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IMAGES Retail™

Future of Businesses

NOVEMBER 2018

VOL. 17 NO. 11 • ₹100

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[COVER STORY]

RETAIL FRANCHISING

**A POPULAR MODEL FOR SUCCESSFUL
BUSINESS EXPANSION IN INDIA**

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Retailers need to do a lot to succeed in the Indian market. They need to sell good quality at competitive prices, market their product effectively, all the while growing their business. One way to grow fast is by franchising.

Franchising is an evergreen module that never goes out of fashion. It is one of the most fruitful motivating business opportunities that can lead to the foundation of a successful business empire. Opening a franchise comes with a set of rules, expectations, and skills completely different from launching one's own retail brand. As with any business venture, franchising is not immune to risk, but if undertaken in the right way, it can be a vehicle of success for both the franchisor and franchisee.

IMAGES Retail's November edition brings you the pros and cons of Franchising in Retail. The issue covers the topic from both ends - the retailers who offer franchises of their brand, and from the point of view of franchise owners. The issue talks in depth about major retail players and the breakup between their own stores and franchises, investment required, guidelines, revenue and footfall figures. Experts and retailers from the industry outline the challenges they've faced trying to establish a franchise business and detail other important aspects of choosing the right franchiser and franchisee.

The edition also brings an exclusive feature on 'Transit Retail,' a deep dive into how retail contributes to an airport's revenue and why airports are self-sustained shopping enclaves which drive in sales as they create a unique shopping experience.

In addition to this, the issue also has an interesting feature on Retail Bosses Turning Customers. In the 'Stores CEOs Love' section, the top honchos of the industry talk about their favourite and most loved stores - both on the Indian and global map. In the Success Story section, Mohit Dhanjal, Director Retail, Raymond Limited shares insights into the success of the most exclusive fashion retail formats in the country.

As always, we hope you find the issue informative and beneficial. Do log on to our website, www.indiaretailing.com to read great features and analyses on the stage of the global retail industry with an emphasis on India.



Amitabh Taneja


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RETAIL FRANCHISING: A POPULAR MODEL FOR SUCCESSFUL BUSINESS EXPANSION IN INDIA

In India, the current estimated market size of the Indian franchise industry – a marketing concept adopted by companies for business expansion – is \$50.4 billion, an increase from \$13.4 billion in 2012, according to a KPMG and FAI report

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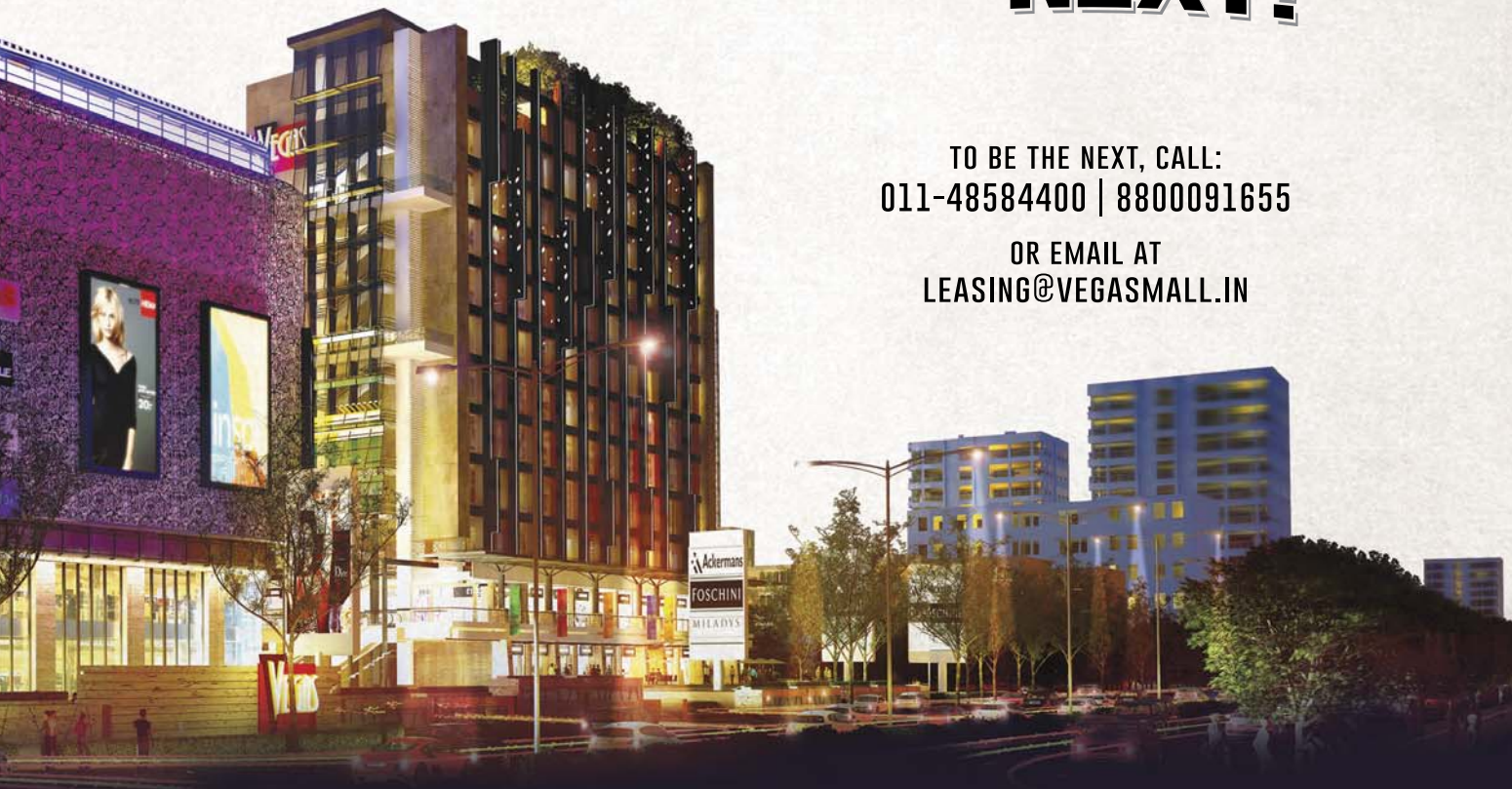
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New Brands, New Stores Mark the Indian Retail Story

– By IMAGES Retail Bureau

Investments, more stores, new brands and new mergers marked the month of October in the retail industry in India. While international retail giant Walmart has decided to invest money into India and to open new stores, India's homegrown e-commerce major, Myntra has launched a new plus size label. We bring you the best of the month...

Walmart India to Invest US\$ 500 Million To Open 47 More Stores By 2022

Walmart India Wednesday said it would invest about US\$ 500 million (about ₹3,200 crore at the current exchange rate) to open another 47 stores by 2022 to take the total number of outlets to 70. According to a PTI report: Krish Iyer, President and CEO Walmart India, said that out of the 23 B2B Cash and Carry stores, 19 have achieved break even with over a million members.

The global retail giant, which opened its 23rd wholesale store in Visakhapatnam Wednesday, is in the process of setting up a second store in Visakhapatnam and discussions are underway for land.



"A typical store needs anywhere between US\$ 9-10 million in terms of investment. We are planning to take the total number of stores to 70 by 2022. That is the plan and we will also have e-commerce space in all the stores. So you can do the math. Yes, it needs US\$ 500 million," Iyer told PTI. Walmart India became a wholly owned subsidiary of Walmart Inc after it severed and exited from the failed Joint

Venture with Bharti Enterprises in 2014. Iyer said the company also has plans to increase fulfillment centres across the country.

Speaking about the Vizag store, he said it had come up on 56,000 square feet and provided employment to 2,000 people directly and indirectly.

"This is now the fourth store in Andhra Pradesh. This is the first store that we have opened in A Pafter Walmart India became a 100 percent subsidiary. We have a plan to open another store in Visakhapatnam. We are looking for a site. We hope to sign the property in the next three to four months. It takes about three hours to open a store after we sign a property," he told PTI.

Iyer said the current contribution of private labels to overall sales was in single digits and he expected it to grow to about 20 percent in the next two to three years. On the possible cannibalisation of sales by its recently acquired Flipkart, he said both are in different segments.

While Flipkart focuses on individual customers, Walmart provides B2B service, he said. "Walmart India's Best Price e-commerce is about B2B. Flipkart is the marketplace and has a lot of sellers who will sell to end consumers. In our e-commerce we don't sell to end consumers and our customers will sell

to other business members. So there is a difference. There won't be any cannibalisation of sales because our members are very loyal to us. We have one million members with ours," he explained.

Walmart's Best Price Modern Wholesale Store stocks over 5,000 items ranging from fresh, frozen and chilled foods, fruits and vegetables, dry groceries, personal to home care items and electronic goods.

Jubilant FoodWorks Announces PepsiCo as New Beverage Partner for Domino's Pizza

Jubilant FoodWorks has announced PepsiCo as its new beverage partner for Domino's Pizza India. As part of the partnership, the PepsiCo portfolio of carbonated beverages of Pepsi, Mountain Dew, 7Up, and Mirinda along with Lipton Iced Tea will be sold across all Domino's restaurants in India.

Speaking on the partnership, **Pratik Pota, CEO & Whole Time Director Jubilant FoodWorks Limited** said, "We are delighted to announce PepsiCo as the beverage partner for Domino's Pizza India. The partnership will bring in fresh focus on our beverage portfolio. We look forward to offering greater



beverage variety and thereby enhancing the Domino's Pizza experience for our guests."

Ahmed El Sheikh, President & CEO, PepsiCo India said, "PepsiCo is honored to be the preferred beverage partner for Jubilant FoodWorks across its Domino's Pizza outlets nationwide. Domino's consumers will now be able to choose from a range of their favorite PepsiCo beverage brands across carbonated soft drinks and Lipton Iced Tea with their meals. This partnership further strengthens our position in the food service segment in India and consumers can look forward to some exciting new experiences."

Myntra Launches In-House Plus Size Brand, Sztori

➔ Myntra has announced the launch of Sztori, its in-house plus size apparel brand, especially designed to suit a larger range of body shapes and sizes. It is essentially a designer wear in the plus size category, offering consumers, the perfect fit and multiple style options at affordable rates. The apparel is made to suit plus size body types rather than prove to be a mere extension in size on existing profiles, thus breaking the existing age-old norm in the Indian market.



Post identifying a white space opportunity in the segment, Myntra set out to design and develop merchandise under a new brand to cater to the category and make wearers look fashionable with multiple style options at affordable prices, opening new avenues in the industry.

Known for democratizing fashion across segments, the launch enables Myntra to go a step further and include size profiles into the ambit of 'fashion for all'. It champions inclusivity in fashion, evaluating and emphasizing greater attention to styles, trends, designs, fit and fabric for plus sized apparel, in order to bring out the personality of the person wearing it. 'Sztori' derives its name and theme from Myntra's 'story' of developing a brand that celebrates a person's journey and spirit, helping to soar above shape and size.

The brand offers a range of products for men and women, including, Tees, denims, tops, dresses and more in L to XXXXL (Large to 4 times Large) sizes. Shoppers can choose from over 225 styles and designs at prices ranging from ₹799-1,999.

Speaking on the occasion, Manohar Kamath, CXO and Head, Myntra Fashion Brands, said, "We are extremely delighted to announce the addition of Sztori to our portfolio of private brands. Plus size clothing is in great demand and it was time we offered something substantial in the category, opening up more avenues and possibilities for our customers. Research estimates that this segment will account for US\$ 5-6 billion in the US\$ 40 billion Indian online fashion apparel market, by 2020, which is approximately 10-12 percent of the overall market, making it an important proposition."

Emami Net Profit Down 16 Percent in Q2

➔ FMCG major Emami Ltd on Tuesday reported a 16 percent decrease in its consolidated profit after tax (PAT) to ₹82.68 crore in the quarter ended September 30, of the

current fiscal as compared to ₹98.60 crore in the corresponding quarter of last financial year. Its revenue from operations, for the quarter under review, was at ₹628.02 crore as against ₹627.93 crore in the year-ago period.

"Our male grooming range has performed well during the quarter. Younger brands and brand extensions have contributed significantly during this period. All our power brands have continued to gain market shares," **Harsha V Agarwal, Company Director**, said. However, the company closed the half of the year (April to September) with revenue of ₹1,242 crore with a like-to-like growth of 9 percent.



"Despite continued challenges like erratic monsoons, transport strike and CSD channel disruption, domestic business grew by 9 percent," the company said in a statement. Company's gross margins at 67.4 percent grew by 30 basis points (bps), despite increasing prices of material costs. EBIDTA (earnings before interest, tax, depreciation and amortisation) grew by 11 percent and cash profit grew by 10 percent. EBIDTA margins at 25.2 percent grew by 110 bps and cash profit margins at 22.1 percent grew by 70 bps.

"Our growth in the first half of FY19 has been modest. Rising input cost of key raw materials has been a challenge. Wholesale recovery has been moderate and is expected to pickup further," **Mohan Goenka, Company Director**, said. While Modern Trade performance has been good, rural too is picking up. With erratic monsoon and winter being slightly delayed, offtakes were affected, he said. "However, our outlook is positive, and we expect to close FY19 (2018-19) in double digits," he added.

Amazon Reports US\$ 56.6 Bn Revenue in Q3

➔ Riding on its Cloud business, retail giant Amazon.com saw its net sales increasing 29 percent to US\$ 56.6 billion in the third quarter this year, compared with US\$ 43.7 billion in third quarter of 2017. Operating income increased to US\$ 3.7 billion in the third quarter, compared with operating income of US\$ 347 million in the third quarter of 2017. Net income increased to US\$ 2.9 billion in the third quarter, or US\$ 5.75 per diluted share, compared with net income of US\$ 256 million, or US\$ 0.52 per diluted share, in the third quarter of 2017.



Eric Broder Van Dyke / Shutterstock.com

“Amazon Business has now reached a US\$ 10 billion annual sales run rate and is serving millions of private and public-sector organisations in eight countries,” said **Jeff Bezos, Founder & CEO, Amazon**. “We’re not slowing down – Amazon Business is adding customers rapidly, including large educational institutions, local governments, and more than half of the Fortune 100,” Bezos said in a statement. Amazon gave fourth-quarter revenue guidance in the range of US\$ 66.5 billion and US\$ 72.5 billion.

Amazon Web Services (AWS) announced several new customer commitments and major migrations during the quarter. In the third quarter, Amazon introduced a new family of Echo smart home speaker devices. Amazon also introduced the all-new Fire HD 8 tablet, featuring an 8-inch HD display, a quad-core processor, 16 GB of internal storage with support for up to 400 GB more via microSD, up to 10 hours of mixed use battery life, and hands-free access to Alexa.

International Retail in the Green as Big Firms Report Profits

– By IMAGES Retail Bureau

The retail industry across the globe had much to cheer about in October, as biggies Amazon and Skechers reported high profits. The unexpectedly prolonged heatwave in the UK also boosted the sale of summer items, last month. A detailed look at all that’s making news in International retail...

The number of Alexa-compatible smart home devices has quintupled year to date to more than 20,000 devices from over 3,500 brands. Through new tools, including updated Alexa Smart Home Skill APIs and the Alexa Connect Kit, developers and device makers can enable voice control of any device and feature with Alexa. Amazon India also announced the launch of amazon.in in Hindi. Amazon Business is generating US\$ 10 billion in annual sales, serving hundreds of thousands of business sellers and millions of customers across eight countries.

43.3 pc Consumers Spent on Summer Products This Year Due to Heatwave: Report

➔ The prolonged heatwave in the UK and major sporting events boosted spending on summer items such as outdoor and gardening products, BBQ food and holiday

clothing, with consumers judging Tesco to be the retailer that had promoted its summer ranges the best, according to GlobalData, a leading data and analytics company. The company’s latest report ‘Summer in the UK 2018’, reveals that 43.3 percent of consumers spent on summer this year, including retail products and leisure. Despite spend on retail dominating, spend on leisure increased as a proportion of overall spending, as UK consumers took advantage of the great weather.



Emily Salter, Retail Analyst at GlobalData commented, “Price continued to drive retailer choice for summer products, as low price was an important influencer for 55.4 percent of food and grocery shoppers, and 54 percent of holiday shoppers. The significance of price was despite an increase in perceived financial wellbeing.

“Along with the heatwave, price-focused retailers could take advantage of the 46.6 percent of consumers who watched the FIFA World Cup, thus capitalising on the increase in overall summer spending, with retailers such as ASDA, Primark and Aldi increasing their purchaser shares across summer product categories.”

Alibaba’s Robust Ecosystem Supercharges 2018 11.11 Global Shopping Festival

➔ Alibaba Group Holding Limited officially kicked off the 2018 11.11 Global Shopping Festival in China’s capital, promising this year’s mega-event will be the largest-ever in terms of scale and reach. Businesses within the Alibaba ecosystem will jointly offer hundreds of millions of consumers


an enriching experience that supports their pursuit of high-quality products, entertainment and fast, reliable services. The festival will also demonstrate the enthusiasm of consumers and brands embracing Alibaba's new retail strategy – the convergence of online and offline retail through technology.



zhu difeng / Shutterstock.com

"This year marks the 10th anniversary of 11.11. On the back of China's explosive digital transformation, the Festival's astounding growth over the past decade has powered the steady growth of quality consumption sought by Chinese shoppers. The evolution also showcases the development of the Alibaba ecosystem over time expanding well beyond e-commerce," said **Daniel Zhang, CEO, Alibaba Group**. This year, 500,000 items will be available for pre-order on Tmall from October 20. Customers can enjoy additional promotional coupons on Mobile Taobao and Mobile Tmall.

Derek Miller Named President of IHA

 Derek Miller has been named president of the International Housewares Association, succeeding Phil Brandl who will retire at the end the year. Miller, currently IHA's vice president, global marketing, will assume the role of president October 1, 2018. Miller was selected by a unanimous vote of the IHA Executive Committee.

"We have a great staff and senior management team at IHA, and Derek has been an incredibly integral part of that for a long time," Brandl said in making the

announcement. "I congratulate Derek and believe he's a great choice to lead the IHA organization. Quite frankly, this is a compliment and vote of confidence to the entire IHA team."

"Having worked in housewares for more than 22 years, I am extremely pleased to continue serving the industry, the International Home + Housewares Show and the IHA through this new position," Miller said. "I look forward to working with the IHA board of directors and leading the IHA staff to further develop the Show and other projects for the benefit of our entire industry."



Miller joined IHA in December 1999 as Director, International Business Development, and was named Vice President, International Services in October 2001. He led IHA's international department until March 2014 when he was named vice president, global marketing.

Skechers Achieves Record Third Quarter 2018 Sales

 Skechers USA, a global footwear leader, has announced financial results for the third quarter ended September 30, 2018. "Achieving record third quarter sales is a notable accomplishment given the strength of our third quarter 2017 sales," stated **Robert Greenberg, Chief Executive Officer, Skechers**. "As we near the close of 2018, we believe the direction of our business is on target with our record sales in the third quarter, continued international growth and strong gross margins," stated **David Weinberg, Chief Operating Officer of Skechers**.

Weinberg added, "With three record sales quarters in 2018 and brand acceptance around the globe, we achieved a new record for the first nine months of US\$ 3.56 billion, an 11.5 percent increase over last year. In the third quarter, our international distributor business returned to growth, increasing 11.6 percent over the same period last year, and combined with our international joint venture and subsidiary business, our total international wholesale sales increased 11.8 percent for the period. International wholesale along with international retail now represents 55.5 percent of our total business. We expect our business in the United States—both wholesale and retail—to grow in the fourth quarter. We remain committed to efficiently and profitably growing our global footwear business."

Sales grew 7.5 percent as a result of an 11.8 percent increase in the Company's international wholesale business, and a 10.6 percent increase in its Company-owned global retail business.



Kevin Khoo / Shutterstock.com

Its domestic wholesale business decreased 3.0 percent. The Company's total international business grew 12.5 percent and its total domestic business grew 1.8 percent. Third quarter comparable same store sales in Company-owned retail stores worldwide increased 1.9 percent, including an increase of 3.0 percent in the United States offset by a decrease of 0.8 percent in its international stores.

Gross margins slightly increased as higher domestic margins from improved retail pricing and product mix were partially offset by the impact of negative foreign currency exchange rates.



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Manpower: A Looming Spectre on Modern Retailing in India!

– By Dr. Gibson Vedamani

Manpower in modern retailing in India makes for an interesting study. This brief account discusses the concerns and issues in the Indian retail manpower scenario, with a focus on the need to address skilling needs for the growth of the retail sector in India in the coming years.



Retailing is a people intensive business. Indian retailing is yet more people intensive as every customer expects to be personally served! It needs a great deal of manpower to energise the business that involves human interventions at all levels of its functional activities. Estimates published by the Ministry of Skill Development & Entrepreneurship in their Annual Report 2016-17 show that Indian organised retail sector would employ around 5.6 crores by 2022, which renders an immediate incremental requirement of 1.07 crores of direct retail manpower (Ref: Table 1). And many more are said to be engaged indirectly in employment that relates or adds value to the retail sector. Thus the retail sector comes second only to agriculture in direct manpower employment. Manpower in modern retailing in India makes an interesting study. This brief account discusses the concerns and issues in the Indian retail manpower scenario, with a focus on the need to address skilling needs for the growth of the retail sector in India in the coming years.

Issues and Concerns of Manpower in Indian Retailing

Images Analysis estimates that the industry with a whopping size of USD 932.96 billion (2017) is currently growing at a CAGR of 14.3 percent. But, manpower availability is a concern that looms large as a specter on the face of the sector. With more than half of India's 1.2 billion population aged below 25, there is yet shortage of manpower foreseen in the retail sector, however. The attrition levels are high in the retail sector that puts organisations in a situation where they constantly seek to scout for people with the right skills as they

Incremental Human Resource Requirement Across 24 sectors				
Sr No.	Sector	Projected Employment		Incremental Human Resource Requirement
		2017	2022	2017-2022
1.	Agriculture	229	215.5	-13.5
2.	Building Construction & Real Estate	60.4	91	30.6
3	Retail	45.3	56	10.7
4.	Logistic, Transportation & Warehousing	23	31.2	8.2
5.	Textile & Clothing	18.3	25	6.7
6.	Education & Skill Development	14.6	18.1	3.3
7.	Handloom & Handicraft	14.1	18.8	4.7
8.	Auto & Auto Components	12.8	15	2.2
9	Construction Material and Building Hardware	9.7	12.4	2.7
10.	Private Security Services	8.9	12	3.1
11.	Food Processing	8.8	11.6	2.8
12.	Tourism Hospitality and Travel	9.7	14.6	4.9
13	Domestic Help	7.8	11.1	3.3
14.	Gems & Jewellery	6.1	9.4	3.3
15.	Electronics & IT Hardware	6.2	9.6	3.4
16.	Beauty & Wellness	7.4	15.6	8.2
17.	Furniture & Furnishing	6.5	12.2	5.7
18.	Healthcare	4.8	7.4	2.8
19.	Leather & Leather Goods	4.4	7.1	2.7
20.	IT & ITes	3.8	5.3	1.5
21.	Banking, Financial Services & Insurance	3.2	4.4	1.2
22.	Telecommunication	2.9	5.7	2.8
23.	Pharmaceuticals	2.6	4	1.4
24.	Media and Entertainment	0.7	1.3	0.6
	Total	510.8	614.2	103.4

Source: Ministry of Skill Development & Entrepreneurship Annual Report 2016-17

Key Drivers for Improving Retail Operations	
1	Reduce Merchandising Cycle time Across Different Channels
2	Improve Inventory and stock movement visibility
3	Improve employee efficiency
4	Improve promotion and production allocation
5	Identify the right metrics and analyzing them

N=280 Asia Pacific retailers

Source: DC Asia Pacific Retail Industry Trend Survey, 2016

expand. DC Asia Pacific Retail Industry Trend Survey 2016, a study of 260 Asia Pacific retailers, shows the very significance of retail employee efficiency as it emerges as one of the key drivers of successful retail operations. Socio-cultural issues, the nature of job itself,

lack of formal education and lack of skilled manpower are the main concerns surrounding the very fabric of the Indian retail workforce.

Socio Cultural Issues:

The cultural and social mindsets of our country

make it difficult to motivate today's youth to enter the retail sector. Retail careers are not much sought after by young people as they are considered low paying

and time demanding. Retail employees need to work on festival days as well due to big business opportunities. They are seldom able to spend their time along with their family during festive seasons and this creates a great deal of stress in their personal life. Further it is yet considered by many as infra-dig to be employed in retailing, especially in front-end positions where direct sales and customer service roles are involved.

Nature of the Retail Job:

The tiring nature of retail job demands long working hours. In retailing, the employees are required to stand and serve customers in the store throughout the day. Most of the retail employees need to work on weekends, as we are aware that customer traffic surges during Saturdays and Sundays and the weekly off day for them is generally scheduled on a weekday. This too puts the retail manpower to great inconvenience as it could contradict with the weekend holiday of the other family members. Just imagine the plight of a family where the wife engaged in retailing has her weekly off on a Tuesday and the bank employed husband has his day off on a Sunday with no common day in a week





Salvador Aznar / Shutterstock.com

to spend together! So the personal family time in the retail employee's life is in jeopardy, leading to tons of stress in life. This stress could even lead to serious health issues like deprivation of sleep and anxiety among the employee. This could also result in lower motivation levels affecting the very performance of organizations.

The Issue of Low

Remuneration: The salary levels for front-end employees are very low in the Indian retail industry. The Customer Service Associate who is

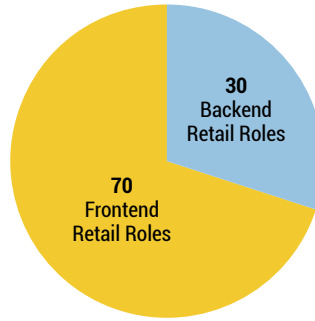
selling products behind the counter is often paid only around the minimum wage of that particular region. With a high cost of living in Tier I & II cities and the demanding nature of the retail job, it is no longer a lucrative job option with many. There is a high level of attrition in the front-end positions of the retail sector, as employees

MANY RETAIL EMPLOYEES JOIN AS CUSTOMER SERVICE ASSOCIATES AFTER COMPLETING THEIR HIGHER SECONDARY EDUCATION (10+2). THE RETAIL JOB DEMANDS SO MUCH OF THEIR TIME THAT THEY LOSE OUT ON OPPORTUNITIES TO CONTINUE THEIR EDUCATION FURTHER.

don't hesitate to shift even for a meager increase in their salary. So the major part of retail employees is not seen to be loyal to their organizations.

There are comparatively less prospects of career growth for the frontline employees than the ones engaged in back-end roles like Merchandising, Buying or Marketing. Of the total

Retail Employment in India %



to upgrade themselves by improving in their educational qualification. Of two employees with the same work experience, the one who has higher educational qualification stand a better chance of getting promoted. Relevant higher education or up-skilling can give them a broader perspective of the retail industry and can make them feel more confident



manpower, 70% of retail employees are found to be in the frontline positions. There aren't enough hierarchical levels for them to grow in their career too, given the limiting nature of the available skill sets in them. So organizations are often constrained to neither find the right people nor retain them for long periods in the same position.

Lack of Manpower with Formal Education & Skills:

Many retail employees join as customer service associates after completing their Higher Secondary Education (10+2). The retail job demands so much of their time that they lose out on opportunities to continue their education further. Promotions also become elusive since they do not have adequate opportunities

to have a winning career. The present opportunities to update and upgrade themselves are found to be few and far between, and this discourages them largely.

Big Retail Growth Means Big Opportunities

The behavior pattern of the Indian consumer has undergone a major change thanks to the Country's fast economic growth. The Indian consumer is earning more now and he/she has western influences too. Consumers seek better quality. Consumers now want to eat, shop, and get entertained preferably under the same roof. They expect excellent service levels and they relate their own satisfaction with the service rendered by the retail organizations



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through employees. The retail manpower has to be qualified and trained enough with appropriate skills and knowledge to understand customer needs and serve them. The gap in supply of quality manpower against the demand is deeply felt by retail organizations, especially at a critical time when many organizations are seen to be in a fast expansion spree. The opportunities are huge. As

Birla, Mahindra and Reliance besides the existing retail behemoths like Future Group, Rahejas, RPG, etc The big brand proliferation in India has recently seen the setting up of large exclusive brand stores like H&M, Zara and Ikea. India witnessed the launch of the first Ikea store in 4 lakh sq. ft in Hyderabad in August 2018. The single store is said to have employed 950 employees! With each IKEA



organisations expand, so does the demand for manpower in retailing. The irony of the situation is that India is said to have has over 40 lakh unemployed graduates when employers are desperate for finding people with the right talent! Most of the big business houses strong in manufacturing also have been expanding fast in the retail sector like Tata, Aditya

store, employing around a 1000 employees one can imagine the big need for retail people as they open many stores in the very near future! Companies are also seen to poach skilled employees, luring them with higher salary, designation, perks etc. as organisations continue to open their new stores. There is now a big need for creating new retailing talents fast.

Initiatives to Bridge the Skill Gap in Retail Sector

National Skills Development Corporation (NSDC):

It is expected that India may face a daunting challenge by 2022 as the country may see a manufacturing skills gap of nearly 90 million workers and some 500 million workers across all skilled sectors. India's National Skills Development Corporation (NSDC), a non-profit company, aims to help solve this problem. NSDC aspires to create 150 million skilled laborers across 21 sectors that may meet or exceed international standards. The main thrust of NSDC's mission lies in the promotion of skill development through proper funding – either through loans or equity – of large, quality, for-profit vocational training institutions, programs that are proposed by way of private (both for profit and not for profit) sector initiatives. It is said to be truly a demand-led model, designed to develop and supply the talent needed by the private sector to grow. NSDC is sincere in its intent to create talent pools by

constantly putting in efforts through the several skill sector councils and facilitating sector skill training on a mass scale. NSDC's initiative has given rise to the formation of Retailers Association Skill Council of India (RASCI), that focuses on creating and developing National Occupational Standards (NOS) for all relevant roles in the Retail Industry, to create a well-structured labour market information system, to accredit training partners, to certify trainers, to assess and certify learners. RASCI represents the retail industry in India. RASCI is a comprehensive source of retail expertise and independent advice for the retailing industry with a clear mandate to work with training organizations, educational institutions, certifying bodies, employees, students or job

THE GAP IN SUPPLY OF QUALITY MANPOWER AGAINST THE DEMAND IS DEEPLY FELT BY RETAIL ORGANIZATIONS, ESPECIALLY AT A CRITICAL TIME WHEN MANY ORGANIZATIONS ARE SEEN TO BE IN A FAST EXPANSION SPREE.



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Italian Sodas

Smoothies

Tea

Sodas

Earl Grey Tea	45
English Breakfast Tea	45
Four Red Fruits Tea	45
Jasmine Green Tea	45
Pure Camomile Tea	45
Pure Peppermint Tea	45
Green Tea	50 60 60
Lemon Tea	50 60 60
Lemon Honey Tea	55 65 65
Park Thai Tea	45 55 55
Thai Tea (with milk)	50 60 60

Berry Mist (Blueberry Soda)	45
Black Ruby (Blackcurrant Soda)	45
Blue Ocean (Blue Soda)	45
Cherry Angel (Cherry Soda)	45
Gravity Apple (Apple Soda)	45
Kiwi Paradise (Kiwi Soda)	45
Lemon Spirit (Lemon Soda)	45
Strawberry Phoenix (Strawberry Soda)	45

Red Smoothie (Strawberry & Raspberry)	65
Orange Smoothie (Apple & Mango)	65
Green Smoothie (Kiwi & Apple)	65
Blue Smoothie (Blueberry & Kiwi)	65
Orange Smoothie (Orange & Kiwi)	65
Strawberry Smoothie (Strawberry & Milk)	65
Oreo Smoothie (Oreo & Milk)	65

Earl Grey Tea	45
English Breakfast Tea	45
Four Red Fruits Tea	45
Jasmine Green Tea	45
Pure Camomile Tea	45
Pure Peppermint Tea	45
Green Tea	50 60 60
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Pure Peppermint Tea	45
Green Tea	50 60 60
Lemon Tea	50 60 60
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Lemon Tea	50 60 60

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seekers on skills development for the retailing industry. RASCI spares no efforts to make available trained manpower in quality and quantity for the entire value chain requirement of the retail sector in India.

Need for Industry Allied Retail Education & Training:


There is a dire need for industry-academia collaboration to bridge skill gaps and to educate people in the functional areas of retailing. Organisations such as the Future Group tried to have tie-ups with Universities to run special courses for those employed in their organisations. These efforts were said to have met with good enrolment responses from employees in the beginning though, many could not complete the course. The rate of fruition was way below expectations. However if changed methodologies of practical learning are introduced they may suit the employees' learning attitudes better. Special courses that may have an online access to learning digitally along with providing an opportunity to relate those inputs to

their practical experience, if introduced for retail employees, would not only stand them in good stead but also would make a big difference to the up-gradation of the retail sector in India, as a whole. Distance education with the same syllabi applicable to the general mass of students may not work for employees in the retail sector whose roles are oriented towards practical deliverables. Industry allied retail courses are the need of the hour. Bata as a global organisation has developed its own courses very relevant to each function and trains its appraised and identified employees to take up higher positions. They conduct short-term courses of their own such as 'Retailco' – a store operations focused course, 'Mermanco' – a buying and merchandising course and 'Advanco' – a course focused on retail leadership and management. Every employee attending these courses either within the Country or abroad knows that he or she was due for a sure elevation post its completion. It's high time retailing companies had their share of learning from Bata Shoe Organization.

Employee Engagement in Retailing

Employee engagement has become a highly acclaimed HR practice in the efficient management of organizations recently. It is a hot topic discussed in various HR for a but often less understood and practiced in an organised manner. The Indian Retail industry is realising the importance of using employee engagement as a HR practice to retain their employees with them for a considerable period of time to ensure the stable and sustainable growth of the organisation. Retailers view the collective energy of their workforce as one of their biggest assets in sustaining them in their organisation. Some organisations cling to certain practices without objectively analyzing and understanding what engages the employees in an effective manner. Research has found that employee engagement is mainly driven by the extent to which employees feel they are valued by their organization. The driving factors point to the importance of employers having an in-depth understanding of employee engagement in their

organization. It is a practice, if well understood and practiced, can help employees in an organization not only be engaged with it long-term with belongingness, but also it can help employees work with organizations very effectively. It can bring a win-win situation for both the employee in terms of productivity and the organization in terms of achieving its business objectives well. Employee engagement practices center around the ability of retail organizations to handhold employees at every stage of their careers chalking out a plan pursuant to their career growth needs within the organization.

None can dispute the fact that the nature of the retail business is solely people oriented. Manpower in retailing especially in India as seen may play an important role for the growth of retail organisations in India. Various factors are found to govern manpower practices in the retailing sector. The key factor being skill availability for the sector, it is found that many initiatives are taken by Industry bodies to help build skills for the retail sector in India. The front-end tasks in retailing demand the maximum number of manpower to serve customers. The typical tasks in retailing are unique to the sector as the nature of the business is to serve customers in long spans of store operating hours. Employee engagement practices in a retail organization may play a great role in building, nurturing and retaining retail talents and they can go a long way to address attrition in the sector too. The Indian retail sector is all set to grow by leaps and bounds and it throws open various avenues for people to be engaged with it and grow. 





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STELLAR AND SCHILLERE: AN EXCLUSIVE MIX OF FURNITURE, FURNISHINGS & HOME DECOR

The first Stellar showroom was opened at AJC Bose road, South Kolkata in 1996 and since then the brand has never looked back.

Home décor doesn't just provide an aesthetically pleasing look to houses, but it also makes houses more presentable and functional. Stellar Furnishing and Schillere Bespoke Furnitures has been an established name since 1996, as far as furnishings, floorings and other home decor merchandise is concerned. The first Stellar showroom was opened at AJC Bose road, South Kolkata in 1996 and since then the brand has never looked back. The second showroom



Ravi Agarwal, Managing Director with his son Reeshab Agarwal, Business Development Manager

residential or commercial is met by the furnishing industry.

What They do

The brand majorly deals in three major segments namely:

- Furniture
- Furnishing
- Accessories

Furniture: Their exclusive range of furniture ensures the best collection mainly of sofas, chairs, module, daybed, stool and bedroom furniture. The sofa collection is comprehensive and has something to suit every style and taste. The wide range of elegant sofas provides comfort style in many combinations. From everyday pieces to occasional pieces, from dining chairs to those big enough to curl up in, from retro curvy to elegantly contemporary and beyond, Stellar has the perfect

piece for all types of consumers, be it men, women, kids, young and old.

The Module collection has everything customized to suit any kind of bedroom themes. The pieces are versatile and elegantly designed and manufactured to the highest quality to ensure superb comfort.

Daybeds are an answer to consumer demands of more space without the sofa. These daybeds can be customised to make a truly individual statement.

From traditional footstools to generous ottomans that double as coffee tables and sleek pieces with contemporary styling, Stellar's collection has something for everyone.

Their range of bedroom furniture is a real statement piece. The beds can



Interior Designing Credits Ankita Baid

was opened at the VIP road in North Kolkata in 2003 and the third at Rashbehari Avenue. Off late, the brand diversified into the furniture market and the wholesale market and opened their fourth showroom at A J C Bose Road. Stellar and Schillere operates in furnishings, floorings and other home decor merchandise as the basic need of any infrastructure facility be it

be upholstered in the colours and textures found in a selected range of best-selling fabrics adding a stylish chic look to the bedroom.

Furnishings: The exclusive range of furnishings provides the best of everything for visitors. Accessories,



Mattress: Stellar offers a collection of world's most premium mattresses to ensure that you get a lavish wedding experience

Bed Linen: Bed linen collection is one of the most exquisite one and it will charm and beguile the customers to visit again.

Blinds: The exclusive collection of designer Blinds come in distinct colours that compliment the Posh interior of modern and fashionable architectural designs.

Curtain Fabric: The versatile collection of curtain fabric for a trend-setter on their own, you are bound to find something suitable for your taste and style.

Sector/Services

Stellar & Schillere has furniture and accessories for various sectors including medical, entertainment, commercial, architectural, education, sports, food and beverages, corporate, real estate and Hospitality sectors.

Brands

Stellar & Schillere has a wide variety of brands in their portfolio. The major ones are Pure Home + Living, D'Decor, Designers guild, Versace, Warwick, Harlequin Pergo, Portico, Albani, Hands, Camengo, DC Tex, Natuzzi Editions, F&F Floor and Furnishings, Casamance.

Team:

Ravi Agarwal, Managing Director is the founder of the company and



curtain fabric, flooring, mattress, upholstery fabric, bed linen, blinds, carpets and rugs, wallpaper are the major attractions.

Accessories: The wide range of home decor accessories is quite exciting as it offers everything from dining accessories to bath accessories, lighting, decorative pieces, art and wall decor. Other attractions include flooring, upholstery fabric, mattress, bed linen, blinds, curtain fabric, carpets and rugs, wallpaper.

Flooring: Installing flooring is a sure shot way to add elegance and beauty to the house. The brand has a wide range of collection with so many options to choose from.

Upholstery Fabric: Stellar presents to its clients the finest collection of upholstery fabric in a white selection of patterns and compositions.

Carpets and Rugs: Stellar offers the most premium quality carpets and rugs that will add a spark to your home decor needs and will transform your house into a luxurious home.

“Right now, I think our must buy product would be wallpaper because it is one thing that can create an ambience and after that, upholstery and curtains. Right now, beige, brown and monochrome are out of fashion. If you also see the whole space is how actually done, we have put bunch of colours in every space in upholstery. I think upholstery curtains and wallpapers are a must buy. We are also doing customized furniture. You can get your furniture made as per your own designs, we can customize fabric, shapes sizes – everything is possible,” says Reeshab Agarwal, Business Development Manager, Stellar Furnishing and Schillere.

is involved with this business since Inception having knowledge of Furnishing business since past 25 years. The major areas of operation is purchase and expansion of business through new showrooms. His knowledge and dynamic nature is of great importance to the firm.

Reeshab Agarwal, Business Development Manager,

acquired a master's degree in management from Singapore management University and specialises in finance. His vision is to expand Stellar furnishings by opening new franchisees in different parts of the world. his knowledge in finance is very valuable to the company and its growth. Reeshab displayed their Make in India luxury furniture and home decor accessories at an event Monsoon Wedding and More 2018. Celebrities like Esha Dutta, Rita Bhimani and Nilima Ghosh were present amongst others.

RETAIL FRANCHISING: A Popular Model for Successful Business Expansion in India

– By Sandeep Kumar

In India, the current estimated market size of the Indian franchise industry – a marketing concept adopted by companies for business expansion – is \$50.4 billion, an increase from \$13.4 billion in 2012, according to a KPMG and FAI report...



It is said that some of the best franchise opportunities are just around the corner and if you give up too soon, you may miss out on the job that's just right for you.

Franchise is a motivating business opportunity that can lead to the foundation of a successful business empire. In a straight, one line definition, franchise is a marketing concept adopted by companies for business expansion. Where implemented, a franchiser licenses its know-how, procedures, intellectual property, use of its business model, brand and rights to sell its branded products and services to a franchisee. In return the franchisee pays certain fees and agrees to comply with certain obligations, set out in the franchise agreement.

Franchising in India is at a growing stage. As per a report published by Franchise Asia, the growth of the franchise industry in India shows no signs of slowing down. The sector proved to be highly profitable in 2017 and 2018 is on track to produce similar results. India's gross domestic product (GDP) grew by 7.2 percent in the final quarter of 2017. It is expected that this growth will continue over the next number of years, reaching an estimated 7.4 percent by the end of this year and 7.8 percent in 2019. India is now seen as one of the world's largest and fastest emerging markets, and its vast population size and cultural diversity have made it a prime environment in which franchising can thrive. The franchise industry is growing at a rate of 30-35 percent per annum and the sales turnover of the sector was recently valued at over US\$7 billion.

Over the last number of years there has been a huge growth in an interest in entrepreneurship in India. This has incited growth within the franchising sector, as franchises provide the perfect solution for budding entrepreneurs who wish to invest in the security of an established brand, whilst enjoying the freedom offered by franchise models.

According to a KPMG and Franchise Association of India (FAI) report, the current estimated market size of the Indian franchise industry is \$50.4 billion, an increase from \$13.4 billion in 2012. In the US, among the top prospects for franchisors are education, food, retail, and health, beauty & wellness services. Other industry sectors with potential include apparel, travel and tourism, and business/financial services.

The Franchise Business Model

As a model, franchising has proven itself to be highly resilient, even in times of economic downturn. It is considered as a more

attractive prospect for many people than opening their own business. In a way franchise provides a stability of an existing model as it lessens a lot of the risk of opening a brand new business. This is what that clicks in the minds of the Indian businessmen, as many of them believe in relying on the fact that they are at least investing into an established brand with a target market/audience which has already been identified and is popular.

Franchise Options & International Interest

The Food & Beverage sector dominates India's franchise sector. As Franchise Asia reports, one-third of new

food outlets in India are established through franchise systems. Quick Service Restaurants and fast food outlets are the most popular, pointing to a shift in the pace of consumer lifestyles. By 2022 it is estimated that the food and beverage industry will have doubled its workforce, providing plentiful employment within India. The market value of the food and beverage industry was US\$26 billion in 2017; this figure is projected to increase to US\$46 billion within two years.

Retail, beauty and health-care and education are also attractive markets for franchising. The US is a key player in India's franchise boom as their brands are

identifying the Indian market as a huge opportunity for expansion. Indians demand products and services of good quality, which is delivered by US franchises at ease. Simultaneously, India is witnessing huge growth in entrepreneurial energy and talent. These new entrepreneurs are very receptive to American franchises. Several foreign companies with strong brands have established a presence in India through franchising. In the hospitality and food service industries, this has been the preferred method for starting operations in India.

The key to the success of international brands within India is an accommodation of the market. India's culture



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is richly diverse, and this is reflected in the population. The needs and tastes of India's consumers are unique, and international brands who have adapted their franchise model specifically to suit the particularities of the Indian market have experienced notable success. The most successful franchise sectors in India are Food and beverage, Hotels, Retail, Beauty & Fitness, Health care, Medical services, and education.

Role of Franchising in Expanding Brand's Footprint

Rajesh Jain, Managing Director and CEO, Sports And Leisure Apparel Limited - Lacoste Licensee in India explains, "In

today's fast changing retail eco-system, one has to be present at the right place to tap the target audience. One of the major benefits of running a franchise model is that franchisees bring an extensive knowledge of their local markets that can help a brand to understand the audience behaviour faster. Second, the franchisees have a better control in terms of handling the local operations. Therefore, with the help of a franchisee, a brand can experience ease of operations in day-to-day life while operating in different regions. Third, a brand can speed up its expansion through Franchisee business model." **Manohar Chatlani, MD & CEO, Soch** adds, "Franchise and company-owned stores,



both are equally beneficial. Of course, the risk is lower in franchise store because the franchise owner takes the big portion of the risk. But we are very careful when we open franchise stores, if I am not sure whether the store will be a success or not, then I will not open it. Even if the company tends to benefit either ways but we do not want franchise to lose money."

USA IS A KEY PLAYER IN INDIA'S FRANCHISE BOOM AS THEIR BRANDS ARE IDENTIFYING THE INDIAN MARKET AS A HUGE OPPORTUNITY FOR EXPANSION. INDIANS DEMAND PRODUCTS & SERVICES OF GOOD QUALITY, WHICH IS DELIVERED BY THEM.

Kavindra Mishra- Managing Director- Pepe Jeans India, states, "Franchising is a key component when a brand wants to extend its retail footprint and is one very important aspect of our business model. This is basically centered on appointing partners across regions that do distribution for the brand and who also open retail franchise stores. The beauty of franchising is that it helps a brand tailor it's target markets with a focused approach. At Pepe Jeans, we regularly asses all our market; so for instance if the

store in a particular area is not profitable we're shutting it down or turning it into a big format store. Another factor that will help boost brand expansion is the ease in norms on Single Brand Retail, so we are now also opening our own stores with the focus on the top five cities which will have our big format retail stores."

Apeksha Patel, CEO, Deal Global Fashions Pvt. Ltd. adds, "In an ever-changing and increasingly demanding global marketplace, franchising has showed great resilience and sustained continued growth despite the economic and political challenges presented over the past decades. Franchising has historically proven to be a rather efficient way of expanding the market penetration and consumer basis of retail brands, both locally and internationally. This is so because it allows the brand owner, the franchisor, to expand its business faster and with less financial and human-resource investments, while at the same time ensuring the maintenance of the quality and operational standards of the brand, especially when compared to other structures such as trademark licensing, agency and setting up a local legal entity or joint venture with a local partner."

T Sudhakar Pai, CMD, Kurlon Enterprise Limited, states, "Franchising



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is an opportunity to create job at grass root level and Kurl-on firmly believes in the idea of franchising. Currently we have 1000 franchisee stores and we are planning to have another 1000 in next 12 months time."

Sandeep Goenka, COO, Lavie- Bagzone Lifestyles Pvt. Ltd. adds, "Franchising enables to reach a varied set of audience enabling faster growth for the business. Lavie understands the importance of franchising from business point of view. The brand is positioned very strongly in the handbag sector in India and expansion is the next step to grow the business. We want to reach out to Tier II & III cities but running operations in these regions can be done best by people who have the local expertise, this is where franchising comes in."

Lavanya Nalli, Chairperson, Nalli Group points to the fact that franchising is a way to scale any business rapidly.

How to Choose Right Franchiser & Franchisee

Choosing the right franchise is about matching your personality, skills, experience and motivation to a particular franchise. It's about getting a good fit between you and the business. Here are a few recommended pointers to be kept in mind while screening prospective franchisees. It is imperative for both parties to be on the same page, as mutual understanding, trust and overall earning is very important in this partnership. Some want to work on long term basis with the franchisers. It is a two way-street, the franchiser needs to be as enthusiastic about the brand as the franchisee is.

- Pointers While Screening Prospective Franchisees
- Having an interest in entrepreneurship
- Being able to work independently
- Being well organised and proud of one's personal

presentation.

- Being able to organize and motivate others to get things done.
- Working effectively as part of a group.
- Being attracted to continuous improvement.
- Being trustworthy in giving accurate information.
- Having a realistic understanding of the franchise relationship and background in retail business.
- Drive and passion along with great organizational skills.

Why Franchising is Important

The right franchisee will give the brand market insights and a deeper understanding of what will and won't work in that particular region:

- Knowing the expenditure involved in setting up the store as well as maintaining a fixed budget.
- Research is crucial when

finalising on a retail partner, being aware of the history as well as a proven track-record will help on establishing the partnership.

- Integrity and past experience (track record) also plays an important role.
- Relationship building along with the business
- Brand pedigree
- Proven business model

Growth of sector

Working on a mix of company-owned and franchisee distribution model can really help in the long run if franchisee partners are selected carefully. One should be extra cautious in choosing the right Franchise partner. While there could be many brand specific parameters, a brand should invest time and energy in pre-screening of the prospective Franchisee.

In addition, the brand should scrutinize the franchisee upon the following parameters:

- Financial Health
- Existing Portfolio
- Industry experience & knowledge.

Above all, it is extremely important to have a like-minded Franchisee partner, who can understand Brand parameters ad brand DNA and can implement the guidelines without any compromise.

How Franchising Works in India

India offers mainly four types of entry points for franchises, which includes:

- Direct franchising
- Master franchising
- Regional franchising
- Local incorporation.

Direct franchising is where a company creates a direct

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network of franchises. This works well for local companies with pre-existing experience in India. However, it can prove to be challenging to foreign companies entering India for the first time. In this case, the owner company directly provides sales and support services to the franchisees. A common example of direct franchise is the franchise opportunities offered by Monsoon Salon & Spa in metro cities like Delhi, Mumbai, Pune, Chandigarh, Kolkata and more.

Master franchising is where a company awards exclusive rights to develop a foreign brand to a local entity, often accompanied with a large investment made by the franchisor. The owner recruits a specific person or a company to provide services

to franchisees in a specified territory which can typically be a major market or even one or more states. The master franchisee is then in charge of developing the company's brand either through cultivating a sub-franchised network or opening outlets owned by the master franchisee (though the two are not mutually exclusive). A master franchise can own a number of individual franchisees in a certain area, however, the same is not applicable for a direct franchise. Generally

master franchise model is adopted by fast food restaurants, real estate agencies, and convenience food stores.

Regional franchising

operates in the same way as master franchising but covers only a specific regional area as opposed to the entire country. Given India's diversity along with the complexity

SEVERAL FOREIGN COMPANIES WITH STRONG BRANDS HAVE ESTABLISHED A PRESENCE IN INDIA THROUGH FRANCHISING. IN THE HOSPITALITY AND FOOD SERVICE INDUSTRIES, THIS HAS BEEN THE PREFERRED METHOD FOR STARTING OPERATIONS IN INDIA.

of state-specific laws, many franchisors choose a regional franchising approach.

Local incorporation is when a foreign franchisor forms a subsidiary company and awards it franchising rights in India. The American fast food chain Subway, for example, has established a subsidiary in India, which handles their franchising network.

Franchising and Legislation

As per **Dezan Shira & Associates**, unlike western countries, India does not have comprehensive legislation related to franchising. There are no direct, potentially restrictive regulations on franchisors. However, this lack of direct regulation creates tremendous confusion as a patchwork of national and regional laws arbitrarily governs franchisor-

- franchisee relationships.
- The following laws impact franchisor-franchisee relations in India:
 - The Indian Contract Act, 1982;
 - The Trademarks Act, 1999;
 - The Designs Act, 2000;
 - The Patents Act, 1970;
 - The Copyright Act, 1957;
 - The Competition Act, 2002;
 - The Foreign Exchange Management Act, 1999;
 - Income Tax Act, 1961;
 - The Consumer Protection Act, 1986; and
 - The Arbitration and Conciliation Act, 1996.

Summary

Franchising is clearly rated as one of the most successful and popular model for business expansion in the retail sector. It is becoming an important part in the years to come, as far as the growing services sector of the Indian economy is concerned. Changing dynamics in franchising industry would warrant a mindset change as well. A collaborative approach involving Franchisees, Franchisors, Financial institutions and industry associations is the need of the hour.

~ With inputs from Charu Lamba



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Any potential investors should note that investment in the Equity Shares involves a high degree of risk. For details, potential investors should refer to "Risk Factors" in each of the red herring prospectus and prospectus expected to be prepared in connection with the Issue of Equity Shares, and filed with the Registrar of Companies, West Bengal at Kolkata. Potential investors should not refer to the DRHP for making any investment decision."

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Franchising: A Lucrative Entrepreneurial Option in Retail

– By **Baqar Naqvi**, Business Director- Retail and Consumer Products, Wazir Advisors

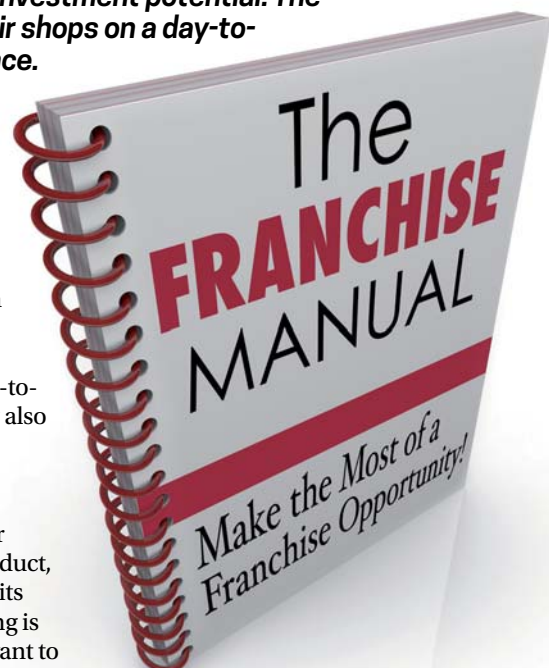
Franchising appeals to a large mass of people with small to medium investment potential. The largest population of franchisees consists of those who manage their shops on a day-to-day basis and hence tightly control the costs and the brand experience.

Franchising is one of the few means available through which the brand owners gets access to capital without the need to give up control of the brand (as in case of raising money from through equity dilution) or increasing the burden of debt servicing (as in case of raising capital through debt).

Most brands also find the last mile / POS control and management an issue, which franchising addresses. Franchising, being an entrepreneurial option, appeals to a large mass of people with small to medium investment potential. The largest population of franchisees consists of those who manage their shops on a day-to-day basis and hence tightly control the costs and the brand experience. Franchising also helps the brand expand its footprint at a very fast pace.

Difference Between Franchising & Licensing

Licensing is an arrangement in which a company (licensor) sells the right to another company (licensee) to use its Intellectual Property (IP), or produce a company's product, for a negotiated period and fee/ royalty. The licensor may exercise control over how its IP is used but does not control the business operations of the licensee. Since licensing is a related to usage of IP, such partnerships are much fewer, as the IP owners would want to



tightly control the IP, while commercially leveraging the same.

Franchising is more a day-to-day, operations management arrangement in which the franchisor permits the franchisee to use business model, brand name or process for a fee, to conduct business, as an independent branch of the parent company (franchisor). Since franchising is about one or more points of sale, multiple franchisees can co-exist in the same geography.

In short, "licensing" is more a business / company level decision and "franchising" is more an operational decision.



Things to Look Out For When Scoping Out a Potential Franchisee

The key aspects that franchisor look for in a franchisee are:

- i. For most franchisors, having adequate capital is the most important criteria for selecting any franchise partner. The franchisee should be able to invest, sustain and grow the business.
- ii. Someone who understands the market/ business or has prior experience in the similar segment is preferable. This will help the franchisor build the brand with the

franchisee and tightly control the retail structure.

- iii. Someone who is willing to follow a system and established processes/ models.
- iv. Good at marketing the brand and managing the business (financials)

Benefits of a Franchise Model

Franchising is seen by many as a simple way to go into business for the first time. But franchising is no guarantee of success and the same principles of good management - such as informed decision-making, hard work, time management,

having enough money and serving your customers well - still apply. However, there are many benefits of starting out with a franchise model:

Benefits for Franchisor:

- Ability to grow the brand without using too much capital from the company
- Expand the brand more rapidly in existing market or enter a new markets
- Inject entrepreneurial energy into the business.
- Tightly control the retail structure
- The initial franchise fee and ongoing royalties allow franchisors to build their brand without

sacrificing control. The fees and royalties can be used for various purposes e.g. to fund operations at corporate headquarters, train and support franchisees, market and advertise the brand, improve the quality of goods or services, and build the brand in the marketplace.



Benefits for Franchisee:

- Faster startup of operations as many things are already standardized/ templated
- Reduced risk of failure as business is based on established idea.
- Established market of the brand. Franchisee can use a recognised brand name/ trademark.
- Support from the franchisor- training, marketing, etc.
- Assistance in systems and processes, best practices adoption etc.
- The brand also helps the franchisee grow his business better and faster through enhanced planning.

Franchising is a win-win for both partners and is thus a very prevalent form of partnership in India. Good franchisees earn anywhere between 18-24 percent ROI on their investments.

Disadvantages of Franchising

If the expectations on both sides are not realistic or are not properly aligned then this could result in souring of the franchisee-franchisor relationship. It is thus very important that the franchisor has good systems, process, and controls as well as

clearly laid down the roles and responsibilities for the franchisee before franchising. Initial hand holding/ training is required so that the franchisee is well equipped to manage the operations. Going into franchising without these systems, process and controls may result in hurting the brand and in losing customers.

Also, an ongoing supervision/ management of the franchisee and ensuring that the franchise partners do not go into deep losses is essential.

For the franchisee some of the other disadvantages may be as follows:

- i. Restrictions on how one can run the business/ lack of complete control
- ii. The upfront investment (time and money) required
- iii. Sharing of profits with the franchisor



Role of Technology in Embracing Franchising

- i. Latest point-of-sale technologies offer a lot of benefits that extend well beyond the convenience of quick and easy payments. Cloud based POS systems helps in generating detailed data (sales and other day-to-day reports), customer retention, billing, etc.
- ii. Detailed data driven analytics support can be provided by the brand to the franchisee to optimize his inventory and maximize his sales.
- iii. The real-time reporting of key metrics (e.g. inventory), especially when integrated with accounting platforms, is one of the most important advancements available to franchisors and franchisees. Franchisors can thus make the planning and forecasting more accurate, real time and minimize inventory.
- iv. Franchisors can also use cloud-based technologies to obtain greater transparency of the performance of its franchisees. For example,

fast and accurate reporting and data analysis against metrics (i.e. by reference to a franchisor's operating manual).

- v. Online trainings to the staff through webinars, virtual conferences and conference calls), or operating online knowledge platforms.

Marketing Support

- i. Most of the franchisors provide marketing and advertising support to the franchise at the time of opening (market introduction/ grand opening).
- ii. Some franchisors also provide complete marketing plan for the new business for a period of 3-12 months. This plan should include the timing, promotional material and costs for every effort to be made during the plan (some would also include franchisor representatives actually booking the advertising for the new franchisee to make sure nothing is missed.)

Revenue Models

The different types of



operating model for franchising are:

- i. **Product distribution franchising:** the dealers are given a limited right to distribute goods of the brand. The franchisee is required to pay a franchisee fee or buy a minimum number of products to obtain the right to sell the trademarked goods. Typically, the franchisees sell only the franchisor's products but there are some agreements where they have the choice to sell only certain products of the brand which they feel will be profitable to them. Few international brands operate on such a franchise model in India and other markets.
- ii. **Manufacturing franchising:** involves granting of manufacturing and selling rights to the franchisees by the franchisor. Franchisees, however, are required to sell the goods under the trademark and name of the franchisor's brand. It is common in F&B industry, clothing industry, and automobile industry. E.g. Coca Cola, Hyundai, Nestle, etc.
- iii. **Business format franchising:** it is an enhanced version of product distribution model. The franchisees not only sell the franchisor's products under the name of the franchisor's brand, but also follow the standardised format and procedures of retail sale that include visual merchandising, appointment of staff, implementation of marketing activities, etc. In return, they get operational and marketing assistance from the franchisor. E.g. McDonalds, Nike, etc.
- iv. **Master Franchise:** the franchisor grants rights to the franchisee (master franchisee) to control franchising activities of the brand (like appointing sub-franchisees) within a specified geographical area. The master franchisee usually has exclusive business rights to the specified territory. There isn't any competition, interference or distraction from other players selling the same brand's products, which eventually leads to easier and better ROI for them.



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When it comes to retail / shop level franchising, there are many franchising models, but these can essentially be bucketed into three types, as detailed below:

- i. FOCO (Franchise owned company operated): Companies adopt this model when they want

to reduce their capital expenditure and expand faster in an already established market or in a known market. In this model the franchisee owns the business but the brand and the operations are largely/ completely handled by the company.



Challenges Associated with Franchising in India

Franchising is one of the sectors that has shown resilience and continues to grow in this tough economic environment; the sector is not without risk for franchisees and franchisors. The reality is that no franchise is immune to tough economic conditions – levels of success vary depending on the concept, strength of the brand, management and the industry. Points highlighting the challenges faced by franchising system in India:

Having Sufficient Capital – Business failing due to undercapitalisation as the cost of creating the franchisee system is not a new thing. New franchisors need to have enough capital to cover the expenses required to set up the franchisee including operations, marketing, administrative, and accounting. The capital should cover franchise program that includes staff and lead generation.

Building a Solid Infrastructure – Normally, a franchisor has the set SOP for the franchisee joining the business. But these procedures aren't prioritized by the franchisee often failing to achieve set ROI in the intention of saving on capital. For long term association, it is very important to understand the importance of strong infrastructure and guidelines.

Hiring the Right staff – The first end employees represent the brand and it is very important for them to be skilled to persuade customers to shop.

Increasing Competition (Market Share) – A number of foreign-owned brands are slowly incorporating into the Indian market. The introduction of these brands are giving consumer more choices, hence the competition gets tougher and puts more pressure on the performance of home grown brands.

There is a regular reporting done to the franchisee on performance of the business, and in most cases the franchisee gets an almost assured return, though this may not be in the contract. This model is usually signed under profit sharing basis where in the company gets a bigger share of the profit compared to the franchisee as risk is largely on the company. The franchisee can oversee the business and question the Company in case of poor performance. This is a low risk, low reward model and floated by brands/ companies who want to very tightly control the retail /front-end.

over to the Franchisee. The franchisee manages the operations independently and maintains standards based on SOPs set by the Company. Surprise and scheduled SOP audits are done by the Company to ensure that the brand standards are maintained. The inventory, sales responsibility etc. is the responsibility of the franchisees, assisted by the brand teams.

- iii. COFO (Company owned franchise operated): Companies adopt this model when they want to reduce their operational expenditure. In this model the company leases the operations of the business to an interested



- ii. FOFO (Franchise owned franchise operated): This model is adopted by companies for faster expansion of business/ brand and to penetrate completely new markets with the help of local business men/ entrepreneurs. In this model the entire store layout / fixturing is as per the brand guidelines and training of staffs, initial store setup is done/ assisted by the Company and handed

franchise to take over the operations of the business with the former holding trainings and SOP audits to ensure standards are adhered to. The business ownership still lies solely with the Company and the franchisee can be changed when the company identifies a more efficient franchisee, or due to any other reason. Since the premise is company owned, for the consumers, nothing much changes. [IR](#)

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Vineet Gautam,
CEO &
Country
Head,
Bestseller
India talks

about the franchising journey of the brand in this exclusive interaction.

Tell us about your franchising journey in 2018. How many new outlets have you added? Have you repositioned any of the previous ones?

The Danish Rack is a multi-brand franchisee owned and operated concept which houses all the Bestseller brands namely Jack & Jones, Vero Moda, Only, Selected, Only & Sons under one roof providing a seamless experience across stores. Depending on the potential of the city and location, there can be anywhere between 3-5 brands in each store.

We received an overwhelming response when we opened the doors to our partner stores in 2016 with our first at Siliguri which reinstated our conviction in this model. Today, The Danish Rack is present in 20 cities across the country including Imphal, Ranchi, Jamshedpur, Guwahati, Jodhpur, Rajkot, Vapi, Jamnagar, Bilaspur, Vizag, Vijayawada, to name a few.

In 2018, we added eight stores and we will shortly be present in Gangtok, Bhuvneshwar, Anand, Aurangabad and Kota.

Based on your experience and expertise, what do you have to say about the understanding of franchising in India, especially if you have to compare it with the system seen in European or Western countries?

In India, we see a huge potential for our franchise business as franchisees bring in the local expertise and economies of scale to the business. With the growing middle class and limited infrastructure in Tier II & III cities, there is a continuous rise in demand of brands in these locations. Partners bring in the knowledge of the local retail scenario and brands contribute in terms of products, operational support, brand building & marketing. Franchising has helped us reach new set of customers in smaller cities and positively contributed to the overall revenue of the company.

Tell us about the franchising business of your brand, highlighting the key milestones that are dear to the company's journey.

With a lucrative business model and robust brand support, The Danish Rack has become an ideal venture for entrepreneurs who are passionate about the fashion retail business. In a span of two years, we have a network of 20 partners. The intent has been to grow this model

gradually and purposefully, to ensure that each store delivers positive business results. We consistently receive positive feedback from our partners and look forward to grow The Danish Rack as the number one fashion apparel franchisor in the country.

What are the challenges associated with franchising in India?

India is seeing a huge

Thirdly, the retail space and the overall infrastructure continue to be expensive and the quality is relatively poor.

What makes your brand a favorite with franchisers - things that you do for relationship and business building for them.

At Bestseller - we believe in 'One World, One Philosophy, One Family' and that makes us popular.



change in consumer buying behaviour, growing income levels, elevated lifestyles, etc. This has given rise to modern retailing thereby making the franchise market grow rapidly. This rapid growth also gives rise to the numerous hurdles that the franchise or retail businesses face. First and foremost, India is a diverse market. Each region requires a different strategy. One must constantly improvise and customise at every stage. Secondly, the retail business is subject to a wide-ranging set of laws, regulations, and compliances which are slightly ambiguous.

One World: We believe that cultural differences are an advantage promoting quality, good results and strong values.

One Philosophy: We make Bestseller's 10 basic principles come alive. They define our values and are reflected in the way we interact with the world around us. We base all relations on trust, respect and honesty.

One Family: The feeling of being part of a family unites our organisation across borders, brands and departments. We help our colleagues and are proud of them when they succeed.

/// BUSTERS ///

Busters was conceived to be a true and full-fledged FEC offering. The concept was created to introduce world class gaming, entertainment and leisure formats to the metro markets, and tap into the FEC potential of Tier II & III markets across India. The brand offers the best hang out experience by bringing together world class gaming and entertainment equipment under an ambience that is at par with the best international brands in the world.

Aditya Konka (Business Head) and Abhishek Jain (Chairman and Managing Director) talk about the franchising journey of the brand.

Busters has gained a lot of traction in the time it has been operational. What are your thoughts on franchising the brand.

Busters is the new kid on the block. We have just launched our third centre at GT Mall, Bangalore. Although we are ready with the team and infrastructure to support any franchise initiatives, we have not come across any exciting options so far. We are not willing to compromise on the quality of our locations, equipment, and store ambience, hence it is important to identify like minded investors. We do receive frequent enquiries and are evaluating some options down South.

Based on your experience and expertise, what do you have to say about

the understanding of franchising in India, especially if you have to compare it with the system seen in European or Western countries.

Widespread franchising is new to India, compared to western markets. In the western markets the business of franchising enjoys a healthy demand-supply equation, a lot of good brands are available to franchise at various investment sizes, and there is a large market of interested franchise investors. Business loans are available at attractive rates. Franchising abroad is seen as an asset light model for brand expansion. Consumers do not notice any difference in their experience at a company store and a franchise store. It will take some time for us to have an equally evolved system in India.

Tell us about the franchising business of your brand, highlighting the key milestones that are dear to the company's journey.

We are ready with the business model and the infrastructure required to support franchise operations anywhere in the country and will soon be finalizing a few locations. Our franchise centers will be on par with any of our own centers and will be managed by us. We have worked out a model that we feel is very competitive and offers a great ROI to the franchisee.

Let's talk about the challenges associated with franchising in India?

It takes a little time for



▲ Abhishek Jain ▼ Aditya Konka



people to understand what a franchise model is and how it works.

Marketing a franchise model is also a challenge as proven sales methods don't end up generating any good leads. Focusing on incoming enquiries is usually more worthwhile.

For businesses of our size, since the investment ticket size is big the investor pool is very limited. Bulk of the franchise deals in India are in the 5l to 30l segment, people with the ability to invest more usually tend to do something on their own than invest in a franchise.

What makes your brand a favorite with franchisers - things that you do for

relationship and business building for them.

We will have more than 15 centers operational in the south and west of India by next year, emerging as one of the leading FEC brand in this region. This bandwidth, coupled with our proactive franchise strategy, will make us a leader in the FEC franchise market. Our franchise strategy is designed around the franchisee and will put his interests first, and on-boarding will only happen after a thorough and in-depth discussion with the franchisee. They will be given a tour of our centers and exposed to our operations to get a firsthand understanding of the entire business. Once on-board, the franchise centre will be run by us as any other centre of ours and will receive equal and more attention whenever needed. Franchisee receives daily, weekly and monthly reports, analysis and projections for the near future. Regular review meetings will be conducted on-site and at our office.

As a franchise, what do you expect from the franchisers?

We are looking for investors with a lot of passion and interest for this business. There is a great scope in this industry, and with our model we are confident our franchisee's will definitely come back to do more business with us

/// DEAL JEANS ///



Sameer Patel, Founder and Chairman, talks about the franchising journey of the brand in this exclusive interaction.

Tell us about your franchising journey in 2018. How many new outlets have you added? Have you repositioned any of the previous ones?

Deal Jeans has established its brand equity with MBO trade partners over the past 15 years and has then embarked on the EBO journey in the year 2015. Within a span of three years, the franchising model has helped Deal Jeans grow at a much faster rate casting its presence through 23 exclusive outlets across India and internationally. Having a strong hold on MBO market with our expertise and experience, we have joined hands with our distributors and retailers who have strong presence in their respective regions and this has helped Deal reach in smaller towns having a huge buying potential and vast reach. We started in the year 2018 on a high note with our first exclusive outlet in the NorthEast region at Imphal followed by Surat,

Goa and Patna. We have also refurbished and restructured the look and feel of our outlets at Bilaspur and Jodhpur with upgrading in-store designing, façade and fixtures to maintain uniformity in brand positioning across India.

Based on your experience and expertise, what do you have to say about the understanding of franchising in India, especially if you have to compare it with the system seen in European or Western countries?

Some of the key differences as compared with Indian and Western countries are:

- **Lack of a Single Legal Framework:** India does not have any specific laws on franchising. When franchisors enter India, they are governed by a number of different national and regional statutes and codes rather than a single comprehensive statute.
- **Tax Consultants:** A tax consultant whose aware of global regulations and system, to come in terms of a profitable franchising contract
- **Due Diligence:** It is also vital to conduct thorough financial and legal due diligence a prospective franchisee, along with a feasibility study.
- **Linguistic/Cultural Differences:** Understanding local culture and tastes and innovative strategies like “Indianization” of products is vital to a franchise’s success.
- **Expensive Real Estate:** In the large cities of India, retail space continues



to be expensive and the quality is relatively poor. As compared to international market, the favorable credit schemes make the process easier also tighter.

- **Resistance to Fees & Cap on Royalties:** Indian Franchisees also face stiff resistance toward the franchise fees/royalty payments, which are considered higher than some parts of eastern and western countries

Tell us about the franchising business of your brand, highlighting the key milestones that are dear to the company’s journey.

In 2017, Deal Jeans outlet located at Ghumarmandi, Ludhiana and operated through franchisee model clocked a sale of ₹50 lakh in a day’s operations, an average of ₹7000 in billing every minute on the launch day. The outlet is spread across an impressive 1,600 sq.ft. area. The store extended its operating hours to midnight that day making a record-breaking sale of 2,346 apparels in 12 hours – 1,139 garments in bottom category and 1,207 in the top category. This has been by far an incredible achievement accomplished by Deal Jeans.

What are the challenges associated with franchising in India?

Many businesses fail due to under capitalisation as the

cost of creating the franchisee system and the cost of supporting new franchisees usually exceeds royalty revenue. The franchisor has the set SOP shared to the franchisee joining onboard. But these procedures aren’t prioritized by the franchisee often failing to achieve set ROI in the intention of saving on capital. Franchisees need to understand the importance of following these set guidelines for a long-term association. Also number of foreign-owned brands have now been incorporated into the local market. While this has a positive economic impact and gives consumer more choice, it also increases competition and puts pressure on the home-grown brands.

What makes your brand a favorite with franchisors - things that you do for relationship and business building for them.

Our franchising policy helps the franchisee to keep the store fresh and stock the latest merchandise because of the end of season sale support and stock correction mechanism. Our EBO policy ensures a level playing field for all sales channels.

What do you expect from the franchisors?

While location of the property remains the most important criteria, we appoint retailers who have expertise in retail, so that they can achieve the desired ROI.

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/// KNOT ME ///

Knot Me is a pioneering brand of luxury scarves. It offers a wide range in global designs and patterns at affordable prices. In addition, the brand offers a cool collection of shawls, stoles, shrugs and pocket squares. Presently Knot Me is available through popular online market places like Flipkart, Amazon, Snapdeal, Limeroad, Voonik, besides company stores in Different cities.

Brand Philosophy

The brand aims to give women a feeling of joy and confidence, to be a source of unparalleled inspiration for women around the world and see every one of them sporting a Knot Me scarf.

Brand USPs

1. Using premium quality fabric same as of global brands such as Massimo Dutti, Galleries Lafayette.
2. Exclusive westernised patterns designed for GenY.
3. Affordable prices, value for money products.
4. Highly systematised processes and house designing and production facilities.

Knot Me is the retail venture of India's leading manufacturer and exporter Kishorilal Shyamsunder (KISH). Started by Late Shri Shyamsunder Agarwal in 1969. It is for girls and women in the age group of 15 to 45 years who prefer trendy and fashionable accessories to transform their look notably. The range is exclusively designed in

Italy. The brand also exports to the Netherlands, Japan, Europe, USA and Australia. It has two state-of-the-art printing factories in Kolkata and one weaving unit at Surat, Gujarat. The brand has a home design team with professional designers from both Netherlands and Japan.

Massive expansion via franchising, successfully operating company and franchise operated COFO stores in different locations of West Bengal and Jharkhand, Knot Me is now moving ahead with ambitious plan of expanding its retail presence through franchise own franchise operated FOFO across India.

Why partner with Knot Me:

1. Strong management backed by around five decades of market presence.
2. 100 percent stock correction for unsold or damaged inventory.
3. Highly experienced been appointed for franchise development.
4. Extensive support training supplies and operational support provided

Extensive Brand Support:

Knot Me continuously assesses franchise partners by monitoring and managing the business to run it on profit.

1. **Set up:** The brand will assess franchisees in selection of best location for the store it will also assistant layout design and architecture besides purchasing of equipment furniture and fit outs.
2. **Training:** The brand will provide comprehensive



training to all franchises on service operations standard procedures accounting inventory control etc.

3. Inventory Management:

The brand will play a major role in stock supply checks on goods delivery replenishments ordering and product range maintenance.

4. Operations Manual:

The branded provide an operation manual to maintain uniformity and operate franchise setup as per franchisor guideline

5. Franchise Coordinator:

The brand will appoint a dedicated franchise coordinator to fix the communication between the franchise and the brand.

6. Advertising and Promotions:

The brand will organise events specific to advertising and promotions of Knot Me at the national level including participation in expos sponsoring events tie UPS with publications besides promoting franchisees from website and social media and much more.

7. PR Support:

the brand will ensure regular coverage at National and regional level besides helping in centralised brand building through print outdoor web and electronic media

For Knot Me the company has completely systemized operations due to their inhouse softwares that

enables them to manage the retail business efficiently and smoothly. The company manufactures and supplies at scarves to top global brands like Zara, Massimo Do, Steve Madden, Anthropologie and many more for this the company has two state of the art printing factories in the city of joy Kolkata and one weaving unit at Surat Gujarat.

"We see scarves as the next emerging market in India. Almost every girl wants to wear them as they are an acceptable part of fashion. We even feel they are a great option for travel retail,"



says **Deep Agarwal, CEO, Kishorilal Shyamsunder.**

Ideal Franchise Profile:

1. Entrepreneurs with substantial experience in retail sector.
2. Aspirants having a good location and amusement capability.
3. Underutilized facility looking for expansion.
4. Someone with futuristic thinking and capabilities to foresee the fashion demand.

/// KUTCHINA KITCHEN APPLIANCES ///

After a decade of delivering quality, innovation and a wide range of appliances in the Indian market, Kutchina has become one of the leading kitchen appliances brand in India today. The company has excelled in providing energy efficient products including chimneys, hobs, dishwashers, built in microwave ovens, built in ovens and water purifiers.

Namit Bajoria, Managing Director, Kutchina Kitchen Appliances, talks about the successful franchise journey of the brand



Tell us about your franchising journey in 2018.

The franchising journey in 2018 till date was flinty and aggressive. In the financial year 2018- 2019 we are planning approximately 100 new stores launch across India and overseas. Today we already stand at 15 new stores that are running successfully, and many are lined up on the floor of getting it launched in the successive months. Thereby making maximum of the festive seasons.

Let's talk about the challenges associated with franchising in India?

Finding & identifying the right location - Identifying hotspots which are synchronised with the target market is clearly the biggest challenge we face.

Finding the Right Franchising Partner -

Finding the right people to business with is another challenge. It is necessary to align all our partners with the company's goal and vision.

What makes your brand a favorite with franchisers - things that you do for relationship and business building for them.

Kutchina always values its franchisers and nurtures relationships to develop loyalty for the brand. We offer progressing support and follow up commitments from our end. We conduct review meeting with the franchisers every month to monitor and develop trust.

As a franchise, what do you expect from the franchisers?

Market Research -

Franchisers with extensive market knowledge of prevailing market conditions are of immense value to the company, because they can help us to chart strategies and policies.

Streamlining Work

Processes - Streamlining of work makes for providing the best services to customers.

- Optimum Inventory management and timely delivering to its customers.
- Maintaining the database and emphasize on the customer feedback.

Based on your experience and expertise, what do you have to say about the understanding of franchising in India, especially if you have to compare it with the system seen in European or Western countries.

There are certain points which act as a differentiator between India and other countries:

Capital Requirement -

Capital requirement to own a franchise is low and favorable in India, the franchisers need not risk huge chunk of money to invest in this model, whereas the same is not applicable for western and European countries.

Market Size - Market size in India is humongous and there is always room for growth of the company. Franchise model is the only way to achieve maximum height.

Current Scenario - Many big honchos have established themselves on the grounds of Franchise model, clearly the growth rate are 30 to 40 % every year, further forecasting says that this model will go grow in leaps and bounds

Tell us about the franchising business of your brand, highlighting the key milestones that are dear to the company's journey.

Kutchina is a brand which always aims not to meet the benchmark but to beat the benchmark. Our franchising journey has been so far so good, but now the company is pushing itself to reach 100 brand new stores in the financial year 2018 - 2019.

Every new store is a big step and every big step is a milestone for us. They are a source of pride for both the company as well as the franchisers. Designers and experts work together and pro-actively towards execution of a new store with minimum lead time. Thus, we believe in creating a beautiful story for every new launch.



/// MANYAVAR ///

Manyavar is a one-stop-destination for men's ethnic wear. The brand is extremely popular for

and passion. Handpicked lehengas, sarees, suits and gowns are available at 50+ Mohey stores. Mohey is out to reach 5,00,000 sq. ft. of retail space across India and abroad by 2020.



occasion wear in India – from weddings to other festivals. Launched in 1999, the brand has completely re-invented the ethnic fashion trend and is India's leading celebration wear brand for men today.

Timeless and iconic attires have cemented its reputation across the world owning retail space of 4,50,000 sq. feet - 450+ stores including 60 flagship and 12 international stores across 173 cities in India, U.S.A, Bangladesh, Nepal & U.A.E.

Manyavar's collections include exquisite Sherwanis, fine Indo-Westerns, royal Bandhgalas, Jackets, Kurtas and matching accessories for life's celebrations. The brand also offers ethnic and fusion wear for kids.

In the year 2016, Manyavar launched celebration wear for women – Mohey. The label is backed by years of collective experience, values



Kumar Saurabh, Chief Business Officer, Vedant Fashions Pvt Ltd. talks about the successful franchising journey of the brands.

Tell us about your franchising journey in 2018. How many new outlets have you added? Have you repositioned any of the previous ones?

We have added about 60 new stores in the last year. Going forward our vision is to double our square footage of retail over the next two years.

Based on your experience and expertise, what do you have to say about the understanding of franchising in India, especially if you have to compare it with the system seen in European or Western countries.

Franchising is undergoing a dramatic shift. The earlier model was: "I have a store which brand can I run?". Today this has changed to: "I have a brand I deeply believe in, how much can I scale this business in my market?". Today I see franchisees opening tens of stores at a go and setting up professional teams to run the retail frontend. The one-off entrepreneurs today control singular standalone properties. We, of course, as market leaders have the dual privilege of working with outstanding single store franchisees and franchisees with multiple well-run stores. I think we are seeing a new resurgence of franchising partners in India and will see more professionals getting into this in the near future.

What according to you are nuances that are typical to franchising operations in India?

Quality store teams are a challenge in some markets, whereas retail gets a large pool of talent to access, every few years they move out and a new set of team members has to be taught from scratch. Franchisees do struggle with this and that is precisely why we extended the Manyavar *parivaar* concept. We deeply believe that engaged, consistent and superlative teams need to be closer to the brand than earlier. The availability of good quality

stores in most high output markets is in short supply. Good real estate is hard to find in India, more so than in most Western countries or even developed Asian countries

Tell us about the franchising business of your brand, highlighting the key milestones that are dear to the company's journey.

Each store is a milestone for us, there are many macro targets, but each store is special, and each partner is special to us. What the firm has enjoyed is the deep goodwill and mutual respect that we have for each of our stores. However, two stores do stand out as shining beacons of our network; the Karol Bagh flagship in Delhi and the Lower Parel flagship store in Mumbai are evidence to our company's success at 21,000 and 15,000 sq. feet each.

What makes your brand a favorite with franchisers - things that you do for relationship and business building for them.

The *parivaar* concept extends to each part of the structure, the employees, franchisees, business partners and store teams. Our hosting of partners has to be experienced to be appreciated.

As a franchisee, what do you expect from the franchisers?

We seek out partners who have similar ambitions as us. We are leading the change in the Indian apparel market by enabling Indians to feel proud of their heritage, culture and crafts and hence need like-minded franchisees with a deep understanding and personal vision.

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/// MObEL FURNITURE ///



MObEL is one of the leading large format retailers of furniture, furnishings and other interior products in India. With 28 stores in Eastern India and online with their nationwide expansion plan, MoBEL has been giving customers a wide range of quality furniture to help create better living spaces since a decade.

At present the brand has 28 stores, majorly in eastern region of the country. MoBEL also designs, manufactures and installs most modern modular kitchens. For projects and bulk requirements they are sourcing from over 250 factories across the world that gives their clients a comprehensive range of items to choose from. The brand also offers a complete range of interior design products like furnishings, wall-papers, wooden floors, UPVC windows, floor coverings etc. at their store MoBEL D'ffine in Kolkata.

With their tagline 'Furniture ka funda, we know furniture better,' MoBEL manages to

touch the lives of thousands of people every day with their range of innovative designs that are a combination of style and functionality. To bring the furniture and the interior products at the click of a button from the comfort of home, the brand has launched their website www.mobelhomestore.com



Arun Biyani, Director, Mobel India Private Limited talks about the franchising journey of the brand.

Tell us about your Franchising journey in 2018. How many new outlets have you added? Have you repositioned any of the previous ones?

In 2015 we started franchising and the journey till date has been excellent. Currently, we have more than 24 franchisees

pan India and we are all set to launch a few more stores very soon. In 2018, we have already come up with 5 franchisee stores in and around East India, signed up 8 stores and another 4 stores will come up in 60 days while 8 more stores are under negotiation.

Based on your experience and expertise, what do you have to say about the understanding of franchising in India, especially if you have to compare it with the system seen in European or Western countries.

With the global market, home furniture is the largest segment in the Indian furniture market. With a healthy economy and increased household and institutional spending, the franchisee concept is growing steadily. The Indian furniture industry covers the entire gamut of activities, from sourcing, manufacturing and distribution, to sales and after sales.

Over the last fifty years, franchising as a business model has proven to be extremely successful across the world. So much so that it is estimated that in developed economies like the US, over 50

percent of all retail sales come through franchised businesses. Similar trends are being seen in Europe and increasingly in the Asia Pacific economies. In fact, the last few years have seen the fastest franchising growth taking place in the Asian and South American markets.

Let's talk about the challenges associated with franchising in India?

There are few challenges which have to be overcome to allow the industry to grow to its maximum potential...

- Availability of quality real estate in reasonable price
- Scarcity of skilled & educated manpower
- High rates of taxation

What makes your brand a favorite with franchisers - things that you do for relationship and business building for them.

- Mutual respect and trust builds cooperation and a well-knit team which portrays a good relationship of a franchisor with the franchisee.
- A franchisee system consists of 3 things - a brand, a system and support of that system. We do it by networking, team unity, developing new marketing strategies to hit the market, media activities, advertising campaigns, brand building etc.

As a franchisee, what do you expect from your franchisers?

A franchisee expects good return of investment, a stable and respectful business which holds a bright and promising future for him. He expects support for the franchisee company to help him grow.

/// SAAKSHI ///

Saakshi is an exclusive chain of silver and fashion jewellery stores known for its superior quality and affordable jewellery. The brand deals in kundan, polki, cubic zircon, semi-precious and precious stone, pearls, and silver jewellery. From its first store in Metro Shopping Centre, Kolkata, Saakshi has grown to become a specialist jewellery brand, spreading its wings across the East.

The brand has six company stores in Kolkata, one in

another five stores in different cities in Eastern India within this year.

Nikhil Kothari, Proprietor, Saakshi talks about the successful franchise journey of the brand.



Durgapur and franchises in Asansol, Bhubaneswar, Ranchi, Nagpur, Jaipur, Burdwan, Muzaffarpur and Bilaspur.

The brand is known as the first and only jeweller in the country to offer a 'no questions asked 50 percent exchange guarantee on every product purchased from its counters. Over the years Saakshi, has fruitfully invested in retail technology, innovation and technology, catapulting itself to a dominant position in the jewellery retail segment. The brand has plans to open

Tell us about your franchising journey in 2018. How many new outlets have you added? Have you repositioned any of the previous ones?

In 2018, we are starting a store in Bhubaneswar that is scheduled to open in the latter half of November. One of our flagship stores at South City Mall that was closed for renovation has also been reopened this year.

Based on your experience and expertise - what do you have to say about the understanding of

franchising in India, specially so if you have to compare it with the system seen in European or Western countries.

I think the main issue with the franchising in India is number-based. It is actually difficult to set up a relationship with the people who approach for franchising opportunities. For instance, people are very excited in initial stages but lose focus with time. Sometimes they are not motivated enough to run a business, at other times, this is only a part time opportunity for them. We require more focus from local players. In big cities it is easy to guide and help franchising stores with major problems, but regional players usually need to put in a lot more effort for a successful franchise.

Secondly, with fewer number of malls coming up in India and exhausted high streets, opportunity in retail is taking a hit.

What according to you are nuances that are typical to franchising operations in India?

As I mentioned earlier, motivation is the major one. People lose interest after a period of time so to keep the interest level maintained is a major challenge. Sometimes franchise owners lose focus, don't look after the staff, which is not good for us since we work very hard to establish our format in a new place.

Tell us about the franchising business of your brand, highlighting the key milestones that are dear to the company's journey.

One of the most interesting episodes in our franchising journey was when we were

approached by a person from Jaipur. Jaipur being the place for gems and jewellery in India, we were very surprised, but we went ahead and opened a store there and it turned out to be one of the most successful ones in our kitty.

Similarly, the Chhattisgarh belt has been very positive for us in terms of growth. We have a store at Nagpur and Bilaspur and are opening stores in Raipur and Durg. Odisha is another emerging market. We have opened a new store in Bhubaneswar and are opening one in Cuttack as well. There is lots of opportunity and scope in these two states for us.

What makes your brand a favorite with franchisers - things that you do for relationship and business building for them.

We don't look the franchisees from a franchising medium, we look at them as our own business partners. We always say that the first priority is to earn and only then a company can sustain. We have got very good module, where the investment is very less, the support end is technically sound and quick as everything is based on consignment basis so there is no desktop pending work. Replacement of old stocks is done timely and we have a USP of giving 50 percent exchange of the stocks to the customers. Being in a fashion jewelry segment and giving a 50 percent exchange value to customers and that too without any time frame is what attracts more customers. And this makes both the franchisee and franchiser happy. The kind of stock and variety which we have also makes us popular.

/// SENCO GOLD AND DIAMONDS ///

Having its roots in Kolkata, West Bengal, Senco Gold & Diamonds has a legacy of five decades. The brand has strategically expanded to 14 states across India with 48 company-operated showrooms and 45 franchise showrooms, located across 72 cities and towns in. The outlets are all between an aggregate area of approximately 2,55,284 sq. ft. each. Out of the 93 showrooms, 60 are in West Bengal, 6 in Uttar Pradesh, 5 in Odisha, 4 in Jharkhand, 3 each in Karnataka, Maharashtra and Assam, 2 each in Bihar and Delhi and 1 each in Haryana, Chhattisgarh, Madhya Pradesh, Telangana and Tripura.



Suvankar Sen, Executive Director, Senco Gold Limited, talks about the successful franchise journey of his brand.

Tell us about your Franchising journey in 2018. How many new outlets have you added? Have you repositioned any of the previous ones?

Senco Gold Limited is the largest organized jewellery retail player in the eastern

region of India based on number of stores (74) – amongst East-based as well as national players. In the last 5 years (between fiscal 2014 and fiscal 2018), we have added 14 franchise showrooms.

Based on your experience and expertise, what do you have to say about the understanding of franchising in India, especially if you have to compare it with the system seen in European or Western countries.

India is a country that value relationship. Be it with customers or with your franchise. A successful franchise shall happen when you can bond with your partner and be like family. They will look at your support emotional and professional, and one has to be there to give the support.

Processes are important, but to make sure processes are followed, you need the human touch.

What according to you are nuances that are typical to franchising operations in India?

The Indian retail jewellery market is diverse and both customer preferences and seasonal purchases vary across different geographies within the country. There are immense opportunities in India. It is important for companies to get the basics of franchising right like identification of potential markets, understanding different cultures and customer preferences, business practices and customs accompanied by adequate financial resources.



Tell us about the franchising business of your brand, highlighting the key milestones that are dear to the company's journey.

We use a 'hub and spoke' approach to enter new geographies; which means that we typically foray into large or new cities by way of our company-operated showrooms and then leverage our 'franchise' model to further penetrate into the smaller Tier II & III cities in order to leverage logistical efficiency of inventory and return on capital. We believe that this approach has enabled us to become a well-established name for jewellery, particularly in East and North-East India. Currently out of our 45 franchise showrooms, 42 are FOFO (franchisee-owned, franchisee-operated) and 3 are FOCO (franchisee-owned, company-operated)

What makes your brand a favorite with franchisers - things that you do for relationship and business building for them.

We currently have 93 showrooms located across 72 cities in India out of which 48 are company operated showrooms and 45 franchise showrooms. The revenue generated from our franchise showrooms in fiscal 2018 accounted for more than 35 percent of our revenue from operations. This has been possible only because of the goodwill of consumers towards the Senco Gold and Diamonds brand. The reputation and integrity of our franchisee partners, are equally important to our own reputation. In our franchise model, management know-how is provided by us to the franchisee partner together with the Senco Gold and Diamonds brand. We have developed criteria to evaluate and screen prospective franchisees. We provide training and support to franchisees and set and monitor operational standards. Our inventory for both our company operated showrooms and our franchise showrooms is bar-coded and monitored and controlled through Microsoft Dynamics AX ERP.

/// STELLAR FURNISHINGS & SCHILLERE FURNITURE KOLKATA ///

Stellar Furnishings deals in furnishings (curtains & upholstery) and flooring along with all related accessories like drapery rods, bed covers, bed sheets, cushion fillers, cushion covers, blinds, wall to wall carpets, design (center) carpets, laminated & hardwood flooring, furniture, lamp shades and exclusive showpieces including photo frames, candle stands, candles, artificial flowers, flower vases etc.



Reeshab Agarwal, Business Development Head, Stellar Furnishing & Schillere Furniture Kolkata talks about the franchising journey of the brand.

Let's talk about the challenges associated with franchising in India?

The challenge associated with franchising in India is nepotism. In the industry people have their favourite brands and the major challenge lies in the efficiency of the franchising companies.

What makes your brand a favorite with franchisers

- things that you do for relationship and business building with them?

We operate on the Franchise Owned Franchisee Operated (FOFO) basis. We are no stock business model, so the franchisers don't require investing in the stock and this makes us popular. Whatever the cost they have to adhere is majorly for making of the show rooms or buying the samples. Second thing what we do for them is the store set up part. From initial making to the final designing of the store, everything is done at our end. All the MRPs and the margins are given from us to the franchise owner. The major point that makes us as a brand favourite is in spite of operating on a no stock model we are giving them a margin of around 45 to 50 percent on all products.

As a franchise, what do you expect from the franchisers?

We obviously expect that they adhere to our investment models. Apart from this, there is one more thing that we stand firm on and that is that we do not want it to be a staff run show. The industry needs a personal touch and we request franchisers to run stores themselves. Personal involvement is very important for us to survive in the toughest of markets.

Based on your experience and expertise, what do you have to say about the understanding of franchising in India, especially if you have



to compare it with the system seen in European or Western countries.

We have been in the franchise business for the last three years now and have successfully delivered about four franchisees. We are planning to develop another 10 stores in the next 2 years. We as a company would like to go in for a family-run business system even in the franchisee business. I think stock and warehouse system in India needs to be improved more and there is a vacuum over there and in coming years we would be able to remove that as well.

What according to you are nuances that are typical to franchising operations in India?

The franchising companies in India do not have a very good network but I think with new players coming, there should be more marketing activity, more operations, more successful exhibitions where franchisers can have the opportunity to have successful conversions of clients on the spot. There

is also a setback in terms of technology. With new technological giants coming to India, operations would become easy in future.

Tell us about the franchising business of your brand, highlighting the key milestones that are dear to the company's journey.

The key milestones of the company journey is that we successfully opened two new stores in Delhi. Currently, we have five stores in Kolkata, two in Delhi and one in Bhubaneswar. We are also foraying into Singapore soon as well as in Bangladesh and some more new markets.

We are introducing a new brand by the name of Siyaara Furnishings which would be catering to the most economical segment of the market and we are hopeful of snaring a large market share in the coming years. The other key milestones what company aims to have in the near future is that we are aiming to open approximately 15 stores in the next two years.

/// THE THICKSHAKE FACTORY ///

The Thickshake Factory opened their doors in winter of 2013 in Hyderabad. In a span of three years, the brand has the world pouring and sipping at their doors.



Aswain Nag and Yeshwanth Nag, Co-Founder, The Thickshake Factory talk about the franchising journey of the brand in this exclusive interaction.

Tell us about your Franchising journey in 2018- new outlets added and if any repositioning of the previous ones.

The ThickShake Factory has seen an exponential growth in the number of outlets setup over the last 5 years. From 56 stores at the end of 2017, we currently stand at 97 operational stores across 20 cities in India and 1 in LA California. Majority of our franchise partners are existing franchise owners who have taken up multiple stores. This is a testament to the success of the brand. We have had no outlets that have been shut down in 2018.

Based on your experience and expertise - what do you have to say about

the understanding of franchising in India, especially so if you have to compare it with the system seen in European or Western countries.

The idea of a franchising business is a very nascent concept in India. The European and Western countries have mastered the art of franchising with new age models that have been tried and tested as successful. In any franchising business, there are primarily three aspects that one looks at: 1) Operational Expertise 2) ROI 3) Brand Credibility.

Franchising has transgressed to a state of a specific skill set with a definite number of parameters that one needs to fulfill in order to be successful in the business. Young entrepreneurs looking to take ownership of their finances is a booming segment and will continue to grow in the coming years in India.

What are the nuances that are typical to franchising operations in India.

One of the primary characteristics of franchising operations in India is geography. Every region is so varied in their tastes and preferences that the nature of business is defined accordingly. What works in one region may not enjoy the same response in another region. The best way to break through the market is to introduce a novelty from another country and add a taste of Indian-ness to it!

Another native Indian concept is the Rent to Revenue Ratio. While it is around 10 percent in the

European and Western countries, it is close to 30 percent in the Indian market. This has a direct effect on the sustenance of the business in the long-run.

Tell us about the franchising business of your brand, highlighting the key milestones that are dear to the company's journey?

We operate on a FOFO model primarily. 70 percent of our outlets are Franchise operated outlets with nearly 35 percent

clear indication of the trust in the brand and belief in the product quality. We are always learning various new aspects associated with the franchising world specific to the F&B segment and have shared this knowledge with our franchise partners regularly. We are very critical in our choice of potential franchise partners, motivating them to be involved in all the various aspects of running the business and not merely treating this as an investment opportunity.



of them having more than one franchise. The brand has seen an exponential increase in the number of stores that has been set up over the last 5 years of inception.

We are one of the most awarded Shakes brand in India bagging multiple awards.

What makes your brand a favorite with franchisers - things that you do for relationship and business building for them.

As mentioned earlier, nearly 35 percent of our Franchise partners have taken up more than one store. This is a

What as a franchise do you expect from the franchisers?

To begin with, we look to partnering with passionate entrepreneurs who stand strong on the following parameters: **1)** Location availability **2)** Risk taking & a willingness to invest in the growth of the business **3)** Ability to look after day-to-day operations at the store **4)** Capability to run more than one outlet. A mutually collaborative partnership forms the cornerstone of our expectations from the franchise partners.

/// TURTLE ///

From a company primarily into men's readymade shirts to a leading brand in menswear fashion, Turtle has indeed come a long way. **Shitanshu Jhunhunwalla, Director, Turtle Limited** talks about his brand's successful franchising journey over the years.



Tell us about your franchising journey in 2018. How many new outlets have you added? Have you repositioned any of the previous ones?

We have opened 9 franchise stores in the year 2018. We basically work on three types of franchise business models:

1. Franchisee invests on project work and furniture/ fixtures.
2. Franchisee just gives an interest free SD against stocks and furniture's and it's a risk-free model for a franchisee, it's more of investment model.
3. Franchisee invests on everything, i.e., stocks, project work, manpower and the margin are highest in this business for a franchisee.

We haven't done much of repositioning but work on

the same modules as per situations and locations which has given us results.

Based on your experience and expertise, what do you have to say about the understanding of franchising in India, especially if you have to compare it with the system seen in European or Western countries.

In spite of the rapid growth of franchising in the recent years, it constitutes as of now about 2 percent of the total retail sale of about \$ 405 billion while in developed markets, such as the United States, franchising accounts for more than 50 percent of total retail sales. This is indicative of the enormous potential that lies ahead for the growth of franchising in India.

India, with its huge market and growing demand in all sectors of the economy, is an extremely attractive proposition for entry of brands through the franchising route. The key attractions for this are:

- **Lower Capital Requirements:** Franchising provides a favourable model for Indian business interests to expand and establish their brands without having to risk large sums of money because there are many potential franchisees in India who have the capacity to finance the business or to expand the current business.
- **Cultural Empathy:** Franchising is an eminently-suited business model for the entrepreneurial psyche of an average Indian businessman who loves to



have ownership and control of operations and, being family-oriented, finds it an attractive proposition to pass on the business to future generations.

- **Laws:** The current law of Contracts and the Trade Marks Act provides sufficient protection for a foreign franchisor in the event of emergence of any legal issues.

What are the nuances that is typical to franchising operations in India?

When you break it down to basics, franchising is an asset light model that enables a retail format to expand quickly using multiple partners. In the West, many retail formats have spread effectively through organised and professional master or regional franchisees. However, it is a challenge in India - to find the right master-franchising partner with the mindset, resources and the ability to work across diverse markets and geographies that this country affords. This has been the main reason for Indian retailers to appoint multiple franchisees - from store to store or city to city and this has contributed to a slower pace of development.

Tell us about the franchising business of your brand, highlighting the key milestones that are dear to the company's journey.

We haven't achieved much

when we were completely into franchising our brand. In contrary we had lost credibility of our brand as service had gone down considerably. Now we work on a COCO model in most of the stores we open and if at all we have to work in a franchisee model, we keep the operations and brand staffs in our control.

What makes your brand a favorite with franchisers - things that you do for relationship and business building for them.

There are not too many players in this part of India who dominates the menswear category. Due to 360-degree marketing strategies and expanding our EBO business to small towns across the state, we are a known brand. So, any franchisee investing with us gets his ROI within 18 months. Our business module has been formulated in such a way that it's a win-win situation for both the parties. As a brand we do understand one thing very clearly that if our franchisees do not earn, we don't earn. Hence ensure that once a franchisee is associated with us, we help him/her to grow with us.

As a franchise, what do you expect from the franchisers?

A stable and secure brand. Proper flow of stocks to the store. Proper training to the team. Proper marketing for the store and quick return on investment.

India's most exciting retailers are looking for partners in growth. Are you up for it? If a successful Retail franchisee is your goal, your search ends here.



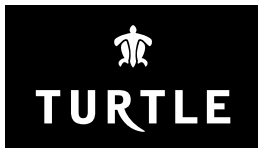
→ **Busters**

Category : Entertainment / Retail
 Area required : 5000 to 50000 sq.ft
 Investment : Minimum ₹1.5 cr
 Contact : 9666080220
 E-mail : info@busters.fun



→ **The Thickshake Factory**

Category : Specialty Retailing of Shakes
 Area : 350 to 500 sq.ft
 Investment : ₹30 lacs
 Contact : 9100011703/9100011705/9100063979
 E-mail : franchise@thethickshakefactory.com



→ **Turtle**

Category : Menswear
 Area required : 600-1200 sq.ft.
 Investment : ₹20- 30 lacs
 Contact : Sumanta Ghosh-91638 26346
 E-mail : sumanta.ghosh@turtlelimited.com



→ **Kutchina Kitchen Appliances**

Category : Kitchen Appliances
 Area required : 800 (minimum)
 Investment : ₹20- 25 lacs (minimum)
 Contact : 9163526468
 E-mail : subir.chakraborty@kutchina.com



→ **Möbel Furniture**

Category : Home & Office Furniture, Modular Kitchens & Wardrobes, Interior Designing
 Area required : 3,500-12,000 sq.ft
 Investment : ₹30-120 lacs
 Contact : 80176 11111/ 80176 11140
 E-mail : info@mobelindia.com



→ **Senco Gold & Diamonds**

Category : Jeweller
 Area required : Minimum 1500 sq.ft carpet area
 Investment : ₹3cr (minimum)
 Contact : 9874453366
 E-mail : subhendu.chatterjee@sencogold.co.in, franchise@sencogold.co.in



→ **Saakshi**

Category : Silver Fashion Jewellery
 Area required : 200-300 sq.ft
 Investment : ₹10-15 lacs
 Contact : 9874748787
 E-mail : vishal@saakshijewellery.com



→ **Knot Me**

Category : Scarves and Easy Garments
 Area required : 80-100 sq.ft
 Investment : ₹10 lacs
 Contact : 9748750015
 E-mail : info@knot-me.com



→ **Stellar Furnishings**

Category : Furnishings, Furniture, Interior Designing
 Area required : 1,100-1,500 sq.ft.
 Investment : ₹50-60 lacs
 Contact : 9748459999
 E-mail : reeshab@stellarfurnishings.in

THE DANISH RACK

→ **Bestseller India**

Brand Name : The Danish Rack
 Category : Multi-brand (Fashion Clothing) Jack & Jones, Vero Moda only
 Area required : 1500 sq.ft (carpet)
 Investment : ₹1 cr +
 Contact : Vishal Mendiratta (North & east), 7400411301;
 Prateek Malhotra (South & West), 9898095956
 E-mail : vishal.mendiratta@bestseller.com, prateek.malhotra@bestseller.com

celio*

→ **Celio**

Category : Men apparel and accesories
 Area required : 1300 sq.ft.
 Investment : ₹50 lacs
 Contact : 7718815776
 E-mail : reeshab@stellarfurnishings.in



→ **Deal Jeans**

Category : Women's Wester Wear Apparel
 Area required : Between 500 - 1000 sq.ft.
 Investment : ₹20-30 lacs
 Contact : Tarun Advani
 E-mail : tarun@dealjeans.com



→ **The Raymond Shop**

Category : Fashion & Lifestyle (Men's)
 Area required : 600- 1200 Sq.ft
 Investment : Up to ₹50 Lacs
 Contact : 8879900993
 E-mail : franchisee.admin@raymond.in



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INDIA AS A CONSUMER MARKET HAS UNDERGONE INCREDIBLE TRANSFORMATION IN THE PAST TWO DECADES. TODAY, INDIA IS THE WORLD'S FASTEST GROWING MAJOR MARKET, WITH A DEMANDING, ASPIRATIONAL, GLOBALLY CONNECTED, AND LIVING-FOR-THE-'NOW' CONSUMERS. INDIA'S APPETITE FOR FASHION-AND ALL LIFESTYLE ACCOUTREMENTS-IS RISING AT THE FASTEST PACE IN HER MODERN HISTORY. WE ARE AT A CROSSROADS- INDIAN FASHION BRANDS WILL HAVE TO CONSTANTLY REINVENT THEMSELVES TO EVOLVE WITH THE INCREASINGLY COMPETITIVE RETAIL LANDSCAPE.

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There are many factors that have contributed to the success of Raymond but one of its key strengths, which has played a strong role in it becoming the fashion powerhouse as it is today, is the company's successful yet fastest roll out of a new retail business format of The Raymond Shop (TRS) called the Mini TRS stores for the emerging Tier IV & V markets.

Mapping the success from its first Mini TRS store launched in Bihta, near Patna, in the month of March 2017 to clocking a rapid count of 100 stores in the next 12 months, the company has come a long way with its 200th outlet launched in October 2018.

In an exclusive interview with IMAGES Retail, **Mohit Dhanjal, Director Retail, Raymond Limited** shares insights into the success of the brand. He says, "Raymond has always kept its customers at the heart of its strategy and brought it by leveraging the entrepreneurial spirit of its channel partners. This is the success formula behind our rapid growth with the Mini TRS stores."

As Mohit shares, this format has also created entrepreneurs which were not from the business of fashion but ventured into the field because of the strong Raymond brand equity and proven retail legacy. He also talks about how this franchising partnership has been beneficial for the company and the concept behind addressing the growth in Tier IV and V markets. Excerpts from the exclusive interview...



Mini TRS to Bring Alive the Raymond Immersive Experience Across all Indian Towns

— By Gurbir Singh Gulati

The Raymond Shop is one of the most successful exclusive fashion retail formats in the country. The vision since the very start was to create a responsive branded retail format for menswear fashion amongst a broad spectrum of consumers, spread across age groups and Indian geography.

Tell us about the progress made through TRS retail journey under your mentorship?

Raymond offers complete solutions to a men's wardrobe from fabric to readymade garments to custom tailoring. For over nine decades, the brand continues to be one of the leading premium retailers in India aspired by all generations. With the introduction of new product categories in the recent past including performance enhancing fabric such as the Techno-Smart series, the all-Natural Linen collection, Shoes to fit every occasion and feet, leveraging new age technology such as 3D printing for accessories, to the latest introduction of Khadi by Raymond.

My role is to imbibe the essence of #CustomerFirst, in other words 'Keeping customer at heart of everything' that we do at retail. We are building the Raymond store on 3 pillars: firstly, connect with the customers and how customers trust the brand. We are ranked as number one brand in terms of quality and trust in India. Secondly, consistent desire to be the best in class in terms of the products and services. Thirdly, the success of our channel partners, which is a mainly franchise-led network.

The team took the challenge of opening 300 stores in two year while our

a strong franchise network across emerging markets and building marquee brand presence in these towns. We believe that this focus on potential emerging markets, strong partnerships, early mover advantage, stringent retail processes & quality control along with a customer centric approach will take Raymond to newer heights.

The key to the company's successful yet fastest roll out of stores is in its agile business model which takes into account the consumer nuisances and market dynamics. As early as in 2008 the company realized the importance of



past annual average was only 25 stores. The team worked round the clock and turned that challenge into the positive opportunity through relentless passion and grit.

TRS has thought beyond Tier I, II and III towns for new growth opportunity. Tell us about this different retail strategy and what were the challenges faced while setting up an organized setup in these markets?

An early realisation of creating partnerships with entrepreneurs has helped Raymond in the roll out of

“ WE HAVE CRAFTED A WHOLE NEW BUSINESS MODEL WITH OUR MINI TRS STORES. THIS MODEL PAVED THE WAY TO PROFITABLY ADDRESS THE OPPORTUNITY IN TIER IV AND V TOWNS AND SERVICE THE LATENT DEMAND OF THE ASPIRING CUSTOMERS WHO LOVE RAYMOND BY BRINGING THE BRAND INTO THEIR TOWN. ”

– Mohit Dhanjal,
Director Retail, Raymond Limited

THE TRS EXPERIENCE

- ▶ Raymond brand immersive experience across all towns of India through its rallying cry #HarSheharMeinRaymond.
- ▶ As early as 2015, the company realised the importance of emerging markets beyond Tier I, II & III.
- ▶ After in-depth study of over 100 outlets in Tier IV & V markets, in September 2016 Raymond piloted a new format Mini TRS which was then perfected over six months and commercially launched in March 2017.
- ▶ The first Mini TRS opened on 25th March, 2017 in Bihta (Bihar). Since then, over 200 TRS outlets have been rolled out in last 19 months.
- ▶ The new Asset-lite model requires an investment less than 1/3rd of a regular TRS which provides necessary fuel to make the business highly profitable in these emerging markets.
- ▶ Taking into the account the challenge in availability of retail inventory in these towns, the store size has been optimized to 600-1,200 sq. ft.
- ▶ Mini TRS also has an integrated digital Omnichannel capability, through which the customers can access a curated range of products from their online webstore - Raymond Next. All the stores are connected through an interactive kiosk located in the store.
- ▶ Over 90 percent of the stores opened have exceeded expectations in revenue generation and profitability.
- ▶ Franchise requirements: The franchisee should have a suitable retail space ranging from 600 sq.ft. to 1,200 sq. ft. with a minimum frontage of 15 ft and investment of upto ₹50 lakh (interiors: ₹20 to ₹25 lakh and inventory: ₹20 to ₹25 lakh).
- ▶ The Mini TRS business model has proven to be the most promising one for emerging markets that are driven by the external factors like growing aspirations, democratisation of information, media exposure, young demographics, rising spending power and improving lifestyle standards.

emerging markets beyond Tier I. Between 2009-14 the company gradually expanded its retail presence to cover all Tier II & III markets. For next level of retail expansion Raymond felt a need to evolve and develop new retail business model with right consumer proposition for the emerging Tier IV and V towns.

Based on its 60 years of experience retail and in-depth study of over 100 outlets in Tier IV & V markets; in September 2016 Raymond piloted a new business model internally referred to as Mini TRS (The Raymond Shop) which was

then perfected over 6 months and commercially launched in March 2017. The first Mini TRS opened in March in Bihta (Bihar). Since then, over 200 TRS stores have been rolled out in last 19 months.

From the first store in Bihta, near Patna (March 2017) to 100 stores 12 months later; and now after opening our 200th outlet in October 2018, (seven months since we launched the 100th store) we are on the cusp of achieving our ambitious goal of launching 300 stores in 2 years' time. Our team is truly setting new milestones in the retail fashion industry.

SUCCESS STORY

Tell us about the business model of the Mini TRS shops.

Our business model is rooted in our entrepreneurial franchise model that is proven and has evolved successfully over the years.

The new Asset-lite model requires an investment less than 1/3rd of a regular TRS which provides necessary fuel to make the business highly profitable in these emerging markets. The Agile design and modular interiors ensure that the stores are set up within 15 days instead of regular 45

What are the key markets?

Basis census 2011 we have identified over 800 potential urban towns across India.

How many stores have been rolled out till now?

What's the formula behind the success of this format within a short span of time?

With this new business model we have rolled out over 200 stores in past 19 months – a fastest retail store rollout in Men's Fashion & Lifestyle category. With these new additions, Raymond is now



days. Taking into the account the challenge in availability of retail inventory in these towns, the store size has been optimized to 600-1200 sq. ft. vis-à-vis the average 2,500 sq.ft.

Tell us about the number of towns identified for this innovative retail concept?

present in over 500 towns – again a first for any apparel brand in the country.

The success formula has been 2-fold. First, the new agile & asset-lite business model which paved the way for the brand to enter in to these emerging towns of India, which hit her to were inaccessible.

What kind of convergence with Raymond's vision and values does a franchisee have to meet for qualifying for the Mini TRS concept?

More than transactional relationship the company strongly believes in an ethic based relationship with its franchisees. It abides by its 5 cultural pillars.

The 1st pillar is **Transparency** in dealing and interacting with people internally and externally. The brand has a transparent policy framework with standard and unbiased terms of trade for each channel type.

The 2nd pillar is **Collaboration** which is epitomized through 'I am with you in this'. The franchise model is build in such a manner that the brand par-takes in the setup investment. This ensures that both the franchisee and the franchiser have common interests in making the business relationship work.

The 3rd pillar is **Meritocracy** wherein it rewards and recognizes the franchisees on the basis of performance across 5 levels such as total value contribution, driving the growth agenda, customer satisfaction levels at the store, engagement through its Raymond reward program (CRM) and initiatives taken in bringing alive the brand in their catchment markets through the LSM platform.

The fourth pillar is **Personal Accountability** – each employee is empowered to take decisions which are in the interest of customers and organisation. Commitments made are honoured and if there is a delay in action, the team will keep the stakeholders informed of such delays.

And, the 5th pillar is **Bias for Action**. If something that is not right, quick action is taken on it or it is reported to the right team so that they may set it right. Opportunities are grasped, and gaps are addressed.

Second, the new business model was then brought alive by associating with like minded franchisees in these potential towns by leveraging their market knowledge, hands on operations and adherence to the business framework.

What is the growth percentage and revenue figures in the last one year and how much are you expecting in the next fiscal?

These stores continue to add incremental revenue and income to the company since they have opened in completely new markets and towns. Over 90 percent of the stores opened have exceeded our expectations in revenue generation.

Is there an Omnichannel approach to this model in these micro markets? Are these stores digitally connected?

Mini TRS also has an integrated digital Omnichannel capability, through which the customers can access a curated range of products from our online webstore – Raymond Next. All the stores are connected through an interactive kiosk located in the store. In case a customer wants a product that is not available at the store, he can access our webstore and select the product from this curated range. He may then choose to get the product delivered either at the store or at his desired address.



“ EVERY FRANCHISEE IS SUPPORTED BY AN AREA MANAGER WHO BUILDS LOCAL CALENDARIZED ACTIVATION AND MARKETING PLANS FOR EACH OUTLET DEPENDING ON THE LOCAL FESTIVALS AS WELL AS KEY TALKING POINTS. ”

Can you decode the distribution model and how this will be work for Mini TRS?

Raymond already has an extensive distribution network through direct and indirect channels such as agents, distributor and wholesaler networks that service over 15,000 outlets across the country. These direct and indirect channels of distribution provides us the platform to reach the emerging towns with right product mix and faster turnaround time.

The only way that any organization can reach out to such markets in a relevant and engaging manner is also through franchising. At Raymond, the essence of creating partnerships with entrepreneurs in such markets was understood very early and that has helped the brand create very strong and engaged channel partners.

If somebody has to opt for a franchise for the Mini TRS stores; what are the parameters that Raymond would look for in a potential franchisee?

In addition to the above the franchisee should have a

suitable retail space ranging from 600 sq.ft. to 1,200 sq. ft. with a minimum frontage of 15 ft and investment of upto ₹50 lakh (interiors: ₹20 to ₹25 lakh and inventory: ₹20 to ₹25 lakh).

How would you evaluate the franchisee role and break-even for his investments?

The essence of the partnership is an entrepreneurial mindset and passion towards Retail Business. Our team works along with our Franchise partners on detailed profitability model with Store P&Ls / Business targets which are monitored on a continuous basis by our Area managers. The catchment plans are then worked out to drive footfalls through sustained calendar activations for the stores. The team trains the franchisee and store team on retailing principles, emerging trends, product training and visual merchandising keeping it relevant for franchisee and customers.

What is the kind of support that the company is going to provide its franchisee

which takes on the Mini TRS concept?

We work with like-minded entrepreneurs, who have the right attitude for customer service and have a growth mindset to partner for retail expansion.

The key to its success lies with the conduct of engagement and training programmes that we provide on various subjects pertinent to modern retail like product training, customer relationship management, staff development, visual merchandising and operations, apart from evolving product portfolio that ensures the product offering is in line with the changing consumer preferences and requirements.

We actively engage with our franchise partners where their knowledge of their markets is leveraged through science and technology provided by Raymond to activate the brand in the local catchment and delivery superior last mile service delivery.

What innovative retail strategies have you lined up for the future?

Mini TRS will continue to provide the immersive Raymond retail experience across all emerging markets and towns to its discerning customer. The key levers are ‘Single view of customer’ irrespective of which

channel, city and store they shop in. ‘Think Global. Act Local’ brought alive by our empowering our store managers, franchisee and area managers.


Every franchisee is supported by an Area Manager who builds local calendarized activation and marketing plans for each outlet depending on the local festivals as well as key talking points. Through a cooperative marketing pool, the activation calendar is implemented through the local franchisee and store so that they may leverage their local knowledge to maximize the efficiency of all such activities.

While there are broad brand guard-rails available, each city/ market develops and drives activations and promotions that are best suited for its market and customers.

What is the kind of turnovers that the retail division is aiming in the years to come?

In retail we have mantra for growth that we internally refer to as 5Gs of growth. These are Competitive Growth (faster than the competition); Profitable Growth (+ve EBIT); Sustainable Growth (continuous year on year); Inclusive Growth (Company and Franchise partners) & Experiential Growth (enhancing customer experience). This 5G growth leads to exponential growth for Raymond.

What are your expansion plans?


Our ambition is to bring alive the Raymond brand immersive experience across all towns of India through our rallying cry #HarSheharMeinRaymond. 



JDA SOFTWARE: HELPING INDIAN RETAILERS REALIZE MAXIMUM VALUE

Leveraging the power of immersive technologies, IoT, artificial intelligence, machine learning, and data science in a world of supply chain that's fast embracing Industry 4.0

– By Charu Lamba

 The global retail industry is now being driven by consumer insights. This is the new normal where demand-driven supply chain, a decade old concept, is a reality that no retailer can afford to ignore. The retail scene in India, one of the fastest growing markets in the world, is no exception. This is where, JDA Software, with more than 4,000 customers around the world, is helping retailers in India leverage this disruption and to profitably deliver to their customers.

According to **Girish Rishi, CEO, JDA Software**, India is a fast growing market for JDA. “We have grown 80 percent year-over-year in the last two years. Seven of the top 10 retailers in India leverage JDA to optimize their supply chain across dimensions such as category management, assortment planning, optimizing store operations and warehouse operations and all of the top five grocery and convenience retailers in India use JDA for space and category management.”

Focus on India Retail

JDA's focus on India retail can be established by the fact that this software provider offers a unique 30-day engagement approach that is exclusively aimed at Tier I and II retailers locally.

“We offer this limited-period engagement approach in association with our partners in India like HCL, TCS, EY and Accenture. During this period, we ingest retailer data, format and structure the unstructured

data and derive valuable insights for them using JDA's retail planning and execution capabilities. This allows us to showcase how we can deliver a nimble and agile response in a 30-day capacity prompting retailers to understand and evaluate what JDA can do," states Rishi.

This process begins with understanding immediate pain points of retailers and correlates those to possible blockages in their supply chains. These can be common scenarios like retailers ending up with too much inventory or the exact opposite of that when the demand is high. At this point, JDA decides what tools can the company bring in at the system hygiene level to plug the gaps identified. This could be using a JDA product like JDA Demand Forecasting, JDA Warehouse Management or JDA Assortment that would provide quick insights so that the retailer can benefit. This becomes the basis of JDA's long-term relationship with these retailers.

"We deliver real results to retailers because we have been working data science for 30 years. We were the original data science company! We acquired companies like i2 Technologies, Manugistics, and RedPrairie, and we have a very large capability in India alone. Over 2,000 of us are supporting product development and engineering, and professional services. This proximity to the marketplace coupled up with our partners provide us an edge locally in the India market where the consumer is very vibrant," Rishi further explains.

A good example here would be Shoppers Stop with whom the company has worked for over 20 years now where JDA is seen as a trusted advisor today.

Software-as-a-Service

Not just in India, but retailers around the globe consider JDA a partner because JDA helps them to stay current in real-time with consumer demand and at the same time allows them to focus on their core business. This is

their time they needed to spend in data centers and application management. "What we like to tell our customers is that you go on SaaS with us, that's your last upgrade. You'll never have to worry about another upgrade. It's our responsibility," states Girish.

JDA is farthest ahead in the retail industry with their SaaS capability. No wonder, JDA is the only company named a leader by Gartner across all five Magic Quadrants that cover supply chain and retail merchandising solutions.

Next Generation Supply Chain Solutions

JDA's next generation solutions extend its leading end-to-end portfolio through market-leading edge technologies. Aptly named, JDA Luminare™, these solutions embrace the cloud, IoT, AI/ML, advanced analytics and cross-platform integration to provide complete supply chain visibility and prescriptive recommendations that enable more accurate, profitable business decisions.

Built on a cognitive, connected real-time platform, Luminare solutions boast of a built-in network control

subsequent corrective action with machine learning-based prescriptive guidance.

India Partner Network

With a strategic partnership with Microsoft, JDA is all set to take their ongoing SaaS momentum to the next level.

"JDA applications deliver seamless customer experiences across cloud, on-premise, and edge solutions. Our strategic partnership with Microsoft accelerates JDA's mission as the supply chain platform company, enabling our broad ecosystem of joint partners and developers to further leverage our AI/ML-based solutions," asserts Rishi.

Autonomous Supply Chain

With its recent acquisition of Blue Yonder, the market leader in artificial intelligence (AI) and machine learning (ML) solutions for retail and supply chain, JDA accelerates towards its vision of Autonomous Supply Chain™.

BlueYonder
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“ WHAT WE LIKE TO TELL OUR CUSTOMERS IS THAT YOU GO ON SAAS WITH US, THAT'S YOUR LAST UPGRADE. YOU'LL NEVER HAVE TO WORRY ABOUT ANOTHER UPGRADE. IT'S OUR RESPONSIBILITY ”

made possible by JDA's Software-as-a-Service or SaaS solutions that not only helps retailers reduce their IT spends but also gives them back the

center. It's a SaaS solution that senses unexpected events across the supply chain, identifies potential impact of such disruptions and orchestrates

"This allows JDA to tackle a myriad of customer challenges such as critical spend and demand analyses, intra-day forecasting and precisely predicting ETAs and inventory availability, all of which are crucial success factors across the retail, supply chain and logistics industries," concludes Rishi.



Transit Retail:

Optimising Revenue Potential and Passenger Experience

– By Zainab S Kazi

The Yesteryears... It is always interesting to revisit the pages of history to know the origin of things. The journey of travel retail is in its 71st year. The Shannon airport, in Ireland, is where the first steps were taken in 1947. This airport served as a transit stop for flights between Europe and North America. Once the passengers had passed passport control, they could shop to their hearts content without ending up having to pay taxes and duties on their purchases.

The concept caught momentum in 1960s when two American entrepreneurs – Charles Feeney and Robert Miller – started DFS (Duty Free Shop). Hong Kong was their first destination followed by fast-paced global expansion. Today, DFS stands as one of the world's largest and most influential retailer.

The India Story

In India, the history of airport retail isn't very old. The major turning point that gave a boost to travel retail (specific to airports) in the country was with the emergence of PPP airports. **Saloni Nangia from Technopak** elaborates, "In India, the focus came only a few years ago, with the PPP Airports (New Delhi, Mumbai, Bangalore and Hyderabad) and some AAI Airports taking a lead. So the years from 2008 onwards, when the new PPP airports came up, were the starting point.

If we take a look into the current dynamics of retail, the entire debate revolving around offline vs. online retail holds no ground. Each has its own place and each of it is growing strong at its own pace. From high streets to malls and now to airports, railway stations, metro stations and highways, offline retail manages to find new grounds each time the challenge of its existence crops up. Transit retail is not new but then in India, it has been in existence since less than a decade in the true sense and it is only now that it is picking up tempo to be a topic of discussion at any retail meets and forums. Going by the overall opinions, we can safely say that Transit Retail is poised for growth and with PPP Airports and Metro Stations, the going is only going to get better.

The experience and business model has evolved since then.”

To hear it from the spokesperson of GVK – the company which leads Mumbai International Airport Ltd. that manages and operates the Chhatrapati Shivaji Maharaj International Airport, Mumbai, “Travel retail is completely dependent on the travelling population. With 300+ million passengers in FY 17-18 travelling to/from Indian airports, growing at 16.5 percent YoY, and travel retail projections indicate that this is bound to grow by leaps and bounds. As per the report of Technavio, global travel retail market is expected to grow by 8 percent YoY upto 2021.”

According to GVK, the future of travel retail holds lots of potential. As per RedSeer Research, India will be amongst the top 10 global duty-free markets by 2025. This is well accentuated by the fact that today airports have evolved from being a pure utility to destinations offering various services, facilities and conveniences under one roof. As the spokesperson adds, “With this evolution, passengers not only decide the airline they want to travel on but also select the preferred airport(s), depending on the transit patterns. In India, the airport



“IN INDIA, THE FOCUS CAME ONLY A FEW YEARS AGO, WITH THE PPP AIRPORTS (NEW DELHI, MUMBAI, BANGALORE AND HYDERABAD) AND SOME AAI AIRPORTS TAKING A LEAD. SO THE YEARS FROM 2008 ONWARDS, WHEN THE NEW PPP AIRPORTS CAME UP, WERE THE STARTING POINT.”

– Saloni Nangia, Technopak

infrastructure is continuously growing. Not only the metro airports but Tier II/III airports are expanding their infrastructure, followed by the service offerings. This is considering the fact that there is a significant jump in the travelling population with an increase in the purchasing power, more business needs,



Major Contributors to Airport Retail

- ▶ Emergence of massive airports since the 1970s
- ▶ Reduced airfare which invariably allows more people to travel
- ▶ Increase in business travel and annual international holidays
- ▶ Bigger terminals designed to extend space for ‘none-aeronautical’ revenue generation – from food and retail

etc. At Mumbai Airport, our observation is that more than 98 percent passengers spend an average of one hour at the airport for domestic flights, while 83 percent passengers spend around two hours for international flights.”

Talking about the conversion rate, the GVK spokesperson points out

that given the right product assortment, a passenger can easily be converted from a window shopper to an actual shopper. Though he points out that in India, the conversion rate is still low compared to major global airports - less than 30 percent, but we are gradually seeing an increase in conversion rates.

The privatization of airports began in India in 2009. This was also the time Travel Food Services spotted the opportunity offered in the space of food retailing and took the leap of faith to be a part of the revolution and evolution of Airport Retailing in India.

Gaurav Dewan, Chief Operating Officer & Business Head – Travel Food Services shares, “We had started in the initial days, when airports were just getting privatised and not many options were available in terms of retail or F&B. Back in those days, the challenges were many, right from getting and creating brands to supply chain, everything was nascent. There was not a single day we did not learn, and we are still learning.”

Sharing details about the customer differentiation, he adds, “The profile of a person who goes to a first-class lounge is completely different from a person who eats at a food court. We plan our outlets as per the customer preferences, the right mix of partner brands, in-house brands and local favourites. Partner brands are similar, like a Dominos that appeals to all classes of TG. At the same time, we also introduce local favourites; for instance, Visakhapatnam has Sai Ram Parlour, Kolkata has Kusum Rolls, Delhi has a DilliStreet and so on.”



Scouting the Opportunities

It goes without saying that airports and metro stations offers exciting opportunities for retailers. The same cannot be said about highways and railway stations. Before we get into the why of this, it is interesting to hear from Saloni Nangia on the opportunities all of these offer together. "There are multiple opportunities for retail and food services in travel retail, including airports, railway stations, highways, bus stations, and now metro stations in many cities," she says.

But then have these been well utilized? Nangia is of the opinion that the opportunities haven't as yet been truly capitalized upon. "While there are basic retail and food services options available in most of these cases, these opportunities have not been designed or planned to create experience / convenience for the passenger and generate additional revenue for the travel operator. Worldwide, non fare revenue (revenue generated through all other activities apart from the travel fare) can be as high as 55-60 per cent of the total revenue generated by the travel operator," she explains.

Lakhs of passengers use

the metros, railways and highways on a daily basis. This is reason enough to catch the attention of a discerning retailer and plan out a retail format that can be replicated across the country. According to **Panneerselvam Madanagopal, Chief Executive Officer, Stakeholder Management Consulting**, the Reliance A1 Plaza was supposed to be a game changer but then the project fizzled out.

Challenges of Travel Retail

Talking about the challenges transit retail faces in India, Nangia says, "Transit retail, especially in airports, is not of the same scale as we see in some key transit hubs across the world. Usually passengers get to spend time in transit airports across the world which helps in increasing travel retail revenue. Indian airlines and airports have not been able to develop any of the Indian cities as an international transit hub, so there is negligible revenue opportunity there. In the domestic market, some of the larger airports (Delhi, Mumbai) have become transit airports for domestic air travel and offer a good retail option for the transit passengers. Their role as transit hubs

might become lesser with many more short haul flights being introduced by the airlines between smaller cities and with the Udaan scheme gaining momentum."

And like at malls and high streets, is there a concept of 'suitable shopping time' within the airports? According

to GVK, it is more related to the product mix. Explaining this, the spokesperson shares, "This is true as more the number of passengers, more will be the shopping and higher the conversions. However, there are other parameters which need to be kept in mind apart from

Top 3 challenges

- ▶ Security clearance for a new store to start at the airport
- ▶ Slow growth in new infrastructure creation
- ▶ Higher dwell time in clearing the processes at the airport - Need to have quicker processes, reduced queues pre-security/immigrations, thereby giving more time to passengers post security.

Top Performing Airports in India

- ▶ Mumbai ▶ Delhi ▶ Bengaluru ▶ Hyderabad

Top Travel/Transit Retail Destinations (Globally)

MUMBAI: We have unique through the year promotions coordinated with all our stakeholders in the retail and F&B space at our airport. We also have a unique Pre-order facility for our Duty-Free stores which is offered to international passengers both online, as well as in the shops. Passengers can get discounts upto 20 percent on products when they pre-order and pay while on their way out of the country and pick them up on arrival after clearing immigration. This is a very convenient facility.

SINGAPORE: creates a perfect environment to shop and relax. With a rich array of carefully selected retail partners, shopping is a key highlight for travellers passing through, a rich mix of marketing and promotions, good collection of local brands in order to differentiate with other airports, focus on technology.

DUBAI: a buzzing place that never sleeps, catering to the varied mix of passengers. Incheon: Local yet international. A right mix of culture without ignoring the needs and expectations of the international travellers.

Government policies that need revision for boosting airport retail within India

- ▶ GST refund for the foreign tourists in line with other international destinations.
- ▶ Faster security clearance of the new stores who wish to set up their operations at the airport.
- ▶ Faster processes at the check-in/security/immigration so that passengers have higher dwell time post security/immigration.
- ▶ Travel retail growth is directly related with policy initiatives in the field of travel infrastructure and favourable policies to boost tourist flows.

Inputs by GVK



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the concept of 'suitable time'. Conversions are directly related to the type of products offered, value deals and the overall assortment of commercial offerings. For example, if there are no product offerings which cater to the requirement of business traffic, despite the fact that there are business travellers, it will be difficult for an airport to see higher conversions."

So, what actually pulls the shoppers to shop at airports considering that the similar brands are present at malls and high streets? Is it the pricing or the need? The GVK spokesperson strongly attributes the answer to the overall experience.

"Today's intelligent customer looks for the value in each transaction, whether at the airport or outside. With more travel, airports are becoming destinations in themselves and passengers spend considerable time at the airports. With these three key variables, it is incorrect to say that there is more of need based shopping at the airports. In case of products where pricing differentiation is high compared to city side pricing (e.g. liquor), passengers tend to shop at the airport. Also, overall experience of the passengers at the airport is significantly higher compared to downtown / malls, thereby further alleviating the tendency to shop at the airport," he says.

Just like it happens in malls, the brands and the developer here work in sync as well to promote consumerism. There is a contract in place and the brands receive a thorough hand holding as and when needed. The GVK spokesperson shares, "A typical contract duration is for 5 years however the duration

varies if in case it is a master concessionaire. We have a mix of revenue sharing and minimum guarantee models. We work on the premise of 'win-win' with our brands. Through various measures we ensure that the brand continues to perform well at the airport, maintaining a long-term relationship. These measures include routine reviews, promotions, marketing, etc. Discontinuance is the last, extreme step."



On the zoning, the spokesperson explains that zoning is dependent on what are the varied categories of passengers and their requirements. Accordingly, various commercial categories are formed. As detailed by the Airports Council International (ACI), there are typically six categories of commercial offerings - Sit down restaurants, fast food restaurants, convenience retail, specialty retail, duty free and services. Basis passenger travel behaviour, the zoning takes place. Some examples are: basis Passenger Journey Chart, passenger anxiety levels are highest pre-security/Immigrations.

"Thus, having various commercial offerings in that location may not be fruitful.

Similarly, essential passenger services (forex/ATM, etc) are required at multiple locations. Convenience retail seems to be beneficial at gates or at arrivals. Moreover, similar categories are zoned together. It is to be noted that airport zoning is very much different from other commercial setups, e.g. malls. In a mall, it is the area that drives sales whereas in the airport environment, it is the sales that drives an area," the GVK spokesperson states.

metro stations and highways can serve the customers with goods and services that are more need based, airports usually house retailers with products that fall under the experiential category which include more of lifestyle products. He further says highways can be perfect destinations for promoting local handicrafts and local food as well besides being a general hub for foods and refreshments.

Nangia elaborates on the category distinctions, "Categories for travel retail can be broadly divided into 5 : **Convenience led / basic necessities**, including Pharma, Personal care, travel accessories, water, books, gifting among others; **Browsing / impulse/ gifting led** including mobiles, computers, gadgets and accessories, fragrances, watches, jewelry, toys, writing instruments - these are also attractive for passengers



Understanding the Distinction

As Madanagopal puts it, broadly speaking, the two categories that help understand the difference between travel and transit retail can be classified under - Functional and Experiential. According to him, "Where

from smaller cities transiting through bigger travel locations as their reach might be limited in smaller cities."

Highlighting an interesting point, Nangia further shares, "At times brands are present at the airport as a marketing investment as well, for the consumers to see and



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connect with the brand; **Local food / craft products** which are local specialties; **Services** including Spa, entertainment including screens, among others and **food**, including convenience, café, fast food, food courts, local cuisines, bars among others. For international travel, duty free is a significant category, especially for alcohol, tobacco, chocolates, fragrances and beauty products. It extends to luxury and bridge to luxury brands as well."

Talking about brand and category mix at airports, according to GVK, inclusion of regional brands/stores gives a local, distinct offering to the passengers, especially to those passengers who are not from the local region. This category of offering also helps in differentiating the overall commercial offerings of an airport from the other. For example, at the Chhatrapati Shivaji Maharaj International Airport, Mumbai, there is a healthy combination of Indian/Maharashtrian art and craft, souvenirs, food, etc.

The spokesperson elaborates, "Not only this, our promotions and events

also focus on popularising the local flavours. We work very closely with the local brands who can showcase their unique products to the passengers along with the required commercial viability. The incentives for such concessionaires cannot be similar and depending on the requirement and mutual discussions, the required action is taken."

Sharing details on the how best they go about choosing the right mix of food brands, Dewan states, "Our brand-mixes are developed with a lot of consumer surveys, internal and external stakeholder's deliberations and so on. We look at creating experiences - food is close to our heart and changing the scenario at travel ports across India is something

THIS IS TRUE AS MORE THE NUMBER OF PASSENGERS, MORE WILL BE THE SHOPPING AND HIGHER THE CONVERSIONS. HOWEVER, THERE ARE OTHER PARAMETERS WHICH NEED TO BE KEPT IN MIND APART FROM THE CONCEPT OF 'SUITABLE TIME'.

we are very passionate about. Therefore, we carefully pick and choose brands for a particular geography. It is a mix of International, National, Local Favourites and In-house bespoke; to quote an instance - in Kolkata, we have Dominos, KFC, The Coffee Bean & Tea Leaf etc. from international brand partnerships. Then there is Café Coffee Day, Wow Momos from national brand partnerships and finally there are some local favourite like Kusum Rolls from the streets of Kolkata, and Flury's a local favourite bakery. At the same time there are Biryani Bhai an in-house bespoke concept, The Irish House and Copper Chimney for North Indian tastes."

Exploring In-flight Retail

The joy of shopping mid-air can be blissful provided that options given are alluring enough. No one wants to keep looking at a catalogue that has nothing better to offer than the same old pearl set or his and her wrist watch set.

"The product mix has to be meaningful. Only then in-flight retail can be successful," shares Madanagopal. He

minces no words when he talks about how airlines in India haven't truly capitalized on the opportunity before them. "It is just that the prohibitive prices keeping the customers away. If they get their pricing strategy right they can capitalize on the passengers they are flying. The logistics and managing should be done in a very professional manner. It can become a strong revenue stream for airlines if done and managed well."

Sharing his list of airlines that can be an inspiration for other airlines, Madanagopal is all praise for Emirates, Qatar and Qantas airlines. He says, "Emirates remains the undisputed leader when we talk of in-flight retail, but I am very impressed by Qatar's offering of content and shopping catalogue. The shopping catalogue has a range of products to choose from including fine wine and electronic gadgets."

He further highlights an important category that has yet not been capitalized upon by any airlines - the kid's wear category. "There are a lot many business travelers and they would want to go home with a gift for their children. No airlines offer things a man or woman can take home for his / her child."

Dos & Don'ts

Anand Kumar, Executive Director - ABRA, a Dubai based firm that has to its credit designing a host of stores across 17 airports to date discusses in depth what brands need to keep in mind while setting up their stores at airports and other travel hubs. "Brands have to be selective in what they decide to sell in travel retail, it's a niche and is not to be treated as another point of sale, as





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in a new domestic location. They must not go in with their full portfolio, as people tend to look for novelty and travel retail exclusives, for which many brands do successfully with specific sizes and promo packs (mainly in beauty and confectionary products). This also makes way for different price points that cannot be compared with what is available in the domestic retail," he says.

"Last minute gifting represents a huge opportunity for travel retailers, when the customer might not have the time to pick up something during their hectic trip and the airport represents a last opportunity to make a

purchase to take home, and hence brands must appeal to this audience with the right assortment of products. Finally brands have to make it convenient for the shopper to pick and go, as there is limited time to engage the customer or try a product and hence the merchandisers in travel retail have to be trained to manage a customer that's in a hurry, to avoid a lost sale," he adds.

for food stores at the airport, Dewansays, "Airports today are equipped with more experience zones than a mall or high-street. Basis the location of the outlet and passenger preference, we design our outlets, and some of them are notch better than those at a mall or a high - street. For instance, the experience one gets at our DilliStreat outlet at IGIA T3 departures, GVK Lounge at CSIA T2 departures, or Irish house are incomparable. At the same time, we have take-away counters and food courts, wherein look and feel and ambience are all similar. However, the menu is designed basis a travel port."

years today, they have four stores at the same airport.

Citing the journey so far, **Chaitanya, CEO - Almond House**, says, "In July 2015, we started operations in Domestic Terminal in RGIA Hyderabad, essentially as a mechanism to boost the brand visibility among our target customers. Having an airport store also reiterated our super premium positioning of the brand, also experience and the ambience at an airport rendered itself well to our positioning as well. However, it turned out to be positive contributor to our top-line as well, since then there has been no looking back. As we speak,

today we are working on our 4th store in RGIA Hyderabad and we are in talks with Delhi and Mumbai airports for launching our stores."

And the journey doesn't stop there. According to Chaitanya the brand is also liaising with international airports such as Singapore and Dubai for Almond House stores. But then no journey comes without its share of challenges. Though Almond House has not much to lament about except the fact that they have a minimal time window to let know the customer who they are and the quality of the products.

Elaborating on their product portfolio, he shares, "Our stance is that we are a 'Gourmet brand from India for the Global palette'; hence we always did products that suit a wider audience, today we offer Vegan Sweets, Gluten Free that are becoming mainstay across the globe. We have absolutely fresh products that are pre-packed in travel friendly packaging that are easy for the customers to pick n go! We offer special combination / assortment packs for the travellers to the best of our offering at one go."

BIBA, a brand that resonates with chic Indian ethnic wear has been attracting a lot of attention



purchase to take home, and hence brands must appeal to this audience with the right assortment of products. Finally brands have to make it convenient for the shopper to pick and go, as there is limited time to engage the customer or try a product and hence the merchandisers in travel retail have to be trained to manage a customer that's in a hurry, to avoid a lost sale," he adds.

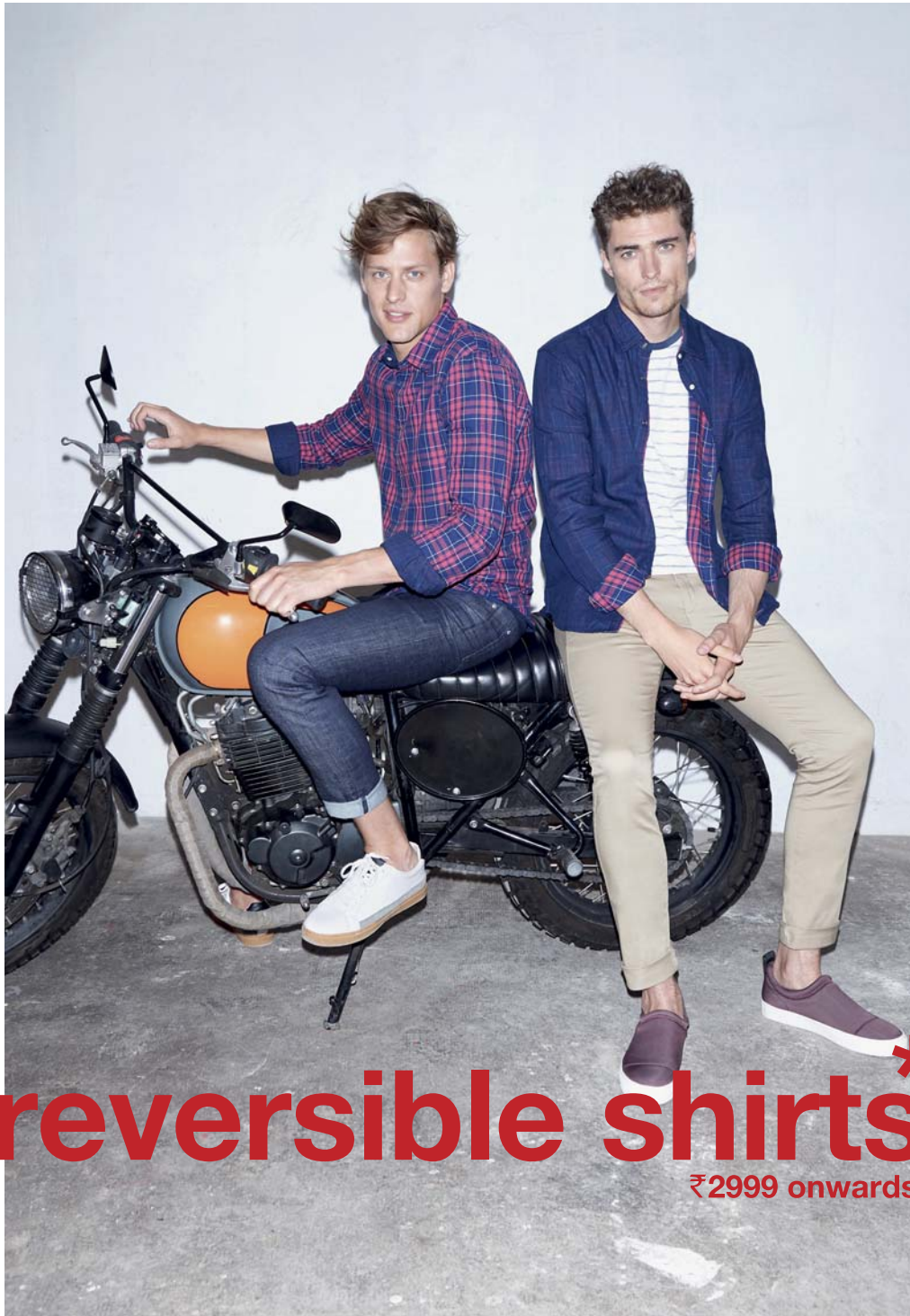
On the design intricacies

BRAND SPEAK

It is interesting to visit the history books of brands and their journey of having stores at airports and other travel / transit retail destinations. To take an example of Almond House, one of Hyderabad's most coveted dessert and bakery delicacies brand, the journey to have a store at the Rajiv Gandhi International Airport in Hyderabad began in 2015. And just within three



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“A GOOD MIX OF ALL VARIANTS FROM ALL COLLECTIONS I.E. FROM ETHNIC TO INDO-WESTERN TO WESTERN WEAR NEED TO BE STOCKED. THE AVAILABILITY OF PRODUCTS IN ALL SIZES IS ALSO TO BE KEPT IN MIND.”

– Siddharth Bindra,
Managing Director, BIBA

at the airports with their swanky designs alluring women to have a look at their collection. **Siddharth Bindra - Managing Director, BIBA** shares, “We have our presence across all metro cities. Our stores are located at majority airports like Delhi-2, Mumbai-2 and Goa -1.”

On the key things to be kept in mind, Bindra says, “A good mix of all variants from all collections i.e. from ethnic to Indo-western to western wear need to be stocked. The availability of products in all sizes is also to be kept in mind. The store display needs to be given extra care. It needs to be appealing and easy to explore for customers, as you get a very little time to attract and engage the customers at such places. The staff should be well equipped with language and should be extremely disciplined, polite and helpful.”



“WE ARE PLANNING TO OPEN NEW STORES AT AIRPORTS AND MALLS BY THIS YEAR DECEMBER-END. WE WILL OPEN STORES AT AIRPORTS IN BANGALORE, MUMBAI, DELHI AND KOCHI, WHILE OTHER STORES WE PLAN TO LAUNCH THEM IN TIER I CITIES.”

– Dilip Kapur,
President, Hidesign

For the brands, one of the challenge that hits them the most is with regards to the operational cost. There is no dearth of customers but then to maintain the ROI with the high operational cost does create a roadblock for growth.

Chaitanya says, “Given the high operational costs it does take little longer to break even than our high street stores. Higher operational costs are owing to special packaging, logistics and staff who are to be verified for security etc.”

Talking about the most prominent challenges, Bindra says, “Stores open earlier and stay open till late, which means more shifts and odd-hour shifts, though there is minimal staffing, as stores are small. Staff members need additional security checks to work inside the



“WE HAD FORECASTED A GREAT OPPORTUNITY INTO THIS BUSINESS MODEL AT AIRPORT TERMINALS WHERE THE BRANDS RECOGNITION PRODUCTS AND VALUE CAN BE DRIVEN ACROSS THE COUNTRY AND OVERSEAS THROUGH ALL OUR AIRPORT CUSTOMERS TRAVELLING TO VARIOUS DESTINATIONS WITHIN INDIA AND GLOBALLY.”

– Samson Peter,
General Manager, Operations
- The Bombay Store

airport, so recruiting and on boarding takes longer. Some airports and stores even need multilingual staff members and lastly the supply calendars have to be planned far in advance as delivery times are strict. This leaves little room for ad hoc resupplies.”

Hidesign as a brand has earned an international reputation for itself with a presence overseas so the brand’s presence at the airports is well received by the passengers. **Dilip Kapur, President Hidesign**, says, “In

India, we opened our second outlet at the Hyderabad Rajiv Gandhi Airport International Departures area, the first one is in the Domestic Departures area. We are planning to open new stores at airports and malls by this year December-end. We will open stores at airports in Bangalore, Mumbai, Delhi and Kochi, while other stores we plan to launch them in Tier I cities.”

Sharing details about their foray into airport retailing, Kapur says, “We got into airport retail way back in 2009, as we understood the importance of the airport stores since then. We believe that airport is a very significant platform for our brand as our ideal Hidesign customer is well-travelled and successful. We are currently present in 12 airport stores and this year, we plan to double that number. We do significantly well at the airports.” According to him, with the decision to privatize retail at more airports there will be no more roadblocks only opportunities.

Talking about the highest selling SKUs at the airports, Kapur reveals, “Products for personal use such as wallets, shoes, laptop bags and travel bags are an easy fit and also make great gifts. Travel themed products are another great option.”

Going by its name, one would have expected The Bombay Store to have their presence at the Mumbai Airport but their foray into airport retailing began its journey with a store at the Hyderabad Airport on June 09, 2018. **Samson Peter, General Manager, Operations - The Bombay Store**, shares, “The Bombay Store opened its first Airport Retail Store in SRA (Security Restricted Area) of Domestic departures of

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*Upcoming Centers



The Top 3 Learning's by Retailers

- ▶ If you offer quality no matter where you are people will comeback to you
- ▶ Experience is equally important even if the interaction and engagement is limited or constrained owing to the format and location.
- ▶ It can be a great place to acquire new customer segments who would otherwise may not walk into your high street stores.
- ▶ Do not underestimate any segment of travellers, do not over price the products and most importantly, do not forget to have the right product mix

– **Chaitanya, CEO, Almond House**

Hyderabad Airport on 9th June-2018, we had forecasted a great opportunity into this business model at Airport Terminals where the brands recognition products and value can be driven across the country and overseas through all our Airport Customers travelling to various destinations within India and globally. We had a great learning and opportunity to understand on how an Airline Customers are inclined towards our category of products and how they shop differently from our Airport Store vis-à-vis our other Mall or Stand-alone store.”

Elaborating on this, he explains: “Airport stores are an ideal shopping location for passengers with a holiday mindset, inspiring them for more impulsive shopping with better deals around the store.”

Logistical Roadblocks

Besides having to deal with bureaucratic formalities, the private players operating in transit retail hubs which come under government control, there are logistical challenges that retailers need to overcome before they are able to set the ball rolling in true sense for travel retail in India. This applies to transit retail as well to some extent.

Nangia says, “The biggest challenge in India is the lack of recognition of the fact that well planned travel retail and food services in a travel hub can be a big revenue contributor to the travel operator, therefore there is reluctance in investing and developing the right plan and infrastructure for it. This should ideally be done at the planning and construction stage. Even though there is a large amount of new travel infrastructure which have been developed in the last decade (airports, metro stations, highways, some train stations among others), there is still a very limited focus and thought into this aspect.” Reiterating this is Chaitanya, “Availability of the real estate within airports are critical for growth, as major international airports are designed with a non-aero revenues in mind, in India it is still a work in progress.”

Elaborating on the role played by the government that if reversed and revised upon can be a boon, Nangia reveals, “Most of the travel hubs are owned and managed by the Indian government. There is very limited focus on creating the right commercial model for the travel hubs, with no planning. The retailers and food service companies are selected through a bidding process, with the highest bidder getting the contract to operate the space.”

Top 3 Do's and Don'ts

Do's

- ▶ Providing easy to carry & travel proof packaging help in providing a mind registering experience for customers.
- ▶ The staff must be well versed with the airport rules & be able to assist the customers about the same.
- ▶ Easy & Quick Billing System is a must at airport stores as customers are mostly in a rush

Don'ts

- ▶ The store should not hassle the customer into making a purchase, as at airports customers mostly do shopping as leisure. It creates a negative impression in minds of the customers for the brand.
- ▶ The store must avoid bulky packaging for the sold products. This would de-motivate the customer from making a purchase looking at the big size of the package that they would need to carry around the airport & in flight.
- ▶ Poor Inventory skills and stocking old designs can hamper sales

– **Siddharth Bindra - Managing Director, BIBA**

Adding further on where we stand as compared to the international dynamics, she says, “To plan and manage the business as a key revenue contributor and segment, both for the brand and the travel operator vis a vis just an opportunistic channel.”

Peter talks about what makes airport retailing



a difficult process to get through for brands saying, “Getting into an airport retail business in itself was a great challenge. Commercial airport terminals are most secured and protected locations in the country. As a standard process, each retailer has to undergo a specific verification process by the Ministry of Civil Aviation and other agency responsible for airport’s security, which in itself was quite a new and challenging task for us. We also had a challenge of planning and executing our supply chain management and on how quickly and effectively we can replenish the right stock to the store at right time without disturbing the sales opportunities.”

Marketing & Promotions

No matter where the store is housed, no brand can afford to neglect indulging in marketing and promotion initiatives to attract the shoppers. The store design too needs to be chic and to an extent eye catching.

A pre-requisite for an airport store in terms of design and service according to Chaitanya



Hitman H / Shutterstock.com

is, “It has to be precise and laser sharp in communicating the positioning of the brand, clubbed with a superior experience by the staff which facilitates conversion in the shortest span of time. Engaging a wide range of customers is not an easy task, from a first-time traveller to a CEO, the staff needs to be ready take on any queries from informed and innocent customers. Engaging and connecting the customers where he is in a hurry to get to their boarding gates is never an easy task and hence great body language helps to establish the positive connect faster.”

Elaborating on marketing initiatives that the brand undertakes, he says, “We do occasional marketing

activities within the airports especially during the festive season such as Raksha Bandhan, we offer free Rakhis for the customers and Diyas for Diwali as a token of our thanks to customers which has been now a regular affair for many years at our high street stores.”

Conclusion

On a concluding note, Nangia shares, “Success of travel retail lies in understanding the basics of the business: It is important to understand the profile of passengers traveling from each travel location, the journeys / routes they undertake and the time available to them. It helps in understanding their requirements for retail and reasons for shopping

Top Performers

Accentuating the fact airports as a destination are apt for selling and showcasing of luxury and premium brands that one can indulge in, Anand Kumar of ABRA says, “2017 figures show that perfumes and cosmetics account for close to a quarter of the sales worldwide in the travel retail segment, followed by 15 per cent by wines and spirits followed by fashion and accessories.” Wines and other spirits as seen have occupied the second position but then these are global figures. Within India, the laws prohibit alcohol sale in domestic airports.

According to him, “Flexibility and room for growth needs to take center stage for any industry to flourish, with regards to Travel retail, India can surely start by revising the Alcohol laws between domestic airports that currently represent a roadblock. Being the 2nd biggest category in the travel retail segment, the inability to sell alcohol in domestic airports due to restrictions in carriage restrict the presence and growth of this category.”

/ eating at the location. This requirement is then extrapolated on the space available at each travel location for developing the right infrastructure and experience for travel retail. Based on the categories relevant for each location, the space is divided optimally to maximize the productivity and revenue potential for the retailers and the location overall. Therefore, it is important that travel operators and retailers jointly work towards optimizing the revenue potential and passenger experience.” [IR](#)

Danube Home Enters India with Hyderabad Store, to Set Up 10 More in 5 Years

– By Charu Lamba

Apart from this, the brand plans to set up a large logistics hub, a transport network as well as associated facilities all in the next 5 years. The average store size in India will be between 40,000 - 50,000 sq. ft and the average investment per store will be ₹40 crore...

Danube Home, part of Dubai-based diversified business conglomerate Danube Group, has forayed into India by opening its first store in Hyderabad in October 2018. The brand has high hopes for the Indian market.

In an exclusive interview with IMAGES Retail, **Shubhojit Mahalanobis, General Manager, Danube Home** says, “We see India as a country with huge potential, offering an incredible opportunity for growth. The real estate sector is at its peak in India with numerous properties, towers, communities and complexes coming up for both residential and commercial purposes. This directly contributes to a rise in demand for home furnishing products and solutions. Moreover, demonetisation and GST has made operating in India much easier for international brands.”

“Reports say India is expected to see a faster expansion of urban population consisting of aspirational Millennials and middle class families with spending power that will trigger the growth in demand for affordable home furnishing products and solutions. For a brand like Danube Home that offers home furnishing products and solutions, this is a very promising time to enter the country,” he adds.

Danube Home, which will be sourcing 30 percent from India to complement the government’s initiatives, has done an extensive study on Indian consumers, their buying behaviours, color and lifestyle patterns. Based on the research, the store that spans across 60,000 sq. ft offers more than 20,000 products under one roof targeting the middle and upper-middle segment of pyramid.

The USP

The Danube Home store in Hyderabad has all the key features and benefits that global consumers are experiencing across the Middle East. However, its India product portfolio will be a lot different from the Middle Eastern market.

“We have handpicked collections to cater to the well-travelled modern Indian consumer with products from various parts of the world such as US, Netherlands, Spain, Italy, Russia, Malaysia, Turkey, Egypt, UK and China, to name a few, giving customers a great opportunity to shop the best quality products at value for money price,” states Mahalanobis.



“In addition to this, customers will enjoy free interior designing services and seamless payment solutions with consumer financing options,” he states. These key features ensures 90 percent of repeat customers.

Danube Home, which starts as an online player and plans to go Omnichannel eventually as traction picks up, aims to offer complete home solutions, for instance other brands who sell sofa or beds do not sell wall paper or customised curtains, but Danube offers end-to-end solutions that include everything from outdoor furniture to sanitary ware.

“We focus a lot on our



customer service standards and ensure both pre and post sales is a memorable experience which is why we have been awarded the No. 1 furniture retailer by the Dubai Government. We have a dedicated post sales team that makes direct calls to ensure everything goes smoothly post sales. This is an important step of the whole brand experience,” explains Mahalanobis.

Their customers also experience Augmented Reality, Virtual Reality, Online Seamless Shopping and many new technologies that Danube offers in its markets abroad. Customers will also be able to walk through their dream

home in Virtual Reality.

“Danube Home offers global quality products at local price. We source our products from across the world and design our collections looking at customers behaviour and needs. Gradually, the Indian consumers shall experience various innovative and engaging little touches which we hope will be unique to us,” he adds.

Marketing Plans

As far as marketing plans of the brand is concerned, Danube Home has mixed conventional and unconventional mediums to connect with the brand’s

ethnicity. The brand has taken the ATL, BTL, social and guerrilla marketing routes.

“We have added fun, interactive elements and image build up activities. We are targeting middle class and upper middle class Millennials, double income no kids section and nuclear families. Our key focus remains with builders, architects and the designers’ segment, who shall be amazed to see our collection and price offerings for their projects,” says Mahalanobis.

The brand will be using all the mediums - print, TV and online - to advertise itself in India to get the maximum ROI.



“THE REAL ESTATE SECTOR IS AT ITS PEAK IN INDIA WITH NUMEROUS PROPERTIES, TOWERS, COMMUNITIES AND COMPLEXES COMING UP FOR BOTH RESIDENTIAL AND COMMERCIAL PURPOSES.”

– Shubhojit Mahalanobis,
General Manager,
Danube Home

Human Resources

Besides, the entry of the brand in the Indian market will not only create 1,500 direct jobs, but also support local industries that will benefit from the supply chain as it will deepen, sourcing products from every nook and corner of India.

“This will also help us to create a greater demand for Indian designed home décor and home furnishing products and export them to other markets – such as the GCC – where we have a strong presence,” states Mahalanobis.

Each store of the brand will employ around 85-100 direct employees and 50 indirect employees, logistics department will have 50-75 employees during the initial days and gradually with the increase in strength of stores, the count will also increase.

“We hire the best from the industry, train them

rigorously sharpen their skills aggressively and keep them motivated for a long period of time to deliver great results. The India team will also experience our team bonding and training methods, and hopefully, they will also deliver miraculous results,” he says.

The brand believes in flexible work culture driven only by performance based rewarding, empowering the team and giving them enough freedom to bring success. Apart from this, Danube Home has a plethora of employee engagement activities like multiple outbound training programs, product launches at off-sites involving the power sellers, runs reward programs and engage in healthy competition within each peer group.

Future Plans

Danube Home plans to set up 10 large format showrooms, a large logistics hub, transport network and associated facilities in the next 5 years.

“We have identified potential locations across the North and South Indian States. Once the properties are signed, the plan would be disclosed,” says Mahalanobis.

The average store size in India will be between 40,000 - 50,000 sq. ft depending upon the space and layout of the store. The average investment per store will be ₹40 crore. The brand is already in talks with few big mall developers and hopes to partner with them for aggressive pan India expansion.

“We target to grow 15 percent like-for-like each year for the initial 5 years. We don’t want to be bullish about the growth unless we settle down and understand the market deeply,” he concludes. ■



Sudhanshu Agarwal,
Founder & Director,
CityKart Retail Pvt Ltd.

A true blue believer and visionary, Sudhanshu Agarwal puts his retail prowess into action with Delhi-based CityKart retail, a fashion store for the entire family.

- With over 10 years of experience in the industry, Agarwal works as a catalyst in all the business operations at CityKart. Since the beginning, he has been involved in developing a robust vendor base to strengthen the procurement of apparel and general merchandise at the organisation.



- His deep-rooted experience in the retail industry allows him to tackle and resolve various retail-centric problems head-on.
- Before taking over CityKart's operations, he has previously worked with private equity fund TPG Capital-owned retail business, TPG Wholesale (Vishal Mega Mart) and Vishal Retail Ltd as Vice President.
- In Agarwal's words, his biggest retail mantra is – "Your business success is not measured by how much money you make, but how loyal your customers are to your brand."

CityKart Eyes ₹320+ Crore Net Revenue for FY18-19, 150 Stores In 5 Years

– By Charu Lamba

Unlike many large retailers who focus heavily on grocery, CityKart focuses on family fashion retail through its affordable and value for money products addressing all age group.

CityKart Retail Pvt Ltd – one of India's largest value retailers –founded in January 2016 and since then there has been no looking back. The brand, which focuses on family fashion retail in Tier II and smaller towns of Uttar Pradesh, Bihar, Jharkhand, Odisha, West Bengal and the Northeast, currently operates 29 stores in 5 states and 25 cities across India.

Helmed by Sudhanshu Agarwal, the company's Founder and Chief Executive

Officer, CityKart is slowly yet gradually organising India's unorganised fashion retail.

Making Fashion Accessible

Unlike many large retailers who focus heavily on grocery, CityKart focuses on family fashion retail through its affordable and value for money products addressing all age group.

"At CityKart the products are nominally priced between ₹99-1,499," Agarwal reveals.

About 80-85 percent of the company's revenue comes from apparel and its primary

target audience is the lower middle class.

"A shift towards organised retail, improved business models, changing demographics, and rising per capita income has cemented our trust in serving this TG and geography. Even after being the most populous part of the country, Tier II and III cities and towns are highly under-penetrated in terms of organised retail. Basically, these are the places where people have newly increased purchasing power and aspire for a shopping experience," states Agarwal.

“At CityKart, we have witnessed a definite shift of consumers from unorganised to organised retail, and we are confident about serving this segment,” he adds.

With an average store size of 8,000-10,000 sq. ft., the brand focuses on high-street locations, typically targeting locations at the start or end of the main market street of the city.

Currently, the brand has no plans to go online. “We are currently not focused on the e-commerce aspect but may look at including it over next few years depending on our customers’ requirements and depending on what infrastructure permits,” states Agarwal.

Operating Model

In addition to catering to under-tapped retail consumers, CityKart is increasing their profits by optimising and chasing the right business model.

Over the last few years, CityKart has retooled its business models after a decade of learning. With an increased focus on improving store economics, the brand has found its strength in its inventory management. The company has also invested in a best-in-class Management Information System (MIS) that keeps rigorous control over stock and highlights the critical areas related to sales and stock numbers.

Elaborating on this, Agarwal says, “We are currently deploying an ERP System which is completely end-to-end integrated: from POS to Inventory Management, Store Operations, Financials Controls etc. We are also using Customer Loyalty application as well, and other applications aimed at reducing manual intervention

and increasing efficiency and loss management. Apart from this, we are working to develop more applications as per our growing requirements.”

This increased focus on perfecting the technology and business has even led to the company’s continuous growth. The company is growing at a CAGR of 30-40 percent and closed its last financial year with a turnover of around ₹200 crore.

According to Agarwal”

“With an expectation to grow by 50 percent in the current fiscal year, the brand is envisaging 12 new stores this year.”

The brand is targeting 150 plus stores in next five years and looking forward to venture deeper into the present territories, as well as enter into adjacent markets like Madhya Pradesh and Chhattisgarh.

“As for now we are



“ THE ENTIRE GARMENTS MARKET IN INDIA IS EXPECTED TO BE AROUND US\$ 60 BILLION CURRENTLY, OF WHICH NO MORE THAN 5 PERCENT HAS MOVED TOWARDS ORGANISED RETAIL, IN COMPARISON TO DEVELOPED ECONOMIES WHERE THIS PROPORTION COULD BE AS HIGH AS 60 PERCENT. WE BELIEVE THAT THE SHARE OF ORGANIZED RETAIL COULD EASILY DOUBLE TO 10 PERCENT OVER THE NEXT FEW YEARS. ”



not planning on testing international waters, but we may in later years target markets with similar tastes to our home territories – e.g. Nepal,” says Agarwal.

The brand, which is targeting ₹320 plus crore of net revenue for FY 2018-2019, has been experiencing flat same store sales growth for the last few years on account of economic issues and competition. It is targeting 10-15 percent same store sales growth in the current financial year on the back of economic growth and also on account of focus on small towns.

“The entire garments market in India is expected to be around US\$ 60 billion currently, of which no more than 5 percent has moved towards organised retail, in comparison to developed economies where this proportion could be as high as 60 percent. We believe that the share of organized retail could easily double to 10 percent over the next few years. Given our focus on territories and cities where the penetration of organised retail is no more than 1 or 2 percent, we believe that we could easily maintain growth rates of 30-40 percent per annum for the next several years,” concludes Agarwal. 

Woodland to Add 60 Stores, Strengthen Franchise Model in India

– By Surabhi Khosla & Sandeep Kumar

Tapping the unlocked potential in India, Woodland entered the country in 1992 when the Indian footwear market was largely unorganised and soon became a recognisable name in the adventure and outdoor segment.

W

ith changing lifestyles and increasing affluence, domestic demand for footwear is projected to grow at a faster rate than has been seen in India.

Currently, India is the second largest footwear producer in the world, with footwear production accounting for approximately 9.6 percent (till April 2018) of the global annual production – 22 billion pairs as compared to China, which produces over 60 percent of the global production.

The footwear market in India is now dominated by men's footwear which contributes close to 58 percent of the total Indian footwear retail market and is expected grow at a CAGR of 10 percent by 2020. The women's footwear segment, however, is projected to grow at a much faster CAGR of 20 percent.

While the industry is currently dominated by unorganized domestic SME footwear manufacturers, changing consumer behavior and modern lifestyles have led to more organised brands coming into the fray, lured by the potential of bigger sales, but mostly in a bid to give the consumer branded, better quality products, value for money.

A significant shift was observed post liberalisation when lifestyles expanded to foster great value for the sports/active segment and for casualisation as a whole. The technological prowess of global sportswear giants enabled them to functionally and fashionably appeal to a young India. Tapping the unlocked potential in India, Woodland entered India in 1992 when the Indian footwear market was



About Harkirat Singh

- ▶ Harkirat Singh who comes from a family of industrialists took over the responsibilities of Woodland at a very young age of 30. His deep passion lies in learning the art of making the perfect footwear.
- ▶ To pursue his passion, he attained a degree in a marketing course from Harvard Business School and Philology from Moscow University. On completion of his academics, he joined business full time concentrating on exports to Europe and US.
- ▶ He has made significant contribution toward the brand Woodland which is now properly known as “the maker of tough shoes”. His love for shoes led to the creation of adventure footwear category back then when the footwear market in India was unorganised and undergoing a transformation.
- ▶ He firmly believes that the most important factor that contributes to Woodland's success have been the adherence of strong values and vision of the company. His acute perception of the market trends has assisted him to sustain the volume of business even in times of downturns in the market, period of recession, keeping the brand on top, ahead of all competition.
- ▶ Apart from work, Harkirat Singh is also quite involved to pursue his personal interests and hobbies at a constant pace that vary from tennis, golf, all adventure sports, book reading, and follower of good music as well as a technology freak. He is also a lover of niche automobiles including cars, bikes et al.

largely unorganized and soon became a recognizable name in the adventure and outdoor segment in India.

The Right Fit

The brand boasts of a huge product portfolio aside from footwear, including apparel and accessories.

“In order to survive in an ever-changing and highly competitive market like India, diversifying our product portfolio is inevitable. Keeping a close eye on latest trends and new

rising demands, we upgrade our portfolio accordingly,” **Harkirat Singh, MD Woodland.**

The demand for the products is different in India and other countries because of the various factors namely demographic conditions, climatic conditions, styling culture.

“We created a product line specifically for India and since then we have never looked back. Our product positioning was altogether unusual, and we were known

as a one definite choice for adventurers, taking the market for rugged and outdoor leather shoes by storm. The phenomenal success in the shoe segment encouraged and motivated us to enter in new segments like clothes, handbags as well,” explains Singh.

Over a period of time, the brand has expanded its product category and now has an extensive product range including handbags, wallets, travel bags, casual shoes, formal shoes, track pants,

eyewear, gloves and outdoor equipment like tents, sleeping bags, umbrellas, trekking poles, waterproof outdoor backpacks.

The prices of products have been set with a realistic approach since Woodland prides itself on being a customer-friendly brand.

“The pricing strategy is to keep the prices in sync with the purchasing power of our target customers, which are majorly the youth segment – aged between 17-25 years, college students

“ IN ORDER TO SURVIVE IN AN EVER-CHANGING AND HIGHLY COMPETITIVE MARKET LIKE INDIA, DIVERSIFYING OUR PRODUCT PORTFOLIO IS INEVITABLE. KEEPING A CLOSE EYE ON LATEST TRENDS AND NEW RISING DEMANDS, WE UPGRADE OUR PORTFOLIO ACCORDINGLY. ”



TRACING WOODLAND'S HISTORY

- ▶ Woodland is owned by Aero Group, which began its operations in the 1960s and now has an asset base of over US \$100 million.
 - ▶ The brand is based out of Quebec, Canada and is known for making winter boots.
 - ▶ Woodland entered India in 1992, when the footwear market was largely unorganised. The brand was instrumental in creating a specialised category of 'outdoor adventure sports shoes' in the country.
 - ▶ With the youth taking a fancy to the sports-based footwear, the brand decided to work towards creating more new products for India.
- Woodland is intently focused on creating eco-friendly products, using materials and chemicals that don't harm nature, by making the manufacturing process less harmful to the environment.
- ▶ The same approach is used to promote the branding effort to make eco-friendliness Woodland's main brand recall.
 - ▶ Woodland's growth graph includes currently 600+ company-owned EBOs, presence in 5,000+ MBOs across various cities in India. The brand is growing at a rate of 25 to 30 percent in the country.

and professionals – who are interested in adventure sports and are on the lookout for stylish, yet value for money products. The price range of our jackets varies from ₹5,000 to 35,000 whereas the price range of our footwear starts from ₹3,000," says Singh.

Letting Technology Lead the Way

With online channels taking over the retail industry, e-commerce has gradually become an inevitable part of the company's sales and revenue. The company's portal and other e-commerce sites collectively contribute to the e-commerce sales revenue, thereby adding to volumes. There is also an exclusive range of merchandise for e-commerce sites.

The availability of Woodland products on all the prominent e-commerce websites enhances the brand visibility among the larger group of audience and helps widen the scope of sales.

“WE HAVE ALREADY LAUNCHED GPS EMBEDDED JACKETS, BOA SHOES, CLIENT T-SHIRTS, AND MANY MORE NEW TECHNOLOGIES AND INNOVATIONS IN PRODUCTS ARE IN PIPELINE.”

The brand is also a strong believer in Omnichannel retail, investing in online sales which are expected to grow to 40 percent in the next three to four years. It plans to concentrate more on a seamless approach through all available shopping channels, i.e. mobile internet devices, computers, bricks-



and-mortar, television, radio, direct mail, catalogue, in-store experience and so on.

Aside from this, Woodland has a history of exploring innovative technology embedded in products and integrating it with all aspects of the brand.

"We have already launched GPS embedded jackets, BOA shoes, client T-shirts, and many more new technologies and innovations in products are in pipeline," says Singh.

Retail Mapping & Expansion Plans

Globally, Woodland is present in more than 40 countries. In India, Woodland has a chain of over 600 company-owned stores and is present

in over 5,000 multi-brand outlets and is planning on adding another 60 stores in this financial year in an equivalent combination of small towns and metros.

It is also working towards strengthening its franchise model in India, to grow its presence in smaller cities and towns.

"We are currently working on entering into more foreign countries in the near future to add to our international kitty. Woodland as a brand is already present in China, Aokang and Hong Kong. Apart from this, we are working on strengthening our presence in South-East Asia, West Asia, Europe and USA," states Singh. [IR](#)



City Centre: Guwahati's First Complete Mall Set for Prelaunch in December

– By Sandeep Kumar

Spread over an area of area 4.5 lakh sq. ft., the one-stop-consumer destination has dual connectivity of entry and exit on two premium high streets of the city, GS Road and Zoo road.

Guwahati is on the verge of getting its first complete mall as City Centre Guwahati is all set for a prelaunch, December 2018-end.

The USP

The total built up area, along with the retail space is the ultimate USP of City Centre Guwahati. Located in the heart of the city, the mall has space for everything.

“We have space for every possible thing a shopping centre can hope for. We have anchor space up to 35,000 sq. ft., over 10,000 sq. ft. of space for entertainment, 3-4 identical spaces of 2,000-3,300 sq. ft. each for F&B and we have also a food court



built over 25,000 sq.ft. with 12 counters and a seating capacity of 500+ people,” explains **Gaurav Paliwal, Leasing and Operation Head, Brahmputra Infrastructure Limited.**

Mall Design

City Centre Guwahati has a very hydraulic design. “We have a basement in the mall, where we have multi-level mechanised parking. There’s parking space for 500 cars and 1,000 two wheelers,” says

Paliwal. The mall is divided into two parts. The first part is from ground floor to the 7th floor – and the second part is the central atrium ground floor to 5th floor which have stores of 250 sq. ft -1100 sq. ft approximately.

“We have left out around 35,000 sq. ft of open area from the entrance on GS Road for cars to enter to keep the feel of the mall. We are in the process of developing a selfie point here. One highpoint of the design of the mall are the Poly Carbonate sheet imported from Israel, which result in maintaining the effective natural light during the day” states Paliwal.

Zoning

Zoning at City Centre Guwahati has been done in a very considerate manner. The ground floor is completely dedicated to international and national premium brands, as well as brands which are entering the NorthEast through the mall. It also has separate space for the beauty segment which includes major brands like Mac and Kama Ayurveda to name just a few.

A portion of the first floor is dedicated to the menswear, shoes, women’s western wear, while the second floor has sports, ethnic wear and

kidswear. The 3rd floor has a mix of retail and F&B. Chilis is entering to North East through our mall, while the fourth floor is dedicated to PVR and Smaaash (FEC). On 5th and 6th floor Micro Brewery of approximately 6000 sq. ft.

Major Attractions

Shoppers Stop is the anchor store at the mall. It is spread across three levels with a carpet area of 35,000 sq.ft. The mall has a PVR with five screens with a seating capacity of 1,000+ people in the 30,000 sq. ft. area. Smaaash – which is entering NorthEast for the first time has a space of 11,000 sq. ft.

“We are working on installing different rides in the entertainment area to dedicate a section for toddlers to make City Centre a complete package. At food court our major attractions are KFC and Pizza Hut. We have signed on Light Bite Foods and they will be opening major Street Food by Punjab Grill, Asia Seven and Zambar in the mall. The idea is to focus on nationalised and well-known players for better stability and superior services,” says Paliwal.

“We have been finalising a few counters with local tribal food brands along with QSRs. The entry and exit for PVR is from the food court, which is expected to bring heavy footfall to the eating area. Apart from this, we have hired mall management agency who are managing Fit Out of Brands for City centre Guwahati . Our anchors Shoppers Stop and PVR are in the final stages of Fit Out and will soon be completing. We are now giving possession to vanilla brands for Fit Out as looking forward for opening around Christmas or New Year,” concludes Paliwal. **IR**



The All New Creaticity: F&B, Entertainment Added to Existing Home & Interiors Portfolio

– By Sandeep Kumar

The new and improved mall has a blend of international and home-grown brands, from national chains to regional and city retailers and from lifestyle to premium offerings.

The over arching goal of a brand transformation is to elevate the brand above 'features and functions. Re-branding allows a company to communicate changes and future direction among the employees and the marketplace in a visible, definitive manner.

A company's ultimate goal is to focus on satisfying customer desires and enhancing consumer experience. The management needs to think about the unique value their organisation is adding to an area's culture including elements like grit, ingenuity and even progressive thinking.

Deepak Fertilisers and Petrochemicals Corporation Limited (DFPCL) is one such progressive company, which recently announced the unveiling of its creative living campus Creaticity in Pune. From offering holistic solutions in Home & Interior Lifestyles to an array of Food & Beverage and Entertainment options, Creaticity is a re-launched version of the erstwhile Ishanya Mall and is expected to be home to 100+ national and international brands across fashion, F&B, home decor and entertainments categories.

In an exclusive interaction with IMAGES Retail, **Mahesh M, CEO, Creaticity**, talks about the new identity, design aspects, importance and impact of the re-branding of the mall.

Your brand recently transformed itself into a new identity - from Ishanya to Creaticity. Tell us about the new identity. Why did you feel the need to re-brand yourself?

We have been part of the Pune landscape for over a decade in terms of embellishing beautiful homes, simply stated- a furniture and furnishings aggregator with a whole host of brands and retailers. Over these years, we have learnt a lot from our customers and patrons and advisors. One common point that came up was that we needed to reinvigorate ourselves, the brand itself and lean on its heritage, yet let go of some baggage of the past. The last couple of years have been especially gratifying since our foray into F&B and emphasis on entertainment led us to believe that the category mix was substantially evolving, and we were indirectly laying the wire frame for a new journey of discovery. Therefore we began our 'Mall and Brand refresh' exercise which was built on the foundational premise of our existence as Ishanya- 'to inspire the joy of creation in every customer we serve' and one year down the line, we have crafted a new expression called Creaticity.



The journey of retaining the core purpose of our existence, yet giving a new look, feel, flavour and imagery have been exciting. I feel that unlike branding a product or service, creating a brand for a space is much more challenging. There are multiple offerings for multiple kinds of people and therefore can end up meaning very different things. The challenge therefore was to present a

to share it. With this core belief, we converged on the name and identity namely Creaticity. We would like to position it as a platform, a hub where everyone can explore, engage and express their individual creativity by creating something of value to them. The brand is a Creator that is exciting and inspiring and also down to earth, unpretentious, empathic and democratic in its behaviour.

is translated into space allocation and utilisation also. Further, bringing in co-working spaces, design institutions etc have helped to ensure logical adjacencies. This shift is more interesting, from just an aggregator of retailers and space provider role that we were probably engaged in; we have now taken upon ourselves the role of "total solutions provider" which is reflected in the

that has multiple cities for Home, Food, Sports, Fun, and Entertainment and Education. This you will observe is the orbital shift in the new avatar. The intended outcome is a superior and enriched experience that one can share and repeat.

Tell us about the campus concept of Creaticity?
Campus is a melting pot of culture and communities



“ WE BELIEVE THAT CREATICITY IS A CAMPUS THAT INSPIRES FREE FLOWING EXPLORATION, DISCOVERY OF MULTIPLE FACETS AND CREATIVE EXPRESSION OF YOURSELF THAT ARE NOT CONFINED WITHIN, BUT WHICH CAN BE FREELY EXPRESSED TO CREATE, LEARN AND TAKE BACK SOMETHING HOME. ”

unified brand essence and meaning that stays true over time while delivering on multiple experiences. Idea for re-launching was to create something that matures in meaning over time while staying in tune with the growing, ticking persona of the place, adding intrigue and interest. After painstaking brainstorming, research activities and workshops in focussed groups, we realised a profound truth which is creativity is what makes life worth living for everyone and we would like

The brand focuses on being a creator for others and inspires others to become creators. In easy language, we wish to be co-creators with our customers and patrons.

How different is Creaticity from Ishanya? Please explain in detail.

Well, there are two perspectives – functional and holistic. Functionally, from a category and offerings perspective, we have shifted from a 'Home Only' to a 'Home, F&B and Entertainment' focus. This

kind of additional specialist services we provide in the Home category or for that matter the nature and kind of events we do which are aimed at sharing knowledge with our customers. In other words, we are not a mall but rather un-mall, we are creating an eco-system that builds communities, engages with them and helps foster creativity. It is a space that inspires the creative side in you and helps expression freely and democratically and therefore this space comes across as a campus

and there is always certain action going on in some form or the other. We believe that Creaticity is a campus that inspires free flowing exploration, discovery of multiple facets and creative expression of yourself that are not confined within, but which can be freely expressed to create, learn and take back something home. The simple six action words of 'Make, eat, play, sing, learn and create' welcome you to the campus.

The Creaticity campus provides a collaborative platform that allows one

to carry put shopping or decoration for home, dine with family, friends or colleagues for various occasions, play and we mean 'physically' play a host of games such as futsal, cricket etc , attend a workshop, sit and paint in peace, watch a play or performance, shake a leg or attend live maestro performances at the well-equipped amphi-theatre. In various parts of the campus, nuanced service design ideas can be seen that inspire the creative person within you, right from Experience or fun maps, trail cards that will take you on a diligent trail along with a personal service scout who will share practical knowledge for making your trip effective and efficient.

What has been the impact of the makeover from a mall point of view?

In three months of the launch of the new avtaar, awareness about the brand was over 35 percent in Pune alone. We did both on and off-campus surveys with a large sample size and the results are very encouraging on all the required fronts of 'first time visitors,' 'visit experience for existing customers' and 'Demographic spread.' We now have good food for thought in terms of building upon the base and position. On the second hand, retailers who are our first customers are as excited as us to see us travel this new journey together and they have been more than willing to co-create new experiences for the end-consumers. Lastly, event organisers who are now witnessing the refreshed campus with plenty of avenues and venues for their shows are glad to get quality venue with a near-perfect ambience. Overall, the physical makeover coupled

with the brand rejuvenation is helping us enhance our image and opportunities

Has the footfall increased?

The footfall since the re-branding +launch has gone up by nearly 40 percent. The



footfall analysis shows steady growth across existing and new categories and we are working on taking it to the 50 percent mark by end of this year

Ishanya has been one of the pioneers of the concept mall for home interiors and design in India. Is home interiors and design still the sole theme of Creativity or are you targeting new concepts as well?

Our core has and will always remain to enhance the home lifestyles. With the launch of Creativity, we have only strengthened this by increasing the range and depth, for instance, a homemaker can touch

improvement and also turnkey interior solutions. Dedicated service crews are available to handle customer needs on their furniture/ furnishing maintenance , all of which augments the product offerings there by giving more reasons for customers to have us as their service providers.

As a brand which believes that Creativity is what makes life worth living, and we want to share it with everyone, we have taken few steps to stand by our core belief. Creativity is not just our DNA of the campus, but we are now helping our retailers also to bring in some creative quotient in the way they display products, talk about

and feel over 500 designs of sofas, 400 designs of beds, thousands of décor and furnishing ideas and the works. With intense category management at the backend, we are working on ensuring the right kind of product offerings, trends, price -points and solutions to our customers. In fact, we have added the services element with MyFitBHK ,an exclusive specialist services provider for home maintenance,

the products by creating a knowledge corner or sheer colour play that can reflect creativity and make the displays and products far more enticing. Another service design idea that we have implemented is the Curated Trail journey where the entire team of the campus management scouts accompanies every customer who walks in the campus and guides them on aspects of shopping, finance,



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delivery and maintenance. For Creaticity, therefore, such unique last mile deliveries have become a way of life in creating an ecosystem that helps creative expressions.

Our second core is F & B which is arguably second to none in Pune, in terms of offerings, ambience and experience. With over 27 cuisines and a dozen outlets run by some of the finest minds and restaurateurs in India, this has become a true darling of the F&B lover in Pune. From IT pros having a light evening out to happening parties to family lunches and dinners and celebrations, Pune's new hangout is here at Creaticity. Add entertainment and events to it, we have a combination unlike others, which is sustainable in the long run.

Which brands do you host in your mall? How are you creating differentiation for your mall and for these brands?

Creaticity has a blend of international and home-grown brands, from national chains to regional and city retailers and from lifestyle to premium offerings. @ Home, Ashley Furniture Home Store from the USA, Natuzzi Editions from Italy, Gautier from France, Houslife, The Home Sukh, Stories, a concept store (coming soon), Rawat & Tangent Furniture to name a few. Not to leave the 'touch and feel' that is so important for this category, online major Studio Pepperfry has their studio here as well. Over 60,000 sq. ft. of space is dedicated for over dozen Fine dining brands like Publiq, Baraza, Wicked China, Sassy Tea Spoon, Iron Bar & Grill, Good News

“OUR SECOND CORE IS F & B WHICH IS ARGUABLY SECOND TO NONE IN PUNE, IN TERMS OF OFFERINGS, AMBIENCE AND EXPERIENCE. WITH OVER 27 CUISINES AND A DOZEN OUTLETS RUN BY SOME OF THE FINEST MINDS AND RESTAURATEURS IN INDIA, THIS HAS BECOME A TRUE DARLING OF THE F&B LOVER IN PUNE.”

Dhaba, Kk Sheesha, Nine Square Veg bistro, Opus banquets, Skybeam and few more to open soon by end of this year.

Would Creaticity like to take on a brand like IKEA as a tenant?

IKEA is a world renowned brand that anyone would love to have. We would surely welcome IKEA and support them for making and creating beautiful homes in Pune and Maharashtra.

Tell us about your innovations in customer engagement?

There are some distinct steps we have taken as far as customer engagement is concerned and this is a combination of technology and personal touch. Our interactive kiosks go beyond just directions and store directory, there is a layer of intelligent information available to customers. Our 'third place' seating and breakout domes lend that level of comfort which will lead to customer delight, the JOIE inspirational home, a 3BHK home showcasing



latest products and concepts of the various home retailers is the next level of customer engagement and the service scouts available to customers for that personally curated trail is the deeper layer of engagement. The Creaticity app is the final layer of engagement which helps a customer not only known brands and products, but also offers service all the way upto booking a table at any of the restaurants or booking a ticket for an event or show, and a whole lot of benefits that I won't reveal now but leave it to the reader to download the app and find out for oneself.

Tell us about your marketing and promotion strategy this year.

Marketing strategy for this year is a three pronged approach - A) Reinforcing the range and depth strength B) Focus more on re-marketing to customers who have patronized us and those with referrals and C) to host events that are participative and helps in conversion for Home and Fine dining. This is simplistic, but at a macro level, the brand positioning of being a destination of choice in the categories we operate and inculcating the joy of co-creation is what we intend to pursue.

Is Creaticity an Omnichannel mall? If not are you planning to go Omnichannel?

Omnichannel is a much-used and abused word. To us, Omnichannel status is achieved when we offer a seamless shopping experience to customers. We are currently rolling out a very robust techno-malling experience for our customers with Creaticity App being launched for android and apple users along with a specific 360 degree technology supported experience for customers who walk in at Creaticity that helps 'Inform', 'Engage' & help customers complete the entire shopping journey. Our approach will be to draw and engage customers through a combination of knowledge leadership and content leadership backed by people and technology.

What can we look forward to from Creaticity in 2019?

We have some exciting plans ahead on the brand. The major ones are as follows:

1. Amplify the "explore and express" aspects of the campus with a host of activations and additions.
2. Enhance the "engage" of customers with some deep and rich insights on consumer behaviour
3. Strengthen the categories. 



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In The Shopper's Shoes:

When Retail Bosses Turn Consumers

– By Sandeep Kumar

What happens when retail CEOs turn consumers? What do they look for in stores they like to visit? IMAGES Retail spoke to the decision makers of the retail industry and bring you a look at the stores that attract the CEOs, the Managing Directors, the top bosses...

The principal goal of any business, primarily retail, is to attract and retain customers. A steady flow of new customers is always beneficial to grow the business. There are several factors which can help to improve the in-store traffic.

From the consumer's perspective, design and store layout could be one reason to enter a new store, other consumers may prefer the products a store sells, while there are still others who choose a store for its service. There are visitors who prefer all three factors in a single store and if satisfied, rate the store as their favourite.

But what happens when retail CEOs turn consumers? What do they look for in stores they like to visit? IMAGES Retail spoke to the decision makers of the retail industry and bring you a look at the stores that attract the CEOs, the Managing Directors, the top bosses.

We also asked them to highlight the challenges and bottlenecks they faced while setting up their own brand, along with innovative ideas that they have employed so far to keep them ahead of the competition.



Kavindra Mishra

Managing Director-Pepe Jeans India

Favorite Indian store on the parameters of Visual Merchandising, Interior Design, Windows Display, Lighting, In-store Technology & Engagement Drivers:

As far as Indian store is concerned, I really admire 'Good Earth' because it's not just a place where you can buy furniture and other home essentials but a 'concept store' in itself. When entering the store, dim lights, the winding wooden stair case and rustic chandeliers put you in a mood which is unlike entering any other store. The interiors are simplistic with floral designs on walls and quirky chairs with bright colored cushions that are color blocked to perfection. A value-add is the fragrance lingering in the store. What impresses me the most is that every time I visit the store there will always be something new on display.

Favorite global store on the same parameters:

Being a big fan of Apple, I love the store in Fifth Avenue in New York. The larger than life glass cube on the store front makes for an impactful façade and also gives that futuristic vibe. Like the products, the store in itself is an experience. Something that always intrigues me about the store interiors is that they have a minimalist approach. White colored walls and bright white lights with simple brown furniture

that is used for display in my opinion, brings the products alive. The tall ceiling and glass windows help in illuminating the store with natural light, which I feel is the best way to create an ambient atmosphere. Lastly, I think this engagement element from Apple would apply to customers of all age groups-free Internet!

Role of Franchising as a way of expanding a brand's retail footprint: Franchising is a key component when a brand wants to extend its retail footprint and is one very important aspect of our business model. This is basically centered on



appointing partners across regions that do distribution for the brand and who also open retail franchise stores. The beauty of franchising is that it helps a brand tailor its target markets and have a focused approach. At Pepe Jeans, we regularly assess all our market; so for instance if the store in a particular area is not profitable we're shutting it down or turning it into a big format store. Another

factor that will help boost brand expansion is the ease in norms on Single Brand Retail, so we are now also opening our own stores with the focus



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give the brand market insights and a deeper understanding of what will and won't work in that particular region.

2. Knowing the expenditure involved in setting up the store as well as maintaining a fixed budget.
3. Research is crucial when finalizing on a retail partner, being aware of the history as well as a proven track-record will help on establishing the partnership.

Challenges/shifts in buying behavior in the retail industry:

There are myriad of factors that have led to changes in the retail landscape in the past few years. This can be industry-led that is caused by market players wherein they have similar introductions or one that is incurred by the customers themselves through rapidly changing buying behavior that can translate in form of trends. Being an industry leader in denim wear, we anticipate situations and keep abreast of potential changes that

on the top five cities which will have our big format retail stores.

Important points to be kept in mind in choosing the right franchiser/franchise:

It is imperative for both parties to be on the same page, as mutual understanding and trust are very important in this partnership.

1. The right franchisee will

might cause a shift among customers. The key factor in this scenario is to understand that the market and the target audience are two interdependent elements. Through market research, we need to look at what the data is telling us and accordingly rely on our insights to determine the best course of action.

Different from the rest: Pepe

Jeans introduces collections that are on par with global trends and styles. Our in-house designers work closely with the global teams to develop a design strategy in keeping with international fashion trends & a fast moving fashion culture; in order to stay ahead of the curve. Our target audience undoubtedly spends a majority of their time online & on social media - what better way to connect with them than

through this very platform. Recognizing the reach that the digital medium brings to the brand, we have tailored our online strategy accordingly and work closely with influencers and bloggers to reach out to a newer audience.

Expansion plans: We have a list of stores and target cities which we want to open in and now is the best time as the norms related to Single

Brand Retail have been eased, we can open our big format stores. We are really focusing on having a strong presence in all key markets and at the same time we are also in process of identifying cities where we are revamping our stores; so for instance if the store in a particular area is not profitable we're shutting it down or if it is performing well we are turning it into a big format store.



T Sudhakar Pai

CMD, Kurlon Enterprise Limited

Regional Brands which addresses the regional taste perfectly such as Pothys. Some are national brands with a difference say, for example I like Bose Stores for the detailing aspect along with Collective stores for the unique and trendy concept it offers to the customers.

Favorite global store on the same parameters: I would say IKEA as they have mastered the art of Consumer interaction. I also

like Burberry on how they have mixed Technology with Fashion.

Role of Franchising as a way of expanding a brand's retail footprint: Let's live together, Franchising is an opportunity to create job at grass root level, and Kurl-on firmly believes in the idea of franchising. Currently we have 1,000 franchisee stores and we are planning to have another 1000 in next 12 months time.

Important points to be kept in mind in choosing the right franchiser/ franchise: The

important points are:

- Pedigree of brand
- Proven Business model
- Growth of Sector
- Innovations

Challenges/shifts in buying behavior in the retail industry: Each bottleneck is

an opportunity to improve in itself. We don't think Big. For us, 'I think' is the biggest bottleneck.



Different from the Rest:

We believe in selling the products at Fixed Price (MRP) and ensuring franchisee makes 2.5 X times profit and these two things differentiates us from other players.

Expansion plans: We wish to have 5000 stores in next 3 years' time, 2000 stores in next 12 months' time as we have 1000 stores as of now.



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Amit Jain

Managing Director, Shingora Textiles Limited

Favorite Indian store on the parameters of Visual Merchandising, Interior Design, Windows Display, Lighting, In-store Technology & Engagement Drivers:

Shingora; the interactive approach in physical retail is what keep customer engaged in the world of, what I call, "short attention span" syndrome.

Favorite global store on the

same parameters: Hermes, Paris. An experience that goes beyond just the product.

Challenges/shifts in buying behavior in the retail industry:

India is a country that both diverse and complicated when it comes to consumer expectations! But herein lies the opportunity too! Logistics - time to market is the other big challenge.

Different from the Rest:

Shingora is creating a true OMNI experience. The flagships; the pop-up stores, shop in shops and the website talk a common language and a seamless customer experience. Infact



testing / Shutterstock.com

very recently Shingora won the IMAGES Most Admired Innovative Retail Concept of the Year at Images Retail

Awards 2018.

Expansion plans: 100 locations by 2019.



Sandeep Goenka,

COO, Lavie- Bagzone Lifestyles Pvt. Ltd.

Favorite Indian store on the parameters of Visual Merchandising, Interior Design, Windows Display, Lighting, In-store Technology & Engagement Drivers:

The stores from the eclectic Indian brand Chumbak is my favourite. It has vibrancy and has inviting look. Their diverse visual experience is a treat, every store is unique and different from the other. They stand true to their

Favorite global store on the

same parameters: It has to be Bergdorf Goodman, a luxury department store situated in New York City. It is known for its extravagant window displays especially during holiday seasons. Each display is thought through and has a theme. The intricacies of the design are astonishing! What really impresses me is that all the elements of the visuals fit so seamlessly. I am awed by the mannequins in stylish

fashion poses.

Role of Franchising as a way of expanding a brand's retail footprint:

Franchising enables to reach a varied set of audience enabling faster growth for the business. Lavie understands the importance of franchising from business point of view. The brand is positioned very strongly in the handbag sector in India and expansion is the next step to grow the business. We want to reach out to Tier II & III cities but running operations in these regions can be done best by people who have the local expertise, this is where franchising comes in.

Important points to be kept in mind in choosing the right franchiser/ franchise:

For us, it has always been about relationship building than just business. We definitely want to work on long term basis with the franchisers. It is a two way street, the franchiser needs to be as enthusiastic about the brand as we are. We need to see that drive and passion along with great organizational skills.

Challenges/shifts in buying behavior in the retail industry:

One of the biggest challenges in the retail industry is finding the right staff, retaining them and ensuring they buy into the

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STORES CEOs LOVE

vision of the business. Human resource is an inevitable part of a business, it is important that they understand and positively work towards the growth of the organisation. Thus, it becomes important to get the right people on board. Finding, owning and justifying the return on investment of a retail space is critical for all the retail brands. Another major

challenge that we face is to find the right retail space and nurture it. Solving these dynamic problems is what separates those who excel from the companies who are closing the doors.

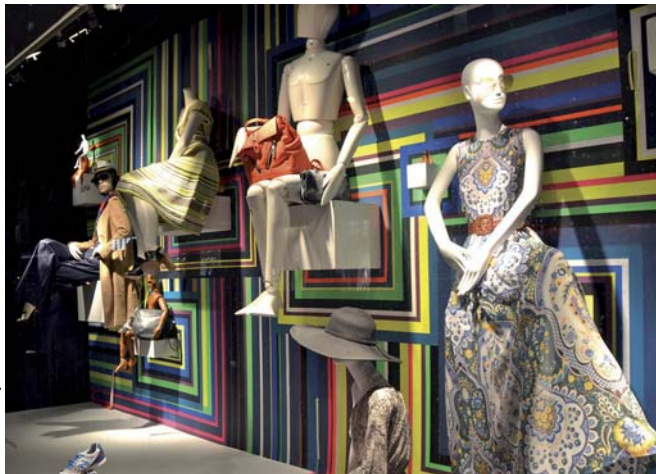
Different from the Rest: One of the key factors that we had in our minds was to focus on the market trends and customer preferences. It has helped us



introduce the products which imbibe great utility, comfort and style. We ensure that we create shopping experience to fit the psyche of our target market. We strive to adapt to the changing shopping experience and surprise our customers with customized promotional benefits. We are driven by the dynamics of the online market, focusing on the changing times and adapting our marketing strategy as per today's time. We have collaborated with big celebrities like Sonakshi Sinha, Disha Patani, Nargis Fakhri, Neha Dhupia and so

on as part of our influencer program. We also have a list of celebrities as our brand ambassadors like Kareena Kapoor, Kangana Ranaut and now Anushka Sharma. We are working very differently with our new brand ambassador, social media being the core medium of promotion.

Expansion Plans: Our plan is to grow retail footprints (includes our EBOs and Franchisees) to 75 points from existing 30 in a years' time. We are focused to strengthen the distribution business to cover the smaller cities in India.



Victoria Lippou / Shutterstock.com



Lavanya Nalli, Chairperson, Nalli Group

Everything is oriented toward serving the customer and making them feel welcomed.

Favorite global store on the same parameters: MUJI - Very consistent branding right from VM to each and every product.

Role of Franchising as a way of expanding a brand's retail footprint: It enables a brand to scale rapidly

Important points to be kept in mind in choosing the

right franchiser/ franchisee: Integrity and past experience (track record)

Challenges/shifts in buying behavior in the retail industry: Dynamic competitive environment, relatively limited real estate options

Different from the Rest: Focus on product, operational excellence and Omnichannel

Expansion plans: Double the footprint in 3-5 years



Favorite Indian store on the parameters of Visual Merchandising, Interior Design, Windows Display, Lighting, In-store Technology & Engagement Drivers: Nalli - for its consistency in look and feel (very retro), especially the flagship Chennai store.



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Rajesh Jain

Managing Director and CEO, Sports And Leisure Apparel Limited - Lacoste Licensee in India

Favorite Indian store on the parameters of Visual Merchandising, Interior Design, Window Display, Lighting, In-store Technology & Engagement Drivers:

While all our Boutiques are engaging, I would like to mention two stores here as my favourites - Linking Road, Mumbai & Mall of India, Noida.

Mall of India: The best part of this store is that it has a beautiful wide façade. Our standard premium concept furniture with brown fixtures helps the customers to have clear visibility of our wide range of products. The Boutique provides easy navigation to the customers.
 Linking Road: This high street Boutique has a lovely façade with a lawn in the front that gives a leisurely yet luxurious feel to this destination store. Built on our Agora concept furniture, this store is spread across two floors and is also great from visual merchandising perspective.

Favorite global store on the same parameters: My favourite global Lacoste store is "Champs Elysees" Boutique in Paris. With an area of 400 sqm spread across three levels this store was designed by Christophe Pillet, the famous French designer. One highlight of this store is the Polo wall and Polo Bar that display a wide range of Lacoste Classic Polo.

The entire range of Lacoste can be seen in the store with beautifully designed space for all categories for men, Women and kids.

Role of Franchising as a way of expanding a brand's retail footprint:

In today's fast changing retail eco system, one has to be present at the right place to tap the target audience. One of the major benefits of running a franchise model is that Franchisees bring an extensive knowledge of their local markets that can help a brand to understand the audience behaviour faster. Second, the Franchisees have a better control in terms of handling the local operations. Therefore, with the help of a Franchisee, a brand can experience ease of operations in day-to-day life while operating in different regions. Third, a brand can speed up its expansion through Franchisee business model.

Important points to be kept in mind in choosing the right franchiser/franchisee:

Working on a mix of Company Owned and Franchisee distribution model can really help in the long run if franchisee partners are selected carefully. One should be extra cautious in choosing the right Franchise partner. While there could be many brand specific parameters, a brand should invest time and energy in pre-screening of the prospective Franchisee. In addition, the brand should scrutinise the Franchisee upon the following parameters: • Financial Health • Existing Portfolio • Industry experience & knowledge

Above all, it is extremely important to have a like-minded Franchisee partner, who can understand Brand parameters and brand DNA and can implement the guidelines without any compromise.

Challenges/shifts in buying behavior in the retail industry:

One of the biggest challenges for the fashion retail industry in India

Different from the Rest:

We are known for our strict clean-cut design codes and aesthetic. We continue to work towards creating a luxurious shopping environment, allowing the quality of product and design to take center-stage. While developing the new products, we innovate for style & freedom of movement. The end customer should get an iconic wardrobe,



continues to be the non-availability of the premium retail development at the right cost and right terms. While per square meter cost of occupation in India is almost at par with most other matured markets, per square meter sales and sell through are not as high. The second challenge in the Indian retail sector that has cropped up in the last 3-4 years is perpetual discounting/ promotions. In my view, discounting could be a short-term tactic to attract the customers but long-term strategy is to deliver customer delight through great product at the right prices in the right environment with great customer service.

contemporary & urban, inspired by sport & French elegance. We believe in innovation from the word go. The first innovation that we do is on our products. We start working on our launches more than one year in advance. Every time, a lot of extensive research & effort is put in to developing the new collection. Every 1-2 months, we launch new products to keep the points of sale looking fresh. We also believe in trying out new things; therefore, we keep on collaborating with illustrious designers on a global level to give the best to our customers. Above all, elegance requires clothes that are adapted to the situation or circumstances. Taking customer delight as



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STORES CEOs LOVE

our top priority, we take our Customer Service and Visual Merchandising very seriously. A very important part of our overall scheme of things is to ensure consistency. Whether a customer shops in India or Paris or China or US, he gets exactly the same environment and the same merchandise. This helps us in maintaining similar customer experience across the world.

Expansion Plans: Whether we go in for a high-street

or a mall, our locations are chosen very carefully. It has to be a premium environment; even our adjacencies have to be premium. At the same time, we also look at the customer profile in that territory, so that we don't keep on opening too many doors. We are very selective. Delhi and Mumbai being the most important markets, the brand has much deeper penetration in these markets and intends to expand further.

We are keenly watching the premium developments in Tier-I & II cities both in terms of consumer demographics and psychographics and also relevant retail developments. We started entering cities near metros a couple of years back and have received a good consumer response in those cities as well. We are open to exploring store opening at any location in India where like-minded brands are present and quality infrastructure is available.



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Apeksha Patel, CEO, Deal Global Fashions Pvt. Ltd.

Favorite Indian store on the parameters of Visual Merchandising, Interior Design, Windows Display, Lighting, In-store Technology & Engagement Drivers:

The store that I always get drawn towards is Deal Jeans located at Infiniti Mall, Mumbai and this likeliness isn't because of me being the CEO but as a consumer who is onlook for a pleasant shopping experience. We are in the era where the store itself is the window & the mannequins displayed act as show window of the store. We have moved from closed windows to open facades to give an inviting experience. Lighting at the store are placed strategically on the merchandise that gives an

enticing feel to the shoppers at the store. As we are in this fast-paced tech world, we would want to enhance the buying pattern of the consumer with retail being technology drive, we have introduced Omnichannel in our stores which will provide our customers a better way of shopping with higher viability towards merchandise availability within the brand.

Favorite global store on the same parameters: Zara flagship store at Westfield Startford, London is pioneering features designed to transform the customer experience & integrate online & in-store shopping. First Zara globally to feature four distinct sections, with dedicated online area joining women's, men's and kid's sections. The store has been designed to stand out as a unique shopping destination for Zara customers. It has a two-storey façade without shop windows on the first floor, providing

a transparent view of the store's interior architectural features and collections. Many of the display tables have been removed, creating a more spacious look and feel. White walls and a white reflective ceiling also add to the bright, airy feeling. The store has a dedicated area for the purchase and collection of online orders on the first floor. This online area features two automated online order collection points, serviced by a concealed area that can handle 2,400 orders simultaneously. Shoppers scan QR or PIN codes they receive when they place orders online. Behind the pick-up point, a robotic arm collects trays and organises the packages optimally according to their size, and delivers orders in seconds. The store features interactive mirrors equipped with RFID (radio frequency identification) that can detect a garment you're holding and make outfit suggestions in the mirror.

Role of Franchising as a way of expanding a brand's retail footprint:

In an ever-changing and increasingly demanding global marketplace, franchising has showed great resilience and sustained continued growth despite the economic and political challenges presented over the past decades. Franchising has historically proven to be a rather efficient way of expanding the market penetration and consumer basis of retail brands, both locally and internationally. This is so because it allows the brand owner, the franchisor, to expand its business faster and with less financial and human-resource investments, while at the same time ensuring the maintenance of the quality and operational standards of the brand, especially when compared to other structures such as trademark licensing, agency and setting up a local legal entity or joint venture with a local partner.

ANALYSIS

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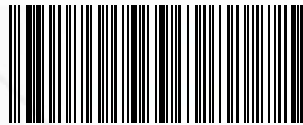
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Important points to be kept in mind in choosing the right franchiser/ franchise:

Choosing the right franchise is about matching your personality, skills, experience and motivation to a particular franchise. It's about getting a good fit between you and the business. Below are a few recommended pointers to be kept in mind while screening prospective franchisees-

- Having an interest in entrepreneurship
- Being able to work independently
- Being well organised and proud of one's personal presentation.
- Being able to organize and motivate others to get things done.
- Working effectively as part of a group.
- Being attracted to continuous improvement.
- Being trustworthy in giving accurate information.
- Having a realistic

understanding of the franchise relationship and background in retail business

Challenges/shifts in buying behavior in the retail industry:

There is no recipe to becoming a great CEO, the basic ingredients of a great CEO are intelligence, high level of energy, persistence, courage & great communication skills which helps others see your vision. In a fast-paced retail world; unpredictable, ever-changing consumer behavior and an unrelenting demand for innovation are the major challenges faced by CEO's today.

Different from the Rest:

Bringing latest fashion at affordable price in India & international market is what makes us mark our footprints in retail industry in India.

Expansion plans: We at Deal Jeans consider ourselves as one of the leading fashion



Martin Good / Shutterstock.com

apparel brand with an exclusive positioning in the high fashion space. Presently the brand operates 23 EBO's in India & 2 EBO's overseas, further this count would increase to 15 stores in India & 5 stores overseas. Also, brand expansion towards online space in international market is been explored. We are further exploring

South African markets along with middle east towards international expansion during the fiscal 18-19. In India, the brand is further expanding its foot prints in Tier III & IV cities as we foresee immense potential which could be capitalized considering the consumer acceptance towards brand's offering in these cities.



Partho Kar

Chief Consultant, Biswa Bangla

simplicity that makes it easy to shop, the display looks attractive due to right usage of in-store lighting.

Favorite global store on the same parameters:

Harrods, it has an old-world Charm, where I can get all the brands and all kinds of product under one roof, I love the area on the top floor that displays antiques. The clothing area has all my favorite brands; The display has a business-like feel without compromising on the elements of luxury. The store is well marked for visitors to

identify their departments. It has very creative window displays that attract customers. Considering the huge footfalls, it has a

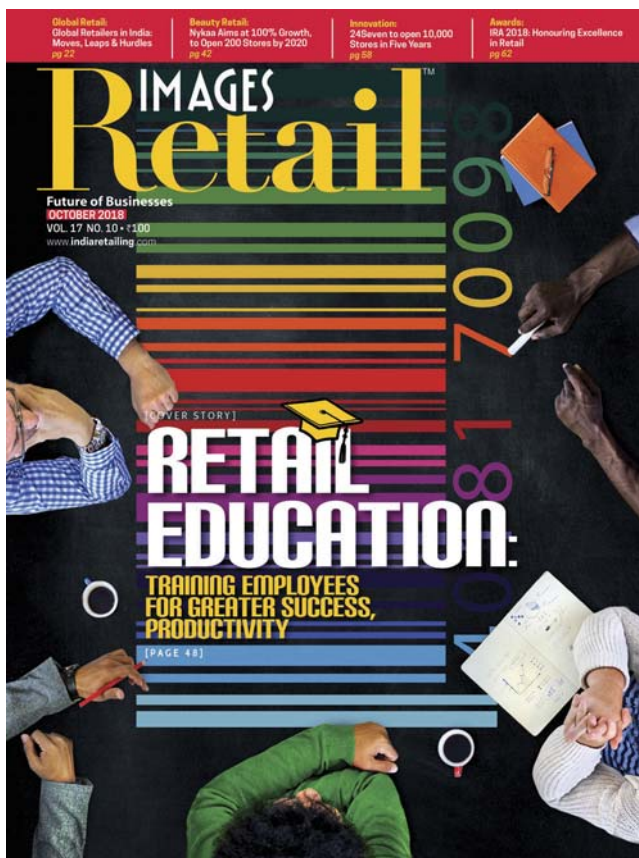
clean & sparkling interior including the washrooms. The Sales Staff is well trained and knowledgeable of the products they sell.

Favorite Indian store on the parameters of Visual Merchandising, Interior Design, Windows Display, Lighting, In-store Technology & Engagement Drivers:

Shoppers Stop, has a soothing feel, Easy to identify products, has an element of



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FUTURE OF BUSINESSES ANALYSING THE BUSINESS OF ORGANIZED RETAIL IN INDIA.

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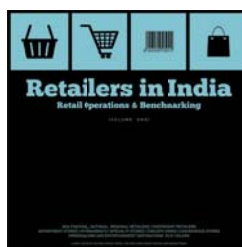
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Pulkit Baid

Director, Great Eastern Retail Pvt Ltd

Favorite Indian store on the parameters of Visual Merchandising, Interior Design, Windows Display, Lighting, In-store Technology & Engagement Drivers: Over the time, Ritu Kumar has

envisaged to be a successful Indian label. The brand which started as a niche boutique store today has stores in Tier 2 cities carrying the same aura and grandeur. The brand continues to retain its core Indian roots in the stores look and feel yet the show window gives you a grand feeling of an extremely high end brand. A niche product in mass market is extremely difficult to market and create and I feel this brand has got this right.

Favorite global store on the same parameters:

Abercrombie and Fitch. The brand creates a mystery unique to itself through its stores and its designing. Dark dimly lit stores welcome customers to lightly stacked racks of casual wear with a very strong perfume inside the store. The whole ambiance of the store creates an adrenaline rush compelling the visitor (not customer) to take the plunge. Moreover the



super styled model like sales assistants makes the store feel like a real life fashion store.



Sanjeev Mehra

VP, Quest Properties India Limited

Favorite Indian store on the parameters of Visual Merchandising, Interior Design, Windows Display, Lighting, In-store Technology & Engagement Drivers:

The best store for me in the country is Tarun Tahiliani store in Delhi. Tarun Tahiliani is such an inspiration as one can see showcased of all his work and the finishing of the store is exquisite. I have pointed out to him that the quality of each and everything was great. For a person involved in retail the most important thing is will the customer spend his money, he has created something where the oomph

is there, and I want to spend my money. To me that is the trigger.

Favorite global store on the same parameters:

My favourite global store is Harrods by a milestone. I could hang out there the whole blooming day. The foodhall of Harrods is to die for. I have never seen a spread like that ever. I always wished to replicate it in my lifetime. It has everything, and its



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presentation is sublime. It is a benchmark of how one must do everything.



Samir Modi

Managing Director of Modi Enterprises

"I like Sephora worldwide because it has an assortment of goods that are not available everywhere. Ginza Itoya - Stationery store in Japan which spreads across 12 floors and it is fantastic. ABC in New York. Good Earth in Delhi, Cinnamon in Bengaluru and Muji.



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Nikhil Kothari

Proprietor, Saakshi

merchandising and awesome interior design. Most of their store has been designed with an open plan, they have different section for different types of clothes which can be easily visible from the central atrium. Interior design of their store gives classic & royal look and give customer high end retail experience.

interior of the store and their merchandised are placed in such a way that colour scheme compliments each

other. Retail is about location and Zara always opt for best to best location whether on high street or in malls.

Favorite Indian store on the parameters of Visual Merchandising, Interior Design, Windows Display, Lighting, In-store Technology & Engagement Drivers:

Manyavar. Started from 1000 sq ft office in Kolkata and now have presence in 6 countries, 160 cities and around 400+ stores in 8 years. Manyavar stores have attractive visual

Favorite global store on the same parameters: ZARA.

They practice fast fashion-trends move from the runway to stores within weeks. They use effective & efficient technology for quick supply chain. They have excellent



Arun Biyani

Director, Mobel India Pvt. Ltd

Favorite Indian store on the parameters of Visual Merchandising, Interior Design, Windows Display, Lighting, In-store Technology & Engagement Drivers:

Nike Store at Brigade Road, Bengaluru. I like the way they have different sections for different sports, treadmills for checking shoe comfort and they have very impressive collection as well as store front.

Favorite global store on the same parameters: My favorite global store is Cartier. I like the lighting of their store very much.

Namit Bajoria

Managing Director, Kutchina Kitchen Appliances

Favorite Indian store on the parameters of Visual Merchandising, Interior Design, Windows Display, Lighting, In-store Technology & Engagement Drivers:

Studio Pepperfry is one of the most tempting stores in the current scenario, It's just not the store it's a story which can be discussed whole day. Walking down the store has given me the feeling like walking on the aisle, the entire checklist to work upon before opening the new store is what they have fantastically.

Favorite global store on the same parameters: Massimo Dutti, my one stop clothing solution, "I just don't buy the luxury I feel that too". The aura and the atmosphere of every store is quiet alluring, which actually entice to come again & again.



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Chai Point to Open 20 More Outlets by FY2019

– By Charu Lamba

The brand has successfully piloted facial recognition across five stores. Its loyalty program PrioriTea – bets big on technology by combining facial recognition with Artificial Intelligence to offer enhanced customer experience.

Tea, which conquers 70 percent of the non-alcoholic beverage market in India, is unofficially the national beverage of the country. Tea lovers never shy away from enjoying a hot cuppa, be it any season or any time of the day. Even the social and emotional lives of Indians are linked with tea.

In an effort to brew never-ending excitement around tea, Amuleek Singh Bijral took a plunge into the tea business around eight years ago and since then there has been no looking back.

Talking about the retail mapping of the brand, Bijral says, “We are into an Omnichannel business and have close to 106 stores. Apart from this, we also have about 2,000 plus milk-based dispensers - boxC - installed at corporate houses and our own line of packaged products.”

“Going forward, we want to build a globally relevant tea platform and we are doing this with the help of our cloud-based platform - SHARK, which allows us to manage all our channels in a comprehensive fashion, connects to a common supply chain and allows us to serve customers their various

demands and ensures to offer similar customer experience across all the channels,” he states.

Initial Challenges

According to Bijral, the initial challenges were to find the prime real estate locations as builders and landlords were not convinced about why such a concept would succeed when tea is available in every nook and corner of the city. “However, this notion has now changed over a period of time and the credit goes to customers who have become hygiene conscious and no longer enjoy having their tea on the roadside.”

Marketing Strategy

The beverage-centric brand, which gets 25-30 percent contribution towards its revenue from food, has never felt the need to do aggressive ATL spends as stores are their core brand platform.

According to Bijral, all the brand’s spends are BTL-centric and that is the strategy Chai Point will continue to evolve and adopt.

“Apart from this, we are very aggressive on digital awareness as our audience is digitally-savvy. We are centred around white-collared corporates and that is an area where our spends can be categorised as ATL



and are likely to get more sophisticated and aggressive over time,” he explains.

Technology Rules

Bijral, who hails from a technology background, believes technology is an important part of the business. The tea lover has amalgamated technology with tea to provide a frictionless experience to customers.

Explaining this further, Bijral states, “When customers enter the store, they do not want to stand in the queue, they do not want to punch in numbers to give their loyalty code, they do not want to carry loyalty cards in their wallet, but they want to be served at the earliest possible, so how will the brand solve all these problems? The answer to this problem is facial recognition.”

“We have successfully piloted facial recognition across five stores and now we are at a stage where we are confident enough of rolling it out across other stores,” says Bijral.

Even the loyalty program of the brand – PrioriTea – bets big on technology by combining facial recognition with Artificial Intelligence to offer enhanced experience to customers.

Future Plans

Singh explains, “There is an immense opportunity in the

tea business. Iced Tea which is a huge market abroad has not even opened up in India.”

The brand is planning to open 20 more outlets in the next three to four months. As of now, all the outlets are company-owned and company-operated and going further, Chai Point will continue with the same operating model.

“The brand is still at a relatively nascent stage and we believe that we need to have our own store to cement the system, processes and more importantly aggressively redefine and improve customer experience,” asserts Bijral.

“Stores remain core to our brand. Delivery and boxC are faster-growing segments, which support the store format,” he adds.

At present, stores and delivery from stores contribute 56 percent to the total revenue, 4 percent comes from packaged food business and the remaining 40 percent from BoxC business.

“We have been operating profitable for last six years. We are aiming to be EBITDA level 100 percent profitable by this fiscal end, covering all the expenses that we have taken towards our Omnichannel growth,” reveals Bijral.

On a run rate basis, the brand is targeting ₹200 crore by the end of fiscal. **IR**



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