



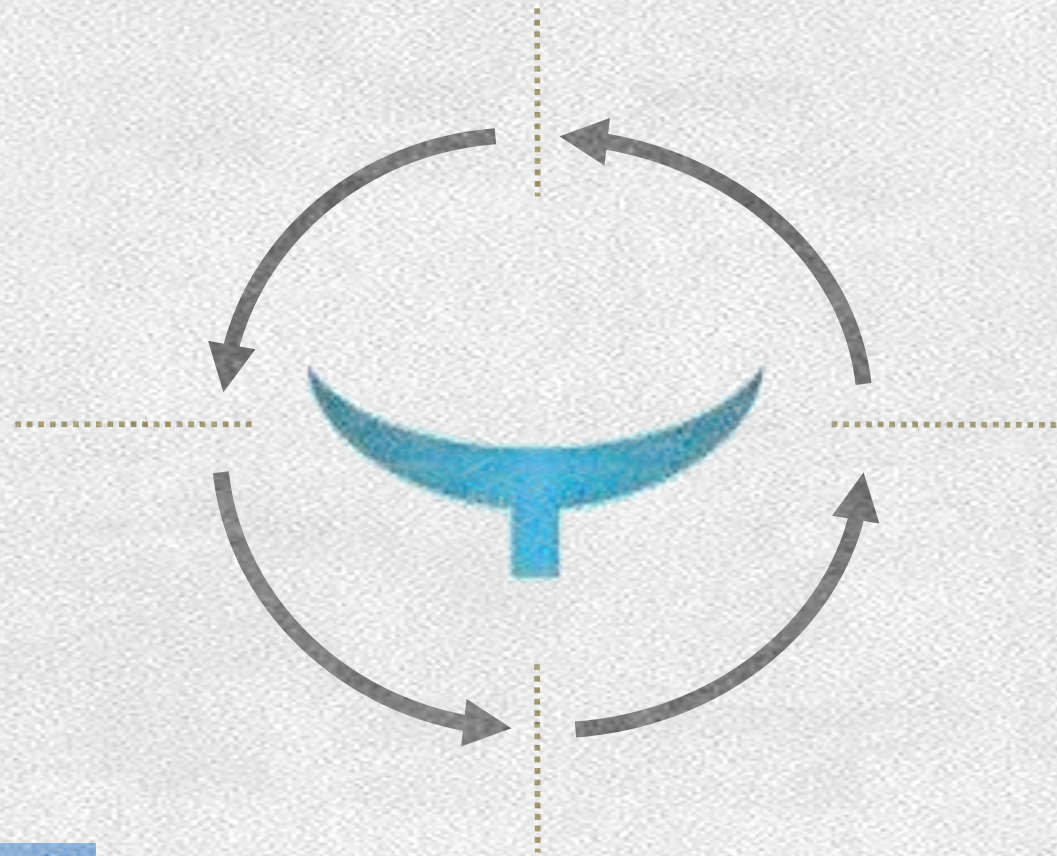
# **RETAIL AND CONSUMER BRAND PRACTICE**

**THINK CAPITAL MANAGEMENT CONSUTANCY LLP**



**We are a business consulting firm that is pillared on an extensive operational and management experience and powered by people who have not only led large enterprises but also brought about undulated changes into them through Practice, Processes and Percipience**





## Our Vision

To **assist** dynamic and result-oriented entrepreneurs and business leaders, by **devising robust** and **executable strategies** and **solutions**, **well aligned** with their **short and long term objectives** and **facilitate 360-degree support** to accomplish these milestones as **mutually agreed**. And to leave a **positive impact** through our services that cuts across functions, processes, systems and culture through this journey of **creating “successful business venture”** for our clients.





## Trends in the market

### **Ecosystem has become lean, mean and flat**

Information explosion has become boon and bane for the businesses and thus the aspirational values have grown multifold. Lot of pressure especially on Tier II and Tier III brands and traditional businesses

### **Money flowing to far few companies**

Lot of impetus from Venture Capitalist and Private Equity Investors has resulted into brands and businesses being developed and grown at an astronomical rate adding pressures on conventional businesses

### **Technology and Asset Light becoming the main stay**

The companies or businesses that have adopted asset light model, technology intervention from branding and customer acquisition perspective have been ahead of the curve

### **Net Promoter Score has become new mantra to drive efficiency**

Moreover channel sales and selling & distribution, customer retention, direct consumer communication have become the new mantra, and deriving efficiency through these have become a greater challenge

### **Lack of experienced team, strategy and market knowhow**

Short term revenue and value maximisation of business model have taken centre stage and there is paucity of experienced team with long term, insightful and strategic overview on value maximisation and cost reduction

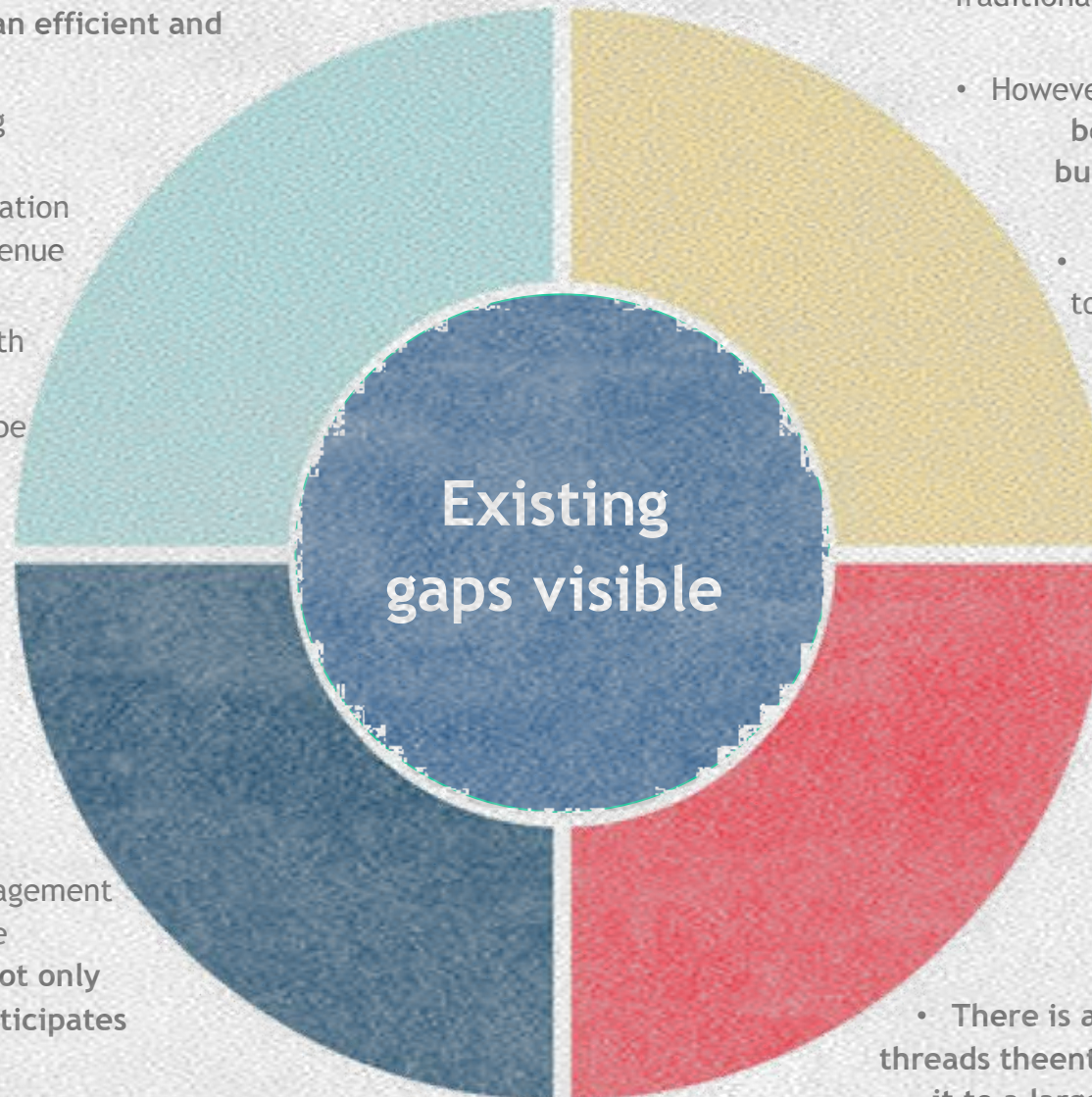
### **Lot of me too models being prevalent**

Companies want to chase the successful business model, or mime the available business practices without wanting to work on their strengths and innovation



## Business Level Transition

- Traditional or conventional businesses have suffered due to **lack of transition into an efficient and relevant business model**
- Businesses have started cutting corners and **focus on value maximization and cost optimization is drifted to cash burn and revenue run rate**
- There is a need to subsume both these philosophy into one **cohesive strategy that would be sustainable and valuable**



## Investment in Team and Processes

- Traditional and conventional businesses have **strong and long standing team**
- However the team needs to be **trained to be able with the changing trend of business, operations, processes and systems**
- **Processes needs to be revamped** to compete with global markets and be relevant for the trade
- **Innovative and lateral thinking** needs to be instilled which is lacking due to daily course of operations

## Brand Value Creation

- **Holistic approach of brand value creation isnt seen**, only few companies who are either well established or well funded are able to sucessfully create a brand value which is later monetised
- There is a need for a **consulting outfit who threads theentire business model and catapults it to a larger brand through holistic practice**

## Lack of One Stop Shop

- Copious number of consulting and research firms available to **provide solutions for a standalone problem**
- Lack of a operational and management firm that provides a 360 degree overview of the problem and **not only provides solution but also participates in implementation and takes responsibilities**
- Further **no firm takes a call on capital adequacy** which is always a finance department problem



## Who we are



**100+**

Years of operating  
experience

**20+**

Brands  
Supported

**10+**

International  
brands launched

**~300 mn**

Customers  
Addressed

**~USD 2 bn**

Funds syndicated  
and advised

**100+**

Retail formats  
launched

We are a business consulting outfit that is pillared on collective experience of more than 100 years of top management professionals who have advised Fortune 500 Global firms across varied sector and functions

The team has been responsible for successfully introducing global brands into India, scale up the Indian Brands and have been early participants into the Indian retail and consumer brand story

Thus we bring in the depth of what it means to create a Business and a Consumer story and sustain it for generations

We bring in a unique blend of consulting with operational expertise thus we participate in what is preach and we are responsible to deliver what we have promised, thus we partake in the peak and trough of the business life cycle

We believe in holistic approach and thus prioritize our practice through market assistance, customer research, financial and operational assistance and strategic tie ups

Thus we ensure your capital is well put to use in both in Working Capital and Fixed Asset parlance

Our this unique blend stands out to be a niche as we also understand what would be the best suited ROI and ROCE for the project and thus our advisory is revolved around it. **There is no silos approach**

We believe in healthy partnership and thus become a sweat stakeholder in the companies that we support and assist atleast from mid to long term horizon and hence represent this as our Company on global podium



# What do we do

## Ideation



- Assit from ideation stage
- Help in business model evolution and validation
- Bring in experience, wisdom and network into the business
- Assit from Designing aspects that go well with the brand and brand essence
- Simulate business plan and projections for the project

## Operationalize and Train



- Bring in best operational practices and best technologies
- Optimize the existing team and identify best talents in the industry
- Assistance in sourcing, designing, marketing, digital campaign etc
- Bring in world best SOPs, systems and protocols
- Optimise sales per unit

## Strategic Alliance



- Forge global partners and alliances
- Devise JVs with global brands
- Bring in global talents and channel sales
- Strategic Investment strategies directly impacting value maximisation or cost reduction
- Formulate a long term business plan focusing on brand value creation, capital needs, unit economics etc

## Big Bang Scale Up



- Assit in raising requisite capital (primary and working capital)
- Develop KPIs and KRAs
- Develop targets and scorecards
- Intiate strategic M&As, Divestiture, Hive offs on timely basis for better value creation
- Make it a global phenomenon with global expansion and consolidation

**We understand and contribute through the length and breadth of consulting**



# Our Service offerings

## Business Development

- New product strategy
- New Business channel
- Product Sourcing and expansion
- New process development

## Strategic Alliances

- Business Insights
- Growth Strategy
- Joint Ventures
- Strategic Tie ups

## Industry Knowhow

- Industry Insights
- Vertical Expansion
- Customer loyalty and retention
- Business alignment



## Team Optimization

- Team building
- Team Training
- Talent identification
- Deriving efficiency and value maximization

## Investment Banking

- Mergers & Acquisition
- Business Valuation
- Fund Raising
- Sale / Divestiture

## Tech Support

- Tech development
- Tech Training
- Business utility measurement
- SAAS implementation

## P&L Management

- Cost optimization
- Revenue and Profit maximization
- Sustainable debt and gearing

## Design and Merchandise

- Brand and store designing
- Visual Merchandising
- Loyalty and promotional campaigning



A modern office interior with glass walls and desks. The office is brightly lit, likely by natural light from large windows. Several desks with black office chairs are visible, arranged in a row. The glass walls are clean and reflective, showing the office's layout. The overall atmosphere is professional and contemporary.

## The team profile

*We boast best of industry and business experts who have not only created unicorns but also have supported fortune 500 companies*

*We have been responsible for launching various national and international brands*

*We believe in operations and performance thus we aren't consultants who provide roadmaps and strategy but we are a team that brings in more than 100 years of operational and management expertise*

*Finally we believe in value creation, thus don't overcharge or have hourly charge. We strongly believe in the idea of your benefit is our gain. Thus the team brings in that virtue which acts as a partnership for the companies*





**SALIL  
NAIR**

## **MILESTONES**

Salil is a veteran in the Retail and Consumer Brand space with over 32 years of experience in the industry , having spearheaded Shoppers Stop from single store to more than 80 store pan India, profitably and working thru the entire IPO process. He also had a stint with Glaxo India and Carona Limited prior to Shoppers Stop . Salil has worked thru the entire spectrum of retail - single store to franchisee to department stores , Airport Retailing, Books , Beauty and more.

Salil is quite nuanced in his space and considered an authority in the consumer brand, modern retail and specialized retail space. Salil also has a wide experience around incubating brands, brand consulting, guiding sales and marketing and developing customer loyalty and increasing the NPS for brands apart from Coaching and Mentoring business executives.

Salil also served on Nuance India , Cross Word boards. A Post Graduate in Electronics, Salil loves Music, reading and travelling.

At Think Capital Management Consultancy LLP, Salil **leads and mentors** the business teams and has immensely contributed and benefitted many companies through his insights, wisdom, and experience.

- Lead the **No. ONE** Department stores in India , profitably and independently.
- Bring in the best International Brands into India across segments and “ localize” as per consumer needs.
- Conceptualize and launch country’s first “ affordable” designer brand across categories.
- Develop an Indianized version of successful and profitable airport retailing .
- Run one of the best Loyalty Programme beating global benchmarks.
- Coach and Mentor senior members from various business
- Build an independent business for 3P and turn it profitable in year one for a large business house.





**BALAJI  
BALARAMAN**

## **MILESTONES**

Bala is a seasoned Investment Banker and a management consultant having worked with lot of growth and start up companies through their Businesses, scale up strategies, fund raising and strategic tie ups. Bala has a significant experience in incubating start ups and guiding them multiple rounds of fund raising and strategic tie ups. Bala has been responsible for spotting quite a few companies that have grown from scratch to more than Rs.100 crores on sales today and have outgrown on brand and business valuation

Bala being a qualified Chartered Accountant and Chartered Financial Analyst and having a decade long experience in fund raising and advisory services, Bala in Think Capital Management Consultancy specializes in business model validation, future growth mapping in sync with industry and fund market, strategic insights, fund raising and working capital assistance, strategic mergers and acquisitions, international tie ups, MIS's and Projected analysis and valuation. Bala is a deep thinker who brings in the financial perspective to the team from conceptualizing of business model to final business valuation

Bala specializes in sectors like Retail & Consumer brand, Agriculture and food processing, Healthcare and Pharma to name few. Bala likes to groove into music, sports, reading and travelling in his free time.

- Conceptualized and developed India's fastest growing Organic Retail Brand called Natureland Organics
- First to bring in social impact retailing concept and working on Water, Handloom, Healthcare and Organic Foods
- Developed one of the fastest growing Agri Tech enterprise which moved out to become the most evolved business model
- First to bring in the concept of Private Equity in the North East part of India
- Helped in stressed asset and assisted many distressed enterprises turnaround through timely acquisition and fund raise
- Capacity to handhold clients for a longer tenure with few associated for more than 10 years and have grown over 200% through this association and timely interventions





**SHAILESH  
MEHTA**

## **MILESTONES**

Shailesh is highly experienced in consumer brand segment and creating customer engagement through digital and offline medium. He's been credited for starting the first digital discovery platform for Restaurants and Hotel Chains in India called Onyomo, the first Organic and Natural Products Marketplace in India called Joybynature and also putting Traditional Business of India Today onto the Digital Bandwagon.

Shailesh is a start up maverick and has created business models that have been categorized among Wall Street Journal Global 20 Start ups, Red Herring Asia. Due to his lineage, he is well networked with the VCs, PE investor and has an eye to create a fundable and scalable business model

Shailesh understands digital medium like no one else and has a flair of bringing maximum subscription at an optimum or low cost. Shailesh is a B.Tech from IIT Bombay and MBA from INSEAD France. Shailesh in his free time likes sports, travelling, discovering new business models and playing with his kids

With Think Capital Management Consultancy LLP, Shailesh brings unparalleled strength in marketing, brand strategy, global flavor especially in context of Startups.

- First in India to bring in digital discovery model which has become a multi billion dollar concept today
- Introduced India's first Nature-led wellbeing platform with focus on commerce, content and community
- Ranked among Wall Street Journal's Global 20 Startups
- Listed among Red Herring 100 Asia Winners
- Showcased by Business Today as among India's Hottest Startups
- Winner of PC World Best Technology Award





**BHASKAR  
THAKUR**

## **MILESTONES**

Bhaskar is a Brand Marketing leader with a track record of consistently delivering growth for the last fifteen years by building brands, creating categories & growing business across sectors, including E-commerce. He has led the Brand Strategy function of large Agencies, global brands along with experience on the client side, as Head of Brand, OYO ROOMS (Softback funded E-com company) & consumer culture, helping build OYO in to a new on demand hospitality business.

Bhaskar is presently brand strategy head – South East Asia for Oppo Mobiles. Prior to that Bhaskar has worked as a group head Strategy for Ogilvy, JWT & Mirum, Malaysia and prior to that he was a Head of Strategic Planning for JWT and Head of Brand Strategies for OYO Rooms.

Bhaskar has been a brand person all through out and is astute in his delivery. He has been a brand manager for Nestle, Coca-Cola, HSBC, U-Mobile, Wipro-Unza, Shell, Kellogg's, OYO Rooms, PepsiCo, GSK, Airtel & Dabur

Bhaskar is associated with Think Capital Management Consultancy LLP on an assignment basis and his involvement has benefitted start ups, consumer focused companies and regional companies for whom appointing of an agency has been an unaffordable option

- Marketing Excellence Award 2017, Silver, Sunsilk
- APAC EFFIE Finalist 2017, Sunsilk
- Malaysia EFFIE 2018, Bronze, Nestle KitKat
- Malaysia EFFIE 2018, Bronze, Nestle Milo
- EFFIE 2014, Bronze, Nestle Alpino
- EMVIES, 2013, Silver, Slice
- EFFIE 2012 Finalist, Slice





**RAJEEV  
DIXIT**

Rajeev is an entrepreneur, doer, and passionate learner. He is currently a CTO of 47Billion and on advisory board of multiple startups. He is working with start-up entrepreneurs to help them develop their idea to the market-ready product and help them grow their user base.

His has expertise in ideation, product management, architecture definition, user experience, and design, development of massively scalable and highly-available products with multi-site agile teams, open-source frameworks. His areas of specializations are big data analytics, IoT, data science and machine learning.

He has 20+ years of product development experience in the US and India. He has multiple US patents on his name. He has done his post-graduation in computer science from IIT Roorkee and MBA in entrepreneurship from Babson College in the US. Rajeev is a avid photographer and a traveller

At Think Capital Management Consultancy LLP, Rajeev leads our client interface in technology solution, data science, enhancing user experience, artificial intelligence and developing applications

## **MILESTONES**

- Co-founded software services company, leading technology, sales, and marketing teams. Grew revenue by 100% every year in the last 5 years
- Developed end-to-end software products for more than 30 startups and mid-size companies helping them get their first customers
- Deep technology experience in Agriculture, Industrial IoT, Consumer, Healthcare, Telecom, and Education mainly in the area of data analytics and artificial intelligence
- Led multi-disciplinary teams in the US to ship value-added services products to top telecom companies in the world



## Other strategic tie up

FROST & SULLIVAN

Leading Market Research  
Company



Product Development &  
Technology Company



Legal Counsel



Leading Advertising and  
PR Agency



# Why us

## Extensive operating experience

Our strength lies in the operations, we have been at the helm of affairs and have grown brands from scratch, thus we exactly know what it take to built a large brand. Thus we not only advice but also participate

## Better Outreach

We have our network penetration pan India and abroad thus are able to work with clientele of varied geography, businesses and culture and thus are able to provide niche but targeted advisory services

## Holistic Focus

We don't believe on working in silos, the consulting must be holistic and needs to derive maximum value for the cost incurred

## Experienced and Coherent team

Our team has people who have wide experience in consulting and have been in leadership positions in the past. This enables the team to not only deliver the desired objectives but also deliver the same to the utmost satisfaction and needs of clients

## Proven Track record

As stated earlier our team has been responsible of developing more than 20 national brands, more than 10 international brands, creating more than 100 store footprints, addressing more than 300 mn customers. This speaks a lot about our edifice



# Our Sector Focus

## Primary Sectors



Fashion & Apparel



Agri, Processed Food &  
Animal Husbandry



Healthcare, Pharma and  
Alternative Medicine



Consumer Durables

## Allied Sectors



Supply Chain and  
Logistics



Modern & Organized  
Retailing



Consumer Brand &  
Product Strategy



Consumer Finance

## Peripheral Sectors



Loyalty Program



SAAS Program



Team Optimization



Technology - AI, ML and  
Blockchain



## Think Capital Management Consultancy LLP - Think we should meet?

To sum up, we, at Think Capital Management Consultancy LLP, are dedicated to navigating you successfully through operational and financial challenges and opportunities, offering not just the expertise but also the unparalleled dedication and personalized service you'd need to conquer today's complex and fast-moving business world. We value relationships over transactions and thus put your interests ahead of our own. So much so that we wouldn't hesitate to advise against an opportunity if it appears not to serve your long-term interests.

That's Think Capital Management Consultancy for you.

To know more about us, give us a call. We would be more than glad to hear from you.

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# CASE STUDY

A top-down illustration of a desk setup. On the right side, there is a white laptop with a blue keyboard, a white coffee cup filled with brown coffee, a blue tablet displaying a document with a yellow highlight, and a stack of white papers with a yellow pencil resting on top. The entire scene is set against a light blue background.

**OSO – Opportunity, Solution, Outcome**



## OPPORTUNITY

# Boom

In Retail Market and many Players entering the retail store format

# Multi-Brand

Demand for multi-brand store Amongst the customers

# Only 1

Store in Andheri, Mumbai

## SOLUTION

**Collaborate** with multiple brands to offer one stop solution for the shoppers

**Launch** loyalty programme to attract customers across India

**Reduce** Operation cost and increase overall profitability

**Assist** through entire IPO Process



## OUTCOME

# 80

Stores Pan India (38 cities)

# IPO

In 2013

# 2008

Awarded “Emerging Market Retailer” of the Year

# INR 35bn

Turnover in FY19

## MODERN RETAIL



## OPPORTUNITY

**4**

Franchisees managing 39  
Exclusive stores and no flagship  
outlet

**No Retail**

Processes and Structures

**75%**

Business from Distributors  
and no focussed team for  
retail

## SOLUTION

**Set-up** a strong Franchise channel

**New Retail** organisation and  
processes launched for Pan-India  
Operation

**Focus on Exclusive Retail Stores** to  
increase the contribution from it in total  
revenue of the company

**Aim to become Number 1** denim brand  
company in the exclusive retail channel



**MODERN RETAIL**

## OUTCOME

**22**

Franchisees in 9 months

**290**

Stores and 15 flagship in  
2 years

**42%**

Contribution from Exclusive  
Retail Store

**Best Denim**

Brand was awarded



## OPPORTUNITY

# Launch

MNVO (Mobile Network Virtual Operator) first of its kind in India

<5%

Modern Retail Contribution in Telecom Industry

## SOLUTION

**Set-up** the entire retail team from scratch and the channel across the country including 3000+ outlet placement

**Set-up** processes and systems for Pan-India Operation

**Prepare** marketing strategies in-line with the expansion plan



## OUTCOME

20%

MNVO (Mobile Network Virtual Operator) first of its kind in India

No. 1

CDMA activation and Trade Visibility in India in Retail surpassing Indicom and Reliance

MODERN RETAIL



## OPPORTUNITY

18

Airports

3

Railway  
Station

21

Metro  
Station

150mn+

Estimated Targeted  
Passengers

Revenue

Maximisation

Cost

Optimisation

## SOLUTION

**Tailor-made** consulting services in all business areas out of one hand

**Full support** throughout the entire business lifecycle – from planning to

**Implement** Profitable & sustainable airport operations with proven concepts

**Propose plan** to increase non-fare revenue and prepare commercial master plan

**Creation** of the business framework & structure and Space planning

**Selection and appointment** of business partners



MOBILITY RETAIL

## OUTCOME

8 months

Commercialised 25,000 sq.mt  
Space in record time

6x

Increase in revenue with 71%  
increase in space across 12  
airports

9

Projects in Retail and  
Luxury Brand



## OPPORTUNITY

Part of **L Brands**

# Canada's

Immensensly popular brand

# India Foray

After successful entry of  
"Victoria Secrets"

# \$8 Bn

Indian BPC Market

## SOLUTION

**Strategic Support** Industry analysis, customer profiling and competition study

**Product support** Product strategy, price point matrix, Brand positioning

**Statutory** Liasoning, agreement and licensing

**Human Resource** Recruitment, trainings and employee audits

**Channel** Distributors and Dealers appointment, real estate support, distribution plan

**Marketing** Pre-launch, launch support and media planning

**Operations** Store set up, store audit, operating tools



## OUTCOME

# 9 months

Conceptualisation to launch and statutory complances

Work with **4**

more international brands like **New Balance, Aeropostale, Call it Spring and La senza**

## INTERNATIONAL BRANDS



## OPPORTUNITY

# INR 150mn

Turnover in 2015 showing huge potential to grow

## Network

Supply Chain of the company was not established across many cities

## SOLUTION

**Assisted** them in corporatizing the entire business

**Assisted** them in shaping up the entire B2C and retail model

**Create a brand value** from just being a processor to a leading and a well known brand in flat 3 years

**Assisted** in raising requisite finance from internal capacity building and brand expansion purposes



## OUTCOME

# INR 1bn+

Turnover in FY19

# Top 5

Amongst the organic brand in Grocery segment

# 22

Cities and present in 1000+ Stores and 40+ franchise outlets

# INR 2.5bn

Current Valuation

## CONSUMER BRAND