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SIMtheis The Mobile App

With the growth of a distinct trend of Internet savvy, mobile savvy, tech-savvy students Colleges have to be very competitive to remain attractive to students, parents,companies and other stake holders to feature in their consideration set.

Saintgits is a leading education conglomerate in Kerala which offers a wide spectrum of courses. Of which MBA at Saintgits are specialised in Finance, Marketing, Human Resource, Systems. The college is committed to delivering seamless and innovative addon courses in 2 years of MBA program.

Saintgits houses a young population of 200 students, with a busy life and trendy lifestyles. These students value Saintgits hugely, because of their placements, well trained faculty and ambiance.

SIMtheis is the Management fest offered by students of Saintgits Institute of Management which has a 700+ participants across India.

Most smartphone users demonstrate significant usage of social networks and video and
This has been recently proven in studies pertaining to changing students behaviour in the era of tablet and smartphone penetration amongst the population in Kerala.
This is where Saintgits has played smart. It has made use of the domain of social media, MBA College chat platforms and Website to remain ahead of competition.

Social Media:
Saintgits is indulging in substantial social media activity involving promotional, organizational and relational content on a host of online platforms to entice the younger, affluent and upwardly mobile, aspirational segment of students. With a robust presence on YouTube, Facebook and LinkedIn, Saintgits is trying to engage all population typologies – the professional as well as the elite. With posts ranging from social to education to

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prosperity to scholarship awards, to contests to Saintgits group, Saintgits is trying to tap into all facets of life using Social Media.

Saintgits launched a SIMtheis App for Management Fest which provides services such as:

  (i)   Program Information
  (ii)   Direct access to Frequently Asked Questions via the personalisation feature and
  (iii)   Access to the latest Facebook feeds
  (iv)   Facilitate peer to peer connection via text message

The App provides the following benefits - more touch points for the students heads of individual program, Rooms and Stay options available , Transportation , Food menu. The app is equipped with enterprise grade security.

The apps offered by Saintgits are compatible with Android versions.

Clearly, SIMthesis Mobile App has geared up to offer a customer friendly experience which is fast becoming its differential positioning.

Questions

1. Contrast the app offered by Saintgits with competing College Management Fest apps in the Playstore

2. In the context of the Behavioural Internet Theory, apps use a combination of *Friendly Technology* and *Flow* to engage participating students. Comment.

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Total Productive Maintenance'(TPM) in Tyre Industry :A case Study of MRF LTD, Kottayam

Abstract

TPM stands for "Total Productive Maintenance" and builds a close relationship between Maintenance and Productivity, showing how good care and up-keep of equipment will result in higher productivity. TPM is a philosophy of continuous improvement that creates a sense of ownership in the operator(s) of each machine as well as in their supervisor. This paper explores the unique 8 pillar approach of TPM at MRF LTD, purpose and main activities of the 8 pillars of TPM, key factors to be considered in its successful implementation. The paper concludes by listing out a few strategies to overcome the difficulties in the implementation of TPM

Key Words : Productive maintenance, Equipment Management, Planned Maintenance

1.Introduction

 MRF's origin traces back to the humble shack in Madras that housed its first makeshift toy balloon manufacturing unit set up by KM Mammen Mappillai in 1946. It was not until 1952 when it changed course and turned to tread rubber manufacturing. Thus began its glorious reign as the undisputed leader in the tyre making industry.By the early 60's, MRF was exporting its quality tyres to offices overseas in the U.S. & Beirut and soon made its presence known globally across 65 different countries - with tyres rolling out of 6 interdependent facilities built across 450 acres, 3000 strong dealer networks and 180 different office. The company implemented the innovative strategy Total Productive Maintenance (TPM), in 2013 at Kottayam plant.TPM, a dynamic, profit oriented approach to plant and equipment management, combines the principles of preventive and predictive maintenance with management strategies, that increase profitability and return on assets through employees participation. TPM is a quality focused approach for asset management.

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2.Definition of TPM

TPM is often defined as "productive maintenance involving total participation".

A complete definition of TPM includes the following five elements:

1. TPM aims to maximize equipment effectiveness (over all effectiveness).
2. TPM establishes a thorough system of PM for the equipment's entire life span.
3. TPM is implemented by various departments (engineering, operations, maintenance).
4. TPM involves every single employee, from top management to workers on the floor.
5. TPM is based on the promotion of PM through motivation management : autonomous small group activities.

The word "total" in "total productive maintenance" has three meanings that describe the principal features of TPM:

1. Total effectiveneerss (referred to in point 1 above) indicates TPM's pursuit of economic efficiency or profitability.
2. Total maintenance system (point 2) includes maintenance prevention (MP) and maintainability improvement (MI) as well as preventive maintenance.
3. Total participation of all employees (points 3,4, and 5) includes autonomous maintenance by operators through small group activities.

3.Fundamentals of TPM

TPM is a unique way of building or re-building a manufacturing plant where the performance at each stage of operation can be measured quantitatively using PQCDSM parameters.

Increase the levels of Productivity (P)

Produce high Quality Products (Q-Zero defects)

Lower Cost (C) of finished products

Adherence to 100% on-time Deliveries (D)

Increase Safety (S) and

Increase Morale (M) of employees

4.TPM - The New Direction in Production

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TPM is the new direction in production. In this age, when robots produce robots and 24-hour automated production is a reality, the unmanned factory has become a realistic possibility. In discussing quality control, people often say that quality depends on process. Now, with increasing robotization and automation, it might be more appropriate to say that quality depends on equipment. Productivity, cost, inventory, safety and health, and production output – as well as quality – all depends on equipment.

Increased automation and unmanned production will not do away with the need for human labor – only operations have been automated; maintenance still depends heavily on human input. Automated and technologically advanced equipment, however, requires skills beyond the competence of the average maintenance supervisor or worker, and to use it effectively requires an appropriate maintenance organization. TPM, which organizes all employees from top management to production line workers, is a companywide equipment maintenance system that can support sophisticated production facilities.

The primary goals of TPM are zero breakdowns and zero defects. When breakdowns and defects are eliminated, equipment operation rates improve, costs are reduced, inventory can be minimised, and as a consequence, labor productivity increases.

The results of TPM cannot be achieved overnight. Typically, it takes an average of three years from the introduction of TPM to achieve prize-winning results. Furthermore, in the early stages of TPM, the company must bear the additional expense of restoring equipment to its proper condition and educating personnel about the equipment. The actual cost depends on the quality of the equipment and the quality of maintenance. As productivity increases, however, these costs are quickly replaced by profits. For this reason TPM is often referred to as "profitable PM".

5.From PM to TPM

Following World War II, the Japanese industrial sectors borrowed and modified management and manufacturing skills and techniques from the United States. Subsequently, products manufactured in Japan became known for their superior quality and were then exported to the Western industrial nations in large quantities, focusing world attention on Japanese-style management techniques. The same has happened in the field of equipment maintenance. Almost fifty years have passed since Japan imported preventive maintenance (PM) from the United States. Later adoptions include productive maintenance (PM), maintenance prevention (MP), and reliability engineering. What we now refer to as TPM is, in fact, American-style productive maintenance, modified and enhanced to fit the Japanese industrial environment. TPM is now well accepted by the Japanese industrial sector, and is attracting the attention of Western industrial nations, China and various Southeast Asian countries

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6.Four Developmental Stages of TPM

Preventive maintenance was introduced in the 1950's, with productive maintenance becoming well established during 1960's. The development of TPM began in the 1970's. The period prior to 1950 can be referred to as the "breakdown maintenance" period.

The growth of TPM in Japan can be divided into the following four developmental stages:

Stage 1 : Breakdown Maintenance(Prior to 1950)

Stage 2 : Preventive Maintenance (during 1950's)

Stage 3 : Productive Maintenance(during 1960's)

 Stage 4 : TPM (during 1970's)

Until the 1970's Japan's PM consisted mainly of preventive maintenance, or time-based maintenance featuring periodic servicing and overhaul. During the 1980's preventive maintenance is rapidly being replaced by predictive maintenance, or condition-based maintenance. Preventive maintenance uses modern monitoring and analyzing techniques to

diagnose the condition of equipment during operation – to identify the signs of deterioration or imminent failure.

The first principal feature of TPM, "total effectiveness" or "profitable PM", is also emphasized in predictive and productive maintenance. The second feature, a "total maintenance system," is another concept first introduced during the productive maintenance era. It establishes a maintenance plan for the equipment's entire lifespan and includes maintenance prevention (MP: maintenance-free design), which is pursued during the equipment design stages. Once equipment is assembled, a total maintenance system requires preventive maintenance (PM: preventive medicine for equipment) and maintainability improvement (MI : repairing or modifying equipment to prevent breakdowns and facilitate ease of maintenance). The last feature, "autonomous maintenance by operators" (small group activities), is unique to TPM (Figure 1).

In American-style PM (also in India), the maintenance department is generally responsible for carrying out PM. This reflects the concept of division of labor, an important feature of American labor unions, Japanese-style PM, or TPM, on the other hand, relies on everyone's participation, particularly autonomous maintenance by operators.

If a company is already practicing productive maintenance, TPM can be adopted easily by adding autonomous maintenance by operators to the existing system. If a company has not yet implemented preventive or productive maintenance, however, a sudden shift from breakdown maintenance to TPM will be extremely difficult, although not impossible.

7.EIGHT PILLAR APPROACH OF TPM
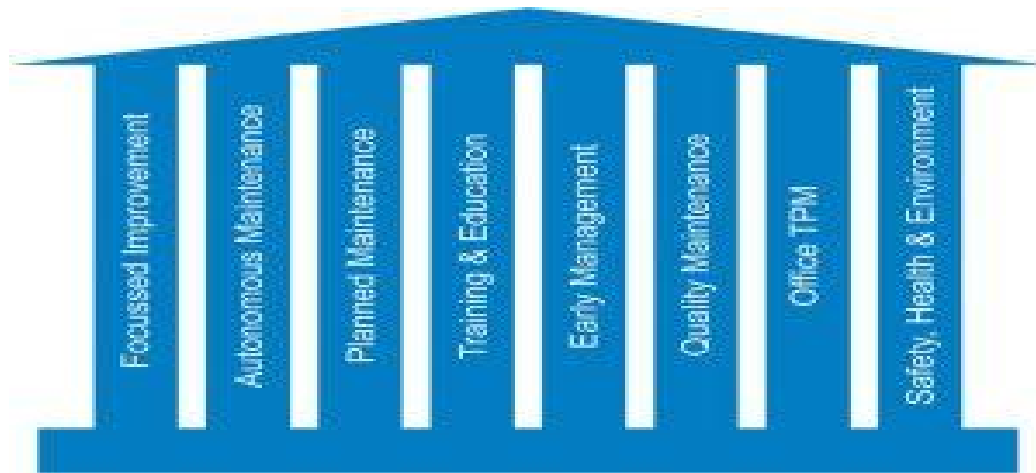
1.Autonomous Maintenance(Jishu Hozen)

2.Focussed Improvement(Kobetsu Kaizen)

3.Planned Maintenance

4.Quality Maintenance(Hinshitsu Hozen)

5.Office TPM

6.Education/ Training

7.Safety / Health / Environment

8.Development Management

Purpose and Main Activities of the 8 Pillars of TPM

7.1. Autonomous Maintenance

- ☐Maintaining Basic Conditions on Shop floor and in Machines
- ☐All over participation through TPM Circles

Purpose:

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- Training of operators proficient in equipment
- Protecting one's own equipment by one's staff

Members: Operator,   Line Leader

Activities:

Implementation of 7 steps

1. Initial clean-up
2. Countermeasures for the source of problems and measures for difficult-to- access locations
3. Creation of tentative autonomous maintenance standards
4. General inspection
5. Autonomous inspection
6. Standardisation
7. All-out goals management

7.2. Focussed Improvement

- ☐Improvement is everyone's activity
- ☐Improvement is to eliminate Production losses and reduce cost
-

Purpose:

- Realise zero losses of all types, such as failure losses and defect losses
- Demonstrate ultimate production efficiency improvement

Members:

- Staff
- Line Leader

Activities:

- Understanding the 16 major losses
- Calculating and settling goals for overall equipment efficiency, productivity and production subsidiary resources
- Implementation of PM analysis

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- Thorough pursuit of equipment and production "as it should be".

7.3. Planned Maintenance

- Logical analysis "real causes for real counter measures
- Focus on Prevention
- Improvements in Reliability, Maintainability and cost

Purpose:

- Improving efficiency of maintenance departments to prevent 8 major losses

Members:

- Staff
- Leader and maintenance men of maintenance department

Activities:

- Daily Maintenance
- Time Based Maintenance
- Condition Based Maintenance
- Improvement for increasing the service life expectancy
- Control of replacement parts
- Failure analysis and prevention of recurrence.
- Lubrication control

7.4. Quality Maintenance

- Developing Perfect Machine for Perfect Quality
- Eliminating Ir -Process defects and customer complaints

Purpose:

Achieve zero defects by supporting and maintaining equipment conditions

Members: Quality assurance Staff, Production engineering staff, Line Group Manager

Activities:

- Verify quality characteristics standards; understand defect phenomena and performance
- Investigating the conditions for building in quality, unit processes and raw materials, equipment and methods
- Investigating, analysing and improving the conditions of malfunctions
- Setting 3M conditions; setting standard values for inspection

- Creation of standards that can be followed; trend management

7.5. Office TPM

- Offices oriented for Excellent support for manufacturing
- ☐Improving Offices Man-hour efficiency

Purpose:

- Achieve zero function losses
- Creation of efficient offices
- Implementation of service support functions for production departments

Members:

- Leaders and members of administration/Indirect departments

Activities:

- Autonomous maintenance activities
1. Initial clean-up (personal space)
2. Work inventory
3. Countermeasure for problems
4. Standardisation
5. Promotion of autonomous management activities of work
- Individual improvement through project activities

1. Shortening of settlement schedule

2. Improvement of distribution

3. Improvement of purchasing and subcontracting

4. Reform of production control system

7.6. Education & Training

- Skills Development for Uniformity of work practices on machines

- Skills for zero defects, zero breakdowns and zero accidents

- ☐Multi-skilled employees in all departments

Purpose:

- Establishment of technical education for operations and maintenance workers

Members:

- Operators
- Maintenance workers

Activities:

- Basic process of maintenance
- Tightening nuts and bolts
- Aligning keys
- Maintenance of bearings
- Maintenance of conductive parts
- Prevention of leaks
- Maintenance of oil pressure and air pressure equipment
- Maintenance of electrical control equipment

7.7 Safety, Health & Environment

- ☐To achieve zero accidents, zero health hazards at work
- To maintain zero pollution plant and Environment

Purpose:

- Achievement and support of zero failures
- Realisation of a healthy and invigorating workplace that gives meaning to work

Members:

- Safety, health and environment managers and specialised committee members
- Staff specialising in safety and health

Activities:

- Measures to improve equipment safety
- Measures to improve work safety
- Improvement of work environment (noise, vibration and odors)
- Measures to prevent pollution
- Creation of healthy employees
- Promotion of invigorating activities

7.8 Development Management

- Developing machines for "high equipment effectiveness"
- Quick process for developing new products
-

Purpose:

- Reducing product development and prototyping time
- Reducing the development, design and fabrication time of equipment
- Improving 1-shot start-up stability of products and equipment

Members: Research and development staff, Production engineering staff, Maintenance staff

Activities:

- Setting development and design goals
- Ease of production
- Ease of QA Implementation

- Ease of use
- Ease of maintenance
- Reliability
- Investigate LCC
- Design release drawing

Production: Identify problems in the prototype, trial run and initial-phase mass production control stages.

8.What TPM Aims at MRF

To restructure the corporate culture through improvement of human resources and plant equipment

| Improving Human resources	- Educate and foster employees so that they can respond to the needs of FA – (1) Operator : Ability to perform "Jishu-Hozen" (2) Maintenance man : Ability to perform high-quality maintenance (3) Production engineer : Ability to execute maintenance- free equipment plan

Improving Plant equipment	(1)Attain efficiency through revamping of the existing equipment (2)LCC – considered design of new equipment and minimizing their run-up time

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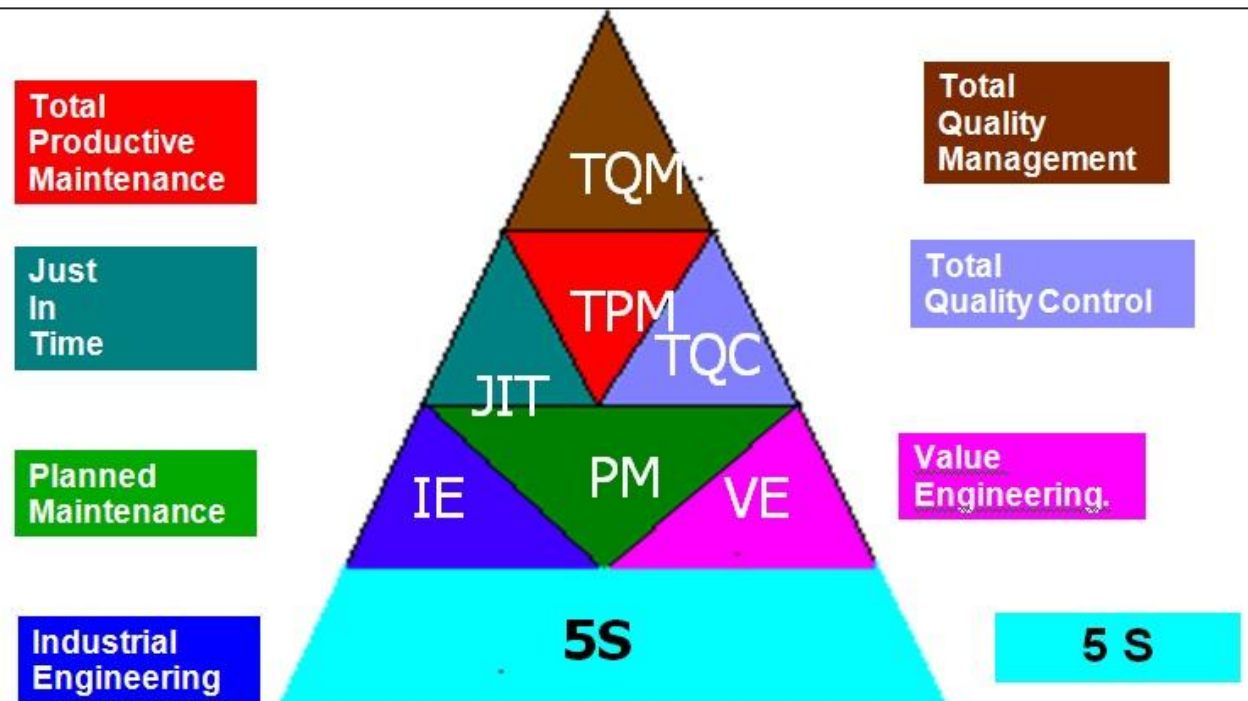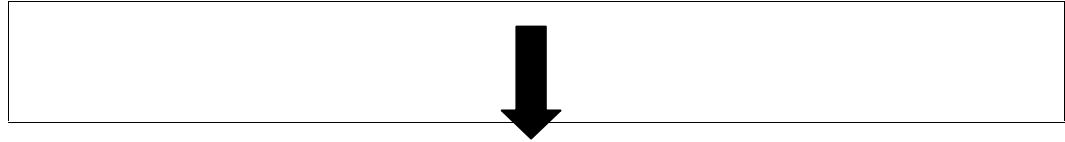
10.Key Factors for Successful TPM Implementation

- Management Commitment
- TPM Manager (dedicated)
- A well defined implementation process
- A team approach
- Tasks identified at lowest level (Not Mgmt. dedicated)
- Emphasis placed on safety

- Training developed by Operatives and maintenance Technicians
- A Management plan to recognize and reinforce behavior and results.

11.Elements in the incorporation of TPM in a plant:

12.Some Typical Benefits of TPM

- Cleaner, tidier working environment

- All tools in the correct place are AVAILABLE

- Machine breakdowns reduced by 50%

- Defects reduced by up to 30 times

- Accidents reduced to ZERO

- Improvement in Reliability and Maintainability

- Enhanced Team working and skill building

13. Difficulties faced in TPM implementation

• Typically people show strong resistance to change.

• Many people treat it just another *" program of the month "* without paying any focus and also doubt about the effectiveness.

• Not sufficient resources and assistance provided

• Insufficient understanding of the methodology and philosophy by middle management

• TPM is not a " *quick fix* " approach, it involve cultural change to the ways we do things

• Departmental barrier existing within Business Unit

• Many people considered TPM activities as additional work/threat

14. Overcoming Difficulties in TPM Implementation

Why is TPM difficult to implement?

In actual fact, implementing TPM is a dramatic organisational change that can affect organisation structure, work-floor management system, employee responsibilities, performance measurement, incentive systems, skill development and the use of information technology. No wonder the success rate of such large-scale change is less than 30% for most organisations.

Implementing TPM Although JIPM has established and simplified a 12 steps in TPM development programs , however most organisations implementing TPM on their own have never get off the ground the first time and for those who manage to kick start do not achieve the expected and sustainable productivity improvement.

Introducing and implementing TPM is not like a standard project, which normally has a starting, and an end that seldom exceeds one year. Rather, TPM is a long range " living program " which can take more than few years to implement and enjoy the lasting benefits when the whole organisation has become strategy focused instead of evaluating one new program after another before implementing TPM thoroughly.

15.Recommendations to overcome the difficulties

Top management (strong & consistent involvement/commitment)

• Create a communication campaign & frequently reinforce the need to change

• Establish the organisation e.g. steering team/TPM co-ordinator/TPM office (TPM Secretariat)

• Create a TPM deployment through sponsor,owner,users and coach

• Provide the needed means and resources (equipment, space, training, money, etc.)

• Establish reward and recognition system

• Review the implementation status regularly

Middle management (strong understanding TPM methodology & philosophy)

• Ownership of TPM implementation (KK & JH)

• Active promotion and sustenance (training, coaching, etc.) to the direct staff

• Visit the line frequently to show your interest

• Provide supporting environment by removing barriers

• Promote TPM activities through activity boards and best practices sharing

Direct staff (active participation in TPM activities)

• Learn autonomous maintenance by doing

• Suggest new ideas for improvement

• Raise equipment/process-related knowledge and skills

• Participate in equipment and process improvement activities

Teamwork between production,maintenance,and engineering

• Use of cross functional teams is important for TPM success

Information Technology

- Use information technology to gather equipment information

16.Conclusion

TPM is one of the world class lean manufacturing strategies that is well structured with eight fundamental development activities and data based approach (OEE) to improve both the effectiveness and efficiency of any production system/process involving everyone. With the increase in the awareness level of TPM in Indian Industry, it becomes imperative for the plant personnel to understand and to know how to deploy TPM. The unique 8-Pillar approach of TPM, is comprehensive and total in the way that it encompasses all activities and all employees, top to bottom in the Company, towards the improvements. TPM thus brings in a

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total cultural change in the whole organisation — always looking towards improvements and betterment. To be effective, TPM must be implemented on a companywide basis. Successful TPM implementation can achieve better and lasting result as compared to other isolated program because there is an ultimate change in people (knowledge, skills, and behaviour) during the progress.

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Carnival Cruises

Dr. Ajith Thomas has rewritten this case as per the syllabus requirements.

In 1972, the Mardi Gras, an old transatlantic cruise ship, went on its maiden voyage for Carnival Cruise Lines. Carnival was hosting 300 travel agents on the Mardi Gras, hoping to set up a distribution network that would fill up its cruise in the coming years. The Mardi Gras ran aground, sinking the hopes of its owners. It was not until 1975 that the ship sailed again. Ted Arison, a founder of Norwegian Cruise lines, purchased Carnival for $1, assumed the company's debt, and quickly turned it into a profitable venture. The tired Mardi Gras could not compete directly with the luxury cruise liners of Royal Viking, Holland America, Princess, Sitmar, Royal Caribbean, and Norwegian Caribbean Lines. The Mardi Gras was older and less efficient than its competition. To reduce fuel consumption, the ship had to operate at slower speeds, making fewer port calls than liners owned by competitors. Arison was able to convert this obstacle into a new approach for marketing cruises. Instead of promoting exotic ports of call, his company created the idea of the "fun ship" and promoted it. The fun ship had nightclubs, a casino, shows, twenty-four hour room service, and enough activities to keep passengers busy. The ship itself became the destination. Carnival also went after less sophisticated first–time cruise passengers, forging a new market segment that included families with household incomes of $25,000 to $35,000. While other cruise lines competed for the older, more sophisticated market, with incomes of $50,000 plus, Carnival brought cruising to the blue-collar market. Its three and four-day cruises allowed the first-time passenger to try cruising without spending a great deal of time or money.

Carnival had identified a new market for cruises. Recognizing that only 5 percent of the population had at that time taken a cruise, Carnival went after the segment that the other cruise lines were ignoring – the middle and lower middle class. Carnival positioned itself as a destination vacation; competing against other vacation spots, such as Disneyland or Hawaii, rather than other cruise lines. Carnival defined its market as the 150 million people who take vacations rather than the 10 million people who take cruises. Today, Carnival's biggest competitors are Las Vegas and Disney World.

Once Carnival dominated the younger age market segment, they realized that as their customers grew older and wanted a different style of cruise they had nothing to offer them. Carnival Corporation, the parent company of Carnival Cruise Lines, has purchased other cruise lines to expand its market base. They have elected to operate the cruise lines as independent brands, with each brand being strong in a particular target market. Their latest acquisition was Costa Cruises in 1997. Costa is Europe's number one cruise line and is renowned for its excellent food and service provided by its Italian crews. Another acquisition was Holland American, a deluxe cruise line with an excellent reputation for food and service that has a clientele with an average age of 55. In the luxury end, Carnival purchased Seabourn, a cruise line of three 200-passenger ships featuring a yacht like experience and personal service. For the more adventurous, Carnival formed Windstar Cruises by acquiring a 148-passenger sail-cruise ship that visits exotic ports such as Tahiti, Costa Rica, and the yacht harbors of the Caribbean.

The Carnival brand is undergoing rapid expansion. Carnival has added at least one new ship since 1998, with three ships added in 2002. Carnival is also changing with the times. As more families travel, they are expanding their Camp Carnival program and providing alternative dining such a pizza restaurant aimed at families and children. For families that are taking shorter vacations; Carnival has responded by adding more under-seven-day-cruises. Today about half of Carnival's 2 million plus passengers opt for a cruise of five days or less. Along

with shorter cruises, Carnival is now sailing from sixteen ports in the United States, making it easier for vacationers to get to their cruise ships

Bob Dickinson, president of Carnival Cruises, states most vacation products use demographic segmentation, while Carnival uses psychographic segmentation. Passengers that fit Carnival's psychographic profile are vacationers that travel to Orlando, Las Vegas, and all-inclusive resorts. It is an excellent example of a hospitality company that understands and uses market segmentation. By identifying a market opportunity and targeting a segment that the competition had neglected, Carnival was able to grow into the largest cruise line in the world. Carnival used the profits and expertise gained from serving this segment to acquire other cruise lines that serve different segments. Carnival continues to refine its segmentation strategy and is now using one of the most sophisticated types of segmentation, psychographics. Carnival has a good understanding of who its customers are and what they want. It is continually refining its product to provide the activities and amenities its passengers want.

QUSETIONS:

1. Discuss Segmentation Targeting and Positioning in the light of Carnival cruises.
2. Having learned this take a fairness cream product and try to do segmentation targeting and positioning?

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Unilever Case Let

It is known as the "Snow White syndrome" in India, a market where sales of whitening creams are far outstripping those of Coca-Cola and tea. India is also the world's second most lucrative marriage industry - the first being neighbouring China - that has grown to a whopping $40bn a year spent on weddings, dowries, jewellery etc. And demand for fair-complexioned brides and grooms to grace these occasions is as high as ever. Fuelling this demand are the country's 75-odd reality TV shows where being fair, lovely and handsome means instant stardom. As a result, the Indian whitening cream market is expanding at a rate of nearly 18% a year. The country's largest research agency, AC Nielsen, estimates that figure will rise to about 25% this year - and the market will be worth an estimated $432m, an all-time high. With the Indian middle class expected to increase 10-fold to 583 million people by 2025, it looks as if things will only get better for the cream makers.

If there is evidence that public opinion has changed, it is not to be found in the Indian matrimonial ads, with their "grooms" and "brides wanted" sections that families use to arrange suitable alliances. These ads, hundreds of which appear in India's daily newspapers, reflect the country's remarkable diversity in their attempts to solicit individuals with the appropriate religion, caste, regional ancestry, professional and educational qualifications, and frequently, skin color. Even in the growing numbers of ads that announce "caste no bar," the adjective "fair" still regularly precedes professional qualifications. A typical example shows that having a medical or graduate business degree is only part of the package: "Wanted really beautiful fair female for handsome smart Doctor."

Fair & Lovely is a skin-lightening cosmetic product of Hindustan Unilever introduced to the market in India in 1975. Unilever patented the brand Fair & Lovely in 1971 after the patenting of niacinamide, a melanin suppressor, which is the cream's main active ingredient.

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As of 2012 the brand occupied 80% of the fairness cream market in India, and is one of Hindustan Unilever's most successful cosmetics lines. Hindustan Unilever Limited research claims that "90 percent of Indian women want to use whiteners because it is aspirational, like losing weight. A fair skin is like education, regarded as a social and economic step up.

On the other hand, Dove another product of Unilever, campaigns for real beauty. The Campaign for Real Beauty began a decade ago, with the lofty aim of starting "a global conversation about the need for a wider definition of beauty" and to challenge beauty stereotypes after a global study revealed that 98% of women surveyed didn't consider themselves beautiful. The campaign gained steam in 2006 when Ogilvy Toronto came up with 'Evolution' which showed an average looking woman morphed into a billboard worthy model via the powers of digital manipulation. It was applauded for challenging many of the set notions of beauty advertising. The message was driven home that women didn't need flawless, wrinkle free complexions and supermodel figures to be considered beautiful.

There's of course a bigger problem at hand once the action shifts to India where Unilever plays a different game. This feel good message directed mainly at the fair maidens of North America and Europe is conspicuous by its absence in the dark brown skinned media markets of South Asia, the Middle East and Africa.

More critically, in sharp contrast to the global Dove campaigns are the ads for Fair & Lovely, reportedly the 'World's No 1 Total Fairness Cream'. While its advertising has changed quite drastically over the decades, its history includes films that perpetuate the worst stereotypes about dark skinned people: indicating that they may not be able to find a suitable marital match, or won't find employment as easily as their fairer peers. The Real Beauty campaign rings a little hollow given the platform on which Unilever markets Fair & Lovely in Asia.

What Unilever does not care to explain is how two of its biggest brands can coexist with completely contrasting and seemingly antithetical propositions?

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1. Does the company think it fair given its self professed mandate to build business with purpose and principles?

2. According to you, what should have been the appropriate strategy to be followed by them? Should they change their positioning of the product?

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Dynamics in Salesmanship

Mr.Raju is working as a sales executive of a computer hardware and peripheral making company M/s. Infotech Computers since 2007 and he is one of the successful sales man in the company who has won the best performer award consistently for more than 7 times in his sales career with his company. The company is head quartered at Coimbatore.
Raju's experience being a sales man on two day's of his life is presented below for a better understanding about the dynamics in salesmanship.

Date:01.07.2018:

09.00 a.m Raju had met one of the Chairman of a premium College located at Karur , a place which is located more than 150 kms away from his company head quarters and made a elaborate presentation about the corporate offers available for bulk purchase to the chairman of the College .The chairman of the college was very much pleased with the presentation and he felt like finalizing the order the very next day (02.07.2018) .The chairman had also told Mr.Raju to meet him at his office on 02.07.2018 by sharp 11.00 a.m to close the deal.

07.00 p.m – Raju had received a phone call from his company's customer care executive and she further informed Raju about a customer enquiry which has come from a potential prospect , soon after the information , Raju made a call to the potential prospect and asked for his requirement. The potential prospect who is a resident of Palani wanted to met him for a purchase discussion which involves an order potential of Rs. 75 Lakhs on the very next day (02.07.2018) between 9.00 a.m - 9.30 a.m as he is a textile mill owner who never finds time after 9.30 a.m in his daily routine.

07.15 p.m –Raju made a clear schedule to meet both the prospects who have given him the appointment to meet them for closing and initiating the sales orders.

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Date: 02.07.2018

06.30 a.m –Raju had started to palani from his residence which is exactly 100 kms away from his residence inorder to meet the textile mill owner by 9.00 a,m subesquenstly he had a plan to start his journey from Palani towards Karur by around 9.45 so as to reach Karur by 11.00 a.m to meet the College Chairman

08.00 a.m – Raju drove his own vehicle to meet the customers and he realized a fact by around 08.00 a.m that he is only made half the way to reach Palani due to unanticipated traffic diversions and torrential rain .He could reach Palani only after 9.30 a.m , soon after this realization he developed so many contingency plans with different possibilities to convert his efforts into successful events

PLAN A: He got an idea to take a diversion and to travel straightaway to meet the college

chairman , who is out there at Karur , which he hardly takes two hours to reach the

destination (i.e 10.30 a.m). If he proceeds with this plan , he is well ahead of his schedule

 and he can meet the College chairman on time and the prospect can be inspired

PLAN B: Proceeding to Palani after seeking the Mill owners permission to have the meeting between 10 a.m and 10.30 a.m , But then the meeting with the College chairman also has to be postponed again as Raju needs to travel for one and a half hours to reach Karur from Palani.

PLAN C : He also thought of taking a fresh appointment on an another day with the mill owner citing the difficulties he faced during the travel on 02.07.2018

PLAN D: Taking an excuse with College Chairman to meet him at a later time at his convenience on the same day (2.07.2018)

Questions

1. If you were in the position of Mr.Raju , What would have been your final decision

2. Who is the prioirity prospect here , The one who is about the close the order or the one who is with a sales order worth of Rs.75 Lakhs?

3. What Mr.Raju should have done , if he wanted to meet both of his prospects without any chaos?

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From textile Retailing to Designer Boutique

The birth of a boutique

It was past 9.00 PM. Regular work was coming to an end, but it was not so for Catherine. The evening was just beginning. She had a lot of planning to do as a new launch was due in two weeks.

Catherine was a graduate in Psychology and being a daughter of a college professor, had nothing to do with textile or retailing. Smart and intelligent, after her studies she was all set to join the teaching profession and then unexpectedly she lost her father and marriage followed soon. Post marriage, she was confined to the family and well, the life was in for a total change. She was not expected to go for work and gradually she started settling in to a traditional home maker's role.

Then her mind started wondering. What am I doing? The star of the college confined to the boundaries of the household! Why can't I start a business? She took the issue with her husband. Initially he laughed at her, but she was persistent. What business…? Ladies Dress. What do you know about textiles…? Nothing, but I will learn. You are going to lose money..? No, I am going to succeed. Once he understood her drive, her husband gave in. Fortunately, their house was by the side of a main highway. He made her a room for her shop. 10ftx12ft for everything: counter, shop, display, whatever. Fine, she said. Then came the issue of what to name? She called it *'Diana's Boutique',* fine he said. Then days of challenge – getting right material, selecting right fashion and so on.

The shop picked up. Money was coming in. Space was short. A small addition was made. Gradually, she was becoming on her own. They travelled to textile centres of India, started learning stitching styles and fashion. Business was getting stable.

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AND THE BOUTIQUE IS ON THE MOVE

The ambitious Catherine started dreaming. Dreaming high. With the encouragement from her husband she took up a prime location in the next city. A three story building with high visibility. Started setting up her new shop and then thunder strikes! Catherine's husband develops serious illness and in a few months he was gone. Left alone, mentally shattered, with two children to bring up. Under pressure for time for family, for running the existing shop, developing the new.

Surprisingly, the young lady picked up courage. I am not going to let go – she dedicated her time and efforts to the work of building up the new business, spending mornings for family, then the shop and then long hours at the new venture. Built up a team of twenty five staff. Sales staff with design knowledge. The shop was getting established.

Natural issues cropped up. The huge rent for the big, prime location called for large cash flow. Investment was very high, as high end material was focus. Working capital need was high. Often she found short of funds and investors were ready but demands were high. Diana's boutique had to build a strong marketing strategy. With her limited knowledge of marketing as background, she did some planning on key marketing areas and brand building:

The name Diana was chosen as Princess Diana was well known and considered a representation of the young, beautiful, dynamic woman. A suitable Logo was also developed. She took the young women as the target customer. Segment was clear. Upper and upper middle class. The location was close to the city of her residence and still closer to another city, which was a huge centre of NRIs. She positioned the brand for young affluent

women - college students to women working or living abroad. When they came on annual leave, she had the best business time. Another group evolved, wedding dress – for the bride and the bride's maids.

On the product front, Catherine focused on high quality material. She expanded from readymade dress and dress material to designer dresses. With a section of staff specializing in dress design and embroidery, Diana's started offering designer sarees of choice to the elite customers. She ensured prices were kept under control and the feeling of value for money was embedded in the customer minds.

BRAND BUILDING INTIATIVES

- The ambience was improved with parking space for cars, Good external appearance with window displays visible from the highway, grand night time visibility with the curve on the road ensuring no passerby/vehicle misses the store, waiting area for people accompanying the customers in the main lobby etc.
- A team of sales people, who worked with dedication ensured, customers were shown the cloths or materials with a pleasing attitude. Loyalty programmes, reward systems were developed for the staff to ensure high retention. Selection of materials was done from all major textile centres of the country, often Catherine was a member of the team searching for fashion, variety and quality.
- For reaching more customers sales offers are periodically done, but needs to prevent negative fall out.
- A website was developed providing quality photographs and facebook account was maintained for customer interaction. Advertisements in the print media was used as customer communication.
- A total revamp and launching of new sections are imminent. Catherine is facing certain critical issues after its three years of existence.

- The city is becoming a textile centre. Several huge stores are already established. A seven story textiles shop with exclusive women's section is being set up and is expected to launch in a months time.

- With large customer base settled in US and Gulf countries, word of mouth has been a big source of new customers. This also results in seasonality of business, June to September being high pressure period and slack during other months. Keeping the contacts alive and reaching more such customers are to be done in a structured way, she is clear. But needs to work on that. With a number of colleges around, the upper sections of the students need to be attracted.

- She is looking for better brand visibility, brand building needs to be effective. Also better website & social media management is called for.

- And then, finance planning needs to be improved with consistent cash flow, a concern area as huge investments are being made.

The present Challenge

Catherine is looking for suggestions to improve brand visibility and creation of a stronger brand with a referral customer base to ensure a consistent cash flow. She wants a review of the web and social media presence and reach maximum customers.

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Amul: Marching Ahead

(Dr Thomas Varghese, for 2018-T2 MM1)

Sardar Patel, Morarji Desai, Thribhuvandas Patel, Varghese Kurien – names that cannot be forgotten when we talk about the first major milk co-operative initiative in India. What started with two villages and 250 litres of milk a day in the 1940s is now a Rs 13,765-crore dairy major. After becoming a national brand, Amul, owned by Gujarat Cooperative Milk Marketing Federation (GCMMF) is into a number of milk related product including Butter, Cheese, Ice creams, Chocolates & Confectionaries, Pizza, Curd, Panneer and Milk additives. The brand name Amul, sourced from the Sanskrit word Amoolya, means priceless. It was suggested by a quality control expert in Anand and it was chosen because it was a perfect acronym for Anand Milk Union Limited.

Over the years, Amul has meant different things to different people, to a Milk Producer … A life enriching experience, to a Consumer … Assurance of having wholesome milk, to a Mother … A reliable source of nourishment for her child and to the Country … Rural Development and Self Reliance.

It has built a high brand equity and top of the mind brand recall among the Indian consumers. The strong network of over 3 million milk producers associated with Amul is its source of milk, to feed the people of Gujarat and Mumbai.

Amul's product development was driven both by the spirit of the cooperative system and profitability. Being a cattle farmers' cooperative, Amul was committed to buying all the milk offered by the farmer. The perishable nature of milk made it imperative for Amul to process the surplus milk and enter new product categories as production increased.

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Launched in 1955, butter was one of the first milk products offered by Amul. GCMMF launched processed cheese in 1959 followed by cheese powder in the early 1970s. Amul launched ghee and skimmed milk powder in 1955**.**

Amul's philosophy had all along been to deliver value for money to its customers. Despite being priced economically, Amul maintained its product quality.
GCMMF's formidable distribution network comprised 300 stock keeping units, 46 sales offices, 3,000 distributors, 100,000 retailers with refrigerators, an 18,000-strong cold chain, and 500,000 non-refrigerated retail outlets.

Over the years, Amul's advertising philosophy had been "to be simple, fresh and innovative". The clean, emotion-based ads refrained from using hi-tech special effects, and aimed at maintaining the perfect balance between the traditional and the modern. The advertising themes of the company ' Amul the Taste of India' and 'Utterly Butterly Delicious Amul' were instant hits and widely remembered.

The market share of Amul's packaged milk is 26% in view of the local production consumption patterns of fresh, pasteurized milk. However, butter and cheese score high with around 80% market share. Amul Ice cream has a share of more than one third of the market. Amul has a formidable competitor list with names such as Nestle, Britannia, HUL, Cadbury and a host of local players. They are market leaders in some of Amul's product category or have national presence

Amul is constrained with a shortage of fresh milk as new-gen entrepreneurs are not interested in the farms. To sustain the growth rate against a tough competition is another challenge. While the 'desi' image has contributed to its brand image, how long it can retain the market position is to be seen.

Discussion questions:

1. Analyse the position of Amul with respect to its competitors?

2. Prepare a SWOT for Amul and suggest marketing strategies to sustain the growth rate.

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Market Segmentation Challenges at Coca Cola Beverages Corporation Ltd

Synopsis of the Case:

COCA COLA company is the world's driving producer, advertiser, and merchant of delicate drinks. Coca Cola utilizes "Multisegment" focusing on procedure which implies that the organization has more than single, all around characterized, market section. It builds up a showcasing blend for each of the portions. Coca Cola has more than 400 distinct items line, aggregate of 3,500 item blend. Coca Cola uses different blends to target different age groups, ethnic groups, sexes, lifestyles, etc. for example they use "OASIS", a juice to target the age group of 20-30. And also it produces products like "Diet Coke, Coca Cola Zero" for the health conscious people who don't prefer calories but cannot forget the taste. This age group consists of the people aged 30-50.

Coca Cola even uses special packs at special occasions to encourage people to buy more of their products. Like **"Christmas Celebration Bottle Bow"** which was mainly launched for Christmas and for which their sales even went up by a good margin.

Coca-Cola is facing an issue that most soda companies are facing now. People understand better that sugar may be bad for their health, so they're drinking less of it every year. Adding to this, in 2018, 28 countries and seven large cities in the USA had moved to introduce a tax on sugary drinks. Potential benefits are clear and include reducing costs from obesity and health-care spending, as well as the potential to increase a healthy life. Health groups in Australia too have long called for the same to be done there.

The Coca-Cola Company Sweetener Challenge is looking for a new compound that is "a natural, safe, reduced, low- or no-calorie compound that generates the taste sensation of sugar when used in beverages and foods."

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The lesson: Coca-Cola recognized that a sustainable approach to health of public is not "nice to have" but essential to its business. Today, escalating public expectation for businesses to address social concerns is resetting the relationship between business and society. The challenges like, obesity and health concerns of public are so complex they demand "we" solutions that go well beyond a company's four walls.

Pre – requisite: Conceptual Understanding:

This case throws light on the operations of Concept of market segmentation, Types of segmentations namely Geographic segmentation, Demographic segmentation, Behavioural segmentation, Psychographic segmentation, Strategies adopted by Coca-Cola, the world's leading manufacturer, marketer, and distributor of soft beverages and effective criteria of segmentation.

1. Concept of market segmentation

- Market segmentation refers to the process of breaking down or building up of potential buyers in to groups called market segment. Target marketing requires marketers to take three major steps:
    - Identify and profile distinct groups of buyers who differ in their needs and preferences (market segmentation).
    - Select one or more market segments to enter (market targeting).
    - For each target segment, establish and communicate the key distinctive benefit(s) of the company's market offering (market positioning).
- The starting point for discussing segmentation is mass marketing.
    - Mass Marketing: the seller engages in the mass production, mass distribution and mass promotion of one product for all buyers.

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2. Types of segmentations

Market Segmentation			
Geographic	**Demographics**	**Psychographic**	**Behavioural**
Grouping customers based on defined geographical boundaries	Grouping customers based on customer personal attributes	Grouping customers according to lifestyles	Grouping customers based on actual customer behaviour toward products and services
For example: • Region • Country • Population • Climate	For example: • Age • Gender • Nationality • Ethnicity • Occupation • Income • Social class • Family size • Religion • Education	For example: • Lifestyle • Personality • Values • Attitudes • Opinions • Interests	For example: • Brand loyalty • Benefits sought • User status • Usage rates • Occasion • Readiness to buy

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3. Strategies adopted by Coca cola, the world's leading manufacturer, marketer, and distributor of soft beverages

Coca-Cola Company is the world's leading manufacturer, marketer, and distributor of soft beverages. Coca Cola uses "Multisegment" targeting strategy which means that the company has more than single, well- defined, market segment. It develops a marketing mix for each of the segments. Coca Cola has more than 400 different products line, total of 3,500 product mix. Coca Cola designed to satisfy the consumer's needs. The company is able to provide

drinks for many different target markets: ages, sexes, and etc. The products are sold to diverse population all around the world. In our world today, people want to live healthier lives. Coca Cola recognized this need and begun to produce different beverages that are satisfying those consumers. Coca Cola products are purchased by different classes, but mainly by middle to high level class. In addition, many people today make their purchases decisions based on the company's ethics and, or social responsibility. Coca Cola gains the trust of its consumers by contributing to the environment in varies ways.

3.1 Geographic segmentation

Coca Cola has drinks that targets different age groups, ethnic groups, sexes, lifestyles, etc. Examples:
- Oasis- Juice made for the younger working adults, between the ages of 20-30. The product is available in different flavors (berry, lemon, and orange tangerine). It's mostly popular in Britain and Ireland.

- Coca Cola- the most popular soft drink so far that being sold in most countries in the world. The large demand for its taste and the trend toward healthier lifestyle influenced Coca Cola to produce healthier products such as Coca Cola Zero, Diet Coca Cola, and etc.
- Coca Cola Zero- targets teens that don't want calories but want the taste.
- Diet Coca Cola- targets adults, between 30-50 who are health conscious but want the taste.
- Powerade- sport drink, targets athletes between 13-27 ages.
- Minute Maide- targets kids and adults from 1 year to 10 and 40 plus. It's convenience to carry. It targets parents that want their children to drink healthier drinks.

Climate- Coca Cola's consumption in the summer is 60% than 40% in the winter; therefore, the company's sales are higher in the summer. It also focuses in hot area in the world.

3.2 Demographic segmentation

-Age- 15-25 years old and 40 plus.

-Gender- targets both genders with wide variety drinks.

-Income- segments different income level. for example, by packaging: for low level income the company is selling returnable glass bottle; for high level income, the company is selling coke in tins.

3.3 Psychographics segmentation

People who are brand conscious will not drink beverages of less known brands. They will try to show their status by drinking Coca-Cola.

The level of education is another factor that the company is paying attention to. In an high percentage education, the company can use advertisements to convey the company massage. Because Coca Cola is a recognized world brand, people will drink it without hesitate.

4.Effective Segmentation Criteria:

– Measurable: size, purchasing power and characteristics of the segments can be measured.

– Substantial: segments are large and profitable enough to serve.

– Accessible: segments can be effectively reached and served.

– Differentiable: segments are conceptually distinguishable and respond differently

Actionable: effective programs can be formulated for attracting and serving the segments

Teaching Objectives

1. To make the students understand the concept of market segmentation

2. To make them aware of different segmentation strategies

3. To make them think about the different approaches in which segmentation can be brought about for a product

4. To make students come out with innovative ideas of dealing with 'segmentation' related issues in the background of a challenging business scenario.

Teaching Plan

The students can be divided into groups of not exceeding 8 members in a group. The case may

be administered after taking the students through the theories and concepts of Change Management. The case should be provided to the students, one week in advance for immersing themselves into the concepts of change leading to fruitful discussions in class.

Assignment Questions

1. Which types of segmentation strategies does Coca-Cola use to categorize the cola beverage market?

2. Are these types effective in this market? Provide support for your answer

Note: The author has tested this case in a post graduate Business Administration class consisting of 10 students of marketing specialization, during the second week of Jan 2019 and found

it to be fully satisfying, all the 4 objectives of the case.

Read more at:

//economictimes.indiatimes.com/articleshow/65843712.cms?utm_source=contentofinterest&
utm_medium=text&utm_campaign=cppst

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The Dilemma of Plenty

With textile retailing in India reaching new heights, large number of shops offering a variety of textile products has become a common phenomenon in Kerala. Thiruvalla, the town with a high level of NRI population and resultant affluence is not different. However, insiders point out that the affluence does not reflect on the spending habits and upper class customers are not really looking for costly items when it comes to buying clothes and many look at economy as a key purchase factor.

The town of Thiruvalla in Pathanamthitta District with a population of about 53000 boasts of a high percentage of NRIs, mostly US based. Added to this is the nearby areas of Kumbanad, Kozhencherry etc, which enriches the catchment area of textile shops in Thuruvalla. It has major textile shops like Mahalakshmi, Jolly Silks, Angel Boutique, Kalyan, Karikkineth, Celestium and a number of exclusive showrooms like Louis Philippe, VanHeusen, Aravind etc. Customers are also confused with too many choices.

One major occasion of large scale purchase is marriage related and the affluent people have demonstrated a tendency for moving to Ernakulam for better choice and selection.

It is into this arena that Pulimoottil Silks launched a seven storey textile shop with an objective of capturing a wide range of customers. The declared objective of the shop is quality and innovation. Their tagline is 'It's Time To Change' and are looking for attracting more women customers offering a wide selection of Sarees and Churidar sets.

With this background, you are taking charge as the marketing manager of Pulimoottil Silks, Thiruvalla and assigned the responsibility to make it the market leader in the area.

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1. Identify competitive strategies you will adopt to capture higher market share for Pulimoottil textiles.

2. How can you effectively use web and social media to compete in the market?

3. Can you suggest some innovative sales promotion strategies for Pulimoottil

Emergence of Brand "THALAPPAKATTIBiriyani"- Village Food to a Global Brand

Dindigul"ThalappakattiBiriyani", which started with just one outlet in a small town in 1957, has gone places—and how! The Rs 200-crore biriyani brand now has 40 branches across the world and is cooking up other plans of expansion.

NagasamyDhanabalan started out as a front-office receptionist in the UK eight years back. Today, he runs aRs 200-crore business. The 35-year-old insists nothing was planned. Was it destiny, then, that ensured he swap his dream of making it big abroad with making it big in India?

Circumstances forced Nagasamy to return to India in 2009 to tend to his ailing father. Once here, he decided to take over his grandfather's small biriyani business, now named DindigulThalappakattiBiriyani. The Dindigul-based eatery, which first expanded to Chennai with one small restaurant, now has more than 40 outlets across the globe.

Transforming Legacy of Anandha Vilas

The family's love affair with biriyani began in 1957 when Nagasamy's grandfather set up a small restaurant, Anandha Vilas, in their home town of Dindigul. Then an accountant, Nagasamy Naidu, believed that his wife's biriyani recipe was unique and would be his restaurant's USP. Anandha Vilas, which mainly served goat meat biriyani, soon became popular, serving diners who came from even faraway places, having heard of the aromatic dish by word of mouth.

Just as famous as the *biryani* was the white-turbaned man behind the counter. Over time, the restaurant went from being called Anandha Vilas to ThalappakattiBiriyani. In Tamil, *thalappa* means the traditional turban. From 1957 to 2009, DindigulThalappakatti had only one outlet in Dindigul itself. The family experimented with a branch in Coimbatore, but it didn't do as well.

Things changed after Nagasamy took over the business.

Regional Expansion and dilemmas

When he first suggested expanding the business beyond Dindigul in 2009, the family was resistant. The mention of biriyani evokes images of a pot of aromatic long-grain rice with strands of saffron, pieces of caramelised onion and tender chunks of meat, all cooked to perfection. India has a wide variety of biriyanis. The Lucknawibiriyani is known for its subtle flavours, the Hyderabadibiriyani has its identity rooted in its spices, while the Kolkata biriyani incorporates boiled eggs and potatoes. Most biriyanis originated in royal kitchens.

But DindigulThalappakatti offers a different kind of biriyani, one with a typical rural flavour. And so, Nagasamy's father was skeptical if a rural recipe would appeal to the palate of Chennai's urban palate.

Nagasamy too was unsure of whether he would be able to scale up and run the business successfully, but he decided to go ahead anyway. What he was certain about that the unique flavour would appeal to food lovers everywhere. He convinced his father, who put up the necessary capital to set up their first branch in Anna Nagar, one of Chennai's prime residential areas.

The secret of success

Is wealth creation the sole reason why entrepreneurs start a business, or is there more to entrepreneurship than money? Nagasamy is clear that his vision was big and money alone was never the focus.

To validate his instincts, Nagasamy approached the entrepreneurs behind two other successful Chennai-based chain of restaurants, SaravanaBhavan and AdyarAnandaBhavan, who also helped him learn about scaling up.

Being inspired is one thing, but having a vision, actioningit, and being able to successfully execute it is a completely different ball game. Most family businesses tend to falter when it comes to scaling up as they find it tough to let go and bring in outside talent.

Nagasamy, however, knew that the only way forward was with a good team around him. He enlisted his paternal uncles, SubburajRamaswamy and Ravi, to join the business as it grew.

It seems almost unfair to compare the original 'Thalapakatti' Nagasamy Naidu with Colonel Sanders, the creator of KFC. But the stories are similar. What started as Anandha Vilas became so strongly associated with the white-turbaned man behind the counter. He was the face of the biriyani he had made famous. It seemed only natural to rename the restaurant to what had brought it so much fame. After Nagasamy's grandfather's demise, that's exactly what they did.

It is said that imitation is the sincerest compliment. The success of the Thalappakatti brand soon spawned competitors with similar-sounding names such as Thalappakaatu and Royal Thalapakattu, which could have, over time, taken away from the brand equity of the original. Nagasamy decided to take the legal route and won the rights to his brand name.

Next up was creating brand differentiation by giving the new restaurants a casual fine-dining look. In Dindigul, the biriyani was served in a small hut-like outlet with the huge *deghs* used to cook the biriyani placed outside to serve as visual signatures. But this wouldn't work in an urban setting, so the "look and feel" for the expansion was more in line with what was acceptable to the typical Chennai customer. The consumer that the brand targeted belonged to the middle and upper-class segments, mainly people wanting to enjoy good food with their families.

Differentiation is the key for branding

Differentiating the brand and product helped DindigulThalappakattiBiriyani flourish, but timing was an equally crucial factor. What worked for the brand, especially in a market like Chennai, was the fact that biriyani had by then become extremely popular.

Building on the core strength-An USP matters

DindigulThalappakattiBiriyani's core offering has always been mutton biriyani, but to accommodate the demands of its growing clientele, the brand expanded its offerings to include chicken and minced meat biriyani. Varieties like Chicken 65 Biriyani, Paneer Biriyani and Mushroom Biriyani, among other options, are also available. The menu also has barbecues and other South Indian delicacies like Mutton Sukka and Karandi Omelette.

Operations and plans

DindigulThalappakattiBiriyani went from two to 40 branches in eight years. They currently operate in Paris, Dubai, Kuala Lumpur and California, and are eyeing the market in Sydney, Abu Dhabi and Muscat. In India, the plan is to expand to tier-2 and tier-3 cities in Tamil Nadu and then spread to other cities.

The restaurant chain also has a foothold in the delivery model, with a focus on delivery through their website, thalappakatti.com. Home deliveries help rake in Rs 1.5-2 crore per month in Chennai alone.

The company, which operates via centralised kitchens in Chennai and Dindigul, wants to open in 10 cities over the course of the next year.

Delivering the USP without any compromise on the new social safety norms

Even during this chaotic situation , they ensure their USP of delivering authentic Tamilnadubiriyani without any comproise on the social safety norms

1.Food delivered following safety norms (delivery staff was wearing masks and hand gloves)

2. A small packet of hand sanitizer attached to the delivery pack

3. The food packet has details of all temperature's mentioned – Names of the Chef while Preparingfood, Staff who packed the food and delivering the food ensures the confidence among thecustomers

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Entry, Exit, Re-Entry and modifications of strategies of Ola, the Market Leader in the Indian Ride Sharing Space, in the One-Line Food Delivery IndustryUnilever Case Let

Abstract

The case is all about Ola, one of the major players in the mobile application based ride sharing industry, whose exit, re-entry and latest strategies in the food delivery services industry. The case covers the entry, exit and re-entry of Ola and its latest strategies in the food delivery industry. After narrating the entry of the player in the mentioned industry the case throw lights on the reasons that had driven Ola to leave the industry. It also explore the major acquisitions Ola for its re-entry . The case concludes with the modifications in the strategy of Ola in the food delivery services industry

1. Case

The cab aggregator Ola, launched 'Ola Café' (a food delivery service) in 2015 where customers could order through the app and Ola cabs would deliver the order in quick time. Ola Café promised to deliver food from nearby restaurants in less than 20 minutes. At that time, the food delivery space in India was at a nascent stage with very few major players. However, the company had to shut down the service a year later on account of stiff competition from Swiggy and Zomato.

In December 2017, India's mobile app-based ride-sharing firm Ola made a re-entry into the food delivery space. It acquired the third largest player in the market – Foodpanda India (Foodpanda) – for around US$ 50 million from Germany-based Delivery Hero Group. Furthermore, Ola planned to invest US$ 200 million (Rs. 1,330 crore) in expanding Foodpanda's business, which was the largest funds infusion in an Indian food delivery company.

Ola acquired Foodpandain December 2017 to take onUber's launch of its on-demand food delivery app Ubereatsin India. Ola bought Foodpanda's India business from Berlin-based Delivery Hero Holding GmbH, one of Europe's biggest startups and a leading global online food ordering and delivery marketplace.

But in 2019 the company suspended their operations in food delivery industry by sacking 40 entry level employees and discontinued the contract of about 1500 food delivery

employees. As part of the company's business repurposing initiatives, has also taken a decision to continue its ' cloud kitchen' the in-house brands of Ola. The focus strategy is on building a portfolio of own food brands and curated food offerings through their own kitchen network.

2. Objectives

The present study is initiated with the following objectives

- To analyze the forces that prompted the company to leave the industry and a subsequent industry re-entry

- To explore the potential of the company to succeed in the industry

- To critically analyze the modifications of strategies of Ola, the Market Leader in the Indian Ride Sharing Space, in the One-Line Food Delivery Industry.

3. Pre – requisite: Conceptual Understanding:

This case throws light on the service Operationsof a global player

4. Teaching Objectives

1. To make the students understand the 7 P's of services marketing

2. To make them aware of different aspects of strategies in service processes.

5. Teaching Plan

The students can be divided into groups of not exceeding 8 members in a group. The case may be administered after taking the students through the theories and concepts of strategies in service processes. The case should be provided to the students, one week in advance for

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immersing themselves into the concepts of sales and distribution leading to fruitful discussions in class.

6. Assignment Questions (Questions for discussion)

If you were a manager at Ola,

1. Do you think that it is good to make an entry into the Indian food delivery market, after a recent debacle in that space?

2. What steps would you take to succeed in a market in which it is difficult to survive, even for incumbents?

3. What measures would you to take to differentiate the service and cater to Indian customer

Note: The author has tested this case in a post graduate Business Administration class consisting of 25 students of Services Marketing, during the first week of November 2020 and found it to be fully satisfying, all the two objectives of the case.

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Sprite or Sprint

Sprint,Fair&Lonely,Likeboy,Poms–Thesearenotspellingerrors!Thesearenamesofthe fake productsof Sprite,Fair&Lovely,Lifebuoy and Pondsrespectively,availableintherural marketsofIndia.Theabovementionedisjustaglimpseofthepredicamentfacedby theFMCG players, who aretryingto venturein ruralIndia.

Anurbanpilotresearchstudy by A.C.NielsenindicatedthattheFMCGsegmentinthecountry incursalossofaboutRs.1,800croreduetocounterfeitproducts.Thesurvey ofMarketingand ResearchTeam(MART)showedthatthephenomenonisrampantandmuchmorevirulentin rural markets than in thecities.

Thecounterfeitindustryisbasedonthefactthatruralconsumerstendtoidentifyaproducton thebasisof thename,colourandvisualsprovidedonthepackage oftheproduct.PradeepKashyap,founderand CEOofMART,recallsaninteresting incident.Hesays,"Mostpeoplein ruralIndia canrecognisealphabetsbutnotcomplete words,soduringaresearch,wefound a wholelotofsamplesof fakeClinicPlusshampoosachetswherethevisualwassimilartothe originalbrandbutthenamewaschangedto'Clinton' asBillClinton wastoarrivesoonin the country.Duringanothersuchraid,wecollectedabout99variantsofFair &Lovelycream includingFair&Lonely,Far&Lovelyetc."

Indianruralmarketisoneofthepotentialanduntappedemerging marketsintheworldduetoits massmarketadvantageandincrease inthe disposable income of rural consumers. One of the biggestchallengesforgenuinemanufacturing andmarketingcompaniesinpenetratingrural market is to differentiateand protect their brands from spurious and fakebrands.

Fake brands canbe classified intovariouscategories- look-alike (a redsoap thatlookslike Lifebuoy), spell-alike(brandswithdifferentspellingsoforiginals)and re-packaged(repacking fakeproducts in original packs).

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Fake brandsarereadily available inthe urbanaswellastherurallandscape butthe problemis more acuteandchallenging intheruralsectorwheremostFMCGbrandssufferbecause oftheir fakecounterparts.Numerousdifficultieslikeunavailability oftheoriginalFMCGbrandsinthe interiorparts ofthecountry and no policing allowunbridledsellingofcounterfeitproducts

Due totheincrease incompetitionandsaturationof theurbanmarket,companieslike HUL, Godrejandmanyothers,haveshiftedtheirfocustotheruralmarkets.Thesecompaniesinvestedinp romoting theirproductsintheruralmarket.Hence,therewasasignificantriseinbrand awarenessamongtheruralconsumers.However,duetounavailability oftheseproducts,these playerswere notabletomeettheneedoftheconsumer.Thus,thefake productscameintoplay. Further,thereisalackofpolicing intheruralmarkets.There isnocheckonfakebrandsinrural markets.Also,unlikeurbanareas,thereisnoregularserviceprovidedbythesalesteamof FMCGbrandsinruralareas.Thisresultsinthefakebrandshavingafieldday withoutany check ormonitoring.

Thesefakebrandsnotonlyaffectthesalesoftheoriginalbrandsbutalsotarnishthebrandimage ofthecompany.The fakebrandswithinferiorquality areboughtby consumerswiththe understanding thatit's thegenuineproduct.Further,consumersmay prefertocompromiseand purchasealocalbrandratherthanbuy inferiorproducts.Thisresultsinweakeningofbrand loyaltyand in turn exertingits influenceon the market shareof theoriginal brands.

FMCGcompaniesarecertainly innomoodtotoleratethenuisancecreatedby fakebrands.ITC stickstoatwoprongedstrategy.They beganwithactivedirectdistributioninthedeeprural marketsensuring regularretailercontactandproductavailability.Thisincreasesconsumer experienceoftherealbrandandmakeshim/herawareofthedifferencebetweenafakeanda real brand. Secondly, ruralconsumers are targeted through engagement platforms such as choupalor haats.These platformsworkasappropriate placestoeducategullible ruralconsumers throughinteractions.Forexample,consumersare made toexperience theoriginalproductsin those events,andrelevantmessagesarealsogiventhroughedutainmentmodules.Theadvantage

ofITCE-ChoupalisthattheChoupalSanchalaks(farmersmanaging theinternetkiosks),actas brandambassadors,detectsuchfakebrands,makeretailersandconsumersaware,andalso ensurethat the information reachesITC at theearliest.

Organizationsmay alsoaddresstheissuethroughdistributionorBTL activities.Theimportance of effective communication to consumers regarding the brand is becoming increasingly significantinthecurrentscenario.One needstoeducatetheruralconsumerswithrespecttothe authenticityoftheoriginalbrand,howtodifferentiateitfromthefakebrandsandthedamage thatfake versions cancause totheir wellbeing.Further,thecompaniesneedtoensureconsistent productavailability viaactivedistributionsothatconsumercanexperiencedifferencebetween realandlook-alikeproducts.SomeFMCGcompaniespreferhigherATL (above-the-line)spends and lower supplychain costsand BTL(below-the-line) spends in toughyears.

Othersfeelthattheonlystrategy iseffectivereportingandswiftcriminalaction.However,in IndiatherisastrongpresenceofIntellectualProperty lawsonpaperbuttheirimplementation across the countryis veryweak, especially, againstlocal strongmen in ruralareas.

Therearevariousotherstrategieswhich arebeing utilizedbyFMCGcompaniesincluding creating specialcellswhocoordinatewithlawenforcementagenciestoconductraidsonsuch manufacturersanddistributors.Brandsalsoareemployingvariousstrategiessuch asdecreasing theunitsizetoattractruralcustomers,pricing theproductsattractively andphysicaldistribution ofproducts via authorizedagents.

Companieshavealwaysresortedtopackaginginnovationstodiscourageimitation.Many brands keepinnovatingandlaunchingnewpackaging periodicallye.g.VaselinefromHUL hasbeen usingthis consistentlyand effectivelyto combat fakes.

Withmoreandmorecompaniesturning theirattentiontotherural market,thecasesoffakeand spuriousbrandshavealsobeenontherise.Theseissuescannolongerfurtherbeignoredasit

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eatsawayintotheprofitsoftheorganizationstoo.Hence,theseplayersareconstantlyinnovating to stayahead of thesefakebrands.

Questions:

1. Assess theproblem faced bythe original brands.
2. Recommendmeasuresorstepsforovercomingtheissuewithrespecttothe4Asofrural marketing.
3. Discuss thepros and cons of thestrategies recommended.

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Customs Clearance – A Gut-Wrenching Custom?

One fine Tuesday, George was enjoying his morning cup of Expresso coffee at his office, A G Trading (AGT), situated in a city known for its ultramodern infrastructure, a hub for luxury shopping and a centre for lively nightlife – Dubai! Being the Head of Supply Chain Department, George had lots of surprises to deal with every day and while awaiting for the same, his phone rings. Its *Davies Zack calling*on the display – Davies is one of the AGT's prime customer from Sudan. Long-term commitments and an increased collaboration, sharing their risks and rewards characterizes their strategic supplier partnerships. *Davies was in a serious trouble!*

Background

OilCare, a firm for which Davies works, had received an order for a consignment from Dubai. As usual ritual, a pro forma invoice was prepared and sent to the consignee and all intermediate processes were completed before proceeding with stuffing goods into their own twenty containers. Commercial invoice and packing list was duly prepared, export declaration was submitted and on-time payment of customs charges was made. Davies ensured that the bill of lading (BOL) charges to the shipping agent was made before loading the containers onto the vessel. Several months after the container's sea voyage ended, Davies unexpectedly received a news that the consignee had disappeared without any notice; hence, the cargo was treated as abandoned and were held up at the customs. A well-laid customs regulations of the destination country was making the life of Davies and his team miserable day-by-day damaging their reputation and incurring extra costs like huge penalties and to add up to the misery – legal issues and Custom's warnings. Unfortunately, Davies did not know what to do or how to get his goods and containers clear the custom's processes and release it from the custom's seizure.

Tuesday morning…

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For Davies, George was a friend in need whom he approached to help him clear the procedures at customs and if required, even sell the abandoned cargo before the shipping company, who is liable and already burdened by the abandoned cargo, proceeds with the abandoned cargo auction. George immediately called for a meeting with his team – explained the whole scenario and started brainstorming and discussing over the possible solutions. After much deliberation, the team had come up with a brilliant solution – make themselves the new consignee! Such a decision was the result of the fact that the party whoever receives the abandoned cargo will have full rights over the cargo and hence, George made necessary arrangements for taking the invoice from the shipper and thereby start the customs clearance procedure. George and his team's expertise enabled them in making a decision of changing the status of the cargo from 'import' to 'transshipment'. It was decided to shift the cargo from the original destination port to AGT's own yard located at a Free Trade Zone, re-process the cargo and send it back to OilCare. Transshipment's transactional processing includes receiving and checking the required documents, writing customs declaration number on the transshipment order and the documents required for customs declaration includes delivery order and bill of lading. The domain knowledge and the experience not only helped George gain unexpected profits to AGT by bringing down the total penalty amount due to status change but also find a permanent solution to Davies' troubles without incurring much additional costs. So, George has indeed proven that he is a friend in deed too!

Points for Discussion:

1. Global Logistics – Domain Knowledge, Connectivity with international cargo carriers and Documentation
2. Barriers you foresee in the cross-border logistics
3. Role of intermediaries in global logistics
4. Free Trade Zone