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APRIL 2020

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COVER STORY

SUPPLY CHAIN & LOGISTICS
IN COVID-19 TIMES:

HOW TO BE
FUTURE
PREPARED

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These are testing times for everyone. Forced into our homes, under lockdown, the world is battling the COVID-19 pandemic, which has threatened lives and the world economy like never before. And the Global Retail Industry has not been spared either, every brand and retailer from the top to the bottom of the pyramid critically affected by the contagion.

From top notch retailers, to the small stores in Tier IV towns, from the best of shopping centres to smaller malls in Tier II & III cities, everyone is struggling to stay afloat, wondering what the future will bring. Despite it being closing time for the financial year, there is no business happening anywhere in the world.

Instead of welcoming harvest festivals and going on shopping sprees, consumers are sitting in the safety of their homes, only coming out to buy essentials and then too, wearing masks and gloves and carefully adhering to social distancing. The government has announced a nationwide lockdown forcing non-essential retailers, including malls and cinema halls, into indefinite closure. The absolutely terrifying part – despite all the precautions being taken to sanitise every inch of the nation, there is no one, absolutely no one in the retail sector, who is in a situation to predict a timeline, pace or nature of recovery.

There is no doubt in anyone's mind that Retail, across 200+ nations, has been one of the most brutally impacted business segments of the world economy. There is a cash crunch, pay cuts and millions of jobs are at risk.

'But all is not lost.' In this Retailing Amid Crisis April 2020 special, we tell you why now, more than ever, brands and retailers are turning to digital media, why digital thinking and digital leadership are required and how brands and retailers across the world are learning to embrace new systems and technologies to keep their businesses afloat.

This Special Digital Edition, while discussing the impact and challenges of the COVID crisis – gives solutions to brands and retailers, recommendations from industry experts on how to fight off catastrophe and save their businesses. Also, log on to our website, www.indiaretailing.com for more on the current crisis.

We are also firmly of the opinion that there will be a recovery. It may come in phases and it might take time, but retail will prevail.



Amitabh Taneja

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SUPPLY CHAIN & LOGISTICS IN COVID-19 TIMES: HOW TO BE FUTURE PREPARED

The pandemic, which took the world pretty much by surprise, has pushed up the demand of essential goods. Unfortunately, the COVID crisis has created a serious risk to supply chains, as manufacturers and retailers face the possibility that suppliers will halt production, and they won't be able to replenish run-down stockpiles



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CORONAVIRUS IMPACT ON GLOBAL SUPPLY CHAINS

Production disruptions would largely affect household goods, hi-tech goods and textile industries where China plays a core role in the global supply chain, says a report from Euromonitor International

INDIAN RETAIL INDUSTRY REFUSES TO GIVE UP DESPITE FINANCIAL LOSSES

Ever since the COVID-19 panic broke out in early February, malls and retail stores witnessed a huge dip in footfall and revenue. Stores selling essential goods that have been allowed to remain open during the lockdown are also suffering losses since they are not allowed to sell other general merchandise, which would otherwise bring them higher margins...

By IMAGES Retail Bureau

INDIA LOCKDOWN THROWS ONLINE DELIVERY OUT OF GEAR

In an unprecedented crisis despite Prime Minister Narendra Modi assuring the continuation of essential services like food and groceries, online marketplaces like Flipkart and Amazon along with delivery platforms like BigBasket, Grofers and FreshToHomes hit a major blockade on Wednesday as local authorities shut warehouses and sent delivery boys back, even harassed them.

While Grofers' warehouse in Faridabad was closed by the local law enforcement agencies, BigBasket complained that the police stopped its delivery partners and "some of them were even beaten up by for no fault of theirs".

"We are not operational due to restrictions imposed by local authorities on movement of goods in spite of clear guidelines provided by central authorities to enable essential services. We are working with the authorities to be back soon," BigBasket tweeted.

In a statement to IANS, BigBasket said that it will help to have better coordination between the Centre and state, and between the state and local police to "ensure that our delivery vans and bikes don't get stopped by the police. BigBasket



and bb daily are not taking new orders". Furious people stormed the social media platforms, writing their plight to NITI Aayog CEO Amitabh Kant on Twitter.

Kant tweeted back to BigBasket: "They should give me specifics - State & location. I will act on it by getting in touch with concerned authorities & sorting it out. Govt guidelines exempt them. We will ensure that citizens are not impacted".

Kant also responded to Grofers: "Cold storages and warehouses as well as delivery of all essentials goods including food, pharma through e-commerce are exempted under MHA order. I have spoken to CS & DGP, Haryana. They have taken immediate action to ensure

that supply chains efficiently function for the citizens." The subscription-based hyperlocal delivery startup FreshToHome sent messages to its customers, saying that despite the government declaring food delivery as essential, "we are facing hardships in continuing our operations. Please bear with us as we are working hard to unblock local authority hurdles," said the FreshToHome team.

Already battling massive surge in demand, the online delivery platforms faced other issues too, including zero access to several high-rises across the country which have gone under complete lockdown with all entry and exit gates locked.

RBI MORATORIUM ON TERM LOAN EMIS TO BENEFIT RETAILERS, MSMES, CORPORATES

In a big relief to the corporate sector the Reserve Bank of India on Friday allowed a three month moratorium on payment of instalments in respect

of all term loans outstanding on March 1, 2020. Furthermore, the apex bank also announced deferment of interest payment on working capital loans by three months. The twin move is expected

to reduce pressure on both creditors and borrowers as the former gets relief on qualifying loans as NPAs and thereby increase provisioning for a period of three months. For borrowers facing disruptions

Impact of COVID19 on Indian Retail

A survey conducted by Retailers Association of India highlights how retail industry is coping up with COVID 19 crisis...



Indian retail industry has more than 15 million retailers, small and big, traditional and modern trade. Retail employs 40-50 million Indians directly of which modern trade employs more than 6 million Indians equaling to almost 12 percent of the total Retail consumption of the country. Retail contributes to approx. 40 percent of India's Consumption and 10 percent to India's GDP.

The lockdown to prevent the spread of Coronavirus in the country has greatly affected retail business. Most stores, except stores selling essential food & grocery, have been shut across the country. Garments (including saris), electronics, mobile phones, furniture,

hardware etc. almost all stores are closed. non-grocery/food retailers are reporting 80 percent to 100 percent reduction in sales. Even retailers of essential items are facing losses as they aren't allowed to sell non-essential items, which would bring them higher margins.

85 percent of the retail costs are fixed costs, which is putting several financial pressures on retailers. The industry is experiencing severe liquidity challenges which can lead to large scale unemployment. The cash inflow of the industry has come to a standstill, while the fixed operating costs remain intact. Concerned by the state of affairs, the Retailers Association of India conducted a survey to of retailers (members and

non-members included) to gauge their view on the impact of COVID-19 on their business and manpower. The survey was filled by 768 respondents across India. Two key classifications were made for all the respondents-

Food and Non Food Retailers

» 135 (18 percent) of the respondents were food retailers and 633 (82 percent) were non food retailers

Size of Retailer

- » Small Retailers: <100 persons employed (500, 65% of respondents)
- » Medium Retailers: 100 – 1000 persons employed (182, 24% of respondents)
- » Large Retailers: >1000 persons employed (86, 11% of respondents)



Amid Lockdown, E-Commerce Becomes India's Shopping Lifeline

In pandemic times, shopping habits of consumers are changing – from bulk-buying to online shopping, people are changing what they're buying, when they're buying it and where they are buying it. With the entire brick-and-mortar retail community taking a hit, e-commerce / online shopping have become lifelines for the people of India.

By Sandeep Kumar

As the number of positive Covid-19 cases in India rise, the Central Government ordered a complete lockdown of the country from March 22, 2020. Amidst safety concerns, the implementation of the lockdown became debatable as the declaration brought millions of people on the streets, panic buying and stockpiling and hoarding. And this didn't happen only in India. All of over the world, people started buying essential household products including groceries, medicines and even toilet paper resulting in long queues in front of supermarkets and hypermarkets. As brick-and-mortar and online stores struggled to keep up with the demand, the price and panic gouging for the supplies turned into total chaos.

While social distancing was being advised and shopping guidelines given, it was extremely evident in the panic that ensued post the announcement of a lockdown that human response to a crisis depended from individual to individual. It is also prudent to note that it's very hard for a shopper to change his/her shopping behavior overnight. However, in pandemic times, shopping habits of consumers are changing – from bulk-buying to online shopping, people are changing what they're buying, when they're buying it and where they are buying it.

This last of the three – the where – has been one of the significant changes amid the Covid-19 pandemic. With the entire brick-and-mortar retail community taking a hit, e-commerce / online shopping have become lifelines for the people of India.

What Brands are Doing?

With limited shopping and buying only essentials is the new normal in Covid times, brands are left with little choice but to adapt and be flexible enough to meet this need of consumers. And consumers are all shopping online. E-commerce platforms have seen a manifold growth in orders in India over the past few weeks as people are going online to stock up on food and household items. Online giants like Amazon, Flipkart and Myntra in India have shifted their product base to majorly essentials.

Aside from this, for the world population working from home, e-tailers also have stocks of routers, printers and cables.

The Indian fashion retail industry has shifted gears from providing apparel – no longer deemed necessary items – to manufacturing protection masks, gloves and sanitizers.

Large format offline retailers and wholesalers, including Future Group, Spencer's Retail, Metro Cash and Carry and Walmart's Best Price, have stepped up efforts to service customers online, building Omnichannel models to deliver goods and groceries amid the nationwide lockdown.

Kolkata-based Spencer's Retail has also partnered with

Supply Chain & Logistics in COVID-19 Times: How to Be Future Prepared

The pandemic, which took the world pretty much by surprise, has pushed up the demand of essential goods. Unfortunately, the COVID crisis has created a serious risk to supply chains, as manufacturers and retailers face the possibility that suppliers will halt production, and they won't be able to replenish run-down stockpiles...

By Sandeep Kumar

Extensive Demand, Panic buying, Out of stock, Not-Operational, COVID-19. The current situation of the global retail industry can be explained in these five phrases today. There is no end to the rise in product demand due to the lockdown situation in India and most countries of the world. As per a government notification, only essentials services stores and outlets can remain open, which has resulted in immense pressure on the supply chain industry currently.

The Logistics & Supply chain (L&SC) arm of retail is one of the main constituent of a country's economy. An efficient supply chain management has a cascading impact on all aspects of retail – from sourcing of raw materials based on demand forecast and then speeding up the production to getting the product to the store and finally to the consumer, everything depends on the L&SC. The pandemic, which took the world pretty much by surprise, has pushed up the demand of essential goods. Unfortunately, the COVID crisis has created a serious risk to supply chains, as manufacturers and retailers face the possibility that suppliers will halt production, and they won't be able to replenish run-down stockpiles.

There has been a huge drop in the level of 'stocking and trading' due to supply chain disruptions. People are thronging stores and e-commerce sites to panic buy and stock





Coronavirus Impact on Global Supply Chains

Production disruptions would largely affect household goods, hi-tech goods and textile industries where China plays a core role in the global supply chain, says a report from Euromonitor International...

By Justinas Liuima, Senior Research Analyst, Euromonitor International

Chinese and multinational companies are starting to feel disruption in their supply chains as the coronavirus continues to spread; the Chinese government extended the shutdown of factories and businesses, and airlines canceled air routes in and out of the country.

Production disruptions would largely affect household goods, hi-tech goods and textile industries where China plays a core role in the global supply chain. Production disruptions in these industries would have an adverse effect on the global supply chain as companies would struggle to find alternative suppliers.

Hi-tech goods are likely to be one of the most-affected industries as China remains the world's largest producer and exporter. Several multinational companies have already been affected. For example, Apple shortened working hours in its stores across China and issued a warning that supply chain disruption might also affect

China's Production Share in Selected industries, 2018			
Industry	% Share of Global Production in China, 2018	Industry's Exports Share, % of total 2018	Impact on Global Supply Chain
Household Goods	35%	33%	High
Hi-tech Goods	46%	27%	High
Textiles and Apparel	54%	23%	High
Machinery	38%	14%	Moderate
Rubber and Plastic	38%	8%	Moderate
Pharmaceuticals and Medical Goods	29%	8%	Moderate
Chemical Products	42%	7%	Moderate

Source: Euromonitor International

Hundreds of restaurants had to close their dining rooms to slow the spread of COVID19. With self-isolation becoming important and dine-in and take-away, no longer an option, restaurant business has been badly impacted. Delivering food online is the only option left to stay afloat.

Popular food aggregator apps such as Zomato and Swiggy are promising 'contactless delivery' to their customers and big fast food brands such as Dominos India and McDonald's are revamping their processes to focus on hygiene.

What is Contactless Delivery?

The pace at which hygiene protocols

are being adopted indicates how unpredictable the survival of foodservice players has become. Thermal guns to check temperatures of kitchen staff and riders, use of protective gears, maintaining distance within the kitchen and a thorough scrub down of chairs, tables, doorknobs, and countertops has become a norm. Apart from this, contactless delivery - where an order is left at the consumer's doorstep or designated drop-off point - is the new normal.

Some restaurants and delivery services have implemented contactless delivery to further prevent spreading Coronavirus between delivery drivers and customers. Further, the service also helps these operators to lure customers on growing hygiene awareness.

Contactless Food Delivery by Delivery Aggregators

Food delivery aggregators like Zomato and Swiggy are providing contactless deliveries only to those who have opted for a prepaid order and not cash on delivery.

Customers check on the 'No Contact' option at the time of ordering the food on the app. The delivery partner leaves the food outside the door and call the customer to confirm the pickup.

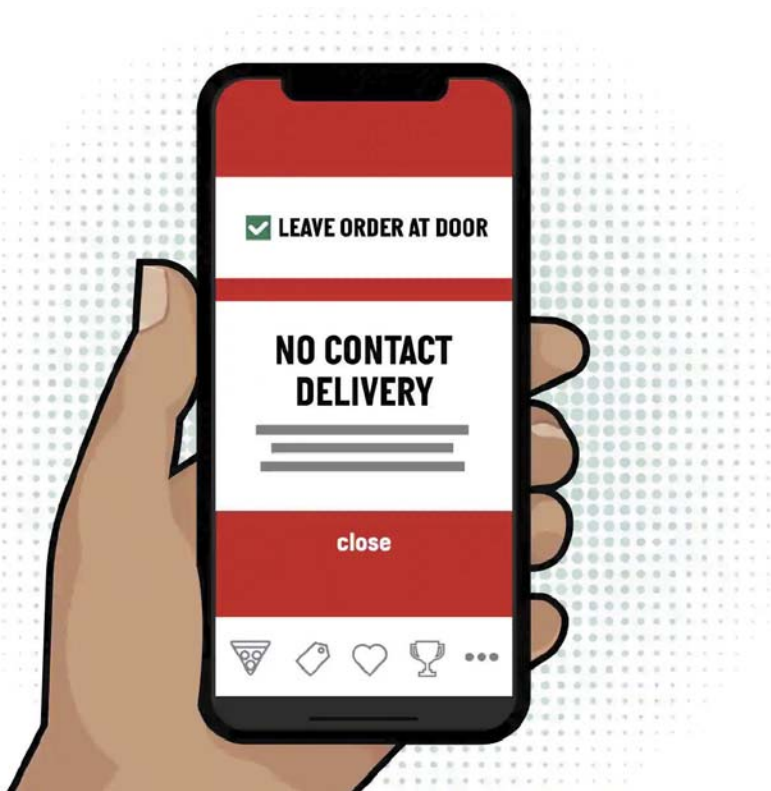
Zomato announced the measure earlier in March. "Contactless food delivery is already available on the @zomato app through our 'delivery instructions' feature. An app update over the weekend will make this explicitly clear to everyone,"

Deepinder Goyal, Founder and CEO, Zomato said on Twitter on March 13.

Contactless Delivery: The New Normal for Restaurants & Food Tech Cos

Popular food aggregator apps such as Zomato and Swiggy are promising 'contactless delivery' to their customers and big fast food brands such as Dominos India and McDonald's are revamping their processes to focus on hygiene.

By Charu Lamba



Both Zomato and Swiggy have introduced the contactless delivery option where delivery boys ensure social distancing.

Zero Contact Delivery by Quick Service Restaurants

Joining the race, are quick service restaurant chains like McDonald's, Domino's and KFC.

While Domino's is ensuring contactless delivery across its restaurants as well as when it delivers the order, McDonald's is offering this facility on home-deliveries only.

India's largest pizza chain, Domino's, operated by Jubilant FoodWorks Ltd, said it has introduced 'Zero Contact Delivery' in its 1,325 restaurants in the country.

"This service will allow customers to receive their order without coming

COVID and Beyond: Evaluating Digital Engagement Options for Frontline Employees

Post Covid, with a more discerning customer and tightened purse strings, only trained personnel who can engage meaningfully will make the customer part with their money. The rest will be just pure wasted opportunity...

By Jacqueline P. Mundkur, CEO, The Nxt Levels

Once the economy starts limping back to normal after the COVID-19 induced lay-off, we can hopefully look forward to the speedy opening of thousands of retail outlets across the country. By re-engaging the workforce after this forced hiatus of sorts, the question foremost in people's minds will be: how do we re-train them? Similarly, for new recruits how do we speedily get them up to scratch? With

dipping revenues, a liquidity crunch and a tepid consumer sentiment, spending money on training the traditional way may be considered by many as 'wasteful'.

Yes we foresee that, as a shortsighted reaction, training investments may be jettisoned and a quick fix will be applied to deploy both new and existing staff back on the floor. Pause a moment and consider the holistic ramifications of this as it could result with poorly trained staff interacting with customers. One

of the key reasons why physical retail is yet relevant in our world filled with e-commerce options, is the frontline associate who is a value differentiator. So, while we may think it prudent to fill counters and place poorly trained associates out there, with a more discerning customer and tightened purse strings, only the ones who can engage meaningfully will make the customer part with their money. The rest will be just pure wasted opportunity.



Countering the Pandemic Effect: Best Laid Plans by Retail Giants



While the retail sector worldwide has been hit hard, large industry players are stepping up to the challenge, coming forward and helping the retail community, setting examples for smaller business to follow...

By IMAGES Retail Bureau

COVID-19 has had a very immediate and dramatic impact on the global economy, plunging the world into a recession. And the global retail industry is not immune from the pandemic. With emotional and health considerations taking centerstage and the world market and consumer behaviour under threat, economic uncertainty has become the standard of the day. And while the retail sector worldwide has been hit hard, industry leaders are stepping up to the challenge, coming forward and helping the retail community, setting examples for smaller business to follow.

Here is what some of the larger players are doing to counter the Coronavirus challenge in the Indian context...

Order Online

Walmart India, which operates in the cash-and-carry format, announced that it is encouraging its members to buy online to avoid a rush on the streets amid rise of Coronavirus cases in the country. The company is witnessing an increase in the number of orders placed through its website and app and have added more capacity to serve these orders.

However, Walmart, like other retailers, is also facing challenges in

getting sufficient supplies of the goods due to production shortages from the manufacturers and continued bottleneck in logistics and transportation due to lockdown. It is working closely with its suppliers and with the local authorities to minimise and address these challenges. Besides, the company is also facing challenges in terms of shortage of manpower to operate a store.

“To minimise traffic on streets and in our stores, we are encouraging our members to place orders on our e-commerce platform and have the products delivered to them. We are seeing an increased number of orders through e-commerce and have added

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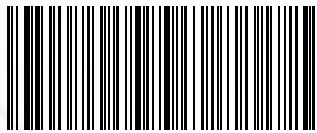
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