

**16 MY THOUGHTS**

**A year to forget, or to remember?**

**Rahul Mehta, President, CMAI and MD, Creative Group,** reflects on the year 2011.

**116 MARKET WATCH**

**Big Fish in Small Ponds**

Analysing why traditional retailers despite doing good business prefer not to venture out of their comfort zones.

**125 COMPARATIVE STUDY**

**In the Race**

A comparative study of four national apparel retailers and brands based on their business performance and expansion plans.

**130 THE JOURNEY**

**In for a Long Run**

**Rajiv Mehta, MD, PUMA Sports India,** takes us through the road run by the sports lifestyle brand on its way to No. 2 position in India.

64



EVERY MONTH

- 9 EDITORIAL
- 15 LETTERS TO THE EDITOR
- 34 NOVEMBER IN BRIEF
- 58 BRAND AMBASSDOR
- 60 TRADE CALENDAR
- 64 SEASON'S OFFERINGS
- 84 OUTLETS
- 154 WINDOW TRENDS

# 93 COVER STORY

Looking back at some key events that have impacted the fashion retail industry.

▶ **Year**  
in REVIEW



**136 HR WATCH**

**Building the Right Force**

**Venkataramana B.**, Chief People Officer, Lifestyle, on how HR initiatives carve the organisation's growth chart.

**139 EXPERTSPEAK**

**Display Basics**

**Swati Bhalla**, freelance VM and corporate trainer for retailers, on how the exterior appearance of a store silently announces what to expect inside.

**147 IN THE CLOSET**

**Touch of Class**

Be it apparel or accessories, **Kamal Kushlani**, MD, Mufti loves to keep it casual and simple yet classy.



## 160

**GLAMOUR CLAMOUR**

**Shruti Pathak**

My homespun picks

## HARD TALK

### Africa – a virgin market

**Harminder Sahni** urges Indian fashion companies to look at the African market and enter at the earliest to take the mindshare of African consumers.

## 142



## 152

**DREAM MERCHANT**

**Donned in Eighties**

**Nital Ganatra**, fashion and costume stylist, brings a preview of latest Bollywood styles.

