

THE FIFTH P

CUSTOMERS AS CO-CREATORS

SUMMER INTERSHIPS WHAT THEY LEARNT?

RCB! A MARKETING ARM?



QUICK CONNECT

TIDBITS

MARKETING MOVEMENTS



Marketing Digest by Marketing Shrine

Marketing Club, Indian Institute of Management Bangalore



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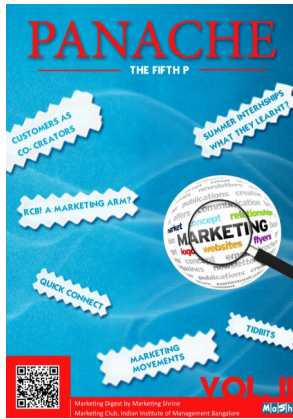
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MaSh : "Eventful" Year



VOL II

Marketing Digest by MaSh, Marketing Shrine,
Marketing Club IIM Bangalore

Editor's thoughts

Panache

And we are back with the second edition of Panache – The Fifth P, where we aim to provide thoughtful insights from the world of marketing as well as share with you experiences of working in a marketing firm. We would like to thank the student community and alums for extending great support to this new venture. We would like to express our gratitude to Prof. Ashis Mishra for taking time off from his busy schedule to select the top two articles of this edition. We would like to thank all the marketing interns who have shared their valuable experience from their internship and helped us in understanding the corporate world better. We have also selected few other very interesting articles, which helps in understanding the current marketing trends better. We have also thrown in plethora of interesting trivia to tickle your grey cells.

Read on to explore the world of marketing .

We would also love to hear your feedback and suggestions, do mail us at mash.iimb@gmail.com

Team MaSh

Sports Franchise or Marketing arm?

Royal Challengers Bangalore

- Namrata Keshwala (PGP2012), Anamika Singh (PGP2012)

Abstract

This article is a study of how RCB, a sports franchise, was developed into an effective arm for surrogate marketing by the UB Group. However, when RCB became a significant business to the UBG, they worked actively towards building it into an independent brand.



Introduction

RCB came into existence when the teams representing 8 different cities of India, including Bangalore, were auctioned in 2008 for Indian Premier League (IPL) and Bangalore team was won by Dr. Vijay Mallya by paying US\$111.6 million. Unlike other sport franchisees, for UB group, RCB was not just a cricket team but a marketing arm for all UB group products. The entire team was bought to increase visibility of brands in market for bi-directional rub-off experienced by either brand from the other.

RCB: A Marketing Arm

Surrogate Marketing

RCB as a team was designed to establish synergies with brand Royal Challenge by establishing overlap. At visual level marketing benefits are achieved because of similarity in logo and team name.

Mischief Gals– One More Novelty

The RCB Cheerleaders are named White Mischief Gals after one of the sponsors of RCB, the White Mischief.

Sponsorship: Using your competitor to your advantage

Revenue Streams for RCB

The main sponsors of RCB are brands like Royal Challenge, Whyte & Mackay & White Mischief.. Large

portion of marketing budget of these brands is dedicated to RCB's sponsorship as legally they have to do that, even when RCB and these brands have the same parent company.

Sponsoring other franchises –A strategic move

Royal Challenge also sponsors four other franchisees apart from RCB which are: Delhi Daredevils, Rajasthan Royals, Pune Warriors and Kings IX Punjab. The purpose behind sponsoring these teams is to build brand, increase visibility of Royal Challenge in these regions where traditionally it seems to have lesser market. Similarly Kingfisher Waters also sponsors other franchisees like: Mumbai Indians, Delhi Daredevils, Rajasthan Royals and Pune Warriors.

Merchandizing

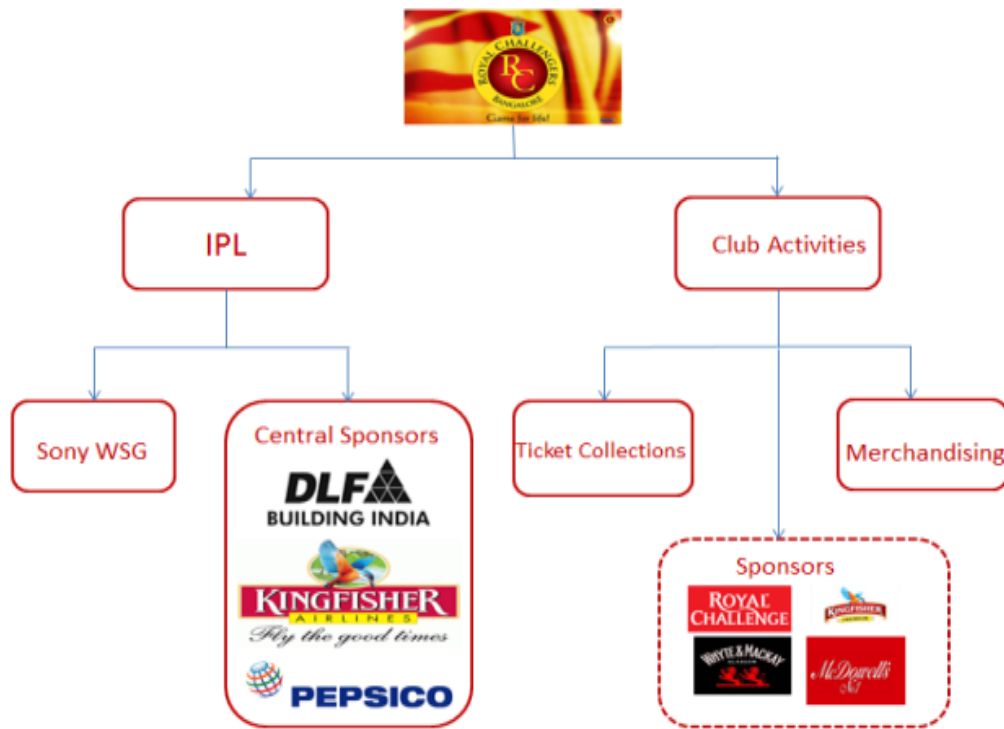
Franchisees have not been concentrating on merchandising for all these years as it is a new phenomenon in India. Some brands are involved in co-branding where these brands in collaboration with the franchisees sell team merchandise. Puma is involved with Deccan-Chargers for merchandising.

RCB: The Brand

Go Green

This marketing campaign has now become a critical part of interaction with fans for RCB. Being involved with socially sensitive product a campaign like 'Go Green' goes





a long way in developing a healthy image of the brand. Advantages are a positive rub off for RCB and UB Group and immediate connect with the youth.

Fan-Club: The Concept

RCB has started a Fan Club to stay connected with its fan base. The club has a 'Fanatic Fan Club- Update' and opportunities to become a 'fanatic fan' and enjoy special privileges. It is a very successful and effective technique for connecting with RCB's followers all-round the year at minimal cost.

Tie-up with Sports Bars and Resorts

The right to screen IPL matches in public places is with the franchisee and hence only during IPL, franchisees enter into tie-ups and contracts with the sports clubs. This has proved to be a successful strategy for RCB to increase visibility and revenue.

The UB Group has presence in sports and entertainment industry with investment in NDTV Lifestyle (TV channel), Kingfisher Calendar, UB City (High-end entertainment hub in Bangalore), East Bengal (Football club in Western Bengal), Force India (F1 Team). Hence they have expertise in parenting sports and entertainment industry though not cricket in particular.

The Path Ahead

Given that the connection between products of UBG and RCB franchise has been already been strongly established, UBG realizes the importance of RCB at the heart of its business. Few ways to add value to RCB are:

Developing a Player-Neutral Image for the Franchise

Comparing the impact of player transfers in different teams, it is quite early for a new league like IPL to think about the possibility of developing player-neutral club loyalty like EPL. The two important factors that matter are:

- Team performance
- Downplaying celebrity players

RCB has identified this fact, and hence unlike other clubs, has always kept its promotional activities focusing on the club, rather than players. A direct comparison was drawn between the Facebook posts of the Mumbai Indians page and RCB page. While MI, wanting to cash in on popularity of its star player Sachin has 1 in every 3-4 consecutive posts related to him, RCB maintains most of its posts generalist, about the team. The paradox is that players are used as a starting point to build the team brand. The trick lies in being able to gradually delink the importance of players to the club to build an independent brand.

Building a reserve pool of talent

School - College goes form a large fan base of the IPL. 'The Mint' shows kids and English general entertainment channels lost viewership share to 3.87% from 3.91%, and to 0.15% from 0.22%, respectively during IPL 2008. It makes sense for a team to start training programs for kids in schools, to bolster its fan-following. RCB cannot approach school kids, due to product portfolio of UB Group. None of the clubs have started on this track yet, but there is a high possibility of that happening in future.

Special Purpose Matches-Outside the IPL time window

No clause by IPL governing board/BCCI prevents the teams from playing matches beyond the IPL window. However, no franchise would take such a step due to lack of players, who are away on national tournaments. It may be beneficial to play such matches from a PR point of view with local players filling in for international ones, but it is

unlikely that it will have major impact.

Brand RCB: Carrying the Legacy Forward

Aggressive Merchandising

Merchandising is expected to grow by drastically mainly of two types:

Team Merchandise

Co-branded merchandise with sponsors (Co-branded sim-cards, flying coupons & apparels)

Connection with youth currently is seen to be happening digitally. Cost involved include creating infrastructure, interesting and downloadable contents for fans. A big

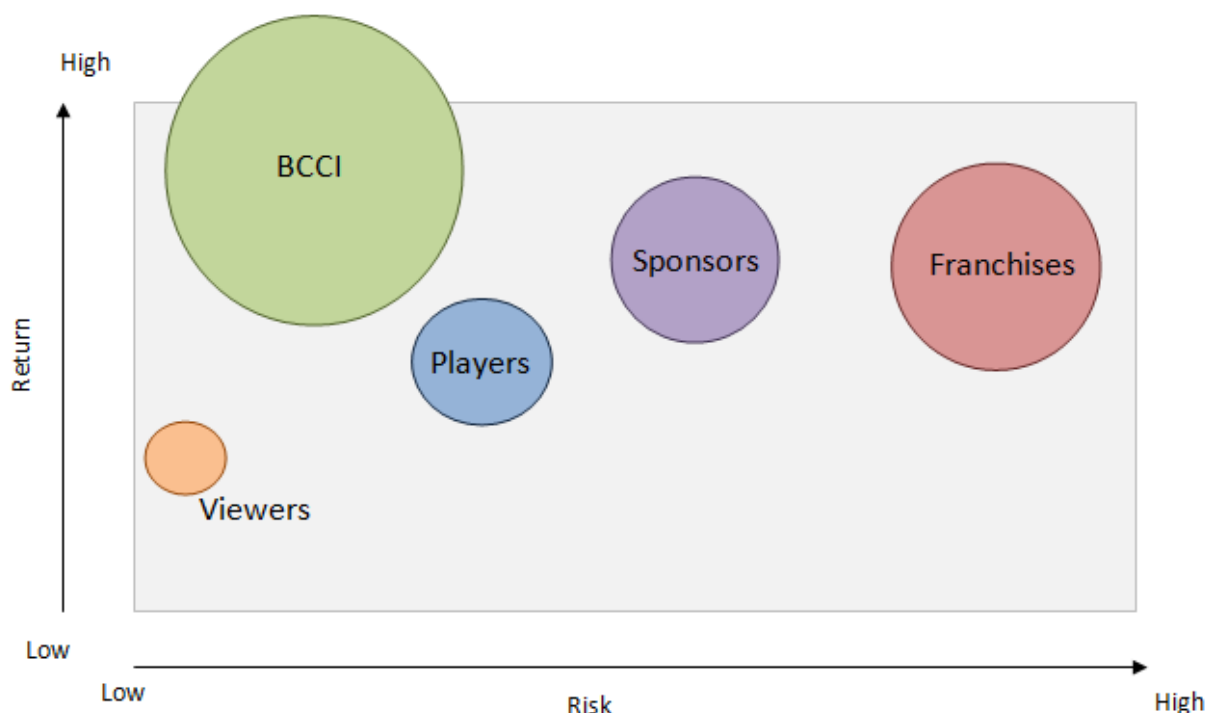
the club, and truly belongs to it. We expect auctioning to take off in a big way in the coming years, once a majority of the franchisees have built a legacy to follow.

The RCB Hall of Fame

The possibility of having a dedicated café, Hall of Fame etc. at UB City, might wait another 3-4 years before being implemented. The significant constraints for the IPL franchises in this respect are lack of owned stadiums and inability to ticket the entry into the Hall of Fame.

Exclusive RCB Chain of bars

Analogous to ManUnited Club which has a chain of bars called “Manchester United Café”, RCB can start its own chain of restaurant-cum-sports bars in metros, and reach out to RCB loyalists beyond IPL matches. However, RCB



opportunity remains to be explored by RCB in online retail space for merchandize.

Sports Tourism

Creating a sports experience for the viewers is a novel concept that RCB has started pursuing since 2 years. It involves creating packages for the viewers, where a sports franchise, a hotel chain and a travel chain come together to give the viewer a wholesome experience. RCB has been early in identifying this niche segment. Last year, it delivered a three-way tie-up package comprising of travel to Bangalore in Kingfisher Airlines, a luxurious stay in ITC hotel, and exclusive box tickets to the RCB match at Chinnaswamy Stadium to about 25 people, at a cost of about INR 1,40,000 for 2 individuals.

may wait 10 years before doing this because of high initial investment. The main benefit is entry into hotel business through an easy route- public recognized brand RCB.

The Final Over: Conclusion

The Indian Premier League, touted as “India’s Virtual Casino” may be considered as a gambling dashboard by the masses. The risk-return profile for the various stakeholders can be summarized as below, with the size of circles signifying size of revenues:

Although RCB was aimed to purely be a surrogate marketing arm for UB Group, as IPL evolved, local revenue streams surprised the team owners with their size and growth. Having successfully conquered its original aim, it realized there is a larger pie up for grabs by being an active franchise along with a ubiquitous sponsor. The focus is largely on the second objective now, and we believe that UBG can, through intelligent management of resources, get to generating robust profits pretty soon.

Auctioning

In the West, auctioning has grown as an important part of brand-building, making the fan believe he owns a part of

Of Movements and Marketing

Breaking from traditional advertising

- Kalaivani S, PGP2012

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“Here’s to the crazy ones. The rebels. The troublemakers. The ones who see things differently. While some may see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world, are the ones who do!”.



The “think different” campaign from the Apple house needs no introduction. The campaign which was a major factor in bringing about the recovery of Apple has often been quoted as a creative masterpiece that set a focused stage for its new products. Well, I would like to quote it as a fine example of *movement marketing*.

So, what is movement marketing?

Movement marketing is a new marketing model that centers on an idea rather than the product itself. It is a way of building the brand by defining its purpose. It involves shifting from marketing to serving the brand purpose, from selling attributes to creating an emotional bond with customers, from what the company wants to say to ideas that spark movements.

Movement marketing is not easy. It involves a radical thinking that turns around the existing traditional advertising campaign. It is about “the group” rather than “the individual”, it requires marketers to “stop talking about themselves and to join in a conversation that is about anything and everything but the product”.

How to start a movement?

Starting a movement is much more complicated than arriving on the idea. There is no laid down formula or framework that could help convert an idea into movement. But definitely a few pointers can be found

from the past experience. It could start with innovative new products or service that improves the customer’s life. Entertainment and/or acts of generosity and kindness might help as well. These strategies can be brought to life through innovative ideas that capture the minds of the consumers and bring them into the movement.

Leadership, the idea and the strategy in itself might be overrated elements of the movement, the first few followers are essential to create something viral. It is important to keep the followers satisfied as they bring in more followers. In other words as the consumers begin to adopt the movement it is important for the brand to engage them in way that satisfies them which in turn motivates them to bring more people in to the fold.

A few examples...

P&G’s “Proud sponsors of Moms” is one of the finest examples of movement marketing. P&G sponsored the trip of the player’s moms to the Vancouver Olympics in 2010. In the ad they look at the games from the perspective of the athletes mothers. Mothers are always concerned about the wellbeing of their children even if they are old and experienced. The ad shows a bunch of youngsters competing at different events while their mothers look on and ends with the slogan “To their moms, they will always be kids” as the various P&G brands are flashed. This campaign

greatly tipped numbers in favor of P&G in the US.

Yet another classic example of movement marketing is the JIM BEAM- Bold choices ad. The ad shows a young man at a crossroads, faced with a choice, to leave his hometown and head for New York City or stay in his home town and let fate decide. As he reflects on his decision, the ad shows various futures he could have ranging from factory foreman to sumo wrestler and the ad ends with the line "Bold choices take you where you're supposed to be" and the young man boards a bus to NYC.

The recent adopter of movement marketing is our very own Mahindra and Mahindra. In order to capture the international market they have branded their entire business as Mahindra Rise. They have further initiated the "Spark the Rise" movement, where they

invite everyone to contribute ideas which could bring about change and Mahindra promise to make them a reality. They have actively used online and TV media to spread the movement. The movement was started in august so one has to wait to judge the success of this movement.

To conclude...

It's time for brands to break form traditional advertising and adopt creative methods, as customers are asking for it. Movements would soon become the ideal medium rather than TV and online ads for reaching out to the consumers in an authentic and effective environment, which "gets people to carry your message for you".

For those interested - links to the advertisements:

Apple "think different": <http://www.youtube.com/watch?v=cFEarBzelBs&feature=related>

P&G proud sponsor of moms: <http://www.youtube.com/watch?v=VS5Z7EC4ME>

JIM BEAM: <http://www.youtube.com/watch?v=wYXFLX2vB-Q>

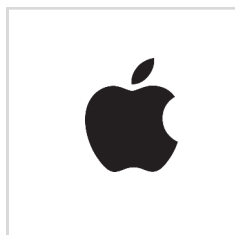
M&M: http://www.youtube.com/watch?v=9zC8MPQausw&feature=BFa&list=UL3oD9TIGGk94&lf=mfu_in_order

Top 10 best global brands of 2012

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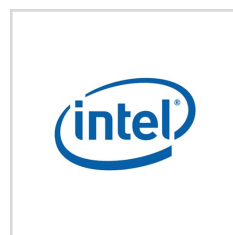
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Source:

Interbrand

Summer Internships

What they learnt?

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Parvathy V Nair

ITC, Sales and Distribution

Project title: Understanding the TM&D Practices of GPI and VST wrt Cigarette category

Brief: I was involved in understanding the competition practices in sales and distribution of cigarettes in Andhra and strategising on how to adopt their best practices in ITC.

Essential Courses: Marketing Management

Takeaway: Understood how sales and distribution works on the ground.

Swadeep Singh

Reckitt Benkiser, Marketing

Project title: Launch of Word of mouth Activation plan in 2 cities

Brief: It was a Word of Mouth Activity, which involved design of the activation plan, measuring its effectiveness, and managing operationality.

Essential Courses: Consumer Behaviour

Takeaway: Got experience of managing activation ideas

Bhushan Maskay

Supermax (Dubai), Sales and Distribution

Project title: Identifying the best practices in sales and distribution for Super-Max and Developing a Business Plan for Oman.

Brief: I analysed the on ground sales practices including offers, route to market, merchandizing and planogram in the two countries and identified the best practices and channel importance.

Essential Courses: Marketing Management, Consumer behaviour

Takeaway: Understood sales & distribution practices across channels including wholesale, modern and grocery sales.

Jithin Prakash

Nestle, Marketing Strategy

Project title: Build a digital strategy for Milkmaid brand

Brief: The project involved doing cost-benefit analysis to justify budget allocation based on consumer research to evaluate and understand the digital exposure of the target group and strategic analysis of the results.

Essential Courses: Marketing Management, Consumer Behaviour, Research for marketing decisions(RMD)

Takeaway: Consumer Research Experience, Strategic thought frameworks and Expertise in Digital Marketing

Lakshmi Balachandran

Marico, Sales

Project title: Implementation of Backhaul in Walmart Supply Chain

Brief: Pilot runs of the backhaul route from Palwal(Walmart) to Rohtak (Marico DC)

Essential Courses: SCM,CF

Takeaway: Had first hand experience of the inter and intra team collaboration among companies

Soumya Sanyal

Procter & Gamble (Singapore), Sales and Analytics

Project title: Predicting and optimizing a marketing initiative's success for 4 geographies

Brief: To find "what works" i.t.o. marketing for that product in each of those four countries (i.e. which medium of advertisement and promotions would give maximum reach, generate more trial and have better ROI).

Essential Courses: Marketing Management

Takeaway: A lot about a product's success in FMCG depends on how it's "marketed" and only simple analytics is sufficient for decision making.

Shriyash

Dentsu (Singapore), Brand Consulting and Planning

Project title: Consumer Insights on retail banking industry in Singapore

Brief: Consumer Insights on retail banking industry in Singapore; Secondary and Primary research followed by recommendations to client.

Essential Courses: Marketing Management, Consumer Behaviour, Research for marketing decisions(RMD)

Takeaway: First hand experience of understanding a completely new market segment.

Akshay Patil

Colgate Palmolive India Ltd, Sales

Project title: PRAYAAS- Kanpur

Brief: Developing a sales strategy for distribution of medicated items in medical stores

Essential Courses: -

Takeaway: All that you learn here is good only on paper. In real life only your negotiation, convincing and analytical abilities play a role.

Rachita Rasiwasia

L'Oreal India, Digital Marketing

Project title: To understand the digital platform specially from the point of recruitment of new customers and driving sales

Brief: The project involved conducting a research on the fans and analysing the data obtained from them to suggest ways to convert facebook fans into buyers of product.

Essential Courses: Marketing Management, Consumer Behaviour, RMD

Takeaway: Very important to understand what the consumer actually wants when it comes to developing or marketing a product and giving it the way they want it.

Prakhar Sharma

ITC, Marketing Strategy

Project title: Building a business case for new market entry in Foods Division

Brief: This involved an in-depth look at competition/industry analysis, technology, manufacturing, sourcing, supply chain and marketing a product developed for entry into a new market.

Essential Courses: Marketing Management, Consumer Behaviour

Takeaway: Immense learning on aspects from supply chain to financial sensitivity analysis along with traditional marketing/positioning.

Vipin Hatmode

Procter & Gamble (Singapore), Customer Business Development

Project title: To create a Robust Process for creation, Tracking and closure of Trade plans there by increasing efficiency and effectiveness of trade plans

Brief: To create a trade plan/promotion planning process to increase the efficiency and effectiveness of trade plans. I created a framework mainly in three parameters and analysed trade plans for last two years.

Essential Courses: Marketing Management, Consumer Behaviour, Research for marketing decisions, Competition and Strategy

Takeaway: In business, question each action to the core and communicate your ideas on time to the right person.

Customers as Co-Creators

The New Role of Marketing Professionals

-Pavan Soni

The late Peter Drucker once quipped, “Because the purpose of business is to create a customer, the business enterprise has two and only two basic functions: marketing and innovation. Marketing and innovation produce results; all the rest are costs.” Ever since this great management thinker made this observation, the two disciplines of marketing and innovation are converging at an incessant pace, much owing to advancement in communication technology and rapidly changing demographics. Internet, deemed as one of “The Greatest Innovation of All Times”, by the BusinessWeek, has impacted our lives in an irreversible way. At an individual level, firm level, societal level and country level, Internet has had some unprecedented effects. Enhancing individual productivity, firm level performance, societal connects and community formation and national renaissance are just a few instances of the prowess of this relatively young technology. In a celebrated 2007 TED talk by Kevin Kelly, the great futurist depicts the significant strides this 5,000 days old technology (the Internet) has made and what is in store for over the next 5,000 days. We are talking well ahead of billions of human brain worth of processing power and networking ability. Not to forget the pace of research in Artificial Intelligence and Smart Devices that might soon blur the difference between various lives we live. In the light of this omnipresent, omnipotent (if I may) technology, the Internet, what lessons do we draw for the age old discipline of Marketing Management? I guess the lessons are significant and so is the call for a seminal shift in the approach of marketing professionals. The article discusses the impact of wide scale Internet technology adoption on one of the key components of business, Product Design. This is where Innovation meets Marketing to create true value (Drucker said that!).

In a very rudimentary sense, the New Product Development (NPD) process could be broadly divided into three phases, viz: Concept Generation; Concept Validation and Launch. Concept Generation phase, also known as Idea Generation phase, is the exploratory stage where firm seeks insight via understanding the stated and unstated customer demands. This is deemed by many as the toughest phase, as often customer herself doesn't know what she needs (I use 'her' to indicate either genders, but being marred I realize the more significant of the two genders!). The second phase, Concept Validation, is about ratifying the original possibilities through the lenses of Desirability (of customer); Feasibility (of business) and Viability (of business), among others. The concept, now called as prototype, is ripe for launch. Albeit a business can't do away with the Type I errors, of not launching a promising winner, a scientific approach of concept validation helps increase the odds of success. Finally, the Launch, also called the Moment of Truth where the firm's idea meets

the market and fate is sealed. Here is a caution in order. Research from across markets and countries (mostly developed) suggests that the failure rate for NPD ranges between 75% and 90%. Other studies state that it takes 3,000 ideas (concepts) to get one successful product out! Can we do better here? We better do.

The Holy Grail of marketing management and to an extent innovation management is to increase the success rate of new product launch. As observed above, it starts with insight and ends with the moment of truth when a firm's beloved concept is in the hands of the customer. Where all is market involved here? Only at the beginning and the end phase or all across? I reckon that marketing and innovation management in inextricably linked all through the NPD process. The bigger question is- How can business take advantage of the Internet in enhancing their odds of new product success? Can it (read IT) help us take the guess work out of the process? Can customers (and consumers) be a part of the product development and launch process? If so, what is in for them? More over, what is in for the Marketing Professional? Does it mean her role changes fundamentally? You would have guessed by now the answer to all aforementioned questions! Now help me explain the why and the how part.

One of the pioneers of innovation management, MIT's Eric Von Hippel, identifies customer co-creation as a process which lets consumers get more and more involved in the design and execution of new products (and services). He quips, “To charge up customers, put customers in charge”. Technology reduces the cost, increases the pace and enhances the outreach, whereby significantly reduces the risk of reaching out to customers in shaping up exciting products. Another proponent of this model of innovation, UC Berkeley's Henry Chesbrough, promoted the term Open Innovation which refers to the approach where firm leverages internal and external ideas as well pathways to take concept to markets. While customer co-creation occupies a rich academic literature, its practice isn't far behind. In his famous book, The Power of Co-creation, Venkat Ramaswamy (who coined the term co-creation with C. K. Prahalad) narrates inspiring stories on firms leveraging co-creation, especially with customers. Marquee stories include: IdeaStorm (Dell), MyStrabucksIdeas, Nike+, Sunsilk Gang of Girls (Hindustan Unilever), MindStorms (Lego), SAP Developers Network, Intuit Labs, GameChanger (Shell), ITC e-Choupal, Google Labs, iPhone Apps Store, and Android Apps Store, among others. These smart firms understand that customer knows the problem as well the solution; all that needs to be done is to equip them with tools to create the solution. And what you get in return? Fresher ideas, cost savings, faster time to

market, higher odds of creating a successful product and above all – customer loyalty. Remember, everyone wants to express oneself. Give them a platform to. Also don't assume that co-creation is only limited to software or services space. Fiat Mio, the concept car designed and developed by Fiat Brazil in a wholly community developed fashion, is a case in point of customer co-creation catching up in old age industries as well. In nutshell, co-creation with customer helps across all the three phases of NPD, viz: Concept Generation, Concept Validation and Launch. Here is how:

Customers as Idea Source

As organizations become global and technology become pervasive, the firm boundaries increasingly become perforated. Though we understand the great products start with customers and end with customers, the role customers have been playing, especially in the idea generation/scouting, has been inadequate. Imagine if customers can be provided with a portal where they submit their ideas, as in case of IdeaStorm by Dell or communities on Facebook or other Social Networking sites where customer can comment on enhancing a product/ service feature. All this is like hearing from horses' mouth and doesn't even cost much. And guess what, your customers are already sold into the concept. So it also lowers the marketing efforts that would follow.

Customers as Sounding Board

Instead of paying heavy bucks to hired consultants or waiting for the next eureka moment, why not bounce off the quick (and dirty) prototypes with customers. Google Labs comes to mind here. Remember, for most part when we used Gmail or Google Books and most other applications from the Internet giant, they were proudly in Beta stage. Who better than customers to validate what they want. The approach is called "70% and go", i.e. don't wait for the product to be 100% ready for a launch, make it 70% ready and leave rest for the customers to work on. Takes most of the guess work out of the window. Just reckoned that Microsoft Windows is another brilliant example of this principle!

Customers as Evangelist

Great innovations need evangelists to influence the customers and shape up the main stream adoption. So far, the role of an innovation evangelist was played by firm's employees, such as Guy Kawasaki in the case of Apple. But thanks to Internet and its offerings such as blogs, communities, Second Life, chat forums, YouTube videos, interactive application and not to forget games, the customers are the firm's biggest evangelists. Here the concept traverses faster than the actual product through word-of-mouth or may I say 'word-of-mouse'. Let customers do the talking. Beware, things can go horribly wrong as well if customers don't like the product. But if the firm has already factored their desires at the start of the process, the chances are that the concept won't recoil as badly.

So much for the role of customers as co-creators in the NPD process. Now how about the marketing professional? For starters, the marketing professional has to graduate from the role of an executor to that of orchestrator. Her vintage point from being at the junction of market and the firm makes her role pivotal in onboarding the customer in the creation phase. Starting concept generation/ scouting, the role broadens to involving customers in the validation phase as well all through the launch and post-launch. Here the moment of truth advances to the first time firm interacts with customers in seeking their ideas for the new product/ service. Firm needn't wait for the customers to buy the product (considered as first moment of truth traditionally) to form a perception, but it starts right at the first dialogue. So here's a summary of how the marketing professional has to up the ante in this co-created economy:

From Executor to Orchestrator

Like the conductor of an orchestra, the marketing professional now has to strategize and onboard the lead-customers into the product development process by leveraging the Internet and other technological advancements. With a greater demographic spread, leading to the creation of 'market of one', the imperative for unique offerings becomes even greater. Here's another opportunity for the firm to explore the Blue Ocean, a markets that's been so far untapped, the way Lego did with MindStorm in moving beyond the kids market.

Articulate clear motivations for the customers

Contribution to a cause, private or public, can't be altruistic always, the way it's been with the Linux project. If the firm needs to tap into the wisdom of crowds, incentives have to be clearly defined. Drawing into the research of Daniel Pink from the Harvard University, the new science of motivation is pivoted on the virtues of purpose, autonomy and mastery. Translating it to the ideas marketplace, customers need to be given a purpose of why should they chip in to a firm's innovation process (Hint: articulate a grand vision the way Google did), must be given enough tools and technologies to master at and express oneself, and finally define the boundaries rather loosely to allow ideas to flourish. Doing this with the internal customers is not a bad idea either!

Measure the progress

Does the customer co-creation process really help enhance firm's innovation performance? The answer to this question depends upon how astutely the marketing professional measures the value flowing in from such interactions. Talking of three measures, viz.: Input Measure, In-Process Measure and Output Measure, firm needs to articulate its own matrices. Some of the handy measures are: percentage of ideas coming in from outside the system (esp. customers), batting average of the function, money saved in testing and validation, and average time to market of ideas, among others. Of course marketing professional can't be held responsible for firm level innovation performance, but does have a huge role to play here.

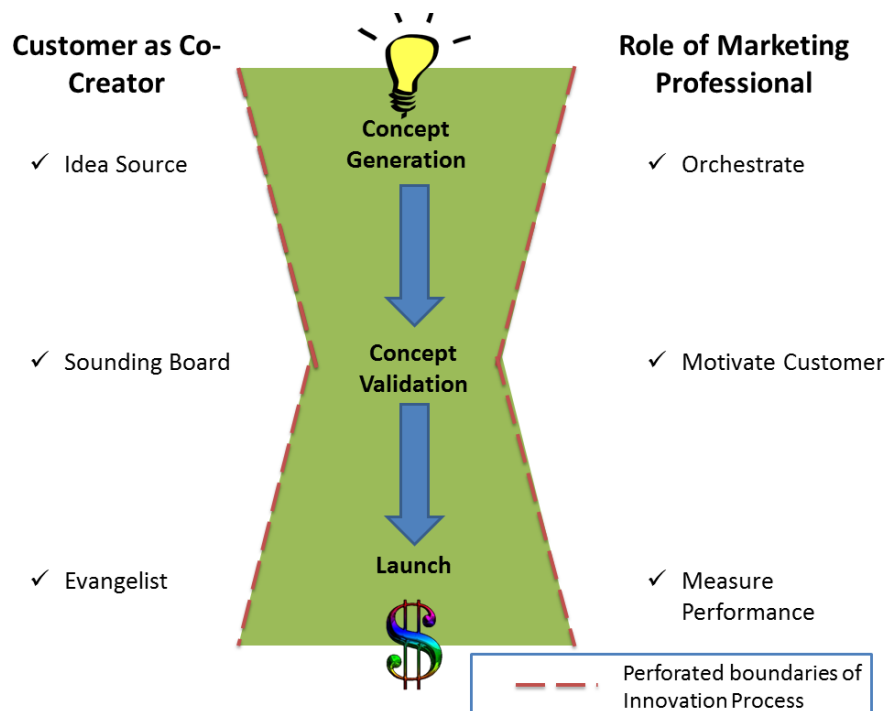


Exhibit 1: Depicting the Innovation (NPD) Process with perforated boundaries and role of customer and marketing professional

Another very important aspect is the management of Intellectual Property Rights (IPRs), as increasingly the firm's control on the NPD process loosens up. A situation where customers' ideas are taken to the bank without proper rewards to customers would severely impact the firm's goodwill. Largely an avoidable situation if planned well in advance and if guidelines are in place, as in the case with InnoCentive and Nine Sigma, the innovation brokerage outfits.

Right at home in India, firms are waking up to reality of the prowess of the Internet as a source of idea generation, community formation and viral marketing. Right from FMCG firms such as HUL and ITC to IT firms such as TCS and Infosys, the investment in customer co-creation is giving positive dividends. Question is: Do we realize this trend and prepare our budding professionals to ride this wave? Does our B-School curriculum provide an

integrated view of Information Technology, Marketing and Innovation Management to our students? Because in reality opportunities seldom come in isolation!

About the Author



Pavan Soni is an innovation evangelist by profession and a teacher by passion. He is currently pursuing his Doctoral Studies from IIM Bangalore in the discipline of Corporate Policy and Strategy. More on him is available at www.pavansoni.net.

Quick Connect

1. Homestop, Hypercity, M.A.C, Mothercare, Timezone
2. Louis Phillipe, Van Heusen, Allen Solly, Peter England
3. Carla Bruni, "take it on" - a tyre manufacturing company India
4. Ila Arun, Mile sur mera tumhara, zoo zoo ads -

- Answers:
1. Shopper Stop Group (K Raheja Corp Group)
 2. ABGroup
 3. Ceat
 4. Piyush Pandey of Ogilvy & Mather, India



How many different kinds of marketing do you know?

Find an extensive list of **131** different kinds of marketing [here](#)

MaSh : "Eventful" Year

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War of Sections

On 16th July 2012, the PGPIs of IIMB battled it out to make their sections victorious in the ultimate contest 'War of Sections'. The events organized by MaSh in 'War of Sections' included 'Mad Ads', 'Dumb Charades' and 'Guess What'. The entire event proved to be a huge success as the PGPIs unleashed their creativity and talents with gusto. While 'Dumb Charades' tested which team could best enact the taglines of brands, 'Guess what' made the teams speculate the prices of household goods. Mad Ads had the audience in splits as each section came up with funny ads to advertise how they are the best. Each section supported their teams with a lot of fervor and the event was abuzz with palpable energy. Finally Section C took home the trophy of the Winner of War of Sections, proving that they are the ultimate marketers.



Hazaar ka Bazaar Renovar

MaSh in collaboration with EnI organized Hazaar ka Bazaar_Renovar at Eximius 2012. The contest tested participant's ability to apply marketing acumen to revive a failing brand. In the prelims 65 teams from around 20 different colleges battled it out to answer questions, which tested their awareness and knowledge about marketing – well-known brands, famous stories in marketing history, and some fun questions on marketing concepts. The top 5 teams moved on to the final round where they got into the shoes of a CMO. They devised marketing strategy to revive a failing or already failed brand like Margo, Sunfill etc. Ultimately, Samidh Pratap, Paarth Gupta & Siddarth Aggarwal from IIM B rose up to the occasion and emerged victorious.

HUL LIME Season 4

MaSh organised one of the most sought after competition on the campus, HUL LIME Season 4. Over 50 entries battled their wits to crack the conundrum for The Hindu. Two teams Altavista Logic and Mark to Marketing emerged as the campus finalists. Both the teams presented their insights and solutions to the judges from Unilever and The Hindu and the competition was eventually won by the team Mark to Marketing comprising of Siva Kumar V, Santhaprakash S, Kannan Chandran. The team has

continued its winning streak to reach the grand finals to be conducted in February. MaSh wishes them all the best for their final battle.

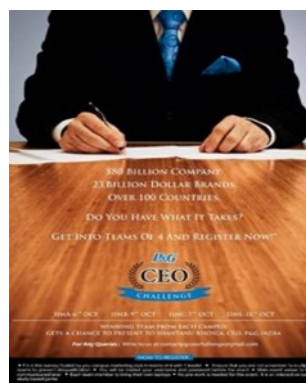


Unilever Unplugged:



Apart from the galore of competitions conducted across the year, informative workshops were organised by MaSh. A daylong Integrated Brand Communication workshop was conducted by Unilever along with MaSh at IIMB for the second year students. It gave students an opportunity to interact with Brand Managers from Unilever, brainstorm and ideate with them and to also finally give their recommendations, just the way real marketers do.

P&G CEO Challenge and Dream team



Another Marketing giant, P&G made its presence felt on the campus with different competitions round the year. Mash conducted the campus round for the P&G CEO Challenge which tested basic marketing concepts and was greeted with brilliant response by the first year students with over 30 team participating in the event. Students gained valuable insights from the P&G team and Team 'A stars' (Shantanu V, Sudarsh M, Shaivya S, Sherry S) won the campus round. Team A Stars continued to star by winning the case competition (Real life P&G Case- Marketing plan for Fabric Conditioner in Philippines) at the National stage against the teams from IIM A,C & L.

P&G Dream Team which has just been launched on campus by MaSh has created a buzz around the campus and high level of participation is expected from the students.

MaSh : "Eventful" Year



ITC Interrobang:

List of major marketing companies conducting events along with MaSh did not end with HUL and P&G. Second Season of ITC Interrobang saw increased levels of enthusiasm from the students at IIMB. Over 100 students participated to work on a case based on Fiam Di Wills. The campus finals organised by MaSh was eventually won by Team Four Marketeers (Aakanksha Kumar, Febin Sagir, Rajamayoor Sharma & Nivedita Balaji) in an exciting contest. ITC stalwarts Mr. Nilanjan Mukherjee (Marketing Head, ITC Personal Care Business) and Mr. VL Rajesh (Executive Vice President, Marketing, ITC Foods Business) were on campus to share their valuable insights. Along with the case study winners, ITC gave away prizes to Interroquiz Winners, a daily quiz organised alongside the case competition.

Many other competitions were organised by MaSh for the students round the year giving them opportunity to showcase their marketing talent. Become Indra's Advisors Contest 2012, GSK Strat Edge, J&J Quest (Ongoing) were some of the competitions organised by major FMCG companies. Case competitions from advertising agencies were also organised for the students' like DRAFTFCB ULKA Comstrat – along with others such as Dainik Bhaskar Case Challenge.

Mash Events @VISTA

MaSh hosted a variety of marketing events at Vista 2012, the Annual Business Festival of IIM Bangalore conducted by Forum for Industrial Interaction (FII). The events received huge participation from top Business Schools across the country. The events were conceptualized and designed in a way to test the participants' knowledge and skills across various facets of marketing. Mash was responsible for organizing four events namely *Kurukshetra*, *Ad Honchos*, *Pratibimb* and its flagship event *Markguru*.

Committed to giving exposure to participants on real-

world marketing scenarios, *MarkGuru* – a marketing case study competition demanded knowledge of the marketing field, the potential to innovate and come up with new strategies as well as good case solving ability. Himalaya being the sponsor for the event, provided case studies which related to actual marketing issues being faced by the firm. The event had an overwhelming response with 138 teams participating in the event. The total cash prize amounted to INR 75,000. The team from IIM Bangalore were placed first winning a cash prize of INR 50,000 and team from IIMA coming second with a cash prize of INR 25,000.

The 2nd event which was conducted by Mash was *Kurukshetra*. This event involved 3 gruelling rounds involving various tasks. Right from coming up with a marketing plan to negotiating across the table to seal a deal, this event finally ended with a case study round. This event too received a large number of entries with 81 teams participating. The event was sponsored and judged by HCL. The team from IIM Bangalore placed first winning a cash prize of INR 15,000 with the team from IIM Kozhikode finishing a close second and winning INR 10,000.

Ad Honchos, a real-time ad-making competition tested one's creativity and ability to think on one's feet. Event consisted of 3 rounds. Teams were given innovative products ranging from Apple iWater to Diaper Alarm etc. and asked to create advertisements around them. The team had to come up with an associated product that can be sold along with or which can promote the sale of the original product given to them. Teams were given another 2 minutes to talk about their associated product, about why they chose this product, their marketing plan and strategy for both the original product and the associated product. Teams also had to make counter advertisements for their opponents' ads. Teams were judged based on marketing strategy, presentation skills, feasibility of the idea, and effective use of visual aid. A total of 160 teams participated in the event.

Pratibimb – a simulation game which gave a real feel of the world of marketing. The event comprised of 2 rounds – an elimination quiz involving the basic concepts of marketing followed by a simulation round wherein a real life marketing situation was given for the competing teams to understand subtle consumer behavior patterns and deal with marketplace complexity. The event tested the strategy skills of the participants and how well they can outwit other players in a real market scenario. Out of 300 teams (2 members per each team), 20 teams qualified for the finals and the team from IIM Bangalore was the winner and bagged the prize money worth INR 10,000.



Team MaSh
