



## IDENTIFICATION OF ISSUES

- 1) Intense competition, especially (Kirana) (98%)
- 2) Poorly developed infrastructure
- 3) Unique buying behavior
- 4) Rising real state prices
- 5) Political risk



## 'BPS' SOLUTION

- Basic model: mini-shops
- Product line
- Supply chain optimization



## RISK

- High impact/low probability
- Shift to hypermarket
- Market rejection of the mini-shop model
- Political resistance
- E-Commerce takes off
- Fresh & Easy failure in the US



## Financials



## SUMMARY

Evolution for the front end, revolution for the back end



## TIMELINE

### IMPLEMENTATION PROCESS

### Success factors (measurement)

- Penetration rate
- Brand awareness (ST) & loyalty (LT)
- Cash flow cycle (A/P, A/R, inventory)

INITIATION  
JUNE 2015

ENTER TIER 1 CITIES IN  
THE SOUTH  
JAN 2016

EXPANSION  
(TIER 1)  
JAN 2017

EXPANSION  
(TIER 2)  
JAN 2019

# TESCO PLC: Strategy for India

## STRATEGY FOR INDIA

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