

Building Customer Trust: the DMart Way

Seven pillars of trust for business leaders, seen through KAVACCH™: the Miles2Go framework for retailers and consumer brands.

S. Shriram

Founder & CEO, Miles2Go Consulting Services · Alumnus of Harvard Business School

Visiting faculty for 22 years · 1,500+ articles · 100+ conferences addressed

Trust is the currency your customers spend

Three things every shopper silently tests at the price tag, the scale and the bill

Honest price

Do the numbers add up when she checks?

The same low price, every visit.

Right product

Is what she needs on the shelf, and is it what it claims to be?

Full shelves, true weights, fresh stock.

Respectful people

Do they feel you care about them?

Treating every rupee of the customer's money as precious.

Retail tests all three at the price tag, the scale and the bill.

The Indian shopper: doubts and rewards

What she doubts

- Hidden charges at the bill desk
- Inflated MRPs and never-ending sales
- Short weights and stale stock
- Promises that change by store
- Being treated as a number

What she rewards

- The same low price, every day
- A full shelf and an honest bill
- A clean, simple, familiar store
- Staff who stand behind the product
- Being treated with respect

Every doubt on the left is a design brief for the right.

KAVACCH™: the Miles2Go framework

- K** Knowledge Management Techniques through Data Analytics
- A** Assortment optimisation to deliver higher margins
- V** Value Engineering by minimizing costs and maximizing returns
- A** Advanced Analytics for building Omni-Channel capabilities
- C** Cost Optimization including reduction of stock-outs and improved logistics
- C** Consumer Loyalty and Personalization
- H** Harnessing the power of ML and AI

Our proprietary framework for retailers and consumer brands, backed by years of deep-dive in the retail industry.

A market mind who chose to own shops

An investor who learned retail, and chose to own the shop.

Radhakishan Damani, founder, Avenue Supermarts

2002

First DMart opens in Mumbai

2017

Avenue Supermarts lists on the stock exchanges

2026

518 stores, still opened cluster by cluster, never in a rush

DMart today: six numbers

518

stores at 30 September 2026

+86

stores added in the last 12 months

2x

stores since March 2021 (234 to 518)

19,206

INR crore revenue in Q2 FY27

+18%

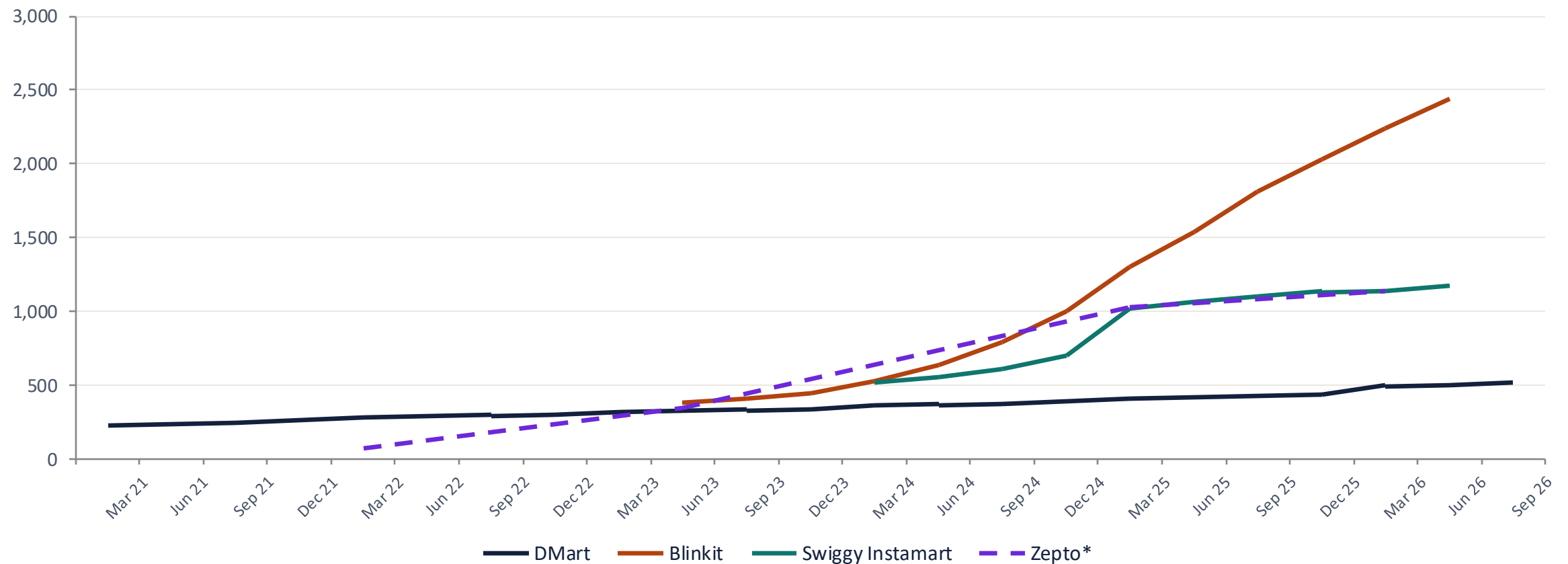
revenue growth over Q2 FY26

4x

quarterly revenue since Sep 2020

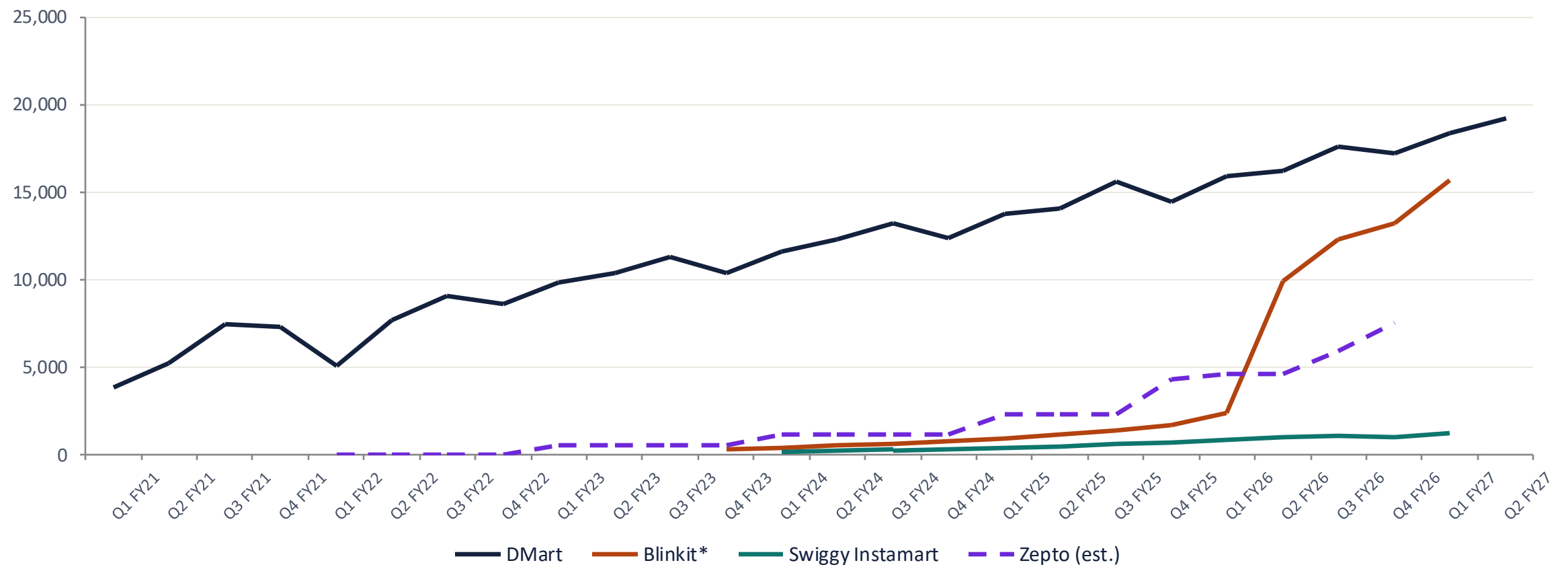
Slow, steady expansion: every new store repeats the same promise.

Dark stores sprint. DMart compounds.



Stores at quarter-end, India. DMart to Sep 2026; Blinkit and Instamart to Jun 2026 (company shareholder letters). *Zepto: disclosed points joined by a dashed line (filing and market reports).

Quarterly revenue: the gap narrows



INR crore per quarter. DMart to Q2 FY27; Blinkit and Instamart to Q1 FY27; Zepto to Q4 FY26 (market-report estimates, dashed). *Blinkit moved to an inventory-led model in Q2 FY26, so earlier quarters are not like-for-like.

Read the data, then read between the lines

K

Knowledge Management
Techniques through Data
Analytics

THE DMART LESSON

DMart picks sites and range from what its shoppers actually buy, week after week.

THE KAVACCH™ VIEW

It is not the data but the wisdom to read it: locations, merchandise planning, buying, pricing, daily operations.

HOW M2G HELPS

M2G partners with you on analytics, with technology experts, in a time-bound way.

Ask yourself: which three numbers about your customer do you check every single day?

Right merchandise, right place, right time

A

Assortment optimisation to
deliver higher margins

THE DMART LESSON

A staples-led range that is always in stock: a full shelf is a promise kept.

THE KAVACCH™ VIEW

Wrong sizes, styles and stock-outs cost sales. Assortment is a cycle, from planning to refills.

HOW M2G HELPS

Data-science deep dives that work at chain, store and location level.

Ask yourself: which products would you drop tomorrow if you trusted your numbers?

Cost out, returns up: value engineering



Value Engineering by
minimizing costs and
maximizing returns

THE DMART LESSON

Everyday low price rests on everyday low cost: simple stores, lean operations, no constant sale.

THE KAVACCH™ VIEW

Moving slow stock across states adds cost and misses the peak season. Minimise cost, maximise return.

HOW M2G HELPS

Real-time store data and machine learning to predict how SKUs will move.

Ask yourself: which cost in your business does your customer never notice or value?

Omni-channel is a promise, not a website

A

Advanced Analytics for
building Omni-Channel
capabilities

THE DMART LESSON

The store stays the anchor of the promise; home delivery is added around it, not instead of it.

THE KAVACCH™ VIEW

A true omni-channel is a phy+gital interface, far deeper than a website or an app.

HOW M2G HELPS

We craft models that fit your existing capabilities, however complex the business.

Ask yourself: where does your customer move between store and phone, and who owns that moment?

Fewer stock-outs, smarter markdowns

C

Cost Optimization including
reduction of stock-outs and
improved logistics

THE DMART LESSON

Everyday low price means no deep-discount cycle to unwind, and no shopper waiting for the next sale.

THE KAVACCH™ VIEW

Unscientific markdowns erode margin. End-of-season sales now run 45+ days, up from 20 to 25.

HOW M2G HELPS

A data-backed sale strategy that protects gross margin and lifts bill values.

Ask yourself: how many days does your sale run, and what does it cost your margin?

Loyalty is earned, and it can be personal

C

Consumer Loyalty and
Personalization

THE DMART LESSON

Loyalty comes from price consistency and a reliable shelf, not from points and freebies.

THE KAVACCH™ VIEW

Gen Z is less loyal: in an M2G survey of B-School students, over 82% could not name their morning toothpaste.

HOW M2G HELPS

Tailor-made ways to lengthen shopper lifetime value and bring past customers back.

Ask yourself: could your best customer name your brand, or only your discount?

Let ML and AI make the repeat decisions

H

Harnessing the power of ML
and AI

THE DMART LESSON

Forecasting can keep staples on the shelf; DMart's own systems are not public, so speak to the principle.

THE KAVACCH™ VIEW

Same store, same product, different catchment: markdown versus Buy 2 Get 1 is a data call, not a table-top call.

HOW M2G HELPS

Extended ML teams to bring bullet-proof ideas to mid-season decisions.

Ask yourself: which repeat decision could a model make better than a meeting?

The same seven pillars, tested in the field

140

cafes added for a national coffee chain

2x

dealer network for Royal Enfield, to 320

+67%

monthly revenue growth at an optical chain

3x

retail distribution for Levista during Covid

Retail, FMCG, malls and airports: proof that the pillars travel across sectors.



Businesses we have worked with (shown with consent)

Score your own trust, pillar by pillar

K	Do I track three customer numbers every day?	1	2	3	4	5
A	Is the right stock on the shelf, in the right store?	1	2	3	4	5
V	Does my price rest on lower cost, not constant sales?	1	2	3	4	5
A	Do my store and my phone work as one experience?	1	2	3	4	5
C	Do my sales protect margin and avoid stock-outs?	1	2	3	4	5
C	Would my best customers choose me without a discount?	1	2	3	4	5
H	Do data and models guide my repeat decisions?	1	2	3	4	5

Score each pillar out of 5. Your lowest score is where to begin.



A 90-day trust plan you can start Monday

Days 1 to 30

Know

K and A: pick three trust numbers, track them daily, and list your stock-outs and repeat disappointments.

Days 31 to 60

Fix

V and A: cut one needless cost, tighten the range, and close one store-to-phone gap.

Days 61 to 90

Keep

C, C and H: plan your sale with data, reward loyal customers, and let models handle repeat calls.

Start with your lowest-scoring pillar.



How Miles2Go can work with you

Strategy

KAVACCH™ diagnostics, turnarounds and growth plans for retailers and brands.

Leasing

The right locations and spaces for stores, malls and formats.

Hiring

Leaders and store teams who can keep your promise.

Training

Capability programmes that build trust on the shop floor.

Miles2Go Consulting Services

Shri@MilesToGo.in
+91 91763 000 54
milestogo.in

THANK YOU

Trust is built one promise at a time.

S. Shriram · Founder & CEO, Miles2Go Consulting Services

Shri@MilesToGo.in
+91 91763 000 54
milestogo.in

#Miles2Go
Consulting Services

