INSIGHTS | IDEAS | BREAKTHROUGH

The Edge

by wazir ADVISORS

Seven consumption trends that will define the future of Indian apparel industry

Seven Consumption Trends That Will Define the Future of Indian Apparel Industry

Indian consumers and their apparel preferences are gradually changing, which in turn is altering the shape and size of apparel business. Indian apparel which was deeply rooted to immensity and richness of Indian culture is now aligning itself to more refined and globally on-trend fashion. Contemporary Indian apparel has more variations and segments today, than ever before. From a limited wardrobe a decade back, it is now classified into formal, semi-formal, casual, active, sports, ethnic, seasonal, leisure, party wears and more. This shift is due to the changing demographic and psychographic profile...

...of the Indian consumers and supported by the apparel market which is increasingly shifting away from tailor made to readymade clothing and growing in size catalysed by the entry of global retailers and brands.

The Indian consumer which comprises of the largest Gen Y population of the world with a median age of 27 years is also evolving in its shopping habits and buying behaviour. The new Indian consumer prefers branded apparel over unbranded due to his/her inclination towards better lifestyle and willingness to try out new on-trend fashion.

With India's economy expected to grow at almost 8% CAGR, over the next decade, the per capita income will also increase. Increasing wallet sizes will result in consumers with more money to spend and greater enthusiasm for fashion. The per capita expenditure on apparel is expected to reach INR 8,000 by 2025, rising from INR 3,100 in 2015. Therefore, the total Indian apparel consumption expenditure is expected to grow to INR 11.7 Lakh Crores (USD 180 Billion) by 2025 making India the most attractive apparel market in the world after China and the USA.

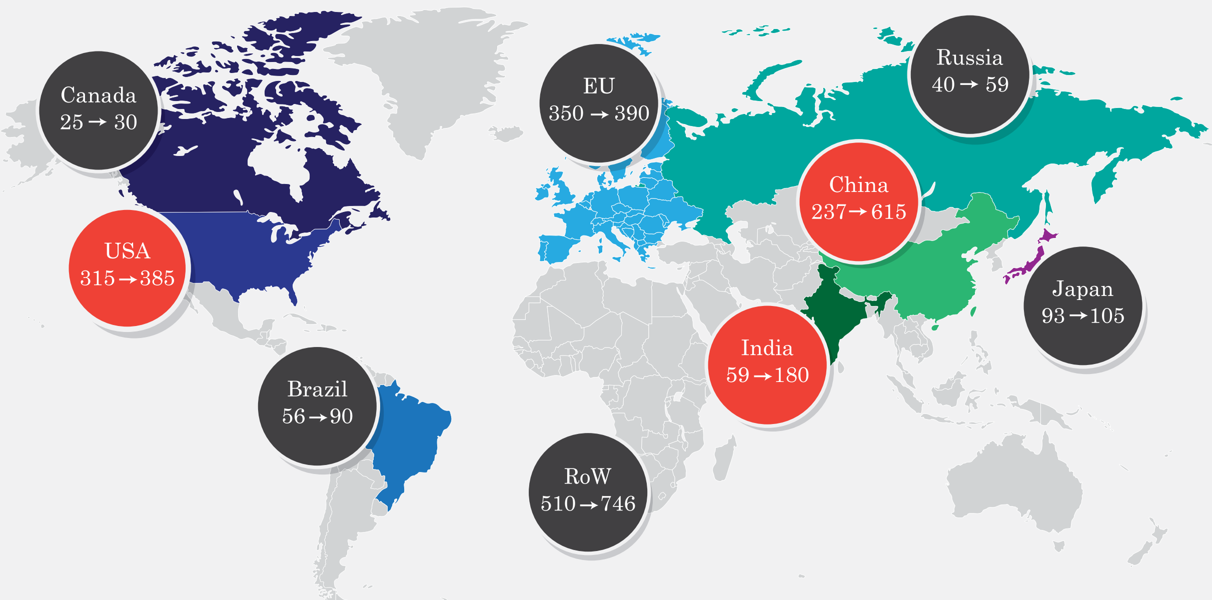
Further, not just the size of the market, but its construct will also change and womens and kids markets will grow at a accelerated pace.

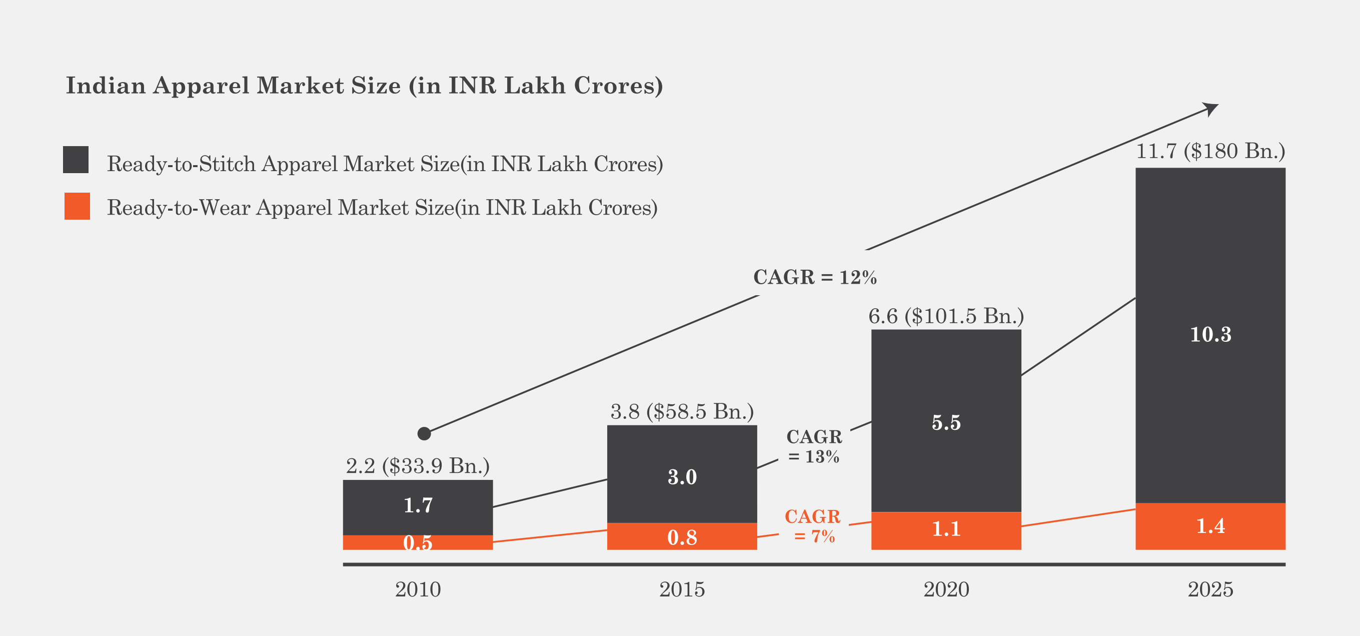
These changes in Indian economy are explicit and so is the impact of these changes on the apparel industry. For new as well as existing Textile and Apparel business establishments, this means a great deal. The aforementioned macroeconomic changes will drive apparel consumption trends, giving rise to significant business opportunities.

Wazir has identified seven key consumption trends in India that will shape the future of the apparel industry and present significant opportunities for new as well as existing businesses.

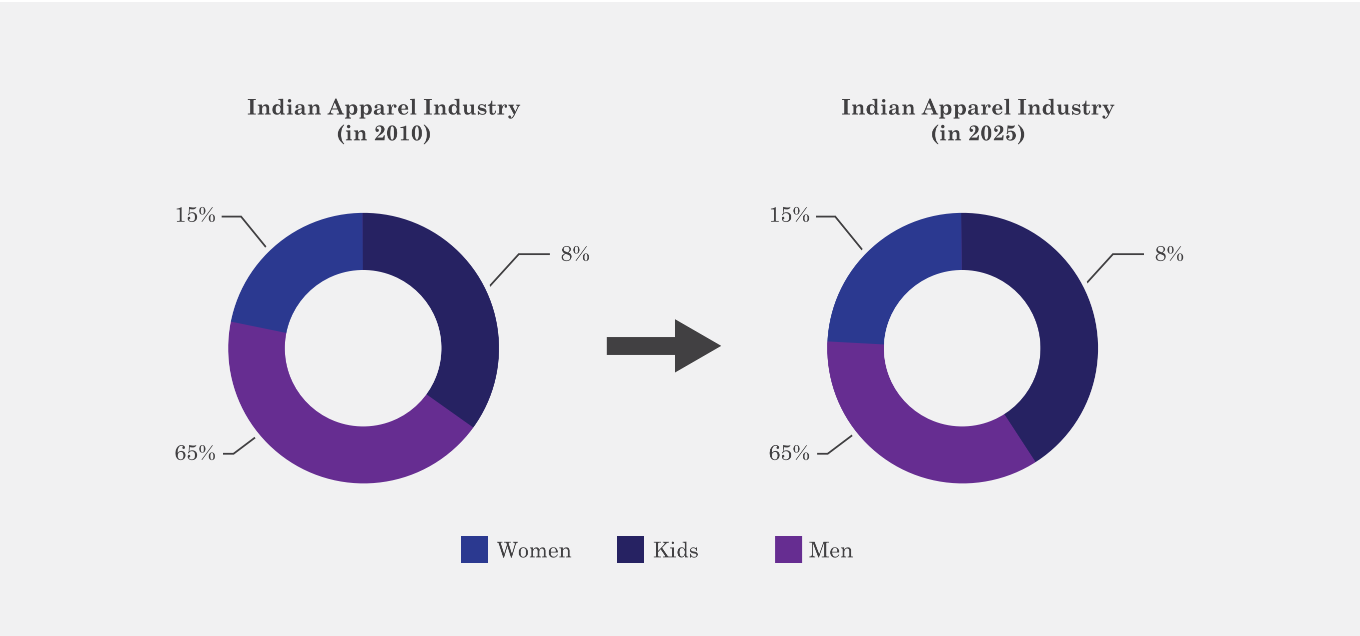
The World of Fashion: From USD 1.7 Trillion to 2.6 Trillion in 2025

All Market Size Numbers in USD Billion; 2015 → 2025





Source: Wazir Analysis



Source: Wazir Analysis

Trend 1 : Urbanisation and Rurbanisation Adding New Ready To Wear Consumers

In India, people are shifting from rural to urban areas in search of jobs and better education at a continually increasing rate. In 2015, 33% of Indian population was living in urban areas, rising from 31% in 2010. By 2025, 37.5% of Indian population is expected to be living in urban areas. Along with urbanisation, cities are also expanding by immersing the villages near them, as 32% of urban population growth between 2001 and 2011 was because of re-classification of towns and expansion of urban areas. Due to urbanisation, the size of working population is increasing and the type of occupations they indulge in is changing. The working population has increasing income with an attitudinal change to look better.

Furthermore, urban lifestyles and services are also spilling over to rural areas. A decade ago agriculture contributed to about half of rural GDP, but it is now only about one-fourth and decreasing further each year. The rural economy, which was dominated by agriculture has already diversified to manufacturing and service based jobs over the last decade. Additionally, the government's rural employment schemes and expansion of agriculture to higher value added farm activities are also helping rural population in transitioning up across different income levels.

NSSO rural consumption surveys have been showing a continued trend towards a more urban consumption pattern. Spending on clothing, durables, education and consumer services (entertainment, transport, etc.) has grown faster than the average in the past decade. Apparel consumption in rural areas that was predominantly need based and skewed towards lower price points is hence changing and becoming more aspiration driven.

Together Urbanisation and Rurbanisation are adding new consumers many of whom are first time users of Ready-to-Wear clothing. Currently, very few retailers and brands serve this segment, but given the potential this will be one of the largest opportunities that will present itself for businesses that can dare to think "LARGE SCALE". New business structres and supply chains will develop over time to address this market in more effective and commercially viable ways.

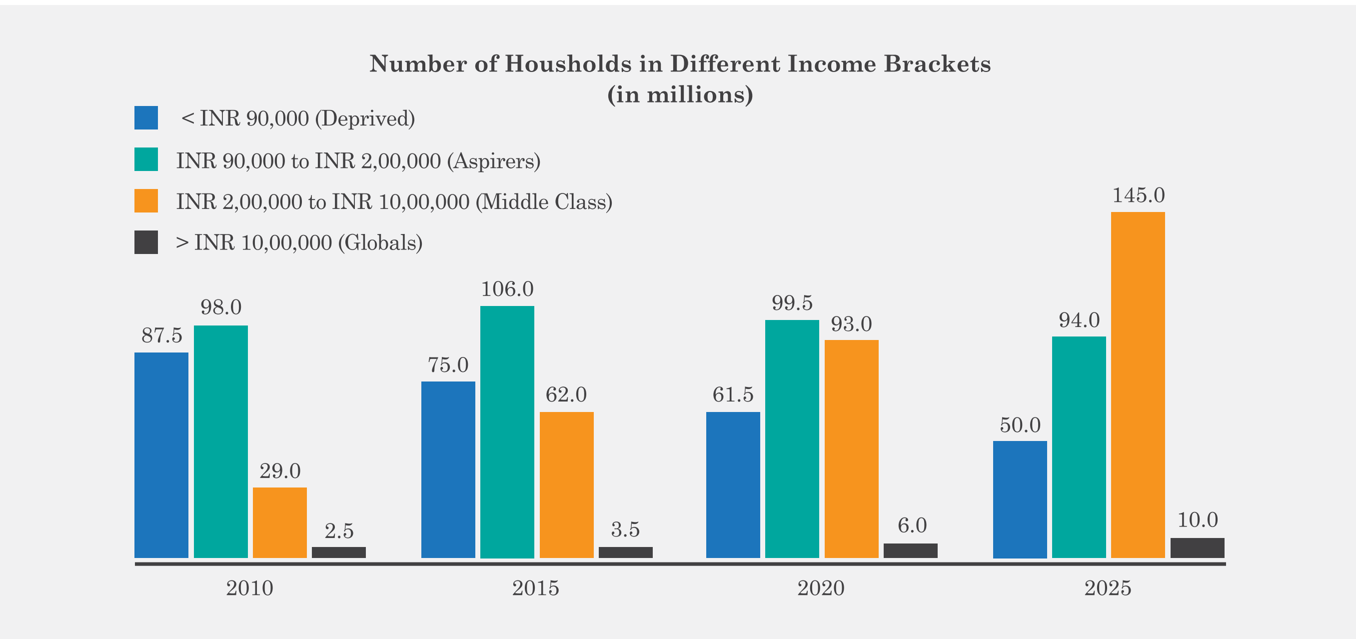
SELECT
CITYWALK
Massimo Dutti

Trend 2 : New Middle Class and Its Soaring Aspirations

The overall increasing income of the middle class and their soaring aspirations are changing the dynamics of the apparel market. By 2025, the middle class consumers, which will form 48.5% of total targetable customer base, will contribute to about 55-60% share of total apparel market size. The top tier cities will continue to remain dominant locations in terms of apparel market because of the presence of both middle class and affluent consumers. However, two third of this middle class will dwell in the middle tiers and smaller cities as well as large district towns which are and will continue emerging as increasingly attractive apparel markets.

The middle class consumers spend relatively higher amounts than aspirers on discretionary apparel consumption. However, there are only very few apparel retailers and brands in India who have rightly understood the middle class consumers. The Indian middle class consumers are value conscious and at the same time want fashionable clothes too. They seek quality and design at the best price. Therefore, the Indian middle class consumers are creating an opportunity that needs to be captured with "value fashion".

The consumers living in small district towns and there nearby rural areas are also currently untapped by apparel retailers and brands, and present a potential that is yet to be realized. Though a major share of these consumers are "Aspirers", more and more of them are becoming users of ready-made clothing and hence present a big opportunity for building brands offering affordable clothing. With the value-for-money proposition and first-mover advantage, such brands will stand a fair chance to convert non-brand consumers to brand buying consumers.



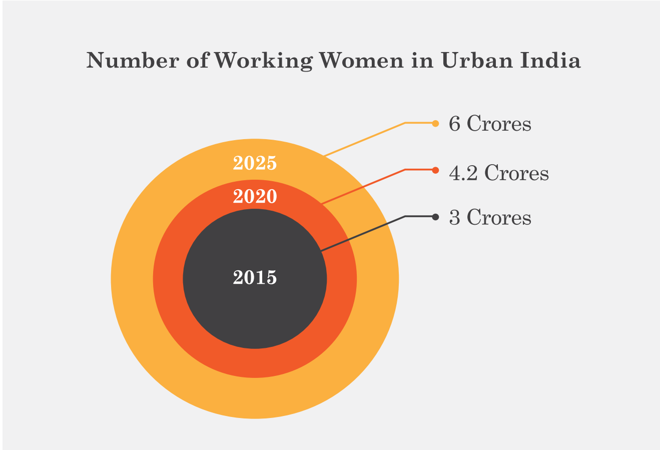
Source: Inputs from Published Data, Wazir Analysis

For success, such brands will require a clear and sustained focus on apparel preferences of small town consumers and will have to develop and merchandise their products accordingly. At the same time, such retailers and brands will require a strong and clear positioning of meeting consumer aspirations at an affordable price point. The success of V-Mart and discounted sales of e-tailers in Tier 3 & 4 markets is witness to this trend and what has been realised is just the tip of an iceberg.

India is one of the few countries where menswear has traditionally been a bigger market than women's wear, but this is going to change very soon. Women's wear market in urban areas is undergoing throes of change.

The role of women in Indian families is changing and with women contributing more to household income, their influence in family decision making is also increasing. Even women who do not work are also stepping beyond their homes like working women and taking up male roles and responsibilities, as family work gets redefined, driven by pressures of urban living. Further, while this may be more visible in metros and larger towns, the change is also happening across smaller towns and rural areas, where the girl child is slowly being encouraged to do more and achieve higher. This whole transition in the lives of the new age women has increased their awareness about themselves and how they look, which in turn is driving growth in the women's apparel market.

On the semi-urban and small town side, this means more spend on apparel, increasing adoption of ready to wear rather than home stitched apparel, increasing acceptance of western casuals (denims, T- Shirts/ Tops etc.).



Source: Wazir Analysis Based On Published Data

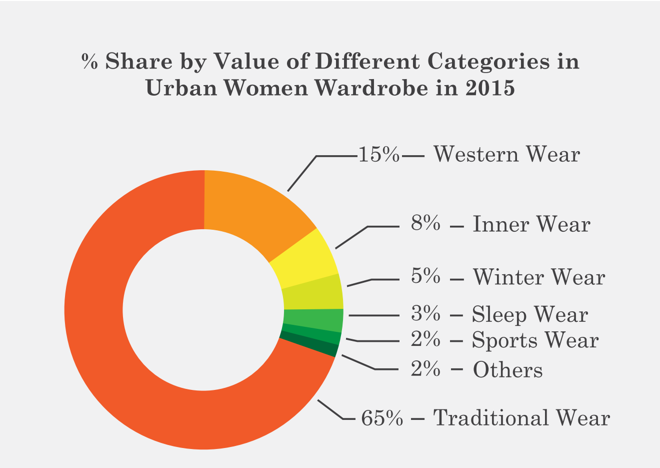
On the urban side, with the rapid expansion of professional sectors in India where working conditions are more women friendly and hiring policy is inclined towards greater gender diversity, the number of working women is constantly increasing. The need of dressing smart and willingness to look better is driving urban women to increasingly accept western wear, leading to women western wear market showing more traction and wider acceptance in urban areas.

Recognising this changing scenario in urban areas, the women western wear is also evolving beyond denims and western casuals with innovative fabrics and stylised silhouettes. In an attempt to capture the growing transition towards western wear, increasing number of retailers and brands are introducing fashionably smart clothes for women, including office wear and party wear. Even the Indian ethnic wear is getting a twist with silhouettes becoming more westernised and moving towards "contemporary clothing." This growth of domestic brands like W, Global Desi, AND and international brands like Zara is witness to this trend.

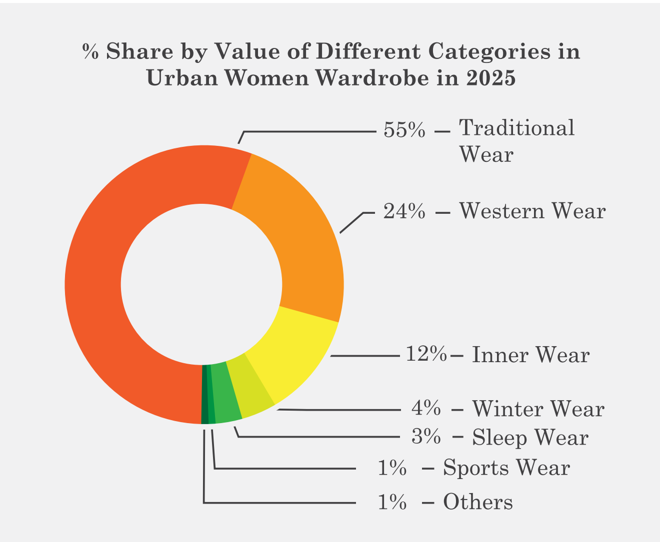
Furthermore, the way urban women perceive inner wear has also transformed. They no longer shop innerwear as a need based product or functional purchase. For urban women, contemporary inner wear is more associated with their aspirations and desires rather than functionality or need. Therefore, women inner wear presents another big opportunity for investment and growth.

Market Size (in INR Crores)	2015	2020	2025	CAGR
Women Western Wear	14,800	31,975	98,500	21%
Women Inner Wear	7,250	16,830	38,500	18%
Women Traditional Wear	64,100	1,20,000	2,25,700	13%

Source: Wazir Analysis



Source: Wazir Analysis

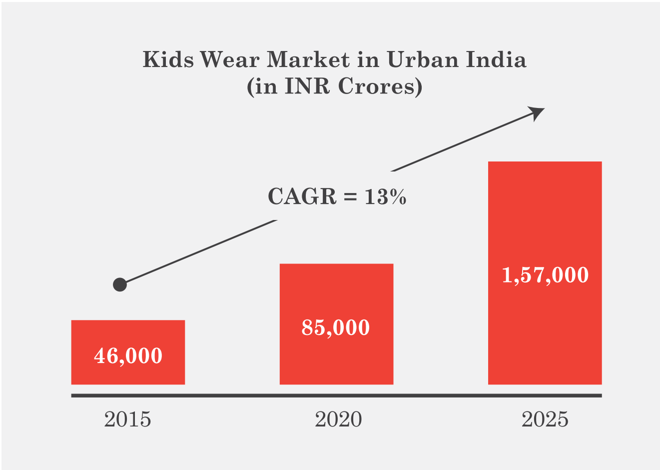


Source: Wazir Analysis

The transition in the lives of urban women has in turn positively affected the kids wear market in urban India. With change in wardrobe preferences of the women, there is a subsequent change in the wardrobe preferences for their kids also.

In the past, urban consumers never considered "brand name" as a substantial parameter for buying kids apparel and were highly price sensitive. This has however changed and urban consumer's willingness to pay for kids' apparel has increased with their higher purchasing power. Urban women are more status conscious and carefully contemplate on what their kids should be wearing. Also, smarter mothers are grooming smarter kids who have a lot of say in the purchase decisions. Kids are more aware about brands as they are exposed to media and surroundings more than ever. As a result, though quality remains paramount and price sensitivity high, the acceptability of brands for kids wear is increasing among urban consumers.

The absence of large number of established brands in kids wear market in comparison to men's wear and women's wear market is a big opportunity. The kids wear market in urban India is expected to reach INR 1,57,000 Crores by 2025. However, this opportunity created by the urban consumers only demands to be catered with the sustained combination of good quality, latest fashion and affordability.



Source: Wazir Analysis

Trend 4 : Functionality and Fashion Expanding Wardrobes

The Indian urban consumer's way of living has dramatically changed. With this, the occasions and reasons prompting apparel consumption have also increased. Today, urban consumers are buying apparel which serves a specific occasion/ usage e.g. they prefer plain shirts for meetings, checked or striped shirts for casual interactions, and shirts with funky patterns for night parties. Similarly, specific reasons can also trigger apparel consumption. There exist urban consumers who buy apparel because of functional/performance benefits and hence brands introduced clothing lines on the concept of shape retention, anti-stain, anti-odour, anti-perspiration, quick dry etc.

Another set of consumers has moved beyond functional to higher needs and prefers sustainable clothing that is good for the skin, clothing made under fair trade certifications etc. This prompted many apparel retailers and brands to launch the organic clothing line made of organic cotton, bamboo fabrics and natural dyes etc.

All the aforementioned developments are driving apparel retailers and brands to look beyond the predictable needs of urban consumers. For driving the sales growth, brands and retailers are on one side, creating and serving the new occasions in the lives of consumers and on the other are innovating performance features that will prompt apparel consumption. Some examples of traditional apparel advancing to the next level are as follows:

- *Biker Denims*: Denims, specially crafted for bikers, that offer excellent full length abrasion resistance and feature integrated armour pockets at both the knees and hips unlike normal commuter denims. Further they have differential stretch and sweat absorption features across various zones, to offer an unmatched comfort to the biker.

- *Ably Apparel*: An eco-friendly brand which introduced apparel made up of 100% cotton activated with Filium™, a technology that makes natural fabrics repel liquids, stains and odours. This means if water is poured or coffee is spilled on an Ably shirt, it just beads up and rolls off like it's on glass. Ably clothing also does not absorb sweat. The perspiration just evaporates from breathable fabric, keeping the garment fresh for a much longer time.

- *BioCouture Garments*: A London based design consultancy, BioCouture created a range of jackets made from bio-materials produced by bacteria in a vat of liquid to produce bacterial cellulose - a material that has similar properties to leather. These materials are not just biodegradable but compostable. Presently, living organisms are used to make the materials but then organism is killed and material just exists like any other. In future, such clothing materials could be living organisms that could work symbiotically with the human body to nourish it and even monitor it for signs of disease.

While functionality continue to increase consumption, the urban consumers desire to be more fashionable overrides all other factors boosting sales for apparel retailers and brands. While, considering apparel as a functional purchase, the urban consumers also see apparel as a form of self-expression. They consider it as a reflection of their personality and status. In an attempt to remain up to date with the latest fashion trends, urban consumers get influenced by their social circles, instagram feeds and facebook updates. Therefore, more and more urban consumers are buying apparel based on latest fashion trends and styles and aspiration based purchases rule. Consumers are allured by brands and retailers that rapidly translate catwalk fashion trends to their stores.

In 2015, Zara became the fastest apparel brand in India to cross the USD 100 million sales mark within five years since its launch in 2010. Zara created this benchmark by leveraging the insatiable appetite of urban consumers for brands selling fashion. In order to tap the potential that Indian market possesses, the prominent international brands like H&M, Gap and Aeropostale also entered India in 2015. While, the Swedish brand H&M attracted the record 98,000 people to its store on its opening day, the American brand Aeropostale witnessed the footfall of 35,000 people within 10 days of opening its first store. Moreover, the American brand Gap has opened 3 more stores in India since opening its first store in May 2015. All this, consolidates the idea of fashion clothing as a form of self-expression among urban consumers.

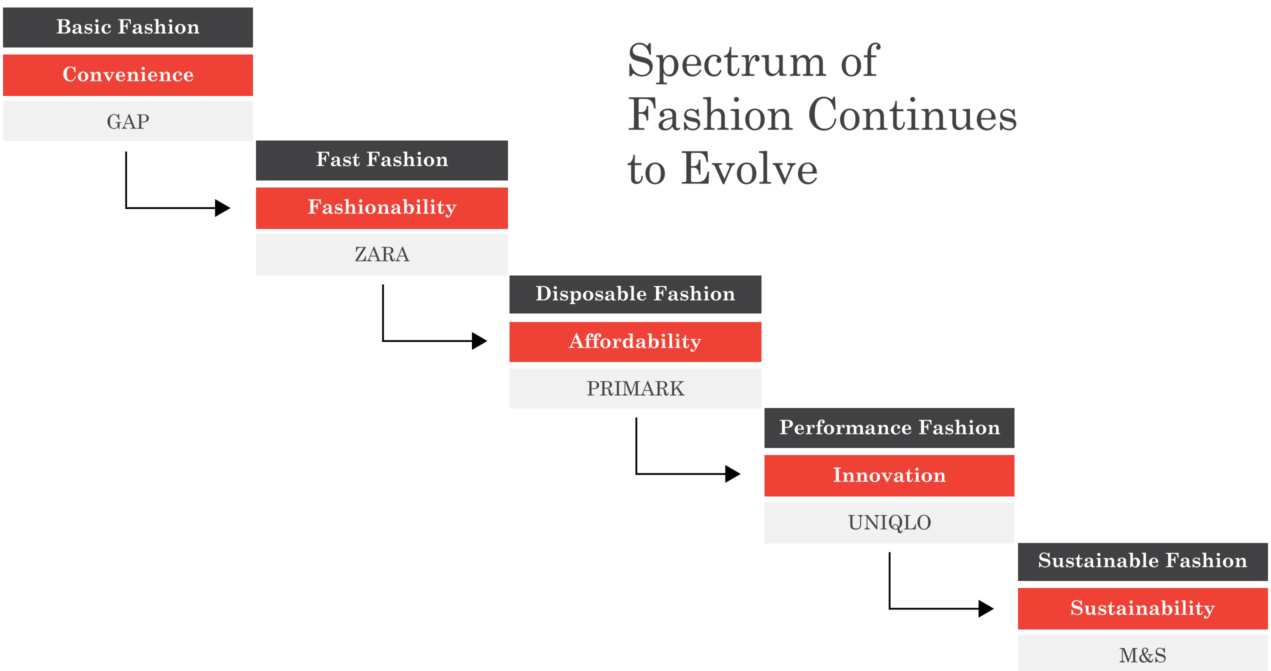
Despite having phenomenal sales growth, the overall market sales of all these international fashion brands hardly accounts for even 1-2% of total market sales. The Indian apparel market offers a much bigger opportunity for the emergence of new as well as existing Indian fashion brands that stand a fair chance to benefit from their better understanding of local fashion preferences and market dynamics. Hence, it is in this space that Indian brands and retailers are launching new brands like “Cover Story”.

Trend 5 : Delinking Price, Range and Fashion Quotient

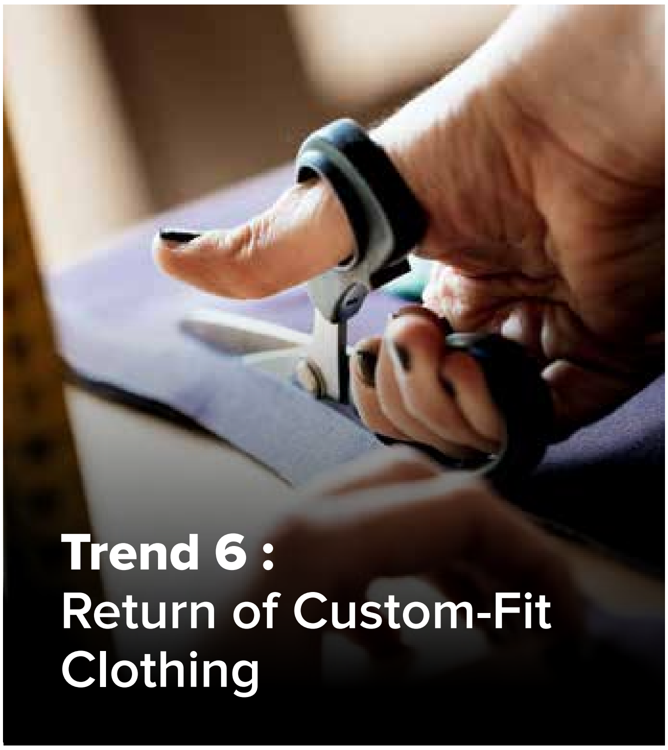
As fashion consciousness and adoption becomes higher and more penetrated across socio economic strata as well as different types of cities, fashion is being democratized and does not remain the prerogative of a select few, like in the more developed markets. The trend is beginning to surface as catalyst retailers and brands like MAX Fashions, H&M etc. to name a few, obfuscates the difference between price segments without compromising on trendiness and fashion quotient while maintaining quality. Even in terms of range and options, these retailers are creating new benchmarks. An average H&M or a Max Store, merchandises far more SKUs in a given period than similar sized stores a few years back. Such brands are well positioned in Indian market as their pricing and merchandising strategy have successfully plugged the relative gap between the aspirations and incomes of Indian consumers and their remarkable success is proof enough.

Furthermore with time, there will be an emergence of new range of brands in Indian market like it has been in international markets. Such brands will integrate fashion with aspects like convenience, disposability, affordability, innovation, sustainability etc. across many different facets to improve perception value and usability at the same time.

Spectrum of Fashion Continues to Evolve




GAP



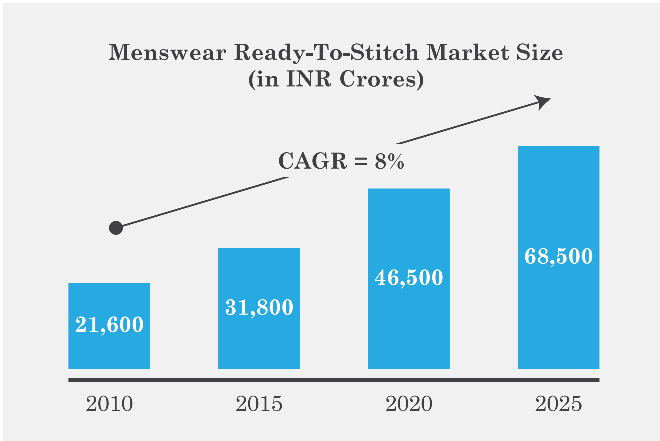
Trend 6 : Return of Custom-Fit Clothing

The Menswear market in India transitioned from tailor-made to ready-made clothing due to the popularity of ready-made clothing among young and working Indian men. But now, the trend of custom-fit clothing in India is reviving as more and more men who have been buying premium or luxury readymade clothing brands want to wear a shirt or a trouser that fits them perfectly.

Custom-fit clothing is a term that is used to represent any garment that has been transformed to fit a customer on the basis of his/her measurements and styles. Custom-Fit Clothing is of two types - Made-to-Measure and Bespoke Tailoring. In case of made to measure, standard patterns of clothing are fitted to the measurements of the customers. Although, made to measure clothing fits better than readymade clothing but it is still not made 100% according to the customer's measurements. On the other hand, bespoke tailoring in terms of fit is incomparable. In this, customers have to choose from different options of body types, fabrics, cuffs, collars, pockets and buttons along with usual size measurements. After finalisation of all the details, a pattern is made for the garment on the basis of which it is designed and constructed. Therefore, bespoke tailoring offers higher exclusivity than made to measure.

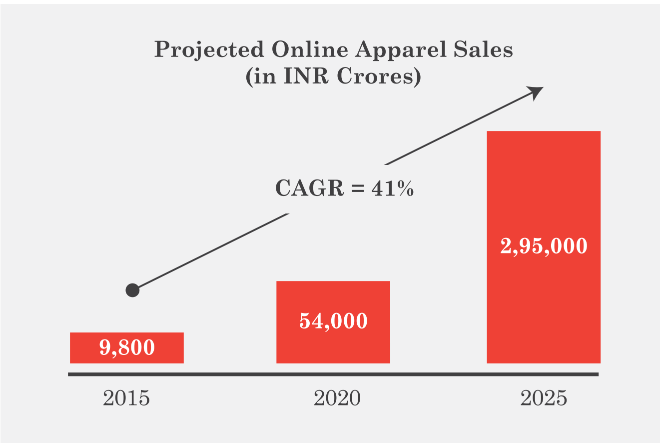
In India, the premium brands like Raymond and Louis Philippe as well as luxury brands like Armani, Versace, Zegna, Cadini and Canali are offering made to measure service. Moreover, the premium brands like Van Heusen's MY FIT and Creyate by Arvind Group have also introduced bespoke tailoring in an attempt to capture the growing trend of custom-fit clothing among Indian men.

The menswear ready-to-stitch market in India is expected to grow to INR 46,500 Crores by 2020. Although, the share of ready-to-stitch in men's wear market is decreasing because more and more customers of local tailors who largely exist in small towns and villages are shifting towards readymade clothing. But there is high growth potential for premium and luxury brands offering custom fit clothing as this gives Indian men personalised clothes with perfect fit combined with a new experience, freshness and exclusivity that contributes positively to sales and consumer acceptance of brands.



Source: Wazir Analysis

The increasing access to digital devices and internet is enabling masses to have online shopping experience irrespective of whether they are living in urban or rural areas. Online shopping gives access to wider range of brands, convenience of shopping in indoor comforts and options to compare prices, products and read reviews. Moreover, enhanced customer services, social media engagements and concepts such as sales on weekends, holidays and festivals are helping online retailers attract a lot of new customers and also build loyalty among existing customers. Online shopping today gives rich, immersive and personalised shopping experience to a customer and is a major reason driving growth.



Source: Wazir Analysis

While the online apparel sales are growing, the opportunity to build digitally driven fashion brands is also emerging. The success of digitally driven fashion brands will be driven by vast young population with access to technology and desire to be fashionable. These brands will have to master the "content" as it is the only thing that runs the internet. These brands will utilise the power of curated content to build their brand identity. They will present new fashion ideas and inspirations to people and effectively leverage proliferating social media as a marketing and distribution channel. Through collaboration with existing e-commerce websites, a digitally driven fashion brand will be able to access large customer base at very low costs.

Moreover, the interaction of customers with database of brand's product range will reveal which products have the highest potential of selling. This customer interaction data will be used to address all the inventory related issues. Therefore, profitable business strategies developed through the smart use of data mining techniques and sharp strategic analysis of data gathered through these techniques will effectively fuel the success of digitally driven fashion brands. This success can be further utilised for sales channel integration as well as expansion.

Wazir believes that business entities looking at entry into the domestic apparel market, or growth, could leverage one or more of the above trends to start and scale up their business. The market growth and continuous shift towards brands will support new ventures, given the strength of the product and a clear growth strategy based on real consumer insights.

Select Case Studies

Business strategy for launching a women's wear brand

PROJECT BACKGROUND AND OBJECTIVES

A leading ethnic wear manufacturer wanted to launch women's western wear brand. Core objective of the project was to recommend a brand launch strategy that includes brand positioning, target consumer definition, product & price offerings, market penetration, channel strategy, marketing strategy etc. as well as developing a detailed business plan highlighting investments and returns.

WHAT WE DELIVERED

Wazir provided detailed analysis of the Indian women's wear segment that included overview of the market and its structure, competition mapping, trade mapping and consumer behavior analysis.

- After studying the market, Wazir identified most opportunistic segment based on defined evaluation parameters and projected the future market size for the same.
- The identified opportunity segment was then studied in detail to understand the market dynamics & consumer behavior for that specific segment.
- Based on outputs from market mapping, brand launch strategy & business plan was formulated that includes:
    - » Target consumers and share of such consumers in India
    - » Product & Price offerings: categories & sub-categories to be offered and pricing structure
    - » Marketing & Branding Strategy
    - » Recommended channels and phase-out plan. Roll out and expansion plan
    - » Revenue estimations, investment requirement, etc.

Brand launch strategy for premium custom-made shirts

PROJECT BACKGROUND AND OBJECTIVES

A leading international textile company engaged in the manufacturing of shirting and sportswear fabrics was planning to launch a premium custom-made shirts brand in India. Core objective of the project was to develop an India entry strategy that includes brand positioning, price positioning, product and service offerings, service delivery model, business model, channel presence and partnerships, etc.

WHAT WE DELIVERED

- Wazir provided detailed analysis of Indian premium shirt market & custom-made market that includes market size, growth rate, major competitors and their offerings, consumer buying behavior, spending pattern, current gaps in offerings etc.
- Based on the output from market analysis, business strategy was formulated that includes target consumer definition, brand positioning, product categories, service offering and delivery model, marketing & branding strategy etc. Wazir also provided operating strategy & Implementation plan for the brand that includes business structure to be adopted (JV/ 100% own subsidiary/ distribution partner), pros & cons and commercial terms of each operating model, cities for presence & pace of roll-out, timeframe for business achieving key milestones, etc.

Pilot planning for launch of offline stores

PROJECT BACKGROUND AND OBJECTIVES

A leading online fashion retailer in the affordable segment wanted to launch its offline stores.

Objective of the assignment was to draft an Online to Offline strategy and offer assistance in planning the offline pilot stores.

WHAT WE DELIVERED

- A detailed study of market segment in which the client operates and the clients business was conducted to understand various elements like core consumers and their online-offline dynamics, differential behavior by channel etc. Based on the analysis, the online to offline strategy was drafted. This included the stores sizes and formats required to penetrate the market, lead categories for different formats and sizes, product and service offerings, store locations, technology interface and integration, online-offline interplay in store etc.
- A detailed pilot plan was formulated including time & action chart to open the stores, investment requirements, possible pitfalls, other resources required, etc.
- A detailed 5 year business plan was also prepared highlighting revenue projections & operating expenses, investment requirement, profitability projections, etc.

Business strategy for launching a mid priced sport's wear brand for tier 2, 3 & 4 markets

PROJECT BACKGROUND AND OBJECTIVES

A leading retailer wanted to launch a mid-priced sports wear brand, specifically catering to the growing middle class and Tier 2, 3 and 4 markets. Core objective of the engagement was to validate the opportunity and evaluate the feasibility of the business. Further, if found feasible, recommend a brand launch strategy that includes brand positioning, target consumer definition, product & price offerings, market penetration, channel strategy, marketing strategy etc. as well as developing a detailed business plan highlighting investments and returns.

WHAT WE DELIVERED

- Wazir provided detailed analysis of the Indian sports wear segment, with a focus on Tier 2, 3 and 4 markets. This included overview of the market and its structure, competition mapping, trade mapping, consumer behavior analysis and need gap assessment. Elaborate value chain mapping and study of the distribution structure to achieve high penetration was also done.
- Detailed market sizing and projections were done to understand the opportunity in the medium to long term. Also a feasibility study was conducted, building various scenarios in terms of market and brand growth.
- Based on outputs from market mapping, brand launch strategy & business plan was formulated that includes:
    - » Target consumers and share of such consumers in India
    - » Product & Price offerings: categories & sub-categories to be offered and pricing structure
    - » Marketing & Branding Strategy
    - » Market Penetration and Distribution Strategy. Channel Mix.
    - » Roll out and expansion plan
    - » Revenue estimations, investment requirement, etc.

wazir ADVISORS

At Wazir, we specialize in advising Indian and International companies to conceptualize, create and compete in consumer facing sectors.

From Indian to international corporates, from Private Equity groups to family owned businesses, our work centers around enabling our clients make the right moves – from strategy, to implementation, to value delivery and in forging beneficial alliances.

We possess more than 1,000 man years of cumulative team experience across industries, geographies and economic conditions. We leverage this to value add and get that edge in your business. Powered by our deep insights into the Indian consumers, spread across age, social strata, gender and geography, we put the consumer at the centre of the decision making process and bring a unique outside-in perspective, imperative for success in a hyper competitive market.

The industries below have been our primary focus for the past several years.

Retail, Packaged Consumer Goods, Fashion & Lifestyle, Consumer Electronics, Beauty and Wellness Services, Food & Beverages, Automobiles, Education, Healthcare and Financial Services.

About the Author

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Baqar is a seasoned retail professional and entrepreneur with over 15 years of experience in retail strategy and operations, covering sectors such as Fashion & Lifestyle, Food & Grocery and Consumer Goods. Baqar specializes in retail startups and driving growth, having been involved in eight retail startups in India and internationally, including those in the e-commerce space.

Baqar worked for over 10 years with a premiere Retail and Consumer Products consulting firm. As CEO, he then headed a men's value brand with 600 plus stores and 125+ Shop in Shops. Baqar was a part of the startup team and the CEO of www.styletag.com, an e-commerce startup in the premium/designer fashion and lifestyle space. As Co-founder & CEO, he then started an online social discovery and commerce platform.

Baqar currently works as Business Director with Wazir Advisors, advising retail and consumer products clients on strategy, operations and M&As.

1. STRATEGY

Our approach, based on Wazir's proprietary 7C model, helps us deliver unique and actionable strategies. Be it a corporate strategy intending to multiply revenue and profitability, business strategy for increasing market share, expansion strategy to increase footprint or operations strategy to reduce supply chain costs, we are geared to deliver it efficiently and effectively. We identify new opportunities before they become obvious to others and devise strategies to build profitable business around these opportunities. We focus on capturing and maximizing the selected opportunity for our clients business and ensuring that it is future proof.

- *Marketing & Branding*
- *Buying & Sourcing*
- *Merchandising & Range Planning*
- *Pricing and Markdown Management*
- *Expansion and Roll-Out*
- *Location Evaluation and Selection*
- *Store Operations*
- *Distribution Networks*
- *Franchising*
- *Logistics & Supply Chain*

2. IMPLEMENTATION

At Wazir, nothing gives us more joy than to convert our drawing board ideas into real businesses. We make sure that we can execute every strategy we recommend to our clients and are eager to be involved in implementation to make our strategy happen. From assistance in building an organization ground up, to developing business processes, to selection of technology and creating the business infrastructure, we cover the most critical elements of implementation for our clients.

- *Overall Project Management for Retail Startups*
- *Strategy Execution Control*
- *Organization Structure Design & Recruitments*
- *Process Design & Implementation*
- *Infrastructure & Network Creation (Including Retail, Franchisee Network & Supply Chain)*
- *Technology Selection & Implementation Supervision*

3. ALLIANCES

Sometimes, organic growth needs to be supported by inorganic means to meet the ambitious targets of a growing business and sometimes the economic conditions necessitate consolidation. At other times Government policies and the regulatory framework demands collaboration and partnership between companies. Whatever may be the case, Wazir has the competence and capacity to advice clients on all aspects to fully exploit the potential.

- *Alliances Strategy Development*
- *Cross Border Alliances Facilitation*
- *M&A Execution (Both Sell and Buy)*
- *Commercial & Operational Due Diligence*
- *Post-Merger Integration Management*
- *Strategic and Financial Funding (from Private Equity Funds)*

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