

December 10, 2019

To, Bombay Stock Exchange Limited P.J. Towers, Dalal Street, Fort, Mumbai - 400 001.	To, Corporate Relationship Department National Stock Exchange Limited Exchange plaza, Bandra Kurla complex, Bandra (E) Mumbai 400051
--	--

Sub: Press Release titled "GRANT THORNTON RELEASES INTERIM PHYSICAL SURVEY REPORT ON MORE THAN 3,000 NEXTGEN VAKRANGEE KENDRA".

Dear Sir,

With reference to the abovementioned subject and pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached herewith Press Release titled "GRANT THORNTON RELEASES INTERIM PHYSICAL SURVEY REPORT ON MORE THAN 3,000 NEXTGEN VAKRANGEE KENDRA".

This is for your information and record.

Thanking you,

Yours Faithfully,

For Vakrangee Limited


Mehul Raval
Company Secretary
(Mem. No. A18300)



GRANT THORNTON RELEASES INTERIM PHYSICAL SURVEY REPORT ON MORE THAN 3,000 NEXTGEN VAKRANGEE KENDRA

Mumbai, December 10, 2019: Vakrangee had appointed M/s. Grant Thornton India LLP as consultant to carry Outlet Quality Analysis of Nextgen Vakrangee Kendra to ensure standardization referring to the look and feel of the outlet, availability of the services and validating customer and franchisee satisfaction index.

The engagement with Grant Thornton is to conduct an independent physical survey of the current and upcoming Next Gen Vakrangee Kendra outlets in the country.

The key objectives of the survey are as follows:

- Ensure the Physical availability of the kendras as per coordinates shared by Vakrangee
- Confirm exclusive service availability in each Kendra
- Compliance to the standard branding guidelines
- Draw inference of Franchisee satisfaction and Customer satisfaction

The survey parameters have been designed in accordance to business objectives, business goals and objectives of Vakrangee. The parameters for Analysis of Survey Data are as follows:

- Physical availability of the outlet
- Standardized look and feel of the outlet
- Skill capability of the employees of the outlet
- Service availability at the outlet
- Most utilised services at the outlet
- Customers trust on critical services
- Average footfall of the outlet
- Is Vakrangee outlet a successful venture
- Vakrangee outlet creating awareness about GOI schemes and other related schemes

Grant Thornton team has conducted the physical survey in 19 states in 3006 Nextgen Vakrangee Outlets which was held between May 2019 to Nov 2019. The comprehensive list of outlets against each state is mentioned below:

Sr. No.	States	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5	Tier 6	Total
1	Bihar	5	3	7	15	24	28	82
2	Chandigarh	14	0	7	6	12	29	68
3	Chhattisgarh	4	0	0	2	0	0	6
4	Delhi	1	3	0	1	0	0	5
5	Maharashtra	55	27	73	72	117	327	671
6	Gujarat	8	4	7	8	12	22	61
7	Haryana	13	3	6	8	14	17	61
8	Punjab	15	6	5	11	6	37	80
9	Himachal Pradesh	0	0	1	0	0	7	8
10	Rajasthan	51	25	67	58	156	422	779
11	Odisha	3	0	4	2	3	53	65
12	West Bengal	4	1	0	6	7	17	35
13	Uttar Pradesh	57	22	56	71	105	426	737
14	Jharkhand	3	0	2	0	0	16	21
15	Karnataka	2	0	2	0	5	11	20
16	Madhya Pradesh	29	10	25	32	50	135	281
17	Uttarakhand	1	2	2	7	1	8	21
18	Goa	0	1	0	2	1	0	4
19	Kerala	0	0	1	0	0	0	1
Total		265	107	265	301	513	1555	3006

After conducting the physical survey of 3006 Next Gen Vakrangee Kendras Grant Thornton has determined the following:

- The Outlets were reachable with the given GPS location
- The branding and compliance of the Kendra has been strictly followed by the Franchisee Owners
- Franchisees / Outlets are well equipped to handle the Vakrangee operations. The skill set of the franchisee owner/employee are aligned to the norms set up by the firm as in for e.g., basic ATM maintenance, customer complaints, information delivery regarding different services and more.
- More than 91% outlets have assisted e-commerce functional at their outlet signaling the deepening presence of online shopping in rural India. More than 99.5% have ATMs present in the Outlet and Banking services active in 2554 outlets.
- The ATM service at the Outlets is the most utilized services franchisee owners stating the same. In spite of RBI's focus to deepen the digital payments, the rural and the unorganized sector still follows the culture of cash transactions and not digital payments. Pull services such as Banking and ATM are more utilized in the outlets in the initial phase of activation as customers have more trust on these services.
- Vakrangee outlets have become popular as more than 1400 outlets have more than 50-80 customers visiting the outlet on a daily basis to avail various services.

Please see below the link for the interim survey report of Grant Thornton (GT) for your kind perusal.

Link: [Survey report of Grant Thornton](#)

Nextgen Vakrangee Kendra Photographs:



About Vakrangee Limited

(BSE Code: 511431; NSE Code: VAKRANGEE)

Incorporated in 1990, Vakrangee is the unique technology driven company focused on building India's largest network of last-mile retail outlets to deliver real-time banking & Financial Services, ATM, insurance, e-governance, e-commerce and logistics services to the unserved rural, semi-urban and urban markets. The Assisted Digital Convenience stores are called as "Vakrangee Kendra" which acts as the "One-stop shop" for availing various services and products.

For further information, please contact at:

Email: investor@vakrangee.in

Vakrangee
Kendra



Vakrangee
ATM



युनियन बैंक
भारत की पहली
बांगले लोक, बांगले बैंक
BC POINT

वक्रांगी केंद्र

VAKRANGEE 2.0

A PROMISE TO UNSERVED

DECEMBER 2019





Content

01	Summary to the Previous Edition	1
02	Executive Summary	2
03	Vakrangee and Grant Thornton Engagement	5
04	Survey Findings	11
05	Remarks/Suggestions	20
06	Vakrangee Overview	23
07	Grant Thornton In India	26
08	Annexure	28
09	Grant Thornton Team	33

Summary to the Previous Edition

In the last edition, Grant Thornton highlighted the distinctive divide in rural and urban Indian economy despite rapid GDP growth. Doubtless, while this growth has uplifted the lives of people across the country, it has also presented both challenges and opportunities. Challenges in terms of ensuring the fruits of growth and development reach all segments of the population and opportunities, in terms of meeting these very challenges.

The requirements and demands of rural India are distinct and unique thereby requiring a different approach vis-à-vis those of urban India. It is said, India, with its over 1.2 billion population, nearly 68% lives in its villages and rural India. Looked at it in terms of opportunities, this is India's largest market that requires to be catered to.

Although government is trying all its efforts to reach the rural masses of India by launching social security and financial schemes such as Pradhan Mantri Jan Dhan Yojana (PMJDY), Pradhan Mantri Mudra Yojana & launching of Aadhaar card for achieving its financial inclusion goals, yet approximately¹ 0.8 billion citizens are still deprived of financial literacy. We also focused on how private organizations like Vakrangee are making sure that Government to Consumer and various financial services are made available to the rural India.

In the report published in January 2019, Grant Thornton with the help of third party survey agency conducted a physical survey of 95 Vakrangee Nextgen outlets in MMR (Mumbai

Metropolitan Region) and NCR (National Capital Region) as shared by Vakrangee Ltd. to validate on 4 broad areas:

1. Outlet existence

All outlets were physically available however we were unable to reach one of them via the given GPS location.

2. Service Availability

98% of the outlets had services as per the Next-Gen model standards. Deviation in 2% outlets was encountered due to Banking services not functional in the NCR region.

3. Franchisee Satisfaction

89% outlets expressed satisfaction on Vakrangee services. Whereas, to increase the satisfaction level of remaining 11%, GT suggested to strengthen the backend support and enhance the user experience of the IT Franchisee portal.

4. Customer Satisfaction

Based on the survey conducted, Vakrangee has gained the trust of its customer in such a short span which can be reciprocated by providing additional benefits to the customers.

As Banking and ATM were found to be the most utilized services at Vakrangee, GT suggested to focus on upgrading the skill set of franchisee executive so that even other services available at the outlet are utilized to the best potential.

¹ Source: <https://www.outlookindia.com/>

Executive Summary

With a rapid increase in number of internet users having doubled in last four years and crossed 600 million in 2019, e-commerce sector is the next big thing of the future. On one hand, companies are witnessing intense competition in urban areas while on the other there is immense untapped or under tapped potential in rural India.

The rural commerce sector is likely to grow to \$10-\$12 billion in next four years. Hence growing number of companies are increasing their focus to reach the unexplored territories of rural India. Last mile delivery, however is a challenging task for any company especially in rural India as it accounts for more than 35% of the total delivery cost.

The challenge in the form of relatively high costs of service delivery is due to a number of factors such as:

- India still has an issue of poor transportation infrastructure which inevitably means long journeys, inefficient transportation technology, inefficient routes adding to the cost of fuel
- Low density population leads to time wastage and also preclude economies of scale.
- Low ticket size contributes significantly to high delivery cost.
- Incorrect address, remote and cramped location, return orders, whimsical cancellation add to the delivery cost. Return shipments which are 15-20% of total shipments have a significant contribution to the burgeoning delivery cost.

And the challenges drawn from the customers are:

- Lack of Trust and Awareness amongst customers in rural market who still doubt the credibility of e-commerce.
- The internet penetration has been rapid but Internet literacy is still a challenge.
- People in rural market fear post sales services after delivery of product.
- Reliability is still banked upon the touch and feel of the product.
- Personal relationship with the offline seller has been established over a period of time.
- Difficulty in choosing the product as there are too many options with similar price and lack of brand consciousness.

Therefore, companies are looking forward for an omni-channel strategy to have a broader and better interaction with customers.

Vakrangee outlets have a bouquet of services ranging from Banking, Financial services, Insurance to e-governance, logistics and e-commerce under one roof. With presence of trained professionals, it helps develop the trust factor which people in rural India are looking forward to. Vakrangee Outlets helps encounter the problem of last mile delivery by having a physical touchpoint not only for e-commerce industry but also for other services such as Banking, Financial Services, Insurance, e-governance, logistics.

It helps to solve the problem of reaching to the last excluded person of India by addressing issues such as:



Customer Proximity:

With the deep presence of its outlets in rural India, Vakrangee provides the much needed proximity to customers. More than 65% of the outlets are in tier V and tier VI regions of the country.



Customer Communication:

Vakrangee staff is trained to be courteous, polite and well-versed with the services being offered at the outlet. A customer can clarify his doubts before availing any service at the outlet.



Addressing issue of returns:

Vakrangee Outlets through its trained officials help address the grave problem of returns faced by majority of e-commerce players by providing local assistance to the walk-in customer.

In this edition, Grant Thornton conducted physical survey in 3006 outlets. This helped in understanding of positioning of these outlets and as to how these services are being offered to the people in rural India.

The survey was conducted in 19 states in 3006² Nextgen Vakrangee Outlets which was held between May 2019 to Nov 2019. The comprehensive list of outlets against each state is mentioned below:

S.no	State	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5	Tier 6	Total
1	Bihar	5	3	7	15	24	28	82
2	Chandigarh	14	0	7	6	12	29	68
3	Chhattisgarh	4	0	0	2	0	0	6
4	Delhi	1	3	0	1	0	0	5
5	Maharashtra	55	27	73	72	117	327	671
6	Gujarat	8	4	7	8	12	22	61
7	Haryana	13	3	6	8	14	17	61
8	Punjab	15	6	5	11	6	37	80
9	Himachal Pradesh	0	0	1	0	0	7	8
10	Rajasthan	51	25	67	58	156	422	779
11	Odisha	3	0	4	2	3	53	65
12	West Bengal	4	1	0	6	7	17	35
13	Uttar Pradesh	57	22	56	71	105	426	737
14	Jharkhand	3	0	2	0	0	16	21
15	Karnataka	2	0	2	0	5	11	20
16	Madhya Pradesh	29	10	25	32	50	135	281
17	Uttarakhand	1	2	2	7	1	8	21
18	Goa	0	1	0	2	1	0	4
19	Kerala	0	0	1	0	0	0	1

Grand Total 3006

Survey data collected from the 19 states was analyzed based on 9 different parameters such as physical availability of the store, look and feel of the outlet etc. (all parameters mentioned in section: Parameters for Analysis of Survey Data) to have a holistic view of the services offered and corresponding compliance criteria.

For each of these 9 parameters GT has provided its observation's which can be referred to in the section: Survey Reporting and Analytics.

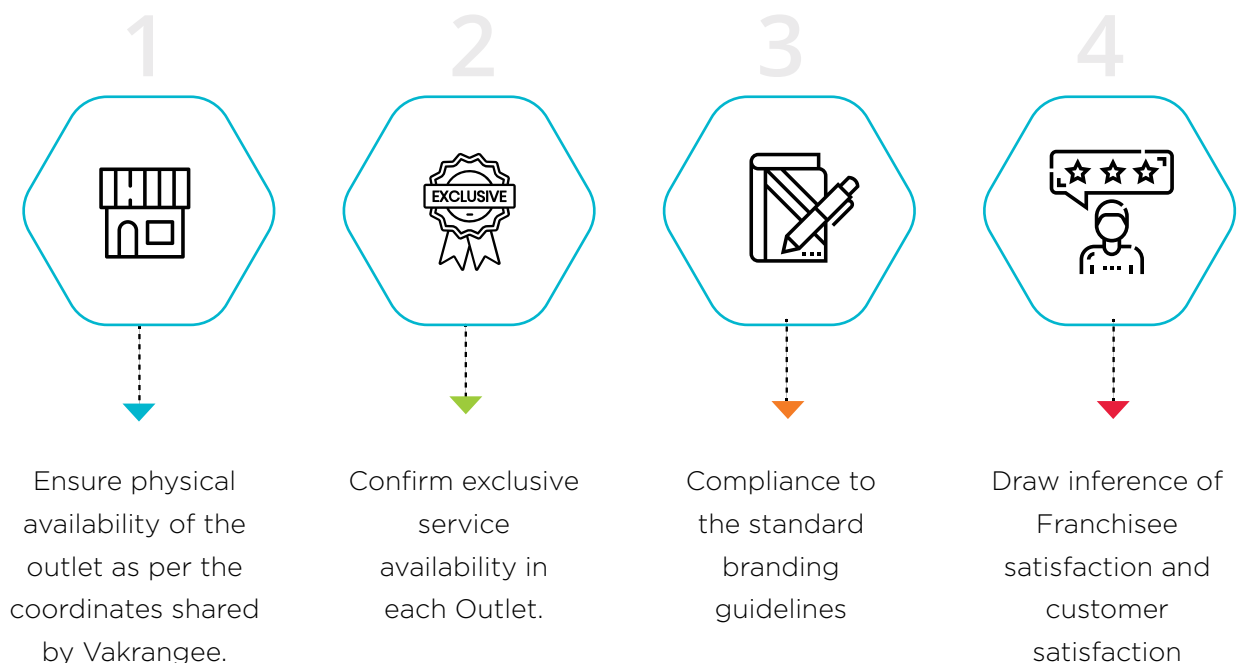
² The list of all Vakrangee Next-Gen outlets surveyed were provided by Vakrangee Limited

Vakrangee & Grant Thornton Engagement

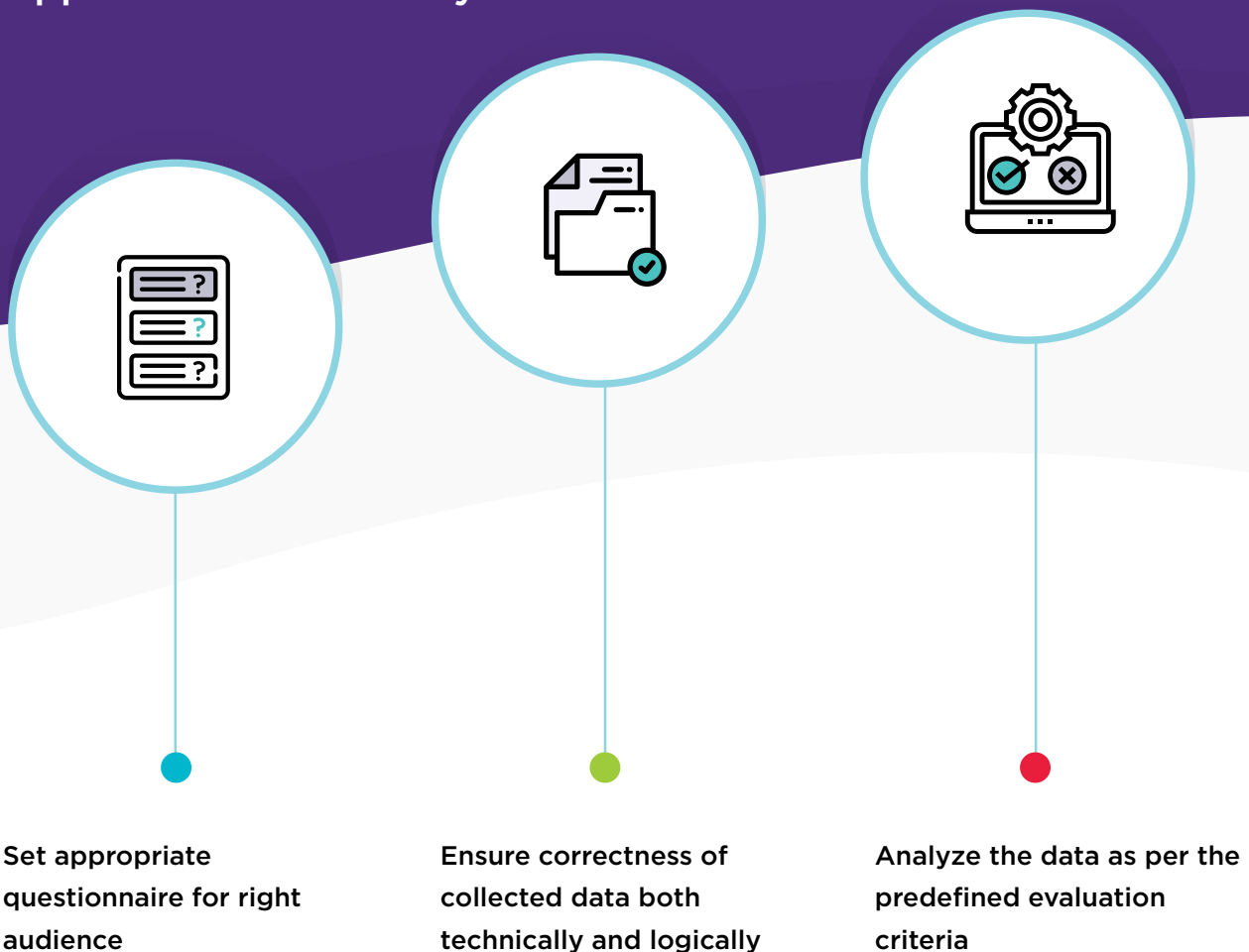
In the Nextgen Franchisee Model, Vakrangee has laid down strict norms with standardized look and feel, exclusivity of services and enhanced brand experience of the outlets. In order to ensure standardization referring to the look and feel of the outlet, availability of the services

and validating customer and franchisee satisfaction index, Grant Thornton along with assistance of Vakrangee conducted a physical survey of its Nextgen outlets in the country. Till date, 3006 physical surveys have been conducted with the help of third party agencies empaneled with Grant Thornton.

Objective of the Survey



Approach of the Survey



Stakeholder Analysis done for proper questionnaire.

Separate set of Questionnaire for Gold and Silver outlets.

Questionnaire divided into categories such as Outlet Existence/ Service Activation/ Franchisee Delight/ Customer Satisfaction

Rigorous training to surveyors Devised standard operating procedure for conducting the survey.

Digital platform for conducting the survey (Mobile App) Manual verification of the entire data set.

Call to all Outlet owners for feedback score of surveyor

Finalization of evaluation criteria.

Use of Analytic Tools to derive key insights of the Vakrangee Outlet.

Survey Preparation

The questionnaire thus developed to check the compliance parameters were referred from the branding guidelines specified by Vakrangee Ltd. We ensured the physical presence of each Outlet by a physical visit by a survey executive followed by clicking pictures and, capturing the geo coordinates.

For the service availability, we questioned the franchisee executives to understand

the service availability from 6 Verticals of Vakrangee, i.e. Banking and Financial services, ATM, Insurance, e-Governance, e-Commerce and Logistics.

For Franchisee and customer satisfaction, we framed survey questions for customers and franchisee executives to understand the usage of services available along with the comfort and security provided at the Outlet.

THE STAKEHOLDERS INVOLVED IN THE SURVEY PROCESS:



Parameters for Analysis of Survey Data

The survey parameters have been designed in accordance to business objectives, business goals and objectives of Vakrangee. (related questions for each category are attached in Annexure 1):

1. Physical availability of the outlet
2. Standardized look and feel of the outlet
3. Skill capability of the employees of the outlet
4. Service availability at the outlet
5. Most utilised services
6. Customers trust on critical services.
7. Average footfall of customers in outlet.
8. Is Vakrangee outlet a successful venture.
9. Vakrangee outlet creating awareness about GOI schemes

The analysis of the survey data was done based on above mentioned 9 parameters. The data for the 9 parameters were collected from the 81 questions.



Survey Performance

DIGITIZING THE PHYSICAL SURVEY

The robustness of the physical survey was warranted by making the complete process digitized. A mobile application was developed to capture the survey details with few features such as:



Restricted :

The application has a mechanism to allocate the task to specific surveyors only. The application is authenticated with surveyor's mobile number.



Data Capturing Modules:

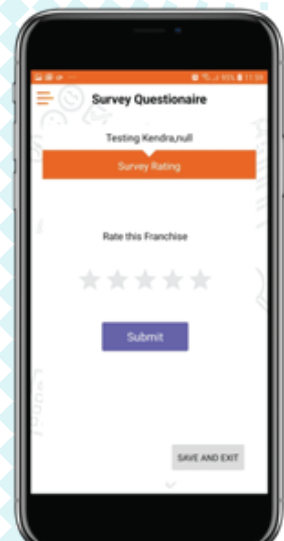
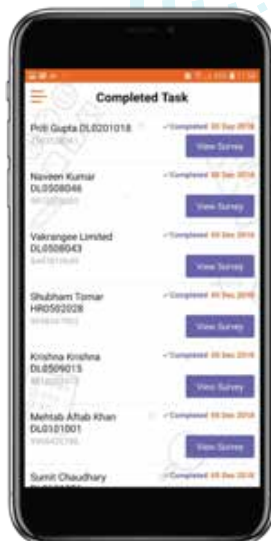
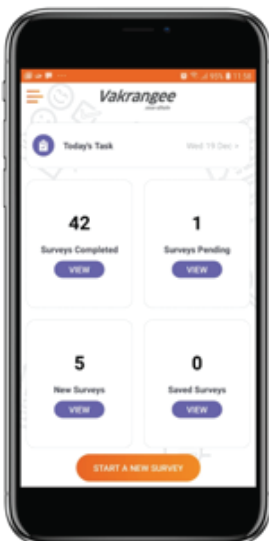
Application has user-friendly forms to capture the data with date/time and geo-tagging of Outlet being surveyed. Data is stored in encrypted mode in the device and later uploaded to the centralized repository.



Device Authentication:

The mobile application has functionality to authenticate itself from server to unlock for data collection.

Further Diligence was done through a call back mechanism to each Kendra to ensure if the survey is done appropriately and the data collected is accurate.



Pictures of the Survey



Survey Findings

3006 Nextgen Outlets across 19 states were physically surveyed based on the list of outlets provided by Vakrangee. To understand the compliance ratio of the defined parameters by Vakrangee, the survey data was then analyzed to understand the achievement towards Vakrangee business goal and objectives:

1. Physical availability of the store



COMPLIANCE CRITERIA

Outlet location check with GPS Location provided by Vakrangee Limited.

Outlet location check with the address shared by Vakrangee

Capturing the Latitude and Longitude of the Outlet

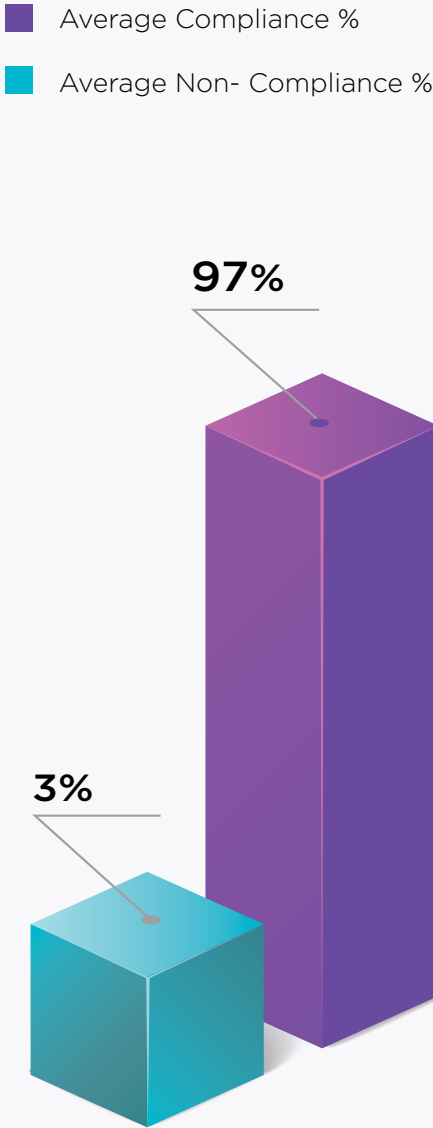


OUR OBSERVATION

2915 Outlets were reachable with the given GPS location.

91 outlets required assistance to reach them specifically in states:

- o Uttar Pradesh
- o Rajasthan
- o Maharashtra



2. Standardized look and feel of the Outlet



COMPLIANCE CRITERIA

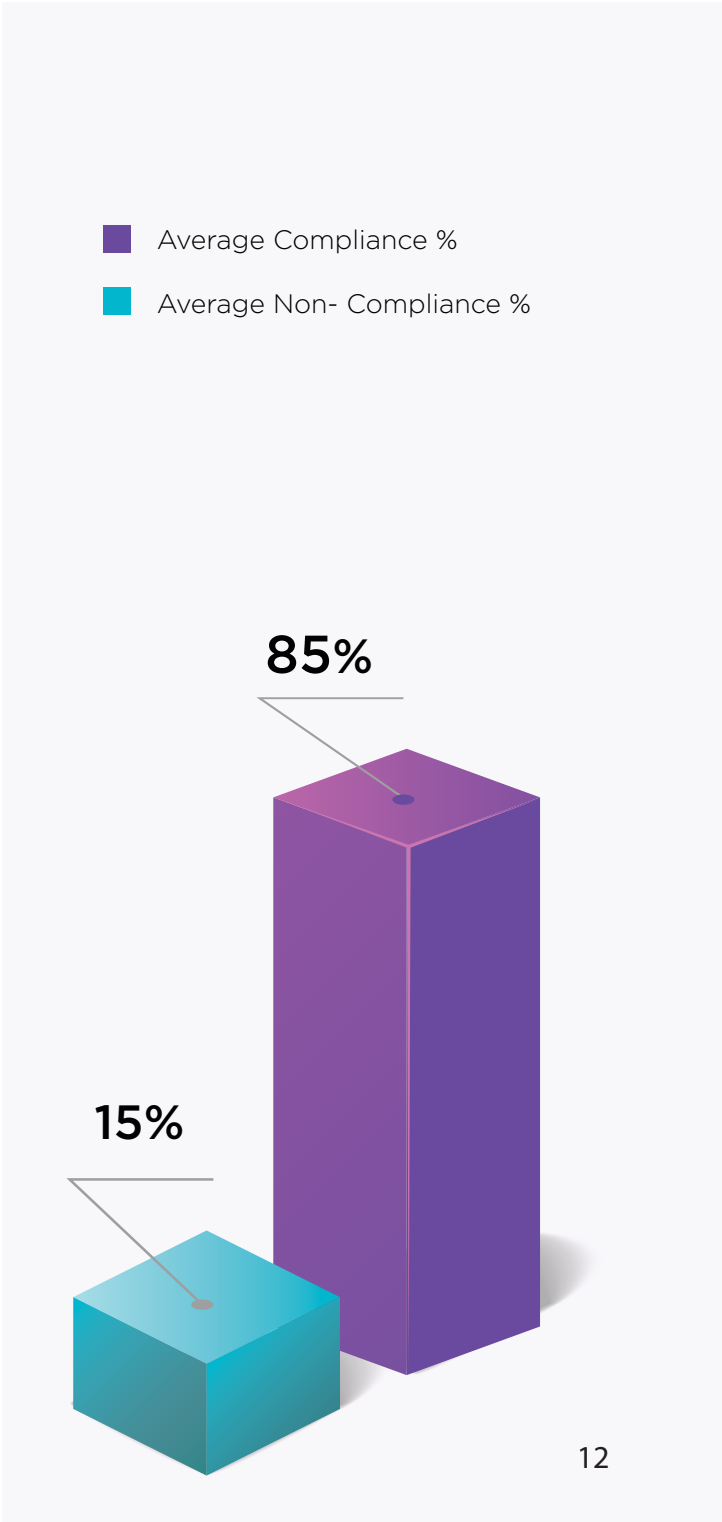
We checked the Item list and branding guidelines as per the standards laid by Vakrangee Limited.



OUR OBSERVATION

-2551 outlets follow design guidelines and express same look and feel across locations.

-455 Outlets are found to be non-compliant on some parameters as per the laid guidelines.



3. Skill Capability of the employees of the Outlet



COMPLIANCE CRITERIA

To understand the skill capability of Vakrangee Outlet executive offering various services at the outlet we checked on the following parameters:

1. Awareness on handling customer complaints.
2. Awareness on handling first level maintenance process if ATM goes down.
3. Awareness on information about the various services offered at the outlet.
4. Franchisee being courteous and polite.
5. Adequate training being provided by Vakrangee HO.
6. IIBF certification completed to handle the banking services.
7. Minimum qualification being at least 10th grade.

- Around 13% of the Outlets are yet to become capable enough to handle Vakrangee operations.

- o Some of the franchisees are yet to complete their training owing to the new center setup or are in the process of getting trained.

- o Majority of the non-compliance is due to non-completion of the IIBF certification, which needs to be completed by March 2020.

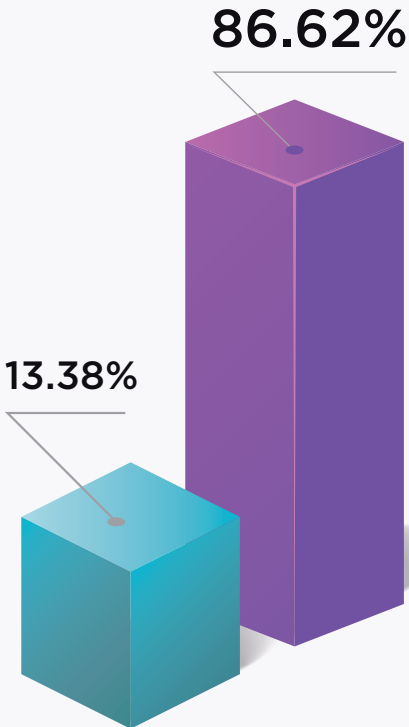


OUR OBSERVATION

-87% of the Outlets are well equipped to handle the Vakrangee operations.

- o The skill set of the franchisee owner/employee are aligned to the norms set up by the firm as in for e.g., basic ATM maintenance, customer complaints, information delivery regarding different services and more.
- o A total of 2995 outlets were owned by persons who had a minimum qualification of 10th grade.

■ Average Compliance %
■ Average Non- Compliance %



4. Service Availability at the Outlet

The availability of the services was confirmed based on the information provided by Vakrangee Outlet Executive. As per the compliance set by Vakrangee Limited, following list of services should be available in the Outlet for it to be compliant.



COMPLIANCE CRITERIA

- 1) ATM machine available and operational.
- 2) e-commerce services functional at the Outlet.
- 3) Insurance services activated at the Outlet.
- 4) e-Governance services available at the Outlet.
- 5) Logistics and delivery services available at the Outlet.
- 6) Home loan products available at the Outlet.



OUR OBSERVATION

- 1) More than 91% outlets have assisted e-commerce functional at their outlet signaling the deepening presence of online shopping in rural India.
- 2) More than 99.5% have ATMs present in the Outlet and Banking services active in 2554 outlets.

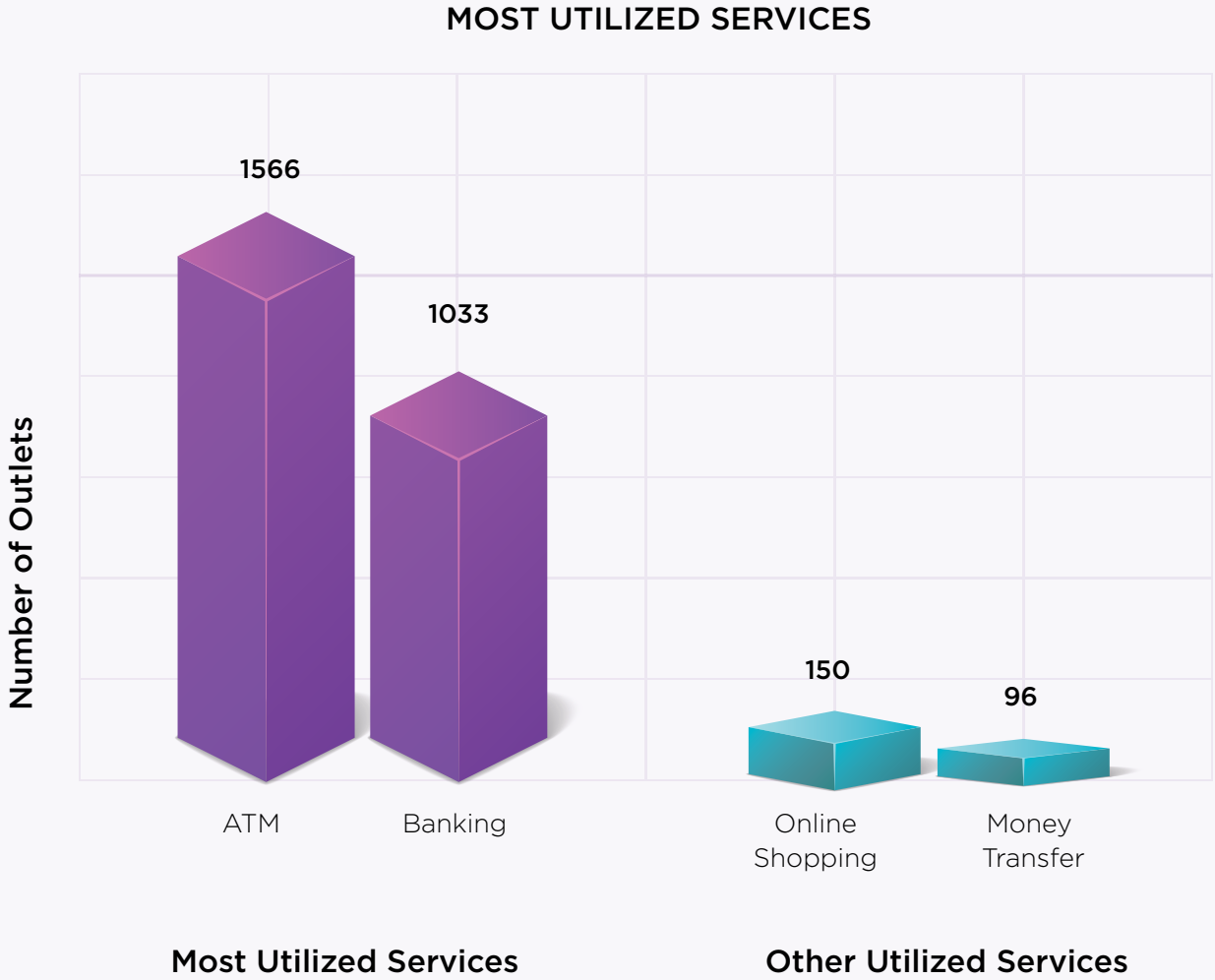
3

S.No	Service Category	Service	Outlets utilizing the services ³
1	Banking & Financial services	Core Banking service (Account opening, Cash Withdrawal etc), money transfer	85%
2	ATM	ATM	99%
3	E-commerce	-Assisted e-commerce(Amazon) -Online Sale of Gold -Assisted Pharmacy -Mobile & DTH Recharge	91% 60% 76% 95%
4	E-Governance	BBPS IRCTC	76% 90%
5	Insurance	General, Health and Life Insurance	95%
6	Home Loan	NA	35%
7	Logistics & Delivery Service	NA	45%

³ The services may be available at all outlets however GT has projected the numbers as per the services utilized by Vakrangee Franchisee. The numbers are subject to change as these are based on the inputs from Vakrangee franchisee.

5. Most utilized service at the Outlet

According to the feedback by Vakrangee Outlet executive, following services were most utilized by the customers:



OUR OBSERVATION

- The ATM service at the Outlets is the most utilized services with 1566 franchisee owners stating the same.
- In spite of RBI's focus to deepen the digital payments, the rural and the unorganized sector still follows the culture of cash transactions and not digital payments.
- Pull services such as Banking and ATM are more utilized in the outlets in the initial phase of activation as customers have more trust on these services.

6. Customer Trust on Critical Services



COMPLIANCE CRITERIA

Provision of all necessary information being given to the Customer by the Outlet executive.

Any additional fees charged at the outlet for availing services.

Satisfaction level expressed by the customer

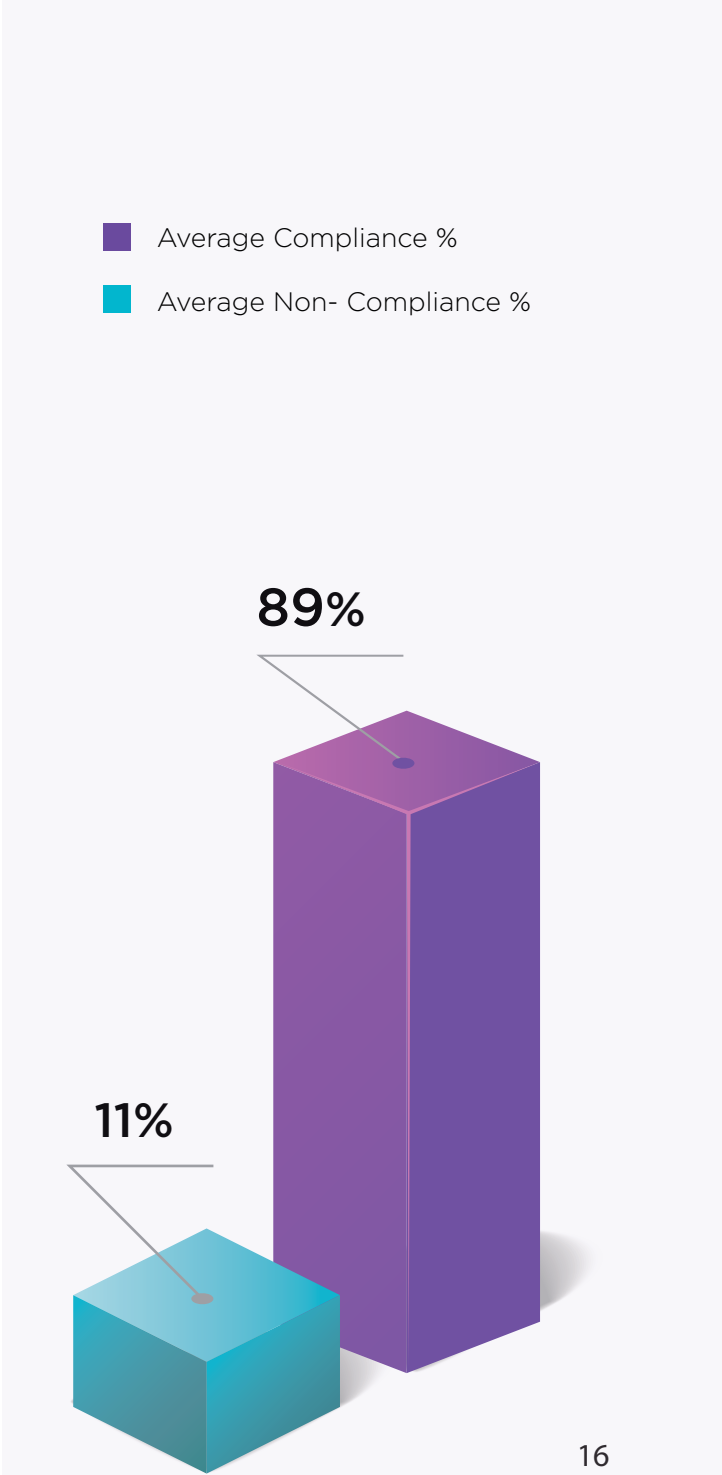


OUR OBSERVATION

As highlighted in the last observation, Banking and ATM are the most utilized services. Since 89% customers trust the critical services offered by Vakrangee, hence customers are comfortable in carrying out Banking and ATM transactions at the outlet. Only 11% customers are still in the process of accepting Vakrangee as their immediate service point.

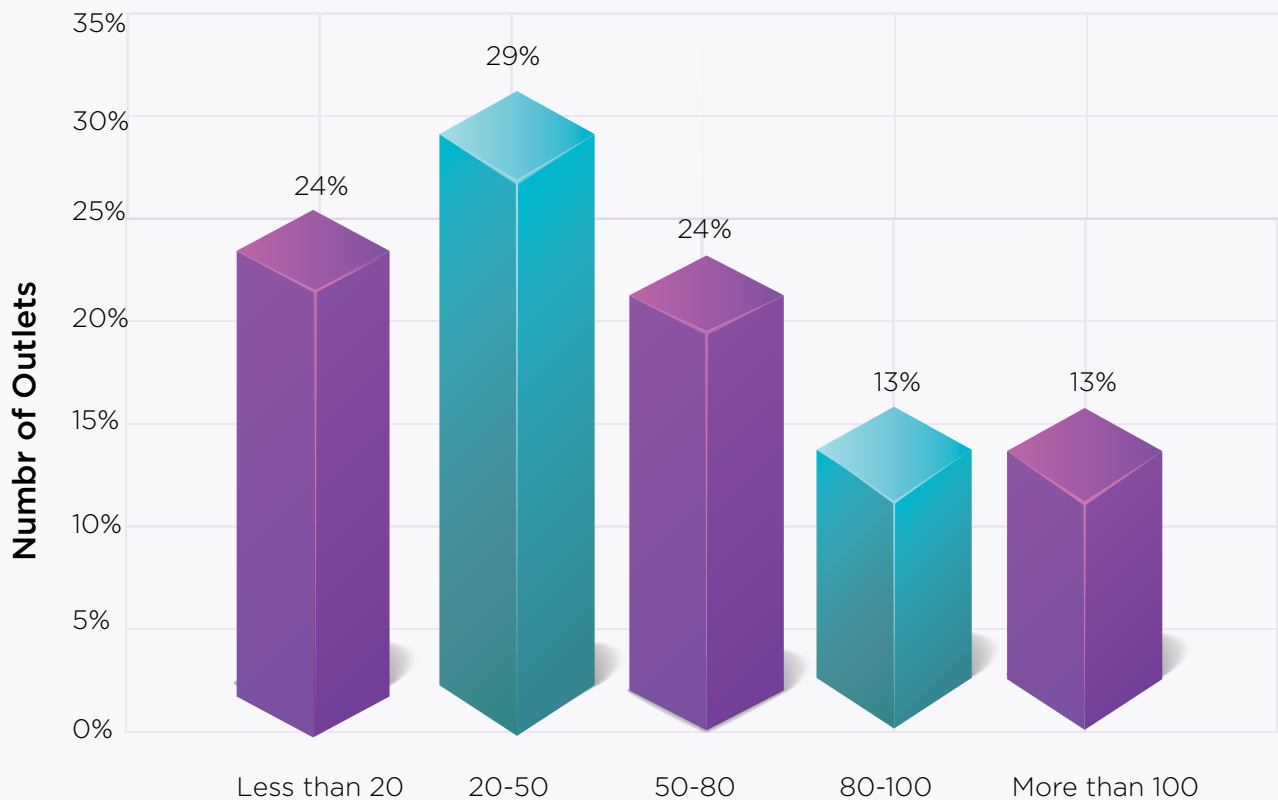
As per the survey data collected the executives should practice providing more information about the financial services which would lead to the increase in taking up these services.

50% of the customers have high trust, while 40% have moderate trust and merely 10% have low trust on the services offered at Vakrangee.



7. Average footfall of the Outlet

The footfall is being gauged basis the information provided by the Vakrangee Outlet executive as GT has not validated the customer footfall physically:



OUR OBSERVATION

Vakrangee outlets have become popular as more than 1400 outlets have more than 50-80 customers visiting the outlet to avail various services.

8. Is Vakrangee outlet a successful venture



COMPLIANCE CRITERIA

Vakrangee Outlet - a profitable business

Franchisee Satisfied with the operations of Vakrangee Ltd.

Does Franchisee face difficulties in receiving the commission for services in a month/year?

Franchisee receiving the earnings as promised by the Vakrangee

Will the franchisee recommend a friend or family to open Vakrangee Outlet?

Do you receive timely communication from Vakrangee regarding any policy change or service change?



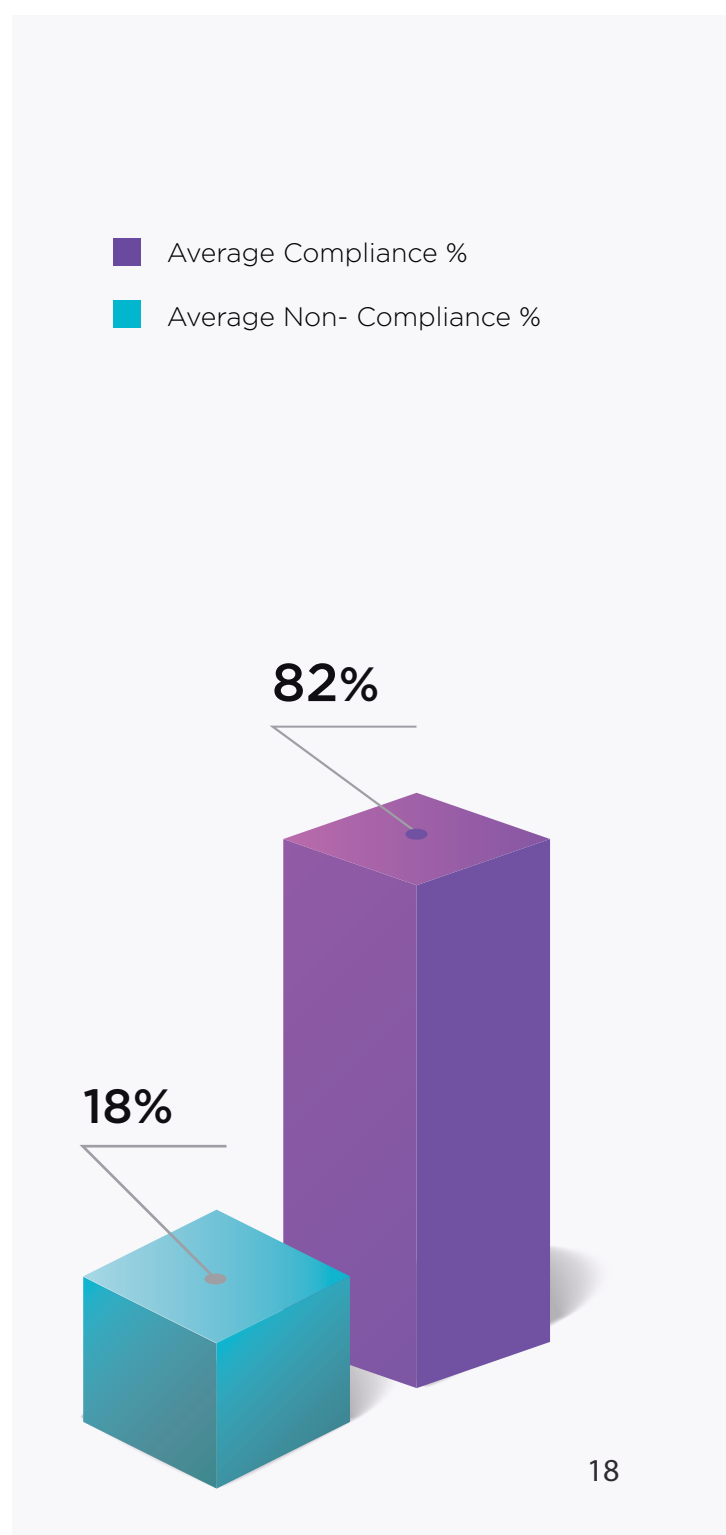
OUR OBSERVATION

- Vakrangee is a successful venture for more than 82% of the Outlets whereas for 18% it is still in the process of evolution.

- More than 70% franchisees consider Vakrangee outlet to be a profitable business and are satisfied with operations of Vakrangee.

- Keeping transactions simple, Vakrangee has distributed the earnings without any delays for which 92% of the franchisees have said that they do not face any issues while receiving the monthly/yearly earnings.

- 68% of the franchisees surveyed said they would positively recommend Vakrangee to a friend or colleague.



9. Vakrangee outlet creating awareness about GOI schemes and other related schemes



COMPLIANCE CRITERIA

Does the executive provide all the relevant information and benefits of the Rupay card?

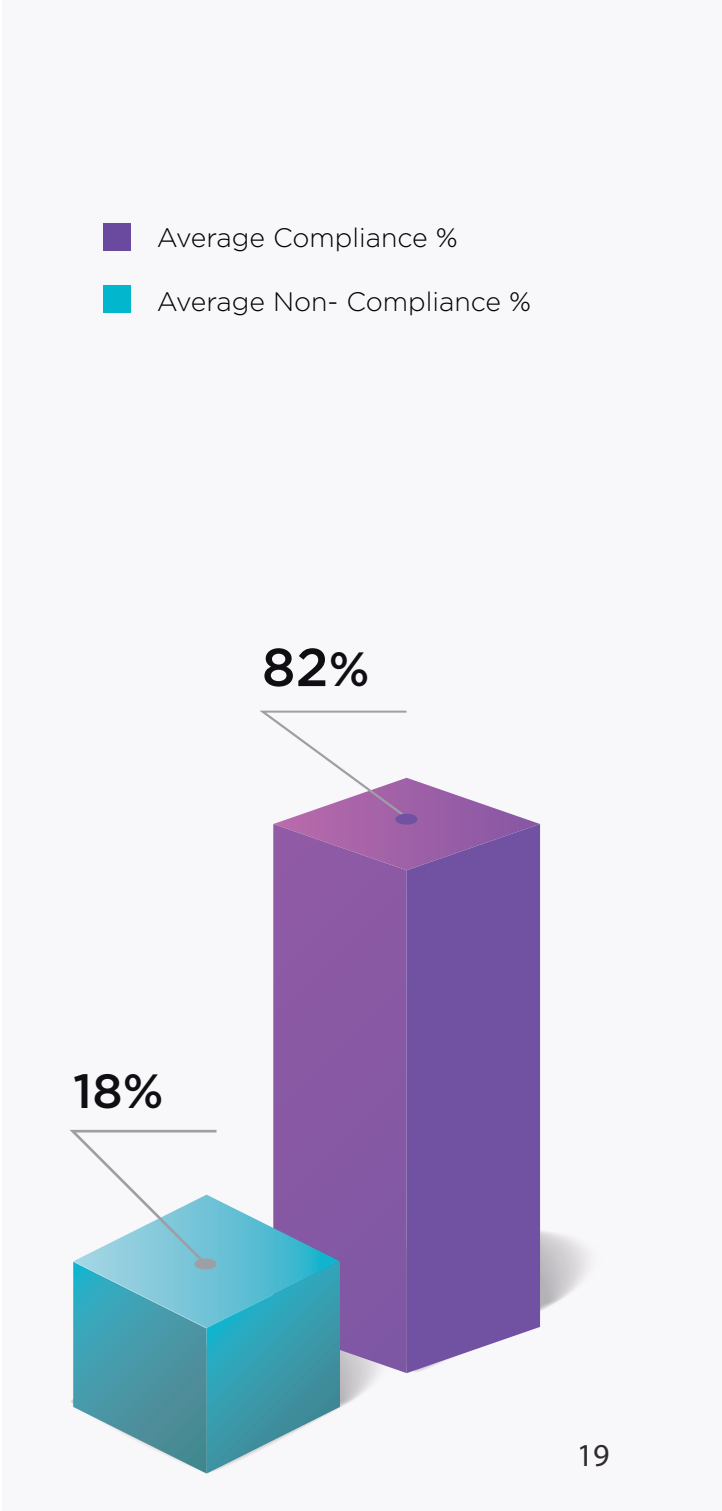
Are social security scheme like Atal Pension Yojana, Pradhan Mantri Jeevan Jyoti Yojana, Suraksha Beema Yojana, etc. available in the Outlet?



OUR OBSERVATION

82% of the Outlets are capable of creating awareness about GOI schemes and other related schemes.

In reference to the fast growth in financial inclusion, the banking system in India has made sure that maximum account holders are issued a debit card whose usage needs to be apprised to the customers. The executive at the outlets have provided information regarding the Rupay card and others to the customers helping them to use the ATM for cash withdrawal.



Remarks/Suggestions



VAKRANGEE MOBILE APPLICATION

As Vakrangee caters its services to a large user base, it should launch an integrated mobile application where all its services are available on one single click.



LOGISTICS SECTOR SET TO BOOM IN THE NEAR FUTURE:

1) The logistics sector is said to create at least 30 lakh jobs in by 2022, of which e-commerce will create around 10 lakh jobs for last mile delivery, 43% of which will be in tier II, III cities and rural areas. This clearly indicated the huge untapped potential in this sector.

2) As Vakrangee is deeply present in the rural India, we recommend it should leverage its presence and try focusing on expanding the logistics service at outlets.



Vakrangee should launch a **customer loyalty program** to ensure that the customers remain associated with the outlet. This would increase the repeat purchase behavior and ensure long term association with Vakrangee. Since, Vakrangee serves the vast rural population, it has the potential of launching the biggest customer loyalty program of India.



Since banks incur a huge capital & operating expenditure in setting up its branches in rural India and are also reluctant to install more ATMs, hence it should ensure that both these services are offered seamlessly at all its outlets.



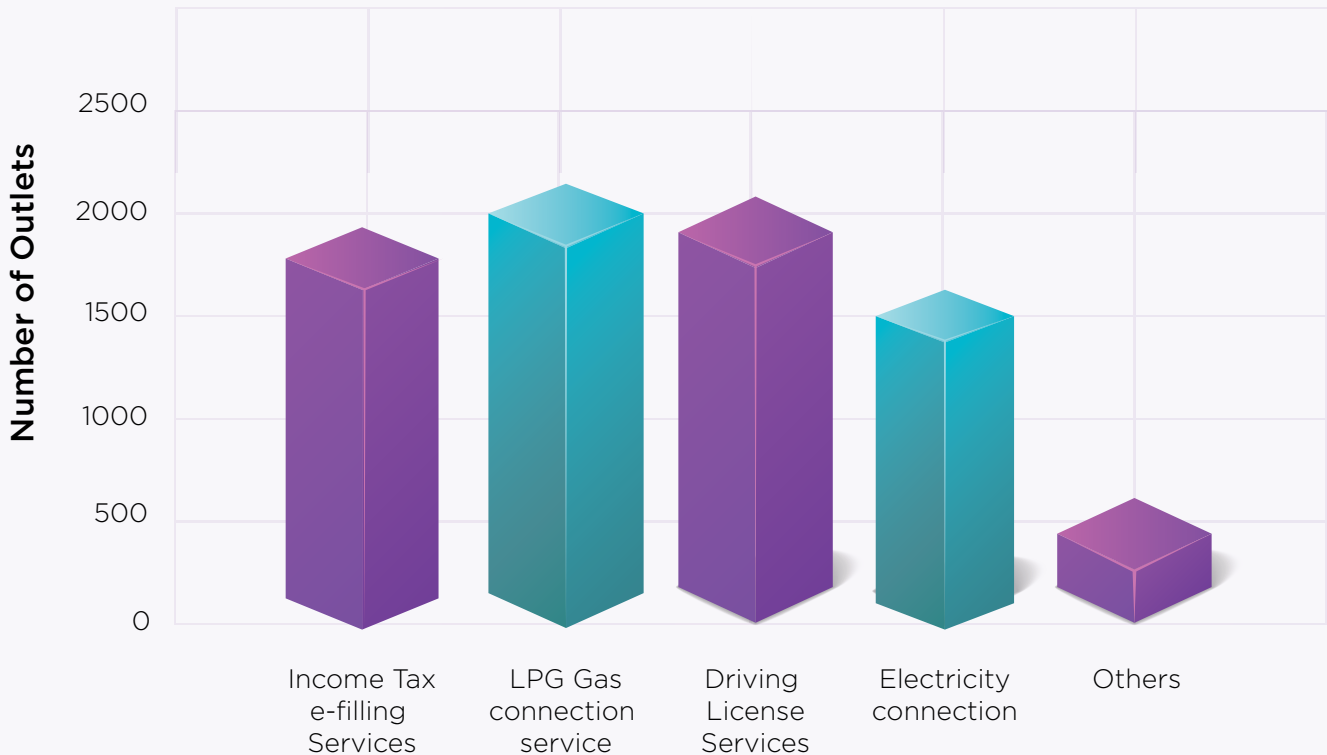
ADDITIONAL SERVICES TO ADD VALUE PROPOSITION TO THE EXISTING ONES.

1) Through our comprehensive survey we realized that certain services can be added to the Vakrangee Outlet which would help serve the rural population in a better manner.

2) Most of the franchisee owners have opined for LPG Gas connection service, Driving License & Income-tax e-filling services to be added to the Outlet list of services. Due to the complexity of such services, the customers were inclined to avail these services at nearby Vakrangee outlet.

Results of the survey are highlighted below:

What other services according to the franchise owner should be added at the Outlet?





ADVERTISEMENT AS A SOURCE OF INCOME:

- 1)** In rural India, people are mainly attracted towards brand through advertisement on digital media like television or through hoardings.
- 2)** Since Vakrangee has a large network, it should ensure strict adherence on hanging acrylic and clip on frame boards inside the outlet and digital signage as all of these contribute to marketing inventory.



OMNI-CHANNEL STRATEGY TO BE FOLLOWED

- 1)** Both offline touchpoint and online presence is required in today's world to have a broader interaction with the masses of India especially in rural sector. There are several new models which have developed in the recent past such as "shop & drop", "brick to click", "click to brick" & "integrated buying". These all are setup with a target of upselling and gaining customers, while focusing on customer experience.
- 2)** We feel Vakrangee has rightly positioned itself in the market by following the omni-channel strategy

Vakrangee Overview

Vakrangee, being in pursuit of constant evolvement, has come up with Nextgen Vakrangee Outlets to be in sync with the latest developments in the financial scenario of the country and become the synonym to the last mile for the rural customer base.

The Outlet structure is technically designed and have been assigned separate counters for separate services such as:



BANKING & FINANCIAL



INSURANCE SERVICE:



E-GOVERNANCE SERVICE



LOGISTICS SERVICE:



E-COMMERCE SERVICE

With the backing of a huge network of 3504 Nextgen Outlets at 2196 postal codes, Vakrangee aims to reach to the last excluded person of the country. The non-bank model would be the one stop solution for all banking services like ATM, cash deposit/withdrawal, direct money transfers and others.

The financial inclusion of rural communities residing especially in unbanked/ under banked areas requires the positioning of non-banks in the areas. Vakrangee being the banking connect in these areas rightfully serves the requirement. The Outlet owners/employees are certified or are in the process of certification by The Indian Bank Association as per the requirement of the governing body of the country which ensures that the banking

service is in right hands. The business correspondent industry needs to increase the base of financial inclusion. The large network of Vakrangee equally justifies its position to be the business correspondent for 19 states of the country.

Vakrangee also offers e-governance services like IRCTC and BBPS in sync with the objective of achieving digitization of unreserved train bookings through Vakrangee wallets. These services have helped the rural mass to access to faster services rather waiting in long queues for their turn.

Vakrangee, as a part of cash in cash out (CICO) network, complies to the requirement of interoperable services and caters to customers of all banks through ATM and POSCARD devices.

The list of services offered by Vakrangee along with its associated Business partner is given below:

S.No	Service	Business Partner
1	Assisted Online Shopping	Amazon Augmont
2	Assisted Online Pharmacy	Netmeds
3	Recharge & Bill Payments	BBPS JIO Cyberplat E-Mitra (only for Rajasthan)
4	Ticket Booking	Redbus TSI Yatra - Not yet activated in Outlets
5	ATM	RBI - White Label ATM License NPCI
6	Financial Services - Domestic Money Transfer & Lead generation of Personal/Home/Business Loan	Aditya Birla capital EKO - Domestic Money Transfer Shubham - Lead generation of Loans Lending Kart - Lead generation of Loans India Shelters - Lead generation of Loans
7	Insurance	LIC Religare TATA AIG HDFC Life HDFC ERGO Aditya Birla Capital (Health Insurance) Cigna TTK

S.No	Service	Business Partner
8	Banking	Union Bank of India Bank Of Baroda Bank of India Punjab National Bank Allahabad Bank Rajasthan Marudhara Gramin Bank Kashi Gomti Samyut Gramin Bank Baroda Uttar Pradesh Gramin Bank Baroda Rajasthan Kshetriya Gramin Bank Maharashtra Gramin Bank Baroda Gujarat Gramin Bank Nainital Bank Purvanchal Bank
9	Logistics	Fedex Aramex International Delhivery.com Maruti Courier Vichare Tej

Grant Thornton in India

As a leading professional services firm, Grant Thornton takes pride in being the go-to growth adviser for dynamic organisations. When the pace of change demands greater speed and agility, our structure and culture are a natural fit. Our competitive advantage is our Indian roots and global orientation.

<h3>Our people and reach</h3> <p>Grant Thornton in India</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>4,500+ people</p> </div> <div style="text-align: center;">  <p>15 locations 13 cities</p> </div> <div style="text-align: center;">  <p>One of the largest professional services firms</p> </div> </div>			<h3>Our client promise</h3> <p>We discover what's important to you and make it important to us</p> <p>Pragmatic solutions to help you improve and grow</p> <p>Agile and responsive service</p> <p>Empowered teams with a collaborative mindset</p>
<h3>We are part of a growing global network</h3> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>USD 5.45bn (2018 revenue)</p> </div> <div style="text-align: center;">  <p>53,000+ people</p> </div> <div style="text-align: center;">  <p>700+ offices 135+ countries</p> </div> </div> <p>Our distinctive client experience sets us apart</p>			

Our market coverage

We serve leading and emerging Indian companies who are at different stages of growth in their lifecycle.



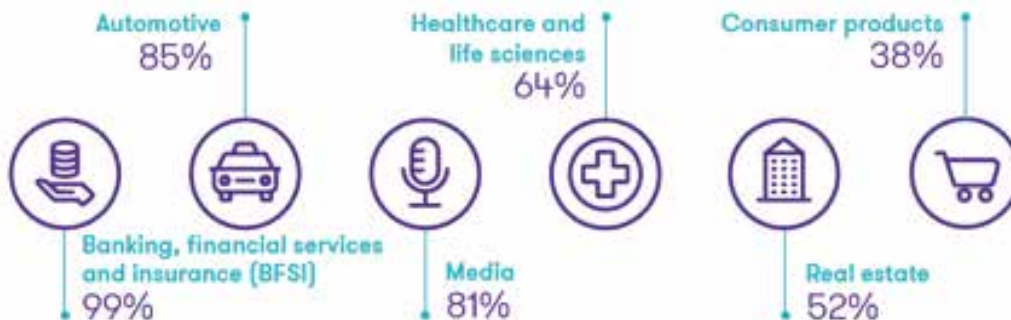
Note: All figures are based on market capitalisation

Our expertise



Focus sectors and coverage

Grant Thornton has a sector-focused approach to working with a diverse set of clients and has focused programmes in six key sectors. We have a deep understanding of these sectors, including emerging trends, challenges, disruptions and issues faced by the companies we serve in these sectors.



Note: The percentage figures indicate our coverage of the sectors and are based on S&P sectoral indices of companies from the Bombay Stock Exchange (BSE) 500 list of companies. They reflect the percentage of total market capitalisation in the sector served by us.

Geographic corridors

We have dedicated bilateral geographic corridors between India and key countries to help clients leverage growth beyond the country of their origin:

Africa | China | Germany and Rest of Europe | Gulf Cooperation Council | Israel | Japan | Singapore | United Kingdom | United States

Community matters to us

As a socially responsible firm, we are passionate about the communities where we work and live. Our four work streams for community engagement are aligned with the UN Sustainable Development Goals (SDGs):



Recognised as

Best Sports Services Consulting Firm at ASSOCHAM's Sports Excellence Awards 2019

Cross Border Transactions Adviser of the Year in India, 2019: Corporate INTL Global Awards

India's Top 100 Most Attractive Employers: Unversum 2019, 2018, 2017 and 2016



Scan this code to know more about us

© 2019 Grant Thornton India LLP. All rights reserved.

Annexure

S.No	Category	Related Questions
1	category 1- Physical Availability of the store as per the prescribed location by Vakrangee	Does the address provided by the Vakrangee branch office match with the actual physical location of the Outlet
2	category 2: Standardized look and feel of the Outlet	What is the carpet area of the Outlet (in Sq. ft.)
3	category 2: Standardized look and feel of the Outlet	How many counters does the Outlet have
4	category 2: Standardized look and feel of the Outlet	Is there a dedicated bank counter at the Outlet
5	category 2: Standardized look and feel of the Outlet	Is the bank counter fitted with glass median for security purpose
6	category 2: Standardized look and feel of the Outlet	What is the colour of top of table/desk at Outlet
7	category 2: Standardized look and feel of the Outlet	What is the colour of front panel of the Bank counter
8	category 2: Standardized look and feel of the Outlet	Where is the ATM Machine deployed?
9	category 2: Standardized look and feel of the Outlet	Is ATM placed inside the ATM cabin partition?
10	category 2: Standardized look and feel of the Outlet	Is the new RBI Licence placed in the Outlet near the ATM machine
11	category 2: Standardized look and feel of the Outlet	Are 2 cameras installed in the Outlet (One covering the ATM Machine and the other covering both counters)
12	category 2: Standardized look and feel of the Outlet	Are laptops placed at each counter of the Outlet
13	category 2: Standardized look and feel of the Outlet	Is VPN placed at the Outlet
14	category 2: Standardized look and feel of the Outlet	Is UPS machine placed at the Outlet
15	category 2: Standardized look and feel of the Outlet	Is safe locker placed at the Outlet inside the banking counter storage.
16	category 2: Standardized look and feel of the Outlet	Is single finger biometric device installed at the Outlet

S.No	Category	Related Questions
17	category 2: Standardized look and feel of the Outlet	Is printer installed at the Outlet
18	category 2: Standardized look and feel of the Outlet	Is currency counter-fake note detector installed at the Outlet
19	category 2: Standardized look and feel of the Outlet	Is the Main Signage board installed above the entrance of the Outlet
20	category 2: Standardized look and feel of the Outlet	Is leaflet holder placed at the Outlet
21	category 2: Standardized look and feel of the Outlet	Is there a digital signage screen available in the Outlet
22	category 2: Standardized look and feel of the Outlet	Are Digital Monitors installed at the Outlet
23	category 2: Standardized look and feel of the Outlet	How many clip-on frame boards are placed at the Outlet
24	category 2: Standardized look and feel of the Outlet	How many Suspended hanging acrylic frame boards placed at the Outlet
25	category 2: Standardized look and feel of the Outlet	What is the colour of the Outlet wall where ATM is placed.
26	category 2: Standardized look and feel of the Outlet	What is the colour of the wall opposite to ATM
27	category 2: Standardized look and feel of the Outlet	What is the colour of the wall behind the counters
28	category 2: Standardized look and feel of the Outlet	What is the colour of the inside side wall from inside
29	category 2: Standardized look and feel of the Outlet	What is the shade of flooring
30	category 2: Standardized look and feel of the Outlet	Is there a dedicated counter for all other services like e-commerce, logistics , e-Governance etc. except Banking. (ONLY FOR SILVER, ELSE CAN BE IGNORED)
31	category 2: Standardized look and feel of the Outlet	Is there a dedicated E-Governance Services Counter (ONLY FOR GOLD SURVEY)
32	category 2: Standardized look and feel of the Outlet	Is there a dedicated E-Commerce Services Counter (ONLY FOR GOLD SURVEY)

S.No	Category	Related Questions
33	category 2: Standardized look and feel of the Outlet	Does the Outlet have Franchisee/Owner Desk (ONLY FOR GOLD SURVEY)
34	category 2: Standardized look and feel of the Outlet	Is drinking water dispenser installed at the Outlet and water is available in it?
35	category 2: Standardized look and feel of the Outlet	Are the posters correctly placed in the outer acrylic suspended hanging frame boards (Posters which should be present are: Recharge, Courier, Online Shopping, Insurance, Bill Payments, Ticket Booking)
36	category 2: Standardized look and feel of the Outlet	Are the posters correctly placed in the inner acrylic suspended hanging frame boards (Posters which should be present are: Reliance General Insurance/ Religare, Augmont & RSBL, Loan - BBDO / Shubham, Jio, Money Transfer - BBDO, Aramex / First Flight)
37	category 2: Standardized look and feel of the Outlet	Are the posters correctly placed in the inside wall clip on frame boards (Posters which should be present are: Reliance General Insurance/ Religare, Augmont & RSBL, Loan - BBDO / Shubham, Jio, Money Transfer - BBDO, Aramex / First Flight)
38	category 2: Standardized look and feel of the Outlet	Has the masking on bank logos completed (Check the flex, Banking BC Board and any other posters/ stickers for SBI branding removal)
39	category 3: Skill Capability of the employees of the Outlet	Does the executive provide all the relevant information and benefits of the Rupay card. Please ask the following questions to answer appropriately.
40	category 3: Skill Capability of the employees of the Outlet	Is franchisee aware of how to handle customer complaints?
41	category 3: Skill Capability of the employees of the Outlet	Is franchisee aware of handling first level maintenance process if the machine goes down?
42	category 3: Skill Capability of the employees of the Outlet	Do you know how to add a product in Amazon shopping cart for buying
43	category 3: Skill Capability of the employees of the Outlet	Do you know how to select the delivery address in Amazon for placing the Cash on Delivery order where mPOS has not been provided
44	category 3: Skill Capability of the employees of the Outlet	Does the executive in Outlet have all the relevant information about the services from Financial Services vertical viz Domestic Money Transfer, Home Loan , Loan against property etc.
45	category 3: Skill Capability of the employees of the Outlet	Are you aware of the Loading Process that is followed at the Franchisee outlets for VKMS wallet
46	category 3: Skill Capability of the employees of the Outlet	Is the Outlet Executive courteous and polite
47	category 3: Skill Capability of the employees of the Outlet	Is the Outlet Executive well trained and knowledgeable
48	category 3: Skill Capability of the employees of the Outlet	Did Outlet Executive provide all the necessary information of the services available at Outlet

S.No	Category	Related Questions
49	category 3: Skill Capability of the employees of the Outlet	Are the staff in Outlet certified by The Indian Bank Association (IIBF certification) as per the requirement of RBI
50	category 3: Skill Capability of the employees of the Outlet	Does the staff know how to raise complaints in case of technical error in the ATM Machine
51	category 3: Skill Capability of the employees of the Outlet	Have you been trained to use the services available in Vakrangee Outlet by Vakrangee Team?
52	category 3: Skill Capability of the employees of the Outlet	Are the franchisee going through the case studies shared by head office. If yes, name few of them.
53	category 3: Skill Capability of the employees of the Outlet	Are you aware of Over draft criteria available with each bank
54	category 3: Skill Capability of the employees of the Outlet	What is your (Franchisee Owner) highest qualification
55	category 3: Skill Capability of the employees of the Outlet	Does the executive in Outlet have all the relevant information about the services from Financial Services vertical viz Domestic Money Transfer, Home Loan , Loan against property etc.
56	category 4: Service Availability at the Outlet	Are all these card types accepted at the ATM.
57	category 4: Service Availability at the Outlet	Which e-commerce services are functional at the Outlet? Please choose from the below options only.
58	category 4: Service Availability at the Outlet	Which companies are activated in insurance services at the Outlet? Please choose from the below options only.
59	category 4: Service Availability at the Outlet	Which e-Governance services available at the Outlet from these online platform? Please choose from the below options only.
60	category 4: Service Availability at the Outlet	Which logistics and delivery services are available at the Outlet? Please choose from the below options only.
61	category 4: Service Availability at the Outlet	Which home loan products are available at the Outlet ? Please choose from the below options only.
62	category 5 - Most utilised services	Which is the most utilised service at the Outlet
63	category 5 - Most utilised services	Which is the second most utilised service at the Outlet
64	category 5 - Most utilised services	Which services available at the Outlet are most useful to you. Select three most appropriate
65	category 6: Customers trust on critical services	Does the executive in Outlet have all the relevant information about the services from Financial Services vertical viz Domestic Money Transfer, Home Loan , Loan against property etc.
66	category 6: Customers trust on critical services	Are you satisfied with the facilities provided by the Outlet
67	category 6: Customers trust on critical services	Are you happy with the services provided by the Outlet
68	category 6: Customers trust on critical services	Did Outlet Executive provide all the necessary information of the services available at Outlet

S.No	Category	Related Questions
69	category 6: Customers trust on critical services	On a scale from 1 to 10, how likely are you to recommend the Outlet to a friend or colleague? (10 is most recommended and 1 is least recommended)
70	category 6: Customers trust on critical services	How much do you trust on Vakrangee Outlet services? Rate from 1 to 10 (1 being the least and 10 being the best)
71	category 6: Customers trust on critical services	Rate customer service on scale of 1 to 10 (1 being the worst and 10 being the best)
72	category 7 - Average footfall of the customer in outlet	What is the average footfall of the Outlet in a day
73	category 8: Is Vakrangee outlet a successful venture	Do you think Vakrangee Outlet will be a profitable business for you
74	category 8: Is Vakrangee outlet a successful venture	Does Franchisee faces difficulties in receiving the commission for services in a month/year
75	category 8: Is Vakrangee outlet a successful venture	Are you receiving the earnings as promised by the Vakrangee
76	category 8: Is Vakrangee outlet a successful venture	Are you satisfied with the operations of Vakrangee Ltd.
77	category 8: Is Vakrangee outlet a successful venture	Do you receive timely communication from Vakrangee regarding any policy change or service change
78	category 8: Is Vakrangee outlet a successful venture	Will you recommend your friend or family to open Vakrangee Outlet
79	category 9: Vakrangee outlet creating awareness about GOI schemes and other related schemes	Does the executive provide all the relevant information and benefits of the Rupay card. Please ask the following questions to answer appropriately.
80	category 9: Vakrangee outlet creating awareness about GOI schemes and other related schemes	Are social security scheme like Atal Pension Yojana, Pradhan Mantri Jeevan Jyoti Yojana, Suraksha Beema Yojana, etc. available in the Outlet.
81	category 9: Vakrangee outlet creating awareness about GOI schemes and other related schemes	Are you aware of Over draft criteria available with each bank

Grant Thornton Team

T. Ravinder Reddy

Partner, Public Sector - Advisory

Pranav Kacholia

Public Sector - Advisory

Raj Sarkar

Public Sector - Advisory

Priyanka Sikdar

Public Sector - Advisory

Avijit Nigam

Public Sector - Advisory

