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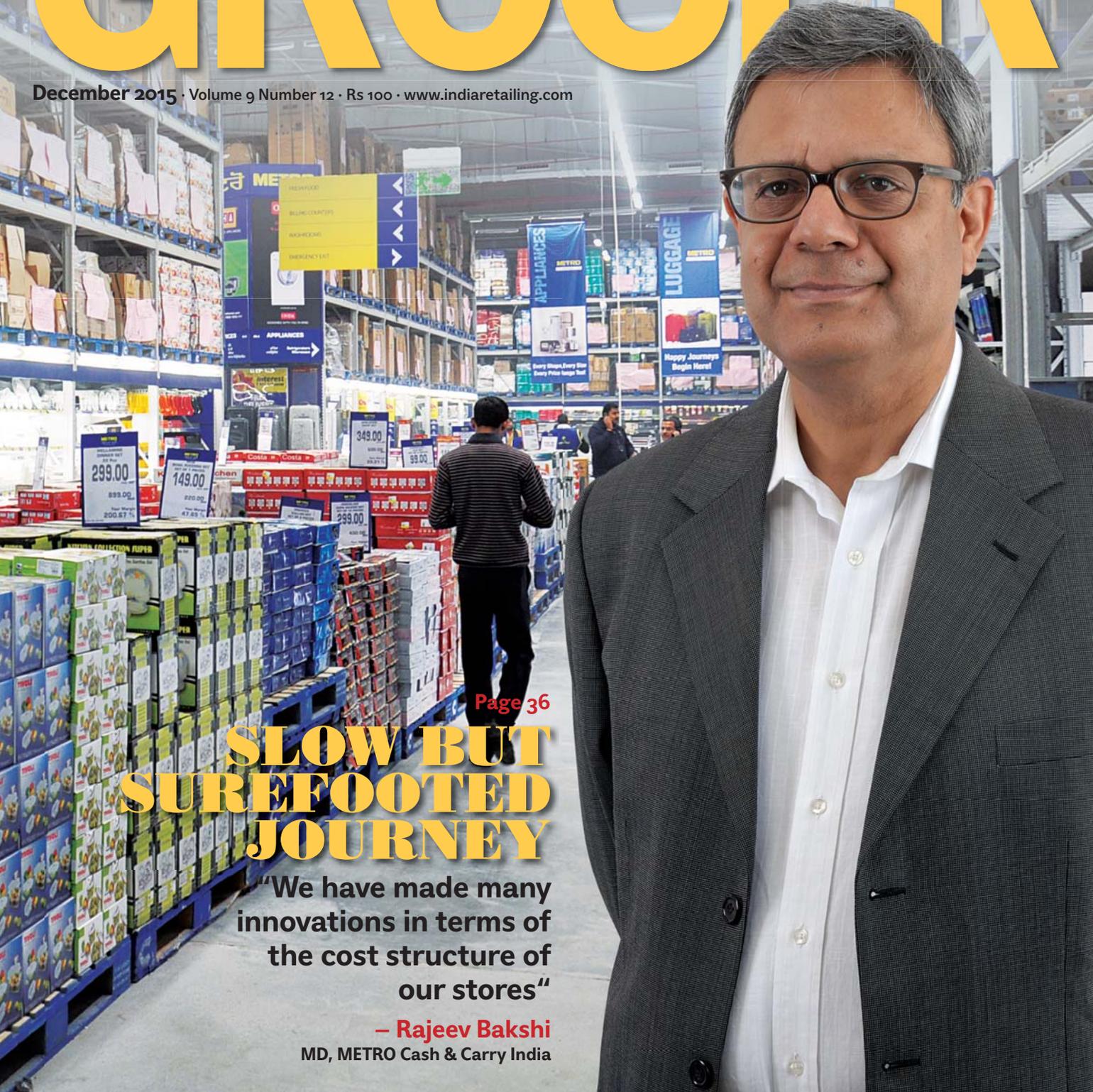
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# PROGRESSIVE GROCCER

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## SLOW BUT SUREFOOTED JOURNEY

"We have made many innovations in terms of the cost structure of our stores"

— Rajeev Bakshi

MD, METRO Cash & Carry India

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As we step closer to the onset of a new year, I am sure there will be lots of interesting trends and observations to watch out for. Within the food basket, there will be sub-categories that will emerge strong, health-based foods that will see increasing demand, new flavours from across the world will become popular, and new concepts, formats, themes will get introduced in the food retail industry.

Over the course of the current year, we have seen the emergence of many new players and start-ups, both in F&G Retail and Food Service, with each one promising faster and better services and quicker delivery. New and innovative retail formats are being introduced. Our lifestyles are evolving, which is influencing our consumption and eating habits. These changes are bringing about the development of new and hybrid formats of organised food retailing.

At the same time, the growth of online business presents fresh new opportunities for both F&G and FS players and in a way that they would be able to add value to the supply chain. With so much new developments taking place so fast, the contours of grocery retail and food service will most likely get redefined in the months ahead. The future will belong to the players who will put in place better customer-friendly models and faster modes of delivering service.



**Amitabh Taneja**  
 Editor-in-Chief

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**METRO**  
Wholesale

# Slow but surefooted journey

METRO Cash & Carry India, the local arm of Germany's METRO AG, looks poised to up the ante in India. After coming here in 2003, it took its time to find its feet and navigate its way around the country's inchoate retail terrain. But after 12 years of operating experience in India, METRO has moved on to firmer ground and it now has a clear road map to drive its operations ahead in the country. The company has opened 14 stores in the past five years and is marching purposefully ahead to expand its network of distribution centres to about 50 by 2020.



**Rajeev Bakshi**  
MD, METRO Cash & Carry India

**W**ith METRO getting into the groove in India, Progressive Grocer takes a look at its journey so far in the country, how it has been successful in creating and building a market for its business model and Cash & Carry format and its growth and investment plans for the future.

Currently, India accounts for about 2.5 per cent of METRO Group's global store footprint: The German B2B wholesaler runs operations across 26 countries under the Cash & Carry format and has over 750 wholesale centers globally. In Europe and Asia, it has been the pioneer in Cash & Carry wholesale.

### METRO's slow but steady progress

In India, METRO has been around for 12 years now. It opened its first store in Bangalore in 2003. The initial years of METRO's operations in India were fraught with difficulties: to begin with, domestic and traditional retailers were dead against the setting up of Modern Trade and even the regulatory climate was not conducive. But despite the bottlenecks, Metro moved cautiously, establishing centres in major business centres of Indian market. METRO Cash & Carry India currently operates 19 wholesale distribution centers across India in cities like Bangalore, Hyderabad, Mumbai, Delhi, Kolkata, Ludhiana, Jaipur, Jalandhar, Zirakpur, Amritsar, Vijayawada and Indore. The most recent store was launched in Seelampur, east Delhi, in October. "Our first store in Delhi at Shahdara has been very successful and has given us the confidence that we are building a very strong customer base in Delhi," says Rajeev Bakshi, Managing Director, METRO Cash & Carry India, who is set to step down from his position next month.

METRO's new Seelampur store is located close to its Shahdara store. So, won't these two stores located nearby cannibalise each other's business? "Despite the proximity to the older store, we have the confidence to actually invest behind this new store to service the clientele in Delhi. And if you look at the location of this store, it is ideally located to service the B2B business in north Delhi as well as central Delhi. We are very proud of this store as the location and infrastructure is very good and feasible," says Bakshi, adding that HoReCa is a significant revenue driver for METRO in Delhi.

Will METRO look at opening more stores in Delhi? "We do plan to expand further in Delhi. The question is: how do we actually get the right type of real estate? Real estate in Delhi is very expensive so it's a big challenge having to look for it and finding one. So though we have the ambition to set up many



more stores in Delhi but at the same time we are constrained with real estate costs," avers Bakshi.

METRO has clearly been expanding fast in the past five years but many in the industry feel that its growth and expansion in India has been a tad slow considering that it was an early mover in the Cash & Carry format. "We get questions from the media about the slow but steady growth of METRO in the country. We want to emphasise that we are not here to compete in a race. We are the pioneers, and we were a little ahead of the times when we started out in India. When we entered the country, people were not aware about what METRO Cash & Carry was all about. So we had to prepare the market for the business that we are in, we had to establish ourselves as a stable and reliable brand and that is what we have done over the years. The basic focus has been on market creation, not market competitiveness," says Bakshi. "We've been sure and steady on what we want to do in India and we've done it along with a certain pace," he adds.

"Right from the start, we understood that India is an extremely heterogeneous market, and a one-size-

**Real estate in Delhi is very expensive so it's a challenge having to look for it and finding one. So though we have the ambition to set up many more stores in Delhi but at the same time we are constrained with real estate costs**

# “HyperCITY is a differential product with a superior shopping experience”

Govind Shrikhande, Customer Care Associate & Managing Director, Shoppers Stop Ltd., India's prominent retail group and operator of large format department stores, home stores, specialty stores and hypermarkets, speaks to Progressive Grocer about HyperCITY's foray in Delhi-NCR and its future plans in the region



**Northern India has not really been your focus. What prompted this move to bring your hypermarket format to Delhi-NCR?**

This store in Noida has been coming for a long time. In fact, the launch of this store got delayed as the mall's (Gardens Galleria) completion took some more time. Also, this is not the only store where we are going to be in Delhi-NCR. HyperCITY is coming up with its second store in the next two months in Janakpuri, west Delhi. And within another quarter, we will be opening another HyperCITY store inside Logix City Center in Noida, which will make it our third store in Delhi-NCR.

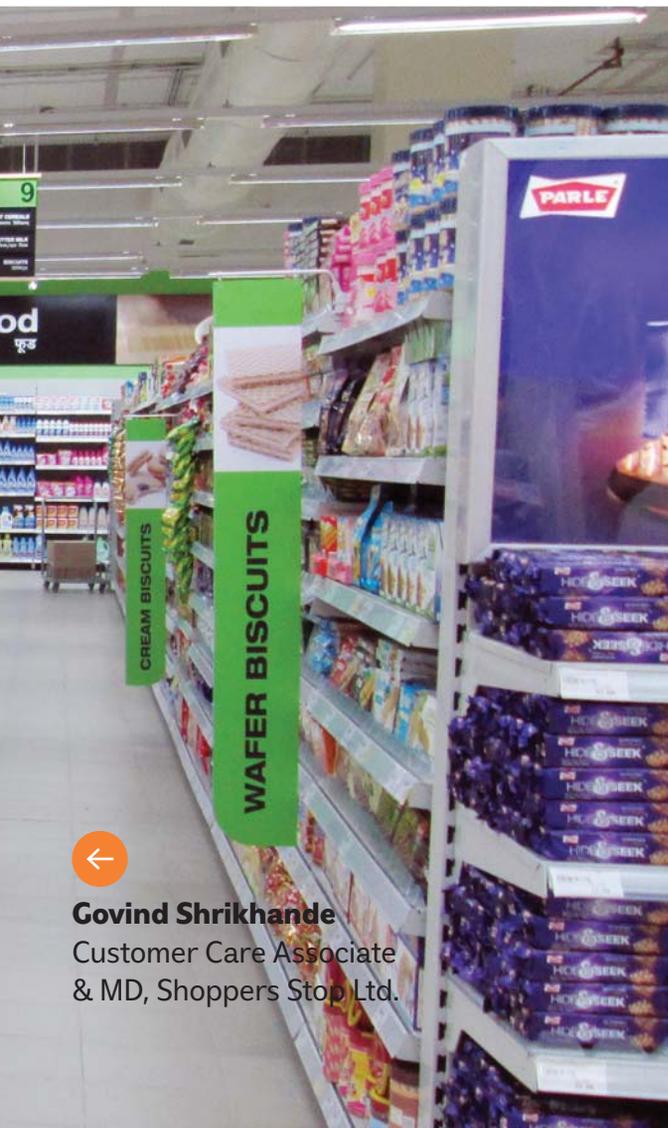
I believe Noida has a great potential as it is one of the best catchment areas in India. When I look at Malad in Mumbai, Whitefield in Bengaluru, I think that the Noida and Gurgaon catchments are among the four or five top catchments for retailers in India. These are premium locations inhabited by consumers who understand modern retail and prefer shopping in modern retail outlets. So I think we have made a very good start in Delhi-NCR as Noida can be the best place to start your innings in the Capital region.

With this new store, we now have a total of 17 stores in cities like Mumbai, Hyderabad, Bengaluru, Bhopal, Amritsar, Pune, Ahmedabad, Vadodara, Jaipur and Noida.

**But hasn't this development come slightly late in the day as Noida is already teeming with modern F&G outlets of all sizes and formats?**

As I see it, there is nothing called early or late. If you have a format and if you are differential, you will stand out. So whether it is a Shah Rukh Khan or Ranveer Singh, everyone is a different brand. And if your brand has the characteristics to stand out, which is what our brand has, it will create its own niche in the market. Like our other HyperCITY stores, this one in Noida will offer a superior shopping experience and differential product. In terms of service and standards too, the store will set its own benchmarks in the market.

**When I look at Malad in Mumbai, Whitefield in Bengaluru, I think that the Noida and Gurgaon catchments are among the four or five top catchments for retailers in India. These are premium locations inhabited by consumers who understand modern retail and prefer shopping in modern retail outlets. So I think we have made a very good start in Delhi-NCR as Noida can be the best place to start your innings in the Capital region**



**You mentioned the product differentiator aspect of HyperCITY. What is it about HyperCITY that you feel makes it stand out?**

The biggest differentiator I would say is our offerings on the food side, especially fresh cut vegetables. Secondly, I would say that the overall look and layout of the store is very experiential. Customers feel free to move around, and you will never feel crowded inside a HyperCITY store. Also, the kind of service standards that we bring – whether it's cleanliness of the store, the information and knowledge provided by our staff that helps you to shop instead of them trying to push sales all the time – all of these factors make HyperCITY a very superior and attractive proposition.



**Govind Shrikhande**  
Customer Care Associate  
& MD, Shoppers Stop Ltd.

# HOW TO DEPLOY SOFTWARE FOR CAPTURING SECONDARY SALES DATA?

This case study from MTR Foods shows how you should go about executing the IT plan in a phased manner. The study highlights how technology and IT has played a pivotal role in transforming MTR's secondary sales tracking of its payment and reconciliation set-up

**M**TR is a trusted name with a 90 year heritage that serves authentic Indian vegetarian meals. Being pioneers in the Food Processing Industry, MTR Foods serves consumers not only in India but also exports a wide range of packaged foods to global markets, which include 21 countries such as the USA, the UK, Australia and Japan among others.

The journey to being India's premier, processed food company has been marked by innovation and the adoption of new technology. This case study highlights some of the challenges that MTR Foods faced related to secondary sales measures due to a vast network of dealers and retailers. The study specifically highlights how MTR Foods successfully implemented a steering committee comprising business representatives to monitor the progress of the phased project 'Central Stockist Portal application', paving the way for their distributors to easily connect to the next level of software usage, which proved immensely beneficial to the sales and operations of the company.

## **Background and the business challenge(s)**

Secondary sales measure is one of the key parameters in an organisation's forecasting and strategic planning. However, due to a vast network of dealers and retailers, it was a big problem for MTR to keep a precise track of its secondary sales, resulting in faulty supply-demand forecasts. The challenges included:

- Manual process to get information from RDS
- TAT for getting critical reports is very high. The TAT for secondary sales data is around 45 days
- Tedious process to generate the MIS
- Lack of consolidation & visibility at TSO/ASM/ZSM levels
- Information for effective decision making like Target Vs Achieved not available in time
- Complexity is of high order: around 210 different systems identified with around 180 dealers for the billing package

## **The process followed earlier**

RDS-wise closing stock information was fed in a standard template (Microsoft Excel sheet) by the

**DETAILED DELIVERABLES OF STOCKIST PORTAL****DEALER PORTAL**

(Delivery Receipt confirmation Module, Stock Return and Adjustment Module, Closing Stock Upload Module)

**DEALER MANAGEMENT – TSO**

(Dealer Creation, Delivery Receipt confirmation Module, Stock Return and Adjustment Module, Closing Stock Upload Module, Data Entry BR and DRCP Report, Report and Interfaces – SAP)

**DEALER MANAGEMENT – ASM / ZSM**

(TSO creation, Stock Adjustment, Reporting)

**DEALER MANAGEMENT – APPLICATION ADMIN**

(Master Data – Product, Dealer / TSO User Management, Reporting)

**SMS INTEGRATION**

SMS base module in Dealer Management Portal

Integration with SMSC

SMS Pull web service component

SMS Push web service component

**REPORTS**

Stock & Sales (Primary & Secondary) Volume

Sales Hierarchy report ZONE/Region/Category/ASM/TSO

RDS Wise Target Vs Achievement

Zone wise Target Vs Achievement Report (MTD/YTD)

Beat Efficiency Report (BER)

DRCP (Daily Route Coverage Plan)

Monthly Operating Letter

RDS wise Sale Volume Comparison

respective CFA DEO's/ TSO on or before the 5th of every month. It was arranged for the ZSM/ASM to receive region-wise sales information in an Excel sheet, which was then sent to Sales MIS team. The sales information in an Excel sheet was uploaded manually to SAP by converting the raw data to the SAP upload template. About 800 stockists' data were consolidated and maintained by the MIS team, and TAT for getting the consolidated S&S data was around 45 man-days. Upon the completion of data upload, a report in SAP was executed to extract the primary sales data and to arrive at secondary sales.

**Where was the problem?**

This being a long-drawn manual process, there was a lack of accuracy in the data, lack of consolidation and visibility at TSO/ASM/ZSM levels. It was a very tedious job to get the information from RDS. Regular follow-up was required. SSM used to send the daily beat wise sales information to TSO, who in turn consolidated the sales RDS-wise, ASM did it TSO-wise and ZSM did it zone-wise. RDS sent some of the monthly data/ reports to TSO, who in turn prepared MOL.

**How was the problem solved?**

MTR explored various types of technology to meet its requirements. The available solutions in the market were not cost effective. Moreover, the company needed to induct its distributors in a phased manner when it came to introducing software for capturing secondary sales data. The easiest first step was to have a central platform in which they could upload data at the press of an icon. With the help of a software vendor, all the master screens and transaction screens based on MTR's functional requirement were designed and developed. The entire development was done by the partner and a small team was constituted to provide the required inputs on a regular basis.

The above-mentioned measures led to creation of the Central Stockist Portal application (CSP), which is currently integrated with SAP. It pulls the data on scheduled times from SAP, thereby populating the Stockist portal with the primary data.

A steering committee comprising business representatives was formed to monitor the progress of the project, which also helped in a proper buy-in.

**Phased roll-out**

This project was named "Central Stockist Portal". The project was rolled out in a phased manner. Initially, MTR rolled it out at six stockist points. Within three months it completed the rollout at 50 stockist points. MTR rolled it out in the entire Bangalore region in 2013. It completed the rollout in entire Karnataka in 2014 and it is now rolling it out to the other key regions.

**Outcome of the solution implemented**

In the wake of the fact that there has not been a complete rollout across all distributors in any FMCG industry and this being a constant challenge, MTR

**The above-mentioned measures led to creation of the Central Stockist Portal application (CSP), which is currently integrated with SAP. It pulls the data on scheduled times from SAP, thereby populating the Stockist portal with the primary data**



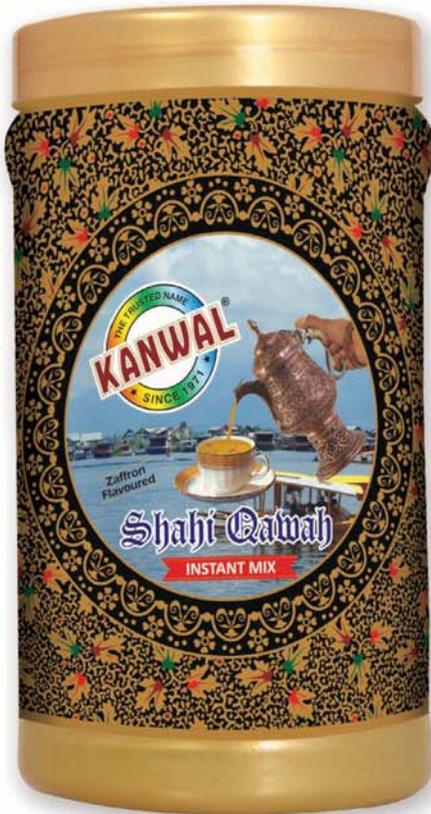
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