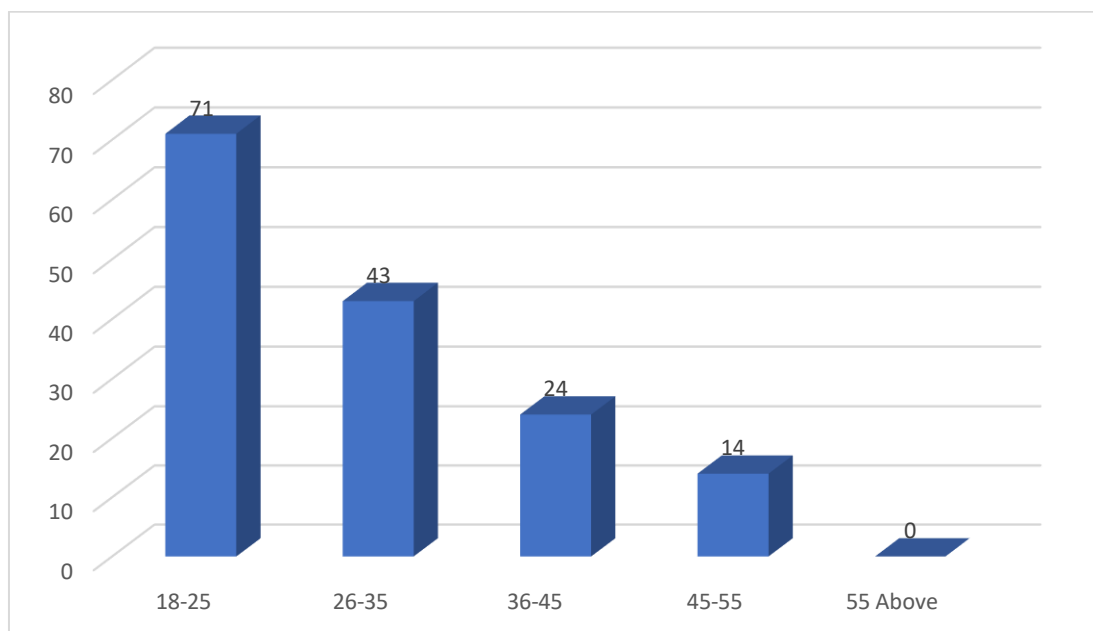
**Figure 3.1 : Gender of the respondents**

**Interpretation:** Table 3.1 provides a breakdown of respondents by gender. Among the 152 total respondents, 90 (59.21%) are female and 62 (40.79%) are male. This indicates a higher representation of females in the respondent group compared to males

**Table 3.2: Table show the Age of the respondent**

<b>AGE</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
18-25	71	46.71%
26-35	43	28.29%
36-45	24	15.79%
45-55	14	9.21%
55 Above	0.00	0
<b>Total</b>	<b>130</b>	<b>100%</b>

(Source: Primary data)

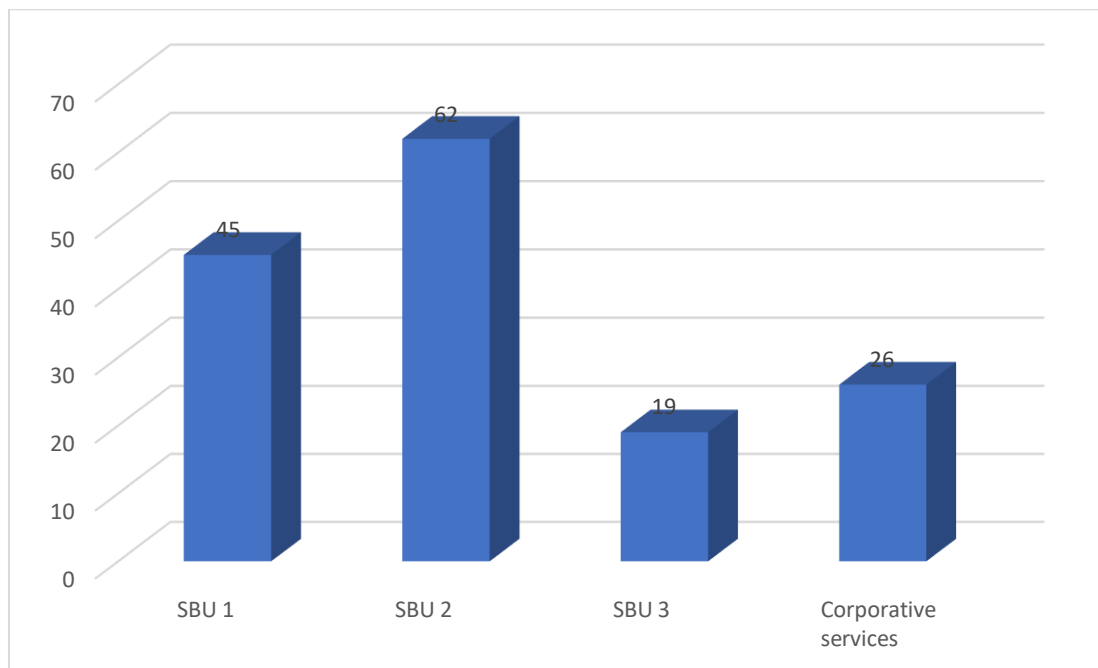


**Figure 3.2 :show the Age of the respondent**

**Interpretation** :Table 3.2 displays the distribution of respondents according to age categories. Out of a total of 130 respondents, the majority, 71 individuals (46.71%), fall within the 18-25 age bracket. The next largest group consists of 43 respondents (28.29%) aged 26-35 years. Those aged 36-45 years account for 24 respondents (15.79%), while respondents aged 45-55 years constitute 14 individuals (9.21%). Notably, there are no respondents aged 55 years and above in this survey. This breakdown offers a clear view of the age demographics represented in the study.

**Table:3.3: Department**

<b>AGE</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
SBU 1	45	29.61%
SBU 2	62	40.79%
SBU 3	19	12.50%
Corporative services	26	17.11%
<b>Total</b>	<b>152</b>	<b>100%</b>

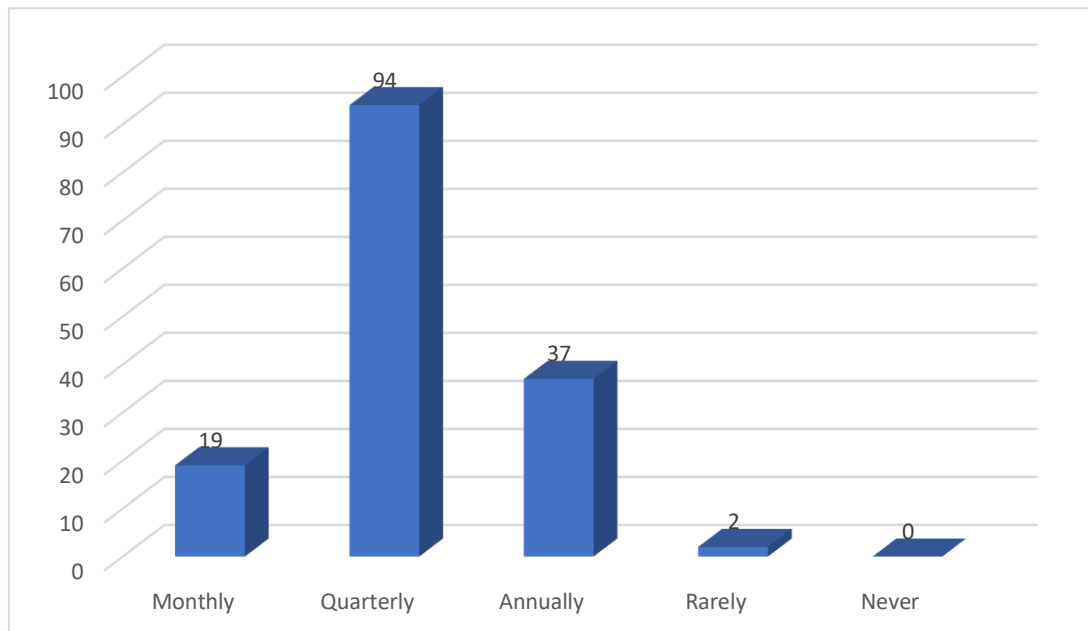


**Figure 3.3: Department**

**Interpretation** :Table 3.3 categorizes respondents based on their departments within the organization. The largest group, comprising 62 respondents (40.79% of the total), belongs to SBU 2. SBU 1 follows with 45 respondents, accounting for 29.61% of the total. SBU 3 includes 19 respondents, representing 12.50% of the total, while Corporate Services encompasses 26 respondents, making up 17.11% of the total sample. This breakdown illustrates the distribution of respondents across various departments, highlighting the relative sizes of each within the surveyed population.

**Table 3.4: Frequency of Sales Training Programs**

PARTICULARS	FREQUENCY	PERCENTAGE
Monthly	19	12.50%
Quarterly	94	61.84%
Annually	37	24.34%
Rarely	2	1.32%
Never	0.00	0
Total	152	100%



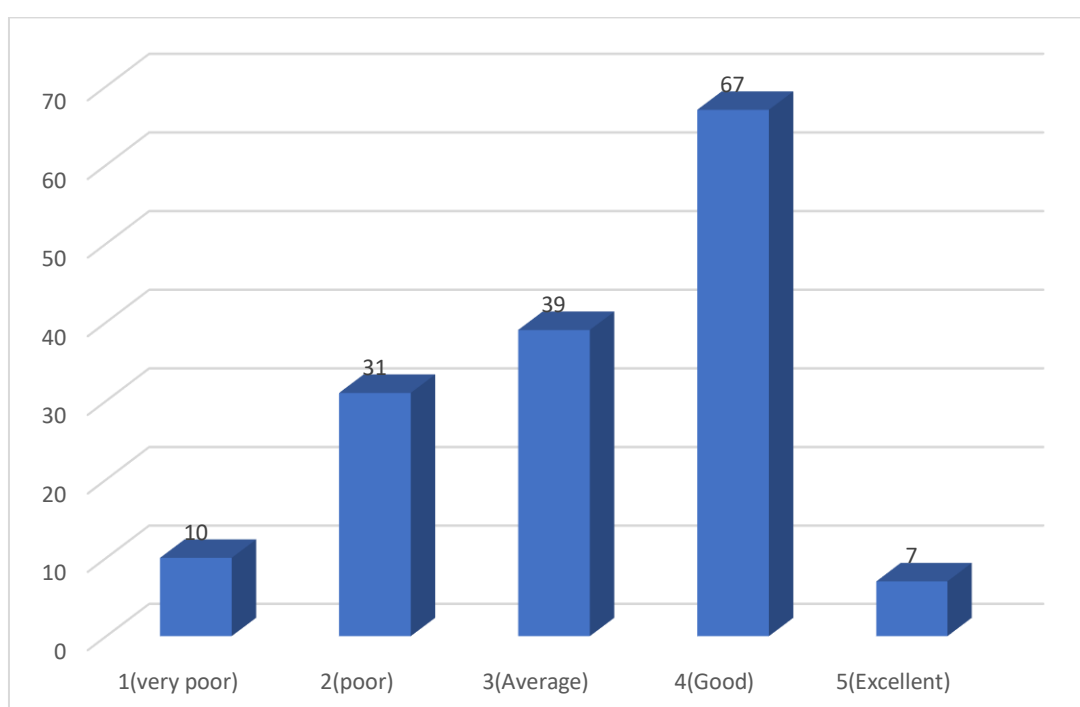
**Figure 3.4: Frequency of Sales Training Programs**

**Interpretation** The organization prioritizes quarterly sales training sessions (61.84%) supplemented by regular monthly sessions (12.50%) and comprehensive annual programs (24.34%) for skill development. Infrequent sporadic sessions (1.32%) demonstrate occasional training occurrences, with a commitment to continuous improvement evident as all periods have seen training conducted. This structured approach underscores the strategic emphasis on frequent training to enhance sales skills continually.



**Table 3.5: Rating of Sales Training Program Quality**

PARTICULARS	FREQUENCY	PERCENTAGE
1 (Very Poor)	10	5.92%
2 (Poor)	31	20.39%
3 (Average)	39	25.66%
4 (Good)	67	43.42%
5 (Excellent)	7	4.61%
Total	152	100%

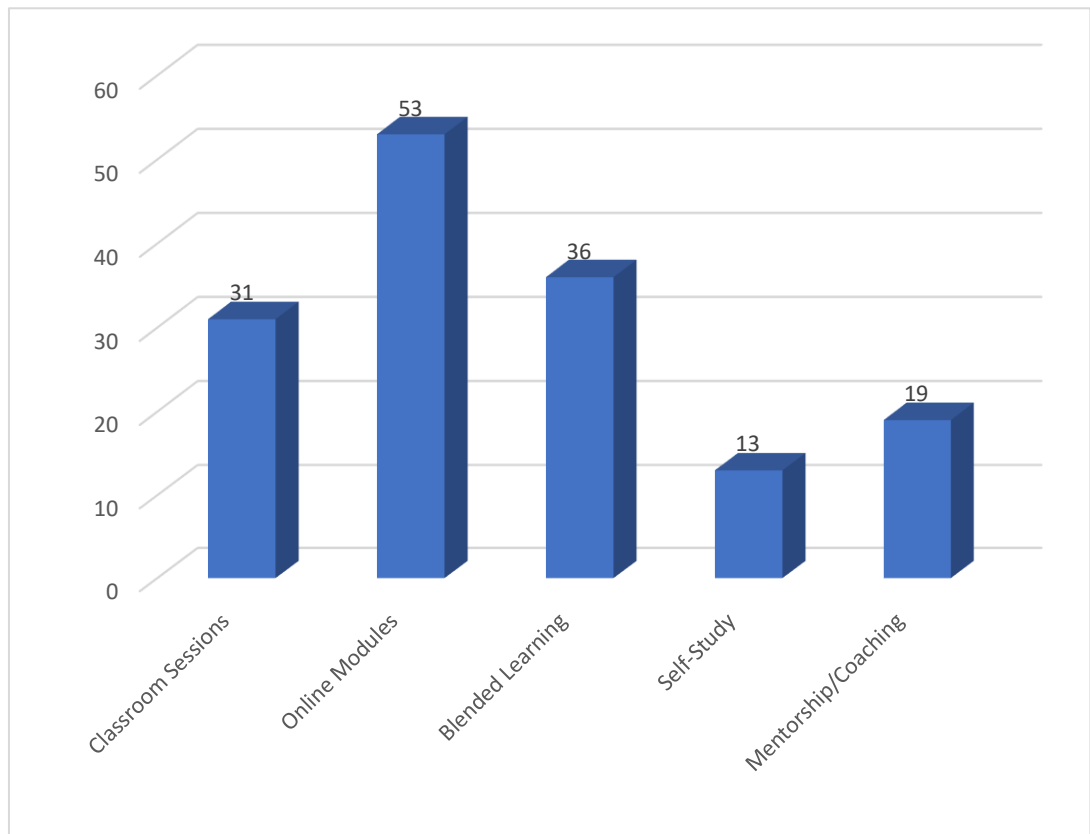


**Figure 3.5: Rating of Sales Training Program Quality**

**Interpretation** The ratings for the sales training programs show a majority rating of 'Good' (43.42%) and 'Average' (25.66%), indicating generally positive feedback. However, there are also significant proportions rating it 'Poor' (20.39%) or 'Very Poor' (5.92%), suggesting areas for improvement. A small percentage rated the programs as 'Excellent' (4.61%). Overall, while there is satisfaction with the training quality, there is notable room for enhancement based on lower ratings received

**Table 3.6: Preferred Training Methods**

PARTICULARS	FREQUENCY	PERCENTAGE
Classroom Sessions	31	20.39%
Online Modules	53	34.87%
Blended Learning	36	23.68%
Self-Study	13	8.55%
Mentorship/Coaching	19	12.50%
Total	152	100%

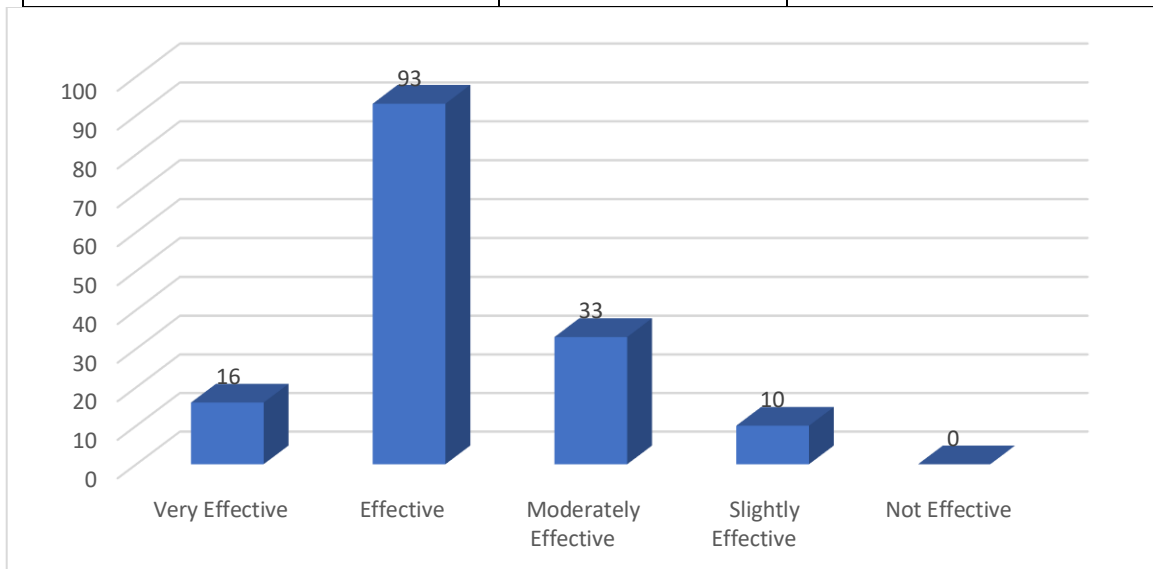


**Figure 3.6: Preferred Training Methods**

**Interpretation :**Table 3.6 shows the preferred training methods for sales training in the organization. Online modules are the top choice (34.87%), followed by blended learning (23.68%), classroom sessions (20.39%), mentorship and coaching (12.50%), and self-study (8.55%). This indicates a mix of digital and traditional preferences among employees.

**Table 3.7: Effectiveness of Classroom Sessions**

PARTICULARS	FREQUENCY	PERCENTAGE
Very Effective	16	10.53%
Effective	93	61.18%
Moderately Effective	33	21.71%
Slightly Effective	10	6.58%
Not Effective	0.00	0
Total	152	100%

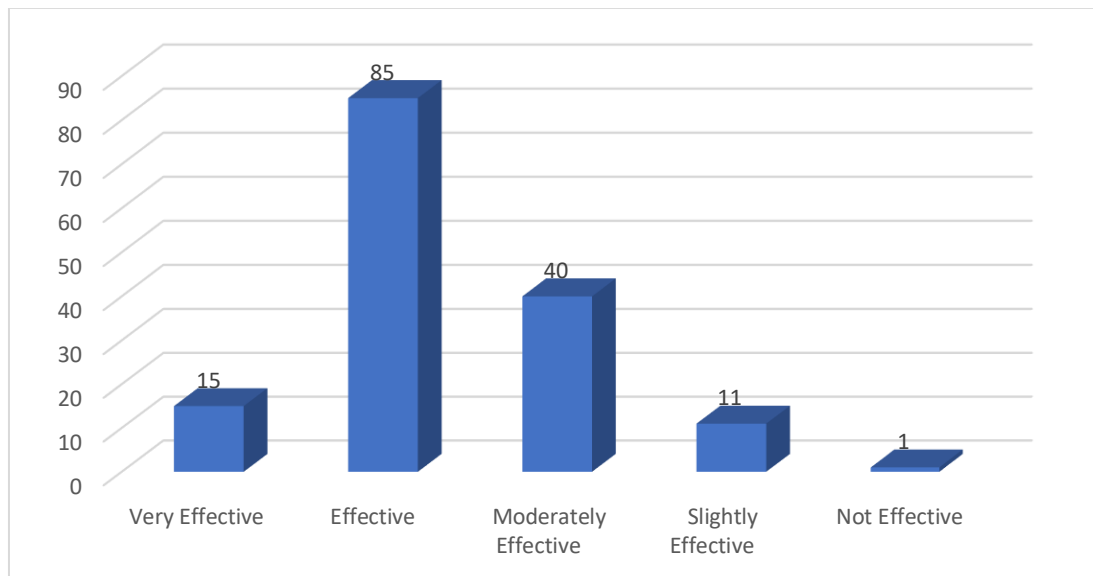


**Figure 3.7: Effectiveness of Classroom Session**

**Interpretation** Table 3.7 shows that a significant majority of respondents find classroom sessions for sales training effective, with 71.71% rating them as 'Effective' or 'Very Effective'. Only a small proportion (6.58%) view them as 'Slightly Effective', and none rated them as 'Not Effective'. Overall, the data indicates strong positive sentiment regarding the effectiveness of classroom sessions in the sales training program.

**Table 3.8: Effectiveness of Online Sessions**

PARTICULARS	FREQUENCY	PERCENTAGE
Very Effective	15	9.87%
Effective	85	55.92%
Moderately Effective	40	26.32%
Slightly Effective	11	7.24%
Not Effective	1	0.66%
Total	152	100%

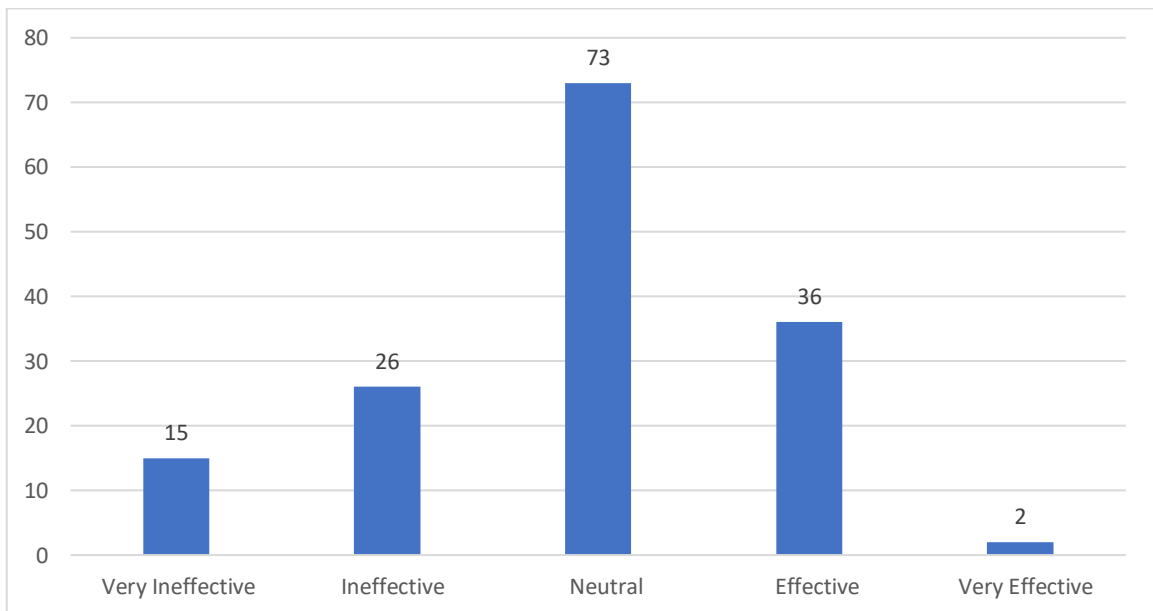


**Figure 3.8: Effectiveness of Online Sessions**

**Interpretation :** The data shows a breakdown of the effectiveness of online sessions based on participant feedback. A significant majority of respondents found the sessions to be effective or very effective, comprising 65.79% of all responses. Specifically, 55.92% rated them as effective, while 9.87% found them very effective. Moderately effective sessions accounted for 26.32%, indicating a generally positive reception overall. Only a small minority, 7.24%, considered the sessions slightly effective, and less than 1% rated them as not effective. This distribution suggests that the online sessions have been largely successful, with a high level of satisfaction among participants regarding their effectiveness

**Table 3.9: Effectiveness Rating of Sales Training Programs: Participant Feedback**

PARTICULARS	FREQUENCY	PERCENTAGE
Very Ineffective	15	9.87%
Ineffective	26	17.11%
Neutral	73	48.03%
Effective	36	23.68%
Very Effective	2	1.32%
Total	152	100%



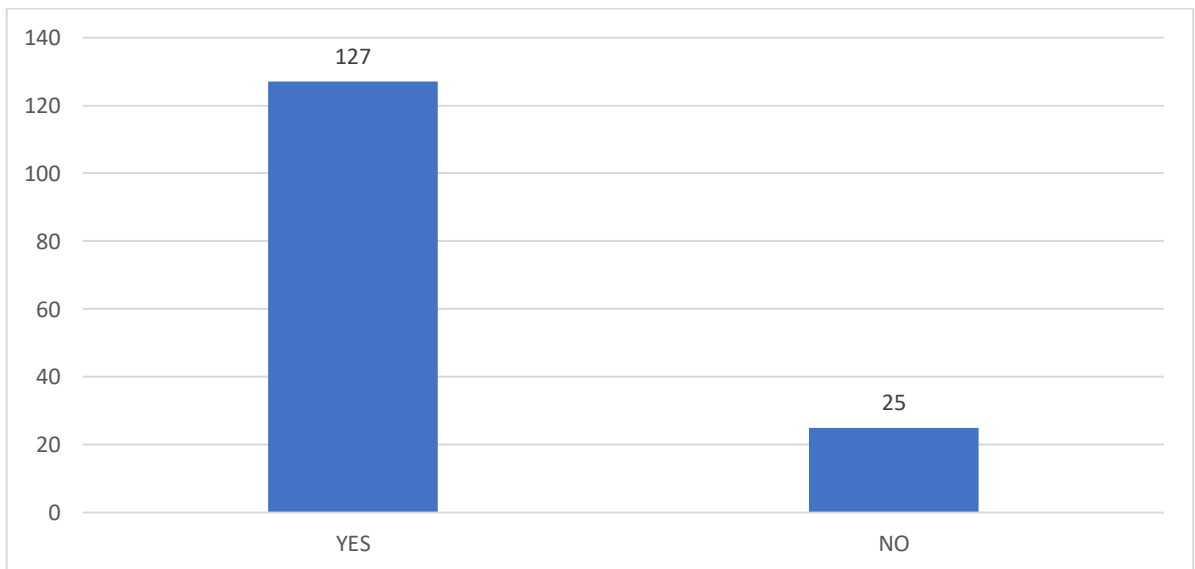
**Figure 3.9: Effectiveness Rating of Sales Training Programs: Participant Feedback**

**Interpretation** :Based on the participant feedback collected from the sales training programs, the effectiveness ratings vary significantly. A majority of participants (71.79%) rated the programs as either neutral, effective, or very effective, with 48.03% expressing a neutral stance and 23.68% finding the training effective. Conversely, 26.98% of respondents found the training to be ineffective or very ineffective, with 17.11% rating it as ineffective and 9.87% as very ineffective. The relatively low percentage (1.32%) who found it very effective suggests there is room for improvement in maximizing

participant satisfaction and effectiveness of these programs

**Table 3.10: Measuring Sales Training Success: Participant Feedback Analysis**

<b>PARTICULARS</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
YES	127	83.55%
NO	25	16.45%
<b>Total</b>	<b>152</b>	<b>100%</b>

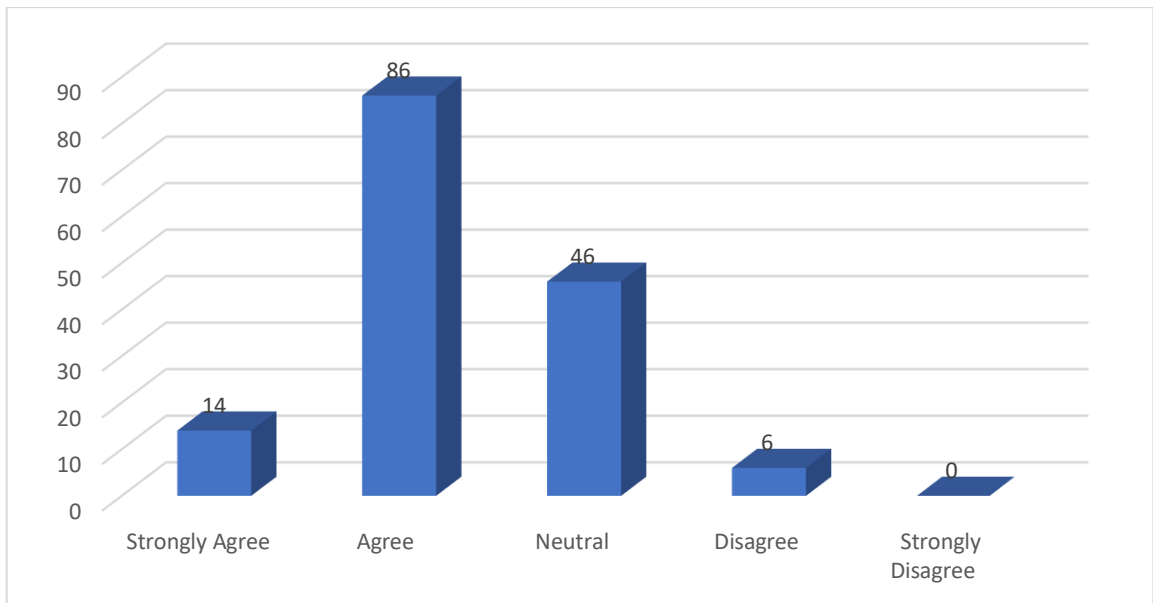


**figure 3.10: Measuring Sales Training Success: Participant Feedback Analysis**

**Interpretation :** The feedback analysis from 152 participants shows that 83.55% found the sales training sessions effective ("YES"), while 16.45% did not ("NO"). This indicates overall positive sentiment towards the training but also highlights areas for potential improvement to better meet participants' expectations.

**Table 3.11: Evaluating the Need for Increased Training Frequency**

PARTICULARS	FREQUENCY	PERCENTAGE
Strongly Agree	14	9.21%
Agree	86	56.58%
Neutral	46	30.26%
Disagree	6	3.95%
Strongly Disagree	0	0.00
Total	152	100%

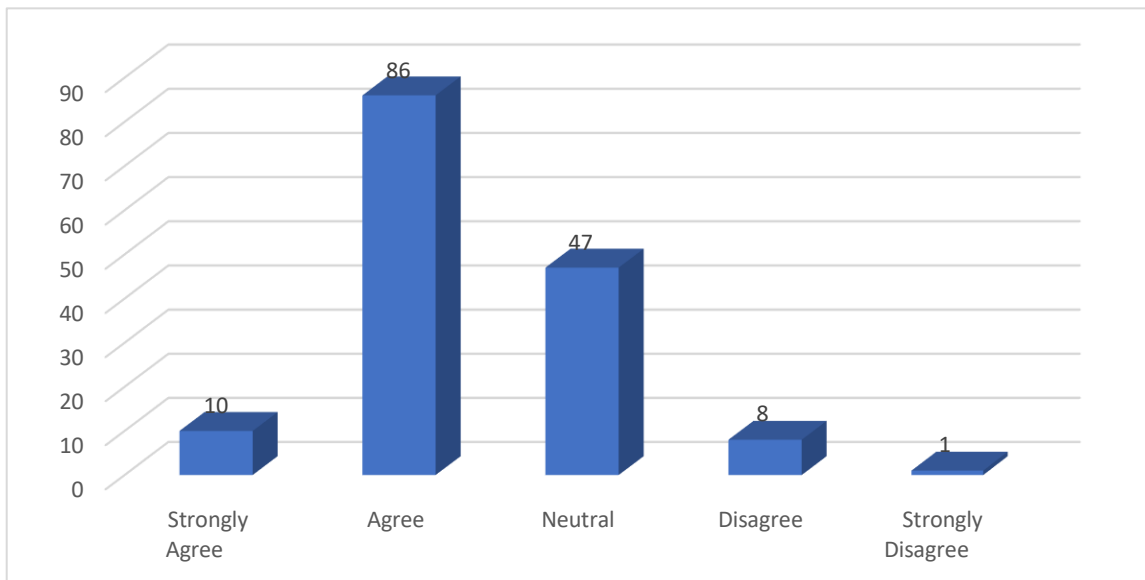


**Figure 3.11: Evaluating the Need for Increased Training Frequency**

**Interpretation :** The data from 152 respondents regarding the need for increased training frequency shows that a substantial majority, comprising 65.79% (combining 9.21% strongly agree and 56.58% agree), support the idea of more frequent training sessions. This indicates a clear preference for enhancing training opportunities to potentially improve skills or knowledge. About 30.26% of respondents were neutral, suggesting they may require more information or clarification on the benefits. A small minority of 3.95% disagreed with the need for increased frequency.

**Table 3.12: Assessing the Impact of Training on Customer Relationships**

PARTICULARS	FREQUENCY	PERCENTAGE
Strongly Agree	10	6.58%
Agree	86	56.58%
Neutral	47	30.92%
Disagree	8	5.26%
Strongly Disagree	1	0.66%
Total	152	100%



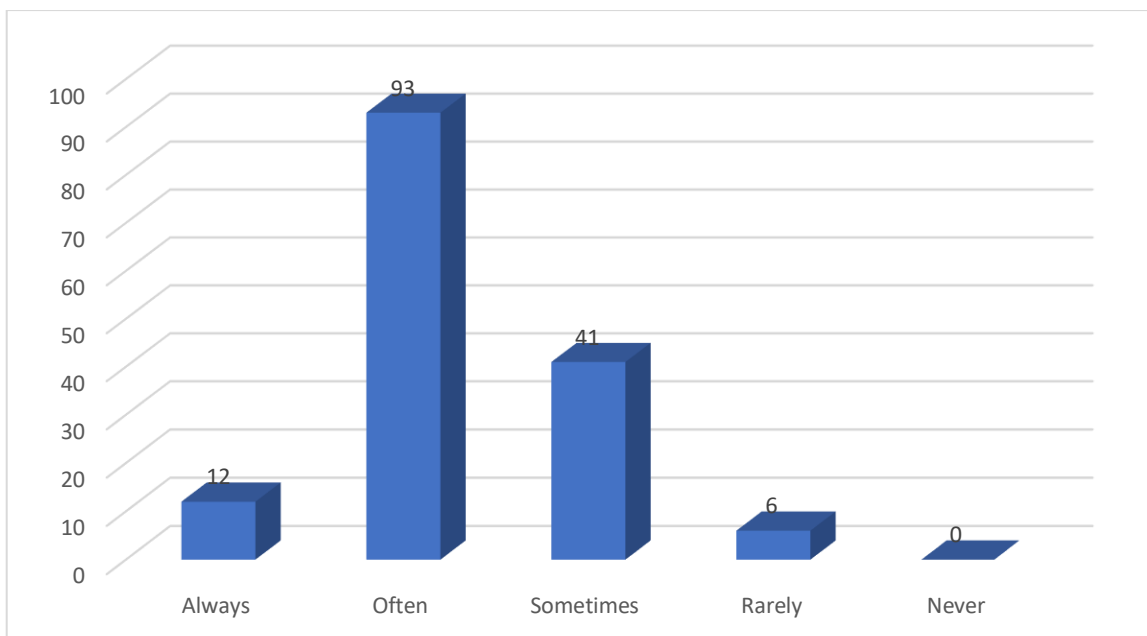
**Figure 3.12: Assessing the Impact of Training on Customer Relationships**

**Interpretation:** The data from 152 respondents shows that 63.16% believe training has positively impacted their customer relationships (6.58% strongly agree, 56.58% agree). Meanwhile, 30.92% are neutral, and 5.92% feel training did not help (5.26% disagree, 0.66% strongly disagree). This indicates mixed but generally positive feedback on the training's effectiveness in enhancing customer relationships, highlighting areas for potential improvement.



**Table 3.13: Application Frequency of Training Skills in Daily Work**

PARTICULARS	FREQUENCY	PERCENTAGE
Always	12	7.89%
Often	93	61.18%
Sometimes	41	26.97%
Rarely	6	3.95%
Never	0	0.00
Total	152	100%

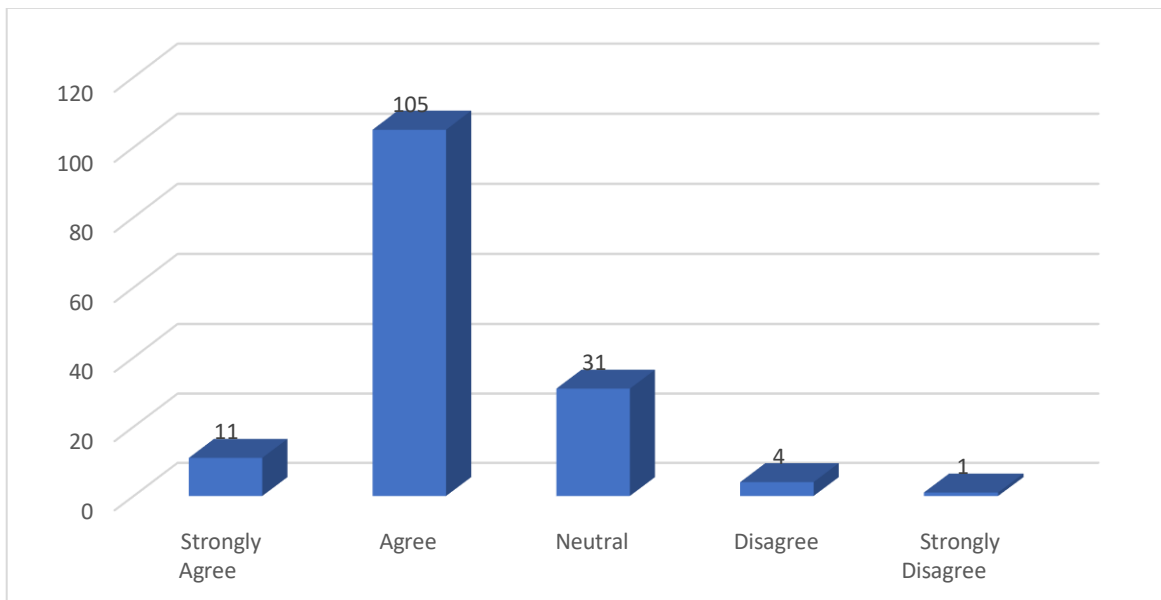


**Figure 3.13: Application Frequency of Training Skills in Daily Work**

**Interpretation:** The table shows that 69.07% of respondents frequently apply skills learned from training in their daily work, 26.97% do so sometimes, and only 3.95% rarely apply them. This indicates effective training with strong integration into daily routines for most respondents.

**Table 3.14: Confidence in Sales Abilities Through Coaching and Mentorship**

PARTICULARS	FREQUENCY	PERCENTAGE
Strongly Agree	11	7.24%
Agree	105	69.08%
Neutral	31	20.39%
Disagree	4	2.63%
Strongly Disagree	1	0.66%
Total	152	100%

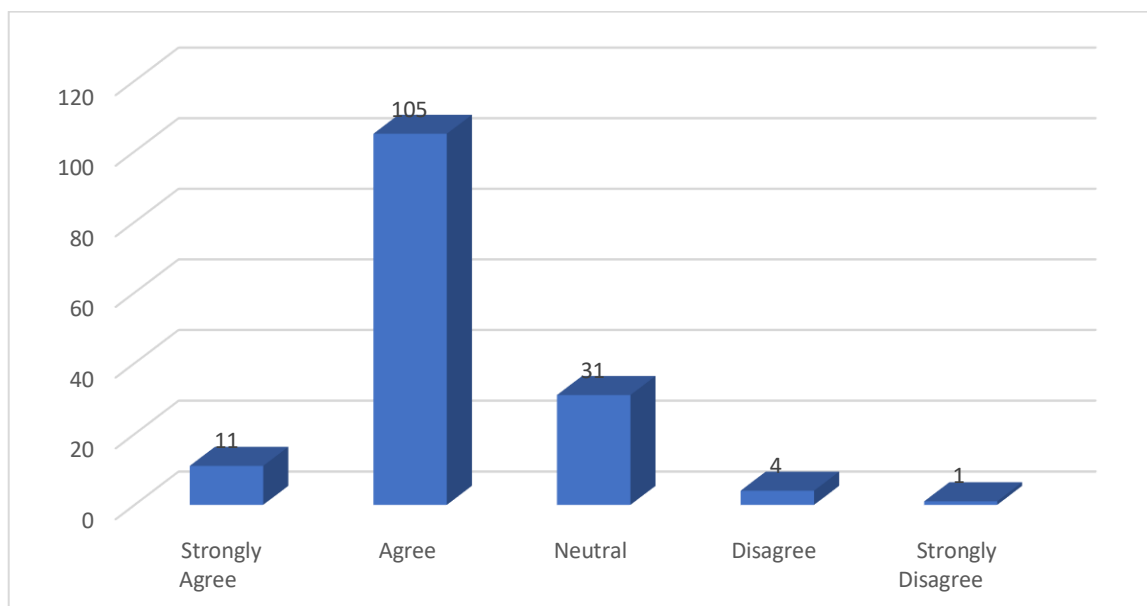


**Figure 3.14: Confidence in Sales Abilities Through Coaching and Mentorship**

**Interpretation:** Data from 152 respondents show that 76.32% feel more confident in their sales abilities due to coaching and mentorship (7.24% strongly agree, 69.08% agree). About 20.39% are neutral, and 3.29% (2.63% disagree, 0.66% strongly disagree) did not perceive an increase in confidence. This indicates generally positive feedback on the effectiveness of coaching and mentorship with some room for improvement.

**Table 3.15: Achievement of Sales Targets Post-Training**

PARTICULARS	FREQUENCY	PERCENTAGE
Strongly Agree	11	7.24%
Agree	105	69.08%
Neutral	31	20.39%
Disagree	4	2.63%
Strongly Disagree	1	0.66%
Total	152	100%

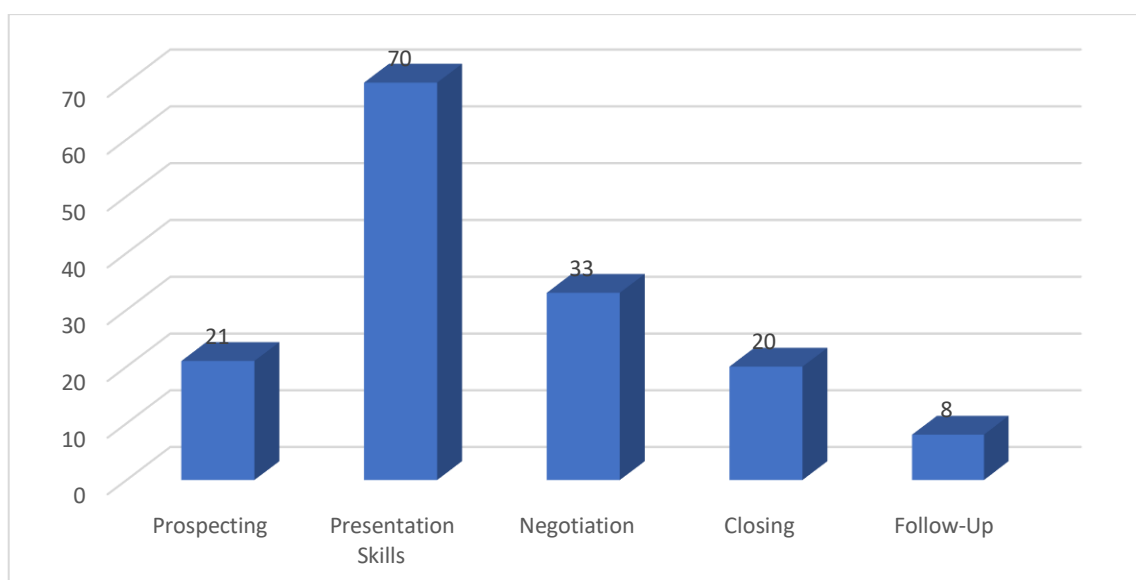


**Figure 3.15: Achievement of Sales Targets Post-Training**

**Interpretation:** Data from 152 respondents show that 76.32% feel they achieve sales targets more consistently after training (7.24% strongly agree, 69.08% agree). About 20.39% are neutral, and 3.29% (2.63% disagree, 0.66% strongly disagree) did not see improvement. This suggests overall positive training effects with potential for further customization to enhance individual performance.

**Table 3.16: Training Needs Analysis: Key Areas in the Sales Process**

PARTICULARS	FREQUENCY	PERCENTAGE
Prospecting	21	13.82%
Presentation Skills	70	46.05%
Negotiation	33	21.71%
Closing	20	13.16%
Follow-Up	8	5.26%
Total	152	100%

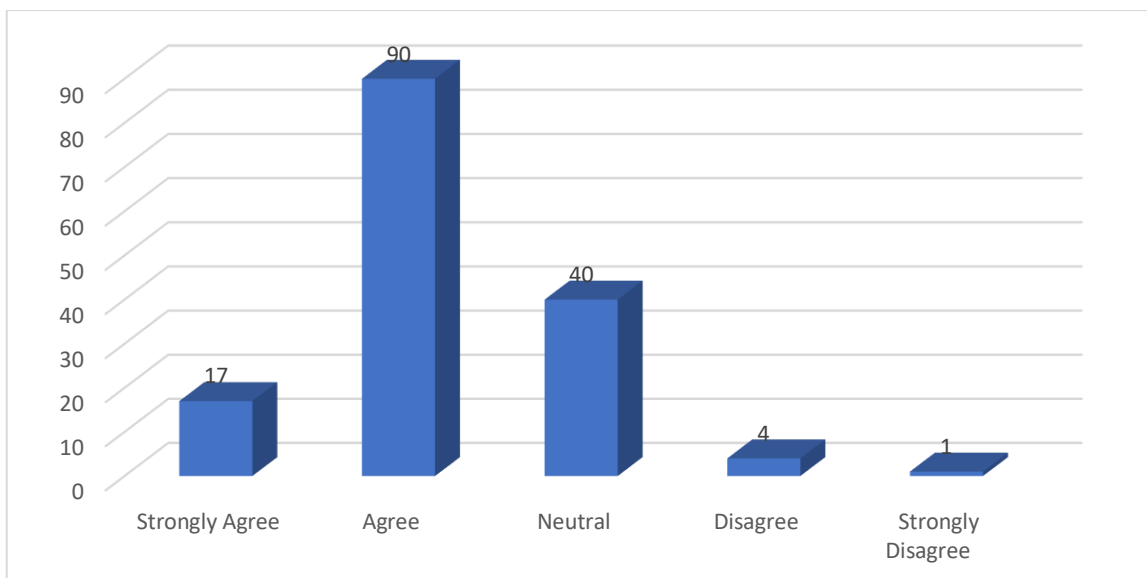


**Figure 3.16: Training Needs Analysis: Key Areas in the Sales Process**

**Interpretation:** The table shows that 46.05% of respondents see presentation skills as the top training need, followed by negotiation skills (21.71%), prospecting (13.82%), closing techniques (13.16%), and follow-up procedures (5.26%). This highlights the importance of focusing on presentation and negotiation skills in sales training programs.

**Table 3.17: Adapting Training Materials to Current Market Trends: A Critical Examination**

PARTICULARS	FREQUENCY	PERCENTAGE
Strongly Agree	17	11.18%
Agree	90	59.21%
Neutral	40	26.32%
Disagree	4	2.63%
Strongly Disagree	1	0.66%
Total	152	100%

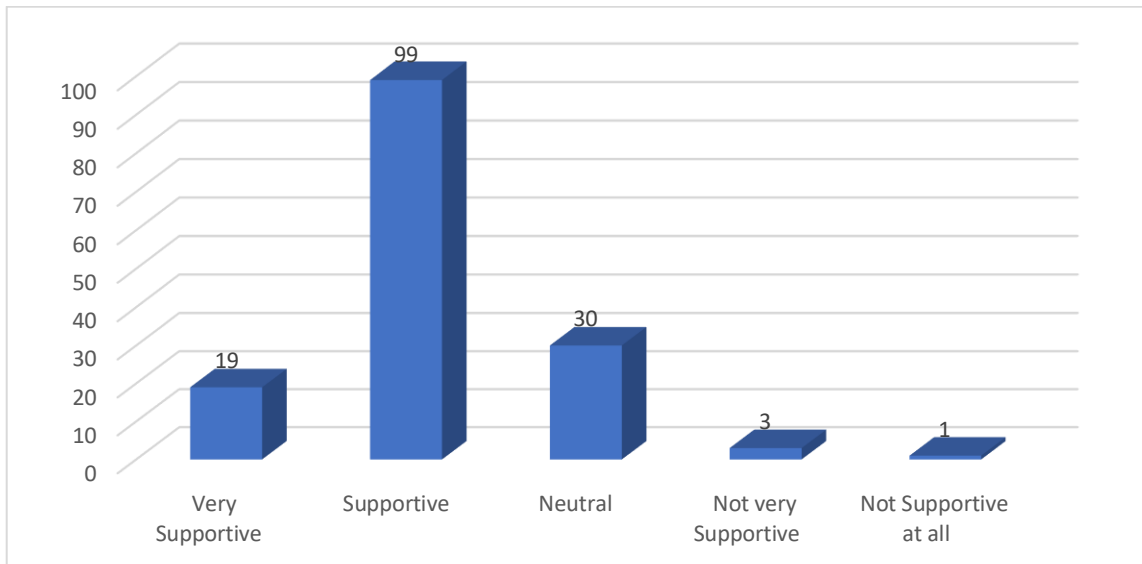


**Figure 3.17: Adapting Training Materials to Current Market Trends: A Critical Examination**

**Interpretation:** The table illustrates responses regarding the adaptation of training materials to current market trends. A majority of participants, comprising 70.39% (11.18% strongly agree and 59.21% agree), affirm that training materials are adequately updated to reflect current market trends. However, a notable portion, totaling 29.61% (26.32% neutral, 2.63% disagree, and 0.66% strongly disagree), express varying levels of uncertainty or skepticism about the currency of these materials. This suggests a need for continuous evaluation and enhancement of training content to ensure alignment with evolving market dynamics and demands.

**Table 3.18: Managerial Support in Training Implementation: Reinforcement and Guidance**

PARTICULARS	FREQUENCY	PERCENTAGE
Very Supportive	19	12.50%
Supportive	99	65.13%
Neutral	30	19.74%
Not very Supportive	3	1.97%
Not Supportive at all	1	0.66%
Total	152	100%

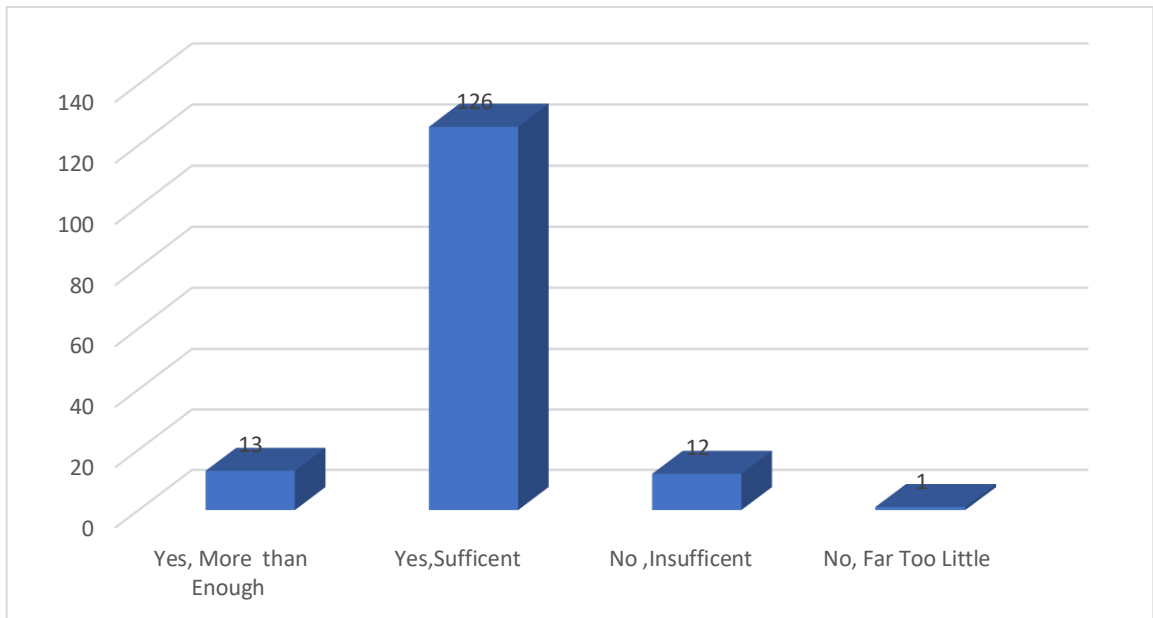


**Figure 3.18: Managerial Support in Training Implementation: Reinforcement and Guidance**

**Interpretation** : The table titled "Managerial Support in Training Implementation: Reinforcement and Guidance" shows that 77.63% of employees view their managers as supportive (12.50% "Very Supportive" and 65.13% "Supportive"). Meanwhile, 19.74% are neutral, and a small percentage see their managers as "Not very Supportive" (1.97%) or "Not Supportive at all" (0.66%). This indicates generally positive perceptions of managerial support, with some room for improvement.

**Table 3.19: Perceptions of Resource Investment in Sales Training Programs**

PARTICULARS	FREQUENCY	PERCENTAGE
Yes, More than Enough	13	8.55%
Yes, Sufficient	126	82.89%
No, Insufficient	12	7.89%
No, Far Too Little	1	0.66%
Total	152	100%

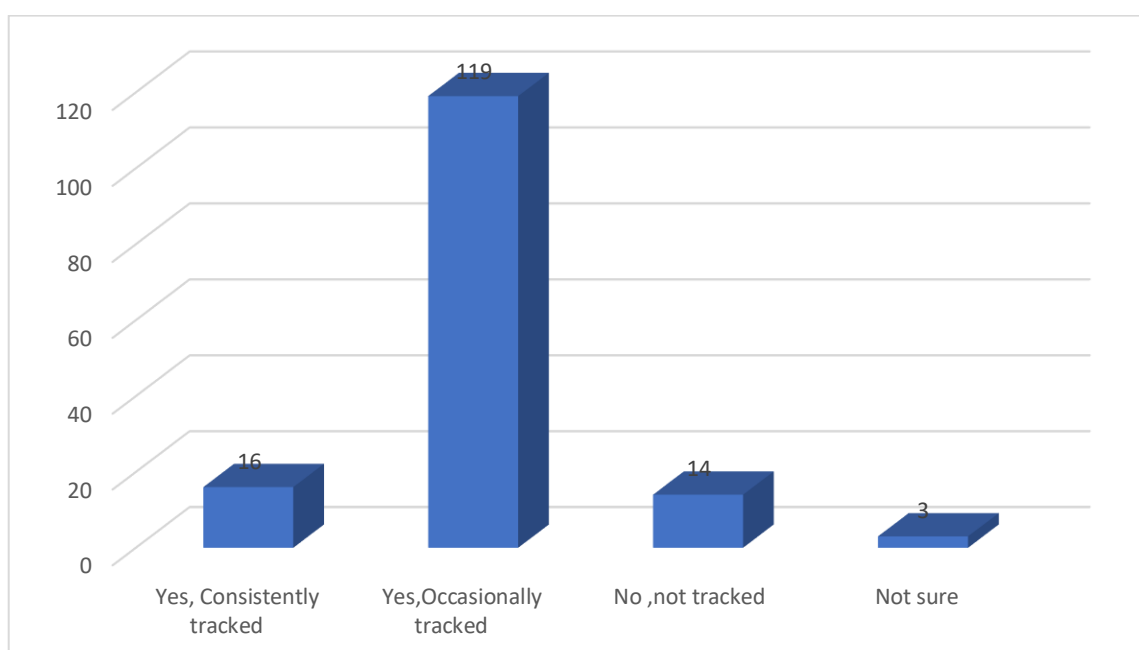


**Figure 3.19: Perceptions of Resource Investment in Sales Training Programs**

**Interpretation :** The table "Perceptions of Resource Investment in Sales Training Programs" shows that 91.44% of employees find the investment adequate (82.89% "Sufficient" and 8.55% "More than Enough"). However, 8.55% see it as insufficient (7.89% "Insufficient" and 0.66% "Far Too Little"). While most are satisfied, a notable minority feels more investment is needed.

**Table 3.20 : Impact of Training Interventions on Individual Sales Performance**

PARTICULARS	FREQUENCY	PERCENTAGE
Yes, Consistently tracked	16	10.53%
Yes,Occasionally tracked	119	78.29%
No ,not tracked	14	9.21%
Not sure	3	1.97%
Total	152	100%



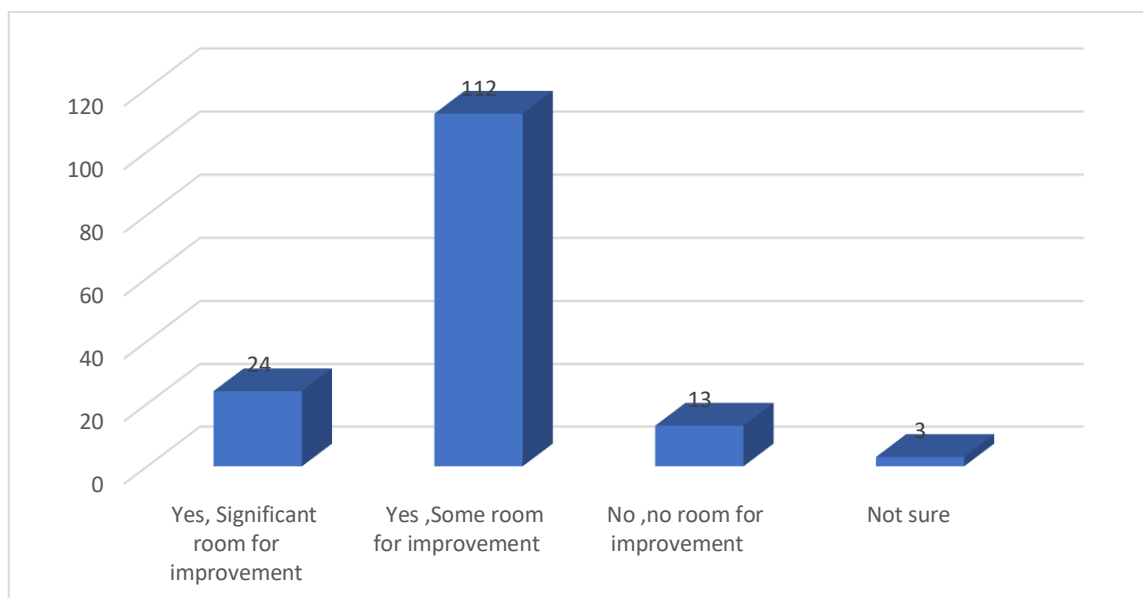
**Figure 3.20 : Impact of Training Interventions on Individual Sales Performance**

**Interpretation** :The table illustrates the tracking practices of training interventions on individual sales performance among 152 respondents. It reveals that 10.53% of respondents consistently track these impacts, while 78.29% do so occasionally. Conversely, 9.21% do not track these impacts at all, and a small percentage (1.97%) are unsure about their tracking practices. The data underscores a majority recognition of the importance of monitoring training effectiveness, although a notable minority appears to neglect this aspect, suggesting potential areas for enhancing accountability and evaluation in training programs.



**Table 3.21: Exploring Opportunities for Continuous Improvement in Sales Training Program Design and Delivery**

PARTICULARS	FREQUENCY	PERCENTAGE
Yes, Significant room for improvement	24	15.79%
Yes ,Some room for improvement	112	73.68%
No ,no room for improvement	13	8.55%
Not sure	3	1.97%
Total	152	100%

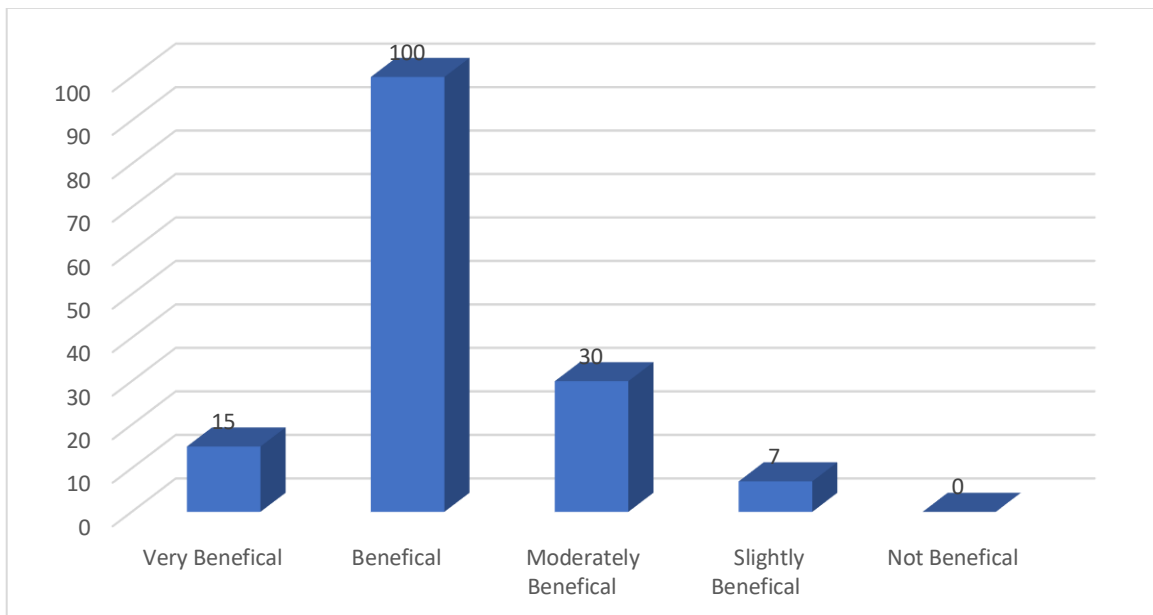


**Table 3.21: Exploring Opportunities for Continuous Improvement in Sales Training Program Design and Delivery**

**Interpretation :** Table 3.21 shows that 89.47% of 152 respondents see room for improvement in sales training programs, with 15.79% noting significant need and 73.68% seeing some potential. Only 8.55% believe no further improvement is needed, and 1.97% are uncertain. This highlights a strong consensus on the need for ongoing optimization.

**Table 3.22: The Benefits of Coaching in Reinforcing Training Concepts**

PARTICULARS	FREQUENCY	PERCENTAGE
Very Beneficial	15	9.87%
Beneficial	100	65.79%
Moderately Beneficial	30	19.74%
Slightly Beneficial	7	4.61%
Not Beneficial	0	0.00
Total	152	100%

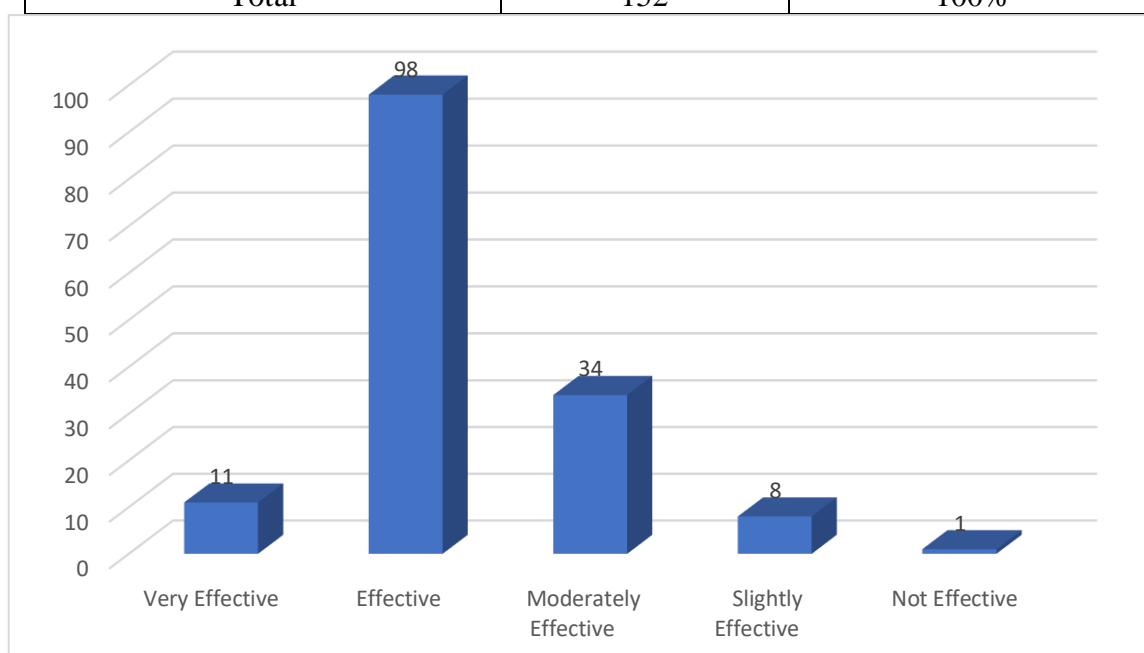


**Figure 3.22: The Benefits of Coaching in Reinforcing Training Concepts**

**Interpretation** :The table on "The Benefits of Coaching in Reinforcing Training Concepts" summarizes responses from 152 participants regarding the effectiveness of coaching in reinforcing training concepts. It shows that 75.66% of respondents considered coaching to be highly beneficial (including very beneficial and beneficial categories), with 9.87% finding it very beneficial and 65.79% finding it beneficial. An additional 19.74% found coaching moderately beneficial, while 4.61% found it slightly beneficial. Importantly, no respondents reported coaching as not beneficial. These findings underscore a strong consensus among participants regarding the positive impact of coaching in reinforcing training concepts.

**Table 3.23 :Effectiveness of Mentor/Coach in Providing Guidance and Support**

PARTICULARS	FREQUENCY	PERCENTAGE
Very Effective	11	7.24%
Effective	98	64.47%
Moderately Effective	34	22.37%
Slightly Effective	8	5.26%
Not Effective	1	0.66%
Total	152	100%

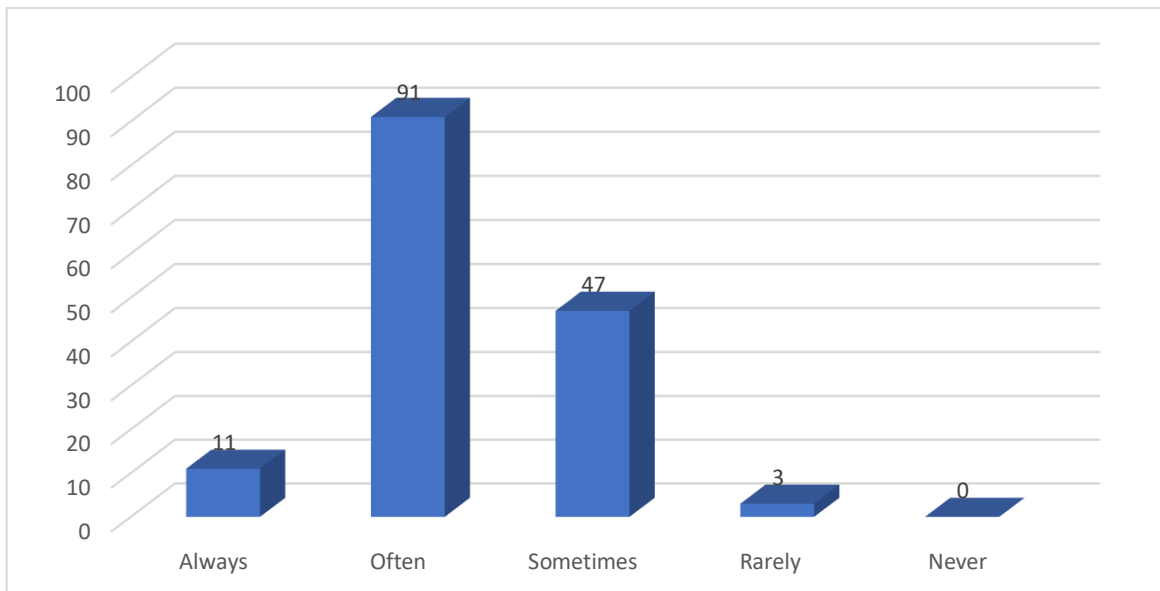


**Figure 3.23: Effectiveness of Mentor/Coach in Providing Guidance and Support**

**Interpretation :** The table on the "Effectiveness of Mentor/Coach in Providing Guidance and Support" summarizes feedback from 152 respondents. It shows that the majority, 71.71% (comprising 64.47% effective and 7.24% very effective), rated their mentor or coach positively in terms of providing guidance and support. Additionally, 22.37% found their mentor or coach moderately effective, while a smaller percentage, 5.26%, perceived them as slightly effective. Only 0.66% of respondents felt their mentor or coach was not effective. Overall, the data highlights a strong endorsement of mentors and coaches, indicating that they generally perform well in supporting and guiding individuals within their roles.

**Table 3.24:Feedback on Performance Post-Training**

PARTICULARS	FREQUENCY	PERCENTAGE
Always	11	7.24%
Often	91	59.87%
Sometimes	47	30.92%
Rarely	3	1.97%
Never	0	0.00%
Total	152	100%



**Table 3.24:Feedback on Performance Post-Training**

**Interpretation :** The table on "Feedback on Performance Post-Training" shows that 67.11% of respondents frequently receive feedback (59.87% often, 7.24% always), 30.92% receive it sometimes, and 1.97% rarely receive feedback. No respondents reported never receiving feedback. This indicates a proactive approach to post-training feedback within the organization.

**CHAPTER – IV**  
**FINDINGS, RECOMMENDATIONS & SUMMARY**

## 4.1 FINDINGS

- The majority of respondents (59.21%) are female, while 40.79% are male among the 152 total respondents, highlighting the predominant gender distribution in the surveyed population.
- The majority of respondents are in the 18-25 age group (46.71%), followed by 26-35 (28.29%), 36-45 (15.79%), and 45-55 (9.21%) age groups. No respondents are aged 55 and above.
- Departmental Breakdown: SBU 2 has the largest representation (40.79%), followed by SBU 1 (29.61%), Corporate Services (17.11%), and SBU 3 (12.50%).
- Frequency of Training Programs: Quarterly sessions are most common (61.84%), followed by annual (24.34%) and monthly (12.50%) sessions. Rarely and never occur infrequently.
- Rating of Training Program Quality: The majority rate the training programs as 'Good' (43.42%) and 'Average' (25.66%). Smaller proportions rate them as 'Poor' (20.39%), 'Very Poor' (5.92%), or 'Excellent' (4.61%).
- Preferred Training Methods: Online modules (34.87%) are most preferred, followed by blended learning (23.68%) and classroom sessions (20.39%). Mentorship/coaching (12.50%) and self-study (8.55%) are less favoured.
- Classroom sessions in the sales training program are rated as effective or very effective by 71.71% of respondents, underscoring strong positive sentiment towards their utility.
- Perceived Impact on Customer Relationships: 63.16% believe training has positively impacted customer relationships (6.58% strongly agree and 56.58% agree).
- Application of Training Skills: A majority (69.07%) apply training skills often (61.18% often and 7.89% always) in their daily work.
- Confidence in Sales Abilities through Coaching/Mentorship: Coaching and mentorship enhance confidence for 76.32% of respondents (7.24% strongly agree and 69.08% agree).

- The data reveals that a majority (76.32%) of respondents feel they have achieved their sales targets more consistently post-training, while 20.39% are neutral and 3.29% do not perceive such improvement, indicating overall positive effects of training but also highlighting a need for further customization to better align training with individual performance goals
- The data indicates that presentation skills (46.05%) and negotiation skills (21.71%) are the most critical areas identified for training within the sales process, highlighting the need to prioritize these skills in sales training programs to enhance overall effectiveness.
- The table shows that while a majority (70.39%) believe that training materials are updated to reflect current market trends, a notable portion (29.61%) express uncertainty or skepticism, highlighting the need for ongoing evaluation and improvement of training content to stay aligned with market dynamics.
- The table indicates that while the majority of employees (77.63%) perceive managerial support in training implementation positively, with 12.50% finding their managers "Very Supportive" and 65.13% "Supportive," there remains room for improvement as 19.74% are neutral and a small percentage (2.63%) find the support lacking.
- The table reveals that a significant majority (91.44%) of employees perceive their organization's investment in sales training programs as adequate, while a notable minority (8.55%) believe the investment is insufficient, indicating overall satisfaction but highlighting areas for potential improvement in resource allocation.
- The majority of respondents (78.29%) occasionally monitor the impact of training interventions on individual sales performance, a significant portion (9.21%) do not track these impacts at all, indicating a need for improved accountability and evaluation in training programs.
- A significant majority of 89.47% of respondents perceive varying degrees of opportunity for improvement in sales training program design and delivery, highlighting a consensus on the need for ongoing refinement to better meet organizational and individual requirements.

- The majority of participants (75.66%) found coaching to be highly beneficial in reinforcing training concepts, with 9.87% rating it as very beneficial and 65.79% as beneficial. An additional 19.74% perceived coaching to be moderately beneficial, highlighting its overwhelmingly positive impact in enhancing training effectiveness.
- A significant majority of respondents (71.71%) rated their mentors or coaches positively for providing guidance and support, with 64.47% considering them effective and 7.24% very effective. This underscores strong endorsement and effectiveness of mentoring/coaching in supporting individuals within their roles.
- The majority of respondents (67.11%) receive feedback on their performance often (59.87%) or always (7.24%) following training sessions, indicating a proactive approach to supporting continuous improvement.



## 4.2 RECOMMENDATIONS

1. Enhance Customization of Training Programs:-Develop and implement tailored training programs that cater to the specific needs of different demographic groups and departments within the organization.
  - This approach will ensure that training content and delivery methods are relevant and impactful, addressing specific skill gaps and enhancing overall engagement and effectiveness.
2. Increase Training Frequency and Variety: Introduce more frequent training sessions, such as monthly or bi-monthly, focusing on critical skills like presentation and negotiation. Additionally, diversify training formats to include online modules, blended learning, and practical workshops.
  - Regular and varied training opportunities will reinforce learning, accommodate different learning styles, and better prepare employees to adapt to dynamic market conditions.
3. Improve Training Quality and Delivery: Invest in high-quality training materials, updated content aligned with current market trends, and experienced trainers who can effectively impart knowledge and skills.
  - By enhancing the quality of training, organizations can ensure that learning outcomes are maximized, leading to improved employee performance and satisfaction.
4. Enhance Managerial Support and Involvement: Provide training and guidance to managers on how to effectively support and reinforce training concepts among their teams. Foster a culture where managers actively participate in and advocate for employee development.
  - Strong managerial support enhances the implementation and effectiveness of training initiatives, promoting a supportive and growth-oriented work environment.

5. Establish Regular Evaluation and Feedback Mechanisms: Implement robust tracking and evaluation systems to monitor the impact of training programs on individual performance and organizational goals. Gather feedback from participants to continuously improve training offerings.
  - Regular evaluation ensures that training programs remain relevant and effective, allowing for timely adjustments and improvements based on feedback and outcomes.
6. Increase Investment in Training Resources: Allocate sufficient resources, including financial investment and time commitment, to support comprehensive training programs that meet the evolving needs of employees and the organization.
  - Adequate investment in training demonstrates organizational commitment to employee development, leading to improved skills, productivity, and overall business performance.
7. Promote a Culture of Continuous Learning and Improvement: Foster a culture where continuous learning is encouraged and supported throughout the organization. Provide opportunities for ongoing skill development, mentorship, and knowledge sharing.
  - A learning-centric culture promotes innovation, adaptability, and employee engagement, contributing to sustained organizational success and competitiveness.

Implementing these recommendations will not only address the identified areas for improvement in the training programs but also foster a supportive and growth-oriented organizational culture. This approach will ultimately lead to enhanced employee satisfaction, improved performance, and a more competitive market position.

## Suggestions

- Enhance Training Content Customization:
  - Develop more tailored training programs that address the specific needs of different age groups, departments, and skill levels.
  - The diverse demographic and departmental breakdowns suggest that a one-size-fits-all approach may not be effective. Customizing content can improve relevance and engagement.
  
- Increase Training Frequency:
  - Consider implementing more frequent training sessions, such as monthly or bi-monthly, particularly for critical skills like presentation and negotiation.
  - While quarterly sessions are common, more frequent training could reinforce learning and address the rapid changes in market dynamics.
  
- Improve Training Quality and Delivery:
  - Invest in high-quality training materials and experienced trainers to enhance the overall quality of training programs.
  - With a significant portion rating the training as 'Average' or 'Poor,' there is a clear need for improvement. Quality training can lead to better outcomes and higher satisfaction.
  
- Update Training Materials Regularly:
  - Establish a regular review and update cycle for training materials to ensure they reflect current market trends and practices.
  - Although most respondents believe materials are updated, a notable portion expressed skepticism. Regular updates will ensure content remains relevant and effective.

➤ Enhance Managerial Support:

- Train managers on how to provide better support and reinforcement of training concepts.
- While most employees perceive managerial support positively, improving support for the 19.74% who are neutral can enhance the overall effectiveness of training implementation.

➤ Strengthen Accountability and Evaluation:

- Implement more robust tracking and evaluation mechanisms to monitor the impact of training interventions.
- With 78.29% occasionally monitoring and 9.21% not tracking impacts at all, there is a need for improved accountability. Regular evaluations can help in assessing effectiveness and making necessary adjustments.

➤ Increase Investment in Training:

- Allocate more resources towards training programs, particularly in areas identified as insufficient by some respondents.
- While the majority are satisfied with the investment, addressing the concerns of the 8.55% who find it insufficient can ensure comprehensive training that meets all employees' needs.

➤ Focus on Practical Skills:

- Prioritize training in practical skills such as presentation and negotiation, identified as the most critical areas.
- Focusing on these skills can significantly enhance the sales team's effectiveness and overall sales performance.

➤ Leverage Preferred Training Methods:

- Expand the use of preferred training methods like online modules and blended learning.
- With online modules being the most preferred, increasing their availability can improve participation and learning outcomes.

➤ Promote Continuous Improvement:

- Foster a culture of continuous improvement by regularly seeking feedback from employees and making iterative enhancements to the training programs.
- The consensus on the need for ongoing refinement highlights the importance of maintaining a dynamic and responsive training strategy.

### 4.3 Summary

The survey of 152 respondents provides a comprehensive overview of various aspects related to sales training programs and their impact on individual and organizational performance. The demographic distribution reveals a predominance of female respondents (59.21%) and a younger age group, with the majority (46.71%) aged 18-25. Department-wise, SBU 2 has the largest representation (40.79%).

In terms of training frequency, quarterly sessions are the most common (61.84%), followed by annual and monthly sessions. The quality of training programs is generally perceived as 'Good' (43.42%), though a significant portion rates them as 'Average' (25.66%) or 'Poor' (20.39%). Preferred training methods include online modules (34.87%), blended learning, and classroom sessions, with a strong positive sentiment towards the effectiveness of classroom sessions (71.71%).

The data highlights key areas for training within the sales process, with presentation skills (46.05%) and negotiation skills (21.71%) identified as critical. The adaptation of training materials to current market trends is seen positively by a majority (70.39%), though 29.61% express skepticism, indicating a need for ongoing evaluation and updates.

Managerial support in training implementation is perceived positively by 77.63% of employees, though there is room for improvement as 19.74% remain neutral. The perception of organizational investment in sales training programs is largely satisfactory (91.44%), yet 8.55% find it insufficient, suggesting areas for potential enhancement.

The impact of training on sales performance is evident, with 76.32% of respondents achieving their sales targets more consistently post-training. However, 20.39% remain neutral, and 3.29% do not perceive such improvement, indicating a need for further customization to align training outcomes with individual performance goals.

Overall, the data underscores the importance of continuous improvement in sales training programs, emphasizing the need for better tracking practices, refinement of program design and delivery, and ensuring alignment with current market trends and individual needs. The findings point to a consensus on the value of training, while also highlighting areas for enhancement to maximize its effectiveness and impact.

## **CONCLUSION**

The results of this study shed light on a number of important aspects of the effectiveness of sales training within the surveyed organization. First, the majority of respondents are female and mostly in younger age groups, indicating a diverse workforce composition that calls for a variety of training approaches tailored to different demographic groups. Second, SBU 2 has the largest representation within the department, indicating specific training needs that should be addressed in order to maximize overall training effectiveness. Third, quarterly sessions are the most common format, with a clear preference for online modules and blended learning—this highlights the significance of modifying training delivery methods to match modern learning preferences. Finally, classroom sessions are highly rated for effectiveness.

The tangible benefits of current training initiatives are highlighted by the perceived improvement in customer relationships and the regular application of training in daily work routines. On the other hand, the areas for improvement that have been identified—such as improving presentation and negotiation skills, updating training content to reflect market trends more dynamically, and increasing accountability in tracking training impacts—underline the need for ongoing refinement. Furthermore, although managerial support is generally perceived favourably, addressing the concerns of insufficient investment and customization in training programs could further elevate their impact and alignment with individual and organizational goals. Coaching and mentorship are essential components of training reinforcement. In the end, these observations support a calculated strategy to keep improving sales training programs so they stay flexible, successful, and essential to long-term company survival in a cutthroat industry.

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## **WEBSITES**

- <https://hbr.org/2020/05/the-best-sales-training-programs>
- <https://www.salesforce.com/research/the-impact-of-sales-training>
- <https://www.linkedin.com/learning/topics/sales-training>

## **APPENDIX**

# QUESTIONNAIRE

This Google Form is part of my MBA project, focusing on understanding “A STUDY ON TRAINING AND ITS EFFECT ON SALES PERFORMANCE IN CEDAR RETAIL PVT LIMITED” Your responses will greatly contribute to my academics  
Thank you for taking the time to share your valuable responses.

Sincerely, JITHU M R, MBA Student

1. Name:

2. Gender:

- Male
- Female
- Other

3. Age:

- 18-25
- 26-35
- 36-45
- 46-55
- 55 and above

4. Department:

- SBU 1
- SBU 2
- SBU 3
- Corporate services

5. How frequently are sales training programs conducted within your organization?

- Monthly
- Quarterly
- Annually
- Rarely
- Never

6. On a scale of 1 to 5, how would you rate the quality of the sales training programs provided?

- 1 (Very Poor)
- 2 (Poor)
- 3 (Average)
- 4 (Good)
- 5 (Excellent)

7. Which training method do you prefer?

- Classroom Sessions
- Online Modules
- Blended Learning
- Self-study
- Mentorship/Coaching

8. How would you rate the effectiveness of classroom sessions?

- Very Effective
- Effective
- Moderately Effective
- Slightly Effective
- Not Effective

9. How would you rate the effectiveness of online sessions?

- Very Effective
- Effective
- Moderately Effective
- Slightly Effective
- Not Effective

10. How would you rate the overall effectiveness of the sales training programs you have participated in?
- Very Ineffective
  - Ineffective
  - Neutral
  - Effective
  - Very Effective
11. Have you observed any noticeable improvements in your sales performance as a result of participating in any specific training methodology?
- Yes
  - No
13. Do you think there is a need for more frequent training sessions?
- Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
14. Has the training helped you develop better customer relationships?
- Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
15. How frequently do you apply the skills learned from the training in your daily work?
- Always
  - Often
  - Sometimes
  - Rarely
  - Never

16. Do you feel more confident in your sales abilities due to coaching and mentorship?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

17. Have you been able to achieve your sales targets more consistently post-training?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

18. Which area of the sales process do you believe requires the most training?

- Prospecting
- Presentation Skills
- Negotiation
- Closing
- Follow-up

19. Are the training materials updated regularly to reflect current market trends?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

20. How supportive are your managers in reinforcing the training concepts and providing guidance for implementing them effectively?

- Very Supportive
- Supportive
- Neutral
- Not Very Supportive
- Not Supportive at All

21. Do you believe your organization invests enough resources (time, money, effort) in sales training programs?

- Yes, More than Enough
- Yes, Sufficient
- No, Insufficient
- No, Far Too Little

22. Is there a system in place to track individual sales performance before and after training interventions?

- Yes, Consistently Tracked
- Yes, Occasionally Tracked
- No, Not Tracked
- Not Sure

23. Do you believe there's room for continuous improvement in the design and delivery of sales training programs within your organization?

- Yes, Significant Room for Improvement
- Yes, Some Room for Improvement
- No, No Room for Improvement
- Not Sure

24. How beneficial is coaching in reinforcing training concepts?

- Very Beneficial
- Beneficial
- Moderately Beneficial
- Slightly Beneficial
- Not Beneficial

25. How effective is your mentor/coach in providing guidance and support?

- Very Effective
- Effective
- Moderately Effective
- Slightly Effective
- Not Effective



26. Do you receive feedback on your performance post-training?

- Always
- Often
- Sometimes
- Rarely
- Never