C/ Detailed guideline

I. Executive Summary (150-200 words)
General introduction: current state of the fashion industry relating to HR and possible HRM difficulties that you will discuss (1-2 sentences)
What companies and challenges will you discuss in this report (1 sentence)
Give a short evaluation of 2 challenges (why businesses have to face these challenges, the impacts of these problems on the businesses) (2 sentences)
What are the incentives businesses have to take to cope with these challenges (1-2 sentences)?

Example
In today's dynamic fashion industry landscape, Human Resource Management (HRM) faces significant challenges, notably low talent retention rates and issues surrounding workforce diversity and inclusion. This report delves into the HRM difficulties faced by renowned fashion brands such as (name your chosen brands), shedding light on their impacts and potential solutions. Low talent retention rates challenge companies as they invest in recruiting and training employees only to see them leave prematurely, resulting in increased costs and disruptions to business operations. Workforce diversity and inclusion are equally vital issues in a globalized industry, as failure to foster inclusivity may lead to reduced employee morale, creativity, and innovation, hampering competitiveness. To address these challenges, fashion businesses must implement comprehensive talent retention strategies, including career development programs and competitive compensation packages. Additionally, embracing diversity and inclusion through inclusive hiring practices and fostering a culture of belonging can enhance employee engagement, attract diverse talent, and drive sustainable success in the highly competitive fashion sector.

II. Issue 1
Define the issue
Discuss the current situation leading to this issues, give statistics relating to this issue
What positive impacts will be created if these challenges are resolved?
What are employees's expectations towards the businesses regarding this issues?

Example
Talent retention, defined as the capacity of an organization to retain its valuable employees (Herrity J 2023), constitutes one of the six key phases within talent management. The primary goal is to ensure the continued presence and growth of a highly proficient and motivated workforce (Lewis and Heckman 2006).

The Great Resignation
In the fashion industry, the COVID-19 pandemic has brought about significant changes in the realm of human resources. Since 2021, there has been a notable surge in resignations among fashion leaders, C-suite executives, and senior professionals who are opting for different career paths. Recent data indicates that within a span of 18 months, approximately 34% of C-level leaders have contemplated leaving the fashion industry, and nearly 50% of fashion experts have expressed a desire to transition to other sectors (Butler-Young S 2022).

Remarkably, the apparel retail sector has experienced the highest rate of employee turnover, as reported by research conducted by The MIT Sloan Management Review in 2022.

The labor shortage, attributed to what is commonly referred to as "The Great Resignation," serves as an urgent wake-up call for fashion companies to prioritize talent retention over constant recruitment efforts (Butler-Young S 2022). Traditional draws such as brand prestige and the allure of the fashion industry alone are no longer sufficient to attract and retain top talent. Instead, fashion companies must redirect their focus toward fostering a sense of belonging among employees, offering meaningful career advancement opportunities, and prioritizing employee well-being (The Business Of Fashion and McKinsey & Company 2022).

Employees' Benefits, Wellbeing & Values

The 2022 Microsoft Work Trend Index research study surveyed respondents about their work expectations in the post-pandemic era, revealing that 47% prioritize family and personal life over work, and 53% prioritize health and well-being over work. It is evident that the COVID-19 pandemic has heightened worker expectations regarding workplace benefits and well-being, extending beyond traditional salary considerations. Among the most significant factors influencing these expectations are opportunities for learning and development, workplace flexibility, a sense of purpose, and corporate social responsibility (CSR) policies. According to The Business Of Fashion and McKinsey & Company's 2022 survey, 64% of respondents would decline a job offer if the company did not demonstrate a commitment to CSR, and 83% expressed greater loyalty to companies engaged in social and environmental causes.

This dynamic places substantial pressure on fashion companies to adapt their human resources management (HRM) strategies to retain top talent. While addressing all these challenges simultaneously may be demanding, time-consuming, and costly, the necessity for a well-defined talent retention plan is undeniable. This plan is essential for not only surviving the ongoing "war for talent" but also achieving sustainable growth for the company.

III. Issue 2
Repeat all the above steps with issue 1

IV. Brand 1
Brand introduction

Introduce the brand (history, products/service, location, number of employees (are they small, medium or large companies))
What is their organizational structure, how do they manage employees?

Effects of the challenges on brand 1

Example

Low talent retention can have several adverse effects on a fashion company like Burberry:

- Loss of Expertise and Experience: High turnover means losing experienced employees with in-depth knowledge of the fashion industry and the company's operations. This loss of expertise can lead to disruptions in workflow, delayed decision-making, and a potential decline in product quality.
- Increased Recruitment Costs: Frequent turnover necessitates continuous recruitment efforts, leading to higher recruitment costs, including advertising, interviewing, and onboarding

expenses. This diverts financial resources that could otherwise be invested in innovation or other strategic initiatives.

- Reduced Productivity: Frequent departures and new hires can disrupt team dynamics and workflows, resulting in decreased productivity. It takes time for new employees to get up to speed and become fully productive, impacting overall efficiency.
- Negative Impact on Company Culture: High turnover can erode the company culture and employee morale. Remaining employees may become demotivated, feeling uncertain about their own job stability, and the loss of valued colleagues can diminish the sense of belonging and engagement.
- Brand Reputation: A revolving door of employees can negatively impact Burberry's reputation as an employer of choice. Potential employees may be hesitant to join a company with a reputation for high turnover, potentially reducing the talent pool from which the company can recruit.
- Innovation and Continuity: Frequent departures can disrupt long-term projects and continuity in strategic initiatives, making it challenging for Burberry to innovate and stay competitive in a fast-paced industry.
- Customer Experience: A less stable workforce can impact customer service and brand consistency. Customers who encounter different staff with each visit may experience inconsistency in service quality, affecting their overall experience.

Recommended solutions for brand 1
Example
To address the challenges of low talent retention in a fashion company like Burberry, several strategies can be implemented:

- Competitive Compensation and Benefits: Ensure that compensation packages are competitive within the fashion industry. This includes not only base salaries but also performance-based bonuses, healthcare benefits, and other perks that attract and retain top talent.
- Career Development Opportunities: Establish clear career development paths for employees. Provide opportunities for training, skill development, and advancement within the company. Encourage employees to envision a long-term career at Burberry.
- Work-Life Balance: Promote work-life balance by offering flexible work arrangements, such as remote work options or flexible hours. Encourage employees to take advantage of vacation time and personal days to prevent burnout.
- Strong Company Culture: Foster a positive and inclusive company culture where employees feel valued, included, and motivated to contribute their best. Recognize and reward outstanding performance and celebrate employee achievements.
- Employee Engagement Programs: Implement employee engagement programs that solicit feedback from employees and involve them in decision-making processes. Act on employee input to make meaningful improvements in the workplace.
- Mentorship and Coaching: Provide mentorship and coaching programs to help employees grow in their roles. Experienced employees can mentor newer team members, promoting skill development and a sense of belonging.
- CSR Initiatives: Emphasize corporate social responsibility (CSR) initiatives that align with employee values. Engage employees in CSR activities and highlight the company's commitment to social and environmental causes.
- Retention Bonuses: Consider offering retention bonuses to employees who have been with the company for a specified period, incentivizing them to stay longer.

- Regular Performance Reviews: Conduct regular performance reviews to provide constructive feedback and set clear performance goals. This helps employees understand their career progression within the company.
- Exit Interviews: Conduct exit interviews with departing employees to gather insights into why they are leaving. Use this feedback to make improvements and address any recurring issues.
- Competitive Recruitment: Implement a rigorous and strategic recruitment process to ensure that new hires are a good fit for the company culture and values, reducing the likelihood of early turnover.
- Communication and Transparency: Maintain open and transparent communication with employees regarding company developments, changes, and future plans. Transparency can build trust and loyalty.

V. Brand 2
Repeat all the above steps with brand 1
NOTE
As you're discussing the effects of the challenges on the second and third brand, point out how these issues have different effect on different businesses.

    Example
    Burberry, as a global brand, typically has more substantial financial resources and a larger budget dedicated to HR and talent management. This allows them to offer competitive salaries, benefits, and employee development programs. In contrast, a small local brand in Vietnam may have limited financial capacity to match Burberry's offerings, potentially making it more challenging to attract and retain top talent.

VI. Brand 3
Repeat all the above steps with brand 1 and 2

VII. Conclusion
Briefly conclude all of your ideas you discussed earlier. Which brand is affected most heavily by these challenges? Summarize possible effects on the brands, do the brands perform well in coping with these challenges? How the recommened solutions may bring positive changes in the future?

D/ Tips and tricks
Choose fashion businesses in different scales, market segments and business models, include a local brand if you can possibly ask for an interview
This report is really heavy on researching so make sure you read a lot of articles and papers to provide good insights
Remember to support your ideas with visuals (infographics, tables from papers)