

# PRIMAGES<sup>TM</sup> Retail

MARCH 2017 VOL.16 NO.3 ₹100

INDIA  
SHOPPING  
CENTRE  
FORUM 2017  
MAY 10-11, 2017



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「EAST INDIA IN」  
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It is evident that Indian consumers are increasingly preferring modern retail formats over small unorganised neighbourhood stores. This is clearly a win-win situation for modern retail chains, FMCG brands and consumers themselves who usually get a better and cheaper deal in a sophisticated and air-conditioned retail environment.

One of the factors propelling the growth of modern retail is private labels. According to a FICCI-PWC report, Shaping Consumer Trends, private labels have found both a footing and favour with the value-seeking consumer. The report further mentions that e-commerce players who have ventured into this space find that private labels contribute to 10-30 percent of their total revenues. For brick and mortar retailers also, these are much more profitable than national brands, with almost double the margins. They also help retailers create an identity of their own in the crowded marketplace, negotiate better with national brands and sustain local suppliers and manufacturers. Our cover story this month covers the phenomenon of private labels in India. We have tried to evaluate why these are becoming popular with Indian consumers and, being at a cross-roads, which model – premium or discount – they are going to adopt in the future. Private labels are clearly emerging as a sweet spot for retailers in India.

In this issue we have also covered in detail East India's retail market. East India is one of the most potential and untapped regions in the country. With the changed political, social and economic conditions and with consumers becoming more aspirational, transformation in the retail scenario has definitely arrived and one can say it is here to stay.

In a quest to understand the potential of East India's retail market so that the available opportunities in the region can be actualised, we have tried to unveil hidden prospects of the region's retail scenario so that East India's rise will gain pace once the potential of the market has been truly understood by the existing players and the new entrants to the market.



**Amitabh Taneja**

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We are delighted to announce that the much awaited Seawoods Grand Central (SGC) Mall, Navi Mumbai is now a part of Nexus Malls.

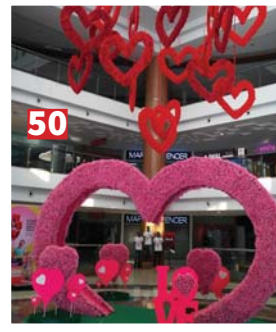
The sprawling million sq. ft. property that houses over 225 brands boasts of the best India has to offer across Fashion, Entertainment and F&B. Destined to be the epicentre of iconic retail in Navi Mumbai, SGC Mall shall open its gates on the 23<sup>rd</sup> of March, 2017. It is India's first Transit Oriented Development and is set to redefine the way retail operates in metros.

Seawoods Grand Central now joins Ahmedabad One, Mall Of Amritsar and Westend, Pune in a growing portfolio of Nexus Malls that aims to bring a truly unique world class shopping experience to India.

**Launch Date: March 23<sup>rd</sup>, 2017**

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### COVER STORY

## 9 THINGS PRIVATE LABELS MUST DO TO STAY RELEVANT IN THE FUTURE

*In today's dynamic world where consumers seem to be shaping choices, private labels have comfortably entrenched themselves in their hearts. The advent of online retail has also spurred its popularity. Today, we see more and more e-commerce players in categories beyond apparel such as food, grocery and electronics offering a competitive range in quality and pricing, attracting a significant number of buyers who are as happy to own a private label or store brand.*



### EAST INDIA IN FOCUS

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# KEEPING THINGS STIRRED UP!

Brand expansions, mergers, acquisitions, rejigs, layoffs and business consolidations are keeping the retail sector in India stirred up. Take a look...

-By IMAGES Retail Bureau

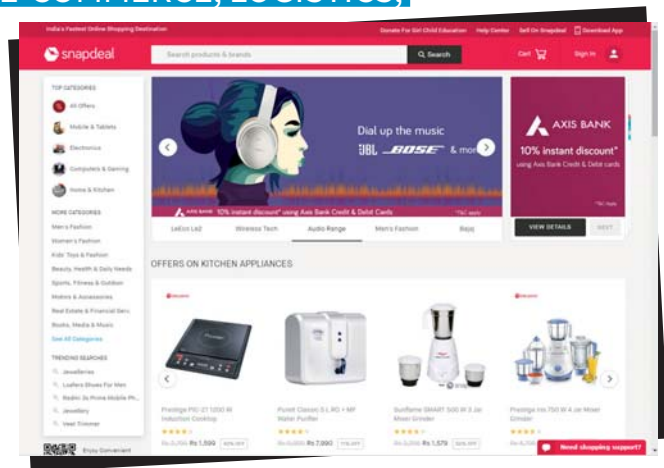
## SNAPDEAL TO LAY OFF 600 PEOPLE ACROSS E-COMMERCE, LOGISTICS, PAYMENTS OPERATIONS

SoftBank-backed Snapdeal will lay off around 600 people across its e-commerce, logistics and payments operations over the next few days.

According to sources close to PTI, the company started the process last week and will lay off 500-600 people across Snapdeal, Vulcan (logistics) and Freecharge (digital payments business). The sources told PTI that the reduction will include employees across levels and the process will be completed in the next few days.

A Snapdeal spokesperson was quoted by PTI as saying: "On our journey towards becoming India's first profitable e-commerce company in two years, it is important that we continue to drive efficiency across all parts of our business, which enables us to pass on the value to our consumers and sellers."

"We have realigned our resources and teams to further these goals and drive high-quality business growth," the spokesperson was further quoted by PTI as saying. The company had last reported an



employee strength of 8,000 people. Snapdeal, which has been locked in an intense

battle with rivals Amazon and Flipkart, has been struggling to raise fresh capital.

## DA MILANO GOES GLOBAL; OPENS FIRST STORE IN DUBAI



Da Milano goes global; opens first store in Dubai

Currently Da Milano has 63 company operated showrooms including 11 stores at leading airports, showcasing hi-quality leather accessories for men, women and for the elite travel customer

Spread across an area of 2,500 sq.ft. at the Ibn Battuta Mall, the boutique has been custom designed keeping in mind Da Milano's unique style and creative aesthetics with the latest technical know-how and an ambience that exudes luxury. The store will retail both Da Milano and

Rosso Brunello falling under the house of the Da Milano group.

Talking about the expansion, Managing Director, Da Milano Group, Sahil Malik said, "It was just a matter of time. Clients from across continents have been yearning for the brands presence in global retail destinations. The Middle East is a fast growing and emerging market and holds immense growth opportunities and we plan to expand to another 10 stores within the next 15 months."

The group will launch another exclusive store in Dubai at Burjman Mall.

**INDIAN STARTUPS NEED GOVT SUPPORT TO TIDE OVER DIFFICULTIES**

Startups in India face numerous challenges at different stages in terms of incorporation, fund raising and hiring and they need adequate support to tide over these difficulties and minimise failures, says a report. The Government should provide incentives to investors in startups and direct funding on the basis of monitoring and evaluation as India has the potential to become a major hub for startups, industry body FICCI said in the report.

“There are a number of challenges for Indian startups, from the stage of incorporation through the stages of raising capital, hiring resources, scaling up and making an exit. There is a need to address such bottlenecks to minimise failures



and ensure that the startups graduate to becoming scaleups,” FICCI said.

Corporates can act as hotbeds for co-creation with startups, provide market opportunities through procurement and encourage a wider culture of

entrepreneurship. The Government can promote direct procurement from startups approved on the Startup India website, the report suggested.

Moreover, the Government should take technology scale-up focused trade delegations to innovation hubs around the world and seek successful outcomes from such delegations to include MoUs between Indian and foreign incubators and accelerators.

Startups that are innovation and technology driven have increasingly become the backbone of a new India and could be key drivers for several of the government’s programmes such as Make In India, Digital India, Startup India as well as employment generation.

**PEPE JEANS PLANS TO GO BIG ON SHOES, INNERWEAR CATEGORIES, EYES ₹ 900 CR TURNOVER IN 2017**

When British denim wear brand Pepe Jeans came to India, the company never anticipated that India would turn into one of the most profitable markets for them, worldwide. In 2016, Pepe Jeans, India doubled its business to ₹730 crore in retail value, and sold roughly 4.5 million pieces of apparel.

In 2016, Pepe Jeans, India doubled its business to ₹730 crore in retail value, and sold roughly 4.5 million pieces of apparel, and this year it’s eyeing ₹900 crore turnover.

As business boomed, Pepe Jeans, India, under the able leadership of its CEO & MD, Kavindra Mishra, started expanding its product portfolio. From denim, the company branched out into kidswear- India being the only country where the brand runs six exclusive kidswear stores – accessories (sunglasses, bags and caps) and finally footwear categories, with plans for entering the innerwear sector underway.



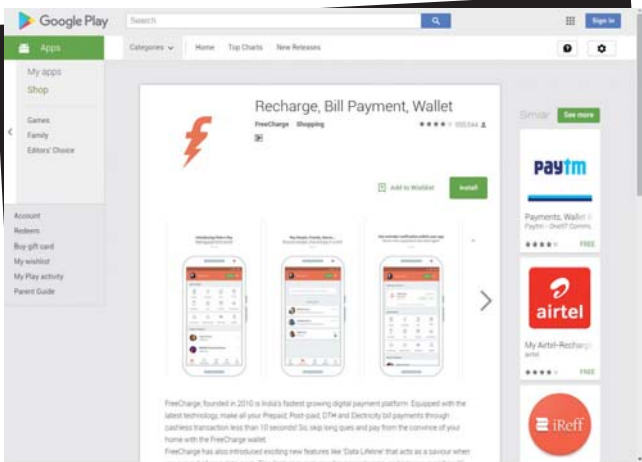
**MYNTRA GETS MASTER FRANCHISE RIGHTS FOR MANGO IN INDIA**



Myntra has received the master distribution and management rights for the Spanish fast fashion brand Mango in India. As a part of this arrangement, Myntra plans to curate and facilitate 25 – 30 Mango stores as well as list the brand exclusively on Myntra and Jabong, in association with select retail partners over the next five years. Ananth Narayanan, CEO, Myntra & Jabong, said, “This agreement strengthens our position as the leading fashion and lifestyle destination and is in line with our strategy to provide our customers access to the best of international brands.” Daniel Lopez, Vice-Chairman and Member of the Board of Directors, Mango, said, “We have had a good partnership with Myntra over the last three years and Mango has performed extremely well on their platform. ”

**FREECHARGE CEO GOVIND RAJAN QUILTS; JASON KOTHARI TO TAKE CHARGE OF BIZ OPS**

Freecharge CEO Govind Rajan has resigned within a year of taking charge at the Snapdeal subsidiary. Going forward Jason Kothari will oversee the business operations of FreeCharge as part of his overall responsibilities of portfolio management as the Chief Strategy and Investment Officer of Snapdeal, the company said.



“It has been a unique privilege to helm FreeCharge in these exciting times of rapid growth and user focused innovation. I am confident that FreeCharge will achieve still greater heights under its incredibly talented team and I look forward to facilitating the transition over the next few weeks,” Govind Rajan told Indiaretailing in an email response.

“Govind has brought incredible energy and focus in growing FreeCharge. The pace of progress will continue with the strong team that he has built. He will bring the same level of passion and resolve to whatever he chooses next. I wish him the very best,” CEO and Co-Founder, Snapdeal, Kunal Bahl said in statement.

**SPENCER’S RETAIL INTRODUCES DIGITAL PAYMENTS IN OUTLETS**

Spencer’s Retail – an RP-Sanjiv Goenka Group Company – has tied up with Airtel Payments Bank to offer shoppers the convenience to make secure and convenient cashless payments for goods purchased across all Spencer’s outlets.

The tie-up will be active across 123 Spencer’s Retail outlets operational at 35 locations in India. These outlets will accept digital payments from Airtel Payments Bank customers over mobile phones.

Deputy CEO, Spencer’s Retail Limited, Vipin Bhandari, said, “Catering to the needs and comforts of our customers has been the key factor that has governed all our decisions over the years. We, at Spencer’s Retail are delighted to enter into a strategic tie-up with Airtel Payments Bank, and are confident that this association will deliver great value to customers and allow us to extend a more convenient purchase experience to our shoppers.”



**FUTURE RETAIL CONSIDERING OPTIONS TO SELL HOMETOWN**

Homegrown retail major Future Retail said that it is considering various options with regard to sale of its home furnishing business ‘Hometown’. “The Board has given in-principle authority for considering various options with regard to Hometown format, however, there is no final understanding which had been arrived at till date,” the Kishore Biyani-led firm said in a filing to BSE.

The company said nothing has been finalised yet, adding that we “would avoid giving any disclosures about possible transactions to avoid any speculative activities”.

The company was responding to queries that Future Group plans to sell home furnishing business Hometown, shut down sportswear arm Planet Sports and merge stores of electronics chain E-zone with supermarket Big Bazaar.

Future Retail launched ‘HomeTown’ in April 2007 with its first store at Noida. HomeTown retails home decor products including furniture.



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## ALIBABA INTENSIFIES BRICK-AND-MORTAR PUSH WITH BAILIAN GROUP TIE UP

Alibaba Group has announced the formation of a strategic partnership with the Shanghai-based retailer Bailian Group to accelerate an effort to employ technology to shake up old-fashioned retail. The Chinese e-commerce giant is planning to help upgrade some of Bailian's 4,700 stores across the country, integrating everything from customer relations to payment and logistics. The deal does not involve any financial investment.

The companies will leverage the power of big data to achieve integration between offline stores, merchandise, and logistics with the ultimate aim of elevating efficiency and overall consumer experience. The agreement includes new retail outlet designs, new retail technology R&D, and Customer Relationship Management. Alibaba's online payments system, Alipay will be made available at all Bailian stores and Bailian Logistics will work with Alibaba on Cainiao's logistics platform and co-develop logistics rules.

Bailian is one of China's largest and most established retail conglomerates with more than 4,700 outlets across 25 provinces, 200 cities and autonomous regions in China.

## UPTICK FORECAST FOR RETAIL

– By IMAGES Retail Bureau

The international retail scenario seems buoyant and optimistic about an improved consumer outlook in the retail sector during 2017 despite muted economic growth prospects.

## WALMART BUYS OUTDOOR E-TAILER MOOSEJAW FOR US \$51 MN

Walmart is buying Moosejaw, a company that specializes in outdoor recreation apparel and gear, in a bid to strengthen the global retail stalwart's online offerings for US \$51 million in cash. Walmart said it will continue to operate the website and 10 stores for Moosejaw, known for its quirky, cutting-edge marketing, as a standalone site and separate retail outlets.

The Moosejaw deal will give Walmart another entry point into apparel, a popular online retail category, as the retailer offers over 120,000 SKUs from more than 400 apparel brands, including Patagonia, The North Face, Marmot, Arc'Teryx and others. Beyond clothing and accessories, the store carries related gear for climbing, hiking, camping, snow sports, yoga, swimming and biking.

With the addition of Moosejaw, Walmart now operates a number of standalone brands, including also Hayneedle Inc., another Jet.com purchase, as well as Sam's Club.

Walmart, which has more than 11,000 stores, has been focusing on growing online sales, which has included a buying spree of online outlets in the past year to boost its e-commerce portfolio and compete with retailers such as Amazon.





## CHINESE TO BECOME WORLD'S TOP ONLINE SHOPPERS

Chinese are more likely to shop online than consumers from any other country, according to the latest survey by the International Post Corporation, a Brussels-headquartered association on postal services.

In the second annual study of 24,000 respondents in 26 markets across North America, the Asia-Pacific and Europe, the IPC found that 36 per cent of Chinese buy from digital sites at least once a week, a frequency far outstripping peer buyers, People's Daily reported. China is also the most popular market for consumers around the world to shop from, accounting for 26 per cent of the most recent cross-border purchases, followed by the US with 16 per cent, Germany's 15 per cent and the UK 15 per cent.

Online marketplaces such as Amazon.com Inc, eBay Inc and Alibaba Group Holdings Ltd were the most sought-after avenues for buyers from almost all countries, accounting for around two-thirds of all cross-border purchases, the study said.

## AMAZON MAY PLAN PARACHUTE DROPS FOR DRONE DELIVERIES

US e-commerce giant, Amazon, was awarded a patent earlier this week for a system in which a package would be "forcefully" propelled from an unmanned aerial vehicle (UAV) and would be helped to land by tools including a parachute.

The patent, which was made public Tuesday, read: "The package delivery system can apply the force onto the package in a number of different ways. For example, pneumatic actuators, electromagnets, spring coils, and parachutes can generate the force that establishes the vertical descent path of the package."

The drone would stay nearby to make sure it arrives in the right spot. The patent also covers how devices could be used to alter the flight path of packages to avoid things like trees, carports, balconies, power lines, eaves and the like. The vertical descent could even be altered to slip the package onto the balcony of a high-rise building.

Amazon wants to keep drones high above homes, then drop packages using magnets. Parachutes or spring coils would release in mid-flight to allow the packages to land safely.

## MARCS AND DAVID LAWRENCE SHUT DOWN 13 STORES IN AUSTRALIA

Nine David Lawrence stores and four Marcs outlets will close by February 21 while 10 full time employees and 10 part timers will be laid off according to reports. The beleaguered fashion brands are trying to adjust 50 other staffers in different outlets. They have also given employees the option of taking redundancy payouts.

Four David Lawrence stores and one Marcs outlet in Victoria will shut by next week, along with one David Lawrence boutique and one Marcs shop in Sydney.

The job cuts and store closures come a fortnight after the troubled businesses were placed in voluntary administration. The fashion retailers, which are two of Australia's best-known labels, employ about 1,130 staff in Australia and another 42 in New Zealand across their 52 stores, 11 outlets and 140 concessions.

A number of bigger retailers have shown interest in buying the two brands and the administrators, Rodgers Reidy, are hopeful of a sale.





## BENU SEHGAL JOINS VEGAS MALL AS CEO

**B**enu Sehgal, the name that turned around DLF Mall, Saket as the Senior Vice President of DLF Utilities Limited and Mall Head of DLF Place, Saket has now been associated as the CEO of Vegas Mall in Dwarka.

Expressing her feelings about the gigantic upcoming venture in Dwarka, Delhi, Sehgal says, “Vegas is a wave, it’s a phenomenon of the era in south west Delhi. It will set new parameters in retail and entertainment.”

The promoters of Vegas

mall, says, “Her diverse experience in spearheading such super ventures is award winning and is sure to navigate the brand she has associated herself with to a greater and grander success” says the management team of Vegas Mall, Dwarka.

Reflecting her own words, Sehgal says, “Running a successful mall is both an art as well as science. It requires a perfect blend of the skill set of an artist along with strong business acumen.”

She has definitely mastered the science as well as the art of

running super ventures such as Vegas Mall with an absolute success. And she is sure to shine on the Vegas way.

Vegas, is shaping up to be one of the most trend-setting landmarks in the capital. It’s the first ever mall in Dwarka and one of the biggest in Delhi. It’s spread in a mammoth area of 13957 acres of Dwarka. Vegas comprises of a mall, a high street retail, a 5 star hotel, a 3 star hotel, service suites and a superplex which is India’s largest multiplex, spanning across 20 lakh square feet of developmental area.

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6.	Names and addresses of individuals who own the newspaper and partners or shareholders holding more than one percent of total capital	<p>Owner. Images Multimedia Pvt. Ltd. S-21, Okhla Industrial Area, Phase - II, New Delhi - 110020</p> <p>Shareholders:</p> <ol style="list-style-type: none"> <li>1. Mr. Amitabh Taneja S-21, Okhla Industrial Area, Phase - II, New Delhi-110020</li> <li>2. Mr. Hemant Sood N-67, 1<sup>st</sup> Floor, Greater Kailash Part-I New Delhi - 110048</li> <li>3. Images Employee Stock Trust S-21, Okhla Industrial Area Phase-II, New Delhi - 110020</li> </ol>
<p>I, S.P.Taneja, hereby declare that the particulars given above are true to the best of my knowledge and belief. Dated: 1<sup>st</sup> March, 2017</p> <p style="text-align: right;">Sd/- S.P.Taneja</p>		

## SATYEN MOMAYA APPOINTED AS THE NEW CEO AT CELIO FUTURE FASHION PVT. LTD. INDIA



At Celio Future Fashion Pvt. Ltd., Satyen Momaya will be spearheading the Retail Business right from operations and management to marketing related activities and revenue generation. He will be responsible for the growth and development of the brand - Celio in India, and will also work towards making it a premier menswear brand in the country. He believes in collaborative leadership, building a winning team & follows the motto of “Execute without Excuse”.

**S**atyen P. Momaya has been appointed as the new CEO at Celio Future Fashion Pvt. Ltd. India. A seasoned professional, Momaya holds over 20 years of experience working across Retail, Telecom and Consumer Durables industries. He has a successful track record in building a strong profitable business and achieving market growth objectives.

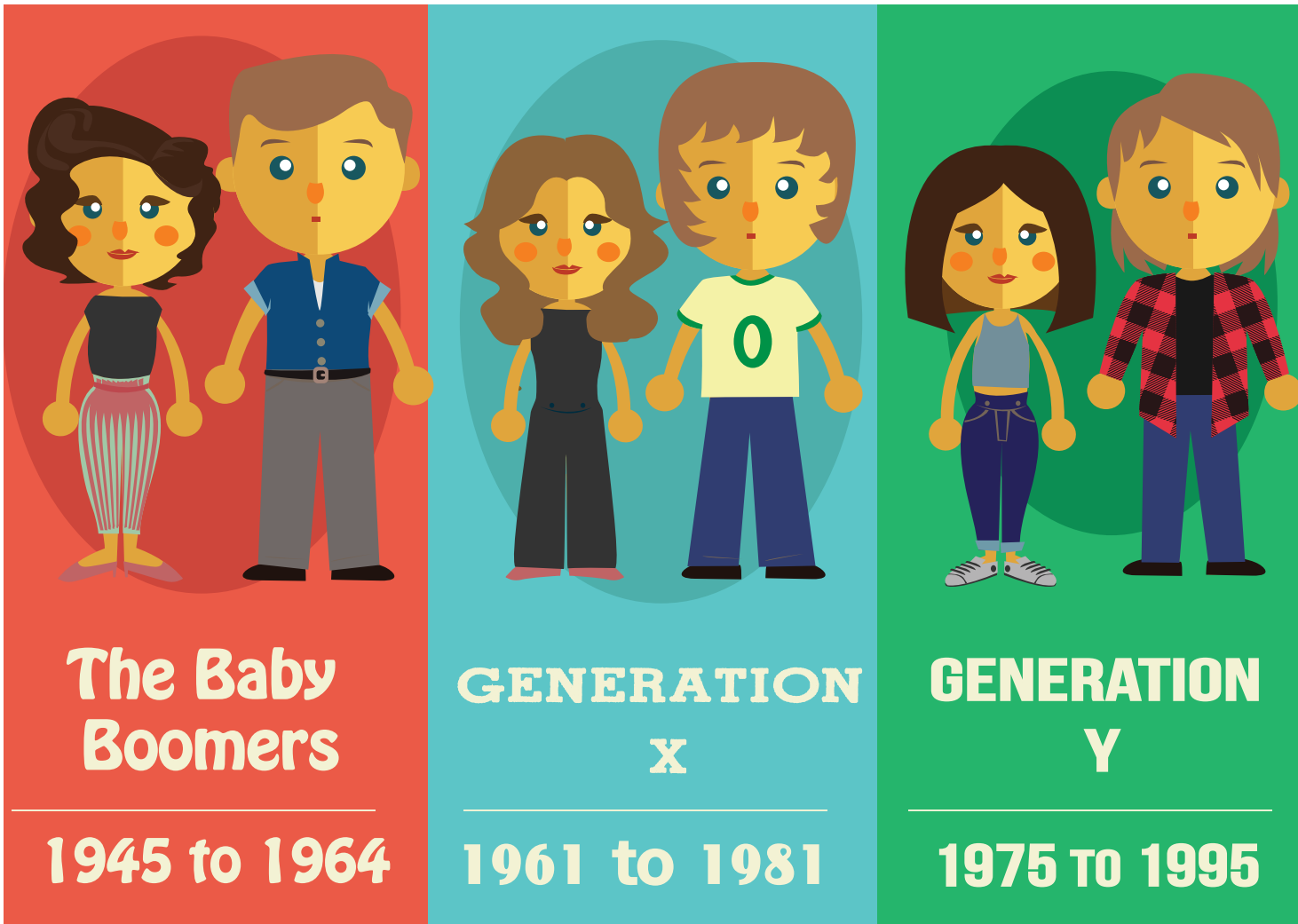
Satyen Momaya previously had a successful 9 year stint at Levi Strauss India Pvt. Ltd. where he was the Director Retail since March 2015 for 2 years and led the Retail Business for the brand. Prior to this, he has also worked at Vodafone, LG Electronics & BPL Ltd.

Satyen is a post graduate in Management Studies from Poona University. In his time away from work he loves reading.

# POPCATION

SUMMER TRENDS BY DEAL





# ARE RETAILERS LEAVING ‘BABY BOOMERS’ BEHIND?

– Report by ICLP

Digital marketing has become very important in the marketing mix to reach a larger customer base more cost effectively. Social media, online marketing and other marketing tools are mostly focused on millennials and tend to overlook an affluent customer base of baby boomers. Spending power increases with age, therefore it is very important for the brands to take the baby boomers along in their journey of building brand advocacy.

**T**he recently conducted study commissioned by ICLP (A Collinson Group Company) reveals some interesting data points about consumer behaviour.

Retailers’ lack of focus on Baby Boomers is evident by the 90 per cent who are not devoted to brands they engage with the most, i.e. they don’t feel a high level of passion, commitment or intimacy towards them, and are likely to cheat with competitors.

**BABY BOOMERS ARE THE MOST AFFLUENT GENERATION, SPENDING \$230 BILLION IN CONSUMER GOODS. THEY WERE THE FIRST GENERATION TO WIDELY INVEST IN RETIREMENT ACCOUNTS, AND NOW THOSE ACCOUNTS ARE PAYING OFF. THEY WERE ALSO RAISED BY A GENERATION THAT SURVIVED THE GREAT DEPRESSION. THIS MEANS THAT, WHILE BABY BOOMERS CAN AFFORD TO SPEND MONEY, MANY ARE RELUCTANT TO DO SO WITHOUT A COMPELLING REASON.**

Why is this the case? Because Boomers feel they are not rewarded and recognized for their engagement with the brands.

➔ **64 per cent** feel that they do not get offers tailored for them and that they are not recognized as somebody but anybody, whereas; 74 per cent feel that they are not rewarded for brand advocacy, which means no rewards for recommending the brand to others.

➔ **65 per cent** said that brands did not know about their previous purchase, whereas; 68 per cent said that the brands didn't greet or gift them on their birthdays.

➔ Unfortunately, only **46 per cent** feel that their favourite retailer has their best interests at heart and that their custom and loyalty is rewarded.

So, what can the brands do to increase the frequency of purchase among this valuable generation?

**Increase trust:** **71 per cent** of Boomers said they would buy more if they trusted the brand more



➔ **Understand them better:** **80 per cent** of the boomers would buy more if the brand understood their needs and requirements better

➔ **Personalised communication:** **78 per cent** of the boomers prefer being recognized as an individual and not just anybody

➔ **Relevant and consistent recommendation:** As many as **88 per cent** boomers felt that they would purchase more if they were recommended consistently

➔ **Curate conversations:** **67 per cent** boomers said that their direct messages and posts tagging the brands were not responded to




“Brands typically target their mobile and online marketing efforts at millennials because they consider them to be the most valuable generation, and thus they overlook Baby Boomers, who are highly influential and are often the affluent shoppers.”

– Anurag Saxena,  
Country Head and GM, ICLP India

Country Head and GM, ICLP India, Anurag Saxena said, “Brands typically target their mobile and online marketing efforts at millennials because they consider them to be the most valuable generation, and thus they overlook Baby Boomers, who are highly influential and are often the affluent shoppers. Our research reveals that Boomers feel undervalued and overlooked, so it's important to give this extremely important customer base what they want and need – a personalised customer experience that is responsive and communicative.”

“The more emotionally connected Boomers will feel towards the brand, turning this age group into repeat, loyal customers will be easier,” he concluded.

ICLP Report reveals that Baby Boomers, though often retailers' most affluent audience, aren't loyal customers because they feel undervalued and overlooked. 

**About the company:**

ICLP is an end-to-end loyalty agency



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# THE OMNI-RETAIL ECOSYSTEM: **THINK DIFFERENTLY**



Retail in India is an incredible assortment of formats. Over the last decade, the concept of shopping has undergone a sea change in terms of format and consumer buying behaviour, ushering in a new era of modern retail across the country. Today, Indian retail is at an interesting juncture. Newer avenues of retailing have evolved, leading the retailers to rejoice in the possibility of cracking new frontiers.

– Report by **Knight Frank India** and **RAI**

**W**

ith the development, augmentation and modernisation of infrastructure taking place at most major Indian cities, the scope of retail has increased manifold. Knight Frank India in association with the Retailers Association of India (RAI) recently launched the third edition of its flagship report on the retail sector – ‘Think India. Think Connected Retail’. The report tracks the evolution of India’s modern retail market in the top six cities in India viz. Mumbai, NCR, Bengaluru, Chennai, Hyderabad and Pune as companies explore the next frontier of Omni-channel retail in a bid to survive and conquer one of the largest consumption markets in the world.

## **WAVES OF MODERN RETAIL IN INDIA**

### **FIRST WAVE (1990s): ADVENT OF SHOPPING CENTRES**

A sweeping look at the growth of India’s modern retail sector leads us to observe a number of structural changes in the sector in the last two decades. It all began with a handful of shopping centres, lined with specialty retailers, mushrooming in the retail markets of the country’s top cities during the mid-1990s. The ‘shopping centre culture’ gradually pervaded the population, especially in the metros and mini-metros, thus heralding the beginning of the modern retail movement in India.

Modern retail typically entails all stores in malls as well as stores in shopping streets that provide a purchase invoice, have air conditioning or have recognised foreign/national brands. However, the impact of the global financial crisis on the Indian economy in 2008 and 2009 checked this pace, and eventually led to only a select number of successful malls to operate in the metros, giving rise to scepticism over the brick-and-mortar model of retailing.





## SECOND WAVE: EMERGENCE OF E-TAILING AND GROUND WORK FOR OMNI-CHANNEL RETAILING

The next big wave that changed the skyline of the retail sector in India and accelerated the presence of modern retail is e-tailing, or the sale of products and services through the Internet, telephone and television. This trend started in 2010 and has become prominent in the last four years. There are several catalysts playing concomitantly in favour of e-tail, the most significant being the strengthening ecosystem that makes buying online better every day. Information technology (IT) infrastructure has improved significantly over the last decade.

Additionally, on the operational side, the e-tailers have taken landmark measures to enhance customer experience. Payments through online banking, credit and debit cards, as well as cash on delivery were the initial methods used for transactions. Newer modes of payment have now been introduced to make online purchases easier for prospective consumers. With the recent demonetisation drive, third-party wallet, a mechanism wherein money is stored in a prepaid wallet, has emerged as a preferred seamless instrument of payment.

The other catalyst strengthening the e-tailing segment is the country's favourable demography. While 1.25 billion people always meant a big consumption market, being one of the youngest nations in the world bodes well for the e-tailing phenomenon. About 65 percent of the country's population is below the age of 35 years; therefore, the acceptance of

e-tailing is expected to be higher among the younger generation that is more techsavvy and open to experimentation. Smartphone adoption is faster even in the large section of the population that is not computer literate, thus addressing the problem of computer illiteracy. Another advantage that e-tailers enjoy pertains to the cost of real estate.

## THIRD WAVE: EMERGING OMNI-CHANNEL RETAIL

Finally, we come to the latest retail wave where the e-tailing versus brick-and-mortar debate is not even relevant anymore; both have to be integrated seamlessly to create a satisfying shopping experience. This integration of experiencing the convenience of e-tail and brick-and-mortar is the third and the latest wave – known as omni-channel retailing.

Today, a number of leading e-tailers have opened physical stores to showcase their products and service online customers. These stores will act as experience centres and will offer value-added services, such as trials, instant returns and product demos. On the other hand, a number of traditional brick-and-mortar players have gone online, either with their own websites or by tying up with already existing e-tailers, such as Amazon, Snapdeal, Jabong or Myntra. The figure is set to increase further in the coming years, as more retailers understand the importance of offering multiple touch points to consumers.

Several brands are bringing technology into their physical stores, with kiosks to highlight their products and provide customer support. Some of these stores also allow customers to check the availability of a product across all brand outlets and order home delivery.



Hence, an omni-channel strategy that is connected with consumers through various channels, such as physical stores, websites, mobile apps, social media, kiosks and many more, is striving to enable the consumer to shift between various media seamlessly during a consumer shopping journey. We believe that omni-channel retail is going to drive the growth of modern retail in India going forward.

**MARKET SIZING: MODERN RETAIL IN INDIA**

Presently, the modern retail penetration in India is abysmally low compared to the developed and emerging economies. While the share of modern retail is 84 percent, 71 percent, and 53 percent in the US, Singapore and Malaysia, respectively, it is only 19 percent of the value of the total retail spending in the National Capital Region, Mumbai, Chennai, Bengaluru,

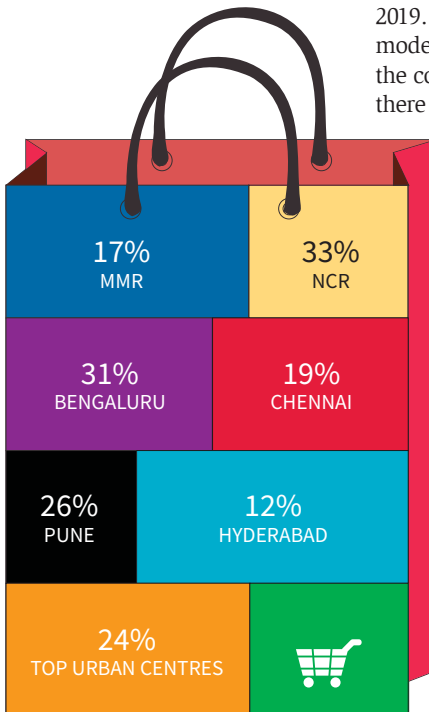


Pune and Hyderabad cumulatively. Overall, the degree of penetration in the country would be even lower, since the presence of modern retail in smaller cities and rural areas is not significant. In the forthcoming years, the share of modern retail in these top six cities is expected to be a quarter of the total retail spending by 2019. Although the share of modern retail penetration in the country is not flattering, there is still a lot to cheer as

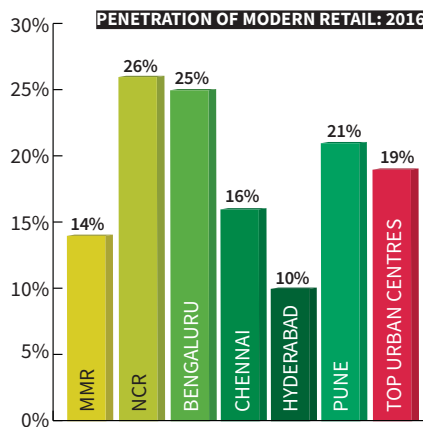
consumer spending patterns and increasing disposable income levels continue to evolve at a fast pace. There is ample dynamism at present, with a number of international brands entering the market. The existing brands are also working towards reinventing ways to keep up with the pace of growth in the sector. Nevertheless, there is a huge untapped potential for the growth of modern retail in the top six retail markets in India. Currently, the total retail market size in the top six retail markets of the country amounts to ₹4,539 bn and this is projected to reach ₹ 7,168 bn

by 2019. Out of the total retail spending in the top six retail markets of the country, modern retail amounts to ₹871 bn and this is projected to reach ₹1,718 bn by 2019. The penetration of modern retail will also witness a substantial rise, from the current 19 percent to 24 percent in the next three years in the top six retail markets of the country, largely driven by the omni-channel way of retailing. MMR and Hyderabad have the lowest penetration of modern retail at 14 percent and 10 percent, respectively, despite having a sizeable consumer base.

**ESTIMATED PENETRATION OF MODERN RETAIL BY 2019**



Source: Knight Frank Research



Source: Knight Frank Research

**Currently, the total retail market size in the top six retail markets of the country amounts to ₹4,539 bn and this is projected to reach ₹7,168 bn by 2019. The penetration of modern retail will also witness a substantial rise, from the current 19 percent to 24 percent in the next three years**



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Best Festive Décor – Malls (East)



## FUTURE OF RETAIL IN INDIA: Omni-channel retailing the way forward

Omni-channel retailing essentially implies development of a seamless consumer experience through all the available channels to reach the consumer. The channel extends to brick-and-mortar store, smartphone, computer, tablet, direct mail, television, et al.

While retailing finds its genesis in brick-and-mortar stores widely referred to as the offline shopping channel, it is the other modes, i.e. The online channel that is witnessing the revolution and altering the means to reach the consumer. After the initial cat and dog fight, a realisation is setting in that each channel has its fair share of challenges and opportunities and adopting the right combination of the omni-channel retailing is the way forward. We delve further to understand why omni-channel retailing is an idea whose time has come.

### THE CONNECTED CONSUMER

The omni-channel phenomenon has found roots in the connected consumer. The consumer today has high aspirations. Short of time, travelling extensively and juggling between work and home, the consumer is connected through smartphone, tablet and computer. Empowered with a smartphone, considers facebook, instagram, WhatsApp and other social media as companions – seeks advice and expresses opinion. This profile of an increasingly aware and ambitious consumer has created a strong need to address the cause.

Technology has emerged as the binding element for the cause of omni-channel retail. This has become possible on account of progress

at multiple levels. At one level are the devices for the online shopping interface. The connected consumer has access to a plethora of devices like smartphone, tablet, computer, etc. It is not only the device cost that has come down, but the quality and availability has improved significantly with more number of global manufacturers vying to tap the Indian market. Improving availability coupled with easy financing schemes has accelerated the smartphone adoption rate in the country.



Consequently, we see seven out of eight users accessing Internet on mobile phones. At the next level is the improved Internet connectivity that has not just enabled online shopping but increased the experiential value of the same. While online shopping made inroads in the country even a decade ago, it could not take-off then on account of internet connectivity issues of poor bandwidth compared to the developed markets.

However, this time around, government efforts on spectrum availability and private sector investment have cleared this roadblock. As a result, we are now the

world's third largest market in terms of the number of Internet subscribers. The cost of Internet connectivity has been reducing even as Internet speed and availability are improving at an exceedingly improving pace. While initially only private places encouraged Wi-Fi connectivity, which was offered free of cost to patrons, now public places as well take pride to offer the same to citizens. As a result, high-speed at no cost or substantially low cost is available at hotels, education institutes, airports, railway stations, et al.

their unique characteristics, one would be ill-advised to proclaim that one of these channels is better than the other.

Online retailing through website or mobile application has helped retailers to expand their consumer catchment and grow faster, something that the brick-and-mortar store alone could not have been able to achieve. The convenience to the consumer in terms of 24x7 round-the-clock shopping at the comfort of the shopper's fingertips is unparalleled. Similarly, personalisation of product offerings based on the web profile of the individual customer is unthinkable in the offline channel.

In their bid to convince consumers about online shopping, retailers have offered features like unconditional returns and money back guarantee and cash on delivery option, which are either associated with the brick-and-mortar model or as a sweetener to tilt the deal in its favour. Some e-tailers from apparel and accessories also offer reality simulations by superimposing the product pictures onto customer photos to provide a virtual product trial. These efforts have yielded results with some categories witnessing faster adoption of the online channel.

To sustain the online retail momentum, steps have been taken on important aspects of the business. For instance, in line with the shrinking delivery timelines from a few days to same day delivery and now 2-4 hour delivery in some cases, the required supply chain development has been undertaken. On the business side there are various online models. The most popular being the market

### THE BRAND PERSPECTIVE

With two quintessential components of the omni-channel phenomenon, i.e. the consumer adoption and the technology progress taking the right shape, the retailer enthusiasm for championing the cause would go a long way. Accordingly, it has been seen that the brand response to participate and promote their omnichannel stand has been encouraging.

The brands have weighed on the cost and benefits to determine the right combination of online and offline retail in their bid to reach the consumer. Since, both of these modes have

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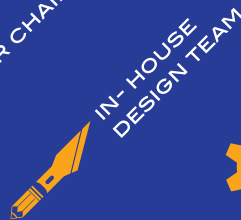
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place model, which is ruled by players like Flipkart, Amazon and Snapdeal. The inventory belongs to the brand and pricing control remains with either the market place or the brand. The consumer connect happens at the market place and hence the online partner is at the forefront.

announced last year. The demonetisation decision on one hand has impacted sales mainly in high value retail categories like jewellery and luxury goods. Considering the high contribution of cash transactions in the economy, the demonetisation decision of the government initially



In another model, where the brand owns and operates its own online platform, the success completely hinges on the brand's connect with the consumer. Many brands are present on both market place as well as their own online platform. The choice of the models for online retailing would depend on the brand's attributes and focus.

**THE WAY FORWARD**

The retail sector, which traces its roots to the brick-and-mortar stores or the offline channel, is now witnessing expansion on account of the online market growth. While consumer adoption, technology progress and retailer push has been the key drivers, government initiatives would come as complementing steps to the growth of omni-channel retailing.

The most significant initiative was the demonetisation of high value currency notes

slumped the retail sales across the country with semi-urban centres suffering the most because of lack of currency notes for over-the-counter as well as as well as online transactions. However, on the other hand, demonetisation has catapulted the digitalisation momentum in the Indian economy. After a spectacular growth of mobile wallets and card payments, the government has upped the ante through the United Payment Interface (UPI) that will address the inter-operability issues and improve the overall transaction experience. The impetus for digital payments will accelerate the technology adoption rate in the country. The investment in technology infrastructure will enhance the quality of consumer experience as well as security of online transactions that shall in effect attract more consumers to online retail.

The government has also taken an accommodative



**Although the share of modern retail penetration in the country is not flattering, there is still a lot to cheer as consumer spending patterns and increasing disposable income levels continue to evolve at a fast pace.**

stance on foreign investments investments in the e-commerce segment. While there are some conditions that need to be fulfilled for FDI compliance, the message on the board is clear that the government will champion the efforts of digitalisation. The government has to facilitate growth by preparing clear policies for the retail sector and creating proper retail zones through a comprehensive planning process, thereby reducing infrastructure bottlenecks. Recent initiatives, such as the FDI retail policy and state-level retail policies, where the government is taking up the role of a facilitator to create an environment conducive to the retail business, are steps in the right direction.

With strengthening of the online retail ecosystem coupled with government initiatives, we expect adoption of online retail to accelerate. However, as both online and offline channels contribute to different dimensions of the consumer experience and their value proposition to brands depend on the brand's attribute and focus, a right combination of omni-channel will be the way forward. As a result, we would see waves in both directions, i.e. Movement from online only to omni-channel as well as offline only to omnichannel.

Innovation will be the key, as customer awareness leads to higher expectations, convenience being the requisite factor. The retailer strategy will have to take into account the opportunity for partnerships and recognise the need to work as an ecosystem. Collaborative working among the leading players will be the key to success. It could be in the form of partnerships, or mergers and acquisitions. Brick-and-mortar spaces will have to reinvent, with a focus on consumer experience. **IR**

**About the companies:**

*Knight Frank LLP is a leading independent global property consultancy.*

*Retailers Association of India (RAI) is the unified voice of Indian retailers.*

# STYLE TRIPS '17



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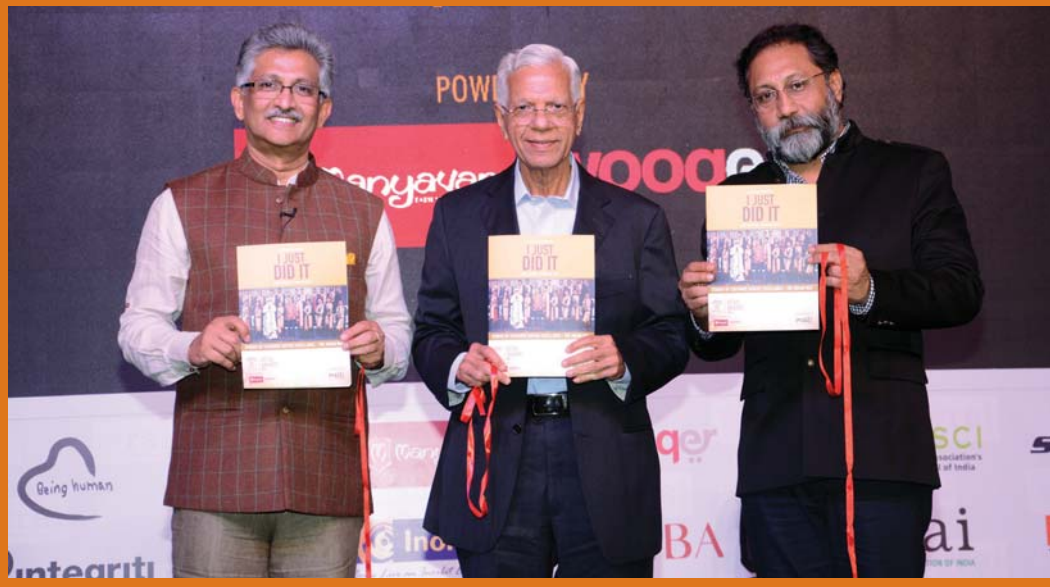
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# SIXTH EDITION OF 'I JUST DID IT' RELEASED AT TRRAIN RETAIL AWARDS HELD TO HONOUR RETAIL'S FINEST ASSOCIATES

IMAGES Group and TRRAIN released the sixth edition of 'I Just Did it' on February 16, 2017. The book, which is replete with stories of customer service excellence the Indian way, is an endeavour to showcase retail employees and their passion to serve consumers.



BS Nagesh, CL Raheja & Amitabh Taneja launch I Just Did It

**I**t shares stories of retail associates who demonstrate outstanding service and go beyond the call of duty to deliver well beyond expectations. The sixth edition of the book – which is a journey of great, passionate and emotional stories of delivering excellence as far as customer service in the country goes – was released by Chief Convenor of India Retail Forum and CMD, IMAGES Group, Amitabh Taneja, Founder TRRAIN, BS Nagesh and Chairman, K Raheja Corp, CL Raheja.

The book showcases a list of finalists for the TRRAIN Retail Awards for 2017 (held after the book launch) and also has a selection of 25 of the greatest customer service stories from the last five years.

The book identifies background, values, motivation, personality and the work environment that drive retail associates to intuitively respond to customer situations in ways that demonstrate great ownership of delivering customer satisfaction, and as a result enhancing brand loyalty.

The best stories are of past and current winners

who have gone out of their way to serve the customer. In each incidence of service, they have given up on their personal comfort as well as cost. Some of them tracked customers for years to ensure that they finally get what they want while some spent money from their pocket without any expectation of getting it back – just to see a smile on the face of the consumer.

IMAGES Group and TRRAIN hope that the book encourages retailers to identify and recruit associates that demonstrate empathy and a desire to serve, provide a workplace with a climate of transparency and collaboration to enhance engagement, while balancing recognition with adequate monetary and non-monetary rewards.

The TRRAIN Retail Awards stand as a benchmark of service excellence to enable Indian retail to grow on the strength of quality of experience rather than the product sold.

TRRAIN was formed in 2011 by B S Nagesh, with the vision of empowering people in retail and works to achieve immediate and lasting change in the lives of retail associates in India. **IR**





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# TRRAIN RETAIL AWARDS 2017

Trust for Retailers and Retail Associates of India (TRRAIN), a brainchild of B S Nagesh, former MD, Shopper's Stop, is committed to upgrading lives of people in retail sector both at work and at home. TRRAIN organised sixth edition of its flagship TRRAIN Retail Awards 2017 in Mumbai and awarded employees working across retail sector for their exceptional customer service initiatives across categories like Food, Specialty Stores, Department, Malls and QSR. Specially-abled retail associates were also recognised for demonstrating excellence in their jobs as Special Category Winners. A newly instituted HR Initiative category saw massive participation in which HR personnel were recognised for changing their policies to provide better work place environment to associates at the shop floor.



**T**RRAIN Retail Awards included an insightful discussion of Harsh Mariwala, Chairman, Marico with B S Nagesh, Founder, TRRAIN on Leadership, Service & Excellence. The glittering awards ceremony saw the stalwarts of the Indian Retail industry in attendance and an enthralling performance by Siddhant Bhosale

I Just Did It Edition 6, in association with Images Group was also released at the TRRAIN Retail Awards 2017. The book is a compilation of stories of retail associates who demonstrated outstanding customer service on the retail floor. It is an attempt to showcase their passion to serve consumers.

B S Nagesh, Founder, TRRAIN said, "When we started at 2011, it looked like a monumental task to draw attention of retailers towards the actual engine of growth of their business – the people at the entry level. Six years later, it fills all of us at TRRAIN, with pride about how much we have achieved. TRRAIN Retail Employees Day has become a national event and many international retailers from UAE and Turkey have also joined us in this initiative." He adds, "We will continue to work with the retailers across the country to continue improving lives of millions of people working in this sector and also jointly find ways to generate more employment as we truly believe that retail as a sector can drive jobs in our economy."

### The National Winners of the TRRAIN Retail Awards this year were:

- **Somnath Wagh**, Shopper's Stop, Wakhewadi
- **Purabi Das**, Dominos Pizza, Guwahati
- **Jitendra Kharvar**, Hypercity, Malad.

Newly created 'HR Initiative' category saw massive participation. The Jury picked 4 winners from HR Departments of **Infiniti Retail**, **M&S**, **Max Retail** and **Reliance Trends**.

**Amesha Prabhu**, CEO, TRRAIN congratulating all the winners said, "TRRAIN Retail Awards are all dedicated to retail associates who perhaps have the most challenging job. Thus it is important to recognize their efforts as they are a brand's face to consumers and if customers are coming back to your stores to shop again and again, it is because of the retail associates at the store level." She adds, "We are proud to see our TRRAIN family growing with more retailers coming into the fold and urging us to work with them to provide better environment to their employees and make them happy at work." 



▲ From top to bottom:  
Winners with **BS Nagesh & Harsh Mariwala**;  
**Somnath Wagh**, Shopper's Stop, Wakhewadi;  
**Purabi Das**, Dominos Pizza, Guwahati;  
**Jitendra Kharvar**, Hypercity, Malad



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Home Furnishings, Floorings & Textiles



Indian Houseware & Decoratives Show



Indian Furniture & Accessories Show



Indian Furnishings, Floorings & Textiles Show

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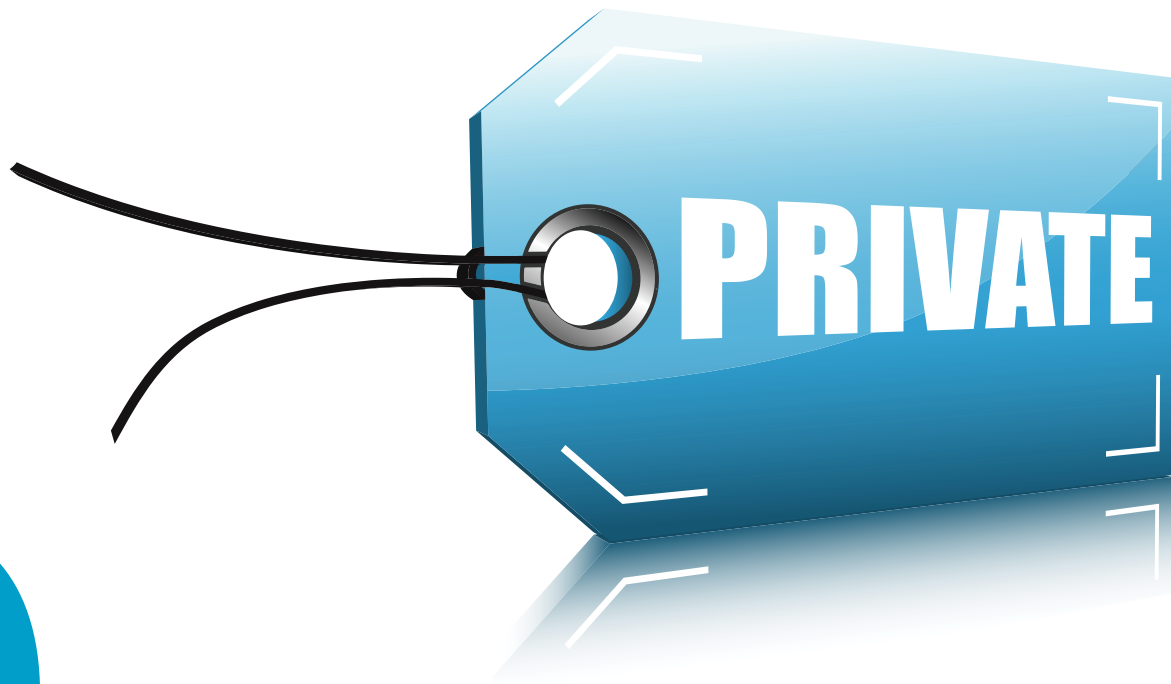
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# 9

## THINGS PRIVATE LABELS MUST DO TO STAY RELEVANT IN THE FUTURE

When retail started its ascent in India, consumers were thrilled by the advent of brands they had only seen or read about. Some of these, however, were priced beyond the reach of the average wallet. To offer their consumers a wider choice, a few retailers introduced private brands or private labels, which appealed to their preferences and budget. Over the years, not only have these labels gained widespread acceptance, they have also grown to become individual entities of their own.

– By **Sheetal Choksi & Sharmila Cirvante**,  
Co-Founders, Word Hatter

**I**n today's dynamic world where consumers seem to be shaping choices, private labels have comfortably entrenched themselves in their hearts. The advent of online retail has also spurred its popularity. Today, we see more and more e-commerce players in categories beyond apparel such as food, grocery and electronics offering a competitive range in quality and pricing, attracting a significant number of buyers who are as happy to own a private label or store brand.

### Category proliferation

According to a FICCI-PWC report, Shaping Consumer Trends, private labels have found both a footing and favour with the value-seeking consumer. According to a Nielsen report, 5 percent of all modern trade sales in India in 2014 were contributed by private labels which are increasingly entering categories such as confectionary and dairy, and welcomed by shoppers who trust the quality of store brands.

The report further mentions that e-commerce players who have ventured into this space contribute to 10-30 percent of their total revenues. To elucidate, it states that Big Basket private labels contributed 35 percent of Big Basket's revenues in 2015.

Another example of success is online furniture and home décor store, Pepper Fry. The brand is all set to boost its profits by the end of this year by joining a number of single category online retailers who are heading in the same direction. The Mumbai-based startup is moving closer to profitability fuelled by sharp growth in its home décor, private label and home design business, even as it espouses a more regulated approach to discounts.



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### Private labels evolve

Private Labels or private brands marked their entry in the retail landscape as store name labels created to offer price-sensitive consumers an option to large established but expensive brands. Over the years, they were developed and built to address consumer needs that were unheeded by the larger national brands. Today, it is not surprising to see store shelves across categories displaying private labels and large brands comfortably next to each other. Retailers realised that by doing this, not only did it increase the width of offering for their consumers, it also naturally extended the big brands' credibility to these products.

The past few years have witnessed a dramatic change in consumer behaviour. Their needs have evolved and with it, their expectations. This has

trickled down to private labels who have also progressed from fulfilling a functional need of price and convenience to moving up the value chain and addressing higher order needs around safety, wellness and gratification.

The shift has also changed the consumer perception of private labels. No longer are these considered low cost options to popular brands. Private labels are now high quality alternatives that fulfill any price point. They have graduated from being a compromise to an informed choice.

### Retailer behaviour

Private labels began their journey by cautiously treading across low investment categories like food and grocery and finding success in them. Today, we see high investment



**Today, it is not surprising to see store shelves across categories displaying private labels and large brands comfortably next to each other. The shift has also changed the consumer perception of private labels.**

categories such as electronics and fashion launching their own labels which are as successful.

### What is the reason for this sudden infusion?

In an article published by India Retailing last year, retailers across categories concurred that while private labels helped address consumer needs, they also provided high margins to retailers. Almost all retailers, online or offline, were expecting private labels to contribute between 20-40 percent to their overall sales.

While private labels are gaining traction and often stand in the way of large FMCG as well as reputed national and

international brands, there is no data to indicate their share in the overall buy basket of the consumer. We are yet to understand consumer loyalty in this category. As they move up the value chain, do they graduate to the more expensive brands that they can now afford, or do they stay married to private labels?

Still the prospects for retailers are bright and shiny. This is evident in the fact that most retailers are now donning the avatar of a brand manufacturer. They are increasingly creating a complex private label portfolio to fulfill ever-changing consumer demands.

### Marketing efforts

When private labels first made their appearance, they were assigned a smaller share of mind by the retailer. Marketing investments were minimal, if not non-existent. If the consumer chose a private label, it was basis his or her comparison and analysis with a similar or better offering (to large national brands) at a better price. Familiarity with the store and the store brand were the reassurance of quality. For the retailer, the absence of heavy marketing spends combined with healthy margins provided a double benefit and helped profitability.

The scenario is different today. Leading e-commerce player Myntra has created a fashion brand, Roadster, which has a position akin to other large names. Huge investments have been deployed towards its marketing and brand building. Other brands are following suit.

**Does this eat into the retailer's profitability?**

As retailers increasingly enter the domain of what was once traditional product brand marketing, it creates a host of new challenges and opportunities.

Private labels in India make up for almost 10 percent of

the retail business in India. The consumer is waking up to this world of new choices. However, large brands are not giving up the battle without a fight. Brands such as Cadbury and other F&B players are fighting back by introducing smaller, bite-size SKUs. Clothing brands are shifting

towards more value driven products. Some categories such as electronics and home products are fighting on innovation. Each large brand manufacturer is putting their might behind their brands to win back the consumers they have lost in this price war with private labels.

# The 9 must-dos

Picture this. Established brands stack up their financial might and goodwill to retain market share as consumers expectations keep changing and retailer margins are under pressure. For a private label to continue to retain consumer loyalty in such a scenario, it is even more challenging.

**We believe there are 9 tenets that retailers will have to focus on to ensure that their private labels continue to remain relevant, both to the consumer and to the business.**

1

**A CLEAR STRATEGY ON THE ROLE OF THE PRIVATE LABEL PORTFOLIO:**

Each retailer will have to define the role for each of their private labels basis price, convenience, differentiated offering and other. The tendency generally is to build a strong private label and stretch it both horizontally (across categories) and vertically (across price points). Over-stretching can lead to spreading it too thin which will ultimately weaken it so retailers must avoid this temptation.



2

**STAY ABREAST OF CHANGING CONSUMER TRENDS AND EXPECTATIONS:**

In the last few years, many consumer trends have impacted how consumption at retail happens. Some of these trends include:

- ▶ Rise of digital consumers
- ▶ A growing interest in health and wellness
- ▶ Rapidly shifting demographics
- ▶ Experimentation with new products
- ▶ Shift towards sustainability

An understanding of emerging codes as against dominant codes, will enable retailers to anticipate and address new opportunities and garner huge rewards



3

**THOUGHTFUL SEGMENTATION:**

The industry has enough authentic consumer data to share which retailers can easily access. The broad strokes of demographics and psychographics cannot be applied when segmenting consumers. The challenge lies in analyzing the data in a way that it reveals the shifts in consumer demand. Retailers must churn the data to understand the different types of customers, their specific needs, and build product offerings which have value to each different segment. A one-size-fits-all strategy is a sure shot way to fail.







# GIANT FOOTFALLS!

Junction Mall recorded **1.25 lakh** footfalls in a day on **1 January 2017**. Located at Durgapur with a **4.3 lakh sq ft** area, across 6 floors, with **200+** bestselling national and international brands, this is easily South Bengal's largest lifestyle destination today. And the best part is, we've saved a space for you.

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**4 KEEP UP WITH RURALIZATION:**

Rural markets are emerging to be as dominant as urban ones. Consumers in smaller cities and town are growing in aspiration and purchase power. While private players can find a new market in these segments, it is important to bear in mind that they will need different cues to grab their eyeballs. Assuming an urban lens for rural India will be as detrimental as applying a western lens to the Indian market. While the value proposition may still be relevant, the changing aspirations of the rural consumer differs from the urban one. In addition, rapid exposure to technology and increasing connectivity could mean a favourable predisposition towards the digital, as we are already witnessing in the telecom and mobile phone sectors.

**5 BUILDING COMPETITIVE ADVANTAGES ACROSS THE VALUE CHAIN:**

Back-end integration is equally important to stay price competitive without sacrificing margins. This will involve identifying the right manufacturing partners (who offer high quality at low cost), building an efficient supply chain, investing in value-oriented design and sourcing - anything that helps build internal efficiencies.

**6 USE STORES AS TEST SITES FOR PRICING STRATEGIES:**

Existing stores provide a more or less authentic platform for accurate pricing as retailers can get direct feedback from consumers. Benchmarking against lead brands, understanding price elasticity, gauging product popularity, consumer reviews provide important insights and can be used as a pricing compass.

**7 CONSTANTLY EVALUATE THE PRIVATE LABEL TO NATIONAL BRAND RATIO:**

Consumers are accustomed to popular national brands and whether they buy them or not, find them reassuring. Not seeing them on the shelf can cause mistrust with the store and even lead to the consumer moving to another outlet. Consumers prefer to do a feature-to-feature comparison between the private label and popular brand and the absence of the latter could cause dissonance. Retailers cannot afford to ignore this point and will therefore constantly have to do the balancing act between the two brands given that even today large brands are the footfall drivers in most categories.

**8 CREATE STRATEGIES TO WIN IN THE DIGITAL WORLD:**

The online world has changed the dynamics of buying and does not look like it is going to let up. Offline retailers will have to understand and devise a way to win in this new world. They will have to ask strategic questions to find a direction on brand building in the online space. This will help them compete with online retailers as they will gain a better understanding of their consumers and connect with them on an emotional level.

**9 BRING FOCUS ON INNOVATION:**

National brands invest in research and innovation and bringing newness to the category. Creating me-too brands is no longer the solution. Private labels will need to innovate and find a strong differentiator in terms of their value proposition, product, packaging or even usage. Incorporating the voice of the consumer in the innovation process will ensure that the chances of creating successful products which meet consumer demands, is high.



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Private labels are growing. This however does not mean that they are pre-destined to achieve unprecedented growth and very high market shares. Unlike in the UK, retail in our

country is fragmented and not as consolidated. Private labels will have to work really hard to make their mark. Yes, India is a value-driven market, but private labels which depend

on price to win their war may find long term sustainability and growth a challenge. Private labels allow for better margins, better control over the products a retailer sells,

better control over the in-store experience. All of these, however, have to be woven together through well-thought out strategies that will ensure success. [IR](#)

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# ‘INORBIT MALAD’

## THE PIONEER OF RETAIL REALTY IN INDIA

In a tête-à-tête with IMAGES Retail, **Rajneesh Mahajan**, Executive Director, Inorbit Malls talks about the 13-year-long standing journey of Inorbit mall, Malad, including the dynamic changes the shopping centre has witnessed over the years and the initiatives taken to constantly evolve its mix.

– By **Shubhra Saini**

### **Journey of Inorbit Malad**

Inorbit Malad was opened on January 23, 2004. It took us a good 6-7 months to achieve a certain occupancy level. Initially, we had around 140-odd brands in the mall and of them, almost 75-80 brands opened their first outlet exclusive outlet in Inorbit Malad. The list includes Biba, which opened its first ever store in our mall, as did Timezone. The Body Shop entered in India at that time and launched their debut store with us.

### **Zoning at Inorbit Malad**

Over the years, the trade mix has changed a lot; in the CDIT category, we have branded stores such as Canon and Bosch with us, but multi-branded CDIT stores are missing from the mix; this is one format that started off well but couldn't stand the test of time. Even the exclusive kidswear apparel category is almost missing from the mall.

However, the F&B category has gone up, the fashion, beauty wellness categories are doing well in the mall and their share in the mall composition has also gone up.



We have moved the hypermarket out and instead given space to a department store. So now we have two department stores in our mall: Shoppers Stop and Lifestyle. In the FEC category, we have Timezone – there from the mall’s very inception. F&B and entertainment categories have expanded; we see much higher footfalls in these categories.

**Retail space and footfall**

The retail built up area of the mall is 6.70 lakh sq.ft. It generates an annual footfall of nine million.

**Catchment**

Our primary catchment includes areas from Borivali to Andheri and the Western Expressway stretch of Mumbai. Our customer demographic is SEC A, dual-income young working couples with/without kids in the age group of 25-40 years.

**With e-commerce becoming a buzzword in India, do shopping centre developers need to concentrate more on the experiential services?**

If the mall was catering to a consumption of Rs.250 crore earlier, this has now gone up to Rs.800 crore, which is huge growth. Each component of retail has its own flavour and together these components make any mall a great destination. I don’t think e-commerce has eaten up any pie of mall consumption, because we have not seen any dips in footfall or consumption. There is an impact on certain categories, as I mentioned earlier; we do see a dip in electronics and bookstores, but otherwise retail realty in India is booming and physical retail formats can’t be substituted by anything else.

**How important are marketing/promotional events for the mall? What is the USP of the promotional activities at Inorbit?**

Over the years, our event calendar has grown stronger. We now conduct 250 days of events at the mall level. Events have also become more engaging and participative in nature.


**How important is technology for new age malls? How you are leveraging it?**

Use of technology has certainly gone up; now with the Inorbit Mall app, one can buy from brands that are there in malls. Shoppers can leave shopping bags with us and we offer to deliver those at their homes. Our app gives information on the ongoing events. Digital directories are also installed in the mall to facilitate navigation for visitors.

**Any recent notable tenant additions to the mall?**

Inorbit Malad recently went through an infrastructure facelift and added a lot of new brands, including H&M, Kazo, Forever New, Steve Madden, MAC, Bobbi Brown, Mina, Twelve AM PM, DC Shoes, Hunkemoller, Rangriti, Global Desi etc.to its tenant mix.

**Tell us about your social media strategy.**

Our social media presence is on Facebook, Twitter and Instagram. Our current digital reach is around four million followers. In addition, we also have the Inorbit app. We recently introduced the Shop Online feature on our website and app, which is first of its kind in the industry. This offers customers the convenience of shopping from their favourite shops at the mall from the comfort of their homes, along with quick deliveries. 

# THE ETHICAL BRAND

Founded in 1976 in Brighton, England by Anita Roddick, The Body Shop pioneered the philosophy that business can be a force for good and after being acquired by L'Oréal in 2006, it is scaling up its vision. The Body Shop spans 3,000 retail locations in 66 countries and has been operational in India for the past decade, retailing its products across 150+ stores. In an elaborate conversation with Shubhra Saini, **Aradhika S Mehta**, Head Marketing, The Body Shop talks about the brand journey and future plans.



Please provide details about brand, product range and services available at your stores. Are the products offered at your stores imported or India-made? What is the price range for products at your stores? Which price band is the most popular with customers?

The Body Shop was founded in 1976 by Dame Anita Roddick, in Littlehampton, England. Anita built the brand on the philosophy that business can be a force for social good. Today, The Body Shop has over

3,000 stores spread across more than 60 countries.

**In The Body Shop India, we have two very special services: Love Your Body Programme:**

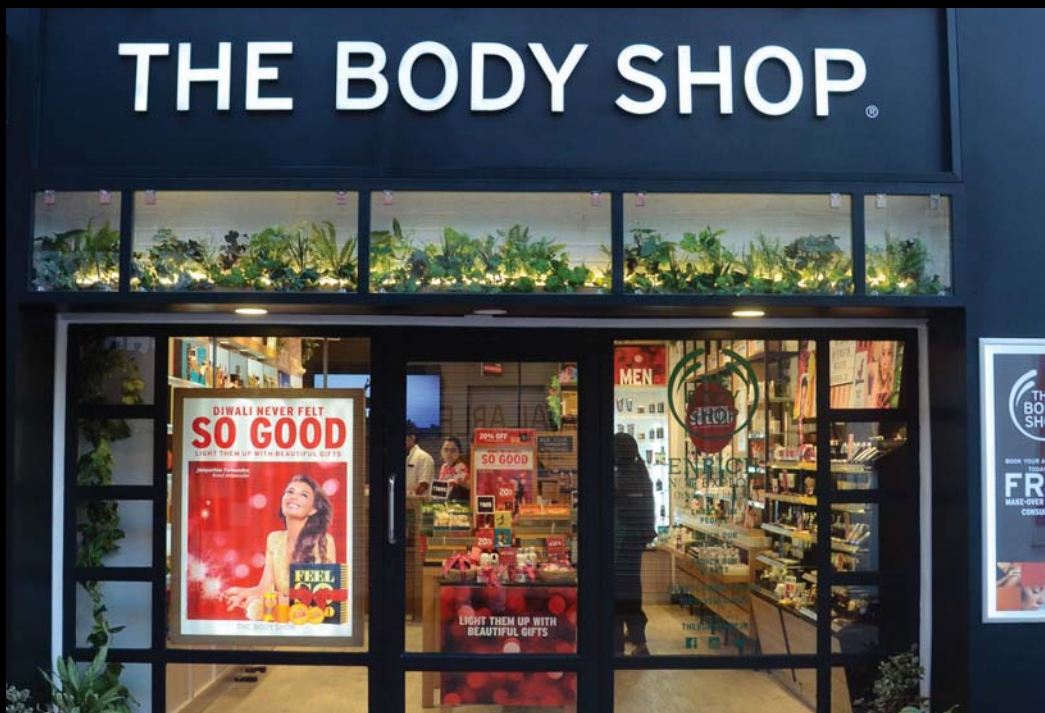
It is a customer loyalty programme wherein we engage our loyal consumers with additional offers, special discounts as well as organise special parties to pamper them. Through our emailers, loyal members also get a 'sneak preview' of our upcoming launches.

**Best Face Forward:** This is a makeover service at our stores. This complimentary service is designed to empower women providing them free make up consultation as well as provide them with a makeover service.

Talking of price range, we have products from all price brackets. From lip balm to special skin care regimes, we have various gamut of offerings to satisfy our consumers from different facets of life and age groups.

Please give us some details on The Body Shop's retail footprint in India.

The Body Shop reached India on June 5, 2006 and today the brand has 150+ stores across 50+ cities. The Body Shop has endeared itself not only to consumers in big cities like Mumbai, Delhi, Bengaluru, Chennai, Hyderabad and Kolkata but is also hugely popular in Guwahati, Siliguri, Jammu, Aurangabad, Patna, Nashik, Mysore, Calicut, Rajkot, Thrissur and many more towns and cities.



multiple shopping options and tools, delightful customer service and a strong customer brand engagement program to ensure we continue to excite and delight our audiences and consumers. The main factor propelling the industry's growth are easy accessibility of information by the consumers. Today's consumers are well read, more informed and sensitive. They prefer products that are more natural, animal cruelty-free and contain less harmful chemicals, especially in the make-up range. This makes our brand more loved and preferred brand. However, factors like high retail rentals, high import duties and taxes have a very high impact on the growth radar of a brand.

**What is your market positioning?**

The Body shop is more than just a beauty company. We exist to make a positive difference in people's lives through our pioneering products and our inspiring retail experience. Our products are made with love and the world's finest natural ingredients sourced from all across the globe. Our irreverence and quirky tonality sits well with our consumers. In India too, we have been loved and appreciated for our authenticity and strong brand voice. We have been a force for positive social and environmental change and campaigning for causes close to our heart. We have more than 150 stores in 50 towns and cities. Out of these, 120 are stand-alone stores. The Body Shop Online Store delivers to more than 600 towns and cities in India. Our aim has always

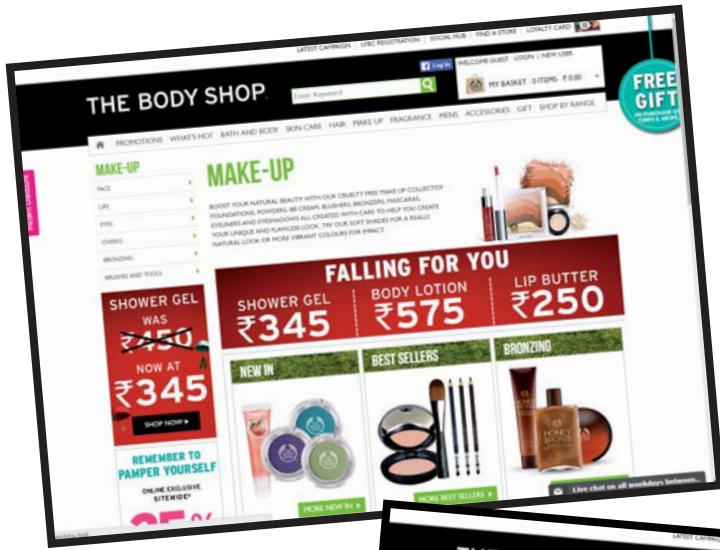
**How big is the market for the company in India and what is the growth rate? What are the factors propelling the industry's growth? Please share some insights on key trends in India over the past few years.**

The Body Shop completed 10 years in India in 2016. This was a huge celebration for us. The Indian market has always been very positive for the brand and despite the challenges of the marketplace, we continue to grow. Our growth is coming across all our channels:

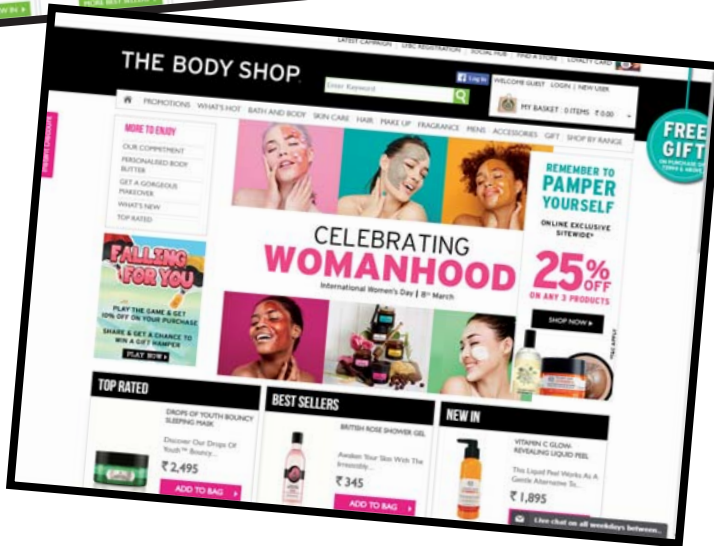
retail stores, travel retail and online stores. Despite our new store expansion, existing store growth is vital to us and our endeavor is to achieve double digit same store growth.

The Body Shop, just like all other businesses, is impacted by market factors, policy changes, consumer confidence, retail spending and overall consumer environment. At the same time, it is our endeavor to provide innovative products,

**Today's consumers are well read, informed and sensitive. They prefer products that are more natural, animal cruelty-free and contain less harmful chemicals, especially in the make-up range.**



**The Body Shop is present across all major store formats in India – mall stores, high-street outlets, smaller format department stores, SIS and travel retail.**



been to be a truly accessible brand. We are growing at a very promising speed as we plan to open more stores focusing on all tier I, II and III cities.

**What is the location strategy for your stores – malls or high streetS? Which locations do you prefer? Are you also looking at shop-in-shops?** We are present across all major store formats in India – malls stores, high-street outlets, smaller format department stores, SIS and Travel Retail.

**Are there any interesting concepts or innovations you have introduced at your stores? Please share some details.** We have recently launched a new format of stores called the 'Asia Fit Store' in India. The Body Shop India's Asia Fit Store is a wonderful way to present our 'Commitment to Life' for our customers. We have always been recognised for the positive values we embody, so we've increased

the spotlight on our iconic products as well as the fine ingredients and communities we work with. The new store adds to The Body Shop's repertoire of ethically and sustainably-produced quality products with new bespoke elements that allow for even more personalised consultations that the brand is known and loved for. The Body Shop India is the third country in the world after Japan and Singapore to have launched and showcased the new design elements that help create a more inviting ambience for consumers.

Wood furniture made from FSC-certified timber in natural oak finish and a warmer colour palette accompany a 'hanging garden' ceiling raft, which brings consumers back to the brand's roots.

**What are your future plans and targets in terms of opening new stores and new product offerings and initiatives?** The focus will be on bringing to our consumers the finest products packed with finest ingredients sourced ethically, consistently and besides that increasing customer



engagement through our iconic and innovative products, expanding reach through our retail and online channels and increasing social and digital media connect with existing and new customers.

**How focussed are you on e-commerce and what is your strategy on the virtual platform? What percentage of your revenues come from e-commerce, and what revenue targets do you have from e-commerce over the next few years?** We launched our e-commerce portal [www.thebodyshop.com](http://www.thebodyshop.com) in 2013. It is the extension of our physical stores. Today, e-commerce is our fastest channel of reaching 600+ cities and towns and caters to a wide base, adding 15,000 customers to The Body Shop family every year. In fact, we have a new customer every five seconds on our website!





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# MALL DÉCOR GOES MINIMALISTIC

They say that it's best not to judge a book by its cover but then it comes to a mall, the first impression is what counts the most for the shopper to stay within the place and decide to spend (time and money) on things the mall has to offer. The first impression if gone wrong, leaves the shopper mentally blocked to go ahead and enjoy all that the mall has to offer. We take a look at how mall décor enhances customer satisfaction.

– By **Zainab S Kazi**

**F**or a mall not to be visually appealing is unthinkable. That perhaps is one of the most important factors that differentiates one mall from the other considering the tenant mix, food and entertainment options remain more or less similar. And keeping in mind the opportunities a mall has to play with its visual appeal with umpteen festivals that India celebrates, there is no reason why there shouldn't be enough play of colours and props to add a dash of surprise element to the mall at regular intervals.

Aptly setting the context for the story, Nishank Joshi, CMO, Nexus Mall shares, "India is a country of festivals. We are also people who love to decorate our homes during

these festivals. Mall decor in India therefore reflects the inner festive spirit. The Mall comes alive and shoppers tend to feel at home and it lifts them from their mundane lifestyles. Mall decor gives the feeling to the people that everything is all right with the world and one sees a definite positive impact both in footfalls and consumption when the mood is set right by relevant decor."

Vikas Shetty, Mall Head – Growel's 101 mall highlights how malls today have become an integral part of our lifestyle hence it is important that it does reflect on some part of our personality. He shares, "Malls are no longer considered as places reserved just for shopping. Predominantly, people visit malls to spend time with their loved ones simultaneously fulfilling their

retail, entertainment or dining needs. Like an experiential ambient zone where one likes to dwell around and spend his/her leisure time. Hence, it is imperative for a mall to give its consumers a holistic experience which involves a complete sensory treat along with focusing on the core consumer requirements."

Reiterating this, Gaurang Agrawal, CEO, West Pioneer Properties (India) Pvt. Ltd shares, "Urban development & planning in today's scenario largely lacks open areas for recreation and natural environment and surroundings. We have key public recreation environments and spaces that are being augmented by Malls in today's urban environment (both tier-1 and tier-2) due to easy accessibility of open playgrounds, gardens. This

means that malls have to start catering to this new paradigm shift in consumer behavior and expected experiences. Due to the new consumer behavior malls have started experimenting with natural mall décor environments, including green bodies. It has been proven that when malls are well landscaped, customers are likely to visit malls and even willing to travel long distances.

Another very interesting USP that mall décor extends is that to stand out in the virtual world of social media where pictures speak a thousand words. Joshi explains, “Relevant decor also helps create a lot of buzz on social

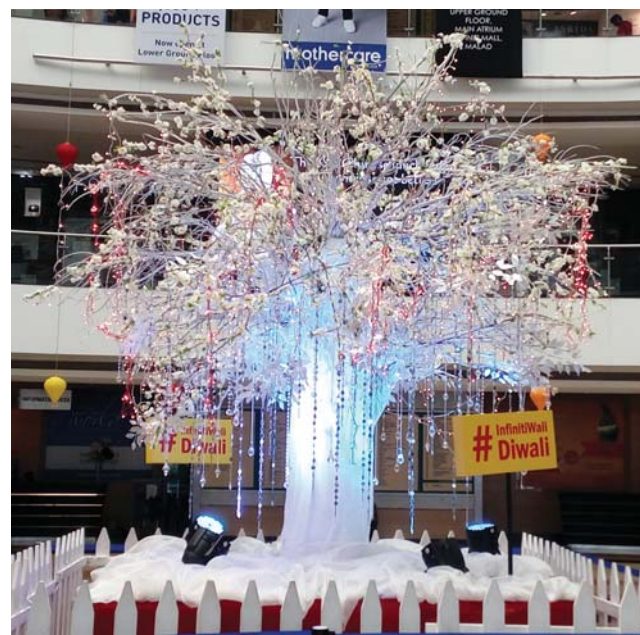
media. People start sharing pictures and this gives rise to some great digital and offline ROI. Good décor coupled with smart digital media promotion can create the required buzz where a bulk of your shopping population is active.”

Highlighting how mall décor also can be used to attract media attention, Mukesh Kumar from Infiniti Mall shares, “Mall decor is to enhance the visual appeal. A great display gets word-of-mouth buzz. Sometimes a particularly special holiday display is the kind of thing the media likes to cover during the shopping season, helping provide you with instant coverage.”

**Understanding the Design Dynamics**

Citing how the understanding of mall décor has evolved over the years, Joshi shares that there was a time when mall decor meant loud colors and trying to put something in every part of the mall. According to him, the choice of colors is more understated now and decor is limited to a few areas. He adds, “This is giving way for more classier stuff without the mall looking like a Christmas tree. I am a firm believer in a clutter-free activity / décor. At Nexus, we have consciously tried to move away from the traditional loud décor and

**Relevant decor also helps create buzz on social media. People start sharing pictures and this gives rise to some great digital and offline ROI. Good décor coupled with smart digital media promotion can create the required buzz where a bulk of your shopping population is active.**



tried to keep it cleaner and make it more innovative at the same time. For instance, at Ahmedabad One this year, we did a month long Augmented Reality décor and activity which was completely noise free and it has already reach to over 10 lac people through our Facebook post. The number of people that took pictures, shot videos and uploaded them on their personal profiles across social media channels.”

According to Shetty, the décor has to be a smart blend of both, obviously we are here to give a luxurious ambient environment to the consumers, but at the same time not at the cost of their convenience. He says, “Also, it is not possible to have a public place which is only utility driven. Hence, here your ambient elements like choice of lights, ventilation, music, aroma therapy, lounging area, etc. play an important role.”

Based on the theme, décor changes and this is not rocket science to understand. During festivals the décor has to be lively and colorful. During shows, the theme of the show has to be well reflected. During holiday time, it has to be children friendly and during End of Season Sale (EOSS), it has to be understated yet cheerful for people to stay in long hours and visit retail stores at leisure. “Decor plays so many roles depending on the initiative it is used in,” Joshi asserts. “In some it is present just to add festive cheer say a Diwali, whilst in EOSS, we can get quirky as the need is to highlight sales from our partners in a way that each stands out. So, really as in cricket where one is presented different pitches each time, it’s our objectives for that initiative that drive the kind of decor we go in for.”



Ritu Manoj Jethani / Shutterstock.com

**Execution**

With limited options earlier, the mall developers most often than not have had to draw inspiration from international malls when it comes to mall décor. There were a handful of experts within the country which also gave the risk of monotony setting in with regards to the décor of one mall and that of the other. Accentuating this and sharing how things have now changes, Joshi shares, “Mall decor hitherto was restricted to a few companies in India and therefore one had similar options being thrown up. But now not only do we have players across India and outside of retail coming up with interesting designs, you also have international companies coming up with great ideas. Of course, the timelines are a factor that decides how good or bad your decor turns out. The better mall companies actually freeze their designs more than a quarter in advance now paving the way for stunning stuff.” Shetty states, “Organised retail is still an emerging industry in India and the mall industry is not more than two decades old. Yes, we do have some great talent in India. However, what

***During festivals the mall décor has to be lively and colorful. During shows, the theme of the show has to be well reflected. During holiday time, it has to be children friendly and during End of Season Sale (EOSS), it has to be understated yet cheerful for people to stay in long hours and visit retail stores at leisure.***

we lack is relevant experience and that is where we need assistance from experienced hands belonging to developed countries. When it comes to temporary seasonal decor that we have during festive season or pertaining to events, we have a strong presence and have agencies who put up a real good show.

Sharing details on the décor at Growel’s 101, Shetty notes, “We are India’s first theme mall based on a Venetian theme. Growel’s 101 skilfully integrates



vertical contours to provide a nostalgic journey that is both, passage and experience. Growel’s 101 is designed by Kaplan McLaughlin Diaz and Form 4. The design revolves around a typical neo-classical architecture with the use of many arches, colonnades, stoned flooring and extensive use of internal and façade lighting to enhance the mood and to give visitors a European feel. Unlike other present day malls in India, the designs at Growel’s 101 are greatly influenced by internal and external architecture.

We also have been doing seasonal decorations in the mall throughout the year blending with festive or seasonal euphoria.”

Agrawal’s Metro Junction Mall has a lot of natural elements as part of its décor which gives it a perfect balanced of bring visually appealing as well as being utility driven. He says, “The décor is simple and done keeping customer convenience in mind. Also, we have incorporated natural activity area elements like open-air



INFINITY  
SAPPHIRE  
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artist impression

First Green Mall of Eastern India at Ranchi, Ratu Road



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## Do's and don'ts for mall décor

1. It has to be a smart blend of consumer convenience and the ambience you desire to give.
2. It needs to be business friendly as well, for example, the decor chosen must not hinder your business visibility and ease.
3. The seasonal decor needs to blend with your architecture or theme. The trick lies in not going overboard with it, so that it doesn't subdue your core theme.
4. When it comes to seasonal decor, apart from just focusing on the visual elements, one can also give equal importance to other senses as well by blending in music, aroma, a snow fall effect, etc.

– Vikas Shetty  
Mall head, Growel's 101

1. Relevant
2. Minimalistic
3. Always innovating
4. Shareable
5. Don't spread the mall décor too thin that it loses the impact.


– Nishank Joshi,  
Nexus Mall

exceptional entertainment with irresistible offers for its patrons. Commenting on the occasion, Puneet Varma, AVP, Marketing and Corporate Communications said, "Inorbit malls celebrates every occasion in the grandest way. We always love to give our shoppers a memorable shopping experience. People of all age groups very well received this year Valentine's Day at Inorbit

***Overdoing the mall is passé. The mall ambience now is mix of elegant and classy with strong visual appeal and an element of it being utility driven. Keep the décor simple and minimal. The focus should shift from how much to how shareable the décor is. The aspiration should not be how full the mall looks with décor, but how elegant it appears.***

mall. It was a visual treat for customers who love the craftsmanship of transforming the mall into a fairy land. We hope to offer our customers more memorable experiences in the coming years."

Overdoing the mall is passé as we see from above. Each mall developer is looking at having the ambience elegant and classy with a mix of it being visually appealing and have an element of it being utility driven. Mall of Dubai remains an inspiration in terms of design and décor. Perhaps, if we would have that big a real estate space in India for a mall, we would see something similar as well.

And to conclude with Joshi's words of advice: "Keep the décor simple and minimal. The focus should shift from how much to how shareable the décor is. The aspiration should not be how full the mall looks with décor, but how elegant it appears now." 



Rus S / Shutterstock.com

amphitheater and natural seating areas. We have a huge open atrium, which is used as an amphitheater and we hold several cultural events there. We have water bodies and greenery which covers the natural aspect of décor. Therefore, design context is based on both utility as well as having visual appeal."

Commemorating the season of love, Inorbit malls (Malad, Vashi, Bengaluru, Hyderabad and Vadodara) hosted one of the grandest Valentine's Day celebration. This year Inorbit malls transformed into a dream land that filled the

atmosphere with love and joy. Adorning the Valentine's day feel the malls were decked up with red and pink – the colors of love. Artistic heart shaped cut outs and balloon installations depicting a fairy tale attracted people of all age groups and created a selfie opportunity with their loved ones. Inorbit left no stone unturned to spread the love not only among couples but among families and children too. The celebration received massive response by shoppers who actively participated in interactive games and activities. The mall also hosted some

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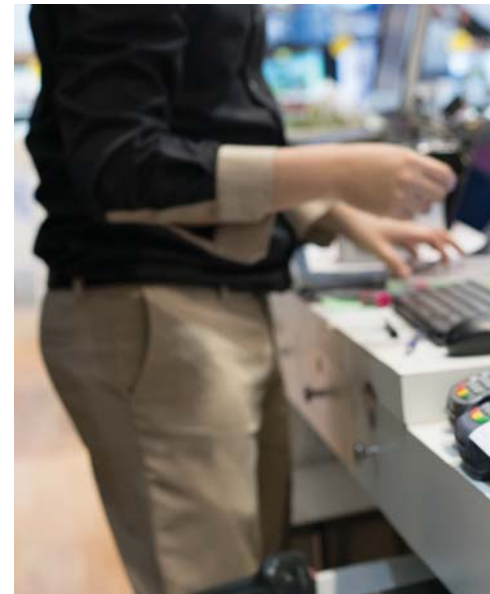
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# THE INEXTRICABILITY OF POS WITH OMNI CHANNEL!

In today's highly competitive market of retail, the technology that is used to transact is not that crucial. No doubt quality, price, range are very important but research shows that the consumer experience should be more highly rated. Store experience is currently being flagged as the major factor to position retailers at the top of the pecking order.

– By **Ajay Joshi**

**T**he major aspect of getting personally associated or the 'personal touch' matters immensely in customer-facing businesses. Imagine a shopper's route being tracked in a supermarket via GPS and the shopper being sent personalised messages of offers or discount coupons according to his/ her location in the store. For example, if a shopper is buying a bread and gets offers on butter or jam, it helps in complementing cross selling as well as increasing customer share value. Obviously, the coupons or schemes generated and given to shoppers are well

understood by POS engine and has a centralised control. In the case of decentralised and traditional way of infrastructure, shoppers may identify required products quickly on the online purchases but when they walk into any store, the POS might show 'out of stock' or may discourage the shopper by not giving correct and updated information of the same product available by locating any other store. The online and physical shopping experiences are totally different. Hence retailers need to think about how to integrate their physical network of stores with their online environment in order to offer shoppers a shopping

experience at the Point of Sale that is just as rich, engaging, and personalised as the one they can get in the online store.

The significance of POS in omnichannel retail remains unchanged. A recent study shows that 76 percent of selling happens through POS. Today's shoppers expect many things from store employees. According to a Forrester study, 65 percent of shoppers expect that information of prices should be given by sales attendants. Over 55 percent people want instant information on stock that is not available in the shelf. About 48 percent shoppers want to know if an out-of-

stock product is available in a nearby store or online; 37% people want additional product information, picture and reviews of previous buyers and their experiences. (Forrester's North American Technographics Retail Online Survey, Q2 2012).

To do all of this, it is necessary to break down the existing data silos and introduce a single, comprehensive product data management system for all sales channels. An additional omnichannel order management solution makes it possible to implement a standardised stock display, which is a prerequisite for any 'Buy Online, Pickup in Store'





**Creating excellent shopping experiences**

Giving an experience that lasts longer delivers psychological benefits to shoppers and is rewarding for retailers. Imagine a shopper facing a sales assistant, who is standing with a tablet to enter the shopper’s credentials. Obviously, these tablets are interfaced with the central data and hence can identify this shopper’s history of purchases immediately. On the basis of it, the system generates schemes or discount coupons that may be customised for this shopper. And when this shopper asks for a particular product, details, instructions, pictures or reviews are immediately shown by the sales assistant on the tablet. Also, the tablet will show other, complementary products, resulting in boosting the cross selling. All this information sharing is happening with the coordination and intelligence used by a centralised POS engine. Hence, in case the desired product is not in stock, its availability can be immediately determined in the nearest store or POS. Is shoppers can be given such customised, intuitive experiences, the value addition can significantly enhance sales numbers for any retailer!

Significant improvements in these areas will only be achieved if retailers acknowledge the central role that their point-of-sale (POS) systems must now play.

**Here are few rules about omnichannel POS technology, which if followed, will transform a retailer’s operations and provide shoppers with the experience they expect.**

**CONSISTENCY:** Uniformity in prices and transparency gives an opportunity to earn loyalty and delight of the shopper. To meet this requirement POS engine needs to ensure consistency. Shoppers should have the same basket no matter how they shop. May be the wish list started online and completed in store. To achieve this same POS transaction engine must be interfaced well with all other channels like website, mobile apps, kiosks, self-check outs, Teleshopping, stationed devices in store, etc.

**SUPPORT IN OVERALL CYCLE:** Basket always follows the shopper. So, it is very important and crucial to give them support throughout their buying journey irrespective to the channel they use or switch to either online or physical.

POS should understand where the stock is and how it can reach shopper at the location of their choice. A single view of stock across the retail organisation.

POS needs to support intelligent fulfillment, enabling processes such as click and collect, ship from store, ship to store, reserve and try, and many more, to ensure the shopper gets what and when they want it.

**BACKUPS:** POS engine must be equipped with the ready back up plan. The technology connected through cloud solutions is good and robust but especially when network fails means store is unable to trade. Impact of business loss as well as delight has greater impact on overall business. To maintain the good consumer

experience need to have a stand-alone purchase feature with the POS engine which should help purchasing even when the network fails. Today’s technology enables POS systems to build in automatic switchover to locally powered devices, and then recover back to the cloud when network connectivity resumes.

**KYC:** Providing a personalised experience with relevant and timely information and promotional offers is critical to success with shoppers.

An omnichannel POS needs to display the same recommendations in-store as used to tempt shoppers online or via email, and importantly, ensure the offers they receive are consistent and redeemable regardless of the shopping channel.

**MULTIPLE PAYMENT OPTIONS:** Payments should happen in quick, reliable and secured way gives more comfort. Along with this, shoppers should not have a limited ways to pay. NCR POS provides the best ways to integrate the newest ways of payment options so that shoppers can swiftly adopt the payment as per choices. From the shopper’s perspective, for reasons of convenience and speed, they are increasingly happy to scan and pay themselves when making simple purchases and often expect retailers to have these channels in place.

Co-op retail stores in Denmark recently launched their own mobile scanning and payment system, powered by Omnico, that allows shoppers to use their smartphones to scan and pay for goods in

stores. By doing so, the retailer was able to both simplify and speed up the payment process.

**SCALABILITY:** POS solution must have the scalability, as and when the demand is fluctuating then the technology team faces challenges of upgrading the solution or determining how scalable it is. The solution is to deploy POS in the Cloud, allowing a retailer to scale up and down their computer resources and processing power based on the number of shopper transactions. Retailer can cope with heavier trading periods such as first week of the month, school holidays, Diwali, Christmas or festival periods and so on, and scale back the technology requirement during quieter times. Utilising resources in this manner optimise the cost of ownership.

**MULTI LINGUAL SUPPORT:** As India being a heterogeneous country where every state, region has its own local trends, languages, culture. Along with the omnichannel experiences the POS needs to have multi lingual support to the shoppers as well as the operators will scale up adaptability and acceptability with in them. The friendliness in operating it will obviously improve the shoppers buying experience.

With these POS rules, retailers can gain the ability to quickly and seamlessly adapt to any future changes in technology or consumer behaviour. **IR**

**About the author:**

*Ajay Joshi is CEO of Infinitas Technology Solutions*



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# THE STAGE IS SET FOR RETAIL EXPLOSION IN EAST INDIA

The consumers' ambitions to reach global standards in lifestyle and their high disposable incomes are aggressively authoring radical changes in the business viability of organised retailing in East India.

EAST INDIA IN  
**FOCUS**





# EAST INDIA:

## ‘THE RETAIL MARKET OF TOMORROW’

Some analysts may refer to east India as a relatively under-developed region in the context of retailing growth and evolution. However, this market has been on a growth trajectory since the turn of new millennium. The growth has been attributed to the growing middle-class segment, rising disposable incomes and growing aspirations for improved living standards (especially among the youth).

– By **Shubhra Saini**

**T**hese factors are further influenced by media exposure, globalisation of cultures, lifestyles and better technology at our disposal. From an infrastructure perspective, east India has been well integrated through improved communication systems and modes, real estate development, urbanisation, frequent travels by the population and growing service sector.

India’s retail market value is estimated to be ₹6,156,333 Cr (US\$ 1026.06 bn) by 2017. And if this number has to be pushed further then the focus needs to shift from traditional North and West zones to states like West Bengal, Bihar, Orissa, Jharkhand, Chhattisgarh and the North-eastern states.

The true demographic dividend of India would remain untapped if the eastern region is not explored. As the retailers are now looking for scale, sustainability and growth, eastern India with



▲ *Parama Island flyover, popularly known as Ma or Maa flyover is a 4.5 kilometer long flyover in Kolkata. It is built as a traffic corridor from Alipore to Eastern Metropolitan Bypass, West Bengal, India.*

its huge population base and untapped market potential poses to be 'The Market for Tomorrow'. Over the past few years, retailers have realised the scope and opportunity of this zone and now they seem to be all set to reap the demographic dividend. While until a few years ago, many retail brands seemed hesitant to step into this market, today they are vying to build presence. Contrary to popular belief, the east has been the breeding ground for many major retail brands and large



***Hit by high rentals and low footfalls, one-third of retailers at shopping malls in large cities like Mumbai, Delhi-NCR, Chennai, Bengaluru and Kolkata are shifting to tier-II and -III cities.***

format retail players who are present across multiple categories.

Be it Pantaloons or a Big Bazaar, or regional fashion and lifestyle brands such as Turtle, Khadim's or Sreeleathers, the east has been a major market contributing significantly to overall growth for all these brands.

The great middle class is automatically getting upgraded to a higher level. What was unthinkable in the Eastern region until a few years ago is becoming a reality, whether it

is the special limited edition models of Breitling watches, high-end Canali Suits, or luxury brands Gucci, Burberry, Emporio Armani and Michael Kors that have opened stores in Kolkata, the gateway to luxury retailing in Eastern India. Customers belonging to diverse milieu are making a beeline for the malls to gaze at, touch, feel, buy, and revel in the experience of possessing these and more such high-end international and national products.

### **Aspiration-driven Retail Market**

There is a definite shift from need-based purchase to aspiration based purchase, and fashion apparel is now becoming more than a basic need in India. Eastern India is not unaffected by this aspiration-wave. East India consumers, who till a decade back were known for their very conventional approach to fashion and luxury, and would hesitate to experiment with style and colours, have tasted the euphoria of buying the ultimate in luxury – be it in lifestyle, health and beauty, fashion wear, fashion accessories, jewellery or food products.

### **Tier II, III Cities as new growth drivers**

Hit by high rentals and low footfalls, one-third of retailers at shopping malls in large cities such as Mumbai, Delhi-NCR, Chennai, Bengaluru and Kolkata are shifting to tier-II and -III cities. Development

**Cities such as Bokaro, Ranchi, Patna, Rourkela, Dhanbad and Jamshedpur have witnessed significant economic booms because of the rich mineral resources found in these places.**

and retailers. The process has already begun in real earnest by both regional and national players, evident by the presence of brands in different formats.

### Growth proposition of Eastern India

There are many projects that the West Bengal Government is taking under 'Bengal Leads' Programme. Apart from West Bengal, Bhubaneswar in Orissa is becoming a new IT and education hub. Other cities in East India, such as Bokaro,



▲ Traditional retail market of East India  
▼ Garment store in New Market, Kolkata



in a tier-II and -III city is more challenging as the target audience is in the process of changing its buying and consumption patterns. In a metro, one has competition, and the consumption pattern is already set, so the value proposition is a little different. However, in all cases, the 'experience' one delivers to the customer is what defines one's success. Tier-II and -III cities are untapped markets where it is important for retailers to establish their brands. Both these statements establish the imperative need for creating visible brick and mortar presence by brands

Ranchi, Patna, Rourkela, Dhanbad and Jamshedpur have witnessed significant economic booms because of the rich mineral resources found in these places.

Some notable conglomerates who Kolkata has proudly hosted -- in the past and currently -- as headquartered include ITC Limited, Exide Industries, Bata India, Birla Corporation, UCO Bank and Allahabad Bank.

One can rightly say that between 1960 and the mid-1990s, many large size factories were closed or downsized because of lack of capital and resources coupled

with a long standing tradition of trade unionism. Kolkata's economic revival was led largely by IT services, and because of it there has been surge of investment in real estate be it housing projects or retail real estate.

Eastern India has all the potential to become an upcoming hub of modern retail. But certain factors, including facilitation of entrepreneurship, creation of quality infrastructure and

upliftment of poor are critical if consumers in East India are to take the lead in modern retail.

East India is like a cheque ready to be encashed, only if the state governments agree to unlock the massive untapped potential of the region without further delay and allow the people to participate in the retail evolution sweeping across the country. Modern retail will also create thousands of jobs in the region and will lift many households from the low income category. **IR**



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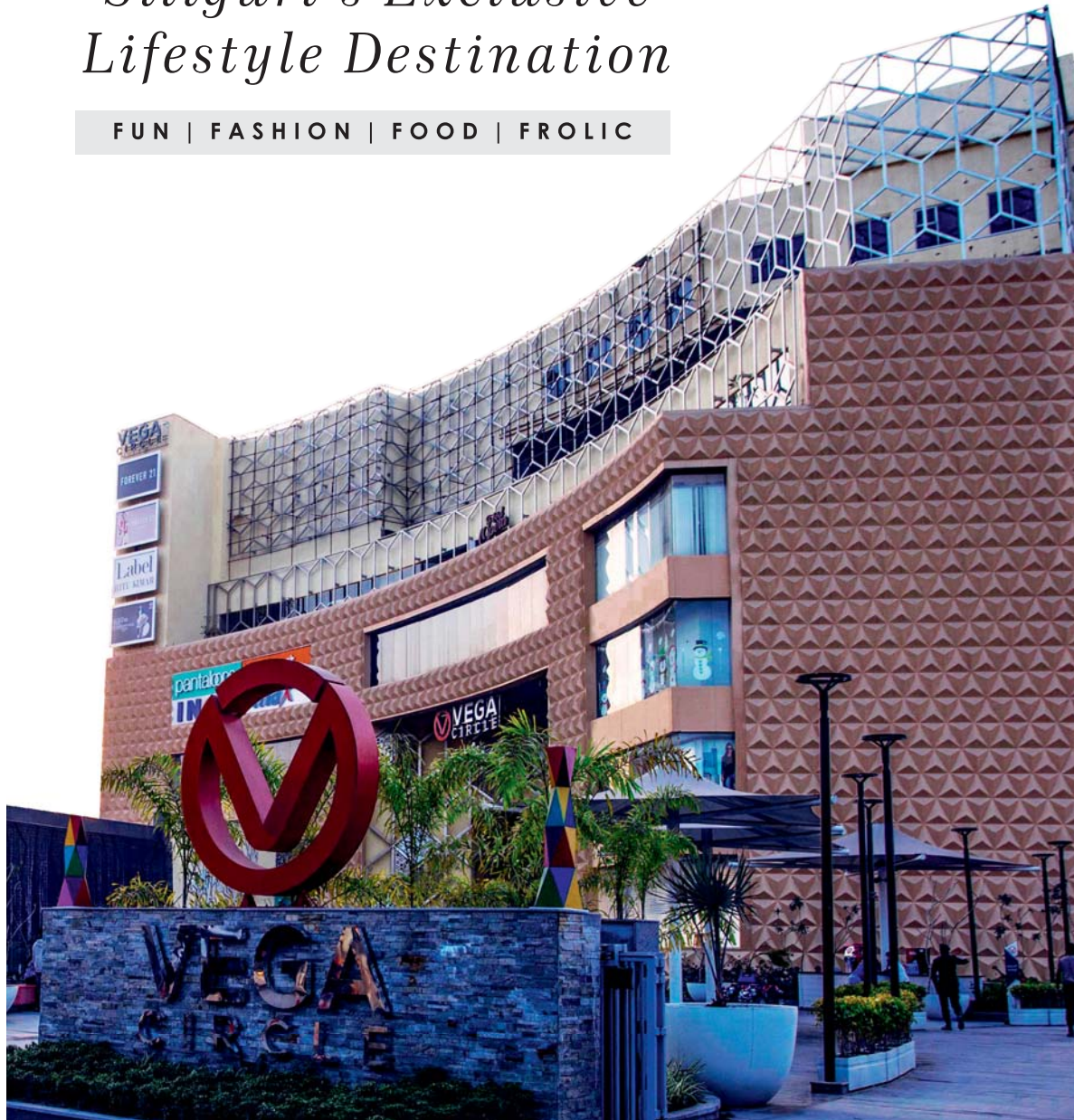
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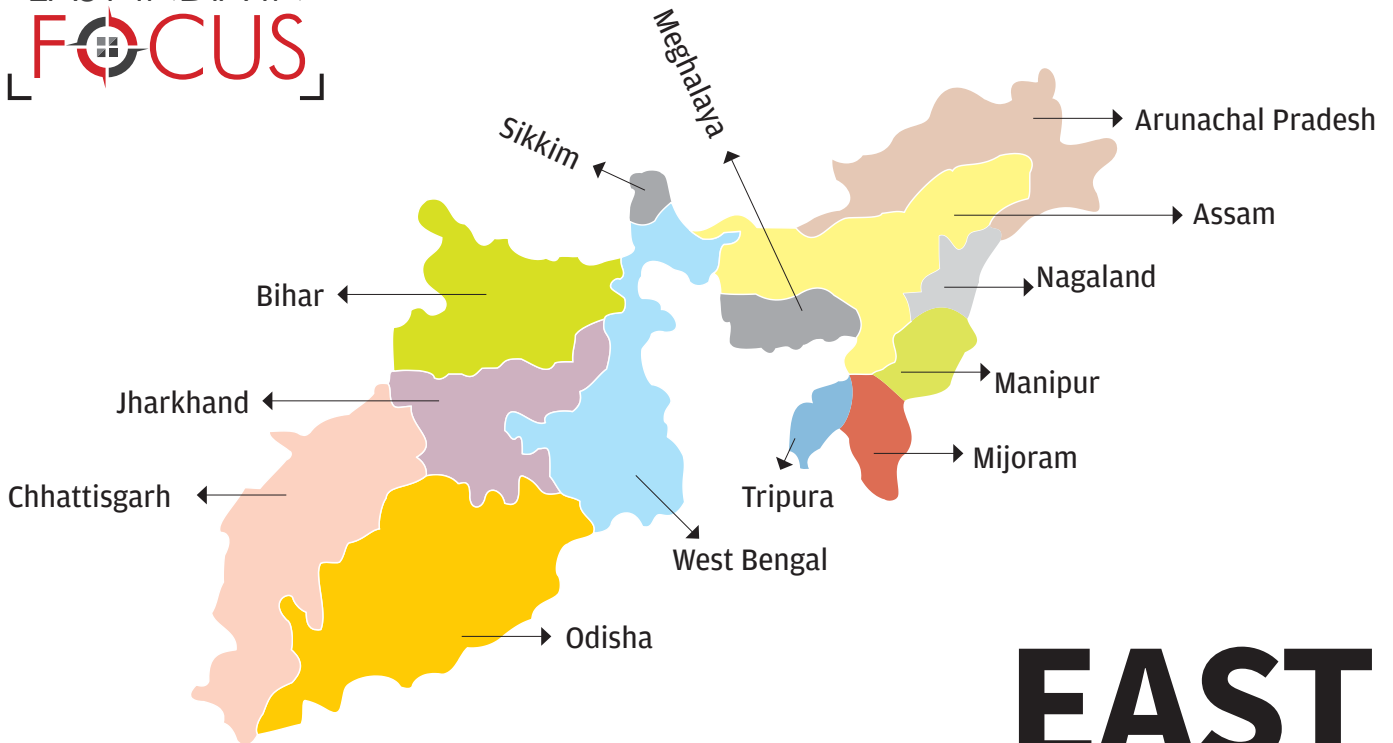


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# EAST INDIA IN A RETROSPECT

Rich in art, craft and natural resources, East India – consisting of the states of Bihar, Jharkhand, West Bengal and Odisha – is the proverbial land of opportunity.

**B**engali is the most spoken language of this region and it is also the second most spoken language in India after Hindi. Odia is the only language in East India accorded the status of a Classical Language of India. Together with Bangladesh, West Bengal formed the ethno-linguistic region of Bengal before partition in 1947. The modern state of Odisha was known as Kalinga, Odra desha and Utkala in ancient times. It was ruled by indigenous rulers of the Mahameghavahana dynasty, Eastern Ganga dynasty and Gajapati Dynasty.

The bulk of the region lies on

the east coast of India by the Bay of Bengal, and on the Indo-Gangetic plain. Jharkhand, on the Chhota Nagpur plateau, is a hilly and a heavily forested state rich in mineral wealth. Odisha is also a mineral rich state of India. The region is bounded by the Nepal and Sikkim Himalayas in the north, the states of Uttar Pradesh and Chhattisgarh on the west, the state of Andhra Pradesh in the south and the Bay of Bengal on the east. It is connected to the Seven Sister States of Northeast India by the narrow Siliguri Corridor in the north east of West Bengal.

The 1950s saw industrial progress in East India. These were cut short with the conflict in neighbouring East Pakistan and by the Communist

movement at home. In 1971, in the course of Bangladesh's independence struggle, millions of refugees poured into East India. From the turn of the 21st century, West Bengal's economic growth has been rapid, and it now ranks as the fourth largest GDP contributor after Maharashtra, according to the List of Indian states by GDP and is now one of the fastest-growing economies among the states of India.

Bihar and Odisha struggled with economic issues during the British rule and in the beginning of post independent India. But in recent years, these two states have shown impressive growth record and developed steadily. The economic boom since 2005

started to spread new malls, highways, airports and IT office complexes, but not evenly across the region. Jharkhand became a separate state on 15 November 2000. In the modern times, these states have seen rapid transformation and home to several mineral and metal based industries, coal based thermal powers units, oil refineries, ports, textile industries and well established public and private educational institutes. Bihar, Odisha and Jharkhand rank 14th, 16th and 18th in the List of Indian states by GDP. Odisha has shown consistent growth in the state GDP and received the recognition of the fastest-growing economy among the states in India.



## HUBS OF URBAN DEVELOPMENT IN EAST INDIA

### **WEST BENGAL**

West Bengal's capital Kolkata, the capital of British India until 1911, is the biggest metropolis and economically dominant city of the region and third largest in India and one of the fastest-growing cities in the world. It is also the main centre of commerce or the commercial capital of Eastern and north eastern India. Kolkata is very fast transforming itself to become equipped with cutting-edge facilities for IT and ITes and also financial outsourcing hub; its satellites Salt Lake City and Rajarhat have taken on the responsibility of furthering India's IT and financial boom. Other satellite towns of Kolkata are Kolkata West International City, Kalyani and Calcutta Riverside. However, the mid-sized cities of Durgapur, Siliguri, Asansol in West Bengal are also booming urban areas. West Bengal is the highest contributor of GDP among all eastern states of India and it is also one of the fastest-growing states in India.



### **BIHAR AND JHARKHAND**

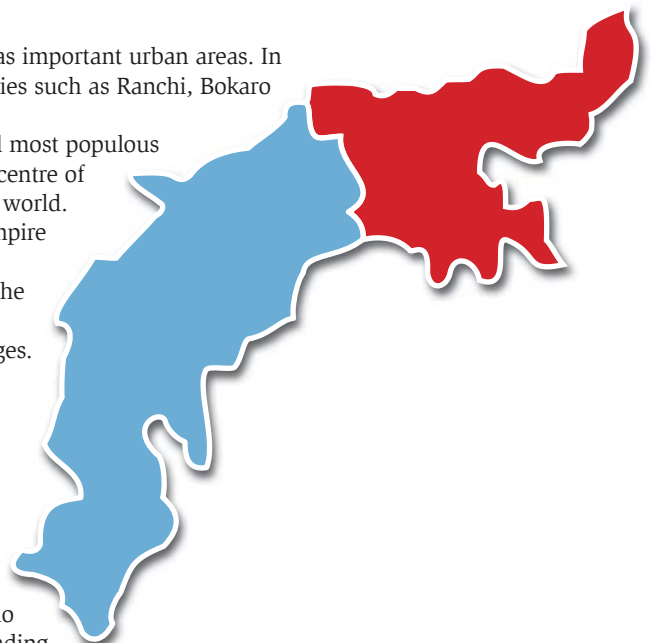
Bihar has Patna, Bhagalpur, Darbhanga, Muzaffarpur, Gaya and Purnia as important urban areas. In Jharkhand the major urban areas are mainly dominated by industrial cities such as Ranchi, Bokaro Steel City, Deoghar, Jamshedpur, Hazaribagh and Dhanbad.

Patna is the capital of the Bihar, its most populous city and the second most populous city in Eastern India. It is the administrative, industrial and educational centre of the state. Patna is one of the oldest continuously inhabited places in the world. Ancient Patna, known as Pataliputra, was the capital of the Magadha Empire under the Haryanka, Nanda, Mauryan, Shunga, Gupta and Pala.

Pataliputra was a seat of learning and fine arts. Its population during the Maurya period (around 300 BCE) was about 400,000.

The modern city of Patna is situated on the southern bank of the Ganges. The city also straddles the rivers Sone, Gandak and Punpun. The city is approximately 35 km long and 16 km to 18 km wide. It is the second largest city of Eastern India.

In June 2009, the World Bank ranked Patna second in India (after Delhi) for ease of starting a business. Using figures for assumed average annual growth, Patna is the 21st fastest-growing city in the world and 5th fastest-growing city in India by the City Mayors' Foundation. Patna registered an average annual growth of 3.72% during 2006-2010. The city is also home to many tutorials and coaching institutes who prepare students for entrance exams. IIT, NIT, NIFT, AIIMS and other leading





educational institutions are running successfully in Patna. The city is also developing excellent road infrastructure to boom its economy. Ganga expressway and elevated corridors are under some of the ongoing projects in the city. A world class museum is also on its way to completion. The old museum of the city will be replaced by one of the biggest malls in east India. Patna Metro rail corporations is also going to start soon by 2021. It would be the second metro railway in eastern India after Kolkata and the third in North India after Delhi and Lucknow. IT parks are also developing in and around the city.

Patna recorded a per capita of ₹63,063. The per capita level for 2007 was higher than Bengaluru or Hyderabad, which are both leading centres for global software development. The Buddhist, Hindu, and Jain pilgrim centres of Vaishali, Rajgir, Nalanda, Gaya, Bodhgaya, and Pawapuri are nearby and Patna is also a sacred city for Sikhs as the last Sikh Guru, Guru Gobind Singh, was born here.

## ODISHA

Bhubaneswar is the capital of Odisha. Other important cities are Cuttack, Brahmapur, Rourkela, Sambalpur and Puri. The capital city has a long history of over 2000 years starting with Chedi dynasty (around the 2nd century BCE) who had Sisupalgarh near present-day Bhubaneswar as their capital. Historically, Bhubaneswar has been known by different names such as Toshali, Kalinga Nagari, Nagar Kalinga, Ekamra Kanan, Ekamra Kshetra and Mandira Malini Nagari (city of temples) or the temple city of India. The largest city of Odisha, Bhubaneswar today is a center of economic and religious importance in the region. With the economic liberalisation policy adopted by the Government of India in the '90s, Bhubaneswar received large investments in the fields of telecommunications, IT and higher education, particularly in science and engineering. The city is home to around 60 engineering colleges (as of 2009) and the number is growing every year. The city is also home to many tutorials and coaching institutes who prepare students for various entrance exams.

Retail and real estate have also emerged as big players. Recent times have seen large scale retailers such as Reliance, Vishal MegaMart, Big Bazaar, Pantaloons, Pal Heights, Indulge, New Leaf, Habib's, opening outlets in Bhubaneswar. Large corporations like DLF Universal and Reliance Industries have also entered the real estate market in the city. DLF Limited is developing an Infopark spread over an area of 54 acres (220,000 m<sup>2</sup>) in the city. Expanding its business portfolio, the Kolkata-based Saraf Group, promoter of Forum Mart shopping malls is constructing another shopping mall named Forum Lifestyle -- a 550,000 sq ft lifestyle mall in Bhubaneswar with 1,200 car parks. The rich mineral resources of Odisha have been the backbone of the economy, with the mineral industry being dominated by Steel Authority of India Limited (SAIL) and private organisations like Jindal, Vedanta and TATA Group. Despite this rapid growth, an ample number of the populace live in slums. Migration from rural areas, especially from the northern districts of Andhra Pradesh, has led to the growth of slums which are a major challenge to the city's growth.

The Government has fostered growth in this sphere by the development of IT Parks such as Infocity 1 and the new Infocity 2. Infocity was conceived as a five-star IT park, under the Export



**Recent times have seen large scale retailers such as Reliance, Vishal MegaMart, Big Bazaar, Pantaloons, Pal Heights, Indulge, New Leaf, Habib's, opening outlets in Bhubaneswar.**



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Promotion Industrial Parks (EPIP) Scheme to create high quality infrastructure facilities for setting up Information Technology-related businesses. The Finland telecommunication company, Nethawk, has its India R&D centre at Bhubaneswar. Canadian tech giant Gennum Corporation also has its India development centre at Bhubaneswar. The private STP is located at Infocity in Chandaka, Bhubaneswar with a view to providing incubation and infrastructure facilities to new and young entrepreneurs in the MSME sector. The intelligent building of the JSS STP is spread in a sprawling 3-acre campus and houses state-of-art technology to fulfil the growing demands of highly competent IT professionals.

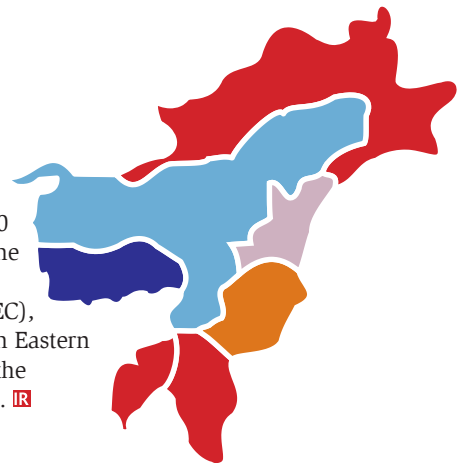
Odisha and Jharkhand have rich mineral resources which have resulted in substantial economic booms in these two states. Several mineral-based industries have been established in many cities of Odisha and Jharkhand, including in Kalinganagar, Angul, Paradeep, Talcher, Rourkela, Damanjodi, Joda, Barbil, Choudwar, Jharsuguda Jamsshedpur, Bokaro, Dhanbad and Ranchi.

**The Siliguri Corridor in West Bengal, with a width of 21 to 40 kilometres, connects the North Eastern region with East India.**

## NORTH EAST

Northeast India is the eastern-most region of India. It comprises the contiguous Seven Sister States (Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland and Tripura), and the Himalayan state of Sikkim. The Siliguri Corridor in West Bengal, with a width of 21 to 40 kilometres, connects the North Eastern region with East India. The region shares more than 4,500 kilometres of international border (about 90 per cent of its entire border area) with China (southern Tibet) in the north, Myanmar in the east, Bangladesh in the southwest, and Bhutan to the northwest.

The northeast India states are officially recognised under the North Eastern Council (NEC), constituted in 1971 as the acting agency for the development of the eight states. The North Eastern Development Finance Corporation Ltd (NEDFC) was incorporated on 9 August 1995 and the Ministry of Development of North Eastern Region (DoNER) was set up in September 2001. 



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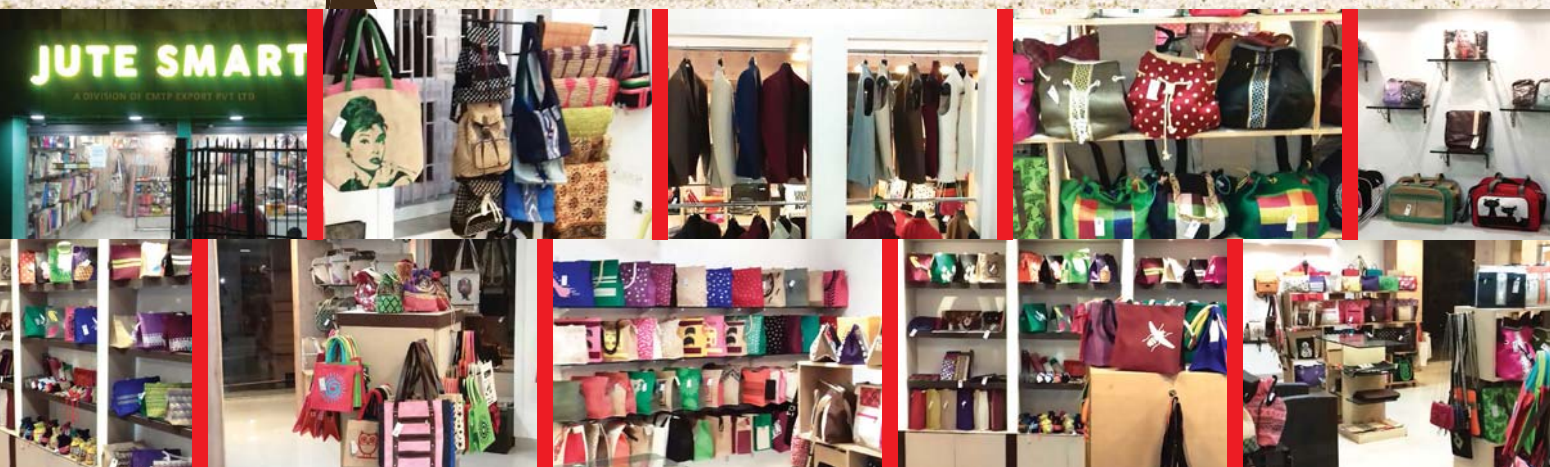
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# ALLEYES ON EAST INDIA

**FOR THE RETAIL WORLD, THE FOCUS ON EAST INDIA SEEMS TO BE AN ONGOING LOVE FEST.**

Smoothly riding on the crest of Eastern India's aspiration-wave and changing shopping trends in the metros, tier II- III cities of the region have also metamorphosed the conventional stores to more organised large format retail outlets. And, to facilitate this growth of retail, many retail realty projects have sprung up in all the major markets of East India. In this feature we have tried to interpret the market realities of the region and closely analyse the internal strengths, weaknesses and external opportunities and threats to figure out where the retail market of this region is heading to.

## Scope

With more retail real estate projects coming up in the region and consumers becoming more discreet about their choices the modern retailers are making their headway toward the most dynamic retail market of India. In this feature, we have tried to talk to all the stakeholders of modern retail in the region and from their perspective we have analysed 'what future holds for East India's retail market'.

Giving the perspective to the whole debate of viability of Eastern India market, a spokesperson of Jubilant Foodworks says, "Domino's Pizza expanded its operations to East India in 2001. We started with two stores in Kolkata in Alipore and Jodhpur Park. Over the years, we have increased our footprints in the Eastern region. Today, Domino's is present in 41 Cities across 11 States We have recently added another city to our network when we opened our first store in Tinsukia, Assam. Currently, Domino's Pizza has 1,111 restaurants across India out of which 128 restaurants are operational in East India. The average space occupied by each restaurant is 1200 sq ft. and we are looking at further increasing our presence in the region as we open more restaurants."

Some of the avante-garde



retail formats originated from the East with notable forerunners such as Kishore Biyani.

Touting East India to be mother of retail, Arjun Bahri Dhawan, Director, Prem Footwear Pvt Ltd ( SPICE ) says, "East India has developed to a vast extent and continues to do so, with the growth trickling down from the booming cities to lesser known towns whose importance was undermined. With the growing fashion consciousness, the retail scenario contains an enormous element of dynamism."

Talking further about the growth of modern retail in Eastern India, Devansh Binani, Director, Himalaya Optical, says, "Organised retail penetration has increased drastically in the last three years. Keeping in mind the prevailing market dynamics we expect to see positive growth in the coming years."

Binani further says, "There

has been moderate growth in terms of consumer's purchasing power is concerned when we talk about West Bengal, which is predominantly the biggest money generator in eastern part of India. The business is predominantly dependent on middle class. Other markets in east India like Odisha, Bihar, Jharkhand, the North East and suburbs of Bengal are growing slowly."

Sanjeev Mehra, VP, Quest mall, puts the retail scenario of East India in the right context when he says, "East India is reverberating with aspirations. Compared to other parts of the country , development of retail in East India has been a tad bit slower. Taking Kolkata as the benchmark, the retail scenario is hardly behind that of the other metropolitan cities, especially with Quest introducing an accoutrement of luxury commodities three years back. The retail scenario in East India has become increasingly dynamic with people aspiring

**The retail industry in Eastern India took longer to take off compared to the rest of India but that lag has been much less compared to other sectors. Led by Kolkata, the retail sector has evolved well in the last decade.**

for high quality brands as conspicuously evident in Guwahati , Siliguri and Bhubaneswar ,and numerous other towns , where the retail scenario is maturing rapidly."

"The milestone years for Kolkata, which has been the hub of retail in East India, would be the establishment of Forum in 2003 (Kolkata's first mall), South City Mall (2008) and City Centre, Salt Lake (2004) . The landmark years for retail in Eastern India

would be the the opening of City Centre in Siliguri (2001) and other malls in Guwahati and Bhubaneswar," he further points out.

"Eastern India has always been underestimated as far as retail is concerned. In the past 5 years, all leading international brands have realised the potential that East holds, and they have already started moving ahead with the policy of LOOK EAST. Quest Mall marked the arrival of Luxury brands in this part of the country and it is now clear that there is huge potential for such brands. Overall there is huge traction in terms of turnover. Vega Circle Mall Siliguri is getting the first Forever 21 in Eastern India which is a huge milestone," says, Umang Mittal, CEO and Sanjay Mittal MD, Vega Circle Mall, Siliguri.

**Weaknesses & Challenges**  
East India, which is often conceived as land of political turmoil, conservative consumer

mindset and a place where unorganised retailers still rule the roost. People often forget, that in challenges

lies real opportunities. While, East India is a region which till date is unexplored by many national retailers is actually a land which is untapped and has immense potential and scope to grow.

Resonating this view, Arun Biyani, Director, Mobel, says, "The first 10 years of our business after starting the brand we were essentially opening our own stores and after successfully running our own stores and learning the method how to do a business we decided to offer Franchisee. Since last 2 years we have been focusing on developing franchisee operations in city and towns, where there is ample space is available at reasonable cost and technical strong local partners we are helping him with our products and services and brand to grow the market. These are the major changes in our retail dynamics."

While there are opportunities galore, there are certain challenges and problem that need to be addressed first. At the moment the biggest worry of retailers is the serious dearth of quality retail spaces in tier II and III cities. This makes it difficult for them to experiment with new formats.

Another issues are intrusive government regulations and local laws, high tax rates, poor infrastructure and logistics.

Talking about the challenge of finding a good location at optimum rentals, Aayush Rungta, Director, Hoffmen, says, "The dearth of quality real estate is the biggest problem in East India. We not been able to have any specific



strategy which might be a formulae to capturing good retail spaces. We just need to be on our toes and keep exploring. The most important thing is to identify how much of a retail area is required for a particular town and also needs to be considered is the strength and limitation of the brand. I think these two factors majorly determines how big an area should be taken which eventually influences the finances rather than negotiating on real estate costs or other factors."

According to Pratik Rajpuria, Director, Manish Creations, dearth of skilled manpower is another pain point for the retail secto. He says, "The major challenge for us in East India has been the availability of hand labour and material. The labours in this region are nowadays moving to other regions due to the non-availability proper growth in this sector. Very few industries are investing in a business in this region. As a result, the hand-work art is gradually losing its identity, with more and more work being now done by machines."

"To be honest ,West Bengal is fairly a slow state in terms of growth as compared to other dynamic regions of the country. Things in general move in their own pace and the West Bengal



**At the moment the biggest worry of retailers is the serious dearth of quality retail spaces in tier II and III cities. This makes it difficult for them to experiment with new formats.**

port is also not very active and well equipped to handle shipments. Therefore we do face certain issues. However, all in all we have managed to stay above these minor drawbacks and have found a way around them. Things are improving here for us and will only get better," says, Nikunj Kedia, Director, Seven Designs.



East India is a land of many ironies on one hand there are issues as insufficient increase in demand and buying power versus very escalation of costs of real estate, logistics and availability of quality man power. On the other side, opportunities in this region such as cheap labour, comparatively low rentals and consumer base is there, so there is no problem as such, the only hindrance is that this market is not properly explored by the retailers.

On hindsight, unlike other parts of the country where several malls are vacant and there is a regular switch of stores, the failure rate in East is much lower.

### Opportunities

The retail industry in Eastern India took longer to take off



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compared to rest of India but that lag has been much less compared to other sectors. Led by Kolkata, the retail sector has evolved well in the last decade. Today most small towns and cities have retail developments. There have been many Eastern India based brands that have gone national and that has in turn helped sustain this development.

“If we look at East India compared to rest of the country, it has grown phenomally in last 10-15 years but if you look at pan india then the growth has been comparatively slower. East India has come a long way and continues to grow as we speak. An important development to be observed is that there has occurred a growth of both the organised and the unorganised sector. The unorganised sector is being gradually absorbed into the organised segment,” says Kohinoor Mandal, Master Franchisee, West Bengal and Jharkhand.

Cautiously treading the path, Sahil Saharia, CEO, Bengal Shristi says, “Although opportunities are there but we are cautious in not creating over supply. One time cost should be low alongwith lower running expenses. Retail spaces have been developed to give spaces to value for money format since most of these markets are price sensitive . Durgapur Big Bazaar which is around 35000 sq.ft today is almost touching Rs. 50 cr. annually. Local consumers have money but limited options to spend.”

Talking about the evolution of East India, the Jubilant Foodworks spokesperson says, “For years, Eastern India had witnessed lower level of

**Retail in Eastern India is evolving gradually with the spread of malls across various places. Smaller towns are coming up gradually with increased buying potential.**

retail expansion as compared to other parts in the country. This owes to various reasons, one of the major ones being infrastructure bottlenecks and transportation challenges in the region. Of late the region has seen improvement in these areas which has led to the expansion of retail sector with entry of new brands across sectors including QSRs. Increase in disposable incomes of the population has also led to rise in purchasing power of the consumers in the region and thus consumption pattern has witnessed an upsurge in East India.”

“Retail in Eastern India is evolving gradually with upcoming of malls across various places. Smaller towns are coming up gradually with the increased buying potential. By 2020 retail will be a big employment sector with a good contribution in the development of this region,” says Nilima Ghosh, MD, Bandhan Creations.

### **Growing importance of smaller towns**

In eastern India Kolkata has been the hub of all the retail activities. However now, as Kolkata is also saturated as a market and there are already many operational and



upcoming mall projects in the city therefore the obvious choice for the developers and retailers to grow further are the tier II and III town. Few of the tier II and III markets that are there on the mall developer's radar are Siliguri, Asansol, Durgapur, Guwahati, Dhanbad, Ranchi, Bokaro, Jamshedur, Muzaffarpur, Patna, Bhubneshwar, Rourkela and Cuttack.

The Jubilant Foodworks spokesperson says, “The growing disposable incomes and rising aspirations along with increased global awareness consumers in tier II and III cities will lead the next phase of growth story for consumer sector in India. Domino's Pizza is rapidly expanding its footprints and is now present in almost every tier II and III cities which

includes Ara, Darbhanga, Silchar, Purnia, Rourkela, Ranchi, Jorhat and Itanagar etc among others.”

Being optimistic about the growth of tier II and III markets of East India, Shubhojit Pakrasi, GM & BD Marketing, The Junction Mall, says, “The future is buyoant. For sure future is there in these cities; it is just a wait of nerves to hold on to these markets to mature. The growth has been slow owing to the economic slowdowns. People who can overcome these conditions in B and C + towns will absolutely gain not only as a brand but as a profitable venture.”

Mandal, says, “We realise the importance of the tier II and tier III cities and the more virgin the market, higher are the profits. We have made our presence felt in all capital

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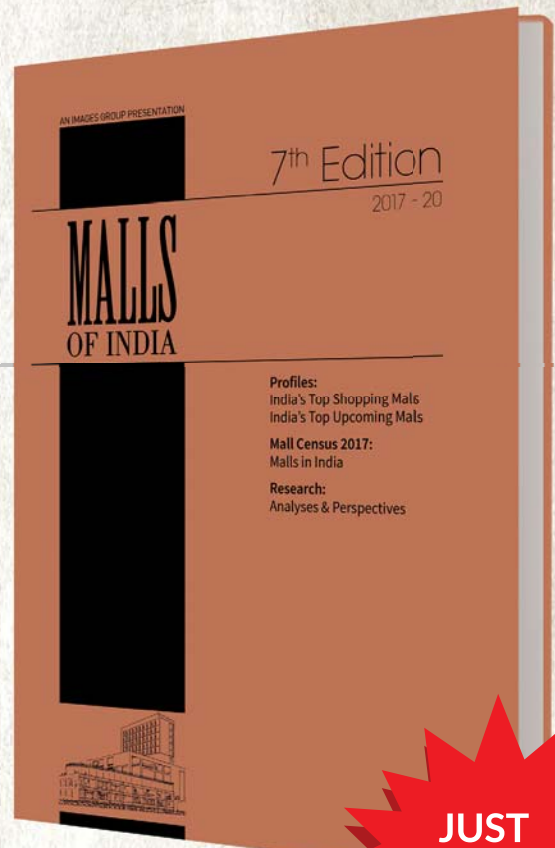
7<sup>th</sup> Edition

2017 - 20

# MALLS OF INDIA

IMAGES Research presents the **7<sup>th</sup> edition of Malls of India**, the comprehensive report on the retail real estate industry in India. Along with documenting the current status of the shopping centre industry, the voluminous report also presents detailed analyses and perspectives on the growth of and trends in retail, leisure and entertainment spaces in India.

A veritable collectors' edition study, Malls of India contains pan-India, zone-wise profiling of operational as well as upcoming malls, offering Indian and global retailers an in-depth view of the quantum and quality of modern shopping centre spaces across the country. Already available with leading book sellers across the country, the report can also now be ordered directly from IMAGES Group.



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cities of Eastern Indian states and we are penetrating tier III cities. We have opened in Burdawan, Asansol, Durgapur, Raniganj, Barasat, Malda and even in smaller towns like Berhampur, Belurghat and Bunga. Customers are extremely aware about the kind of services provided at the Jawed Habib Salon in smaller cities and we provide the same quality of service in every town , be it Barasat or Kolkata at cheaper rates in tier II or tier III cities . We have maintained a uniformity in our quality of service across all towns and cities.”

Talking from developers perspective, Sunil Agrawal, CEO, P&M Infrastructure says, “Patna, Jamshedpur Siliguri, Ranchi and all have quite high per capita income and buying capacity of population is also good so retailers really look for good spaces in these cities so good mall will always be in demand.”

Mehra notes, “New opportunities are arising in various parts of the country. With the intense competition in the metros , mall developers are aiming those markets which promise viable financial returns. Here, density of population , strength of purchasing power of the targeted population , viable rent to revenue ratio , lower cost of construction and land play a significant role.”

Adding to this, he says, “The challenges face by the local mall developers in smaller towns mirror those of the metros and bigger towns. A thorough research of the consumer’s preference pattern, existing cultural and social norms and more importantly the choice of experienced consultants and architects has to be considered. The



local mall developers need to realise that a mall is way more than just a building with shops. It is an investment project which goes beyond the concept of returns on cost. The cost of construction and land may be marginally lower in smaller locations as compared to the metros. However, these positive effects may be counteracted with negative influence of low rental revenue, increased time of construction, low density and returns. Hence the time taken for a mall to break-even in smaller locations is about the same for those in metros. If for an example, a mall taken five years in the city to break even, it might take about the same time or a deviation of a short time of six months to break even.”

### Remedy for success

To be successful in the dynamic retail scenario of East India, retailers are not leaving any stone unturned to reach out to the discreet customers base of the region.

Mandal says, “The Hair Studio model will surely be a game changer for this industry. Normally, a salon has 50 percent of its retail space devoted to beauty service and the rest half for hair. Hair services contributed to approximately 75 percent of the revenue or more. The Hair studio aims at maximisation of revenue given the challenge of retail real estate.”

Rungta of Hoffmen has a different take. He reveals, “Over the last two years we have been more inclined towards opening more outlets



in tier II and III towns but we have seen that the buying potential of bigger cities like Patna and Ranchi cannot be reached since those towns are small and with a relatively smaller relevant population. Thus, we have shifted focus to bigger cities and we have stalled our expansion slightly and focussing more on consolidating our customer base in the operational cities.”

Talking about the omnichannel scenario, Binani of Himalaya Optical opines, “Currently various business models prevails in the retail industry and consumers buy from these different retail models depending on the need of their hour. According to us none of these formats are competing each other since all of them have varied strategies and objectives of operation. The TGs do overlap at times but that is marginal. We are majorly a Brick and Motor player and would continue to do so and are also looking at aggressive expansion of stores moving closer to our consumers so that it is convenient for them to reach us.” **R**



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# WOMEN ENTREPRENEURS SHAPING EAST INDIA'S RETAIL SECTOR

As India is paving its way toward modernisation, gender roles are gradually changing with women no more being confined to houses. Indian women multitask – they are homemakers, decision makers, able and skilled workers. In a country riddled with gender stereotypes, here is a look at some women entrepreneurs of East India, who are making a difference in the retail sector.



**Agnimitra Paul,**  
*Fashion Designer, Inga*



**Kavita Samsukha,**  
*Proprietor, Indian Silk House*

***Being at the top of the helm for a women is a rare spot in the retail business world in India. How difficult is it to navigate this space?***

Retail in East India is an extremely competitive world, so the trajectory of growth is filled with obstacles for any designer or brand, be it a man or a woman. Here, the demand-side problems often overshadow the supply-side benefits. Here, we get a good sourcing of fabrics and specialised labour but the purchasing power in the East is low, especially if compared with the other metro cities like Delhi and Mumbai. This low purchasing power is catered to by the big retail houses who indulge in competitive pricing. Hence, for individual brands like me, this is the biggest problem.

As an owner of an Indian womenwear brand, I do think that women can do wonders in the domain of retail. A woman understands the taste and likes of another woman better than anyone else. Being the proprietor of Indian Silk House Exclusives and designing sarees and ethnic dresses, I have acquired a natural taste/sense of dressing. When I am there at the shop floor, customers look upto me to understand how I dress and most of the times they ask for suggestions on what will look good on them. When I suggest anything to them they simply go with that with great faith and that is when I feel proud not just as business owner, but as a woman.



**Vineeta Ganeriwal,**  
*Director, Earthwear*

It could be rare for a woman to be on top, but it's easy if you don't think of it like that. I am proud to say that there was not a single moment in my entire career that made me think that I suffered any disadvantage because of my gender. In our retail world, there have been innumerable women achievers and I strongly believe that women are empowered enough to navigate in any space, whether that be on earth or in actual space.



**Mousumi Mitra,**  
*Director, Be Bonnie*

Practically speaking, it is not very difficult to navigate into this space. In the Beauty sector, a lot of salons and beauty centres are owned and successfully operated by women and the men are pretty welcoming too. It's the healthy competition between all of us and the positive vibes which is the most important thing to identify and respond to, which makes this journey easier and enjoyable. I believe in going slow and steady and to not let the competition get into my head.



**Darshan Shah,**  
*Director, Weavers Studio*

I have never given any conscious thought to such an issue. I have enjoyed the journey and found only the accounting, taxation, rules & regulations of Govt of India and the income tax & sales tax cases and notices that are unending, exasperating. Rest of it is manageable. We, at Weavers Studio, tend to be partial towards employing women and nurturing and training them to be leaders. We make no extra effort towards issues of equality but do invest in consciously and constantly encouraging them to upgrade their skills and we try to give them maximum exposure with travel, taking on projects, staying self motivated and challenging themselves to raise the bar. We ensure fair trade practices and go by Industry norms.

**Agnimitra Paul,**  
*Fashion Designer, Inga*

**Kavita Samsukha,**  
*Proprietor, Indian Silk House*

**As a female leader, how do you use your position to get more equality for women, as well as more women in the sector?**

Being a woman myself, it gives me great joy when a woman in any field rises and shines. In my daily life, I do my best to help as many people as I can be it a man or a woman. With my shows, I attempt to raise consciousness and awareness about different issues which concern me. Recently, with the show organised by the Bengal Chamber Of Commerce my showstoppers were two acid- attack survivors. Their will to rise over pathos, lead a happy life after the tragedy which would break anyone's self- confidence and strive to be financially independent moved me and I made this a part of my show, for other people to realise. I am also thinking of forming a NGO with a special devotion towards women and children.

As a female leader I have employed women in key positions not because they are females but they work with more efficiency, accuracy, loyalty and dedication. For example a key position like the cash counter a female can handle with more accuracy and even customer care desk also is better handled by a female as she can understand the human psychology better than male counterparts. The responsibility of managing the house and raising children is expected from the females in our Indian society. That at times becomes challenging for a women entrepreneur. The good news is that it has made me a multitasker or even super women but at times it does become strenuous. But unfortunately I do not have the privilege of complaining as I chose this position myself and I have always believed in the Karma- Theory.

**All entrepreneurs make mistakes along the way. What would you say are the key areas where you have erred or encountered hurdles, and how did that shape you as a leader of today?**

Failures make you. I did not have a designer background and hence this journey was completely my venture, inspired by my dreams with no one to learn or follow from. Every time I failed, I learned, I got up more determined than ever. Of course there are always things you could have done differently. I could have taken a more organised road to costume designing in bollywood but there again I went to Mumbai and got an offer from Sridevi Kapoor. I wish I had more courage at that time to stay in Mumbai for a longer time and establish a footing there. Also, I faced difficulties when I didn't get paid for numerous costume design works in the films, for I didnt have that kind of an industrialist background which would financially back me up when I fell. I used to work in a boutique and with the salary, I made my collections. However, there is nothing that I have regretted. I am grateful for my failures for they have made me get up with my head held higher.

Looking at the career trajectory, I see myself as a strong leader working in the field of fashion and textiles. My way of working has been based on old school of thoughts wherein key functional areas like procurement of raw materials, purchasing of goods, designing, marketing, tax planning and over all controlling of the business as a whole has been done single-handedly.



**Vineeta Ganeriwal,**  
*Director, Earthwear*

I do not particularly try to get more equality for women... I sincerely believe that they are already equal. I do not think there is any need for me to go out of my way to work towards that, in a way I think that would be insulting to women in general. For me, its always been about capability, trying to get the right person for the right job- whether that be a man or a woman. No person gets a preference for a position because of sex. As is evident, I have employed women in key positions in my organisation and it is clear for everyone to see how well women can perform when given an opportunity.

**Mousumi Mitra,**  
*Director, Be Bonnie*

I believe in equality. In the beauty segment, women dominate the business and I welcome more women to come and work in this sector. Men in this sector too believe women to be at par with them. This segment has a tremendous potential for female employment generation. Professionally i do not discriminate between a male and a female employee. Its definitely equal pay for equal work and wage differentials are solely dependent on skill and performance , no gender bias. On the issue of safety and security, I take extra care with additional facilities provided to my female staff.

**Darshan Shah,**  
*Director, Weavers Studio*

Impatience and expectations have been my biggest faults along with lack of tolerance. I am not sure I have rally overcome any of these. I am currently standing on a plateau and contemplating my next move. I lead by example, consistency, discipline, brutal honesty and commitment. These have helped build a brand and goodwill and a belief that "Weavers Studio delivers quality with a smile".

"I don't make mistakes. I either win or I learn." So no mistakes for me. Every decision of mine works for me one way or the other. As far as encountering hurdles is concerned, I think my biggest hurdle is that I have entered this market 20 years too late. So I need to achieve a lot in very little time. I think that in every adverse situation I have taken risks and moved ahead with confidence in myself, my products and my people. That I think has made me the person that I am.

For expanding the salon chain, I have made mistakes in the selection of a particular area. Even after a lot of considerations such parking area, water supply, cliental base, some branches do not give the expected response and hence, require additional nursing which I sometimes have overlooked. These mistakes help you to become better and realise your flaws. Simple things like additional monitoring, staff feedback, additional schemes, can really help in getting the desired response.

Travel, visiting museums, study of textiles and techniques, meeting master crafts persons, attending seminar and conferences, working under challenging circumstances at grass root level, attending workshops, building a library which currently holds 2500 books on textiles and an archive of 1000 old and rare textiles, has helped me remain grounded, humble and willing to learn. The value systems have helped make a difference in the way people view us. The Arts & Not-for-Profit work have added value to my image and helped build a strong character.

**Agnimitra Paul,**  
*Fashion Designer, Inga*

**Kavita Samsukha,**  
*Proprietor, Indian Silk House*

**Looking back at your career trajectory, what are the key highlights that made you the strong leader that you are today?**

It is all about getting the opportunities and seizing them, nothing comes without hardwork. To succeed, you need to be continuously be by it. Things automatically get cut out when you have sufficient things on your plate. Designing itself takes time and the business part of it, having your own label, is an additional pressure. Financially, the money has to keep rotating. In addition to that having two kids, one an infant and the other entering into adolescence, and two families to take care of, one really doesn't need to make an effort to cut all the noise out. In addition to familial ties, social commitments are many. I am part of the Censor board and an NGO called Pronam. The scarcity of time indeed cuts all the noise out.

The inner will to excel and cope up with the competition keeps me focused.

**Your idea of de-stressing?**

My idea of de-stressing would be spending time with my two sons, even if they are doing something completely different. Having conversations with them about daily life relieves me of my stress. I love reading books and listening to Jagjit Singh. I used to love watching Arnab Goswami's show, the Newshour on TIMES NOW. His uprightness and honesty used to inspire me.

De-stressing to me means spending time with friends and family and all those people who give me a sense of belonging, purpose, and fun.

**Your views on future of retail in India and how women leaders can change the name of the game, because after all who understands a consumer-oriented business better than a woman.**

The internet is here to stay and the online segment will continue to play a major role affecting the buying behaviour of consumers. With the reductions in overhead costs, the online portals have really competitive pricing which is a saviour during bad times. For East India, in order to survive and do well, you need a good combination of 3 things – good quality – low pricing and something unique. A proper market analysis is required, one needs to be market savvy and apply clever strategies.

The future of retail in India is good and women are already leading. But doing something innovative and different from the league will change the name of the game.

**Vineeta Ganeriwal,**  
*Director, Earthwear*

If you are focused in what you are doing, it's easy to cut the crap. It's your choice to either get influenced by others or have belief in yourself.

**Mousumi Mitra,**  
*Director, Be Bonnie*

According to me your character and principles make you a successful person and a strong leader. Honesty, hard work and having an emphatic heart is what has made me achieve whatever I have till now.

**Darshan Shah,**  
*Director, Weavers Studio*

I travel, I pack my bags and leave the noise behind. I am my own boss. I work as per my convenience in an informal, relaxed, creative and happy setting. I have a great team who absorb the unnecessary "noise" around me. I feel blessed and fortunate for all that I have.

My idea of de-stressing is to spend time with family and friends where you can completely be yourself. And I just love to travel. I am ready to pick up my bags and leave for a holiday just like that.

Retail therapy, a couple of vacations in a year, family, friends and movies. An optimal balance of work and play, going slow and encouraging healthy competition reduces the need of de-stressing. Ignorance is the best policy. I don't let any kind of negativity seep into me or my work. The other important thing is my family. My husband – an important part of the business – is extremely helpful.

Going for a good massage, listening to music and reading Osho are some of the things that help me de-stress.

Future of retail is indeed very bright in India, and it's really amazing to see how it has actually evolved over time. There are malls everywhere and no one just wants to sell anymore, they want to build a brand. It's about the whole retail experience, the total and complete package that every brand wants to sell from when the consumer walks in, experiences the store, walks out with a smile, so that she/ he can walk in again. And yes, here I do believe that women can definitely understand this business better than men, since according to me, they are better at building and maintaining relationships. Also, when it comes to store aesthetics and product display and management, women are better at those too. So practically speaking, women leaders would definitely be more effective than men in this field.

A good team is very important for you to focus and enjoy your work. I am blessed with a good one; I encourage personal responsibility and initiatives at my workplace. Women naturally have qualities which the retail world demands – multi tasking and being persuasive in a consumer oriented business. Consumer psychology is something well understood by women.

A very bright future for every woman who is willing to go that 'extra' mile to change the ordinary to "extraordinary".

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5

**1&2. Debayan Biswas & Tashi Doma Bhutia,**  
Co- Founders, Momos On Wheels;

**3,4&5. Saksham Karwal , Ankita Sancheti &  
Vedanta Kumar, Co-Founders, Seenit;**

**6. Angshuman Bhattacharya, CEO & CO Founder -  
SIBIA Analytics and Consulting Services;**

**7&8. Vikram Khinwasara & Piyush Kankaria, Co-  
Founders, The Yellow Straw;**

**9. Priyanka Agarwal, Founder, Uptownie101**

# STARTUPS WITH GRAVITY-DEFYING MOMENTUM

Over the past couple of years, the country has produced several posterboys of Indian startups. In this special feature, we will take a look at some of the startups of East India that promise much.

## What would you say is the recipe to grow a startup to a successful company?

**DEBAYAN BISWAS & TASHI DOMA BHUTIA:** Trust me the recipe of to grow a start up to a successful company is very simple because it has a single ingredient and that is 'Determination'. If you come up with a business idea sell the idea to yourself first. If you are convinced with the idea then start working with determination. Success is a receding horizon and the way is also very rough. Only the determination will keep you alive and motivated during the journey.

**ANGSHUMAN BHATTACHARYA:** I think persistence is important. Especially if you are providing an innovative solution in emerging markets like India, it will take time to establish your value in your customers mind. You have to be patient till then. Also, make sure your solution has real business value, and not a fancy technology with far fetched ROI. The early you can show or prove the value in money terms, the quickly it will get adopted. Work on your product continuously and keep improving, by taking cues from the markets and customers. As we strongly believe, our product is in a perpetual state of beta.

**SAKSHAM KARWAL, ANKITA SANCHETI & VEDANTA KUMAR:** Patience and infinite dedication are essentials to grow a startup successfully. What looks like a quick few months' journey to succeed is actually a long 5-10 year journey that only the founders know the stresses of. Look at any example from the world - Flipkart is 10 years old and still figuring a lot of things out!

**VIKRAM KHINWASARA AND PIYUSH KANKARIA:** We believe in a principle that success has no fixed formula but excellence has. We always wanted to do the best in our field like lets be the first juice bar chain of Kolkata, people should think about The Yellow Straw, when they think of juices. We firmly believe that focus, zeal to learn and improvise and flexibility have really helped us to grow from seed stage of idea to till date.

**PRIYANKA AGARWAL:** The recipe in my opinion is to be two steps ahead and work on processes in advance that would make the scaling up a start up needs sustainable. Pushing on growth and numbers is of course how all start ups gain prominence but in order to thrive sustainability is key. Understanding the ecosystem your startup is set in and setting the pace according to the strengths of your team and infrastructure is of key importance. Of course, growth should not lag and be in sync with the opportunities played out but running instead of steady walking can be detrimental in the long run.

## All entrepreneurs make mistakes along the way. What would you say are the key areas where you have made mistakes or encountered hurdles, and how that did shape you for doing bigger and better?

**DEBAYAN BISWAS & TASHI DOMA BHUTIA:** No matter If you are from world's most topnotch business school, your one mistake will teach you better than your academic years. Finding a right business associate is very important for success and smooth running of business. For my case many times I have chosen wrong business associate and with in short time it appears as a mistake from my side. Wrong business associate can lead you towards 'dispute'. Disputes are very unhealthy and could be dangerous for a startup but once it happen we have to fought with it tactfully with a calm and peaceful mind and attitude.

**ANGSHUMAN BHATTACHARYA:** We were indecisive about taking the product or services route. But later we found that the value can be better established through a product, and customers understand the output much better with a product. That has been a major learning for us quite early in our business. We also brought in features in our product that connects with Indian customers pretty well - where we had to drop the learning from the western markets and Indianize the solution. As like many other tech companies, we have not focused much on selling initially. We were all busy in building the solution in first couple of years and probably has lost time there. We corrected and then started getting the benefit soon.

**SAKSHAM KARWAL, ANKITA SANCHETI & VEDANTA KUMAR:** Biggest challenge is definitely in building the right team that will share your vision and work tirelessly to achieve it. Most people think money is the easy solution and if you can pay highest you can get the best talent but that is not true. Money can only solve the problem to a certain extent and finding true gems to work with and keeping them motivated requires a lot more.

**VIKRAM KHINWASARA AND PIYUSH KANKARIA:** The biggest hurdle we faced even before starting our first outlet (a mere 26 sq ft. shop-in shop model) was whether the city of chai-walas will shell out around 50-60 bucks on a glass of freshly squeezed pulpy juice. With the confidence in the quality and variety of our product range we gradually overcame this hurdle. We think that control over emotions is much required, especially during the initial stage, irrespective of success or failure. Initial success euphoria trapped us and we invested quite a bit in a single cafe and that really tightened our cash flows. Being a startup, one has to calculate and keep track of every single penny.

**PRIYANKA AGARWAL:** Being in an inertia of motion and afraid of making constant changes was one of the initial mistakes I made. The whole space was so new and amorphous that proactively making constant changes was a little overwhelming for me. However, initially after being forced to make changes after seeing the negative impact of inertia, I got a lot more used to change.

## Please tell us about the nature of your business and your product line. What is its USP?

**DEBAYAN BISWAS & TASHI DOMA BHUTIA:** With the objective of providing an affordable, accessible, safe and healthy option to unhygienic street food, we have launched a street food chain on environment-friendly movable tricycles under the brand name of 'MOMOS ON WHEELS'. Through this food vending chain we are selling the ethnic food of Darjeeling hills – momos – as they are healthy and tasty. Further, we have designed our business in such a way that it generates a large job and micro-entrepreneurship opportunities for both semi-skilled and unskilled people. Thus apart from providing safe and healthy daily nutrition, we aim to economically and socially empower a large number of backward people, so as to help create a better society.

**ANGSHUMAN BHATTACHARYA:** We offer analytics solutions for retailers, in the areas of sales and marketing optimisation. We offer them demand forecasting and sales intelligence solution by tracking their own and external data. We offer our solution in a cloud hosted model, with monthly subscriptions. This is offered as a no capex model, and customers do not require any specialised software or hardware. We already have top FMCG and retail companies in our customer list and are expanding to include a few more.

**VIKRAM KHINWASARA AND PIYUSH KANKARIA:** The Yellow Straw, Kolkata's first juice bar chain, offers 60+ varieties of fresh fruit juices, shakes & fruit salads. We make cold pressed juices absolutely fresh on order basis with 100 percent natural ingredients. Currently we offer our products only through retail outlets along with delivery services. We are working upon a online subscription model as well and will be launching that soon.

**SAKSHAM KARWAL, ANKITA SANCHETI & VEDANTA KUMAR:** We run the popular fashion question and answer app by the name SeenIt.in. SeenIt allows users to post their questions, in the form of images from Instagram, Snapchat or even tabloids of products they want to track down. Other members of the community then help by providing shoppable suggestions in order to recreate the look or get the same item. In a very short span of time we have grown to be a one-stop destination for fashionistas looking for the next best thing to buy. Today we have images from episodes from the Friends TV show from 10 years ago where people are looking for Rachel's looks - where else can they do this?

**PRIYANKA AGARWAL:** We deal in women's western wear and are introducing footwear, jewellery, bags and other lifestyle products to the brand too. Uptownie 101 is a private label with both an online and offline presence. We are adept at forecasting trends and introduce new styles weekly on our website. The collection is extremely budget friendly we provide exemplary customer service. We hold the hand of the customer through the entire processing of picking a product, checking the fit right until they receive the product.

## How is it to be a startup in India? Is the atmosphere conducive or does too much red-tapism dampen the spirit?

**DEBAYAN BISWAS & TASHI DOMA BHUTIA:** India has been for the fore-runner in economic development for the past few years. This is not only because of Prime Minister Narendra Modi's vision to boost India's economic infrastructure, but because of the younger generation giving a call to start-up now they want to take active and meaningful part in country's growth and economy. Being a representative of this generation, I feel the call for a new start-up is very positive. Over the progress of time, I felt, India has come up as one of the fastest growing economy in the world. Newer avenues in different sectors, right from business to IT, Indian has developed considerably because the mentality of people is changing. Now people come forward to appreciate a new venture which is a very positive mindset and a driving factor to boost a start ups and nation economy. GDP growth for the past two financial years(2015-16 and 2016-17) has been enormously high, even after the impact of demonetisation in the second half of the last fiscal year. Government report says, India's economy is likely to expand 7.8 per cent during the current financial year. Which is a very good sign.

**ANGSHUMAN BHATTACHARYA:** In India things take time - you have to be patient. Anyone offering a new technology or solution, will require more time before adoption. For a business, the challenges have been being solved in whatever manner, and they will have less reasons to change that. Until and unless your value is proven, adoption will not happen. Also some companies have an older mindset that drifts away from anything new. You have to be cautious with them before you invest too much in them. Fortunately, there is plenty of companies who are modern and forward looking. They will try new and different things and if that works for them, they will adopt. You need to find those customers and work with them till you prove the value.

**VIKRAM KHINWASARA AND PIYUSH KANKARIA:** It's a great atmosphere, to be honest, because 70 percent of the Indian population is below 30 years of age and with so many constructive minds working for a better tomorrow, it definitely adds on to this whole startup era. It's always good to be in a positive mindset rather than thinking about negativity around. For us, 'success definitely tastes sweeter even without sugar'!

**SAKSHAM KARWAL, ANKITA SANCHETI & VEDANTA KUMAR:** India's consumption story is only going to boom in the time to come so its never been a better time to being a startup in India. In terms of red-tapism and ease of setting up and doing business, we still have a long way to go.

**PRIYANKA AGARWAL:** I do not think red tapism has been the main hindrance I have faced. Instead, it would be two other factors I feel have dampened the spirit – not-up-to-par infrastructure and the lack of out-of-the-box thinking encouraged by institutions in India.




## What is your vision for the future?

**DEBAYAN BISWAS & TASHI DOMA BHUTIA:** I want to create a product and organization which is best to buy and best to work with.

**ANGSHUMAN BHATTACHARYA:** Your key asset is your team - no denial. A team can make or break a business. We are fortunate to have a great team where most of the folks are passionate, energetic, can solve problems, and above all takes SIBIA in their personal stride. The oil for a business is revenue, and you must ensure that revenue comes in. This should be highest priority. Customers are highly value conscious – show them the value in order to win them. SIBIA will be the top retail analytics company in India. We want to be the partner of choice for top retail and consumer brand companies.

**VIKRAM KHINWASARA AND PIYUSH KANKARIA:** Always be focused on what you intend to sell. Distractions are easy, but perseverance pays off. Be open to changes and be flexible in implementing the ideas. This generation and generations ahead are very smart and health conscious and we want to part of this change.

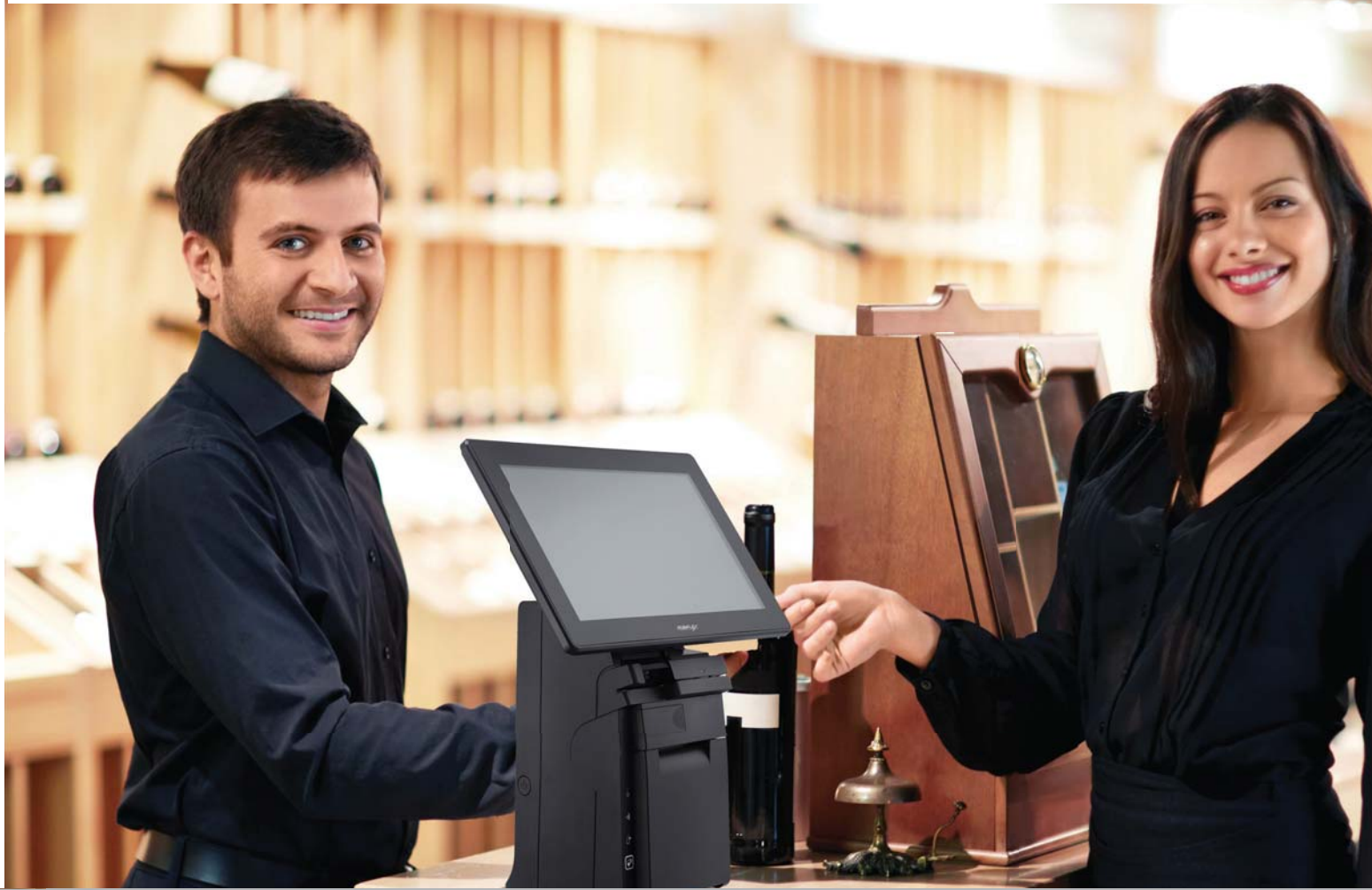
**SAKSHAM KARWAL, ANKITA SANCHETI & VEDANTA KUMAR:** Build a business for no one but yourself so always think long term and build something that is sustainable. Nothing comes easy and an entrepreneur's life is a roller coaster. One has to be patient and willing to stick it out. To build a highly loved and truly global consumer product from India. Seeing the engagement we have already I can tell you we're not too far away from that day!

**PRIYANKA AGARWAL:** My experience of running a startup has been a constant upward learning curve. Since there have been many situations at work which have been firsts in my life I definitely think maintaining a balance between learning from more experienced members of my team and also working hard to be one step ahead of them to gain credibility has been my motto. My vision is to make Uptownie 101 a global brand in women's fashion. 

Inputs contributed by Jahnavi Popat



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# ECHOING THE HEARTBEAT OF BENGAL

Biswa Bangla, as the name suggests, is taking the heritage of Bengal to places. The brand has eight outlets in cities such as Kolkata, Bagdogra, Darjeeling and Delhi. Talking about the future prospects of the brand, **Partha Kar**, Chief Consultant of Biswa Bangla reveals its growth plans.

**Please tell us about the concept of Biswa Bangla. What was the objective of starting this initiative?**

Showcasing Bengal products, enhancing sale and better returns to the artisans and producers and creating “Brand Bengal” in the long run was the purpose. The basic aim of BBMC (Biswa Bangla Marketing Corporation) is to innovate, design, provide appropriate store ambience, improve quality of supply chain for handloom, handicraft and other products of Bengal origin under one umbrella brand. It will provide a new marketing window to existing channels and also work towards developing new domestic and international markets for Bengal products.

The goal is to increase market outreach along with promotion of livelihoods for skill-based producers. This will lead to the empowerment of weavers and artisans engaged in the entire process of production and strengthen grassroot enterprises in the state. The West Bengal Government has successfully executed the concept and created a new brand for the state called Biswa Bangla, which has become Brand Bengal.

**In which year was Biswa Bangla inception? Who is the brainchild behind this concept?**

The strategy was conceptualised in the year 2013, and execution started from 2014. It was the brainchild of the Honourable Chief Minister of Bengal and implemented by the Department of MSME & Textiles, Government of West Bengal.

**How many retail outlets do you have in the country?**

Currently we have eight stores across the country.

**Which are the key cities for you?**

Kolkata, Delhi, Mumbai, Bengaluru, Chennai, Ahmedabad, Hyderabad, Varanasi, Lucknow and Patna are the key cities for us.

**Do you have your own e-commerce portal? If not, any plans to enter the online medium?**

No, we do not have an e-commerce portal and have no plans to enter the online retail space.

**Please tell us about your product portfolio.**

Our products are divided into three main categories: Textiles,

## Advantage Brand Bengal

- ▶ Well known traditional products
- ▶ Utilising the huge reservoir of hereditary skills and developing entrepreneurial competence.
- ▶ Re-discovering the heritage of Bengal
- ▶ Showcasing GI-registered products
- ▶ Structured offering and communicating the true essence of Bengal.
- ▶ Cost optimisation by consolidation and leveraging existing infrastructure
- ▶ Improved merchandise with enhanced depth and width
- ▶ Paradigm shift in customer perception
- ▶ Convergence with other sectors, such as tourism
- ▶ Opportunity for image make-over and increased brand equity for the state



are engaged with us directly and indirectly.

**What you are doing to promote and market the brand?**

Biswa Bangla sells stories and heritage from Bengal; every product has a history and therefore, we actually promote Bengal's heritage, history, art and culture.

Today, Biswa Bangla has become synonymous with Brand Bengal in the form of scholarships, roads, business summits, etc. For retail, we use social and digital media for customer connect and engagements. Mass media has helped us substantially with constant positive coverage. There is also a constant institutional connect, which

helps in strengthening the brand identity, and finally, every customer of Biswa Bangla is a brand ambassador for us.

**Any plans to explore international markets?**

We have promoted significant international presence during the past four years through our extensive participation in conferences across North America. We participated in and sponsored the London Design Festival in 2015; our products were displayed in the foyer of V&A Museum in London. We have been in touch with the Indian diaspora in various parts of the world and there is continuous dialogue on the brand. 

Crafts and FMCG. Under each of these categories, there are also sub categories as below:

- ▶ Textile: sarees, clothing for men & women, home furnishing, textile art.
- ▶ Crafts: decorative & utility
- ▶ FMCG: food, jewellery, music, books, wellness products, toiletries, etc.

**What are the price points?**

- ▶ Sarees: ₹500 to ₹1,00,000
- ▶ Crafts: ₹25 to ₹50,000
- ▶ FMCG: ₹25 to ₹3,000

**How many artisans work for you? How do they benefit from the collaboration with Biswa Bangla?**

Approximately 70,000 artisans



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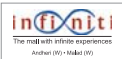
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# “WITH INDIANS BECOMING DIGITAL-SAVVY, 2017 WILL MARK A TURNING POINT FOR RETAILERS”

**Nilesh Shah**, Co-founder, Rancelab talks about the changing complexion of retailing and how Indian customers have evolved to enter an era of unparalleled technological predominance driven by increasing internet access, smartphone usage and round-the-clock social media engagement.

## **As the retail landscape is changing, according to you, how will technology play the role of a game-changer for retailers to stay ahead of competition?**

On-demand services, Big Data, social business, Cloud Computing, smartphones, video conferencing, location-aware data, digital wallets and interactive multimedia ebooks are some of the game-changers. The technology acts a facilitator to the process. Retailers need to evolve, monitor, adopt and upgrade these well in time to stay ahead of their competition.

## **According to you, which are the technology trends to watch out for in the year 2017?**

Year 2017 will mark a turning point for retailers. With the rising acceptance of e-commerce, retailers will be required to adopt various CRM and loyalty programs to hold on to the interest of their customers. Another major lookout would be digital payments. As the country is turning cash-less, integration with mobile wallets has become indispensable. Retailers will reinforce their online presence through social media to deliver the ultimate goal of an omnichannel consumer experience.

## **Please tell us about the services/products you provide to retailers.**

For retailers, who own a stand-alone retail store or a chain, FusionRetail is a ready-to-use retail and POS software that provides point-of-sale, inventory control using barcode, financial accounting, payroll, customer loyalty, analysis and chain store management. Unlike other retail software, it's simple to set up, use and manage, allowing you to make profits sooner, reach break-even faster and open new stores quicker. Innovative user interface enhances your productivity, integrated modules streamlines your business processes even more and anytime reporting makes you save on time.

## **What kind of changes have you observed over the years, which have changed the retail dynamics of the Eastern region of the country? What is the role of technology in these shifts?**

Technology has led to transformation, impacting many junctures of the retail process; from back office and enterprise systems, to many customer-facing functions such as payments, loyalty programs and customer services. The shopping experience itself, however, has undergone substantial changes over the past, especially with the emergence of ecommerce and smartphones. Companies are leveraging their online presence to gain access to cities where they do not have physical presence. Businesses are escalating their reach by extensively using social media and geo-tagging targeted audiences and due to this shift, they are observing a drop in the costs involved in terms of stock-holding and establishment cost and increase in revenue.

**Please share some details on your East India-based retail / retail realty clientele.**

Our clientele includes stand-alone as well as chain outlets, from fashion retail to footwear, supermarkets to electronics stores. To name a few, ITC John Players, Bunkaari India, Dollar, Sh-riff, Imagine (Apple), K Mart, Paridhan, Spacio, Magnet, Aditya's 9 to 9 Supermarket and Aditya Vision are some of our key clients.

**Please share a brief case study related to your retail clients based out of East India.**

ITC Lifestyle Retail Business Division launched the brand John Players in 2002. The brand is available across the country through a nationwide

network of over 400 + exclusive stores and various multi-brand outlets. Since its inception, it has been managing all its outlets across India on RanceLab FusionRetail.

Having built a powerful brand portfolio that is making waves across the country, ITC's Lifestyle Retailing was poised

to grow and build a dominant presence in the country's fashion industry. RanceLab understood their needs and challenges implemented the following solution:

- ▶ FusionRetail ERP Edition for Head Office to track, manage, allocate and control the outlets

- ▶ FusionRetail Standard Edition for store operations
- ▶ FusionRetail ERP helped the head office to streamline their processes and generating in depth picture of the business. Smooth reordering management is helping to bridge the gap between the stores and warehouse. It is also helping the business to liquidate slow and non-moving items.



**Benefits derived using RanceLab Fusion Retail**

- ▶ With such systems in place, John Players managed to increase their business returns.
- ▶ Faster and smooth billing with the help of bar codes.
- ▶ Accurate stock statements along with details on SKUs, size, colour and design.
- ▶ Increase in footfalls.

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# IRF PRIVILEGE MEMBERSHIP OFFER

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## MEMBERSHIP FORM

The **India Retail Forum** is trusted as a **premier catalyst for profitable growth of modern retail business through its knowledge platform leadership**. It is recognised by the international retail community through its portfolio of **Magazines, Conferences, Exhibitions, Research Volumes, and Web Portals**. The saga that began in 1992 with strong business and research publications to inform, advice, and inspire leaders and decision makers of the retail industry, has today grown into an integrated B2B forum that serves the retail industry across several critical verticals.

The need to connect with businesses, people, knowledge and ideas associated with modern retail is served by Business Exhibitions and Networking Meets. Conducted alongside these Knowledge Forums and Conferences featuring global leaders inspire not just debate and discussion but even influence policy decisions.

Another India Retail Forum initiative, **the Images Awards** recognise **outstanding performance in the business of retail** .... And are not just loved for the style with which these successes are celebrated but have today established themselves as **the premier benchmark of excellence in retailing in India**.

### ▶ IRF PRIVILEGE MEMBERS' CLUB

IRF offers a host of services to its privilege members. It connects the entire value chain (product development, buying & sourcing to manufacturing, merchandising, branding, marketing & retailing). The IRF serves the entire retail sector through its various knowledge & innovation platforms round the year.

### ▶ HOW TO ENROLL?

Choose your category/ies from below:

Retailer (Code )

A group operating in more than one category may enroll its different companies in their respective categories or opt for the 'A7' category.

To know the applicable fee and entitlements please refer to the table 'IRF Annual Membership Fee & deliverables'.

Service tax will be levied as applicable which at present is 15%.

**IRF Annual Membership Fee** may be paid by draft/ cheque payable to "India Retail Forum" or bank transfer (details below).

**Current Account No:** 50200013797752 | **Account Title:** India Retail Forum | **Bank:** HDFC Bank Ltd.  
**Branch:** S-355, Panchsheel Park, New Delhi 110 017, India | **RTGS Code:** HDFC0000248 | **MICR:** 110240029

### ▶ MEMBER INFORMATION

Company Name	
Category	
Address for communication	
Name of the person responsible for IRF communication and coordination	
Designation:	
Ph:	
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Email Id:	

#### NAME/S OF AUTHORISED REPRESENTATIVE/S TO AVAIL IRF PACKAGES

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Company stamp/ seal

#### OTHER REQUIREMENTS:

- ▶ Please send brand / organization logo along with high resolution pictures of key people, products & services. The pictures can be sent through yousendit or wetransfer. All visuals should be of 300 dpi.
- ▶ Please send a separate Company Backgrounder of about 350 words. This should be in PDF or MS word format.
- ▶ Please send a separate note on outstanding achievements. This should be in PDF or MS word format. All visuals should be of 300 dpi.

#### IRF CONTACTS:

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## INDIA RETAIL FORUM PRIVILEGE MEMBERSHIP: ANNUAL FEE & DELIVERABLES\*

Membership Categories: ▶▶▶	RETAILERS				
	A: Regional Retailers (North, East, West, South) with less than 5000 sq. ft. area	A1: Independent Retailers	A2: Regional Retailers/ Chains A3: Brands with Own Brand Outlets/ Shop-in-shops A4: Convenience/ Specialty Chain Stores	A5: National Large Format Chains A6: Alternate Channel/ Online Retailers	A7: Retailers with presence in multiple verticals/ segments/ formats + Franchise/ Distribution/ Licensing/ Own Brand operations
Annual Fee (Service tax extra)	Rs.12,500	Rs.25,000	Rs.1,00,000	Rs.2,00,000	Rs.5,00,000
DELIVERABLES					
1. Feature/s, Editorial coverage subject to Editorial guidelines in relevant Images publications/Research Books/ coffee table books print/online (Data & information to be provided by members)	1 Page	1 Page	4 Pages	8 Pages	20 Pages
2. FOC promo banners/Edm in Indiaretailing.com portal (applicable as per category)	FOC up to Rs.12,500	FOC up to Rs.25,000	FOC up to Rs.1 Lac	FOC up to Rs.2 Lacs	FOC up to Rs.5 Lacs
3. Entry in Retailers Lounge at IRF & other events	1 Pass for regional event only	1 Pass for any 2 events	2 Passes each for any 3 events	3 Passes each for any 3 events	4 Passes each for any 4 events
4. Entry Pass for IRF & other annual events* Extra passes at a special price.	NA	1 Pass for any 2 events	2 Passes each for any 3 events	3 Passes each for any 3 events	4 Passes each for any 4 events
5. Special Invite for Power Breakfasts, Networking Lunches, Awards & Gala Dinners	1 Pass for regional event only	1 Pass for any 2 events	2 Passes each for any 3 events	3 Passes each for any 3 events	4 Passes each for any 4 events
6. Research Reports & Publications - Print & Online	FOC up to Rs.4,000	FOC up to Rs.5,000	FOC up to Rs.20,000	FOC up to Rs.30,000	FOC up to Rs.50,000
7. Images Retail Awards	2/3rd waiver on awards nomination fee	2/3rd waiver on awards nomination fee	2/3rd waiver on awards nomination fee	2/3rd waiver on awards nomination fee	2/3rd waiver on awards nomination fee
8. Presence at indiaretailing/ India Retail Forum website	URL Link	URL Link	URL Link	URL Link	URL Link
9. Placement of 100 copies of Catalogues at Members Lounge	NA	NA	NA	NA	NA

\*Deliverables are subject to submission of inputs/ confirmations/ approvals/ additional charges wherever applicable by specific dates/ deadlines as communicated to members. Deliverables are subject to change without notice.

**Additional Benefits:**

1. Special Packages to join IRF delegations for national & international retail trade shows.
2. Special packages for members for Print Ads in relevant magazines.
3. Speaker/Panel discussion opportunities subject to availability of slots
4. Priority in processing of your application for 'TRUSTED MARK' Certification.
5. CEO's picture & profile in 'Who's Who' page on indiaretailing.com website
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