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# PROGRESSIVE GROCCER

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Foodhall @ DLF PLACE

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“WE ARE LEADERS IN FINDING TREND-SETTING PRODUCTS”

— AVNI BIYANI  
CONCEPT HEAD, FOODHALL



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With GST coming into force, a major rubicon has been crossed in the realm of tax administration. Initial reports suggest that it has been a smooth transition for the F&G industry, although there have been some minor hiccups here and there. But that is only to be expected whenever the old order gives way to the new. But before long, one hopes that the initial teething problems will be ironed out and all stakeholders will learn to jump through the GST hoops effortlessly.

As the most significant tax reform till date, GST has many benefits to offer. In one swift stroke, it has merged a large number of Central and State taxes (estimated at 25-30 per cent) into a single (reduced) tax under HSN Code & SA Code. Prior-stage taxes are now a thing of the past, paving the way for the creation of a Common National Market and better gains for both Central and State governments.

For the wholesalers and retailers, the new regime ushers in an era of greater transparency and tax compliance with the complete value chain tracked online. In the new scheme of things, changes are expected in the ways of doing business and margins are expected to grow thinner for both wholesalers and retailers. In this context, it is heartening to note that there have been ongoing discussions between producers and retailers to thrash out the nettlesome issues.

Most analysts concur that post-GST era will lead to more robust economic growth, which will boost consumer sentiment and market confidence. The uptick in business sentiment will boost the premiumisation trend. The profitability of entrepreneurs is also expected to grow once the challenges of complying with the new regulations are resolved.



**Amitabh Taneja**  
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**“We are market leaders in finding the next trend-setting product.”**

Avni Biyani is the driving force behind Future Retail's premium lifestyle food superstore Foodhall. Since coming on board as Concept Head of the premium superstore chain, Avni has been successfully breaking new ground in gourmet food retailing in India.

In a chat, Avni talks of her chain's customer proposition and its market positioning and the various initiatives that Foodhall has been taking to make gourmet retailing in India a truly international experience for its customers.

← **Avni Biyani,**  
Concept Head, Foodhall



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# “We are market leaders in finding the next trend-setting product”

Avni Biyani is the driving force behind Future Retail's premium lifestyle food superstore Foodhall. Since coming on board as Concept Head of the premium superstore chain, Avni has been successfully breaking new ground in gourmet food retailing in India. Since 2011, when Foodhall opened its first store at Mumbai's Palladium mall, she has been at the forefront of bringing the best of international and local ingredients to Indian food connoisseurs.

In a chat with Progressive Grocer, Avni talks of her chain's customer proposition and its market positioning and the various initiatives that Foodhall has been taking to make gourmet retailing in India a truly international experience for its customers.

**A**vni Biyani's gourmet store chain stocks everything one can expect to find at any international food store. The offerings range from tomatillo (green tomatoes of Mexico) to gluten-free breads such as pizza dough, bagels, to a range of super-food options such as Greek yoghurts, fat-free organic milk, tofu, gourmet chocolates, oils and vinegars, smoked salmon, mock meats, specialty cold cuts, teas, fresh truffles and various food delights, including a variety of Indian foods.

To add to its mojo and burnish the stores' reputation further as a foodie's paradise, Avni has led Foodhall blaze a trail of path-breaking innovations in recent years. Under her leadership, Foodhall has also launched a string of its own highly acclaimed brands, which includes the spices brand Arqa, The House of Tea, dry fruit brand Bustaan, a traditional food range under Traditions, personalized chef service Party Chef and gifting brand Blue Ribbon. Recently, Avni also co-founded WhisQ with dessert chef Pooja Dhingra, and launched a nine-piece macaron set under the brand. Edited excerpts from the interview.

## What is the customer proposition and marketing positioning of your store?

Foodhall is targeted at the urban traveler who has a global taste palate. With an exhaustive range of offerings – from daily essentials to exotic food — Foodhall is a foodie's paradise. It is a one-stop shop for people looking for “exotic”, hard-to-find cooking ingredients. You get everything from truffle oil and Hass avocado to the equipment required for specialized cooking. Our aim is that a customer gets to discover something new every time they come to Foodhall.

We extensively work to get better and newer products and ensure that we stay in line with world food trends. This is what helps us retain customers and attract newer ones.

## What is the typical customer profile of shoppers in your store?

Our shoppers are mostly food lovers who have travelled a lot or those who are exposed to global cuisine.

We also get lots of expat and HNI customers. Our



**Avni Biyani,**  
Concept Head, Foodhall



stores are located in neighborhoods where at least 30 per cent of those walking in are expatriates – in areas such as Saket and Vasant Kunj in Delhi and Whitefield in Bengaluru. But we also get food lovers in our stores buying ingredients and wanting to experience new trends. We also get tourists wanting to take back a flavor of India.

**How do you engage with the young generation – the millennial shopper?**

At Foodhall, we have tried to engage with all our customers by informing and educating them about newer things. Our visual merchandising team plays a vital role on this front. We go the extra mile by ensuring that the product is displayed beautifully with relevant information guides, recipe cards and how-to manuals placed around it. We have bay breakers with unique bites of information about various products that customers may not be familiar with. We also have ‘experience zones’ where we give information about the product and conduct samplings. By offering the samples, we familiarize the customer with the product by allowing them to touch, smell, feel and taste it, thus making them more comfortable with the product. We also keep changing the theme for the various experience zones on a monthly basis.

**Of the gourmet and international product range at your chain, which products are recording maximum growth?**

There is a high demand for FnV, cheese, chocolates and cuisine- based products.

**In your view, which new food products at your stores will likely gain sales tractions in the coming days?**

The superfoods category will see the maximum demand. Also, special dietary requirement foods, which include vegan and gluten-free products, are the next big trend we will get to see.

**What is the rate of growth of gourmet and International foods at your store?**

The growth rate is quite high and we expect it to remain that way for years to come.

**What is the % revenue contribution from gourmet and International products?**

It is in the range of 60% to 70%.

**Which are the new and emerging categories in your store?**

We have recently introduced a new baking brand WhisQ, in association with Pooja Dhingra, founder

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# How to loyalize your customer base

Progressive Grocer speaks to retailers with hands-on experience in running and developing loyalty programs to find out about the ways of making them into a powerful platform for meaningful engagement with customers and winning their trust in the brand.



**What do think is the optimal approach for retailers to run their loyalty programs and how are you doing it in your organisation?**

**Shibani P Shourie, Retail Consultant:** Customer engagement is the key to running a successful loyalty program. Of all the loyalty programs that I have run or been a part of, the most important thing I have focused on is to develop a better understanding of the consumer. It is important to understand the customer's shopping behavior and what they expect from the brand. The way to do it is through the various formal and informal insights and detailed analyses, which a retailer gets from the data available. Based on the analyses and data, a retailer can craft well thought out strategies and tactical plans. As there are different segments of customers, each one has to be engaged differently. Loyalty programs are designed to convert shoppers into advocates of the brand. A successful loyalty program is one that builds customers' faith and belief in the brand, and retailers should aim to create such loyalty programs.

**Manoj Jain, Vice President – Marketing, Loyalty & VM, HyperCITY Retail (India) Ltd.:** HyperCITY's loyalty program is called the Discovery Club.

Apart from adding value through the point system wherein customers earn points by spending, it has been our constant endeavor to remain relevant to our customers and pre-empt their needs. With this objective, we have introduced many meaningful services for our customers. We want our customers to experience the "wow" feeling and we are doing it by addressing the day-to-day issues in their lives. For example, we realized that most of the customers find it difficult to drive to- and -from the store during peak hours. So we formed an alliance with a taxi aggregator and offered flat rates to ferry customers to- and -from the store. Another example is that we now send a box of samples of the stuff that we sell in the store to our loyal customers' houses every month. This way the customers get to sample the stuff before picking it up at the stores. We have also added a lot of value offerings in terms of 'Wine Tasting' sessions and 'Free Passes' to events (Justin Bieber/

“  
A successful loyalty program is one that builds customers' faith and belief in the brand, and retailers should aim to create such loyalty programs.

— Shibani P Shourie  
Retail Consultant





IPL/ etc). Besides, we have created a platform for our customers to become food entrepreneurs by launching an initiative called “Hyper Budding Chef”, which allows the winners to sell their stuff from HyperCITY stores. We strongly believe that for any loyalty program to be successful, it has to be relevant to the everyday life of the customer. With the launch of our omni-channel engagement, we plan to amplify our loyalty program across all channels.

**Shibu Philips, Business Head – Lulu International Shopping Mall Pvt. Ltd.:** Lulu Mall launched its loyalty program – Lulu Happiness Loyalty & Rewards – on 9th November 2015. The program was launched to reward the thousands of regular customer who have been visiting the mall right from its opening. Lulu Happiness is available in Lulu Mall mobile app across Android & iOS platforms. Through Lulu Happiness, every customer who visits the mall and spends at any of the outlets is rewarded with loyalty points, which can be used to redeem gift vouchers from their preferred brands.

We believe in having a “first-hand experience” with the customers by offering them an experience they would like to enjoy again and again. A loyalty program has a short shelf life in the customer’s mind if it fails to keep the customer engaged with the program. We believe that the basic formula for enhancing customer engagement is only through an exciting rewards catalogue. So we have added gift vouchers from all the major brands to our rewards catalogue. Additionally, we offer the brands in the rewards catalogue at a bargain on select offer days, which are variously designated as ‘Deal of Week’, ‘Women’s Wednesday Sale’, ‘Flash Sale’ on Fridays and ‘Weekend Sale’. Customers look forward to these offers, which enable them to utilize their

loyalty points to redeem any brand gift voucher of their choice provided they have sufficient points in their loyalty account.

**Shantanu Saha, Vice President, Reliance Market:** The loyalty program of Reliance Market – the cash & carry format of Reliance Retail Ltd. – is called Rishta. The program runs for the B2B customers of Reliance Market. The other loyalty program that is run by the other retail formats in the Group is called the R-One program. This program runs across all other Reliance Retail formats, is a very robust and popular program, and is targeted toward B2C customers.

### Do the loyalty programs offer good value to the customers?

**Shibani P Shourie:** Value is not essentially through points. Contrary to what one believes, there is very little value attached to the percentage that the customer gets back on spends. It is important to give customers ‘innovative’ rewards, which encourages them to keep coming back for more. While a 10% cashback works in some months, an engagement program run over a fixed period leading to instant rewards on spend slabs works well in others. The customer needs to have a reason to choose you over your competition and it is therefore important that each segment of customer is given something month-on-month so as to make you their first choice.

**Manoj Jain:** The greatest value that HyperCITY has created with its customer base is personalizing the program and making the relationship based on engagement rather than transaction. Driven by this insight, we have extended the program to add value on travel, entertainment, events, insurance, etc. So much so that the customer now relates with us not only as a store with a loyalty program but as something that is delivering value to them in their everyday life. I have purposefully not spoken about bonus points and other accelerated points earning/ burning options as these are a part of every other garden variety loyalty program.

**Shibu Philips:** Lulu’s loyalty program has helped to establish a direct relationship with customers, which goes beyond their visits to the mall. Shoppers can use their smartphone to scan purchase receipts in exchange for points that can be



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— **Manoj Jain**  
Vice President –  
Marketing, Loyalty &  
VM, HyperCITY Retail  
(India) Ltd.





# Giants of the Gourmet Galaxy

Despite the thrifty mindset that persists among large sections of Indian consumers, sales of gourmet and international foods – marked by unique and exciting flavor profiles, high-quality formulations and beautiful packaging – are soaring. The trend suggests that apart from food connoisseurs, even value-minded consumers are more often stepping up to the plate to relish small indulgences. The category has been growing at a steady healthy clip of 20% CAGR and is set to gather even greater momentum in the days ahead. The growing consumer interest presents a real opportunity for manufacturers and retailers to differentiate themselves from competitors through their authentic, gourmet-inspired offerings.

By Sanjay Kumar

For some years now, the eating habits of Indian consumers have been evolving – from traditional foods to global food flavours. More than anytime before, a large base of consumers now has more sophisticated palates, make higher nutritional demands, have the ability to afford premium products, and the desire to enjoy them on a regular basis. Marketers describe this class of consumers as belonging to ‘gourmet’ category. The word ‘gourmet’ itself is French, and comes from the world of wine. It was originally the term for a wine broker, or a taste-vin, one who purchased wines for a wine dealer. In the parlance of food retailing, ‘gourmet’ is used to describe a connoisseur of fine food or someone with a refined palate. **Avni Biyani, Concept Head, Foodhall**, the premium lifestyle food chain of Future Group, feels that a gourmet is someone who enjoys and understands the finer nuances and aspects of food. “Consumers are evolving and asking for exciting options in a new and interesting manner. As a brand specializing in the gourmet format, we are catering to Indians as well as expats who are well-travelled and well-versed with fine foods and have a refined palate.”



“As a brand specializing in the gourmet format, we are catering to Indians as well as expats who are well-travelled and well-versed with fine foods and have a refined palate.”

— Avni Biyani  
Concept Head, Foodhall

“The Indian customer profile is witnessing a rapid change. With over 400 million Gen-Z customers with better education levels, greater exposure to international markets/ travel, along with the penetration of smartphones/ internet and the media, customers today are more aware than ever before and are open to experimentation with food,” says **Rajeev Krishnan, MD & CEO, SPAR Hypermarkets**. “New-age Indians are travelling more within India and abroad, they are acquiring and developing their taste buds for various kinds of food. Also, cooking channels and reality cooking shows have become increasingly popular. Consumers want to eat and cook new cuisines more. There is also a large expatriate population in cities such as Delhi, Gurgaon, Bangalore, Mumbai and Pune who are already well-versed with gourmet foods,” observes Avni.

Industry observers agree that over the past few decades, the base of gourmet consumers in the country has swelled considerably. They point to the drawing cards responsible for the bulge in the number of gourmet consumers. “Growing aspirations, globalization, changing lifestyles and

growth of the organised retail sector along with augmented purchasing power of consumers are providing impetus to the gourmet category and to international food manufacturers in India,” says **R. Sankaranarayanan, Vice President - Buying & Merchandising, HyperCITY Retail (India) Ltd.**

According to Krishnan, “The efforts of Indian and international food companies in offering price-competitive products are helping to recruit an increasing number of customers into the segment.” Citing an example, he points to the number of Indian brands entering the olive oil and pasta segment at competitive prices and also offering customer education. “Such efforts bring in the first-time customers. We are also witnessing increasing quality and ingredient consciousness, which is spurring customers to demand better and more.”



# what's next

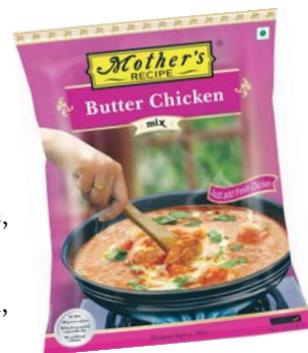


### ▲ Nutrient-rich supplements for good health

VRS Foods Ltd. has entered the sports and nutrition segment with its brand Proquest Nutrition. The range offers nine products, which includes supplements for muscle building, weight gain, pre-workout to post-workout supplements and meal replacement shakes. The supplements are enriched with milk whey protein, macronutrients, carbohydrates, proteins, fats, vitamins, minerals and fibres. The supplements are a blend of probiotics from Ganeden USA, and are loaded with digestive enzymes.

### ► A savory twist of flavours

Mother's Recipe has come up with a new range of ready-to-cook delicacies and instant mixes to simplify cooking. The range offers a variety of authentic Indian recipes such as butter chicken, chicken moghalai, chicken tikka, chicken biryani, chicken nawabi and mutton curry, among others. These ready-to-cook dishes have no preservatives, no artificial colors, no MSG added. This range of mixes is available at select outlets of Pune, Mumbai, Delhi, Kolkata and Siliguri.



### ▼ Delightful raspberry yoghurt munchies

Loacker, marketed by United Distributors INC, has recently introduced Quadratini raspberry yoghurt wafers in the Indian market. The five layered wafer cubes are filled with raspberry yoghurt cream – made with 100 gm raspberries and fresh yoghurt – and has no added flavours. These munchies, which are ideal for a perfect snack, come in a pouch pack of 110 gm. The product is available at select retail outlets across the country.



### ◀ Ayurvedic care for monsoon

Leading personal care brand and hospitality supplier Biotique has come up with a new Bio Papaya exfoliating face wash meant for all skin types. This foaming gel is an ayurvedic blend of pure papaya extracts and other essential ingredients, which removes dead surface cells with a gentle refining action for a bright and clear skin. Available at all leading retail outlets and priced at Rs. 110 for 100 ml and Rs. 150 for a 150 ml pack.



### ▼ Potato crisps with international flavours

Opera from the house of Cremica Food Industries has added four new variants of kettle crisps to its existing range of potato crisps. Made with a twist of international flavors such as spicy barbecue, zesty wasabi, tangy chipotle, fiery sriracha, these premium Opera potato crisps are gluten-free and prepared in olive oil. These crisps come in distinctive color packs to represent each flavor, and are available at leading retail outlets. The product is priced Rs. 60 for a 60 gm pack.



### ▲ Organic salmons for Indian market

Big Sam's has recently added new Organic Salmon variant to its existing range of Norwegian Salmon. Loaded with the goodness of Omega-3, vitamins and proteins, these salmons are free from antibiotics and preservatives. What's more, the process of growing and processing of Big Sam's organic salmon is completely environment friendly.



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