

Foreign Direct Investment (FDI) in Retail

An Objective Assessment of FDI's Impact on the **Indian Retail sector and the Indian Economy**



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About the White Paper

A lot has been said about the FDI in Retail issue. However, this has acquired so many overtones that the facts have got mixed up with fiction. Now, the issue has gone from being an ideological debate to becoming a political one. The objective of this paper is to arm policymakers, the political class, the media, the bureaucracy, business leaders and society at large with insights, analyses and inferences about the retail sector and the impact of FDI thereon. This paper also sincerely hopes that the debate about reforming retail is retrieved from the quagmire of sentiment and hollow rhetoric into the realm of rationale and logic.

In particular, this paper analyzes the key reasons cited by those favoring FDI and also the key points put forth by those opposing FDI in Retail.

The supporters of FDI in retail rally around the following three potential benefits of allowing FDI in Retail.

- It will create jobs and provide a boost in employment opportunities.
- It will reduce costs of distributing goods to the consumer.
- It will help in taming inflation.

On the other hand, critics of FDI in retail also put forth a three-pronged critique opposing FDI in Retail, arguing that:

- It will destroy jobs
- Foreign retailers will kill local retail industry
- It is detrimental to farmers

This paper does not subscribe to any one stand; instead, it attempts to approve or disapprove of each of these points on the basis of the research and body of knowledge acquired by Technopak's team via working in the Indian retail sector for the past two decades.

Also, as a conclusion, this paper makes some suggestions that Technopak believes will assist in creating a baseline environment for reforming the retail sector and providing it a direction by which to play an active role in nation building.

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Overall Summary

There are two very important and interesting conclusions that have emerged from the study:

- FDI in retail will not lead to any loss of jobs. On the contrary, an independent retail sector will create an additional 9 million jobs by 2021. Simultaneously, FDI in retail will also help corporatized retail to create in excess of 2.5 million jobs, through direct employment alone, by 2021. E-tailing, by itself, has the potential to create 1 million jobs. These additions will increase the total employment in the retail sector from the current 23 million to 35 million by 2021.
- FDI in retail will increase tax revenues (in form of VAT etc.) nearly fivefold, from the current annual USD 3.4 billion to USD 16.2 billion, by 2021. This incremental revenue will directly accrue to the coffers of state governments, proportionate to their share of total merchandise sales in India.

The Landscape of the Retail Sector

It is imperative to understand the retailing landscape (*Table 1*) as a backdrop to the current debate on FDI in Retail. There are three key inferences that can be drawn from a study of India's retail landscape.

Table 1

	2001	2012	2021
GDP (USD bn)	450	1958	3310
Estimated merchandise consumption (retail market opportunity) (USD bn)	120	490	810
Urban consumption (% and in absolute numbers)	40% (USD 48 bn)	48% (USD 235 bn)	56% (USD 455 bn)
Rural consumption (% and in absolute numbers)	60% (USD 72 bn)	52% (USD 255 bn)	44% (USD 355 bn)
Share of Corporatized Retail	~4%	~7%	~20%
Size of Corporatized Retail in (USD bn)	5	34	162

Source: Technopak Analysis

The first inference is that India has witnessed sustained growth in merchandise retail in the last decade (2002-2012). Going forward, despite the economic uncertainty and the slowdown in India's economy, the growth of merchandise retail will continue to grow sustainably. The main reason for this growth is the fact that India's GDP will continue to grow at a sustained rate of ~6% in the next decade. This growth in GDP translates to growing consumption in Indian households, which in turn will be manifested as growth of merchandise retail through an increasing need for food, apparel and other targets of discretionary spending.

The second inference is that urban India's share in merchandise retail will grow from the current 48% (2012) to nearly 56% by 2021. Ten years ago, this contribution was ~40%. Going forward, an increasing share of incremental merchandise retail (as discussed in the previous point) will come from urban and semi-urban centers. This inference is more an outcome of the rapid urbanization that India has witnessed in the past two decades of sustained growth. Since 1991, India has witnessed the emergence of urban centers with a massive scale of consumption. To put things in perspective, today there are 53 Indian cities with populations in excess of 1 million. In 1991, there were 23 such cities. Going further back, in 1951, there were 5 such cities. Apart from these urban consumption centers (metros, Tier I and Tier II cities), urbanization of India will also subsume towns and clusters where the majority (more than 50%) of households will no longer be dependent on agriculture.

The third - and most - crucial inference is the fact that corporatized retail's share of total merchandise retail will at best grow from the current 7% to 20% by 2021. The retail sector started to see private investments from both Indian and international players (to such extent as they were allowed) in the past fifteen years. In spite of these spirited efforts, Indian corporatized retailers have managed to garner a mere ~7% of the Indian retail pie. Thus, 93% of the retail sector still comprises independent retail and is fragmented. This is despite the fact that India's GDP grew at 8.5% (*Table 2a*).

Table 2a

	2001-2007	2007-2012
India's Real GDP CAGR	8.5%	7%
Corporatized Retail CAGR	17%	20%
Share of Corporatized Retail in total retail at the end of the period	4%	7%

Source: Technopak Analysis

A case is thus made for analyzing the share of corporatized retail in India's retail sector under different scenarios of India's GDP growth.

Table 2b

	@ 6% Real Growth	@ 7% Real Growth	@ 8% Real Growth
GDP (USD bn)	3308	3600	3914
Overall Retail Market (USD bn)	810	980	1065
Organized Retail Market (USD bn)	162	246	350
Organized Retail as % of overall retail	19%	25%	33%

Source: Technopak Analysis

Technopak estimates that the share of corporatized retail, in a realistic scenario, will grow to no more than 20% of the total merchandise retail pie by 2021. Given the pressures of inflation and uncertainty in the world economy, a sustained real growth exceeding 6% over 10 years is challenging. Other reasons for this estimate have largely to do with the structural issues that adversely affect the value chain of the retail sector. This encompasses issues of real estate, sourcing and also distribution. It is thus opined that corporatized retail will not have enough leg-room to grow beyond the stated estimate. The complexity of these issues is such that, in Technopak's view, ten years will not be a sufficient time horizon for corporatized retail to overcome these hurdles and grow beyond the stated expectation.

Therefore, it is important that the extant debate surrounding FDI in Retail is viewed in the context of not just India's retail landscape at present, but also the trajectory this landscape is projected to take in the next ten years.

Will it create jobs and provide a boost to employment?

Employment generation in the retail sector is a function of size and productivity within that sector. Productivity norms differ between independent and corporatized retail. It is therefore important to assess the respective shares of independent and corporatized retail and map these against the respective productivity norms to determine the net impact of both independent and corporatized retail on employment.

India is home to ~15 million points of sale, or shops, of which a majority are run as standalone entities owned and operated by members of the same family. These "independent retail" shops thus provide employment to family members and also paid employees. Almost all the paid employees in these shops are part of an informal workforce and have no guaranteed social security cover, minimum wage or fixed working hours. Employment in this segment averages ~1.5 employees per shop. Technopak does not have any projections on the split in the workforce between family members and paid employees; however, it will be a worthwhile study.

On the other hand, employment in corporatized retail comprises employees working on the shop floor, clerks manning the billing counters, security guards and employees in central / corporatized functions. The productivity norms for employment in corporatized retail are a function of sales per square feet, or sq. ft., and employees per sq. ft.

Table 3

	2001	2012	2021
GDP (USD bn)	450	1958	3310
Estimated merchandise consumption (retail market opportunity) (USD bn)	120	490	810
Share Of Independent Retail (USD bn)	115	455	648
No. of direct employees in Independent Retail (mn)	18	22	31
Share of Corporatized Retail (USD bn)	5	34	162
No. of direct employees in Corporatized Retail (mn)	0.1	0.7	3.3

Source: Technopak Analysis

The next step is to understand the shares of independent and corporatized retail within total merchandise retail. In 2001, the share of corporatized retail in the retail sector was under 5% and the remaining 95% was constituted by independent retail. By 2011, the share of corporatized retail grew to 7%; this is projected to grow further to 20% by 2021.

The analysis presented in *Table 3* shows the effect of job creation by independent retail and by corporatized retail. An important conclusion from this analysis is that employment in corporatized retail has not grown at the cost of independent retail. In fact, independent retail has added 4 million jobs in the last decade. In the next decade, while corporatized retail will add another 2.7 million jobs, independent retail will create 9 million more jobs.

The argument that FDI in retail will lead to job losses in independent retail is therefore flawed. Equally flawed is the argument that FDI in retail will create many new jobs in corporatized retail. The truth is that employment generation in the retail sector is not a zero sum game. It is true that opening up the retail sector will definitely create new jobs in corporatized retail but the extent of this job creation will be limited by corporatized retail's inability to grow its share in total merchandise retail. This limitation is due to the structural issues hypothesized in the "Introduction" to this paper.

Will foreign retailers kill local industry?

Corporatized retail will manage to grow its share of the retail pie from the current 7% to nearly 20% in the next decade as stated earlier. By 2021, this will translate into USD 162 billion in revenue for corporatized retail. Here it is worthwhile to understand the share of corporatized retail that will be contributed by international retailers and the share that will be contributed by Indian retailers (*Table 4*).

Table 4

	2001	2012	2021
Estimated merchandise consumption (retail market opportunity) (USD bn)	120	490	810
Share of Independent Retail	96%	93%	80%
Size of Independent Retail (in USD bn)	~115	436	648
Share of Corporatized Retail	~4%	~7%	~20%
Size of Corporatized Retail in (USD bn)	5	34	162
Share of Indian Corporatized Retailers in total corporatized retail	~100%	~95%	50%
Share of International Retailers or International Retailers assisted Retail			50%
Size of International Retailers (in USD bn)			80

Source: Technopak Analysis

In 2011, the total revenue of all hypermarkets (largely international retailers) in China was USD 80 billion including the revenues of Walmart, Carrefour, Tesco and other regional players. This is after a ~15 year long journey for these retailers, in China. Optimistically, if it is assumed that retail sector reforms in India will lead to the creation of a similar scale for these players then, in 2021, all the international retailers in India can at best aspire for a USD 80 billion revenue share. This translates to ~50% of the total revenues of organized retail (USD 162 billion) in 2021, with Indian corporatized retailers contributing the balance. This translates to around 10% of the total retail market each for international and Indian corporatized retailers by 2021.

Table 5

	Revenue 2011 (USD bn)	Home Country	Share of Revenue from Home Market	Share of International Markets	Operations in number of countries (apart from home country)
Walmart	421	USA	74%	26%	26
Carrefour	120.3	France	43%	57%	32
Tesco	94	UK	68%	32%	13
Metro AG	89	Germany	39%	61%	31
Costco	78	USA	70%	30%	7
Home Depot	68	USA	88%	12%	2
Target	67.4	USA	100%	0%	0
Aldi	58	Germany	65%	35%	16

Source: Technopak Analysis

An analysis of the extent of globalization of the world's leading retailers also brings out the fact that retailing is essentially a local play. *Table 5* elaborates on the total revenues of world's top retailers in 2011. The analysis compares the share of sales of these retailers from their home market against that from international markets. These are retailers who have pursued international expansion beyond for quite a while. Despite this long globalization journey, six out of these eight retailers generate no more than a third of their sales from international markets. The other two retailers are still dependent on their home markets for nearly two-fifths of total revenues. The key inference here is that expanding retailing beyond home markets is challenging. It is not easy to replicate an existing model from abroad and plant it in a new country. Every country presents unique challenges which retailers need to confront while chalking out a growth strategy for that country. In the context of India, there are many such challenges, most of which are unique. Resolving these requires sustained capital deployment and patience for returns over a long time. Technopak's analysis therefore assumes international retailers' share of the Indian retail sector to be no more than 10% in the next 10 years, even in a best-case scenario. Even with this being the case, 90% of the retail sector will still be attributable to independent retail or Indian corporatized retail. Thus, the argument that international retailers will completely takeover local retail does not hold water.

Will it reduce the cost of distributing goods to the consumer?

The supply chain for retail operations comprises product development, merchandising, vendor development, logistics, warehousing, in-store selling etc. Inarguably, retailing requires scale, precision and efficiency in the supply chain for retailers to be profitable. Retailers do this by integrating the supply chain thus ensuring that quality merchandise is delivered faster without damage or leakage of any kind. The efficient working of this supply chain reduces the costs incurred in making goods reach the consumer. This demands capital deployment by retailers at every step of the value chain involved in meeting this goal. In the Indian context, this capital deployment cannot be undertaken by independent retail, due to the simple reason that this segment is fragmented and under capitalized. The quantum and

scale of this capital deployment necessitates the large-scale participation of the private sector. Like elsewhere in the world, this can only be done by corporatized retail. However, corporatized retail's inability to grow beyond a certain size will hamper this desired capital creation.

Ideally, retailing all merchandise through corporatized retail will demand USD 200 billion of capital deployment.

Table 6

	2001	2012	2021
Estimated merchandise consumption (retail market opportunity) (USD bn)	120	470	810
Share of Corporatized Retail	~4%	~7%	~20%
Size of Corporatized Retail in (USD bn)	5	34	162
Estimated Incremental capital creation by corporatized retail excluding real estate (in USD bn)		8.25	40
Estimated incremental capital by international retailers (excluding real estate)			20
Desired capital creation (excluding real estate)			200

Source: Technopak Analysis

However, in Technopak's estimation, corporatized retail can at best aspire for a 20% share of total merchandise sales by 2021. Therefore, the incremental capital creation by corporatized retail will amount to USD 40 billion, of which USD 20 billion will be attributable to international retail (Table 6).

The lack of adequate capital deployment by corporatized retail will consequently inhibit the desired creation of scale and efficiency in the retail sector's supply chain. This shortfall in performance of the retail supply chain will therefore not have the desired effect of reducing either the time to market or the cost of distributing merchandise.

Will it help in taming inflation?

It was argued in the previous point that corporatized retail does help in reducing the cost of distributing merchandise by building scale and efficiency. This reduction in the distribution cost of merchandise is passed on to the consumer through a lower retail price for that merchandise. Thus, it contributes positively in reducing inflation.

It is important to understand the various categories that make up merchandise retail and the contribution of corporatized retail to each of these categories. Food has the largest impact on consumer price inflation. This is validated by the fact that today 70% of merchandise retailing comprises food & groceries (Table 7). Therefore, mapping the share of corporatized retail in dispensing food merchandise will give an objective picture of corporatized retail's ability (present and future) to tame inflation.

Table 7

	2012		2021	
	Total Retail	Corporatized Retail (share of total retail)	Total Retail	Corporatized Retail
Food & Groceries	343	10 (3%)	486	24 (5%)
Apparel	38	6 (16%)	62	11 (17%)
Others	110	17 (15%)	262	125 (48%)
	490	34 (7%)	810	162 (20%)

Source: Technopak Analysis

For simplicity, merchandise retail is broadly classified into three categories - Food & Groceries, Apparel, and Others (Jewelry & Watches, Electronics, Home Improvement, Pharmacy, Footwear etc.)

While 70% of total merchandise retail comprises Food & Groceries, only 3% of Food & Groceries is retailed through corporatized retail. This scenario is not going to change much in the coming decade. While, corporatized retail's share will register an impressive growth in other categories, Food & Groceries will prove to be a challenge. By 2021, the share of corporatized retail in Food & Groceries retail will grow by a mere 2 percentage points, to around 5%. This is largely to do with the market structure on the supply side of the Indian economy. This market structure will not allow

corporatized retailers to integrate their food & groceries supply chain. The lack of direct access to farmers for sourcing, interstate movement of goods, tax structures, and inadequate capacities in the food supply chain will act as the chief barriers to this integration.

The inability of corporatized retail to grow its share in food & groceries retail will therefore curtail its firepower in achieving the intended objective of taming inflation.

Is it detrimental to farmers?

This argument follows logically from the previous argument about corporatized retail's role in taming inflation. If we look into the evolution of retailing world over, corporatized retail does play a constructive role in better price realization. It creates a transparency in the procurement process and provides market-based options for farmers, among other benefits. However, in the Indian context, it is too early for this debate to happen, given that corporatized retail will not be in a position to create a large enough dent in food & groceries retailing.

The important but less talked about issues

Positive impact of corporatized retail on tax receipts

There is a positive relationship between the increase in tax receipts and the increasing share of corporatized retail. Most retail transactions conducted in the ~15 million shops in India are in cash. This provides a significant leeway for a parallel economy to thrive. There are tax (VAT) leakages via under-invoicing or non-reportage of sales. The structure of

Table 8

	2001	2012	2021
Total Merchandise Retail (USD bn)	120	490	810
Share of Organized Retail	4%	7%	20%
Size of Organized Retail (USD bn)	5	34	162
Tax revenue @ weighted average tax rate of 10% (USD bn)	0.5	3.4	16.2

Source: Technopak Analysis

independent retail also provides enabling conditions for the trade of spurious and counterfeit goods. With an increasing share of corporatized retail, the probability of such leakages diminishes and the certainty of tax receipts increases. A case to this effect is made in *Table 8*.

Table 9

State	Share of merchandise retail of India's total	2012 tax revenue from corporatized retail (USD bn)	2021 tax revenue from corporatized retail (USD bn)
Maharashtra	12%	0.4	2
Andhra Pradesh	8%	0.27	1.3
UP	8%	0.27	1.3
Tamil Nadu	7.5%	0.25	1.2
Gujarat	7.5 %	0.25	1.2

Source: Technopak Analysis

In this analysis, the impact of an increasing share of corporatized retail on certainty in tax revenues is assessed. This incremental increase in tax revenue goes directly into the coffers of all the Indian states to the extent of their share in India's retail pie. In *Table 9*, a case is made for the incremental share of tax revenues from corporatized retail in 2012 and in 2021 for the top 5 Indian states by merchandise sale. The state's share of India's total GDP is assumed as a proxy to the relative share of retail sales in these top 5 states. It is also assumed that this relative share will not change in the coming decade.

The impact of E-commerce on Employment Generation

E-tailing in India is poised to grow manifold in the next decade, thanks to the convergence of multiple factors that will enable the creation of an ecosystem for the take-off of e-tailing in India. From the demand perspective, some of the enabling factors will include Internet access via broadband or high speed mobile networks, the availability and penetration of affordable smartphones and tablets, and the creation of a sizeable consumption class that will be short of time for shopping through brick-and-mortar formats. From the constraints perspective, the lack of access to affordable real estate will become the biggest enabler for the take-off of e-tailing in India.

Table 10

	2012	2021
E-tailing (USD bn)	0.7	76
Direct employment in last mile delivery	10600	954000

Source: Technopak Analysis

As per Technopak's estimates (*Table 10*), growth in e-tailing is capable of generating additional direct employment for nearly 1 million people. A significant proportion of these jobs will be responsible for delivering goods from the warehouse to the consumer's location, which is also referred to as last mile delivery.

Key Suggestions for the Way Forward

The arguments presented above convey the amply clear inference that the Indian retail market is substantially large for both independent and corporatized retail to coexist. It is highly improbable that one will grow at the cost of the other. This reality has to be remembered throughout any debate and policy formulation involving reforms in retail. The retail sector, in terms of absolute size (share of GDP) and scale (people under employment) has the potential to play a key role in nation building. Sadly, retailing is viewed merely as a shop and not as an industry.

There are three suggestions that will help the modernization of retail to have the desired effect.

Retail Policy

This paper has already argued that the size and influence of independent retail will not diminish. While corporatized retail will grow both in share of total retail and absolute terms, its size relative to the total Indian retail sector will continue to be minor in the coming decade. The current state of retailing in India has created an urgent need for a comprehensive Retail Policy. Such a policy should acknowledge the existing bottlenecks in the supply chain and distribution system that hamper the movement of goods to the consumer. The policy should frame a comprehensive

response aimed at removing these bottlenecks. It should also have the wherewithal to resolve interstate and Centre – state issues viz. GST, APMC, Octroi duties (wherever applicable), as some of these issues are core to the bottlenecks. It should have the vision to provide incentives to spur innovations and investments in such areas as food processing and logistics. It should be neutral and magnanimous in recognizing the fact that the sole focus of such a policy will be to make the retail distribution more efficient. The benefits of this improvement will be accessible to both corporatized and independent retailers alike.

Real Estate Policy

The lack of space or affordable real estate is the single biggest factor for corporatized retail's inability to grow. Even at a conservative estimate of 6%, India's consumption will continue to grow. This growth will translate into the growth of merchandise retail. Corporatized retail, hampered by the unavailability of space will not be in a position to cash in on this consistent increase in consumption. Consequently, merchandise retail will continue to spill over onto streets, informal channels and independent retail. Therefore, the demand is for a real estate policy that acknowledges the importance of retailing as an economic activity. This policy should make suitable provisions for mixed-use development and accord a suitable role for retail functions in urban planning and design. The real estate policy should provide guidelines for municipal bodies and town planners to envisage complete retail activity (and not just shops) in designs.

Labor Laws

The retail sector is one of the biggest employers in India employing nearly 24 million people. However, most of the employees in this sector are part of an informal workforce employed with independent retail. The paper has already argued that independent retailers will continue to thrive. In the next decade, this segment is poised to add over 9 million jobs. The retail sector needs to be prepared for this growth. However, given the status quo, employees in the retail sector have no social security and have no say on working conditions and wages. A labor policy that acknowledges the existence of this workforce is much needed. The policy needs to create guidelines that can bring this large informal workforce under the ambit of formal employment. This will create the necessary ecosystem wherein the retail sector can grow to its potential.

Acting on these suggestions will create a much-desired baseline environment needed for directing other reforms towards the retail sector.

Conclusion

There are no losers in the game of reforming retail. FDI in retail is not a zero sum game. Both the opportunity and the need are big enough for both independent retail and corporatized retail to coexist and thrive. Recognition of this fact will produce only winners. India needs solutions through the entry of corporatized retail that are cost-effective, can create jobs and provide better returns to producers. Equally compelling is the need to transform independent retailers to make them sustainable and efficient. This approach will not just tone down the rhetoric but also produce inclusive and progressive policies to reform the retail sector and gear it for nation building.

Notes

- Corporatized Retail refers to retail businesses owned and managed by a limited company or a partnership firm
- Independent Retail refers to single shops owned and managed by individuals or a family. It also include informal retail comprising hawkers, street vendors etc.
- Merchandise Retail refers to products having physical dimensions sold to consumers through any point of sale
- E-tailing refers to that part of e-commerce that entails sales of product merchandise. It does not include sales of services viz. railway tickets, airlines tickets, job portals etc.

About Technopak

India's leading management consulting firm with more than 20 years of experience in working with organizations across consumer goods and services.

Founded on the principle of “concept to commissioning”, we partner our clients to identify their maximum-value opportunities, provide solutions to their key challenges and help them create a robust and high growth business models.

We have the ability to be the strategic advisors with customized solution during the ideation phase, implementation guide through start-up and a trusted advisor overall.

Drawing from the extensive experience of close to 150 professionals, Technopak focuses on six major divisions, which are Fashion (Textile & Apparel), Retail & Consumer Goods, Healthcare, Education, Food & Agriculture and Leisure & Tourism.

Our key services are:

Business Strategy: Assistance in developing value creating strategies based on consumer insights, competition mapping, international benchmarking and client capabilities.

Start-Up Assistance: Leveraging operations and industry expertise to ‘commission the concept’ on turnkey basis.

Performance Enhancement: Operations, industry & management of change expertise to enhance the performance and value of client operations and businesses.

Capital Advisory: Supporting business strategy and execution with comprehensive capital advisory in our industries of focus.

Consumer Insights: Holistic consumer & shopper understanding applied to offer implementable business solutions.



About Retail & Consumer Products Division

Technopak aids retailers and consumer product companies in formulating growth strategy and performance enhancement mandates. Over the past two decades, we have worked on various facets such as entry into the Indian market, development of new category, activation of new retail formats, channel development, product extension, region expansion etc. One key reason why Technopak is considered the industry leader is the relentless focus on the Indian Market. We help clients understand the market dynamics in India and help them arrive at the best method to grow business in India. Our Retail and Consumer Products expertise helps gain a competitive edge by providing execution capabilities and corporate strategies.

Retail (Brick & Mortar, Alternate Retail) & Consumer Products Services

Business Strategy

Assistance in developing value creating strategies based on market & industry insights, competition mapping, International benchmarking and clients capabilities

- Organic Growth Strategy
- Growth through Partnerships, JVs and Acquisitions
- Real Estate Planning

Performance Enhancement

Operations, industry and MOC expertise to enhance the performance and value of client businesses

- Productivity Enhancement
- Merchandising and Category Management
- Sourcing and Supplier Management
- Pricing, Promotions and Range Architecture
- Private Label Programmes
- Transformation & change

Start-Up Assistance

Leveraging operations and industry expertise to 'commission' the 'concept' on a turnkey basis

- Project Management
- Sourcing and Buying Implementation
- Organization Design and Creation
- Supply Chain and Logistics
- Retail Operations Framework
- Post Implementation Assistance
- Franchisee Identification

Capital Advisory

Supporting business strategy and execution with comprehensive capital advisory in our industries of focus

- M&A
- Due Diligence – Commercial

Consumer Insights

Holistic consumer understanding applied to offer implementable business solutions

- Shopper Insights
- Trend Insights
- Design and Innovation Insights
- Marketing Communication

Our Other Divisions

Fashion (Textile & Apparel)

With almost 20 years of experience in delivering end-to-end solutions to the entire gamut of the textile industry, right from fibre to retailing, the Fashion (Textile & Apparel) division at Technopak assists the textile and apparel organizations in optimizing their profits through enhancement and expansion. Many leading Indian and international Textile manufacturers and Apparel brands have benefited from our offerings in the areas of business planning and strategy, apparel operations, supply chain management and strategic alliances. Our team consists of top calibre advisors who have worked closely with a diverse group of clients comprising textile manufacturers, apparel retailers, garment manufacturers and exporters, apparel sourcing organizations, trade promotion councils, industry associations, international development bodies, and financial institutions as well as central and state governments.

Food & Agriculture

Technopak's Food Services & Agriculture team comprises of established domain experts who build and enhance the business performance of organizations which are either working in the sector or are willing to enter this space. Our end-to-end solutions are customized as per the business's requirements and capabilities. We continuously strive to create strong industry relationships and work for a global footprint by delivering a wide range of services to organizations that operate or wish to operate in the Food and Agriculture sector, in India as well as internationally.

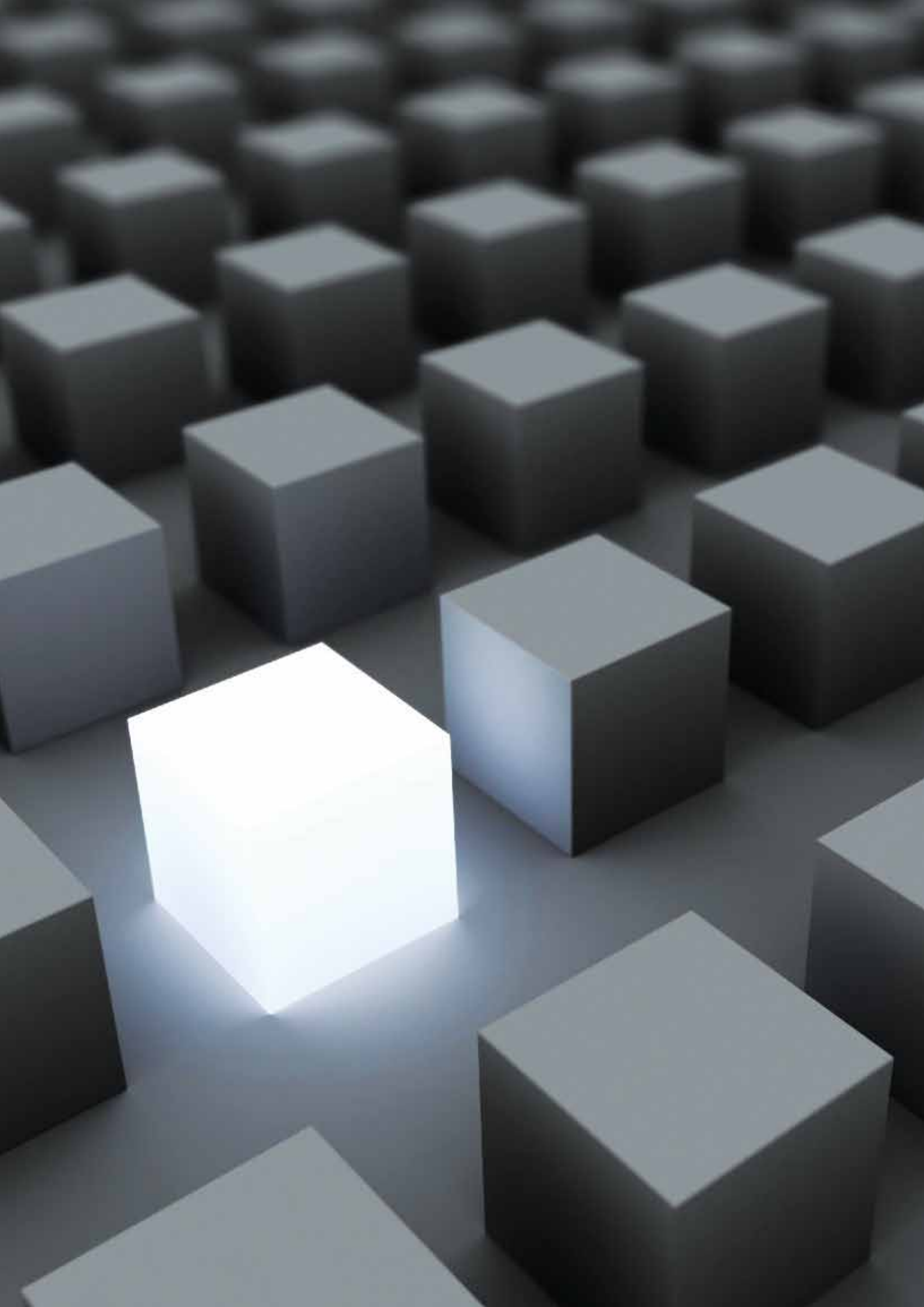
Healthcare Strategy & Design

At Technopak, our team is dedicated to assist healthcare clients manage their businesses through innovative solutions focusing on short-term as well as long-term results. Our expertise in the field of strategy development and implementation assistance, and performance enhancement has allowed us to perform various assignments across the entire healthcare spectrum and at various geographical locations. Our team comprises of architects, planners, designers, engineers, business analysts & research professionals offers a variety of services that cover the entire gamut of Hospitals and Healthcare operatives.

The Healthcare Design division was set up in 2008 and comprises of a dedicated team of professionals with wide experience in the development of projects related to the Healthcare industry. Our team assists in creating "healing environment" for the hospital, encompassing state of the art technology, and supporting both the comfort of the patient and the patient care comfort of the staff.

Education

Technopak Education division has a vast understanding of the sector in terms of industry environment, growth potential, regulation and policy, which has enabled us to become a thought leader in the sector. Technopak caters to all the education segments – K-12, Higher Education, Vocational Training and ancillaries. Innovative business models and government thrust on privatization has led to assertive participation by private organizations. Such participation spans various levels of investment and operational scale, be it organization planning for expansion in the country or foreign institutions aiming to foray into the Indian education sector.



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