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# RIMAGES Retail™

Future of Businesses

JULY 2017

VOL. 16 NO. 7 • ₹100 • [www.indiaretailing.com](http://www.indiaretailing.com)



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## DIGITAL MARKETING

THE MISSING LINK BETWEEN  
YOU AND YOUR CUSTOMERS

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# CELEBRATE INDIAN FESTIVALS AS INDIANS

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Have you ever wondered what makes festivals so special? Each of us belong to a certain section of society where at least one festival is celebrated in a big way! The joyous celebration during Holi, the dancing processions of Ganesh Chaturthi, the crazy shopping before Durga Puja and the tinkling bells of Christmas bring a certain charm to our lives and suddenly, we're alive to every moment! Now, imagine this high to last all round the year! After all, what is the common thread that binds Holi, Diwali, Eid,

Guru Purab, Ganesh Chaturthi and Christmas? An excuse for happiness!

Alongside bringing us together irrespective of religion, caste or community, celebrations bring into our lives, a much needed escapade into a happy world!

This is the core thought behind 'Har Tyohaar India Ka Tyohaar' - a simple message by Manyavar advocating the feeling of festivity and secularism.

The brand has presented this message through a simple Ad film featuring the country's most loved cricketer Virat Kohli. Shilpi Modi, Director, Manyavar says, "India's pride lies in it's diversity. We are lucky to be a part of a country where we are given numerous opportunities to bond and spread happiness. Despite that, we sometimes tend to create boundaries by confining ourselves only to our own religious and communal practices. 'Har Tyohaar India Ka Tyohaar' is hence an effort encouraging people to treat all festivals as India's festival and celebrate them as their own."

As a part of this initiative, Manyavar brand Ambassador Virat Kohli, encourages everyone to celebrate all Indian festivals with equal joy and enthusiasm. In this Ad, Virat is dressed in a classic *kurta* and *churidar*, a chosen attire for most Indian celebrations and another common thread binding the celebrations together.

Manyavar is India's leader in celebration wear for men. Over the years, the brand has touched several hearts through messages such as 'Aadha Aadha'; a thought encouraging the idea that the cost of a wedding should be borne by the bride's and the groom's family, equally. More recently, Manyavar promoted the thought of treating ordinary Sundays as a joyous occasion, because a day spent with loved ones should be treated as special. Currently, 'Har Tyohaar India Ka Tyohaar' has received over 7 million views on Youtube and the message continues to make its impression on people, nationwide.

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The retail industry is going through exciting times. It is on the right track and is treading the 'road to positivity'. In this issue of IMAGES Retail, our cover focus is on the 'Digital Marketing Ideas' that changed the way consumers shop. Retail, by definition has lived many lives. From the familiar brick-and-mortar to the boundary-less e-commerce, each aspires to outlive its competitors by inspiring a new set of attitudes and behaviours in customers.

In this ever-changing environment, a few companies have managed to reinvent the shopping experience with well thought strategies that broke the confines of convention, stayed true to customer needs, and changed the game in their categories forever.

Each one of these are revolutionary landmarks have gone beyond creating a unique retail experience to engaging customers and turning competitors into mere imitators. Savvy retailers know that maximizing profits means smart marketing. The cover story of our July issue captures the most thoughtful digital marketing strategies across the retail categories in India.

In this issue we have also covered in detail, the Indian homeware and furnishing segment and how it has got the face-lift in the recent times. We strongly believe that the boom in the residential real estate industry over the last few decades is the growth driver of this sector, giving an impetus to the homeware and furnishing market. Also giving a boost to the sector is an increased consciousness among home owners for stylish interiors and beautiful indoors. In the Retail spotlight section, we bring to you the essence of this retail category through a list of best practices by the leading stakeholders - both in the brick-and-mortar as well as online retail spaces.

We hope that you find this issue insightful and that it helps you in charting your future course of action as retailers.

On a concluding note, I once again would like to remind our readers about the 2017 annual mega congregation of retail industry at India Retail Forum, which is scheduled for 19th-20th September at Renaissance Hotel, Mumbai.



Amitabh Taneja

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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 - 21 Okhla Industrial Area Phase - 2, New Delhi 110 020  
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## DIGITAL MARKETING: THE MISSING LINK BETWEEN YOU AND YOUR CUSTOMERS

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It's no hidden fact. Despite all efforts, the retail industry constantly struggles to keep pace with what exactly is it that their consumers want. Expectations are temperamental and becoming increasingly difficult to live up to.



## 44 RETAIL SPOTLIGHT

### INDIAN HOMEWARE & FURNISHING SEGMENT GETS A FACE-LIFT

The consumer is changing. Urbanisation is on the rise and individuals are evolving, adapting to a modern way of living. A rise in disposable incomes means people are looking at a smarter way of living.



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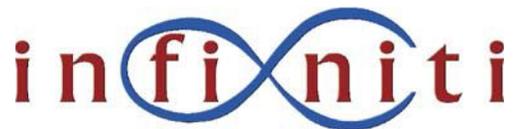
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# BRICK-AND-MORTAR RETAILERS REMAIN BULLISH EVEN IN THE AGE OF AMAZON

– By IMAGES Retail Bureau

*Retailers in India are making pragmatic moves ranging from expansion to strategising and venturing into new domains in order to make their businesses profitable. Here's a look at recent retail happenings.*

## H&M TO FOCUS ON TIER II CITIES, ADD 8 NEW STORES IN 6 MONTHS

➔ Swedish fashion retailer Hennes & Mauritz (H&M) will add eight more stores to its network over the next six months focusing on tier II cities. H&M will add 1.60 lakh square feet of retail space by the end of this year, totalling 6.50 lakh square feet within two years of starting its operation in India. The addition of new stores would take its store count to 24. Besides, the company has also plans to go online in the Indian market from 2018. “This autumn, H&M will have 8 more stores across Mumbai, Bangalore, Delhi NCR as well as Indore, Coimbatore and Amritsar. Adding a total of 1,60,000 square feet of retail space,” H&M India Country Manager Janne Einola told news agency PTI.

“We do see India as an important part of our global expansion; we aim to grow with our business concept of Fashion and Quality at the Best price in a sustainable way,” he further told PTI. H&M India clocked sales of approximately Rs 435 crore from December 1, 2016 to May 31, 2017. The Swedish firm, which last week came out with its six months report, said that to start online sales from 2018 is a move to tap the growing e-commerce segment. “India will be a new H&M online market in 2018. Additional new online markets will open in 2018,” the company had said in the report. However, the company did not share details about its online sales strategy, as how it would start operations in India. “H&M is especially excited to expand its reach in India, a market that poses tremendous potential both in Tier I & Tier II cities and now online” Einola said. In the first half of 2017, H&M rolled out six new online markets — Turkey, Taiwan, Hong Kong, Macao, Singapore and Malaysia and has plans to add Philippines and Cyprus later in 2017.



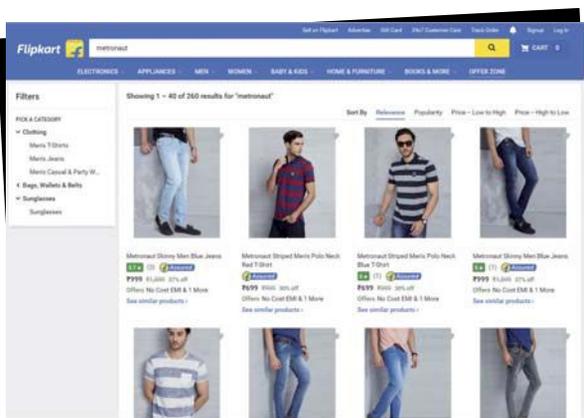
## FLIPKART LAUNCHES FIRST PRIVATE LABEL FOR MEN, METRONAUT

➔ Flipkart Fashion has launched its first fashion private label for men - Metronaut, a contemporary urban fashion line offering the trendiest styles at incredible price points. A mix of unpretentious, contemporary and smart, the collection will feature a wide range of over 300 styles in men's clothing and accessories which will be rapidly ramped up to tap into the growing market amongst fashion-forward Indian men.

Men's apparel has been one of the largest and fastest growing categories in the online lifestyle space in India. It has been observed that men have a high affinity to seek and shop for brands while shopping online. However, through extensive tracking and analysis of the purchase and returns behaviour of men shoppers, Flipkart observed a drastic gap in the demand of consumers compared to goods available in the market.

With this launch, Flipkart aims to squarely solve quality issues and offer products at affordable price points, with great styles, perfect fit, and longevity, and thereby create a trusted brand in a fragmented market of casual men's wear. Speaking on the launch, Head - Flipkart Fashion, Rishi Vasudev said, “Men's fashion is one of our fastest growing categories, and we are one of the dominant players with over 40 per cent market share. With the launch of Metronaut, our objective is to expand our men's fashion portfolio and offer optimum quality products at competitive price points to our male consumers.”

He further added, “Metronaut is expected to help us grow Flipkart's men clothing business further and enable creation of stickiness for our large male shopper base.”



**TURTLE OPENS THEIR 100TH EXCLUSIVE BRAND STORE AT BAGUIHATI, KOLKATA**



Turtle, a premier men’s lifestyle brand recently opened their 100th exclusive brand store at Baguihati, Kolkata. The store, spread across an entire floor at Raghunathpur showcases some of the best in class men’s wear exclusively designed for the modern man. The boutique is entirely dedicated to the men’s apparel and accessories prêt-à-porter collections. The store was inaugurated by noted Bengali cinema actor Prambrata Chatterjee and Director, Turtle Limited, Shitanshu Jhunjhunwala. A gala fashion show was also organized at the store to mark the celebration of 100th store.

The 1000 sq. ft. showroom exhibits formal shirts and trousers in pure cotton and linen. The international designs coupled with the adventurous colour palate strive to create an effortlessly cool yet professional look. The ‘Sport Club’ collection comprise of a range of Denims, T-Shirts and Polo necks etc in versatile colours. The store will also house the much coveted ‘Hand Woven Collection’ of Turtle. The brand has been the first to introduce the original ‘desi’ fabric of India in a modernised and trendy avatar.

Apart from the ultimate men’s apparel collection, accessories such as belts, wallets, cuff links and ties are also on offer. “It is a matter of pride for us, a long-cherished journey with the opening of the 100th exclusive store of Turtle. We have always kept in mind the consumer demands and the change in market trend with regards to our designing and product quality and moved ahead accordingly. We would like our consumers to enjoy apparel shopping experience at our stores and I do hope that our hospitality apart from the wide variety of chic collection would make them feel content. “



**KIODA TO ENTER INDIA VIA FRANCHISE ROUTE, OPEN 300 STORES BY 2021**



Malaysia-based Korean concept retail store KIODA plans to open 300 stores in India by 2021 and has tied up with a franchising company which will invest US \$10 million for expansion and marketing. KIODA, which has a product range of cosmetics, gifts, stationery and household items, is looking to source 25-30 per cent of its products locally for Indian stores and rest to be imported from Malaysia. KIODA will open 300 stores in the next four years, the company said in a statement. “We eventually want to source products from India itself especially in the F&B range. KIODA stores will be unique stores which have a Korean concept and experience,” Managing Director, KIODA, Alvin said. The company, which currently has presence in Singapore and China apart from Malaysia, plans to expand to 13 more countries by 2018.



**CENTRAL LAUNCHES ITS FIRST HIGH DEFINITION STORE IN KOLKATA**



Future Group recently launched its first ever Next Generation Central brand at New Town, Rajarhat. Central offers world class designs, with over 500 brands displayed in high definition, and latest trends making this the one-stop destination for shoppers. Spread over a sprawling 100,000 sq. ft. Central aims to attract the style savvy individuals from the city. With world class services and a bouquet of high fashion brands to shop from under one roof, the Next Generation Central will take the shoppers’ buying experience to the next level.

With state of the art décor, minimalistic fixtures and an aspirational fashion boutique feel, the Next Generation Central vows to provide a delightful shopping experience to its customers right from the time they enter the store to the billing and cash counters. The space has subtle displays that compliments the store design and aesthetics. The store is designed and specialized to offer an enhanced and a more customized service to shoppers as per international standards.

The Next Generation Central will showcase a premium mix of national and international brands in various categories like Men’s and Ladies Formal Wear, Casual Wear, Ethnic Wear, Cosmetics, Fragrances, Handbags, Watches, Men’s and Ladies Footwear, Toys, Kids Apparel, Lingerie and more. From brands like Tommy Hilfiger, Guess, Gucci, FCUK to acclaimed designer names like Michael Kors, Giorgio Armani, Ferragamo, Calvin Klein, Diesel, Roberto Cavalli, Versace, Dolce & Gabbana, Central will serve as the one stop shop for the fashion-conscious customers of the capital. Speaking at the launch, Kishore Biyani, Group CEO, Future Group said, “Kolkata was the first city with which we started Future Group.



# RESTRUCTURING RETAIL IN ORDER TO MEET BOTTOM-LINE CHALLENGES

– By **IMAGES Retail Bureau**

*Retailers have struggled recently as consumers' shopping habits continue to shift toward online platforms. Children's apparel retailer Gymboree filed for Chapter 11 bankruptcy earlier this month, while apparel maker Bebe closed all brick-and-mortar stores. Sears, JCPenney and Macy's have also cut physical store locations in recent months. Players like Tesco and Nike have slashed jobs in a bid to manage rising costs pressures.*

## GYMBOREE FILES BANKRUPTCY, CLOSES 450 STORES



Children's clothing chain Gymboree has filed for bankruptcy protection, aiming to slash its debts and close hundreds of stores amid crushing pressure on retailers. Gymboree said it plans to remain in business but will close 375 to 450 of its 1,281 stores in filing for a Chapter 11 bankruptcy reorganization. Gymboree employs more than 11,000 people, including 10,500 hourly workers. The bankruptcy was widely expected after Gymboree refused to pay some of its bills in recent months, placing the retailer on a collision course with creditors. The retailer said in its filing late Sunday that it hopes to slash \$1 billion of its \$1.4 billion in debt and to win approval for its plan by September 24, 2017.

"We expect to move through this process quickly and emerge as a stronger organization that is better positioned in today's evolving retail landscape,



with the right size store footprint and greater financial flexibility to invest in Gymboree's long-term growth," the retailer's CEO, Daniel Griesemer, said in a statement. Like other retailers, Gymboree buckled amid declining mall traffic, fixed rental costs and online competition. Other mall retailers that have recently succumbed to bankruptcy filings include Payless ShoeSource, Rue21 and The Limited. Global financial services giant Credit Suisse predicted last week that up to 25 percent of US malls could close by 2022.

As shoppers flock to Amazon and other e-commerce options, online sales represent only 21 percent of

Gymboree's revenue, and its web systems are "dated and unsupported," recently appointed Chief Restructuring Officer James Mesterharm said in a court filing. Mesterharm also said Gymboree had "struggled against other established brick-and-mortar retailers," including Children's Place and GapKids. Among other shortcomings, Gymboree failed to innovate quickly, having only recently introduced store email, analytics and tablet computers to help employees do their jobs. The turmoil also resulted in recent leadership changes. The company's CEO since 2013, Mark Breitbard, resigned on April 3, 2017. His permanent replacement, Daniel Griesemer, was appointed on May 22. Upon filing for bankruptcy, the company announced the exit of Chief Financial Officer, Andy North and the appointment of interim CFO Liyuan Woo, a consultant at restructuring firm AlixPartners.

## WALMART TO ACQUIRE BONOBOS; APPOINT ANDY DUNN TO OVERSEE EXCLUSIVE CONSUMER BRANDS OFFERED ONLINE



Walmart announced that it has entered an agreement to acquire Bonobos, one of the leading apparel brands built on the Internet, for US \$310 million in cash. Following the closing, Founder and CEO of Bonobos, Andy Dunn, will report to President and CEO of Walmart U.S. E-commerce, Marc Lore, and oversee the company's collection of digitally-native vertical brands. These are brands born online, and owned from design through distribution. The brands will be offered on Jet.com and possibly other Walmart brands in a variety of countries over



time, and include Bonobos and recently-acquired ModCloth. The acquisition, which is subject to regulatory approval, is expected to close toward the end of the second quarter or the beginning of the third quarter of this fiscal year.

The announcement comes at a time of growth and innovation in e-commerce for Walmart. In its most recent quarter,

Walmart saw 63 percent growth in U.S. e-commerce sales, the majority coming from organic growth in Walmart.com.

Walmart's efforts in e-commerce are empowering customers with low prices, more choices and new levels of convenience. Since just the beginning of the year, Walmart.com has rolled out two-day free shipping with no membership fee, an extra discount for picking up orders in stores and the ability to easily reorder online or store purchases. And, Jet.com continues to provide a strong avenue for reaching an urban, millennial customer.

## NIKE TO GO IN FOR CORPORATE RESTRUCTURING, SLASH 1400 JOBS, LESSEN SNEAKER STYLES

→ Nike Inc. said in a media statement that it expects to cut 2 per cent of its global workforce, or about 1,400 workers, as a result of a corporate restructuring. Nike has 70,700 employees according to FactSet. Called the “Customer Direct Offense,” the new corporate structure will focus on 12 cities across 10 countries, including New York London, Tokyo and Barcelona, which is expected to represent 80 percent of the



company’s growth through 2020. The company is cutting 25 percent – one quarter – of its sneaker styles, and is cutting product creation cycles in half.

The company also said it would focus on newer styles, such as ZoomX, Air VaporMax and NikeReact, and on categories with high growth potential, including running, basketball and soccer. Nike said it would reduce the number of its business segments to four from six as part of the initiative. The Oregon-based sportswear maker has been facing increasing pressure from rivals Under Armour and Adidas.



## US RETAILERS LOSING BIG BUCKS DUE TO THEFT, INVENTORY ‘SHRINK’

→ Retailers in America lost billions of dollars in 2016, largely due to shoplifting, employee theft and other types of inventory “shrink,” according to a new survey Opens a New Window. The new data, compiled by the National Retail Federation (NRF) and the University of Florida, said inventory shrink grew to \$48.9 billion in 2016 from \$45.2 billion the year prior. The increase in losses were found to be largely due to the result of flat or declining retail security budgets. Nearly half (48.8 percent) of retailers surveyed said they saw an increase in inventory shrink, while nearly 17 percent said it remained flat. Shoplifting accounted for the most losses, averaging \$798.48 per incident, up \$377 from 2015. The increase came, in part, due to states raising the threshold for felony crimes, meaning only larger thefts are reported. Retailers also allocated smaller budgets for loss prevention. In other words, their security staffs were minimal and not able to combat thefts, the survey said. Employee theft, the next biggest loss, increased to \$1,922.80, in 2017, up nearly \$700 from 2015. Additionally, for the first time, retailers were asked about return fraud, in which they reported an average loss of \$1,766.27.

## JD.COM, FARFETCH PARTNER TO OPEN ULTIMATE GATEWAY FOR BRINGING LUXURY BRANDS TO CHINA

→ E-commerce giant JD.com, China’s largest retailer and Farfetch, the leading global e-commerce platform for the fashion industry, has announced a strategic partnership that will create the premier platform for luxury e-commerce across China, opening a gateway to an US \$80 billion market.

The partnership leverages JD’s unparalleled logistics, Internet finance and technology capabilities and social media resources, including its WeChat partnership, with Farfetch’s leadership in global luxury, to create a frictionless and



seamless brand experience. Farfetch has well-established operations in China and is already the partner of choice for 200 luxury brands and more than 500 multi-brand retailers. JD will help drive further brand awareness, traffic and sales for Farfetch in the market.

As part of this partnership, JD.com will become one of the largest shareholders of Farfetch, investing US \$397 million, and Founder and CEO, JD.com, Richard Liu will join the Farfetch board.

JD and Farfetch will partner on marketing, logistics and technology solutions to build the brand in China, while Farfetch will continue to be the customer-facing brand. The combined strength of the two will benefit all 700 brands and boutiques that are part of the Farfetch community, enabling them to take advantage of the vast resources of this new gateway to China’s luxury market.



## MCDONALD’S TO NOW HIRE US WORKERS VIA SNAPCHAT

→ In its bid to attract young applicants, American fast-food chain McDonald’s will hire some US workers this summer through the photo-sharing app Snapchat. The world’s largest burger chain said the company and its franchisees will hire about 250,000 people across its US restaurants for what is usually one of its busiest seasons of the year, the Chicago Tribune reported. The chain started accepting ‘Snaplications’ in Australia last month, allowing potential employees to make video submissions with a special filter that shows them wearing a McDonald’s uniform.

“We thought Snaplications was a great way to allow us to meet job seekers where they are – their phones,” McDonald’s Senior Director of Human Resources in the US, Jez Langhorn was quoted as saying.

# RELIANCE RETAIL LAUNCHES PROJECT EVE – THE UNIQUE EXPERIENTIAL STORE IN MUMBAI

– By **IMAGES Retail Bureau**

*In a pioneering effort that redefines the shopping experience of Indian women, PROJECT EVE has launched its first flagship store in Mumbai. The store in Inorbit Malad spans across 10,000 sqft which is a unique concept in premium segment with a strong focus on independent and sophisticated women in the age group of 25-40. Project Eve is the destination store which is built around the women to provide nearly everything that a woman needs to look & feel good.*



**B**uilt with a mission to constantly create new and innovate, the store offers impeccable experience through its elegant ambience, in-store salon, personal stylist, plush trial rooms with lounge area along with a curated collection in apparel and beauty. Some international brands like Saint Tropez and Juna Rose are exclusively available at Project Eve Store. Apparel collection in Indian and Western wear includes Handpicked brands, own label

– Project Eve and an exclusive designer collection by Rahul Mishra. Key brands in Indian and western wear include AND, Kraus, Levis, Vero Moda, Only, W, Swadesh.

Built for the discerning woman, the store offers precious jewellery from Gitanjali Jewels, beauty products from the likes of Chambor, Loreal Paris, Isadora etc and Fragrances from Bvlgari, Issey Miyake, Hugo Boss, Gucci, Elizabeth Arden and many more. Project Eve also boasts of the 'lingerie and beauty' Store-in-store' format of Marks and Spencers. This is the first time globally that M&S has launched an SIS, away from its exclusive store format.

Project Eve is crafted especially around women - to celebrate her. Every aspect of the store speaks loudly for women, may it be the collection with limited sizes for exclusivity,

discovery based aisle structure, international experience & ambience, high street store staff or minute detailing like twin trial room, charging dockets and express check out at beauty section. The spacious trial rooms have been thoughtfully designed to pamper women with elegance including detailing like side tables, seating space and light modes for day and evening looks.

Reliance retail has aggressive plans of expansion for the new premium retail format. It plans to expand its reach to top 10 cities across the country. The format will also have a café in its standalone stores to come in next few months.

The larger mission of Project Eve extends beyond its exclusive and aesthetic offering. The brand campaign of #MyEvespiration, is a social movement to recognise and celebrate women who inspire one another. Along with personalised invites – a unique hand delivered corsage, customised special compliment buttons have been placed around the city. **IR**

## ABOUT RELIANCE RETAIL:

Reliance Retail Limited (RRL), a subsidiary of Reliance Industries Limited (RIL), opened its first retail store in November 2006, and has grown to 3,616 stores across 702 cities with an area of over 13.5 million sq. ft. as on 31st March, 2017. Reliance Retail is India's largest retailer in the country and has established leadership position across various focus sectors. Reliance Fresh, Reliance Digital, Reliance Trends and Reliance Footprint are market leaders with the largest number of showrooms in their respective format sectors.





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# THE FASHION MARKET IS CHANGING AND CHANGING VERY FAST

– By IMAGES Retail Bureau

**Rachna Aggarwal Sirdeshmukh**, CEO, Future Lifestyle Fashion, is an MBA from IIM, Ahmedabad. She started her career with Coats Vijella Plc. During her stint at the iconic Madura Garments, she worked on Van Heusen and then launched Allen Solly in 1993, where she was instrumental in introducing the revolutionary 'Friday Dressing' concept to the country. In 1999 Rachna, along with her colleagues, promoted a VC funded brand-marketing company, Indus-League Clothing Limited (ILCL). In 2005, the company was acquired by the Future Group, and Rachna subsequently took over as the CEO. She continues to lead the brand business of Future Lifestyle Fashions and her brand portfolio includes diverse apparel brands such as Scullers, Indigo Nation, Jealous 21, Bare, Rig, UMM, John Miller, Urban Yoga, Urbana, Lombard, Privilege Club, Mother Earth, Giovanni and Converse.

## Working in the fashion industry is exciting

I joined the fashion industry in the bygone days when sales staff stood behind counters and opened shirt boxes for men to select from! And, even though the world has changed since then, every day is still a new day in fashion! It is this excitement that keeps me here. The fashion industry is as much about trend and data analysis, as about gut and instinct. It is about exciting the young girl with the latest in fashion as much as about improving the core white shirt for the corporate executive. It is as much about conversations between fabric and colour, as about EBITDA and ROCE. In fact, all that chaos and creativity does is that they make for Just Another Day in Paradise for me! Personally, I consider myself lucky to be involved with a portfolio of brands as rich and diverse as Scullers, Jealous 21, Converse, Indigo Nation, Rig, Giovanni, etc., wherein each has a unique attitude and brand experience to offer.

## Paradigm shift from a seller to buyer led market

The fashion market is changing and changing very fast. The consumer is now at the centre of the whirlpool – it's her interaction with different brands and her experiences that define how we operate and how business is being done. Her world is her screen and all the information she consumes flows on this screen. Her No. 1 source of information of





what's in fashion is Instagram. She doesn't understand offline and online...it's all one simple continuum for her. Information is available instantly at her fingertips, and as such, the 9 to 10-month supply chain the fashion industry worked with is no longer a viable option. Getting orders in advance and then producing is no longer a safe option. Working with two seasons in the year is no longer viable. Fashion as a business has to work with speed and imagination. To be able to quickly pick up trends, to identify top sellers and reproduce, to identify slow movers in weeks and solve to liquidate, to sell looks and experiences seamlessly.

### **Technology is changing the business**

Technology is available to both of us as well as to our customers. It is helping us to move the needle significantly on business metrics as well as enabling great consumer connect. It is empowering us by throwing up data and analytics for quick decision making by connecting us to the customers, vendors and partners seamlessly, by allowing us to reach out to our fans in cost effective ways on social media and to participate in conversations. On the other side, it is empowering our customers by making so much more information available to them, allowing them to compare and even get peer inputs.

### The changing fashion consumer

Technology has placed the power in the customers' hands with Internet enabled smartphones and tablets. In today's technology-driven markets, the customer is extremely aware of the global fashion market. She sees how the world is dressing every day. She is more exposed to the latest trends in fashion. How she thinks visually and processes images is an amazing change. Overall, be it price, new products, trends and processes, I find today's customer to be more fashion-savvy, tech-savvy, more deeply involved and connected at every level, and much more impatient too.

### The changing fashion product

I went for a friend's 50th birthday party recently and 80 percent of women present were wearing dresses in bright colours and prints, off shoulders and cold shoulders, Grecian silhouettes and bell sleeves, minis and maxis! Isn't this a sea change from 20 years ago when the fashion industry primarily sold men's shirts and we all experimented with shades of whites, blues and blacks, and the only visual decision to take was the thickness of and the distance between the stripes?

### 'Make in India' vision for the fashion industry

In India, we do have the raw materials, fibres, weaving, processing, garmenting, as well as the creativity, the technology, etc. We now need to stitch them all together, scale up from the current fragmented state by creating the right infrastructure and environment to make the vision happen. The government has, in fact,



identified India's garment and textile industry as one of the 25 sectors in which we are capable of becoming world leaders. We also need to recreate and build on our rich history of textiles and our natural advantage of cotton production, of the silk route, and of the handlooms. The awesome opportunity is that fashion is one of those industries that allows us to preserve our culture and heritage, truly celebrating the colours and textures of India.

### Driving growth: accelerators and decelerators

I feel that the accelerating factors for growth in the fashion industry are:

- Right priced product the first time
- Omnichannel and seamless flow of experience across both physical and virtual worlds

- Creating the right economic environment for capital inflow

The roadblocks are:

- Cost of customer servicing (occupancy cost/ last mile delivery)
- Fragmented value chain
- Frequent policy/ tax regime changes, etc.

### Where the profits in fashion will now come from

The profits in our business will come by using data to minimise lost sales and maximise full sell through velocity. And, by creating innovative and flexible supply chains.

### Why being "Green" does and will matter a lot

Today's consumer is becoming more and more concerned about sustainability. Organic/

*Technology has placed the power in the customers' hands with Internet enabled smartphones and tablets. In today's technology-driven markets, the customer is extremely aware of the global fashion market. She sees how the world is dressing every day. She is more exposed to the latest trends in fashion.*

green and environment friendly fashion does create empathy and connect with a growing circle of customers. The textile industry is one of the biggest pollutants of our rivers and there is a dire need to develop sustainable processes. Several labels are taking an initiative to end waste. There are so many things we need to support. Our brand, Mother Earth, is a grass-roots development brand where production happens with women self-help groups. They are supported with design inputs and market access by us resulting in grass root socio economic impact, and, also in preserving centuries old art and craft. [R](#)

*Excerpts taken from the April issue of IMAGES Business of Fashion.*

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# RETAILERS EYE PERSONALISED IOT TO IMPROVE CUSTOMER EXPERIENCE

– By **Charu Lamba**

*Retailers in the Asia-Pacific region are fast adopting Internet of Things (IoT), artificial intelligence and automation strategies to boost growth. They are moving from brick-and-mortar stores to online channels, leading to synergies between the physical and online platforms.*

**W**

ith technological supremacy being built on the foundation of connectivity, Bosch has been developing local solutions that specifically cater to the needs of the Indian customer.

According to a report, the Indian Internet of Things (IoT) market is expected to grow to US \$15 billion with 2.7 billion units by 2020 from the current US \$5.6 billion and 200 million connected units.

Taking a note of the situation, Bosch India is also driving the transition to the IoT era by drawing on its innovations. With technological supremacy being built on the foundation of connectivity, Bosch has been developing local solutions that specifically cater to the needs of the Indian customer.

Elaborating on the same, Head IoT Business, Bosch India, Uday Prabhu told Indiaretailing Bureau, “Our focus predominantly is looking at solutions which are related to personalisation. Personalisation topics are related to the revenue side of retail. For example: How can I provide the right product at right price to the loyal customers or how can I help them find the right product in the store or how can I target the right people for advertisements? So personalised IoT is one of our key solutions.”

He further added, “In addition, we have multiple horizontal technologies like sensors for cold storage monitoring, freshness monitoring and also in the space of energy analytics which are on the cost side of things like how can retail cost be much optimised and give enough information that is able to help them to get a better profitability.”

As the Omnichannel approach picks up steam, implementing the right visibility technologies from the warehouse to the storefront is instrumental in fulfilling orders, scheduling for fast deliveries, and personalizing the experience for different shoppers.

next time when they enter the retail outlet and these things will be already there. So the experience counts a lot in retail and if solutions are designed around this then the retailer stands out as a clear winner.”

He further added, “Using IoT, retailers will also be able to make the store experience interesting. They will have the option to create smart shopping list so the phone will guide the customer to the entire store, telling them where to buy and what. So these are some of the solutions in personalisation where each individual is treated for the kind of preference he has and the technology is going to take a note of all the products in

digital and digital is only possible by IoT.

Despite so many advantages, retailers are double-minded on implementing IoT in retail.

“There are two sides of IoT – one is the cost side and other is the revenue side. The cost

should I pay more and where is the benefit,” Prabhu said elaborating on retailers point of view.

He further added, “Whereas the personalisation topic is directly linked to revenue and the revenue increases



*As the Omnichannel approach picks up steam, implementing the right visibility technologies from the warehouse to the storefront is instrumental in fulfilling orders, scheduling for fast deliveries, and personalizing the experience for shoppers.*

Personalization in retail helps in generating revenue. Prabhu explained this further by saying, “Every person is a different animal. Preferences are vastly different and the moment each person is treated for their specific taste then the customer experience goes up significantly. So the customer walks into a shop and the shop immediately transforms itself into all the likes that the customer has, so obviously the experience enhances. Today, the customer is probably searching for things but maybe

the store to pick the right ones and pass it on and if it is a loyal customer then they will get rewarded the more, so that they will always come back for more. So that is how the personalisation works.”

**Will IoT be Successful in India?**

Since retail is all about the shopping experience, there is a need to know how customers shop, spend money and time. If retailers want to understand all of this as per their specific business models, they need

side is something that requires a lot of return on investment discussions, so the amount of money retailers spend in IoT should commensurate with what kind of returns retailers are getting on it. So there I think there is a lot of resistance, therefore any solution that works on the cost side has to be thought through properly in terms of the expense that it adds to the store and therefore the retailer is right in saying that why

only if the retailers get paid. So here the investments are higher. Depending on whether retailers play on the cost side or the revenue side the happiness or the sadness quotient varies proportionally.” revealed Prabhu.

At present, retailers are trying to find the right spot and the right model that can exist between two aspects – one which has the technology and one which is looking at profitability – and once they find that sweet spot, the success will definitely come.

“We are at point where the hype about IOT is coming to close and the reality is dawning and the retailers are getting very smart about the business model, the solution, the architecture and how much of it should be passed on as a cost to the customer and I feel in next three to five years, we will see a spurt of intelligent topics coming into the retail industry,” concluded Prabhu. **R**



# DIGITAL MARKETING: THE MISSING LINK BETWEEN YOU AND YOUR CUSTOMERS

– By **Sheetal Choksi & Sharmila Cirvante**,  
Co-Founders, Word Hatter

*It's no hidden fact. Despite all efforts, the retail industry constantly struggles to keep pace with what exactly it is that their consumers want. Expectations are temperamental and becoming increasingly difficult to live up to.*

**O**ne conceivable way that can help retailers bridge the gap is by being in a constant state of dialogue with consumers. Fortunately, we live in a world where technology can bring the impossible to life. The world of digital has created conversations between retailers, mall managers and consumers. While traditional media like print and television may still dominate the media landscape, digital marketing is now beginning to bite off a significant piece of the annual budget. Younger audiences seeking more value, engagement and entertainment from their shopping experience are ensuring that retailers run at their pace of digital adoption. If that weren't enough, digital marketing is



Indian retailers are leveraging this space for multiple objectives; from creating awareness of new collections, to creating engagement via contests, to generating customer testimonials.

Neha Shah, Head-Marketing, Pepe Jeans, says, “We create style guides to show visitors across social media platforms how to incorporate items into their everyday life. This helps in creating awareness of collections season on season.”

It comes as no surprise that Facebook is the preferred choice. Whether it is to create constant engagement through contests, or to ensure that consumers can locate stores (especially for a predominant offline retailer like Toons Retail), or build preference through testimonials, retailers are leveraging the popularity of Facebook to their advantage.

Crocs India leverages Facebook to research prospective buyers and improve targeting the right consumers. Continuous analytics helps fine tune target audiences, resulting in more relevant communication rather than carpet bombing.

an endless evolving discipline. Not only should retailers learn how to engage their audiences, they also need to better the engagement and keep bettering it, every time.

## DIGITAL MARKETING STRATEGIES: The 5 Proven Ones

We asked 13 Marketing Heads across retail brands and malls to give us their Top 5 digital marketing strategies. The answers were varied. Each brand devises its own strategy basis the category, the consumer, and their own objectives. Yet, some factors remain common. Each of the Marketing Heads is looking for ways and means to stay relevant and engaged. Here are some of the key strategies they employ to stay connected, educate, inform and influence choice.

### 1. SOCIAL MEDIA:

Every retailer has a social media presence whether with an active strategy or without. Consumers constantly communicate to brands through social media. They review and recommend products, advising for or against them, or even complain about them.



Contests seem to have emerged as a strong hook to engage consumers. Whether it is through region-specific contests done by Crocs India, or by creating content and contests around trending topics, or for creating relevant events for consumers like the World Shorts Day from the Future Group.

Effectively using Google Search and optimizing marketing plans using analytics is also becoming key to finding, connecting and engaging with existing and new users. Pawan Sarma, Group Head-Digital, Future Group, says “We use Google search very effectively for our brands and formats. Use of digital to increase convenience for our customers is very important.”

**2. E-MAIL MARKETING:**

New age analytics have helped e-mail marketing evolve from a one-way communication tool to an interactive and impactful one.

Varun Arora, Head of Business - E-Commerce, Orna Fine Jewellery Pvt. Ltd., explains how e-mail marketing has shed its fuddy-duddy imagery in the last few years. “Email marketing has evolved from a static imagery to interactive information with



analytics involved. This means that we can decide our next line of email communication to the customer depending on how consumers respond to the emailer. It has become an essential sharing tool with in-depth pre-and post-sharing analysis.”

**3. INFLUENCER MARKETING:**

Influencer marketing is starting to resonate with retailers, be it for targeting online or in-store shoppers. In some ways, influencer marketing is nothing but a natural extension of traditional word-of-mouth marketing, with the friend at work or person next door being amplified by online voices that have become trusted sources for recommendations. The key difference is that retailers can now exercise some control over what is being said, influencing increase in sales.

By combining paid influencer content with unpaid user-generated content (UGC), retailers have twice the opportunity to create a powerful platform to close sales.

Bhavna Tewari, E-commerce and Digital Marketing Head, Crocs India, believes this is a key emerging trend. To quote, “Instagram led UGC campaigns to break the stereotype of clogs as the main product of Crocs. Our product portfolio has

*Effectively using Google Search and optimizing marketing plans using analytics is also becoming key to finding, connecting and engaging with existing and new users. Also, new age analytics have helped e-mail marketing evolve from a one-way communication tool to an interactive and impactful one.*



expanded since the days of just clogs. We have a stylish and trendy range that is relevant to a certain kind of customer. Digital media via strong creative and targeted reach is helping us change the way the brand is perceived, and is helping gain acceptance for our complete range of products.”

Smita Murarka, Head-Marketing, Amante, MAS Brands, believes, “Effective use of influencer marketing helps build high SOV.” Abhishek Shetty, Head-Marketing, PR & Loyalty, Celio Future Fashion, too endorses the fact that influencer marketing is gaining importance in the Digital Marketing mix. He says, “We are also in the process of identifying digital influencers and building high quality native content to get more brand conversations going.”

Neha Shah, Head-Marketing, Pepe Jeans, believes that working with influencers provides the brand access to a new audience and gives consumers unique content. She further emphasises that in today’s day and age, “social media influencers are at the pinnacle of the digital realm. Curating content specific to influencers who have great following, helps in not only retaining existing customer base but also in acquiring new audiences.”

**4. SHAREABLE CONTENT AND GAMIFICATION OF CONTENT:**

Shareable content is the benchmark of success in content marketing and what every retailer aspires for. Every marketing head acknowledges the fact that good quality and shareable content helps deliver value to consumers. To get it right, the industry is witnessing extensive experimentation with formats from blogs to video content, from listicles and infographics to even gamification of content.



**POPCATION**  
SUMMER TRENDS BY DEAL





**5. DATA ANALYTICS:**

Industry reports suggest that the online customers are going to cross the 100 mn mark by the end of this year. With so many consumers online, data analytics will become critical to predict consumer behaviour. Says Puneet Varma, Associate Vice President - Marketing and Corporate Communication, Inorbit Malls (India) Pvt. Ltd., “We rack conversations around retail brands to understand perception and feedback.”

Jermina Menon, Head Marketing, Reliance Vision Express Pvt. Ltd, speaks of the efficacy of blogs in educating prospective customers about the latest trends in eye wear technology, and conveying their benefits to convince them to buy. On the other hand, Celio Future Fashion has been working with the gamification trend to deliver a unique experience to its digital savvy consumers.

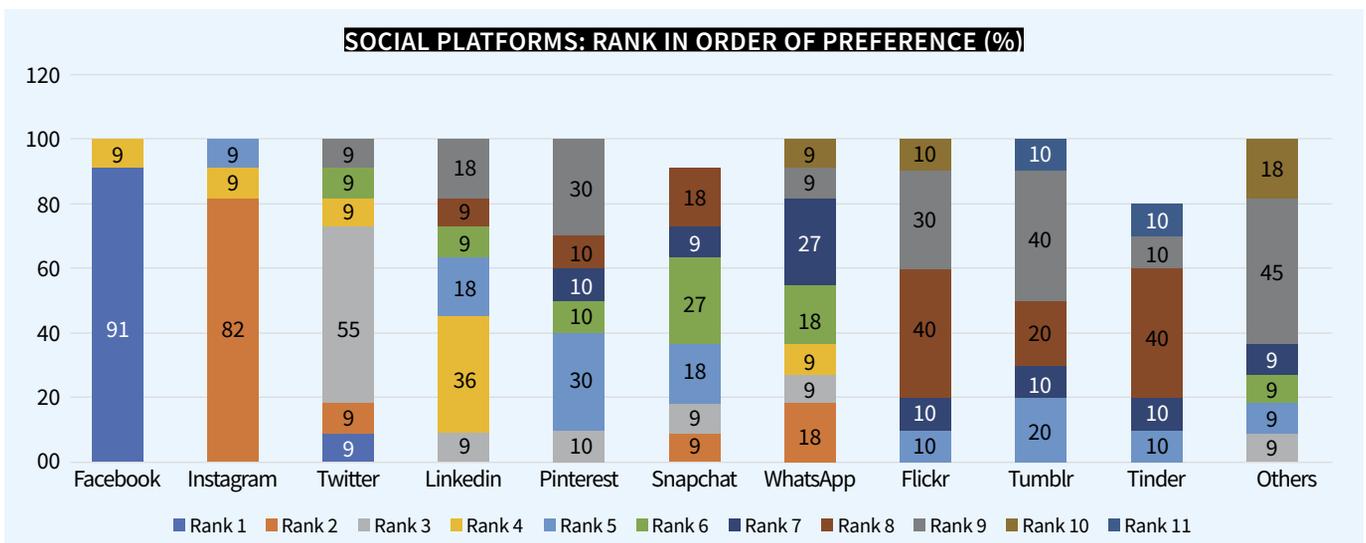
**BEYOND THE OBVIOUS**

*Within the realm of digital and social, are there preferences amongst the platforms used?*

*Does anyone venture beyond Facebook and Twitter to create connections?*

The Marketing Heads responses indicate that while Facebook is the most dominant and preferred social media platform, other platforms are gaining acceptance and momentum. Instagram comes in at a clear No. 2 with Twitter coming in at No.3. LinkedIn, Snapchat, WhatsApp and Pinterest are still

amongst the next rung of platforms with no clear preference for the retailers - ranked between 4-9 by different Marketing Heads. What is interesting to note is that platforms such as Flickr, Tumblr and Tinder, though lower on the chain, have also started gaining traction.



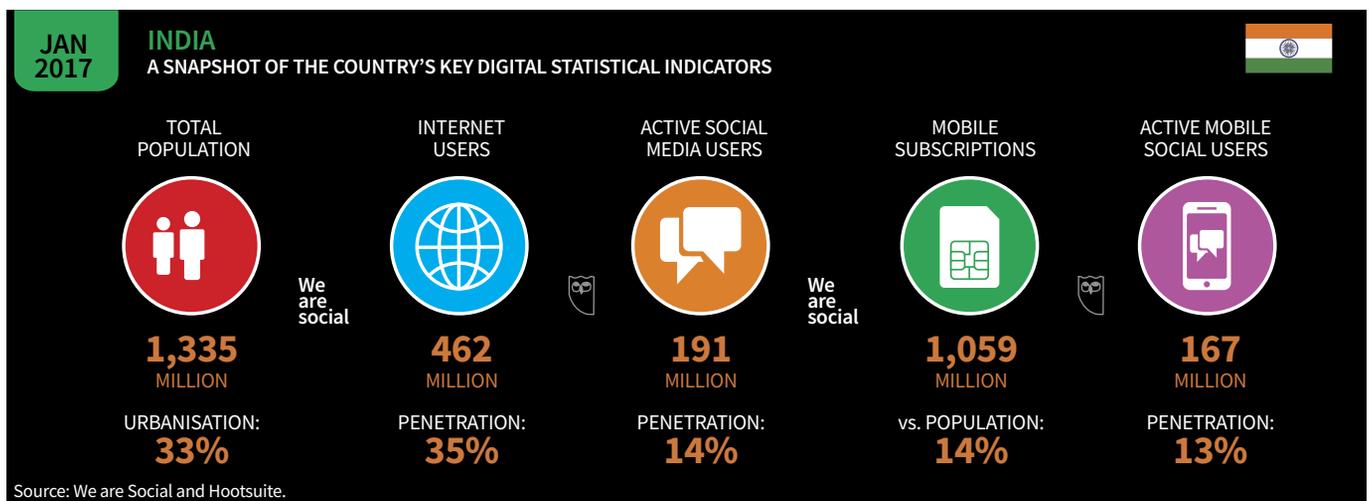
New technologies as well as constantly changing consumer choices and behaviours are keeping retailers on their toes with evolving trends, and helping them align their strategies to walk with the times.

## Let's look at the 5 key trends in Digital Marketing that Marketing Heads have a watchdog on.

### Retail Digital Marketing: The Top 5 Trends

These are not predictions but trends that one must incorporate in their digital marketing strategies to stay in tune and a little ahead of the curve.

*The number of mobile users in this country has been on the rise for more than a decade now. There is no stopping this juggernaut from impacting every aspect of every business, including retail. Internet usage from mobile devices (51.26 percent) overtook usage from desktop devices (48.74 percent) for the first time in October 2016.*



### 1. MOBILE WILL CONTINUE TO DOMINATE:

The number of mobile users in this country has been on the rise for more than a decade now. There is no stopping this juggernaut from impacting every aspect of every business, including retail.

Internet usage from mobile devices (51.26 percent) overtook usage from desktop devices (48.74 percent) for the first time in October 2016, according to data from StatCounter. The same study also indicated that 78.82 percent of web traffic in India came from mobile devices.



According to Kaushik Tanna, Head-Marketing, Toonz Retail Pvt. Ltd., "In kids apparel and products, our audience (parents) spends considerable time on mobile for searches, content, products and entertainment. Location based marketing allows retailers to drive traffic through relevant, contextual mobile marketing."

Abhishek Shetty, Head-Marketing, PR and Loyalty, Celio Future Fashion, also believes that mobile is the new way of consuming content.

### 2. CONTENT IS, AND WILL CONTINUE TO REMAIN, KING:

'Content is King!' is a phrase that makes digital marketers cringe – considered hackneyed and overdone everywhere. And yet, the statement continues to reign true, even today. Retail's marketing experts believe that content and its marketing will continue to remain relevant for a long time, from building loyalty to building brand.

Says Neha Shah, Head-Marketing, Pepe Jeans, "Content marketing is king. Along with increased focus on upping the customer experience, brands today must also focus on building content that will help maintain customer relationships. This in the long run, will help in providing value to customers. The only challenge in this context is rising above the noise created by other brands. One will have to tailor and create a unique strategy that doesn't get lost in the chaos."



Varun Arora, Head of Business-E-Commerce, Orra Fine Jewellery Pvt. Ltd., corroborates Neha's view. He believes, "Content marketing has been in the top 3 trends for the last 3 years. More businesses are now using a strategic approach (40 percent) toward content, so this is a trend we can expect to see continuing in 2017. We can also expect that there will be more focus on Measuring Content Marketing ROI as the cost and competition within content marketing increases. As we see a growing assimilation of online and offline platforms, content has become a crucial need of the hour. Further, SEO optimization has helped users gain information and insights at a faster rate while being better suited to their search queries."

Ritesh Ghosal, CMO, Infiniti Retail Limited (Croma), on the other hand, speaks of short content marketing as an emerging trend. Long or short, video or written, entertaining or informative or both, content will continue to remain an integral part of all retail digital marketers' strategies.

### 3. MANAGING AND LEVERAGING THE OMNICHANNEL EXPERIENCE:

Everyone agrees that Omnichannel rightly provides a consistent experience whether customers are shopping online or in a store. The main upshot for most retailers adopting this approach is that it allows them to maximise both digital and physical assets. Nishank Joshi, CMO, Nexus Malls, believes that there is a clear trend towards "offline and online buying synchronisations. Shopping can be started at one place and completed somewhere else, and the use of new tech like Magic Mirrors and VR will make shopping fun, exciting and more convenient"

According to Varun Arora, Head of Business - E-Commerce, Orra Fine Jewellery Pvt. Ltd., "Today, the consumer is already present across different mediums as well as social media



channels and therefore Omnichannel marketing has become a very important aspect for growing and improving one's business."

Orra's success with Omnichannel marketing – not just for improving customer acquisition and retention but also in up selling and reduction in stock - is only proof that this trend is getting larger and more dominant.

Neha Shah, Head-Marketing, Pepe Jeans, also believes that Omnichannel marketing connects all touch points to get closer to the customer, location based marketing and on site personalisation.

Puneet Verma, Inorbit Malls, talks about Inorbit's foray into the Omnichannel space. "Inorbit is the first shopping centre in the country to offer an Omnichannel experience to its customers on their website and mobile app - the Shop Online feature. With multiple benefits like 'Shop/Reserve online and Pickup/Buy from Store at the mall' or the reverse option of 'Buy at Store at the mall & get home delivery'.

***Everyone agrees that Omnichannel rightly provides a consistent experience whether customers are shopping online or in a store. The main upshot for most retailers adopting this approach is that it allows them to maximise both digital and physical assets.***

### 4. VIRTUAL REALITY, ARTIFICIAL INTELLIGENCE AND AUGMENTED REALITY: NO LONGER JUST JARGON BUT A CERTAINTY

The research firm, Tractica, predicts that by 2020, over 200 million virtual reality head-mounted displays (HMDs) for consumers will be sold worldwide. Whether India will follow the world and adopt AR/VR at a personal level is debatable, but staring us in the face is the imminent need to start implementing AR/VR if we want to better our experience offering. Some retailers are already ahead of the curve and have begun experimenting with virtual trial rooms and augmented mirrors, which have given them positive outcomes.



# Retail Lighting at Cross Roads

A couple of decades back, a few visionaries who are today's flag bearers in the organised retail space in India started a trend that revolutionised the way we shop. From the small store tucked away in the corner of the country, organised retail has come a long way in India, and has changed the shopping from a chore to an experience for two generations. While Retail experience has changed the way people shop, the emergence of online retail (commonly known as eTailing) is further changing the way we shop and look at the experience.



As the retail industry evolved, the lighting industry and the science involved behind lighting also changed in time over the past two decades. We moved from Halogens to Metal Halides, subsequently to LEDs. The entry of LED as a light source in the market changed the way the lighting industry operates.

While the key driver for the quick adoption was the energy advantage, the products brought to the table, generating quick ROI's. However, this directly translated into unaudited and unevaluated players and products entering the market, non-standard development as people did not understand the electrical, mechanical (thermal) and optical engineering involved in designing the right solution for the right application.

While LEDs marked the shift of the lighting industry from a discharge tube driven light source (read analog) to a solid state digital platform. The lighting industry is poised

for a great shift in design and values, and this is being driven by three distinct industries - lighting, controls and the digital communication industry.

RLT stands at a distinct position in the retail lighting space, as one of the first companies to sense any changes in the lighting industry and bringing that change to the customer to add and deliver value through products and solutions that come from an established partner ecosystem.

Leading retailers are counting on in-store technology to help them achieve two mission-critical goals related to their shoppers:

- Better ways to engage shoppers and enhance their experience
- Better understand shopper in-store behaviour to optimise stores, and make online marketing more targeted

In pilots and limited roll-outs, beacons and advanced people-tracking sensors

have shown strong promise, driving larger average basket sizes, more-frequent store visits, more digital engagement, and the ability to more-efficiently deliver targeted marketing.

But despite the promise, the use of beacons and trackers are often stuck in the pilot stage. That's because, to be economically and operationally practical at scale, these in-store technologies require a hard-to-achieve combination of characteristics:

- Access to power
- Low-cost installation and maintenance
- Practical set-up and operation
- A flexible, expandable design that is future proof

For retailers, RLT's lighting centric approach offers breakthrough advantages. Beacon and sensor deployments become simple and affordable, by integrating them with LED light fixtures and utilising existing electrical wiring deploying, powering and retrieving data from devices. This system provides a low-cost and operationally practical way to:

- Help consumers find products in stores - or be found by a store associate who can help them
- Push targeted messaging to consumers' apps at the place and time they have most impact
- Capture real-world data from store visits for a more seamless "omni-channel" shopper experience, and to enable offline-to-online remarketing

"In today's retail environment, better engaging shoppers - in-store and across the store/online experience - is critical. Retailers need a cost-effective, scalable way to do these things - and that's where the RLT's lighting-based platform provides "the missing link" enabling retail leaders to truly put technology to work." says, **Hari Ramachandran, CEO of Retail Light Techniques India Ltd.**

Gaurav Balani, Senior Manager Marketing, Unique Estates Development Co. Ltd, says, "All tech giants are telling us virtual/augmented reality is the future of marketing. With interactive ads, 3D product demos and more personalised messages, users can almost reach out and touch the products, while sitting at their home. Virtual retail is still at its early age but will significantly impact the retail industry in the coming year."

Jermina Menon emphasises that AI will impact retail the most. From the use of chatbots to improve the post sales and service experience, to customers using their smartphone to navigate stores, listen to information about products and availability, and pay, AI will be instrumental in completely changing the customer experience both online and offline.

AR, VR and AI will all be critical to bring alive the concept of retail theatre. Rima Pradhan, Sr. Vice President, Marketing, Viviana Mall is confident that VR and AR will merge with the real world and retail will see lot of new innovations in the future."

**5. INCREASING IMPULSE BUYS ON DIGITAL: SOCIAL PLATFORMS WILL COMPETE WITH ECOMMERCE**

Consumers love to research and shop on their mobile phones. They would have done a lot of homework before they step into the store.

Social Shopping will be the way to go as large companies like Google and Snapchat are adding the "buy" button and simplifying the transition from mobile shopping to mobile transactions. "Social media already influences consumer

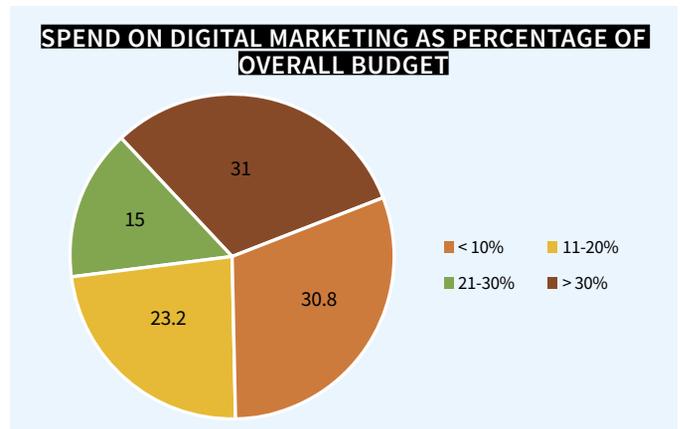
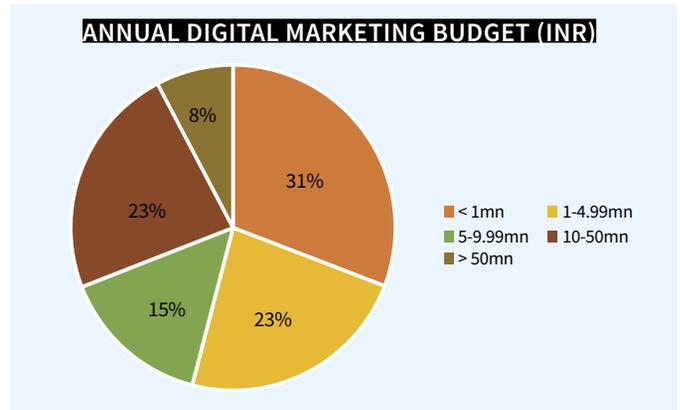


behaviour, but in 2017 it will become a bigger driver of direct transactions," predicts Bart Mroz, Co-founder & CEO, SUMO Heavy. To quote Gaurav Balani, Senior Manager Marketing, Unique Estates Development Co. Ltd., "Instagram recently rolled out a feature that enables brands to tag products; once clicked users can go to the brand's website and initiate a purchase. Facebook introduced the Shop-tab in 2015 and since then, they have revealed features that will boost ecommerce on their platform, for instance, the product price and merchant name visible below your daily posts. In 2017, social media platforms will give a tough competition to ecommerce websites."

The shift towards digital marketing is strong. More and more retailers are investing money in this space. Here's a quick

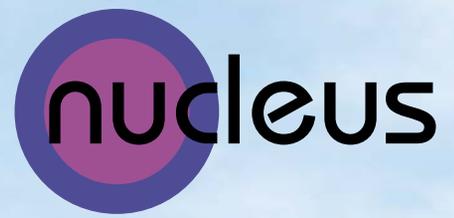
snapshot of the spends in digital and the percentage of overall spends that they represent.

We find that retail marketers are spending more in the digital space. We also see that while a third of the companies are spending less than 10 percent of their overall budgets on digital, a good 15 percent are spending a third of their budget on digital marketing, indicating a growing belief in this format.



**Go digital: Get closer to consumers**

In a world where footfalls determine how your day goes, a strong digital strategy could build the bridge to your customers. It is encouraging to see more retailers and malls warming up to the idea and experimenting with new technologies. These may be little steps to start with but as the landscape evolves, so will consumers and retailers will be left with no option but to continually invest in new ways of customer delight.



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## MEET THE MARKETING HEADS WHO PARTICIPATED IN THIS STUDY



### PUNEET VARMA

*Associate Vice President - Marketing and Corporate Communication, Inorbit Malls (India) Pvt. Ltd.*

➔ As Head of Corporate Communication at Inorbit Malls, Puneet is responsible for spearheading marketing strategy, brand communication and campaigns for Inorbit malls. Apart from strategizing, he is actively involved in implementing innovative marketing ideas to create memorable shopping experiences for shoppers, not just through brick and mortar but also through social and digital mediums. In this position, he leads the communication and brand management teams at all locations (Malad, Vashi, Bangalore, Hyderabad and Vadodara).



### KAUSHIK TANNA

*Head Marketing, Toonz Retail Pvt. Ltd.*

➔ Marketing and Branding professional with 15+ years of experience with diversified hands on experience in Entrepreneurship, Retail Marketing and Branding, ATL & BTL planning - execution, Digital - Social media, E-commerce, Omni-Commerce, Digital- Social Media, Corporate & Enterprise Business Solutions. Avid new technology explorer and learner.



### NISHANK JOSHI

*CMO, Nexus Malls*

➔ With over a decade of experience working in retail and mall marketing, Nishank has had the privilege of having launched 7 malls across India and having relaunched 3 others across India. He believes digital is the next bastion for Media marketers in the world and aims to serve as a catalyst to echo these sentiments across platforms, by promoting new trends.



### SMITA MURARKA

*Head-Marketing, Amante, MAS Brands India*

➔ A Retail Professional and Image Consultant with over a decade of work experience across international brands like Lifestyle, Splash, Bossini, Louis Philippe, Allen Solly, Kappa and many more. Having worked across portfolios of Buying, Sales, operations and Marketing, Smita has a deep understanding of the consumer and their fashion needs. Currently, she heads marketing at Amanté, an international lingerie brand.



### JERMINA MENON

*Head Marketing, Reliance Vision Express Pvt. Ltd.*

➔ With over 2 decades of marketing experience, Jermina currently heads Marketing for Reliance Retail Ltd. (Vision Express), one of India's leading optical chains, with a network of over 160 stores across 30 cities. Her primary responsibility is to drive footfalls to the stores and thus drive sales for the organisation.

## NEHA SHAH

*Head-Marketing, Pepe Jeans India Limited*

➔ Neha has over 12 years of rich industry experience in the marketing and PR domain. In her current role at Pepe Jeans, Neha is responsible for developing and implementing season-wise brand strategies that support the overall business growth plan. Neha also works closely with the sales team-helping them meet their commercial objectives by providing appropriate materials include working closely with the respective teams to develop and execute various promotions at national/ regional level to increase sales and generate footfalls at the stores. Additionally, she also engages in an ongoing analysis of market and consumer trends.



## RIMA PRADHAN

*Sr. Vice President, Marketing, Viviana Mall*

➔ Rima took on this role in 2011 with the responsibility of overseeing all aspects of Marketing, B2B & B2C Communication, PR Strategies, Feasibility Study for Properties, Exhibitions, Social Media Networking and Website Management. Rima in her current capacity has successfully led Viviana Mall to emerge as an iconic destination that constantly surprises and stimulates visitors with a vibrant mix of unique retail and entertainment options.



## PAWAN SARDA

*Group Head-Digital, Future Group*

➔ Pawan has spent 17 years in the space of housing and retail. He was part of the Big Bazaar start up team which allowed him to witness the retail revolution in India. He also has experience in real estate. At TATA Housing, he was responsible for selling homes through Google and Facebook. His current mandate at Future Group is to create a digital revolution for all formats and brands along with running Ecommerce initiatives.



## GAURAV BALANI

*Senior Manager Marketing, Unique Estates Development Co Ltd (Infiniti Malls)*

➔ As the Marketing Head for Infiniti Malls, Gaurav is responsible for Marketing Communication and SOH Income for both the Infiniti Malls. An MBA with rich experience of over 11 years in Advertising & Marketing, he has worked with renowned Ad Agencies and Media houses like Group M, Percept/H, OAP India. IN 2010, Gaurav entered the Entertainment retail business, i.e., INOX Leisure Ltd and then shifted to Infiniti Malls last year to head its Marketing Department.



## VARUN ARORA

*Head of Business - E-Commerce, Orra Fine Jewellery Pvt. Ltd.*

➔ With over twenty-seven years of experience in the jewellery industry, Varun has managed diverse portfolios from handling retail operations and marketing to playing a pivotal role in designing a new identity for the brand from an export-oriented enterprise, 'InterGold' to a retail jewellery brand 'ORRA', which is India's most trusted brand in diamond jewellery. Leading the brand into the digital space by setting up the e-commerce business, Varun has been instrumental in defining the contemporary sales processes and systems to generate demand at a fast pace over the years.



## BHAVNA TEWARI

*Ecommerce & Digital Marketing Head, Crocs India*

➔ Bhavna has 8+ years of experience in Marketing Communications, a strong visual sense, excellent writing skills and the ability to translate marketing ideas and design concepts across all organisational levels. She is an award-winning Marketing Communications Specialist and has won an award for Crocs India in the Global Marketing Summit 2016 for best use of Social Media Marketing. Bhavna started her career with Ogilvy & Mather and then worked on creative and marketing roles at Wizcraft International and Cinopolis India. Before joining Crocs India, she was working with a leading fashion e-commerce company, Fashion & You, as the Brand and Communications Head.



## RITESH GHOSAL

*CMO, Infiniti Retail Limited, Croma*

➔ Ritesh Ghosal has over 20 years of experience and expertise in creating new brands and re-invigorating existing brands. He enjoys the challenge of building businesses around consumer insight and translating consumer and category opportunities and organizational assets into unbeatable consumer propositions. Ghosal is an alumni of IIM Bengaluru.



## ABHISHEK SHETTY

*Head Marketing, PR & Loyalty, Celio Future Fashion*

➔ An alumnus of the Indian School of Business, Hyderabad & BITS Pilani, Abhishek has 9+ years of experience in Brand Management, Corporate Strategy and Marketing Strategy in Retail, Media and Advertising Industries. He is currently in-charge of the Marketing, PR and Loyalty function for the French men's fashion label, Celio, encompassing strategic planning, advertising, creative & content development, media planning & buying, public relations, sales promotion, CRM program and customer experience.





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# “THERE IS AN OPPORTUNITY FOR ONLINE AND BRICK-AND-MORTAR SET-UPS TO LEVERAGE EACH OTHER’S STRENGTHS”

– By **Shubhra Saini**

*CaratLane started its journey as India’s first online jeweller but today, with multiple stores and Try@Home, they have emerged as an Omnichannel jeweller that stays abreast with the evolving tastes and preferences of consumers. Talking in detail about the expansion strategy of the brand, Atul Sinha-Senior Vice President, Offline Marketing, CaratLane divulges the brand’s roadmap for future...*



*How do you see the present jewellery market in India in terms of size and growth potential? Where do you see it heading in the next five years?*

The jewellery market is huge in India, but with problems that are ripe for disruption. And I am proud to say CaratLane has been a mega disruptor - we are changing the way jewellery is manufactured, sold and bought in India. We are innovating across all dimensions with boldness; solving problems like manufacturer-retailer connect, personalisation, shopping experience, lack of transparency etc.

*Give us insights about the brand’s approach towards Omnichannel retailing?*

We follow an Omnichannel strategy for all our functions - marketing, merchandising, supply chain and customer service. We make sure that our customers feel part of the same ecosystem regardless of the medium they are interacting with us with. Our products, prices, promotions, language, tonality, identity remains constant across channels.

*Are there any unique initiatives that you have taken online (regarding social media, e-commerce, etc.)? How are you leveraging the online space to boost your revenues and customer connect?*

CaratLane believes in experiencing jewellery in innovative and convenient ways. Technology and innovation have better equipped online jewellers in their battle against physical retail players. Our brand is now associated with various design innovations around social and cultural motifs and contemporary style. We take a 360-degree approach in our marketing plans as we see ourselves as an Omnichannel jewellery brand. We have four sales channels that we continuously improve upon: Online, Mobile, Retail Stores and Try-@-Home. Apart from this, we are constantly exploring other new-age channels.

One of our app - Perfect look app / ‘Magic Mirror’ gives customers another innovative way to virtually trying on earrings in three dimension (3D). All a customer needs is to pose in three different angles and our customised software will stitch the customer’s photograph with the earring and provide a 180-degree

display of the earring with actual size on real time basis.

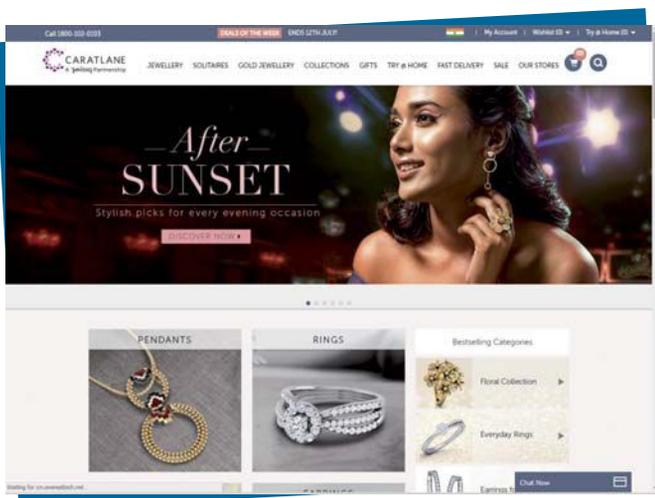
We have just started on our mission to democratise jewellery by offering chic and contemporary jewellery that is beautiful, accessible and forever wearable. You can look forward to more innovative designs from us in the future. We strongly believe that technology can be leveraged to provide a better shopping experience to our customers and you can expect some breakthrough innovations from us on this front.

**Why are you shifting focus offline and opening physical stores?**

There is an opportunity for online and brick-and-mortar set-up to leverage each other's strengths. We already have 21 retail stores in 8 cities across India and are planning to open more stores in the coming months. Our stores are very different from the typical Indian jewellery store, which tend to be very large, with a guard and an usher who walks you in. Our stores are designed for the customer who walks into a mall or a duty-free shop. There is no glass and you can walk right up to the products. You can touch, feel and experience the jewellery without any pressure. It's more inviting than what the retail store environment currently is in India. Our stores allow our customers to touch, feel and experience the brand and with such format, it only helps our business. Our brick-and-mortar presence complements our online presence rather than compete with it.

**What is your USP? Do you intend on having a pan India presence soon?**

There are few things signature to CaratLane. Few but very effective in bringing together a jewellery buying revolution. It begins with our innate quest to combine art and technology which we brought together through our StreamLane™ system. It eliminates inefficiencies from the supply chain. It keeps our overheads low, enables us to get our items delivered efficiently, and results in savings of up to 20 percent over traditional retail stores. Our jewellery is designed to minimise unnecessary gold weight and instead focus on the aesthetic appeal of the jewellery. It is designed to suit modern lifestyle needs so that women can wear it every day. We already have 21 retail stores across India and are planning to open more stores in the coming months.



**Please tell us about your tie-up with Tanishq? Do you retail Tanishq or any associated Tanishq brands in your stores or on your online portal?**

With Titan's majority acquisition into CaratLane, the best of India's jewellery brands now belong together. Jewellery lovers can look forward to more choice and more designs as a result of the partnership and India's jewellery buying experience continues to evolve, only faster. Through this partnership, we have been able to make greater progress in making beautiful and affordable jewellery even more accessible. We now manufacture some of our jewellery at Titan's state-of-the-art facility at Hosur and this helps us get access to better designs at unmatched quality. We are strategically aligned, but operationally independent. Together, we share a common mission - to offer beautiful jewellery and a distinctive shopping experience that fits today's values and lifestyles.

The investment by Titan and the partnership with Tanishq, India's leading jewellery brand, has certainly infused a greater degree of trust amongst potential buyers at CaratLane. We have recently made Nebula by Titan watches available at CaratLane.

**What are the latest trends you are noticing in today's consumers in general? What kind of products are in vogue?**

Consumers are becoming more and more comfortable shopping online, which will only add to the growth of this segment of jewellery sales. As CaratLane, we want to help customers experience jewellery in innovative and convenient ways, by coming up with innovative ways, from personalization to curation to home trial options, to address consumers' concerns.

**How has this fiscal year shaped up so far and what kind of growth rate do you expect over the next couple of years?**

It has been a healthy growth month on month.

**What are the challenges for Caratlane presently?**

Given that we are a relatively new brand in the jewellery industry, one of our biggest challenges is to build awareness of our brand and give potential customers a better idea about the kind of jewellery we sell. We are doing this by building our communication not just through traditional media routes such as print and hoardings, but also through digital media like Facebook and Google. Word of mouth also plays a crucial role in building a clientele for our stores. This is why we are obsessed with delivering a positive customer experience at our stores. [IR](#)

# RETHINKING RETAIL: SHIFT FROM STATIC TO AGILE

– By **Dominic Twyford**

*The world around us moves at a relentless pace. Change is constant and while it can sometimes be scary, it isn't going away. Constant flux is the new normal and India's retail industry must evolve to establish new forms of relevance.*

It isn't surprising to find that the word 'Agile' is in vogue. Everywhere you look, businesses are looking to redefine themselves by incorporating the Silicon Valley approach of 'fail first, fail fast, learn and iterate'.

## Evolve or Die

Comparing the Fortune 500 companies in 1955 to the Fortune 500 in 2014, only 61 companies appear in both lists. In other words, over this period, 88 percent of companies from 1955 have either gone bankrupt, merged, or have simply fallen from the top tier of businesses.

Why? Possibly, success leads to complacency, concentrating on short term triumphs instead of long term planning. These companies were definitely not agile or keeping pace with a fast-changing

world. Businesses mature, and when that happens, they tend to plateau.

In March this year, CNBC reported that the number of US retailers filing for Chapter 11 bankruptcy protection is heading towards the highest annual number since the Great Recession. As you can see, something is clearly wrong. Another proof point that companies who are not agile fade out and lose relevance in changing times.

So, who's doing it right? Surprisingly, it is one of the most established retail brands that is pioneering agile retail thinking, Target. How? It has remained open-minded and learned from the likes of Story, a retail newcomer. Story presents itself like a magazine, meaning every month or so, stores completely reinvent themselves from environment to merchandise. Inspired by this, Target has developed a

capsule line with Story and created in-store labs where ideas can be fast-tracked and tested with real customers.

Another example is Open House, Target's playground for understanding how to sell the concept of smart homes to customers. It is a space where customers can experiment with and purchase products to learn about the future of their home. In the evenings, Open House turns into a different kind of space that hosts events and presentations.

Retailers like Target are leading the way by embracing trends and creating environments that can react to trends and reinvent themselves. It is imperative that the Indian retail sector also redefine its thinking.

## Is Customer Experience Enough?

It is easy enough to believe focusing on customer

experience is the answer to the issue. After all, much is made of the importance of retailers creating customer experiences.

The word 'experience' is bandied around with great ease but with little thought. Looking around us here in India, apart from high profile brand concept stores, do retail brands really deliver a unique and ownable experience?

For sure, some do, but the truth is, most don't. To complicate matters further, while retailers still grapple with the meaning of experience, the future is not going to be about mere experiences, but about agility too.

## India's Retail Industry Must Be Responsive, Experimental

A report from the United Nations in 2014 concluded that India has the world's largest youth population of 356





**Rethinking How Retail Operates**

*Let's look at the lifecycle of traditional retail.*

The current lifecycle centers itself on stores; they are like boxes made out of bricks and mortar, and filled with product. Every three to five years they are updated, often because a direct competitor has redesigned its stores and there is a compulsion to react for fear of being left behind. The truth is, this approach to retail has never really changed.

The creative process is equally staid - developing a 'new' concept, prototyping it; value engineering it (in the process probably losing the interesting elements), and then finally rolling it out across retail estate. This period of roll out can take months, even years, so the fresh new concept is dated from day one of implementation. On occasion, retailers will decide to refresh their brand, but this is only the equivalent of a fresh coat of paint.

This creates a scenario where following the initial spike due to the stores newness; the store experience slowly deteriorates as initial interest turns to familiarity, then boredom, and finally indifference. There are many weaknesses in this model; it is resource and financially intensive but it is also rigid, not allowing for changes in

shopper behaviour or allowing the brand to react quickly to new opportunities.

So between this new kind of customer and new market entrants like Airbnb, Uber, Amazon and Alibaba who each have disruption hard wired in to their DNA, the lifecycle of traditional retail needs to be torn up.

**Live in Beta**

One of the worst aspects of this long-tail approach to retail is repetition. The approach is completely at odds with the new generation of shopper that is the future of the industry here in India.

Rather than static store visits, customers expect to be able to interact with and create with the brand. It is no longer about 'what I can buy from you,' but 'what I can achieve with you.' Despite this restless dissatisfaction, even the most established retail brands can be a pioneer of agile retail thinking, as Target has proven.

Indian retailers have a real opportunity to put agile at the heart of their businesses, shifting the mantra from speed to market, to a market based on speed.

Given India's demographic dividend, the sector has little choice. [\[R\]](#)

**About the author:**

Dominic Twyford is Client Services Director at FITCH



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million 10-24 years olds, and that this number is set to grow. India's retail sector needs to take note.

Generations Y & Z are underwhelmed with old-school retail. They shop while in a constant state of partial attention and their lives are lived at a frantic pace, switching between the real and digital worlds.

It is time to accept that the store can no longer stand still or act in a passive way. We have reached a tipping point where Indian retailers need to

shift their thinking.

All too often, retailers in this country fear experimentation and innovation, and instead, choose to follow tried and tested retail formulas rather than developing new ones.

In the face of massive disruption from brands entering the retail sector, this attitude is no longer valid, and India's retailers have to be responsive and experimental. This is the definition of agile retail. To put it another way, agile thinking is protection against disruption.

# international home + housewares show | 2018

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## Profit from High Profile Exhibitors and World Class Design

The International Home + Housewares Show in Chicago is the leading global marketplace to see the latest market-driven homegoods products, designs and trends. It is a must-attend event for retailers and distributors who want to improve their business by differentiating their product offering and concepts.

With a strong focus on high-quality, high-design global brands, the Show features the entire product lines of the leading U.S. housewares brands, product suppliers and designers — not just the products pre-selected for export markets displayed at non-U.S. shows. Buyers have a chance to find innovative new products and product lines that are not yet available in other markets.

Featuring 2,200 exhibitors from more than 45 countries, the Show is organized into five expos:

- Dine + Décor
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- Clean + Contain
- Wired + Well – the world's leading household electrics exhibition!

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Retailers from around the world visit Chicago to find inspiration from unique stores and retail concepts. Leading home and housewares retailers such as Williams Sonoma, Crate and Barrel, Sur La Table, Bloomingdales Home and The Container Store all have Chicago flagship stores where you'll be able to discover innovative merchandising and store branding, superior customer service and unique ideas.

In addition to the inspiration and ideas found visiting the great Chicago retailers, the International Home + Housewares Show offers first-class educational and networking opportunities for both specialty retailers and corporate buyers – special exhibitions and displays and a full lineup of seminars on trends & design, visual merchandising and branding, retail success factors and consumer preferences. Note especially the Pantone Color Watch display and seminars for the 2018/2019 color and material trends!

## Save Travel Time and Money

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# MAKE A **Smart** MOVE

*The International Home + Housewares Show is quite unique in itself as the focus is purely on new ideas, emerging trends and innovative products. For retailers across the globe, I am sure this platform offers a lot of trend setting propositions across product categories that could be path breaking for their respective businesses.*

Jubi Samuel, Associate Director – Home  
Myntra.com  
India

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# INDIAN HOMEWARE & FURNISHING SEGMENT GETS A FACE-LIFT

– By **Shubhra Saini**

*The consumer is changing. Urbanisation is on the rise and individuals are evolving, adapting to a modern way of living. A rise in disposable incomes means people are looking at a smarter way of living. They want beautiful homes with bold designs, and innovative technology coupled with smooth functionality to be installed in these homes. The structure may still be passed down from generation to generation, but the interiors, décor and gadgets have all changed. The lifestyle habits of Indians have shifted from minimalistic and utility based to diverse and progressive...*



Product by Vajor

**T**he boom in the residential real estate industry over the last few decades has given an impetus to the home décor market. Also driving the growth of this section is an increased consciousness among home owners for stylish interiors and beautiful indoors. Traditionally, the Indian consumer's focus on fancy furniture and furnishings was restricted to the living room – a room where guests were entertained. However, growing aspirations and incomes have changed spending patterns and these changes are spilling over into other living areas, including the kitchen, the dining room

and even the very personal bedroom.

Says Urban Ladder's Chief Marketing Officer, Sanjay Gupta "One of the factors that has contributed to this growth is that people have started taking their home as the reflection of themselves and so, a lot of people are now spending more on both furniture and fixtures and also on home decor. The second big change seen is that working women are spending a lot on home fashion. A lot of our customers are working women."

A space crunch – with homes growing smaller and the population exploding – has dictated a surge in demand for space-conscious goods. Multifunctional homewares are growing in

popularity to offer added convenience, and make far better use of available household space.

## **Trends Driving the Homeware, Decor & Furnishing Segments**

The homeware, decor and furnishing market in India has witnessed phenomenal growth, particularly in the last 10 years. Despite this, the sector is in nascent stages in India as compared with developed countries.

However, if brands understand customer requirements and offer them what they want, organised home furnishing retail has the opportunity of a dream run. This sector's growth has been driven by socio-economic changes, a large base of



in India is highly unorganised with presence of many local manufacturers.”

With respect to the furniture category, Reddy says, “Within indoor furniture, dining and sofa beds are the fastest-growing categories in India. However, with increasing disposable income consumers have started buying dining tables for dining areas, particularly for their new homes.”

“With more people relocating to different parts of the country for work or education, the proportion of renters has increased when compared to home owners. Hence, the demand for sitting furniture like chairs is increasing. A lower replacement cycle of these products aids growth too,” he adds.

Talking about the trends witnessed in the Homewares category, Reddy, explains, “Homeware and home furnishing stores accounted for 70 percent of the homewares sales in India in 2016. These stores offer more variety and have higher presence compared to other formats. Many consumers like to examine the quality of products before buying homewares; hence they prefer offline stores and/or direct sellers when looking to buy homeware.”

“Consumers are opting for better-quality products, which has increased the demand for branded products. These products have longer life cycles and also make the process of cooking easier,” he adds.

And it’s not just traditional players like Bombay Dyeing

young population with high disposable incomes and the will to spend on improved lifestyles. The real estate boom in the last few years has allowed the young population to own homes with easy loan schemes given by the banks and the government.

New – more compact homes – designed for nuclear families, have been a major driving factor for the home décor and furnishing sector.

Talking about some recent trends witnessed in the home décor segment, Vishnu Vardhan Reddy, Research Analyst at Euromonitor International, says, “Home and home furnishing stores accounted for 87 percent sales of indoor furniture in India in 2016. With the increase in the number of online retailers,

**MARKET SIZE & GROWTH**

The world retail market is worth ₹102,750 crore (US\$ 17.13 billion), growing at 12-13 percent. This is expected to reach ₹144,323 crore (US\$ 24.05 billion) by 2017. Modern retail is estimated to be 19 percent of this total market and is expected to grow at 24-27 percent. Retail expansion grew at 16-21 percent in terms of number of retail outlets and retail space with same store revenue growth being around 15 percent, according to India Retail Report.



demand for products online is also increasing as Internet retailers offer a wider variety of products and at a lower price.”

Further talking about market dynamics of this category, Reddy, says, “Due to demonetisation, which was announced in November 2016, the sale of home furnishings witnessed a slowdown as consumers faced a cash crunch. Consumers were forced to postpone their purchases. For the same reason, the real estate market in India took a hit that has indirectly affected sales of new furniture in the country. Growth of home textiles was stagnant in 2016. Consumers continued to opt for low-value, unbranded products, which is the reason for the slower growth. The industry



and Welspun that are cashing in on the trend. Funkier, Gen X brands like Chumbak and niche players like Masper, and Tangerine are expanding their reach across the country as well.

### What's Making the Market Tick?

India is a rapidly growing country with a GDP that is growing at a steady rate of 7.5 percent. Sixty-five percent of our population is below 35 years of age. This generation ambitious and far more focused about achieving growth, attaining enviable lifestyles and living in dream homes.

Women are working, earning their own and spending a lot on home fashion. Disposable incomes, better education and also the growing trend of individuals opting for professional services to do up their interiors have together led to a rise in this category.

Also, today's Indian is well-travelled and exposed to lifestyles in other countries, which inspires him to attain a similar style of living.

Godrej Interio's Associate Vice President, Integrated Marketing Communications, Bedraj Tripathy says, "In the demography pyramid according to family incomes, there is a high growth in middle class families than the lower and upper class. We find the middle class to be around Rs 48,000 crores as compared to upper, which is at Rs 7,000 crores and the lower Rs 10,000 crores. Also, the average age of a buyer has changed from 45 years to 37 years over the span of last five years."

Durian's Vice President - Commercial, Sandeep Ganguli adds, "Factors like rise in disposable income, better education and also the growing trend of individuals opting for professional services to do their interiors have together led to a rise in this category."

Tanay Agarwal, Director, Skipper Furnishings, says, "India is a growing economy, and real estate supply in today's economy is huge. This has in turn resulted in a huge demand for home décor and furnishings brands. Today,



your modern, urban Indian doesn't just want a house but also needs to live in a well decorated home, which meets his needs, tastes and preferences. This has in turn resulted in a growth of an organized market for suppliers and an increase in the interest of individuals in the decision making."

"The furniture market in India has historically witnessed a prolific boom in the country. There were a number of factors that led to a growth in furniture demand in Indian households over the last few years. The growing economy of the country has

encouraged the spending capacity of the people, which in turn has encouraged sales of branded furniture items in the market. The growing phase of infrastructure and real estate market has also augmented the demand for furniture products in the country. Furthermore, this increasing brand awareness amongst Indians in the recent years has led to the emergence of furniture retailing in India," says, Arun Biyani, Director, Mobel Furniture.

"Increase in the knowledge of the availability and the usage of the products in the home furnishings industry is resulting in the need for well trained and knowledgeable sales staff. There has been an increase in the availabilities of interior designers and consultants in the more developed cities of India, however there is a plenty of scope of the same in smaller towns," he adds.

"With the advent of social media and smart phones to every individual the exposure has increased hundred-fold. Every individual is aspiring

for more and wishes to make it big. Buying furniture has become more accessible and convenient in the recent years. Styles, designs and trends are changing more rapidly than ever. Customisation of products according to one's needs is in. Also, the service (including after sales service) demanded by customers is at an all-time high," says Nikunj Kedia, Director, Seven Designs.

Online retail platforms have added to the trendy home party. Consumers prefer buying online owing to the availability of a huge array of home decor products at discounted/affordable prices – this despite increasing cost of raw materials, such as leather and superior quality wood which may have otherwise limited the market growth.

According to Ashish Shah, Founder and COO, Pepperfry, "In the next three to five years, leading home players are set to reach global standards. Pepperfry sees a huge opportunity to lead this growth. Onmichannel is going to be a key growth driver for improving the customer experience. Pepperfry is geared towards scaling the Studio presence from present 21 and has recently rolled out a franchise model with an aim to build the largest Omni-channel network in the country. We will open 46 studios by March 2018. Lastly, there will be a spurt in the growth of ancillary services. Providing additional services especially in the home segment like designing and consulting are set to become important features. We started the trend as early as 2014 and have been providing complimentary consulting to

our customers since then."

Adds Nathasha A R Kumar, Founder – Vajor, "The Indian consumer, specifically in the decor segment, demands not only looks but utility as well. Hence, a good home decor item needs to meet three strong needs – Utility, Aesthetics and Pricing. Home décor and furnishings is a very 'need' driven segment which, essentially, takes a leap during festive seasons. Vajor is

***Among the various segments within the sector, some that come out on top are furniture, textiles (including rugs, bath textiles, bed textiles, kitchen and dining textiles, living room textiles), floor coverings (including tiles, wood & laminate, vinyl & rubber, carpet & rugs).***

penetrating the market and reaching to these consumers by fulfilling both their demands and desires."

Neerav Jain, Founder & CEO, CityFurnish has a different point of view. He says, "Furniture e-retailing has plateaued in India over the past few years with major furniture online brand hitting same sales figure for two to three years now. This is majorly due to the emergence of renting and second-hand purchases of furniture and furnishing products. Nowadays, consumers prefer online retails platforms for

renting furniture, owing to availability of an array of such products at affordable prices and convenience of renting."

### **Categories That Rule the Roost. Challenges Faced by the Sector**

The furniture and home decor industry in India is largely unorganised, something which is a major hindrance for its growth. The perception

and outlook of the industry also needs to change. It is still not open to innovation and experiment. The second major issue is the skyrocketing real estate price, which makes it very difficult for new ventures to be profitable.

Talking about the challenges, Kedia of Seven Designs, says, "Meeting the demand of the customers becomes an issue sometimes.



Interiors of Seven Designs store

**KEY TECHNOLOGIES TO WATCH OUT FOR IN THE SECTOR**  
THERE HAS BEEN SOME GROWTH IN THE USE OF TECHNOLOGY IN THIS SECTOR SIMILAR TO MOST SECTORS IN INDIA SUCH AS:



#### **Tanay Agarwal, Director, Skipper**

- Online retail representation of the brands with various mapping tools, which helps in visualizing how the product will appear in the customers house.
- Touch and feel of the products amalgamated with online applications
- Analyzing the requirements of different stores with the availability of various reports.
- Ability to control stock on hand
- Proximity to key markets with e-commerce



#### **Neerav Jain, Founder & CEO, CityFurnish**

With the ever-evolving lifestyles and high mobility of this generation coupled with convenience and affordability of owning quality products, renting or subscription Industry is going to be a big game changer and has already started the market which has majorly been dominated by offline furniture houses.

Secondly, the role of VR i.e. virtual reality in e-retailing would help bridge the gap of online vs offline and will provide an impetus to the online furniture and furnishing industry to thrive further.



the unorganized sector the supply chain is not as efficient as probably in other industries. Consumer knowledge and education has been on a rise but still the importance of home furnishing is lacking. Home furnishings is a highly personalized and service oriented segment, and a lot of customization is needed thus, expansion with multiple stores is difficult.”

According to Mobil’s Biyani, a high rate of taxation, unorganised sector dealing in black money and lack of organized industrial infrastructure to support the manufacturing activities are the main challenges that the sector is facing.

materials like cotton, wool, silk and jute and the fact that India enjoys a comparative advantage in terms of skilled manpower and in cost of production relative to major textile producers are big boosts to the industry.

### Technology

Retailers in the segment are giving due importance to technology. They have got customised software to have insights in buying behavior of their loyal customer groups and real time inventory status at each stage in the entire value chain.

### Working on Concepts

This comes into play when a

*The furniture and home decor industry in India is largely unorganised, something. The perception and outlook of the industry also needs to change. The other major issue is real estate price, which makes it very difficult for new ventures to be profitable.*

always survive on innovation and aspiration.

### R for Refurbishment

This is a more regular market that thrives on up-gradation, renovation and improvement within existing living or working space. The consumption frequency is relatively high but with lower ticket sale items.

### Serving the Millennial

A high percentage of India’s population is made up of Millennials. An Accenture study describe Millennials as people born between 1980 and 2000. They are both the 20th century’s last generation and its first truly digital one. This old century/new technology dichotomy gives pause to marketers attempting to understand and connect with this key demographic. Home furnishing retailers are innovating themselves to meet the discreet demands of this Millennial shopper.

“They want everything at their fingertips and do not have much time to go out and shop. That is why we have our own e-commerce website to give them a quick and easy way to purchase products from us. At the same time, we also



As the market is growing, the demand is increasing and each customer they have their own preferences and require customization.”

Agarwal of Skipper says, “This sector is largely unorganized, and to convert it into an organized segment is the biggest challenge of them all. Due to predominance of

### Solutions

The rising government focus and favorable policies do support the industry. Increased penetration of organised retail, favourable demographics, and rising income levels help drive industry demand and take it forward.

Abundant availability of raw

new house / office is being planned. This will require everything including design, architecture, interiors, furnishings, furniture and décor new to create a “concept” to live or work in.

Although this market has low frequency of consumption, it does drive huge ticket sales and will

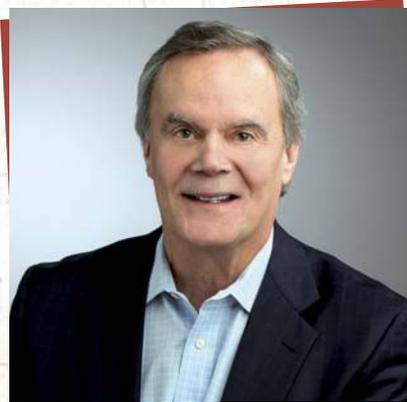
# Home and housewares industry treads on a positive path

By **Phil Brandl**,  
President/CEO, International  
Housewares Association

**The outlook for the home and housewares industry is positive, despite the political and economic uncertainty that characterized 2016 both in the U.S. and around the globe. The industry's focus is on the continued transition to seamless retailing, opportunities to connect directly with consumers digitally and keeping the industry fresh and relevant to today's consumers.**

Global housewares spending rose to \$346.9 billion (an increase of 4.8 percent) in 2015 – the most recent available statistics, according to the International Housewares Association's 2016 State of the Industry Report. In the U.S. alone, housewares expenditures increased 9.4 percent. Looking at year 2017 and to the future, our exhibitors tell us that they are hopeful that the financial recovery is leading to increased sales in most categories, that the strength of the housing market in the U.S. and elsewhere is a positive signal and that the millennial generation, the next big wave of consumers, seems to be ready to buy and furnish homes. All are positive indicators of near term sales growth.

We at the International Housewares Association (IHA) look to unite and support the home and housewares industry globally. IHA is a not-for-profit, full-service association, committed to maximizing the success of the home products industry. Our key service to the industry is the International Home + Housewares Show in Chicago, bringing buyers and sellers together to create the home + housewares industry's key marketplace. Featuring more than 2,200 exhibitors from close to 50 countries and 56,000 total attendees from 130 countries, the Show offers opportunities for world-class sourcing for



Phil Brandl, President/CEO,  
International Housewares Association

market-driven innovative housewares and homegoods products, designs and trends. In addition, visitors to the Show benefit from unique educational and networking opportunities and benchmarking with trend-setting Chicago retailers.

In addition to the Show, IHA works on promoting the housewares industry, its products and offerings to consumers;

facilitating global commerce; providing industry market data; and supporting industry standards. To assist with global trade relationships, IHA-IBC Trade Missions provide turn-key introductions to international markets through meetings, retail tours, receptions and key buyer reports.

India is an important market for IHA and the International Home + Housewares Show. There have been numerous IHA/IBC Trade Missions to India and more activities are planned in the future. Also, we have a growing number of leading home and housewares retailers from India visiting the Show every year – a positive trend that we hope to see continue.

We warmly welcome home and housewares importers and retailers from India as well as companies interested in exhibiting to the 2018 International Home + Housewares Show, taking place in Chicago on 10-13 of March, 2018.

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**Abundant availability of raw materials like cotton, wool, silk and jute and the fact that India enjoys a comparative advantage in terms of skilled manpower and in cost of production relative to major textile producers are big boosts to the industry.**

keep our clients, partners and customers updated with the new trends of the industry and the collections in-store with our social media accounts and blog Home&Heart. Finally, and the most importantly,

we have made products like readymade curtains, cushion covers and services like customized stitching easiest to access for them,” says Agarwal.

Biyani, says, “The young generation is now very aware of latest international trends and are very design conscious too. Affordability from a brand adds brownie points – along with international designs – and racks up sales. We have launched smart, trendy, modern designs in affordable prices.”

“At CityFurnish, our service is predominantly targeted towards the millennials who are looking to break the shackle of ownership and liability by carrying the burden of purchases. With CityFurnish they are free to explore and

at the same time save a lot of money by renting furniture and complete furnishing products instead of investing in expensive products whose value is bound to depreciate over time,” adds Jain.

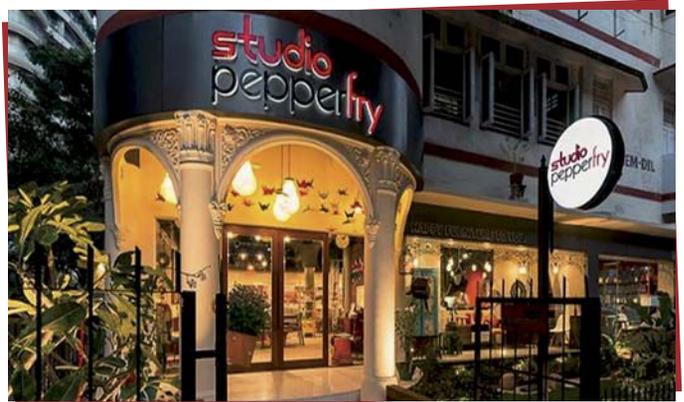
Kedia, explains, “We are developing our e-commerce site [www.sleepair.in](http://www.sleepair.in) which will showcase all our sleep related products. It is scheduled to go live in a couple of months. We also have a website for Seven Designs (Furniture and Furnishing both) which showcases our entire product line and the services we offer. We are active on social media platforms and try to engage with the audience as much as possible, informing them about the latest styles we house and any ongoing offers. These steps were taken mostly keeping the Millennials in mind.”

### Future Prospects

Many online players have entered in the category and are doing well in terms of business. Urbanladder,

engagement touch-points for its consumers. Pepperfry pioneered the Omnichannel approach by opening 20 studios across the major metro cities in India. These studios essentially serve as offline experience centres for discerning Pepperfry customers who are seeking design inspiration. Here they can not only experience a select Pepperfry range but also avail complimentary design consultation.”

He further adds, “Pepperfry is geared towards scaling the studio presence and recently rolled out a franchise model with an aim to build the largest Omnichannel network in the country. We will extend our studio coverage to Tier II and III towns, and in keeping with Pepperfry’s sharp focus on customer experience significant investments will be made behind supply chain automation and the big box logistics network will expand to 1,000+ cities. In a nutshell, right now our focus



Pepperfry, and Fabfurnish are few such players.

Talking about the future prospects, Shah of Pepperfry, says, “We has set out a mission to help create 20 million beautiful homes by 2020 and taking cognizance of the need to have multiple

is to be present wherever our customers are present be it through studios or marketing.”

Clearly, furniture and homewares manufacturers are betting big on key growth opportunities in the market over the next few years. **IR**



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# LACOSTE MOVES TOWARDS UBER PREMIUMISATION

– By Charu Lamba



*Lacoste has launched a new store concept where the brand is using in-store furniture which is more premium in look and feel. The brand will be experimenting with new types of products, which are more premium than what they are selling now. In an interview with IMAGES Retail, Rajesh Jain, MD & CEO, Sports and Leisure Apparel Ltd. (Lacoste Licensee in India), said, “The look of the store is more premium and as far as the pricing is concerned, we are going to increase the pricing depending on the overheads and other conditions.”*

## Expansion Plans

Lacoste – which currently has 50 PoS including a website and is present in 18 cities in India – is however, in no hurry to expand its presence in the country.

On an average, Lacoste opens seven to eight new stores every year. The brand had paused its expansion for one year in 2015-2016 due to uncertainty in the economy at that time and no new premium retail developments were coming, but now with premium retail developments coming up, and the retail economy more stable, Lacoste has decided to start slowly and steadily working on its expansion plans.

Talking about these plans in detail, Jain said, “We are into accessible luxury market where expansion cannot be too fast like in the case of a fast fashion brand or a mass brand or even a premium brand. Our luxury brand has to maintain its own niche, its own presence. This is the reason we also follow ‘selective distribution network’ throughout the world, which means that every new door that we open is evaluated very carefully. We also put a lot of thought into our location strategy.”

He further added, “We see the premium environment and only after that do we decide to open a new store. In



India, premium retail developments are limited. We launch stores only in premium retail developments that sync with our brand DNA. This is one reason we do not expand too fast.”

With such a strategy, the brand naturally gets most of its customers from Tier I cities. On the other hand, the online business, for Lacoste is booming in Tier II cities who don’t have access to the products offline. Despite this, Lacoste has no plans to open brick-and-mortar stores in Tier II and beyond, unless premium retail developments with like-minded brands are present there.

“As far as Tier II cities are concerned, we plan to explore them through our online channel instead of physically going there. Again the reason is premium retail development which is currently not present in Tier II cities in an offline model. We reach them through our website and it’s effective because we get a lot of online consumers,” said Jain.

## Is Franchise The Way Ahead?

Till two years ago, Lacoste was expanding mostly through company owned doors. At that time, the brand had just two to three franchisee stores. Later, Lacoste revamped its strategy and decided to go in

for company-owned as well as franchisee stores. As of today, most Lacoste outlets are company-owned but franchise stores have started contributing to a decent percentage of sales.

According to Jain, “The reason behind shifting to company-owned plus franchise stores is to leverage the brand. Two or three years ago, we were shying away from going to far away cities. We then realised that we have the right kind of TG and looking at the new retail developments coming in, we decided to start looking for like-minded franchise partners.”

## Omnichannel Strategy

Omnichannel for Lacoste is still in the initial stages as far as India operations go, but the brand realizes its importance in providing a seamless experience to customers.

“There are a few customers who do not find the product in the store, so, to address the concerns of these customers, we would like to go in for Omnichannel retailing. We are currently evaluating which partners to choose, which kind of Omnichannel experience to provide, whether we should have a seamless integration of our inventory on online v/s offline or whether it should only have the offline currently,” concluded Jain. **IR**



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# THE IMPLEMENTATION OF GST AND ITS IMPACT ON REAL ESTATE IN INDIA

– By **Irfan Razack**

*RERA and GST might appear ambiguous for now and might make builders and financial institutions to ‘wait and watch’ As the new processes and systems of the RERA and GST guidelines will take time to recalibrate in the businesses, talking on this pertinent aspect is one of the most coveted real estate czar, Irfan Razack, CMD, Prestige Group.*

**S**ince a change of this magnitude takes time for people to fully comprehend and comply with, GST and RERA may initially create some confusion for the consumers. It may, in the initial days of its implementation, be confusing for the developers as well. However, after a bit of a churn over a few months, things should completely stabilize.

The rate of tax fixed for Real Estate is at 12%. Unfortunately, this figure includes land costs as well. Which means that henceforth, the consumer will have to pay the GST not only for construction but also for land – (Land was excluded from VAT and Service Tax earlier). He will also have to bear the additional burden of stamp duty. While

these amount to increased costs for the consumer, the government has assured people that with the implementation of GST, there will also be a lot more opportunity for savings overall, which in turn should negate these costs.

We are in the process of evaluating this for ourselves and these are still early days. From a consumer standpoint, it’s tough to decide at this point whether realty prices will increase or decrease post the GST rollout. Only time will tell...

Generally speaking, if the input costs go up, prices will go up. If the input costs go down, prices naturally will get corrected. Currently, looking at the various external factors, it’s difficult to predict anything concrete. In my opinion, for the moment, we should maintain the view that things will remain neutral. 

**ABOUT GST:** The GST (Goods and Services) regime kicked in from July 1, 2017 and easily India’s most ambitious tax reform since its independence in 1947. The tax subsumes over a dozen central and state taxes levied on goods and services bringing India under a uniform tax regime. The new taxation system is expected to add 2 per cent to the country’s GDP and experts say that the ability to buy goods or services from any part of the country and still be able to offset the tax portion is the real game changer.



**About the author:**

*IRFAN RAZACK is CMD, Prestige Group, He founded the Prestige Group in 1985 and today, the company has completed several million sq ft of world-class real estate development across the residential, commercial, retail, leisure and hospitality sectors in cities including Hyderabad, Kochi, Mangalore, Mysore, Goa and Chennai, besides Bengaluru.*



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# The science behind the art of delighting 'LITTLE' CUSTOMERS

– By **Shubhra Saini**

Founded in 1946 by Sir Pietro Catelli in Italy, Artsana was once a small family concern which has now become a multinational Group operating all around the world in over 115 different countries. Artsana Group operates into two main business areas: Baby Care and HealthCare. Chicco, the flagship brand of Artsana is a cross category master brand on the world baby care market, leader for baby products in the 0 to 36-month range. In an extensive interaction with IMAGES Retail, **Rajesh Vohra**, CEO, Chicco India, talks about the business proposition and future prospects of the brand in the country.



## **The total turnover of the company and growth rate over the past few years:**

The consolidated global turnover of Artsana Group was €1.42 million in 2015 and has been only growing over the years. The group's India operations started in 2010. Over the past 6 years, Chicco has been able to make its mark in the Indian baby care market significantly and has been growing at a CAGR of above 35 percent since then.

## **Market Share:**

Chicco offers a wide and distinctive range of baby care products related to nursing, cosmetics, toys, travel (strollers, highchairs, car safety seats) and infant fashion. The entire product range adheres to the highest international standards of quality and safety. We operate in multiple categories and our share varies as per the category. Unfortunately, for most of these categories, organised industry data is not available.

At an overall level, now we are a strong reference brand in the country, growing faster than the category and gaining market share across board. We aim to be the leading brand across categories in the next five years.

**The Footprint:**

Chicco has an Omnichannel presence in India. India is a very fragmented market, hence to cater to our consumer effectively, we operate through multichannel distribution including Chicco exclusive brand stores, specialty baby shops, online partners and distribution centres.

We have 12 Chicco exclusive brand stores and hospital corners spread across major metros including Delhi-NCR, Mumbai, Bangalore, Kolkata and a few others. We are present in over 100 cities through our distribution network. All our stores are franchisee stores.

**Choosing a Franchisee:**

We want to work with like-minded partners who are willing to build relationship for long periods of time.

**Footfalls:**

Since we are a specialised baby store, our footfall varies as per the location of the store. For example, in the mall, our footfall is around 1500 - 3000 and in high streets, it is around 750 - 1500 a month.

**Size of the market for the products of the company in India and the growth rate:**

As per our internal estimates, the organised market for cosmetics is around Rs 1400 - 1600 crore and growing at a CAGR of approximately 15 percent. Toys is approximately Rs 3000 - 3500 crore and growing at around 12 percent CAGR. Nursing and juvenile are smaller at this stage estimated to be around Rs 500 crore and Rs 250 crore industries respectively.

**Factors Propelling the Industry's Growth:**

Demographically, India is home to over 110 million babies contributing around 11 percent of the world population with a high birth rate of 19.3 births per 1000 in a year.

The country is potentially a big market for the baby care industry. Growing category awareness and increasing disposable income of new-age parents are helping this industry to grow further.

**Trends:**

Parents always want to give the best to their babies, without compromising on the quality and safety aspects of the product. Some important trends that we are witnessing today are:

**INCREASED CATEGORY AWARENESS:**

The growing Internet penetration and well-travel new-age parents are helping in increasing category awareness significantly. By searching online as well as when they travel abroad, they are aware of all types of products that are available - so they have ample knowledge before they purchase anything.

**INCREASED DISPOSABLE**

**INCOME:** Families are spending more and more on their baby's well-being.

**INCREASING NUMBER OF NUCLEAR FAMILIES & WORKING MOTHERS:**

In the absence of a support system from the extended family, parents today need more tools and enablers in terms of baby products for their upbringing.

**Market Positioning & Customer Profile:**

Chicco is a contemporary brand, always by the side of today's mums, dads and children. It is a brand that spends 36 months living near them and with them at all times, and hence quality and safety are the two most important pillars of all our offerings.

**Product Range:**

► **FASHION:** Designed in Italy, Chicco fashion is one of the most distinguished lines in the 0 - 4 year age group. In addition to fashion, it also has a wide range of daily requirements like baby romper and suit. All baby apparels are designed for intuitive playfulness and comfort of the baby. The materials used to produce our products are tested according to stringent quality standards. Chicco shoes are light weight and flexible. They



come with a physiological insole that accentuates natural movement.

► **NURSING:** Chicco offers a wide range of nursing products related to breastfeeding. The Boppy nursing pillow, Sterilisation tools, Soothers, Weaning aids, Protection (from insects and the sun), and Accessories. All these products are BPA free.

► **BABY COSMETICS:** The Baby Moments range of baby cosmetics are parabens free, hypoallergenic and clinically tested. They are free from alcohol, SLS and SLES. Recently, we have launched another innovative range of cosmetics by the name Natural Sensation which is inspired by the composition of 'vernix caseosa' (a layer that protects baby's skin in the last trimester inside mother's womb). The range is free from phenoxyethanol, mineral oils and colouring agents.

► **JUVENILE:** We are one of the leading and preferred brands in this category. Chicco offers a wide range of first strollers, second strollers and duo systems (a combination of stroller and car safety seat).



In addition to strollers, we offer the widest range of baby carriers, highchairs, bouncers and car safety seats. All our products of juvenile range are homologated to international standard of quality and safety.

► **TOYS:** Chicco range of toys includes infant and pre-school toys. All our products are designed and developed to give the right stimuli for development of sensory, motor, and cognitive skills. It offers innovative products like First Dreams (musical projection toys), Rattles that are paint free, Sit N Ride, Trikes, radio control vehicles and licensing toys of Disney, Ducati as well as Fiat.

### Sales Split Between Different Brands:

Fashion and travel are the leading categories in our exclusive stores and shop-in-shops, whereas nursing and cosmetics are the main selling categories in distribution channel. Fashion and baby

travel are big categories in Chicco stores followed by Nursing and Cosmetics.

### Imported or Made in India:

As a company, we believe in offering the same global product experience to all our consumers across the world. Therefore, we import most of our products from our own manufacturing facilities in Italy. We also import from Hong Kong as well as make in India. Approximately 30 percent of the products sold in India are manufactured locally.

### The Categories:

Chicco's vast experience in the infant world has now been consolidated by an Observatory:

Facility - Chicco Osservatorio (Baby Research Centre), dedicated to increasing our knowledge of children of from 0 to 3 years of age and their psycho-physical, emotional and social needs.

Osservatorio observes these aspects very closely, collaborates with experts in the medical-scientific world, communicates with the education facilities and constantly gathers suggestions from mothers and fathers to gain as much knowledge as possible on the world of children, and use it to devise and develop specific products for each growth phase.

In line with our global innovations, we regularly keep on introducing new products in India to address new and developing consumer needs as well as maintaining freshness in the product portfolio.

### The Price:

Price range varies with the category.

**Fashion:** from ₹499 to ₹5,000;

**Nursing:** from ₹129 to ₹15,000;

**Cosmetics:** from ₹65 to ₹899;

**Juvenile:** from ₹2,490 to ₹30,000



**Toys:** from ₹199 to ₹7,000

Nursing and cosmetics are the main selling categories in our distribution channel.

### The Location:

We need a location which is in a high traffic area with a relevant consumer profile and that is why malls suit us just fine. We already have many shop-in-shops functional and running successfully. We are open to more shop-in-shop opportunities. We feel this can add lot of value to both, brand and the partner.

### The Stores:

Globally, we have large format stores. However, in India, considering the high rental cost, we have an average store size of 1,000 sq. ft.

### We have two store formats:

- Chicco exclusive brand stores (between 1,000-2,000 sq. ft.), and
- Hospital corners

Chicco exclusive stores offer all our five range of baby

*Chicco offers a wide and range of baby care products related to nursing, cosmetics, toys, travel (strollers, highchairs, car safety seats) and infant fashion. The entire range adheres to the highest international standards.*

products. In hospital corners, the emphasis is more on the nursing and cosmetics range as they are the immediate need products.

### Customer Loyalty:

Our loyalty program Chicco Club is exclusive to our Chicco stores. We see lot of value addition coming from this program. Approximately 30-50 percent of our consumers are loyal in different locations.





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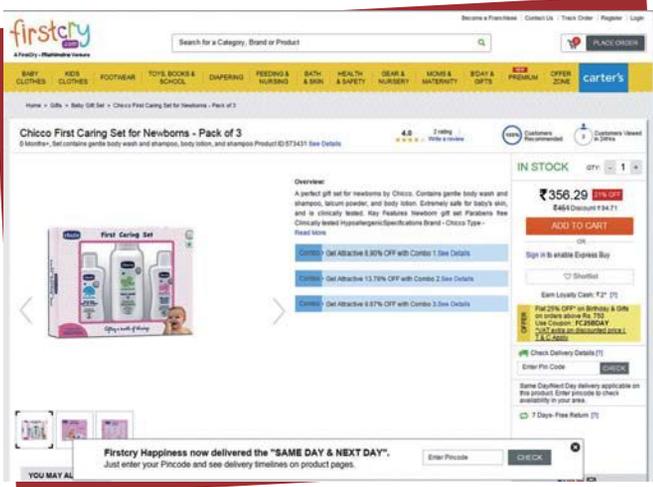
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**Marketing Strategy:**

We have a well-rounded marketing strategy with a mix of ATL and BTL activities. Considering our target audience is new-parents of 0-3 years of babies, our emphasis is more on targeted activities to reach out to this specific audience through digital, direct marketing and other consumer activations.

For Chicco stores, our emphasis is on lead generation activities through direct marketing, digital and most importantly mall activation. In addition, we do multiple activations with our existing consumer base to generate repeat purchase and cross category purchase.

**Expansion Strategy:**

We are very selective to open new store however given good store location and

commercial, we are open to exploring as well. We are already present in all the four regions, though there is untapped opportunity in many top cities which can be explored.

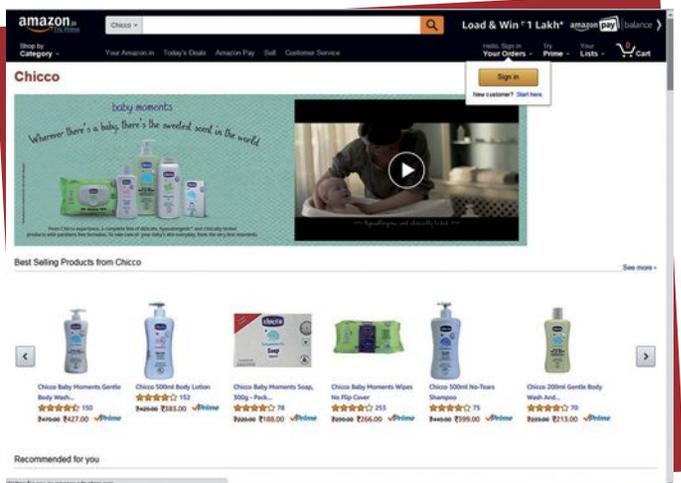
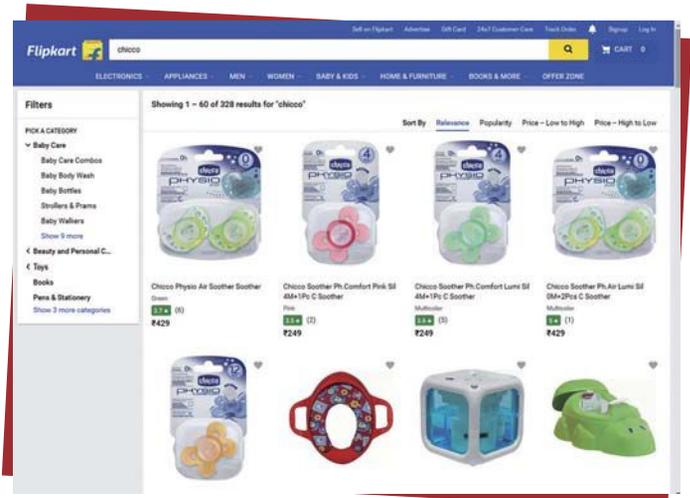
**Innovations:**

We are one of the most progressive and evolved baby care brands in the world. We keep on bringing new and innovative concepts every year in all product categories. For example, we have recently launched second stroller OhLala which is sturdy yet light; just 3.8 kg which can be lifted with only one finger. This is very important innovation because a stroller should be light for mothers to handle. We have first stroller Cortina CX to be used from 0m+, the best seller stroller meeting all the requirements of new age parents.

Our Boppy nursing and feeding pillow is one of the most distinguished products and 14 times award winning product.

**The Future:**

As a 100 percent subsidiary, we are in India with long term plans. We do not have any specific time-bound target to open new stores. We evaluate each opportunity individually



and plan accordingly. We are willing to work with investors who have long term perspectives.

**Online & Ecommerce:**

We are present on all the important baby e-commerce channels. E-commerce is an important channel for us. It's the first touchpoint for the consumers when they start searching for baby products and the convenience of the medium is very well established now. Since we are a niche brand, we do not encourage discounting. Our current mix is around 12-15 percent and we would like to maintain it at that level.

**Social Media:**

Online, especially social media is a very important medium for us for creating

brand awareness and preference. We are fairly active on Facebook and Instagram as these provide opportunity for communication as well as conversation. In line with our brand positioning, our approach is to provide more and more useful content to new-age mothers so that brand can be of help in their journey of motherhood.

We do not have our own e-commerce channel at this stage, therefore we do not link it directly with revenues. Our intent on online and social media is to generate brand awareness and educate more and more consumers about Chicco. In turn, we get significant surge in search, traffic on our website and ultimately traffic in our shops and online channels.





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## INDIA FASHION FORUM 2017: LOOKING INTO THE FUTURE OF FASHION

Launched in 2000, India Fashion Forum (IFF) is India's largest fashion retail intelligence event. The event, which is in its 17th year took place on 12-13th April in Renaissance Hotel, Mumbai. The IFF Conference creates unparalleled opportunities for learning from international and Indian industry experts, academicians, experienced professionals and analysts through a world-class mix of keynote addresses, panel discussions, CEOs roundtables, presentations, knowledge series sessions and workshops.

## ENHANCING SUPPLY CHAIN CAPABILITIES FOR A GREAT CUSTOMER EXPERIENCE



*While most retailers understand the importance of providing a consistently positive customer experience, many struggle with legacy systems that fails to address customer experience needs. To successfully serve omnichannel demand now and in the future, retailers must recognize and accept that changing market dynamics which necessitates adjustments to the old ways of doing things. As customer behaviour is evolving in the Omnichannel environment, getting the right fashion products to the right sales channels can be a highly complex process. This power-packed session demonstrated how to be supply chain ready for the next phase of retail evolution.*

**F**or successfully serving omni-channel demand now and in the future, retailers must recognize and accept that changing market dynamics necessitates adjustments to the old ways of doing things. As customer behaviour is evolving in the omni-channel environment, getting the right fashion products to the right sales channels can be a highly complex process and supply chain proves and will prove to be crucial for this retail evolution. The session, co-chaired by Dhruv Agarwal, Chief Strategy Officer, GATI and Kundan Chauhan, Head-Supply Chain Operations, GATI, featured a set of luminaries from the industry talk about the importance of supply chains for customer experience.

"Supply chain is the big part of building and maintaining customer experience and loyalty for a brand. Over the

last 2-3 years, CEOs and CFOs have started taking interest in trying to figure out ways to build very responsive supply chain for retailers and brands to keep a consistent customer experience throughout," said Agarwal from GATI.

Speaking on the topic, Bangladesh's footwear manufacturer and retailer, Apex Footwear's MD, Syed Naseem Manzur said, "Coming from a factory background into retail, the experience on the supply chain is very interesting because I think the expectations are completely opposite. Factories traditionally, in our part of the world, have never been agile; it always has been about stable and predictable production. But if you are talking about customer centric productions, what we are realizing today is that you have to put your money where your mouth is. If you want your supply chain to be responsive, you need to be able to give the factory a production team forecast

and future orders on material. Because, what slows down the factory is not the production time, it's the lead time on the material."

Furthermore, Aqeel Ahmed, MD, Florence Shoes, talked about the shoes industry and its potential in India. Florence Shoes, which has 65 percent of its business in the US, 25 percent in Europe and 10 percent in England, is launching a French shoe brand, Guy Laroche in India. He said, "India produces 1.2 billion pairs of shoes and the understanding that a majority of it is exported is a myth. On the contrary, only 10 percent of the shoes of the entire production of this country is being exported, as compared to China, Vietnam, etc. One reason to launch Guy Laroche in India is that the country needs to have a product which is at par with the European and American brands."

Emphasizing on the importance of supply chain and logistics, Darshana Srivastava, Head of VM, Gap



-Aqeel Ahmed, MD, Florence Shoe



-C Devdas Nair, Customer Care Associate & Head Supply Chain & Mission Control, Shoppers Stop



-Darshana Srivastava, Head of VM, Gap- Arvind Lifestyle Brands



-Dhruv Agarwal, Chief Strategy Officer, GATI



-Ishaan Sachdeva, Director, Alberto Toressi



-Kunal Asar,  
Vice President- Offline Retail  
Strategy, Pretty Secrets.com



-Mahesh Khetan,  
AVP- SCM, Aditya Birla Fashion  
& Retail



-Ojas Nishar,  
Director, Vitamins



-Pranay Malhotra,  
Head- Supply Chain, Arvind  
Lifestyle Brands



-Simi Cecil,  
Head- Merchandise Planning & India  
Sourcing, Celio Future Fashion

Arvind Lifestyle Brands, said, "The logistics or the supply chain for visual merchandising plays a very important role. Because it is only when you send the products to the

store that we walk on overall presentation of the products. If the sell-through is high, the challenge is really how you turn around the store into the best presentation possible.

And for that, one obviously needs a really strong supply chain and logistics. Logistics and supply chain can help to ensure that we get that replenishment or the new

flow of stocks on time before certain hours, so that we have enough time to put things up on floors to sell, which is the last means for any retail business."

## THE INTERNET OF THINGS AND VIRTUALIZATION OF RETAIL



*Retail trends will focus on the impact of the convergence and acceleration of technology, and the maturing mobile consumer on overall Retail discussing this pertinent aspect were few of the game-changers of the retail sector.*

**U**nfolding the session, Manish Nadir, Retail Capability Lead, Accenture and one of the co-chair of the session, addressed the delegates about the changes that have been witnessed as technology advanced in giant steps in the last few years. "The fashion industry is going to move fast forward from now on," he said. "This is the era of retail virtualization.

Like Pulkit Trivedi of Facebook showed us today, smart phones are real and it has definitely been a disruptive phenomenon hitherto unseen by the Indian retail

industry. Now, where we are heading to is towards living services, which is nothing but virtualization, and the time for the Internet of Things and Artificial Intelligence," he added.

Expectations of today's consumers are changing. To put it simply, the consumer itself is changing and players and businesses have lifted up their technological interventions to stay relevant to the consumer. "So to meet these liquid expectations, retailers will have to think of ways to bring physical to digital, which in Accenture, we call living services," explained Sandeep Rai Sharma, Managing Director, Accenture and the second co-chair of the session. "Living services are tailored around consumer preferences that are always changing. These services are not only highly customised to suit suit preferences, but are constantly evolving, just like the human race. Living services are going to constantly evolve, learn and adapt to the changing needs, weather, intents, references, and they are going to be dynamic unlike age old static experiences.



And they are going to be all pervasive, highly proximate in our lives, day in and day out. And that's where things like wear-ables are going to impact our lives everyday," he added.

Talking about the relevance of living services to contemporary retailers and fashion businesses, Sharma pointed out, "We have seen unmatched technological advancements in the last 20 years, the world adapting to digital from physical, etc., but what we are going to experience over the next 5-10 years will dwarf what we have previously experienced." True! The growth of connected devices, Internet of Things, beacons, sensors, proximity devices, cloud computing, big data, etc., are set to give the fashion retail fraternity much more insights not just of consumer segments at a large level but also very personal insights about each and every single shopper. "AI (artificial intelligence) is the new UI (user interface), added Sandeep Rai Sharma. 



-Manoj Krishnan  
Senior Vice President, Information  
Technology, Landmark Group



-Sandeep Rai Sharma  
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# IRF PRIVILEGE MEMBERSHIP OFFER

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## MEMBERSHIP FORM

The **India Retail Forum** is trusted as a **premier catalyst for profitable growth of modern retail business through its knowledge platform leadership**. It is recognised by the international retail community through its portfolio of **Magazines, Conferences, Exhibitions, Research Volumes, and Web Portals**. The saga that began in 1992 with strong business and research publications to inform, advice, and inspire leaders and decision makers of the retail industry, has today grown into an integrated B2B forum that serves the retail industry across several critical verticals.

The need to connect with businesses, people, knowledge and ideas associated with modern retail is served by Business Exhibitions and Networking Meets. Conducted alongside these Knowledge Forums and Conferences featuring global leaders inspire not just debate and discussion but even influence policy decisions.

Another India Retail Forum initiative, **the Images Awards** recognise **outstanding performance in the business of retail** .... And are not just loved for the style with which these successes are celebrated but have today established themselves as **the premier benchmark of excellence in retailing in India**.

### ▶ IRF PRIVILEGE MEMBERS' CLUB

IRF offers a host of services to its privilege members. It connects the entire value chain (product development, buying & sourcing to manufacturing, merchandising, branding, marketing & retailing). The IRF serves the entire retail sector through its various knowledge & innovation platforms round the year.

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Retailer (Code )

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To know the applicable fee and entitlements please refer to the table 'IRF Annual Membership Fee & deliverables'.

Service tax will be levied as applicable which at present is 15%.

**IRF Annual Membership Fee** may be paid by draft/ cheque payable to "India Retail Forum" or bank transfer (details below).

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- ▶ Please send a separate Company Backgrounder of about 350 words. This should be in PDF or MS word format.
- ▶ Please send a separate note on outstanding achievements. This should be in PDF or MS word format. All visuals should be of 300 dpi.

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Annual Fee (Service tax extra)	Rs.12,500	Rs.25,000	Rs.1,00,000	Rs.2,00,000	Rs.5,00,000
DELIVERABLES					
1. Feature/s, Editorial coverage subject to Editorial guidelines in relevant Images publications/Research Books/ coffee table books print/online (Data & information to be provided by members)	1 Page	1 Page	4 Pages	8 Pages	20 Pages
2. FOC promo banners/Edm in Indiaretailing.com portal (applicable as per category)	FOC up to Rs.12,500	FOC up to Rs.25,000	FOC up to Rs.1 Lac	FOC up to Rs.2 Lacs	FOC up to Rs.5 Lacs
3. Entry in Retailers Lounge at IRF & other events	1 Pass for regional event only	1 Pass for any 2 events	2 Passes each for any 3 events	3 Passes each for any 3 events	4 Passes each for any 4 events
4. Entry Pass for IRF & other annual events* Extra passes at a special price.	NA	1 Pass for any 2 events	2 Passes each for any 3 events	3 Passes each for any 3 events	4 Passes each for any 4 events
5. Special Invite for Power Breakfasts, Networking Lunches, Awards & Gala Dinners	1 Pass for regional event only	1 Pass for any 2 events	2 Passes each for any 3 events	3 Passes each for any 3 events	4 Passes each for any 4 events
6. Research Reports & Publications - Print & Online	FOC up to Rs.4,000	FOC up to Rs.5,000	FOC up to Rs.20,000	FOC up to Rs.30,000	FOC up to Rs.50,000
7. Images Retail Awards	2/3rd waiver on awards nomination fee	2/3rd waiver on awards nomination fee	2/3rd waiver on awards nomination fee	2/3rd waiver on awards nomination fee	2/3rd waiver on awards nomination fee
8. Presence at indiaretailing/ India Retail Forum website	URL Link	URL Link	URL Link	URL Link	URL Link
9. Placement of 100 copies of Catalogues at Members Lounge	NA	NA	NA	NA	NA

\*Deliverables are subject to submission of inputs/ confirmations/ approvals/ additional charges wherever applicable by specific dates/ deadlines as communicated to members. Deliverables are subject to change without notice.

**Additional Benefits:**

1. Special Packages to join IRF delegations for national & international retail trade shows.
2. Special packages for members for Print Ads in relevant magazines.
3. Speaker/Panel discussion opportunities subject to availability of slots
4. Priority in processing of your application for 'TRUSTED MARK' Certification.
5. CEO's picture & profile in 'Who's Who' page on indiaretailing.com website
6. Support & connect with potential partners.

# GOING STRONG

The redefined neighbourhood shopping experience

RETAIL PROPERTY OF THE YEAR – SOUTH\*

ORION  
EAST



Brigade Group successfully launched its second mall-Orion East Mall.

Orion East Mall is located in a vibrant catchment area on Banaswadi Main Road. Orion East Mall has a smart portfolio of International and Indian brands across fashion, lifestyle, food and entertainment.

### Catchment Areas:

The only mall in a 7 km radius serving the upmarket localities of Fraser Town, Benson Town, HRBR Layout, Kammanahalli & other prime residential areas.

For Leasing, contact: Mr. Ashish Gupta at  
+91 76187 72734  
Email: ashishgupta@brigadegroup.com

### Main Anchors:



### Opening Shortly



### Other Brands:

JACK & JONES	VERO MODA	SKECHERS	iCentre
adidas	MARKS & SPENCER LONDON	U.S. POLO ASSN. SINCE 1890	celio*
ARROW USA 1981	soch	PUMA	fabindia CELEBRATE INDIA
AND	global desi	THE BODY SHOP	LOOKS UNISEX SALON
W	METRO SHOES	Pape Jeans LONDON	Levi's
McDonald's	Empire	SUBWAY	WOW! memo

\* AWARDED BY FRANCHISE INDIA

www.orionmalls.com





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