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DEVELOPING RETAIL SPACES IN INDIA

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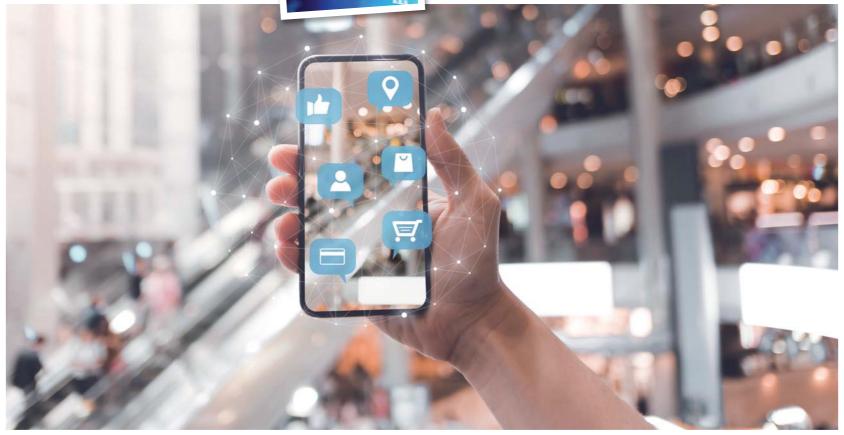
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A New Beginning: Omnichannelisation of Shopping Malls in India

The rapid spike in the number of COVID-19 cases in India has led experts to an obvious conclusion - it will take at least another retail quarter, if not more, for the effect of the pandemic to be wiped clean on the shopping centre industry in the country, and even then, the aftereffects will linger on. As a result, malls in the country will need to stay on their toes for at least another financial year to bring in business and increase footfalls. Despite the losses though, the industry has found a ray of hope to cling on to – digital innovations, technologies and opportunities. Malls today are focusing on transforming into Omnichannel units in the hopes of attracting more consumers and setting the cash registers ringing.

The idea of designing a cohesive user experience at all touchpoints today is a necessity for all shopping malls and no mall wants to take this lightly. With the idea of doing away with an outdated tenant-mix model, many mall owners are today proactively adapting properties to generate growth in an Omnichannel retailing context. They are moving away from the traditional copy-and-paste mall model by creating memorable and unique destinations that attract both tenants and shoppers.

The September 2020 issue of 'Shopping Centre News' delves deep into the 'Omnichannelisation of Shopping Malls in India', on how difficult the pandemic has made the situation for Indian mall developers - especially those in Tier II & III cities - and how it is steering them towards adopting modern techniques of retailing.

The cover story analyses what malls are doing to make the consumer's journey more convenient, safe and organised. As the festival season nears in India, the magazine brings you coverage on what malls are doing to prepare themselves for the season in terms of décor, while adhering to COVID norms.

As always, we hope you find the issue informative and useful. Log on to our website https://www.indiaretailing.com/category/ shoppingcentre/ for more features, analysis and expert opinions.





Editor-in-chief: Amitabh Taneja Editorial Director: R S Roy Publisher: SP Taneja

EDITORIAL

Managing Editor: Surabhi Khosla

Assistant Editors: Sandeep Kumar, Charu Lamba

CREATIVES

Art Director: Pawan Kumar Verma Dv. Art Director: Deepak Verma

PRODUCTION

Sr. General Manager: Manish Kadam

SUPPORT

Sr. General Manager - Administration: Rajeev Mehandru

CONSUMER CONNECT & SUBSCRIPTION

Deputy Manager: Priti Kapil

ADVERTISING

Vineet Chadha, Business Head & Associate Publisher +91 9350897807, vineetchadha@imagesgroup.in

Delhi: Partha Ganguly, General Manager, Ekta Roy, AGM

Mumbai: Santosh Menezes, Regional Head (West), Radhika George, Asst. General Manager

Kolkata: Piyali Oberoi, Regional Head (East)

Bengaluru: Suvir Jaggi, Regional Head (South),

Ashraf Alom, Manager

For Advertising Queries, please write to: salesretail@imagesgroup.in

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Registered office: S-61 A, Okhla Industrial Area Phase 2, New Delhi 110 020. Tel: +91-11-40525000, Fax: +91-11-40525001, Email: info@imagesgroup.in,

URL: www.imagesgroup.in

Mumbai: 1st Floor, Plot No. 111/3, Marol Co-Operative Industrial Estate, Marol, Andheri (East), Mumbai 400059. Tel: +91-22-28508070 / 71, Fax: +91-22-28508072.

Bengaluru: 523, 7th Cross, 10th Main, (Jeevanbhima Nagar Main Road), HAL 3rd Stage, Bengaluru 560 075. Tel: +91-80-41255172/41750595/96, Fax: +91-80-41255182.

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Malls Focus on Expansion, Raising Capital to Survive COVID

Mall developers are emphasising on new projects and digital innovations to keep consumers engaged and coming in even as the festive season approaches...

By Shopping Centre News Bureau



Blackstone Set to Acquire ₹12,745 Crore of Prestige **Assets**

private equity giant Blackstone Group is set to acquire property developer Prestige Group's rental income assets for more than \$1.7 billion (₹12,745 crore) in the largest real estate portfolio buyout in India, reports Economicstimes.com. If the deal goes through, Prestige will use the money to repay all of its debt and deploy the rest as equity capital for growth.

The transaction involves ready, income-producing and underconstruction properties in key cities of south India, including

Bengaluru, Chennai and Mysore. It will be Blackstone's single largest realty investment in the country and will also eclipse the \$1-billion raised through listing of India's two real estate investment trusts - Embassy and Mindspace Business Parks.

Blackstone declined comment. Prestige Group didn't respond to queries. "The term sheets have been signed and the deal is set to be concluded in the next few weeks," said one of the persons. Blackstone will

acquire 100 per cent control of around 20 million square feet of commercial space, including 16 million sq ft of ready and completely leased assets.

The deal will include the

developer's nine operational malls and the combined assets, after adding Blackstone's retail entity Nexus Malls, will double the private equity firm's retail portfolio size.

Phoenix Mills Raises ₹1,100 Cr Via QIP; Singapore Govt Major Investor

The Phoenix Mills Ltd, which has many shopping malls across the country, has raised around ₹1,100 crore through sale of shares to institutional investors, including Singapore government.

The company opened its QIP (Qualified Institutional Placement) issue on August 18 and the issue got closed on Friday. In a regulatory filing,



the company informed that the capital raising committee of the board approved the allotment of 1,81,81,818 shares to qualified institutional buyers at the issue price of ₹605 per share aggregating to ₹1,099.99 crore, as per a report by PTI.

The Government of Singapore bought 74,38,017 shares for around ₹450 crore, contributing nearly 41 percent to the QIP proceeds. ICICI Prudential Mutual Fund, SBI Mutual Fund and Aditya Birla Sun Life Mutual Fund also participated in the QIP. In June, The Phoenix Mills Ltd"s board had approved raising of funds up to ₹1,200 crore through an issue of securities.



PREPARING FOR A PANDEMIC FESTIVE **SEASON: MALLS BEGIN DÉCOR ADAPTED TO NEW NORMAL**

The pandemic has adversely impacted mall business for more than 5 months now and still continues to do so. As shopping centres struggle to sustain in these tough times, they have also understood the need to adopt COVID-19 safety measures to bring back consumers and are following the same rules in their festive decorations...

By Charu Lamba



ndia is a country of diverse people and cultures and come September, it is festival season for almost all ethnicities. A huge part of festivals in India involves the beautification and decoration of homes, places of worship and marketplaces, shopping for loved ones and spending time with family and friends.

While shoppers get set to celebrate with shopping sprees, the excitement flows into their favourite shopping destinations as well. Predominantly, shopping centres act as community centres which people visit during festivals as a part of their celebrations, while simultaneously fulfilling their retail, entertainment and dining needs. And they play their part

during the festive season by creating installations that are a visual delight, creating the right ambience and setting the right tone for the celebrations. The idea - to give consumers a never before visual experience and to ensure they go back with memories to cherish for a lifetime.

On the shopping centre front, the decorations have a positive impact on footfalls and consumption.

"Decorations in the festive season bring in the 'celebration quotient' and also give people a reason to spend more time in the

shopping centre," says **Mukesh** Kumar, CEO, Infiniti Mall.

"The shopping centre plays a very important role in attracting customers through visual representation and to create a sense of temptation for customers to come in for a great shopping experience," adds Mahesh. M, CEO, Creaticity.

"Festivities are happy times of the year where everyone is in a celebration mode, looking to take time off work and spending time with family, and even extended families and friends. Mall installations and decorations work as an attraction and encourage more footfalls of loyal customers, while attracting new customers to explore the mall. They also help in elevating the mood of shoppers who generally look forward to this most exciting time of the year," states Sachin Dhanawade, Chief Operating Officer (COO) Retail & Real Estate, Grauer & Weil (India) Limited.

According to Arjun Gehlot, Director, Ambience Malls, a thoughtfully planned décor creates greater awareness for the shopping centre and makes it a great marketing tool. "It is always appreciated by customers specially among the young generation."

The mall comes alive with decorations, which are a part of experiential marketing – a strong



With a consumer base that is interested in experiential retail and the COVID-19 pandemic which has necessitated the need for digital retail experiences, malls have had to adapt Omnichannel technologies, reshape their strategies, incorporate new features into their business structure, and are now moving towards those technologies and experiences that are digitally more convenient to the consumer stuck at home...

By Shopping Centre News Bureau



NORMAL he concept of cross-channel content strategy that retail companies use to improve their user experience and foster deeper relationships with their consumers across touchpoints - Omnichannel Retail - has existed in retail for almost a decade now. Going 'Omnichannel' has become an integral part of strategies all successful brands and retailers across the globe

PLATFORMS

IN THE NEW

Omnichannel typically references brands and retailers who have both a physical and a digital presence. The idea of designing a cohesive user experience at all touchpoints was so successful for retailers and appealing to crowds that shopping centres decided to adopt the strategy and mould it to their specifications. With the idea of doing away with an outdated tenant-mix model, many mall owners are today proactively adapting properties to generate growth in an Omnichannel retailing context. Many mall owners are moving away from the traditional copy-and-paste mall model by creating memorable and unique destinations that attract both tenants and shoppers.

While customers are still very interested in physical retail experiences, their expectations are higher, their appetite for experiential retail growing forcing malls to adapt Omnichannel technologies faster than ever before. Add to this the COVID-19 pandemic and suddenly,



'CONTACTLESS SHOPPING EXPERIENCE': A MUST HAVE FOR THE FUTURE

After 76 days of lockdown, malls reopened on 8th June 2020. Since then footfalls are limited in the malls but sales have started, resulting in high conversion ratio. As per a RAI survey, a few categories such as food and grocery, consumer durables and furniture are showing signs of recovery. The food and grocery business is expected to revive faster as compared to other categories...

By Anuj Kejriwal, CEO & MD, ANAROCK Retail

ndia's rapid urbanisation coupled with business friendly reforms and ■ improving Ease of Doing Business (EoDB) created a strong momentum of growth in the country. While the country continues to deal with unequal growth in urban and rural areas, the overall increase in spending power and rising aspirations of

its large middle-class population spurred a retail revolution in last few years. The Indian economy had ably weathered the storm of the global financial crisis in 2008 and had set a growth path to attain over 8 percent GDP growth in Q4 2017-18.

Today, with the pandemic gripping the entire world, IMF estimates the world economy

to contract by 4.9 percent. While India is no exception, the downside seems to be lesser compared to larger developed economies. This can be substantiated with the large consumption base of the Indian economy. India's Final Consumption Expenditure was at 72.3 percent of GDP in 2019-20 which is capable to aid the Indian economy to bounce back faster than other nations and lead to the revival of the retail industry. It is anticipated that the retail industry in India will witness a U shaped recovery from this crisis.

India's retail industry ranks 4th in the world in terms of size. which accounts for 10 percent of the India's GDP and contributes 8 percent to the overall employment in the country. The market size of the industry was approximately USD 0.79 Tn in 2017 and estimated to reach USD 1.75 Tn by 2026, growing at a CAGR of 9-11 percent.

However, nearly 88 percent of the market is still unorganised while remaining 12 percent comprises of both organised and e-commerce.

Back in 2017, e-commerce accounted for mere 3 percent share of overall retail industry, which is expected to be 7 percent by 2021. It is estimated to cross USD 200 Bn mark by 2027 compared to USD 24 Bn in 2017. The share of organised retail and e-commerce are expected to rise exponentially amid fear of contagion. Rising consumption, rapid urbanisation, digitisation, and Internet penetration are the major reasons behind the growth of retail industry in India.

The nationwide lockdown to contain the COVID-19 temporarily closed the malls and retail stores across the country. This severely impacted sales and revenues of retailers and mall owners. After 76 days of lockdown, malls reopened on 8th June 2020. Since then footfalls are limited in the malls but sales have started, resulting in high conversion ratio. As per a RAI survey, few categories such as food and grocery, consumer durables and furniture are showing signs of recovery. The food and grocery business is expected to revive faster as compared to other categories.

The use of in-store technology is expected to increase and provide contactless and safe shopping experience to customers. Sanitisation and hygiene are going to be of utmost priority for retailers and mall owners. Additionally, the mid-year sale period is expected to extend. These steps are expected to revive consumer demand - especially for essentials - and help generate revenue for retailers.

Currently, consumer sentiments are low amidst COVID-19, job losses and adjustments in compensation. The retailers and mall owners need to take measured steps to revive the sentiments. On the other hand, e-commerce is performing relatively better as the fear of contagion is less in home-delivery of goods and services. •

RETAILTAINMENT: REELING IN CONSUMERS WITH DRIVE-IN CINEMAS & OPEN-AIR THEATRES

To keep the revenue stream flowing, cinema halls are exploring other opportunities and are busy making strategies for the future. New concepts which have caught the fancy of many are open-air theatres and drive-in cinemas...

By Charu Lamba



he COVID-19 pandemic triggered restrictions on cinema exhibition industry have not only been a blow to movie lovers but more worryingly, led to the axing of several thousand cinema hall employees. Cinema halls and multiplexes have been kept under the prohibited category even in Unlock 4.0,

along with entertainment parks, theatres, auditoriums, assembly halls and similar places.

The sector has been one of the hardest hit due to the pandemic and the subsequent restrictions implemented to curb its spread.

As per industry data, the multiplex industry in India employs more than 200,000 people directly and accounts for nearly 60 percent of revenues of the film business.

"Following the directives for cinema closures by State Government, we decided to shut our cinemas for the safety of our patrons. We are in the month of September now and unfortunately we do not have any clarity on the re-opening of our cinemas. We strongly standby with the decision being taken by the Government

and are really hopeful that cinemas see the light of the day very soon," says **Gautam Dutta**, **CEO. PVR Cinemas**.

To keep the revenue stream flowing, cinema halls are exploring other opportunities and are busy making strategies for the future. New concepts which have caught the fancy of many are open-air theatres and drive-in cinemas.

"Since the closure, although our revenues have been zero, but our spirits are up and we have been focusing on the revised SOPs for post COVID re-opening and how to instil the confidence in the patrons for a safe movie viewing experience. As the lockdown came into force, Cinema Exhibition Industry

was the first to shut down in early March. Though Unlock 4.0 is in effect and many services like malls, gyms, restaurants, metro, airlines etc. have been restated and we yet have no clarity on opening. Simultaneously, this period has given us time to strategize about various other revenue aspects both in the field of movie exhibition

and F&B related verticals. We are confident of rolling out our initiatives soon in addition to our core business of movie exhibition," adds Dutta.

Private Screening

Keeping in mind the practice of social distancing, INOX Cinemas plan to promote private screening as a consumer offering, wherein guests would continue to enjoy pampering and hospitality.

"Our promotional collaborations with movie studios will be much more engaging and inviting going ahead. We had started scaling up our edutainment initiatives just before this

ESSELWORLD READY TO OPEN GATES WITH NEW NORMS & SOPs

The Park has been taking utmost care of guests and staff, and has taken all precautions and necessary steps to ensure EsselWorld is safe to enter and enjoy...

By Shopping Centre News Bureau

s the country is undergoing its fourth unlock phase, EsselWorld has been eagerly waiting for the directives from the Government to reopen the amusement park. In the past 6 months, EsselWorld has meticulously worked towards engaging with its patrons as well as preparing to re-open its gates as per the new norms and guidelines. Each of the parks has different offerings and hence the Standard Operating Processes (SOPs) has been designed accordingly. Here is the sneak peak of the SOPs that will be followed in all the three Parks:

- *Guest Count:* The park will be limiting the number of guests entering the premises on a given day irrespective of high demand.
- **Social Distancing:** Social distancing will be followed at the ferry ticket counters, inside the boats, ticket counters, inside the bus, queues for the rides, seating arrangements and even queues to enter the washrooms.
- Payment Methods: The Amusement Park will be encouraging a cashless mode of payment to ensure there is contactless and hassle-free transaction. Visitors could either do the booking online or pay via e-wallets. However, cash payment will be accepted with utmost precaution through a cash disinfecting machine in case of any adverse situation.
- Sanitisation: All the three Parks
 'EsselWorld, Water Kingdom and
 EsselWorld Bird Park' are sanitised on
 a regular basis. The boats, buses, rides,
 F&B outlets, merchandise shops, and
 washrooms all are sanitised. Moreover,
 hand dispensers are placed at the entry
 points as well as inside the park. It will
 also be available for sale at various
 locations once the park reopens.
- *Entry Points:* The guests will also be asked to fill up a self declaration form, which will also be available on the website while booking the tickets. Mandatory

- thermal screening will be done by a park staff at the entry point.
- Events: Events will be organised in an open space with ample seating arrangements ensuring social distancing.
 Crowding of visitors will not be permitted.
- Restaurants: The seating arrangements will be sanitised after regular intervals. The restaurants will have an open kitchen and will ensure social distancing within the premises.
- *Merchandise Shops:* Along with sanitising the shops, items handled by the guests will also be sanitised post visit.

ESSELWORLD - Rides and gondola will be sanitised and disinfected after regular intervals and specific seating arrangements will be in place to maintain the social distancing.

WATER KINGDOM: Each locker will be sanitised and disinfected after every use. Social distancing will be maintained between the lockers as well as the showers. After every 90 minutes, 90- lakh litres of water, which is procured from the park's owned rain water harvesting reservoirs is purified and filtered at the Water Kingdom.

ESSELWORLD BIRD PARK: Up to 10 guests will be guided by each bird handler following social distancing norms which will be followed at various locations. The guests will not be allowed to touch any of the barricades and enclosures as well. Social distancing will be maintained during the presentations at the 'Woodpecker Stadium'. Seating areas will be sanitised and disinfected at regular intervals or after every presentation. Bird handlers will wash their hands before interacting with the birds. Sanitizers will not be allowed inside the park for anyone (as it would be life threatening for the birds). Bird handlers will ensure strict social distancing and will always wear a mask while interacting with the visitors.









WINDS OF **CHANGE: BRAND NARRATIVES UNDERGO REVOLUTION IN NEW NORMAL**



The pandemic has caused change in consumer behaviour and has taught brands to ideate new ways in which to connect with their customers. Some of the initiatives adapted by brands are shopping over WhatsApp, video calling, curbside pickups and special home visit deliveries.

By Shopping Centre News Bureau

n the wake of COVID-19, brands and malls are trying to understand the current customer sentiments and are adapting to the changing trends. They are introducing initiatives that ensure customer safety while offering them a unique shopping experience. The current situation has caused change in consumer behaviour and has taught brands to ideate new ways to connect with their customers. Some of the initiatives adapted by brands are shopping over WhatsApp, Video Calling, curbside pickups and special home visit deliveries.

Inorbit Bangalore is a perfect example as it was one of the first malls in the city to come up with a novel idea to ensure a safe and convenient shopping experience by setting up stalls at housing societies in the vicinity. This is the first time Bengaluru has seen such an innovative experience that allows customers to shop – freely and safely – from the comfort of

their home areas with minimum public contact.

"Our focus is to stay connected to our consumers digitally and service them in a safe environment. We have introduced services like video shopping feature and curb side pick-up." said Naviin Ibhrampurkar,



Ensuring safety at all times. The staff at Envi Salon follow safety protocols

Head of Marketing and **Corporate Communication, Inorbit Malls.**

Envi Salon has been strictly following social distancing norms by keeping customer contact to the minimum. Talking about recent changes adapted post COVID-19. Renu Kant, Owner of

Envi Salons, said "As a brand we have adopted extensive safety measures for both our client and staff. Clients are taken with appointments only to avoid overcrowding. We also encourage consultation on phone through video calling so the customer can just come and take the preconsulted services."

With the upcoming festive season, malls are confident of revival of demand. During such crisis scenarios malls are taking efforts to entice customers by creating welcoming ambiences with themed décor for every season. Décor has always been a crucial part to build up interest among customers. It helps to enhance the visual appeal of the mall and creates a great ambience to stroll around.

"In the decor space for malls and weddings, the way forward will be art installations and decor that is visually engaging with tech integration such as use



THE OMNICHANNEL BUSINESS MODEL IS NO LONGER A CHOICE

Retail Thought Leadership Survey-2020, a report by bluepi, highlights the importance of Omnichannelisation and predicts it to be the next big thing post pandemic...

By Shopping Centre News Bureau

nprecedented global catastrophe has pushed the business dynamics off the rails. Most of the large economies went under different forms of lockdowns, and people also rightly took the necessary precautions. A side effect has been a significant slowdown in the macro and microeconomic activities. Now the lockdowns are lifting, and markets are starting to open slowly, with cautious optimism. Retail has been one of the most impacted sectors in an overall slowdown. Retailers around the world are making adjustments to the altered situation, and general sense is that we are still away from business as usual.

People changed their shopping patterns in days. Essential items

like grocery, medicine even clean water and sanitary supplies saw increased spending as people tried to hoard these items initially. Over time other categories like office supplies saw a bit of bounce back as global workforce started working from home. During the lockdown, brick and mortar stores saw negligible footfall, and online shopping became the primary channel of shopping. So much traffic suddenly shifted to online channels, that their supplier and distribution networks came under pressure. It has been much hustle and on the feet thinking to make it all work. Not perfect, but everyone is adapting at a fast pace.

The retail sector overall has led the way in innovation,

adaptability and execution. Right from the manufacturing. distribution, planning, and on the ground execution all started adapting quickly to the new normal. There are still many adjustments to be made in the short and long term. To understand it better, we reached out to the top industry leaders to get their perspective on the current situation. This report is our attempt to bring out the common thread of interests and how we all collectively plan to overcome.

Omnichannel Business Model: A Necessity

Of the organisations surveyed, ones which have less than 10 percent business online, an overwhelming majority, 83 percent of them are planning to move more business on online channels. Most of them are looking to build their presence online, with around 10 percent looking to collaborate with online marketplaces.

However, it is not straightforward. The biggest challenge to going online is technology. Most of the retail organisations have operations and systems which do not integrate into the Omnichannel approach. Older the organisation, older the systems and tougher to integrate with multi-channel. It requires a signi cant investment in systems, people and supply chains themselves to orient them towards the "new" way of working.



THE SAAS APPROACH: TECHNOLOGY TO BOOST REAL ESTATE UPTAKE IN INDIA

Today, they have the option of an integrated Customer Relationship Management delivered through Software as a Service solution – or SaaS, as it is now commonly referred to - created and managed by techdriven real estate consultancies.

By Sunil Mishra, Head – Strategy, ANAROCK Group & CEO – TRESPECT Property Consultants ith COVID-19, real estate developers in India are suddenly faced with the need to rapidly adopt technology to get property sales going. ANAROCK research indicates that while homebuyer enquiries have increased by more than 50 percent post the nationwide lockdowns, a large part of these enquiries are generated online.

This is unlikely to change soon - though buyers are back on the market, social distancing and overall safety concerns are still very much in place. A lot of the property discovery journey has now gone online, and developers who do not use technology to harness and convert online enquiries are at a disadvantage.

Fortunately, like many other functions these days, the technology and professional support they need can be outsourced to specialists. Enter software as a service, or SaaS.

The Key

Customer Relationship Management SaaS is the key for real estate companies who want to leverage advanced software technology to drive their business. Previously, Indian real estate developers seeking a tech advantage in their business had to rely on mainstream software giants who don't understand completely the specific requirements of the Indian real estate business.

Today, they have the option of an integrated Customer Relationship Management delivered through Software as a Service solution – or SaaS, as it is now commonly referred to - created and managed by tech-driven real estate consultancies.

In contrast to multi-modal, multinational system management services which handle a diverse number of business types, Indian real estate SaaS providers deliver integrated software solutions - customised not only to Indian real estate environment but also to individual players.

Though quite complicated at the coding and delivery end, a SaaS approach does not involve any single software platform which has to be adapted to a certain business type. Instead, it integrates several smaller software solutions into one platform.



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North India

Partha Ganguly | parthaganguly@imagesgroup.in, +91 9873859916

West India

Santosh Menezes | santoshmenezes@imagesgroup.in, +91 9820371767

South India

Suvir Jaggi suvirjaggi@imagesgroup.in, +91 9611127470

Fast India

Piyali Oberoi | piyalioberoi@imagesgroup.in, +91 9331171388

Editorial Contacts

Surabhi Khosla surabhikhosla@imagesgroup.in

Charu Lamba

charulamba@imagesgroup.in