

Short term revival plan for Central Cottage Industries Corporation of India

January 2014



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1 Summary

This report proposes short term initiatives that may be implemented at CCIC within the next five to six months. These initiatives have been suggested with the view that these may be executed by CCIC with minimal approvals, minimal cash outflow, activities that easy to implement in short time frame and have low risk associated with them. In this report we are providing the overview of the activity and estimated financials. This report has been prepared in line with the As Is report. All initiatives are clubbed across four areas which are as follows:


- ▶ **Display and aesthetics**
 - Electronic/Digital signage across all floors
 - Improve showroom lighting
 - Improve display of items
 - Increase seating space for customers at CCIC
 - Provide clean and modern toilets and water for customers
- ▶ **Inventory management and buying**
 - Align sales and purchases
 - Aging stock analysis
 - Rationalize space allotment based on product category performance
 - Introduce 'Make to order' for high value items
 - Transfer stock to across locations based on product category analysis
- ▶ **Sales**
 - Purchase tablets for sales team for showroom and Institutional sales
 - Uniform dress code for all customer facing employees
 - Create a new sales team for Institutional sales, exhibitions and interior designing service
- ▶ **Marketing**
 - Change the choice of print media
 - Creation and maintaining a robust Customer Relationship Database
 - Increase Innovative promotional campaigns (Below the line activities/advertising- BTL)
 - Introduce sales linked commission/incentive program for sales team
- ▶ **Others**
 - Register to be maintained for tea and lunch breaks etc. for the employees
 - Monitor footfalls on real time basis in all showrooms
 - Café Barista to be used to increase footfalls
 - Explore the possibility to create food court at JVB, Janpath

Along with these initiatives the top management needs to get into regular monitoring of key performance parameters. A suggestive list is as follows:

- Avg. sales per sq. feet for each product category
- Inventory to sales ratio
- Aging
- Purchases

2 Display and aesthetics

2.1 Electronic/Digital signage at all floors

<p>Name of initiative</p>	<p>Introduce electronic/digital signage at all floors</p> 
<p>Detailed description of activities</p>	<ul style="list-style-type: none"> ▶ One electronic/digital signage to be placed at each floor in Delhi Showroom listing the items displayed and an interactive floor plan ▶ Should in line of sight for the customers and should clearly indicate the location of each product type. ▶ One signage to be introduced in each city
<p>Objective</p>	<ul style="list-style-type: none"> ▶ The aim is to provide simple navigation medium for the customers so that the customer can reach their point of destination by using the electronic/digital signage. ▶ Easy to update the electronic signage if any changes to floor plan ▶ More soothing to eyes and adds to the aesthetics of the showroom
<p>Timeline to implement</p>	<ul style="list-style-type: none"> ▶ 3-4 months as the process would involve tendering and procuring the digital signage that can be updated at the back end. ▶ A phased approach can be used (selected showrooms to go live first)
<p>Stakeholders involved</p>	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM-Showroom
<p>Cost</p>	<p>Cost on installing one signage: Approximately 1.5 Lac (1 screen 33" by 44", LCD display) touchscreen) and Rs 20k for electronic signage</p> <p>Indicative cost in Delhi: (1X 1.5 lac) + (20k x 5) = 2.5 Lakh</p> <p>Cost for locations (excluding Mumbai): (4 X1.5 lac) + (20k x 5) = 7 Lakh</p>
<p>Indicative list of supplier's</p>	<p>Universal Home Designs (Estd.2008) Mr. Abbas Mohd. Khan Noida, Uttar Pradesh, India 08588804252</p> <p>Visiontech Systems (Estd.2002) Mr. H. R. Gopinath (Partner) Bengaluru, Karnataka, India 08447571585</p>

2.2 Improve lighting in the showroom

Name of initiative	Improve lighting in the showroom: Change yellow light to white light
Detailed description of activities	<ul style="list-style-type: none"> ▶ Prepare lighting plan for all showrooms (requirement to ensure that the power bill stays within the existing limits but overall lighting is improved) ▶ Change all white lights into yellow lighting ▶ Wiring to be replaced ▶ Provide adequate spot lights and more yellow lighting at appropriate areas
Objective	<ul style="list-style-type: none"> ▶ Adequate lighting for a pleasing shopping experience by the customers.
Timeline to implement	<ul style="list-style-type: none"> ▶ Procure and get the items installed ▶ 5-6 months ▶ Lighting can be changed in a phased manner- ground and Level I can be done first, followed by level II, III, IV and finally level V and VI can be taken up (the footfalls are maximum on the first IV levels)
Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM-Showroom ▶ Buying
Cost	<p>Approx Rs 4.7 lacs (only Delhi showroom)</p> <ul style="list-style-type: none"> ▪ Assuming 1000 lights to be put at all levels (LEDs 40%, CFLs- 40% and Halogens-20%)

2.3 Increase seating space for customers wherever feasible


Name of initiative	Increase seating space for customers
Detailed description of activities	<ul style="list-style-type: none"> ▶ Have a small seating area for customers at all levels ▶ In second phase create a seating plan, identifying strategic areas which are easily locatable <ul style="list-style-type: none"> a. Procure furniture in line with the store branding
Objective	<ul style="list-style-type: none"> ▶ To ensure that customers have some place to sit and relax while shopping at CCIC ▶ To provide space for the old and kids to sit
Timeline to implement	<ul style="list-style-type: none"> ▶ With immediate effect
Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM-Showroom ▶ Visual Merchandizing team at JVB Delhi (Display)
Cost	<p>Phase I: None</p> <p>Phase II: 3 lakh (@ 50,000 per level)</p>

2.4 Provide clean and modern toilets

Name of initiative	Provide clean and modern toilets
Detailed description of activities	<ul style="list-style-type: none"> ▶ Modernize toilets- put modern sanitary fittings (faucets) and WCs (western toilets with automatic flush) ▶ Ensure regular and ontime cleaning of toilets
Objective	▶ The objective is to ensure that customers get basic amenities and since CCIC vision is to play in the niche segment, the toilets are important in establishing brand experience.
Timeline to implement	<ul style="list-style-type: none"> ▶ Procure and get the items installed ▶ 1-2 months
Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM-Showroom ▶ General Admin
Cost	Cost of renovation at Delhi: Approx INR 3 Lac Cost of renovation per city: Approx INR 50,000 per city

2.5 Improve display of items

Name of initiative	Improve display of items in the showroom: procure modern display items
Detailed description of activities	<ul style="list-style-type: none"> ▶ Improve floor layout: align product categories as per usage and ease of location ▶ Encourage theme based layouts in individual section e.g. in each furniture display create the complete setup of a Dining area or Bedroom ▶ Vertical racks for carpets <div data-bbox="644 1238 1270 1704" data-label="Image"> </div> <ul style="list-style-type: none"> ▶ Change plastic hangers with wooden hangers

Name of initiative	Improve display of items in the showroom: procure modern display items
	 <ul style="list-style-type: none"> ▶ Trail platform for outfits (Sarees) with large mirror for draping ▶ Mannequin's outfits to be changed regularly, with new designs, eye catching colors, spot lights to be put on mannequins. ▶ Shawls to be displayed in display rings
Objective	<ul style="list-style-type: none"> ▶ To maximize customer experience, showcase the products in the best possible ways to increase sales
Timeline to implement	<ul style="list-style-type: none"> ▶ Within 1 month
Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM-Showroom
Cost	<p>Vertical rack for carpets: 1 Lakh for (10'X10" rack, 20 carpets display)</p> <p>Change in hangers: INR 1.2 Lacs (@ Rs 60 per hanger, and total of 2000 hangers to be purchased)</p> <p>Cost of one new mannequin: 1 Lakh</p>

Initiatives that should be implemented internally and can be done with immediate effect are as follows:

- ▶ Provide drinking water to customers at a clean and identifiable locations at all stores. Since Water dispensers are being used at all locations, this initiative can be implemented at no additional cost.
- ▶ Placement of visitors book at appropriate locations within the showrooms, regular review of the visitor's comments by senior management. The city showrooms can e-mail pictures of the pages on regular basis for management review at Delhi.
- ▶ Ensure that the toilets are cleaned by 10 Am by the cleaning staff. In each toilet introduce a sheet which has to be signed by the cleaner everytime he/she cleans the toilet during the day.

3 Inventory management and buying

3.1 Aging analysis

It is important to take stock of the aging products and it is suggested that differential treatment should be given to Handicraft and Handloom products

HANDLOOM: Immediate clearance of 2+years of aging stock

Name of initiative	Clearance of 2+years of aging stock in handlooms section
Detailed description of activities	<ul style="list-style-type: none"> ▶ Identify all items that are 2+ yrs aging as on 31st March 2013 ▶ Define mark down prices for all aging inventory items ▶ Identify stock that is damaged and needs to be discarded ▶ Devise appropriate promotional activities, sale to clear these aging items - you may club it with the winter carnival of CP ▶ Items on approval can be returned to suppliers with immediate effect ▶ <i>The clothes that have to be discarded may be distributed to poor as part of CSR activity (equivalent CSR budget may be routed to internal improvement activities)</i>
Objective	<ul style="list-style-type: none"> ▶ Clear aging stock, and Increase footfall ▶ Clear display space ▶ Release inventory holding cost
Timeline to implement	<ul style="list-style-type: none"> ▶ 2-3 months
Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM-Showroom ▶ Buying ▶ AGM Marketing and Commercial
Cost	None

HANDICRAFT: Increase pricing for premium handicraft items (2+yrs)

Name of initiative	Increase pricing for premium handicraft items (2+yrs)
Detailed description of activities	<ul style="list-style-type: none"> ▶ Identify all items that are 2+ yrs aging as on 31st March 2013 ▶ Identify and prioritize <ul style="list-style-type: none"> a. Top performing categories and premium items b. Products where raw material cost has increased in last few years like metal, wood etc ▶ Assess proportion of items on approval and purchases ▶ Revise prices of identified premium products ▶ Put the remaining products on sale along with the handloom sales. ▶ To ensure that an institutional systems is in place for price increase
Objective	<ul style="list-style-type: none"> ▶ To ensure that CCIC capitalizes on gains due to aging of handicraft products and change in market prices for raw materials such as metal, wood etc.

Timeline to implement	▶ 2 months
Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM-Showroom ▶ Buying ▶ AGM Marketing and Commercial ▶ AGM Finance
Cost	None

3.2 Analyse sales and purchases data regularly and align purchases spends to actual sales in each product category

Name of initiative	Align sales and purchases spends
Detailed description of activities	<ul style="list-style-type: none"> ▶ Identify all product categories with high inventory to sales ratio, high purchase growth rates, high aging and control purchases in these categories over the next 3 months ▶ In case of poor performing categories, approval stock can be returned to suppliers that is aging for more than 1 year in handloom section ▶ Setting inventory to sales ratio based on product category analysis and monitoring sales and inventory before purchasing ▶ Analyze product category performance on a monthly basis and re set inventory to sales ratio to align purchasing with sales.
Objective	<ul style="list-style-type: none"> ▶ To ensure that CCIC does not order excess inventory of poor performing categories and less inventory of top performing categories ▶ Monitor purchases closely for handloom section for example- Children's Wear, Women's Wear, Men's Wear, Dress Fabrics etc.
Timeline to implement	▶ 2 months <i>Note- sample to be provided at a later date</i>
Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM-Showroom ▶ Buying ▶ AGM Marketing and Commercial ▶ AGM Finance
Cost	None

3.3 Rationalize space allotment based on product category performance

Name of initiative	Rationalize space allotment based on product category performance
Detailed description of activities	<ul style="list-style-type: none"> ▶ Undertake regular performance review for product categories ▶ The average performing product categories where spaces can be rationalized further are as follows: <ul style="list-style-type: none"> ▶ Toys and Children's Wear ▶ Dress Fabrics,

	<ul style="list-style-type: none"> ▶ Women's Wear ▶ Table Linen <p>▶ More space can be given to handicraft product categories or more concessionaires can be rented that space</p>
Objective	▶ To ensure that high performing categories are given more space as compared to low performing categories so as to get maximum sales per sq feet.
Timeline to implement	▶ 1 month
Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM-Showroom ▶ AGM Marketing and Commercial ▶ Visual Merchandizing ▶ Interior Designing Service
Cost	None

3.4 Introduce 'Make to order' for high value items

Name of initiative	Make to order for high value items
Detailed description of activities	<ul style="list-style-type: none"> ▶ Have a dedicated team to show the customers designs (on tablets/PCs) ▶ Once the customers pays advance, have a team to visit the customer premises to take measurements ▶ Design team to prepare layouts and confirm order ▶ Take orders from customers and get the item made from supplier ▶ Delivery at customer's site
Objective	▶ To reduce inventory carrying cost (free up space) also this ensure minimum working capital and CCIC will deliver orders Just in Time
Timeline to implement	▶ 2 month
Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM-Showroom ▶ AGM Marketing and Commercial ▶ Interior Designing Service
Cost	None

3.5 Transfer stock to across locations based on product category analysis

Name of initiative	Transfer stock to across locations based on product category analysis
Detailed description of activities	▶ Based on product category analysis excess stocks in one location can be transferred to other locations where that product category performs well. For example Dress Fabrics sell more in

	Chennai and Delhi is carrying excess stock, transfer these goods to Chennai.
Objective	▶ Minimize inventory costs by efficient movement of stocks to other locations
Timeline to implement	▶ 1 month
Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM-Showroom ▶ AGM Marketing and Commercial ▶ Interior Designing Service
Cost	None

4 Sales

4.1 Purchase tablets for sales team for showroom and Institutional sales

Name of initiative	Purchase tablets sales team for showroom and Institutional sales
Detailed description of activities	<ul style="list-style-type: none"> ▶ Purchase tablets for select sales people (showroom, institutional sales) ▶ Train the sales people on use of tablets ▶ Update all product catalogs on tablets ▶ Sales team can carry the same for make institutional sales ▶ Customers can be shown the items on tablets
Objective	<ul style="list-style-type: none"> ▶ Minimize space requirements as all items need not be stocked and many colors and designs can be showcased on tablets ▶ To minimize spends on printing of catalogs and updating of products catalogs made easy on tablets
Timeline to implement	▶ 2 month
Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM-Showroom ▶ AGM Marketing and Commercial
Cost	Approx INR 1.2 Lacs (10 tablets for Delhi showroom @ Rs 12,000/-)

4.2 Uniform dress code for all customer facing employees

Name of initiative	Uniform dress code for all customer facing employees
Detailed description of activities	<ul style="list-style-type: none"> ▶ A uniform dress given to all customer facing employees to reflect CCIC brand elements (horse, orange color) ▶ The color of the dress should be in line with the brand color for Cottage
Objective	<ul style="list-style-type: none"> ▶ Branding for CCIC through employees ▶ To distinguish the sales staff from customers
Timeline to implement	▶ 2 month

Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM-Showroom ▶ AGM Marketing and Commercial ▶ Interior Designing Service
Cost	<p>Approx INR 6.7 Lacs for all customer (showroom) facing employees assuming</p> <p>(a) 2 pairs are purchases each for men's @ 1120/- and women's @ Rs 2,800/- (chiffon saree) and winter coat for Rs 1100/-) and</p> <p>(b) Total employees considered for uniform 164 (113 M and 51 F)</p> <p>The cost can be substantially reduced if sarees can be replaced by suits for women</p>

4.3 Create a new sales team for Institutional sales, exhibitions and interior designing service

Name of initiative	Create new sales team for Institutional sales & Interior Designing Service
Detailed description of activities	<ul style="list-style-type: none"> ▶ Identify key accounts (govt. and private MNC) ▶ Identify key sales people for doing institutional sales, exhibitions and interior designing service ▶ Trainings to selected sales team ▶ Sales team visit these accounts to create new businesses
Objective	▶ To generate business through new sales opportunities (increase top line- revenues for CCIC)
Timeline to implement	▶ 1-2 month
Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM Marketing and Commercial ▶ HR
Cost	Based on the sales plan

5 Marketing

5.1 Change the choice of print media

Name of initiative	Magazines such as Home Décor, Good Homes to be used for advertising
Detailed description of activities	▶ Magazines such as Home Décor, Good Homes to be used for advertising
Objective	<ul style="list-style-type: none"> ▶ To increase top line growth (revenues for CCIC) ▶ Branding and awareness
Timeline to implement	▶ 1 month

Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM Marketing and Commercial
Cost	None

5.2 Creation and management of customer database

Name of initiative	Create and maintain a strong Customer database
Detailed description of activities	<ul style="list-style-type: none"> ▶ Input the name of the customer, address, mobile number, email ID at the time of sale ▶ Build database for customers at CCIC, which can be used for 'Customer Relationship Management (CRM)' when the ERP system is deployed
Objective	<ul style="list-style-type: none"> ▶ To understand customers at CCIC, spends, type of purchases, ▶ Design promotional campaigns in line with customers
Timeline to implement	▶ Ongoing activity
Stakeholders involved	<ul style="list-style-type: none"> ▶ Cashier/staff identified for this purpose ▶ PR department to maintain data base ▶ MIS to analyze the customer database
Cost	None

5.3 Increase Innovative promotional campaigns

Name of initiative	Design and implement innovative promotional campaigns
Detailed description of activities	<ul style="list-style-type: none"> ▶ Some suggestive promotional campaigns that may increase footfalls and sales are as follows: <ul style="list-style-type: none"> ▶ Customer loyalty program- points redeemable ▶ Buy two get third one free ▶ Shop worth x and get 10% off on entire purchase ▶ Apparels- get a discount equal to your waist size ▶ Guess the price and the person closest to the item prize get the item for 20% off ▶ Create separate budgets for decorations on festive seasons such as Diwali, Christmas, New Year etc.
Objective	▶ To increase footfalls for CCIC and increase top line (revenues)
Timeline to implement	▶ 1 month (after the implementation of ERP)
Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM- Marketing and Commercial
Cost	None

5.4 Introduce sales linked commission/incentive program

Name of initiative	Introduce sales linked commission/incentive program
Detailed description of activities	<ul style="list-style-type: none"> ▶ Recruit outsourced employees for sales branch wise and have sales linked commission/incentive structure ▶ Train and induct the sales team
Objective	<ul style="list-style-type: none"> ▶ To increase top line growth for CCIC ▶ To minimize a high fixed cost for CCIC and incentivize the sales team to achieve targets
Timeline to implement	▶ 2-3 months
Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ HR
Cost	None

6 Others

6.1 Register to be maintained for all showroom staff

Name of initiative	Register to be maintained for monitoring the timing of tea/lunch breaks by showroom employees
Detailed description of activities	<ul style="list-style-type: none"> ▶ A manual register to be maintained to record tea/lunch breaks etc. for all employees ▶ Employees to sign the in and out time along with signature in the register ▶ Floor supervisor to monitor the register at each floor
Objective	<ul style="list-style-type: none"> ▶ The aim is to ensure that tea/lunch breaks are taken as per permissible timelines ▶ This will help CCIC monitor employee break times
Timeline to implement	▶ Can be implemented in one month as the process would involve creating the register and then training the employees to fill the same.
Stakeholders involved	<ul style="list-style-type: none"> ▶ MD ▶ CGM ▶ AGM-Showroom
Cost	None

6.2 Monitor footfalls on real time basis in all showrooms

Name of initiative	Monitor footfalls on real time basis and replicate on all other showrooms
Detailed description of activities	▶ Monitor footfalls on daily basis across showrooms
Objective	▶ To know footfalls in each showroom and analyze impact of promotions, branding and marketing in increasing footfalls and top line growth

Timeline to implement	▶ 1 month
Stakeholders involved	▶ MD ▶ CGM ▶ AGM Marketing and Commercial
Cost	None

6.3 Café Barista to be used to increase footfalls

Name of initiative	Café Barista to be used to increase footfalls
Detailed description of activities	▶ Placement of board outside CCIC (on the road) to create awareness for customers and create a pull for CCIC ▶ Better the ambience and aesthetics of Café Barista (orange boards and lounge placement inside CCIC, carpets etc.) ▶ Wi Fi should be placed for customers along with LED TV screen - in line with other Barista's
Objective	▶ To increase footfalls and hence top line for CCIC ▶ To create an soothing and relaxing ambience for customers at CCIC
Timeline to implement	▶ Within a month
Stakeholders involved	▶ Café Barista management ▶ MD ▶ CGM
Cost	None

6.4 Explore the possibility to create food court at JVB, Janpath

Name of initiative	Create a food court at the area where Barista is located - add a tea stall/bakery
Detailed description of activities	▶ Add a tea stall, food court, bakery ▶ Advertise about the food-court outside the main showroom ▶ Identify space
Objective	▶ To increase footfalls and hence impact the top line
Timeline to implement	▶ 3-4 months
Stakeholders involved	▶ MD ▶ CGM
Cost	None

7 Budget

S.No	Initiative	Description	Cost (INR Lacs)
1	Electronic/Digital signage at all floors	Delhi	2.5
		Other locations excluding Mum	7
2	Improve lighting in the showroom		4.7
3	Increase seating space for customers	Phase 1	none
		Phase 2	3
4	Provide clean and modern toilets	Delhi	3
		other locations- Rs 50k per city	2
5	Improve display of items	Vertical rack for carpets: for (10'X10" rack, 20 carpets display	1
		Change in hangers: (@ Rs 60 per hanger, and total of 2000 hangers to be purchased	1.2
6	HANDLOOM: Immediate clearance of 2+years of aging stock		none
	HANDICRAFT: Increase pricing for premium handicraft items (2+yrs)		none
7	Analyse sales and purchases data regularly and align purchases spends to actual sales in each product category		none
8	Rationalize space allotment based on product category performance		none
9	Introduce 'Make to order' for high value items		none
10	Transfer stock to across locations based on product category analysis		none
11	Purchase tablets for sales team for showroom and Institutional sales	10 tablets for Delhi showroom @ Rs 12,000/-)	1.2
12	Uniform dress code for all customer facing employees	Costing for all showrooms (customer facing employees)	6.7
13	Create a new sales team for Institutional sales, exhibitions and interior designing service		based on sales plan
14	Change the choice of print media		none
16	Creation and management of customer database		none
17	Increase Innovative promotional campaigns		none

S.No	Initiative	Description	Cost (INR Lacs)
18	Introduce sales linked commission/incentive program		none
19	Register to be maintained for all showroom staff		none
20	Monitor footfalls on real time basis in all showrooms		none
21	Café Barista to be used to increase footfalls		none
22	Explore the possibility to create food court at JVB, Janpath		none
Total budget			32.3