

Component 2- Individual Report

Module: Developing and Managing Individuals and Teams

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Introduction

Primark Stores Limited is a famous fashion retailer with over 190 large stores in the UK. Primark operates in a fast paced environment where keeping costs low is very important. Today, the company faces three big challenges: adapting to new digital technologies, keeping good employees, and improving Diversity, Equity, and Inclusion (DEI). The main purpose of this report is to explain these three challenges, evaluate modern HR methods to solve them, and show how store managers can implement these changes quickly.

Strategic Recommendations

1. **Launch a Mobile HR App:** Introduce an easy mobile HR platform across all UK stores within 6 months so workers can view schedules, swap shifts, and complete training on their phones.
2. **Build Clear Career Paths:** Improve employer branding by showing sales associates a clear path to become shift supervisors and store managers, reducing staff turnover.
3. **Set Store Manager DEI Targets:** Link store manager's performance reviews directly to how fairly they hire and promote diverse staff members.

2. Explanation of Key Factors Impacting Primark

1. Technological shift and digital adaptation	2. Talent acquisition and retention	3. Diversity, Equality and Inclusion
Gaps in digital skills among floor staff	Store turn-over Competition from other retailers	Women in senior management

Adapting to Technological Advancements

The UK retail industry is changing very fast because of technology. Primark used to focus only on physical store sales, but recently expanded into Click & Collect services. This change requires store staff to learn new digital tools, inventory tracking systems, and digital cash registers (Sparrow, Scullion, and Tarique, 2022).

However, Primark still relies heavily on manual paper scheduling and old communication channels. Store staff often do not get their work schedules early enough, and head office lacks real-time workforce data to know exactly how many workers are needed during busy shopping hours. This digital skills gap leads to stockroom mistakes, increases stress for store workers, and hurts overall customer service (Marler and Boudreau, 2017).

Talent Acquisition and Retention

In the UK, retail companies lose a lot of staff every year. Staff turnover in retail is often around 30% to 40% annually (CIPD, 2023). Primark faces strong competition from online commerce companies like Amazon and other shops that offer higher hourly pay or more flexible work hours.

Physical retail work is very tiring. When staff do not see a clear future or career progression in the company, they resign quickly. High staff turnover costs Primark a lot of money in hiring and retraining new workers, while also making remaining employees feel tired and disengaged (Allen, Bryant, and Vardaman, 2010).

Diversity, Equity, and Inclusion (DEI)

Primark employs workers from many different cultural backgrounds, ages, and life situations. This multi-cultural workforce is a great strength. However, there are still structural inclusion problems. While the majority of customer-facing floor workers are women, senior store management roles are still mostly held by men (Primark, 2023).

In addition, rigid shift patterns can make work very difficult for employees with children, older workers, or neurodivergent staff who need flexibility. If Primark ignores fairness and equity, it damages its reputation as a good employer, makes staff feel unappreciated, and alienates young, socially conscious shoppers (Syed and Kramar, 2020).

3. Evaluation of Contemporary HR Practices

Digital HR Systems and Workforce Analytics

To fix technology problems, Primark should introduce a modern cloud-based Human Capital Management (HCM) software with a mobile phone app.

- **Strengths:** A mobile app allows store workers to view their working hours, request holidays, and swap shifts directly from their smartphones. For store managers, workforce analytics software uses historical footfall data to predict how many workers are needed

on busy days, preventing understaffing and worker burnout (Bondarouk, Parry, and Ruël, 2017).

- **Limitations:** Buying and setting up software costs a lot of money. Also, some staff members who are not used to technology might feel confused or stressed if proper training is not provided (Ulrich, 2013).

Employer Branding and Strategic Workforce Planning

To stop high staff turnover, Primark must change its employer brand. Instead of being seen as a "temporary student job," Primark should promote itself as a place to build a long term retail career by creating clear progression steps.

- **Strengths:** Giving clear internal promotion paths increases worker motivation and loyalty (Armstrong and Taylor, 2020). When workers see that Primark invests in their future, fewer people quit, which saves recruitment costs.
- **Limitations:** Employer branding fails if store reality does not match advertising. If sales associates face bad management and rigid shifts every day, they will not believe head office promises and will still resign (Backhaus and Tikoo, 2004).

Inclusive Recruitment Practices and DEI Initiatives

To improve DEI, Primark should use blind CV reviews (removing names and ages from job applications), structured interview questions, and a formal mentorship program for female sales associates aiming for management positions.

- **Strengths:** Removing personal details from applications stops unconscious bias and gives everyone a fair chance (Noe et al., 2021). Mentoring helps talented female floor staff move up into management, closing the company's gender gap over time.

- **Limitations:** Written policies do not automatically change habits. If regional managers do not genuinely support DEI, these rules become just a tick box exercise without real change in daily store culture (Nishii, 2013).

4. Critical Evaluation of Managerial Implementation

Leadership Accountability

The success of new HR practices depends heavily on store managers and line managers. In busy retail stores, managers often focus only on daily sales numbers and tidying clothes, ignoring HR goals.

To make managers take HR seriously and act fast, Primark's executive bosses must add HR goals to store manager's performance Key Performance Indicators (KPIs). Store managers should be judged not only on sales revenue, but also on their store's staff turnover rates, employee happiness survey scores, and fair promotion records (Purcell et al., 2003).

Communication Strategies and Cultural Shift

Emails from head office often get lost in busy retail stores. Store managers must act as translators, explaining corporate HR strategies to floor workers in simple, supportive ways.

Using short 5 minute team meetings every morning, along with simple app messages, helps store staff understand why new digital tools or DEI practices are being introduced. Clear communication removes fear of technology and creates a friendly, honest work culture (Kotter, 2012).

Monitoring, Performance Measurement, and Overcoming Barriers

A major barrier to implementing new HR policies is store manager resistance, caused by lack of time and heavy operational pressure. Managers may feel that new HR apps or DEI reports are just extra paperwork taking them away from the sales floor.

To solve this problem, HR must automate administrative tasks so managers save time. Live HR dashboards should give store managers instant information on staff absence, turnover trends, and training completion. By giving store managers simple data and rewarding those who lead inclusively, Primark can make modern HR practices a natural part of daily store management (Boxall and Purcell, 2016).

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