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A long time dream of Kollywood turned into visual reality – A Case based on PS-1

Introduction

Ponniyin Selvan (transl. *The Son of Ponni*) is a historical fiction novel by Indian author Kalki Krishnamurthy, written in Tamil language. It was first serialized in the weekly editions of *Kalki*, a Tamil magazine, from 29 October 1950 to 16 May 1954, and later integrated into five volumes in 1955. In about 2,210 pages, it tells the story of early days of Chola prince Arulmozhivarman.

Kalki visited Sri Lanka three times to gather information and for inspiration.*Ponniyin Selvan* is regarded as one of the greatest novels of Tamil literature

Adaptation and the negative sentiments developed around the story

There have been several attempts to create film adaptations of *Ponniyin Selvan*, beginning with an attempt in 1958 by M. G. Ramachandran. He bought the film rights to the novel for □10,000 (equivalent to □810,000 or US$10,000 in 2020), and announced that he would produce, direct and star in the adaptation which would feature an ensemble cast including Gemini Ganesan, Vyjayanthimala Bali, Savitri, and Padmini. Before shooting could begin, Ramachandran met with an accident, and the wound took six months to heal, Ramachandran was unable to continue with the film despite renewing the rights four years later.

In the late 1980s, actor Kamal Haasan and Mani Ratnam worked together on adopting the novel into a film.In the late 1980s, actor Kamal Haasan and Mani Ratnam worked together on adopting the novel into a film.In the late 1980s, actor Kamal Haasan and Mani Ratnam worked together on adopting the novel into a film.

In the 2000s, there were further attempts to make the book into television series by Makkal TV and by Kalaignar TV, through a project directed by Naga and the whopping budget requirement for making it a visual project had made the television networks to drop the project

A 32-hour animation film was planned by Rewinda Movie Toons, a Chennai-based animation studio, in 2008 and took seven years to complete. The film was set to be released by April 2015, but remains unreleased as of October 2022

In late 2010, Ratnam renewed his interest in his film project and worked alongside writer Jeyamohan to finalise the script for the film adaptation of *Ponniyin Selvan*. The film was later shelved before the start of the filming stage, as the expected cost of production

escalated. Jeyamohan stated that the film did not materialise as the team struggled to find available locations to shoot the film. He revealed that temple officials in Tamil Nadu refused to allow the team to film scenes on the premises and that the expensive cost of producing replica sets meant that it would not be a viable solution.

In 2016, Eros International engaged Jeyamohan and Soundarya Rajinikanth, as a creative producer, to make the book into a web-series but the project did not develop into production.

In early 2019, Soundarya Rajinikanth associated with another production house, May 6 Entertainment, and director Sooriyaprathap to make a web-series of the novel for MX Player. After years of little promotion, Soundarya announced that the project was still under the planning phase during September 2021

In January 2021, a further adapted web series produced by Eternitee Motion Krafte and directed by Ajay Pratheeb titled *Chiranjeevi Ponniyin Selvan* was announced. The makers announced that the series would have 125 episodes, with technicians such as Ilaiyaraaja and Sabu Cyril joining the team however the project was put on hold for various reasons on creativity factors

In early 2019, Mani Ratnam officially restarted production on his film project. His two-film adaptation featured an ensemble cast consisting of Vikram, Aishwarya Rai Bachchan, Jayam Ravi, Karthi and Trisha.

In September 2021, the filming for both the parts got completed. In September 2021, the filming for both the parts got completed

Major portions of the shooting was held during the first and second phase of lock down period however the director and cast had managed to maintain the continuity in terms of the looks of the actors spanning for a period of two and a half year period

A Blessing in disguise

The film has a story line of chola emperors and the story is understandable and more relatable to Tamilaudience, a film which is made up of such a big budget will not yield its returns by only catering the needs of reginal audience alone hence taking the film to the pan India level was found to be an imperative aspect

The film team had decided to popularise the characters even before the film is screened and they had staged big events in different parts of the country where the introduction of the

characters and its underpinnings with the novel were explained to the audience, In a nut shell , the potential audience across India were educated about the underpinnings of all the prime characters in the movie.

In order to avoid the nativity influence over the movie, the movie was released in five different languages both in standard and IMAX formats which again added value to the movie by attracting the audience who would like to watch movies in their regional language with a bigger than life experience

The films castings were also made consciously to match the attributes of the characters in the novel and the actors were also taken for a PAN India tour to publicise the movie among larger audience.

Pre release marketing played an important role in the promotion of this bigger than life movie. The promotions had gotten the attention of the people in the entire nation. Visiting the major centres of the nation and conducting a press meet and fan meet is something that has been followed very meticulously

Multiple screening is also another important strategy which was used by the PS1 team to make the success a reality. The film was released in theatres on 30th September 2022 , The film was released in more than 3000 screens in India and a good number of screen in abroad as well. The film was screened in more than 15 countries which has caught the attention of the global audience towards this film

The distribution rights of the film in Tamil Nadu were acquired by Red Giant Movies. The Andhra Pradesh and Telangana distribution rights were bagged by Sri Venkateswara Creations and Dil Raju. The Kerala distribution rights of the film was bagged by Gokulam Gopalan's Sree Gokulam Movies.[151] The overseas theatrical rights of the film were acquired by TentKotta.The North India distribution rights were acquired by Pen India Limited

The distribution rights were given to the top business tycoons who have political and administrative competence to release the movies across their designated boundaries

Killer marketing strategies

The first single crooned by the Oscar winning Musician AR Rahman was released in the month of June itself and the song titled " Ponni nadhi pakkanume" has become a huge hit even before the teaser was released

The film's teaser trailer was released on 8 July 2022 in Tamil and dubbed versions of Hindi, Telugu, Malayalam and Kannada languages

The trailer featured Kamal Haasan voice-over in the Tamil version and Anil Kapoor, Rana Daggubati, Prithviraj Sukumaran and Jayanth Kaikini voice-overs in Hindi, Telugu, Malayalam and Kannada version of the trailer respectively

The film's trailer and songs were released by the chief guests Rajinikanth and Kamal Haasan on 6 September 2022 at the Nehru indoor stadium in Tamil and dubbed versions of Hindi, Telugu, Malayalam and Kannada languages

Cast members were made to give interviews in different youtube and other prominent social media networks without revealing the suspense of the movie and this helped the movie a lot in having continuous viewers after the few days of the screening.

The movie was released on a Pooja holiday season and the prime screening was enjoyed for almost five days in a row which also helped the movie to have a great box office opening

Regular publicity and updates about the movies business was also very helpful for the movie makers to have more family audience coming into theatres

Releasing the movie in IMAX format have pulled in many young movie watchers to the movies

Though the film made its digital premiere in November 4th 2022, the movie is till running successfully in theatres for its theatrical experience

Word of mouth publicity for the movie with a campaign that this movie is a movie of a life time had also brought in many audience to the theatres after a long time

Undoubtedly the music and the BGM played its part to lift the movies impression among the audience in a big way , the makers have released the video songs of the movie in a phased manner so as to the make the laggards also to get attracted about the making of the movie and to step in to the theatres to watch the experience

The makers have had an hidden agenda of enrolling the cast from many different regions of India so as to have the nativity support for the film forex: Aiswarya Bachan for North Indian appeal , Jayaram, Lal , Aiswarya Lakshmi for Kerala, Jayam Ravi has a huge fan following in Andhra Pradesh, Praksah Raj for Karnataka

The film has successfully grossed 500crore club on its 50th day of running and its declared as a All time block buster of this year

Director Mani Ratnam had hinted that the release of the second part of this magnum opus will be in next April during the success celebration ceremony

The director had rightly bifurcated the novel into two sections and the first half of the incidents were filmed in PS-1 and the director had ended the part-1 with a suspense which will be revealed in the second part of the movie

Questions:

1. The rise of PAN India movies in the past few years in India have paved the way to the making and success of PS-1 brand -Critically evaluate the situation

2. Explain the challenges of making and marketing a mythological film in the present day's scenario without any fantasy elements into it

3. Trace out the possibilities of successful brand extension for PS-2

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Drone Delivery by Biryani By Kilo

The Indian food service industry is estimated to grow at aCAGRof10.51% between 2022 and2027. Among other culinary categories, Biryani has emerged as an unanticipated champion of India's fast Food industry, beating pizza and burgers.Biryani is famous for its scent and flavor Fresh herbs, saffron ,and basmati rice make it a sweet-florals cent that reaches the senses before you taste it.

The meal is warm and subtly spicy due to the whole garammasala, fried onions, and marinated beef. Overall, the flavour is similar to a spicy, savoury rice pilaf. It is one of the most often requested dishes, according to the food delivery apps. According to Swiggy's annual report on food ordering in the nation, Indians purchased 115 biryanis on average each minute. This dish has dominated the charts for quite afew years. Additionally, the Techno park analysis estimates that the Indian Biryani market is worth $3.5 to $4million

Biryani By Kilo, a new start-up, serves authentic biryani to its consumers. Biryani by Kilo'sunique selling point is that they "dum cook" fresh biryani for each individual order and give itto the client in that exact handi. To improve the biryani experience, the firm includes clayangee this with each order to maintain the smoky flavor and fragrance of thes pices used in the rice. The brand was founded on the principles of authenticity, taste, and sustainability. For the preparation of its Biryanis and Kebabs, it employs carefully chosen ingredients, such as some of the most premium label basmati rice that has been matured for about two years, hand-selected spices from Kerala, and fresh chosen meats and veggies. The issue was simple but serious in the era of mass production today - Most restaurants serving biryani make it in large batches, and then serve it in smaller amounts throughout the day. Additionally, some producers prepare the biryani in large quantities before freezing it in the freezer to sell later. Freshness,

scent, and flavour are all lost as a result of this procedure. Every biryani made by Biryani by Kilo is freshly dum-cooked in Handi upon request, providing biryani enthusiasts with an authentic dining experience. The brand brought back the idea of serving biryani in hand is in an effort to recreate the flavor and sensation of eating the delectable meal straight from the handi it was freshly prepared in.

To live up their promise of freshness, they prepared themselves to explore future responsibilities of delivering biryanis through drones in Hyderabad as it is the biryani capital of India. The idea was to create abuzzing atmosphere to welcome the new and innovative drone-delivery service of biryani handis to the customers. When Biryani By Kilo introduces this concept, they link it with their USP of freshness and make it even fresher by using a special drone delivery method. The firm opted to embrace drones, a relatively new element to the technological revolution because they offer a fun and environmentally friendly method of food delivery that also preserves the freshness of their Biryanis.The novelty of flying drones within the city adds a fun aspect to the notion. It gave customers that traction and enthusiasm. Thekids and family were excited to see a drone flying overhead bringing them their favorite freshly prepared biryani. Through this concept, sustainability was also attained—another intentional step. The company takes great pleasure in its commitment to sustainability idea. They have advanced society by reducing the number of fossil fuels used by delivery trucks on the road. Thus, the drone delivery system thrills and endures. In their endeavour to pleasure Hyderabad's residents, Biryani By Kilo encountered several difficulties. Testing potential futures was difficult. From creating the ideal drone to bear the weight of each handi of biryani to changing SOP (Standard Operating Procedures) to take into account the viability of employing drones in the regular delivery method. However, will Biryani by Kilo's long-term adaptive solution for the restaurant business be able to effectively make influence young people through their revolutionary service delivery method?

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Questions

1. Commentonthepossibilityofdronedeliveryasapracticaloptionfortheservicesector.

2. What are the real-world difficulties with using drones for service delivery?

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Nike's "Dream Crazy" Campaign

In 2018, Nike launched the "Dream Crazy" campaign, which featured a range of inspirational athletes and was voiced by Colin Kaepernick, the former NFL player known for his kneeling protest during the national anthem. The campaign aimed to reinforce Nike's brand identity as one that promotes equality, justice, and athletic empowerment. This campaign provides a rich example of the media planning, strategy, buying, cross-media integration, and media research concepts essential to building a successful, high-impact brand campaign."Dream Crazy" was more than just an ad; it was a social statement that aligned with Nike's long-standing commitment to social causes. By choosing Kaepernick as the face of the campaign, Nike risked alienating a portion of its customer base but ultimately gained a strong, loyal following from those who shared the values portrayed. The campaign's message, "Believe in something. Even if it means sacrificing everything," aimed to resonate with younger consumers, particularly millennials and Gen Z, who value brands that stand for causes. The media planning for this campaign was carefully designed to ensure it reached Nike's target audience. Nike's planners focused on key demographics, particularly young adults aged 18-34, who are typically digital-savvy and politically aware. This demographic appreciates brands with a strong social presence and values brands that take stands on current social issues. Nike's media planning team focused on a mix of traditional and digital media to reach a diverse audience. They chose channels based on reach and engagement potential, ensuring that the campaign message was consistently present across various platforms.

Nike's media strategy was to create a high-impact launch that would maximize visibility across the media spectrum. They used a mix of online and offline channels, including television, digital platforms, social media, and billboards. The primary strategy was to generate conversation and make a strong statement in support of Kaepernick's message on social justice. To capture attention, Nike premiered the ad on TV during the NFL season opener and pushed it across multiple social media platforms. One crucial aspect of their media strategy was leveraging the power of video and imagery. The powerful visuals and voiceover in the ad highlighted real-life stories of athletes who overcame challenges. This included Paralympian Isaiah Bird, who was born without legs, and young tennis star Serena Williams. By using well-known athletes who had faced and overcome adversity, Nike could connect deeply with its audience and promote the brand's core message of resilience and empowerment.Nike's media buying strategy was also crucial to the campaign's success. The ad premiered on prime-time television during the NFL's opening game, ensuring it reached a massive audience in the U.S. The strategic choice to buy ad space during a high-profile

sports event gave the campaign immediate visibility among a sports-interested audience. Additionally, Nike invested heavily in social media advertising across platforms like Instagram, Twitter, and YouTube, knowing that the target demographic spends significant time on these channels. Their media buying team also worked to secure high-traffic placements, including billboard advertisements in major cities and transportation hubs, to maximize reach and visibility. The brand's choice to invest in both digital and physical spaces exemplified a balanced media buying approach. Nike's placement on social platforms allowed the brand to engage with audiences directly, where they could like, share, and comment on the ad, creating an opportunity for viral momentum.

Nike's cross-media approach created a seamless and integrated campaign experience across channels. The "Dream Crazy" message and Kaepernick's face were consistently featured across television, online media, social media, and even physical spaces like billboards. On social media, Nike encouraged users to share their own "Dream Crazy" stories using hashtags like #JustDoIt and #DreamCrazy, which tied the campaign's theme across channels. This cross-media integration allowed Nike to tap into the power of user-generated content, amplifying the campaign's reach organically as consumers engaged with and shared the campaign. Nike conducted extensive media research both before and after launching the campaign. Before launching, they likely used concept testing to gauge how consumers would react to Kaepernick's involvement. Although the campaign was controversial, Nike's market research indicated that their core consumers were more likely to support the brand's stance. Post-launch, Nike used various metrics to evaluate the campaign's impact, including social media engagement (likes, shares, comments), brand sentiment analysis, and sales figures. The "Dream Crazy" campaign quickly went viral, with over 80 million views within the first few weeks. Nike saw a significant rise in brand engagement on social media, and their stock reached an all-time high. Additionally, Nike's online sales grew by 31% following the campaign's launch. Nike's bold move paid off in several ways. The campaign won an Emmy for outstanding commercial and strengthened Nike's image as a brand committed to social justice. While some people boycotted the brand, the campaign led to increased loyalty among Nike's younger demographic. The data gathered from media research showed that the campaign's impact went beyond typical ad impressions, positioning Nike as a brand with purpose.

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Questions for Discussion

1. What specific factors does Nike considered when planning this campaign for its target audience?
2. How did Nike's choice of a controversial figure impact the media planning process?
3. Nike used both digital and traditional media in this campaign. Why was it essential for them to use a mixed-media strategy?
4. How did the use of real-life athlete stories contribute to the effectiveness of Nike's media strategy?
5. Why do you think Nike chose to premiere the ad during the NFL season opener?
6. How does media buying on social media platforms differ from traditional media, and why was this important for Nike's campaign?
7. How did Nike ensure that the "Dream Crazy" message was consistent across various media?
8. Why is cross-media integration crucial in building a cohesive brand message, and how did it benefit Nike?
9. What kinds of data would be most useful for Nike to collect to measure the success of this campaign?
10. How might Nike use insights from this campaign to improve future campaigns?

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CASE STUDY

Introduction:

The Coca-Cola Company is one of the world's most iconic beverage brands. Founded in 1886, Coca-Cola has grown from a single product offering to a multinational corporation with a portfolio of over 500 brands sold in more than 200 countries. Its continued global dominance is rooted in its functional strategies, which align with its corporate and business-level objectives. Coca-Cola's success story is not just about a popular product; it's about effective functional strategies, including marketing, operations, financial management, and human resource practices. This case study examines how Coca-Cola's functional strategies contribute to its competitive advantage and global expansion.Coca-Cola's marketing strategy is a classic example of how a company can leverage both "push" and "pull" strategies. Through its pull strategy, Coca-Cola focuses on creating strong consumer demand by investing heavily in brand-building activities, including advertising, celebrity endorsements, and global events sponsorships, such as the Olympics and FIFA World Cup. This demand generation leads consumers to actively seek out Coca-Cola products, thereby pulling them through the distribution channels.Conversely, Coca-Cola's push strategy involves collaborating with retailers and distributors to ensure its products are widely available and promoted at the point of sale. For example, Coca-Cola provides incentives such as discounts, promotional allowances, and marketing support to encourage retailers to stock and display its products prominently.Moreover, Coca-Cola's pricing strategy has played a crucial role in its market dominance. The company adopts penetration pricing in emerging markets, offering its products at competitive prices to capture market share. Meanwhile, in more established markets, Coca-Cola can afford to maintain premium pricing due to its brand equity.Coca-Cola's operations strategy focuses on optimizing its supply chain to ensure efficiency and effectiveness. The company has adopted a local production model, where it partners with bottlers and suppliers in different countries. This not only reduces production and distribution costs but also allows Coca-Cola to tailor its products to

local tastes and preferences. The use of local bottling plants helps the company comply with regional regulations and maintain a lean supply chain, reducing the risk of delays and increasing responsiveness to market demands. Coca-Cola also invests heavily in technology to enhance its operations. For example, the company has adopted advanced manufacturing technologies, like automated production lines and inventory management systems, to optimize resource use and reduce waste. The company is also committed to sustainability, aiming to reduce its carbon footprint by investing in energy-efficient technologies and using recycled materials in its packaging.

Coca-Cola's financial strategy is geared toward maximizing shareholder value. One key element of this strategy is maintaining a balance between debt and equity to finance its operations. Coca-Cola has consistently used debt financing to fund its global expansion efforts, benefiting from lower interest rates and the tax advantages of debt. This approach allows the company to free up capital for investment in marketing and innovation while maintaining a healthy balance sheet. Coca-Cola also employs a dividend policy that emphasizes returning value to shareholders. Over the years, Coca-Cola has consistently paid out dividends, which has attracted a loyal investor base. This stability and reliability in financial returns have enabled the company to secure long-term investments that fund its global operations and innovation initiatives. Moreover, the company has used mergers and acquisitions as part of its financial strategy to enter new markets and expand its product portfolio. One notable example is Coca-Cola's acquisition of Costa Coffee in 2018, which allowed it to enter the competitive coffee market and diversify its product offerings.Coca-Cola's human resource (HR) strategy plays an integral role in its global success. The company is known for fostering a diverse and inclusive workplace that encourages creativity and innovation. Coca-Cola's HR strategy emphasizes the importance of hiring and retaining top talent across its global operations. It invests heavily in employee training and development programs, ensuring that its workforce remains competitive and aligned with the company's objectives.Coca-Cola also focuses on building a strong corporate culture that

reflects its core values of leadership, collaboration, and integrity. The company encourages employees to engage in corporate social responsibility (CSR) initiatives, further strengthening its global reputation as an ethical and socially responsible corporation. For instance, Coca-Cola's 5by20 initiative aims to empower 5 million women entrepreneurs by 2020, providing them with business skills, financial services, and networking opportunities. In addition, Coca-Cola has adopted a performance-based compensation system that ties employee rewards to the achievement of corporate and individual goals. This ensures that employees are motivated to contribute to the company's overall success and fosters a culture of accountability and continuous improvement.

Challenges and Future Strategies:

Despite its success, Coca-Cola faces several challenges, including changing consumer preferences toward healthier options, regulatory pressures regarding sugar content, and increasing competition from local beverage brands. To address these challenges, Coca-Cola has introduced new product lines, such as Coca-Cola Zero Sugar and plant-based beverages under the Innocent brand. Coca-Cola has also invested in digital transformation, focusing on enhancing the customer experience through e-commerce and digital marketing initiatives. The company's investment in data analytics enables it to better understand consumer behavior and preferences, allowing for more personalized marketing and product development.Furthermore, Coca-Cola continues to focus on sustainability as part of its long-term strategy. It aims to achieve 100% recyclable packaging by 2030 and reduce its water consumption through innovations in its manufacturing processes. These efforts align with the company's goal to be recognized not only for its business success but also for its positive impact on the environment and society.

Conclusion:

Coca-Cola's success can be attributed to its well-aligned functional strategies across marketing, operations, finance, and human resources. The company's ability to adapt its

strategies to local markets while maintaining a global brand identity has enabled it to sustain its competitive advantage in a rapidly changing environment. Moving forward, Coca-Cola's focus on innovation, sustainability, and digital transformation will be key to navigating the challenges of the future and maintaining its market leadership.

Questions:

1. How Coca-Cola has's marketing strategy contributed to its global success? Discuss the role of the "push" and "pull" strategies in driving consumer demand and increasing market share.
2. Coca-Cola's financial strategy focuses on maximizing shareholder value. Analyze how the company's use of debt financing, dividend policies, and mergers and acquisitions have supported its global expansion efforts.

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CASE STUDY

Jaguar, a British luxury car brand, has a rich history dating back to 1922. Over the years, the brand has undergone significant transformations, including changes in ownership, product lines, and branding strategies. In the early 2000s, Jaguar faced significant challenges, including declining sales, aging product lines, and a lack of brand identity. The brand's image had become stale, and it struggled to compete with other luxury car brands. In 2008, Tata Motors acquired Jaguar and Land Rover, marking a significant turning point for the brand. In 2011, Jaguar launched a comprehensive rebranding campaign aimed at repositioning the brand in the luxury car market. In 2024, Jaguar underwent a radical rebranding to redefine its image as a modern luxury brand while transitioning toward an all-electric vehicle lineup by 2025. The rebranding campaign, built around the slogan "Copy Nothing," marked a departure from traditional automotive marketing and introduced a minimalist logo, abstract visuals, and a lifestyle-oriented focus. This strategy was both praised and critiqued for its boldness and its deviation from Jaguar's iconic heritage.The rebranding effort includes a new logo, typography, and color palette, which are meant to convey a sense of modernity, sophistication, and performance . As part of its rebranding strategy, Jaguar aims to target a younger, wealthier demographic, with a focus on exclusivity and high art. The brand plans to open chic brand stores that mix luxury cars with fine dining and modern art installations. However, the rebranding effort has received mixed reviews, with some critics arguing that the new direction is too radical and overlooks the brand's heritage. Others have praised the brand's willingness to take risks and challenge convention. Overall, Jaguar's rebranding effort is a significant departure from its traditional heritage, and its success will depend on the brand's ability to connect with its target audience and deliver on its promises.

The key objectives included:

1. **Differentiation**: In a competitive luxury market, Jaguar sought to position itself as more than an automaker, akin to a luxury lifestyle or tech brand.
2. **Digital First**: With a focus on digital branding, the campaign embraced vibrant colors, sleek typography, and abstract themes aimed at younger, tech-savvy audiences.
3. **Sustainability and Innovation**: Aligning with broader industry trends, the rebrand emphasized Jaguar's commitment to an all-electric future.

Key Elements of the Campaign

1. **Visual Identity**: Jaguar replaced its iconic leaping jaguar logo with a minimalist "Double-J" design. This was complemented by bold color palettes and contemporary typography, signaling a break from traditional luxury automotive aesthetics.
2. **Lifestyle-Centric Marketing**: The advertisements featured models and futuristic backdrops rather than cars, promoting a lifestyle rather than product specifications.
3. **Digital Engagement**: The campaign generated significant social media buzz, achieving over 160 million views and sparking debates about its approach to luxury branding.

Challenges and Criticisms

1. **Alienation of Traditional Customers**: Critics argued that the absence of vehicles in the campaign risked alienating long-time Jaguar enthusiasts, undermining the brand's association with power and craftsmanship.
2. **Clarity of Messaging**: By focusing on abstract concepts, the campaign drew questions about whether it sufficiently communicated Jaguar's core value as a luxury car manufacturer.
3. **Heritage vs. Innovation**: While attempting to modernize, Jaguar faced backlash for seemingly abandoning elements of its storied past.

Impact on Integrated Marketing Communications (IMC)

1. **Enhanced Visibility**: The campaign successfully differentiated Jaguar in a crowded market, leveraging social media to amplify its reach.
2. **Consumer Engagement**: The polarizing campaign drove discussions across platforms, demonstrating the effectiveness of disruptive branding in capturing attention.
3. **Strategic Alignment**: By aligning its branding with its electrification goals, Jaguar set the stage for cohesive messaging across marketing, sales, and product strategies.

Jaguar's rebrand highlights the complexities of balancing heritage with innovation. While the campaign achieved significant visibility and aligned with future-focused goals, it also underscored the risks of alienating loyal customers. The success of this initiative will ultimately depend on the brand's ability to deliver on the promises made through its marketing and product development.

Questions for Discussion

1. What are the potential risks and benefits of Jaguar's decision to focus on lifestyle-oriented branding rather than traditional automotive advertising?

2. How can Jaguar balance its heritage with its goal of modernizing its brand for a younger, tech-savvy audience?
3. In what ways does Jaguar's rebranding reflect broader trends in integrated marketing communications for luxury brands?

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The Allure of Crystal Cove Hotel & Spa

Located on a secluded stretch of coast, Crystal Cove Hotel & Spa has built its reputation on providing a luxurious, all-encompassing retreat for guests seeking relaxation, recreation, and rejuvenation. Known for its seamless, high-quality service, the resort is a prime example of how a well-orchestrated experience can enhance guest satisfaction, foster loyalty, and elevate brand reputation. This case study explores the various elements that make Crystal Cove a preferred choice for travellers worldwide, highlighting the harmonious interplay of setting, service personnel, guest interactions, and operational standards.

The Tranquil Setting of Crystal Cove

Upon arrival, guests are enveloped in an ambiance of tranquility. The property's design emphasizes its natural surroundings, with floor-to-ceiling windows offering panoramic views of the ocean, lush green gardens with tropical plants, and carefully curated décor in warm, earthy tones. The sounds of waves crashing against the shore blend with gentle instrumental music playing softly in the background, creating a peaceful atmosphere that instantly relaxes guests.

The interior spaces are designed to mirror the calm of the outdoors. Soft lighting, organic materials, and airy spaces enhance the sense of openness and freedom. The lobby is both grand and welcoming, with spacious seating areas that allow for both privacy and socializing. Guests are offered refreshing towels and tropical drinks as they check in, immediately immersing them in the resort's promise of relaxation and luxury. Crystal Cove's emphasis on sensory elements—sight, sound, and scent—allows the resort to create a serene ambiance that reinforces its reputation as a high-end retreat.

Each area of the resort is crafted with intention, from the private cabanas on the beach to the infinity pools overlooking the ocean. The goal is to offer guests a choice of settings that cater to their desire for relaxation or recreation. The spa area, with its secluded rooms and minimalist design, is purposefully separate from the busier resort areas, ensuring that guests can fully unwind without distraction. This attention to physical environment and ambiance plays a crucial role in shaping guests' perceptions and establishing the resort's identity as a luxury escape.

Personalized Service Through Skilled Personnel

Crystal Cove's success lies in part with its dedicated team of staff who bring expertise, warmth, and attentiveness to every interaction. Each employee—from the valet and front desk staff to the spa therapists and dining personnel—undergoes extensive training to provide a high level of service tailored to guest preferences. The emphasis on personalized service is apparent from the outset, with the concierge team reaching out to guests before their arrival to inquire about preferences, dietary restrictions, or any special occasions they may be celebrating. This pre-arrival engagement not only helps staff prepare but also makes guests feel valued and anticipated.

At Crystal Cove, staff are encouraged to make each interaction memorable. The spa therapists, for example, conduct thorough pre-treatment consultations to understand guests' specific wellness goals, such as stress relief or muscle tension. During treatments, they use high-quality, organic products and offer additional touches like scented hot towels and herbal teas. This attention to detail extends to the restaurant staff, who remember guests' favorite dishes, drink preferences, and even specific seating choices, allowing for a seamless and enjoyable dining experience. The resort's commitment to training, empathy, and expertise in service creates a warm and personalized guest experience, a cornerstone of its reputation for excellence.

Guest Interaction and Social Experience

One of the unique aspects of Crystal Cove is its attention to both individual and communal guest experiences. While privacy and exclusivity are central to the resort's brand, it also facilitates social interaction and a sense of community among guests. Common areas, like the beachside lounges, infinity pools, and cocktail bars, are designed to encourage casual interactions. Guests have the option to socialize in these spaces, enjoying conversations with other travelers or participating in group activities organized by the resort, such as yoga sessions, cooking classes, or guided beach walks.

Crystal Cove also recognizes the importance of guest engagement beyond in-person interactions. The resort's mobile app enhances the experience by offering features like online reservations for activities, in-room dining options, and instant communication with the concierge. Guests can use the app to customize their stay further, choosing their preferred housekeeping times or requesting specific amenities. This digital platform provides convenience and flexibility, catering to the modern traveler's desire for personalization and control.

By blending communal spaces with opportunities for tailored, individual experiences, Crystal Cove fosters a sense of belonging and connection, allowing guests to engage as much or as little as they desire. This flexibility and adaptability to guests' preferences is one of the reasons the resort maintains high levels of guest satisfaction and loyalty.

Behind the Scenes: High Standards and Efficient Operations

A significant part of Crystal Cove's success is rooted in its operational standards and commitment to quality. The resort's leadership places a strong emphasis on consistency, training, and feedback. Employees are well-versed in the resort's policies and procedures, which are designed to ensure that each guest receives the same level of quality service regardless of which staff member they encounter. This consistency is particularly important in a luxury setting, where guests expect flawless service and attention to detail.

Crystal Cove's organizational culture also promotes accountability and empowerment among employees. Staff members are encouraged to go above and beyond in meeting guest needs, from upgrading rooms for special occasions to arranging surprise amenities for returning guests. This empowerment not only boosts staff morale but also enhances the guest experience by allowing for spontaneous, thoughtful gestures that make stays memorable.

Sustainability is another pillar of Crystal Cove's operational philosophy. The resort is committed to eco-friendly practices, such as reducing plastic use, sourcing local and organic ingredients, and implementing energy-efficient solutions throughout the property. Crystal Cove has partnered with environmental organizations to protect the local ecosystem, which resonates strongly with the environmentally conscious traveler. These sustainable practices align with the resort's brand image and enhance its appeal, as guests are increasingly interested in supporting businesses with responsible, eco-conscious values.

Building Lasting Guest Loyalty

The combination of a stunning environment, attentive service, community engagement, and high operational standards contributes to the resort's ability to cultivate loyal, repeat guests. Many guests return annually to celebrate milestones or simply to recharge, viewing Crystal Cove as a trusted sanctuary. This loyalty is further nurtured through the resort's VIP program, which offers exclusive benefits to returning guests, such as complimentary spa treatments, priority reservations, and special room upgrades.

Crystal Cove's approach to guest loyalty also involves active follow-up after a guest's stay. The resort collects feedback through surveys and personal follow-up emails, demonstrating that they value guest opinions and are committed to continuous improvement. This proactive approach allows Crystal Cove to adapt its offerings based on guest insights and ensure that it remains a top choice for luxury travelers.

Conclusion: A Model of Luxury Service Excellence

Crystal Cove Hotel & Spa exemplifies the power of a well-designed service experience. Through careful attention to ambiance, expertly trained personnel, guest interactions, and operational efficiency, the resort delivers a cohesive experience that meets and exceeds guest expectations. Each component—from the curated physical environment to the resort's sustainable practices—works in tandem to create a seamless, luxurious escape that resonates with guests long after their stay.

The resort's ability to cater to both individual needs and social desires, while maintaining high standards of quality and sustainability, has established it as a leader in the luxury hospitality sector. Crystal Cove demonstrates that when all aspects of the guest experience are aligned, the result is not only satisfied customers but also strong brand loyalty and a lasting reputation for excellence.

Question:

1. Explain the Servuction system in the context of the case
2. Suggest methods to enhance the experience offered to customers.

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ZAMBA DOGS A MISSED OPPORTUNITY

The whole world is aware of a popular online platform to host the guests called as Airbnb which gives the people a homely experience far away from their homes. We are also aware regarding the success story of this particular platform.

Now here comes a platform for the Fury friends called Zamba Dogs which was founded by Roy Cherian in the year 2018 in Gurgaon, Haryana. Mr. Roy Cherian was the founder and CEO of the company Marketilligent which was a company specializing in data analytics, this company was taken over by a US based company called Brillio. When we look at the concept, this concept is relatively new in the Indian context.

The concept of Dog Daycare and boarding is a popular trend in countries such as United States. In the case of these fury friends there are popular websites such as Dogtopia which is based in United States which provided dog day care, boarding grooming and spa services for the dogs. There is another popular company in United States of America known as Rover which connects with pet sitters and dog walkers. In Australia there is another popular company known as Mad paws which provides pet sitting, boarding and daycare services. This company has grown significantly by effective use of technology which contributed to the success of this platform.

The primary motive of the company Zamba Dogs was to provide a premium experience for the fury friends when their owners are away for vacations. The idea clicked up instantly in the region. There are many people who go on for long vacations; sometimes it might not be possible for them to take their furry buddies with them. So basically, the idea was to provide a premium service to the dogs like Airbnb. But then in the year 2019 the world was hit by the pandemic Covid19. The whole world was stuck at home for nearly a year. This resulted in the company unable to generate revenue and eventually shutdown its operations completely in the year 2020. No further actions were initiated by the founder to expand the operations. The company had its Instagram pages active till October 2019 after which no further actions were initiated. The Instagram page had 699 followers, while the page followed 162. The Facebook Page had 2000 followers till date. The final post was made on February 2020 in Facebook after which no posts were created to promote the business in social media platform.

The idea was fantastic, which could have created new avenues for revenue since it was a novel idea in India. The company failed to utilize the social media and other digital platforms and tools which could have generated an alternative revenue for the business

specially during the lockdown. A challenge could have turned into an opportunity if an alternative plan was in place to face the unforeseen challenges that came.

Questions for Discussion

1. Analyze the potential reasons behind the initial success of Zamba Dogs, founded by Roy Cherian in 2018, and discuss how the concept of dog daycare and boarding could have revolutionized pet care in India. Provide examples of similar successful platforms in other countries and compare the market dynamics.
2. Evaluate the impact of the COVID-19 pandemic on Zamba Dogs' business operations. Discuss the strategic steps that could have been taken by the company to adapt to the challenges posed by the pandemic and suggest alternative revenue models that could have helped sustain the business during this period

Study Notes for the students regarding this case study

Introduction to Zamba Dogs

Founder: Roy Cherian

Founded: 2018

Location: Gurgaon, Haryana, India

Concept: Premium dog daycare and boarding services aimed at providing a homely experience for pets when their owners are away.

Background of the Founder:

Former CEO of Marketilligent, a data analytics company acquired by Brillio.

The Concept of Dog Daycare and Boarding

Global Trend:

Dog daycare and boarding services are popular in countries like the United States and Australia.

Examples:

Dogtopia (USA): Offers dog daycare, boarding, grooming, and spa services.

Rover (USA): Connects pet owners with pet sitters and dog walkers.

Mad Paws (Australia): Provides pet sitting, boarding, and daycare services, leveraging technology for success.

Zamba Dogs' Initial Success

Innovative Service: Introduced a new concept in the Indian pet care market.

Strategic Location: Gurgaon, a growing urban area with many affluent pet owners.

Premium Experience: Emphasis on high-quality, homely care for pets.

Growing Market: Increasing number of pet owners in urban India looking for reliable pet care solutions.

Impact of COVID-19 Pandemic

Global Impact: Lockdowns and travel restrictions reduced the need for pet boarding services.

Operational Challenges:

Significant decline in demand as pet owners stayed home.

Revenue generation became difficult, leading to operational shutdown in 2020.

Social Media Activity:

Instagram: Active until October 2019, with 699 followers.

Facebook: Last post in February 2020, with 2000 followers.

Analysis of Zamba Dogs' Challenges

COVID-19 Pandemic: Major factor in the company's inability to sustain operations due to reduced demand for pet boarding services.

Lack of Adaptation: No significant efforts to pivot or innovate to adapt to the new market conditions during the pandemic.

Missed Opportunities and Potential Strategies

Alternative Revenue Models:

Online pet care consultations.

Home delivery of pet supplies.

Virtual pet training sessions.

Telehealth services for pets in partnership with veterinarians.

Increased Marketing Efforts: Continuation of social media engagement and digital marketing to maintain brand presence and customer engagement.

Comparative Analysis with Global Platforms

Dogtopia:

Services: Comprehensive pet care including daycare, boarding, and grooming.

Market: Mature pet care market in the US with consistent demand.

Rover:

Services: Pet sitting and dog walking, leveraging the gig economy.

Mad Paws:

Services: Pet sitting, boarding, and daycare, with strong use of technology to connect pet owners and caregivers.

Conclusion

Zamba Dogs' Potential: Despite its initial success and innovative concept, the company faced insurmountable challenges due to the COVID-19 pandemic.

Future Prospects: The Indian pet care market still holds significant potential for new ventures. Lessons from Zamba Dogs and global counterparts can guide future businesses in this sector

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Ola Electric – From Ambition to Adversity

It was a quiet Sunday in October 2024, the kind of day when most people scroll idly through social media, sipping their morning chai. Comedian Kunal Kamra, known for his sharp wit and biting satire, took to Twitter with a post that would soon spiral into a digital maelstrom. Kamra shared a photo of Ola Electric scooters gathering dust outside a dealership, evidently awaiting service. Alongside the image, he tagged Nitin Gadkari, India's Honourable Minister of Road Transport and Highways, and posed a series of questions: "Do Indian consumers have a voice? Do they deserve this? Two-wheelers are many daily wage workers' lifeline... @nitin_gadkari, is this how Indians will get to using EVs? @jagograhakjago, any word? Anyone who has an issue with OLA Electric, leave your story below tagging all..."

This wasn't the first time Ola Electric had found itself in the public spotlight for all the wrong reasons. Since the company began delivering its electric scooters in December 2021, it had been marred by a series of controversies. From unfulfilled promises and defective products to delayed repairs, disgruntled customers had taken to every available platform to voice their frustrations—some even resorting to extreme measures. These included protests outside showrooms, customers setting their scooters ablaze in protest, and even an incident where an entire Ola showroom was engulfed in flames. Ola Electric, once heralded as the flagbearer of India's EV revolution, was now struggling to keep its wheels turning smoothly.

Bhavish Aggarwal, the outspoken CEO of Ola Electric, decided to respond to Kamra's post—and not in the way anyone would expect on a quiet Sunday. With a tweet that dripped sarcasm, he accused Kamra of being paid to criticize the company, saying, "Since you care so much, Kunal Kamra, come and help us out! I'll even pay you more than you earned for this paid tweet or from your failed comedy career."

Kamra, unfazed, issued a swift rebuttal. The CEO, doubling down, responded with another tweet challenging the comedian to work at an Ola service centre. The heated exchange quickly went viral, igniting a firestorm on social media. Terms like "arrogant," "crass," and "unprofessional" flooded online discussions as people debated whether Aggarwal's combative tone reflected deeper issues within the company. However, the real damage was already done.

This incident highlighted a serious problem. Ola Electric was overwhelmed with a flood of customer complaints. By then, the numbers revealed a concerning trend. The company reportedly received over 80,000 complaints monthly, ranging from manufacturing defects to

delays in service. Social media had become a repository for frustrated customers to vent about unresolved issues, and this public feud only brought these concerns into sharper focus.

In a twist that deepened Ola's troubles, the Central Consumer Protection Authority stepped in, issuing a show-cause notice to the company for its poor service quality and alleged violation of consumer rights. What began as a single tweet had snowballed into a full-blown crisis, with the company's reputation hanging in the balance.

Bhavish Aggarwal – From ride hailing to electric mobility

Bhavish Aggarwal is no stranger to disruption. From humble beginnings as a tech enthusiast to leading some of India's most ambitious ventures, he has consistently demonstrated an uncanny ability to anticipate and capitalize on market shifts. His entrepreneurial journey began with a travel venture, Olatrip.com, which, despite his best efforts, never truly gained traction. However, undeterred by failure, Aggarwal pivoted and co-founded Ola Cabs—an idea that would go on to revolutionize urban mobility in India and redefine how millions navigated congested city streets.
Ola Cabs, initially a small ride-hailing service, rapidly grew to dominate the Indian market, challenging global giants like Uber. Over the years, the company diversified its offerings, adding auto-rickshaws and bike-taxi services to its repertoire and even expanding internationally to Australia, New Zealand, and the UK. Yet, despite its success, Ola Cabs faced mounting competition from Uber, rising fuel costs, driver dissatisfaction, and regulatory hurdles that tightened operations in key markets. These challenges strained its profitability and forced the company to scale back its global ambitions, ultimately retreating from foreign markets to focus exclusively on India.

The COVID-19 pandemic compounded the difficulties encountered by Ola Cabs, as lockdowns and diminished mobility significantly disrupted its core ride-hailing operations. Faced with this crisis, the company had no choice but to lay off a substantial portion of its workforce and recalibrate its strategies to navigate these turbulent times.

While Ola Cabs and Ola Electric remain Bhavish Aggarwal's most notable ventures, his entrepreneurial journey is also marked by several less successful projects, such as Ola Café, Ola Store, and Ola Dash, all of which failed to make a lasting impact. But it was the stagnation of Ola Cabs that spurred Bhavish to explore new avenues for growth. With a desire to diversify and a vision for a greener future, he turned his attention to electric mobility, leading to the birth of Ola Electric in 2017.

The Birth of Ola Electric

Ola Electric's story is as intriguing as its mission. Founded in May 2017 as a 100% subsidiary of ANI Technologies, the company initially operated under the Ola umbrella with limited operations and employees on Ola's payroll. However, in a surprising move, Bhavish Aggarwal purchased a 92.5% stake in Ola Electric for just ₹92,500 between December 2018 and January 2019, with ANI Technologies retaining the remaining 7.5% in exchange for the use of the "Ola" brand name.

Just months later, in March 2019, Ola Electric secured ₹300 crore from investors like Matrix Partners, Ratan Tata, and Tiger Global. By July 2019, the company achieved unicorn status after securing $250 million from SoftBank, bringing its valuation to a staggering $1 billion. This rapid rise—from ₹1 lakh to $1 billion in just six months—raised questions about governance and fairness, especially since minority shareholders of Ola Technologies did not benefit from the spinoff.

Staying true to Bhavish Aggarwal's style, Ola Electric pursued aggressive growth strategies. One of its most significant accomplishments was the establishment of the "Future Factory" in Tamil Nadu—the world's largest two-wheeler manufacturing facility. This groundbreaking plant, which employs over 10,000 women and operates entirely on automated systems, became a symbol of the company's commitment to innovation and gender equality in the workplace.

With the Future Factory operational, Ola Electric was poised for its next big leap—the launch of the Ola S1 series scooters in 2021. The scooters, with their sleek designs, premium features, and competitive pricing, generated a wave of excitement on social media. The timing of the launch couldn't have been better, as government subsidies under the Faster Adoption and Manufacturing of Electric Vehicles scheme significantly reduced costs for manufacturers like Ola, further fueling the anticipation.

Electric Two-Wheelers in India

India’s electric two-wheeler (E2W) market has rapidly grown, with domestic adoption and export potential both on the rise. The country has become the world’s second-largest EV market, with E2Ws leading the transition to electric mobility. Sales grew from 0.4% of the two-wheeler market in 2020-21 to 5.4% in early 2023, driven by government subsidies and increasing demand for eco-friendly transportation. This trend is expected to continue, with market penetration predicted to exceed 13% by 2026-27.

In FY24, domestic E2W sales rose by 30%, reaching 0.94 million units. This growth was fueled by higher fuel prices, environmental awareness, and the FAME II subsidy scheme, which made E2Ws more affordable. Major players like Ola Electric, TVS Motor, Bajaj, and Ather Energy have contributed by increasing production and launching new models.

While India leads in domestic E2W production, exports are lagging, accounting for less than 2% of total output. In FY24, India exported only 1,609 units, compared to China's 15 million. However, emerging markets in Africa and Southeast Asia offer significant export opportunities, and recent data shows a positive export growth trend.

The reliance on imported components, particularly batteries, remains a major barrier. Battery cells, which account for 35-40% of an E2W's cost, are mainly imported from China, raising production costs. To reduce this dependency, manufacturers like Ola Electric and Ather Energy are investing in local battery production.

With the PM E-DRIVE scheme and ongoing efforts to localize manufacturing, India's E2W market is set for substantial growth. By enhancing local production capabilities and focusing on export markets, India can solidify its position as a global leader in electric two-wheelers, driving both domestic adoption and international expansion.

Ola Electric

In May 2020, Ola Electric made a strategic move by acquiring Etergo BV, an Amsterdam-based electric scooter startup known for its "AppScooter," featuring swappable high-energy-density batteries with a range of up to 240 kilometres. This acquisition significantly enhanced Ola Electric's capabilities in the global EV market, with founder Bhavish Aggarwal highlighting the opportunity to accelerate electric mobility in a post-COVID world. The company adapted Etergo's advanced design for the Indian market, targeting an ambitious launch by early 2021.

Ola Electric's manufacturing ambitions took shape with the establishment of the Ola Future Factory in Pochampalli, Tamil Nadu. By March 2021, the plant had become India's largest integrated and automated electric two-wheeler manufacturing facility. Notably, the factory operates with an all-women workforce, setting a global precedent for women-led industrial operations. The plant is equipped with over 3,000 AI-powered robots for precision tasks such as painting, welding, and battery assembly. It is designed to produce a scooter every two seconds, with an initial annual capacity of one million units, which can scale to 10 million units to meet growing demand.

Further reinforcing its position as an EV leader, Ola Electric built India's first lithium-ion cell Gigafactory, located near the FutureFactory. The Gigafactory began with a 5 GWh production capacity, with plans to expand to 100 GWh, reducing reliance on imported batteries from countries like China, South Korea, and Japan. With an investment of $100 million in the first phase, Ola aims to power its electric vehicles with domestically produced cells, thereby lowering production costs and enhancing supply chain resilience. In addition, the Battery Innovation Centre (BIC) in Bengaluru supports these efforts, focusing on improving battery performance, longevity, and manufacturing efficiency, further bolstering the company's competitive edge.

In August 2021, Ola Electric launched its first two electric scooters, the Ola S1 and S1 Pro, with great excitement. The event was filled with bold promises, including a commitment to begin deliveries by October of the same year. To drive early demand, the company set a booking deadline of September 8, 2021, and the scooters were priced attractively, with post-subsidy costs varying by state, making them accessible to a broad customer base. Central to Ola's strategy was its direct-to-consumer (D2C) sales model, bypassing traditional dealerships to take complete control of the value chain. While this approach was innovative, it also introduced significant operational challenges, as Ola had to manage everything from production and logistics to customer interactions in-house. The company aimed for vertical integration, to ensure a seamless journey from manufacturing to delivery, but the reality proved far more challenging.

Behind the scenes, however, challenges loomed. By November, it became evident that supply chain issues, particularly a global shortage of chipsets, were wreaking havoc on Ola's production schedule. The company was forced to revise its timeline, postponing deliveries to mid-December 2021. This delay tested the patience of eager customers, many of whom had anticipated riding their new scooters before the end of the festive season.

When deliveries finally commenced on December 15, the enthusiasm was palpable but short-lived. Customers quickly began reporting significant issues with the scooters. Many received vehicles with visible damages—cracks, dents, and misaligned parts. Complaints also surfaced about promised features, like the hill-hold system, voice commands, and app connectivity, which were either absent or not functional at the time of delivery. Adding to the frustration was the discrepancy between the advertised range of the scooters and their actual performance. While the S1 Pro was marketed with a range of 181 kilometres, real-world usage showed figures closer to 100 kilometres, leaving many feeling shortchanged.

Further, logistical hiccups spoiled the delivery experience. Some customers found themselves invited to grand delivery events only to leave empty-handed, with no clarity on when their scooters would arrive. Those who did take delivery reported incomplete setups, such as missing or substandard charging solutions compared to competitors like Ather, which offered dedicated home chargers.

Ola's struggles were not limited to product quality. The manufacturing facility in Tamil Nadu, heralded as the Futurefactory, faced its own operational challenges. Reports indicated that production was far below capacity, with the body shop functioning at half capacity and the paint shop not yet operational. The ambitious promise of 20 lakh scooters annually seemed a distant dream.

All these issues compounded to create a perfect storm for the company, as customers voiced their grievances publicly. Social media became a battleground, with photos and videos highlighting gaps in the LCD panels, unresolved insurance discrepancies, and scooters breaking down within days of delivery. One customer even recounted how their scooter had to be towed back to the service centre within hours of use.

Despite these setbacks, Ola Electric remained bullish, promising over-the-air updates to address missing features and citing global supply chain disruptions as the primary culprit. However, the initial euphoria surrounding the scooters had waned, leaving a trail of dissatisfied customers and unanswered questions. The launch, while ambitious, underscored the risks of overpromising and underdelivering in a fiercely competitive market.

As customer feedback began to surface online, the extent of issues with the Ola S1 Pro became clear. Early reports focused on safety concerns, with incidents quickly spreading across social media, exposing significant design flaws in the electric scooter. The situation escalated in March 2022 when an Ola S1 Pro caught fire in Pune, bringing widespread attention to the problem. In response, Ola Electric launched an investigation and, by April 2022, voluntarily recalled 1,441 scooters from the same batch as the affected vehicle. Although the company framed the recall as a precautionary measure, questions about the reliability of its battery systems remained.

The safety issues didn’t end there. Reports began circulating of front fork arm failures that caused dangerous accidents. Initially, Ola dismissed these incidents as isolated and extreme cases, suggesting that the customers might be at fault. However, a growing number of reports from across the country painted a starkly different picture. In some cases, with the S1, this arm simply snapped when a rider applied the brakes suddenly. These failures led to

serious accidents and, in some cases, grievous injuries. Owner groups on platforms like Telegram and WhatsApp became flooded with personal accounts of these incidents. As more such incidents emerged, it became clear that the scooter, a Dutch design suitable for the smooth roads in Europe, posed critical safety risks for riders on Indian roads.

In response to the mounting frustration, a petition on Change.org demanding transparency from Ola Electric quickly gained traction, gathering nearly 6,000 signatures. The petition called for an immediate investigation into the safety of the scooters and a commitment to addressing the concerns of customers. These voices of disillusioned consumers began to snowball, further damaging the company's reputation and raising doubts about the reliability of its products. Despite the company's initial dismissals, the volume and consistency of complaints made it increasingly difficult to deny that the issues with the Ola S1 Pro were more than just isolated incidents.

Instead of issuing a recall or pausing production to address the flaws, Ola Electric opted for damage control measures that many viewed as superficial. The company initially denied any safety concerns with the fork arm design. However, in March, under growing public scrutiny, Ola introduced an "upgrade" to the front fork arm, offering customers a replacement free of cost. In its statement, Ola avoided using the term "recall," instead framing the change as part of its philosophy of "continuous engineering and improvement."

Despite these efforts, customers remained sceptical. The lack of transparency regarding the necessity of the upgrade fuelled concerns among scooter owners. Ola's decision to quietly introduce a new fork arm design in its 2023 models, without informing existing customers, further damaged trust. Critics noted that while the upgrade addressed some design flaws, it did not fully resolve the underlying issues, leaving over 100,000 scooters still vulnerable on Indian roads.

Meanwhile, customers who voiced their negative experiences faced unexpected backlash. In several high-profile cases, injured riders or their families were accused of negligence or misconduct. One such incident involved a customer whose wife suffered severe injuries when the front wheel detached. Ola's response, which implied the rider was at fault, sparked public outrage, with some even accusing the company of using coordinated online accounts to discredit critics.A Mint investigation revealed a network of social media accounts seemingly created to suppress criticism and enhance the company's reputation. These accounts often targeted dissatisfied customers, accusing them of having ulterior motives.

While this strategy diverted attention from the complaints, it did little to address the fundamental issue: customer safety and satisfaction.

By mid-2024, frustration among Ola customers had reached its peak. Complaints about battery issues, missing features, and poor customer service were mounting, with reports indicating over 80,000 complaints a month. Social media was flooded with customers airing their grievances, and some even resorted to more extreme measures.In one shocking incident on September 10, 2024, a disgruntled customer, Mohammad Nadeem, set an Ola Electric showroom in Kalaburagi, Karnataka, on fire after repeated attempts to get his scooter repaired failed.

Ola Electric's struggles were further compounded by its stock performance after the much-anticipated IPO in August 2024. Initially listed at ₹76 per share, the stock surged to ₹157.4, sparking optimism. However, this was short-lived, as the stock later plummeted by 43%, reflecting investor concerns and a lack of sustained growth.

In September 2024, the company hit a new low with sales plummeting to just 23,965 units. This marked a sharp decline in market share from 47% in September 2023 to a mere 27%. Meanwhile, competitors like Bajaj Auto and TVS Motor showed considerable growth, further intensifying the pressure on Ola Electric. Bajaj Auto sold 18,933 EVs in the same month, marking a remarkable 166% year-on-year increase, while TVS Motor wasn't far behind, selling 17,865 units. Ather Energy also posted impressive results, with 12,579 units sold.

Amid these financial and market setbacks, the public spat between comedian Kunal Kamra and Bhavish Aggarwal came into the limelight. Kamra's viral tweet mocking Aggarwal and the company caught widespread attention, drawing even more scrutiny to Ola Electric.

The timing couldn't have been worse. Ola Electric, which had already been grappling with mounting consumer dissatisfaction, came under intense scrutiny after the Central Consumer Protection Authority (CCPA) issued a show-cause notice on October 7, 2024. This was in response to over 10,000 complaints lodged by customers regarding the company's electric scooters, many of which related to unresolved after-sales service issues, defective batteries, and delayed or unsatisfactory warranty claims. Ola Electric had claimed that 99.1% of these complaints had been resolved, but the CCPA was not convinced by this assertion.

Following this, the CCPA launched a deeper investigation to verify the company's claims. The review process revealed discrepancies between Ola's reported resolution rate and the

actual satisfaction of customers. In a sample of 287 consumers contacted by the National Consumer Helpline, only about 130 responded, and of those, nearly 80% expressed dissatisfaction with the company's responses. As a result, the CCPA referred the matter to the Bureau of Indian Standards (BIS) for further investigation into the quality of Ola's products and the adequacy of its service network.

Meanwhile, the Ministry of Heavy Industries (MHI) requested the Automotive Research Association of India (ARAI) to probe whether Ola Electric was meeting the regulatory requirements tied to government subsidies. ARAI specifically examined the company's pricing strategies and warranty obligations, particularly following a price cut for its S1X 2kWh model that had not been reported to the relevant authorities. The outcome of these investigations could lead to potential regulatory actions, including the loss of crucial subsidies under the PM Electric DRIVE Revolution in Innovative Vehicle Enhancement (PM E-DRIVE) scheme.

Amidst customer complaints, regulatory scrutiny, and financial challenges, Ola Electric has also been grappling with a staggering 48% attrition rate, a significant contributor to which is the toxic workplace culture that has developed under CEO Bhavish Aggarwal's leadership. Described by some as "brutal" and "super intense," Aggarwal's management style is marked by unrealistic expectations, a lack of room for employee autonomy, and frequent, late-night meetingsstretching well past midnight. Senior employees have spoken of enduring a high-pressure environment with limited space for error or input, leading to widespread frustration and burnout.

Aggarwal's approach to leadership has been deeply controversial. His habit of publicly reprimanding employees and demanding perfection, often over trivial issues, has added to the tense work environment. Reports tell of instances where he would rip up presentations for minor mistakes, such as missing page numbers or low-quality printing paper. He has also been known to use harsh language, including directing insults at employees, and even asked a staff member to run laps around the 500-acre Ola Future Factory to atone for an error.Aggarwal's 70-hour workweek philosophysupporting Infosys founder Narayana Murthy's controversial stance on extreme dedicationhas further polarized opinions. Aggarwal himself has claimed to work 20 hours a day, seven days a week, setting a gruelling example for his team.

This environment has contributed to a high turnover of top executives, with several key departures in 2024, including the Chief Marketing Officer, Chief Technology Officer, CEO

of Ola Cars, and the CFO. Some executives who had initially accepted offers chose not to join, citing the company's toxic culture as a deterrent. The company's struggles with leadership retention and its culture of intense pressure and unrealistic deadlines are leading to questions about the long-term viability of this approach.

Ola Electric's journey has shifted from an ambitious vision for the future of mobility to a reality fraught with challenges. Despite the initial optimism surrounding its entry into the electric vehicle market, the company now finds itself grappling with significant setbacks that have dented its reputation and market position. The rapid product launch, which failed to adequately account for the nuances of the Indian market, led to widespread complaints about the scooters' durability and performance. Coupled with an underprepared service network, Ola's customers have been left to deal with long wait times and unresolved issues, further compounding the damage to its brand.

As consumer discontent continues to grow, the company faces external pressures that are intensifying the stakes. Established players like TVS Motors and Bajaj Auto have gained ground, adapting their products to better suit local conditions and leveraging their well-established dealer networks to quickly gain market share. Moreover, the government's scrutiny, which has intensified through investigations by the CCPA and BIS, is putting additional strain on the company's operations. With regulatory concerns over the quality of its products and the transparency of its customer service practices, Ola Electric's future is now uncertain.

The road ahead for Ola Electric is undoubtedly rocky. While the company continues to push for operational improvements and explore new avenues to regain consumer trust, the competition is not standing still. The lessons from Ola's rapid rise and subsequent fall serve as a cautionary tale for other innovators in the electric vehicle space, reminding them that the key to long-term success lies not just in bold ideas but in the ability to deliver on promises and meet customer expectations consistently.In the face of mounting challenges, Ola Electric now finds itself at a critical juncture. The company's survival and future success depend on its ability to rebuild its service network, address customer grievances effectively, and respond to the intensifying competition.

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SAINTGITS INSITUTE OF MANAGEMENT
SAINTGITS COLLEGE OF ENGINEERING
PATHAMUTTOM, KOTTAYAM

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

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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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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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.

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

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

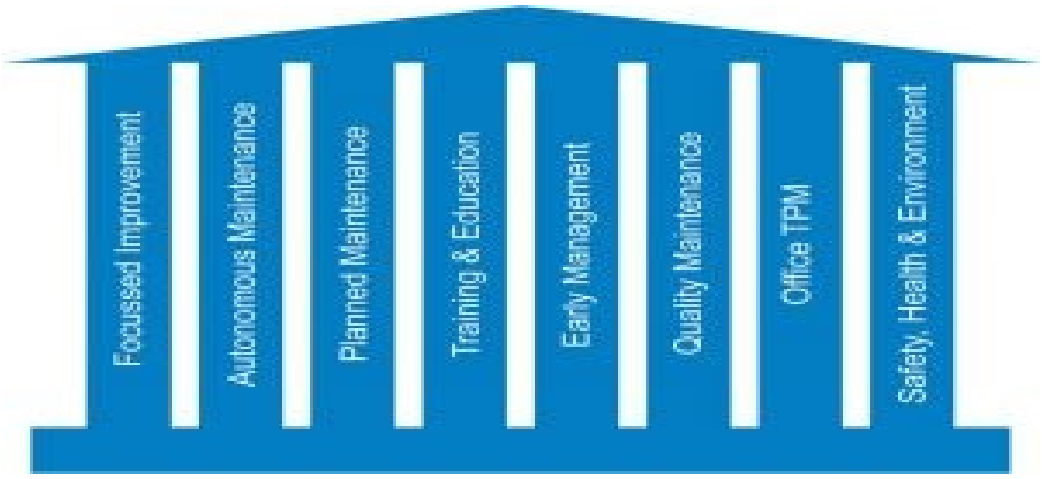
diagnose the condition of equipment during operation – to identify the signs of deterioration or imminent failure.

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:

- 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
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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

- 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 In-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

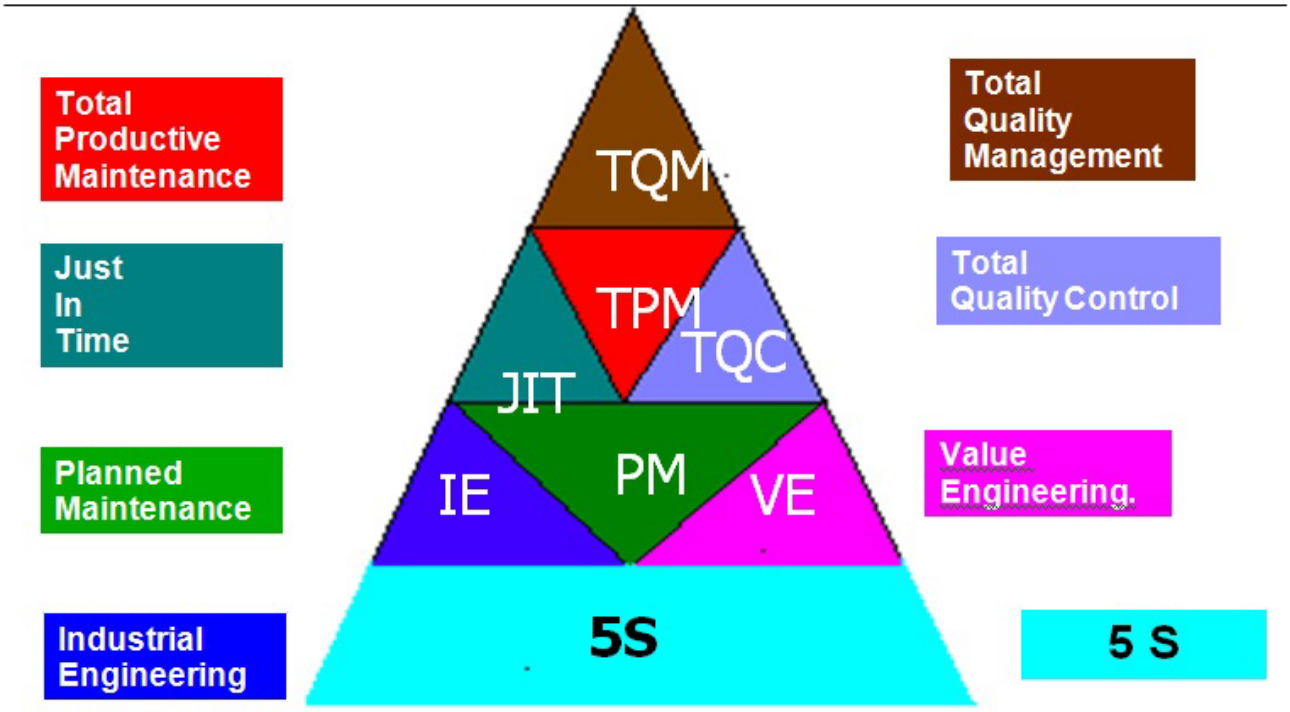
To restructure the corporate culture through improvement of human resources and plant equipment

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

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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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.

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?

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.

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."

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.

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.

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

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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

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.

AnurbanpilotresearchstudyAnurbanpilotresearchstudy 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).

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 IndiathereisastrongpresenceofIntellectualProperty 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

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…

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

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Controlling Costs – At what Cost???

In November 2022, Daric Joe, the Head of Operations at DDM Industries was assessing the performance of the site workers.He found a drastic decline in the production rate in comparison to the previous months. Daric had no clues as to what went wrong as it was for the first time in the history of the company that such a drop in production was noticed. DDM Industries was enjoying high goodwill in the industry. The company had a diversified product mix. They have always dealt with their stakeholders as their own family. The way they used to treat their employees was incredible.

Daric decided to delve deep into the situation to find out the exact reasons behind the decline in production. After a week of careful observation and in-depth study, he had come to the conclusion that one of the factors that can be the reason behind declining production rate may be the low-qualitymachinery that they have been purchasing of late as part of their low-cost competitive strategy and the resultant supply chain strategy of cost control. Moreover, instead of upgrading the equipments, they had just followed the practice of replacing the obsolete ones only.

In spite of having well trained workers, it was the low quality equipments used in the production process that was the primary cause for the decline in productivity. Of late the number of the accidents being reported from the work place was also on the rise in spite of all the safety equipments and practices in place.

Daric realized that in the pursuit of following the low cost strategy, the company is eventually ending up with more costs and lesser revenue.

1) In the backdrop of the Case, what do you think are the advantages and disadvantages of pursuing a cost control supply chain strategy?
2) If you were Daric, how would you have dealt with the situation?

Rowari Sewing machine

After a long day of board meetings, James sat down in his office to consider what had gone wrong with his company. James has observed Rowari Industries' rise and declines from his early days as an employee to his current position as CEO.Few of the decisions recorded in his diary are the company's final survival kit.

Rise of Rowari

During his mid-30s, Rayush Rowari founded Rowari Industries Ltd, a company named after his surname "Rowari," and established operations in Pune's rural areas. Rowari Industries manufactures sewing machines for individual tailors, small and medium-sized tailoring units and large tailoring units. The company produced its first batch of sewing machines in 1980,branded as "Rowari Star". Rowari Star is manufactured in India with motor components imported from Japan.After graduating from engineering college, Rayush worked as an engineer for an automotive company in Japan. His work experience has helped him to design and implement fully effective cost-cutting measures. Rayush has thoroughly evaluated the inefficiencies of existing sewing machines and their market operations in order to avoid all Rowari Star vulnerabilities. Rayush has ensured that the Rowari Star Sewing Machine is the only sewing machine on the market that can simultaneously provide a drive shaft and crankwithminimalcomplexityintermsofmotorrotation.Rayushhasworkedforhiscompanyasanengineer, chief designer, salesman, and promoter. Rayush's distribution strategy is to find thetopdistributorsinthePunemarketandchoosethemostprominentonetopromoteRowaristaran d explain its operational effectiveness among its rivals. Unfortunately, Rayush was unable to agree with the final distributor price offered for Rowari star by the majority of prominent distributors because of the high cost of motor importation, and distributors also failed to detect Rowari’s product quality.Arthur Patel,the owner of Nasik Logistics Ltd, an optimistic distributor, saw the Rowari Star's potential and agreed with Rayush to take over distribution in the region.Rayush currents needs can be met entirely by Arthur's three sales people and one

old truck for transportation.As expected,retailers reacted positively to the initial batch of Rowaristars; within two weeks,the whole stock had been sold out by retailers, And Arthur was receiving more than 200 per cent of orders from stories young tailors are drawn. to Rowari because of its ease of use and two-year warranty. Rowari Star has increased marketshare in Maharashtra, as well as other Indian states such as Delhi and Chennai, in just two years. In 1995, the government encouraged self-employment by establishing tailoring units, which increased the output and demand for Rowari sewing machines. By 1997, the Rowari company had captured the majority of the sewing machine market, with two models catering to all market segments. Rowari Starcatered to the mid-priced individual segment, and Rowari Titan catered to large industrial units, both of them received amazing responses from customers and merchants. The enterprise operated throughout Maharashtra, as well as exporting to otherstates.ThesuccessofRowariCompanyledtotheexpansionofArthur'sdistributioncompany.Arthur became the top sewing distributor in the state and later expanded into other electrical appliances.

Rowari Company in the midst of a crisis

During the early 2000s, Rowari's sales were at their peak, and the company's manufacturingcapacitywasatitsmaximum.Fromitsinception,theRowaricompanygenerated20millioninsales.Becauseoftheconsistentproductperformanceandconstantassistancefromthedistributor, as well as the Rowari company's incentive structure, merchants were confident inpromotingRowariitems.Rayushhasretiredasadirectorofthecompanyaftertwentyyearsofservice, while Raveena Rayush, Rayush's daughter, who holds a master's degree in business administration from the United States, manages the company's major operations as CEO.Raveena's vision is to operate across India, rather than in a few key states. Raveena evaluated the costs of entering unexplored markets as well as the infrastructure required to grow into a national brand. The rise of competing items and inefficient distributor activity were two of Raveena's primary conclusions. Raveena discovered that the distributor operates the entiremarket inefficiently. Due to Arthur's personal reasons, his distribution company has chosen to avoid working with a few prominent merchants, even though those retailers want to work with Rowari. Raveena also discovers that the salespeople are unreliable to the parent firm, as theyf ailed to notice changes in demand and consumer needs and efficiently report them to the headquarters in a timely manner. Raveena implemented sales performance

evaluation for adequate incentive structure after deciding to change non-profitable practices.According to the new metric, salespeople must place at least 30 new orders every month in order to receive bonus payments,and stores must complete two batch sales per month.This moves parked huge Disagreements among stores and sales people on the ground,as well as the Arthur distribution firm. Arthur was also obliged to join hands with retailers he had shunned. For continuing to work with Rowari, Arthur's company requested a 50% increase on the existing distribution payment structure. Raveena ignored the quote and went on the hunt for another distributor in the same market for future distribution. After 21 years of collaboration, Arthur's firm has totally exited the Rowari company's distribution operations. Rowari Industries' relationship with a few retailers has also come to an end.as a result of an unreachable incentive, system. Major competitors, particularly foreign multinationals, are focusing on Rowari's primary market as a result of globalization. Fully automatic sewing machines ,introduced by the Korean manufacturer Xingshu, are conquering the market.Rowari's profits have dropped after 22 years of steady expansion. By the end of 2002, thecompany had dropped from 1032 to 765 retailers. Ravina's chosen markets also did not offersufficient growth results. To regain market share, the company produced "Rowari Infinx," a completely automated product that can compete with Xingshu's automated product.Customers have complained about repeated motor failures recorded by Rowari infinix. Rowari Infinx, which has a higher profit margin than Rowari Star and Rowari Titanium, was pushed more by merchants and salespeople to gain more bonuses. Arthur's distribution company and his distributors have already begun a negative campaign against Rowari items, and the firm has been unable to acquire additional orders. The company's items started to be withheld at retail stores, while Xingshu launched new rival products to the market, such as a compact sewing machine. Rowari's management foresaw a critical situation and chose to remove Raveena as CEO in lieu of James Patrick, the company's senior manager who has overseen the company's whole expansion. James cancelled the non-profitable distributional market and the unrealistic incentive structure. The following are the primary options available to James for resurrecting the good old days: 1. Re-join with Arthur Distribution Company. 2. Bring back the incentive structure from the previous format. 3. Delegate the distribution area to the discretion of the distributor company. The major challenges associated with this decision are that will deplete the Rowari company's major reserving capital, requiring the company to invest in product and market research using its reserved capital inorder to reclaim

market segments.

Q) Assess James Patrick's decision to enhance Rowari Sewing Company's distributor Relationships and market growth. What are the reasons for your stance?

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MARUTI SUZUKI

One of the major reasons behind Maruti Suzuki's dominance in the Indian market has been its selection of segments. It has always tapped volume rich segments with frugal and affordable models. Maruti commands a significant chunk of the market share currently. The company started its journey in 1982 with entry-level models like the iconic Maruti 800 and Omni in 1980s and then continued to introduce models in higher segments starting with the Zen and then going on to launch cars like WagonR, Swift, Dzire, Baleno and then the Vitara Brezza and Ciaz. Moving forward the company is ready to implement the same blueprint, drawing inspiration from its successes in the past.

Maruti Suzuki India Limited, formerly known as Maruti Udyog Limited, an Indian automobile manufacturer, based in New Delhi, is the leading car manufacturer in India. It was owned by the Government of India until 2003, when it was sold to the Japanese automaker Suzuki Motor Corporation. Started as a semi-government company, Maruti Suzuki gained trust amongst Indian car buyers. It sells the highest number of cars and also has the largest sales and service network. Maruti is the leader in small cars segment. In fact, it even has the largest offering in hatchbacks for the Indian car market. As of September 2021, Maruti Suzuki has a market share of 49 percent in the Indian passenger car market.

Maruti Suzuki has 3598 sales outlets across 1861 cities in India and planning to reach 4000 showrooms. Maruti Suzuki has 3792 service centers across India to provide the best service for the customers. Maruti Service centers in India cater 46000 cars per day.

With the long 40 and counting years of experience, Maruti Suzuki continues to deliver economical and practical vehicles in India. As part of stepping with the generation, Maruti Suzuki has four retail channels and is Maruti Suzuki Arena, NEXA, Commercial and true value.

2001 - MARUTI
TRUE VALUE
Maruti True value builds an organized structure in the pre-owned car business. Maruti implemented the idea that buying a pre-owned car is the same as that of buying a new car. Each customer will have a lot of confusion and questions that need clarity. With True value outlet, Maruti caters to all these concerns under one roof.

2015 - MARUTI NEXA -
CREATE, INSPIRE
Maruti Suzuki always has the name of the common man's car, and as part of catering to those who are ready to spend more on avail fine class specifications and experience, they started the NEXA chain of retail outlets. NEXA started with premium Crossover model

S-cross into the market. The models available through NEXA outlets are Ignis, Baleno, Ciaz, XL6, and S-cross. NEXA- the name expands as New Exclusive Automotive Experience and the name says all that each customer can experience. The outlets are designed to the premium and employed to cater to each of the customers with the utmost care and to provide full-fledged buying experience. NEXA blue is now a prestigious color for Maruti cars and is an innovative creation from Maruti NEXA.

2016 - MARUTI
COMMERCIAL

Apart from passenger vehicles Maruti has two commercial vehicles in line and is Super Carry and Eeco cargo. Being into the new line of business Maruti had formed a new channel for commercial category vehicles and is Maruti Commercial. This channel is fast growing with 300 plus distinct outlets over 230 cities in India.

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'Linkage Between *Maintenance and Productivity,* :A case Study

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.

2. The key technology used by the company

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.

About 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.

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*

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”.

3.The impact of this technology on the organization

Name of Organization	OEE (in %age)		
	Benchmark	Targets	Actual Achieved
MRF Ltd., Kottayam	69	97	96

Tyre major Madras Rubber Factory, popularly known as MRF, has bagged the Total Productivity Maintenance (TPM) Awards for Excellence at a function held in Kyoto, Japan. The company's Arakkonam and Goa Plants bagged the awards,

4. The impact of this technology on specialized domains in the organization (the domains selected is Production)

- 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
- Typically people showed strong resistance to change.

Management losses are not accounted in this process. Hence not viable.

Inter Departmental conflict has arisen as each department was focusing on their own targets and responsibilities.