

# Anil Chopra

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## FRESH FOOD RETAIL & SUPPLY CHAIN EXPERT

Motivated and self driven achiever with highly visible senior management accountabilities eager to bring significantly increased growth, profitability, efficiencies and shareholder value in food value chains anywhere.

## PROFESSIONAL PROFILE

- ☞ In depth food retail industry exposure to the entire spectrum of planning, design, market research, management and operations including business development strategies and stakeholder communication programs in Fresh Food Retail, Wholesale and Cold Chain domain.
- ☞ Core strengths in Retailing, Strategic Sourcing, Warehousing, Distribution, Logistics, Quality and Exports in both ambient and cold (chilled and freezer) environment
- ☞ Successful track record at large retail companies and organization like Reliance Retail, Mother Dairy, Subhiksha, National Dairy Development Board, Safal Market and Milkfed in India and Delta Maxi, a multinational retailer in East Europe etc.
- ☞ Proven know-how and experience in building and managing thin & lean yet robust food supply chains and deliver practical retailing, sourcing, warehousing, logistics, operations and sales improvements for overall Retail Business Development and Profitability.
- ☞ Demonstrated capabilities to enrich the Fresh produce marketing scenario with his cross organizational / industry network, learning and experience.
- ☞ Through understanding of many Asian, Middle East and East European perishable food markets besides Indian market
- ☞ Leadership qualities to grasp most recent production, processing and retail technologies to identify opportunities, problems, evaluate solutions, build business models, recommend and implement actions to create shareholders' & stakeholders' value.
- ☞ Successful track record of working across diverse geographies, time zones, cultural and linguistic diversities

## PROFICIENCY FORTE

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| <ul style="list-style-type: none"><li>☞ <b>Project Planning</b> – Retail Chains/Stores, Wholesale Markets, Cash &amp; Carry Stores and Warehouses, including;<ul style="list-style-type: none"><li>○ Feasibility Studies &amp; Project Reports</li><li>○ Cold chain establishment including frozen, fruit ripening and minimally processed</li><li>○ Site selection, Design, Layout and Sizing</li><li>○ Volume and Product-mix planning,</li><li>○ IT &amp; Sale / Auction Systems and processes</li><li>○ Material handling &amp; Logistics Design</li><li>○ Machinery and Equipment considerations</li><li>○ Manpower planning</li><li>○ Legal and regulatory considerations</li><li>○ Revenue modeling &amp; Future expansions</li></ul></li><li>☞ <b>Management</b> – Retail Chains, Wholesale Markets, Cash &amp; Carry Stores and Warehouses<ul style="list-style-type: none"><li>○ Organization Structure / Partnership Models</li><li>○ Stakeholders communication / Team building</li><li>○ Regulatory / Conflict resolution</li><li>○ Budgetary Control – Profit Centre Mgmt</li></ul></li><li>☞ <b>Operations</b> – Supermarkets, Wholesale Markets, Cash &amp; Carry Stores, Warehouses, Ambient, chilled and frozen transport;<ul style="list-style-type: none"><li>○ Facility Management and routine operations</li><li>○ Negotiating purchase, outsourcing and operations MOUs / 3pl contracts</li><li>○ Management &amp; Market Information Systems</li><li>○ Distribution and Logistics</li></ul></li></ul> | <ul style="list-style-type: none"><li>☞ <b>Strategic Frontend and Backend retail operations</b> including;<ul style="list-style-type: none"><li>○ End to end Category and PnL Mgmt</li><li>○ Product Assortment / SKU Analysis</li><li>○ Demand planning / Product Pricing</li><li>○ Retail Market Information Systems</li><li>○ Merchandising, Branding, Product Marketing &amp; Promotions</li><li>○ Product – Sourcing, Line Extensions, Development &amp; Commercialization</li><li>○ Management accounting and costing</li><li>○ Extension counter Planning</li><li>○ Franchisee based business modeling</li><li>○ Food Export and Import</li><li>○ Quality control and post harvest infra development &amp; Mgmt</li><li>○ Field / Market surveys and analysis</li><li>○ Team building, Deployment and PMS</li><li>○ Contract farming - Supplier Development</li><li>○ Farmers SHGs, Associations &amp; Coops</li><li>○ Technical inputs and financial support programs for profitable sourcing</li><li>○ Crop planning, protected farming for better productivity, improved quality at least cost.</li><li>○ Market Research, Entry Strategy &amp; Business Development.</li></ul></li></ul> |
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## PROFESSIONAL EXPERIENCE

### Founder & Managing Director, Competent Agri Solutions Pvt Ltd. - Current

After a successful long inning at few quasi Govt organizations and corporates in food sector, founded Competent AgriSolutions Pvt Ltd in August 2009. Besides being a full service Supply Chain Solutions and Consultancy in perishable food product retail and processing domains, contributing knowledge resources and cross linking opportunities towards overall improvement of retail and agribusinesses both a backend and frontend through consulting and interim management assignments anywhere in the World, is the main mandate of Competent AgriSolutions.

As a team leader he has spearheaded following major projects since incorporation of this company. Some recent consulting and interim management assignments:

- **Conducted a Pan Indian level study for two major quasi Indian Govt clients** for understanding the price discovery mechanism of the **onion markets** and determining the role of market intermediaries and market imperfections in general and **in special market situations such as glut and shortages**. The study was in response to onion price spike in India last December / January.
- Concept to commissioning consulting assignment to establish a multi format and multi-channel fresh produce **urban retail system in metropolitan region of Chennai in India** for a South India based World renowned large non-profit institution. **Building and servicing communities of farmers and consumers** at backend and frontend and **leveraging organization's social capital** are integral part of assignment.
- Streamlining and revamping end to end fresh fruit and vegetables and frozen supply chain in cold chain environment **for a large Serbia based East European Multinational Retailer having 380 stores in all formats across 6 countries**
- Development of an integrated **fruit and vegetables supply chain and for an urban retail project in Dhaka, Bangladesh** by Fresh & Safe Agro Limited. Project is modeled as an end to end farmer to consumer market linkage project with organic vegetable production and with developmental emphasis on gains to local farmers from integration process.
- Study towards Project Implementation plan for establishing complete fresh produce supply chain in Oman – Project envisages setting up of exclusive **small format fruit / vegetable, dairy products, meat and bakery retail chain linked to domestic growers and cooperatives in Oman**.
- Concept to commissioning consulting for a fresh produce retail project for a large financial institution in India, to establish an **innovative pan Indian urban retail system in Delhi / NCR region** of India. **Collection Centres in production areas and Warehouse / Cash & Carry Stores** to act as re-distribution points on **hub and spoke model with mobile push carts** were integral part of the system.
- **Fresh Cut processing, storage and distribution project** under cold chain environment for a Delhi based corporate group with cold chain interest.
- **A project for SHG formation, facilitation for hi-tech agri & processing infrastructure** with market linkage through organized retail & wholesale in urban conglomerates for a quasi Govt. institution in Uttarakhand.
- **Revamping Warehousing, distribution, retail and IT operations** – a short term consulting assignment for a Delhi based retail chain owned by a major Indian rice exporter, with 50 plus stores under LM 365 brand.
- Establishment of a **community organic farm** on land share basis for a large food product retailer and restaurateur – The project is at conception stage
- Provided consultancy to a subsidiary of **International Traceability Systems** for setting up and management and marketing of organic and inorganic fruit and vegetable produced by their associated farmers through own retail and / or supply to other retailers.
- ☞ In addition to above, within days of company incorporation, he **organized vegetable growers in Delhi rural and adjoining States in India** and set up farmers' managed three Collection Centers to pool their fresh produce **for onward supply to large retail chains**.
- ☞ **Established a fresh produce processing and marketing company to minimally processed fruit and vegetables** in an innovative manner and market same in hygienic customer friendly packs. Introduced trimmed shrink wrapped tender coconut, a runaway success, first time in India.
- ☞ **Appointed as Mentor with ICRISAT** (International Crops Research Institute for the Semi-Arid Tropics) for the Network of Indian Agri-Business Incubators.
- ☞ **Spearheaded company's empanelment with SFAC (Small Farmers' Agri-business Consortium)** a premier institution set-up by Govt. of India for the promotion and development of small farmers' agri-business activities.
- ☞ Became member of IFAMA, USA (International Food & Agribusiness Management Association)
- ☞ **Spearheaded company's empanelment with Assam Government (Planning and Development cell)** and **Assam State Industrial Development Corporation**

**Consultant, Fruit & Vegetables Supply Chain, REI Six Ten Retail Ltd, Delhi –Till July 2009** – REI Agro, the business group owns and operate a **500 plus stores retail chain** in North and West India under 6Ten brand besides managing a 2 Bn USD rice business.

Inducted on a short term consulting assignment with an express brief to quickly turnaround a bloated, wholesale market driven supply chain into a thin and lean 'direct from supply source' driven low cost warehousing and distribution model with modern operating systems / processes in place, he quickly achieved following in a span of just few month without disturbing the running operations,

- ☞ **Established 5 new Collection Centers across the 5 Indian States for sourcing** fresh produce directly from farmers. This brought down the procurement share of wholesale markets by 45% resulting in saving on product procurement cost by a whopping 20% plus. Substantial improvement in freshness and quality because of this action however can't be quantified.
- ☞ **Brought down the transport fleet size by 18%** resulting in saving over Rs 2 Lakh a month on transport bill.
- ☞ **Reduced wage bill by trimming down warehouse manpower by almost 50%** bringing down the manpower cost and tremendous improvement in people productivity.
- ☞ **Just 14000 Sq ft warehouse used in servicing morning 6 AM daily deliveries at 185 plus stores** in Delhi / NCR region.
- ☞ Changed the **warehouse operations** from 'own' to '**outsource**' to wean out inefficiencies and rationalize manpower deployment.
- ☞ Implemented all together **efficient and effective Indenting, Pricing & Price Benchmarking, Logistics and reporting systems** in spite of good resistance from staff for maintaining status quo. Blending some fresh experienced talent with old staff and nurturing the blend as a supportive team made this possible in quick span.

**AVP & Business Head Fresh Food Retail, Reliance Retail, Delhi, NCR and Haryana, 2006 to 2009.** Reliance Retail owns and operates more than 700 stores under Reliance Fresh brand.

**Starting from zero base, launched fresh produce, bakery, dairy and non-veg (eggs) category at Reliance Fresh retail stores in flat two and half months by;**

- ☞ **Building capacity in terms of sourcing fresh food directly from farm production / supply areas** by establishing Collection Centers across the 5 neighboring States,
- ☞ **Establishing a large ultramodern warehouse** complex to handle, process, consolidate fresh food,
- ☞ Building / renewing relationship with hundreds of stakeholders across the chain to feed / oil the supply chain
- ☞ **Organizing a market intelligence network** for price benchmarking both at wholesale as well as retail side.
- ☞ **Logistics planning for very complex geography** that is Delhi NCR region which falls in three States with many vehicle entry barriers and restrictions.
- ☞ **Category merchandising, demand planning and price / promotion management at front end** – a ticklish job considering price / market spread in retail at thousand unorganized retail markets.
- ☞ **Building a strategic team** to manage thin and lean supply chain.
- ☞ **Establishing a modern fresh cut vegetable facility** to cut, pack and distribute fresh cut vegetables – a first of such unit for any retail chain in India.
- ☞ **130 stores and 5 Hypermarkets** were served fresh produce on 24x7x365 basis for a 60 Crore plus per annum profitable business with net margins going up to 9%.
- ☞ Few of the low cost warehousing, distribution models (Direct Store Delivery (DSDs) by cutting down distribution time) and market information system initiatives undertaken by team are industry first in organized sector and have completely rebuilt the supply chain value proposition for perishable produce. Within Reliance Retail, these models developed have been replicated all across India.

**Head of Business Operations (Fruit & Vegetables) – North India, Subhiksha, Delhi, 2005 to 2006.**

- ☞ Presided over establishment of a large fruit & vegetable retailing business for retail chain's **140 plus stores in Delhi, a first ever entry in F&V business by Subhiksha, a chain with 1600 retail stores across India.**
- ☞ Business was established within a multi format stores as an independent profit centre and entailed quick establishment of a thin and lean supply chain to fits into Subhiksha's overall every day low price (EDLP) retail strategy.
- ☞ Food Retail business was launched in flat record 5 months right from concept to commissioning 30 plus stores.

**Head of Business Development - Safal Auction Market, National Dairy Development Board (NDDB), Bangalore, 2004 to 2005**

- ☞ **Successfully launched clock auction, rolled out three large Cash & Carry Stores for wholesaling fruit and vegetables in Bangalore – A first for fresh produce wholesaling in India.**
- ☞ Developed a supplier base across Northern / Western / Eastern India to cater to Safal Market's requirements of stored and fresh produce.
- ☞ Developed markets and buyers in North for marketing of horticultural commodities available through Safal Market's supply base in South India.
- ☞ Played a **key role in dimensioning and operationalization of Safal Market** and its **13 Cash & Carry stores.**

**Head of Frozen & Processed Food Supply Chain – All India- Mother Dairy, NDDB, Delhi, 2003 to 2005**

- ☞ **Rationalized C & F operations across the country** by closing and scaling down many C & Fs without affecting top line and distribution penetration in view of existing logistical, cost and contractual disadvantages – **Cut C&F cost by 30%.**
- ☞ Introduced a new supply cum distribution model using Integrated Logistics Service Provider model for frozen and processed products - a first in the Country. Move **brought down overall distribution cost by at least 15 %.**
- ☞ **Brought down the cost of operations in surviving C & F and transport contracts by 10 %** by cutting down the storage space requirement and review of secondary transport.

**Head of Sourcing, Planning & Development – All India - Mother Dairy, NDDB, Delhi, 1987 to 2003 -**  
Mother Dairy is presently a **1.5 Billion USD company with more than 1300 retail stores for dairy and fruit / vegetables in just one metropolitan region of Delhi / NCR**

- ☞ **Responsible for planned sourcing of fruit and vegetables** from growers' / farmers' organizations, wholesale markets, corporate houses all over the country at competitive prices as per company's Quantity requirements, Quality Specifications, Delivery Schedules and Packaging Standards in a thoroughly on-line IT enabled environment **for supply to 350 Retail Stores in Delhi.**
- ☞ **Developed 120 farmers' organization** and their infrastructure, logistics, management of extension services and a technical input programme to support planned procurement from farm institutions.
- ☞ **Managed a dedicated team of 60 plus professionals,** to develop an extensive and effective Fresh Produce contract farming Sourcing network, practically all over India, for round the year quality supplies of more than 150 fresh commodities at competitive prices. The job involved round the clock coordination and monitoring at various levels for the **first ever organized fruit and vegetable retail company in India from 1987** onwards.
- ☞ **Brought 800 plus Hectares of vegetable area in 6 Indian States under production enhancement contract farming programme** using state of the art production technology based on the principles of precision and uniformity and use of innovative but simple farm machines. Wide bed production technology propagated by his group for various vegetables, particularly potatoes, have become a de-facto standard for progressive potato / vegetable farmers throughout Northern India.
- ☞ **Strategic reorganization of procurement policies and procedures** from purchases at supply source at local prices and terms, to, supplies at company premises in Delhi without declaring prices in production areas. This change completely overhauled company's procurement structure and resulted in major savings.
- ☞ **Reorganization of purchases** in wholesale markets from outright purchases at company's risk, to supplies at company premises in Delhi on competitive biddings basis. This change resulted in major savings.
- ☞ **Introduction of 15 new highly perishable fruit and vegetable** items hitherto not retailed by organized sector.
- ☞ **Collaborated on a prestigious feasibility study for the Govt. of India** on an alternate fruit and vegetables marketing structure **as an Agri-business Management expert.** Study eventually culminated in establishment of above said megaton Safal Market by NDDB at Bangalore modeled on Dutch clock auctions.
- ☞ **Led and identified a local procurement and import based food marketing project in Colombo, Sri Lanka.**
- ☞ **Formulated horticulture development plans,** including technology integrated backward and forward linkages, **for three states** of Kerala, Uttaranchal and Jharkhand **in India**
- ☞ **Arrangement of 11000 MTs of produce,** apart from regular supplies for company's retail outlets

in six months, **for wholesale** at major Indian wholesale market.

- ☞ **Developed a strategic Billion US dollar plan** for the company in year 2001 towards **from dairy and fruit / vegetable business** in 5 years.

#### **Technical Input Manager - Milkfed, Punjab** (producer of Verka brand of milk products), 1980 to 1987

- ☞ Tenure includes two years management apprenticeship with NDDB at various locations in India, including Amul on behalf of Milkfed, Punjab
- ☞ Besides being a qualified graduate and post graduate in Animal Sciences with specialization in Animal Nutrition, **trained by renowned dairy experts for two years in all aspects of dairy production, processing and retail functions** at various dairy production, processing and consumption belts practically all across India, including Dairy legend **Amul** at Anand Gujarat.
- ☞ **Was part of the Farm Organizations and Animal Husbandry cell of NDDB** which was responsible for organizing farmers and implementing technical input programs across India during Operation Flood-2 phase.
- ☞ **As a team leader organized more than 560 dairy cooperatives** in 4 districts in Punjab, India.
- ☞ Responsible for development of a dedicated group of **contract farmers for an innovative seed production program in 300 acres and management of milk production enhancement services** through animal nutrition program to support planned procurement of milk from 560 plus village level cooperatives.
- ☞ **Spearheaded** roll out of a unique program called '**Operation Concern**' as a critical input to **improve health of rural women** who were responsible for taking care of cow and buffaloes so that milk production and procurement is enhanced.
- ☞ Was team leader for a **community biogas generation project from cow dung** for the benefit of milk producers.
- ☞ Stint also includes heading the quality assurance department of 100 TPLD liquid milk and 6.6 MTD milk powder plant for one and half year in Punjab.

#### **Inspector - Agriculture – Govt. of Punjab, 1979 to 1980**

- ☞ Responsible for **agriculture extension and rural development work** under Intensive Rural Development Programme of the Govt. of India in one of district in Punjab.
- ☞ **Established India first mobile water / soil testing mobile laboratory**

### **EDUCATION**

- ☞ **M.Sc., Animal Nutrition**, Punjab Agricultural University, Ludhiana, India – GPA, 3.72/4.00 - 1979
- ☞ **B.Sc., Agriculture (Hons. in Animal Sciences)**, Punjab Agricultural University, Ludhiana, India – GPA, 3.32/4.00 – 1977

### **SOME RECENT GUEST LECTURES**

<b>Institute</b>	<b>Theme</b>
India Institute of Technology (IIT), Kharagpur	Opportunity Scanning Process and Practices in Food & Agri Sectors
Asian School of Business Management (ASBM), Bubneshwar	Business Development and Corporate Needs of Organized Retail in the Times of Recession
Indian Institute of Materials Management (IIMM), Delhi	Building & Turnaround Process for Perishable Food Supply Chains in Organized Retail Sector
Noida Management Association (NMA), Noida	Supply Chain Management – Long Range Strategic Planning & Implementation Process for Organized Food Retailers
DHAN Foundation, TN, India	Mainstreaming Poor Small Farmers into the booming Indian Economy by Empowering them with Knowledge based Marketing & Decision Enabling systems
SCM Alumni Society (SAS), Dhaka, Bangladesh,	Linking Small Framers to Markets - The whys and Hows for Small & Marginal Fresh Produce Growers in Developing Countries

### **PERSONAL**

- ☞ Date of Birth: 29th October, 1956
- ☞ Marital Status: Married - Children: Two, a daughter and a son
- ☞ Languages: English, Hindi, Punjabi and working knowledge of Marathi, Gujarati and Urdu.
- ☞ Foreign Travel Experience : USA, Various European, Many Asian and Middle East countries
- ☞ Interests: Blogging, Food, Books, Travel and Music