



Ved Vyas Chhabra-CEO & MD

TOURISTOR (1997)

Touristor Shoes Pvt Ltd (1997)

GC Chhabra had to flee West Pakistan following the Partition. His travails brought him to Siliguri and in 1952 he opened a footwear store – Bharat Shoes. An aggressive entrepreneur, he opened several branches in quick succession and brought his relatives to the country to help him run them. Various towns in West Bengal soon boasted of a Bharat Shoes store and became hugely popular. However, a family dispute in the late seventies saw the relatives branch out on their own. Some changed the name of their store, but many took advantage of the fact that 'Bharat' as a brand name could not be registered as a trademark. Many others too tried to cash in on the popularity of Bharat but sold inferior products which forced Chhabra to change the name, and thus Touristor was born. This was in 1997 and by now Ved Vyas Chhabra (VVC) had taken over the reins of the business.



In between however, WC diversified into footwear manufacturing and set up a unit in Noida to make shoes for a few companies like Bata, Carona and Liberty. With the launch of Touristor in 1997 he was back into footwear retail once again. Touristor was positioned a notch higher than Bharat, more so to cater to an ever increasing middle and upper middle class section of society, and to tap into the growing segment of the fashion-seeking youth. As he looks to grow the brand manifold, he is exploring some south Asian countries. WC has also been instrumental in opening stores for several leading brands like Nike, Reebok, Planet Sports, Liberty and Woodland in eastern and central India. His company has now taken over the onus of running the footwear segment for Delhi-based department store, Rituwears Biglife. Growing at over 30 per cent in the last two years, the target turnover that Touristor has set for 2015 is ₹200 crore.

Product profile

The product profile encompasses the footwear and accessories requirements of the entire family in dailywear and specific occasionwear.

Target customers

Middle and upper middle class urban customers

Retail presence

Exclusive brand outlets: 26
Franchise EBOs: 7
Company-owned EBOs: 21

Best performing EBOs

Company-owned: City Centre mall at Salt Lake and Mani Square in Kolkata, stores in Bhubaneswar and Ranchi.
Franchised: Stores in Agartala, two in Siliguri, and some in Moradabad, Bhopal and Indore.

Average square feet of EBOs
1,000 sq.ft.

Average returns per square feet from EBOs
₹700-800 per sq.ft.

Average billing size in EBOs
₹900

Percentage of footwear in total product portfolio
Footwear: 100 per cent
Accessories: Negligible

Percentage of stock comprising all season accessories across men, women, and children
Men: 40 per cent
Women: 50 per cent

Children: 10 per cent

Space allocated
Men: 40 per cent
Women: 50 per cent
Children: 10 per cent

Price points
Men: ₹699-4000
Women: ₹249-3000

Best selling price points (footwear)
Men: ₹1199-1499
Women: ₹449-899
Children: ₹249-499

Price points (accessories)
Men: ₹20-1000
Women: ₹20-2000
Children: ₹20-200





Mode of expansion

Open 70 EBOs, and also increase retail presence through shop-in-shops.

Next tier III and tier IV cities and towns

Alipurduar, Sambalpur, Bihilai, Bokaro and Asansol

Average cost of setting up a store in

Four metros: ₹40-50 lakh

Other tier I cities: ₹30-40 lakh

Tier II cities: ₹25-30 lakh

Tier III and tier towns: ₹20 lakh

First one crore turnover and celebrations!

Touristor achieved its first one crore turnover in the year 2003.

Some challenging decisions that reaped success

- To make Touristor a leading footwear brand
- Opening of store with a wide variety in the productline
- Adaptation of retail automation system.
- Implementation of CRM



Average spend per customer in store

Footwear: ₹900

Accessories: ₹150

Number of pairs of footwear purchased by an individual at a time

Women: 1 pair

Children: 1 pair

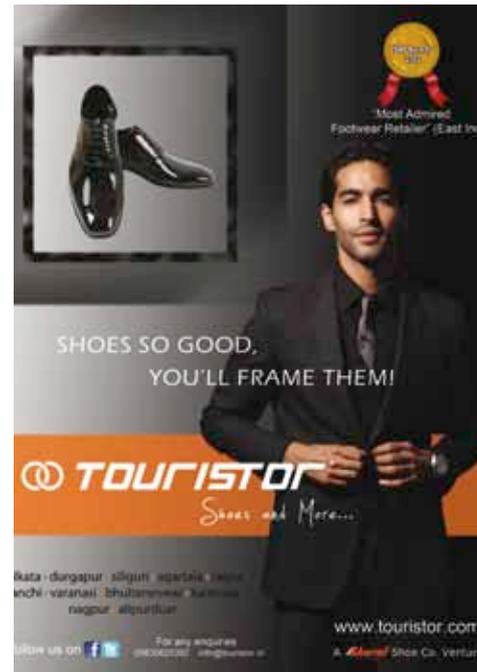
Number of pieces of accessories purchased by an individual a time

Men: 1 piece.

High street store which gives best returns

Grand Hotel Arcade, Kolkata, Main Rd -Ranchi and Agartala





Total number of employees 150

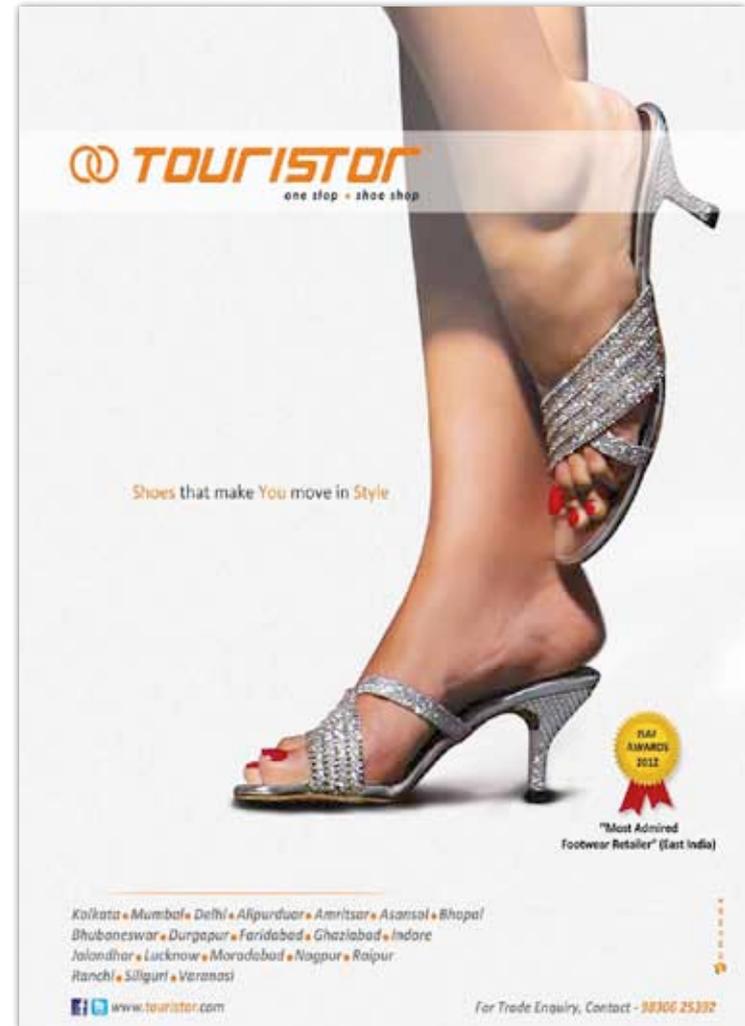
Best HR practices

- Sales team is motivated to generate better revenue through innovative incentive schemes.
- Store team encouraged to participate in formulating store operation techniques and implementation.
- Non-performers in any of the retail functional area are put into areas of their interest instead of removing them from the organisation.

Number of vendors production outsourced for a season More than 40

Customer loyalty

- Discounts on purchase based on value
- Accumulation of points
- Surprise gifts.
- A total of 15,000 loyal customers contribute about 15 to 18 per cent to the turnover.



Brand campaign

- The first brand campaign was carried out by an in-house team in 2004, incurring a cost of ₹4 lakh.
- Focus was on creating brand awareness through hoardings, by distributing pamphlets and radio advertisements.
- Over the years, the change in communication includes sponsoring and participating in social events and advertisements through print media. The brand has also changed the brand logo, font and colour.
- The company invests 3 per cent of turnover in brand building.
- In-store promotions are carried out through visual merchandising, various schemes and gift hampers.
- Touristor uses eco-friendly carry bags.