



Discount Retail Consulting Experts in Discount Retail

The complete solution for
Discount Retail

Discount Retail Consulting GmbH

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we know the way - show the way - go the way

- About us
- Vision
- Expertise
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About us

The Discount Developers

we know the way - show the way - go the way

- Discount Retail Consulting GmbH (DRC) is an international operating agency, specialized in discount retail
- Offices in Germany, Nigeria and Thailand
- DRC provides hands-on practical food and non-food discount retail formats start-up and scale-up expertise
- We help investors, retailers, distributors and FMCG manufacturers to grow their lean retail business
- We distinguishes from other retail consulting companies, as we are hands-on experts in develop and implementing Discount Retail on spot

International

Based in Germany

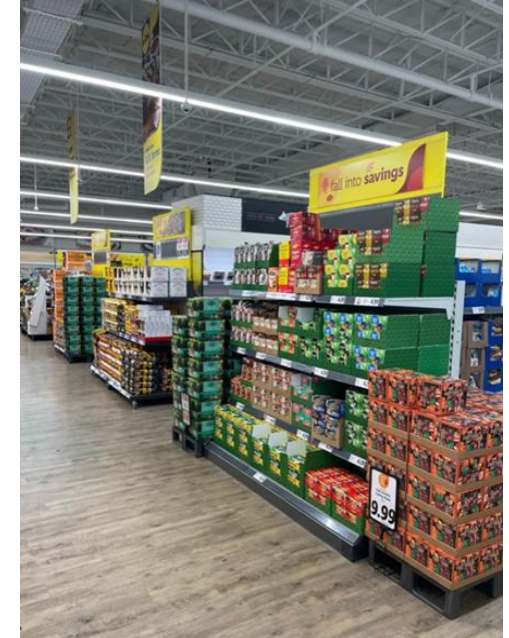
Discount strategies

Help growing

Unlike others

- We believe our international retail expertise combined with the expertise of our clients enable us to bring fresh perspectives and creative thinking to help develop and/or improve their business (combining client's vision with DRC's vision)

- We provide strategic and operational advice, guidance and implementation based on three principles:
 1. practical analysis;
 2. pragmatic advice and guidance;
 3. hands-on implementation.



Expertise

Strategic advice

Operational advice

Guidance

Implementation

Develop & Improve

- The Partners and Associates of DRC have a wide scaled experience from discount formats to supermarket concepts, and their way of working
- Our expertise ranges from market entry to supply chain solutions
- Whether your company is exploring new discount formats or transforming the current concept, we are able to provide tailor-made solutions and enhance your business by improving quality and adding value
- DRC is able to create, develop and turn-around concept with a profound strategic and financial business plan based on local market research and sector reference models.



Wide scaled experience

Tailor-made solutions

Adding value

Business plans

Local market research

- Our clients may be classical food and non-food store chains, internet-only organizations, multi-channel operators, or existing and new FMCG manufacturers supplying to retail
- Over the years DRC has garnered a significant database of best practices and sector reference models put together
- All DRC team members have abundant hands-on discount experience and as a result, offer to our clients lean and executable concepts and solutions that have been proven to be effective from practice over the years.



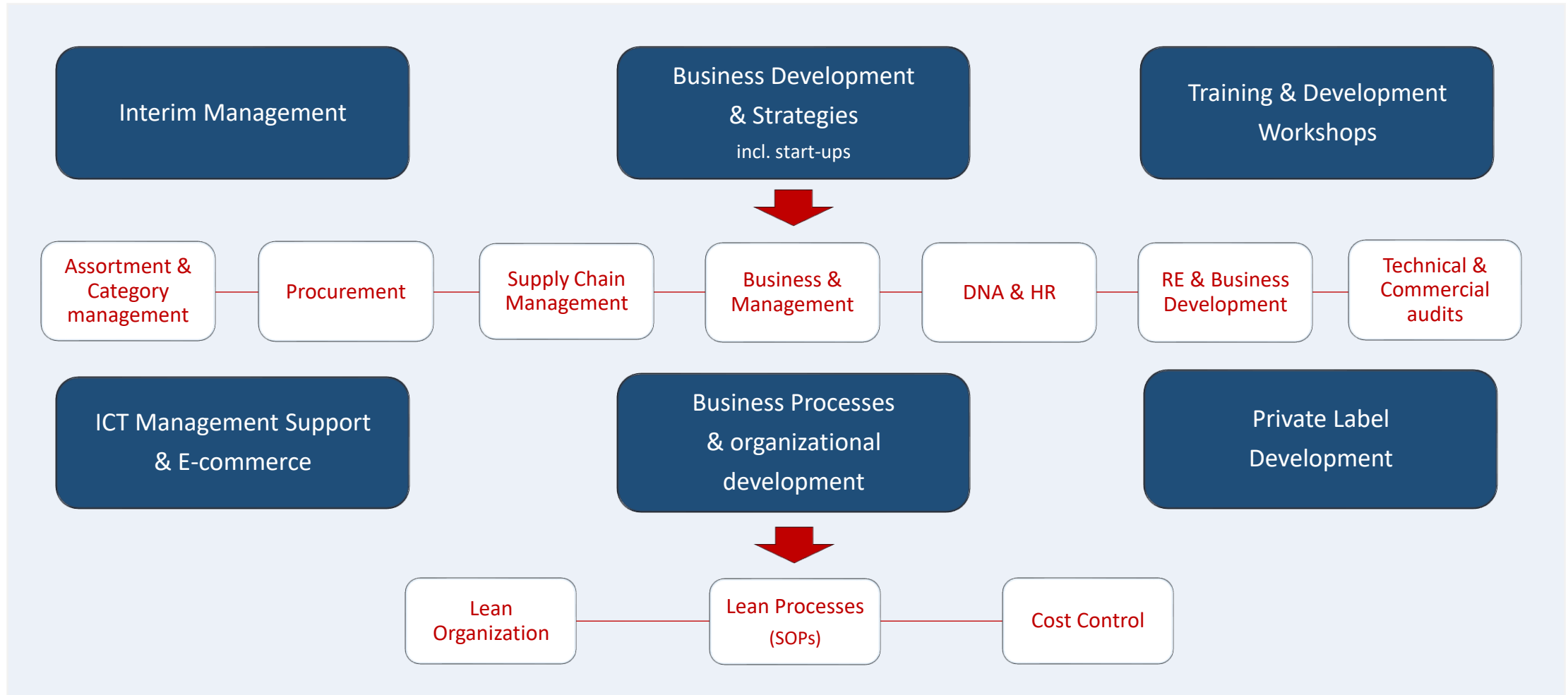
Multi-channels

Significant data base

Best practices

Hands-on

Executable concepts



- Successful chain start-ups and market introduction (greenfield and brown field)
- Profound and tangible roadmaps to realize models or improving existing business concepts
- Standardize operation processes and lean retail organizations
- Strict project-, cost-management and execution
- Increase accountability and front-line effectiveness improving sales, EBIT and ROI
- Access to procurement for branded and private label food and non-food products
- Adding value to retail with e-commerce



What assets does DRC bring?

The Discount Developers

- Long term inside retail experience (40+ years)
- Clear vision on retail, supply chain and brands
- International retail and e-commerce experience
- Operating policies and business processes / manuals
- Interdisciplinary SCM experience from manufacturer to retail
- Structured way of working with lean processes, start-ups and scale-ups
- Hands-on and result-orientated
- Detailed, concrete and tangible Turn-Key projects

We plan,
develop and
... implement

Non of the
big consultancy firms
can do the hands-on
implementation

Ask them; they will admit they
really can't do it





The Discount Developers

DRC Executive Partners

Marc Houppermans Managing Partner (Germany)

Global leadership in interdisciplinary retail development

- Project director, Central Food Retail Group, Thailand
- 13 Years as CEO / Board member at **ALDI**
- Assistant to the Board, **ALDI Einkauf**, Germany
- Lean Black Belt certified expert (Philips, KPMG), Germany / Japan
- MBA, Maastricht University, Netherlands & MSc Asian Studies, ICU Tokyo, Japan



William Snollaerts Managing Partner (Thailand / Nigeria)

Expert in emerging markets, and specialist in operational disciplines and multicultural teams

- Project director, Central Food Retail Group, Thailand
- Retail Director, CEO / Board advisor, Gourmet, Egypt
- JARA EDLP Nigeria Ltd., Nigeria
- Commercial Project Director, Lenta LLC, Russia
- CEO, Olivier supermarkets, CJSC Smart Value Retail, Russia
- Interim Country manager, Dixy neighborhood stores, Russia
- 17 Years as CEO / Board member at **ALDI**
- HR Development manager, Hero, Netherlands
- Applied Science, Avans University, Netherlands





Our DRC skill-set (1/2)

The Discount Developers

Start-up & Development	Skill set
Format & brand development	Mission, Vision & Values (DNA), Brand book, Customer proposition, Key format features (SKU matrix, sales floor, attributes), Look & Feel, Category roles, Grouping & Routing, Architectural & technical design (MEP)
Organizational design & Management	Organizational design & evolution, Department & Job descriptions, Management principles, Internal communication & Corporate culture policy (DNA)
ICT	IT strategy plan, RFP, FDD, Business process customizations, BI & Dashboard development, IT support management, E-commerce platform development, IT regulations
Financial	Chart of Accounts, CAPEX & (pre)OPEX calculations, Projections, P&L structure, Payment procedures, Money inflow processes, Work capital, etc.
Fit-out & Equipment	Store lay-out, Sales floor & Backhouse, Materials & Equipment sourcing (racking, baskets, check-outs, etc.), MEP, Calculations, Contracts with store-fitters, etc.
Commercial strategies & policies	Procurement strategy, Suppliers approach, Assortment policy, Category management, Pricing strategy, Marketing (see also next slide), Merchandize guidelines, Promo and In & Out strategy, Suppliers contract, Business processes (various), Master data structure



Our DRC skill-set (2/2)

The Discount Developers

Start-up & Development	Skill set
Business Development & Real Estate	Real estate acquisition strategy, Store implementation policy, Location assessment, Sales estimation methodology, Rental fee calculations
Assortment & Private Label development	Procurement strategy, Assortment policy, PL - concept development, setting-up PL dept. (systems, tools, people), master data
HR	HR vision & strategy, Recruitment strategy plan, JD policy & Job descriptions, T&D policy & Training programs, C&B policy, P&A policy, HR regulations, PEX calculations
SCM & Logistics	Ideal DC structure, Supply chain management, Business processes for Goods Receiving, Internal transport, Order picking, Controlling, Shipment planning, Factoring
Operations	Business processes for Ordering, Goods receiving, Merchandizing (placing, facing, pricing), Check-out operations, Write offs, Returns, Stock control, Price control, Inventory & Stock taking, Opening & Closing procedures, HACCP & Food safety, Security, etc.
NSO	NSO planning, Equipment, Staffing, NSO-marketing
Marketing	Marketing strategy, digital marketing, E-commerce, Indoor & Outdoor communications



DRC team; Business Development Associates (1/2)

The Discount Developers



Geert-Jan ten Hoonte (Indonesia)

- has more than 30 years of international retail and consultancy experience on C-level in emerging markets. Next to his current CEO position, Geert-Jan holds various Board positions and is connected as a Consultant to various Investment companies in Asia.



Rolf Schneider (Germany)

- has more than 30 years of international retail experience in the fields of store operations, training & coaching, and organizational development. Rolf is skilled in business development in FMCG for emerging markets and well connected to various key players in modern trade chains in Asia.



Harm Vissers (Netherlands)

- masters 4 languages: German, French, Dutch and English. Harm has a more than 15 years track record in discount retailing and has experience in the fields of sales, procurement, real estate, logistics, HR and accounting. Harm's main interests lie in retail project development and sales training.



Ivan Muhek (HR)

- has almost 20 years of international retail experience in procurement and sales throughout Europe and Middle East. Besides being experienced in leading multicultural teams and managing high value negotiations, he has proven record in building tailor-made assortment mix and private label development.



Ignacio Gomez Escobar (Columbia)

- has more than 30 years experience in strategy, development, operations, and restructuring hypermarkets, supermarkets, convenience stores, shopping malls, and hard discount stores in LATAM and Spain. Ignacio holds various national and international executive and non-executive board functions and is university professor.



Reinhard Richter (Germany)

- has more than 30 years of international hard discount retail in Germany and Spain. Reinhard is expert in sales and FMCG supply chain and business excellence lean process operations. Now Reinhard's main interests lay in private label product procurement, lean organization and process development and optimization.



Bart van Keulen (Netherlands)

- has more than 20 years of experience in discount retailing, wholesale and logistics operations. Expert in Logistics & Supply Chain Management. Knowledge of transport, handling, fresh and cooling FMCG products. Bart's main interests lay in process optimization and building sustainable supply chains.



Ivan Butorin (Russia)

- has more than 20 years experience in leading procurement process with largest Russian retailers. He used his targeted skills to provide retailers stakeholders with the best purchasing power among peers. Ivan's main interests lay in procurement, operations and supply chain.



DRC team; Business Development Associates (2/2)

The Discount Developers



Tomasz Waligorski (Poland)

- has over 25 years of (international) experience in retail at discount and supermarket segments. Tomash used to work for food and nonfood chains. Tomasz's skill-set features business strategy, commercial strategy, operations management, transformation of retail organizations and digital transformation.



Harm Peter Wijnstok (Netherlands)

- has gained years of in-depth experience in several executive positions in on- and off-line retail, wholesale, logistics and FMCG production. Now Harm-Peter's main interests lie in developing opportunities and cost efficient operations in on-line retailing and in fresh produce.



Mark Field (Australia)

- has 30 years of International Food Manufacturing, Private Equity and Retail experience on global C-level. His main interests lie in customer led Product Innovation, Global Sourcing, Brand & Marketing, Food Safety and Responsible Sourcing.



Oguzan Turkmenoglu (Kazakhstan)

- has over 25 years of local and international FMCG retail experience mainly in post Soviet countries enriched with FMCG production, sales and distribution. He prepared feasibilities of discount and neighborhood retail chain concepts in Central Asia.



Peter Winters (Netherlands)

- is a no nonsense expert in (re)building organizations to a profitable status in highly competitive markets. His field of expertise includes retail (hard discount), hospitality and leisure in The Netherlands, Germany and South Africa. Providing his experience to develop organizations in emerging markets, supporting a value oriented focus, is where his current interest lies.



Federico Spadea (USA)

- has more than 18 years of international retail and consultancy experience having developed programs and managed teams in USA, Japan, Hong Kong, South Africa, the Netherlands and Spain. His main interests lie in Merchandising, Marketing, Branding, Sales, Product Development and Procurement.



Alfred de Vreeze (Netherlands)

- is an energetic Retail & FMCG Expert with excellent sales, operational and business development skills. A results- orientated professional with a proven ability to get results, generate revenue, improve service as well as reduce costs. Over 20 years of C-level management and consulting experience in competitive industries.



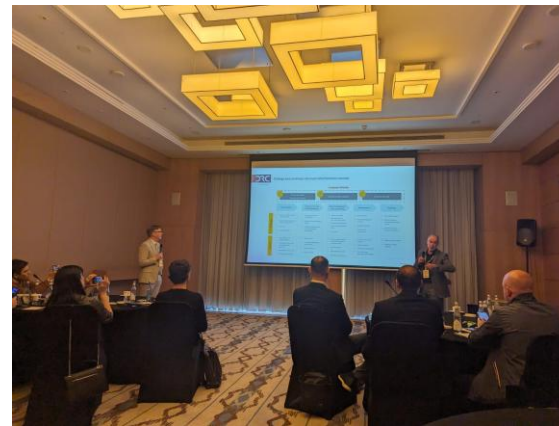
Jaco de Swardt (South Africa)

- is an experience Retail Expert with excellent procurement, financial and business management skills. A target-orientated professional with a proven ability to get results. Over 35 years of C-level management within the African continent.



DRC workshops in Tashkent (UZ) and Santa Domingo (Dom. Rep.)

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DRC workshops in Zhengzhou, China, December 2025

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2025 12.15-12.16 中国·郑州

DRC Executive Partners
DRC执行合伙人

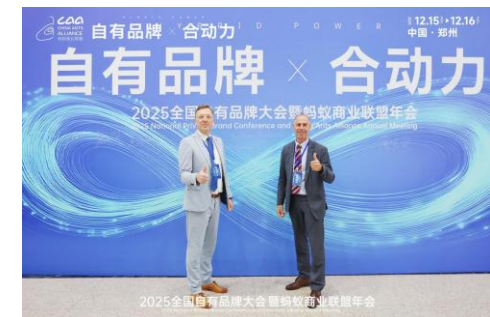
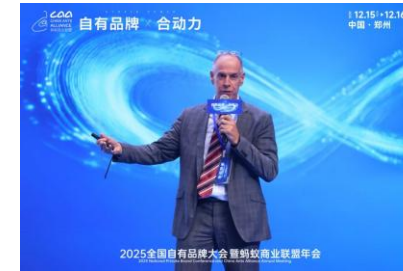
Marc Houppermans (Germany / Thailand) 马克·侯珀曼斯 (德国 / 泰国)
 — has developed 20 years of broad interdisciplinary and international leadership experience, and is seasoned in leading tactical, strategic and operational business development projects to a successful conclusion. — 拥有20年广泛的跨学科和国际领导经验，并在以下项目取得成功：

- DRC Discount Retail Consulting GmbH, Executive Partner, Germany / Thailand
- Project director, Central Food Retail Group, Thailand
- Business developer, e-commerce discounter (a DSV company), Netherlands
- Managing Director and Board member, Aldi, Netherlands (13 years)
- Assistant to the Board, Aldi Einkauf, Germany
- Lean Black Belt manager, global OTC Sales & Marketing, Philips N.V., Germany
- Consultant, KPMG, Netherlands
- Business manager, Philips Medical, Japan
- MBA, Maastricht University, Netherlands
- MSc, Asian Studies, ICU Tokyo, Japan

William Snollaerts (Thailand / Nigeria) 威廉·斯诺拉特斯 (尼日利亚 / 泰国)
 — has practiced a wide scale of disciplines on operational, tactical and strategic level, and is internationally seasoned in leading multi-functional and multicultural teams. — 在操作、技术和战略层面上实践广泛，并且在领导多功能和多文化团队方面具有丰富的国际经验。

- DRC Retail Consult Enterprise, Executive Partner, Nigeria / Thailand
- Project director, Central Food Retail Group, Thailand
- Retail Director, Gourmet, Egypt
- CEO / Board advisor, JARA EDLP Nigeria Ltd., Nigeria
- Commercial Project Director, Lenta LLC, Russia
- CEO, Olivier supermarkets, CSC Smart Value Retail, Russia
- Interim Country manager, Divy neighborhood stores, Russia
- Managing Director and Board member, Aldi, Netherlands (17 years)
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- Applied Science, Avans University, Netherlands

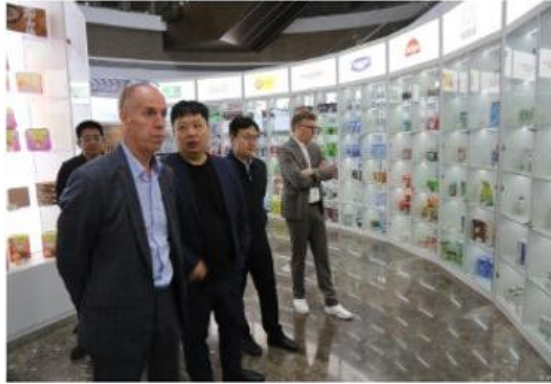
2025全国自有品牌大会暨蚂蚁商业联盟年会
2025 National Private Brand Conference and China Ants Alliance Annual Meeting





DRC retailer, supplier and manufacturer and show visits in around the world

The Discount Developers





DRC Discount Retail Consulting in the news and German TV (1/2)

Copy link and open news article

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10 HANDEL

Corona beflügelt Lidl in Mittelosteuropa
Qualität zum niedrigen Preis nicht wieder in den Fokus der Kunden – Deutsche Filialen erleben das Expansionszeitalter

Lidl startet bald in Nordmazedonien

Deutsche Discounter in Osteuropa

Land	1991	2019	2020
Polen	1.811	1.811	1.811
Ungarn	1.811	1.811	1.811
Slowakei	1.811	1.811	1.811

ALDIS ABSTURZ
Wie der Erfinder des Discount sich ins Abseits transformiert

Wir werden mehr Akquisitionen bei Aldi und Lidl sehen

Lebensmittel Zeitung 03/2021

ACTION

Handelszeitung Schweiz, 03/2025

WIRTSCHAFT AUS ERSTER HAND

manager magazin

ALDIS ABSTURZ
Wie der Erfinder des Discount sich ins Abseits transformiert

EINE SCHRECKLICH WETTE FAMILIE
Die Aldi-Erben beschäftigen die Gerichte.

ALDISERBEN NIMMEN Das Ende von Aldi-Gründer Theo Albrecht liegt in den Stillelegungen, deren Namen abseits dem Neuen Testament der Bibel anfallen.

FAMILIENANWALT ANDREAS LITZKE in der Sitzung. Theo junior wirt seiner Schwägerin Barbara (81) vor, einen litigösen Laberrats zu prüfen und gegen die In-

Manager Magazin, 4/2022

MARKTCHECK

Discount-Experte Marc Houppermans weiß mehr.

ARD /SWR, Action, 08/2025



ZDF, Food Prices 07/2025

The riddle of Lidl

Lidl is backing down on ambitious UK expansion plans. But with discounters hoarding in the face of living crisis, what's motivating the move?

The Grocer UK, 01/2024

World Stock Market

Handelsblatt: The 'invasion' of the German discount supermarket chain Aldi in China is coming

World Stock Market 07/2022

The riddle of Lidl

Lidl is backing down on ambitious UK expansion plans. But with discounters hoarding in the face of living crisis, what's motivating the move?

World Stock Market 07/2022

Handelsblatt

4 Wochen € 39,99 €

Jetzt testen

Handelsblatt

Handelsblatt 07/2022

ALDIS RISKANTE CHINA-OFFENSIVE: DER DISCOUNTER PLANT HUNDERTE NEUE LÄDEN

Nach dem Ende des Lockdowns in Shanghai forciert Aldi die Expansion und hat weitere Städte im Blick. Die Pläne

Handelsblatt 07/2022

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DRC Discount Retail Consulting in the news (2/2)

Copy link and open news article

The Discount Developers



News source – Nairaland 06.2018

<https://www.nairaland.com/4542775/ease-doing-business-fg-tackles>

Nigeria Can Be World Economic Superpower In Next 10 Years - Snollaerts

By Isaac Asodor - Mar 18, 2020



News source – Independent 03.2020

<https://independent.ng/nigeria-can-be-world-economic-superpower-in-next-10-years-snollaerts/>



News source – The Observer, 06.2018

<https://nigerianobservernews.com/2020/03/jaral-change-shopping-experience-in-edo-md/>

Education reform: Edo Govt begins schools' reconstruction

The Edo State Government has commenced the reconstruction of schools in the state, following the implementation of the Education Reform Policy. The state government has allocated a budget of N10 billion for the reconstruction of schools in the state. The state government has also initiated the reconstruction of schools in the state. The state government has also initiated the reconstruction of schools in the state.

News source – National Light 03.2020

<https://www.nationallightngr.com/2020/03/17/first-indigenous-discount-store-in-south-opens-in-benin/>



First indigenous discount store in S'outh opens in Benin

The Edo State Governor, Godwin Obaseki, has commissioned the first indigenous discount store - JARA, in South-South, in Benin City, the Edo State capital, and called on Nigerians to patronise locally-made products to grow the country's Gross Domestic Product (GDP).

EDLP Nigeria set to open its second Jara discount supermarket, in Benin City

Mar 4, 2020



EDLP Nigeria, a new player in Nigeria's supermarket sector, is set to open its second discount supermarket. The new store, in Benin City, follows the successful launch of the company's flagship store in Jara Mall, Ikeja (Lagos).

EDLP Nigeria's first store opened on the 20th December 2019 at the Jara Mall in Ikeja, Lagos. We estimate it has 2,000m² of retail space. The mall also hosts a new outlet of the Domino's Pizza and Cold Stone Creamery franchises. The company describes itself as Nigeria's first discount supermarket chain, and stocks a mixture of premium imported brands and some Nigerian brands. It launched its loyalty

News source – Trendhype 03.2020

<https://trendtype.com/news/jara-discount-supermarket-benin-city/>



Projects in Europe:

- Lidl (review / benchmark discounters)
- DSV (discount e-commerce platform)
- EMD (contract common buying with Lenta, Russia)
- Picnic (start-up online supermarket incl. delivery)
- EBRD (retail & FMCG senior project advisory)

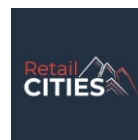


The Discount Developers

DRC team; business partners

We partner with various professional companies, expertised in:

- Strategy & business development
- Concept development
- Marketing & communication
- ICT
- Supply chain & logistics
- Procurement
- Store equipment
- and more.





Thank you for your attention

we know the way - show the way - go the way



Offices:
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Middle East & Africa: Lagos, Nigeria
Asia: Bangkok, Thailand

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