Team_1

Indian Case Challenge 2025

Introduction

Bikaji Foods: Vision, Milestones, Products, Targets, and Future Goals (1980-2024)

Market & User Insights

Indian Snack Market Analysis and Bikaji's Bread & Bakery Entry

Bikaji Rebranding & Financial Roadmap

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Financial Projections and Resource Allocation for Key Initiatives with strategic roadmap

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Financial Projections and Resource Allocation for Key Initiatives with strategic roadmap

Future trends & Risks-Mitigation Strategies

Market Trends, Analysis & Solutions

Key Risks and Mitigation Strategies for the overall Success

Bikaji Foods: Vision, Milestones, Products, Targets, and Future Goals (1980-2024)

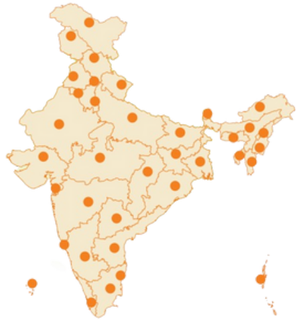
The Bikaji's vision is to provide the best quality, hygienic, competitively priced food products to our consumers.

20% CAGR over 5 years

Installed capacity of the facility is **2,99,820 metric tons**



The company has a **global reach spanning 33 countries**.



The **distribution network** in India covers **28 states and 8 union territories**.



Bhujia



Cookies



Namkeen



Maida



Chips



Gift Packs

6 categories of the packaged foods

Key Milestones in Bikaji Foods' Journey (1980–2024)

1980–1993
Started in 1980, it became a public limited company in 1993.

1994–2000
"Bikaji" launched in 1994, expanding domestically in late 1990s.

2001–2010
Started large-scale manufacturing in 2006 and began exports in the early 2000s.

2011–2019
In 2014, Amitabh Bachchan became the ambassador, and new product lines were added.

2020–2022
In 2022, it became the first Bikaner ethnic snacks company listed on the stock exchange.

2023–2024
In 2023, a frozen food line was launched, and in 2024, the company expanded its reach.

Value Served

- **Deliver authentic Indian snacks** with a blend of tradition and innovation.
- Provide **high-quality, hygienic**, and competitively **priced** products.
- **Support sustainability** through eco-friendly practices and CSR initiatives like tree plantation and healthcare.

Key Targets

- Achieve over **50% manufacturing capacity utilization** by FY25.
- **Strengthen penetration** in core states and **expand** to focus states.
- **Capture** additional global market share in frozen foods.
- **Enhance brand equity** through **strategic marketing** initiatives and collaborations.

Future Goals

- **Expand product portfolio** with bakery items (puffs, rusks) and diversify frozen foods.
- Leverage **advanced technology** for efficient operations and improved consumer experience.
- **Increase global presence** while fostering sustainability and community impact.

Sources : bseindia

Indian Snack Market

- Market Value (2023) : $ 76 B
- Bread and Baked (2023) : $ 12.3 B
- CAGR (India) : 5.44%

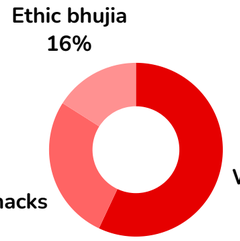
Key Trends Driving the Market

- Premium and Artisanal Products
- Plant-Based and Vegan Products
- Convenience and On-the-Go Consumption
- Sustainability and Clean Label Products

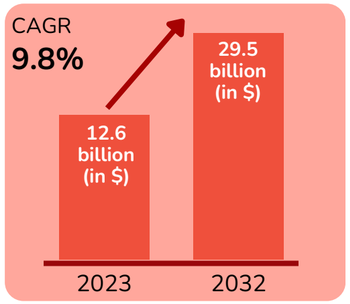
Challenges Facing the Market

- Fragmented Market Structure
- Supply Chain and Ingredient Sourcing
- Health and Safety Regulations
- Economic Pressures on Consumers

Western Snacks dominate Indian Snacks industry



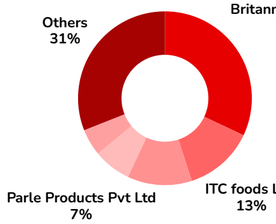
Bread and Bake Market Analysis



Key drivers

- Urbanization and Lifestyle Changes
- Innovation in Product Offerings
- Growing Food Service Industry
- Rural Market Penetration
- Influence of Western Diet Trends

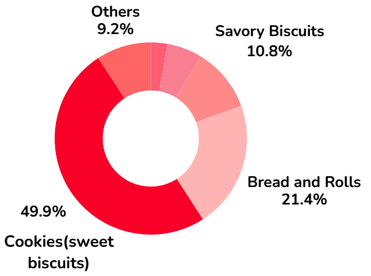
Key Players in Indian Baked Goods sector



BRITANNIA

ITC Limited

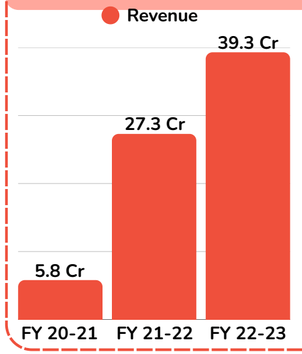
PARLE



Product Wise Market Segmentation Of Baked Goods

Cookies (sweet biscuits) dominate with **49.9%**, followed by **bread and rolls (21.4%)** and savory biscuits (10.8%), indicating a preference for sweet baked goods.

The Hazelnut Factory (THF)



Net profit growth in Q1 FY25 : 40.6%

Revenue CAGR over three years : 35%

Operates **6 stores in Lucknow** and **1 store each in Kanpur and Delhi**.

THF specializes in **artisanal sweets** crafted with a focus on **premium quality and innovation**.

How the Hazelnut Factory acquisition benefit Bikaji?

Wants entry in bakery market

BIKAJI

THF

Wants to expand their presence

- Bikaji's distribution channels — Enabling THF to gain market share and build a strong presence under the Bikaji brand.
- THF's brand value — Introducing Bikaji into a completely new industry with established products.
- Newly launched segments — Rebranding of THF products, with traditional touch to enhance marketing and sales.
- Extensive QSR presence — Bikaji's entry into the QSR segment, enhancing reach and market presence.

- Expanded Product Portfolio
- Premium Market Access
- Enhanced distribution network
- Increased Consumer Engagement

SOURCES : MOFPI INDUSTRY REPORT INNOVAMARKETINSIGHTS



Giving A Royal Name To Bakery Products Of THF

"Customer Is The King!"

Leveraging Brand Value Of THF In Luxury And European Market Of India

Bikaji's Reputation For Pure Veg Bakery

Scanning the QR code shows sourcing of quality ingredients, building trust, promoting sustainability and supporting local communities.

Shaam Sehat - Healthy Bakes



High Fibre Cookies



Sugar Free Rusk

Western Bakes With A Royal Traditional Name



Muffin Blueberry



Muffin Blueberry

★ Below the line focused

Marketing Campaigns

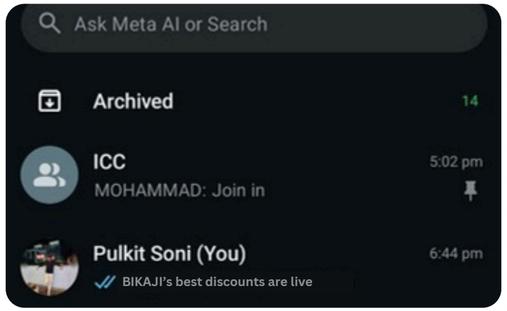
Celebrity Collaborations



Stealth Marketing



Word of mouth marketing



Email Campaigns



Social Media Campaigns



Operational Costs, Financial Projections, and Strategic Roadmap for Bikaji's Bakery Expansion

RESOURCE REQUIREMENT

OPERATIONAL AND SUPPORT COSTS

- **₹1,50,00,000** Production and Manufacturing
- **₹50,00,000** Supply Chain and Logistics
- **₹75,00,000** Marketing and Branding
- **₹50,00,000** Packaging and QR Code Integration

DEVELOPMENT COSTS

- **₹10,00,000** Product R&D for Fusion Flavors
- **₹25,00,000** Technology for QR Code Tracking
- **₹15,00,000** Cartoon Character Design & Animation
- **₹10,00,000** Staff Training & Skill Development

FINANCIAL PROJECTIONS

New Bakery Variant

Assumption: **8,000 customers** purchase new bakery products monthly. **3,000 customers** engage with **QR codes for product** transparency. **4,000 customers** purchase kid-friendly products featuring the cartoon mascot. **Average product price: ₹80**. Steady growth in market demand supported by aggressive marketing and fusion flavors.

- **Break-even Time**: 1.5 years
- **Revenue**: ₹7,68,00,000
- **Profit**: ₹2,43,00,000
- **ROI (after 5 years)**: 140%

Hazelnut Factory's Existing Products

Assumption: **4,000 customers** purchase existing bakery products monthly. **1,000 customers** engage in loyalty programs or regular purchases. **No additional marketing** or product innovation growth is primarily organic. **Average product price: ₹100**. Operational efficiency maintained with stable production and supply chain processes.

- **Break-even Time**: 1 year
- **Revenue**: ₹4,80,00,000
- **Profit**: ₹1,87,00,000
- **ROI (after 5 years)**: 120%

STRATEGIC ROADMAP

	Q1 (1-3 months)	Q2 (4-6 months)	Q3 (7-9 months)	Q4 (10-12 months)
Branding in bread and bakery segment	Finalize packaging designs Use Hazelnut's brand equity Highlight the Hazelnit Factory acquisition	Train QSR staff "Healthy India" campaign Run social media campaign Provide discount or combo offers	Participate in regional fairs, festivals, and events Scale the centers to additional stores Introduce Bikaji's food trucks	Use interactive kiosks Plan for further scaling
Marketing Strategies	Select target cities Offer introductory discounts Run digital ads	Collaborate with regional influencers Organize tasting sessions Leverage CSR campaigns	Highlight the QR code transparency feature Expand Bikaji's food truck fleet Sponsor community events and festivals	Include live bread-making demonstrations using food trucks Identify opportunities for scaling operations plan for the next phase of expansion

Transforming Snack Manufacturing: Industry 5.0 Solutions for Sustainable, and Efficient Production

Tubular Cable Drag Conveying System

Series of **tubular pipes** with a **continuous cable** inside.

Continuous material flow

- **High-capacity tube 2-inch diameters**: cookie crumbs or various seeds
- **High-volume 8-inch diameter belt:** peanuts, in-shell walnuts, or puffed rice

Smart Quality Control Workstations

AI-Assisted Decision Support

AI **flags** potential defects.

Customizable Inspection Parameters

Inspectors can set and **modify tolerance levels**

Real-Time Data Access & Control Dashboards

A **personalized dashboard** displays inspection data, trends, and error frequency.

Collaborative Feedback System for Process Improvement

Inspectors can **log observations** and **suggest changes** in the software.

Sustainable Packaging

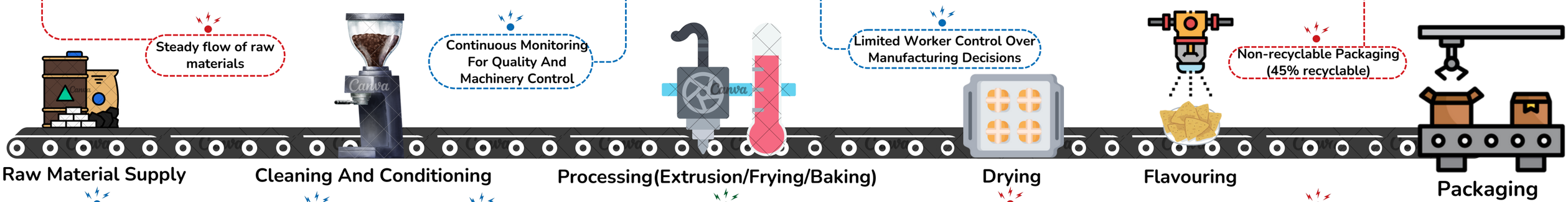
Recyclable Mono-Materials: Use **single-layer** recyclable plastics (like PE or PET).

Establish **EPR** by setting up **drop-off** and collection points at **coastal areas.**

Pain Points categorisation

- Sustainability
- Human centric
- Resiliance

Industry 5.0



Inconvenient working conditions (Heat and noise exposure)

Limited Safety Measures

Inadequate Ergonomics

Adapting Processes With Evolving Demand And Technology

Underutilisation Of Plant Machinery (only 47%)

Damages Due To Transportation

Smart Workspace Monitoring System

Posture & Activity Detection: Cameras and sensors alert on unsafe movements.

Fatigue Detection: AI detects fatigue and prompts rest.

Environmental Monitoring: Sensors track comfort and product conditions.

Manufacturing Conditions: Sensors ensure optimal workspace settings.

Equipment Monitoring: Machine sensors trigger maintenance alerts.

Modular Machinery

Reconfigurable equipment that can be **adapted** for different product types

Interchangeable Mixer Blades

Adjustable Fryers

Movable Production Units

Automatic **recipe selection** for **different** products.

Touchscreen interfaces allowing workers to **switch between snack types** quickly.

Upgradability: Individual modules can be updated or replaced with **newer technology** without overhauling the entire system.

Secure Packaging

Use clear labeling **("Fragile") on packages** containing delicate food products and **train the delivery partners** to handle the product accordingly

Implement **compartmentalized packaging** for fragile items

SOURCES : CABLEVEY RTE SNACKS

Financial Projections and Resource Allocation for Key Initiatives with strategic roadmap

RESOURCE REQUIREMENT

INFRASTRUCTURE AND EQUIPMENT

- ₹4.15 Cr — Machinery Procurement
- ₹1.2 Cr — Facility Upgrades
- ₹1.7 Cr — Sustainable Packaging Systems
- ₹7 Cr — Total Resource Requirement

TECHNOLOGY AND AUTOMATION

- ₹2.5 Cr — AI and Monitoring Systems
- ₹1 Cr — Software and Licenses
- ₹2 Cr — Modular Automation Upgrades
- ₹5.5 Cr — Total Resource Requirement

HUMAN RESOURCES AND TRAINING

- ₹1 Cr — Employee Training Programs
- ₹1 Cr — Health and Safety Initiatives
- ₹1.3 Cr — **R&D and Process Development**
- ₹3.3 Cr — Total Resource Requirement

LOGISTICS AND PACKAGING

- ₹1 Cr — Secure Packaging Solutions
- ₹1.5 Cr — Supply Chain Optimization:
- ₹1.25 Cr — Sustainability Investments
- ₹3.75 Cr — Total Resource Requirement

FINANCIAL PROJECTIONS

Assumptions:
Existing manufacturing hubs and superstockists support the production of 7,20,000 units annually. Optimized distribution splits 40% urban and 60% rural, with reduced logistics and marketing costs. Sales at ₹500/unit drive growth through streamlined operations and targeted campaigns.

- **Break-even Time** 3 years
- **Revenue** 43.92 Cr. (YL)
- **Profit** 11.57 Cr.
- **ROI (5 years)** 231.5%

STRATEGIC ROADMAP

Q1 (1-3 months)

- Conduct a full assessment of current manufacturing operations.
- Train local representatives
- Identify key areas for optimisation.
- Set up local collection centers
- Collect data on product demand
- Install environmental and manufacturing condition sensors
- Install the system for raw material supply
- Implement fatigue detection

Q2 (4-6 months)

- Scale partnerships with tribes
- Build logistics pipelines with local transport providers
- Enable touchscreen interfaces for snack type
- Scale up modular machinery
- Conduct training workshops for retail partners.
- Initiate decentralized inventory systems and train retail partners
- Implement tiered quality inspection at manufacturing hubs.
- Launch the first version of the website and app.

Q3 (7-9 months)

- Expand the network of local collection centers for better material sourcing.
- Monitor the decentralized inventory system for performance.
- Continuously adapt processes to evolving technology
- Optimize logistics to reduce costs further.
- Integrate environmental monitoring
- Test last-mile logistics operations in select areas.

Q4 (10-12 months)

- Plan for next year's expansion or improvements
- Analyze collected data to refine processes and improve decision-making.
- Scale inventory tools to additional retailers.
- Conduct end-of-year reviews to optimize operations for the next phase.
- Analyze production efficiency and logistics costs
- Optimize plant machinery utilization rates.
- Scale logistics and delivery infrastructure.
- Fully launch the website and app with all features.

Streamlining Distribution with Dual Channels and Smart Inventory Management

IoT sensors for tracking product condition (**temperature**, **humidity**) in warehouses and **cobots** to speed up the picking and packing process.

Omnichannel Integration

D2C

Hyperlocal Model

- **Faster Deliveries:** Ultra-fast order fulfilment, often within hours.
- **Convenience:** Easy access to products via apps and online platforms.
- **Personalized Service:** Tailored offers and services based on local preferences.

BIKAJI **Bikaji Outlets**

11.7 Lakh Outlets

Depots

6 Depots

Localized Micro-warehouses

D2C

Bikaji Website

E-Commerce

3rd Party Delivery Partners

Urban

Manufacturing Hubs

Shared Stock: Both channels share inventory, with demand forecasting guiding allocation to either retail outlets or D2C hubs.

Dual Channel

Distribution according to demand

Locals: Stronger customer relationships and improved service quality

D2C

Rural

Public Transport Stops

Railway Stations, Bus Stops,etc.

Bikaji's strong **tiered distribution** network helps to expand its reach in **tier 2** and **tier 3** cities

Superstockists → **Direct Distributers** → **Indirect Distributers** → **Retailers**

38 Super-Stockists | **416 Direct Distributers** | **1956 Indirect Distributers**

Local distributors tailor promotions and product bundles according to **regional preferences.**

Bikaji DMS App: One-Stop Solution For Distributers

	Live Inventory Management Dashboard	Sales Force Automation (SFA)	Integrated Online Order Management	Supplier Management Module
What It Solves?	**Understocking and delays**	**Rising Costs, Demand Prediction and Limited Sales Visibility**	**Limited Reach and Customer Accessibility**	**Relationships with suppliers and risk of unpaid inventory.**
What It Does?	• **Real-time inventory updates** with low-stock and overstock alerts. • **Automated reorder suggestions** based on historical sales data. • **Barcode scanning** for easy stock entry and management.	• Visualize **sales trends**, **revenue insights**, and **profit margins**. • **Compare performance** across product categories and time periods. • **Customizable reports** for improved financial decisions.	• Expand reach by **integrating** online and offline sales. • **Centralize** order fulfillment across platforms. • Helps salesperson to keep track of orders • **Automate invoicing and payments** to improve cash flow.	• Create a **centralized supplier record** with contact details, product catalogs, payment terms, and transaction history. • **Track pending invoices and due dates in real-time**, with automated notifications for upcoming and overdue payments

Financial Projections and Resource Allocation for Key Initiatives with strategic roadmap

RESOURCE REQUIREMENT

HYPERLOCAL MODEL IMPLEMENTATION

₹40 Cr Last-mile delivery partnerships	**₹60 Cr** Localized micro-warehouses
₹40 Cr Technology platform (for order routing and inventory updates)	**₹140 Cr** Total Resource Requirement

DMS (DISTRIBUTOR MANAGEMENT SYSTEM) APP DEVELOPMENT

₹20 Cr App development and deployment	**₹5 Cr** Training for distributors and staff
₹5 Cr Maintenance and updates for one year	**₹30 Cr** Total Resource Requirement

IOT INTEGRATION FOR WAREHOUSES AND DEPOTS

₹20 Cr IoT sensors and automation equipment	**₹10 Cr** Integration with existing systems
₹5 Cr Training and support	**₹35 Cr** Total Resource Requirement

OMNICHANNEL INTEGRATION

₹30 Cr Platform development	**₹20 Cr** Marketing and user engagement tools
₹15 Cr IT infrastructure and maintenance	**₹65 Cr** Total Resource Requirement

FINANCIAL PROJECTIONS

Assumptions:
Occupying 50 warehouses at cost of 1.2 Cr rupees for each warehouse.
Assuming 5000 distributers for training at cost of rupees 5000 for each.
Integrating IOT costs at an average of 0.4 Cr rupees for each warehouse for 56 warehouses.

- **Break-even Time** 10 months
- **Revenue (YL)** 1200 crores
- **Profit** 300 Cr.
- **ROI** 400% over 5 years

STRATEGIC ROADMAP

Q1 (1-3 months)

- Operationalize Manufacturing Hubs
- Train local representatives
- Set up local collection centers
- Integrate IoT sensors and cobots for inventory tracking
- Establish dual-channel distribution
- Launch the Bikaji Website and set up E-Commerce platforms.
- Deploy Localized Micro-warehouses

Q2 (4-6 months)

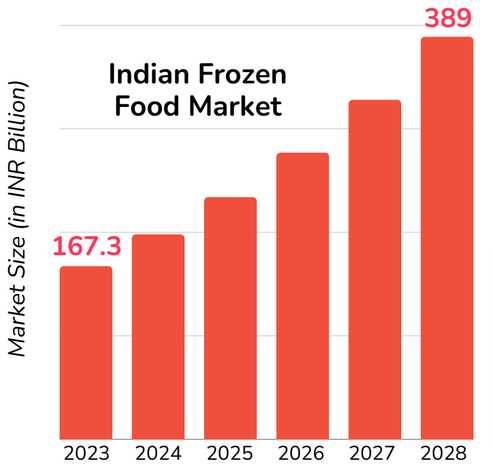
- Begin distribution to Retailers in Tier 2 & Tier 3
- Expand Localized Micro-warehouses
- Strengthen the Hyperlocal Model for faster delivery
- Implement demand forecasting
- Launch marketing campaigns
- Conduct training workshops for retail partners.
- Implement tiered quality inspection at manufacturing hubs.
- Begin setting up live inventory management systems.
- Launch the first version of the website and app.

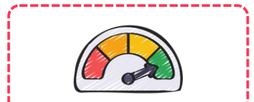
Q3 (7-9 months)

- Expand the network of local collection centers for better material sourcing.
- Monitor the decentralized inventory system for performance.
- Evaluate retailer demand supply processes and make improvements
- Optimize logistics to reduce costs further.
- Begin faster production and ensure adaptability to local preferences
- Analyze sales data to adjust production
- Scale logistics and delivery infrastructure.

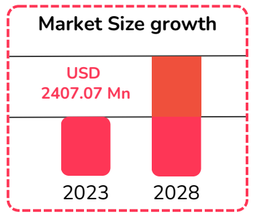
Q4 (10-12 months)

- Plan for next year's expansion or improvements
- Evaluate the impact of tribal collaborations on costs and product quality
- Scale inventory tools to additional retailers.
- Conduct end-of-year reviews to optimize operations for the next phase.
- Scale D2C sales through the Bikaji Website and online marketplaces.
- Optimize inventory through real-time tracking
- Conduct performance reviews



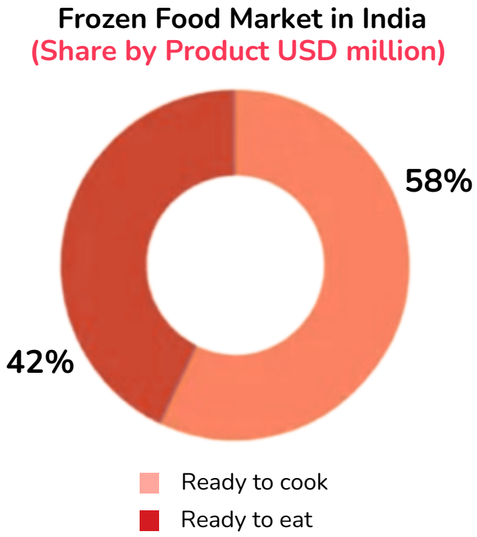


Accelerating Growth Momentum



CAGR - 18.52%

YoY Growth - 15.18%



Key Growth Drivers



Changing Lifestyles and Preferences

- Modern Lifestyles & Urbanisation
- Evolving Dietary Preferences



Economic Growth and Accessibility

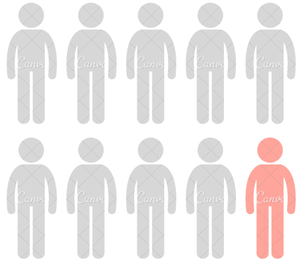
- Rise in Disposable Income
- Improved Convenience & Accessibility



Market Awareness and Global Influence

- Increased Health & Product Awareness
- Global Culinary Trends Impact

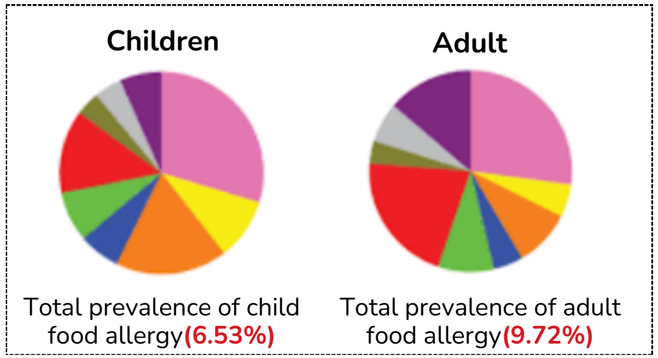
Approximately 20-30% of India's population suffers from at least one allergic disease with diabetes affecting 1 in 10 adults.



5.8 Mn Indians die from obesity , diabetes and heart diseases every year

27 Mn Children may suffer from obesity by 2030, predicted by WOF

25 years or below age group peoples are the top consumer of packaged foods



SOURCES : ALLERGY BOOKLET PUBMED INDIANEXPRESS

Healthy Packaged food market





By Claim

- Low/No Sugar
- Low/ No Fat
- Gluten Free

By Product

- Dairy and fruits
- Frozem
- Savoury

Key Players

- Nestle
- Unilever
- B&G foods



Food borne diseases are expected to rise from 100 million in 2011 to 177 million in 2030.



A survey found that 95% of respondents were likely to seek snacks with special ingredients.

Ready to eat and cook meals

- In the Ready-to-Eat Meals Market, the number of users is expected to amount to **64.1 M** users by 2029.
- User penetration will be **3.2%** in 2025 and is expected to hit 4.3% by 2029.

Key Impacts

- Convinience
- Variety
- Health Concerns
- Long Shelf Life

The strategic acquisition of Ariba foods and Bhujialalji

ARIBA FOODS

55% Bikaji's Equity

Impact

- Increased export potential
- Operational Effeciency
- Market expansion

Bhujialalji Swaad Ka Khazana

49% Bikaji's Equity

Impact

- Traditional snacks expansion
- Tier-2 and Tier-3 penetration
- Strategic growth goals

BIKAJI

The acquisition of Ariba Foods and Bhujialalji enables Bikaji to diversify its product portfolio, expand market reach, and strengthen its position in both the frozen food and traditional snack segments.

Healthy variants



Sugar Free Dry Fruit

- The global healthy snacks market was valued at **$23.16** bn and is expected to grow at a CAGR of **5.5%** from 2021 to 2028.
- **64%** of consumer are choosing healthier food options in the aftermath of the pandemic with **20%** of the Indian population classified as health conscious.

Impact

- Healthier Lifestyles
- Consumer Wellness Demand
- Market trends capitalisation
- Brand Differentiation
- Growing health conscious consumers

Allergen Management

Clear Labeling and Transparency → Allergen-Free Product Lines → Consumer Awareness

- A clear labeling system highlighting allergens such as **peanuts, gluten etc.**
- **Red**, **Orange**, **Yellow** coloured instructions based on the allergen quanity
- Seek certifications like GFCO

- Dedicated Allergen Free product lines
- Cross contamination manufacturing
- Allergen-free frozen food options (e.g., dairy-free curries)

- Live chat function for real-time queries about allergens
- Videos of how products to be used by individuals with allergies

SOURCES : STATISTA FIRSTGROUPPLC

Key Risks and Mitigation Strategies for the overall Success

	Key Risks				Mitigation Strategy			
BRANDING	Brand Dilution	Inconsistent Brand Messaging	Low Customer Engagement	Negative Market Reception	Unified Branding Strategy	Consistent Communication	Interactive Marketing	Market Testing
MANUFACTURING & PACKAGING	Inconvenient Working Conditions	Limited Worker Control	Underutilization of Plant Machinery	Damages Due to Transportation	Smart Workspace Monitoring System	Collaborative Feedback System	Modular Machinery	Secure Packaging Solutions
DISTRIBUTION	Supply Chain Disruptions	Inventory Imbalance	Last-Mile Delivery Challenges	Technology Dependency	Diversify Manufacturing and Storage Locations	Advanced Demand Forecasting Tools	Partner with Multiple Delivery Providers	Robust IT Infrastructure and Cybersecurity

Mitigation Strategies Implementation

BRANDING

- **Develop a Unified Brand Strategy**: Align Bikaji and Hazelnut Factory under a cohesive brand identity with consistent messaging.
- **Create Consistent Packaging and Visuals**: Design uniform packaging and marketing materials that **feature the cartoon** mascot and **QR code integration.**
- **Launch Integrated Marketing Campaigns**: Roll out cross-promotional campaigns that highlight product **quality**, **fusion flavors**, and product transparency.
- **Monitor and Adjust Brand Performance:** Collect customer feedback and regularly review **brand performance** to make necessary improvements.

MANUFACTURING

- **Install Environmental Sensors**: Set up sensors for continuous monitoring of heat, noise, and air quality, with **automated alerts** for unsafe conditions
- **Employee Training and Feedback Integration**: Conduct regular training and integrate employee suggestions into **manufacturing software** for process adaptability.
- **Upgrade to Modular Equipment**: Gradually replace existing machinery with modular units that allow **quick adaptation** to various production needs.
- **Adopt Sustainable and Robust Packaging Materials**: Transition to sustainable, damage-resistant packaging materials to **protect products** during transit.

DISTRIBUTION

- **Expand Infrastructure:** Invest in building secondary production units and **micro-warehouses** in diverse regions to decentralize operations.
- **Adopt Predictive Analytics:** Deploy machine learning models for demand prediction to **optimize stock levels** across channels.
- **Flexible Delivery Networks:** Onboard regional delivery partners and use hybrid delivery models (own fleet + partners) to manage logistics more effectively.
- **Regular IT Audits and Training:** Conduct routine cybersecurity audits and staff training to handle **digital operations** securely and efficiently.

Thank You

Appendix

Branding Finance					
New Bakery Variant					
Revenue	Monthly Revenue = Total customers(8000)×Average product price(80) = ₹6,40,000				
	Annual Revenue = ₹6,40,000×12=₹76,80,000				
Costs					
Production & Manufacturing	₹1,50,00,000				
Supply Chain & Logistics	₹50,00,000				
Marketing & Branding	₹75,00,000				
Packaging & QR Code Integration	₹50,00,000				
Development Costs	₹60,00,000				
Total Costs	₹3,85,00,000				
Total Revenue over 5 years	₹76,80,000×5=₹3,84,00,000				
Profit after 5 years	Total Revenue−Total Costs = ₹2,43,00,000				
Break-even Time	₹3,85,00,000/₹6,40,000≈**1.5 years**				
ROI Calculation:	₹3,85,00,000/₹2,43,00,000×100%=140%				

Finance Sheet

Appendix

Manufacturing Breakdown			
		Key Assumptions	
Urban Retail	1,44,000units	**Production and Distribution**	
Revenue	₹1.15Cr/year	**Annual Production**	7,20,000 snack units/packages
E-commerce and Distribution	5,76,000units	**Price Points**	
Revenue	₹2.88Cr/year	**Urban Retail Model**	20% of total production sold at ₹80/unit
		E-commerce and Distributors	Remaining 80% sold at ₹50/unit (bulk pricing for distribution)
Revenue Calculation			
Total Revenue	₹4.03Cr/year		
Revenue	**₹43.92 Cr/year**		
Cost and Profit			
Cost Per Unit			
Manufacturing, packaging, and distribution costs	₹30/unit		
Marketing and branding allocation	₹5/unit		
Total Cost	₹35/unit		
Profit Per Unit			
Retail	₹45		
E-commerce/Distribution	₹15		

Annual Profit	
Retail Profit	₹0.648Cr/year
E-commerce Profit	₹0.864Cr/year
Total Annual Profit	₹1.512Cr/year
net profit	**₹11.57 Cr/year**
Break-even Time	
Total Investment Required	
Infrastructure	₹7 Cr
Technology	₹5.5 Cr
Training	₹3.3 Cr
Logistics	₹3.75 Cr
Total	₹19.55 Cr
Annual Net Profit	₹6.5 Cr
Break-even period	
Break-even Time	₹19.55 Cr/₹6.5 C
	3years

ROI (5 Years)	
Total Profit Over 5 Years	₹11.57Cr/year×5
	₹57.85Cr
ROI Calculation	
ROI	Total Profit Over 5 Years−Total InvestmentTotal Investment×100%
ROI	₹57.85 Cr−₹19.55 Cr₹19.55 Cr×100%
ROI	231.50%

XLS **Finance Sheet**

Appendix

Distribution Finance	
Hyperlocal Model	
Localized Micro-warehouses Setup Costs	
Number of warehouses	50
Average cost per warehouse	₹1.2 crore
Total cost	₹50 x 1.2 = 60 crore
Last-mile Delivery Partnerships	
Estimated cost	₹40 crore
Technology Platform for Order Routing	
Developing the tech platform	₹20 crore
Marketing Campaigns	
Create awareness for hyperlocal services	₹20 crore
Total Allocation for Hyperlocal Model	₹60 crore (warehouses) + ₹40 crore (delivery) + ₹20 crore (tech platform) + ₹20 crore (marketing) = ₹140 crore.

DMS App Development	
Development	₹10 crore
Training for Distributors	Assume 5,000 distributors.
	Training cost per distributor: ₹5,000.
	Total training cost: 5,000×5,000=₹2.5 crore
Annual maintenance cost	₹2.5 crore
IoT Integration	
IoT Equipment Costs	Number of locations: 56 (50 warehouses + 6 depots).
	Cost per location: ₹0.4 crore.
	Total cost: 56×0.4=₹22.4
Integration costs	₹3 crore.
Training costs	₹2 crore
Total Allocation for IoT Integration	₹22.4 crore (equipment) + ₹3 crore (integration) + ₹2 crore (training) = ₹27.4 crore (rounded to ₹27 crore).

Omnichannel Integration	
Platform Development Costs	₹20 crore
Servers, databases, and cloud services	₹10 crore
Focused on loyalty programs	₹8 crore
Revenue Generation	Based on historical data, Bikaji's revenue grows by 25%-30% annually after such expansions.
	Estimated annual revenue from this project: ₹1,200 crore.
Profit Margins	Industry profit margin for FMCG companies: ~25%-30%.
	Expected profit: 30% of ₹1,200 crore = ₹360 crore.
Break-even Period	Total cost / Annual profit = ₹270 crore / ₹360 crore ≈ 10-11 months.
ROI	**(Total profit / Investment) × 100 = (₹1,800 crore / ₹270 crore) × 100 ≈ 400%**

Assumptions	
Assume 5,000 distributors.	
Training cost per distributor: ₹5,000	

XLS **Finance Sheet**