

MASSMERIZE 2025

RETAIL, FMCG & OMNICHANNEL CONFERENCE

20th AUGUST 2025 | THE LALIT, NEW DELHI

THEME: PRIME

CONCEPT: Make in India: Powering the future of FMCG, Retail and E-Commerce

10:00 - 11:15am

INAUGURAL SESSION

Welcome and Theme Address: Mr. Kumar Venkatasubramanian, Chair FICCI FMCG Committee & CEO and Managing Director, P&G India Subcontinent

Industry Address: Mr. Manish Anandani, Co-Chair FICCI FMCG Committee & Managing Director, Kenvue India

Keynote Address: Smt. Rekha Gupta, Hon'ble Chief Minister of Delhi*

Launch of FICCI Knowledge Report by Deloitte

Closing Remarks: Mr. Ravi Gandhi, President, Reliance Retail

Massmerize Report Overview & Presentation by Mr. Anand Ramanathan, Partner and Leader, Consumer Products & Retail Sector, Asia Pacific & South Asia. Deloitte

11:45 – 12:15pm

FMCG India 2030: Visioning the Next Decade of Growth

As India prepares to become the world's third-largest economy, the FMCG sector stands at the threshold of unprecedented expansion. This high-level session will engage in a forward-looking dialogue on what will define success in the next decade—from consumption and export growth to employment generation and value creation across the sector. We will explore the mega-trends driving structural shifts in consumer behaviour, including rising rural demand, demographic transformation, health and wellness, and premiumization. The discussion will focus on how these shifts are reshaping business strategy, margins, and investment priorities. As technology becomes a boardroom agenda from AI and automation to consumer intelligence and personalization this session will address how leadership teams can harness these tools not just for operational efficiency, but for market leadership. With a

	<p>comparative lens on India's positioning among emerging markets, we'll also identify the policy realignments needed to enhance global competitiveness. Join this strategic conversation on building future-ready FMCG enterprises anchored in innovation, sustainability, and global scale.</p> <p>Moderator: Mr. Avinash Chandani, Partner, Deloitte India</p> <p>Mr. Ashish Goupal, Chief Executive Officer – India Core Business, Marico Limited</p> <p>Mr. Manish Anandani, Co-Chair FICCI FMCG Committee & Managing Director, Kenvue India</p> <p>Mr. Sai Ponugoti, Chief Executive Officer, Piramal Consumer Healthcare</p>
<p>12:20 – 13:00pm (Theme Focused Make in India Session) -</p>	<p>India as the Next Global Manufacturing Hub: The Make in India Push</p> <p>With shifting global supply chains and a renewed thrust on self-reliance, India is uniquely positioned to emerge as the next powerhouse for manufacturing. This strategic session will bring together top CEOs, policymakers, and global investors to chart India's rise as a preferred destination in the global supply network. We will delve into the current state of India's manufacturing capacity, the pace of localization, and how trends like China+1 and nearshoring are realigning global procurement strategies in India's favour. The discussion will examine the catalytic role of Production Linked Incentive (PLI) schemes, progressive state policies, and the enabling role of industrial infrastructure in attracting long-term investments. However, challenges remain—raw material dependencies, logistics inefficiencies, and fragmented value chains. This session will address what it takes to build resilient, diversified supply chains that can serve both domestic and global markets efficiently. With an eye on boosting FMCG exports, the panel will explore what policy interventions are needed to make "Make in India" not just a slogan—but a globally competitive, future-ready manufacturing reality.</p> <p>Moderator: Mr. Goldie Dhama, Partner, Deloitte India</p> <p>Mr. Aseem Kaushik, Country Managing Director, Loreal India</p> <p>Ms. Geetika Mehta, CEO, Nivea India</p> <p>Mr. Rajiv Batra, Director, Chrys capital</p> <p>Mr. Mayank Mohan, CEO And Owner, Mohanlal Sons</p>
<p>12:30 – 1:30pm (Closed Door Parallel Session)</p>	<p>CEO Power Dialogue: Steering FMCG, Retail & E-Commerce Toward Resilience and Growth</p> <p>Join the country's most influential CEOs for a strategic dialogue on the future of India's FMCG, retail, and e-commerce landscape—at a time when global economic turbulence, evolving consumer behaviour, and digital disruption are</p>

	<p>rewriting the rules of the game. This high-level closed-door roundtable will explore how businesses can stay resilient, innovate boldly, and drive sustainable growth in 2024–25 and beyond. As India positions itself as the next global manufacturing hub under the ambitious ‘Make in India’ initiative, the session will unpack how localization, supply chain realignment, and government-backed schemes like PLI are opening new avenues for investment and export competitiveness. CEOs will reflect on both the benefits and bottlenecks including infrastructure constraints, raw material dependencies, and regulatory frictions that shape India's manufacturing promise in consumer goods. Leaders will also articulate their top five policy asks to enhance Ease of Doing Business, foster predictability, and strengthen industry-government collaboration. From simplifying compliance and rationalizing GST anomalies to boosting innovation and consumer trust, the roundtable will spotlight actionable pathways for sector-wide transformation.</p> <p>Chaired by</p> <ul style="list-style-type: none"> • Smt. Nidhi Khare, Secretary, Department of Consumer Affairs, Government of India • Shri Rakesh Kumar, Director, FSSAI <p>Moderator(s): Mr. Anand Ramanathan, Partner and Consumer Industry Leader Deloitte India + Ms. Neha Aggarwal, Partner, Deloitte India</p>
01:00 - 02:15pm	Lunch
2:30 - 3:15pm (Regulatory Bottleneck Discussion)	<p>Simplifying Ease of Doing Business: Unlocking Regulatory Bottlenecks</p> <p>India’s consumer sector spanning Retail, E-commerce, and FMCG is primed for rapid growth, but regulatory bottlenecks continue to impede agility, innovation, and scale. This high-impact session brings together CEOs, policy architects, and industry strategists to address persistent friction points in India’s business landscape and explore decisive solutions. From overlapping regulatory mandates to delays in licensing and approvals, the discussion will highlight how compliance regimes can be streamlined through integrated, digital-first, single-window systems. The session will also unpack challenges such as GST anomalies, inverted duty structures, and classification issues particularly relevant for online marketplaces and multi-category retailers. Retailers are also facing challenges with BSI standards especially around product traceability, packaging norms and sustainability benchmarks adding another layer of complexity in a fragmented compliance environment. With growing enforcement of Quality Control Orders (QCOs) and rising compliance costs, the panel will explore their operational impact on consumer businesses and advocate for risk-based, scale-friendly regulatory frameworks. Real-world case studies will showcase how retail and e-commerce leaders are navigating uncertainty, and why digital governance is critical to enabling real-time compliance, boosting investor confidence, and accelerating growth. This session will deliver actionable ideas to unlock India’s Ease of Doing Business potential—making it simpler, faster, and smarter for consumer businesses to thrive.</p>

	<p>Moderator: Ms. Neha Aggarwal, Partner, Deloitte India</p> <p>Keynote Address: Ms. Himani Pande, IAS, Additional Secretary, Department for Promotion of Industry and Internal Trade, Ministry of Commerce and Industry, Government of India</p> <p>Mr. Lalit Agarwal, Co-Chair FICCI Retail and Internal Trade Committee and Founder and Managing Director, V-Mart Retail Ltd.</p> <p>Mr. Ankur Goel, Co-Founder & COO, Epigamia</p> <p>Mr. Srikanth Gopishetty, Group General Counsel, RP Sanjiv Goenka Group</p> <p>Mr. Ajay Suri, CEO, Vestige</p>
<p>3:30 - 4:30pm (Parallel Session) Sponsored Session</p>	<p>India's Beauty Moment: Building the Global Capital for Cosmetics Innovation & Trade</p> <p>India's beauty and personal care market is on an unprecedented growth trajectory—poised to surpass USD 30 billion by 2030, driven by rising disposable incomes, youth-led consumption, and a flourishing digital and retail ecosystem. With its vast consumer base, vibrant startup scene, new formulations, and world-class manufacturing potential, India is uniquely positioned to become the next global hub for cosmetics innovation, manufacturing, and exports. This session will convene industry pioneers, global brands, exporters, and policymakers to chart a bold vision: positioning India as the Cosmetics Capital of the World. The discussion will delve into what it takes to scale global-grade manufacturing, boost R&D, expand India's footprint in global beauty trade, and promote indigenous brands with international appeal. A critical pillar of this ambition is regulatory clarity. The session will also examine how India can transition toward a modern, risk-based, and innovation-friendly regulatory framework—through a dedicated Cosmetics Act—ensuring that safety and ease of doing business go hand in hand. Join us for a future-facing dialogue on unlocking India's full potential in beauty and personal care—where tradition meets science, policy meets opportunity, and India steps into its role as a global beauty powerhouse.</p> <p>Moderator: Ms. Irvinder Ray, Partner, Deloitte India</p> <p>Chaired by:</p> <ul style="list-style-type: none"> • Smt. A Visala, Joint Drugs Controller (India), CDSCO <p>Special Address: Mr. Aseem Kaushik, Country Managing Director, Loreal India</p>
<p>3:30 - 4:15pm</p>	<p>The New Code of Brands: AI, Influence & Identity in a Digital India</p> <p>As India's marketing ecosystem enters an era of unprecedented transformation, this session brings together visionary brand leaders, marketers, and digital disruptors to decode how modern brands are built—and rebuilt—in</p>

<p>(Brand Equity & Marketing Session)</p>	<p>the age of AI and algorithmic influence. With the advertising industry projected to touch ₹1.64 lakh crore and a connected base of over 970 million internet users, the consumer canvas is vast, volatile, and deeply personalised. From precision targeting and immersive storytelling to AI-generated content and ethical brand narratives, today's marketers must master both technology and timeless human connection. In this high-impact conversation, we explore how artificial intelligence is rewriting the rules of creativity, marketing, and trust and what it means for building resilient brand equity in a fragmented, fast-paced India. Join us for a rare dialogue at the intersection of insight, innovation, and influence where data meets emotion, and marketing finds its new language. This is not just a session. It's the new brand playbook for the decade ahead.</p> <p>Moderator: Ms. Karishma Gupta, Partner, Deloitte India</p> <p>Mr. Niraj Ruparel, Creative Technology Lead, WPP & WPP Media, India Mr. Ashwin Moorthy, Global Head of Categories and Head of Marketing - Godrej Consumer Products Limited Mr. Aditya Tandon, CMO, Zee News</p>
<p>4:15 – 4:30pm</p>	<p>Tea Break</p>
<p>4:30 – 5:15pm (Retail/E-Commerce Playbook Session)</p>	<p>Retail & E-Commerce: The Evolving Omni-channel Consumer Journey</p> <p>India's retail and e-commerce sectors are undergoing a profound transformation as consumers increasingly demand seamless, personalized, and value-driven experiences across multiple touchpoints. This session will unpack the convergence of general trade, modern retail, D2C, and digital commerce, exploring how kirana digitization, ONDC, UPI integration, and hyperlocal delivery models are redefining the consumer journey. It will also examine the rise of new-age selling formats like direct selling, the formal onboarding of MSMEs into organized retail networks, and the role of logistics, warehousing, and last-mile delivery in enabling frictionless commerce. As post-pandemic consumer preferences shift toward convenience and personalization, this dialogue will spotlight the strategies and innovations driving India's omni-channel retail revolution blurring the lines between online and offline, urban and rural, and aspiration and accessibility.</p> <p>Moderator: Mr. Praveen Govindu, Partner, Deloitte India</p> <p>Keynote Address: Shri Anupam Mishra, Joint Secretary (CA), Department of Consumer Affairs, Ministry of Consumer Affairs, Food & Public Distribution, Government of India</p> <p>Mr. Rahul Shanker, Group CEO, Quest Retail Mr. Sandeep Verma, Cluster Head - South Asia for Bayer Consumer Health Mr. Aman Jain, Director, Amazon Mr. Harsh Hiroo Gursahani, Partner at PLR Chambers</p>

5:15 -05:45 pm (Direct Selling)	Pathways to Consumer Trust: Reimagining Direct Selling <p>As India's direct selling sector eyes a ₹25,000 crore milestone by 2025, the industry stands at a defining crossroads driven by rising consumer aspirations, regulatory recalibrations, and digital disruption. Once rooted in door-to-door engagement, direct selling today is evolving into a tech-enabled, trust-driven, and socially inclusive model of commerce. This session explores how the industry can harness digital platforms for transparency, consumer protection, and last-mile empowerment, while navigating a shifting regulatory landscape. From ethical distribution models and AI-enabled micro-entrepreneurship to cross-border synergies and rural reach, the dialogue will chart a roadmap for sustainable growth. With a special focus on empowering women sellers, MSMEs, and first-time entrepreneurs, the session seeks to reimagine direct selling as a future-ready pillar of India's consumer economy.</p> <p>Moderated by: Mr. Ravi Swarup, Partner & Head of Consumer Products Practice in India, Bain & Company</p> <p>Mr. Rajat Banerji, VP Corporate Affairs, Amway India Enterprises Mr. Raghav Pandey, Assistant Professor, National Law University Delhi Mr. Rajat Sethi, Co-Founder, QuBeats Dr. Seikh Imtiaz Ali, MD & CEO, Atomy India</p>
05:45 - 06:15pm	Special Session <p>Welcome Address: Mr. Kumar Venkatasubramanian, Chair FICCI FMCG Committee & CEO and Managing Director, P&G India Subcontinent</p> <p>Address by: Mr. Manish Anandani, Co-Chair FICCI FMCG Committee & Managing Director, Kenvue India</p> <p>Keynote Address: Smt. Annpurna Devi, Hon'ble Minister of Women and Child Development, Government of India</p> <p>Vote of Thanks: Ms. Jyoti Vij, Director General, FICCI</p>
06:30pm onwards	Dinner
07:00pm Onwards	<p>Closed Door CEO Power Dialogue: Steering FMCG, Retail & E-Commerce Toward Resilience and Growth chaired by Shri. Piyush Goyal, Hon'ble Minister for Commerce & Industry, Government of India</p>