



# Gravity

**The Great Lakes Magazine**



**BOTTOM OF PYRAMID 3.0 & MARKETING**



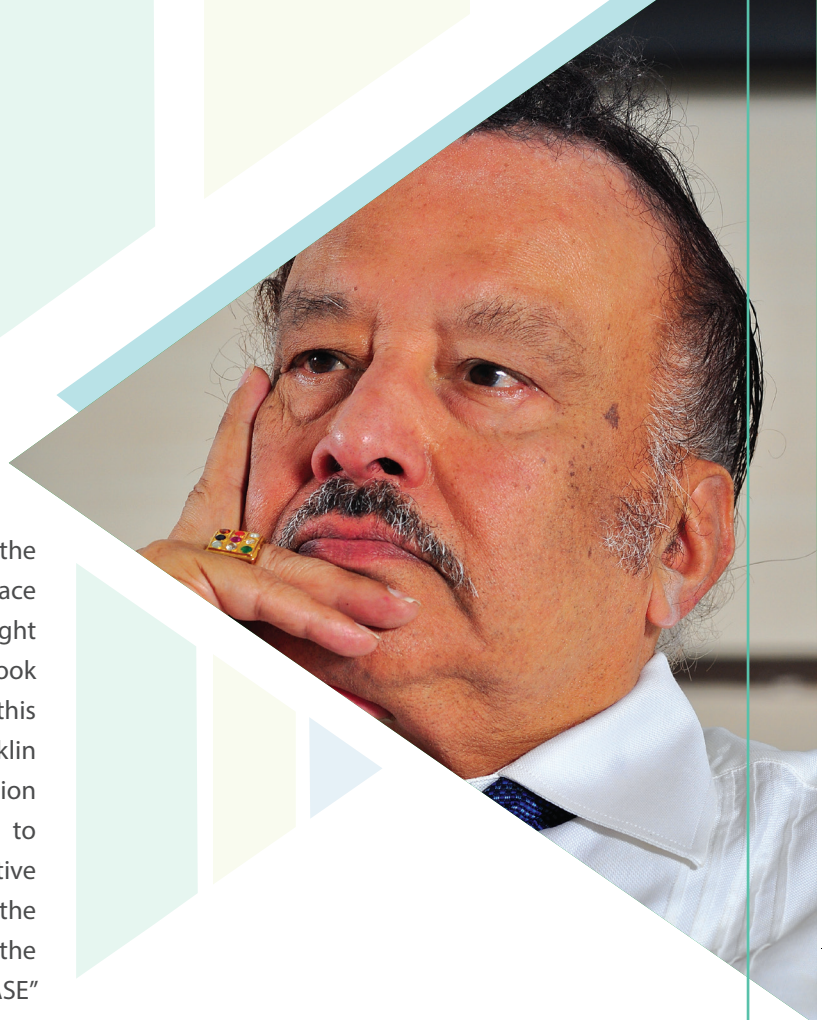
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## MESSAGE FROM THE DEAN

The title for this issue of Gravity, "Bottom of the Pyramid 3.0 and Marketing" is a very germane space for quality discussion. Though this phrase has caught the attention of the intellectual masses after a book published by C. K. Prahalad, the existence of this concept can be dated back in history when Franklin D. Roosevelt used it for the first time. An organization cannot continue to flourish till it has something to offer to each segment of the society. It is imperative that we understand what and who comprise the "Base of the pyramid". I would like to change the word "Bottom" used by my friend CK to "BASE" emphasizing "the rural agricultural poor", in my view are the "Foundation of India". Any individual who makes a living at less than \$ 2.50 per day, fall into this category. Though this is a statistic that would not leave anyone happy, but when observed as a phenomenon, these strata of people have a formidable combined spending power of \$ 5 trillion. This amusing fact reinforces the belief that the organization will have to be out of their minds to not see the opportunity that lies in front of them.

Once we have established the need to cater to this demographic, the next question to ask is how one goes about doing it. Organizations have to engage themselves in balancing acts where in, on the one side, they have to maintain a certain quality with regards to the product and on the other side, they need to make sure that the product does not cost a fortune to the consumer. The consumer should immediately see a value behind the purchase. It has to be systematically prized in order to avoid the psychological game of tug-of-war because you would not want to give that option of NOT buying your product to the consumer.



The industry is still at a nascent stage as far as its offerings to these sections of the society as concerned but it has begun to understand the value of it. We have initiatives like e-chaupal from ITC and similar initiatives from HUL, etc. wherein many products are designed keeping the BOP as the pivot.

It will be interesting to witness what the future holds in terms of innovation and development on this front. This issue of gravity is aimed at understanding the concept, its relevance and its application in the area of marketing. In our quest for "inclusive Growth" we want to "transform" the pyramid to a Cylinder. In that attempt we have adopted 21 villages around Manamai where our campus is located to convert them into Golden residences by converting what is called as "Garbage into a Goldmine". Please join our crusade! Jai Hind!

**Happy Reading!**  
**Prof Bala V Balachandran**  
**Founder & Dean**



## MESSAGE FROM THE EXECUTIVE DIRECTOR

While it has been increasingly highlighted that the section of the world's population lying at the Bottom of the Pyramid (BoP) represents an economy of great potential, the reality is that this customer base continues to be largely untapped. The need of the hour is to look beyond the perception that low individual incomes automatically mean reduced profits for the corporation. This calls for creativity and out-of-the-box thinking on the part of marketing managers looking to target this particular market.

The size of the BoP population today is large, even in developed countries, but it also means that this represents a substantial target market to which new business models can be applied. Marketers are now increasingly focused on innovative and well-priced product offerings tailored to the needs of the BoP customer, as developed markets begin to show signs of saturation.

This theme is all the more relevant in the Indian context. The penetration of technology, with mobile phones and television sets being widespread in rural India today, is an example of how the affordability and availability of products can transform lives. It acts as a pointer to the opportunities offered by the BoP segment. Tomorrow's marketers would do well to note this.

**Happy reading!**  
**Prof S. Sriram**  
*Executive Director*

# ▶ EDITORIAL

## BOTTOM OF PYRAMID 3.0 AND MARKETING

Marketers always look for an opportunity in the form of customer demand, market access and building value for the shareholders. A decade back Prof C K Prahalad along with Prof Stuart Hart conceptualized the idea of 'bottom of pyramid'. As a concept in its original shape, bottom of pyramid revolves around ideas and strategies for large organizations to develop products and services for low income and below the poverty line population for profit. Though available aggregate disposable income at the bottom of society is marginal, sheer size of the market makes large corporates to develop and strategies for these markets. It is estimated that around 400 million people in India live with a daily income of less than 2 USD. This will be the case with many countries. The original idea is based on what is popularly called 'inclusive capitalism'. On one hand it will bring growth, profits to companies but more than that it will lift billions of people above the poverty line and can create opportunities for them to lead a happy life. Prof C K Prahalad and Prof Hart says (I quote) MNC's investment at the bottom of the pyramid means lifting billions of people out of poverty and desperation, averting the social decay, political chaos, terrorism and environmental meltdown that is certain to continue if the gap between rich and poor countries continue to exist (Unquote).

Modern marketers are guided by some fundamental and myopic assumptions. They believe poor customers should not be targeted as their current cost structure cannot afford a marketing program to a distributed and fragile market at the bottom of the pyramid. They have a feeling that affordability is the driving factor than willingness to experiment and opportunity to benefit from product innovations. But there are mega-macro or global challenges driving innovations in products and markets. There is an increased access to electronic media, mobile and Internet due to

### THE FOUR CORNER APPROACH FOR SUCCESS CAN BE

- ▲ CREATE BUYING POWER THROUGH INCOME GENERATING PROJECTS AND PROVISIONING FOR GREATER ACCESS TO THE MARKET
- ▲ IMPROVE MARKET ACCESS AND DISTRIBUTION COVERAGE BY OPENING ALTERNATIVE DISTRIBUTION CHANNELS AND COMMUNICATION LINKS
- ▲ SHOULD CUSTOMIZE THE PRODUCTS TO CATER TO THE LOCAL MARKETS AND POCKETS THROUGH CONSUMER EDUCATION AND SUSTAINABLE DEVELOPMENT.

rapid fall in cost structures of these technologies. Markets and opening up and governments are exercising lesser control on market entry and privilege of access. Economies are globalizing at a rapid rate and this has helped companies to reap benefits from global supply chain and logistics. There is already stagnation in the upper and middle class segments and this is severely pushing marketers to enter into the bottom of pyramid markets. Governments are discouraging migration and creating avenues of income and infrastructure at the rural and village areas for people no to migrate into urban areas.

So here is an opportunity for marketers and organizations which can be executed through 'customer empowerment'. Unless the companies create opportunity for increase in productivity and disposable income of BoP customers, there cannot be any success in this market. There is no consumable surplus in these markets, whosoever can create this consumable surplus can enjoy good market share. The four corner approach for success can be (1) create buying power through income generating projects and provisioning for greater access to the market (2) improve market access and distribution coverage by opening alternative distribution channels and communication links (3) should customize the products to cater to the local markets and pockets through consumer education and sustainable development.

The original idea of BoP 1.0 assumes that customers are static and deep listening can help in creating market opportunity. BoP 2.0 goes one step further and calls for co-creation of products and services with the communities as targets. The strategy is not on pure market access or product customization but on development of sustainable and innovative technology for these markets. BoP 2.0 is about developing an entire market that is difficult to conceptualize in the classical sense of capitalism but talks about culturing

future needs through co-creation of value. The following table gives a comparative between BoP1.0 and BoP 2.0. pure market access or product customization but on development of sustainable and innovative technology for these markets. BoP 2.0 is about developing an entire market that is difficult to conceptualize in the classical sense of capitalism but talks about culturing future needs through co-creation of value. The following table gives a comparative between BoP1.0 and BoP2.0.

BOP STRATEGY	
BoP 1.0	BoP 2.0
BoP as consumer	BoP as business Partner
Deep Listening	Deep Dialogue
reduction in Price Points	Expand Imagination
Redesign, packaging, extend distribution	Marry capabilities, build shared commitment
Arm's length relationship with NGOs	Direct, personal relationships facilitated by NGOs
<b>Selling to the Poor</b>	<b>Business Co-Venturing</b>

Prof Hart is of the opinion that BoP 2.0 should focus on co-creating businesses by incubating tomorrow's more sustainable ways of living at the base of the pyramid and this is possible by innovating for production and usage of bio fuels, water treatment, affordable and sustainable construction and universal healthcare programs. Once these basic are developed then the companies can experience the real value creation in the society and this will lead to 'inclusive capitalism'. The BoP protocol is a pioneering business incubation process that enables multi-national and large corporates in a country to generate business opportunity and engage people at base of pyramid on a philosophy of participation. BoP 2.0 protocol creates a unique proposition based on the marriage between corporate resources, innovative technologies and best

practices involving communities and developmental organizations. The NGOs and community organizations contribute with social and knowledge capital and the corporates can bring financial and innovation capital for a successful BoP 2.0 strategy. This protocol uses a unique set of tools, techniques and processes taken from sociology, participatory rural appraisals and micro finance institution operations to build what is called 'Native Capital'. This native capital consists of abilities to engage in deep listening and creating continuous dialogue with BoP members; co-discovering and co-creating new business opportunities and business models embedded in the local cultural infrastructure and finally an ability to co-design and launch BoP business for mutual value creation among partners. The following diagram explains the BoP 2.0.

BOP 2.0 PROTOCOL CREATES A UNIQUE PROPOSITION BASED ON THE MARRIAGE BETWEEN CORPORATE RESOURCES, INNOVATIVE TECHNOLOGIES AND BEST PRACTICES INVOLVING COMMUNITIES AND DEVELOPMENTAL ORGANIZATIONS. THE NGOs AND COMMUNITY ORGANIZATIONS CONTRIBUTE WITH SOCIAL AND KNOWLEDGE CAPITAL AND THE CORPORATES CAN BRING FINANCIAL AND INNOVATION CAPITAL FOR A SUCCESSFUL BOP 2.0 STRATEGY. ▲



Fig. BoP 2.0

BoP 3.0 is proposed based on the application of technology into these markets. There is a big revolution in information technology which has increased market access for communication as well as transaction. So the BoP 3.0 protocol should look into application of information and communication technology to create sustainable business models and deliver value at the bottom of pyramid. The world has never experienced so much of information and knowledge democracy in the past. This is possible due to revolutions in communication technology and application of Internet for business. The mobile application solution has made it easy for product and market information to have a dyadic flow (in and out of bottom of pyramid market). Democratization and universal access to information coupled with new knowledge on cloud computing and crowd sourcing with further help marketers to increase their presence in these invisible markets.

This issue of Gravity debates issues related to Bottom of Pyramid. These articles reflect what our young readers across business schools think and feel about this market. They have their own vision of working out a solution for BoP market. Hope you will enjoy reading these articles and please feel free to write back to me your views and comments at tapan@greatlakes.edu.in.

We are also inviting article for our next issue focusing on Business, Social and Big Data Analytics (BSBDA). Please send me your articles, notes and comments for publication.

**Happy Reading!**  
**Dr Tapan K Panda**  
*Editor - Gravity*

# EDUCATION AT MISSIONARY ZEAL CAN TRANSFORM INDIA: TN SESHAN

- Nixon Fernando, Lecturer

Mr. TN Seshan, the illustrious Former Chief Election Commissioner (CEC) of India is known for being a no-nonsense, disciplined, squeaky clean and impartial bureaucrat with an impeccable record of dutifulness and great wit. He began his career as a lecturer in his own college, went on to be among the toppers of his batch in the IAS exams and served the government in various capacities for 36 years. He served as CEC for six more years. He contributed to the administrative set up of the ISRO when it was culled out from Atomic Energy Commission; he gave shape to Environment Ministry as its first secretary and after serving as the Secretary for PM's Security and Secretary for Defense he went on to occupy the top post of the Cabinet Secretary. He is however known for his tremendous impact as the CEC; despite the parliament not giving him a single new law to reform the Election process, he was able to transform the perception and effectiveness of the Election Commission from it being an appendix of the Law Ministry to it seen in its rightful place as constitutional authority.

The systematic reforms that were introduced in the election processes in his tenure, through the mere



firm application of laws, were able to stem a serious rot that had set into the system by that time. Sharp and active at the age of 81 years he talks about the causes of poverty in India and stresses on the importance of implementing laws.



## What are the reasons for poverty in India ?

There is no single point answer to this; there is a combination of factors. There is a spiritual dimension to it—that for a significant section of the population, being rich and ornamented is not an objective; being meek and humble is an ideal a man should pursue. Then there is this fact that this is a highly habitable part of the earth in that there are more people per Square Km than most places on earth. Then there are the usual economic factors like non accumulation of capital, subcritical size of farm holdings, plunder by repeated invasions, lack of infrastructure and lack of education all of which facilitate poverty.



### **What strategies should be followed to solve this problem ?**

Here too there is no one point solution, a combination of factors must come into play. There must be peace and stability and there should be government by rule of law. There is a need for an absolute and almost mad chase for education for all. There should be enlightened application of all kinds of technologies with zero delay. And most of all there is need of a breed of managers who are world class. Lenin had said that the cure for Russia is electricity & Kolkhoz (village community); for India it is science and good governance.

### **Why has the existing planning system failed ?**

The existing planning system has failed because it has been brought forward by people who have little or no experience of planning in the past. More so those who were at the helm of affairs were visionaries and not practical people. To add to it the plans are being executed by people who are unfit for executing them.

### **What is your view of the people in the bottom of the Pyramid ?**

The bottom of the pyramid is characterized by a long suffering and groaning class of people, who, one wishes, were less tolerant to suffering. The capacities of an average Indian to put up with privation is unbelievable.

### **How market access can be increased ?**

There is no magic to market access. It is improved by infrastructure - roads, bridges and transport. It is improved by information which is readily available in respect of goods and services which everyone is seeking. And also through the monetary mechanisms by which and individual can access cash loans or credit cards at rates of interest that are reasonable.

### **What role do you see for the private sector in bridging the poor-rich divide ?**

It must be a private sector that is properly controlled and which will not put private benefit ahead of everything else; if this can be assured then the private sector will have a role to play in bridging the gap.

### **Is there anything else you would like to particularly highlight in this context ?**

I would stress on education. South Korea did a fine job and now Sri Lanka is doing the same; universal, compulsory, non-discriminating education must be enforced.



# THE BOP BATTLE FIELD

-Swati Joshi



The Bottom of the Pyramid (BoP) is an intriguing battle field which shatters all established marketing theories back to the basic “needs wants and demands” concept. The core idea is that poor seek and pay for the services rendered to them; they ought to be viewed as potential consumers rather than passive beneficiaries. They constitute a thriving market which is largely underserved and surprisingly, grossly undervalued. Identifying this huge consumers market is like unearthing a treasure chest, the key to which lie in answering- what to sell in this market and how?

Understanding the BoP markets begins with understanding the BoP consumer: their basic needs wants and demands. Any solution targeted at BoP consumer needs to be lean and consumer centric. It has to take into account all three: feasibility, profitability and sustainability to be successful.

**One of the approaches to conquer BoP market is Design-Develop-Distribute approach.**

**Design:** Many of the modern day solutions especially those used in the western world cannot be directly pressed into the BoP market. The solution has to re-designed and re-engineered to meet the BoP demand in a cost effective manner. For BoP consumer money is scarce, they have to make trade-off every day, so if the solution offered has to be a success, it is through a more or less immediate value creation.

**Develop:** After design, comes the production. Producing the same supply but lowering the price will definitely not be sufficient. Economies of scale as well as economies of scope need to be leveraged to produce greater volume at lower costs. The model leverages lower per unit margin and higher volume to ensure higher return on capital employed.

**Distribute:** A robust distribution system needs to be in place to ensure product reach and accessibility. Several big FMCGs have already come up with new distribution strategies such as “piggybacking” the existing channels and community engagement to promote product distribution, e.g. “project Shakti by HUL”, “ITC Choupal Sagar”, etc.

Last but not the least is the consumer aspirations. While adopting “design for all” approach for Bop consumers in creating a dedicated product or service, the company should ensure that it does not stigmatize them. Put differently, the product or service should not be perceived as a “designed and produced for the poor”. BoP consumers are aspirational like any other consumer and do not want to have something that will highlight their current economical situation.

**(Symbiosis Centre for Management and Human Resource Development, Pune)**

# TAPPING THE HIDDEN TREASURES AT BOP

- Avinash Singh

We have completed 66 years of independence this year and from the origination of LPG (Liberalization, Privatization & Globalization) it's just a little bit more than 22 years. There was a time when people did not have choices of what they want; they were just supplied with whatever a manufacturer can possibly make. India was agro-rich and agro-base country from starting, industrialization was started by the Brits and when they left, India was just coming out of cocoon. We were thinking of making India a great nation. Very less people were rich at the time of independence and when the proliferation of people started from small thinking to big thinking, and then they started rising by following their ideas and dreams. People in cities started growing at a very faster rate than in villages.

Green revolution also came and helped the country in fulfilling its food need. Everything happened in our history after freedom definitely made one thing clear to everyone that nobody's going to be same in economic status. And as population increased formation of a Pyramid took place. A so called Pyramid of people have more than 70% people in bottom part which itself create a sense of business attraction towards this segment. About more than 600,000 villages in India is the core target.

There is a vast opportunity in the bottom of pyramid, as we know that huge availability of people is there who live their lives on daily income basis. People whose life is based on just agricultural income, on labor work they do, on Rickshaw they pull and on vegetables they sell. These daily needs of individual are very small in quantity but when we talk about a population, this need becomes opportunity where we can focus. Or we can say on this opportunity we have started focusing nowadays.

So, now we perfectly understand what potential this part of population or the 'hidden treasure of market segment' have in it. And from the launch of 'sachet packs' for people, we know the growing focus of companies towards bottom part of pyramid. Companies are

▶ A SO CALLED PYRAMID OF PEOPLE HAVE MORE THAN 70% PEOPLE IN BOTTOM PART WHICH ITSELF CREATE A SENSE OF BUSINESS ATTRACTION TOWARDS THIS SEGMENT. ABOUT MORE THAN 600,000 VILLAGES IN INDIA IS THE CORE TARGET. ◀

now trying to focus on 70% of the Indian population which is under this umbrella. Providing their product in a manner which is affordable, acceptable, attractive and efficient is the biggest problem. Considering the purchasing power of rural people has increased from last 2 decades so they have the ability to buy. People are studying in rural part; they are providing education to their children. They are also developing and demanding new & advance products. They have started relating themselves with a brand or a brand ambassador; they understand how to make a choice.

In this situation of competition and opportunity in rural, how can an organization make a difference and market themselves in front of these people so that they will buy their products regularly? This question can be hard to answer but when we dive into the thoughts of making success in rural India, we find very interesting facts about these people.

People in rural India are very conscious about spending their hard earned money. They can't spend much simply because they don't have much. They can just fulfil their basic needs and find their happiness & satisfaction in that. They relate everything with nature. They want the best value for money. The biggest problem comes in telling people about the product, and making them understand the need of that product. Sometimes there is need of a product but they don't know it. For example Chulha (the conventional way in place of gas stove) in villages produce a lot of smoke due to inefficient burning of fire-wood and it need to be replaced with more efficient type of Chulha so that it will not be hazardous to the people involved.

Now let's focus on some ways of doing marketing in rural part of India. First of all we must know that entering in any village is very easy because villagers welcome people coming from outside bringing development. So we must utilize this habit for mutual benefits. But we cannot just go there and start telling about our product and think people will start buying it so easily. Basically a rural part is operated by particular panchayat of that area, so directly talking to them is beneficial. They can give assurance to people that whatever you are selling is right value for their money. So first thing which should be done is to convince the panchayat about your product and then start your promotion.

### ► THE WAY A COMPANY PROJECT THEMSELVES IN RURAL MARKET IS VERY IMPORTANT BECAUSE THAT'S WHAT IS GOING TO BRING PROFIT FOR THE COMPANIES. ◀

Marketing in rural part is not a cake-walk; these people need proper assurance that if they are giving their money to you they will get something of right value. And all of this we can create by doing social work in that part. Like, if we are in rural market for selling our pharmaceutical products we can provide them with free health check-ups and free doctor consultation for their problems. Providing free and cheap medicines of some common ailments and giving proper suggestion will help them a lot. This will create goodwill among our target segment. All the rural doctors can also be made a part of this by planning some ideas. The way a company project themselves in rural market is very important because that's what is going to bring profit for the companies.

Also if we can increase the purchasing power of people by creating job opportunities. By taking up some projects like construction projects or development of a village, we can definitely create

a circle of mutual growth. One more thing which a company can do is give them skills so that they can earn themselves. As giving skills to people will also help companies to get a cheaper employee from the rural area than bringing people from city and these people will get paid which will lead to increase in their purchasing power. Hence they will be able to buy your products easily and they will feel loyal in doing that. Simultaneously due to increase in purchasing power of people we will be able to sell our products and in a big plan we can make easy profits out of it.

Environmental friendly projection of your company plant in rural area can also help in increasing your values. People will recognize the efforts of company in keeping the nature clean, gives an extra edge to company in marketing. Because now people can connect themselves with the good deeds of yours and they feel like they are also contributing to the cause. Also relate your product with nature like if you are making toothpaste you can try for something related to 'Neem' taste, or if you are making some biscuits you can go for whole wheat flour etc.

Companies can also collaborate with different villages and buy raw material directly from the farmers at better prices and simultaneously increasing the value of company in the eyes of the customers. Also making small packets of everything, whenever it is possible, will make a huge difference, so that people can buy it daily and easily. Another very important thing is to maintain a proper channel of distribution throughout the country so that availability of the product is better than rivals.

So the huge base which is kept in ignorance by even big companies, must be properly studied and proper planning according to the needs must be done because companies can acquire this treasure for their profit and can create a big brand image with people's satisfaction.

*(Symbiosis Institute of Management Studies, Pune)*

# BOP IN THE CHANGING SOCIAL MILIEU

- Vibhati Sharma

C.K Prahalad and Stuart Hart with an article in a business and strategy magazine in 2002 introduced the world to the idea of the bottom of the Pyramid, relevant even today. What is so remarkable in business is the number of such conflicting variety of success formulas that are at our disposal, proposed by its numerous practitioners and professors.

In a boundary less world, gone are the days when one could sell last year's models in lesser developed nations. With globalization affecting all, it's impossible to escape it. Just like political freedom, access to benefits of globalization is the birthright of every person today. Everyone has a right to affordable but world class services. Customers today realize that their purchasing power has a global impact and they act accordingly, talking to each other about the choices they make. The primary force behind this realization is technology, driving the world towards a single converging commonality.

Technology wave driving people's wants and wishes has been the major driver for the birth of Marketing 3.0, providing solutions to address the problems in the society. Thus in today's age of participation one can channelize this megatrend and use it to collaborate with the customer and position brands to create a positive force in the world.

Today every person has the ability to be a micro producer and this has forced the industry to see even the world's poorest in a new light. With a huge market of almost 5 billion, the segment at the bottom of the pyramid might be ignored by some company but the consequence of ignoring it cannot be ignored. With the concept of social entrepreneurship gaining popularity, it has helped businesses drive change not only for them but also for the society at large.

As aptly put by Johnson in his article, "Social entrepreneurship is emerging as an innovative approach for dealing with complex social needs



in the face of diminishing public funding". Social entrepreneurship has helped to develop a model to engage the micro-producer and consumer in a value driven models to achieve mutually beneficial partnerships.

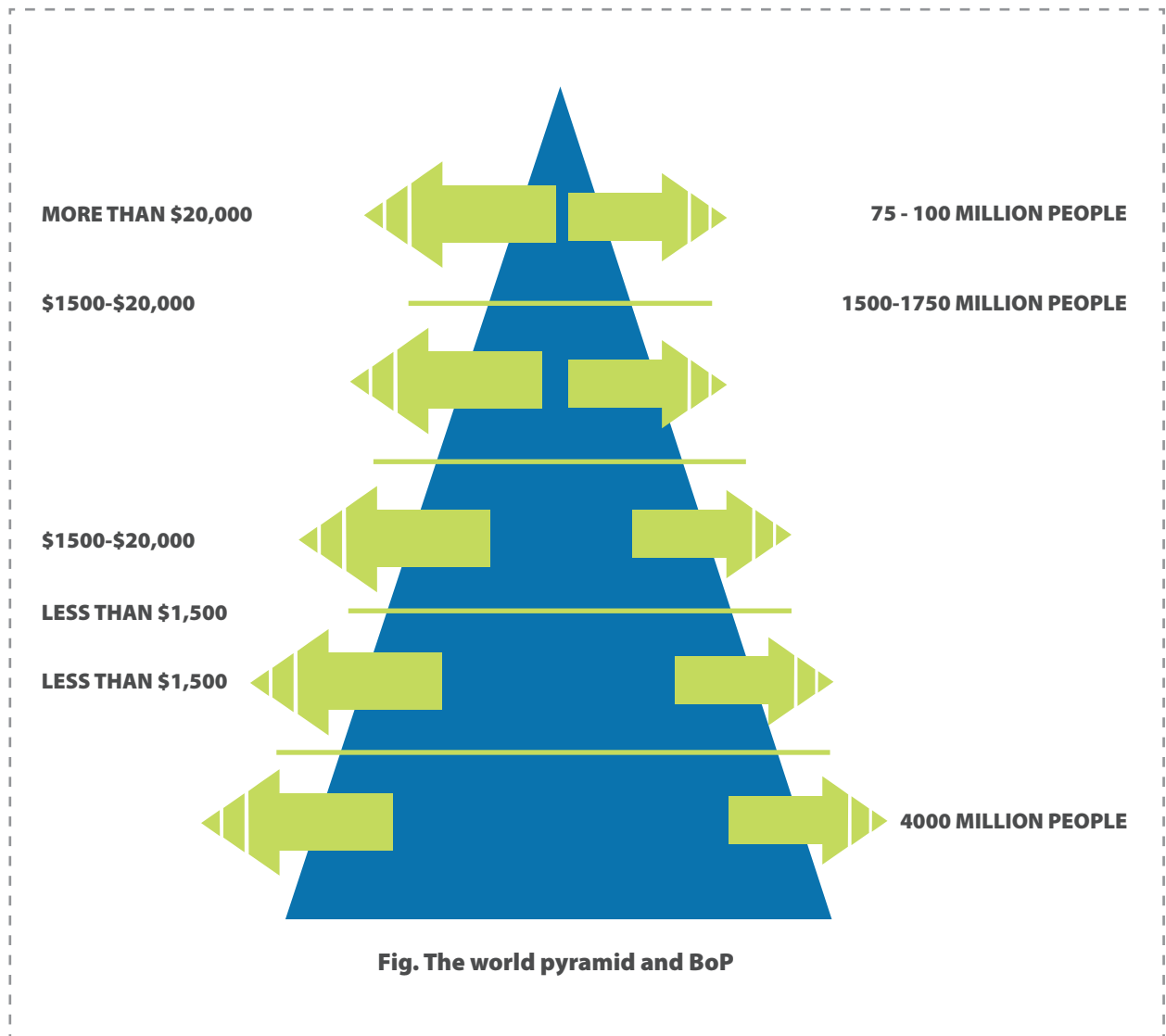
Various companies' initiatives like HUL's Shakti project, ITC's e-Choupal have not only improved the quality of lives of those involved but have also been instrumental in changing their entire outlook. Large Global organizations like these in order to access the bottom of the pyramid consumer and mobilize them, needs the help of civil society in order to gain local knowledge and trust to build a self-sustaining model. Local companies in order to help global organizations reach areas which are smaller and remote this in turn provides the smaller organizations with revenue and the rural dwellers with accessibility.

Today's budding entrepreneurs are using technology to replace conventional methods to build better and more sustainable businesses. Slowing down the rate of change in this fast moving world is not an option. Instead increasing our own abilities as individuals and organizations in forecasting trends, identifying augmented needs of the customers and developing efficient solutions to assimilate changes faster is the answer.

*(Great Lakes Institute Of Management, Chennai)*

# UNDERSTANDING THE BOP

- Keshav Raj



Think of the global market as a pyramid. At the very top of the pyramid, there exists a small fraction of customers. Most MNCs originated in this affluent world. Most MNC managers' views of business are conditioned by their knowledge and familiarity with tier 1 consumers. In the top 200 MNCs in the world, more than 195 have their origins in the affluent, developed countries.

Now consider the vast emerging consumer base at the bottom of pyramid, where 4 billion people reside. The per capita income in this tier is less than \$1500 per year. For well over a billion people, per capita

income is less than a dollar per day. The vast majority of those are in tier 4 lives in rural villages and urban slums and shanty towns. Education levels are low to non-existent. These markets are hard to reach from the point of view of distribution, credit or communications. This market is often unorganized, local and limited in quantity and quality of products and services available. Over the next 40 years the number in tier 4 could swell to 6 billion or more since the bulk of the world's population growth is expected to come from this segment, yet this massive tier of the world pyramid has been largely invisible to the corporate sector.

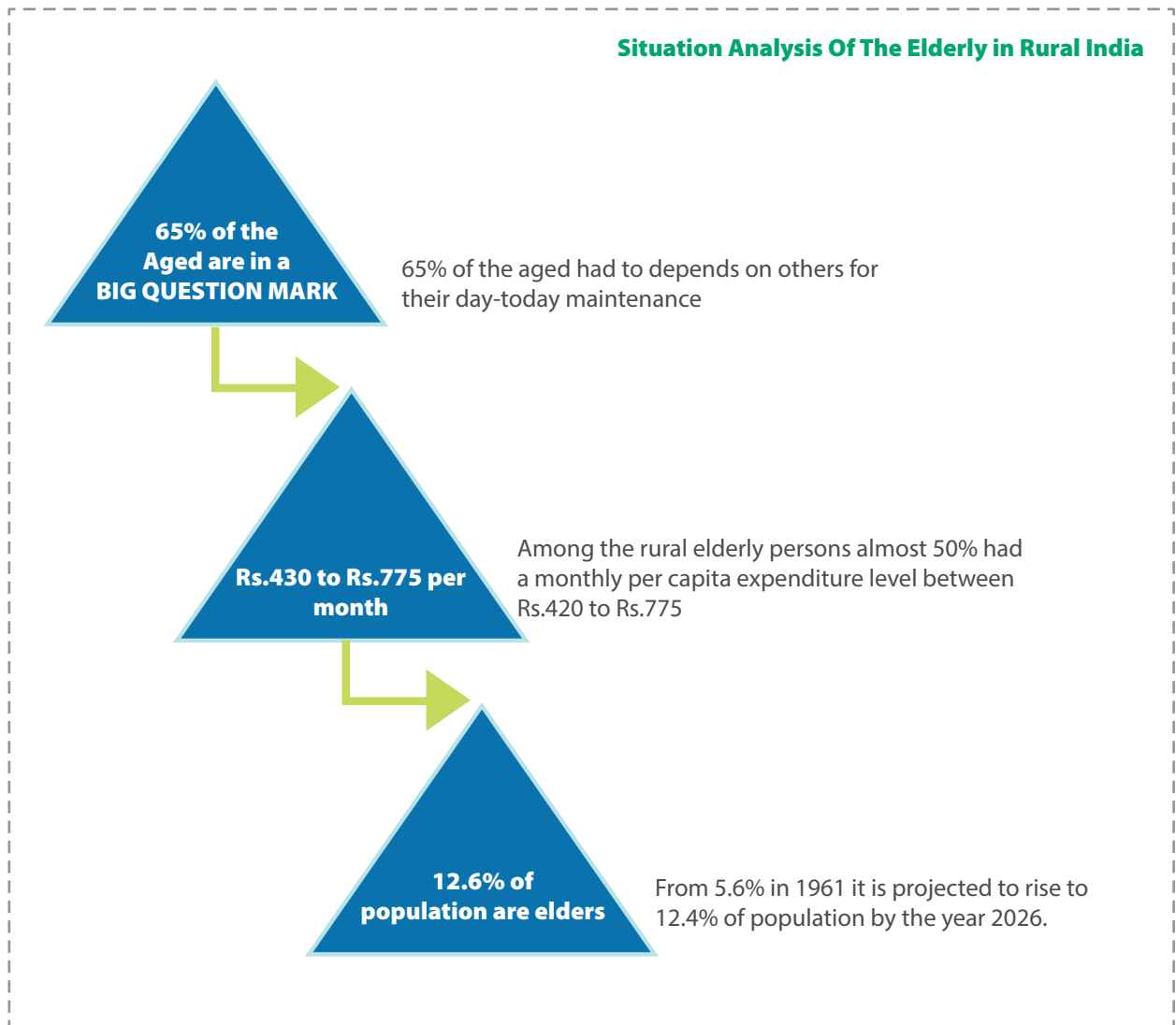




# SELF-RELIANCE AT THE BOP

- Manish Kumar Singh

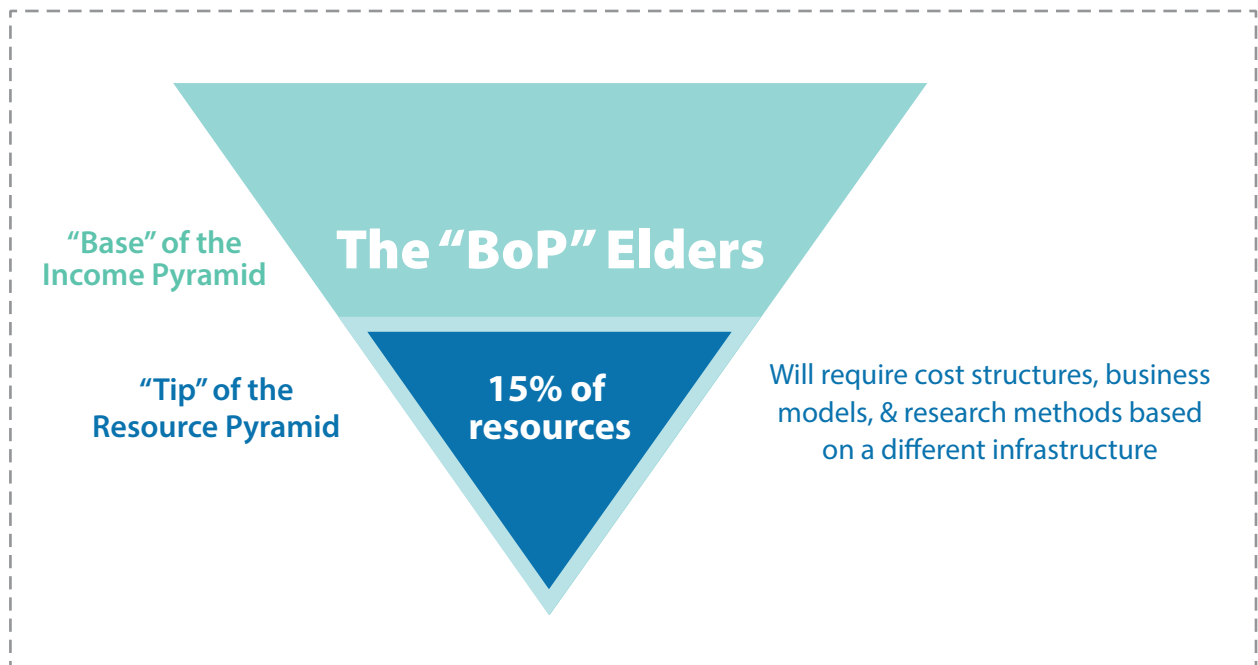
The article aims at framing a unique strategy which will provide an opportunity for elders over 60 years of age to become financially independent. It targets elders living in Bottom of Pyramid (BOP). Its viability was tested in Mumbai through a survey and a plan was chalked out to make it sustainable and market it in order to become a ray of hope to all those elders in BOP, who have the zeal to work but are not able to figure out a channel. The initiative was named SEVA



Situation analysis of the Elders in India-June 2011  
Ministry of Statistics & Programme Implementaion, Government of India



## SEVA: SERVING DIFFERENT PEOPLE



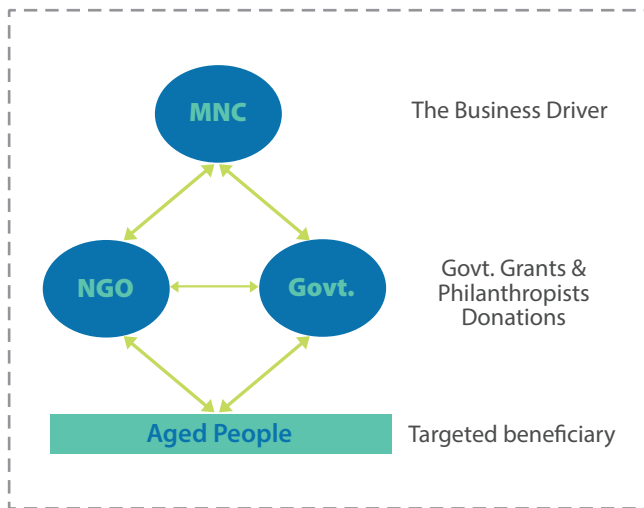
## STRATEGY TO MAKE SEVA VIABLE AND SUSTAINABLE IN THE FUTURE YEARS

A unique framework can be adopted in order to reach greater heights and make the entire business model sustainable. The existing approach by a few NGOs looks for people who are educated and have access to basic amenities. However, a large segment of the society remains untapped who have the real talent and hence **SEVA and the elders in BOP community should co-venture**. SEVA will recruit senior citizens as their employees for a fixed tenure. Simultaneously, SEVA will work as a contractors with partnering organizations and provide them the required workforce. The government and philanthropies will be external stakeholders who can provide financial aid for this initiative. Fixed salary and insurance schemes would be given by SEVA to its employees.



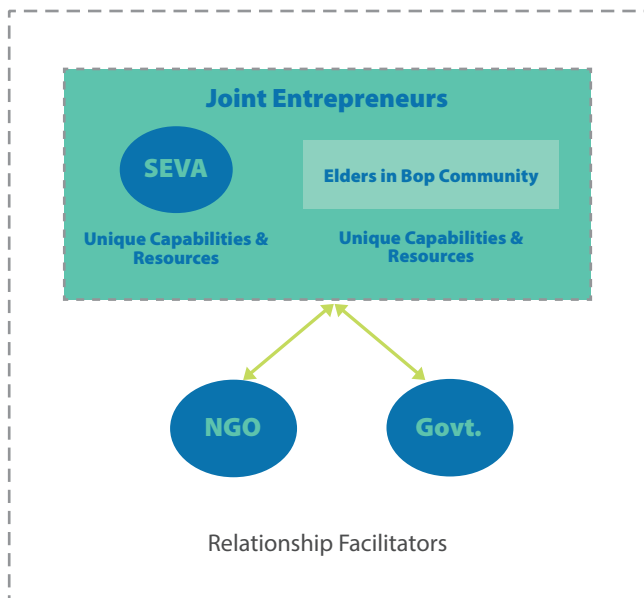
## PROPOSED MODEL OF SEVA

### “Current Model by NGOs”



- + Relatively familiar partnership structure (MOU)
- + Amenable to planning, managing & monitoring
- + Scale up is imaginable & feels attainable
- Limited community capability development
- Incremental innovation of business model
- Competitive advantage: highly replicable

### Proposed “Co-Venturing” by SEVA



- High role uncertainty; unknown goals & ends
- Can't plan or control an unknown future
- Unpredictable Competitive advantage: highly replicable
- + Deep capability development of community
- + Frame breaking business model innovation
- + Competitive advantage: hard to replicate

## STRATEGY TO INCREASE EMPLOYMENT OPPORTUNITIES FOR SENIOR CITIZENS

3-Tier framework as shown below would be adopted for increasing the employment opportunities for elders.

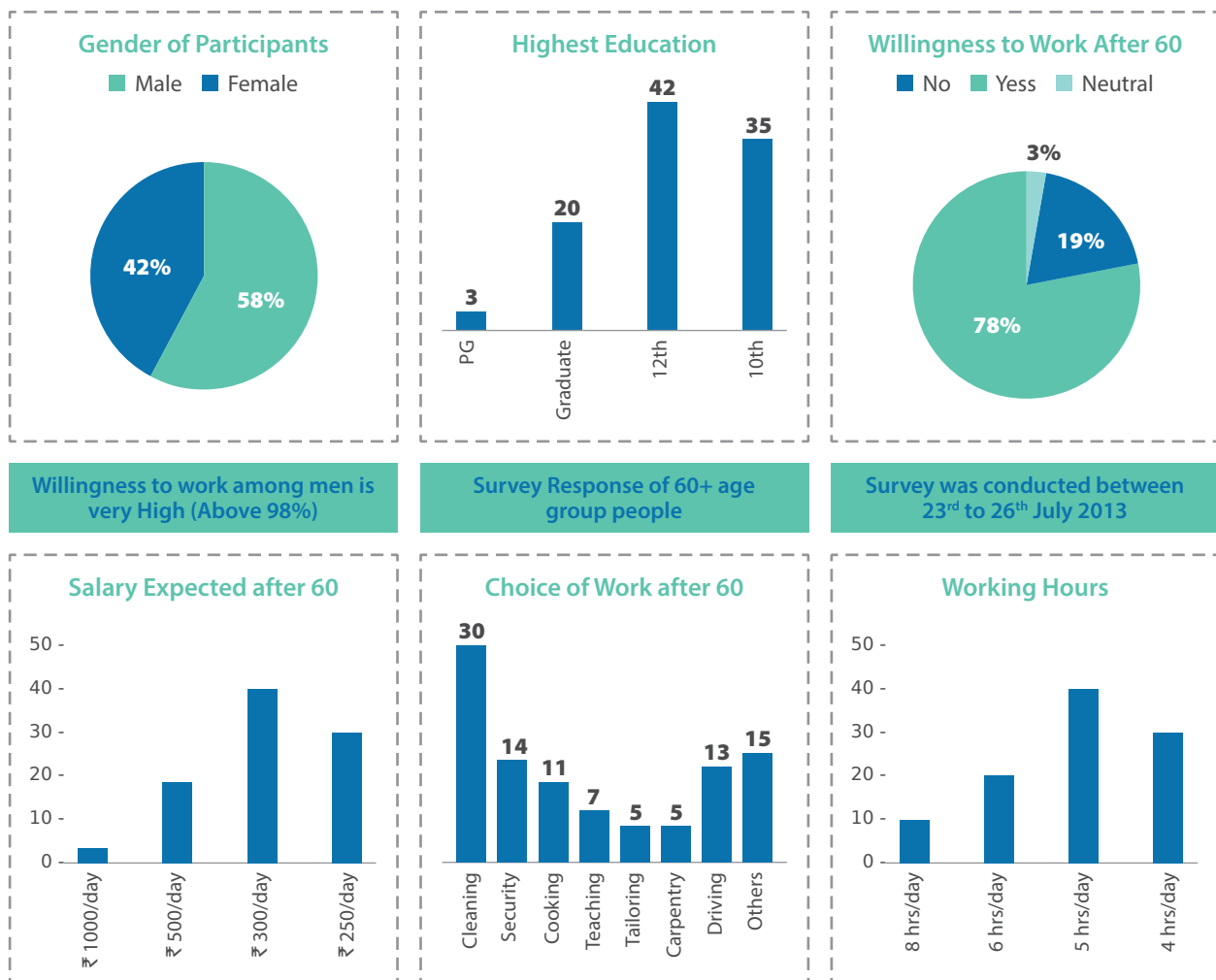


## PRIMARY RESEARCH- SURVEY

The entire Scaling and Marketing strategy is an outcome of a survey and detailed research which clearly points out an untapped segment of the society which genuinely requires support in the form of such programmes.

## SURVEY RESPONSE OF 60+ AGE GROUP PEOPLE

We tried to gaze the real scenario by conducting interviews of about 300 elder persons in a nearby village named Paspoli. A comprehensive questionnaire was framed to get the views on questions like willingness to work, expected salary, choice of work, working hours etc. The survey data analysis is shown below.



## SURVEY RESPONSE FROM INDUSTRY EXECUTIVES

The survey report was used to get the response of the executives from different industries. They were given a copy of the findings and told about the purpose of SEVA. The response of executives were taken on different points like readiness to employ 60+ people, reason to employ, willingness to adjust working hours etc. Different sets of companies were surveyed. The response was recorded, analysed and a cognizance was taken in order to arrive at our future plans and frame the strategy for SEVA.

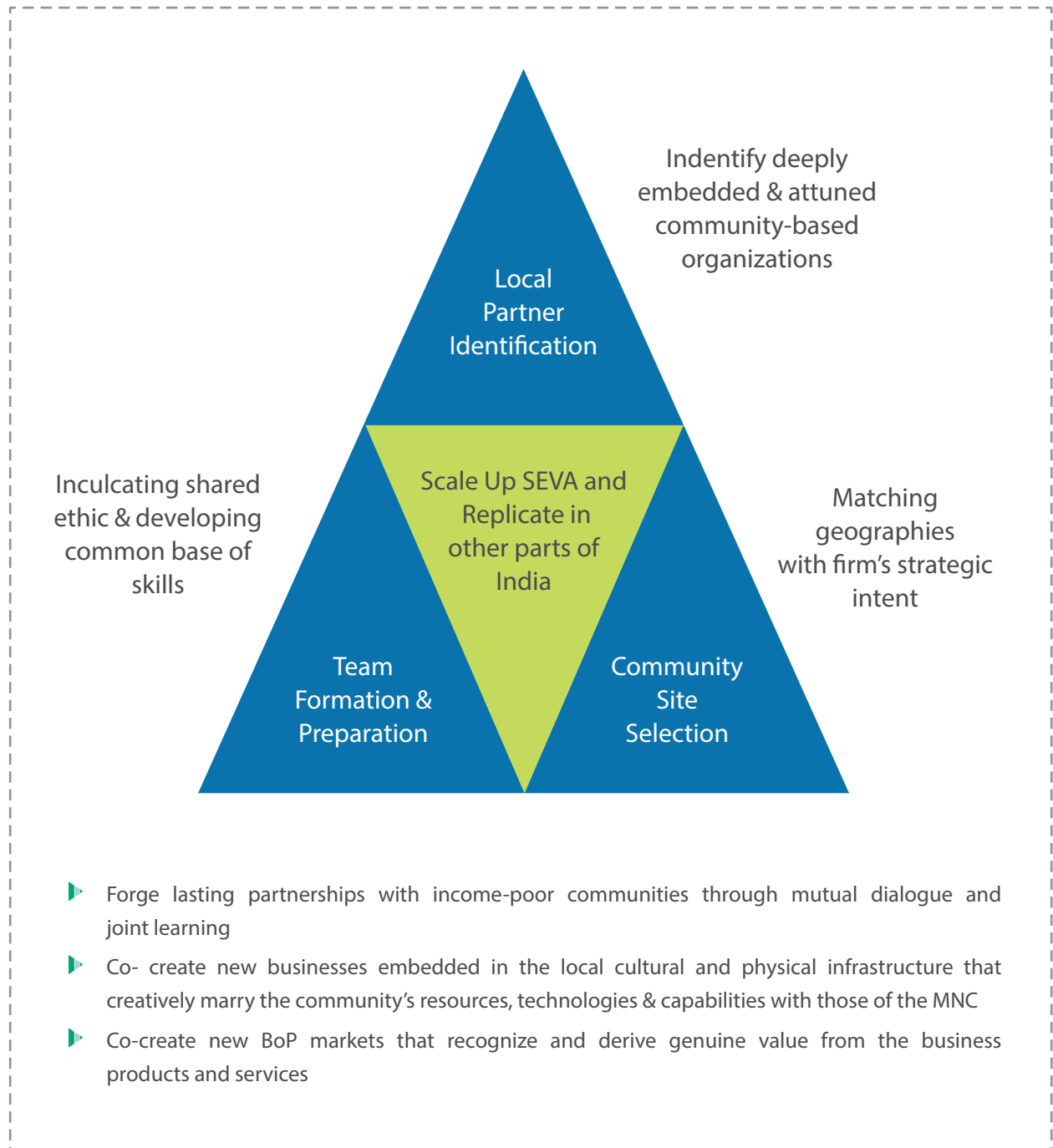


## STRATEGY TO MARKET AND SCALE UP SEVA IN OTHER PARTS OF INDIA

For scaling up and venturing into new markets, we need to create a network of companies and SEVA partnerships which can cater to regional needs. For the stated need there is a proposed framework as shown below.



## STRATEGY TO SCALE UP SEVA AND REPLICATE IN OTHER PARTS OF INDIA





To increase the employment opportunities in first place, a step-by-step approach has to be followed in which an idea has to be co-generated which is followed by involving the different stakeholders i.e. local people and interested parties who have a high level commitment towards community thereby creating right kind of ecosystem in which business can operate ultimately leading to the creation of ecosystem.

Since the target segment consists of people from BOP, reaching to them becomes a problem and hence a marketing strategy has been proposed. Some local brand ambassador for the drive will be chosen, based on their continuous endeavour to bring about a change in the society and past records. A few selected cities have been identified in which the project can be tried on pilot basis.

Options can be searched for digital marketing whereby a tie up with companies like Naukri.com can be done. ITC's initiative like E-Choupal can be looped in order to increase awareness. Promotional activities can include branding in popular TV soaps on mutual benefit basis. Publishing Ads in vernacular newspapers will increase the reach as majority of the people read local

newspapers. As there is limited access to television in villages, Radio can even be used. Recent growth of Telecom in villages will help in harnessing mobile as a communication medium. Tie up with other NGOs and bodies like Rotaract Clubs and National Service Schemes in local schools and colleges can help in leveraging their network and can make the movement stronger and better.

Advertisements around Public Distribution Centres and Aadhaar card in collaboration with local authorities and government can increase the credibility of the program and attract people from the lower strata.

### CONCLUSION:

The proposed strategy can surely achieve the objective of spreading the awareness about such a movement and can revolutionise the lives of many who are looking forward to work and become independent and contribute towards making India a better place to live in.

***(National Institute of Industrial Engineering,  
Mumbai)***

# SUCCESSFUL MARKETING TO THE NOT-SO-ELITE

- Mohit Kokil

ANN LANDERS ONCE SAID,

***“Opportunities are usually disguised as hard work, so most people don’t recognize them.”***

This holds true in every endeavor- including Marketing. Reaching out to the bottom-of-the-pyramid or the BOP is seen as an uphill task. After all, how do you sell anything to someone who doesn’t have enough to pay for it? But there are a few people, institutions and organizations that have found opportunity in adversity and proved that BOP is just as lucrative as the so-called middle and premium segments. This article seeks to throw light upon marketing efforts targeted by four different companies in four different countries at the BOP segment that have not only created profits but also lit smiles upon the faces of the less-fortunate people.

## CULTURAL ADAPTATION BY PAMPERS IN CHINA

When P&G introduced Pampers in China in 1998, main challenge in front of them was “How to sell disposable diapers to consumers in China who don’t see any need for it”. Traditionally in China babies used to wear ‘kaidangku’- butt-less open-crotch pants.

P&G used two marketing strategies. First one was “Golden Sleep” campaign that encouraged parents to submit photos of their babies asleep. This campaign generated 2, 00,000 unique entries. Second, they took the help of science to spread their marketing message. Chinese parents were told that, with the uses of Pampers for their babies ‘Baby Sleeps with 50% Less Disruption’ and ‘Baby Falls Asleep 30% Faster’. Today Pampers is the number one bestselling brand in disposable diaper category and kaidangku pants hardly exist. Key to Pampers success was Cultural Adaptation, they changed the material they used in the product. They used cloth and a cheaper but softer material in making diapers similar to kaidangku.

Financial Inclusiveness by M-PESA (Vodafone) in Kenya-M-PESA is a mobile to mobile online money transfer service. This technology enables money deposit and withdrawal on the mobile account through the conversion of cash into e-value and vice versa. With M-PESA, Vodafone provided a service to Kenya’s financially poor that transformed their socio-economic situation for the better. Key factor for the success of M-PESA was a Financially Inclusive Business Model which integrated the poor people of Kenya into its value chain as producers, partners, employees and consumers. M-PESA integrated its business model into the local culture, “UBUNTU” (the kindness of giving others). M-PESA helped urban young Kenyans to transfer money back to their parents living in rural areas. M-PESA helped poor people to conduct financial transactions at lower risk and cost, and at higher speed and convenience than other money transaction systems like ATMs and the Western union. Thus since its launch in 2007 M-PESA has come a long way and has 15million active users in Kenya as of today.

## GETTING RIGHT 2P\$ BY CHIK SHAMPOO IN INDIA

“Whatever I make must be affordable to the common man” was the dream of C.K.Ranganathan, owner of an Rs.500 crore cosmetic company. In 1982, Chik India Company was incorporated. It targeted a market that was not targeted by any other shampoo producing company. It launched shampoos in rural India instead of urban. He got two things right: Packaging and Price of the shampoo. Instead of selling in big bottles he sold his shampoo in small sachets. He kept the price of the sachets very low so that people like coolies and rickshaw pullers were able to buy it. In 1988 he introduced chik sachet at 90paise. His main target was people in rural areas who were using soap for washing their hair. In the very first month he sold 22000 sachets and by 2002-03 Chik shampoo had 23% market share- just two percentage points behind Clinic Plus. Similarly Coca



► IN 1974, MUHAMMAD YUNUS (A PROFESSOR OF ECONOMICS) TRIED TO UNDERSTAND WHY POOR PEOPLE IN BANGLADESH WERE UNABLE TO ACHIEVE ECONOMIC SUCCESS. HE STUDIED POOR FARMERS AND LABORS OF THE JOBRA VILLAGE. HE FOUND THAT THE MAIN REASON FOR POVERTY WAS LACK OF ACCESS TO LOANS OWING TO LACK OF COLLATERAL, HIGH CREDIT RISK AND HIGH INTEREST RATES. HE FOUND THAT THE BANKING SYSTEM OF BANGLADESH WAS ANTI-POOR, ANTI-ILLITERATE AND ANTI-WOMEN. HE PLANNED TO REVERSE ALL THESE THREE PROBLEMS. YUNUS STARTED GIVING SMALL LOANS OF ABOUT RS.750 TO THE POOR VILLAGERS OF JOBRA. AFTER HIS INITIAL SUCCESS HE EXTENDED THIS TO PEOPLE FROM OTHER VILLAGES. ► ► ► ►

Cola followed the same strategy and by selling coke at Rs.5, became the most successful brand in India.

## EMPOWER THE POOR BY GRAMEEN BANK IN BANGLADESH

In 1974, Muhammad Yunus (a professor of Economics) tried to understand why poor people in Bangladesh were unable to achieve economic success. He studied poor farmers and labors of the Jobra village. He found that the main reason for poverty was lack of access to loans owing to lack of collateral, high credit risk and high interest rates. He found that the banking system of Bangladesh was anti-poor, anti-illiterate and anti-women. He planned to reverse all these three problems. Yunus started giving small loans of about Rs.750 to the poor villagers of Jobra. After his initial success he extended this to people from other villages. From 1976 to 1979 these small loans changed the life of about 500 families in Bangladesh. In 1983 he incorporated Grameen Bank which meant 'Countryside Bank'. He changed the normal practice of "Lending to rich and financially stable people" to "Lending to poor people who have less money with high priority". He started lending only to poor people and nearly 50% of them were women.

These small loans created opportunities for self-employment among Bangladesh's vast and under-utilised manpower resources. These borrowers were able to generate sufficient income with which they not only paid off their debts but also improved the economic status of their families. Today Grameen Bank has over 1300 branch offices serving nearly 4 million members in 48000 villages across Bangladesh. This bank has helped nearly 48 % of the borrowers to cross the poverty line and another 27% have come close to doing so. Grameen bank has achieved 95% recovery rate, which is higher than any other bank in the world.

That Marketing is for the monetarily strong is a myth. The myriad examples given above are a testimony to that. When a man's creative mind merges with his wanting to serve the socially neglected, the result is a more powerful, more beautiful society where more humans begin to live a life that befits the human race. Marketing, like everything else, is a tool- one can use it to connect with the Aam admi as much as with Warren Buffet.

*(Great Lakes Institute Of Management, Chennai)*

# HIDDEN OPPORTUNITIES AT BOP

- *Sujan Deswal*

Marketing to the bottom of the pyramid and considering it an important segment of the marketing strategy is an idea that a lot of industry players are still struggling to come to grips with. They are worried about whether the investment in this area has any justifiable return on investment (ROI). For some, it's a topic best isolated under the guise of corporate social responsibility.

BoP, the industry phrase for 'Bottom of Pyramid', is the largest and poorest socio-economic group. This demography is the target of people developing new models of conducting business using innovative technology. As C.K. Prahlad proposes in his book 'The Fortune at the Bottom of the Pyramid', governments and businesses should refrain from thinking of the poor as victims, and instead recognize them as value demanding customers and as a segment which is untapped and open to responsive development. Companies should realize that by helping the poor evolve, they are indirectly setting themselves up for newer opportunities, because the lower class of today will be the middle class of tomorrow.

## HOW COMPANIES SEE BOP - AND HOW THEY SHOULD INSTEAD

**Affordability** – The basic principle underlying a transaction is the assumption that your customer can afford your offering. Without it the seller-buyer interaction is eliminated. Companies use this reason to inadvertently overlook the poor and use their resources to build existing markets.

Instead, multi-nationals should look at BoP customers as collective buyers. Large poor communities in Asia, Africa and South America represent enormous economic potential when products are bought collectively.

**Lack of perceived profit** – In a Harvard Business Review paper ("Serving the world's Poor Profitability", 2002) C.K. Prahlad and A. Hammond

demonstrated that the difference in cost of essentials in Mumbai, was higher for the poor than that for the middle class. Companies argue that in developing countries the cost of goods is so low that it fails to convert into a meaningful return, and hence is not viable as a business strategy. Instead, as Marketing Guru Seth Godin points out "Almost a third of the world's population earns \$2.50 or less a day. That's a market of more than five billion dollars a day". The poor spend most of their money on traditional items like rice, salt, kerosene and basic medicines. Most of these purchases are inefficient because of lack of innovation, lack of information and lack of better substitutes. If companies start diversifying their resources and technology into producing products which are cheap yet reliable and essential to the survival of the poor then there is no reason why they won't see profit in the long haul. Hindustan Unilever produces a shampoo that works best with cold water and is available in small pouches to help remove barriers of cost for the poor.

## **Perception that the poor only buy products to fulfill basic needs**

– This is true only to an extent. You won't find someone from the slums going through newspapers with the intent to buy land property or a house. They are more focused on buying items of clothing and food which are essential to their survival. However, this does not imply that MNCs assume the poor are blind to some items of luxury like televisions, radios and cell phones. Instead, businesses should use the advantage of access to technology towards striving to produce products which are cheaper, safer, healthier, long-lasting, efficient and easy to use. Companies can start with a product that enriches the lives of the poor, and work their way up from there. By empowering the purchaser you are paving the path for growth and better economic opportunities.

## DRAWBACKS OF BOP

Nobel laureate Amartya Sen indirectly drew a



formidable question on the concept of BoP when he wrote in his book *Development as Freedom*, “The utility calculus can be deeply unfair to those who are persistently deprived...the deprived people tend to come to terms with their deprivation because of the sheer necessity of survival, and they may, as a result, lack the courage to demand any radical change, and may even adjust their desires and expectations to what they unambiguously see as feasible. The mental metric of pleasure or desire is just too malleable to be a firm guide to deprivation and disadvantage.”

What Mr. Sen was trying to point out was, before educating the consumer about a product, companies should educate them in the conventional sense of the word. If the poor are taught how to lead a better and more fulfilling standard of living then they eventually learn to make independent informed decisions to reach that spot, which is beneficial for the economic prosperity of all involved.

In addition, it is very difficult to sell ‘innovation’ to a consumer who only needs the bare essentials to survive. The product might be new, revolutionizing and incredibly useful, but if its value cannot be translated for the end consumer, who has limited options and is distrustful, then the company will find it difficult to succeed or even break through to the targeted market.

#### Summary

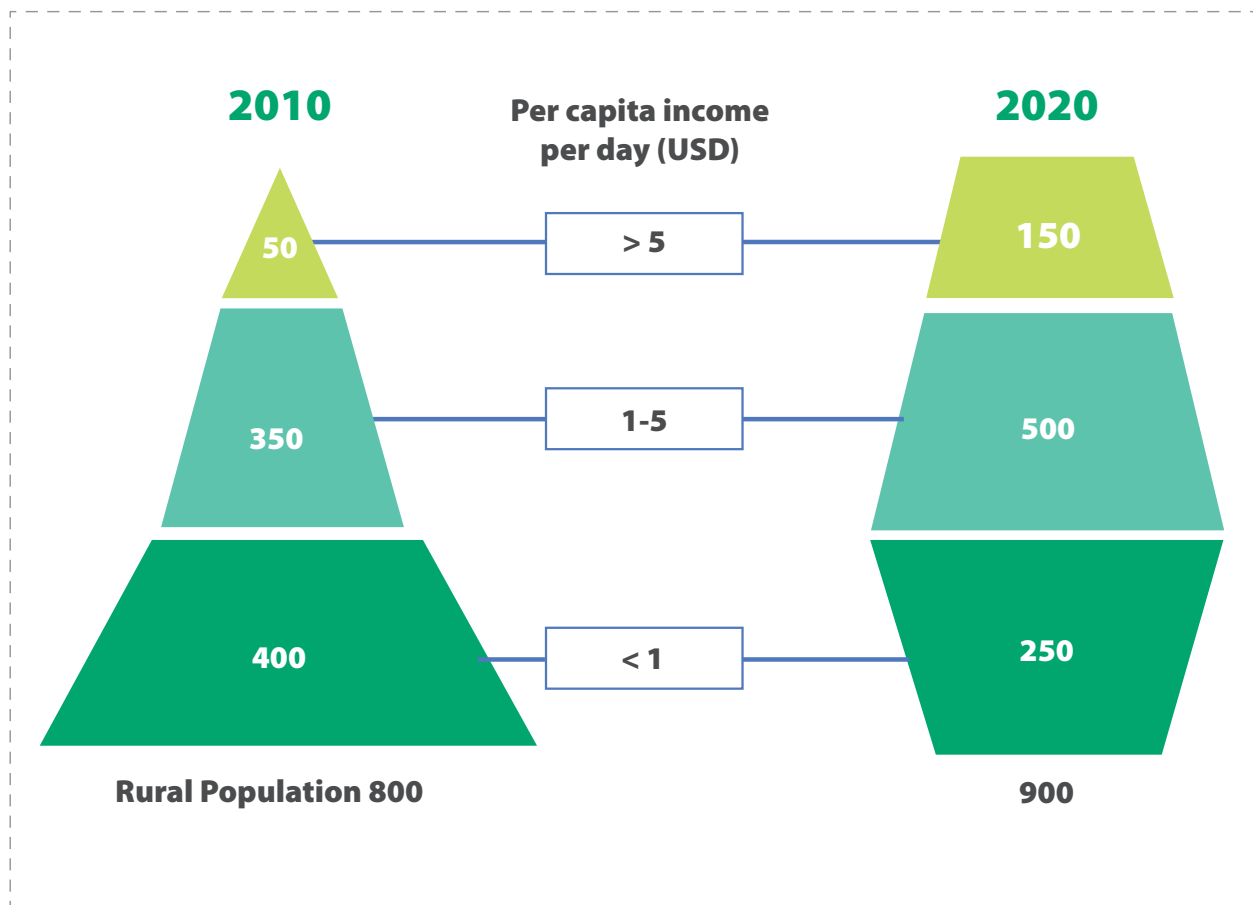
**“Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime.” The relevance of this quote here is apt because the poor are ill-informed. A short sighted approach by a company would be to market their product to the poor as ‘this is what you need’ whereas a long term approach would be ‘this is why you need it’. Spearheading business models to use innovations in technology to develop cheap, safe and essential-to-survival products is an ideal path companies can follow to get a reasonable return on investment and potentially reinvigorating the BoP market segment.**

*(IBS Business School, Gurgaon)*

# CRACKING THE BOP CODE

- Faiz Shamsul Haque

*“The forgotten man at the bottom of the economic pyramid” – Franklin D. Roosevelt*



The Indian economy has grown considerably in the last decade and along with it there has been a renewed thrust by the government on improving the infrastructure and basic amenities which have helped in the upliftment of the rural population. The rural market is growing and MNCs are now realising the potential which it has for them. The rural India's income pyramid is slowly turning into a diamond as the income of people is increasing. Companies are looking at innovative and creative ways to cater to this new segment of population which will help them in getting better profits.

## THE GROWTH OF RURAL INDIA

There has been an increase of 17% in rural income in 2011 as compared to 2010 where the average household income has increased from INR 75,000 to INR 80,000. This has been accompanied by 14% increase in the expenditure and 26% growth in the disposable income. Growth in disposable income means that more money is available with the people for buying more. There has been a gradual change in the preference of rural people and they are demanding value for money products. This situation presents a huge opportunity to the companies to expand their reach in these territories and cater to the population present here.

## PROBLEMS AT BOTTOM OF PYRAMID

When catering to the people at the bottom of the pyramid, a company faces many problems. Some of them are –

**Poor Infrastructure** – All weather roads are not present and often it is difficult for the companies to achieve the last mile penetration as the villages then become inaccessible. Electricity is not present in many of the homes and if present is only for a couple of hours per day.

**Informational and Communication problem:** Often due to lack of proper communication and information due to various reasons, the bottom of pyramid consumers are not able to make informed choices regarding the products and hence are at a disadvantage.

**Illiteracy:** Due to increased efforts of the government towards the education things have improved but many are still deprived of proper education and hence are not able to develop the much needed knowledge base and skill for themselves.

Some companies have tried to expand their network in the rural parts but have failed due to wrong planning or incorrect assessment of the market. The consumers at the bottom of pyramid are not some ones who want low cost products but there is a lot more to them to be understood. Companies like HUL and ITC understood it and hence have succeeded more than the others.

## 4 A'S OF RURAL MARKETING

All of us are used to the 4 P's of marketing but for the rural population it's the 4 A's which matter – Awareness, Availability, Affordability and Acceptability.

**Acceptability:** Acceptability of the product among the rural masses is important. It's not necessary that if a product succeeds in the urban markets, it will succeed in the rural also. At times companies have gone in for completely new products for the people at the Bottom of Pyramid which suits their needs as per the infrastructure available. In recent times there has been a huge thrust in the concept of 'Innovation at the Bottom of the Pyramid'. Companies are now going for Reverse Innovation which is aimed specifically at the people who are at the bottom of the pyramid. Godrej Chotukool is such an example which used disruptive innovation technology to come up with a refrigerator which is smaller in size, runs on battery and is priced much lesser than other refrigerators.

**Affordability:** When we talk about affordability for rural consumers it doesn't mean that the product is a lower quality variant of the existing product as consumers at the bottom of the pyramid are driven by value for money. Product should be such that it is within the paying capacity of the consumer. Instead of specialised packaging all that is needed is value packaging. FMCG companies have come up with sachet for their various products like oils, shampoos, conditioners, etc - shampoos come for Re 1/- while Horlicks comes in Rs 5/- sachet.



**Awareness:** Awareness about the product is important in any field and it gains even more importance in rural where many local brands are trusted and dominant. The companies therefore will have to make an extra effort to create awareness about their products. In recent times companies have adopted many approaches towards the same. Majority of the people do not have access to televisions and hence it's the BTL activities which gain importance in such a situation. The various BTL activities include – Promotion van, Video Van, Wall paintings, Home to Home, Free sampling among others. Going and setting up shops in Haats and Melas is a sure shot way of reaching a larger number of audiences and promoting the products. Another important role here is of the Opinion Leaders or the Influencers. Generally these are the Village Head or teacher / doctor as people have faith in them and these people may be used to generate awareness about the products.



**Availability:** Poor infrastructure is a major problem when it comes to distribution. Some of the problems as far as distribution is concerned have already been discussed above. So what is the solution? How do we overcome these problems? Some of the ways which have been identified to approach the problems are –

- ▶ By lowering the cost of distribution
- ▶ Identifying new ways to structure the distribution channel and leveraging technology for the same
- ▶ Approach it with long term benefits in mind

Many companies are making use of NGOs and Self Help Groups to get to the bottom of the pyramid as these are the groups who reach the masses and work

with the people over there. Some recent distribution techniques which have been adopted in the recent times include that of ITC's e-choupal which has become a huge hit. HUL tried to reach the masses through its Project Shakti.



## INCLUSIVE MARKETING

ITC's e-choupal and HUL's Project Shakti have given us a new way of looking at the people at the bottom of the pyramid. This model works towards involving the consumers in the fold as well. It looks at people at bottom of the pyramid not only as a consumer but also as a supplier. ITC's e-choupal buys the products of the farmers at reasonably good price so that these people get good value for their produce. This pushes up their income and hence they are able to buy more goods as per need from the same e-choupals. Similarly, HUL tried to expand its distribution reach by using women and making them entrepreneurs so that they not only earn livelihood for themselves but it will also help HUL to reach the rural parts in a much better way. This has emerged as a win-win model for all the stakeholders involved.

## CONCLUSION

Efforts have been made to reach the people at the bottom of pyramid and as the examples show this can be achieved by involving the people in the process so that it is combines social responsibility and sustainability in a form like no other. Also at the same time it cannot be achieved by the private sector alone. The opportunities are immense, so it's now up to the various MNCs to crack the code of the Bottom of the Pyramid and use it in a way which not only benefits them but the end consumer as well.

*(Management Development Institute, Gurgaon)*

# THOUGHTS ON BOP

*Prof.D.Sriram is a Senior Assistant Professor in the area of Marketing & Associate Director- Admissions. Prof Sriram has done M.Sc (Hons) Chemistry & Master of Management Studies (M.M.S.) from Birla Institute of Technology & Science, Pilani. He is pursuing his Doctoral Program (FPM) in Management from XLRI, Jamshedpur. He has about twenty years of experience in reputed organizations like Ashok Leyland Ltd., Indo Mobil Limited and Reliance Industries Limited in various capacities. He has about one year of teaching experience at Xavier Institute of Management & Entrepreneurship, Bangalore as Marketing Faculty.*

## YOUR VIEWS ON BOTTOM OF PYRAMID. (BOP)

This is a relevant issue for India as it means more than 250 million people languish at the bottom. If these 250 million from a country, it would be the fourth most populous country in the world. Don't these people have aspirations and consume goods/service? There is a huge opportunity to improve the quality of life of these people through inductive policies. At the same time, handing out "doles" to improve their lifestyle is not the correct way. In our country, we have many categories of reservations. The ideal way to provide opportunity for BoP population is, thro' defining reservation in economic terms rather than on religion or caste basis.

Organizations could practice disruptive innovation and come up with products/services targeted at this segment. Of course, this involves tremendous effort to understand their needs, conceptualize products and services and delivery systems to reach them to target markets. This would add to the cause of sustainability as simpler and efficient product-service offerings could be developed.

### IS BOP EFFECTIVE IN INDIA

Baby steps are being taken thro' microfinance institution, large brands encouraging contract farming and direct procurement from farmers, thus eliminating middle-men and initiatives like project Shakti and e-choupal. This is not to be confused with rural marketing, but the sad truth is that the bulk of BoP population is in rural India. Specific products and services could be developed for the daily sustenance population.

The bigger challenge is to build delivery systems for reaching the BOP customers and finding avenues for doing it cost effectively. While public policy favors inclusive growth, the implementation is pathetic and the general route adopted is to hand out doles. As per the new companies bill, corporates are to earmark certain proportion of their revenue for CSR related activities. Why not allow corporates to mandatorily adopt village(s) and improve facilities there or to develop reach-out capabilities to these markets?

## DISADVANTAGES OF BOP

BoP market should not be confused with providing the target market with inferior or sub-standard products/services. Neither do the initiatives end in treating this segment as guinea pigs especially for health care and pharmaceutical products. Firms should strive to create basic offerings that would provide value to this market. If large corporates stay out of this segment, it could result in local/unorganized firms sensing these markets. Care should be taken that the BoP markets do not get cheated in terms of quality of products/services. Role of organizations like ISI could play a major role in ensuring basic quality, reliability & durability of products. On the whole, while enough opportunities exist, the situation should not be exploited by firms and good public policy-private industry dialogue and joint working could provide the BoP markets with suitable products/services.

## HOW WOULD YOU COMPARE MANAGEMENT EDUCATION DURING YOUR DAYS AS A STUDENT WITH WHAT IS BEING OFFERED TODAY?

I joined the integrated Master's program in Management Studies at BITS Pilani after schooling. There was barely any industry exposure, unlike today. This is the single biggest change, and the availability of such opportunities cannot be emphasised enough in today's world. The course was mostly classroom-based, and had little practical application. Only during the final year did we take up an industry project as part of the curriculum. Technology has changed management education for the better. However, along with technological advancements and industry exposure, things have become far more competitive. It was certainly less of a rat-race back then. Today, it seems to be more about stress and people management. The essence of management education seems to have been diluted given the number of management graduates being churned out. There is too much emphasis on specialization and one should be able to multitask exposed to different areas in order to be a good manager.

## TELL US ABOUT YOUR EXPERIENCE IN THE INDUSTRY. ARE THERE ANY STANDOUT MEMORIES YOUR WORKING LIFE?

I started working with Ashok Leyland immediately after I graduated from Pilani and was working in their sales and marketing department for about 4 years. I moved to Exxon Mobil where I worked in for 6 years setting up their distribution network. I was perpetually on the move, setting up petroleum stations for Reliance across Tamil Nadu, Gujarat and Andhra Pradesh. There was a time I used to clock 2500km per month on Taxis! There was lot of market research that went into deciding the location of the pump as tire-falls are very critical to the business. We had to buy land, build stations, train salesmen and supply quality product. I headed the Marketing operations for South and spent the last three years of my stint at reliance working on business planning & analysis. I covered a gamut of roles while working with Reliance.



## AFTER SO MANY YEARS IN THE INDUSTRY, WHAT MADE YOU TURN TO ACADEMIA?

I always had a plan to join academia when I would hit 50, but the baby steps that I had taken bore fruits prematurely and I embarked on this journey with a lot of excitement. Through my stint in the industry, I had acquired interest and competency in relationship marketing and XLRI's doctoral program in management served as an obvious progression. I believe the ability of relationships to deliver business results in any industry is often under-emphasized and goes a long way in maintaining long lasting associations with customers and channel partners. That being said, I would want to do quality research going forward as this topic has always been of interest to me. Customer Engagement is an enigma and constitutes my area of Study at this point.

## THE PHRASE 'BUSINESS READY MANAGERS' SEEMS TO BE WIDELY USED TODAY. WHAT, IN YOUR OPINION, CONSTITUTES A 'BUSINESS READY' MANAGER?

Business ready managers are what most organizations expect, as it saves time and training cost for the organization. I strongly feel that prior work experience should be made mandatory before joining a management course as this enables the students to relate and appreciate the concepts taught in class and compare them with their own experience. If possible, the current one year program, if extended to 15 months will enable students to enjoy the course better and would enhance their learning experience. Today, it is more of stress management than actual learning. The essence of business ready manager is to combine technical skills, which most students possess with analytical skills and people management skills. In sum, people passing out should be capable of handling teams and quickly progress to the manager's manager role. It is all about managing time, prioritizing work, developing networks and relationships and resolving conflicts at the end of the day.



# GREAT LAKERS ACHIEVEMENTS

Name	Position Won	Name of the Competition	Organizer Name
Bharath V, G.Shivshankar, Jasdeep Kaur	Winner	OP-ERA	IIM Shillong
Swati Koul	Winner	Samriddhi	GIM
Arnav Talwar	Winner	Social Entrepreneurship	Wellingkar, Mumbai
Arnav Talwar	Winner	Business Analytics	Wellingkar, Mumbai
Arnav Talwar, Inder Deep Singh	Winner	Social Media Promotion	Nitie, Mumbai
Arnav Talwar, Inder Deep Singh	Winner	aLPHA sEARCH	GLIM
Swati Koul	Category Winner	SWIM	GLIM
Pulkit Kohli, Ankur Baj	Best Silent Voice Entries	Print Ad	Conducted by Markathon, IIM Shillong
Sonal Chawla, Vaibhav Aggarwal	Runner up	MarkEdge	XIMB
Jayakrishnan, Kalash Pastaria, Pankaj Sharma	Runner up	OP-ERA	IIM Shillong
Kalash Pastaria	Runner-up	Hyundai Global Youth Marketing Camp 2013	Hyundai
Arnav Talwar, Inder Deep Singh	3rd Prize	Market Research Competition	IFMR
Arnav Talwar, Himanshu Varandani	3rd Prize	Case Study Presentation	IIT Bombay
Mainak Sankar Maiti	10th Rank	International Drucker Challenge Essay Contest 2013	Peter Drucker Society, Europe
Gautam Verma	Finalist	Art of Elevator Pitch 4.0-Eximus 2013	IIM Bangalore

# GLIM INTERNATIONAL CONFERENCES

## 3<sup>RD</sup> INTERNATIONAL CONFERENCE ON BUSINESS ANALYTICS

December 24, 2013



### BUSINESS & CONSUMER ANALYTICS

Linking Customers With Profit

<http://www.greatlakes.edu.in/conferences-research/business-analytics>

This conference is planned on the theme of "Linking business analytics with consumer profitability". It will help in bringing cutting edge research and methodology to give a direction towards profit centric decision

## 7th NASMEI CONFERENCE 2013

An International Marketing Conference in India

December 27 - 28, 2013



<http://www.greatlakes.edu.in/conferences-research/nasmei-about>

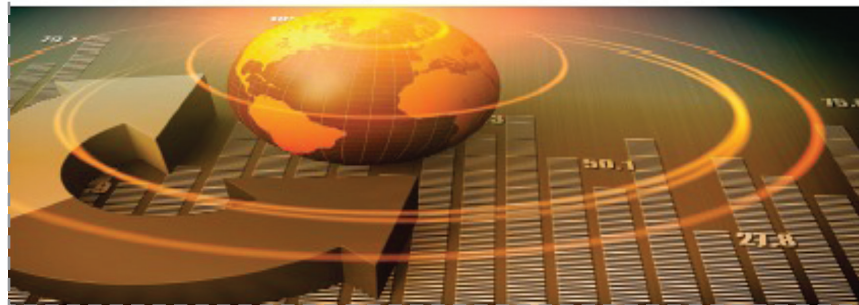
NASMEI (North American Society for Marketing Education in India) marketing conference is an annual conference held at GLIM organized by the Kotler-Srinivasan Center for Research in Marketing

## Yale-Great Lakes Center for Management Research

announces

## 8<sup>TH</sup> INTERNATIONAL RESEARCH CONFERENCE

Monday, 30th December 2013



<http://www.greatlakes.edu.in/conferences-research/yale-about>

Yale center aims to promote, facilitate and advance India-centric management related research which contributes to the development of basic and applied knowledge in the field of management.

# IT'S KNOWLEDGE TIME

## VISUAL QUIZ ON BOP

Radha Ravikumar  
AGM (KSCRM)



**Q1: Identify him.**  
He is from Costa



**Q3: Identify the companies**  
and its relationship



**Q2: Identify her:**  
She is a pro-pounder  
of "no branding and  
advertising"

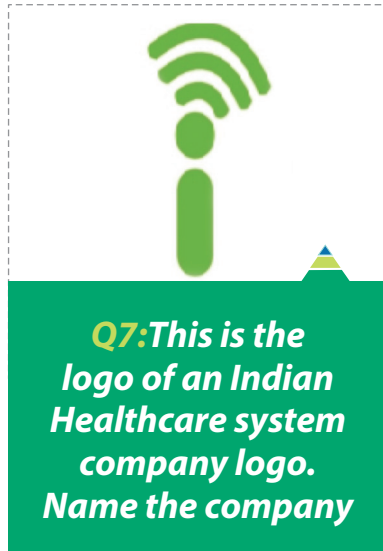
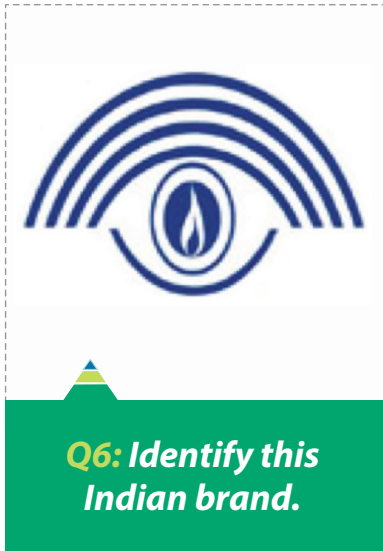


**Q4: He won Nobel  
Prize. Identify him.**

**Marketing to the  
Poor...**



**Q5: Identify the  
brand.**



**Q9: Mexican company related to housing and infrastructure. Name the company.**



**Check our next issue for answers @ [www.glgravity.org](http://www.glgravity.org)**

**Issue 18, June 2013, Answers**

- Q1** Ikea,
- Q2** All modelled for Liril,
- Q3** The Hindu, in response to Times of India,
- Q4** Rene Lacoste,
- Q5** Gujarat Tourism logo Amitabh Bachchan as brand ambassador,
- Q6** Target Corp,
- Q7** All brands are endorsed by Saina Nehwal,
- Q8** LinkedIn Open Networker (LION) – 500+ connections,
- Q9** The Burning man festival + Larry Page and Sergey Brin. Inspiration for the first ever Google doodle,
- Q10** Barbara 'Barbie' Handler – after whom the Barbie doll was named. The background is a Barbie model of Oprah.

# WRITE TO WIN

## **Call of Articles**

### **Inviting articles for Gravity Issue 20, December 2013**

Next issue of Gravity will focus on “**Business, Social and Big Data Analytics (BSBDA)**” So, Gather your thoughts and start typing! Spice it up with the marketing mantras and win a cash prizes of **Rs.3000/- and Rs.2000/-** for the two best articles.

Email your articles in a .doc or .docx format along with a high resolution image and full postal address of the author to [gravity@greatlakes.edu.in](mailto:gravity@greatlakes.edu.in).

Please use the following file naming convention. <article name><\_author name>\_<institute>.

The last date for submission of the article is 30th November 2013.

**Warm regards,  
Gravity Team**



# AND THE WINNER IS....

## WINNER

*Mr. Manish Kumar Singh  
National Institute of Industrial  
Engineering, Mumbai  
Article Title : Self-reliance at the BoP*



## RUNNER-UP

*Mr. Faiz Shamsul Haque  
Management Development  
Institute, Gurgaon  
Article Title : Cracking The BoP Code*





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