

**Retail Growth**  
IKEA Focuses on Stronger  
Omnichannel Play  
pg 14

**Retail Revival**  
Retailers Reward Customers  
for Store 'Walking-In'  
pg 34

**Case Study**  
Building Omnichannel Capabilities  
are Crucial for Retail Businesses  
pg 40

**Real Estate Strategy Meet**  
Retailers & Malls Talk Collaboration,  
Technology & Digitisation  
pg 44

# IMAGES Retail<sup>TM</sup>

Future of Businesses

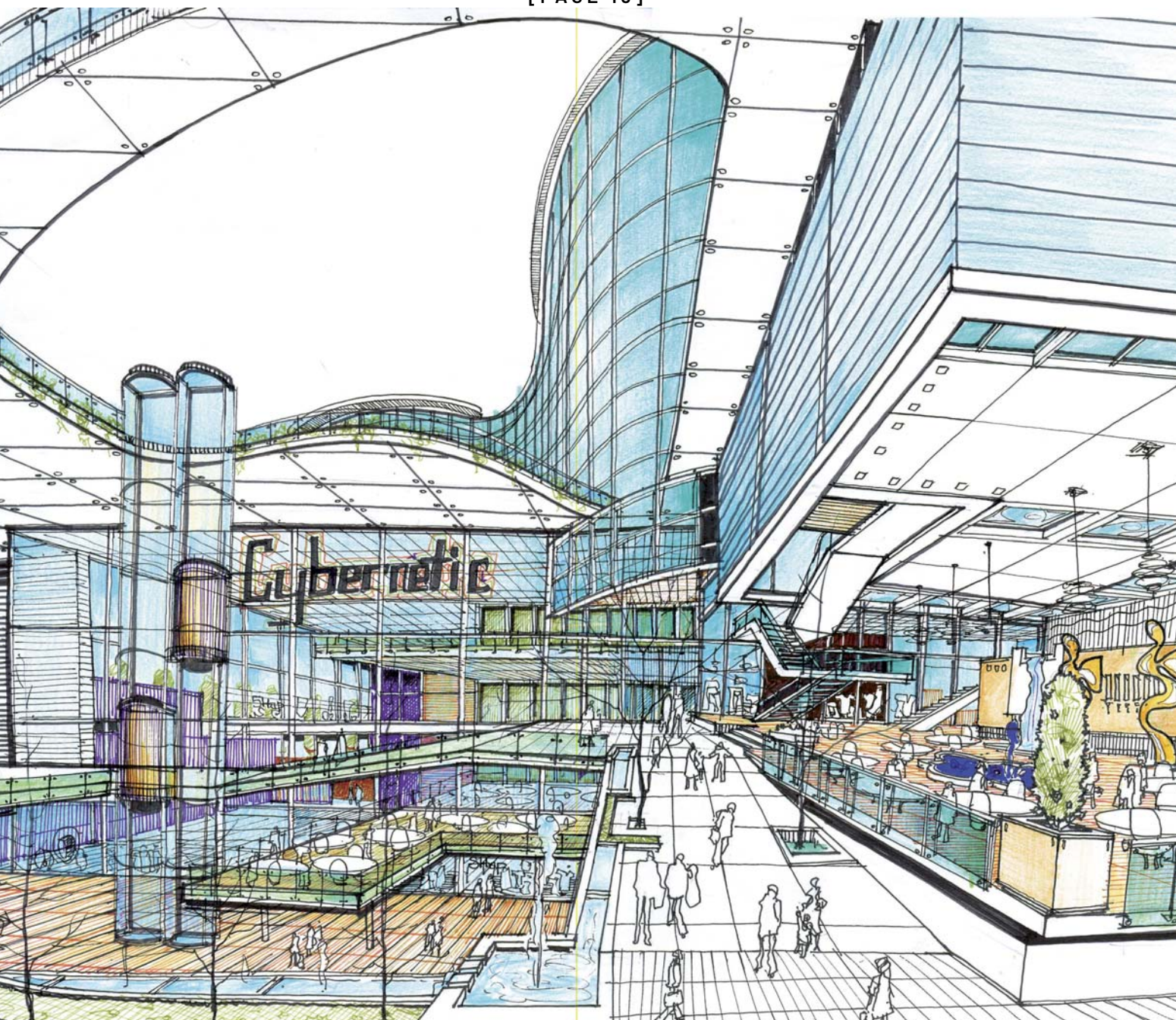
FEBRUARY 2021 | VOL. 20 NO. 2 • ₹100  
[www.indiareetailing.com](http://www.indiareetailing.com)

[COVER STORY]

## PANDEMIC LEARNINGS:

Upcoming Mall Developers Talk Consumer Behaviour, New Mall Design

[PAGE 18]



Editor-in-Chief | **Amitabh Taneja**

Editorial Director | **RS Roy**

Publisher | **SP Taneja**

## EDITORIAL

Managing Editor | **Surabhi Khosla**

Assistant Editor | **Sandeep Kumar**

## CREATIVES

Art Director | **Pawan Kumar Verma**

Dy. Art Director | **Deepak Verma**

## PRODUCTION

Sr. General Manager | **Manish Kadam**

## SUPPORT

Sr. General Manager – Administration

**Rajeev Mehandru**

## ADVERTISING

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

### DELHI:

- **Lokesh Arora** | Regional Head (North)
- **Partha Ganguly** | General Manager (North & East)
- **Ekta Roy** | Asst. General Manager

### MUMBAI:

- **Santosh Menezes** | Regional Head (West)
- **Radhika George** | Asst. General Manager

### BENGALURU:

- **Suvir Jaggi** | Regional Head (South)
- **Ashraf Alom** | Manager

### KOLKATA:

- **Piyali Oberoi** | Regional Head (East)

For advertising queries, please write to [salesretail@imagesgroup.in](mailto:salesretail@imagesgroup.in)

## CONSUMER CONNECT & SUBSCRIPTION

**Priti Kapil** | Deputy Manager  
[pritikapil@imagesgroup.in](mailto:pritikapil@imagesgroup.in)

Images Multimedia Pvt. Ltd.  
(CIN: - U22122DL2003PTC120097)

### Registered Office:

S-61 A, Okhla Industrial Area Phase 2, New Delhi 110 020  
T: +91 11 40525000 | F: +91 11 40525001  
E: [info@imagesgroup.in](mailto:info@imagesgroup.in) | URL: [www.imagesgroup.in](http://www.imagesgroup.in)

**Mumbai:** 2<sup>nd</sup> Floor, Plot No. 3/116, Marol Co-Operative Industrial Estate, Opposit GPL House, Near Marol Bhavan, Marol, Andheri (East), Mumbai 400 059  
T: +91 22 28508070 / 71 | F: +91 22 28508072

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

Since 2010, Indian retail has centred around shopping malls, inarguably the best format of organised retail in the country. The Indian retail landscape has seen a plethora of shopping malls being launched every year since then, we now have more than 600 malls pan India with designs and brands that can compete with most global malls.

However, 2020 saw the Indian Shopping Centre hitting a massive roadblock. The pandemic has been a once-in-a-lifetime test of business continuity planning for retail businesses across the globe. The subsequent global lockdown, shutdown of all economic activities threw the retail and shopping centre industries into chaos, with only 5 malls being launched – in Gurugram, Delhi, Lucknow and Bengaluru. The growth scale became imbalanced in a matter of weeks and all predictions were disproved. Many upcoming shopping mall projects had to be stopped midway while others were permanently shelved and suffered major financial losses.

However, it is a new year, and the industry has risen from the ashes to flourish yet again. The February 2021 edition of IMAGES Retail takes a look at the current situation of upcoming malls in India post lockdown. The issue brings to its discerning readers, exclusive interactions with major mall developers, who talk about their forthcoming projects, the ground realities of a COVID world and the future roadmap for the industry.

We also deep dive into how retailers are banking on 'retail therapy' adage, focusing on reaching their consumers through loyalty programs and rewards. As e-commerce booms, we take a look at how retailers are introducing new strategies and initiatives, in the form of lucrative offers and discounts to lure customers in store, away from online marketplaces.

We sincerely hope that the New Year brings with it a fresh start for the industry in the form of sales, new concepts, technologies and innovations, globally and in India. As always, we hope you find the issue informative and useful. Log on to our website <https://www.indiaretailing.com/> for more features, analysis and expert opinions.



Amitabh Taneja

All material printed in this publication is the sole property of Images Multimedia Pvt. Ltd. All printed matter contained in the magazine is based on the information provided by the writers/authors. The views, ideas, comments and opinions expressed are solely of the writers/authors or those featured in the articles and the Editor and Printer & Publisher do not necessarily subscribe to the same.

Printed & published by S P Taneja on behalf of Images Multimedia Pvt. Ltd. Printed at Modest Print Pack (P) Ltd. C-52, D.D.A. Shed Okhla Industrial Area Phase -1, New Delhi - 110 020 and published by S P Taneja from S - 61A Okhla Industrial Area Phase - 2, New Delhi 110 020  
Editor: Amitabh Taneja

In relation to any advertisements appearing in this publication, readers are recommended to make appropriate enquiries before entering into any commitments. Images Multimedia Pvt. Ltd. does not vouch for any claims made by the advertisers of products and services. The Printer, Publisher and Editor-in-Chief of the publication shall not be held for any consequences in the event of such claims not being honored by the advertisers.

Copyright Images Multimedia Pvt. Ltd. All rights reserved. Reproduction in any manner is prohibited. All disputes are subject to the jurisdiction of competent courts and forums in Delhi/ New Delhi only. Images Retail does not accept responsibility for returning unsolicited manuscripts and photographs.

For subscription related queries, email to: [subscription@imagesgroup.in](mailto:subscription@imagesgroup.in)  
For feedback/editorial queries, email to: [letter2editor@imagesgroup.in](mailto:letter2editor@imagesgroup.in)





# contents

FEBRUARY 2021 | VOL. 20 NO. 2

## 8. National Newsmakers

**Fabric & Apparel Revenues Up in 2021, Other Sectors Follow Suit**

## 10. International Newsmakers

**Permanent Shift in Consumer Behaviour Pushes Retailers Towards E-Commerce, Technology**



## 14. Retail Growth

**IKEA Focuses on Stronger Omnichannel Play, Local Sourcing in COVID Era**

*IKEA to focus on safety and security of their people, building digital capabilities, and meeting customers in new ways*

## 34. Retail Revival

**Rewarding Customers for Walking-In is the 'IN Thing for Retailers Today'**

*Retail community is ensuring that they are not just addressing worries of consumers but also enhancing marketing strategies to bring them back to stores*

## 40. Case Study

**Why Building Omnichannel Capabilities are Crucial for Retail Businesses**

*In the wake of the pandemic, as digitalisation accelerates and consumer buying habits constantly evolve, the need for a sound Omnichannel strategy seems more important now than ever before*

## 44. Events | Real Estate Strategy Meet

### Retailers & Shopping Malls Talk Collaboration, Technology, Initiatives, Digitisation as Key Objectives for Revival and Growth

*The evening was spent listening to and absorbing ideas and initiatives which some of the top shopping centres have come up with during and after the lockdown to get back on the track of revival and growth*

## COVER STORY (PAGE 18)

### PANDEMIC LEARNINGS: UPCOMING MALL DEVELOPERS TALK CONSUMER BEHAVIOUR, NEW MALL DESIGN

*The coverage features exclusive interactions with mall developers, talking about ground reality and the future roadmap of the industry*



**24. With 3 New Malls, ILC Group Aims to Revolutionise Mall Culture in Delhi-NCR**

**26. IRIS Broadway: The New Epicenter of Gurugram**

**27. KW DELHI 6 to Conduct Soft Launch by June 2021**

**28. M2K to Launch New SCO Projects in Dharuhera and Dwarka Expressway in 2021**

**29. Urban Square Will be the Next Big Retail Destination in Rajasthan**

**30. PACIFIC Group to Launch 3 Shopping Malls in Delhi NCR**

**31. Omaxe, A Future Growth Engine of State Capitals & Tier II/III Cities**

## 50. Market Watch

*The Evolving Roles Of Gold Jewellery: Recent Trends & What The Future Holds*  
Gold is and will always be at the top of the pyramid, and therefore India's appetite for jewellery is pretty considerable



## 52. Research

**E-Commerce Order Volume In India Clocks 36% Growth In 2020 Q4**

*In October to December 2020 period, PCB&W, FMCG and Healthcare (F&H) categories' volumes grew by 95 percent and 46 percent year-on-year (YOY), respectively*

## 54. Retail Solutions

**Phygital Retail Convention: What's Next – CEOs Talk Strategies, Solutions**

*COVID -19 created a big dent in consumer behavior and consumption patterns. Industry titans discuss solutions and strategies which can be used to abate the negative effects of the pandemic*



## 56. Omnichannel Retail

**How COVID Accelerated the Digital Journey of Brands & Retailers Alongwith Customer Experience**

*Leaders across retail verticals share views on how their organisations found opportunity in adversity and created innovation benchmarks to define their growth and leadership even beyond COVID*

# IKEA Focuses on Stronger Omnichannel Play, Local Sourcing in COVID Era



As a purpose-led company, during this time IKEA focused on safety and security of their people, building digital capabilities, meeting customers in new ways as the home became the center of everything in everybody's lives. The brand aims to reach 100 million people in India online by 2022...

By IMAGES Retail Bureau

**W**hat the world has gone through during last few months was completely unprecedented. As a purpose-led company, during this time IKEA focused on safety and security of their people, building digital capabilities, meeting customers in new ways as the home became the center of everything in everybody's lives.

Click-and-collect, contactless shopping service, along with other online home furnishing services like remote planning, consultancy etc. were launched. The brand also launched New Lower Price and IKEA Family Credit Card by Citi, to make home furnishing solutions accessible to many more people. Their e-commerce sales grew significantly (3x-4x) and so did sales of some of product categories like work from home (3x-

5x), living room, children furniture and kitchen products.

"We are proud of our journey so far and we are growing in India. Along with Retail, IKEA Purchasing, IKEA Foundation, and other group entities investing in India will together create an even more positive impact as ONE IKEA. Our ambition is to reach 100 million people in India by 2022. We will establish a strong omnichannel presence





## Pandemic Learnings: Upcoming Mall Developers Talk Consumer Behaviour, New Mall Design

The pandemic-led shutdown of all economic activity threw the Retail and Shopping Centre industries into chaos. Mall supply was severely impacted, and the future of many projects still remains ambiguous. Those who managed to overcome the worst of the pandemic spoke to IMAGES Retail Bureau about how different the future is for them – namely, building agility and resilience to face uncertain times, being fit for growth by aligning costs with priorities and investing in differentiated capabilities and digital levers...

By Sandeep Kumar

**T**he beginning of the year 2020 saw a remarkable opening for the shopping mall industry. Industry experts predicted a smooth journey ahead, mall developers were bullish on the growth potential of organised retail keeping in mind the flourishing economy and industry experts including ANAROCK had predicted the launch of around 100 new malls spanning over 49 million sq. ft. pan India by the end of 2022. Then the pandemic hit, and it was pandemonium all around.

The subsequent global lockdown, shutdown of all economic activities threw

the Retail and Shopping Centre industries into chaos. The growth scale became imbalanced in a matter of weeks and all predications were disproved.

Needless to say, therefore, that mall supply was severely impacted by the pandemic and the future of many upcoming malls/projects still remains ambiguous. In the COVID era, only 5 malls came up in India, in Gurugram, Delhi, Lucknow and Bengaluru, covering an area of around 2.75 million sq. ft. Mall developers in other Tier I, II & III cities and towns, unsure of what lies ahead, have yet to announce any launch dates.

### Impact of COVID on Upcoming Projects

Upcoming projects had to face lots of challenges and situations during this period:

- » No Revenue
- » Construction work delays
- » Shortage of workers
- » Delay in clearances/ paperwork since there was a pandemic-induced shutdown
- » Financial losses, yet burdened with bank loan EMIs
- » Rental issues
- » Retailers backing out from projects
- » Employee safety

# Rewarding Customers for Walking-In is the 'IN Thing for Retailers Today'



Retail therapy is the best therapy to beat the blues. Post an over extended period of lockdown, as much as everyone seemed enthusiastic to go and shop to their heart's content, there were many safety concerns. However, the retail community in India ensured that they not just addressed these worries but also designed enthralling marketing strategies to entice people back into their stores. Here's a quick look at things that worked to create sales way above the expectations of the retailers...

By Zainab S Kazi

Critics who predicted the eventual death of offline retail during the lockdown period are now eating their words considering that post lockdown, not only did India witness a lot many brands opening new stores but also saw quite a few international brands taking a leap of faith by either expanding their presence or entering the Indian retail space, for example – Desigual opening their first online store in India in October at the DLF Avenue Mall and Japanese eyewear brand Owndays opening their first store in Mumbai.

But what truly led to people to step out and shop – other than of course, the urge to just be out of the house after months? Brands which targeted and rewarded consumers via the social media during the lockdown and offered heavy discounts and other schemes and prizes saw major footfalls post the lockdown – this despite the Big Billion Day and Prime Day sales on various e-commerce platforms. In fact, especially around the festive season, the crowds at stores were a sight to behold. One look at the crowd gathered at Mumbai's New Beauty Centre at Khar would have led anyone to dismiss the fear of the pandemic as a myth. Lucky Draws and surprise gifts created magic, compelling people to venture out and shop.



## Pulling in the Footfalls

**Amit Panchal**, Chief Executive Officer, **Ethnicity Retail** gives us a glimpse of the various strategies the brand put in place post the lockdown, "At our stores, our customers are introduced to the Ethnicity experience and receive instant gratification in the form of Gift vouchers, which have substantially contributed to repeat footfalls and high



### What Omnichannel Means For Brands & Retailers

Although Omnichannel has been a buzzword of modern retail for quite some time now, it still has the ambivalence of being open to many interpretations, stemming out of respective business requirements.

“Omnichannel can be very different for different people. For us, Omnichannel is a means of ensuring seamless customer experience across offline and online channels with regard to purchases and returns. So, whether our customers are shopping from one of our stores, through our website, or from an online marketplace, they should have a similar experience and our Omnichannel

powered by



**W**ith the onset of the pandemic, consumers needed a contactless way to shop. Today, they are hopping across multiple channels, while shopping brands and retailers are compelled to ensure that they offer a consistent experience across all touchpoints. The pandemic has accelerated the need for an Omnichannel marketing strategy across all brands and retail businesses as buying habits are now constantly evolving in the wake of the need for sanitization and the importance of no touch.

In an attempt to get a 360 degree view of how to build Omnichannel capabilities, India's first Digital Transformation Strategy Summit, PHYGITS LIVE conducted a session titled, **Building Omnichannel Capabilities**, on January 12, 2020. The session was powered by **OMUNI (Arvind Internet)**. It was moderated by **Mukul Bafana** - CEO - Omuni.

## Why Building Omnichannel Capabilities are Crucial for Retail Businesses

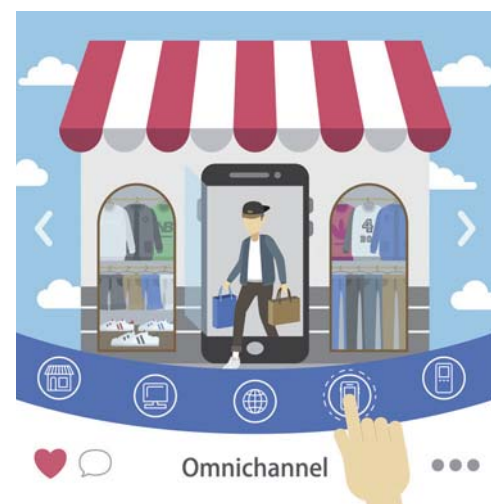
In the wake of pandemic, as digitalisation accelerates and consumer buying habits constantly evolve, the need for a sound Omnichannel strategy seems more important now than ever before...

By IMAGES Retail Bureau

#### The panelists included:

- » **Himanshu Chakrawarti** – CEO, Unlimited
- » **Namrata Chotrani** – CEO, Khadims
- » **Ranjan Sharma** – CIO, Head of SCM, Captive E-commerce Business and QA, Bestseller

Omuni, powered by Arvind Internet is India's leading Omnichannel retail enablement platform built by retail practitioners and industry insiders who understand the complexities of Omnichannel retail transformations, both technological and operational.





# Retailers & Shopping Malls Talk Collaboration, Technology, Initiatives, Digitisation as Key Objectives for Revival and Growth

IMAGES Group's 1st on-ground event post-COVID, Retail Real Estate Strategy Meet was all about listening to and absorbing ideas and initiatives which some of the top retailers and shopping centre heads came up with during and after the lockdown to get back on the track of revival and growth...

By IMAGES Retail Bureau



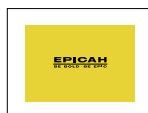
presents

## RETAIL REAL ESTATE STRATEGY MEET

powered by



supported by



**I**n an attempt to announce the return of normalcy to the real estate and retail sectors, IMAGES Group successfully conducted its first physical event – after a long gap of 12 months, ever since the pandemic broke out. ‘Retail Real Estate Strategy Meet’ was organised on January 22, 2021 at Aerocity, which witnessed a gathering of around 100 experts from the Shopping Centre and Retail industries. The event was conducted keeping all the COVID guidelines mentioned by the Central and the State governments, giving importance to social distancing and hygiene.

The evening was spent listening to and absorbing ideas and initiatives which some of the top shopping centres have come up with during and after the lockdown to get back on the track of revival and growth. The event was powered by **Arklan** and supported by **IRIS Broadway**, **Palm Walk**, **EPICAH**, **Migsun**, **KW Delhi6**, **Mohali Walk**, **Boulevard Walk**, and **JS Martin & Co.**



# The Evolving Roles of Gold Jewellery:

## RECENT TRENDS & WHAT THE FUTURE HOLDS

**With its universal value and stature, gold is often regarded as the best investment for common people. Gold is, and will always be at the top of the pyramid, and therefore India's appetite for jewellery is pretty considerable...**

By Sameer Nanda,  
CEO - Merchandising,  
Khimji Jewels

as the standard for many currencies, through history, across the world. This is what we refer to as the gold standard.

Gold has come to stand for purity, value, and royalty. And roles that combine all these properties are distinctively symbolized by gold. With its universal value and stature, gold is often regarded as the best investment for common people. Gold is, and will always be at the top of the pyramid, and therefore India's appetite for jewellery is totally considerable.

Be it COVID or pre-COVID, change is the only constant and gold being an essential part of the retail is not untouched from it. The year 2020, the pandemic succeeded in changing the face of every single industry and including gold and jewellery. However, the change was far from unpleasant. As far as this industry was concerned, this heralded the beginning of a new era. An era which is more customer-centric and user-friendly. Through these challenging months, gold has reaffirmed people's faith in its value as a long-term investment and as security for hard times. There are changes for good that are redefining the future of the jewellery industry.

Meanwhile, the structure of the gold market is facing an



# E-Commerce Order Volume in India Clocks 36% Growth in 2020 Q4



E-commerce as an industry saw a significant uptick in demand. The last quarter showed the real reflection of changing consumer behaviour, and highlighted the actual shift to online shopping even after the lockdown was lifted...

By IMAGES Retail Bureau

**U**ncommerce and Kearney, released an '**Q4-2020: E-commerce Trends Report**' for the last quarter of 2020. The report assesses the e-commerce growth in Q4 2020 and deep-dives into the sector-wise analysis. It extensively covers trends related to the overall e-commerce growth, region-wise consumer demand and D2C trends and how it affects the industry in the post COVID-19 world.

In 2020, the COVID-19 pandemic affected industries across sectors. E-commerce as an industry saw a

significant uptick in demand during these times. Moreover, the last quarter was extremely interesting, as it showed the real reflection of changing consumer behaviour, and highlighted the actual shift to online shopping even after the lockdown was lifted. This report talks about emerging sectors and changing consumer preferences. Given the rising number of online shoppers and the maturing ecosystem, this report presents a point-of-view on the rising number of D2C brands and important technology solutions needed to thrive in the ever-evolving e-commerce ecosystem.

## Key Highlights:

**E-commerce in the post COVID-19 and trends witnessed**

- » The last quarter of 2020 saw e-commerce grow by 36 percent and 30 percent YOY in terms of order volume and GMV respectively, while the average order value declined by 5 percent in Q4-2020 as compare to same period last year
- » Last year, the e-commerce industry reported 26 percent order volume growth in Q4-2019 vis-a-vis Q4-2018. The sharp spike in volume growth of Q4 2020 signifies that the demand for e-commerce has increased significantly in the last year
- » The growth accelerated in light of COVID-19 and the effects of lockdown led to a massive change in consumer habits with many new shoppers and sellers coming online
- » The offline retail continues to have a single-digit growth, whereas the ecommerce sector is growing at a CAGR of more than 20 percent

## New segments making their presence felt

- » Personal care, Beauty and Wellness (PCB&W) as well as FMCG & Healthcare (F&H) were the biggest beneficiaries and saw volumes grow by 95 percent and 46 percent YOY respectively
- » FMCG & Healthcare (F&H) is one of the fastest growing category, with value growth of 94 percent in Q4-20 compared to the same period last year. The strong value growth is supported by the 46 percent order volume growth in Q4 2020. This has helped the category to achieve the highest AOV growth of over 33 percent in the quarter. The category has been able to record strong growth with the increased size of the consumer basket as consumers seek larger packs/more SKUs. Major FMCG companies in India are now looking to ramp up e-commerce efforts with many adopting online-only or online-first for select brands and products.
- » Electronics segment was buoyed by homebound consumers turning towards high-end products. The



# Phygital Retail Convention: What's Next – CEOs Talk Strategies, Solutions



Consumption is an such an integral aspect of modern lives that even a pandemic of the catastrophic proportions of COVID-19 couldn't abate it. It did, however, create a big dent in consumer behavior and consumption patterns. Industry titans talk to solutions and strategies which can be used to abate the negative effects of the pandemic...

By IMAGES Retail Bureau

**T**he coronavirus pandemic was a once-in-a-lifetime test of business continuity planning for retail businesses across the globe. Even when things have stabilized to an extent and economies are gradually opening up, the industry is being confronted by a string of questions, the hardest of which are:

- » What's next?
- » What has changed in consumer behavior and what impact will it have on businesses? What's the New Normal going to be?
- » What changes are likely to persist and which of them are reversible?

"Throughout this time, we just slept on the implications of the pandemic on our businesses, how to deal with it, about cash conservation, cost reduction, various survival strategies, etc. I think that the need of the hour is to prepare for what is next," said **Vishak Kumar, CEO Madura Fashion and Lifestyle (Aditya Birla Fashion & Retail)**, while moderating

a session at India's first Phygital Retail Convention, by IMAGES Group.

Fortunately for the Retail Industry, consumption is an such an integral aspect of modern lives that even a pandemic of the catastrophic proportions of COVID-19 couldn't abate it. It did, however, create a big dent in consumer behavior and consumption patterns evolved suddenly and radically.

"The consumer has been subject to a massive metamorphosis. But the resilience that we have seen in our consumers is very heartening for all of us in the retail industry. What businesses need to do now is track the change in consumer expectations as well emerging trends," said **Abhishek Ganguly, MD, Puma India & Head South Asia**.

The pandemic has compelled the entire businesses ecosystem to be unit economics centric. While businesses too were forced to focus on strategic cost management and roll out cost improvement initiatives, the lockdown made consumers analyse their financial baseline and pinpoint bad

## Winning Hearts & Awards



ARTISTIC IMPRESSION



**The Economic Times  
Best Brands 2020**



**Radio City Icon  
Award 2020**  
Excellence in architecture  
and design



**Retail Property  
of the Year  
2020**



**Most Popular  
Mall of India  
2020**



**India's Most  
Admired Brand**  
White Page International



**THE INTERNET  
ENTREPRENEUR  
AWARDS - REAL ESTATE**

**Most Admired  
Upcoming Project  
of the Year 2020**



**COMPOSITE STEEL  
FRAME STRUCTURE.  
INSTALLATION IN PROGRESS**

**leasing@omaxe.com**

RERA Reg. No.: **DLRERA2019P0005** | Project Name: Omaxe Chandni Chowk  
Project Promoted by: Omaxe Heritage Pvt. Ltd. | CIN: U45200DL2008PTC172543  
Registered & Corporate Address: 10, Local Shopping Centre, Kalkaji, New Delhi-110019 | Website: [www.omaxe.com](http://www.omaxe.com)

Disclaimer: This advertisement is indicative in nature & may not constitute as an offer or invitation for the purpose of registration/booking/sale. Visual and other representations including amenities, specifications in this advertisement are purely conceptual / artistic impressions and does not constitute a legal offering or binding. Actual could substantially be differed from the above. The viewer/prospective buyer may seek all such information including sanctioned plans, approvals, development schedule, specifications, facilities, amenities and commitment etc. from the company in respect of the concerned project that he/she may be interested in, before any such booking/registration, etc. Further, details of the project are available with the company at its registered office, site office/marketing office(s) and/or in company's website and on the website of RERA, Delhi @ [rera.delhi.gov.in](http://rera.delhi.gov.in) or at its office. | \*Terms & Conditions Apply.

