**WHO ARE WE?**

Zydus Wellness is the consumer arm of Zydus group, the Pharma giant, established as Cadila Laboratories in 1952. We have been contributing to the health of Indians since 1988 with a strong portfolio of brands like Sugar Free, Nutralite, Everyuth, Complan, Glucon-D, Nycil and Sampriti. Our Brands enjoy strong leadership positions in their respective categories; to the extent that in some of them, the brands are equivalent to the categories. Post the coming together of the two organisations; we now are an Industry behemoth poised to make some giant strides towards creating a Best in Class Sales Platform. Doubling direct Reach, expanding footprint in rural markets, 100% technology footprint for the sales network and cutting-edge practices in the domains of Account Management as well as Channel Marketing would sum up some of biggest objectives in the coming 12-24 months.

Lastly, and most importantly, Zydus Grows People to grow the business. With a strong focus on developing people to constantly work on their skills and learning, this is a real time to be part of the Zydus Wellness Team.

**CASE STUDY**

You have newly joined as Zonal Sales Head for Zydus Wellness. Your region has been on a constant decline year on year. There are 5 major brands in its portfolio – Brands A, B, C, D & E. Brand A is an MFD Brand, Brand B is a Glucose Powder Brand, Brand C is a Talc Brand, Brand D is a Sugar Substitute Brand and Brand E is new inclusion of portfolio of Food products introduced in Year 5.

While Brands B, C & D have shown consistent growth over the years, Brand A has de-grown significantly over the last 4 years. Brand E being a new entrant in the portfolio.

Brand E portfolio has 5 major product groups – Ghee, Butter, Fat Spread, Mayo and Choco Spread. While the product group has good presence in the HORECA segment, General Trade is the channel of opportunity. It has to compete with big market stalwarts as well smaller brands with good retailer margins. While Ghee is commoditized, other products are more focussed towards SEC segment A, B and C.

The Brand wise performance over the last 4 years is given below (in INR Lakhs):

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Brand Name** | **Year 1** | **Year 2** | **Year 3** | **Year 4** |
| A | 1075 | 981 | 617 | 475 |
| B | 964 | 935 | 1027 | 1039 |
| C | 6 | 11 | 28 | 41 |
| D | 253 | 335 | 434 | 433 |
| **Grand Total** | **2298** | **2262** | **2106** | **1988** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |

**Retail Environment:**

Our company operates mainly in the retail types of Grocers, Chemists, Stand Alone Modern Trade and Wholesale. In the Urban markets, we have a Direct Distribution model where the Distributor bills from our organisation and distributes our products in the retailers under his assigned town. In the Rural markets, the distribution model is through Super-SUB model where the Super Distributor bills from our company, sells it to a Sub Distributor or Sub Stockist. The Sub Stockist distributes it in all the retailers in his assigned rural towns and villages.

The details of Retail Universe and business contribution from the different Retail Categories is given in the tables below:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Retail Contribution (Overall)** | **Year 1** | **Year 2** | **Year 3** | **Year 4** |
| Grocer/ General Merchant | 31% | 30% | 30% | 33% |
| Chemist | 15% | 16% | 17% | 14% |
| Stand Alone Modern Trade | 6% | 6% | 7% | 7% |
| Wholesale | 8% | 8% | 7% | 6% |
| Rural (Sub Stockist) \* | 38% | 39% | 38% | 39% |
| Others | 2% | 1% | 1% | 1% |
| **Grand Total** | **100%** | **100%** | **100%** | **100%** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Retail Universe** | **Total Universe** | **ECO-90\* (Total)** | **ECO - 90**  **(Brand A)** | **Contribution (Brand A)** |
| Grocer/ General Merchant | 7459 | 6713 | 5035 | 36% |
| Chemist | 4092 | 2864 | 1805 | 11% |
| Stand Alone Modern Trade | 310 | 294 | 265 | 5% |
| Wholesale | 379 | 353 | 314 | 8% |
| Rural (Sub Stockist) | 150 | 147 | 144 | 40% |
| Others | 187 | 84 | 34 | 0% |
| **Grand Total** | **12576** | **10455** | **7596** | **100%** |

*\* ECO-90 - Total no. of outlets/sub stockists billed at least once over a period of 90 Days (3 months)*

**Launch new refill pack of Brand A:**

Brand A had a huge launch of a refill pack (high growth pack in the category) and initial launch saw double digit growth in the brand fuelled by the new SKU sale. It is also supported with increased support on media.

**Brand E Channel Plan:**

There is plan to launch portfolio of products in the general trade channel with particular focus on high end grocers (HEG) and SAMT (Standalone Modern Trade). While the brand has significant presence in HORECA professional segment, its presence in GT channel is very limited. Hence the company has decided to create a separate GTM approach for the same.

**Your Task:**

Your task should you choose to accept it requires an overall strategy for the revival of your zone.

* What are some out of the box growth ideas to build a sustainable growth plan for Brand A keeping the new refill launch pack in mind? Keep note of the retail environment while presenting with the ideas.
* How should team proceed on the launch of Brand E in General trade channel?
  + Should we proceed with a distribution structure to focus on the new channel or integrate the same in existing general trade channel? Support your decision with logical inferences and weighing the pros and cons of both.
  + What are some innovative ways to have BTL activations for the food product portfolio? Remember we are the new entrants in this channel.