

Hosiery Brands market survey in the category of Men and Women and Rupa's current brand positioning



By

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It is my immense pleasure that I place on record my deep sense of gratitude to all who have contributed to the successful completion of my project work by sharing their valuable knowledge, views and by helping me on various occasions.

I am grateful to Mr. L S.S Lal – Vice President – Rupa & Co Ltd – Kolkata for giving me the opportunity to do my summer internship project at Rupa. I would also like to express my sincere thanks to all those employees of the company who have shared their valuable time and knowledge without which the project would not have been a success.



Company Overview

Rupa is today the unquestioned No.1 knitwear brand in India, covering the entire range of knitted garments from innerwear to casual wear. Starting as a dream in the far-sighted mindscape of three men of vision and enterprise, Rupa has evolved to become the frontrunner in India and a leading player in global markets with far-reaching footprints and millions of satisfied customers.

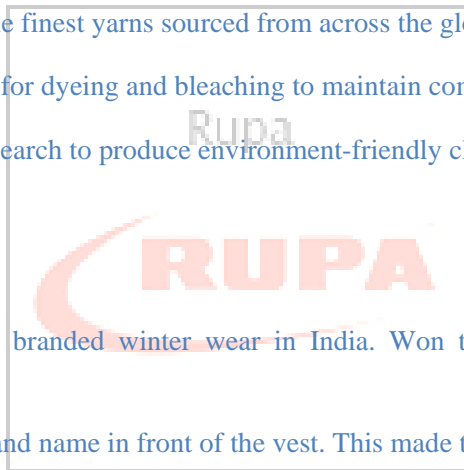
This is because Rupa believes in moving ahead not just in terms of volumes, but also in technology and product innovations. In line with evolving consumer preferences and market demands, Rupa periodically introduces new varieties in each sub-brand. These products incorporate the latest fabric innovations, cutting-edge production techniques, and advanced design elements to give the finest experience of style and comfort to the end-user.

Synonymous with quality and durability, Rupa brands are integrated across the hosiery value chain. They enjoy top-of-the-mind recall across all segments and have earned the trust of millions across the globe.

- Rupa has a daily capacity to produce over 800,000 pieces of finished goods.
- Rupa products are made from the finest yarns sourced from across the globe
- Rupa uses imported technology for dyeing and bleaching to maintain competitive quality standards.
- Rupa invests in considerable research to produce environment-friendly clothes and minimize carbon footprints.

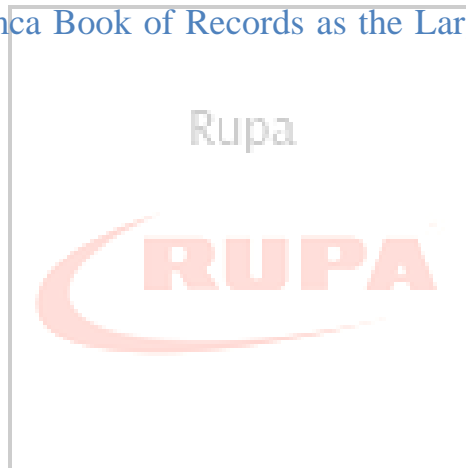
Some of Rupa's milestone include

- Launched Thermocot, the first branded winter wear in India. Won the Texcellence Award for Best Winter Knitwear Brand, 2003-04.
- Pioneered the printing of the brand name in front of the vest. This made the logo a design element to be flaunted.
- One of the earliest brands to introduce celebrity endorsement. This created huge impact and recall value.
- Decades-long experience in successfully launching, nurturing and managing several winning brands in a predominantly unorganized industry.
- Acclaimed by the Limca Book of Records as the largest hosiery and innerwear manufacturing and marketing company in India, for a record seven years.
- First Indian innerwear manufacturer to become a licensee of SUPIMA, the premier organization of American Pima Cotton growers. Rupa-Frontline AIR is the first vest in India to be made of 100% American Pima Cotton, one of the most exclusive and luxurious natural yarns in the world.
- First Indian company to launch bacteria-resistant briefs under its exclusive Euro brand.



Some of Rupa's Award include

- Rupa & Go Ltd is the largest manufactures of hosiery products with Rs650 crore turnover and With over 700 distributors and one lakh retail outlets, Rupa holds the largest share of market in India and the Middle East for knitted undergarments and casual wear.
- 3rd Global Youth Marketing award
- Global Awards for Brand Excellence – World Brand Congress 2010
- 6th Annual Fashion Award
- THERMOCOT - TEXCELLENCE 2003 - Best Brand for Woolen Knitwear
- Master Brand Award by CMO – Asia for 2011 & 2012
- Star Brand Award by Plan Man Media
- Most Popular Inner Wear Award
- Awarded 7 times by Limca Book of Records as the Largest Manufacturer of Hosiery in India.



Executive Summary

The innerwear market in India is currently valued at Rs. 5160 crore in value terms and 80.16 crore units in volume terms. The Indian lingerie industry is poised for a great leap ahead due to the growing domestic demand coupled with huge export potential. There are more than 1000 Indian brands present, but only 200 are active nation wide. The remaining cater to markets in the vicinity of their manufacture. The Last decade has witnessed inflow of many multinational brands in the Indian innerwear market. Many foreign companies have already set up or are in the process of setting up their manufacturing units in India in collaboration with local players. India's vast resources, skilled manpower and infrastructure attract a lot of foreign investment in the field of innerwear.

This project brings to light the product offerings of Rupa and its comparison with multinational brands. Leading brands present in Indian Undergarment market have been studied under the heads of retail presence, styles of products offered, price range and the best selling categories. The data has been gathered by personal interviews of fifty retail outlets across West Bengal and Two hundred consumers from West Bengal, India have also been surveyed to collect information regarding popularity of brands and consumer preferences. Analysis of data brings out in the category of Men and Women and Rupa's current brand positioning in West Bengal. It also gives us an insight about the various brands of undergarments available in the men and women categories. It tells us the buying behaviour of the consumers and there brand preferences. The survey also aimed to find out the retailers brand preferences, identify the trends in the industry, build The Rupa's brand blue print and find out its competitive positioning

Research Methodology

Research design is a framework or blueprint for conducting the marketing research project. It details the procedures necessary for obtaining the information needed to structure or solve the marketing research problems. It basically defines the way of implementing the given approach. (Naresh K. Malhotra, 2007, Fifth Edition, Page 108). It defines a systematic path by which one can obtain the necessary information to solve a particular problem.

Type of research

The research design of our project is a descriptive research because the research helps us in finding the **Hosiery Brands market survey in the category of Men and Women and Rupa's current brand positioning** in West Bengal. It also gives us an insight about the various brands of undergarments available in the men and women categories. It tells us the buying behaviour of the consumers and their brand preferences. The survey also aimed to find out the retailers brand preferences, identify the trends in the industry, build The Rupa's brand blue print and find out its competitive positioning.

Data collection

Primary data

The data is gathered with the help of survey which was conducted at various places with the help of a questionnaire. There were two categories of survey conducted. One was for the consumers and the other was for the trade. For the Consumer Survey the respondents lie within the age group of 15 to 79 years with different ranges of Monthly Household Income (MHI). While for the Trade Survey the respondents were different undergarments retail outlets across West Bengal.

Secondary data

These are the data which has been collected by someone else and passed on to us through literature review, journals, internet and other sources.

Population of the study

I have taken into consideration the population of West Bengal. The survey has been conducted personally by going to different places within Bangalore e.g Shopping Malls, Door-to-Door Survey, one on one communication with the

customers, telephonic and email surveys. Also it was made sure that the sampling was divided across all generation to understand the change in behaviour generation wise.

Sample size

Sample size refers to the total number of respondents that have been surveyed. In this case, the sample size for Consumer survey was 200, and for the Trade Survey was 50

The sample of consumers comprises women from high or upper middle class socio-economic strata, as the group is better informed. 200 consumers were surveyed to gather information regarding their preferences

Consumers were contacted mainly at undergarments outlets to study their complete buying process. Leading lingerie stores of kolkata were selected for this purpose.

Sampling technique

Simple Random Sampling was used to collect the data as the questionnaires were given to individuals randomly in the population such that each individual had an equal probability to be chosen. A lot of open ended questions were asked to the consumers to get as much insight as possible.

Tools for Data Collection

Data has been collected through questionnaire and observation techniques. Separate questionnaires have been formulated for retailers and consumers. The questionnaires have been personally administered to the respondents in order to clarify doubts if any. Observations have been made simultaneously to collect intricate details.

Scale used in questionnaire

The following scales were used in Sampling

- 4- Point Likert Scale
- Ordinal Scale

➤ **Industry mapping of innerwear for Men and women all India:**

The innerwear market is flooded with the best of Indian as well as international brands. The inside story got its first stylish boost when Associated Apparels Pvt. Ltd. makers of Liberty shirts, launched the world famous Maiden Form bras, Jockey men's underwear and swimwear in 1962 in India. The brands were an instant success with their style and quality. Because of the change in government policies the company gave the overseas tie-up and changed the names to Libertina for lingerie and Liberty for men's underwear in the late 70s. With the success of Libertina and Liberty other Indian companies moved into lingerie bandwagon. Peter Pan from Dawn Mills in the 70s entered the market. The brand was one of the favorites with the Indian women, but two decades later it vanished from the market. VIP a major player in men's segment launched Petals, a lycra moulded cup bra with motifs, which was considered ahead of its time and was discontinued. But its Lovable launch in 1996 proved a success when they brought in a foreign brand but made in India. Lovable was followed by Feelings, a domestic offering of VIP along with Daisy-Dee. Vanity Fair was launched in 2004 and finally a Korean brand Try for men and women in 2004. Another big brand in the lingerie market is Rupa & Co. started in 1985. Its range of men's, women's and children's underwear makes it India's largest manufacturer and seller of innerwear.

Other brands that are making their presence felt in the Indian innerwear market are Amul, Lux Cozi and Dollar catering to a particular segment of men's innerwear market while the lingerie segment has its own local brands like Neva, Bodycare, Softy, Lady Care, Little Lacy, Red Rose, Sonari and many more.

Trickle of foreign brands started in 90s with the advent of Jockey re-entering the Indian market followed by Calida and liberty Blu. Then the very high fashion Gossard came for a limited period. The entry of the Marks and Spencer chain stores created a stir. Another big entry was Triumph. Enamor, another foreign brand entered through Gokaldas Exports and very chic French brand Aubade opened its only outlet in Mumbai. LaSenza and Hanes are other brand in the scene.

➤ **Profile of Rupa & Co Ltd**

Rupa is the leading undergarments manufacturer, a leading hosiery and knitwear company and exporter renowned for their superior quality, style and expertise. Rupa is India's largest hosiery brand, covering the entire range of knitted garments from innerwear to casualwear to footwear.

At Rupa, the constant focus is on producing and promoting eco-friendly products and processes for a greener world. Rupa sources natural and bio-degradable fibres grown in sustainable methods. The manufacturing units have water saving and recycling and use revolutionary technologies like Air-Dyeing to conserve precious water and energy.

Products are designed for to arrest ecological footprints even after consumption. Every time the consumer wears a Rupa, he takes part in this enriching process. Rupa is deeply committed to weaving a greener, happier world.

Rupa's

VALUES:

- Corporate Social Responsibility – To be a responsible corporate citizen who is pro-planet and pro-people. To safeguard the environment and to give back to society.
- Honesty and Diligence – To strive to deliver beyond our promise, that becomes our guarantee of quality.
- Innovation – To incorporate the latest techniques and global innovations for making the most advanced products.

VISION:

- To consolidate our position as the national frontrunner and to be a global leader in the innerwear and casual wear categories.
- To constantly pursue the spirit of innovation and improvement for creating best-quality products.

MISSION:

- To exceed the customer's expectations by consistently offering the best products across different categories.
- To promote the latest R & D and to follow eco-friendly production processes.
- To create and deliver value for all stakeholders.

The company has wide range of products under the brands:

- **Softline:** Softline is specially-designed lingerie for women from the finest fabrics and modern, feminine designs. Because to look good, women need to feel good. The product range includes: Softline Bra - The BRA EXPERT brings scientifically-designed bras which give superb coverage and support. Made from superfine fabrics for day-long coolness. Available in different colours, sizes, designs and variants – Regular, Designer, Fancy and Premium. Softline Panties - .These panties combine comfort with style. In sleek cuts and soft fabrics. With Germ Guard for day-long hygienic protection. Available in wide range of cuts and patterns.
- **Ribline:** It is a brand aimed at the young and sporty, Ribline vests are flexible and comfortable. The unique stretchable weave in fine combed cotton, with special fold stitching, gives elasticity and durability. Allowing absolute freedom of movement, Ribline Vests instill ‘Vigorous Confidence’ in the wearer.
- **Footline:** Positioned as fashion at feet, Footline socks come in a range that spans fourteen categories to suit different ages and styles. Made from 100% absorbent cotton, these socks are just what happy feet love slipping into.
- **Frontline:** Frontline is India’s largest-selling brand of vests and occupies pride of place in the Rupa brand-basket. The product range includes: Frontline Vests made from super-combed cotton with a special smoothness-enhancing Oxyfresh knit. Frontline Briefs made from 100% super-combed cotton, with a double-layered, contour pouch fit that is a favourite of all men who want style and comfort. With two variants – French Front and Front Open briefs. Frontline Drawers, which offer pure cotton absorbency and firm and flexi-fit design. Available in three variants – Ribbed, Interlock and V-Style. Frontline Kids, which is a range of premium vests and briefs for boys which has great sweat-absorbency. Made from skin-friendly high-quality cotton.
- **Jon:** Positioned as the tough one, Jon clads the spectrum of consumers who want quality with affordability. The product range includes: Jon Vests – Made from 100% fine cotton with a special stitching that gives unbeatable durability. Jon Drawers – 100% cotton fabric ensures total sweat absorbency. The double-pouch design and imported rubber elastic gives all-round comfort. Jon Panties – Available in a fashionable range called Aishwarya, these are made from 100% cotton for super-soft comfort. Jon Kids Vests, Briefs and Drawers – The right gear for little ones, these 100% cotton inners are soft and gentle on young skin.
- **Air:** A recent entrant in the Rupa portfolio, Air vests are premium-quality innerwear made from Pima Cotton – Extra Long Staple cotton from the U.S.A – for the first time in India. Guaranteeing luxurious comfort and extreme durability.
- **Skywings:** Made from 100% combed cotton with special fold stitching, Skywings vests provide a smart fit and retain their shape, wash after wash.
- **Interlock:** The basic staple men’s innerwear
- **Xing Vest:** Xing Vest are for men who wish to add a new xing to their inner wear. It is very comfortable and elegant
- **Exoando:** The Expando range of vest offers comfortable and durable innerwear that provide a revolutionary stretchable fit
- **Hunk:** Hunk is for the sporty, trendy generation of fitness lovers. Available in cool colours and hip designs, Hunk vests are just right for the gym or the jogging track.

- **Thermocot:** Thermocot is the market-leader in the thermal-wear segment. Winner of the Texcellence Award for Best Winter Knitwear Brand, 2003-2004, Thermocot shows the fashionable way to beat bone-chilling winters. Available in five varieties – Boiler, Sunshine, Volcano, Heat and Premium.
- **Kidline:** A range of cute innerwear designed specifically for little girls and boys, Kidline gives them smartness and poise and keeps them fresh. Made from 100% cotton-knit fabric that is soft and gentle on young skin. Available in a rainbow array of colours.
- **Bunchums:** Bunchums presents Freedom Fashions. A playful and exciting range of youth-wear that sets you free. Free to live life on your own terms. Free to hang out with friends. Free to have fun. Free to play. Choose from a mind-blowing array of designs and colours. Trendy tees. Nifty Bermudas. Cool capris. Comfy tracks. And many many more. Young, vibrant, casual styles that look so groovy. Not just easy on the eyes, they also feel easy on the skin. And what's more, they are so easy to take care of
- **Euro:** Since its inception, Euro Underwear for Men has led the market by offering consumers cutting-edge design, innovative fabrics, and exceptional fit and quality. Euro Underwear continues to evolve its reputation as the brand of choice for consumers who want sexy, fashionable, and comfortable underwear.
- **Macroman:M.Series :** Created with intent to tap into the vast potential of the Indian consumer, these stylish products are must haves for every fashionable young male. Endorsed by Hrithik Roshan, a leading 'style icon', the brand also carries star appeal. Poised on the new wave of Indian innovation, Macroman is a brand that promises to set new standards every time with its use of modern technology and stylish designs.

➤ **Brands in the Men and women category :**

There are number of brands available for both for Men and Women categories . The innerwear market is flooded with the best of Indian as well as international brands. The inside story got its first stylish boost when Associated Apparels Pvt. Ltd. makers of Liberty shirts, launched the world famous Maiden Form bras, Jockey men's underwear and swimwear in 1962 in India. The brands were an instant success with their style and quality. Because of the change in government policies the company gave the overseas tie-up and changed the names to Libertina for lingerie and Liberty for men's underwear in the late 70s. With the success of Libertina and Liberty other Indian companies moved into lingerie bandwagon. Peter Pan from Dawn Mills in the 70s entered the market. The brand was one of the favorites with the Indian women, but two decades later it vanished from the market. VIP a major player in men's segment launched Petals, a lycra moulded cup bra with motifs, which was considered ahead of its time and was discontinued. But its Lovable launch in 1996 proved a success when they brought in a foreign brand but made in India. Lovable was followed by Feelings, a domestic offering of VIP along with Daisy Dee. Vanity Fair was launched in 2004 and finally a Korean brand Try for men and women in 2004. Another big brand in the lingerie market is Rupa & Co. started in 1985. Its range of men's, women's and children's underwear makes it India's largest manufacturer and seller of innerwear.

Other brands that are making their presence felt in the Indian innerwear market are Amul, Lux Cozi and Dollar catering to a particular segment of men's innerwear market while the lingerie segment has its own local brands like Neva, Bodycare, Softy, Lady Care, Little Lacy, Red Rose, Sonari and many more.

Trickle of foreign brands started in 90s with the advent of Jockey re-entering the Indian market followed by Calida and liberty Blu. Then the very high fashion Gossard came for a limited period. The entry of the Marks and Spencer chain stores created a stir. Another big entry was Triumph. Enamor, another foreign brand entered

through Gokaldas Exports and very chic French brand Aubade opened its only outlet in Mumbai. LaSenza and Hanes are other brand in the scene.

The major brands in the men categories are:

Allen Solley, Amul, Bapi, Benetton , Boss, Calvin Kline, Crocodile, Cheer, Crusoe, Chromosome, DD, Dixcy, Dilip, Dollar, Fantom, Fruit of Loom, Gen – X, Godrej, Hanes, Jockey, Levis, Lux, Macroman, Nabab , P3, Raju, TH, Westside, VIP

The Major brands in the women category are:

Allen Solley, Amante, Body Care, Daisy – dee, Enamour, Jockey, Rupa, Lovable, Lee, Lux, Lyters, NewLook, Marks and Spencers, Max, Olga, P3, Tripumph.

Analysis

All the data collected from 250 consumers and 50 retailers give us the following information



➤ **Buying behavior of consumers:**

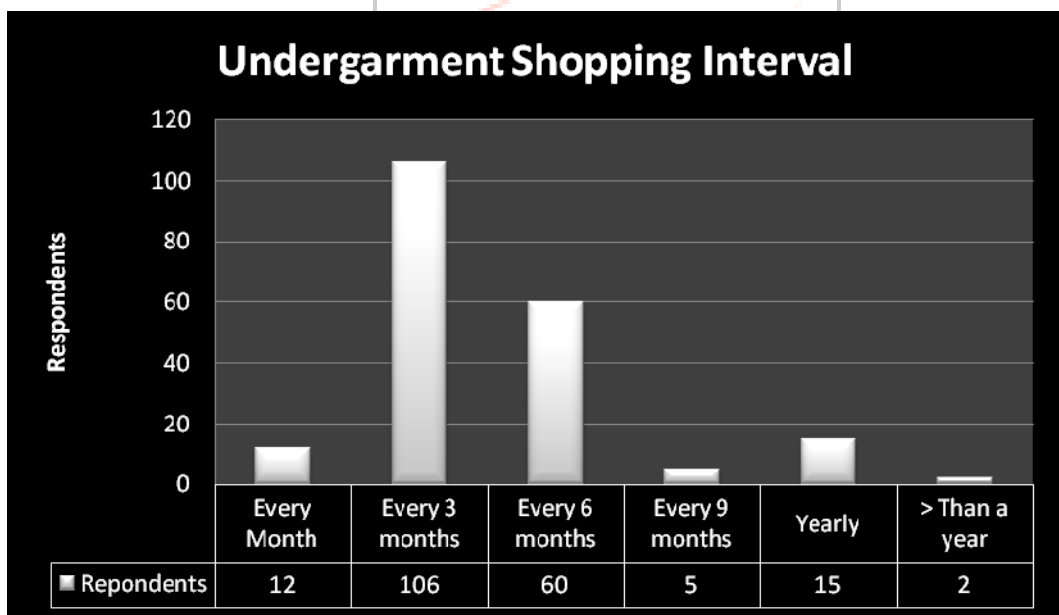


Fig: 1.1 Frequency of Purchase of undergarments

The frequency of purchase in the undergarment industry ranges from 3 to 6 months as 83% of the respondents said that they purchase undergarments either every 3 months or every 6 months

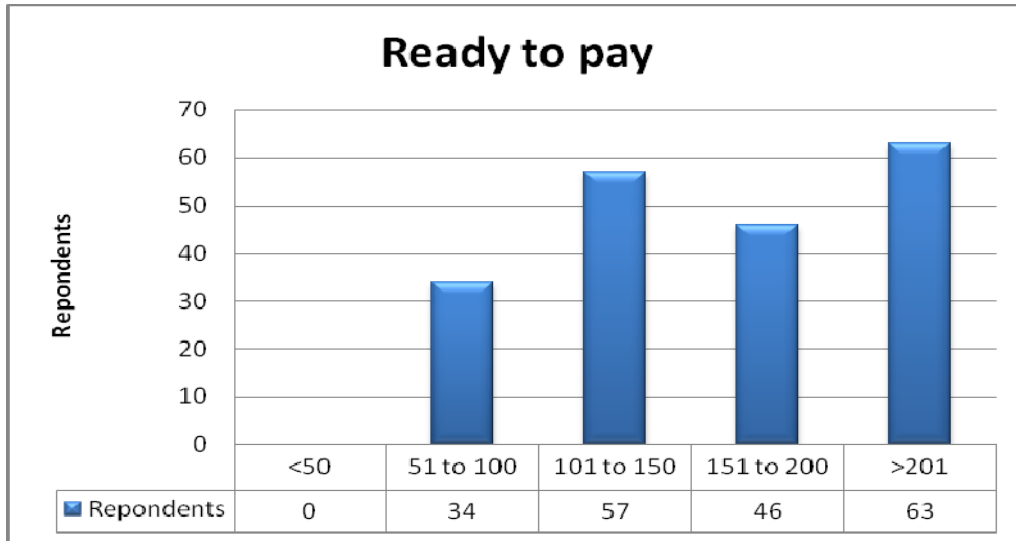


Fig: 1.2 Amount willing to pay on undergarments

Out of the 200 respondents 31.5% said that they are willing to pay more than Rs 201 for the purchase of undergarments while 23% are willing to cash out from Rs 151 to Rs 200, 28.5% said that they don't mind spending Rs 101 to Rs 150 to purchase an undergarment while 17% were not willing to pay more Rs 100 for the undergarments category

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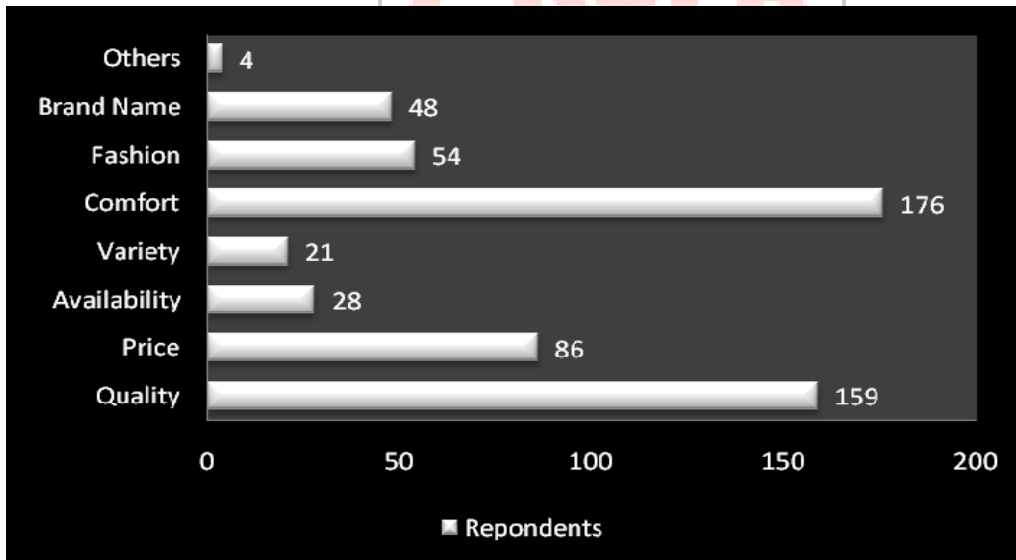


Fig: 1.3 Attributes important for undergarments

The most important factors which influence the purchase of undergarments for both men and women categories are Comfort (88% of respondents) and Quality (79.5% of respondents) of the product. 43% said that price is the important attribute for the undergarments. 27% and 24% said that fashion trends and brand name respectively are important. 14% were of the opinion that Availability dictates their buying behavior while Variety is important for 10.5% of the respondents

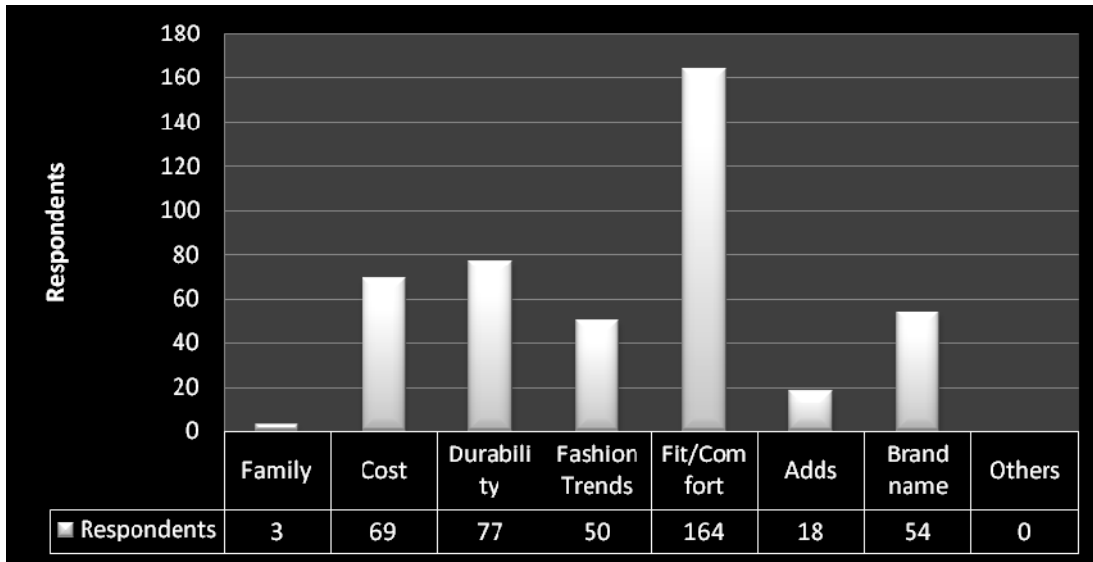


Fig: 1.4 Factors influencing buying decision for Inner Wear products

Fit and Comfort is the most important factor based on which the consumers decide on which brand of undergarments they want to shop. 38.5 % consumers said that durability of the product matters for them the most while cost of the product is important for 34.5% of the consumers 27% of the consumers look for good brands and 25% of the consumers were of the opinion that they want fashionable undergarments. Only 9% agreed that advertisements help them select the brand of undergarments they want to buy and 1.5% said that they buy undergarments based on their family decision.

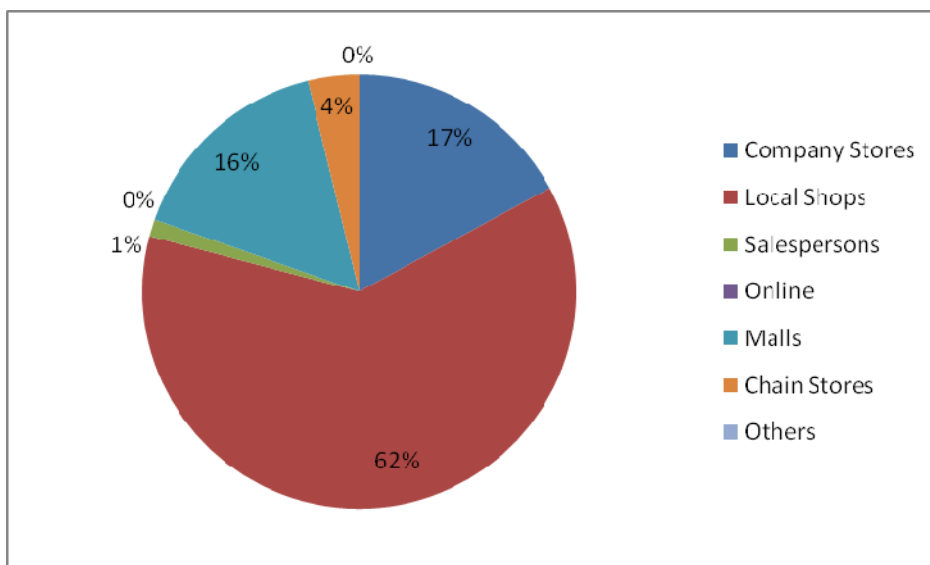


Fig: 1.5 Place of purchase of undergarments

Most of the respondents (62%) said that they buy undergarments from the local shops while 17% buy it from the company stores closely followed by Malls (16%). 4% said that they buy from the Chain Stores while 1% buy it from the salespersons

➤ Consumers brand preference

Women's Bra

In the women Bra category Jockey was found to be the most favored brand by the women respondents. 86% of the respondents showed their preference for this brand out of which 64% favored it over any other brand. The second most preferred brand was Lovable with 45% of women respondent choosing it. Enamour was the third most preferred brand with 31% of women showing their liking towards it. These brands were followed by Lux with 24% of women, Daisy - Dee with 17% and Rupa with 12%. There were other brands too like Allen Solley, Lee, Max, VIP, P3 and Amante.

Women's Panty

In the women panty category too Jockey was found to be the most preferred brand with 81% of the respondents showing a clear preference towards it and 69% saying that they preferred jockey over any other brand. Jockey is followed by Lovable with 43% of women preferring it over other brands. Lux was the third most preferred brand in the women panty category with 29% of women showing preference to it closely followed by Enamour with 26%. Rupa was preferred by 17% of the total women respondents while Newlook, Max, Olga, Lee, Amante, Bodycare, Daisy – Dee and P3 were other preferred brands.

Men's Vest

Men's vest category is dominated by Jockey with 74% of the men surveyed preferred this brand over others and 52.5% said that Jockey is their first choice brand which is even greater than second most preferred brand Rupa with 51.2%. Rupa combined with Macroman and Euro (Macroman and Rupa are not sold from the house of Rupa and is treated as separate brands) formed 63% of most favored brand. Lux formed the third largest brand with 32% of respondents favored the brands. 21% said that they liked Amul's product which was followed by VIP with 14.5%, Hanes with 12.6% and Tommy Hilfiger with 10.7%.

Men's Brief

In the Men's brief section again Jockey was the clear winner with 79% of respondents preferring the brand over others and 52% saying that Jockey is their first choice. Jockey is again followed by Rupa with 49%. Rupa combined with Macroman and Euro (Macroman and Rupa are not sold from the house of Rupa and is treated as separate brands) formed 60% of most favored brand. Rupa is followed by Lux with 20.2% which again closely followed by Amul with 18.9%. and VIP with 18.3%. Tommy Hilfiger was preferred by 14.5% of the male respondents. Other brands which were favored by the respondents were Hanes with 11%, UCB with 7.5%, Gen – X with 6.3%

From the above data it is clear that Jockey as a brand was the most preferred brand in all the four categories while Rupa is second most preferred in both Men's vest and brief sections but it is far behind in the women's section with 12% and 17% preference in Women's Bra and Women's Panty Categories respectively.

Quality, Fit and Comfort are the three most important factors through which the consumers differentiate between the different brands and Jockey is the brand in which they believe in the most or is most preferred. For Women Brand Name and Style also plays an important role in making the selection.

➤ **Retailers about their brand preference**

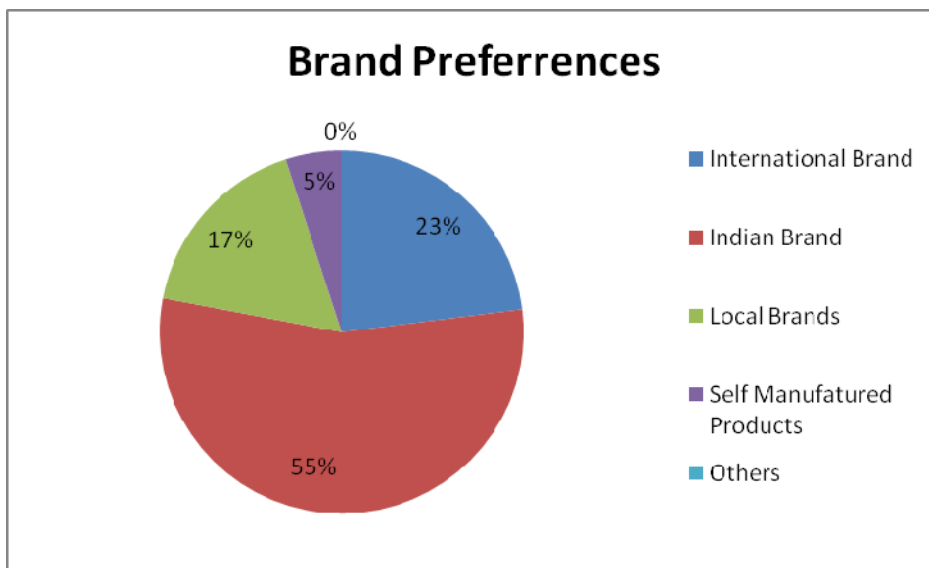


Fig: 1.6 % of Revenue generated from different categories of brand

Out of 50 retailers who were interviewed on the average the Indian Brands like Rupa, Lux, Dollar Club etc. generate 55% of their total revenue, International brands like Jockey, Hanes, Tommy Hilfiger etc. generate 23% of their total revenue while local brands in West Bengal like Bapi, DD etc. are responsible for 17% of their total revenue. Rest 5% is comprised of self-manufactured products. This survey does not include the data from the malls which in our consumer survey 16% of the consumers said that they purchase their undergarments from malls.

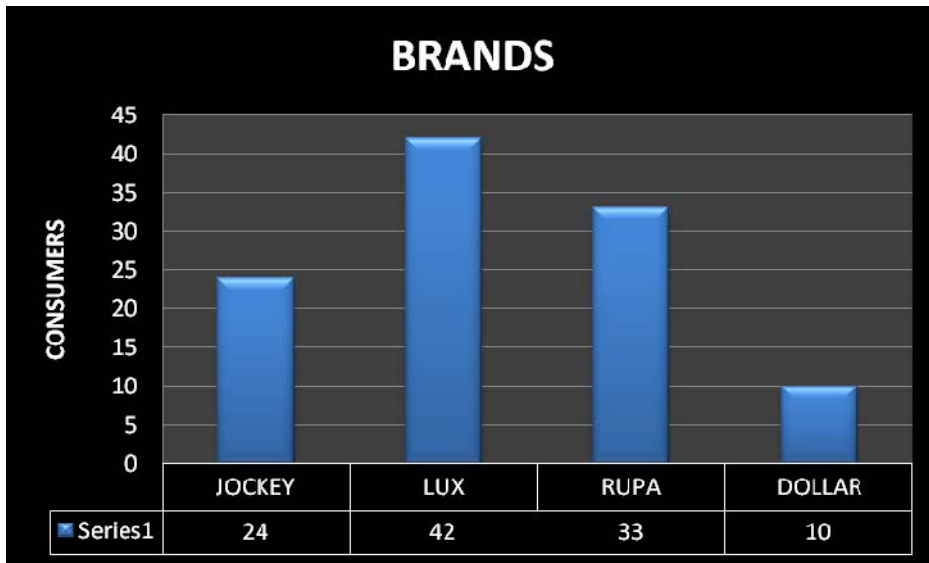


Fig: 1.7 Brands in Vests preferred by Retailers

Lux is the most preferred brand in the vest category with 84% of the retailers surveyed preferred it followed by Rupa with 66%, Jockey with 48% and Dollar with 20%.

Rupa

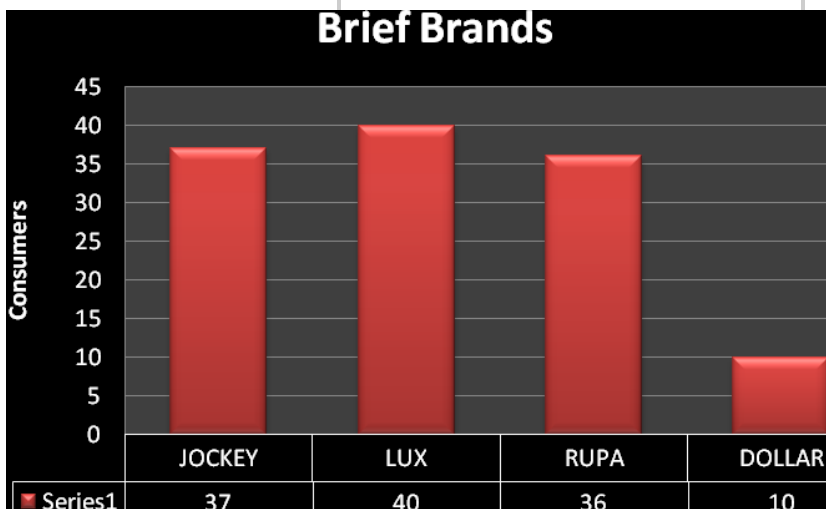


Fig: 1.7 Brands in Briefs preferred by Retailers

In the Men brief category the most preferred brand was Lux with 80% of the surveyed retailers prefer it followed by Jockey with 74%. Rupa was third with 72% followed by Dollar with 20%



Fig: 1.8 Brands in Bra preferred by Retailers

Jockey and Daisy – Dee are the most preferred brand by the retailers with 46% while Libertina is third with 34% followed by Enamour with 30% and Newlook with 26%. BodyCare has 18% preference while Rupa was preferred by 14% of the retailers.

Rupa

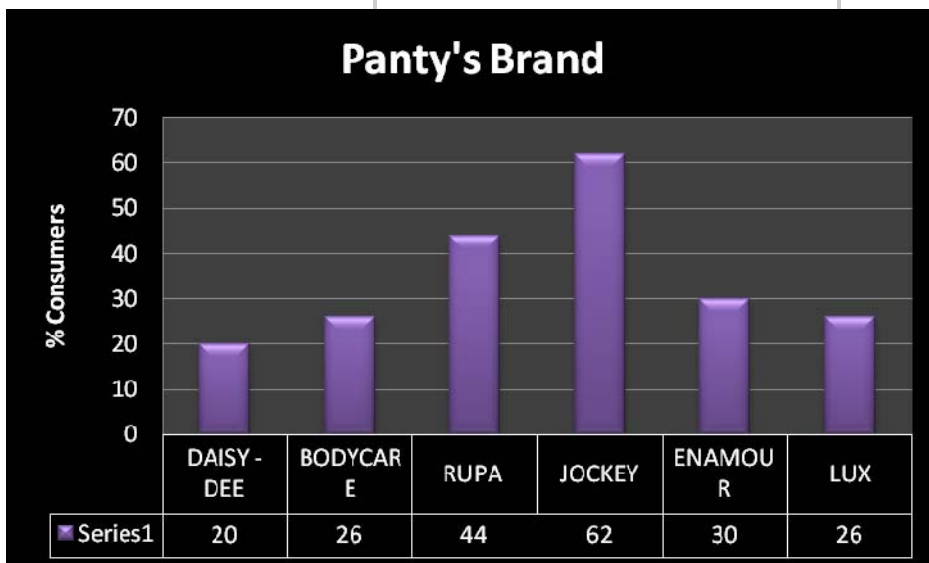


Fig: 1.9 Brands in Panty preferred by Retailers

In the women Panty category Jockey with 62% is the most preferred brand by the retailers while Rupa comes in second with 44% followed by Enamour (30%). Body Care and Lux are at similar position with 26% and Daisy – Dee is at 20%.

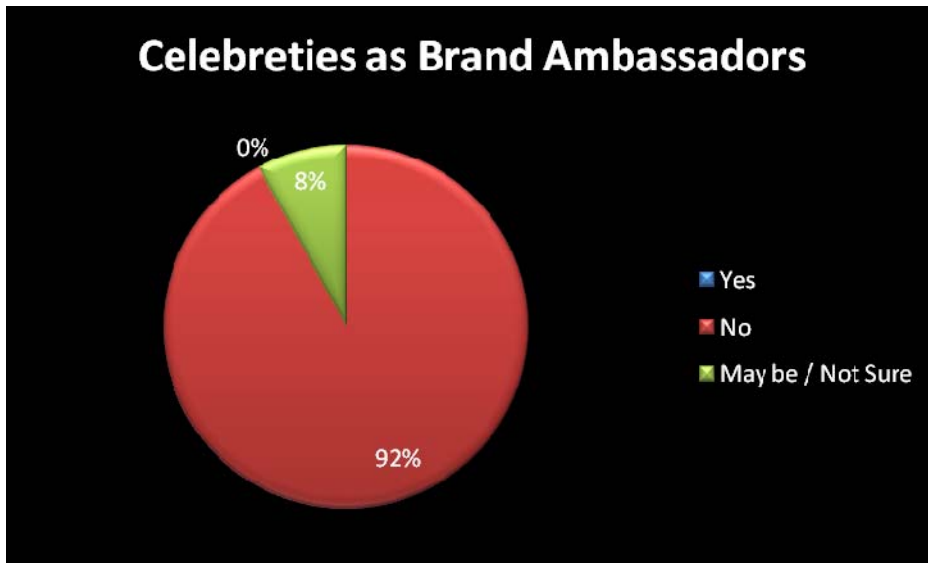


Fig: 1.10 Is Investing in Popular Celebrities Good

92% of the retailers surveyed agreed that investing in popular celebrities as Brand Ambassador of the product is a good strategy while 8% of them were not sure about it.

Rupa

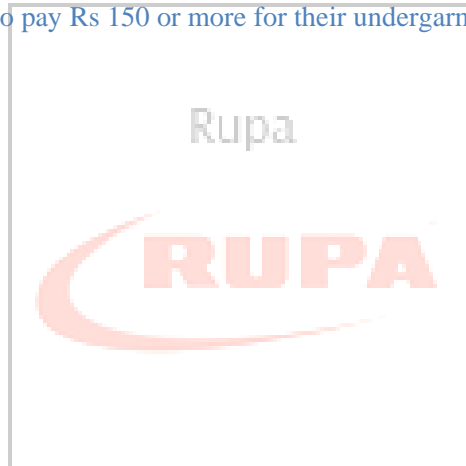


Fig: 1.11 Promotional offers affect Sales

66% of the retailers agreed to the fact that promotional offers affect the sales of the product while 26% said that their sales are not affected by the promotional offers and 8% of them were not sure if promotional offers affect their sales or not.

➤ Identification of trends in the industry

- Innerwear market in India is growing at a very high rate
- There is a huge potential for the organized sector to grow by making inroads into the share of unorganized sector.
- Leading international brands are turning their eyes towards India by setting up joint ventures with local players.
- Innerwear is bought every three to six months mainly from Local stores.
- Fit, comfort and brand image are main factors kept in mind by the consumers while selecting an undergarment
- Jockey is the most preferred brand in Women Bra and panty category followed by Lovable
- In men's vest and brief section Jockey is again the most preferred brand followed by Rupa
- Most People are ready to pay Rs 150 or more for their undergarments



➤ Rupa's Brand Blue print

✚ **Source of Business, the market:** There is a very tough competition in the undergarment industry for Rupa in West Bengal from International Brands Like Jockey, Hanes, Tommy Hilfiger, triumph, Levis, etc. National Brands like Lux, Amul, Dollar, Cheer etc and Local Brands like DD, Dilip, Godrej etc

✚ **Target Audience:** Everyone from young to old and from men to women who uses and wear undergarments
Key Unifying attitude: Everyone needs undergarments which is comfortable and is a good fit

✚ **Key Consumer Insight:** Consumer needs comfortable and well fitting undergarments which should also be fashionable and brand should be good

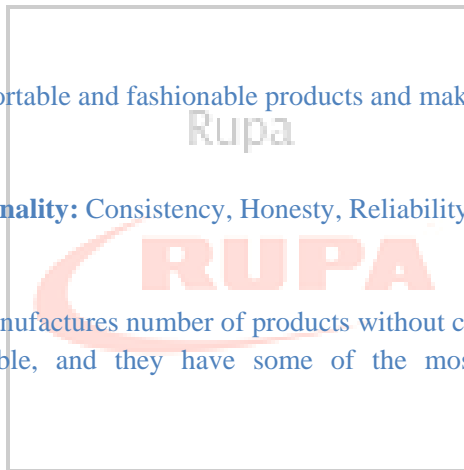
✚ **Benefits:** It gives comfortable and fashionable products and makes its consumer feel good and confident

✚ **Brand Values & Personality:** Consistency, Honesty, Reliability, Innovative, Confidence

✚ **Reason Why:** Rupa manufactures number of products without compromise in its quality, the products are comfortable and durable, and they have some of the most innovative practices in the field of manufacturing

✚ **Compelling Difference:** Value for Money, Consistence with product quality and Innovative practices

✚ **Core:** Innovation and Consistency



➤ Rupa's Externally demanded values

The externally demanded values of Rupa i.e. the values which are demanded by the consumers, by the consumers and by the competition's positioning are Comfort

- Style
- Fashion
- Value for money
- Self Esteem associated with the product
- Good brand Image
- Consistency
- Durability
- Good Distribution Network
- Sensible Pricing



➤ **Rupa's Traditional Values**

The traditional values of Rupa comprises of

- Honesty
- Diligence
- Innovation
- Socially Responsible
- Future Oriented



➤ **Rupa as Competitor:**

Rupa as competitor is aggressive. It invests a lot in advertisement and has some big celebrities as its brand ambassador. It is the leading undergarments manufacturer, a leading hosiery and knitwear company.

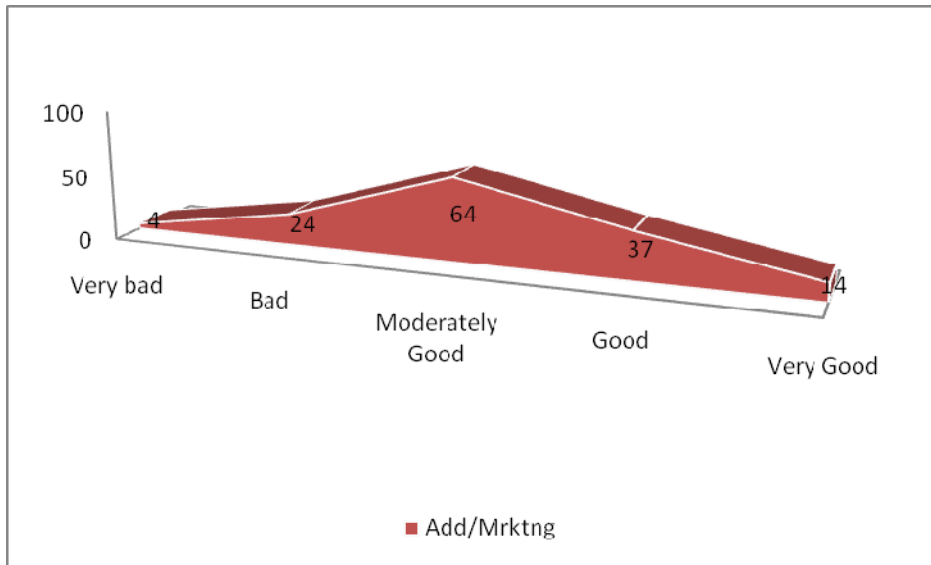


Fig: 1.12 How consumers feel about Rupa's Add/Mrktng

The consumers about Rupa's Advt. / Marketing feel good as most of the consumer falls between the Moderately Good to Very Good region



Fig: 1.13 How Consumers feel about Rupa's Sales and Promotional activities

Consumers are moderately happy with Rupa's promotional offers as most of the consumers' fall in that region

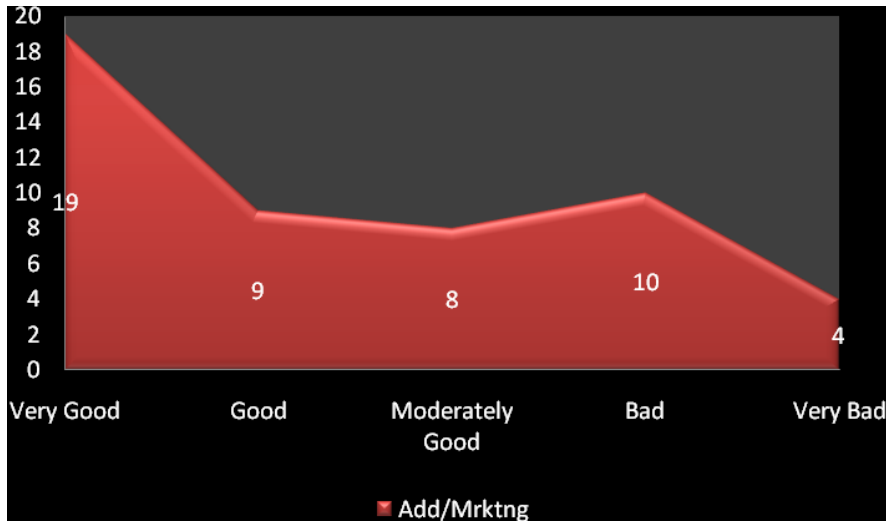
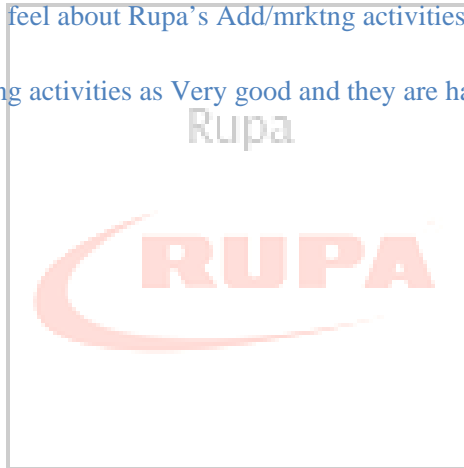


Fig: 1.14 How Retailers feel about Rupa's Add/mrktng activities

Retailers rate Rupa's Add/Mrktng activities as Very good and they are happy with it



➤ What does Rupa communicate and how efficiently

Rupa communicate that they are the leading hosiery brand in the country who has consistently produce innovative and quality products.

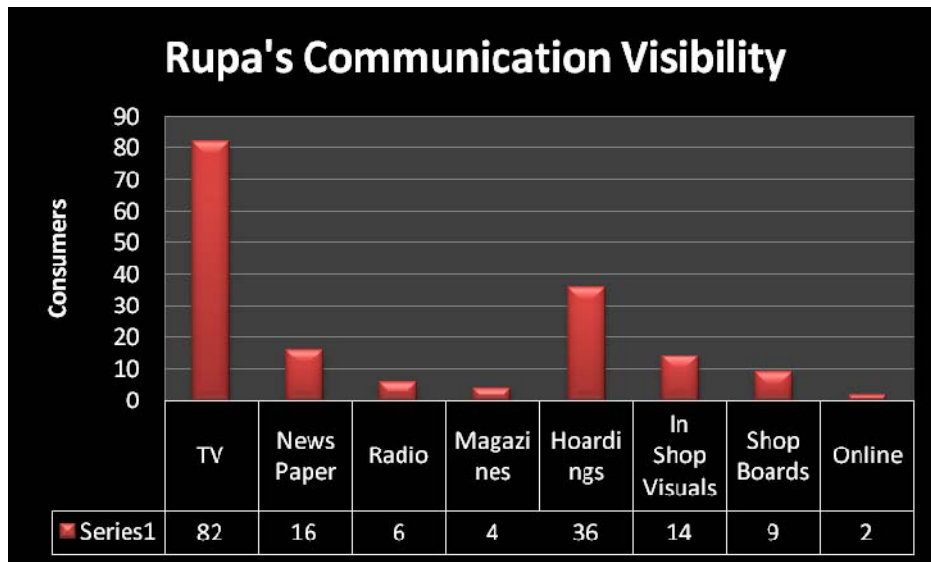


Fig: 1.15 Rupa's Communication Visibility

Out of 200 consumers 84.5% said that they have seen Rupa's advertisement in some form of medium and 15.5% said that they have not seen or they don't remember Rupa's any form of communication. TV and Hoarding are the most seen communication medium for Rupa while News papers and In shop visuals also helps Rupa to communicate with their consumers as they form major mediums which are being noticed by consumers.

➤ What are the emotional benefits of the brand

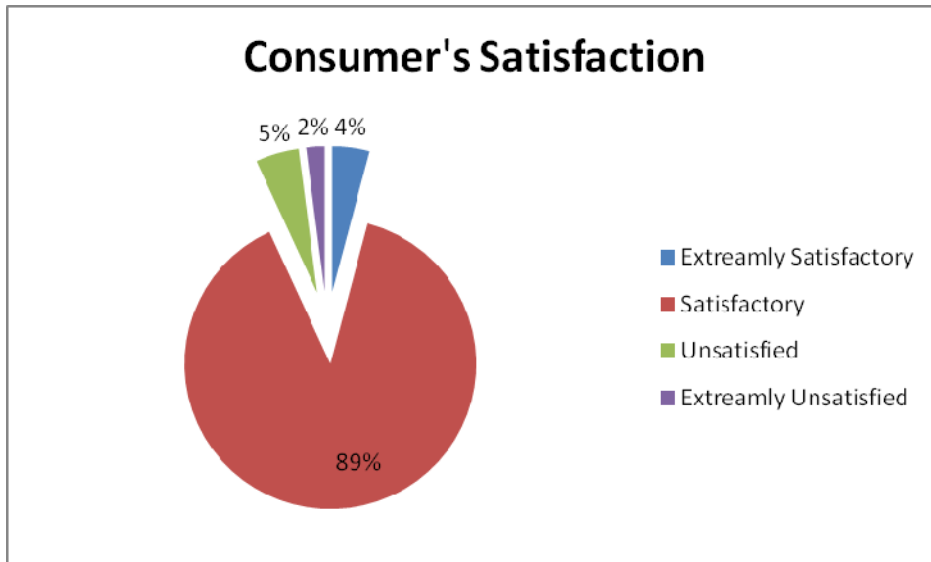


Fig: 1.16 Consumer's Satisfaction

89% of the consumer surveyed said that they are satisfied with Rupa's products while 4% said that they are extremely satisfied. 5% said that they are not satisfied using Rupa's product while 2% were of the opinion that they were extremely unsatisfied with Rupa



Fig: 1.17 Retailer's Satisfaction

44% of the retailers surveyed said that Rupa is just another brand which they sell while 8% feel a sense of pride being associated with Rupa. 28% said that they feel good about being associated with Rupa while 20% said that they do not feel good about it

➤ **Rupa's competitive position**

Rupa stands as the leading undergarments manufacturer, a leading hosiery and knitwear company. It stands as an Innovative company which consistently produces products which are of superior quality.

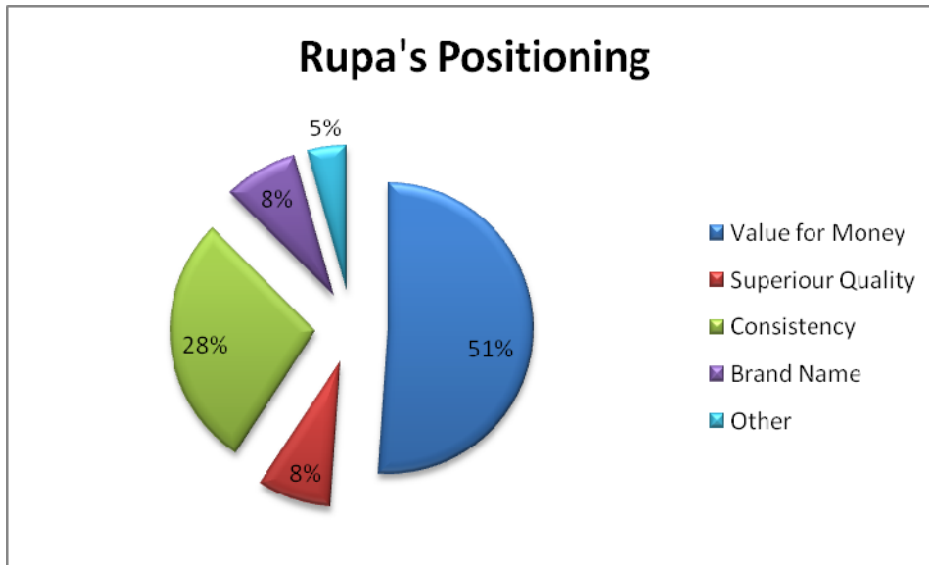


Fig: 1.18 Rupa's Positioning

Out of the 200 respondents 51% said that they prefer Rupa's product because they get value for their money, 8% said that Rupa stands for producing products which are of superior quality, 28% said that Rupa as a company stands for consistency i.e. continuously producing similar standard of product while 8% said that it is their brand name.

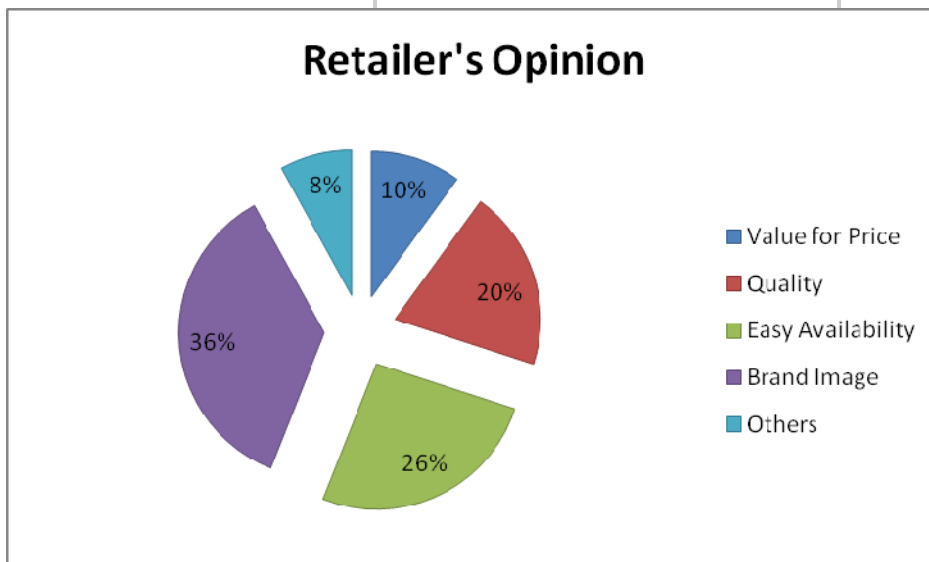


Fig: 1.18 Retailer's opinion

36% of the retailers feel that Rupa's sells because of its brand name, 26% feel that Rupa's product sells because of its easy availability. 20% said that it sells because of the quality of the products while 10% feels that it sells because their customers get value for their money in buying Rupa's products

➤ **Rupa Brand's tone of voice**

Rupa's tone of Voice i.e. they way they should communicate to consumers and to trade should be Confident, assuring, Thought-leader, caring, elegant, credible, warm

➤ **What is the Brand - Customer relationship for Rupa**

The Brand - Customer relationship for Rupa is more like that of a Teacher and a student

➤ **Recommendations for Rupa**

- Rupa is one of the leading Indian brands in India today. The demand for its product is quite high and majority of the consumers who have used Rupa's product are satisfied with the products. But Rupa as brand is not as preferred as Jockey or Hanes.
- Young consumers between the age group 15 – 30 years prefer **International brands** or brands like Jockey or Indian Co with International Brand Connect. Majority of the consumers feel that Rupa stands for "Value for Money" but as the middle class and higher middle class consumers suggested that they are willing to pay a premium for innerwear products **provided they get good quality, fashionable, comfortable** products.
- Image of the product is an important factor which plays an important role in consumer buying a particular product and consumers associate the inner wear products with self esteem so to increase demand and make Rupa's product more popular these two areas needs to be worked upon.
- Young consumers want fashionable products along with fit and comfort so projecting Rupa's product as fashionable or starting a complete range of product for consumers in the age of 15 – 30 can help make Rupa a popular brand among them.
- Most of retailers are not happy with Rupa's Distribution network across Kolkata as they say that they do not get the ordered Quantity product SKU in time and in some places the pricing of the distributors are higher than the market price.
- Some retailers suggested that they are willing to sell Rupa's product and that there is adequate demand for Rupa's products but they directly want to deal with the company or else they need a better distribution network and consistent pricing strategy.



- Retailers are also not happy with the fact that Rupa's does not follow selective marketing and selective distribution strategy and its premium products can be easily bought from any small shop or even Haats, resulting intense competition at Retail level & retailers margins are squeezed.
- Retailers remark about jockey which differentiates between the retailers and follow selective marketing strategy which gives them a sense of pride while selling its product and they want brands to be available with selective retailers only resulting healthy established price in all levels & retailers try to Promote Jockey.
- One option for Rupa is to build a higher-level meaning into the brand Method is an example of a brand that has succeeded in creating a new segment by combining good product performance and strong design with an ethos of sustainability. Critical to the company's success is its positioning as being not only good but also should cater different segments as each segment has different needs.
- Rupa & Co Ltd has Rupa as Umbrella Brand with Sub Brands Like – Jon, Front Line ,Air Vest, Thermocot, Kid Line, Euro, Bumchum, Soft Line, Foot Line & Macroman M. Series.
- With One Umbrella Brand 11 Sub Brands targeting same market Except M. Series, Soft Line, Foot Line & Bumchum all 07 Sub Brands are targeting same Market & Same Distribution Channel in India. There should be differentiation in all Sub Brands Positioning ,Channel of Distribution , Market Segmentation, Customer Segmentation are lacking resulting Opportunity Loss for Co.
- Rupa Umbrella Brand should be up graded to up scale Sub Brands Positioning.
- Rupa Sub Brands should target new upcoming markets & Rural Markets

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➤ Questionnaires used in this Project Report --

Men

Name: _____

Address: _____

Age Group: 15 – 24 25 – 30 35 – 44 45 – 54 55 – 64 >64

Monthly Household Income (MHI):

< 10,000 10,001 to 20,000 20,001 to 30,000 30,001 to 40000 40001 to 50000 > 50000

Phone Number: _____

Email id: _____

Q1. Name top three brands which comes to your mind in the undergarments category (Answer according to product categories used)

1. Vest _____ Rupa _____
2. Brief _____ _____ _____

Q2. How do you differentiate these brands from each other?

Q3. How much are you willing to spend on inner ware?

< 50 51 to 100 101 to 150 151 to 200 > 201

Q4. What attributes according to you are important for undergarments?

Quality Price Availability Variety Comfort Fashion

Brand Name Others _____

Q5. How frequently do you purchase inner wear products?

Every month Every 3 months Every 6 months Every 9 months

Yearly Greater than a year

Q6. Have you ever used Rupa's product?

Yes No

Q7. How would you rate the purchase experience of the brand Rupa (Frontline, Jon, Air, Skywings, Interlock, Xing Vest, Expando, Hunk, Thermocot, Kidline)?

(Very Good – 5, Good – 4, Moderately Good – 3, Bad – 2, Very Bad – 1)

| S.No. | Factors | Ratings |
|-------|--------------------------------|---------|
| 1 | Price of the Product | |
| 2 | Quality of the Product | |
| 3 | Availability of the Product | |
| 4 | Brand Name | |
| 5 | Previous Experience | |
| 6 | Advertising / Marketing | |
| 7 | Sales and Promotional Activity | |
| 8 | Packaging | |

Q8. What is the positioning of Rupa as a brand in your mind?

- a) Value for money b) Superior quality c) Consistency d) Brand Name
 e) Other _____

Q9. What factor influences your buying decision for inner wear products?

- Family Cost of the product Durability of the product Fashion Trends
 Fit and comfort of the product Advertisement Brand Name
 Other _____

Q10. How has been the experience with the usage of Rupa's product?

- a) Extremely satisfactory b) Satisfactory c) Unsatisfied d) Extremely unsatisfied

Q11. Name the Brand which you purchase most for your inner wear?

Q12. Apart from the direct benefit of the product, what else do you look for in the product?

- Image of the product Identification with other users of the brand Self Esteem
 Celebrity Endorsement Brand Name
 Other _____

Q13. Can you describe any of our advertisement?

Q14. Where did you see/listen the above advertisement?

- TV News paper Radio Magazines Hoardings In shop Visuals Shop boards
 Online

Q15. From where do you prefer buying Rupa's products?

- Company stores Local shops Salespersons Online Malls Chain Stores
 Other _____

Q16. Can you list down some of the other brands belonging to our company?

Women

Name: _____

Address: _____

Age Group: 15 – 24 25 – 30 35 – 44 45 – 54 55 – 64 >64

Monthly Household Income (MHI):

< 10,000 10,001 to 20,000 20,001 to 30,000 30,001 to 40,000 40,001 to 50,000 > 50,000

Phone Number: _____

Email id: _____

Q1. Name top three brands which comes to your mind in the undergarments category (Answer according to product categories used)

1. Brassiere _____
2. Panties: _____

Q2. How do you differentiate these brands from each other?

Q3. How much are you willing to spend on inner ware?

< 50 51 to 100 101 to 150 151 to 200 > 201

Q4. What attributes according to you are important for undergarments?

- Quality Price Availability Variety Comfort Fashion
 Brand Name Others _____

Q5. How frequently do you purchase inner wear products?

- Every month Every 3 months Every 6 months Every 9 months
 Yearly Greater than a year

Q6. Have you ever used Rupa's product?

- Yes No

Q7. How would you rate the purchase experience of the brand Rupa (Frontline, Jon, Air, Skywings, Interlock, Xing Vest, Expando, Hunk, Thermocot, Kidline)?

(Very Good – 5, Good – 4, Moderately Good – 3, Bad – 2, Very Bad – 1)

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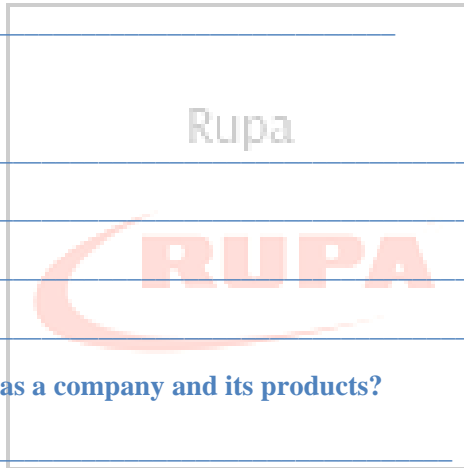
Trade

Name of the store: _____

Address: _____

Phone Number: _____

Email id: _____



Q1. What do you feel about the Rupa as a company and its products?

Q2. Which other brands do you sell other than Rupa and it comprises of how much % of your total sales

- International Brands _____
- Indian brands _____
- Local Brands _____
- Self manufactured products _____
- Others _____

Q3. Name top three brands which sell the most in

1. Vests: _____
2. Briefs: _____
3. Bra: _____
4. Panty: _____

Q4. How long have you been Rupa's client?

- a) Less than 6 months
- b) Between 6 months to 1 year
- c) Between 1 to 3 years
- d) More than 3 years

Q5. Rupa is

- a) Largest selling brand from your outlet
- b) Second largest selling brand from your outlet
- c) Third largest selling brand from your outlet
- d) One of the many brands which sell from your outlet

Q6. Do you think Rupa's products are competitively priced?

- a) Yes
- b) No

Q7. Rank the following factors in order of Importance for the purchase of innerwear products from your supplier / dealer / Agent. (Rank 1 to 5, Rank 1 being the best and Rank 5 being the least)

| Sl.No | Products | Rank |
|-------|-----------------------------------|------|
| 1 | Good distribution | Rupa |
| 2 | Awareness through ads | |
| 3 | Image of the company | |
| 4 | Low price | |
| 5 | Discounts | |
| 6 | Demand for the particular product | |
| 7 | Good Quality | |

Q8. Rank the following factors based on what you think is USP of Rupa (Rank 1 to 5, Rank 1 being the best and Rank 5 being the least)

| Sl.No | Factors | Rank |
|-------|-----------------------------|------|
| 1 | Brand Image | |
| 2 | Pricing | |
| 3 | Quality | |
| 4 | Distribution Network | |
| 5 | Marketing and Advertisement | |

Q9. What according to you differentiates Rupa products from its competitors?

- a) Value for Price b) Quality c) Easy Availability d) Brand Image e)
Others _____

Q10. How do you feel associated with Rupa?

- a) A sense of pride b) Good c) It is just another brand which you sell d) Not Good

Q11. Are popular celebrities good brand ambassadors and is investing in them a good strategy?

- a) Yes b) No c) May be / Not sure

Q12. Do promotional offers have any effect on sales?

- a) Yes b) No c) May be / Not sure

