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THE POWER OF 3
MAGAZINES INTO 1

Future of Businesses



Sameer Khetarpal
CEO, Jubilant FoodWorks

MULTIPLYING the DOMINO'S EFFECT



CONVERGENCE OF PHYSICAL AND DIGITAL BUSINESS

PHYGITAL

*Our Approach to
Technology is Proactive
and Strategic*

Rajgopal Nayak
CTO, Metro Brands Ltd.

SHOPPING CENTRE News

DEVELOPING RETAIL
SPACES IN INDIA

*We are Open to
All Opportunities
Coming Our Way*

Arjun Gehlot,
Director -
Ambience Group



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Hot Insights into India's Sizzling QSR Business

Indians spend about ₹100-400 at Quick Service Restaurants (QSR) on average as per India Food Report 2024-2025 released recently at the India Food Forum, which brought together the stakeholders of the food industry for a common dialogue on the way forward.

With millennials forming 65% of the population, QSRs, estimated at ₹336 billion, are undergoing a significant shift. Today, they have evolved into something far more encompassing than just offering affordable and convenient food fast. It's all about providing a complete experience. The change is driven by a multifaceted approach that extends beyond the speed of service. It's about crafting an entire dining encounter that resonates with the millennial ethos.

Interestingly, the QSR industry has rapidly expanded in financial year 2023 not just in the metros but also in tier 2 and tier 3 towns of the country. This growth is driven by aspirational demand, digital payment convenience, and the influence of social media. Owing to its vast potential, the segment has attracted several more foreign players such as Tim Hortons and Popeyes among others to the country. Today, there is a healthy mix of homegrown and foreign players offering a wide range of options to consumers.

On the menu, this issue, are many articles around the theme of QSRs. The cover story is about Jubilant Foodworks which operates India's largest QSR chain—Domino's Pizza which has about 1900 outlets in the country.

Also featured are other key brands in the market including Wow! Momo, Coffee Culture, Chai Sutta Bar and Baskin Robins.

Adorning the cover of the Shopping Centre News section is Arjun Gehlot, Director - Ambience Group where he speaks about the group's journey and innovations.

On the cover of the Phygital section is Rajgopal Nayak, Chief Technology Officer, Metro Brands Ltd. Nayak gives an insight into the company's approach to technology and tech-driven growth.

The issue, as always, has many other features to help you in your business. Happy Reading!



Amitabh Taneja

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‘We Established the Concept of Digital-first Franchising in India,’

– Zenil Shah, MarcoWagon

Zenil Shah, Founder of Ahmedabad-based B2B House of Brands MarcoWagon on bringing leading international brands to India, posting 200% growth year-on-year since inception and launching a TJ Maxx-kind of store in India

By Shiv Joshi

Normally, when the next generation of a business family is ready to work, they join the family enterprise. In the case of Ahmedabad-based 34-year-old entrepreneur Zenil Shah, it was the other way around. His family is now part of his thriving business—MarcoWagon, a digital franchising company with over 70 brands in its kitty, which he started 12 years ago at age 22.

The first brand Shah brought to India through a wholesale franchise is the Tel Aviv, Israel-based kidswear brand Fox. In 2015, he tied up with Firstcry.com to make the brand available at 100 points of



sale. After that, there was no looking back for him. Today, MarcoWagon is a house of brands with four subsidiaries involved in interlinked businesses. It operates in the Middle East, Russia, Germany, Turkey, Italy, the US, the UK, and China.

In India, it has introduced an array of international brands including Mavi, NA-KD, Trendyol, Oxxo, Alcott, Guess, Carrera Jeans, OVS, LC Waikiki, Gymshark, Saucony, I Saw It First, BCBG and many more across prominent Indian e-commerce platforms like Ajio, Myntra, Nykaa, and Flipkart.

Just as Shah brings international brands to India, he also takes Indian brands (Hidesign, Zivame, Daily Objects, Biba, W, Manyavar, INDYA, AND, Global Desi, and Masaba to name a few) to the Middle East and Russia.

This expansion has been made possible through strategic alliances with top-tier retailers and online platforms in the Middle East such as Noon, Namsi, Center Point, Stylli, and in Russia with Lamoda, Ozon and Familia group.





JUBILANT FOODWORKS Multiplying the Domino's Effect

India's largest food service player Jubilant FoodWorks wants to replicate the roaring success of its pizza brand Domino's in other food categories like chicken and Indian Chinese. A look at what's cooking in the company's strategy kitchen

By Rasul Bailay

In 2009, Domino's Pizza India Ltd. changed its name to Jubilant FoodWorks Ltd. (JFL) in a bid to project the company as a full-fledged food services company rather than just a franchisee of the US pizza giant.

"We believe that the food service industry has potential for significant further growth and we plan to leverage our market position and experience in the food services industry ... The name change is also in sync with this ambition of ours," Ajay Kaul who was the CEO of the company at the time had said.

The Indian QSR Spread

An overview of the quick service restaurants segment in India and key players that are driving its growth

By Sandeep Kumar

The Quick Service Restaurant (QSR) market in India is categorised based on cuisine (bakeries, burgers, ice cream, meat-based cuisines, pizza), outlet type (chained outlets, independent outlets), and location (Leisure, Lodging, Retail, Standalone, Travel). The sector has been witnessing robust growth, driven by factors such as changing lifestyles, urbanisation, and an increasing number of consumers looking for convenient and quick dining options. The market size is estimated at \$23.16 billion in 2023 and is expected to reach \$38.71 billion by 2029, growing at a Compound Annual Growth

Rate (CAGR) of 8.93% during the forecast period (2023-2029).

Several international QSR chains such as McDonald's, KFC, Domino's Pizza, Subway, and Burger King, have established a strong presence in India. These global brands often adapt their menus to cater to local tastes and preferences. In addition to international chains, there are numerous homegrown QSR brands in India that offer a diverse range of cuisines. These brands often emphasise regional flavours and cultural preferences.

Popular Categories

The quick-service segment is primarily fuelled by meat-based

cuisines, followed closely by bakeries and burgers. The surge in demand for chicken products like wings, nuggets, meatballs, popcorn, and burgers has significantly contributed to increased sales over the past three to four years. Notably, QSR chains specialising in burgers have become immensely popular as a go-to instant meal in India, catering to the fast delivery of eat-at-home orders and the continuously discerning preferences of tech-savvy millennials. Consequently, the overall QSR segment experienced an impressive 43.2% increase in sales value from 2017 to 2022, as reported by Mordor Intelligence.

In terms of cuisine type, pizza is anticipated to exhibit the most



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*‘We are Open to All
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– Arjun Gehlot,
Director - Ambience Group



‘We are Open to All Opportunities Coming Our Way,’

Arjun Gehlot, Director - Ambience Group, speaks on the Group's current focus areas for malls, innovations and prospects

By Sandeep Kumar

Since its inception in 1986, Ambience Group has distinguished itself from the competition. It commenced its journey developing premium residential apartments in South Delhi and later ventured into developing large projects, after acquiring a landmark land parcel on NH-8, Gurugram, zero kilometres from the Delhi Border. Here, Ambience developed a signature integrated township ‘Ambience Island’, comprising a residential complex, commercial building, retail, a hotel, a 9-hole pitch and putt golf greens and community facilities.

The group then ventured into other projects like shopping centres. Today, it has an array of ongoing and planned projects at strategic locations in Delhi NCR, Sonapat, Panipat, Udaipur and Visakhapatnam.

Ambience's two shopping malls at Gurugram and Vasant Kunj were dream projects of founder Raj Singh Gehlot, who with his dynamism and vitality, has

Personal Trivia

A qualified Chartered Accountant, Arjun Gehlot's professional journey began in 2008. In 2012, he started working in the group's mall business working with the marketing team. He later took over the leasing function and has been handling the mall business ever since.

An alumnus of DPS, RK Puram, Gehlot completed his graduation from Delhi University. In 2022, he became a qualified lawyer.

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“OUR APPROACH
TO TECHNOLOGY
IS PROACTIVE
AND STRATEGIC”

– Rajgopal Nayak

Chief Technology Officer, Metro Brands Ltd.

‘Our Approach to Technology is Proactive and Strategic,’

Rajgopal Nayak, Chief Technology Officer, Metro Brands Ltd. on the footwear major’s approach to technology, focus areas and tech interventions

By Shiv Joshi

Metro Brands Ltd.’s chief technology officer (CTO) Rajgopal Nayak’s tech Mantra is: Innovate with purpose and execute with precision. An accomplished IT professional with over 20 years of experience in business analysis, strategic planning, IT governance, and system development, Nayak joined Metro Brands Ltd. (MBL) in May 2020—in the middle of the pandemic.

He was tasked with the responsibility of overseeing the development and dissemination of technology to help improve and increase the company’s business.

Nayak’s vision for the organisation is to make MBL a technology-driven company. He is enthusiastic about driving change and has a clear vision of what to achieve. Under his able leadership, his team is motivated to help him turn this vision into reality by adopting new strategies that will drive innovation and excellence.



In an exclusive interview, Nayak speaks about driving the technology mandate of the company, focus areas and tech mantra. Edited excerpts...

What is the scope and complexity of your role as the CTO?

I manage a multifaceted role that extends across various domains, reflecting the expansive nature of my responsibilities in steering the technological landscape of the company. My purview encompasses a comprehensive

oversight of all technological facets within Metro Brands, spanning digital innovation, cybersecurity, cloud infrastructure, software development, and data management.

A pivotal dimension of my role lies in the formulation and execution of the company’s technology strategy, a task that demands a keen understanding of business objectives to ensure seamless alignment. Collaboration with other departments is intrinsic to my responsibilities as I actively

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