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**SHOPPING
CENTRE
News**

DEVELOPING RETAIL
SPACES IN INDIA

**We Build Quality
Retail Eco-systems
Which Focus Around
Organised Chaos**

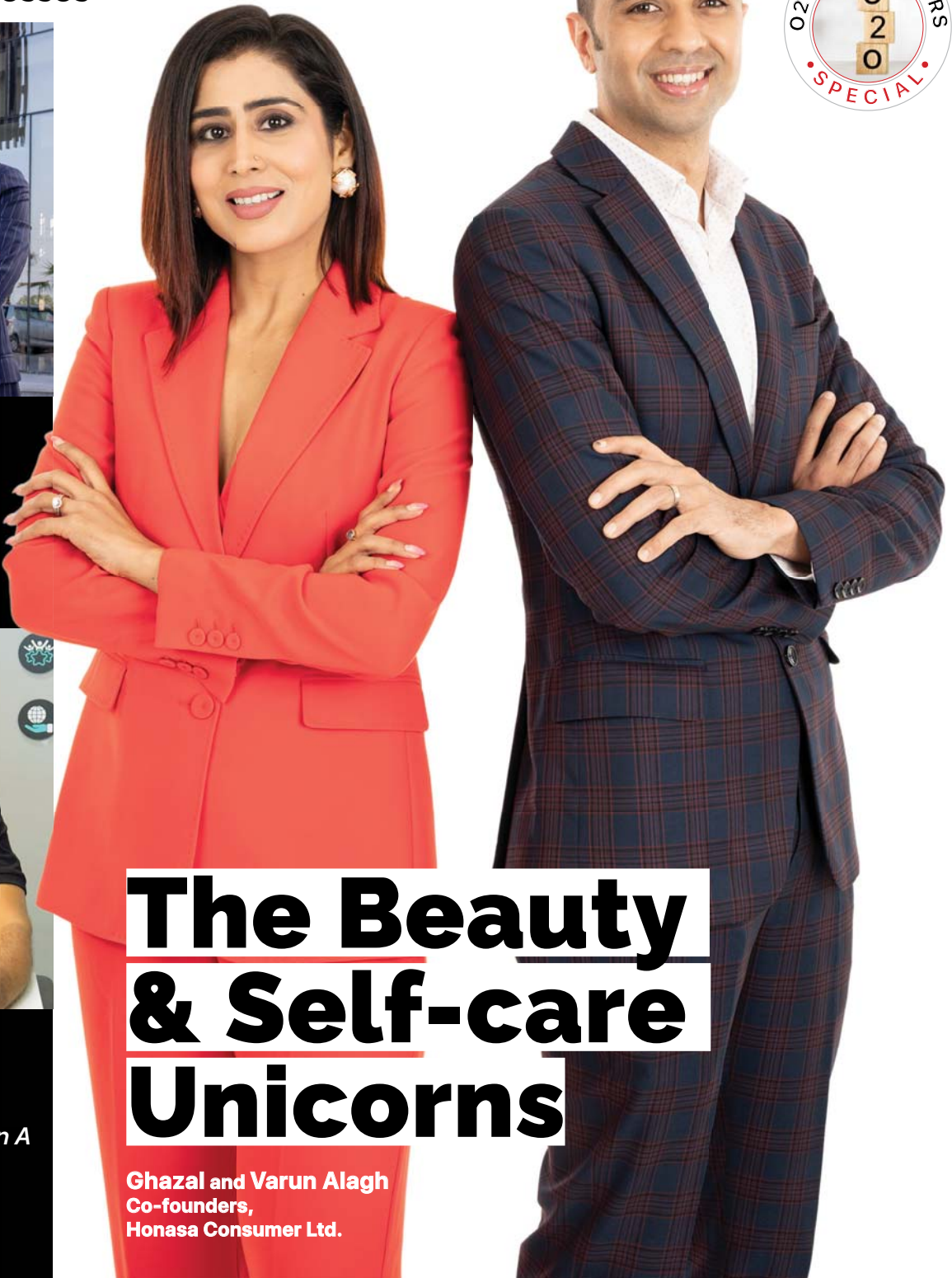
– Karan Dhillon, Principal,
Dhillon Group



CONVERGENCE OF PHYSICAL AND DIGITAL BUSINESS
PHYGITAL

**Technology Has Been A
Game-changer For
Snitch In Key Areas**

– Maruthy Ramgandhi,
Chief Technology Officer,
Snitch



The Beauty & Self-care Unicorns

**Ghazal and Varun Alagh
Co-founders,
Honasa Consumer Ltd.**

IMAGES RETAIL

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O2O Crossovers

About 90% of the Indian retail market will remain offline even as it scales to \$2.2 trillion in size by 2030, according to a joint report by Accel, Fireside Ventures, and market research firm Redseer.

Offline, thus presents a large opportunity for online-first businesses—and this criticality is not lost on them as they are busy raising funds for their offline expansion.

Lenskart, Mamaearth, and Nykaa are shining examples of an online-to-offline (O2O) strategy done right. Hundreds of such success stories are being written as we speak.

As the convergence of online and offline retail channels continues to shape the future of commerce, we dedicate the issue to businesses that have successfully made the transition, emerging as omnichannel players, enriching retail as well as the lives of consumers offering them a shopping experience without barriers.

Ghazal and Varun Alagh of Honasa Consumer Ltd., who grace the cover of IMAGES Retail, exemplify the successful integration of online and offline strategies. Their leadership reflects findings from a recent Harvard Business Review study, which indicates that companies with a unified omnichannel approach experience 30% higher customer retention rates and a 20% increase in revenue. Honasa's strategic expansion from a robust digital presence to physical retail spaces aligns with this research, highlighting the effectiveness of a cohesive, integrated strategy.

No discussion on offline expansion is complete without the mention of tier 1 and tier 2 cities. Karan Dhillon, Principal of the Dhillon Group, who graces the cover of the Shopping Centre News Section, is demonstrating the aspirational power of non-metros to the world by the work his company is doing with some of the world's leading brands like Starbucks, Adidas and Decathlon among others.

The cover of the Phygital section features Maruthy Ramgandhi, Chief Technology Officer of Snitch, who throws light on how the digital-first men's apparel brand is bridging the online-offline gap with the help of technology.

The issue has a lot of other informative and insightful content to help you navigate your business through an increasingly digital and competitive world. Happy Reading!



Amitabh Taneja

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‘We Have a Strong Brand-building Muscle’

Ghazal and Varun Alagh, co-founders of Mamaearth parent Honasa Consumer Ltd., open up about the ingredients of their success and the strategies they follow while sharing their growth and expansion plans

By Sandeep Kumar

Gurugram-based Honasa Consumer Ltd.'s beauty and personal care flagship brand Mamaearth sells about 16,000 units every hour. What started with a simple launch on Amazon in 2016, showcasing safe and toxin-free products for babies till the age of five, is today a unicorn valued at over \$1 billion. In just seven years since it was unveiled, the company is a publicly listed entity with six brands under its umbrella—Mamaearth, The Derma Co., Aqualogica, Dr. Sheth's, BBlunt and Staze 9t09.

Mamaearth reported an annual profit of ₹111 crore for the financial year [FY] 2023- 24, against a loss of ₹151 crore in FY23, according to its regulatory filing. The digital-first brand opened its first exclusive offline outlet in 2021 and has not looked back since. Currently, with 110 exclusive stores, Mamaearth through its modern and general trade distribution is available in 1,80,000 stores across all platforms. The brand further aims to be available in 4,50,000-5,00,000 stores in the next four years.

Founded by Ghazal and Varun Alagh, the brand started as Asia's 1st Brand with MadeSafe certified products for babies and soon moved on to crafting safe personal care for adults. The brand is cruelty-free as certified by People for the Ethical Treatment of Animals, widely known as PETA.

Mamaearth, today has a product portfolio of over 200 products and has reached over 5 million customers in 500 Indian cities servicing over 18,000 pin codes.





Budget 2024-2025: What's in it for Retail?

An overview of all the retail ecosystem-related measures in the Budget 2024-2025 revealed by Finance Minister Nirmala Sitharaman in her 7th budget speech

By IMAGES Retail Bureau

Being the first by the Modi government in its third term, Budget 2024-2025 was one of the most anticipated. There were a lot of expectations from India Inc. and the public at large from this year's full budget. And while the common man's reaction in the live chats on social media platforms bordered on disappointment as Finance Minister Nirmala Sitharaman read through the document, industry captions representing various factions lauded some of the measures.

"The government has tried to strike a balance between populist and policy measures. RAI appreciates the government's focus on empowering the middle class and rural population. Initiatives such as monetary support for farmers, higher exemption limits in personal income tax, and increased standard deductions will provide higher disposable income, leading to increased spending. We believe this will stimulate consumption growth, thereby boosting the overall economy," said Kumar Rajagopalan, CEO, Retailers Association of India.

The apex body's colleague from the northeast echoed his sentiment. "Enhanced and cost-effective logistics and supply chain infrastructure, easy credit and financial support to manufacturers, traders, and suppliers, schemes and incentives to retailers for generating employment, and retail-specific labour laws were some of the announcements that related to retail. These steps would make the whole chain of retail fast, efficient and the return on capital will be fast," said Vikram Bothra, Director, Chandan Retail and Chairman of RAI's North-East India chapter.

IMAGES Retail spoke to leaders across the retail industry to gather their reactions to various announcements under Union Budget 2024...



‘The State of Non-Compliance in the QSR Industry’

The report by recruitment and human resources services company TeamLease, elaborates on the compliance issues faced by QSR industry in India which affect employee satisfaction and performance

By IMAGES Retail Bureau

The State of Non-Compliance in the QSR Industry’ report by recruitment and human resources services company TeamLease elaborates on the compliance issues faced by quick service restaurant (QSR) industry in India which affect employee satisfaction and performance.

The report provides a breakdown of the food services market in India, focusing on the QSR sector’s overall outlook. It also offers comprehensive insights into the

QSR industry workforce, detailing average tenure, attrition rates, salary structures, incentives, and statutory benefits.

Operating Models in the Market

The Food Services market in India has transformed from traditional, family-run businesses to international partnerships with diversified and integrated business models. Initially, international brands focused on Master Franchisee concepts and were hesitant to invest directly in the

country. However, with the success of numerous restaurant chains and Indian entities seeking to balance risk, companies have begun exploring new operating models such as full ownership and Joint Ventures (JVs).

The operation of players in the Indian Food Services market can be categorized into four key business models:

- › Master franchise model
- › Company owned & franchise operated model
- › 100% company owned
- › Joint venture



Key Highlights

- › In QSRs, most of the workforce (88%) receive an average salary between 15k and 20k, whereas 12% receive less than 15k, less than most states’ minimum wage.
- › Most of the QSR workforce (64%) does not receive any incentives, while 33% receive incentives ranging from 2,000 to 3,000, and 3% receive incentives between 500 and 2,000.
- › 30% of QSRs neglect to provide statutory bonuses to their employees, a shortfall that diminishes motivation among the workforce.
- › Despite the provision for (ESIC) benefits for all employees earning less than Rs.21,000, 23% of QSRs remain non-compliant.

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‘We Build Quality Retail Ecosystems Which Focus Around Organised Chaos’

– Karan Dhillon

Principal, Dhillon Group

‘We Build Quality Retail Ecosystems Which Focus Around Organised Chaos’



Karan Dhillon, Principal, Dhillon Group on the group’s philosophy, strategy, and building many firsts that go on to become success stories depicting the aspirational power of tier 1 and tier 2 cities

By Shiv Joshi

Zirakpur, the satellite town of Mohali, Chandigarh in Punjab, is home to the country’s first drive-thru store by international coffee chain Starbucks, which opened in 2020. It is also home to Japanese fashion retailer Uniqlo’s first highway store, which opened in April 2023. The tier 2 town also houses massive flagship stores of leading global brands in addition to North India’s first integrated multiplex and shopping mall ‘Fun Republic’, launched back in 2003.

The credit for bringing these iconic brands to Zirakpur goes to the Dhillon Group, a leading business house since the 1980s. The group was the first to bring Pepsi cola to India in 1989 and its Chairman Kewal Dhillon has been felicitated with the ‘Donald M Kendall Bottler of the Year’ award by former President of the United States of America George Bush and former UK Prime Minister Margaret Thatcher.

Since 2010, the Group has focused its energies on real estate, building first-of-their-kind retail-led

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SNITCH



*‘Technology
Has Been a
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for Snitch in
Key Areas’*

- Maruthy Ramgandhi,
Chief Technology Officer, Snitch



‘Technology Has Been a Game-changer for Snitch in Key Areas’

Maruthy Ramgandhi, Chief Technology Officer, Snitch sheds light on the new-age brand’s tech journey and much more

By Mannu Mathew

With almost two decades of experience, Maruthy Ramgandhi is a seasoned technology leader with extensive experience in product management, engineering, and data analytics. As the Chief Technology Officer (CTO) at Snitch, Maruthy brings his strategic

vision and technological expertise to the forefront of the company’s innovations.

At Snitch, Maruthy handles significant areas of focus like supply chain agility, delivery experience, customer satisfaction, personalisation and much more.

One of the recent technology initiatives by the company includes the proposal to launch its new version of the mobile application this month. The new Snitch 2.0 mobile application ‘Snitch 2.0’ app aims to create an omnichannel presence, allowing customers to effortlessly transition between online and offline shopping while maintaining a consistent and personalized experience.

The application is set to have new features in the areas of personalised shopping with AI algorithms to recommend products based on individual preferences, browsing history, and purchase behaviour.

The company with this new application version eyes enhanced customer engagement, growth in user base, user feedback, Continuous Improvement, and many others.

Bengaluru-based, Snitch, which started its journey in the year 2020 operates 17 stores and offers a product portfolio that

About the Tech Leader

Before joining Snitch, Maruthy co-founded and led Stumblr, a fashion marketplace aimed at urban GenZ women in India. Maruthy has also served as the Chief Product and Technology Officer at Bewakoof.com. There, he established the technology team and significantly enhanced the user experience, driving a 38% increase in net sales by improving conversion rates and optimizing supply chain processes.

He has also been associated with Amazon playing a crucial role in launching Amazon.ae and Amazon Prime in the UAE. His career also includes a stint as Head of Data Engineering and Analytics at AJIO.com, Senior Business Analyst at McKinsey & Company.

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