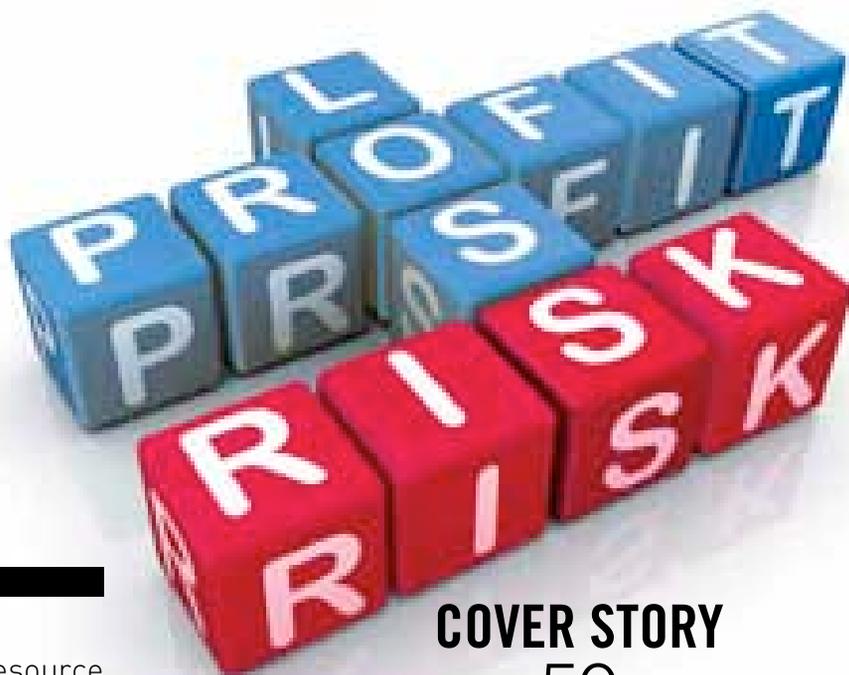


CONTENTS

MARCH 2012



IN THIS ISSUE

44 Human Resource
It's not About Role Play but the Play of Roles!

Retailers need to revise the perception they have about the role of their sales people, says BS Nagesh.

62 Column
Zen and the Art of Retail Funding

Devangshu Dutta gives advice about how retailers can get some much-needed funding and not make common mistakes.

66 IRF Session
Retail Funding: How to Stay on Top for a Good Valuation

The IRF 2011 session where leading investors and retailers discuss the pitfalls and opportunities of getting funded.

78 Retail Excellence
Makeover of a Beauty Store

Parikshit Sharma shares the story of NewU's makeover and how the beauty chain turned around towards profitability.

90 Event
Beauty and Salon Market: Fast Road Ahead

The twin IMAGES events held in Mumbai recently – India Salon Pro and Beauty Market India – were attended by the who's who of the industry to exchange ideas and key learnings.

98 Learning
Dominant Retail Formats

Retail expert SC Misra says the inability of a retailer to choose the right retail format may lead to failure of his business.

108 Column
Hoard the Talent Pool

Harminder Sahni sounds the alarm about the upcoming brain drain in the retail sector.

112 Event
Retail, FMCG Players Should Focus on Growing the Pie

A report about the National Retail and FMCG Summit held by CII in Mumbai on February 16.

COVER STORY 50

Retail Funding: Getting the Equation Right

RETAIL FUNDING IS A DOUBLE-EDGED SWORD – DONE RIGHT, IT CAN INCREASE REVENUES AND PROFITABILITY; DONE WRONG, IT CAN MAKE THE BUSINESS COLLAPSE. SO WHERE DO MANY RETAILERS GO WRONG?

INTERVIEW

38 eBay

Deepa Thomas shares her assessment of the Indian e-commerce market and reveals what kind of players she thinks would eventually emerge the winners in the country.

86 TVSDesign

Donna P Childs, Principal, TVSDesign, says there is no successful formula for a good mall design but some things hold true worldwide.

104 Mydala.com

Anisha Singh says that for growth, the company is focussing on the actual transacting user base and the regular online buyers.

REGULARS

12 International Updates

22 National Updates

32 New Openings

114 Situations Vacant

116 Index