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PROGRESSIVE GROCCER

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**Delivering
value and
freshness
EVERYDAY**



**“Our staples, dry fruit and spices sections
have a distinct ‘market/mandi’ flavour”**

– Viney Singh

Managing Director, Max Hypermarket India Pvt. Ltd.

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Victor Hugo once remarked: "You can resist an invading army; you cannot resist an idea whose time has come." Today, hyperlocal entrepreneurship is such an idea. The mobile phone has become the platform of choice for techno-entrepreneurs looking to disrupt the F&G retail business by aggregating the mom-n-pop experience through technology.

Judging by the frenetic pace of activity, going hyperlocal seems the next logical step in India's ecommerce evolution. The potential size of business has spurred investors to pump millions of dollars into hyperlocal startups. An estimate from Tracxn says that some \$130 million was invested in 28 rounds in the past six months in this space.

Companies are targeting a combination of convenience, range of products and discounts to ensnare customers. But will the romance and engagement endure in the long run? According to industry executives, analysts and investors, hyperlocal ventures typically deal with small-ticket sizes (under Rs 500) and this means there has to be a massive groundswell of orders — a sharp increase in volumes — to justify the small value. While there has been a massive spike in order volumes, order value growth has been lagging behind.

Clearly, companies that succeed in attracting both volumes and value will survive and thrive while the rest will ultimately wither away — forced to shut shop or take cover behind a superior and stronger player. The end game in this hyperlocal land grab has already started playing out and the coming days will witness a major winnowing of serious contenders from the also-rans.



Amitabh Taneja
 Editor-in-Chief

All feedback welcome at editorpgindia@imagesgroup.in

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“We expect to touch the Rs. 1,000 crore revenue mark this financial year”

Viney Singh, Managing Director of Max Hypermarket India Pvt Limited, a part of the Dubai-based Landmark Group, speaks to Progressive Grocer about his company's mutually beneficial partnership with Dutch multinational retail chain SPAR International and how the collaboration has helped to bring global retailing benchmarks to the operations of 17 SPAR hypermarkets across India



Relaxed and confident during the interview, Singh's comportment, demeanour and appearance resembles that of a natty diplomat than a seasoned businessman planning strategies for market growth. But beneath the suave exterior exists a sharp business sense, which has helped his company win coveted accolades, including "The most admired Food and Grocery Retailer of the year-Large formats" at the Images Food Forum Awards for three consecutive years. In June this year, Singh scored a major coup for his company when the Dutch Prime Minister, Mark Rutte, along with a high-level Dutch Trade delegation, visited a SPAR Hypermarket in the Capital city.

Singh's career has been marked by many achievements – leadership positions at Reliance Communications and a two decade long association with Unilever in India and overseas. In his current role, he has set his sights on making SPAR stores the preferred destination for its customer target group. "What is critical for us is to identify our customer target group, define their needs and to be the preferred store for them. This means understanding customer needs in terms of assortment, quality, value and service expectations and consistently being the preferred store for them," he says in an interview peppered with probing questions on F&G retail and the future direction of SPAR stores in India.

In view of your renewed partnership between Max Hypermarket and SPAR International, what is it that the two partners are looking to achieve through this collaboration?

Our partnership with SPAR goes back to 2007 when we opened the first SPAR hypermarket in Bangalore. The collaboration has been mutually beneficial and has resulted in the setting up of 17 SPAR hypermarkets across India over the last few years. As we have a license agreement with SPAR International they share with us the best practices in global retailing from the point of view of store design, layouts, store operating standards, visual merchandising, concepts and a lot more. The day-to-day management and financial control rests with Max Hypermarket India Private Limited.

Tell us about the growth journey of your hypermarket stores over the years? How do you see its course trajectory going forward?

We opened our first SPAR hypermarket in Bangalore in 2007. We currently operate 17 hypermarkets in nine cities in south, north and western India. We expect to touch the Rs.1,000 crore revenue mark this financial year having recorded a compound annual growth of 40% so far. The expansion in our hypermarket business continues at a steady pace.

What do you feel are the differentiators for your stores, which helps you to stand apart from the other big retailers?

The SPAR fresh produce section – fish, meat, fruit & vegetables and bakery products – are quite unique and a big attraction with our customers. Our staples, dry fruit and spices sections have a distinct 'Market/Mandi flavour' and comprise large loose offerings along with bulk packs, private labels and branded products, all of which cater to the needs of a wide range of customers. The non food "Worlds" has helped

“
We expect to touch the Rs.1,000 crore revenue mark this financial year having recorded a compound annual growth of 40% so far. The expansion in our hypermarket business continues at a steady pace

—Viney Singh,
MD, Max Hypermarket
India Pvt Limited

Big strides in a **small town**

Pariwar Supermarket in Jalna (a town in Maharashtra) has joined the modern retail bandwagon by offering a modern shopping environment and doing away with over-the-counter system. The store is doing remarkable business inspite of the location and catchment challenges it faces

By **Zainab S Kazi**



Setting the context for the story and describing the inception and conversion of a traditional store to a supermarket chain, Asif Kacchi from Pariwar and Company recounts: “Way back in 1949, my grandfather, father (Yousuf Ahmed) and my uncle (Yakub Ahmed) laid the foundation of Pariwar stores. It was one of its kind during those times, stocking a majority of daily essentials. As India got exposed to modern retail in the early years of this century, we decided it was time for us to take the plunge and convert our traditional store into a full-fledged supermarket.

We chose the auspicious day of August 15 – India’s Independence Day – to do this and on August 15 2002, we converted our store into Pariwar Supermarket. The second store came into being on October 17, 2010.”

The Kacchis had an easy transition in 2002, but the launch of the second store in 2010 ran into challenges. These were not in terms of setting up the supermarket but more to do with the location. Elaborating on this, Asif says: “The second store is in the shadow area of New Town at Jalna. When we were planning to launch the store, we were met with skepticism and discouragement given the fact



“We have it all: fry and serve, grill and serve, heat and serve, and cold cuts”

Krishna Kumar Maurya, Head of Business Unit - Chicken Processing and Veg. Foods Division, Baramati Agro, speaks to Progressive Grocer about its range of products under the Elicious brand name and how it is strengthening its popularity and reach among young consumers by blending Western and Indian tastes with delightful flavours and aromas

Which are your product/s with youth appeal? Which are the other brands and products in this category competing for the youth segment?

Ours is a young organisation with employees from different parts of India. Products from Baramati Agro, sold under the brand name “Elicious”, have a special youth appeal and include marinated chicken lollypop, marinated chicken drumstick, chicken wings, chicken nugget, chicken rings, chicken popcorn, chicken seekh kebab, chicken marinated tikka, chicken sausages, salami and mortadella to name a few. Out of a range of 29 products in different categories like fry and serve, grill and serve, heat and serve and cold cuts. these are some of our most popular products in the youth segment.

Our competing brands are Venky’s, Godrej Tyson Foods, and Al Kabear Group.

What is it about your product/s that the youth find appealing? As a manufacturer/brand, how important is it for your product to gain deeper penetration among young consumers?

We have a portfolio of youth-appealing products, all sold under one umbrella i.e. under the Elicious brand. From sausages, mortadella and salami for breakfast to nuggets, popcorn, chicken rings, kebab and tikka for party time and marinated lollypop and marinated drumstick for starters, we are proud to say that we have it all. We are also in process of launching a marinated fresh chilled range of main course chicken products, which are easy to cook and have a great taste.

We believe in providing convenience food to the youngsters who are always on the move. Under the umbrella of Elicious brand, we offer snacks which are

easy to prepare. We are catering to a class of people (youth) who is constantly looking for something new in an already saturated frozen food market. Apart from the regular nuggets and fingers and shots, we have unique products like chicken jalapeno salami, Italian herb sausages, chicken rings, which not only sound exotic but taste fantastic too.

We are blending both Western and Indian tastes and catering to a well-aware target, which has developed a distinct taste for European and American aromas and flavours. Almost 65% of the Indian population is below the age of 35 years and our products are aimed at offering convenience food to this consumer segment.

In the category that your product/s come under, are manufacturers like you doing anything to broaden the product's youth appeal by way of pricing, pack size, packaging, flavours, etc?

We are continuously evolving and getting feedback from our young, enthusiastic customers. We have our in-house team of food experts who constantly study the frozen food market and strive to keep up with the times, tastes and value for money proposition. Our products are tried and tasted by internal food panelists first and only then are they sold to the TG. We have made our pack size convenient - our products come in one-time consumption packs and family meal packs.

We have 250 gm, 500 gm and 1 kg packs, which give the customers more options to choose from. With inflation rising in all sectors we understand that our customers, even though they have the spending capacity and power, are looking for a value proposition in everything they purchase.

In terms of pricing, our rates match the industry standards so that the price factor does not bother the customer much. Keeping the youth in mind, we have priced our products in a way to not be too heavy on the pocket. In turn we give customers premium quality products so that they don't mind spending the extra buck.

Today, packaging is being taken to a different level where it is not merely the gelling of colours and visual

appeal. Surveys are conducted to understand what the TG is looking for. Which are the colours that appeal to the youth most? All this has led to out-of-the-box packaging themes and concepts. Target-audience-based packaging helps keep up with the market trends and ensures that your customers eat "with their eyes first!"

In sync with this packaging philosophy, our packets are blue in colour, in contrast to the red or yellow packs generally used for non-veg food. This way, we are breaking the monotony by being different and easily identifiable. As I said, today's youth is looking for a value proposition. They don't mind spending a rupee more if they feel they are getting something more out of their money. Exciting and innovative looking packaging is part of the overall value proposition.

The Indian subcontinent is home to a whole lot of flavours and aromas. Our products range from spicy kebabs to subtly yet exotic flavoured cold cuts and from deep-fried delicacies to hot and healthy grilled gourmet treats. We also have some premium products like Cordon Bleu, a French delicacy of two whole muscle chicken pieces with gooey molten cheese in the center and Chicken Cheese garlic fingers, which are served at upmarket restaurants. For our young customers, our products offer the experience and flavours dished out by star restaurants within the confines of a home at less than half the price. We at Elicious want to bring home the smile to every household. In fact, our brand's tagline is "Bring Home The Smile" and we take it very seriously.

Do you have other product/s brands in the pipeline that will target the youth category?

Yes. Just this year we have segmented the non-veg range of snacks from the veg range. Until last



“We are catering to a class of people (youth) who is constantly looking for something new in an already saturated frozen food market. Apart from the regular nuggets and fingers and shots, we have unique products like chicken jalapeno salami, Italian herb sausages, chicken rings, which not only sound exotic but taste fantastic too

—Krishna Kumar Maurya, Head of Business Unit, Baramati Agro





FSSAI chairman Bahuguna *brings positivity to* **food safety environment**



This was one of the most positive meetings we have had with FSSAI since V.N. Gaur's time. The Chairman listened, sought clarifications, shared our concerns and gave a positive feedback on issues raised by us

—Amit Lohani, Founder and Director FIFI

A delegation led by Amit Lohani, Founder and Director of the Forum of Indian Food Importers (FIFI), the apex body representing food importers across India, recently met Ashish Bahuguna, the newly appointed Chairman of the Food Safety and Standards Authority of India (FSSAI).

As a forum for international foods importers, FIFI has been working very closely with FSSAI since its inception to evolve a better understanding of food laws and create a healthy trade environment for compliance. Over the years, imported products have also encouraged the Indian food industry to develop and manufacture food products matching international standards.

“We brought before him various concerns of the trade and ambiguity faced by FIFI members on some FSSAI norms,” informed Lohani about the purpose of the meeting, adding that the FIFI delegation sought Mr Bahuguna’s suggestions and comments on the issues raised at the meeting.

Apart from Mr Lohani, members of the delegation included Mr V.N. Dalmia of Dalmia Continental, Mr Rajneesh Bhasin of Borges International, Mr Rakesh Banga of Farmland Foods and Mr Uday Chugh of Vriddhi Specialty. The trade concerns flagged at the meeting related to:

Clarity on Food Code and CODEX: FIFI members expressed the view that since Product Approval process has been struck down by the Supreme Court recently, the norms and guidelines of the Indian Food Code should now be followed. With more than 4,000 categorisations of products, IFC norms are extensive enough to cover under its ambit almost all the products imported to India. Members impressed upon Mr Bahuguna to switch to IFC norms for import clearances. “This would come as a massive relief from the current ambiguity in trade after the PA clause was struck down by the Supreme Court,” was the collective view of the delegation.

According to the note released and circulated among all members by FIFI, Mr Bahuguna assured the delegation of resolving this issue and putting in place guidelines for a more transparent process to facilitate trade. Members said that they felt very positive about the early resolution of the matter.

Labeling Concerns: FIFI members spoke about the existing difficulties in obtaining the NOC from FSSAI. “Minor errors and deficiencies in labeling should not derail the sampling process and FSSAI officials should treat such cases with more consideration. When sampling is not done, the consignment languishes until clearance and NOC from FSSAI comes,” pointed out the delegation.

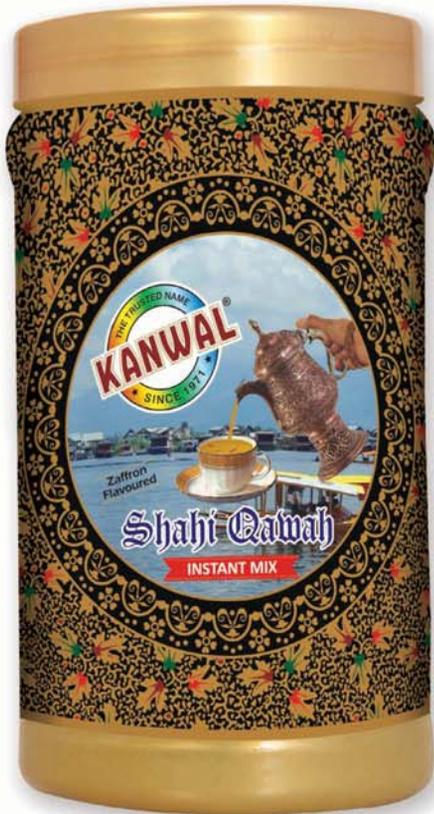
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