

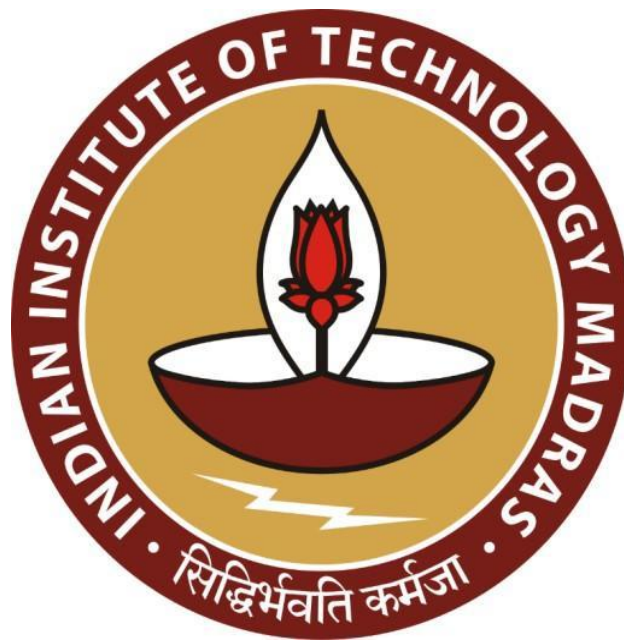
# **Strategic Insights for Enhancing Retail Sales in Timepiece Business**

**An End-Term report for the BDM capstone Project**

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# **CONTENTS**

1) Executive Summary	2
2) Detailed Explanation of Analysis Process	3
3) Results and Findings	7
4) Interpretation of Results and Recommendations	20
5) Additional	21

## Executive Summary

‘New Golden Watch Shop’ is a timepiece retail business located on Railway Road, Rewari, Haryana, established in 1957. The shop follows a B2C business model and serves regular walk-in customers. It operates from 9 AM to 9 PM, Monday through Saturday.

Despite its long-standing presence and loyal customer base, the shop currently faces two major challenges: **stagnant weekly profits** (₹20,777 average) and **increasing dead stock**, particularly in premium brands like Tommy Hilfiger, Police, Citizen, and Victoria London. These issues are constraining profitability, reducing inventory efficiency, and hindering responsiveness to customer demand.

This project aims to provide actionable insights to address these challenges using data-driven analysis. Visual tools such as graphs, charts, and trend lines have been applied to present findings with greater clarity.

Over a span of 8 weeks (February–March 2025), data was collected from daily notepads and Khata Book records. Variables included sales volume, purchase and selling prices, remaining inventory, and weekly profit. Analysis techniques included **descriptive statistics**, **ABC segmentation**, and **trend forecasting**, using Excel tools like pivot tables and charts. Titan (141 units) and Ajanta (115 units) emerged as Category A items, while Citizen and Tommy Hilfiger showed signs of dead stock accumulation, with over 30–40% of units unsold after two weeks.

Findings show that Titan and Ajanta contribute over 35–40% of total sales. Monday and Friday were identified as peak sales days. Based on these trends, **bundle offers**, **clearance sales**, and **optimized restocking** are recommended.

If implemented, these strategies could potentially reduce dead stock by 40–50% and improve profits by 20–25%. Early feedback from the shop owner also reflects improved inventory awareness and a willingness to test bundle pricing. Additionally, reorganizing storage to highlight high-demand products and phasing out slow-movers could free up space and further enhance operational efficiency.

# **Detailed Explanation of Analysis Process**

## **1. Data Collection -**

Data for this analysis was collected over a period of 8 weeks (February to March 2025) from the owner of New Golden Watch Shop, through both interviews and handwritten records. Primary sources included the Khata Book (used for monthly revenue tracking) and a daily notepad, which recorded individual sales and inventory movement. Key variables extracted were:

- Brand names of wristwatches and wall clocks.
- Cost Price (CP) and Selling Price (SP) of each item.
- Names of suppliers and brand-wise sourcing details.
- Daily and weekly sales quantities.
- Stock left after 2 weeks (to identify dead stock).

This structured data formed the foundation for financial, inventory, and performance analysis.

## **2. Conversations and Market Mapping -**

Conversations with the shop owner provided qualitative insights that helped interpret trends more accurately. For example, the owner's opinion on why Tommy Hilfiger watches are slow-moving added context to the sales data. Additionally, I visited the local market to assess the number of competing watch and clock retailers nearby. This helped understand market saturation and its impact on footfall and pricing strategies.

## **3. Data Digitization and Structuring -**

All handwritten entries (sales, purchases, expenses) were digitized using Microsoft Excel. This created a structured dataset for easier analysis. Each entry was categorized by brand, product type, date of sale, quantity sold, quantity left, and calculated revenue.

#### 4. Data Cleaning –

The initial data was unstructured and handwritten, with challenges such as missing values, duplicate records, and unclear entries related to business operations. To ensure accuracy, the data was cleaned and structured using Excel tools and discussions with the shop owner. Sales and inventory data were organized on both a daily and weekly basis, making it easier to track stock levels, sales trends, and wastage, ultimately simplifying the information for better decision-making.

WEEK 6 (March 10 - March 15)							
Days	Titan	Sonata	Fastrack	Zoop	Kenneth Cole	Tommy Hilfiger	Police
Monday	3	2	1	2	0	0	0
Tuesday	2	1	2	1	0	0	0
Wednesday	4	3	1	2	0	0	1
Thursday	3	2	0	3	0	1	1
Friday	5	2	2	1	2	1	0
Saturday	3	1	1	2	1	0	0

*Fig 1. Sample sales after data cleaning*

#### 5. Descriptive Statistics -

Basic statistical measures were calculated to understand the performance of different brands. For example:

- Titan was the top-selling wristwatch with 3 units sold per day, while Tommy Hilfiger had only 10 units sold in total.
- Ajanta led in wall clocks with 2 units/day average.
- Mean daily revenue from wristwatches = ₹12,426
- Mean daily revenue from wall clocks = ₹5,949

These insights were visualized using bar graphs and pie charts, helping identify top contributors to sales and profit.

#### 6. Trend Analysis -

Sales were analyzed across days of the week to uncover peak activity. The data showed clear spikes on Mondays and Fridays, while Saturdays consistently saw the lowest sales. These findings suggest that promotional events or discount offers should be timed to align with high-footfall days. Line graphs were used to visualize brand-wise inventory levels over time,

showing that Citizen and Tommy Hilfiger stocks steadily increased — signalling dead stock buildup.

## 7. Visualization Tools -

The collected data was analyzed using Microsoft Excel and Google Sheets, which allowed the creation of multiple types of graphs and charts to support interpretation. Bar charts and pie charts were used to compare the sales performance of different brands, helping to identify best- and worst-selling products. Line graphs were applied to visualize inventory levels over time, highlighting trends such as rising dead stock in specific brands like Citizen and Tommy Hilfiger. For week-to-week comparisons across product categories, stacked bar graphs were particularly useful in presenting volume shifts clearly. Additionally, trend lines and scatter plots were used to track profit variations and detect correlations between sales and inventory levels. These visualization tools helped simplify complex information and played a key role in drawing meaningful conclusions that led to actionable recommendations.

## 8. Weekly Revenue and Expense Tracking –

Revenue and expenses were tracked weekly to measure financial health. This helped identify fluctuations — for instance, Week 4 saw a slight dip, likely due to end-of-month slowdowns.

$$\text{Profit} = \sum (\text{Selling Price} - \text{Cost Price}) \times \text{Units Sold}$$

## 9. Profitability Analysis –

Profit margins were calculated per brand to understand their contribution to the business. For example:

- Titan watches (CP: ₹1,200, SP: ₹1,800) → Margin: ₹600/unit.
  - Citizen clocks (CP: ₹900, SP: ₹1,200) → Lower margin and low sales.
- Brands with low profit margins and low demand were flagged for clearance or bundling.

This metric provides a clear insight into the shop's financial health, measuring its ability to maintain profitability while managing daily expenses and fluctuating market prices.

## 10. ABC Analysis –

The ABC method was applied to classify inventory:

- Category A: High-value, fast-selling items like Titan & Ajanta (contribute 70–80% of revenue, only 20% of stock).
- Category B: Moderate performers like Zoop, Sonata, Maxima.
- Category C: Low-demand, high-holding items like Tommy Hilfiger, Citizen (contribute <10% of revenue, hold >40% of stock).

This helped prioritize stock management strategies. Category A items will be prioritized for restocking, while Category C items will be bundled or discounted. This comprehensive analysis lays the foundations for implementing strategic recommendations aimed at optimising pricing strategies, refining selling processes on some specific days, and establishing clear relationship between inventory and sales of shop to drive sustainable growth and competitiveness in the market.

## **11. Conclusion of Analysis Process –**

By using a combination of quantitative tools (Excel-based statistics, ABC classification, and trend analysis) and qualitative insights (interviews with the shop owner and local market observation), this project identified the shop's two key challenges — dead stock buildup and stagnant profit margins. Each analysis method was directly tied to an actionable solution. For instance, identifying slow sales on Saturdays led to the suggestion of “Weekend Flash Sales” or reduced operating hours. Discovering excess unsold stock of Citizen clocks supported the idea of bundling them with fast-moving items like Ajanta. The consistently high turnover of Titan watches suggested the need to increase restocking frequency. These insights directly inform the targeted recommendations presented in the next section, which are expected to help reduce dead stock by up to 40–50% and improve profitability by 20–25%.

## Results and Findings

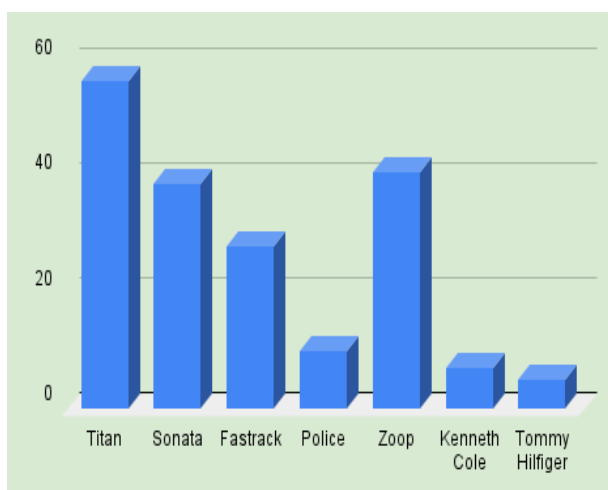
### Introduction

This section presents the core findings derived from the analysis of sales, inventory, and profitability data for New Golden Watch Shop, a long-standing timepiece retail store located in Rewari. Using a combination of bar charts, pie charts, line graphs, and ABC classification, this analysis provides insights into the shop's best-performing brands, dead stock buildup, sales fluctuations across days, and financial performance. These results aim to move beyond description and support decision-making to improve profit margins, inventory turnover, and marketing strategies.

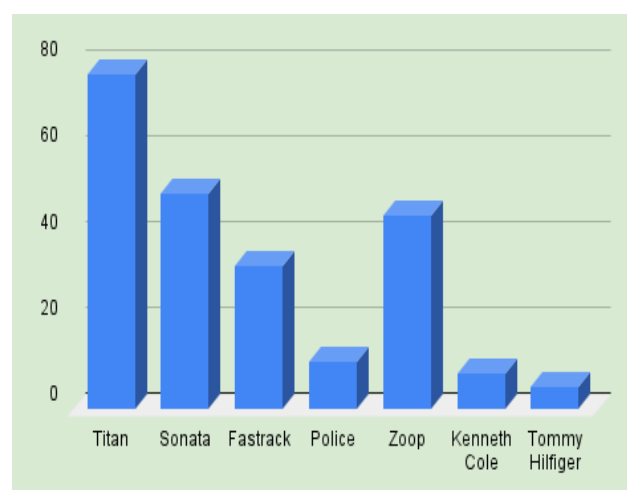
### Best Selling Items

To develop effective solutions for the identified business challenges, the first and most fundamental step is to analyse which items are the best-selling and which are underperforming. Understanding sales trends will provide valuable insights into inventory management, demand forecasting, and profitability optimization, helping Rakesh Kumar make informed decisions to enhance overall business performance.

### WRIST WATCHES -



*Fig 2. Sales of wrist watches in the month of February*



*Fig 3. Sales of wrist watches in the month of March*





*Fig 4. Comparison of sales of wrist watches in both months*

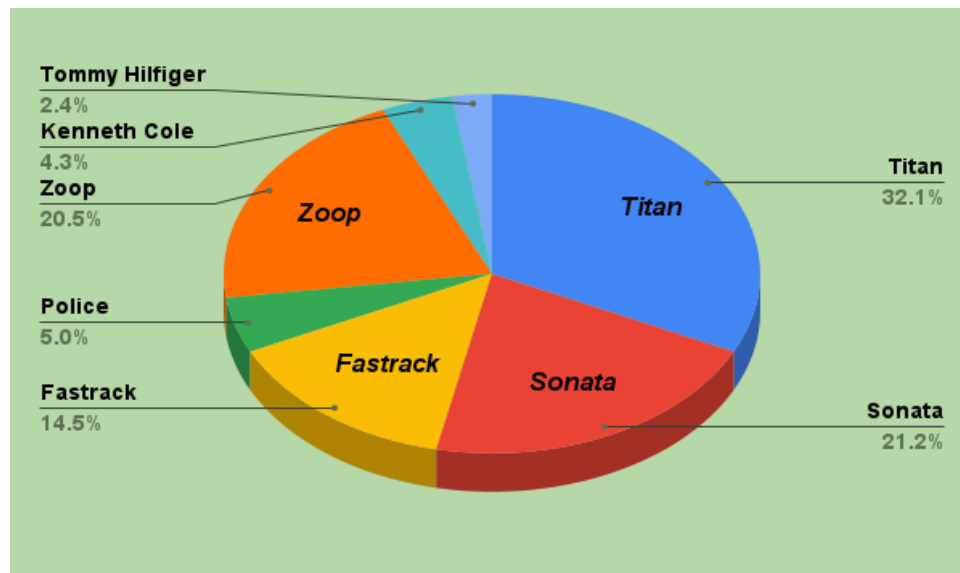
The bar graphs display the sales performance of different wrist watches for February and March. In both months –

- **Titan** was the top-selling brand in both February (**78 units**) and March (**57 units**), firmly maintaining its leadership position.
- **Sonata** ranked second in both months, with sales dropping slightly from **51 units** in February to **38 units** in March, but still showing solid performance.
- **Zoop** maintained third place in March (**42 units**) and closely followed Sonata in February (**45 units**), showing a stable upward trend.
- **Fastrack** sold **33 units** in February and **28 units** in March, indicating stable but moderate performance.
- **Kenneth Cole** and **Tommy Hilfiger** had the lowest sales across both months. Tommy Hilfiger dropped from just **6 units** in February to **5** in March, while Kenneth Cole remained weak at **9 units** in Feb and **7 units** in March.
- These two brands have shown no sign of improvement despite restocking and therefore pose the greatest risk of dead stock accumulation.

### Insights and Recommendations

Titan and Sonata watches are selling well and should be given more importance in stock and display. Zoop is also doing better each month, so offering a discount or combo deal could help it sell even more. On the other hand, expensive brands like Kenneth Cole and Tommy

Hilfiger are not selling much and are just taking up space and money. The shop should restock items only if they are selling at least 15 pieces in a month. To clear out the unsold stock of slow brands, special offers like “Buy 1 Titan, get ₹500 off on Tommy” can be used. This will help reduce dead stock and free up space for better-selling products.



*Fig 5. Total share of market sales of different wrist watches*

The pie chart shows the brand-wise share of total wristwatch sales across February and March 2025. Each segment represents a brand's contribution to overall unit sales, offering a clear picture of customer preferences and brand-level performance at New Golden Watch Shop.

#### Brand-wise Distribution:

- Titan: 32.1%
- Sonata: 21.2%
- Zoop: 20.5%
- Fastrack: 14.5%
- Police: 5.0%
- Kenneth Cole: 4.3%
- Tommy Hilfiger: 2.4%

#### Key Insights –

### Top Performer:

Titan holds the largest share at 32.1%, confirming its strong brand appeal, frequent customer demand, and consistent weekly sales. It is the key driver of revenue and should receive priority in restocking, promotions, and shelf space.

### Strong Contenders:

Sonata (21.2%) and Zoop (20.5%) follow closely. These brands together cover over 40% of the remaining market and indicate reliable mid-tier demand. Zoop's growing presence especially suggests rising interest among budget-conscious and younger customers.

### Moderate Performer:

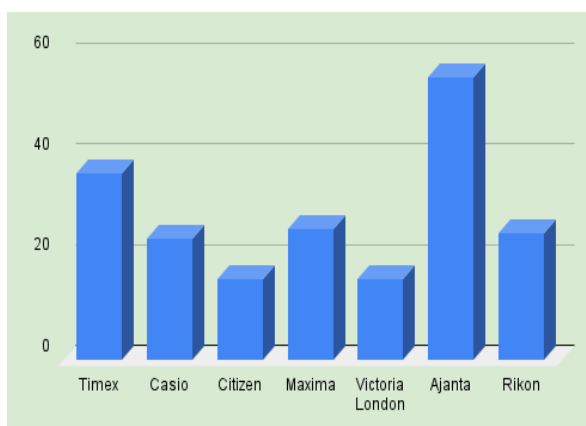
Fastrack, with 14.5%, holds a respectable position. While not as dominant, its steady movement makes it a safe Category B brand for regular rotation.

### Low Share / At-Risk Brands:

Police, Kenneth Cole, and Tommy Hilfiger together make up just over 11% of sales, with Tommy Hilfiger contributing only 2.4%. Despite higher price tags and brand value, these products are underperforming in this local market. Their continued restocking despite low movement is contributing to dead stock.

By pinpointing which varieties are the most and least popular, businesses can adjust their stock and promotional efforts accordingly, ensuring they meet customer demand effectively.

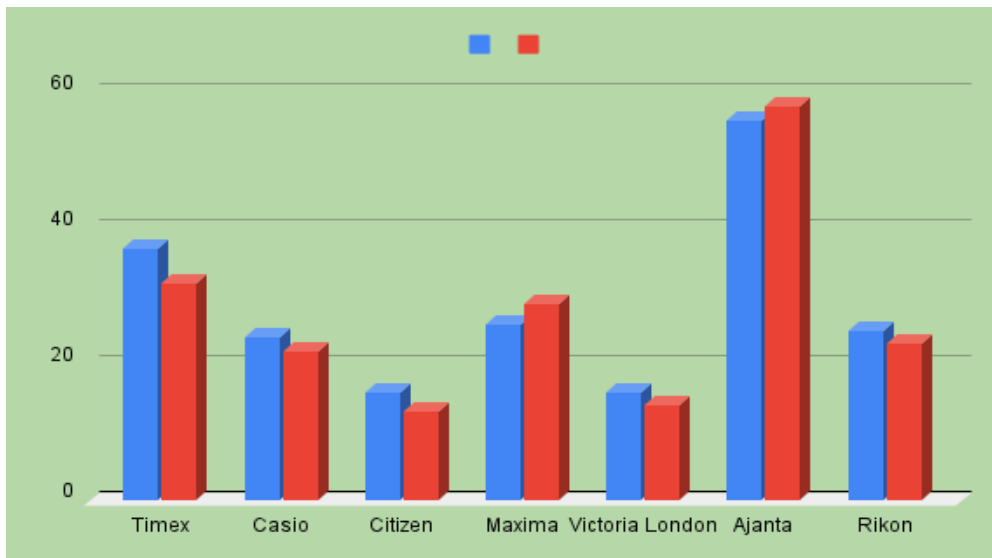
### WALL CLOCKS –



*Fig 6. Sales of wall clocks in the month of February*



*Fig 7. Sales of wall clocks in the month of March*



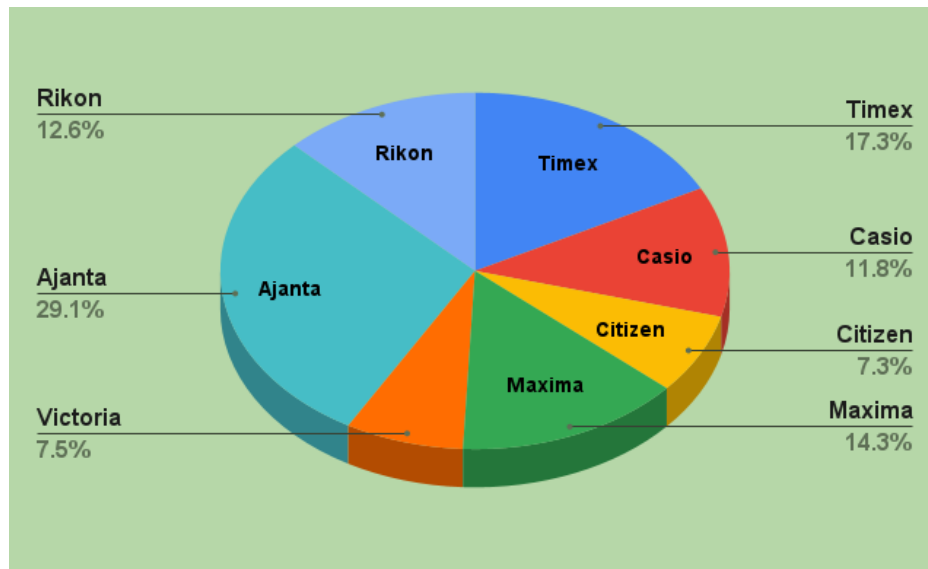
*Fig 8. Comparison of sales of wall clocks in both months*

The bar charts show the monthly sales performance of seven wall clock brands: Timex, Casio, Citizen, Maxima, Victoria London, Ajanta, and Rikon. These insights are drawn from daily sales records at New Golden Watch Shop over February and March.

1. **Ajanta** is the clear leader. Sales increased slightly from 56 units in February to 58 in March, showing strong and steady demand. Customers seem to trust Ajanta's affordable and reliable designs, making it the most valuable clock brand in the shop.
  2. **Timex** performed well overall, though it saw a small dip from 37 to 32 units. While still a strong brand, the drop may suggest rising competition or less visibility in the shop.
  3. **Maxima** improved from 26 units in February to 29 in March, indicating growing interest among customers. This steady growth makes Maxima a good brand to watch and support with offers.
  4. **Casio** remained stable with 24 units in February and 22 in March, showing consistent but moderate sales.
  5. **Rikon** also stayed close in both months — 25 in February, 23 in March — suggesting stable but average performance.
  6. **Citizen** had low sales: 16 units in February and 13 in March, showing a downward trend.
  7. **Victoria London** performed similarly, with 16 and 14 units sold across the two months.
- These two brands are clear underperformers with no sign of improvement.

In summary, the sales data shows a mostly stable or slightly improving trend in wall clock sales from February to March, with Ajanta maintaining its top position and Maxima showing

noticeable growth. While most brands held steady, Citizen and Victoria London continued to underperform, indicating a need for stock adjustment. Overall, this points to consistent customer demand for reliable mid-range brands and highlights the importance of focusing on what sells well.



*Fig 9. Total share of market sales of different wall clocks*

The pie chart shows the percentage share of wall clock sales across seven brands over February and March 2025. Each segment highlights how much each brand contributed to the total clock sales, helping identify both strong performers and potential dead stock.

Breakdown of sales share:

- Ajanta: 29.1%
- Timex: 17.3%
- Maxima: 14.3%
- Rikon: 12.6%
- Casio: 11.8%
- Victoria London

### **Key Insights –**

Ajanta is the clear leader with nearly one-third (29.1%) of total sales, showing high customer trust and consistent demand. Timex also holds a solid share at 17.3%, making it a reliable

mid-range brand. Maxima, Casio, and Rikon form the middle tier, each contributing between 11–14%, and are worth maintaining in stock with occasional promotional support.

In contrast, Victoria London and Citizen make up the smallest shares (below 8%), despite repeated stocking. These brands are at high risk of becoming dead stock, as their performance has been consistently poor with no improvement across months.

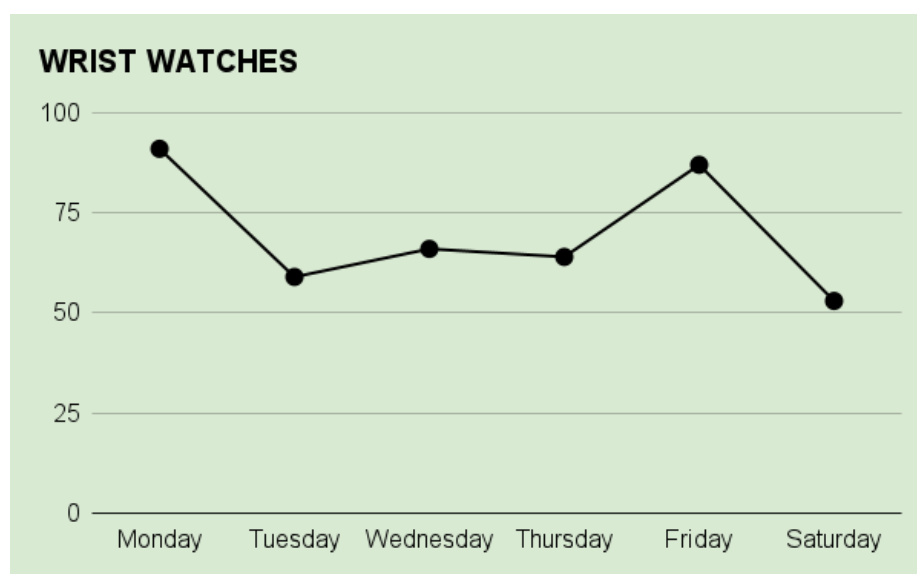
These points highlight consumer preferences and the competitive landscape of the belt market during February and March.

After analyzing the sales trends, it's clear that most wall clock brands are performing well, with 5 out of 7 showing above-average sales. However, Citizen and Victoria London are underperforming and need attention due to increasing unsold stock.

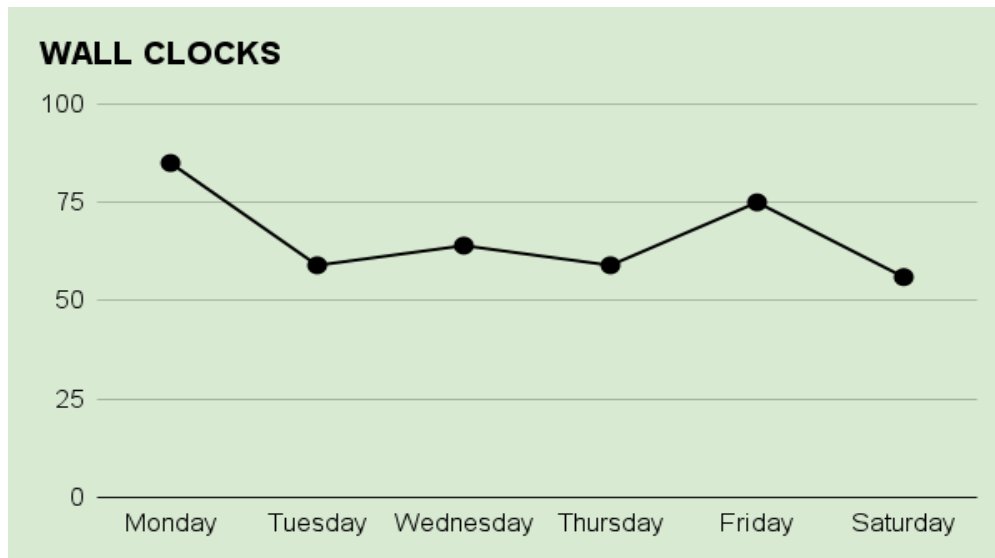
Talking with the owner and customers confirmed that Ajanta clocks are a popular, reliable choice. While the profit margin is modest, their high turnover makes them valuable for revenue. Regular restocking of top-sellers and discounting slow-movers can help maintain profitability.

### **Most Productive Days –**

For increasing the sales and profit we need to find the most productive days of the week and for this line chart is one of the best tools to show to show the trends.



*Fig 10. Sales of wrist watches on each day across two months*



*Fig 11. Sales of Wall clocks on each day across two months*

From the above two graphs, it is evident that in both wristwatch and wall clock sales, Mondays and Fridays are the most productive days, showing significantly higher sales compared to the rest of the week. This insight, drawn from February–March 2025 sales data, highlights clear consumer purchasing patterns.

### **Key Insights –**

#### **1. Sales Trends – Wall Clocks:**

- Monday records the highest sales (~85 units), indicating strong start-of-week demand.
- Friday follows with a noticeable peak in purchases (~75 units).
- Sales dip on Tuesday through Thursday, reflecting mid-week slowdown.
- Saturday shows the lowest sales (~56 units), indicating low weekend activity for this category.

#### **2. Sales Trends – Wrist Watches:**

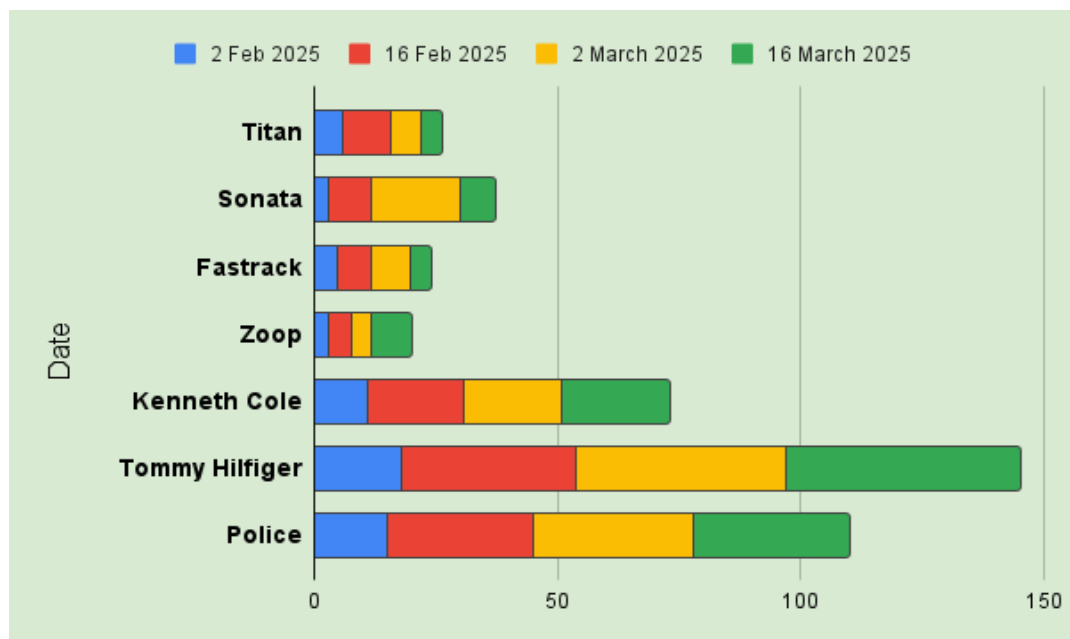
- Monday and Friday again emerge as peak days, each exceeding 90 units sold.
- Mid-week (Tuesday–Thursday) remains consistently low, averaging around 60–65 units.
- Saturday sales are the weakest (~53 units), consistent with wall clock trends.

This analysis suggests focusing marketing efforts on peak days (Monday and Friday) and exploring strategies to boost mid-week sales.

## Conversation –

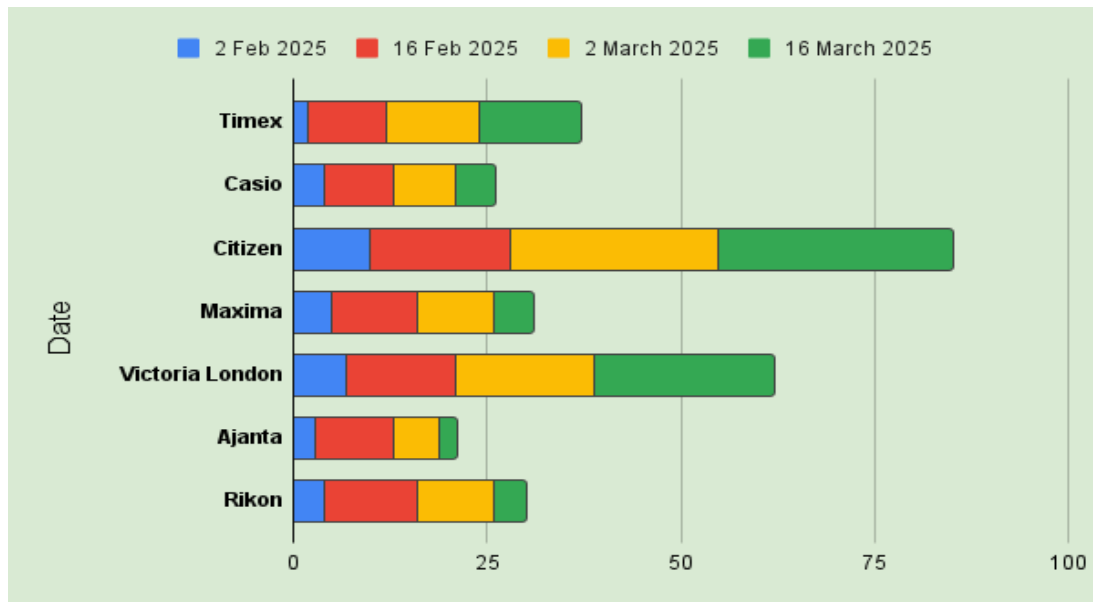
While talking to the shop owner about why sales are higher on Mondays and Fridays, he explained, "It's not just because of the local markets. Many customers get paid at the beginning or end of the week, so they're more willing to spend on things like watches or clocks during that time." He also mentioned, "Fridays are usually when people shop for gifts too, since the weekend is coming up." I agreed and added that maybe customers also find it more convenient to visit on these days when they're less busy. The owner said, "Yes, especially on Mondays. The crowd is less, and people have more time to shop." He also pointed out that, "Some customers come in to pick up watches they gave for repair earlier in the week, which often leads to extra purchases." These small details gave me a clearer picture of why these days perform better and how we might use this to plan offers or improve sales during quieter weekdays.

## INVENTORY –



*Fig 12. Number of Wrist watches added in inventory on particular days*





*Fig 13. Number of Wall clocks added in inventory on particular days*

Over a two-month period, I analyzed the inventory and sales trends at New Golden Shop for both wristwatches and wall clocks. This review revealed useful insights into what's working well and where inefficiencies can be addressed to improve profitability and reduce dead stock.

### **1. Inventory Replenishment Pattern:**

The shop follows a bi-weekly inventory cycle, restocking wristwatches and wall clocks approximately every two weeks. Across the study period, this process occurred four times, showing a clear and consistent system. However, while the timing is regular, the restocking logic appears inconsistent with actual sales trends in some cases.

### **2. Strong Response to High-Demand Brands:**

Popular brands like Ajanta (wall clocks) and Titan (wristwatches) show strong turnover and are restocked frequently, which aligns well with customer preferences. Other moderately performing brands like Timex, Maxima, Sonata, and Zoop also show decent movement and are stocked in appropriate quantities. These items contribute significantly to both sales and revenue, showing that customer demand is well understood in these cases.

### **3. Overordering of Low-Performing Brands:**

Despite clear sales data, brands such as Citizen and Victoria London (wall clocks) and Tommy Hilfiger, Police, and Kenneth Cole (wristwatches) continue to be restocked heavily, even though they have low customer interest. For example, Citizen clocks and Tommy Hilfiger watches reached unsold inventory levels exceeding ~75 units by March 16, tying up space and capital. Based on pricing estimates, this could represent ₹20,000–₹30,000 worth of slow-moving stock, locking valuable resources that could be better invested in fast-selling items.

### **Conclusion:**

The shop is performing well when it comes to stocking high-demand brands, but there's a clear opportunity to optimize purchasing for underperforming products. A data-driven approach can help reduce overstock and free up capital, improving cash flow and profitability in the long run.

### **ABC Analysis – Inventory Classification:**

Using ABC analysis helps categorize inventory based on impact on revenue and sales speed:

#### **Wall Clocks:**

- **Category A:** Ajanta, Timex – High demand, fast turnover.
- **Category B:** Maxima, Rikon – Moderate performance, stable contribution.
- **Category C:** Citizen, Victoria London – High leftover stock, low demand, contributes to dead stock.

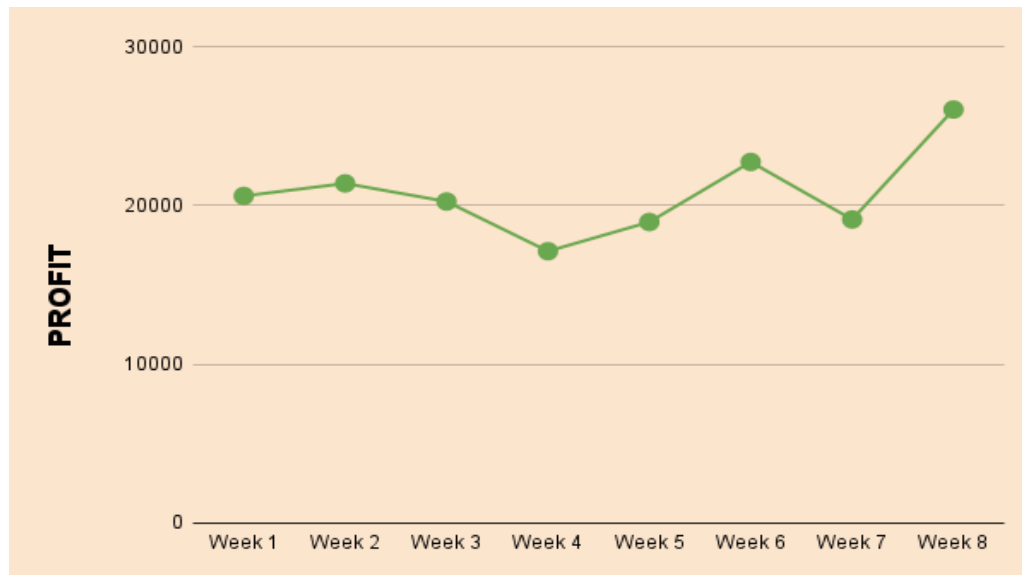
#### **Wristwatches:**

- **Category A:** Titan, Sonata – Strong daily sales, highly preferred.
- **Category B:** Zoop, Fastrack – Moderate sales, reliable backup items.
- **Category C:** Tommy Hilfiger, Police, Kenneth Cole – Low turnover, large inventory buildup, low Return on investment.

If New Golden Shop gradually reduces purchases of Category C items by 50% and reallocates that budget to high-performing brands, it could potentially unlock ₹20,000 –

₹30,000 in working capital over just two months. This simple shift can also reduce storage pressure and improve inventory turnover rate.

## PROFITS –



*Fig 14. Profit generated per week*

This graph depicts the weekly profit trends over a span of nine weeks for the business New Golden Watch Shop.

### Key Observations:

- The weekly profit generally fluctuates between ₹ 20,000 and ₹ 22,000 INR, with Week 3 showing the highest profit of ₹ 22,500 INR.
- Week 5 saw a notable dip in profit, dropping to ₹ 18,000 INR, possibly due to reduced sales of lower-performing brands like Tommy Hilfiger and Police watches.
- In Week 8, a slight increase to ₹ 23,000 INR suggests a positive response to either new stock, promotions, or improved market conditions.

### Conclusion:

Despite stable profits, the stagnant growth continues to be an issue. The profit trend suggests that although the business is consistently profitable, it is not capitalizing on potential market growth opportunities. To break the stagnation, targeted actions such as inventory optimization, sales promotions, and better demand forecasting could prove beneficial.

## 1. Growth Expectation:

- Right now, the shop makes around ₹ 20,000 to ₹ 22,000 INR in profit weekly. We want to increase this to ₹ 25,000 INR weekly. This is possible if we focus on selling the products that are not moving well (like some of the expensive watches) and promote the ones that sell better.

## 2. Actionable Steps:

- Clear Dead Stock: Some watches, like Tommy Hilfiger and Police, aren't selling much and are just taking up space. We should put a 15% discount on these to get rid of them and increase sales. This should help bring in an extra ₹ 2,000 to ₹ 3,000 INR a week.
- Boost Sales of Popular Products: Titan watches are selling well, so we can do a buy-one-get-one offer or bundle them with other products to sell even more. This could increase sales by 15% over the next month and help us reach ₹ 25,000 INR in weekly profit.
- Improve Inventory: Some watches, like Citizen and Victoria London, are just sitting in stock and not selling. We should stop ordering so many of these and only keep the popular ones. This will help save money and reduce the amount of stock we need to manage.

### Some additional Graphs for better understanding –



Fig 15. Wrist watches & Wall clocks left of particular brand in inventory

From the graphs, we can see that the quantities of **Tommy Hilfiger** and **Citizen** watches are steadily increasing in inventory, making them part of dead stock. Reducing this dead stock is crucial to improve profitability.

## **Interpretation of Results and Recommendations**

### **Recommendations to Increase Profit:**

#### **1. Focus on High-Margin Products:**

- Boost marketing efforts for top-selling products like Titan and Ajanta watches. Focusing on these high-demand items can increase sales by 10-15% over the next quarter, especially with targeted promotions.

#### **2. Bundle Offers and Discounts:**

- Introduce bundled offers, such as Titan watches with wall clocks or two watches with a discount. This can drive average transaction value up by encouraging customers to buy more. For example, a 10% discount on a bundle can significantly increase sales volume.

#### **3. Enhance Store Layout and Display:**

- Place best-selling items like Titan and Sonata at the front of the store, maximizing impulse buying. Create a special clearance section for dead stock items, which will free up space for popular products.

#### **4. Offer Limited Edition or Exclusive Watches:**

- Introduce limited edition or exclusive watch models to create urgency and exclusivity. These watches can be sold at a premium price, increasing profit margins. Limited edition models could drive a 10-15% increase in sales for high-end products and boost customer excitement.

#### **5. Expand Online Sales (E-Commerce):**

- Launch an e-commerce platform and partner with Amazon and Flipkart to reach more customers. This expansion will allow the business to tap into a wider market, and with the right promotions, you can expect a 5-10% increase in overall sales over the next quarter.

### **Recommendations to Reduce Dead Stock:**

**1. Implement ABC Analysis:**

Regularly categorize products into A (top-sellers), B (moderate), and C (slow movers). Focus on promoting A items like Titan and Ajanta while reducing purchases of C items like Tommy Hilfiger or Police watches.

**2. Discount Dead Stock:**

Run clearance sales on slow-moving items like Citizen and Tommy Hilfiger watches. Offering 20-30% off will help clear excess stock and improve cash flow.

**3. Data-Driven Restocking:**

Base restocking decisions on real-time sales data to avoid overstocking slow-moving products and reduce the risk of financial strain from unsold stock.

**4. Limit Stock for Low-Demand Items:**

Order smaller quantities of low-demand products (e.g., Citizen, Victoria London watches) to prevent excess inventory and minimize dead stock.

**5. Return or Exchange with Suppliers:**

Negotiate return or exchange policies with suppliers for unsold stock to minimize losses and avoid being stuck with items that won't sell.

Focus on Mondays and Fridays, as they are peak market days. Offer 2+1 or 3+1 deals, such as giving dead stock items for free with two popular watches. This will help reduce dead stock and boost profitability.

## **ADDITIONAL**

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Link - [\*\*BDM PROJECT FOLDER\*\*](#)