

Domino's to roll out 30-minute pizza delivery

American chain has eyes on the top spot in Bangladesh

SOHEL PARVEZ

DOMINO'S, the world's leading pizza chain, is planning to introduce 30-minute pizza delivery service in Bangladesh within the next three months, in a development that can fuel competition in the country's restaurant scene.

"Domino's delivers pizza within 30 minutes all over the world," said Hari S Bhartia, co-chairman of Jubilant FoodWorks, the master franchise holder of Domino's in India, Sri Lanka, Bangladesh and Nepal.

Jubilant teamed up with Golden Harvest QSR, a subsidiary of local Golden Harvest Agro Industries, to introduce Domino's to Bangladesh. It will have a 51 percent stake in the company Jubilant Golden Harvest and Golden Harvest the remaining 49 percent stake.

Bhartia, who is also the founder and co-chairman of India's \$5 billion Jubilant Bhartia Group, sat down with The Daily Star for an interview on the eve of the inauguration of the first Domino's restaurant in Bangladesh.

The restaurant located in capital's Dhanmondi opened its doors on March 15. With Domino's, the total number of American pizza chains that have set foot in Bangladesh comes to four.

"I think we are late in entering in Bangladesh as we were so focused on India. We should have come here earlier."

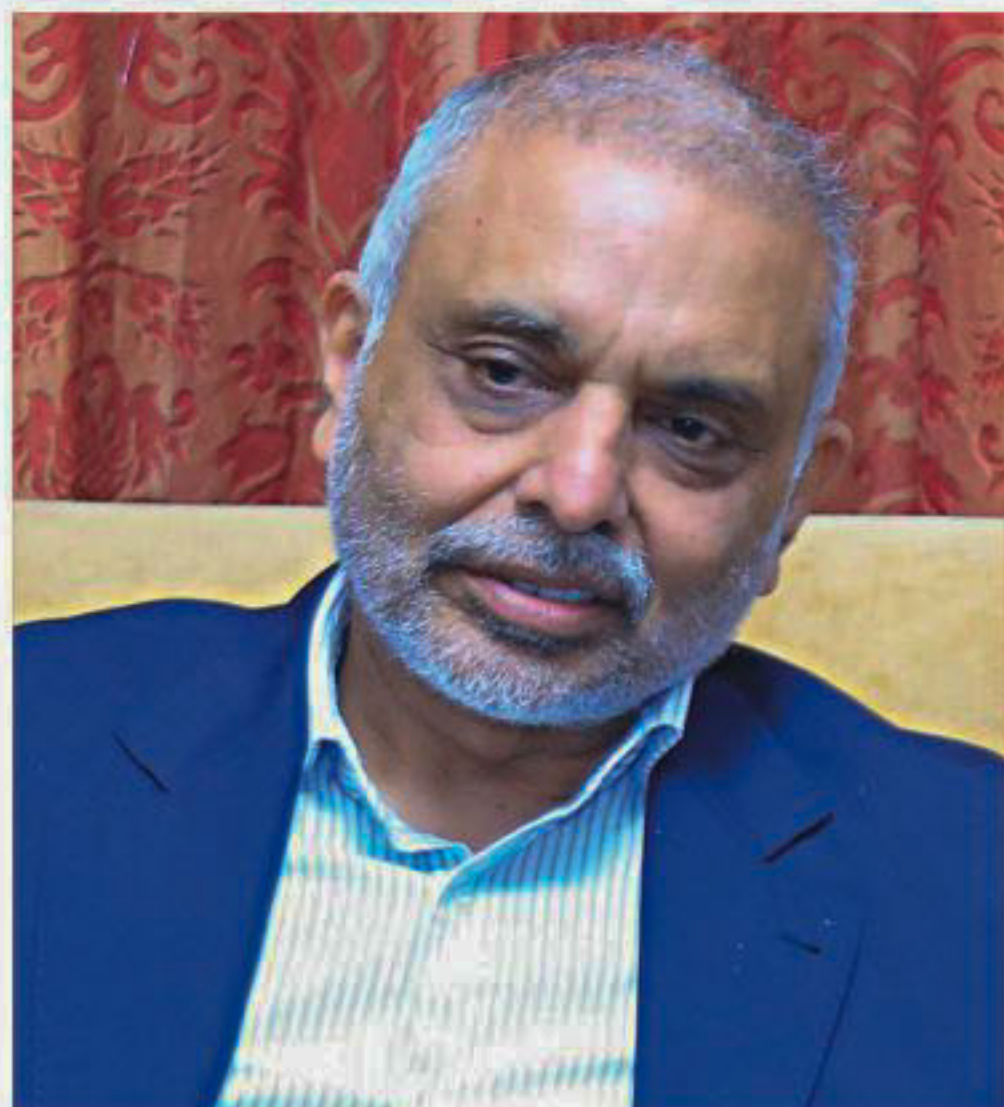
The other brands that are already here have created a market for pizza and it is a blessing for pizza brands like Domino's.

"But Domino's has a very special proposition: we are very good at delivering."

Food delivery is becoming very popular all over the world as people have lesser time to spend on preparing a meal at home due to the hum of modern life.

Quizzed about the part the infamous Dhaka traffic would play in maintaining Domino's 30-minute delivery timeframe, he said: "There is traffic everywhere in the world."

Besides, Domino's offers the 30-minute



Hari S Bhartia

timeframe to those areas that are within a certain radius of its stores.

"When there is traffic, we increase the density of stores."

The company plans on setting up five restaurants in the first year of its operations by shelling out Tk 10-15 crore and focusing on accelerating growth after that.

Jubilant Golden Harvest has already set its sights on making Domino's the number one pizza brand in Bangladesh over the next five years.

Being one of the fastest growing economies in the world, Bangladesh offers great growth prospect, Bhartia said.

More importantly, the country has a very large population base, a sizeable youth population and a strong middle-class.

According to estimates of Jubilant, the fast food market in Bangladesh is growing at 13-15 percent every year. And pizza accounts for one-fourth of the market, which stands at Tk 1,000 crore.

"You can see the energy. When a country grows at 7 percent annually, this business has to grow at double digit," said Bhartia, a chemi-

cal engineering graduate from the Indian Institute of Technology (IIT), Delhi.

Both India and Bangladesh have the opportunity to grow because of having a large local market.

"It's not about only exports. And in today's environment, when a lot of barriers of trade have emerged, having a large local market will give you protection."

The key thing for Domino's in Bangladesh would be the affordability of its famed hand-tossed pies.

"You should make it as affordable as possible and give value to the customer so that they have pizza not once in two years but more often. And more people should try."

The starting price of Domino's pizzas in Bangladesh is Tk 149. Most of the ingredients are sourced locally; those that are not available here would be brought in from abroad.

"But we would definitely like to develop a supplier base here. Even if something is not available, in the next five years the efforts will be to develop it locally."

As part of Domino's charm offensive, it has also developed some local flavours such as spicy curried beef apart from the regular international flavours.

Most of the staff at Domino's restaurants would be hired locally and trained by foreign experts.

Bhartia, also a former president of the Confederation of Indian Industry, has been associated with India's Ministry of Human Resource Development.

"In India and so in Bangladesh, we need to build more occupational skills," said Bhartia.

Jubilant FoodWorks, which also holds the franchise of Dunkin' Donuts in the four countries, is the market leader in pizza segment and with a network of 1,200 Domino's Pizza restaurants across 271 cities in India.

In 2018, Domino's surpassed Pizza Hut to become the largest pizza chain in the world. The company reported \$12.20 billion in global sales for 2017, edging out the former titleholder that logged in \$12.03 billion.

Far-flung job offers pose tough choices for GM Ohio workers

REUTERS, Toledo, Ohio

GENERAL Motors Co built the final Chevrolet Cruze small car at its Lordstown, Ohio, assembly plant on March 6, despite demands from President Donald Trump, Ohio political leaders and the United Auto Workers union not to close the plant and leave nearly 1,500 workers laid off.

Dina Mays, a 14-year veteran of Lordstown Assembly, was not at the plant for its last day. She had already moved on to her new workplace, GM's Toledo transmission plant, where the automaker builds ten-speed transmissions for popular pickup trucks.

The US auto industry is heading into a new cycle of plant closings and job cuts. Sales in the world's second-largest vehicle market are projected to fall. Consumers shifting away from traditional sedans such as the Cruze have left GM with more workers assigned to building cars than the market can support.

But GM has the reverse problem with trucks - for now, it cannot build them fast enough. That is helping GM find new jobs for displaced sedan plant workers, and blunt attacks from the UAW and politicians.

The automaker recently announced it will add 1,000 jobs at a plant in Flint, Michigan, to build a new generation of GM's largest pickups.

A GM spokeswoman said last week that 538 workers from a Detroit plant slated to close in 2020 and nearly 100 from Lordstown have already signed on in Flint to fill those jobs.

That and other job opportunities could cushion the blow for most of the 1,450

workers currently laid-off at Lordstown. The Ohio plant is one of five North American GM plants slated to close by January 2020.

GM Chief Executive Officer Mary Barra has said the automaker expects to have 2,700 job openings by early 2020 at other thriving plants, enough to absorb nearly all of those displaced in plants in Maryland, Ohio and Michigan willing or able to uproot for work hundreds of miles away. GM said another 1,200 affected hourly

workers are eligible for early retirement.

Based on a plant-by-plant count provided by GM, if every worker displaced or soon to be displaced volunteers for or accepts a new job - and those eligible to retire do so - that would potentially leave up to 500 GM workers jobless, far fewer than the thousands decry by the UAW and Trump.

Ohio is a key state for Trump's 2020 re-election chances. In July 2017 he vowed in Youngstown, Ohio, near GM's

Lordstown plant, that those auto jobs were "all coming back."

"Don't move," he told residents. "Don't sell your house."

But Mays and other veteran GM factory workers have been pushed into nomadic lives before. Mays is on her third GM factory in 15 years. In 2005, she moved to Lordstown in northeastern Ohio after being laid off at a GM plant in Baltimore, Maryland.

"I'm not going to sugarcoat it, it's rough," Mays said.

Her eldest son is at college and a 12-year-old son remains with relatives near Lordstown. "But I have to be able to support myself and my kids."

After 25 years with GM, she has five years until retirement, so transferring "was the best decision I could make."



REUTERS/FILE

A woman works at the General Motors Powertrain Transmission plant in US.

What happens in a minute on internet

JEFF DESJARDINS

DURING an average workday, a single minute might seem negligible. If you're lucky, a minute might buy you enough time to write a quick email, grab a coffee from the break room, or make small talk with a coworker.

But in other situations, a minute can also be quite extraordinary. Imagine being a quarterback in the Superbowl in overtime, or finding yourself in a life-

sent every minute? How does Google process 3.8 million search queries in such a short span of time?

Simply put, the number of actions packed into just 60 seconds is extraordinary.

A Side-by-Side Comparison

The internet is incredibly dynamic, which means there are always new and interesting segments that are emerging out of the internet's ether.

Platforms such as Instagram and Netflix continue to grow at a blistering pace, while new categories such as smart speakers are quickly building a strong foundation for the future.

Last year, for example, only 67 voice-first devices were being shipped per minute - and in 2019, there are now 180 smart speakers being shipped in the same window of time.

What will this look like in 2020?

Going Sideways or Backwards

Interestingly, even as more and more people gain access to the internet around the world each year, there are still parts of the web that are plateauing or even shrinking in size.

You'll see that Facebook logins and Google searches both increased only incrementally from last year. Further, the amount of emails getting sent is also quite stagnant, likely thanks to the rise of workplace collaboration tools such as Slack.

Snap is another story altogether. In the last year, the app saw a decrease in millions of users due to the infamous redesign that helped torpedo the app's rising popularity.

Regardless, we're certain that by this time next year, an internet minute will have changed significantly yet again!

The writer is founder and editor of Visual Capitalist. The article was published on the websites of World Economic Forum and Visual Capitalist.



and-death situation in which every second counts towards the outcome.

Visualising an Internet Minute

When it comes to gauging the epic scale of the internet, it would seem that each minute leans closer to the extraordinary side of the spectrum.

The infographic aggregates the online activity of billions of people globally, to see what an internet minute looks like.

How is it possible that 188 millions of emails are

Wastewater: private equity's new black gold in US shale

REUTERS, Big Spring, Texas

MIKE Christensen strides among rows of gleaming steel tanks, pointing to pipelines that arrive from miles around to this corner of former farmland near Midland, Texas, the heart of the largest oil patch in the United States.

His company is one of dozens opening sites like this one that handles, not the lucrative oil, but the shale industry's dirty secret: wastewater.

While US oil production has reached record levels on account of the shale revolution of the last decade, much of the supporting infrastructure has failed to keep up, including how to transport the large quantities of water used in the hydraulic fracturing process and the water that is produced from wells alongside oil and gas.

Once managed individually by energy producers, the job of supplying, collecting and disposing of water is a rising cost, and has spawned a \$34 billion a year business in the US that has lured investors including TPG Capital, Blackstone Energy Partners LP and Ares Management Corp to back these firms.

Oil production in the Permian basin that spans West Texas and southeastern New Mexico is expected to rise to 35 percent to 5.4 million barrels of per day (bpd) by 2023, requiring even more water supply and disposal, said analysts. In two New Mexico counties, firms produced 505 million barrels of oil from 2016-2018, and five times that in water, a Reuters analysis of state production data showed.

"You can't bring production online until you have a solution for the water," said James Lee of Riveron Consulting.

There are 5,500 Permian wells to be drilled, requiring 2.75 billion barrels, or 115 billion gallons to complete, a Morgan Stanley report estimated.

While much of the water in the Permian is transported for high fees by trucks, which also exacerbate traffic congestion around production sites, midstream companies build and use pipelines which energy producers pay to utilize.

Christensen's company, On Point Oilfield Holdings, owns a water dis-

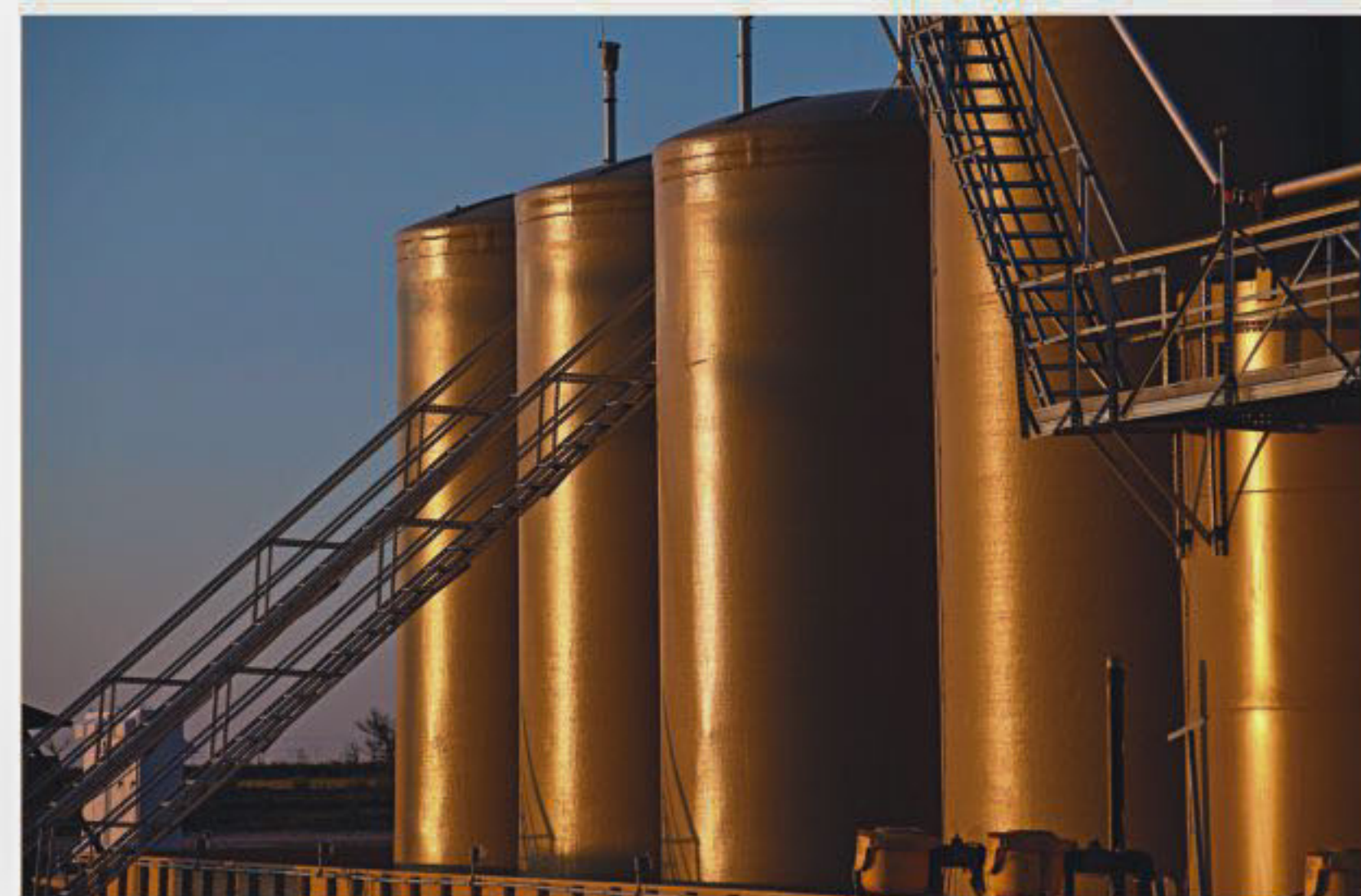
posal network that this year will take up to 375,000 bpd of wastewater. Some of that water will be recycled, but millions of gallons will eventually be sunk deep underground in West Texas. "Water was always an afterthought for producers," said Christensen, who stretches his arm and draws a 360-degree arc to show the locations of lines carrying oilfield bilge to the site. "Now it's a business plan in itself."

Raising cash at a time when the

Permian Basin soaring 17 percent this year to \$14 billion, according to consultancy IHS Markit, more than three times what North American producers spent last year on sand to frack their wells.

That lure is attracting investors who once viewed oil and gas as the prize.

TPG last week agreed to pay \$930 million for a majority stake in Goodnight Midstream's water pipeline network, which consists of more



REUTERS/FILE

Storage tanks containing produced water are seen at a wastewater injection facility operated by On Point Energy in Big Spring, Texas.

industry is under pressure to restrain spending and improve returns has also fueled the trend, prompting some producers to cash in on their water projects.

In December, Hess Corp got \$225 million for some of its water handling assets from a joint venture with Global Infrastructure Partners, while Halcon Resources received \$200 million in cash and up to another \$125 million over five years from WaterBridge Resources LLC for its water infrastructure assets.

"When capital discipline is higher on the priority list, it's very attractive to monetize" water management assets, said Benjamin Shattuck, an analyst at consultancy Wood Mackenzie.

The average frack job now consumes 13 million gallons (49 million litres), up 40 percent in two years, according to a Reuters analysis of Permian producers' data reported to FracFocus.org.

That translates to water bills in the

than 420 miles (670 km) in three US shale basins.

Other private equity firms, including ARM Energy Holdings and Ares Management, have committed \$4 billion to buy or start water management firms over the last four years, according researcher Global Water Intelligence.

Water management at this scale is in its infancy compared with the business of moving oil and gas by pipeline, but more private equity firms are looking for investments, said Jim Summers, chief executive of Houston-based water company H2O Midstream.

Acquiring and disposing of water costs between 50 cents and \$4 per barrel, depending on whether it moves by pipelines or more expensive trucks, and can be a steep cost for producers when oil dips as low as \$40 a barrel in the Permian, as it did late last year.

The cost has inspired some companies to shift gears.