Ausgabe 16
20. April 2012

D2381 C
60264 Frankfurt

Lebensmittel Zeitung

www.lebensmittelzeitung.net

Frankfurt am Main • Wien • Zürich

HANDELSWOCHE · DEUTSCHE HANDELSZEITUNG

Neue Wachstumstreiber sind nicht in Sicht

3. Europäischer Discounter-Kongress der LZ – Stagnation auf hohem Niveau – Renovierungsrunde bei Netto, Penny und Aldi Nord

Berlin. Der Food-Discount in Deutschland schrumpft leicht. Dem Angriff der modernen Supermarktkonzepte begegnet das Handelsformat gleichfalls mit einem Uptrading. Auf dieser Ausgangssituation setzten die Referate beim Discounter-Kongress von LZ und The Conference Group in Berlin auf.

Egal aus welchem Marktforschungshaus die Zahlen stammen. Die Marktanteilskurve des Discounts im Lebensmittelhandel ist flach bis nach unten zeigend. Kein Wunder, dass die professionellen Beobachter dieser Vertriebsform schwierige Zeiten prognostizieren. Commerzbank-Analyst Jürgen Elfers nimmt seine frühere Prognose zurück, dass die Discounter auf 50 Prozent des Marktes kommen. Vielmehr sinken die Durchschnittsumsätze pro Filiale, auch bei Lidl, dem dynamischsten Vertreter der Gattung. Netto bleibt, das ist abzusehen, ebenfalls hinter den hochgesteckten Erwartungen zurück; die Ex-Plus-Filialen können das Netto-Niveau nicht erreichen.

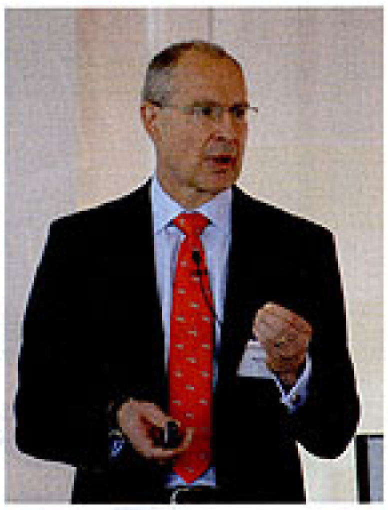
Handelsprofessor Thomas Roeb, FH Bonn-Rhein-Sieg, sieht nach den großen Wachstumsimpulsen Freestander mit Parkplätzen und Aufbau der Nonfood-Aktionspolitik keine neuen nachhaltigen Wachstumstreiber. Die Sortimente seien ausgereizt, weitere Ausweitungen wegen der Kostenposition kaum möglich. Neu bewerten müsste man die Frage, welche Rolle Marken im Discount spielen.

Ex-Aldi-UK-Manager Paul Foley beschäftigt sich mit der Herausforderung des stationären Handels inklusive Discount durch das Internet. Schon 2014 werden 50 Prozent aller Transaktionen durch das Internet beeinflusst sein. Kunden kommen vorinformiert in die Läden und verlassen sie wieder, wenn sie ihre Erwartungen nicht erfüllt bekommen. Deshalb muss auch der Discount seine Flächenleistung und sein Angebot internet-affin mitdenken und gestalten.

Spannend diskutierten Multiline-CEO Ghassan Arab, der alle Handelsformen mit Textilien beliefert und Michael Arretz von Kik über ihre Bemühungen, die Preise hier und die Bedingungen in Bangladesch übereinzubekommen. Für die Immobilienbranche ist der Discount weitgehend noch eine sichere Bank. Welche Konzepte wie lange Betreibungssicherheit gewähren, gehört zu den Kernfragen der Standort-Profis. Und sie wollen mit den Kommunen freier über Ansiedlungen verschiedenster Handelsformate diskutieren können. bb/lz 16-12

Textiliten: Kik-Geschäftsführer Michael Arretz (r.) diskutierte mit Ghassan Arab, CEO Multiline, der alle Händler außer Kik mit Textilien beliefert über faire Beschaffung in Bangladesch.

Kritisch: Joachim Freund, Haribo-Vertriebsdirektor und Discount-Lieferant fragte nach.



Warner: Berater Paul Foley betrachtet das Internet als große Herausforderung.

Standort-Profis: Immobilienspezialist Ralf Walter, RVI (l.) erklärt Penny-Manager Dietmar Burtzlaff sein urbanes Konzept.

Will mehr wissen: Markenartikler Jörg Deppmeyer, Verkaufsleiter Coca-Cola Erfrischungsgetränke.

Gewohnt spitz: Prof. Thomas Roeb sieht keine neuen Discount-Wachstumstreiber.

Kühle Rechner: Sylvain Schärli, Controller bei Denner (l.) und Thomas Schmitz, Vertriebsleiter WD-40.

Passendes Ambiente: Peter Harsch, Objektentwickler Kaufland (l.), trifft auf Christian Fink, Geschäftsführer Kellerei Binderer.

DHAKA MONDAY DECEMBER 19, 2011

The Daily Star

SECOND EDITION

www.thedailystar.net

REGD. NO. DA 781 | VOL. XXI NO. 329 | POUSH 5, 1418 BS | MUHARRAM 23, 1433 HIJRI [Your Right to Know] 28 PAGES PRICE : TK 10.00

RMG exports to double by 2015, triple in 10 years: McKinsey

Bangladesh may reach growth targets if it overcomes challenges to the industry: report

AMRAN HOSSAIN

The story of Bangladesh has just begun. With garment buyers moving out of China, the sourcing caravan is moving on to the next hotspot: Bangladesh. McKinsey & Company, a trusted consultant for many of the world's influential businesses and institutions, has done a case study that reviews Bangladesh's garment growth formula. It predicts that the country's apparel exports will double by 2015 and nearly triple in 10 years. The future growth of RMG exports will require an additional 3.5 million workers by 2020. The report, prepared in collaboration with the Bangladesh German Chamber of Commerce and Industry and made available exclusively to The Daily Star, explores what it takes to be the next big destination for global buyers. The report also flags some challenges to the apparel industry. Bangladesh may miss the opportunity if the country does not overcome those challenges.

The sourcing of RMG is experiencing a new phase of transition, which is creating the need for companies to react accordingly in order to secure their cost positions in the apparel market

Foreword

A growing number of chief purchasing officers (CPOs) in European and US apparel companies are scrutinising their sourcing strategies, as margin and supplier capacity pressure building over the last several years has caused them to search for the next performance improvement opportunity.

While China is starting to lose its attractiveness in this realm, the sourcing caravan is moving on to the next hot spot. With Bangladesh having developed a strong position among European and US buyers, many companies are already eager to evaluate the future potential. However, the lure of competitive prices, available capacities, and supplier capabilities offered is being cautiously weighed against a prevailing insecurity created by the challenges inherent in Bangladesh's readymade garments (RMG) market.

McKinsey & Company has initiated a case study that sets out to review Bangladesh's RMG growth formula, which builds on the country's strong starting position and the increasing demand of international buyers. This report provides an overview of the rapid growth being seen in Bangladesh's RMG industry and then describes the main hurdles that exist for buyers when it comes to sourcing in Bangladesh. The final section of the report details what the three core stakeholders -- government, suppliers, and buyers -- can do to overcome the challenges of growth in Bangladesh's sourcing market.

The case study and recommendations documented in this report are based on:

- An extensive interview-based survey of CPOs from leading apparel players in Europe and the US, accounting for $46 billion in total apparel sourcing value and covering 66 percent of all apparel exports from Bangladesh to Europe and the US.
- A telephone survey of 100+ local RMG suppliers in Bangladesh, which represents approximately 10 percent of Bangladesh's total apparel exports.
- In-depth desk research using both international (World Bank, International Monetary Fund, EIU, investment banks) and local sources (Bangladesh Garment Manufacturers and Exporters Association, Centre for Policy Dialogue, Bangladesh Institute of Development Studies).
- Extensive field work, including in-depth supplier interviews, factory visits, interviews with sourcing office managers, and discussions with other local and international experts (corporate social responsibility experts and logistics experts).

McKinsey wishes to thank all participants of this study, especially the Bangladesh German Chamber of Commerce and Industry (BGCCI) President Md Saiful Islam and Executive Director Daniel Seidl, for their support in compiling this report.

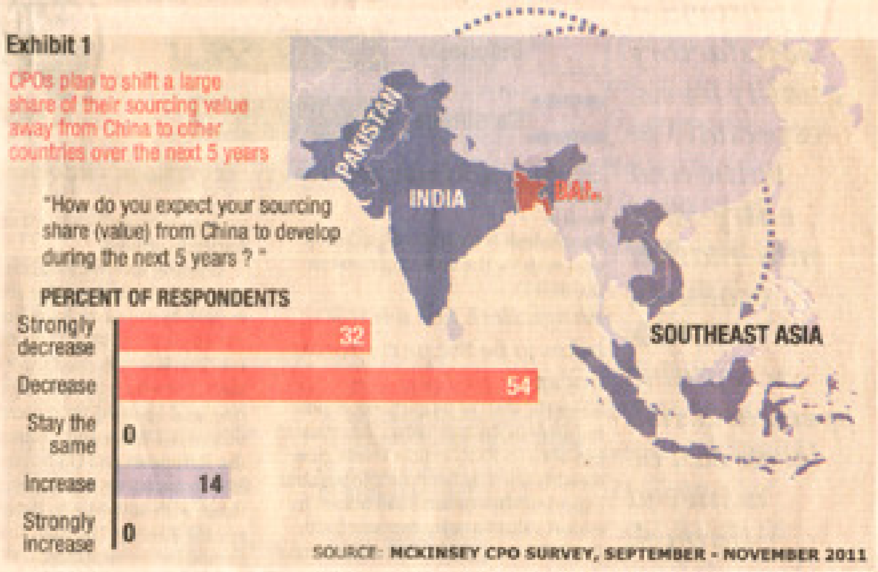
Potential for rapid growth of Bangladesh's RMG industry

The sourcing of RMG is experiencing a new phase of transition, which is creating the need for companies to react accordingly in order to secure their cost positions in the apparel market. While China was once considered "the place to be" for sourcing, the light is starting to shine ever brighter on Bangladesh.

BGCCI

Dr Thomas Tochtermann, director of McKinsey & Company; Dr Achim Berg, principal of McKinsey & Company; Faruk Khan, *third from right*, former commerce minister and current civil aviation and tourism minister; Md Saiful Islam, *extreme left*, president of Bangladesh German Chamber of Commerce and Industry (BGCCI); and Daniel Seidl, executive director of BGCCI, pose for photographs at an event in Dusseldorf, Germany, in September. The findings of the McKinsey report were presented there in front of 15 CEOs of top brands.

Exhibit 1



SOURCE: MCKINSEY CPO SURVEY, SEPTEMBER - NOVEMBER 2011

Current trends on the buying side

For decades, European and US apparel buyers were benefiting from continually decreasing purchasing prices by moving their sourcing activities to low-cost countries in the Far East and by cutting out the "middle man." Sourcing teams could freely take their pick of the next country sourcing opportunity along the five main criteria of price, quality, capacity, speed, and risk.

Within the last several years, however, European and US buyers have been faced with a growing number of margin and capacity issues, creating an increase in sourcing strategy revisions.

Although the European and US apparel markets have regained much of their sales following the slump brought on by the most recent global financial downturn, market saturation, consumer price sensitivity, and ongoing economic insecurity continue to put pressure on top-line results.

In addition, the end of a 15-year long apparel sourcing deflation is squeezing the profitability of buyers. Volatility of raw materials prices has spurred a decline in gross margins and created a general environment of insecurity among buyers. At the same time, labour costs in China and other key sourcing markets have increased significantly. This is leading buyers to question their current sourcing strategies, resulting in expansion of global direct sourcing and footprint revisions being the current key strategic focus areas.

However, the playing field is becoming increasingly limited for European and US buyers, as new, fast-growing markets develop into important customers for the traditional sourcing markets. These countries' high growth levels and, to some extent, proximity to the markets, make them attractive. A battle for capacities is on the horizon.

For many years, China was almost always the hands-down answer to all buyers' needs, but those times are changing.

China is losing its attractiveness for new and established buyers

In 2010, China dominated RMG imports to Europe and the US, accounting for approximately 40 percent of the import volume in each region. The macrotrends of wage increases and capacity pressure, however, have proven to heavily weigh on the Chinese RMG sector. McKinsey's survey shows that CPOs of leading apparel buyers in Europe and the US almost unanimously favour moving some of their sourcing away from China. In the survey, 54 percent of CPOs shared their plans to decrease their sourcing activities in China by up to 10 percent and 32 percent stated that they sought to decrease their share of sourcing in China by more than 10 percent over the next five years (Exhibit 1).

- Labour shortages, especially in the coastal regions, are impacting the RMG industry in China, as workers continue moving on to more attractive industries and better jobs.
- Wages in Coastal China are increasing, as Chinese RMG manufacturers try to better position themselves in the tight labour supply market.
- Capacity for Western buyers is reaching its limits, as RMG players in Coastal China switch to serving the quickly growing, more profitable national market and as the Chinese government seeks to support more value-added industries in an effort to rebalance the economy. Since 2000, the share of total apparel exports has been reduced to nearly half of historical levels.

As Western RMG buyers search for the "next China," they are evaluating all options to strengthen their proximity sourcing, moving on to Northwest China, Southeast Asia, and other Far East supplier countries.

MORE ON B4

multiline

German standard - made in Bangladesh

About Multiline

Multiline was founded as a weaving company and is nowadays a global operating vertically integrated production company in the 3rd generation that sells its goods to more than 52,000 stores in 35 countries and employs about 50,000 (about 13,000 own) people worldwide. With a turnover of 1.4 billion Euros it is the 4th largest garment supplier in Germany after adidas, Esprit and Hugo Boss.

In its constant thinking for innovations and future trends, Multiline does not forget his social and environmental responsibility towards society. In order to receive, produce, and distribute products that satisfy the needs of each partner Multiline is connected to it is crucial for Multiline to fulfil social, ecological and economic standards.

Multiline about to set up state-of-the-art full composite textile factory

Multiline is planning to set up a state-of-the-art full composite textile factory in Bangladesh. Fully developed, this investment will provide jobs for up to 10,000 workers and cover all steps of the textile supply chain from cotton flock to finished product. Focus of the production will be added-value items such like functional items and underwear, a sector in which Bangladesh has still only low production capacity.

Know-how transfer from Germany to Bangladesh

The aim of the project is to establish a factory fulfilling high German standards in Bangladesh by using European first class textile machinery. Furthermore Multiline wants to transfer its technical and management know-how to Bangladesh and match it with the existing skills of the Bangladeshi workers. After 18 years of experience in Bangladesh, Multiline is convinced that with the required know-how and machinery Bangladesh workers are able to produce high-end items for top premium brands.

This project should not only be a platform for high level buyers but also attract high-potential employees. Therefore Multiline offers e.g. scholar- and internships in the head office in Germany as part of job rotation. The new factory will also be creating a benchmark in terms of social and ecological standards.

Creating a win-win-situation

The project will create many advantages for all parties involved. With its high standards it will be a showpiece for worker- and eco-friendly production of high quality textiles in Bangladesh, protecting the image of both Bangladesh as supplier country and Germany as buyer country. Furthermore the project will enhance the reputation of Bangladesh as a safe production site, moving away from the low-cost and no-frills image. With Multiline as a famous expert in the high-end market with 1.4 billion Euros turnover, the project has also a signalling effect to attract more high value investors within and outside the textile industry to follow the example of Multiline.

Marketability of project proven

Bangladesh is the rising market for textile production investments because of its gap between tremendous increase in demand and lack of capacity especially in high-quality and value-added products. Purchasing executives of leading European textile and retail brands expressed strong interest in the production facilities; in fact several requests for capacity blocking have already been placed.