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# Retail

JANUARY 2014 VOL. 13 NO.1 ₹100

INDIA'S  
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MAGAZINE  
ON MODERN  
RETAIL

## Retail Technology: Ups the ante for customers

- CHILDREN HAVE BECOME KEY INFLUENCERS IN EVERY PURCHASE DECISION DUE TO THE CHANGING DEMOGRAPHICS OF INDIAN FAMILIES
- YOU'VE GOT MAIL: THE CONVERGENCE OF POST OFFICE AND RETAIL
- ANALYSIS OF MAJOR RETAIL-CENTRIC EVENTS IN THE YEAR 2013
- A REPORT ON EAST INDIA RETAIL SUMMIT'2013

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Dear Readers,

Wish you a very happy new year!

2013 has gone by and a new year has just begun. The last year has made us all stronger, wiser, and a bit more enterprising and innovative, and we hope that 2014 will bring with it new avenues of growth and prosperity. May this year fill all of us with new vigour and zeal to outdo ourselves. We have all the more reasons to be hopeful about this transition as general elections are round the corner and we as the stakeholders of retail are keeping our fingers crossed about what kind of policies will be rolled out by the new government and we hope that inflation will come down and rupee will regain and this time we will not just hope but put in whatever it takes to succeed.

In this new year extravaganza, we have brought together a bouquet of thought-evoking articles and features for you. The first issue of this year starts with a bang as in our cover story, we talk about the most important and pertinent issue, which is on the mind of every new-age retailer and that is "technology." One key shift we have noticed is that focus is now gradually shifting to the front end, to reading and profiling the customer and their moments of truth with the aid of technology.

In this issue we have also covered in detail about the East India Retail Summit, which is the only regional retail summit of that region, the third edition of which was held in Kolkata on 17th and 18th December.

The coming few months will be very exciting as well as exhaustive for us as we are all geared up for some of our major annual events. We warmly invite you to our forthcoming events such as India Fashion Forum that will be taking place on 17th and 18th January at Bombay Exhibition Centre, Goregaon, Mumbai; Food and Grocery Forum India at Bombay Exhibition Centre, Goregaon, Mumbai on 23rd and 24th January; and India Salon and Wellness Pro on 24th and 25th February at Renaissance Mumbai Convention Centre.

So, hope to see you all at our events and till then stay Retail Positive. Cheers!



Amitabh Taneja

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46 COVER STORY

# BACK TO FRONT: CUSTOMER IS KING, DRIVER, TEACHER FOR RETAIL

As smartphones and an Internet generation force businesses to reinvent rules of the game, IMAGES Retail takes a look at how customers and technology are raising the stakes for retailers in India

JANUARY 2014

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2014

RING OUT  
THE OLD

## RING IN THE NEW

While it is a number considered lucky by some, there are others always looking at avoiding it. The number 13 has had this mystical aura around it always. Talking about 2013, the year indeed was very much dynamic for the retail industry in India. Where there was a major breakthrough for FDI in multi-brand retail, the other news worth a mention would be the entry of a couple of international brands in the country, the growing popularity and acceptance of online shopping and, of course, the Bharti-Walmart split

By Zainab Morbiwala

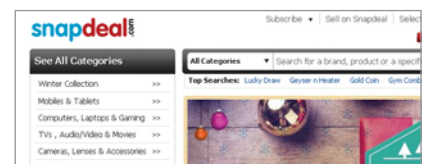
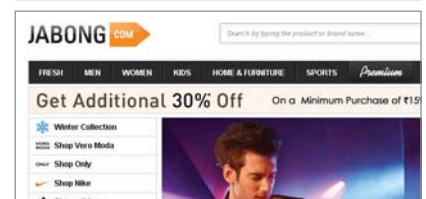
**A**s pointed out by a study taken by the Images Group, the Indian retail market is currently estimated at US\$ 490 billion and is projected to grow at a CAGR of ~6 percent to reach US\$ 865 billion by 2023.

Harish Bijoor, brand expert and CEO, Harish Bijoor Consults Inc. shares: "Indian retail went up and down in tune with the overall economic sentiment that had retailers re-think their retail strategy altogether. While expansion plans went on hold, older plans already made rolled on nevertheless. The overt feel of Indian retail, therefore, remained rather intact and everything looked hunky dory at skin-deep levels of retail appreciation. Margins went into a tizzy, off-takes went slow, and festival season sales did not go as expected. Management churns were the norm as well. As modern retail went into a tizzy, a silent selling movement, spearheaded by direct-to-home sellers gained

ground. The biggest success in sales and marketing recorded in 2013 could be the direct to home guys. Although Amway ruled, it still went into a tizzy, with William Pinckley in trouble in Kerala. All the same, silent 1:1 selling gained ground."

**Click! click! click!**

The online space has grown multi-fold in India, with practically everything under the sun being sold online. Leading the revolution in many ways is Flipkart. The other major players include Jabong.com, Myntra.com and Snapdeal.com. Niche e-commerce portals like bookmyshow.com too saw an amazing rise in consumer acceptance and confidence in 2013. Amazon.com, the world's most preferred online shopping place, entered the Indian online domain in 2013 as a third-party marketplace providing for others to sell, instead of selling directly. On what made Amazon choose this model, Amit Deshpande, Director, Amazon Seller



e-commerce boom in India

Services shares: “In all markets that we operated outside India and Brazil, we have a model known as hybrid model, which includes Amazon marketplace. Besides Amazon retailers, even other sellers sell on that platform. In India, FDI-related rules and regulations prevent us being retailers in India and we end up becoming a marketplace. We believe that allowing FDI would be beneficial for consumers in India because it would allow us to source products at lower prices that retailers don't have on the platform. So, we are supporting something that would eventually benefit the consumers.” Adding further, he says: “We believe that the future of retail in India is e-commerce because there is very large clear value of customers in terms of convenience. Also, there is great opportunity for small and medium enterprises as well as larger retailers in India to reach national markets, where Amazon is bringing global expertise in India.”

An interesting development in the online space that deserves mention would be that of Nissan offering its entire lineup of models on sale in India for purchase on the internet. Through the online portal, customers will be able to pay for their car via credit card and the car will be delivered to them by the closest Nissan dealer. Tata Group too went ahead to make available the option of booking homes online.

### Retail real estate

This is one segment that has always been an issue of debate and discussion in India. Where the rentals take the centre stage sometimes, at other times it is a discussion and deliberation on space scarcity in terms of quality and reach. The year 2013 didn't see much movement in the retail real estate space with any major launches or policy changes. However, it would be unfair not to mention the launch of Lulu Mall in Kochi. From the stable of Abu-Dhabi based retail powerhouse EMKE Group, the mall is spread over 2.5 million sq.ft. and is built at a cost of Rs. 1,600

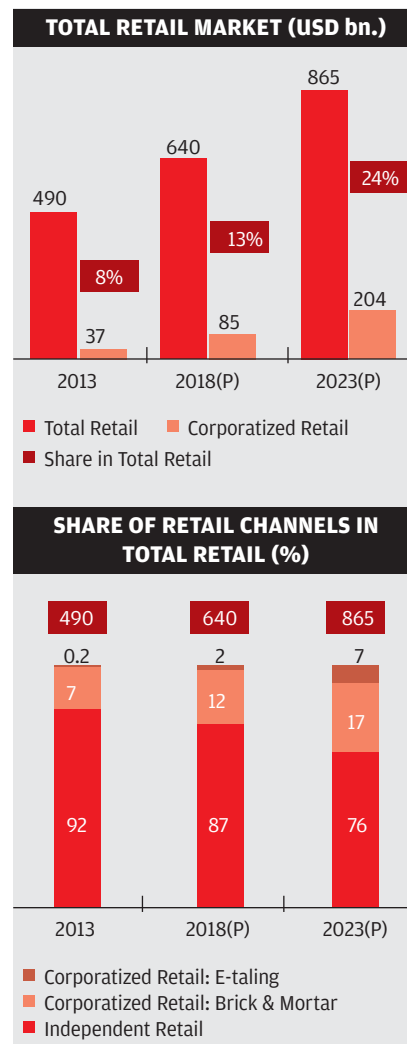
crore. The mall has a capacity to easily accommodate 300 national and international brands. The other major dynamics in this space would include the setting up of malls and shopping centres in Tier-II cities and towns.

According to real estate consultancy firm Jones Lang LaSalle's 'Indian Real Estate: A Review of 2013 and Outlook for 2014' report, Chennai witnessed the strongest retail real estate absorption in the first three quarters, at 53 percent of net rentals and property purchases across the country during the period.

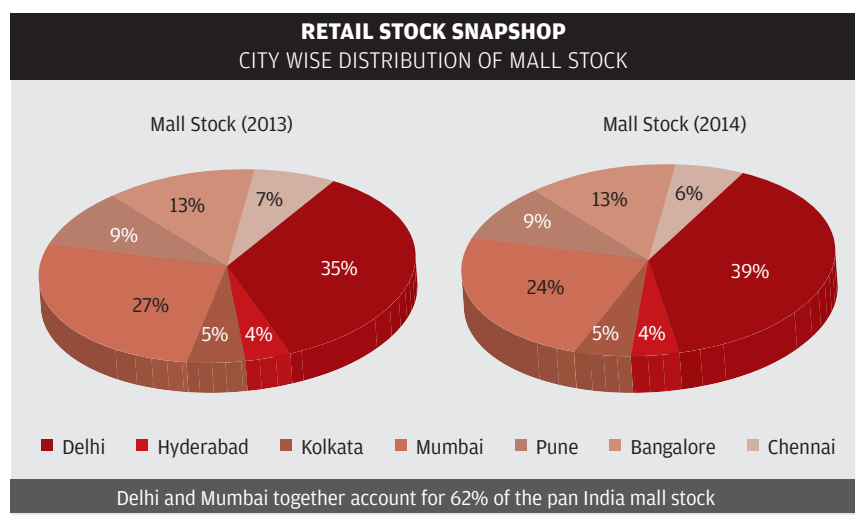
### From across the globe

International brands were seen actively trying to set themselves in India and forerunners would be the premium and luxury brands that are betting big on demand from Indian consumers for their respective brands. The year also saw the launch of Les Petits, India's first multi-brand luxury store for kids' apparel and furniture. The store was opened to the Indian consumers at DLF Emporio, New Delhi. Eminent brands such as I Pinco Pallino, Fendi Kids, Miss Blumarine, Baby Dior and Simonetta that cater to children in the age group of 0-8 years are available at the store besides the globally renowned furniture brand – Theophile & Patachou.

Another international luxury brand to enter India was the American



Source: Technopak Analysis



# BACK TO FRONT: CUSTOMER IS KING, DRIVER, TEACHER FOR RETAIL

As smartphones and an Internet generation force businesses to reinvent rules of the game, IMAGES Retail takes a look at how customers and technology are raising the stakes for retailers in India

By Nupur Chakraborty

**O**ne clear trend in modern Indian retailing is the more-intense focus on customers, now effectively at the heart of all retail strategies. Most goods retailers until recently focussed on automating the “controllable” moments in their value chain – on inventory, assortment automation. Customer-facing processes were more unpredictable, and therefore more challenging to automate. Until now. Focus is now gradually shifting to the front end, to reading and psychoanalysing the customer and his/her moments of truth with the aid of technology.

“In the last couple of years, innovatively-thinking, new age or modern retail has really started recognising the potential of ICT (information and communications technology) for marketing, engaging and nurturing the customers,” says Nitin Padmawar, CTO and co-founder of MartJack, a ready-to-use platform with a comprehensive set of features that help retailers in establishing and running their online business.

“A whole new type of technology companies and start-ups has seen this as an opportunity and created interesting innovations that can help retailers and marketers tap digital channels such as web, mobile and social media to reach the target customers and engage them with personalised merchandising and offers,” he adds.

Agreeing that understanding of and investments in technology have picked up pace in the last few years, Arun Kumar, E-commerce head at Embitel, emphasises that rising competition is the key driver of this need to augment IT spends.

“Indian retailers are also spending a relatively larger share of their revenues on digital marketing services, than they used to do earlier. We have seen a lot of our customers asking for services such as



SEO, online campaigns and paid marketing,” he adds.

“Indian retailers have certainly started investing in the customer-facing technology offering – assisted sales is one of the key aspects on this trend. Many such investments are already under way. Loyalty, kiosks, among others, are all in the same line,” notes Samik Roy, Director and Business Head, Microsoft Dynamics Applications Business, Microsoft India.

Anand Mehta, Director, Asia Pacific-Retail Vertical, Motorola Solutions, notes that the year 2013 in particular witnessed focus on front-end retail solutions addressing in-store inventory assortment planning and replenishment, enabling store/field sales teams, converging “clicks and bricks” and personalising the consumers shopping experience via mobile devices.

“The emphasis of acquisition of new loyalty members and retention and utilisation of existing ones is on top-of-mind for the best in the industry,” he emphasises. “Competitive pressures and rising operating expenses are forcing this efficiency upon retailers as well and the traditional approach of retail relying upon walk-in consumers only is being turned on its head. Retailers are migrating from serving consumers to managing the lifecycle of the loyalty customers and the positive impact on business is plain to see – know your customer, make them relevant offers and watch you same store sales increase.”

According to Amit Bhatia, Retail Head at NEC India, retaining customers – through both products and services and the shopping experience in totality – is a main area of focus for all retailers now. “With this objective in mind, retailers are looking at innovative means of deploying creative CRM solutions,” he opines.

Iksula Founder and President, Samarjeet Singh endorses the role of technology in customer relations, saying that with the advent of Big

Data, retailers are making more informed decisions on customer experience and marketing strategies. “They are now using this knowledge to focus on customer-facing processes and loyalty to enhance the shopping experience,” he states.

“Fashion, lifestyle and CDIT retailers are now particularly aware that their customers are tech savvy and using digital media to decide when and what to buy, in addition to expecting services beyond the in-store experience. Brand clearly has to be present wherever shoppers go and influence their purchase decision cycle,” says Padmawar.

While the customer appeared to be more front and centre in 2013, many tech companies, however, believe that not enough investments are being made on analytics and mining shopping behaviour data.

Baskar D, Director, Posiflex India, for instance, points out that while

customer-facing innovations are picking up, such experiments are still in the proof-of-concept stage and yet to see significant impacts, adding that loyalty continues to be fragmented and exists either as stand alone or within group companies. This results in customers being lost due to multiple loyalty programmes. “Loyalty for an individual benefit – this area requires strong consolidation and back-end data mining to result in inter-operability,” he says.

Rohit Khetan, VP-Marketing at Ginesys, also believes that there is still a long way to go in leveraging technology to build better customer relations. “As of now, customer innovation is just limited to offering discount vouchers to promote repeat purchases. Very few companies (Flipkart and Myntra being good examples) are actually going beyond to offer something unique for shoppers based on technology, not



## EMBITEL FOR PUMA

The main objective of this project undertaken by Embitel was to develop an e-commerce website based on the Magento e-commerce platform for Puma Sports India.

Embitel achieved this by setting up a robust web shop system for Puma. This web shop was customised to suit the brand's business requirements in India. “We ensured smooth integration of their existing back end services with the new web shop system,” says Arun Kumar, at Embitel, adding that benefits included:

- Reduced turnaround time
- Enabling Puma India to focus on their core competence
- Reduced costs
- Increased online presence
- Improved search rankings
- Increased margins



## IKSULA FOR BIG BAZAAR

A recent successful implementation by Iksula was for Big Bazaar Direct, a unique business model from Future Group. This application essentially empowered the common man to become a franchisee of Big Bazaar and sell their products through a tablet at a commission. The key challenges that Iksula addressed started from the platform itself, which could scale up to handle 1,00,000 orders a day as well as the multiple integration points like their SAP ERP and warehouse management systems. The technology that Iksula developed for Big Bazaar direct currently manages the entire solution – right from lead management to on-boarding of the franchisee, inventory and warehouse management as well as powering the front-end of the application which the franchisee places an order on.

# EAST INDIA RETAIL SUMMIT 2013

ACCELERATING AND SHAPING  
THE FUTURE OF RETAILING  
IN EAST INDIA

By Puja Shah, Sritoma Koyal, Trina Bhowmik, Trisita Biswas, Saptashwa Das, Sagnik Khan (Team from IISWBM Kolkata headed by Prof. Gairik Das) and Rajan Varma

**T**he third edition of the East India Retail Summit (EIRS) 2013, the biggest two-day retail event of East India, was held on December 17 and 18 at ITC Sonar, Kolkata. EIRS, the country's only regional retail forum for East India, helps contribute towards the steady rise of modern retail in the region and consequently to the national economy in its own

way. Therefore, it is reckoned as an acknowledgement of the true retail potential of the eastern region. The overall mission of the forum is to catalyse retailing in East India by creating ideas, knowledge, networking and opportunities for modern retail, leading to employment opportunities and overall growth in related sectors of national economy. Showcasing the most innovative retail offerings, providing in-depth analysis of retail

business trends, and constantly formulating differential winning strategies, EIRS 2013 witnessed the participation of leading retailers and developers from West Bengal, Odisha, Assam, Jharkhand, Bihar, Chhattisgarh, and north-eastern states, sharing their concerns, strategies, learnings and expectations from the untapped market of the most potential region of the country at the regional platform provided by the Images Group.



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## INAUGURAL SESSION

The event kick-started on a high note with an inspiring opening speech by Harshavardhan Neotia, CMD, Ambuja Neotia Group. Congratulating Images Group for conducting the third edition of EIRS and showing their faith in Kolkata, he also expressed the hope that in the coming few years, the event will become a premiere platform for retailers in the region.

The eminent panelists of the inaugural session of EIRS 2013 were Siddharth Pansari, MD, Primarc Group; Sushil Mohta, MD, Merlin Group; Mohit Kampani, President and CEO, Spencer's; Namit Bajoria, Director, Kutchina; and Amit Ladsaria, Co-Founder and Director, Turtle. The panelists then discussed the challenges and opportunities in retail business in East India, especially Kolkata.

Mohta said: "East India is, unfortunately, considered as the last destination by retailers, which is an absolutely wrong idea. Talking about his personal South City experience, he further added that retailing in Kolkata is as good as in places such as Mumbai, Bengaluru, and Delhi. "There is less space for super luxurious brands but mid-level brands are doing well in the city. People in East India look for value for money while making purchases," he admitted.

Asserting Mohta's views, Pansari stated: "Raymond has 39 stores in East India, which are doing a fantastic business. If one has the right product at the right place, half of the work is already done. The brand has successfully established and expanded its business in places such as Asansol, Burdwan, Malda, Kishangunj, Deoghar, Siliguri, Bhagalpur, and Odisha."

Sharing his experience, Kampani spoke about the triumph and turbulences faced by Spencer's in Kolkata. According to him: "The company started business six years ago and had to sail through rough



Harshavardhan Neotia



Siddharth Pansari



Sushil Mohta



Mohit Kampani



Namit Bajoria



Amit Ladsaria

waters during 2007–2009. In 2013, the company catered to 75 lakh people and embarked on a major expansion drive in East India."

Kampani also mentioned that the Spencer's store in South City Mall (in Kolkata) is amongst their top three outlets in India. He confidently added that innovation in retail starts from Kolkata, calling the city an "innovation lab" for retailers, and then travels to other cities such as Hyderabad and Bengaluru. "There has been a change in the behaviour of consumers who have taken a leap from value to conspicuous consumption. Initially, consumers were sceptical about consuming, but now they have gained the comfort level," he pointed out. Kampani emphasised that retailers must look beyond data and concluded by sharing Spencer's idea of opening a hypermarket in Dhanbad and their future plans of launching their first store in Raipur.

Travelling down the memory lane, Ladsaria touched upon the strategic importance of East India. He mentioned the fact that East India Company was the first to realise the true potential of Kolkata. Expressing his thoughts, he said: "East India is highly under-rated. The advantages of doing business in Kolkata are low set-up and overhead cost and no dearth of electricity and water."

Talking about the viable business proposition that East Indian market offers, Bajoria said: "There are many marketing tools available to promote the brand and attract customers but East India is still ruled by emotions, and Kutchina takes deliberate advantage of the fact." He stated that talking to the customers at the personal level helps Kutchina to retain them. "Bihar and Jharkhand have a huge market potential, which was untapped and made us open an outlet in Patna three years ago. The store has experienced 200 percent business growth in Bihar," he revealed.



# IMAGES EAST INDIA RETAIL AWARDS 2013

The best-performing companies and individuals from the East Indian retail industry were honoured and appreciated for their achievements through the Images East India Retail Awards held at ITC Sonar, Kolkata on December 17



The awards selection process followed global standards of performance assessment. Leading and aspiring retailers were invited to send in self-nomination forms, which included information in the areas of turnover and profitability, retail expansion, customer connect, and innovative as well as effective initiatives in marketing and launching new concepts.

EIRA 2013 was supported by Prapti Fashions, Ambuja Neotia, Forum Projects, Future Group, Little Shop, Hoffmen, Spencer's, Bazaar Kolkata, Khadims, Shristi Infrastructure, Oorjita Projects, Sohum Shoppe, Merlin Projects, Turtle, Madura Fashions, Moustache, Wow! Momo, The Thai Spa, Hyphen, among others.

The evening began with the East India Brand Show, a fashion show featuring leading fashion brands such as Hyphen, Birla Cellulose, Roughells, Moustache, Turtle, Hoffmen, Allen Solly Junior and other fashion brands. The show not only showcased the latest trends but also conveyed to the audience their fashion philosophy.





# ORION MALL THANKS ITS CUSTOMERS FOR A SUCCESSFUL YEAR AND WISHES THEM A HAPPY 2014.



We know the real stars behind our success are our customers, whose enthusiastic patronage and participation in all our initiatives has encouraged us to go the extra mile, winning recognition and awards along the way. Team Orion wishes all of our customers happy shopping and our retailer partners even more retail success, in 2014. Happy New Year again!

Watch out for the new Orion Mall at East Bangalore this year!

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**Gardens Galleria**  
Noida