



# MANISH SHAH

Strategic Retailer & Transformation Leader

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## EDUCATION

**Executive MBA**  
SDA Bocconi (Milan - Italy)  
2015 - 2017

**Bachelor of Commerce**  
Kolkata University  
1998

## CORE COMPETENCIES

- Strategic Retail Operations
- Omni-Channel Retail & Technology Enhancement
- P&L EBIDTA & Nett Margin Growth.
- 360 Degree Customer Service drive.
- Employee Trainings & Culture Enhancement
- Leadership Development Programmes - Initiated & Executed with Certifications.
- Retail Marketing, Promotions & Loyalty Management.
- Franchisee Growth Innovations.
- Annual Budgeting & monthly Cost Optimization.
- SAP Based ARS / MBQ Perfection.
- Store Category Detailed Plannogram Execution.

## LANGUAGE

- English - Proficient
- Hindi - Proficient
- Gujarati - Proficient
- Bengali - Proficient
- Portuguese - Entry Level

## PROFESSIONAL ASSOCIATIONS

- Member - RAI
- Alumni - SDA Bocconi
- Diamond Member - ILH

## Value Addition Road Map

### Accelerated Profits, Productivity & Retail Growth

Accelerated Profits, Productivity & Retail Growth with SOP Implementation, Team Bonding, Employee Culture development, Technology Enhancements & Digital Transformations.

Global Credential Retail Professional who applies quantitative and qualitative analyses to elicit top results from management, employees, technology systems & partners

### Enterprise wide Category Growth Driver

Enterprise-wide standards driver, with leadership adaptability to adapt rapid Retail Industry changes in requirements and enablement of strategic partnerships. Business Intelligence thought leader behind the growth of 17 Stores to 31 Stores in Franchisee in 2 years for a State Player. Retail Category Sales & Loyalty strategist engaged in ongoing senior management roles in formulating 3 to 5 years Store EBIDTA Growth + Category Growth + digital transformation plans. Exhibited excellence in collaborating with Organizations like RAI, SCAI and so on.

## Leadership Qualities in Action

**Retail Transformation:** Successfully implemented 5 years sales growth with a 13.5 % CAGR growth this resulted in:

- 1.5x increase in Topline (from 650 Crs. to 900 Crs. in 5 years)
- Grew Positive EBIDTA from 11 Stores to 21 Stores (out of Total 43) with a net profit of INR 60 Crores.

**LOYALTY LEADERSHIP:** Integrated multiple loyalty platforms across 43 stores, with 70 front line staff. Catered to 4 million customers per month for core sales enhancement.

**SOP & planogram MANAGEMENT:** Drove with a large Team for implementing Stringent SOPs & Planogram implementation over a 3 years plan and influenced sales worth 450 Crores.

- Recorded enhancement of INR 15 CRS. through consistent efforts of 100+ contractors / SIS Vendors in 2 years - 2017-18-19.

➢ Effective Promotion Management: Resulted in Bottom line growth of 0.7 % annually, equivalent to 5 to 9 CR Annually.

- Reduced 50% of Inventory Audit cost in 12 months - Effective utilization of Store Team.

➢ Franchisee Business : Created Franchisee Business Model for Brand One Centre & helped generate 9 Crore + in revenue in 1.5 years with unique Business Model.

Creation of Annual Consumption Occasion				
Month	Trigger	Estimated Potential	PUBLIC HOLIDAY SALES	Celebrating Festivals
March	2020-2021 Exchange Restoration	100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration) 100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration)		
April	2020-2021 Exchange Restoration	100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration) 100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration)		
May	2020-2021 Exchange Restoration	100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration) 100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration)		
Jun	2020-2021 Exchange Restoration	100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration) 100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration)		
Jul	2020-2021 Exchange Restoration	100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration) 100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration)		
Aug	2020-2021 Exchange Restoration	100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration) 100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration)		
Sep	2020-2021 Exchange Restoration	100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration) 100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration)		
Oct	2020-2021 Exchange Restoration	100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration) 100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration)		
Nov	2020-2021 Exchange Restoration	100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration) 100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration)		
Dec	2020-2021 Exchange Restoration	100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration) 100-200 Crs. (Avg. 1.5 Cr. in 1st Exchange Restoration)		

### SOP 3 > Karta's Daily Routine (12-3pm)

Receiving & Warehouse	Sales Floor	Check-outs & CSD
<ul style="list-style-type: none"> <li>Receiving area Hygiene</li> <li>Stock Service Desk</li> <li>Warehouse Planogram</li> <li>DAD area</li> <li>Replenishment to Floor</li> </ul>	<ul style="list-style-type: none"> <li>Planogram execution</li> <li>Feature execution</li> <li>Fresh area Hygiene</li> <li>Expiry checks</li> <li>SEIs &amp; promos</li> <li>Top 250 selling items</li> </ul>	<ul style="list-style-type: none"> <li>GATI scores &amp; action plan</li> <li>Tills and Cashier roster</li> <li>Impulse sections</li> <li>CSD organized</li> <li>Customer complaints &amp; action plan</li> </ul>

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## Strategic Retailer & Transformation Leader

### Experience

#### Nov 2022- Present Noble Group, Angola, Africa COO – Angomart Retail, Angola

Successfully Set up SOP for Entire Retail Organization. From mere 22 in-consistent files to a set of 13 Major & 96 Sub Processes. Digitized the SOPs. Corrected the basic payroll processes & streamlined the Monthly payout with Angola Country Specific norms. Corrected leakages in Basic Payroll system. Integrated Wooqer, the digital approach to SOP implementation. Strategic Employee Weekly & Monthly Retail Soft & Hard Skills Trainings Executed. Helped Establish Angomart as EDLP Based Price Leader in Angola with Consistent Operational Efficiency & Promotion Execution.

- 14 Core SOP Implementation. 96 Sub Processes.
- Payroll Perfection.
- Plannogram Launch
- Digitized Daily Checklist via Wooqer implementation.

#### Nov 2021 – July 2022 Osia Hypermart Limited, Gujarat, Ahmedabad COO – Osia Hypermart Ltd.

Help Director MR Dharendra Chopra in Store Profitability related projects. Inventory Restructuring in Fashion, for CORE Merchandise range introduction, New Store Opening Set up (They have close to 32 new stores lined up. Current Store Strength is 43 Stores)

Helped Osia Launch their Value Fashion Range of Stores (Oberu). First one came up in Anand, Gujarat.

- Help Set up the Home Selling Based Tablet Sale Based Franchisee Model.
- Setting up the Society Based Selling system for Osia Hypermart. The Project is under Backend Developments
- Closely involved in NSO – New Store Opening. Initial Store Set up, Team size freezing. Initial Recruitments. SOP Perfection & Launch Handover of Project & Inventory, post First Pre Opening Stock Takes.
- Investor Relationship handling for New Franchisee Sign Ups. Major work, as lot of new Investor Based FOCO Investments coming in.

- Value Fashion Launch - Oberu
- Tablet Based Franchisee Model Launch
- Investor Relationship / Master Franchisee Work

#### Feb 2020 – October 2021 JCR Fashion Pvt. Ltd., Gujarat, Ahmedabad CEO – One Centre

Revived the whole Business. They had only 17 Stores, with more than 5 Stores in deep loss. Launched the Franchisee model of business, and helped with 9 Crore plus Finance boost. Set up Inventory Corrections at Central Warehouse & Store Level., Completed 100 % Inventory Audit for the first time.

Corrected Entire Supply Chain Model – (A) Pack Sizes Redefined (B) Auto Replenishment Model Initiated from Central DC (C) Store MBQ & ARS Levels Set Up. (D) Reduced Inventory Holding from 81 Days to 62 Days in 180 Days & then maintained @ 60 Days to 65 DAY Levels.

Successfully Launched the YATRA model of stores in Corona Times.

Launched Franchisee Model – Helped company sell 7 Franchisee in one year, successfully, with fund infusion of 9 + Crores.

- Franchisee Business model launch.
- Revived the Inventory from Ground up Level.
- Bifurcated Inventory in Core & Fashion.
- Successfully Launched Yatra Model of Stores
- Complete Supply Chain Revamped.

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### Experience

Apr 2018 – December 2019

○ Future Retail Limited, Gujarat, Ahmedabad

#### Deputy General Manager– Store Operations, Customer Service, Loyalties & GV Sales.

Headed and managed a network of high-EBIDTA Hypermarket Stores, in a way which generated Exceptional Operations Efficiencies at multiple levels. Selected accomplishments:

• Generated more than \$10.55 Million, (4.5 % to total Annual Sales) in incremental revenue by successfully launching M Coupon Based Loyalty Sales for 53 Hypermarkets from the ground up;

○ designed concepts, oversaw development, created Line of Business Based weekly & Weekend strategy and built consistent ongoing business sales for the business.

• Designed and implemented Digital SOP – Standard Operating management system/processes and successfully converted old Physical SOPs to Digitized Adoption with 100 % Adoption in 125 Days, across all Levels of Employees in 53 Stores.

- 125 Day Fast Paced Digitized SOP Implementation
- Successful Launch of M Coupons
- 10.55 Mn Additional Topline in 11 months.

2014 – 2018

Future Retail Limited, Pune, Ahmedabad

#### Operations Head – Store Operations SAP ARS & MBQ Setting, Customer Service, Loyalties & GV Sales.

• Drove 13% Annual Shrinkage & DAD Control consecutively for 2 years by revamping the weekly DAD Collation process. Total Savings in 2 yrs. is upwards of \$ 1,91,000. (INR RS. 65 Lacs Annually)

• Secured successful Omni Channel launch, for online and retail sales, integrating 3 web and application modules across all stores – Engage 24/7, BORIS (Buy Online & Return in Store) & Far Eye Portal Home Delivery Portal.

• Worked on Hypermarket & Fashion Store Layouts (Big Bazaar & FBB), to Help design Layouts at the time of store opening. Re-designed Floor Layouts, for existing stores, as per requirements of ongoing stores on PSF sales (Per Square Feet Sales) optimization. Worked on 18 Different stores, with total SQ Feet worked upon, being upwards of 0.45 million SQ Feet.

• Standardized MPM (Merchandise Presentation Manuals) for Fashion, Home, Footwear, Food Bazaar (All 3 Major Sections – Home & Personal Care, Processed Food & Staples (Center of Plate)), ETC. for all Stores of WEST Zone. Worked out CORE Merchandise Planograms, and Executed Floor planograms,

○ and then tracked them fortnightly, for consistent management, and linked them to PSF Sales, on an ongoing basis.

• Launched Various Forms of Loyalty Programs successfully, with lots of Accolades & Achievements, namely – BBSC (Big Bazaar Savings Club), BBPC (Big Bazaar Profit Club – both denominations – RS. 10,000/- , and then, RS. 5000/- as well), FPCC (Future Privilege Club Card), FP Wallet (Future Pay Wallet – was actively involved right from inception, and wire frame of App, till launch and execution of App at every step of launch), Weekly M Coupon launch (Discount Coupon on Ticket Size Shopping),

• Successfully Launched Aap Ke Liye / Sab Ke Liye Initiatives (Customer Service Initiatives)

– Which gave a new integration towards 100 % PWD (Persons with Disability) Customer inclusiveness. This included many small projects for overall integration. Spanned over 23 months, with 7 mini projects & across 50 + stores.

- Store Layouts
- MPM Standardization
- 6 + Loyalty Launch

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## Strategic Retailer & Transformation Leader

### Experience

2008 – 2014

#### ○ Pantaloon Retail Limited, Jaipur, Ahmedabad

##### Cluster Head – Rajasthan & Gujarat Stores

Successfully managed Hypermarket Stores of Rajasthan & Rest of Gujarat, for 6 years. Started with 5 stores in 2008, and was finally given responsibility of more stores, till 14 stores, by 2014. Selected accomplishments:

• Successfully Converted 6 EBIDTA Negative stores to EBIDTA Positive Stores during the tenure of 6 Years, by Various drives of Weekly ABP number chasing, LOB Level Margin drive, ARS management, etc., which contributed positive bottom line to the tune of \$ 450,000 in 6 years.

#### ○ • Managed a team of 350 to 850 Employees – and successfully steered and motivated them towards successfully running Store Business.

• Reduced overall OPEX by 1.25 % for 8 stores in 6 years, taking over cost effective operational efficiencies, via multiple ways – which include electricity cost control, manpower management, multitasking, Visual merchandise Inward process perfection, etc., helping save the organization, upwards of \$ 565,000.

- DUM Store Conversion to EBIDTA Positive Stores
- Directly managing team of 350 Employees
- Saving of 500,000 USD across 8 stores in 6 Years

2006 – 2008

#### Pantaloon Retail Ltd., Gujarat, Ahmedabad

##### Front End Category Manager – Ahmedabad, Gujarat

Front End Category Manager – Gujarat (Fashion, Footwear, Luggage & Home Category)

Successfully managed Hypermarket Stores of Rajasthan & Rest of Gujarat, for 6 years. Started with 5 stores in 2008, and was finally given responsibility of more stores, till 14 stores, by 2014. Selected accomplishments:

• Successfully managed Front End Category Operations – running Auto Replenishment Systems, Managing Inventory threshold, implementing weekly Perpetual Inventory count, Implementing Successful season wise merchandise presentation manuals, etc. for 6 Gujarat stores.

SAP ARS & MBQ Setting for all 5 Categories (A) Ground Up Ordering System initiated from Central Warehouse to Stores (B) Detailed MBQ work of each Category / Each Gondola & Isle at Each Store Done (C) Fed the entire 17 Store data in SAP for ARS Starting. (D) Automated ARS System Initiated for 3 Stores in 6 months, then went on to perfect & Launch for all 17 Stores in one Year.

#### ○ • Local Purchase Implementation – for introducing local goods flavor in Footwear, Fashion & Luggage merchandise. Negotiating with Buyers, issuing weekly purchase orders, approving local weekly buying plan from HO Category Heads & ensuring sell thru of 60 % of bought merchandise in 4 weeks period, from inward date.

• MPM Displays & Trainings – Guided & Launched season wise merchandise presentation manual, very closely with Regional Visual merchandise head, for beautiful launch of fashion and footwear displays, every 4 months

- FEC Role
- Local Purchase
- Open to Buy Management