

IMAGES Retail

MAY 2014 VOL.13 NO.5 ₹100

SHOW US THE MONEY!

Retailers decode the
external funding game plan

- ⇒ E-COMMERCE PROVIDING BUSINESS OPPORTUNITIES FOR SMALL RETAILERS
- ⇒ MOOD AND EMOTION SENSING DEVICE – VISUAL SHOPPING EXPERIENCE AT RETAIL STORES
- ⇒ TURKEY'S BOYNER HOLDING GETS INSPIRATION FROM HINDUSTAN
- ⇒ RETAILERS OPTIMISING ON A MIX OF ONLINE & OFFLINE MARKETING

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Welcome to the India Shopping Centre Forum (ISCF), India's only dedicated show for shopping centres. ISCF 2014 brings together everyone in the business to discuss tangible ideas for positive development with the customer service in focus.

We at IMAGES Group believe that innovation and renovation are the two success mantras for the growth of shopping centres. With today's shopper being spoilt for choice within the comfort of their homes (through e-commerce), the shopping centres need to reposition themselves as social spaces with leisure and entertainment being as important as the retail component. The new shopping centres need to evolve out of solutions linked to the spirit of serving the customer.

In this edition of IMAGES Retail, we have tried to focus on issues that are of utmost importance for the retailers, and one such pertinent issue is 'Scalability'. Every retailer wants to scale up but to do that, they need more working capital. It is not always possible for a retailer to expand by only utilising his own internal accruals, this is when external investors come into the picture. In today's retail scenario, the need for external funding has become more important than ever. Retailers and investors both need to evaluate the business proposition before getting into the alliance and one needs to evaluate and weigh the options before getting into it. We have tried to make the synopsis of the investments made in the retail sector; some of them have been successful while others did not take off. Also, we have tried to evaluate all the modes of external funding—VC, private equity, IPOs, angel funding, etc.

We hope that this story will help you in strategising your retail business game plan and you'll get some insights on the pros and cons of raising money through external financing route.

Apart from this insightful and analytical cover story, we have a gamut of other interesting articles covering each and every aspect of retail. We hope that you will find this issue useful and informative, and for those who missed out on the ISCF, we will bring a detailed coverage of the event in our next issue.

Amitabh Taneja

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SHOW US THE MONEY!

Retailers Decode the External Funding Game Plan

It is an indisputable fact that retailers need funds to expand operations, move to newer markets, renovate, increase brand effectiveness, meet working-capital needs, etc. For meeting these ends many retailers take the external funding route. In this story, we try to analyse the current scenario of external funding in the retail industry.

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SHOW US THE MONEY!

It is an indisputable fact that retailers need funds to expand operations, move to newer markets, renovate, increase brand effectiveness, meet working-capital needs, etc. For meeting these ends many retailers take the external funding route. In this story, we try to analyse the current scenario of external funding in the retail industry.

By Manisha Bapna

Funds to the tune of ₹8,000 to ₹10,000 crore are being annually invested into direct retail in India. Any good investment in retail is expected to return a staggering Internal Rate of Return (IRR) of around 30 per cent over four to five years. Almost all investments in Indian retail are currently from domestic sources. There is significant investor interest in India and across the world for small and large investments in retail. Domestic investments by retailers and funds in retail have been rising as brands and retailers expand their networks. Investments in retail, e-commerce, consumer-packaged goods and quick service restaurants rose to US\$ 1.142 billion (across 94 deals) in 2013–14, from US\$ 855.53 billion (across 107 deals) in 2012–13, according to a

leading investment tracker. Of this, investments in e-commerce firms rose 258.31 per cent to US\$ 805.36 million in 2013–14 from US\$ 224.85 million a year ago. Investments in consumer products and restaurants fell by more than half.

FUNDING ROUTES

Retailers may need funds to expand operations, renovate, stimulate growth by accessing new markets, or increase the effectiveness of their brand. Each of these stages of the retailer's growth needs a judicious mix between own capital, supplier credit, bank loans and external investors' equity. Traditional avenues to raise finance are through internal accruals or through bank borrowing. When these traditional sources of finance are insufficient, the only option to raise funds is by way of external equity.

External equity can be raised from among the following sources that are available to retailers:

- The first is private equity, which generally is growth funding for medium- to long-term investment.
- The second is venture capitalists (VCs) who usually make early-stage investments.
- Third are the strategic or financial investors.
- The fourth source is capital markets or IPO.

It is a curious cycle. Structured, process-oriented and systematic businesses that are not dependent on one person (the founder) are more likely to attract outside money, and outside money puts in more pressure to create transparency and broadening responsibility. For instance, Rajesh



Exports, a leading wholesaler and exporter of gold jewellery, is slated to raise around ₹7,000 crore for retail expansion across India. The company is expected to finance its retail push through a combination of internal accruals, External Commercial Borrowing (ECB) and domestic debt.

Nonetheless, the biggest challenge for bringing in outside investors – be it private equity or venture funds – is finding business models that are logically scalable within a four-to-five years' time frame and allow the investor a decent exit.

Typically, companies in the horizontal zone of operation focus on listing in public markets or IPOs on a large scale while the verticals focus on profitability at a smaller scale and alignment with a strategic investor or acquisition by a larger brand.

PRIVATE EQUITY INVESTMENTS

Private equity is an important source of funding for modern retailers and has been a part of India's emerging story for about a decade now. The country's growing global stature, economy opening up more to external business interventions, coupled with positive indications of reforms and perception of value residing within the fabric of the economy, have been encouraging investments into the country. Private equity investors look for innovative and disruptive business models that target the customers' segment and have process-driven operations while tackling rising costs, improving profitability and acquiring fast scale. Such enabling factors combined powered India's GDP growth rate to



Investment sources

Banks



Venture funds

Angels

Family and friends

Government grants

Institutional investors

While choosing an investment firm, the retail company generally enquires for the following:

- The investor's track record • Competency in delivering insights
- The members on board • Certain fit in terms of alignment of business goals • Way of working
- Experience in the past for the retail firm in a particular category
- Willingness and ability to fund future rounds where capital is necessary

Almost all investments in Indian retail are currently from domestic sources. **Domestic investments by retailers and funds in retail have been rising as brands and retailers expand their networks.**

over 9 per cent in 2005.

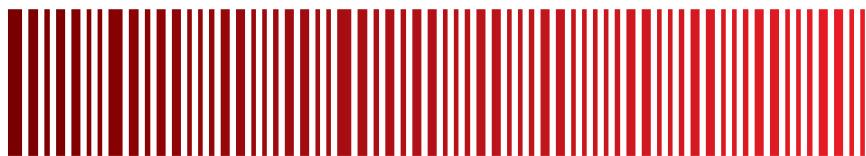
Overall private equity investments across sectors in India have also increased by 11 per cent from US\$ 9.49 billion in 2012 to US\$ 10.5 billion in 2013. "The increase in private equity inflows was primarily due to rising investments in residential assets and other sectors like retail and hospitality. The year 2013 witnessed total investment of US\$ 9.1 billion across 392 deals, mainly due to a few big ticket transactions. Given the difficult economic conditions, developers are finding it increasingly difficult to raise capital through

traditional sources and are opting for alternate sources," says Abhishek Sharma, CA, Sharma Associates.

Domestic consumption remained the central investment theme with close to 50 per cent of the deals in sectors like retail and consumer, food and agriculture, healthcare, financial services and real estate in 2013. The highest number of private equity (PE) deals last year was seen in the technology space at 80 followed by retail and consumer (50), healthcare (49), and financial services (45).

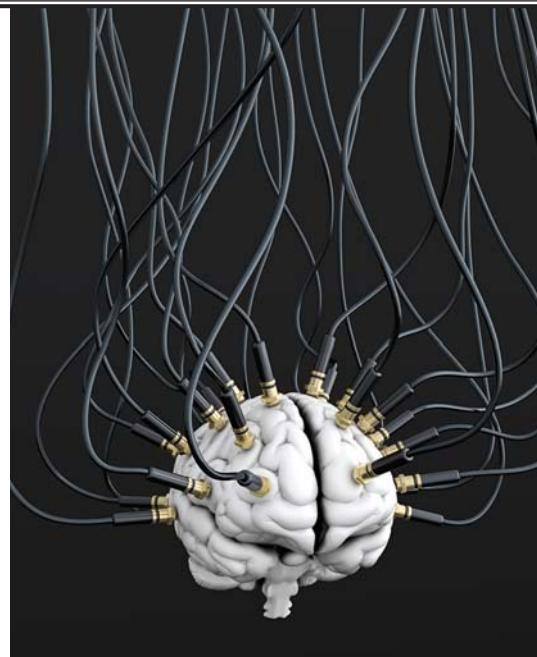
In India, PE is still relatively new – while early stage investment

MOOD AND EMOTION SENSING DEVICE A MORE VISUAL SHOPPING EXPERIENCE @ RETAIL STORES



The advancement of technology has amazed the world and shall continue doing so by constantly fusing imagination with reality. It has made the world wonder about what technology is capable of and continues to do so. One of such amazing creations of technology is the mood and emotion sensing device and its integration into the retail sector to enhance the overall shopping experience.

By Saif Ahmad



It is a universal fact that the human race is always hungry, never satisfied and craves for more and more gratification. One such craving and a wild imagination of some people was to have retail stores extending offers based on time of the day, season and customers' mood. No one could imagine a technology where machines would detect the customer's mood and would flash offers according to it. Excitingly, technology evangelists have made it possible in a retail store to help customers make decisions on their way out from the store!

This particular device that is developed can be attached to the kiosks and when the customer is facing the device that is sensor enabled, it scans their mood by capturing their appearances and facial expressions. Based on the emotion or mood detected, the devices flash promotional offers on their way out. These devices can also read and register data from the membership cards; it

would have various details like points accumulated, time of the day, season and temperature and very smartly place offers accordingly. For example, if a pregnant woman enters into a store in the month of January, the device on the basis of the situation and weather might flash promos of soups and milk products or if a customer is a regular buyer of music CDs, then the device might flash promos and offers on the latest DVDs and music releases. Although these machines right now are seen and available in few stores in Russia, it is expected to grab the global market very soon.

The new emotion tracing technology helps retailers gain more accurate and real-time data about their shoppers' interactions with products, salespeople and the store. This allows the retailers to look at the shoppers' emotional reaction to items or people and this could help them optimise marketing and shopping experiences. This technology mainly can track overall facial emotions including the primary and advanced emotions. The primary ones being surprise, joy, fear, sadness, anger, disgust and contempt and the advanced ones are frustration and confusion. It is cutting-edge technology that allows companies to accumulate sentiments by processing facial expressions anonymously. The technology is expected to be accepted

TO(O)NS OF SUCCESS



Hyderabad-based 'Green Gold Store' deals in children's merchandise branded with iconic animated characters Chhota Bheem, Mighty Raju and others. Owing to its repertoire of popular toons, wide array of products and prudent business strategy, the company today has established strong pan India presence through 26 outlets across 16 cities within a short span of opening its first store in 2012. Continuing with its expansion plans, it is aiming to have 100 stores by the end of 2014, primarily via the franchise route.

By Namita Bhagat

BACKGROUND

The laddoo-eating, toon hero, Chhota Bheem, is one of the most recognisable and loved cartoon characters among children in India today. The Chhota Bheem animation series has been created by Hyderabad headquartered animation company, Green Gold Animation (GGAPL), a brainchild of Rajiv Chilaka. The series, which was first shown on Pogo channel in April, 2008, became an instant success. Soon after, GGAPL established its new division Green

Gold Licensing and Merchandising; a pioneering Indian company to have licensed original homegrown cartoon character for merchandises. Beginning with Chhota Bheem trade mark comic books, home videos, garments, stationeries and gifts, it introduced branded merchandise of other characters from the house of Green Gold Animation.

Like TV series, the products too were a huge hit. In the next few years, the colour of success turned green enough, signaling the company to embark on its retail journey via own retail concept 'Green Gold Store'. Sudeesh Varma, Head-Green Gold Stores says, "Green Gold Store is the retail arm of Green Gold Animation, the leading Indian 2D animation original content provider to top kids' channels since 2001. The company's

retail operation started in 2012 by establishing two company-owned stores in Hyderabad. To swiftly expand our reach, we have opted for franchising business model. The model has helped us reach 26 outlets in 16 cities across India within a brief span of time since its inception.

MARKET POSITIONING

The concept of Green Gold Store is a gateway to the fascinating world of animated characters wherein children can experience their beloved toons 'in real' through products like comics, toys, apparels and more. "Green Gold Store is a one-stop shop for all branded products and merchandise of popular cartoons-Chhota Bheem, Mighty Raju, Krishna Balram, Chorr Police and Luv Kushh. Basically, every Chhota Bheem aficionado is our target

customer and we look forward to serving them. The stores attract varied clientele covering practically every income strata. In the last two years, we have witnessed steady increase in our customer base and growth in demand for our product offerings," Varma informs.

GROWTH SO FAR

At present, Chhota Bheem has a viewership of more than 40 million children across the country and internationally. So, it is not surprising that 85 per cent of total sales at Green Gold stores are contributed by Chhota Bheem brand and balance constitutes Mighty Raju branded products and merchandise of rest of the characters. Varma comments, "We have grown almost 200 per cent over the previous year. As of now, the turnover of Green Gold Store is of ₹6 crore. In the current phase of expansion, we plan to open a significant number of stores by the end of 2014, in all key metros and other major cities mainly via franchisee partnerships. Recently, we have opened our flagship store at Mumbai airport, which caters to national and international customers."

Since its beginning, Green Gold Store has been garnering overwhelming support of kid fans and their parents. This has encouraged the company to quickly grow its product range spread from 20 to 200 plus. Even though the Chhota Bheem and Mighty Raju brands are targeted at children, still they have managed to get adult patrons as well. Lately, the company has introduced ready-to-wear for grown-ups to tap into this emerging customer segment.

BUSINESS DYNAMICS

The average size of Green Gold Store is of 250 sq. ft. "We are currently concentrating on standalone franchisee run stores," declares Varma, adding, "Shop-in-Shops (SIS) would be considered at a later stage for increasing penetration in the market."

All of the brand stores have standardised layout and design. The products are showcased as an eye catching display of the **character arrangements and highlighted patterns in a mix of glass shelves and plywood racks.**

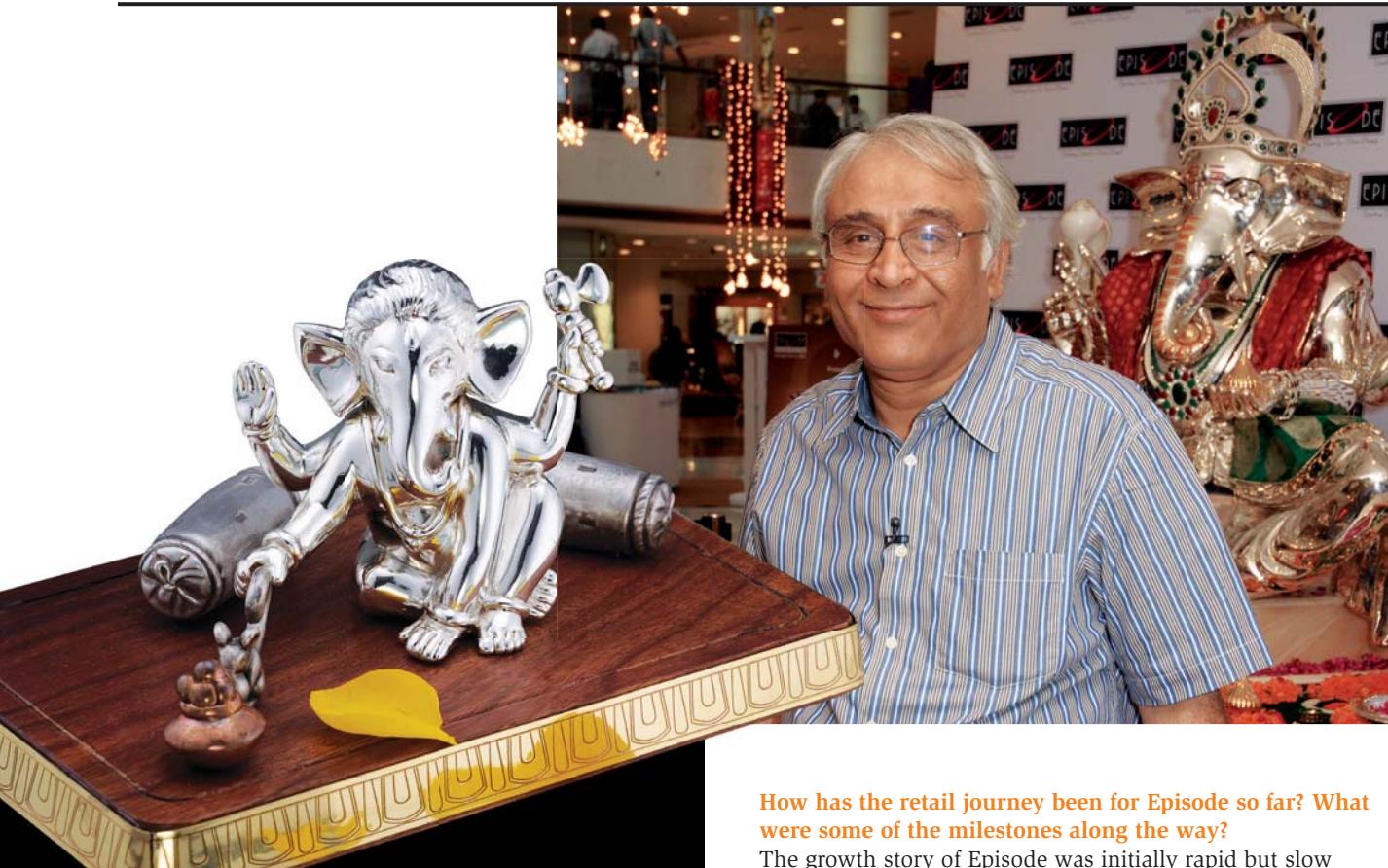


He reveals that an investment ranging from ₹8 lakh for tier III cities to ₹14 lakh for tier I cities is required for opening the brand's store. He also shares that while the estimated return on investment is of 24 per cent per annum, the retailer margin is between 35 to 40 per cent and break even can be achieved within 24 months of commencement of operations.

Right location is the key to success for retail business. According to Varma, a location that is easily reachable, easy to find, clearly visible and has a high footfall would be ideal

for setting up a Green Gold Store. He notes that preferential store locations comprise malls, high street, market area, main roads and other areas having high concentration of children and schools.

All of the brand stores have standardised layout and design. The products are showcased as an eye catching display of the character arrangements and highlighted patterns in a mix of glass shelves and plywood racks. The visual appeal is further enhanced by appropriate internal and external lighting at the store.



SILVER DREAMS

It started way back in 1882 when the enterprising Whorra family successfully embarked upon manufacturing custom-made silverware, trophies and mementos. Soon thereafter, they made their foray into retail in 2001 with a store in Greater Kailash, New Delhi. Currently, the 12 outlets of Episode stock a wide variety of religious deities, silver-fused glass vases, silver-fused porcelain dinner sets, bar accessories, decorative figurines, photo frames, etc. *Deepak Whorra, Director, Episode, recounts the retail journey of the brand to Nivedita Jayaram Pawar.*

How has the retail journey been for Episode so far? What were some of the milestones along the way?

The growth story of Episode was initially rapid but slow and steady in recent times in keeping with the recessionary market. The biggest milestone until now has been the invention of our technique to manufacture light-weight deities like Ganesha statues in 2006. This made it possible for the customer to own a Ganesha idol at a value for money price-point.

I am also proud of the fact that we have managed to build a committed retail and corporate clientele. Some of them include names such as ICICI Securities, RBS, Mercedes, Rolls-Royce, BMW, Armani and Ralph Lauren. The biggest achievement is that clients perceive our brand as offering unique designs and high quality at value for money price-points.

Episode started in Delhi. Which is the best market for the brand today? What other markets are you looking at?

Delhi is still the best market though Mumbai was very good until 2011. Thereafter, it has been Delhi all the way. It contributes to almost 55 per cent of our revenues, followed by Mumbai, which accounts for 25 per cent. Kota has been a very pleasant surprise in terms of demand. Going ahead we will be looking at setting up Episode in Pune, Hyderabad, and Chandigarh. However, that will happen only after we have established ourselves in major markets like Bengaluru and Chennai.

What is the biggest challenge for a retail concept like Episode?

The biggest challenge we have to overcome is copying of designs unscrupulously. Hence, we have to constantly focus on innovation while keeping the value for money promise.



RETAIL PRESENCE

12 stores (5 company-owned stores in Delhi/NCR and 7 franchisees).

AVERAGE STORE SIZE

750-850 sq.ft.

AVERAGE INVESTMENT IN A STORE

₹40 lakh to ₹1 crore

BEST-SELLING PRODUCT CATEGORIES

Deities in silver and candle lighting

PRICE RANGE OF PRODUCTS

Silver: ₹1,000 onwards up to ₹40 lakh;
Silver plated: ₹300 to ₹50,000.

AVERAGE TICKET SIZE

₹10,000 to ₹12,000 at high street stores;
₹3,000 at airport stores.

Over the past few years, silver prices have increased 5 to 6 times and that makes it difficult to offer silver gifts in the ₹5,000–10,000 price range. This is a major obstruction and we are constantly working towards overcoming it.

What is the location strategy for Episode?

We look for three very important factors for an Episode store – convenience for customers, high income areas near the location and ample parking space around. We prefer to open stores in high-street locations rather than malls.



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What are some of the innovations that you are extremely proud of at Episode?

We are extremely proud of our invention (patent pending) of cladding silver on glass and porcelain. The innovation that enables us to make light-weight idols is also remarkable. Our collection of Ganeshas has almost created a revolution in the silverware industry.

Perhaps our biggest achievement is the change we brought about in the way customers today look at silverware. It is more design orientated now. No more run-of-the-mill flowers or leaves or the meaningless flutings. Episode has made silverware move from the cupboard to becoming a piece of art and decoration. Products at Episode are a culmination of tradition and technology.

Tell us something about the in-house design team?

We have one senior designer, Shailaja Ranawat, who manages a team of seven designers. Fresh ideas are generated and fine-tuned with experience. Thus, a complicated twirled flower vase or bowl honed to perfection through fabricated techniques developed in-house. Whilst others may struggle to manufacture certain designs, at Episode we achieve perfection by a mixture of 4th or 5th generation



ORION



ORION 2

COMING SOON TO EAST BANGALORE

Following the stupendous success of Orion mall at Brigade Gateway in Bangalore, the Brigade Group is now developing a second Orion mall in the established East Bangalore. This second mall development named 'Orion East' will be the only lifestyle mall in about a 7 km radius, and will serve as the destination of choice for a young population in the upmarket areas of Fraser Town, Benson Town, HRBR Layout and Kamanahalli. With Brigade Group and Orion Mall's impressive track record in design, development, marketing and operations management, Orion East is poised to make a mark yet again in Bangalore's retail landscape

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