THE IMPACT OF COVID -19 ON RETAILING SECTOR IN MAHARASHTRA. Mr. Siddharth S. Kaside.

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Abstract:

Corona virus (covid 19 pandemic) is the most dangerous disease that was first detected in December 2019 in the city of Wuhan, China. The virus has spread to 223 countries worldwide, with more than 2.5 million confirmed cases in March in Maharashtra, the first case of corona virus found on 9 March 2020 in Maharashtra. Cases in Maharashtra reported as of May 2022 are 78,87,086 consisting of 1,47,860 deaths and 77,35,751 recoveries. And start impacting the retail sector in India as well as in Maharashtra. Retailing in India is a business activity that has evolved since ancient times and medieval times. It has played a very important role in the Indian economy over the last 30 years due to the growth of industrial areas. Due to the corona virus, Indian industrial areas have brought many changes in all aspects of the retail sector. The retail sector presents more challenges and benefits during the corona virus 19, both traditional and modern retail. Therefore, the retail sector has more opportunities and advantages. Therefore, researchers are trying to understand the negative and positive impacts of the Covid 19 pandemic on the retail sector in Maharashtra.

Keywords: corona virus, covid – 19 pandemic, retailing, impact on Maharashtra, positive and negative impact on Retailing, Government Initiatives. Introduction:

The effect of the COVID-19 pandemic the retail sector and well-being is a current and challenging issue that deserves the attention of retail stores. Our research examines the behavior of different generations of customers during the pandemic period, with a focus on millennial. The trend is already clearly towards online shopping and retailers need to consider how they can meet the needs of online customers. The lockdown caused by COVID-19 and with it the closure of stores, presented unprecedented challenges for retail. Customers stayed away, sales plummeted. The effects of the COVID-19 pandemic are visible in all areas of daily life, and most of them have been gradually adopted into the new daily life and become the "new normal". The "new normal" expresses the result of a normalization process where actors routinely integrate into the matrix of already existing, socially patterned knowledge and practice. In this paradigm, we use the concept of "new normal" reflecting the new habits developed during and under the pandemic that push the need to shop using mobile devices from home instead of going to the store. The explosion of wireless telecommunications has revealed amazing possibilities for the strong convergence of the Internet and mobile communication in business and commerce, with e-commerce evolving into mobile commerce. The current health crisis can lead to long-term changes in customer behavior and well-being.

First confirmed case of corona virus reported on March 9, 2020 in Pune Maharashtra. Where a couple returning from Dubai tasted positive. After that three more people in the city came in contact with the couple who tested positive, further the process is ongoing and is slowly starting to affect the retail sector in Pune Maharashtra.

Literature Review:

As stated by (McKinsey Report, 2008). By 2015, there would be a need for at least 1.7 million people to fill the post generated if organized grows as predicted in India.

According to Sunita Sikri and Dipti Wadhwa (2012), the retail industry in India is the second-largest sector after agriculture in terms of employment prospects. According to this study, the retail industry will add 50,000 positions over the next few years. Retail organizations are beginning to engage with management institutes to offer complete career advancement and loyalty plans for current employees.

According to research by Basari (2012), the introduction of contemporary retailers will increase the market and generate a significant number of new jobs in the retail sector. Opportunities for employment range from regular employees to specialized officers. There will be job openings in the retail, sales, floor management, cold chains, warehousing, and logistics industries.

According to an analysis by Arvind Singhal (2010), over the next five years, an estimated 90+ million jobs are expected to be created, of which nearly half (45 million) are anticipated to be in the services sector. Of these, an estimated 7–10 million jobs are anticipated to be created in modern retail, healthcare, and hospitality alone.

Robertson , Hamilton and Jap, 2020 Over the past year, we have introduced a new contribution to JR, in which we invite experts to comment on an important topic for the retail industry, with a focus on future practice and research directions. In retail, we typically focus on leads and backyard returns Product returns make up a large portion of total sales, resulting in high processing costs for manufacturers and retailers At the same time, returns are also used by retailers as a strategic tool to increase sales In their commentary, three academic experts highlight recent developments in product returns from a retailer's perspective, many of which are enabled by technology, discuss their strategic implications, and identify directions for future research.

Amit Ranjan, Jitendra Yadav, Madhvendra Mishra (2021): According to their research report, social media Plays an important role in sharing information between customers, whose dependence on it has grown steadily Covid19 pandemic.

Objectives:

For an effective research of study the objectives are stated as.

- 1) To study impact of covid -19 on Retailers in Maharashtra.
- 2) To find out the positive impact or negative impact of covid -19 pandemic on Retailer sector in Maharashtra.
- 3) To find out the growth of Retailers during covid 19 pandemic time and after pandemic time.

Hypothesis:

H1:Covid-19 disease positively impacts on Retailing sector, in Maharashtra.

Ho:The Covid-19 pandemic has had no measurable impact on Retailing sector in Maharashtra.

Research Methodology:

The study's objective is to examine the effects of COVID 19 on retailing in the state of Maharashtra. To get first-hand information, a structured questionnaire is used. To gather replies, a paper copy of the questionnaire as well as an electronic version sent via Google

Forms. MS Excel was used to analyze the data that was gathered. The survey's demographic questions focused on the respondent's age, level of education, and line of work. Questions on the amount spent, the manner of payment, and other factors were asked in order to better understand the purchasing behaviors of working consumers. Customers were also asked to rate how many other aspects, such as brand, variety, return policies, and style, affected their choice to make a purchase. Several periodicals, magazines, and other sources of secondary data were used to articles, websites, and so forth. The data was collected between December 2022 and 2023 from a sample of 94 Customer out of 100 in Maharashtra and the surrounding territories. WhatsApp and in-person meetings at the respondents' places of employment were used to contact them more regularly. Ages of the respondents ranged from 18 to more than 60. Undergraduates, graduates, professionals, and PhD aspirants were among the participants. The current effects of the Covid 19 outbreak on the retail industry in Maharashtra, India, are examined in this research. The study is descriptive in character and conducts a thorough analysis using both primary and secondary data. The secondary data was gathered from wikipedia.org and the WebPages of the Ministry of Commerce. Magazines, newspapers, and other sources of information to critically assess the state of Maharashtra, India, today. Maharashtra's retail space and its effects on consumer behavior. This investigation of the effects of the corona virus on the retail industry is likely the first of its type in Maharashtra. Personal details of respondents:

1.Age
Table no.1.

| Age of despondence | Number of despondence | percentage |
|--------------------|-----------------------|------------|
| 20 – 30 | 18.8 | 20 |
| 30 – 40 | 37.7 | 40 |
| 40 – 50 | 23.5 | 25 |
| Above 50 | 14.1 | 15 |
| Total | 94 | 100 |

^{2.} Qualification.

Table No.02

Table No.01 describes Age groups of respondents. Age group of 20 years to above 50 is selected for study. Major respondents (40%) fall under 30-40-year age group under the study.

| , , , | ` ' | 0 0 1 |
|-----------------|-----------------------|------------|
| Qualification | Number of respondents | percentage |
| Undergraduates, | 11.28 | 12 |
| Graduates | 13.16 | 14 |
| professionals | 14.1 | 15 |
| PhD aspirants | 55.46 | 59 |
| Total | 94 | 100 |

Table No.02 describes Educational qualification of customer respondents.59% respondents have completed their PhD aspirants.

3. Marital Status:

Table No.03

| Marital Status | Number of respondents | percentage |
|----------------|-----------------------|------------|
|----------------|-----------------------|------------|

International Journal of Management and Economics IJM&E (Blind Peer Reviewed)

Vol. I No 48 Nov 2023 ISSN 2231-4687 (P) http://www.ijme.co.in { SJIF 2021: 6.394}

| Married | 28.2 | 30 |
|-----------|------|-----|
| Unmarried | 65.8 | 70 |
| Total | 94 | 100 |

Table no.03 describes marital status of unmarried consumer 28.2 under the study. Majority of the respondents (30) are married.

Research Work:

With the emergence of the brand-new corona virus COVID-19 in recent months, the globe has undergone a significant change. The pandemic has affected people's life and the world economy negatively. Although the long-term impacts of COVID-19 have not yet been determined, retailing has already been significantly impacted. Retailers of necessities like food, groceries, and healthcare are seeing a rise in potential to serve customers at home, but they are also encountering issues with inventory, supply chain management, delivery, and maintaining a secure environment in their store. Conversely, retailers of non-essential items, like clothing and footwear, are experiencing a large decline in sales and must find innovative ways to connect with and engage consumers who are buying online.

Consumers are also likely to become accustomed to new ways of shopping. For example, online grocery maintaining themselves Shoe makers are making facemasks, while spirit manufacturers are using the same alcohol ingredient to make and market hand sanitizers in response to the current COVID-19 crisis. Some manufacturers and merchants are even pivoting and modifying their product mix to meet consumer demand. While it is imperative for retailers to consider the current, short-term demands to survive in this market, it is also crucial to consider what the retail environment will look like beyond the epidemic. Some of the novel consumer and retail behaviors adopted during the pandemic are quite likely to become the new standard. Retailers may decide to review some components of their inventory, distribution, and supply chain, for instance. How can they improve their effectiveness? in giving clients what they desire at the time of their choosing? Understanding how and why improvements made by merchants in these areas are effective or unsuccessful, and whether there are any moderating factors that affect that result, will be crucial.

It's expected that online shopping with home delivery will become increasingly popular. Then, supermarkets must figure out how to make online purchasing more like in-store shopping so as to promote impulse buys. Additionally, other consumer habits and pastimes will change. Customers might get used to exercising at home, sign up for online fitness courses, and be more likely to buy an exercise bike for their home than go to the gym. Additionally, customers can stop visiting movie theatres as a result of being able to watch newly released films at home. Therefore, future academic study must aim to comprehend the immediate and long-term effects of the pandemic on consumer behaviour and offer suggestions for Retailers need to adapt to these changes.

Impact on Indian Economy during Pandemic:

The lock down has plunged the 13 billion-person nation's domestic economy into a dark place, and the effects of COVID-19 on the retail sector are mostly disruptive. Both organized and unorganized retailers in India are severely impacted. The prognosis for India's economy has changed as a result of the international financial institutions, and the country's GDP growth rate has decreased. The Indian retail sector's demand, production, operations, and

supply chain have all been negatively impacted. Approximately 40 million Indians are employed in the country's retail industry, which is one of its economic cornerstones. Due to the capital and labour intensive nature of the retail industry, any disruptions may have a disproportionately negative impact on employment and result in confirmed financial crisis for the nation. The majority of the low-wage, part-time employees in the retail industry lack access to social safety nets, which has worsened the social effects of the retail sector's crisis.

Impact on Lifestyle of People during Pandemic in Retail Sector:

The retail industry has noticed a shift in consumer behavior and way of life in general. Because of Covid-19, consumers are more aware of safety and health standards and have less dread of crowded settings. The majority of consumers have abandoned traditional shopping methods in favor of online and contactless transactions as well as payments made while still in their homes rather than going out to the store. Retailers have changed their selling practices in response to the success of digitization and now prefer to conduct business online through websites or applications. They have also innovated to boost sales and strengthen their digital footprints. The requirements and desires of consumers in the retail industry have changed as a result of COVID-19.

Consumption Declines during Pandemic:

The outbreak in 2020 resulted in a sharp decrease in consumer spending. Consumers are forced to spend money on things due to the fall in income levels. The population's consumption of goods has decreased as a result of the lock down and the pandemic's financial effects.

Reduction in Business in Retail Sector:

The demand for both needed and non-essential retail goods changed as a result of the pandemic. The government permitted establishments like supermarkets and Kirana stores to sell only necessities during the pandemic, so their effects could be less severe. However, those who choose to remain at home tend to rely on their neighborhood business more than before. Particularly in India, the majority of non-essential items—primarily fashion, home goods, clothes, and footwear retail stores—have seen sales decline by 80% to 90% in 2020. Because they prohibited the sale of non-essential goods with higher profit margins, even businesses who sold vital goods suffered losses. Every year in March, as the financial year ends, shops have a practice of conducting clearing sales. year 2020 was affected by this covid-19.

Decrease in Brand Loyalty:

Brand loyalty refers to a customer's devotion to a certain brand because they think it provides superior products, experiences, or services versus rivals. Due to the lockdown caused by the COVID-19, many consumers have changed their usual shopping habits and have begun purchasing only the necessities from local retailers in their area. When necessary, however, consumers have been forced to buy alternative brands or visit different stores due to the pandemic.

Disruption in Supply Chain:

The supply chain, which spans all industries and starts with the raw material suppliers and ends with the last mile of the client, was completely disrupted as a result of lockdown,

leaving a gap in the free flow of transportation. The difficulty of inventory and product deliveries has been experienced by the retailers.

IMPACT AND CHALLENGES AFTER LOCKDOWN:

Lockdown caused a void in the free flow of transportation, which completely impacted the supply chain and affected all the COVID-19 Pandemic has caused the economy to sluggish. The retail industry has been suffering from the extraordinary global crisis' future detrimental effects on customer sentiment. The total lockdown in India has altered the retail market there and is necessary from the standpoint of health care. The retail sector in India employs more people than any other sector and serves a sizable population. About 400–450 million people are employed by medium and small-sized businesses, which generate \$70 billion in monthly revenue. Some questions come up while considering this number. Will the retail sector be able to? to endure a severe crisis? How many retail businesses will close their doors? How will the Indian market survive in this epidemic condition and how many retail businesses will file for bankruptcy and shut down? Due to the nationwide mandated closure of retail locations, the industry is currently facing a severe crisis and bankruptcy issue, putting millions of people out of work and putting stores at risk of closing.

OPPORTUNITIES IN INDIA FOR THE RETAIL INDUSTRY:

A huge portion of the Indian population is being employed by the country's retail sector. The lockout actually accelerated the retail sector's digital transition. Prior to this COVID-19 Pandemic, the retail industry had a number of chances, and now is the time to alter the current business environment. The retail sector has doubled the rate of online services and home delivery options while also accelerating their digital Endeavour. The Indian retail sector is steadily making progress toward becoming a massive enterprise. A revolution in shopping has begun in India as the entire concept of shopping has changed in terms of format and consumer behavior. As evidenced by large shopping centers, malls with multiple stores, and enormous under one roof, a complex provides a variety of services. The demographics of Indian society have seen a tremendous transformation. A sizable portion of the youthful working population is connected to the Indian retail industry. This will enable the retail sector to reach the very promising Indian retail market.

GOVERNMENT INITIATIVES TOWARDS RETAIL INDUSTRY IN INDIA:

The Indian government has taken steps to develop the country's retail sector.

To speed up the adoption of digital payments in the nation, the RBI announced plans for a new framework for retail digital payments in offline mode on October 21, 2021.

In an effort to allow E-commerce businesses and overseas retailers to sell consumer goods made in India, the government may amend the Foreign Direct (FDI) rules in the food processing industry.

The Government of India has made it clear what the current operations of Ecommerce companies operating in India are by allowing 100% FDI in online retail of goods and services via the automatic route.

The sector would benefit from the government's focus on enhancing digital infrastructure in Tier 2 and Tier 3 markets.

the MSME Minister declared recommendations, lending to the retail and wholesale sectors would henceforth be prioritized.

GOVERNMENT INITIATIVES TOWARDS RETAIL INDUSTRY IN MAHARSTRA:

A new retail trade policy draught was just made public by the Maharashtra state government. The state government has recommended establishing a few exceptions and relaxing some of the current regulations to assist merchants in operating at their full potential. The creation of retail entertainment zones is one of the main recommendations (REZs).

it is important to understand what the positive impacts are. They are given in the following:

1. People are adjusting to the pandemic condition and are aware of the proper social behavior in a time like this. Government pandemic management programmers and guidelines may be included.

They gained knowledge about social distance and its guidelines, requirements, and practices. Particularly, how difficult it is while still being beneficial to the family and the community. Additionally, they consider the differences between a regular scenario and a pandemic one as they adjust to the environment.

Families and communities participate in a high level of social cohesion or social conscience as a result of social integration to deal with the challenging situation. As a result, everyone is adjusting to a shared lifestyle of caring for others, especially the old.

The family unit changes or comes together when an elderly or chronically ill member dies. Although dealing with the psycho-social components is difficult, they eventually come to some agreed-upon conclusions.

Similar to this, in a global context, the government and regional organizations may come together to deal with the pandemic scenario. For instance, the SARRC countries came together for COVID-19 and established financial budgets for aiding less developed countries. A fund for regional cooperation in the fight against the pandemic has been established as a result of the most recent SAARC video conference on COVID 19. Sri Lanka added \$5 million to the fund, which was followed by the enormous nation of India with a contribution of \$10 million. With a focus on maintaining the supply chain in the agricultural, industrial, and service sectors, this fund can be used to boost domestic and regional production.

Similar to this, in a global context, the government and regional organizations may come together to deal with the pandemic scenario. For instance, any nation's medical systems will be strengthened to maintainable levels to handle a pandemic event. They will be aware of the holes in these mechanisms now in place. A lot of South and East Asian nations will concentrate on their native medical systems and how to combine them with the biomedical system, which has worse outcomes. Due to the effectiveness of indigenous medical systems in treating COVID-19 patients, their dominant authority may be questioned by indigenous medical professionals.

With no bloody battles or high economic and social costs, the global hegemonic power would shift, and a new hegemonic power relationship would take its place. It appears like China may overtake the USA as the world's dominant power, achieving its long-term objectives in the process. However, the USA's trade sanctions on China have the potential to stymie and delay it. The USA recently declared its willingness to sell their holdings in China. In such cases, South Asian nations, especially India, can provide significantly superior economic

policies to entice US investments in India. Similar potential exist in some industrial fields for Sri Lanka and Bangladesh. This could facilitate supply chain improvement.

The emerging hegemony may reach out to assist the less developed and wealthy nations. As a result, China, the United States, and India will compete for the support of South East Asian regional nations. The nations and their citizens may find the new world order novel. According to sociology's conflict theory, it will start out optimistic. The populace may embrace the new order if it works with the supply chain structure in these nations.

Numerous discoveries and breakthroughs will occur in all impacted fields or spheres on a local, regional, and international scale. The most of issues would have to do with health, the environment, business, and culture. The management of the supply chain in South Asian nations will be aided by these findings and improvements.

Instead of adjusting to modernity, the potential would be in domestic manufacturing and services to preserve regional traditional lifestyles. Instead of relying on the supermarket systems, people may place their trust in a variety of local trades and business organizations. The supply chain network is strengthened by these changes on a national and regional scale. There might also be some fresh trading prospects for the nations in the region.

Farming at the family or cottage level, together with other small-scale handicraft productions in society, may result in an increase in domestic output. This could have a detrimental impact on international trade as well as somewhat lower market demand.

As was already noted, the pandemic condition might spur more invention among people. Many major and secondary items, productive methods and means of production, affordable goods, technological improvements, etc., may be introduced by creative individuals. These developments may also boost the regional and national supply chain networks.

Traditional meals and consumption habits that are primarily based on the human family may draw people in. Youths will reinforce and strengthen intergenerational social integrity. Due to the social and physical distance, there will be less of a demand for restaurant and hotel supply chains at all levels, including national, regional, and global.

reduction in national and international defense spending as well as, at least temporarily, reducing the need for or needs in the arms race, particularly with regard to nuclear armament systems. As a result, war apprehension may be reduced in some areas. International terrorism and its supply chain networks may be impacted as a result.

new ideological creations in a variety of important subject areas, including humanistic and religious sciences, economics, politics, sociology, psychology, robotics, and medicine. As a result, every nation will see an increase in research and development activity.

improvements in social engineering techniques and sociological toolkits for managing patients and the general public while delivering effective services through supply chain networks.

People are becoming accustomed to performing some optional analysis and adapting to follow sustainable techniques, optimum resource usage, and resource conservation. The supply chain networks on a national and regional level may be reorganized as a result of these trends.

The general people may gain some favorable attitudes about the special tasks carried out by many vital social services, particularly by health professionals, social workers, police

officers, and members of the armed forces who are involved in quarantine procedures, etc. However, there should be extremely effective supply systems to keep these services operating at their peak levels when society, particularly in South Asia, requires them.

decrease in residential use of plastic and polythene, lowering environmental pollution. It might help with efforts to protect the environment around the world as a whole. The world's minimal usage of autos and industries may temporarily reduce greenhouse gas emissions in particular. There could be some environmental climatic changes.

Decreased environmental contamination on a global, regional, and national level. The main reductions will be in water, sound, and air pollution. Studies have been done, and they show that each of these three sectors has a significantly lower pollution level.

Negative impact:

The detrimental effects on families, communities, countries, regions, and the entire world cause them to regress in all socio-economic and political areas. Diseases like COVID-19, pandemic situations, fatalities, social exclusion, curfews, and the lockdown of the entire functional mechanism of a single society and the global network in production, trade, supply chain networks, transportation, social networking, and political network are just a few factors that have negative effects. In light of the scenario in early April 2020, this study has similarly focused on the detrimental effects of COVID-19 in local, regional, and global contexts. They are provided as follows:

The pandemic scenario has become a worldwide pandemic disease that reduces social networks and breeds anxiety and worry.

Despite the best efforts of the health and medical systems, particularly biomedical systems, the healthcare system is nonetheless impacted by numerous natural situations. Consequently, despite the biomedical system's tremendous efforts, many deaths are reported.

High mortality rate among patients, especially the elderly who are COVID-19 afflicted, as a result of numerous illnesses or disorders.

tasks and difficulties that are insurmountable for the medical professionals, support staff, social workers, and health managers at the local, national, and/or international levels. The World Health Organization (WHO) is the main organization in charge during a regional and/or worldwide pandemic emergency, followed by other United Nations (UN) organizations.

Some nations, like China, Italy, Spain, the United States, and a few other European nations, are experiencing a considerably greater breakdown of all social subsystems. In order for the social structure to exist, it must be completely reorganized and integrated.

Destroying the close ties to family and other close relatives, neighbors, groups of people, etc. Interpersonal problems and domestic violence within the family may result from these circumstances.

If the old were to disappear, the younger generation would be unable to benefit from their knowledge, experience, and services.

A number of lower hierarchical social classes are experiencing intolerable financial troubles due to a lack of daily or monthly income, and family economic situations are trending downward. Despite the restriction of social mobility, there is market accessibility and a supply chain network, but they lack purchasing power.

Disruptions in the areas of schools, colleges, and vocational education where students are forced to use optional means of hiding their educational objectives. They may experience certain permanent gaps in their education, in particular. In the sphere of education, all supply chain networks have been disrupted.

Due to the breakdown of the social system, some people may experience various forms of stress, social stigma, and depression problems.

Potential social conflicts or interest conflicts in the subsystems could eventually lead to the social system. It's possible that certain institutions and organizations lack the resources needed to fill up the gaps and address the problems.

People may no longer believe in superstitious powers, god, or other divine and unseen aspects in society due to a decline in religious belief systems and practices across all religions.

Political instability in society may result from the government and its subordinate authority making insufficiently sound binding choices, workable decisions, and policy applications. These conflicts of interest could influence societal politics.

Due to their separation from their family as a result of local and worldwide migration, family members experience social unrest, stress, and social humiliation. The suspension of domestic air travel during lock-down conditions could make this scenario worse.

Disruptions in the societal production of primary and secondary goods. Particularly, problems with the manufacturing of basic goods may cause social discontent. Lack of adequate supply chain networks and decreased demand could raise the level of unrest already present.

When both the positive and negative effects are taken into account, it is obvious that COVID-19 has had more positive effects on the world as a whole and South Asian countries in particular. However, certain nations, like China, Italy, Spain, the United States, and several European nations, have suffered greatly. 5,306,928 people around the world are infected with COVID-19 as of the time this article was written (when the article was finalized for publication, the number has increased up to 15,947,291). Regardless of the extent of COVID-19 distribution, these comparative favorable and negative effects hold true for these countries as well.

Findings:

This study's primary methodology was descriptive, drawing on secondary data, pertinent ideas, and knowledge. It is possible to think about applying the same model and empirical methods in future studies. Future studies may expand the constructions that are analyzed and take into account more constructs, even if the current study only took into account four components. Future studies that are data-driven can use surveys to evaluate the problems at the micro and macro levels while concentrating on particular industries rather than generalizing them.

This study examines how retail businesses might counteract the negative impact of the Covid-19 epidemic on the speed of startup innovation in the retail sectors. The majority of the answers come from peer-reviewed literature. To maintain business viability while addressing the negative effects of the COVID-19 epidemic.

Conclusion:

This study's primary goal is to examine how the corona virus (Covid-19) crisis has affected Maharashtra's retail industry. The traditional brick and mortar retail industry has been

declining over time, whereas e-retailing has grown enormously during the lockdown of the corona epidemic. It was also observed that consumer tastes and purchase habits are gradually changing from previous trends. There are some crucial lessons that can be drawn from the retail industry's experiences in the wake of such adversity, where businesses have failed, that may aid smaller players and other retail entities in managing their businesses more effectively and reacting quickly to the shifting dynamics of demand era. This study suggests that the retailing industry, along with other sectors, should promote innovations and adjustments in order to combat the detrimental consequences of the COVID-19 pandemic. The has demonstrated how important flexibility is for adjusting amid a crisis.

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