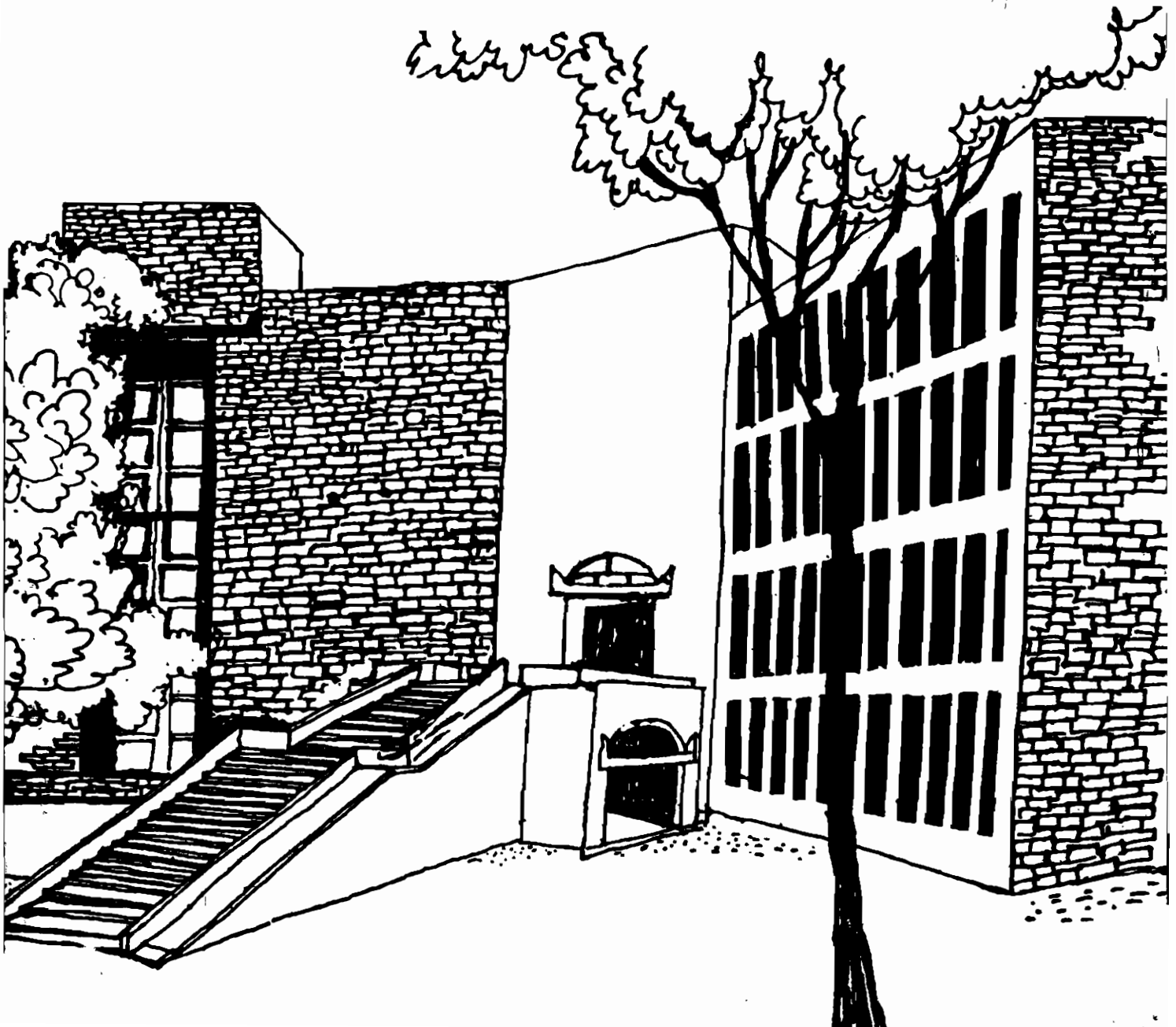




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Working Paper



RETAIL SALES DATA: THE HIDDEN TREASURE

By

*G. Raghuram, B. Banerjee
A. K. Jain, A. Koshy, G. Bhatt*

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Abstract

Retail Sales Data: The Hidden Treasure¹

Increasingly, retail outlets; be it in the large organized sector or unorganized sector, have started computerizing their point of sale (POS) transactions. This opens up opportunities for using the information towards better decision making by retailers and other actors (including manufacturers) in the value chain. The potential is even more significant, if such information can be analyzed across retail outlets at an industry level. This is fairly common practice in the developed countries.

In this context, we had an opportunity to explore the possibilities from analyzing POS data. In 1998, we had been involved with FoodWorld, a retail chain of over 25 outlets in the three southern cities of Chennai, Bangalore and Hyderabad, in writing case studies on their management strategies. During the case writing exercise, it was proposed that the large amount of POS transaction data, which was used only for accounting purposes, could be explored for "hidden treasures" to improve the quality of decision making. This paper reports the exploratory work done by us on a sample of the POS data.

The primary decision maker we addressed ourselves to was the retailer. The key decision areas examined in the paper are market definition and segmentation, merchandising (category management, pack sizes, inventory planning), marketing and store management.

¹ By G Raghuram, B Banerjee, AK Jain, A Koshy and G Bhatt. This paper was presented at *Retailscope '99*, Chennai. We acknowledge the data support provided by FoodWorld Division, Spencer & Co Ltd, Chennai.

Retail Sales Data: The Hidden Treasure¹

1.0 Introduction

The retail sector in India is undergoing significant transitions with the entry of large scale retailing, as well as marked improvement in offering a 'shopping' experience to customers. Marketers are beginning to look at the role of retailing as a brand with a potential to influence a value chain, rather than being an outcome of a value chain. The retail sales in India for 1996 stood at Rs 5.8 billion, forming 53% of GDP. The number of retail outlets in 1996 was 9.7 million, up from about 8 million in 1993, providing significant employment to the population [FoodWorld C, 1999]. Interestingly, the growth rate of the number of retail outlets in India happens to be higher than the population growth rate (contrary to global trends), primarily due to the unorganized sector.

Increasingly, retail outlets, be it in the large organized sector or unorganized sector, have started computerizing their point of sale (POS) transactions. This opens up opportunities for using the information towards better decision making by retailers and other actors (including manufacturers) in the value chain. The potential is even more significant, if such information can be analyzed across retail outlets at an industry level. This is fairly common practice in the developed countries.

In this context, we had an opportunity to explore the possibilities from analyzing POS data. In 1998, we had been involved with FoodWorld, a retail chain of over 25 outlets in the three southern cities of Chennai, Bangalore and Hyderabad, in writing case studies on their management strategies. During the case writing exercise, it was proposed that the large amount of POS transaction data, which was used only for accounting purposes, could be explored for "hidden treasures" to improve the quality of decision making. This paper reports the exploratory work done by us on a sample of the POS data.

2.0 Key Decision Areas

The primary decision maker we addressed ourselves to was the retailer. The key decision areas for a retailer are

- Market Definition and Segmentation
- Merchandising
 - Category Management
 - Pack Sizes
 - Inventory Planning
- Marketing
 - Pricing
 - Promotion Planning
- Store Management
 - Display Planning
 - Store Layout
 - Manning

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These decisions address both senior staff level managers and store level operational managers of the retailer. Many of these decision areas could also benefit other actors across the supply chain like dealers and intermediaries, and manufacturers. The other potential users of analyzed POS data are consultants and even customers.

3.0 POS Data Description

We obtained POS data for two FoodWorld stores (whose characteristics are described below) in Chennai for a period of four months (August 1998 to November 1998).

	Mount Road	Annanagar
Location	Shopping plaza in a commercial area	High street in a residential area
Date of Opening	December 1996*	September 1996
Trading Area (sq ft)	7,257	3,177
Average SKUs dealt with	6,000	4,000
4 month (122 days) sales		
Value (Rs)	30,974,800 (254,000 per day)	21,184,770 (174,000 per day)
Bill Count	141,076 (1,156 per day)	89,356 (732 per day)
Product/SKU Count	784,531	702,024
Items (# quantity)	1,049,231	875,800

* The Mount Road store in Chennai was earlier the famous Spencer's Store, which was taken over by the RPG group, prior to launching the FoodWorld chain [FoodWorld A, 1999]

As seen in the table above, the Mount Road store had total revenues of Rs. 30.97 million and served 141,076 customers (as measured by bill count) who bought 1,049,231 items (hash (#) quantity) across 784,531 products (stock keeping units (SKU)) over the four month period. Similarly, the Annanagar store had total revenues of Rs. 21.18 million and served 89,356 customers who bought 875,800 items across 702,024 products. The Mount Road store had average daily revenue of Rs 254,000 from 1,156 customers. The Annanagar store had average daily revenue of Rs 174,000 from 732 customers.

The data was sourced from four files, having the following data elements.

- ◆ Product Master
 - Product Code, Product Name, MRP, Group Code
- ◆ Group Master
 - Group Code, Group Name, Department Code
- ◆ Item Files
 - Bill Date, Bill Number, Bill Time, Product Code, Cost, MRP, Sold Value, Quantity
- ◆ Campaign Files
 - Product Code, Campaign Start Date, Campaign End Date, Cost, MRP, Selling Price, Campaign Number

The product master gave the product (SKU) code, the product name, the maximum retail price (MRP) and the group code. The products were classified into groups (subcategories like detergents, toothpaste, etc). The group master gave the group code and the group name. The item files were the transaction level data giving the bill date, bill number, bill time, product code (of products bought in a bill), cost, MRP, sold value, quantity. Each bill had as many records as the number of products bought. The item files had information, in addition to the customer bill, like cost and MRP. The campaign files

used for the analysis gave information on price discount promotion campaigns. The data elements contained in these files were product code, campaign start and end dates, cost, MRP, selling price, campaign number.

4.0 POS Data Analysis

We describe below the data analysis steps.

Data Range

There were 49 departments (categories), 243 groups (subcategories) and 6306 products/SKUs. These were hierarchically defined, that is each product/SKU belonged to a unique group, which belonged to a unique department. All the other data elements in the dataset took their values as per the transactions.

Data Preparation

We encountered three problems in the dataset which needed to be dealt with before querying and analysis. There were negative bill value entries (representing returns, corrections and payments of any kind), some of which would have distorted the analysis. The entries, being insignificant in number, were eliminated from the dataset. There were also large transactions value entries recorded some time during the end of the day, representing transactions from counters like bakery, café, etc. which were outside the main retail area. Since these entries distorted the picture of hourly activity, per bill value, etc., they were also eliminated from the dataset. There were also problems of identifying unique transactions, since the same bill number was used in the dataset, even within the same day. Hence a combination key involving bill number, bill date, product code and quantity was derived to uniquely identify transactions.

Software Aspects

The POS data was made available for each month in dbf format using zipped files. The data was then imported to Microsoft Access 97. This software was used to prepare separate master transaction tables of over five lakh records each for the two stores. Data querying was done using Microsoft Access 97. Analysis on the queried datasets was done using either Microsoft Access 97 or Microsoft Excel 97.

5.0 Market Definition and Segmentation

The dimensions on which customers can be segmented and markets are defined below.

- ◆ Day of Purchase
- ◆ Value of Purchase
- ◆ Quantity of Purchase
- ◆ Time of Purchase
- ◆ Basket of Purchase
- ◆ Visitation cycle

- ◆ Duration of Purchase
- ◆ Demographics

Typically, with POS data, aggregated customer behaviour can be analyzed. To understand behavior at a disaggregated level (for example visitation cycle, duration of purchase, demographics and correlating other dimensions with demographics), purchase patterns of individual customers have to be tracked over time. This requires identifying customers through the use of a loyalty card (which FoodWorld had not yet introduced). Use of credit card information was a possibility. (FoodWorld allowed credit card purchase in certain stores for purchase value of Rs 500 and above). However, credit card use was not yet popular and any analysis based on this was not expected to be representative. For duration of purchase, even without a loyalty card, it is possible to offer the customer a token number (which records the entry time) which would then have to be presented by the customer at the time of billing.

We present the analysis of the aggregate behaviour on some of the dimensions identified above.

Day, Value and Quantity of Purchase

The distribution of daily customers into the stores is given in exhibit 5.1. It is clear that the bill count of the Mount Road store is significantly higher than the Annanagar store. While the Annanagar store never had more than 1000 customers per day, the Mount Road store had more than 1000 customers on 84% of the days and more than 1500 customers on 7% of the days. It is possible that the actual footfalls (number of people walking into the store) is higher than the bill count and would be a useful measure to monitor, both in terms of traffic management within the store and to reflect on the bill count to footfall ratio.

In terms of daily revenues (exhibit 5:2), while the Mount Road store had crossed Rs 160,000 on all the days, the Annanagar store had done it on 54% of the days. Similarly, while the Mount Road store had exceeded daily revenues of Rs. 300,000 on 18% of the days, the Annanagar store had never exceeded this figure. To get a better understanding of the customer, a distribution of the bill value and quantity across bill count for the Mount Road store are presented in exhibits 5.3 and 5.4 respectively. A significant observation is that 24% bought only one item at a total purchase value of less than Rs 30. More than 50% of the customers bought three or less items at a total purchase value of less than Rs 90. Also, 13% of the customers bought 16 or more items at a total purchase value above Rs 400. This indicates that even in a large organized retail outlet like FoodWorld, bulk of the customer visits resulted in small value purchases.

Exhibits 5.5 to 5.8 are monthly charts of day wise total bill count (number of customers) and total bill value (revenue) for the Mount Road store, for August to November 1998 respectively. Exhibits 5.9 to 5.12 are similar charts for the Annanagar store. One of the most striking observations from these charts is the sharp Saturday peaks, followed by a Sunday slack in the Mount Road (commercial area) store. On the other hand, the Annanagar (residential area) store had a weekend peak, with the Sunday reflecting a higher traffic in volume and value than the Saturday. Also, the first and last weekends of the month showed relatively higher traffic at Annanagar store. In fact, even the weekdays at the end and beginning of the month showed relatively higher traffic at Annanagar. The Mount Road store also showed a significant peak on the Saturday prior to Diwali (Monday, October 19). Similarly, the Friday

before Saturday, August 15 showed higher traffic than other Fridays. Saturday, August 15, being a holiday showed lower traffic than other Saturdays.

Exhibits 5.13 and 5.14 give the monthly aggregates for the two stores for various parameters like bill count, number of products (SKUs) sold, the total quantity sold, total value, mean and standard deviation (SD) of value per bill, value per SKU, value per # quantity, SKU per bill, mean and SD of # quantity per bill and # quantity per SKU. The average value per bill was Rs 219.56 in the Mount Road and Rs 237.08 in the Annanagar store. The average value per # quantity was Rs 29.52 at Mount Road and Rs 24.19 at Annanagar. It is also interesting to note that the # quantity per SKU was 1.34 at Mount Road and 1.25 at Annanagar. While the Annanagar store attracted lesser traffic than the Mount Road store, the value (and SKU and # quantity) per bill was higher.

Exhibits 5.15 and 5.16 examine similar parameters aggregated over the four months and classified across weekdays, Saturdays and Sundays. Exhibit 5.17 extends the Saturday and Sunday data of 5.16 to the first and last Saturdays and Sundays of the month versus the rest. Apart from the traffic characteristics already observed, we see that the value per bill was significantly higher on the weekends than the weekdays. In the case of Annanagar, it was higher during the first and last weekends.

Time of Purchase

We can also profile customers by looking at the traffic and purchase behaviour across time of a day. Exhibits 5.18 and 5.19 give the hourly aggregates of bill count, value and value per bill for September 1998 for the Mount Road store. It can be seen that in terms of traffic, there were two peaks, one between 1300 hrs and 1500 hrs and the other between 1700 hrs to 2100 hrs. The evening peak also had a higher hourly traffic than the afternoon peak. Value per bill showed an increasing trend in the morning hours till 1200 hrs. It then flattened out till 1900 hrs into the evening peak and then showed a further increasing trend until closing hours. Exhibit 5.20 analyzes the time of day data in three hour slots across weekdays, Saturdays and Sundays for September 1998 for the Mount Road store. While the traffic distribution across day did not show significant variations between weekdays, Saturdays and Sundays, the value per bill and (consequently the value) on Sunday morning till 1200 hrs was significantly higher than for other days. Thus, high value shoppers preferred not only the later hours of the day but also Sunday mornings.

Basket of Purchase

Defining segments by understanding customer behaviour based on the basket of purchase is increasingly becoming an area of research [Russell and Petersen, 2000]. A simple examination of this is presented in exhibits 5.21 and 5.22. These exhibits address the question of what else is bought along with Sundrop Oil 1 Lt Pouch and Nestle Charge 40 gms, respectively, at the Mount Road store over the four month period. These two products were selected on the principle of one being from a "destination" category (cooking oil) and the other being from a "convenience" category (chocolate). This specific brand of cooking oil constituted over 10% of the total value of all the baskets in which it was present, while the specific brand of chocolate constituted under 4% of a similar total value. Fruits and vegetables were present in almost all the baskets containing either of these two products. Out of the top 20 items by value in the cooking oil basket, there were seventeen household "essential"

consumables, two liquor items and one durable. In the chocolate basket, there were seven household “essential” consumables, four liquor items, eight “nonessential” consumables and one durable.

A different approach to the basket analysis is presented in exhibit 5.23. The question addressed was how often some of the top items, in terms of product count, in the “snacks, candy, chocolates, etc” department, were bought solo or with one other item. Examination of the top five items showed that nearly 50% of the times, they were bought solo. This adds to the insight regarding the small volume customer of the Mount Road store (exhibits 5.3 and 5.4), into the type of basket of such a customer. The top five candy and chocolate items, amounting to a total of nearly 6,800 solo purchases, constituted over 18% of the solo purchase baskets. This behaviour was reinforced by the fact that the Mount Road store is part of a shopping mall having trendy stores and an office complex. It is also interesting to note that the sixth top item (exhibit 5.23), a value pack of three chocolates (MRP Rs 35), had no solo buyers, while the same item as a one pack (MRP Rs 12) was bought solo 43% of the times. This suggests that value packs are outside the price range of the solo item shopper and/or value packs are picked up by the more serious shoppers.

In conclusion, the type of analysis done in this section would help the retailer to

- ◆ Define and target markets more proactively
- ◆ Identify peak days, hours and slack days, hours and the causes
- ◆ Promote off peak days to attract more traffic and,
- ◆ Provide information to customers to help them self select their visits from peak times to off peak times.

6.0 Merchandising

Merchandising is one of the most important functions of modern retail management. It deals with the question of how many SKUs (range of items, brands, pack sizes, etc.) to stock, how much quantity within each SKU, when to order and vendor development. Analogous to product management in a manufacturing enterprise, the merchandising function in a retail enterprise builds on category management. A category is a group of SKUs which could be substitutes and/or complements from the customer’s perspective and hence require coordination in procurement. To put it in a different way, sales of items within a category are dependent on each other, while sales of items across categories are independent of each other.

Category Management

Some analysis possibilities that would lead to better category management are

- Category definition based on purchase basket
- Category wise contribution per unit space (space being a function of range of products offered)
- SKU wise contribution per unit space aggregated over time
- SKU wise contribution per unit space for specific time periods
- Quantity purchased per SKU (for pack size analysis)

The 6306 SKUs merchandised in FoodWorld were divided into 49 categories. We did not explore category wise analysis except for exhibit 5.23, which tries to identify the items which are purchased

solo, given the large number of solo purchase baskets. This has implications for procurement and display planning.

Exhibit 6.1 examines the top 100 SKUs by value at the Mount Road store over the four month period. These 100 SKUs (out of 5853 SKUs) effectively constituted the A category items, accounting for nearly 35% of the sales. These SKUs require more merchandising focus.

Pack Sizes

Exhibit 6.2 analyzes the distribution of purchase quantity per bill, for six SKUs, for the month of September 1998 in the Mount Road store. The per bill quantity of one was the highest for all the SKUs except Sundrop Oil 1 Lt Pouch and Golden Eagle Beer Deluxe 650 ML. In the case of the cooking oil, the highest amount was bought in the per bill quantity of two while in the case of beer, the highest amount was bought in the per bill quantity of twelve. This has implications for pack size while merchandising.

Inventory Planning

Possible areas of analysis to improve inventory planning using POS data are

- ◆ Forecasting of SKU wise sales, as a function of time, own promotion and promotion of competitor brand.
- ◆ Impact of stock out which could help determine appropriate service levels for stocking.

Exhibits 6.3 and 6.4 give the daily sales for 20 Kgs Ponni Raw Rice Premium and for Peppy Cheese Balls from August 1998 to November 1998 for the Mount Road Store respectively. The X axis marks every fifth day, while the histogram bars are marked for every day. A chart of this kind allows us to see sales trends as a function of time. In the case of rice, there were weekend peaks and festival peaks. However, the relative variance was lower in rice than in the case of cheese balls, which also had significant number of zero sales days. (The surge in sales for cheese balls towards the end of September could be attributed to a promotion campaign on this product which ran between September 20 and October 19, 1998.) The relative sales movement of these two products is presented in exhibit 6.5.

The impact of stock out was analyzed for an assorted chewing gum product. Exhibit 6.6 gives the stock out period (September 2 to 8, 1998) when the Centrefresh brand was not available while the competing brand was available at the Mount Road store. Exhibit 6.7 analyzed the pre, during and post stock out sales of the Centrefresh brand, it's main competitor, Wrigley's, and the chewing gum group (sub-category) for the four month period. The competitor sales went up during the stock out period. However, the overall group sales also went up, implying that the demand for chewing gum during the week went up due to other causes, and Centrefresh lost out on a possible opportunity. When the stocks were available, the average sales followed similar trends as the group sales, possibly implying that stock out did not have longer term effects. While obviously a more rigorous analysis over a longer period is called for, the likely hypothesis is that the stock out cost is restricted to the contribution lost during the stock out period.

7.0 Marketing

The important marketing decisions are pricing, service offers and promotion planning. POS data would enable analysis for these decisions. For example, in pricing, an SKU wise analysis of sales as a function of price, across competing products in a category and across price variations over time of the same SKU, etc. is possible. Similarly, the impact of service offers on various market segments can be examined. We explore some aspects related to promotion planning.

Promotion Planning

Exhibits 7.1 to 7.7 present the effect of promotion campaign on sales of seven selected SKUs across different categories. The analysis looks at various parameters like quantity per bill, quantity per day, bills per day, value per bill and value per day for the defined pre, during and post campaign periods during the four months. In the case of cheese balls and atta, there is also an analysis of these parameters for the group (sub-category). For the other SKUs, there is a category quantity per day analysis. However, it would be difficult to derive any implications unless the definition and constituents of the category are more rigorously understood. In all the SKUs, the quantity per day (and value per day) showed a perceptible increase during the campaign period. The increase in sales quantity per day was a result of more bills (customers) per day rather than the sales quantity per bill. The quantity sold per day during the post campaign period, in comparison with that during the pre campaign period, showed a discernible increase in the case of atta, puri balls and Perk Super Value pack, and a decrease in the case of floor cleaner and Dairy Milk chocolate. The other causal factors influencing this need to be better understood.

An analysis done internally for biscuits in FoodWorld showed that promotion of a brand not only increased the sales of the brand, but the entire product group, presumably because the promotion increased traffic to the shelf where biscuits were stocked. POS data should also allow analysis of the impact of campaign depending on the type of campaign (price discount, increased quantity offer, co-promotions, etc.) and the type of product (destination, convenience, etc.).

8.0 Store Management

Three key areas of store management are display planning (which needs close coordination with merchandising and marketing), store layout and manning.

Display and Layout Planning

In display and layout planning, the POS data would help in evaluating the effect of various choices on contribution per unit shelf space. Choices in display could be the quantity (and by implication shelf space) per SKU, combinations of SKUs (in accordance with typical purchase baskets), promotion information, etc. Choices in layout in a store could be location of products (at entry versus in the middle versus at the deep end, at special locations like near the billing counters or shelf ends, choice of shelf, etc), design of shelves (number, length, proximity, etc). An interesting implication for display and layout planning is obtained from Exhibit 5.23, which suggests that the top five candy and chocolate items accounted for 18% of solo purchases, which itself accounted for 26% of the bill count.

On the premise that customers need to be served faster, a separate display and billing counter for the top selling items in candy and chocolate could be considered. The location of such a display area could be either at the deep end or at the entry of the store, depending on whether we wish to attract the traffic into the store or not.

Manning

Decision areas related to manning are staffing of billing counters, service, security and back office over time of day and week. Organization of the billing counters (based on number of purchase items, mode of payment, etc) is also significant. Inputs for these decisions could be obtained from POS data analysis on day and time of purchase (exhibit 5.4 to 5.12 and 5.18 to 5.20), check out service times and duration of purchase in the store. Check out service times would help in queuing analysis. In the current context, check out service times can be obtained by examining successive check out times during periods of continuous operation of a billing counter. Duration of purchase in a store can be obtained by flagging in customers when they come in, as already described in section 4.

9.0 Limitations

This research is exploratory in nature and only serves the purpose of identifying various kinds of applications and analyses that the POS data can facilitate. It is in no way exhaustive or rigorous on either the application or analytical dimension.

We have not explored secondary material (literature) or how other retailers in India or abroad use POS data.

10.0 Suggestions

Our experience in working with the POS data brought forth the following suggestions which could be taken up for better use of the POS information for improved decision making.

- ◆ Automatic indenting/order processing should be implemented
- ◆ Matching with inbound scanning at warehouse and store receipts will enable assessment of inventory movements in the supply chain
- ◆ Transactions for internal administration should be separately flagged
- ◆ Bill numbers should be unique for a store over and analysis cycle (one day)
- ◆ Multiple records for the same product in the same bill should be consolidated as quantity increments
- ◆ Coding schemes need more thought for
 - fruits, vegetables, bakery, bread and buns, which could do with finer coding to enable appropriate analysis
 - relationship hashing between product code and group code to lend itself to ease of analysis
- ◆ Electronically readable loyalty cards would help in tracking customer's
 - purchase patterns over time
 - purchase behavior as a function of basic demographics
 - time spent per visit

Glossary

- # qty – Hash Quantity
- Bcount – Bill count
- Date – The format used is M/D/YY
- Frq – Frequency
- GDP – Gross Domestic Product
- Items – used synonymously with SKUs
- MRP – Maximum Retail Price
- POS – Point of Sale
- Product – used synonymously with SKUs
- Qtysum – Quantity Sum
- SD – Standard Deviation
- SKUs - Stock Keeping Units
- Value – Sales value in Rs

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 - 6.3 Mount Road: Daily quantity 20 Kgs Ponni Raw Rice Premium product from August 1998 to November 1998
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 - 6.6 Mount Road: Stockout scenario for Chewing Gum Products
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 - 7.1 Mount Road: Campaign Effect on product/group behavior - Branded Snacks
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 - 7.6 Mount Road: Campaign Effect on product/group behavior - Chocolate Coated
 - 7.7 Mount Road: Campaign Effect on product/group behavior - Mints/Candy/Sweets

Exhibit 5.1

Bill Count Distribution across Days						
Bill Count Range	Mt. Road			Annanagar		
	Frq	%	Frq	%	Frq	%
600	0	0	0	28	23	
651	0	0	0	21	17	
701	0	0	0	24	20	
751	4	3	3	17	14	
801	3	2	2	11	9	
851	2	2	2	13	11	
901	5	4	4	6	5	
951	6	5	5	2	2	
1,001	6	5	5	0	0	
1,051	16	13	13	0	0	
1,101	20	16	16	0	0	
1,151	23	19	19	0	0	
1,201	15	12	12	0	0	
1,251	6	5	5	0	0	
1,301	0	0	0	0	0	
1,351	3	2	2	0	0	
1,401	1	1	1	0	0	
1,451	3	2	2	0	0	
1,501+	9	7	7	0	0	
Total	122		122		122	

Exhibit 5.2

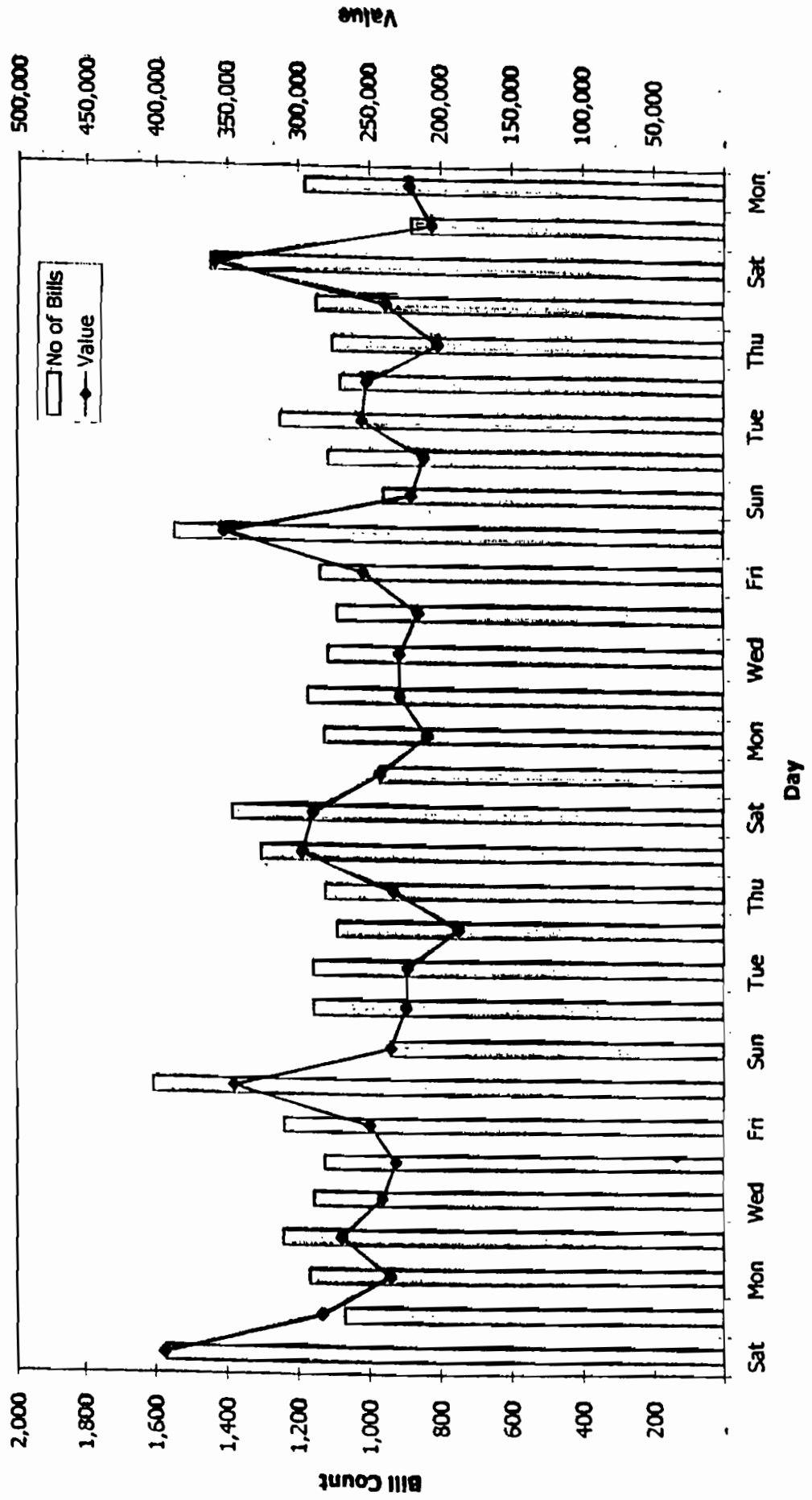
Value Distribution across Days						
Value Range	Mt. Road		No. of Days		Annanagar	
	Frq	%	Frq	%	Frq	%
80,000	0	0	0	0	1	1
100,001	0	0	0	0	16	13
120,001	0	0	0	0	12	10
140,001	0	0	0	0	27	22
160,001	2	2	2	2	19	16
180,001	7	7	6	6	17	14
200,001	25	25	20	20	9	7
220,001	27	27	22	22	6	5
240,001	27	27	22	22	9	7
260,001	7	7	6	6	2	2
280,001	5	5	4	4	4	3
300,001	5	5	4	4	0	0
320,001	3	3	2	2	0	0
340,001	7	7	6	6	0	0
360,001	2	2	2	2	0	0
380,001	3	3	2	2	0	0
400,000+	2	2	2	2	0	0
Total	122				122	

Exhibit 5.3

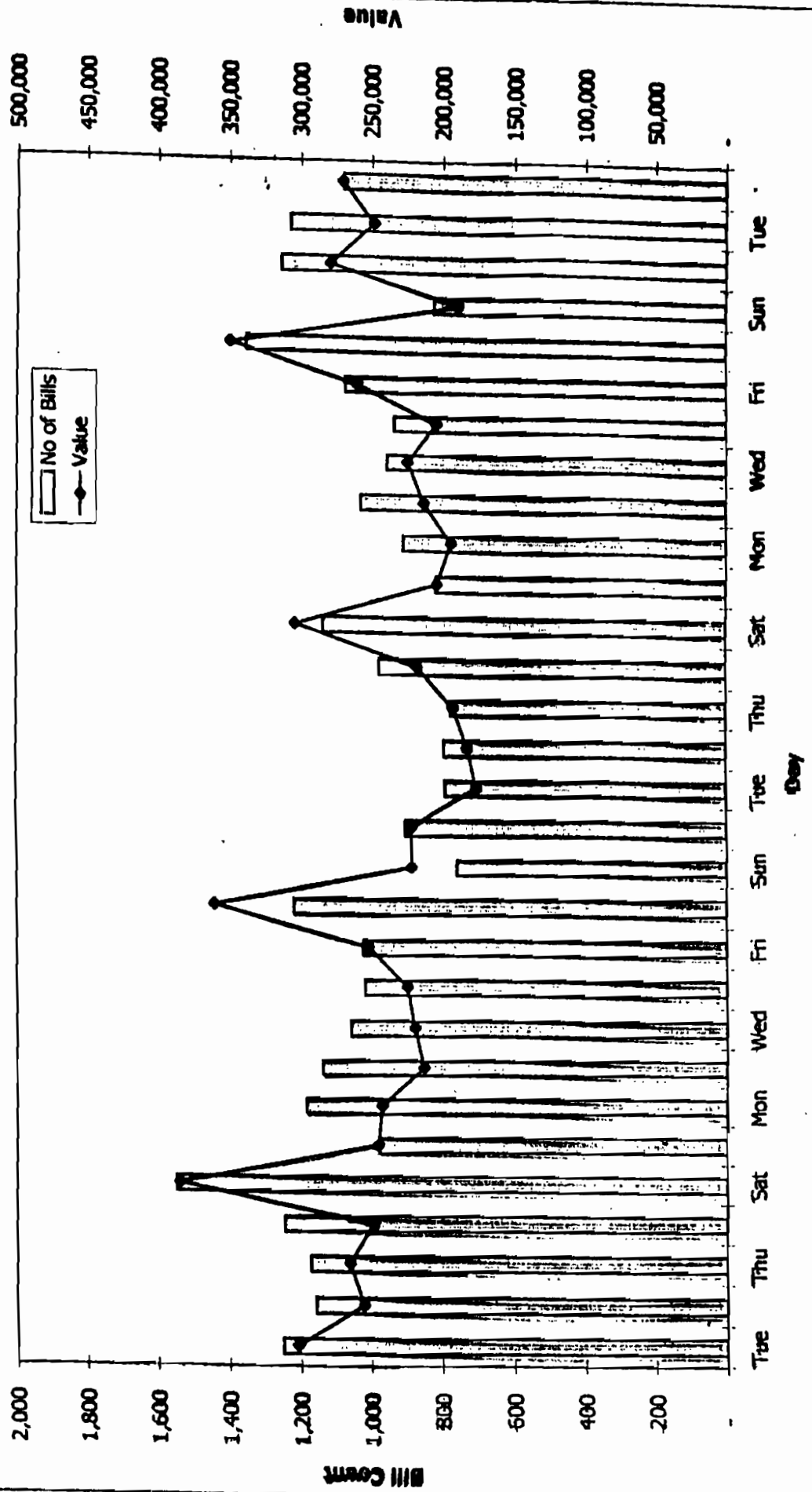
Distribution of Bill Value across Bill Count					
Value Range (Rs)		Total (Bill Count)			
		Frg	%	Cum.	% Cum
0.01	10	2,652	7.54	2,652	7.54
10.01	20	3,447	9.80	6,099	17.35
20.01	30	2,405	6.84	8,504	24.19
30.01	40	2,422	6.89	10,926	31.08
40.01	50	2,124	6.04	13,050	37.12
50.01	60	1,453	4.13	14,503	41.25
60.01	70	1,245	3.54	15,748	44.79
70.01	80	1,246	3.54	16,994	48.34
80.01	90	1,127	3.21	18,121	51.54
90.01	100	1,191	3.39	19,312	54.93
100.01	110	776	2.21	20,088	57.14
110.01	120	723	2.06	20,811	59.20
120.01	130	695	1.98	21,506	61.17
130.01	140	643	1.83	22,149	63.00
140.01	150	627	1.78	22,776	64.79
150.01	160	589	1.68	23,365	66.46
160.01	170	484	1.38	23,849	67.84
170.01	180	494	1.41	24,343	69.24
180.01	190	550	1.56	24,893	70.81
190.01	200	390	1.11	25,283	71.92
200.01	250	1,672	4.76	26,955	76.67
250.01	300	1,484	4.22	28,439	80.89
300.01	350	1,042	2.96	29,481	83.86
350.01	400	924	2.63	30,405	86.49
400.01	450	646	1.84	31,051	88.32
450.01	500	516	1.47	31,567	89.79
500.01	550	471	1.34	32,038	91.13
550.01	600	371	1.06	32,409	92.19
600.01	650	278	0.79	32,687	92.98
650.01	700	288	0.82	32,975	93.80
700.01	750	222	0.63	33,197	94.43
750.01	800	183	0.52	33,380	94.95
800.01	850	149	0.42	33,529	95.37
850.01	900	151	0.43	33,680	95.80
900.01	950	163	0.46	33,843	96.27
950.01	1,000	129	0.37	33,972	96.63
1,000.01	1,500	618	1.76	34,590	98.39
1,500.01	2,000	275	0.78	34,865	99.17
2,000.01	2,500	111	0.32	34,976	99.49
2,500.01	3,000	65	0.18	35,041	99.67
3,000.01	3,500	30	0.09	35,071	99.76
3,500.01	4,000	19	0.05	35,090	99.81
4,000.01	4,500	7	0.02	35,097	99.83
4,500.01	5,000	4	0.01	35,101	99.84
5,000.01	5,500	9	0.03	35,110	99.87
5,500.01	6,000	2	0.01	35,112	99.87
6,000.01	6,500	3	0.01	35,115	99.88
6,500.01	7,000	0	0.00	35,115	99.88
7,000.01	7,500	1	0.00	35,116	99.89
7,500.01	8,000	3	0.01	35,119	99.89
8,000.01	8,500	2	0.01	35,121	99.90
8,500.01	9,000	1	0.00	35,122	99.90
9,000.01	9,500	0	0.00	35,122	99.90
9,500.01	10,000	0	0.00	35,122	99.90
10000+		34	0.10	35,156	100.00
Total		35,156			

Quantity Distribution across Bill Count										
Qty	Weekday	%	Saturday	%	Sunday	%	Total	%	Cum.	% Cum
1	25,576	27	6,467	24	4,363	24	36,406	26	36,406	26
2	15,091	16	3,809	14	2,558	14	21,458	15	57,864	41
3	9,563	10	2,430	9	1,676	9	13,669	10	71,533	51
4	7,058	7	1,960	7	1,313	7	10,331	7	81,864	58
5	5,331	6	1,533	6	968	5	7,832	6	89,696	64
6	4,210	4	1,209	5	788	4	6,207	4	95,903	68
7	3,367	4	978	4	640	3	4,985	4	100,888	72
8	2,862	3	866	3	534	3	4,262	3	105,150	75
9	2,325	2	670	3	517	3	3,512	2	108,662	77
10	2,117	2	683	3	475	3	3,275	2	111,937	79
11	1,804	2	516	2	343	2	2,553	2	114,600	81
12	1,699	2	521	2	369	2	2,589	2	117,189	83
13	1,419	1	486	2	300	2	2,205	2	119,394	85
14	1,240	1	414	2	287	2	1,941	1	121,335	86
15	1,142	1	337	1	241	1	1,720	1	123,055	87
16-20	4,044	4	1,353	5	935	5	6,332	4	129,387	92
21-25	2,436	3	764	3	621	3	3,821	3	133,208	94
26-30	1,423	1	496	2	388	2	2,307	2	135,515	96
31-35	921	1	327	1	249	1	1,497	1	137,012	97
36-40	660	1	211	1	207	1	1,078	1	138,090	98
41-45	454	0	163	1	147	1	764	1	138,854	98
46-50	308	0	108	0	106	1	522	0	139,376	99
51-55	220	0	91	0	77	0	388	0	139,764	99
56-60	174	0	53	0	58	0	285	0	140,049	99
61-65	107	0	38	0	34	0	179	0	140,228	99
66-70	96	0	33	0	30	0	159	0	140,387	100
71-75	78	0	39	0	26	0	143	0	140,530	100
76-80	53	0	16	0	22	0	91	0	140,621	100
81-85	50	0	17	0	14	0	81	0	140,702	100
86-90	46	0	10	0	13	0	69	0	140,771	100
91-95	39	0	11	0	8	0	58	0	140,829	100
96-100	26	0	9	0	6	0	41	0	140,870	100
101-200	109	0	37	0	19	0	165	0	141,035	100
200+	11	0	4	0	0	0	15	0	141,050	100
Total	96,059	68	26,659	19	18,332	13	141,050			

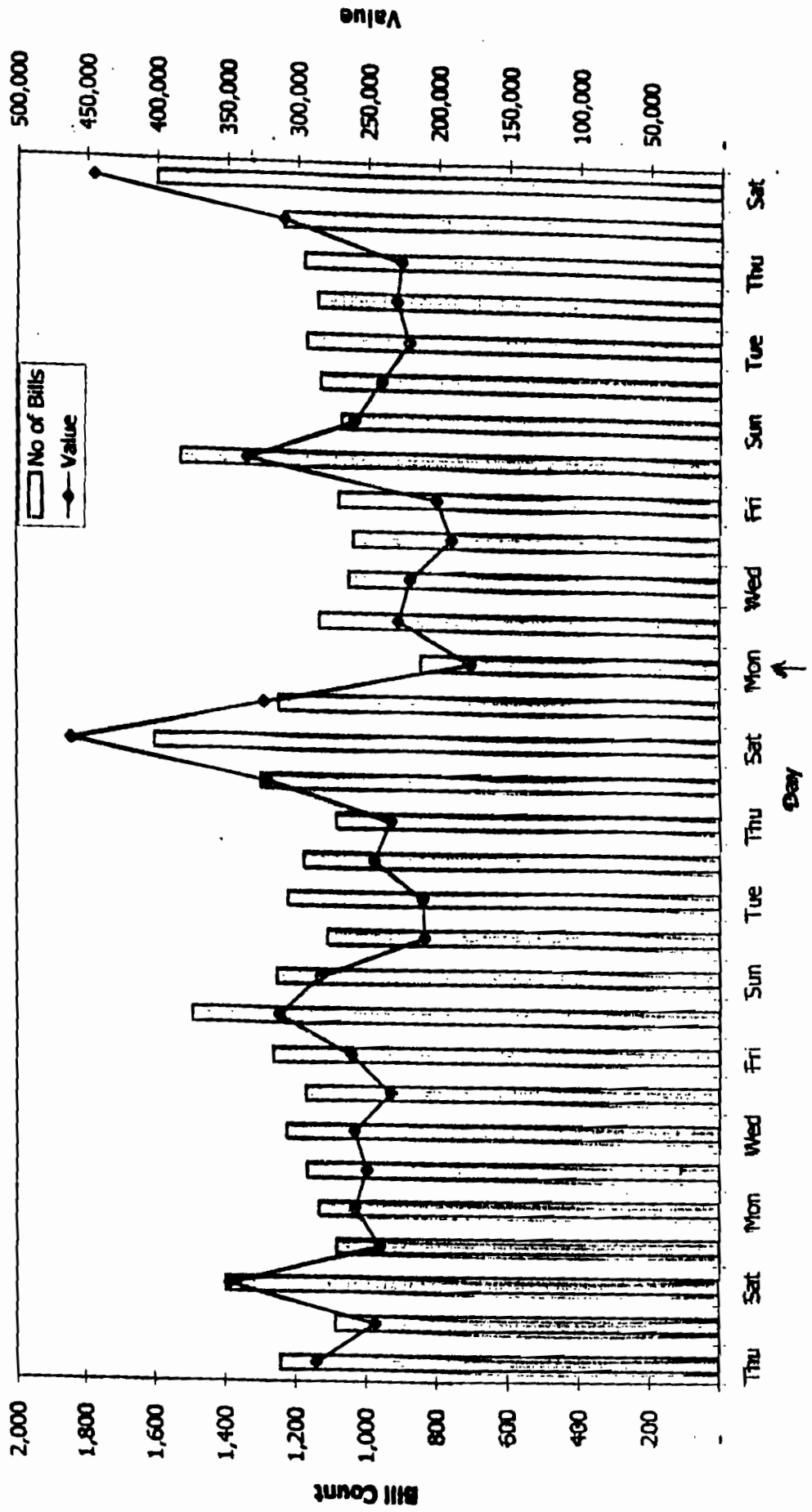
Mount Road: August 1996



Mount Road: September 1998

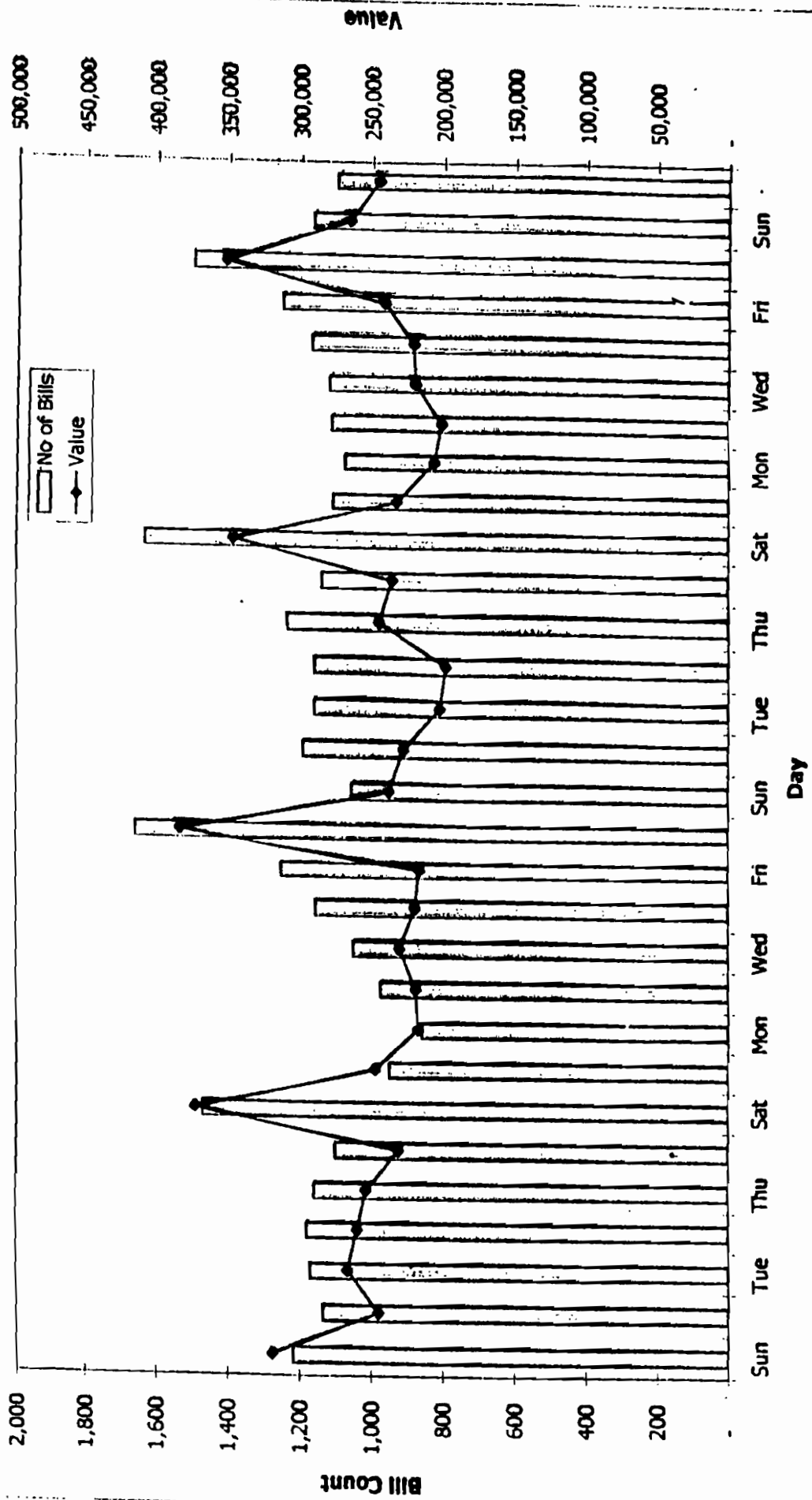


Mount Road: October 1998

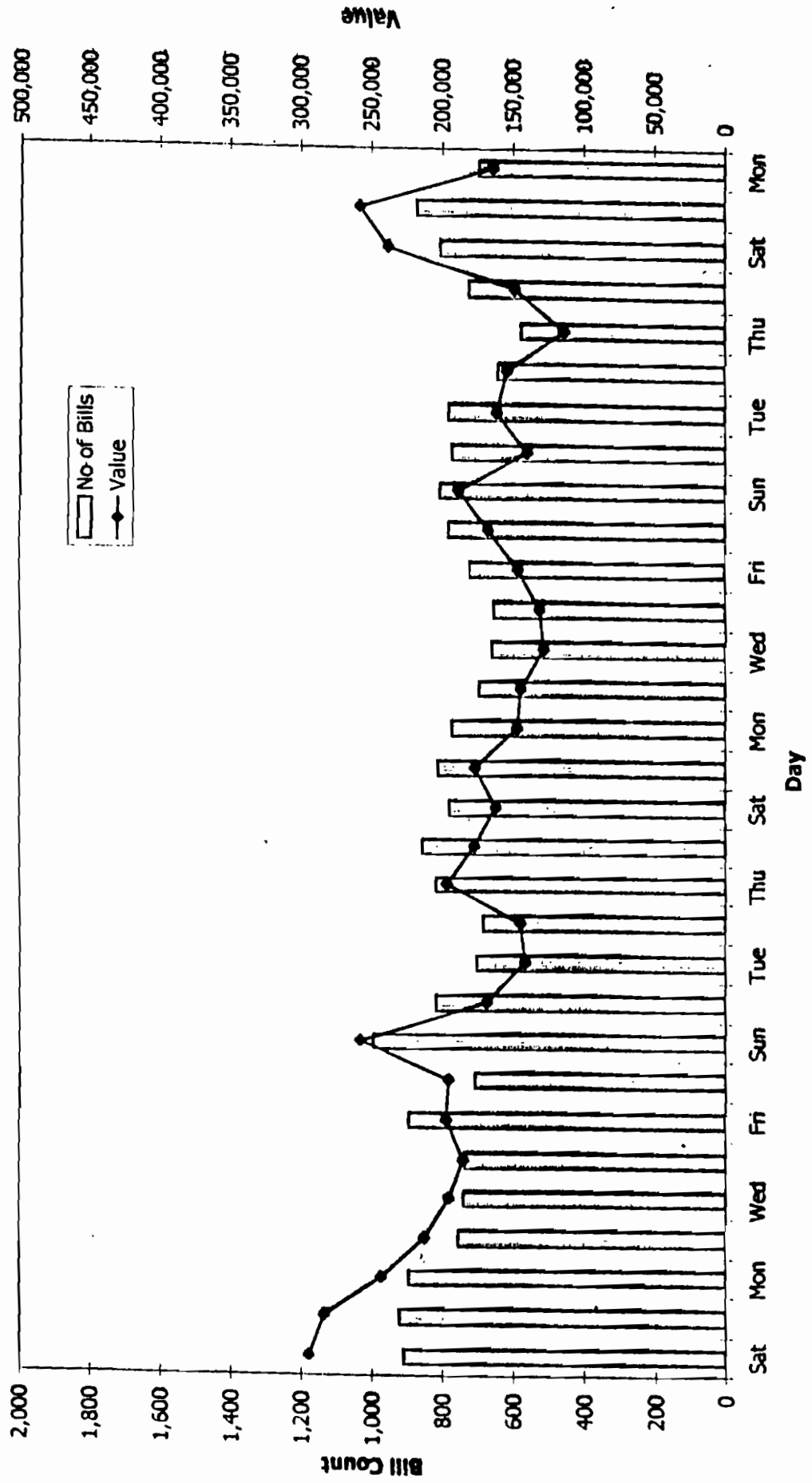


Diwali Oct. 19

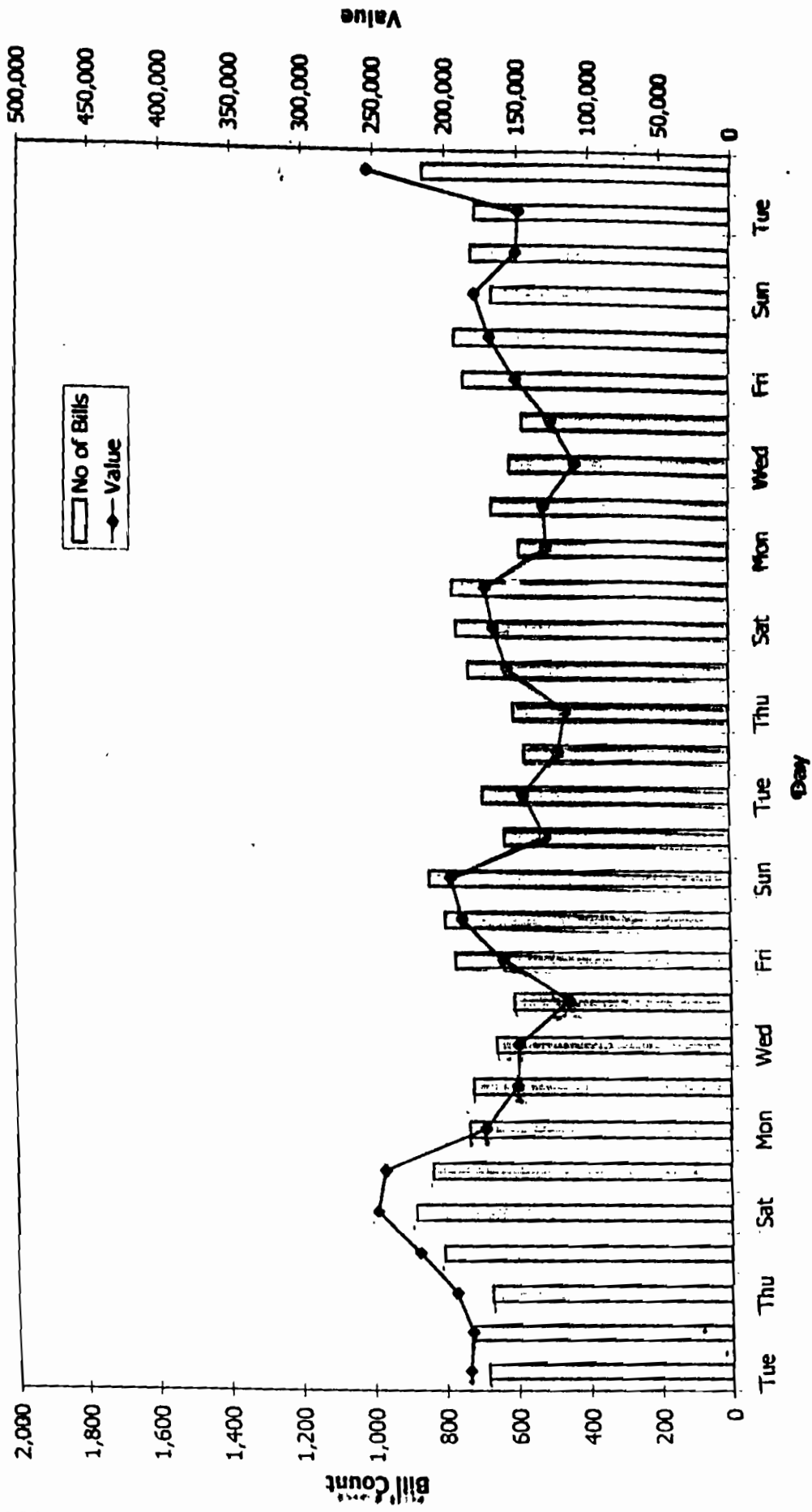
Mount Road: November 1998



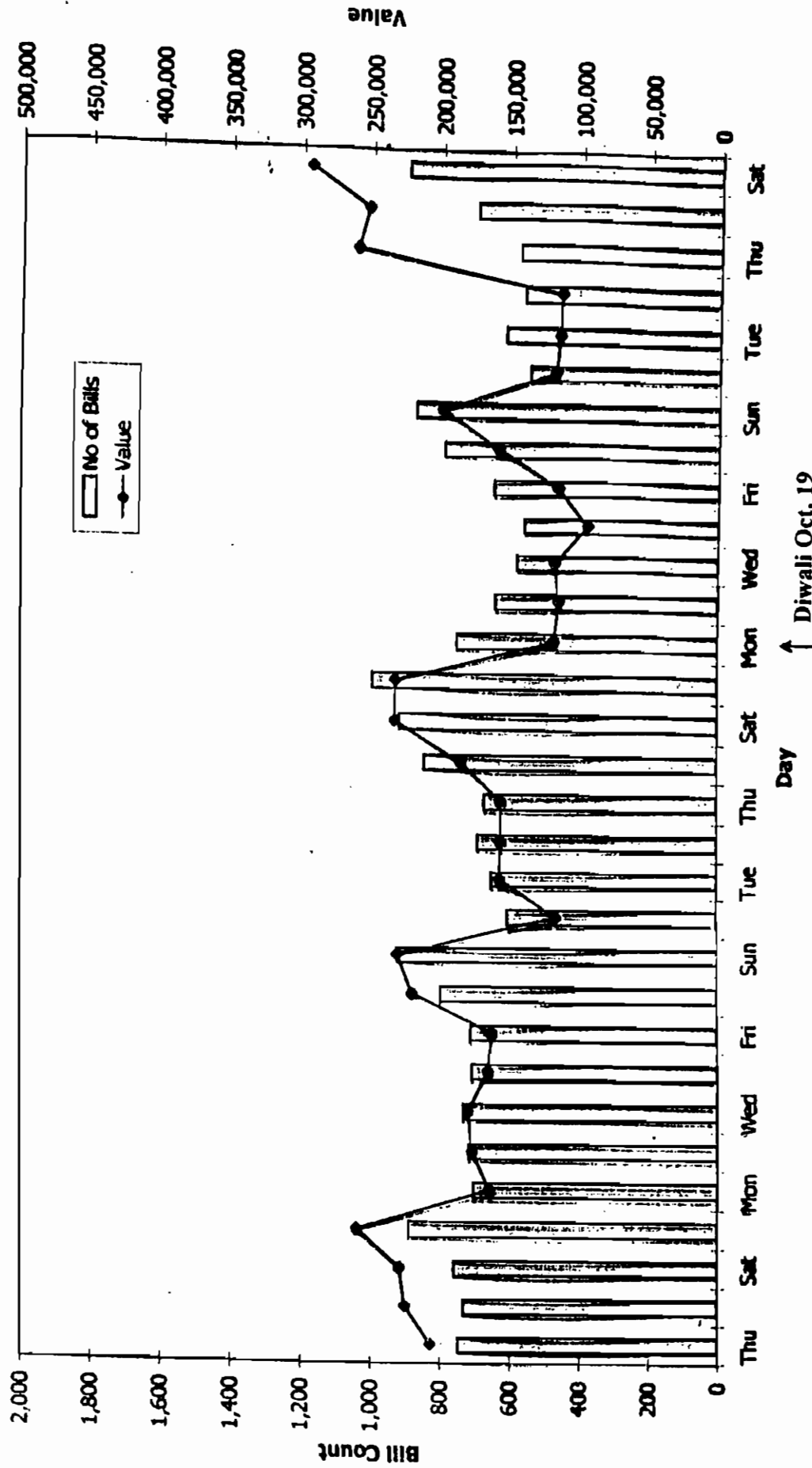
Annanagar: August 1998



Amnagar: September 1998



Annanagar: October 1998



Annanagar: November 1998

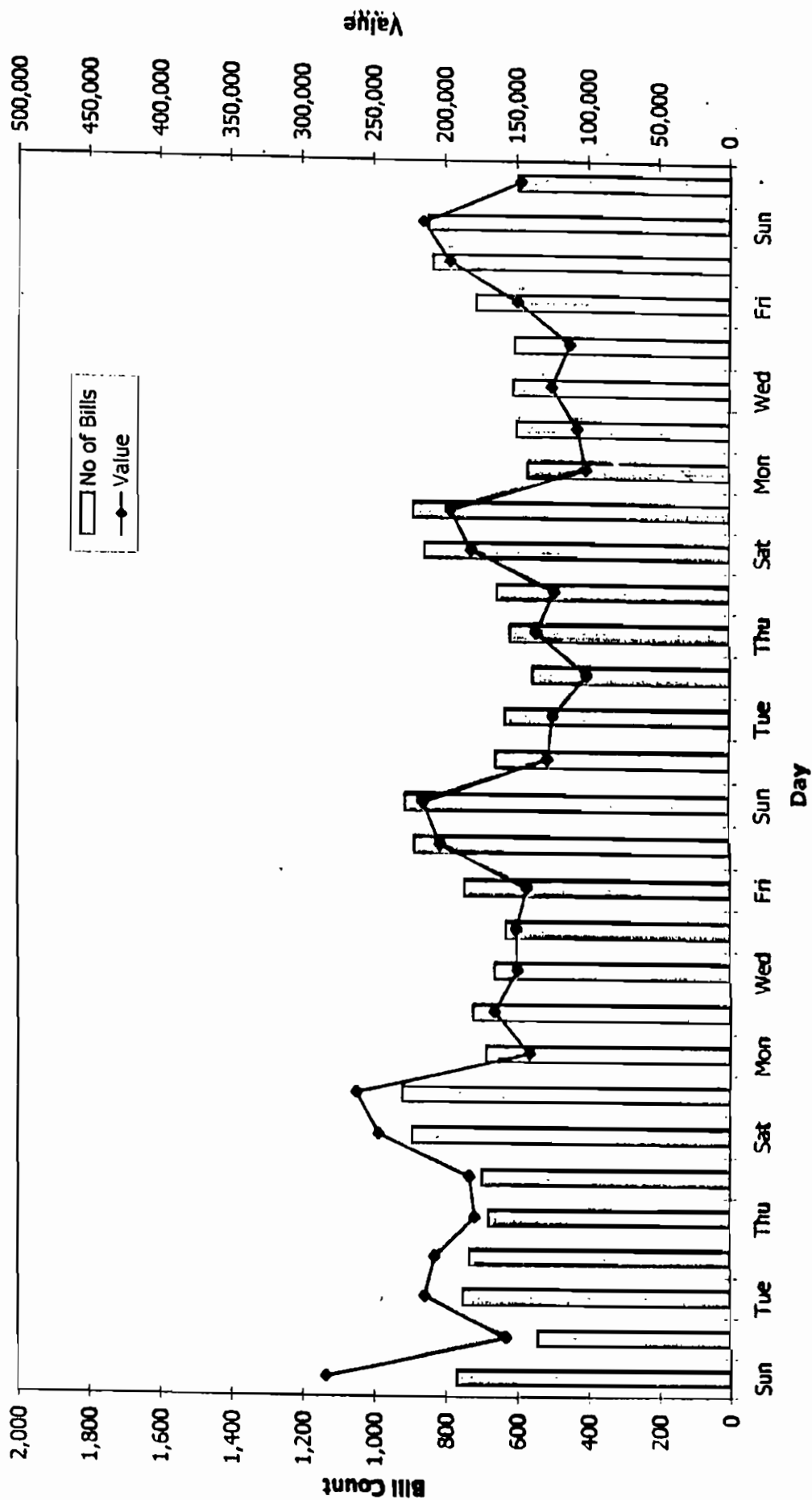


Exhibit 5.13

Mount Road: Monthly Aggregates						
Months	Aug-98	Sep-98	Oct-98	Nov-98	Totals	Average
Bill Count	36,576	31,563	37,458	35,479	141,076	35,269
Product/SKU	199,797	190,437	199,741	194,556	784,531	196,133
Qtysum	264,626	253,610	270,976	260,019	1,049,231	262,308
Value	7,815,106	7,361,888	8,242,859	7,554,947	30,974,800	7,743,700
Value per bill	213.67	233.24	220.06	212.94	219.56	
	SD	22.98	24.94	26.77	24.88	26.29
Value per SKU	39.12	38.66	41.27	38.83	39.48	
Value per # qty	29.53	29.03	30.42	29.06	29.52	
SKU per bill	5.46	6.03	5.33	5.48	5.56	
# qty per bill	7.23	8.04	7.23	7.33	7.44	
	SD	0.88	0.92	0.81	0.98	0.96
# qty per SKU	1.32	1.33	1.36	1.34	1.34	

Exhibit 5.14

Annanagar: Monthly Aggregates						
Months	Aug-98	Sep-98	Oct-98	Nov-98	Total	Average
Bill Count	23,994	21,388	22,522	21,452	89,356	22,339
Product/SKU	194,898	168,272	171,959	166,895	702,024	175,506
Qtysum	243,316	210,621	214,003	207,860	875,800	218,950
Value	5,676,915	4,927,345	5,530,334	5,050,176	21,184,770	5,296,193
Value per bill	236.60	230.38	245.55	235.42	237.08	
	SD	38.08	59.77	42.42	44.82	
Value per SKU	29.13	29.28	32.16	30.26	30.18	
Value per # qty	23.33	23.39	25.84	24.30	24.19	
SKU per bill	8.12	7.87	7.64	7.78	7.86	
# qty per bill	10.14	9.85	9.50	9.69	9.80	
	SD	1.42	1.55	1.22	1.37	
# qty per SKU	1.25	1.25	1.24	1.25	1.25	

Mount Road: Aggregates					
	Across 4 months	Weekdays	Saturdays	Sundays	
No. of days	122	86	18	18	
Bcount					
Total	141,076	96,077	26,663	18,336	
SD	184.93	112.35	137.49	143.97	
Mean	1,156	1,117	1,481	1,019	
Product/SKU count					
Total	784,531	505,745	158,682	120,104	
SD	1,263.71	720.54	720.69	795.26	
Mean	6,431	5,881	8,816	6,672	
Qtysum					
Total	1,049,231	679,342	212,426	157,463	
SD	1,677.97	937.55	994.99	1,130.08	
Mean	8,600	7,899	11,801	8,748	
Total	30,974,800	20,036,653	6,487,700	4,450,447	
SD	54,811.21	28,352.32	42,132.85	35,551.57	
Mean	253,892	232,984	360,428	247,247	
SKU per day	6,430.58	5,880.76	8,815.67	6,672.44	
SKU per bill	5.56	5.26	5.95	6.55	
#qty per day	8,600.25	7,899.33	11,801.42	8,747.94	
#qty per bill	7.44	6.88	7.73	8.31	
#qty per SKU	1.34	1.34	1.34	1.31	
Value per day	253,891.80	232,984.34	360,427.77	247,247.06	
Value per bill	219.56	208.55	243.32	242.72	
Value per SKU	39.48	39.62	40.88	37.05	
Value per #qty	29.52	29.49	30.54	28.26	

Annanagar: Aggregates						
	4 months	Weekdays	Saturdays	Sundays		
No. of days	122	86	18	18		
Total	89,356	59,029	14,808	15,519		
SD	105.80	80.49	60.22	78.61		
Mean	732	686	823	862		
Total	702,024	441,276	124,880	135,868		
SD	1,447.56	1,061.48	1,118.34	1,045.96		
Mean	5,754	5,131	6,938	7,548		
Total	875,800	552,984	156,218	166,598		
SD	1,755.79	1,310.77	1,344.34	1,279.68		
Mean	7,179	6,430	8,679	9,255		
Total	21,184,770	13,352,972	3,787,581	4,044,217		
SD	47,147.58	36,789.98	41,548.37	36,092.64		
Mean	173,646	155,267	210,421	224,679		
Value	5,754.30	5,131.12	6,937.78	7,548.22		
SKU per day	7.86	7.48	8.43	8.75		
#qty per bill	7,178.69	6,430.05	8,678.78	9,255.44		
#qty per day	9.80	9.37	10.55	10.74		
#qty per SKU	1.25	1.25	1.25	1.23		
Value per day	173,645.66	155,267.12	210,421.15	224,678.73		
Value per bill	237.08	226.21	255.78	260.60		
Value per SKU	30.18	30.26	30.33	29.77		
Value per #qty	24.19	24.15	24.25	24.28		

Annanagar: Aggregates									
	4 months	Weekdays		Saturdays		Sundays		Rest	
		First+Last	Rest	First+Last	Rest	First+Last	Rest		
No. of days	122	86	8	10	8	10	8	10	
Total	89,356	59,029	6,742	8,066	6,664	8,066	6,664	8,855	
SD	105.80	80.49	56.32	58.39	75.61	58.39	75.61	72.96	
Mean	732	686	843	807	833	807	833	886	
Total	702,024	441,276	62,021	62,859	63,184	62,859	63,184	72,684	
SD	1,447.56	1,061.48	1,145.06	496.17	1,027.20	496.17	1,027.20	974.15	
Mean	5,754	5,131	7,753	6,286	7,898	6,286	7,898	7,268	
Total	875,800	552,984	77,391	78,827	77,809	78,827	77,809	88,789	
SD	1,755.79	1,310.77	1,292.29	700.79	1,261.99	700.79	1,261.99	1,163.85	
Mean	7,179	6,430	9,674	7,883	9,726	7,883	9,726	8,879	
Total	21,184,770	13,352,972	1,914,053	1,873,528	1,919,556	1,873,528	1,919,556	2,124,661	
SD	47,147.58	36,789.98	40,792.27	24,056.90	36,535.76	24,056.90	36,535.76	30,681.41	
Mean	173,646	155,267	239,257	187,353	239,944	187,353	239,944	212,466	
SKU per day	5,754.30	5,131.12	7,752.63	6,285.90	7,898.00	6,285.90	7,898.00	7,268.40	
SKU per bill	7.86	7.48	9.20	7.79	9.48	7.79	9.48	8.21	
#qty per day	7,178.69	6,430.05	9,673.88	7,882.70	9,726.13	7,882.70	9,726.13	8,878.90	
#qty per bill	9.80	9.37	11.48	9.77	11.68	9.77	11.68	10.03	
#qty per SKU	1.25	1.25	1.25	1.25	1.23	1.25	1.23	1.22	
Value per day	173,645.66	155,267.12	239,256.63	187,352.76	239,944.48	187,352.76	239,944.48	212,466.12	
Value per bill	237.08	226.21	283.90	232.27	288.05	232.27	288.05	239.94	
Value per SKU	30.18	30.26	30.86	29.81	30.38	29.81	30.38	29.23	
Value per #qty	24.19	24.15	24.73	23.77	24.67	23.77	24.67	23.93	

Mount Road: Hourly Aggregates for Sep'98

	Bill Count	%	Value	%	V/Bill
9-10	53	0.2	4,319	0.1	81.5
10-11	794	2.3	116,298	1.6	146.5
11-12	1,825	5.2	361,808	5.0	198.3
12-13	2,897	8.3	599,051	8.4	206.8
13-14	3,197	9.1	684,303	9.5	214.0
14-15	3,289	9.4	593,466	8.3	180.4
15-16	2,512	7.2	483,317	6.7	192.4
16-17	2,821	8.0	549,480	7.7	194.8
17-18	3,309	9.4	625,198	8.7	188.9
18-19	4,152	11.8	831,014	11.6	200.1
19-20	4,644	13.2	969,726	13.5	208.8
20-21	4,101	11.7	962,877	13.4	234.8
21-22	1,486	4.2	379,027	5.3	255.1
22-23	21	0.1	9,766	0.1	465.0
Total	35,101		7,169,650		204.3
per day	1,170		238,988		

Exhibit S.19

Mount Road: Hourly Aggregates for Sep'98

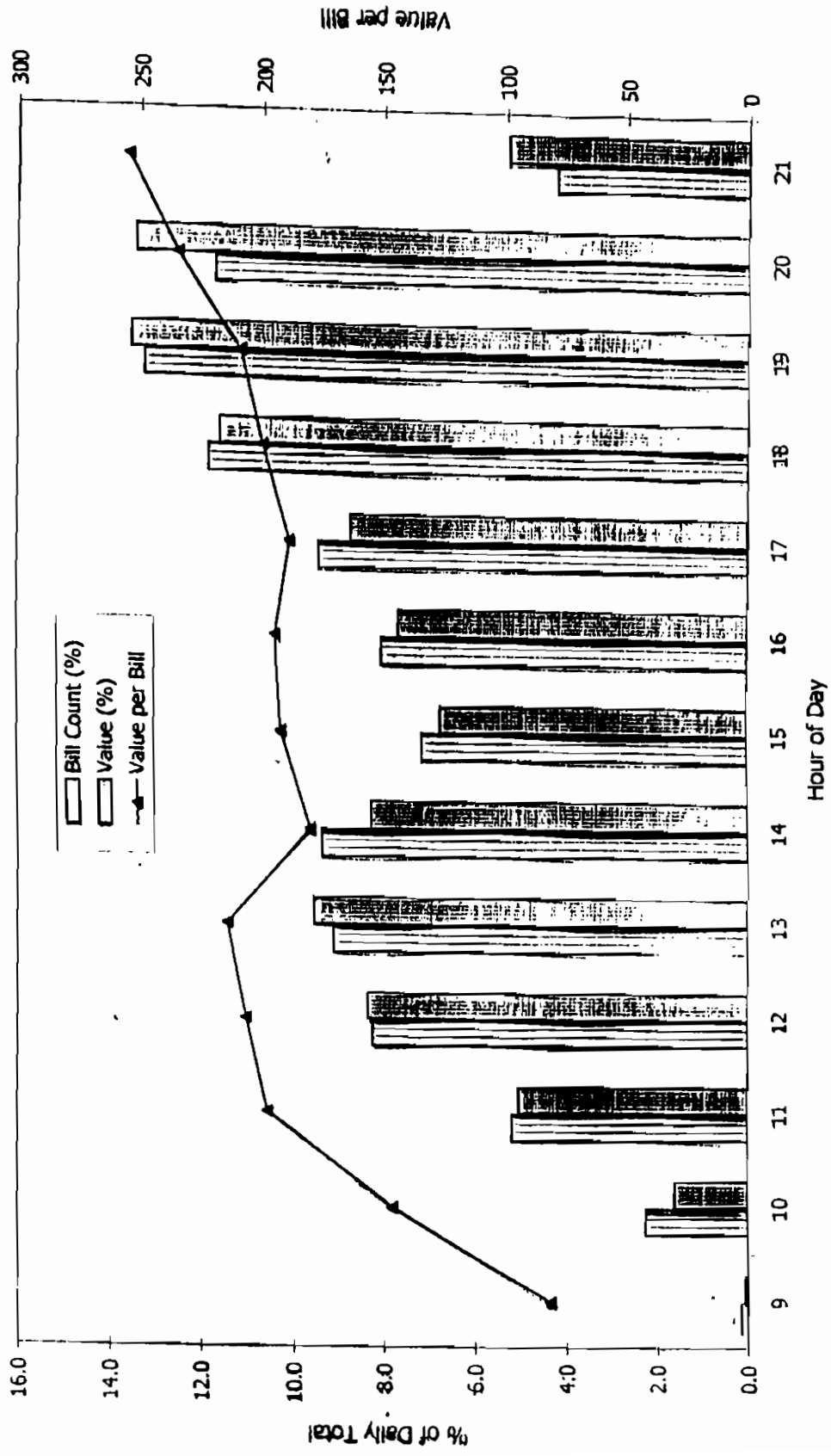


Exhibit 5.20

Mount Road: Hourly Aggregates

Segment	9-12	12-15	15-18	18-21	21-23	Total
Days	22					
Bill Count	1,933	6,827	6,166	9,345	1,085	25,356
%	7.52	26.92	24.32	36.86	4.28	
Mean	88	310	280	425	49	1,153
Value	318,703	1,302,862	1,109,674	1,960,549	263,248	4,955,036
%	6.43	26.29	22.39	39.57	5.31	
Mean	14,487	59,221	50,440	89,116	11,966	225,229
Value/Bill	164.87	190.84	179.97	209.80	242.62	195.42
Days	4					
Bill Count	437	1,551	1,524	2,128	287	5,927
%	7.37	26.17	25.71	35.90	4.84	
Mean	109	388	381	532	72	1,482
Value	87,043	333,872	352,429	499,664	92,164	1,365,172
%	6.38	24.46	25.82	36.60	6.75	
Mean	21,761	83,468	88,107	124,916	23,041	341,293
Value/Bill	199.18	215.26	231.25	234.80	321.13	230.33
Days	4					
Bill Count	302	1,005	952	1,424	135	3,818
%	7.91	26.32	24.93	37.30	3.54	
Mean	76	251	238	356	34	955
Value	76,680	240,086	195,891	303,404	33,381	849,442
%	9.03	28.26	23.06	35.72	3.93	
Mean	19,170	60,022	48,973	75,851	8,345	212,361
Value/Bill	253.91	238.89	205.77	213.06	247.27	222.48
Days	30					
Bill Count	2,672	9,383	8,642	12,897	1,507	35,101
%	7.61	26.73	24.62	36.74	4.29	
Mean	89	313	288	430	50	1,170
Value	462,426	1,676,620	1,657,994	2,763,617	388,793	7,169,650
%	6.73	26.18	23.13	38.55	5.42	
Mean	16,081	62,561	55,266	92,121	12,960	238,988
Value/Bill	180.55	200.02	191.85	214.28	257.99	204.26

Exhibit 5.21

Mount Road Store (Aug '98 to Nov '98)

Sundrop Oil 1 Lt Pouch - Top 20 Product Cluster by Value									
Sr No.	Code	Product Name	Product Count	% of Total	Value	%	Qtysum	%	
			Bill Count						
1	145091	SUNDROP OIL 1 LTS POUCH	1,161	103.57	117,118	10.20	1,873	4.41	
2	110001	VEGETABLES	3,767	336.04	44,539	3.88	5,467	12.87	
3	110002	FRUITS	1,051	93.76	27,423	2.39	1,135	2.67	
4	100152	PONNI RAW RICE PREMIUM 20 KGS	72	6.42	24,440	2.13	77	0.18	
5	994301	BREAD & BUNS	493	43.98	17,262	1.50	605	1.42	
6	100112	SUGAR 1 KG	291	25.96	8,451	0.74	498	1.17	
7	101117	TOOR DHAL PREMIUM 1KG.	151	13.47	8,249	0.72	179	0.41	
8	145116	IDHAYAM GINGELLY OIL 1 LTR	86	7.67	7,162	0.62	105	0.25	
9	101116	TOOR DHAL PREMIUM 2 KGS	64	5.71	6,122	0.53	67	0.16	
10	160100	PEPPER 100 GMS	145	12.93	5,655	0.49	174	0.41	
11	194076	CADBURY'S BOURNVITA REFILL 500 GMS	46	4.10	4,779	0.42	62	0.15	
12	601001	ROYAL CHALLENGE WHISKY 1000ML	12	1.07	4,758	0.41	13	0.03	
13	101125	URED DHAL WHITE WHOLE 1 KG	124	11.06	4,554	0.40	150	0.35	
14	171151	AAVIN COOKING BUTTER 500 GMS	69	6.16	4,515	0.39	82	0.19	
15	601015	VINTAGE PREMIUM WHISKY 750ML	13	1.16	4,116	0.36	14	0.03	
16	222005	ALL OUT LIQUID REFILL	49	4.37	3,897	0.34	66	0.16	
17	171142	FOODWORLD PANNEER 200GMS	120	10.70	3,784	0.33	172	0.41	
18	320094	MILTON RANGER 3	2	0.18	3,636	0.32	12	0.03	
19	190084	NESCAFE SUNRISE PREMIUM INST 200GM	24	2.14	3,436	0.30	28	0.07	
20	220197	SURF EXCEL MATIC 500GMS	35	3.12	3,430	0.30	49	0.12	
		Top 20 products by value			307,326	26.77	10,824	25.49	
		Total for 3347 products			1,148,087		42,464		

Mount Road Store (Aug '98 to Nov '98)

Nestle Charge 40 gms - Top 20 Product Cluster									
Sr No	PRODUCT NAME	Product Count	% of Total	Bill Count	Value	%	Qtysum	%	
1	110001 VEGETABLES	5,747	191.63	191.63	67,285	3.78	8,460	12.22	
2	110002 FRUITS	2,069	68.99	68.99	58,423	3.28	2,249	3.25	
3	500357 NESTLE CHARGE 40 GMS	3,054	101.83	101.83	49,780	2.79	4,978	7.19	
4	994301 BREAD & BUNS	1,231	41.05	41.05	38,108	2.14	1,594	2.30	
5	100152 PONNI RAW RICE PREMIUM 20 KGS	58	1.93	1.93	21,840	1.23	67	0.10	
6	601001 ROYAL CHALLENGE WHISKY 1000ML	33	1.10	1.10	18,666	1.05	51	0.07	
7	601015 VINTAGE PREMIUM WHISKY 750ML	25	0.83	0.83	9,702	0.54	33	0.05	
8	192004 COCOCOLA CONTAINER 1.5LTRS	159	5.30	5.30	8,352	0.47	212	0.31	
9	173108 SUMERU PEELED PRAWNS JUMBO	9	0.30	0.30	8,205	0.46	50	0.07	
10	121255 CADBURY'S PICNIC 38GM	351	11.70	11.70	7,798	0.44	557	0.80	
11	261000 PET PRODUCTS	26	0.87	0.87	7,784	0.44	29	0.04	
12	606010 KING FISHER BEER	36	1.20	1.20	7,686	0.43	203	0.29	
13	145091 SUNDROP OIL 1 LTS POUCH	69	2.30	2.30	7,457	0.42	119	0.17	
14	184024 SUZANNES B.F.F.	60	2.00	2.00	7,110	0.40	259	0.39	
15	192005 COCO COLA TIN 330ML	182	6.07	6.07	7,021	0.39	401	0.58	
16	145085 FLORA SUNFLOWER OIL 1 LTR POUCH	53	1.77	1.77	6,306	0.35	106	0.15	
17	171142 FOODWORLD PANNEER 200GMS	165	5.50	5.50	6,057	0.34	276	0.40	
18	193022 ONJUS 1LTR	77	2.57	2.57	5,901	0.33	155	0.22	
19	602009 OLD CASK RUM 750ML	26	0.87	0.87	5,890	0.33	31	0.04	
20	500358 CADBURY'S GOLD-44 GMS	289	9.64	9.64	5,835	0.33	389	0.56	
	Total 20 products by value				355,206	19.94	20,229	29.22	
	Total for 3962 products				1,781,314		69,221		

Exhibit 5.23

Snacks, Candy, Chocolates etc

PRODUCT	NAME	Solo	%	With 1 other	%	Total
300357	NESTLE CHARGE 40 GMS	1491	47	725	23	3166
121304	NESTLE POLO MINT	1589	53	656	22	2969
300358	CADBURY'S GOLD 44 GMS	1383	47	674	23	2924
121255	CADBURY'S PERK 38GM	1142	40	744	26	2845
121260	CADBURY'S PERK 35GMS	1188	43	728	26	2774
121261	CADBURY'S PERK SUPER VALUE PACK 105GMS	0	0	1234	49	2514
121003	ALPENLIEBE MILKY CARAMEL CANDY 35 GMS	815	50	384	24	1627
121314	NESTLE POLO FRESHMINT 25GM	0	0	744	50	1478
121594	NESTLE LION BAR 45GM	0	0	518	37	1400
121258	CADBURY'S PERK 17.5GMS	636	55	273	23	1162
186101	MALTA JIJUIPS 100GMS	468	42	265	24	1104
121600	FOX GLACIER MINTS 100GM POUCH	0	0	268	33	804
121584	CADBURY'S COOGLY 100GMS	0	0	288	38	762
500430	ALLENS SPLASH 65GMS	0	0	264	36	740
20088	NESTLE NUTS 50 GMS	227	38	131	22	591
121274	CADBURY'S CREAMY BAR 105GMS	0	0	286	49	586
121601	FOX TROP. FRUIT/GLACIER FRUITS 100GM PCH	176	35	113	22	506
186102	MALTA ORANGE CANDY 100GMS	155	34	112	25	453
186103	MALTA JEERA CANDY 100GMS	140	32	114	26	436
186111	MALTA GINGER CANDY 50GMS	150	35	105	25	425
121433	TOBLERONE 35G X 3	0	0	196	47	414
121005	ALPENLIEBE POUCH 10'S	166	40	88	21	412
186060	M B PRODUCTS BUTTER BISCUITS 200 GMS	0	0	164	51	320
500081	PARRYS SOFT SPOT 250 GMS	0	0	124	40	310
186084	M B SWEET CRISP 200GMS	0	0	158	59	270
121596	FOX BLACK CURRANT/ORG/STRBRY 250GM TIN	77	31	60	24	210
121434	ALPENLIBE STICK 4'S	87	37	58	25	236
121512	PARRY LACTOKING 500GMS	0	0	100	44	226
121591	AFTER EIGHT 200GM	89	43	37	18	207
121467	PARRY COFFEE BITES 200 GMS	0	0	62	33	190
121130	CADBOURIES ECLAIR CHOCOLATE 100 GRAMS	64	38	46	27	170
121593	QUALITY STREET 240GM	0	0	70	42	166
500090	POLO FRUIT RING 5S	69	45	37	24	152
186085	M B BUTTER BEANS 200GMS	0	0	86	58	148
121283	M B PRODUCT MOGHUL JUJUBEE 100 GRAMS	0	0	72	50	144
121599	FOX GLACIER FRUITS 250GM TIN	45	32	34	24	140
121698	PARRY TRY ME 200GMS	0	0	60	46	130
121515	TOFFO 500GMS	47	40	34	29	118
121597	FOX GLACIER TROPICAL FRUITS 250G	30	26	34	29	117
121514	PARRYS COFFEE BITE 500GMS	0	0	40	36	112
121002	ALPENLIEBE MILK CARAMEL CANDY 500 GMS	36	34	20	19	106
121598	FOX GLACIER MINTS 250GM TIN	27	28	23	24	96
121463	PARRY LACTOKING SWEET 200GRM	0	0	34	39	88
121494	PARRY ANY TIME 500GMS	20	23	22	26	86
121577	PARRY ORANGE CANDY 200 GMS	30	42	16	22	72
121580	PARRY LACTO BON BON 200 GMS	0	0	28	40	70
121508	PARRY CARAMILK 500GMS	25	37	17	25	68
121592	QUALITY STREET 218GM	26	41	11	17	63
186104	MALTA STRONG PEPPERMINT 100GMS	20	33	16	26	61
121498	PARRY PAN MAZA 200 GMS	0	0	20	33	60
121582	PARRY MR. P.NUT 500GMS	18	32	9	16	56

Exhibit 6.1

Top 100 - Value										
Sr No.	Pcode	Product Name	Product Count	%	% of Total Bill Count	Qtysum	%	Value	%	
1	110001	VEGETABLES	107,416	13.70	76.14	147,816	14.09	1,176,468	3.80	
2	110002	FRUITS	37,668	4.80	26.70	40,988	3.91	1,100,013	3.55	
3	601001	ROYAL CHALLENGE WHISKY 1000ML	968	0.12	0.69	1,456	0.14	532,896	1.72	
4	994301	BREAD & BUNS	21,026	2.68	14.90	26,471	2.52	519,422	1.68	
5	100152	PONNI RAW RICE PREMIUM 20 KGS	1,213	0.15	0.86	1,441	0.14	458,520	1.48	
6	601015	VINTAGE PREMIUM WHISKY 750ML	593	0.08	0.42	831	0.08	244,314	0.79	
7	261000	PET PRODUCTS	358	0.05	0.25	380	0.04	242,899	0.78	
8	606010	KING FISHER BEER	1,012	0.13	0.72	5,712	0.54	216,852	0.70	
9	602009	OLD CASK RUM 750ML	665	0.08	0.47	927	0.09	176,130	0.57	
10	601037	SEAGRAM'S 100 PAPER SCOTCH WHY 750ML	152	0.02	0.11	193	0.02	156,523	0.51	
11	145085	FLORA SUNFLOWER OIL 1 LTR POUCH	1,134	0.14	0.80	2,424	0.23	145,665	0.47	
12	601036	TEACHERS HIGHLAND 750ML	137	0.02	0.10	158	0.02	143,835	0.46	
13	192004	COCOCOLA CONTAINER 1.5LTRS	2,521	0.32	1.79	3,429	0.33	135,420	0.44	
14	606006	GOLDEN EAGLE BEER DELUXE 650ML	522	0.07	0.37	4,145	0.40	133,376	0.43	
15	194076	CADBURY'S BOURNVITA REFILL 500 GMS	1,143	0.15	0.81	1,727	0.16	132,972	0.43	
16	601025	MCDOWELL NO 1 WHISKY 750ML	489	0.06	0.35	700	0.07	127,492	0.41	
17	602005	OLD MUNK RUM 750ML	571	0.07	0.40	792	0.08	120,385	0.39	
18	145091	SUNDROP OIL 1 LTR POUCH	1,187	0.15	0.84	1,903	0.18	118,984	0.38	
19	100112	SUGAR 1 KG	3,714	0.47	2.63	6,536	0.62	110,856	0.36	
20	192005	GOGO GOLA TIN 330ML	2,928	0.37	2.08	5,910	0.56	102,891	0.33	
21	600088	MCDOWELL NO-1 BRANDY 750ML	397	0.05	0.28	575	0.05	101,230	0.33	
22	600096	OLD SMUGGLER 750ML	114	0.01	0.08	138	0.01	99,588	0.32	
23	601008	ROYAL CHALLENGE WHISKY 375ML	552	0.07	0.35	663	0.06	94,809	0.31	
24	601034	FINDLAYERS FINEST SCOTCH WHISKY 750ML	112	0.01	0.08	135	0.01	94,500	0.31	
25	600097	FINDLAYERS FINEST SCOTCH WHISKY 375 ML	222	0.03	0.16	268	0.03	93,755	0.30	

Exhibit 6.1 (contd..)

Top 100 - Value										
Sr No.	Pcode	Product Name	Product Count	%	% of Total	Qtysum	%	Value	%	
					Bill Count					
26	200045	DOVE SOAP 100 GRAMS	1,254	0.16	0.89	2,068	0.20	93,060	0.30	
27	171142	FOODWORLD PANNEER 200GMS	2,603	0.33	1.85	3,913	0.37	85,976	0.28	
28	193022	IONJUS 1LTR	1,287	0.16	0.91	2,199	0.21	84,040	0.27	
29	600009	MCDOWELL NO-1 BRANDY 375ML	824	0.11	0.58	924	0.09	83,160	0.27	
30	600010	B NEPOLION BRANDY 750ML	280	0.04	0.20	358	0.03	81,622	0.26	
31	171151	AAVIN COOKING BUTTER 500 GMS	1,202	0.15	0.85	1,446	0.14	79,975	0.26	
32	601035	PASSPORT SCOTCH 750ML	73	0.01	0.05	84	0.01	76,188	0.25	
33	601012	MCDOWELL NO-1 WHISKY 375ML	670	0.09	0.47	797	0.08	73,322	0.24	
34	171159	AAVIN TETRAPACK MILK 1000 ML	1,367	0.17	0.97	3,067	0.29	70,216	0.23	
35	192003	FANTA PET BOTTLE 1.5 LTRS	1,447	0.18	1.03	1,771	0.17	70,004	0.23	
36	602010	OLD CASK RUM 375ML	612	0.08	0.43	705	0.07	67,680	0.22	
37	601017	BAGPIPER WHISKY 750ML	272	0.03	0.19	371	0.04	67,522	0.22	
38	121255	CADBURY'S PICNIC 38GM	2,845	0.36	2.02	4,785	0.46	66,990	0.22	
39	173108	SUMERU PEASED PRAWNS JUMBO	204	0.03	0.14	404	0.04	64,785	0.21	
40	201391	PONNI BOILED RICE 10KG	325	0.04	0.23	405	0.04	64,750	0.21	
41	500358	CADBURY'S GOLD 44 GMS	2,924	0.37	2.07	4,256	0.41	63,840	0.21	
42	101117	TOOR DHAL PREMIUM 1KG.	1,180	0.15	0.84	1,345	0.13	63,461	0.20	
43	601016	VINTAGE PREMIUM WHISKY 375ML	367	0.05	0.26	421	0.04	63,150	0.20	
44	606009	KALYANI BEER	507	0.06	0.36	1,750	0.17	63,015	0.20	
45	601019	BAGPIPER GOLD WHISKY 750ML	207	0.03	0.15	278	0.03	62,831	0.20	
46	601013	MCDOWELL PREMIUM WHISKY 750ML	169	0.02	0.12	227	0.02	62,218	0.20	
47	606011	MARCOBOLO BEER 650ML	305	0.04	0.22	2,006	0.19	62,210	0.20	
48	601005	WHYTE & MACKAY 15 YRS 750 ML	391	0.05	0.03	41	0.00	59,409	0.19	
49	600015	V S O P EXSHAW BRANDY 750ML	163	0.02	0.12	213	0.02	58,964	0.19	
50	601038	WHYTE & MACKAY 5PL. RESERVE 750 ML	55	0.01	0.04	67	0.01	57,955	0.19	

Exhibit 6.1 (contd..)

Top 100 - Value										
Sr No.	Pcode	Product Name	Product Count	%	% of Total	Qtysum	%	Value	%	
					Bill Count					
51	186028	K S SNACKS POTATO CHIPS 100 GMS	3,792	0.48	2.69	4,381	0.42	57,844	0.19	
52	186037	K S SNACKS SAVOURIES 200 GMS	2,987	0.38	2.12	3,306	0.32	57,555	0.19	
53	145094	SUNDRUP SUPER REFINED SUNFLOWER OIL 5LTR	167	0.02	0.12	177	0.02	57,338	0.19	
54	103155	ANNAPOORNA ATTA 5KG.	633	0.08	0.45	886	0.08	56,058	0.18	
55	500441	ARIEL COMPACT 1KG CANISTER DETR POWDER	415	0.05	0.29	441	0.04	55,465	0.18	
56	186401	STS SPECIAL THAITAI 200GMS	2,383	0.30	1.69	2,920	0.28	55,415	0.18	
57	222005	ALL OUT LIQUID REFILL	689	0.09	0.49	923	0.09	55,278	0.18	
58	121261	CADBURY'S PERK SUPER VALUE PACK 105GMS	1,255	0.16	0.89	1,738	0.17	53,691	0.17	
59	606007	BLACK KNIGHT BEER 650ML	583	0.07	0.41	1,595	0.15	52,644	0.17	
60	604005	R. M VODKA 750ML	235	0.03	0.17	288	0.03	52,128	0.17	
61	320382	DO ALL VEG CUTTER	76	0.01	0.05	79	0.01	51,740	0.17	
62	600012	MCDOWELL NO 1 BRANDY 180ML	988	0.13	0.70	1,140	0.11	51,305	0.17	
63	164084	F.W. CASHEW NUTS ROASTED 100 GMS	912	0.12	0.65	1,219	0.12	51,267	0.17	
64	500357	NESTLE CHARGE 40 GMS	3,166	0.40	2.24	5,100	0.49	51,000	0.16	
65	601022	V.S.O.P. EXSHAW BRANDY 375 ML	292	0.04	0.21	355	0.03	50,795	0.16	
66	121287	NESTLE KIT KAT 100GMS	878	0.11	0.62	1,274	0.12	50,734	0.16	
67	121260	CADBURY'S PERK 35GMS	2,774	0.35	1.97	4,194	0.40	49,962	0.16	
68	606005	GOLDEN EAGLE BEER 650ML	281	0.04	0.20	1,606	0.15	49,900	0.16	
69	600011	NAPOLEAN BRANDY 375ML	371	0.05	0.26	426	0.04	45,416	0.16	
70	192006	FANTA TIN 330ML	1,789	0.23	1.27	2,776	0.26	47,007	0.15	
71	20188	SUNGOLD SUNFLOWER OIL 1KG POUCH	416	0.05	0.29	856	0.08	47,436	0.15	
72	601018	BAGPIPER WHISKY 375ML	363	0.05	0.26	502	0.05	47,230	0.15	
73	203104	LAKME ULTRA CREAME LIPSTICK	597	0.08	0.42	755	0.07	47,226	0.15	
74	160160	BADAM 100 GMS	506	0.08	0.43	839	0.08	46,883	0.15	
75	393086	OLYMPUS IRONING BOARD	31	0.00	0.02	31	0.00	46,400	0.15	

Top 100 - Value									
Sr No.	Pcode	Product Name	Product Count	%	% of Total	Qtysum	%	Value	%
					Bill Count				
76	121283	NESTLE KIT KAT 35GMS	1,868	0.24	1.32	3,105	0.30	45,614	0.15
77	121282	NESTLE KIT KAT 17 GMS	3,616	0.46	2.56	6,006	0.57	45,045	0.15
78	145116	IDHAYAM GINGELLY OIL 1 LTR	520	0.07	0.37	654	0.06	44,522	0.14
79	602006	OLD MUNK RUM 375ML	486	0.06	0.34	575	0.05	44,275	0.14
80	600006	JOHNEX BRANDY 750ML	185	0.02	0.13	241	0.02	44,102	0.14
81	101116	TOOR DHAL PREMIUM 2 KGS	434	0.06	0.31	472	0.05	43,947	0.14
82	160100	PEPPER 100 GMS	1,123	0.14	0.80	1,350	0.13	43,875	0.14
83	202088	SENSOR EXCEL 10'S BLADE	129	0.02	0.09	138	0.01	43,700	0.14
84	416170	BRAUN SILK EPIL COMFORT BODY SYSTEMER220	16	0.00	0.01	16	0.00	43,020	0.14
85	190084	NESCAFE SUNRISE PREMIUM INST 200GM	295	0.04	0.21	362	0.03	42,934	0.14
86	500271	WHISPER MAXI 20 PADS	416	0.05	0.29	461	0.04	42,691	0.14
87	182113	MAGGI TOMATO SOUP 70 GMS	1,314	0.17	0.93	1,845	0.18	42,531	0.14
88	170006	NESTLE MILO CHOCO DRINK REFIL 500 GMS	523	0.07	0.37	564	0.05	42,519	0.14
89	186036	K S SNACKS SAVORIES ASST 100 GMS	4,298	0.55	3.05	4,887	0.47	42,423	0.14
90	184024	SUZANNES B.F.F.	940	0.12	0.67	1,391	0.13	42,318	0.14
91	500332	SUNDROP SUNFLOWER OIL 15 LTR CAN	50	0.01	0.04	50	0.00	41,780	0.13
92	186340	SEEMATI ASSORTED SAVOURIES 100GMS	3,764	0.48	2.67	4,501	0.43	41,540	0.13
93	121090	CADBURY'S ECLAIRS 604 GM	445	0.06	0.32	573	0.05	41,520	0.13
94	202087	SENSOR EXCEL 5'S BLADE	230	0.03	0.16	234	0.02	41,490	0.13
95	190072	NESCAFE SELECT INSTANT COFFEE 200 GMS	152	0.02	0.11	188	0.02	41,360	0.13
96	121089	CADBURY'S DAIRY MILK 48 GRAMS	1,969	0.25	1.40	2,924	0.28	40,837	0.13
97	606012	MARGOBOLO BEER STRONG 650ML	343	0.04	0.24	1,209	0.12	39,896	0.13
98	603006	BLUE RIBBON GIN 375ML	292	0.04	0.21	401	0.04	38,897	0.13
99	606008	HAYWARDS 5000-BEER	371	0.05	0.26	894	0.09	36,100	0.12
100	220020	ARIEL COMPACT DET. POWDER 500 G	473	0.06	0.34	568	0.05	37,226	0.12
		Total for 100/5853 products	258,926	33.02	183.54	361,035	34.43	10,674,457	34.48
		Total for 5853 products	784,262		555.91	1,048,756		30,957,145	

Exhibit 6.2

200045 - Dove Soap 100 gms		
Unit qty	Bill Count	Total Qty
1	447	447
2	113	226
3	23	69
4	10	40
5	8	40
6	5	30
7	2	14
8	3	24
9	1	9
10	9	90
11	1	11
12	1	12
15	1	15
16	1	16
18	1	18
20	1	20
42	1	42
1.79	628	1,123

500357 - Nestle Charge 40 gms		
Unit qty	Bill Count	Total Qty
1	618	618
2	223	446
3	54	162
4	23	92
5	14	70
6	2	12
7	1	7
8	1	8
10	2	20
12	1	12
13	1	13
16	1	16
20	1	20
100	1	100
1.69	943	1,596

Mount Road Store - Distribution of Purchase Qty. for **Sep '98**

100112 - Sugar 1 KG		
Unit qty	Bill Count	Total Qty
1	598	598
2	175	350
3	63	189
4	26	104
5	48	240
6	1	6
7	2	14
10	1	10
18	1	18
1.67	915	1,529

145091 - Sundrop Oil 1 Lt Pouch		
Unit qty	Bill Count	Total Qty
1	175	175
2	135	270
3	9	27
4	22	88
5	3	15
6	4	24
8	1	8
10	1	10
1.76	350	617

Maximum

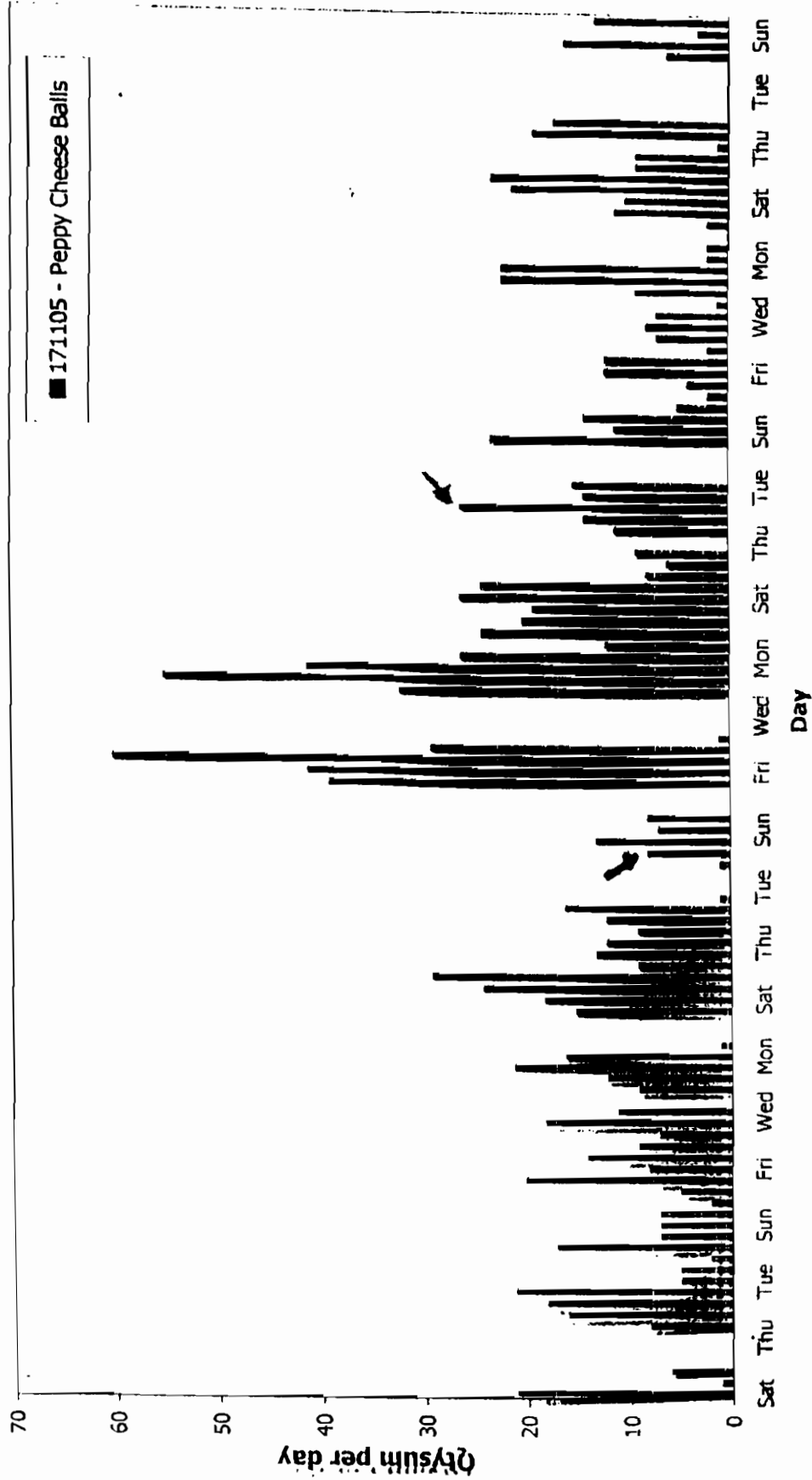
171159 - Aavin Tetrapack Milk 1 Lt		
Unit qty	Bill Count	Total Qty
1	227	227
2	86	172
3	30	90
4	19	76
5	6	30
6	5	30
7	1	7
10	2	20
12	9	108
15	1	15
24	1	24
32	1	32
2.14	388	831

Exhibit 6.2 (contd..)

606006 - Golden Eagle Beer Deluxe 650 ML		
Unit qty	Bill Count	Total Qty
1	35	35
2	36	72
3	14	42
4	9	36
5	3	15
6	20	120
7	1	7
8	3	24
10	2	20
12	20	240
20	1	20
24	5	120
32	1	32
36	6	216
48	3	144
84	1	84
7.67	160	1,227

Maximum

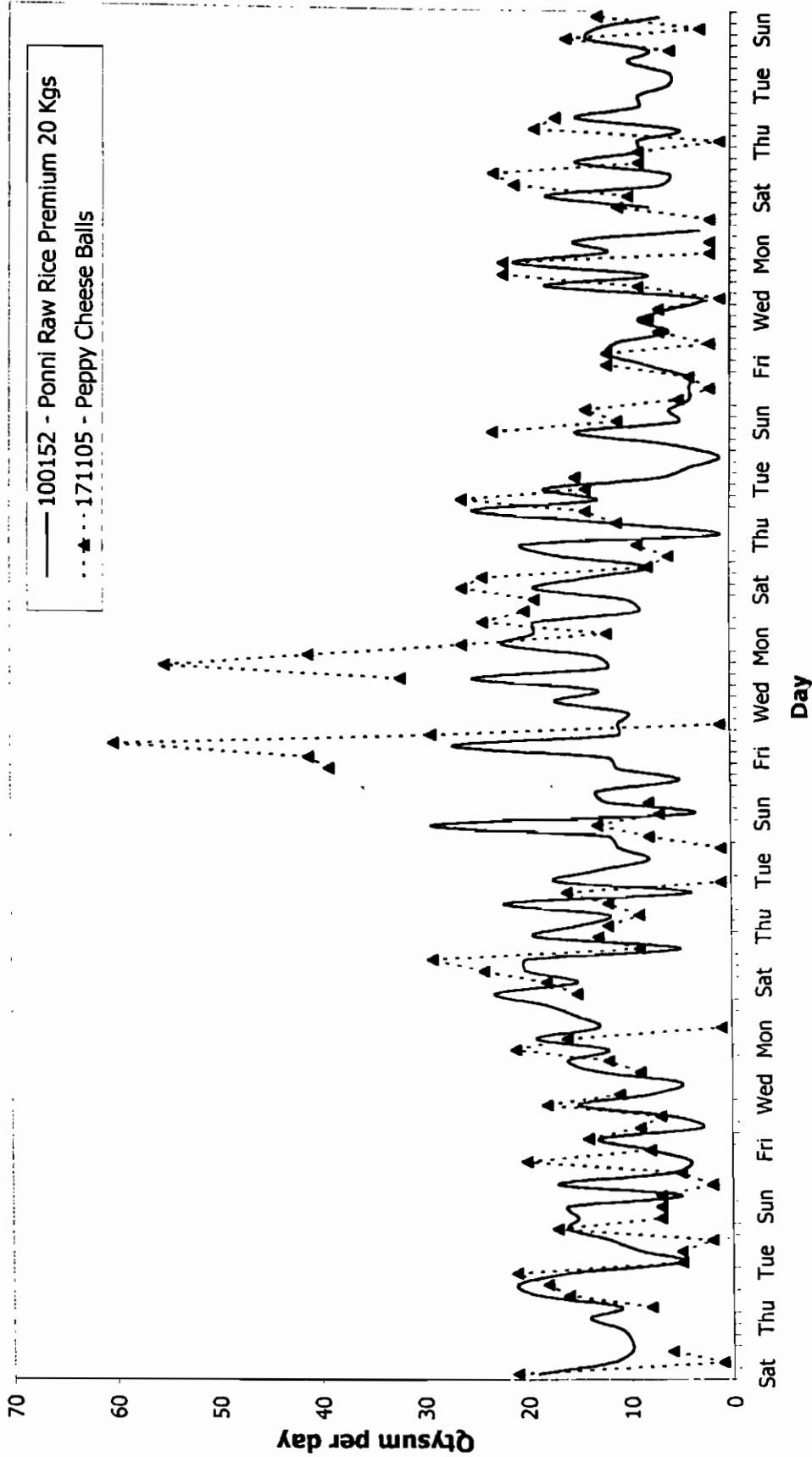
Daily Qty for a Sample Product (Aug '96 to Nov '98)



9/20 - Campaign Period - 10/19

Indian Institute of Management, Ahmedabad

Daily Qty for Two Sample Products (Aug'98 to Nov'98)



Products											
121202 - Centrefresh Chewing Gum Ass. 5 pcs						121640 - Wrigley's Chewing Gum Assorted					
Date	Day	Bill Count	Qty/Sum	Qty/Bill	Value	Value/Bill	Bill Count	Qty/Sum	Qty/Bill	Value	Value/Bill
8/20/98	Thul	6	6	1.0	30	5.0	18	29	1.6	174	9.7
8/21/98	Fri	8	8	1.0	40	5.0	18	29	1.6	174	9.7
8/22/98	Sat	10	12	1.2	60	6.0	21	33	1.6	198	9.4
8/23/98	Sun	12	22	1.8	110	9.2	19	45	2.4	270	14.2
8/24/98	Mon	6	9	1.5	45	7.5	1	1	1.0	6	6.0
8/25/98	Tue	14	17	1.2	85	6.1					
8/26/98	Wed	18	22	1.2	110	6.1					
8/27/98	Thul	11	13	1.2	65	5.9	11	17	1.5	102	9.3
8/28/98	Fri	8	8	1.0	40	5.0	13	18	1.4	108	8.3
8/29/98	Sat	8	9	1.1	45	5.6	28	41	1.5	246	8.8
8/30/98	Sun	7	9	1.3	45	6.4	32	53	1.7	318	9.9
8/31/98	Mon	1	1	1.0	5	5.0	25	35	1.4	210	8.4
9/1/98	Tue	2	2	1.0	10	5.0	23	37	1.6	222	9.7
9/2/98	Wed						30	53	1.8	318	10.6
9/3/98	Thul						43	70	1.6	420	9.8
9/4/98	Fri						37	66	1.8	396	10.7
9/5/98	Sat						42	76	1.8	456	10.9
9/6/98	Sun						30	44	1.5	264	8.8
9/7/98	Mon						23	42	1.8	252	11.0
9/8/98	Tue						13	14	1.1	84	6.5
9/9/98	Wed	32	39	1.2	195	6.1	15	22	1.5	132	8.8
9/10/98	Thul	28	38	1.4	190	6.8	30	76	2.5	456	15.2
9/11/98	Fri	28	35	1.3	175	6.3	26	43	1.7	258	9.9
9/12/98	Sat	46	68	1.5	340	7.4	44	112	2.5	672	15.3
9/13/98	Sun	34	55	1.6	275	8.1	31	52	1.7	312	10.1
9/14/98	Mon	23	27	1.2	136	5.9	21	33	1.6	198	9.4
9/15/98	Tue	13	14	1.1	70	5.4	8	14	1.8	84	10.5
9/16/98	Wed	10	11	1.1	55	5.5	15	32	2.1	192	12.8
9/17/98	Thul	25	29	1.2	145	5.8	16	23	1.4	138	8.6
9/18/98	Fri	20	29	1.5	145	7.3	23	35	1.5	210	9.1
9/19/98	Sat	42	57	1.4	285	6.8	17	25	1.5	150	8.8

Stockout Scenario												
907 - ChewingGum												
Products												
121202 - Centrefresh Chewing Gum Ass. 5 pcs 121640 - Wingley's Chewing Gum Assorted												
	Pre	During*	Post	Pre	During*	Post	Pre	During*	Post	Pre	During*	Post
Days	32	7	83	32	7	83	32	7	83	32	7	83
Stock out days	31	7	8	14	0	18	0	0	0	0	0	0
Available days	29	0	75	18	7	67	7	7	7	32	7	83
Bill Count	326	0	1,086	263	218	831	1,903	439	5,116	1,903	439	5,116
Qty	424	0	1,449	442	365	1,449	2,938	732	8,758	2,938	732	8,758
Value	2,120	0	7,246	2,652	2,190	9,876	20,276	5,023	56,840	20,276	5,023	56,840
Qty per Bill	Mean	1.30	1.33	1.68	1.67	1.74	1.54	1.67	1.71	1.54	1.67	1.71
S.D.	0.22	0	0.32	0.44	0.25	0.43	0.18	0.22	0.27	0.18	0.22	0.27
Qty per day	Mean	14.62	19.32	24.56	52.14	22.29	91.80	104.93	105.52	91.80	104.93	105.52
S.D.	10.94	0	15.18	16.01	19.66	18.85	34.23	30.31	48.87	34.23	30.31	48.87
Bills per day	Mean	11.24	14.48	14.61	31.14	12.78	59.47	62.71	61.64	59.47	62.71	61.64
S.D.	8.31	0	11.63	9.11	9.93	8.51	18.82	13.73	27.06	18.82	13.73	27.06
Value per Bill	Mean	6.50	6.67	10.08	10.05	11.88	10.65	11.44	11.11	10.65	11.44	11.11
S.D.	1.11	0	1.58	2.64	1.51	3.29	1.31	1.39	1.92	1.31	1.39	1.92
Value per day	Mean	73.10	96.61	147.33	312.86	151.94	633.61	717.57	684.89	633.61	717.57	684.89
S.D.	54.70	0	75.89	96.07	117.94	121.95	230.29	203.56	302.93	230.29	203.56	302.93

* Stock out period was 9/2/98 to 9/8/98

Campaign Effect on Product/Group Behaviour						
604 - Branded Snacks						
	171015 - Peppy Cheese Bails*			Group		
	Pre	During	Post	Pre	During	Post
Days	51	29	42	51	29	42
Stock out days	8	6	9			
Available days	43	23	33			
Bill Count	281	333	200			
Qty	474	552	340	14,428	9,288	13,232
Value	4,740	4,360	3,400	169,976	109,048	158,092
Mean	1.69	1.66	1.70			
S.D.	0.50	0.30	0.58			
Qty per Bill	11.02	24.00	10.30	282.90	320.28	315.05
S.D.	6.84	15.23	6.97	90.08	90.84	87.45
Bills per day	6.53	14.48	6.06			
S.D.	3.76	9.01	3.61			
Value per Bill	16.87	13.09	17.00			
S.D.	5.01	2.36	5.76			
Mean	110.23	189.57	103.03	3,332.85	3,760.28	3,764.09
S.D.	68.43	121.87	69.70	1,036.05	1,145.31	1,071.43
* 20% price off between 9/20/98 and 10/19/98						



Campaign Effect on Product/Group Behaviour									
301 - Atta									
	160471 - Pilsbury Atta					Group			
	Pre	During	Post	Pre	Post	Pre	During	Post	
Days	19	31	72	19	72	31	31	72	
Stock out days	8	3	42	0	0	0	0	0	
Available days	11	28	30	19	31	31	31	72	
Bill Count	35	500	136	943		1150		2686	
Qty	37	682	166	1,389		1,510		3,777	
Value	1,221	19,096	5,773	40,126		43,832		107,539	
Qty per Bill	Mean	1.06	1.36	1.22	1.47	1.40		1.41	
	S.D.	0.08	0.24	0.27	0.29	0.18		0.16	
Qty per day	Mean	3.36	24.36	5.53	73.11	51.94		52.46	
	S.D.	2.19	12.92	2.75	25.57	16.59		19.02	
Bills per day	Mean	3.18	17.86	4.53	49.63	37.10		37.31	
	S.D.	1.99	7.96	1.93	16.56	10.72		11.61	
Value per Bill	Mean	34.89	38.19	42.44	42.55	38.11		40.04	
	S.D.	2.72	6.72	9.31	14.13	5.54		7.20	
Value per day	Mean	111	682	192	2,112	1,414		1,494	
	S.D.	72.12	361.70	96.06	775.62	523.44		538.50	
* Rs 5 price off between 8/20/98 and 9/19/98									



2703 Floor Cleaners			
221038 Lizol Floor and Bathroom Cleaners 200 ml			
MRP: Rs 18.00	Sale Price: Rs 15.00	Discount: 16.67 %	
	Pre	During	Post
Period	22 Aug-20 Sep	21 Sep-19 Oct	20 Oct-17Nov
Duration	30	29	29
Saturday	5	4	4
Sunday	4	4	4
No Bill Days	0	0	2
Bill Count	154	231	70
Quantity	168	266	77
Bill Count per Day	5.13	7.97	2.41
Quantity per Bill	1.09	1.15	1.2
Quantity per Day	5.6	9.17	2.66
Category Quantity	1434	1340	1151
Category Quantity per Day	47.8	46.21	39.69

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605 Unbranded Snacks					
1860 80 Mints Snacks Puri Balls 6 pcs					
Normal Price: Rs 3.50 Discount Price: Rs 2.97 Discount: 15 %					
	Pre		During		Post
Period	1 Aug-19	Aug	20 Aug-19	Sep	20 Sep-20 Oct
Duration		19		31	31
Saturday		3		5	4
Sunday		3		4	5
No Bill Days		2		0	2
Bill Count		283		956	563
Quantity		434		1584	863
Bill Count per Day		14.9		30.8	18.2
Quantity per Bill		1.53		1.66	1.53
Quantity per Day		22.8		51.1	27.8
Category Quantity		13754		23162	21048
Category Quantity per Day		723.7		747.2	679



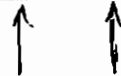
Exhibit 7.5

605 Unbranded Snacks						
1860 90 Mitts Dhal Ring						
Normal Price: Rs 8.50		Discount Price: Rs 7.23		Discount: 15 %		
	Pre	During			Post	
Period	1 Aug-19	Aug	20 Aug-19	Sep	20 Sep-20	Oct
Duration	19		31			31
Saturday		3		5		4
Sunday		3		4		5
No Bill Days		0		0		0
Bill Count		266		883		385
Quantity		367		1352		551
Bill Count per Day		14		28.5		12.4
Quantity per Bill		1.38		1.53		1.43
Quantity per Day		19.32		43.61		17.77
Category Quantity		13754		23162		21048
Category Quantity per Day		723.7		747.2		679



Exhibit 7.6

904 Choc Coated				
121089 Cadburys Dairy Milk 48 gms				
MRP: Rs 15.00		Sale Price: Rs 13.00		Discount: 13.33 %
Period	Pre	During	Post	
	22 Aug-20 Sep	21 Sep-19 Oct	20 Oct-17Nov	
Duration	30	29	29	
Saturday	5	4	4	
Sunday	4	4	4	
No Bill Days	0	0	0	
Bill Count	535	551	365	
Quantity	760	917	572	
Bill Count per Day	17.83	19	12.59	
Quantity per Bill	1.42	1.66	1.57	
Quantity per Day	25.39	31.62	19.72	
Category Quantity	3009	2453	1950	
Category Quantity per Day	100.3	84.6	67.24	



903 Mints/ Candy/ Sweets						
121261 Cadburys Perk Super Value Pack 105 gms						
MRP: Rs 23.00			Sale Price: Rs 29.00		Discount: 12.12 %	
Pre	During		Post			
1 Aug-19	Aug	20 Aug-19	Sep	20 Sep-20	Oct	
Duration	19	31	31		31	
Saturday	3	5	5	4	4	
Sunday	3	4	4	5	5	
No Bill Days	3	0	0	1	1	
Bill Count	41	540	540	256	256	
Quantity	132	1398	1398	844	844	
Bill Count per Day	2.16	17.42	17.42	8.26	8.26	
Quantity per Bill	3.12	2.59	2.59	3.3	3.3	
Quantity per Day	6.95	45.1	45.1	27.23	27.23	
Category Quantity	11664	24996	24996	25858	25858	
Category Quantity per Day	613.9	806.3	806.3	834.1	834.1	



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