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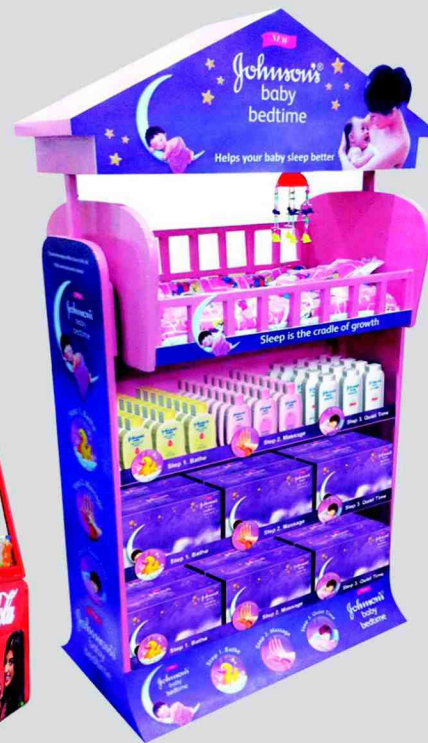
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Carving a niche in a crowded space

Emami today is a recognised name in the national FMCG market with multiple brands in personal and health care division. In a chat with Point of Purchase, N. Krishna Mohan, CEO - Sales, Supply and Human Capital and Nareesh H. Bhansali, CEO, Finance, Strategy and Business Development, Emami Ltd. share their perspectives on the brand's shoppers, the role of retail and what keeps them ticking in this dynamic and competitive market. Read on...

Nabamita Chatterjee



N. Krishna Mohan
CEO - Sales, Supply & Human Capital
Emami Ltd

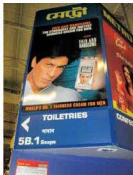


Nareesh H. Bhansali
CEO, Finance, Strategy & Business
Development, Emami Ltd

Started by two childhood friends, R.S. Agarwal and R.S. Gonia, Emami began its journey way back in 1974 in Kolkata. The company has grown into a Rs. 1800 crore entity within three decades. With the focus on quality of the products, packaging and delivery system Emami aimed to revolutionise the Indian market right from the beginning of its journey. "Today most of our brands have become market leaders and have got their own niche. The chief aim of the group is to provide affordable products -- giving value for one's money," says N. Krishna Mohan, CEO - Sales, Supply and Human Capital, Emami Ltd.

While speaking about the USP or the value additions in terms of the products from Emami, Nareesh H. Bhansali - CEO, Finance, Strategy and Business Development, opines, "Introducing the use of Ayurveda and using modern laboratory technology with contemporary packaging of the deliverables have been positive efforts which helped our products to target the specific consumer. In the context of our journey acquiring Himani Ltd and later on merging it with Emami in 1998 has been a very crucial factor for the company."

Talking about the typical buyers of the brand, Krishna Mohan further shares, "Each product of us has got its typical buyer. For example, one who is out in the sun for long hours and wants to relax and feel fresh would opt for our Navrasa Oil or the Cool Talk which



serves that purpose. Another product of Emami which again is the result of our long consumer experience is the Fair & Handsome cream for men." In this regard, Nareesh further states, "We did a research and saw that 35% of men use the female fairness cream. Thus we

launched this exclusive product defined only for men. We feel that we should always give value for money and by creating a special segment of products suited to each category Emami targets their typical buyer."

Talking about the challenges the brand faces while retaining its consumers, Krishna says, "We always try to connect directly with our consumer and it primarily depends on our relationship with the retailers. Before the product reaches the shelves of the shop with our strong and huge distribution network we ensure that the goods reach on time and simultaneously the retailer gets the money invested. When it comes to retaining our consumers the most important factor is Emami's attractive packaging which is surely bound to grab the attention of the shoppers. Thus the products stand out for themselves. About 60-40% of our budget is spent on visibility of the products. Celebrity endorsements in the packaging of the





context has been a novel innovation from our part which we feel has created a huge impact on the minds of the consumers. Today the choice of products to the consumer is unspiced and thus there is great demand on their part as to what she or he wants to use for their family or oneself. People have become very brand conscious, have knowledge and are more updated on what is happening around the world. They thus go searching for their favourite 'brands' rather than the products. So the in-store positioning is very much critical and important."

Talking further about the state of the P.O.P industry he adds, "Currently the P.O.P industry is in a state of evolution with lot of opportunities to learn. From the company's point of view we need to understand the MT consumer better, from the agencies' point of view they need to understand the needs of the brands and how they want to put forward their product to the modern consumer better, so from the perspectives of both, the understanding of the consumer needs has to be clearer."

Indeed, the brand lays a lot of thrust on shopper insight or research input while planning and positioning their brands both in GT and MT which helps them create a niche in the FMCG vertical.

Speaking on the expected growth and opportunities in retail, Nareesh further states, "We expect a growth in the retail market of around 18-20% in the next



two-three years keeping the Indian demography in mind. The Indian market and the consumers are very unique. It has been observed that they are very much conscious of what they are buying and from where. Though initially MT had an effect on OT, both co-exist today catering to their own specific buyers." In this regard, N. Krishna Mohan adds, "There are many associative factors in India especially in tier II and tier III cities where GT is the prime source of procurement and the retailer's engagement with the consumer is much higher, thus these factors should also be

considered by any brand which is in the competitive fray today."

When asked about anticipating the future of the Indian retail market post FDI policy, Krishna replies, "The better the consumption, the better for the business, so we are hopeful that it will have a positive result on the whole."

Nareesh signs off by adding, "It is the era of convergence and gradually we will move into the period of consolidation in the country's retail industry ■"