Decoding the Digital Opportunity in Retail

February 2017
About BCG

The Boston Consulting Group (BCG) is a global management consulting firm and the world’s leading advisor on business strategy. We partner with clients from the private, public and not-for-profit sectors in all regions to identify their highest-value opportunities, address their most critical challenges and transform their enterprises. Our customized approach combines deep insight into the dynamics of companies and markets with close collaboration at all levels of the client organization. This ensures that our clients achieve sustainable competitive advantage, build more capable organizations and secure lasting results. Founded in 1963, BCG is a private company with 85 offices in 48 countries. For more information, please visit bgc.com.

About RAI

Retailers Association of India (RAI) is the unified voice of Indian retailers. RAI works with all the stakeholders for creating the right environment for the growth of the modern retail industry in India. It is a strong advocate for retailing in India and works with all levels of government and stakeholders with the aim to support employment growth and career opportunities in retail, to promote and sustain retail investments in communities from coast-to-coast and to enhance consumer choice and industry competitiveness. For more information, please visit rai.net.in.

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The growth in digital adoption has been rapid and is likely to continue to grow at an exponential pace. Whilst there are a set of well-known facts about the Indian digital growth story, we believe that what is commonly understood in terms of how consumers behave digitally is just the tip of the iceberg. We would like to share some of our perspectives on the opportunity (size and shape), secular trends that we expect will play out over the next few years and some lesser known facts about digital behavior of the Indian consumers. In this new reality, retailers need to re-imagine and re-engineer their business models to win.

In this context, the Retailers Association of India (RAI) and The Boston Consulting Group (BCG), have attempted to decode the digital opportunity and distill implications for retailers. In order to write this report, we have leveraged proprietary data and research that The Boston Consulting Group has carried out in India. We hope you find this report interesting and informative for your businesses.

Kumar Rajagopalan  
CEO, Retailers Association of India (RAI)

Abheek Singhi  
Senior Partner and Director, The Boston Consulting Group

Foreword
The New Reality
Understanding the Digital Consumer
Understanding the digital consumer

SOME WELL KNOWN FACTS ABOUT DIGITAL IN INDIA

- Internet users in India are growing rapidly; faster adoption than other media sources
- Infrastructure is catching up and catalyzing this shift
- Mobile is the ‘go-to-device’ across all online activities

BUT THAT IS JUST THE TIP OF THE ICEBERG, SOME LESSER KNOWN FACTS ABOUT DIGITAL IN INDIA

- The digital consumer goes beyond the stereotype of age, gender, income and location
- Digital usage is ‘omnipresent’ in the life of a consumer today
- The online behavior of each consumer is unique – Need to think in terms of many (hundreds) segments
THREE SECULAR TRENDS THAT ARE SHAPING THE OPPORTUNITY

‘Digital age’ is the single largest determinant of online behavior

Digital commerce is rising at a rapid pace, however, digital influence is a far more pervasive force

Importance of ‘non-price drivers’ as determinants of choice for online shopping is rising
1. SOME WELL KNOWN FACTS

By 2021, India will have more internet users than the entire population of six G7 countries.

### NO. OF INTERNET USERS IN INDIA

<table>
<thead>
<tr>
<th>Year</th>
<th>Users</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>170 Million</td>
</tr>
<tr>
<td>2016</td>
<td>330 Million</td>
</tr>
<tr>
<td>2021</td>
<td>~650–700 Million</td>
</tr>
</tbody>
</table>

### POPULATION OF SIX G7 COUNTRIES

<table>
<thead>
<tr>
<th>Country</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>337 Million</td>
</tr>
<tr>
<td>Germany</td>
<td>83 Million</td>
</tr>
<tr>
<td>Japan</td>
<td>66 Million</td>
</tr>
<tr>
<td>France</td>
<td>66 Million</td>
</tr>
<tr>
<td>Italy</td>
<td>60 Million</td>
</tr>
<tr>
<td>Canada</td>
<td>38 Million</td>
</tr>
</tbody>
</table>

### MOBILE INCREASINGLY BECOMING THE MOST PREFERRED DEVICE FOR ACCESSING INTERNET

- 2014: 17% on Mobile, 31% on Mobile and Wide screen device, 52% on Wide screen device only
- 2016: 2% on Mobile, 25% on Mobile and Wide screen device, 73% on Wide screen device only

Wide screen device include Tablet, Desktop, Laptop etc.

Progress on infrastructure has catalyzed this change

**Falling Phone Prices**
Smartphone ASPs fell by up to ~50% between 2011 and 2015

**Reducing Data Charges**
3G data rates have fallen from over 175 INR/GB to 51 INR/GB over the last year and are expected to fall further.

**Rising Smartphone Penetration**
Increased from 3% to ~30% in the past 5 years

**Growing Fiber Optic Network**
Under the BharatNet project, Government plans to cover all 2.5 lakh Gram Panchayats by Fiber Optic network, of which 68,000 have been covered in the last 4 years

**Rising Internet Speeds**
Internet speeds have risen more than 4x in 5 years

Source: BCG Research.
The biggest determinant of online behavior is digital age

Digital age and not demographics (age, income, city tier) is the biggest driver of online behavior

### 2. SECULAR TRENDS

**The biggest determinant of online behavior is digital age**

Digital age and not demographics (age, income, city tier) is the biggest driver of online behavior

#### Percentage of Users

<table>
<thead>
<tr>
<th>Category</th>
<th>&lt;2 Years</th>
<th>2–4 Years</th>
<th>&gt;4 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Online Banking</strong></td>
<td>16%</td>
<td>19%</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Online Ticket Purchase</strong></td>
<td>31%</td>
<td>36%</td>
<td>44%</td>
</tr>
<tr>
<td><strong>Online Gaming</strong></td>
<td>18%</td>
<td>24%</td>
<td>31%</td>
</tr>
</tbody>
</table>


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1. Percentage of urban internet users who carry out the particular activity online.
Digital influence and digital commerce increasing at a rapid pace

Digital influence is defined as the use of internet for conducting pre-purchase, purchase and post-purchase activities.
Source: BCG CCI Digital Influence Study 2013, 2014, 2015, 2016 analysis (N=18,000 per year); Data among Urban consumers.
2. SECULAR TRENDS

E-commerce expected to be 50–55 Billion USD by 2021
E-commerce could become a significant channel across many categories

ONLINE RETAIL SPENDS (BILLION USD)

PERCENTAGE PENETRATION OF E-COMMERCE

E-commerce values are total annual sales, net of returns / discounts, for physical goods sold. It does not include services like travel / banking insurance etc. All estimates are at constant currency USD = 68 INR.
Importance of ‘non-price’ drivers for buying online continuing to rise

Convenience has overtaken discounts as the key driver of buying online

- Convenient to order online: 40% (2014) to 55% (2016)
- Offers highest discounts: 48% (2014) to 52% (2016)
- Availability issues in retail stores/city: 21% (2014) to 39% (2016)
- Offers more variety: 27% (2014) to 33% (2016)
- Helps making informed decision: 20% (2014) to 25% (2016)

Source: BCG CCI Digital Influence Study 2014, 2016 BCG analysis (N=18,000 per year).
3. SOME LESSER KNOWN FACTS

Digital is all pervasive – goes well beyond stereotypes

DIGITAL CONSUMER GOES WELL BEYOND THE STEREOTYPE

NOT A SMALL, TARGETED OPPORTUNITY

People who we think use internet in India...

... but many others beyond the stereotype are online

NOT SURPRISINGLY, DIGITAL ADOPTION HAS ACCELERATED IN “CONVENTIONAL” DIGITAL CONSUMERS...

Social media adoption

E-commerce adoption

... HOWEVER, ADOPTION BEYOND THE “STEREOTYPE” USER BASE HAS SEEN A SIGNIFICANT UPTAKE

Social media adoption

E-commerce adoption

Percentage of population accessing internet online or carrying out a particular activity.
Social media adoption is for urban users.
3. SOME LESSER KNOWN FACTS

This digital usage has no ‘time slot’ in user’s life – it is omnipresent!

A DAY OF AN INDIAN INTERNET USER

- **Checks WhatsApp before going to bed**
  - 01:00 AM

- **References study material, watches YouTube during study breaks**
  - 11:00 PM

- **Plays Mini Militia, a multi-player game with his friends and brother**
  - 10:30 PM

- **Discusses e-commerce deals with family over dinner, orders the most attractive ones**
  - 08:30 PM

- **Calls friend studying in Australia over Skype**
  - 07:30 PM

- **Updates latest events, uploads pictures and shares jokes on Facebook and WhatsApp**
  - 06:00 PM

Source: BCG consumer immersion surveys 2016.
Wakes up and checks messages on WhatsApp

Listens to music on his phone on the way to college

Checks WhatsApp messages and browses Facebook

Surfs e-commerce websites for the latest deals. Shortlists the most attractive deals to discuss with family later

Downloads study material and uses the university website

Transfers funds to mother through bank account, recharges mobile
3. SOME LESSER KNOWN FACTS

Digital consumer broadly spends time on ‘eight’ activities online

SEE
Reading the news, watching videos, listening to music and other forms of media consumption

SELECT
Making life decisions, such as buying a house, finding a life partner, booking a restaurant

SEARCH
Researching on any topic of interest, such as home decor ideas, health tips, cooking recipes

SOCIALIZE
Interacting with other individuals through email, social media and instant messaging

SHOP
Purchasing goods (electronics, apparel, books) and services (travel, hotels, taxi rentals) through e-commerce

STUDY
Accessing study material and other resources and taking online education

SAVE
Managing personal finances through online banking, trading and investing

SELL
Selling goods and services online for personal and professional reasons
‘Each’ digital consumer displays a distinct behavior online

Each line represents the activity map of a sample online user

Source: BCG consumer immersion surveys 2016.
3. SOME LESSEIER KNOWN FACTS

Implication: New segmentation possibilities, enabling predictive and customized targeting

FROM

MASS TARGETING

A “handful” of segments....
- Limited data availability
- Demographic data based segmentation

TO

MICRO SEGMENTATION

“Many” (hundred) segments using

<table>
<thead>
<tr>
<th>Product</th>
<th>Previous behaviour</th>
<th>Timing</th>
<th>Context</th>
<th>Channel</th>
</tr>
</thead>
<tbody>
<tr>
<td>☕️</td>
<td>🎁</td>
<td>🕒</td>
<td>📍</td>
<td>📞</td>
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<tr>
<td>🧀</td>
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</tbody>
</table>

PERSONALIZED PRODUCT OFFERING

Shirt recommendations based on previous browsing history, purchases, “likes” on social media (Facebook/Instagram), usage and latest trends...

PERSONALIZED COMMUNICATION AND PROMOTIONS

Targeted contextual promotion such as, “It’s a foggy day, try our new hot beverage.”
Implications for Retailers
Winning in the new reality: Digitize and Disrupt

**BUSINESS STRATEGY, POWERED BY DIGITAL**

**TRANSFORM THE CORE**

1. **DIGITIZE CORE BUSINESS**
   Enhance effectiveness across the retail value chain

2. **DIGITAL ENGAGEMENT**
   Engage consumers digitally; build strong advocates

3. **DIGITAL STORE**
   Redefine role of physical stores; Enhance experience through in-store interventions

4. **DIGITAL COMMERCE**
   Use digital as a sales channel

5. **DISRUPT AND INNOVATE**

**ENABLE**

- Organisation
- IT and Infrastructure
- Data and Insight
- Support Functions

Implications for Retailers 26
1. DIGITIZING CORE BUSINESS
Digitizing the ‘core’ business can unlock significant value

- Trend detection and real time feedback
  - Innovation assessment
  - Sentiment monitoring
  - ...

- Customer centric buying
  - Demand forecasting
  - Buying structure optimization
  - Predictive ordering
  - ...

- Optimized assortment and merchandising
  - Catchment based assortment
  - Basket based optimization
  - Cross-selling
  - ...

- End-to-end supply chain optimization
  - Supply chain agility and efficiency improvement
  - Warehouse operations automation
  - Dynamic route optimization
  - Tertiary replenishment
  - ...

- Customer centric store build up and location
  - Store ROI optimization
  - In-store behavior assessment
  - ...

- Effectiveness in marketing spends
  - Marketing success assessment
  - Marketing mix management
  - ...

- Optimized markdowns
  - Promo effectiveness improvement
  - Promo by catchment x category
  - ...

- Pricing
  - Price pianos
  - Category level optimization
  - SKU x Store optimization
  - ...

- Store ROI optimization
  - In-store behavior assessment

- In-store behavior assessment

- Supply chain agility and efficiency improvement

- Warehouse operations automation

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- Tertiary replenishment

- Trend detection and real time feedback

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- Store ROI optimization

- Marketing success assessment

- Marketing mix management

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- Promo by catchment x category

- Price pianos

- Category level optimization

- SKU x Store optimization

- 15–20%

- 3–8%

- 15–25%
1. DIGITIZING CORE BUSINESS

Illustration 1: Data-driven assortment and space optimization
Global sports retailer example

TRADITIONAL APPROACH

Decisions based on experience and judgment
Assortment optimized based on SKU sales volume
Adhoc assortment prioritization process
Data-driven algorithms for store’s assortment
Assortment optimized based on relative marginal space profitability
Assortment prioritization for smaller stores using prioritization tool

IN THE DIGITAL ERA...

ASSORTMENT OPTIMIZATION
Based on relative marginal space profitability

ASSORTMENT PRIORITIZATION TOOL
Based on level of competition and store role

1. Define category roles
2. Define prioritization strategy
3. Use prioritization tool to identify priority assortment for removal

IMPACT
3–5% margin uplift due to shift towards high margin categories
Implications for Retailers

Historical baselines
Volume allocated to discount buckets based on stock levels
Broad stock managing campaigns
Predictive models and real-time forecasting
Volume allocated to discount buckets based on stock to sales ratio
Targeted campaigns optimizing gross margin

IN THE DIGITAL ERA...

TRADITIONAL APPROACH

Analysis of markdown urgency per SKU
Clustering of SKUs based on stock to sales ratio to identify urgent markdown SKUs

Real-time forecasting of impact
Predictive model to analyze discount impact

Scenario optimization
Optimization of markdown planning vs. target KPIs for revenue, profits and sell through

1. Analysis of markdown urgency per SKU
2. Real-time forecasting of impact
3. Scenario optimization

ILLUSTRATION 2: SKU specific markdown management
Global Fashion retailer example

IMPACT
20% increase in revenue and 25% increase in profits at lower average discounts
2. DIGITAL ENGAGEMENT
Digital presents a real opportunity for two way consumer communication

- Basic advertising on digital platforms (Display banners, Video ads)
  - Plain vanilla digital advertising
- Advanced digital marketing (SEO, interactive content etc.)
  - Sophisticated digital marketing
  - Advocacy through consumer communities

INNOVATE AND ACTIVATE

SELL AND DELIVER

- More adaptive channel offers and recommendations
- Customised consumer loyalty

RESPOND

- More responsive post sales consumer care
- More pre-emptive action on corporate issues
- Full spectrum of consumer engagement across the consumer journey

Co-create NPD with consumers

Implications for Retailers
### 2. DIGITAL ENGAGEMENT

Winners using digital effectively for consumer engagement
Surgically targeting micro-spaces, creating personalized content

#### EXPERIMENTAL

<table>
<thead>
<tr>
<th>Basic digital advertising</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic social media presence; one way posts</td>
</tr>
<tr>
<td>Brand website with brand stories</td>
</tr>
</tbody>
</table>

#### EXEMPLARS

<table>
<thead>
<tr>
<th>Programmatic digital advertising, SEO/SEM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Micro-communities, social listening</td>
</tr>
<tr>
<td>Own platforms with rich, immersive, curated content</td>
</tr>
<tr>
<td>Personalized content, promotions, products and services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>&lt;5%</th>
<th>20–25%</th>
</tr>
</thead>
<tbody>
<tr>
<td>of spend</td>
<td>of spend</td>
</tr>
</tbody>
</table>
Managing digital marketing increasingly becoming sophisticated

FROM | TO
--- | ---
Mass | Mass of Niches
• Creating segments of one
Scattered data, insufficiently leveraged | Data at the core of all decisions
• Personalized targeting
• Dynamic decisions based on feedback from customer data
Delegation of planning and execution to a single partner | New engagement in a fragmented ecosystem
• Emerging roles such as community managers
• Orchestration of Media & Creative agencies, publishers, Demand and supply side platforms
Buying ad space from inventory | Buying ad space in real time through ‘programmatic buying’
• Real time customer segmentation and targeting
Metrics such as Click through rate (CTR), Cost per Action (CPA) | Customer acquisition cost, latest customer engagement metrics like “dwell time”, Read through rate (RTR) etc.

Implications for Retailers
3. Digital Stores
An emerging consumer purchase pathway deeply rooted in digital
(Anywhere, Anything, Anytime, Anyone)

Consumers make no distinction between physical and digital worlds – want it to be seamless.
3. DIGITAL STORES

Making it imperative to re-imagine the role of the physical store

UNDERLYING NEEDS

I want to make an informed choice
I want to be able to shop anywhere, anytime

1. Variety
   Virtual shelves
   Endless aisles

2. Product Information
   Digital kiosk

3. Brand
   Digital display

DIGITAL OFFERINGS

4. Navigation
   In-store navigation
   Self service

5. Mobility
   Mobile shopping assistant
   Wearable Tech
Implications for Retailers

1. I want a product which exactly suits my need at the best price
2. ... 5.
3. I want fastest delivery as per my convenience
4. I want all issues/requirements to be resolved quickly
5. ... 8.

6. **Trust**
   - Augmented Reality
   - Social shopping

7. **Personalization**
   - Recommendation engine
   - Product customization
   - Virtual Reality/Mirror

8. **Attractive Pricing**
   - Precision marketing

9. **Checkout**
   - Self checkout
   - Mobile wallets
   - Mobile POS

10. **Convenience**
    - Mobile Webrooming
    - Click and collect

11. **Customer Service**
    - Loyalty program

12. **Repurchase**
    - Subscription and Auto replenishment
4. DIGITAL COMMERCE
Reality retailers need to embrace: Fight with market places, yet collaborate for private brands

WHERE TO PLAY?
MUTLIPLE ONLINE ROUTES AVAILABLE; MARKET PLACES LEADING WITH SIGNIFICANTLY HIGHER TRAFFIC

<table>
<thead>
<tr>
<th>Online marketplaces</th>
<th>Online pure players</th>
<th>Own.com</th>
<th>Online Flash Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Host retailers as sellers on marketplace</td>
<td>Have no offline presence; only sell online</td>
<td>Brand/ Retailer own sites</td>
<td>Offer deep discounts at all times on entire range</td>
</tr>
<tr>
<td>100–125x Visitors</td>
<td>x Visitors</td>
<td>1–1.2x Visitors</td>
<td>0.8–1.2x Visitors</td>
</tr>
</tbody>
</table>

RETAILERS NEED TO SIMULTANEOUSLY COMPETE AND COLLABORATE WITH ONLINE MARKETPLACES

COLLABORATE

A. Sell private brands on marketplaces
   To leverage the reach of marketplaces (100x more than own.com)

B. Set up Own.com
   To continue to provide a superior value proposition than e-tailers

Implications for Retailers 40
4. DIGITAL COMMERCE

For private brands, retailers need to make smart operating choices and deepen engagement with marketplaces.

HOW TO WIN?

MULTIPLE OPERATING CHOICES

**Pricing**
- Price parity in all channels
- Price parity of brand.com with offline
- Price differentiation across all channels

**Assortment**
- New online only brand launched
- Exclusive products sold online
- Limited products sold online
- All products in limited SKUs sold online
- All SKUs sold online

**Partnership Model**
- Marketplace model
- Part inventory Part marketplace
- Inventory model

**Channel conflict risk**
- High
- Low

**ENGAGING WITH ONLINE BEHEMOTHS WOULD BE BOTH A ‘SCIENCE’ AND AN ‘ART’**

**Table stakes capabilities**
- Enhance ranking on algorithm
  - Relevant SEO
  - A+ Product content
  - Reviews management
  - Delivery lead time
- Participate in building traffic at the e-tailer
- Adapt supply chain and logistics

**Investment in strategic relationship**
- Fund personalized account management
- Build a two way relationship
  - Focus on marketplace returns
  - Look at marketplace for strategic advise

**Game changing opportunities**
- Co-create a Joint Business Plan
  - Decide overall ambition
  - Align on spends, participation calendar, exclusive launches etc.
- Actionable insights from Brick and Mortar world that can help both grow online
Retailers need to step up their game: Offer a competitive experience vs. pureplays

**KEY PROPOSITION ELEMENTS**

1. **Inform decision making**
   - Targeted content such as reviews, blogs and videos by experts
   - Personalized content

2. **Integrate Digital and store**
   - Live inventory locator for endless assortment options
   - Interactive aisle for easy browsing and search, product comparisons

3. **Personalise experience**
   - Cross sell/ Up sell with curation of recommended products
   - Personalized promotions based on past purchase
   - Personalized consultative service

4. **Enhance convenience**
   - Multiple convenient delivery options
     - Location: At home/ store
     - Time: Slot/ Next day/ same day
   - Easy return/ exchange/ home trial policy

5. **Create brand resonance**
   - Remember customer choices (Shopping list, wish list etc.) and integrate with loyalty program
   - Auto delivery of repurchase items

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**ASPIRATION**
- Decide on role of online

**CUSTOMER VALUE PROPOSITION**
- Create a compelling proposition targeted at the core consumer

**CAPABILITIES**
- Build to ensure efficient and effective delivery of value proposition to customers
  - Organisation
  - Marketing
  - Supply chain
  - IT
5. New Business Models
Disrupt and innovate: Examples of emerging business models

**Strategic Rationale**

<table>
<thead>
<tr>
<th>Innovation Type</th>
<th>Example</th>
</tr>
</thead>
</table>
| **Innovate**                                          | • Australian consumer company ventured into app based health insurance to leverage their strength in loyalty programs  
  • Top US grocery retailer entered into Retail Healthcare to become a one-stop shop for Health & Wellness |
| **Incubate**                                          | • De-risking current business; monetize current capabilities                                       |
| **Build, Partner or Acquire Technology**              | • Innovate to maintain or enhance share, premiumize offering                                      |
| **Acquire**                                           | • Acquire a potential threat to current business; cannibalize if needed                            |

**Examples**

<table>
<thead>
<tr>
<th>INCUBATE</th>
<th>BUILD, PARTNER OR ACQUIRE TECHNOLOGY</th>
<th>ACQUIRE</th>
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<td>• Top US grocery retailer entered into Retail Healthcare to become a one-stop shop for Health &amp; Wellness</td>
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<tr>
<td>• Australian consumer company ventured into app based health insurance to leverage their strength in loyalty programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• US apparel retailer acquired startup that allows retailer to identify the click and collect customers as they walk into the store</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Office supply company acquired personalization start-up that creates customer profiles to predict the best Ad/offer/promo in real time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• US apparel retailer acquired multiple category specific online start ups; increased share of online from 9% to 21%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Global coffee player acquired a low cost coffee machine start-up to diversify and move to less competitive categories</td>
<td></td>
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</tr>
</tbody>
</table>
Making it Happen:
Building New Capabilities
Key takeaways for a true digital transformation

1. Do not treat digital as an “add on” – It should be central to the CEO’s agenda

2. Challenge the organization to digitize across the value chain

3. Harness the power of data – The hidden goldmine of BIG DATA
2 Re-imagine consumer journeys in light of new and emerging technologies

5 Reorganize for the digital world and create network of partnerships for new capabilities – CANNOT be done in-house
For Further Reading

The Boston Consulting Group publishes reports, articles and books on related topics that may be of interest to senior executives. Recent examples include those listed here.

**Designing Digital Organizations**
A focus by The Boston Consulting Group in association with MIT CISR, December 2016

**Digital or Die: The Choice for Luxury Brands**
A focus by The Boston Consulting Group, September 2016

**Adding Data, Boosting Impact: Improving Engagement and Performance in Digital Advertising**
A focus by The Boston Consulting Group, September 2016

**Acting on the Digital Imperative**
An article by The Boston Consulting Group, September 2016

**Help Your Shelf: The Moves Mainstream Grocers Must Make Now**
An article by The Boston Consulting Group, April 2016

**How to Jump-Start a Digital Transformation**
A focus by The Boston Consulting Group, September 2015

**Retail: Defending Against the Threat from E-Commerce**
BCG 2015 Consumer Value Creators Series

**How Retailers Can Improve Promotion Effectiveness: A Four-Part Approach to Generating Growth**
A focus by The Boston Consulting Group, July 2015

**Winning at Omnichannel Pricing—Maximizing Growth While Protecting Margins**
A focus by The Boston Consulting Group in association with Boomerang Commerce, May 2015

**Four Digital Enablers: Bringing Technology into the Retail Store**
An article by The Boston Consulting Group, February 2015

**The Retail Revival Series: Succeeding with a Store-Led Strategy—A Store-Level Focus Can Transform Retail Chains Faster and Yield Real Results**
An article by The Boston Consulting Group, September 2014

**In Omnichannel Retail It’s Still About Detail**
An article by The Boston Consulting Group, August 2014

**Staying Ahead of the Customer: Retail Transformation and Reinvention**
A focus by The Boston Consulting Group, September 2013
Note to the Reader

ABOUT THE AUTHORS
Abheek Singhi is a Senior Partner and Director in the Mumbai office of The Boston Consulting Group and leads the Consumer and Retail practice in Asia-Pacific.
Namit Puri is a Partner and Director in the New Delhi office of The Boston Consulting Group.
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