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BUSINESS HOUSES TOWARDS EXCELLENCY DURING COMPLEXITIES - USING STRESS MANAGEMENT

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ABSTRACT

"Never waste the opportunities offered by a good crisis" – Machiavelli a positive phrase pack for the business people to overcome their stress during their hardship. Any small change in our economy will quickly react on our business and its strategies may take our business to a different track which may be even harder. Strategy is an action that managers take to attain one or more of the organizations goals. For most, if not all organizations, an overriding goal is to achieve superior performance, it is said to have a Competitive Advantage. Michael Dell of DELL hired a number of highly experienced managers from established companies such as IBM in the early 1990s. Then Dell & these managers developed and pursed strategies that enabled the company to satisfy customers better than its competitors did while simultaneously giving it a cost structure to launch a price war in the personal computer industry. It took significant market share from its competitors while remaining profitable. In contrast, Dell's competitors saw their profitability slump, and some, like gateway, had losses.

KEYWORDS: Stress management, Competitive advantage, Strategic Implementation, Business Opportunities, Business Excellency.

INTRODUCTION

SELF THRIVING - AS AN URGENCY OF STRESS

With reference to current business environment we try to explain the stress as various factors that force the firms to operate under severe or unexpected pressure. Here were the managers and the corporate's get messed, put low performance, lack of efficiency even though with a strong & effective strategy. As the great recession of 2008 brought new pressure on P&G, the company allied itself with an unusual list of suspects who had been displaced from their employment and were looking for new businesses to start up. This human resources opportunity coincided with several unmet needs in the market: consumers seeking affordable luxuries in tough economy, aging baby boomers prone to outsourcing services and communities that value water conservation. The collective result: P&G Franchised its 51- year old Mr. Clean brand to individual car wash company and launched a national chain, Mr. Clean Car Wash. This small entry into service innovation for P&G could lead to other national franchises that leverage P&G vaunted brands.

With a keen eye for counterintuitive solutions, extreme problems and seemingly insuperable hardship can be crucible for creativity and business model innovation. In a study carried among hundreds of companies were seemed to be created or reinvented in difficult circumstances of many stripes. The researcher Bhaskar chakravorti, has identified four key types of opportunities that companies see & seize upon in a climate of extreme adversity. These under lined opportunities will help the business world to over their stress faced due to various adversities.

EMERGING OPPORTUNITIES IN ADVERSITIES

In an article called "Finding competitive advantage in adversity", Harvard Business Review, November 2010, by Bhaskar Chakravorti, has highlighted four major opportunities prevailing during various adversity for the entrepreneurs & tycoons as a part of their existence. These opportunities will lead the organizations to assess various criticalities to assure better decision making. The synergy of the business operation depends upon how as a business people are capable of utilizing the opportunities during a reverse environment for maintaining their competitive advantage for attaining Business Excellency.

FOUR MAJOR OPPORTUNITIES

- Match unneeded resources to unmet needs
- Round up unusual suspects
- Find small solutions to big problems
- Think platform not just product.

The above mentioned opportunities will play a valuable role in overcoming the adversity and as a consistent assessment to identify the stress causing factors in a most effective way. The companies can easily identify the best way to thrive in the dynamic environment during the adversity.

SUSTAINING FACTS OF BUSINESS CLIMATE AS ADVERSITY

Considerable evidence shows that periods of extreme adversity foster innovation and the building of companies. That is 18 of the 30 firms currently on the Dow Jones Industrial Index were founded during economic downturns. The Kauffman Index showed that the rate of new – business creation was higher during the deepest part of the 2009 recession than it had been in the 14 previous years, including the 1999 -2000 technology boom.

Moments of crisis have historically served as a powerful impetus for innovation, whether a Manhattan Project, a moon shot, or industry – transforming "green" consciousness and its related initiatives. The businesses that thrive in the face of adversity are different breed from those who flourish when resources are unlimited, such as a Silicon Valley during the 1990's.

What are the factors that distinguish entrepreneurs, corporate innovators, and investors who successfully harness adversity to gain competitive advantage? The research carried has shown that they tune in to the particular opportunities that characterize challenging times. Unmet need and high entry barriers clearly help to thin out the competitive field, but that's also true for other business circumstances. The researcher suggests instead focusing on the opportunities that are unique to situations of adversity and to success in such times. He also labels opportunities according to how adversity – adjusted business people to act on them – something they do quickly.

SELF- ASSESSMENT TO UNDERSTAND THE STRESS FACTORS IN ADVERSITY.

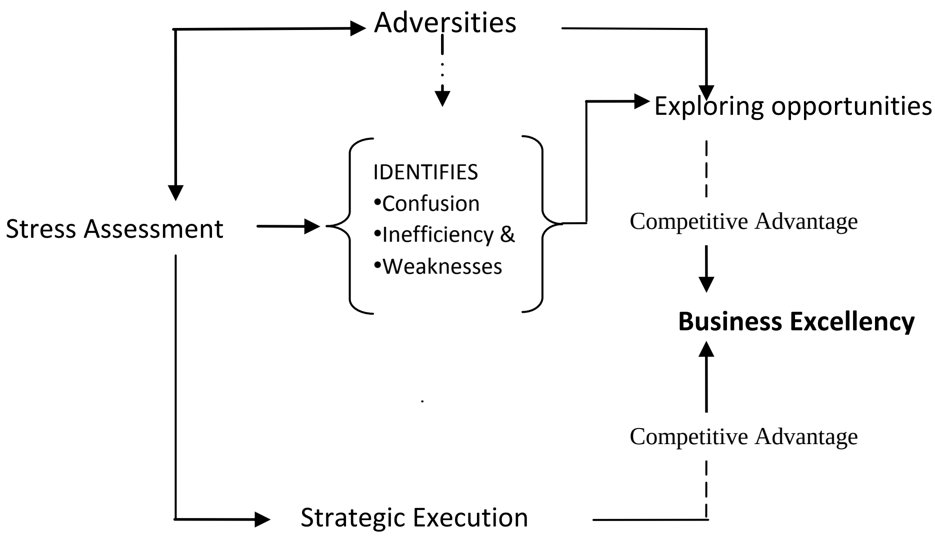
As Peter Drucker once warned, "The most serious mistakes are not being made as a result of wrong answers. The truly dangerous thing is asking the wrong questions". For the past 25 years various research & researchers have identified the drivers of successful strategy execution in a variety of companies and industries, as an outcome they have identified the questions that all firms should ask and be able to answer. These questions will help the companies to master and keep the fundamentals of their strategy execution on track.

To analyze the prevailing strategy and its efficiency a set of tough questions can be asked about our business, it helps in identifying the confusion, inefficiency and weaknesses in our strategy and its implementation process. Charles M, William a renowned professor of HBS, has suggested following seven questions in assessing the business stress, to overcome the above mentioned problems. The seven questions are as follows

1. Who is primary customer?
2. How does core value prioritize shareholders, employees & customers?
3. What critical performance variables are we tracking?
4. What strategic boundaries we have set?
5. How we are generating creation tension?
6. How committed are employees to helping each other?
7. What strategic uncertainties keep you awake at night?

The questions may seem obvious, but the choices they present can be tough and their full implications are not always immediately clear. The first two questions compel you to set strict priorities. The next two assess your ability to focus on those priorities by designating critical performance variables and constraints. Question five & six investigate whether you are using techniques that will enhance creative tension and commitment. The final question deals with your ability to Adopt Strategy over time.

BRILLIANCE IN OVERCOMING ADVERSITIES THROUGH STRESS ASSESSMENT FOR BUSINESS EXCELLENCY



Now it becomes must for the managers & executives of organizations to identify the prevailing opportunities in the existing environment. During the recession in 2008, the companies had gone for tough time even sustaining becomes a crucial part for them. It's in the hands of the executives to know how to turn the adversity into competitive advantage of the firm. It may define how these people are smarter in getting the resources that nobody seems to need, people and partners who don't fit the usual bill, elegantly small answers to big dilemmas, and multidimensional platforms that transcend narrowly defined products. Let's have a look on the opportunities in adversity as suggested by Bhaskar Chakravorti of HBS.

1. MATCH UNNEEDED RESOURCES TO UNMET NEEDS

The current dynamic environment gives various adversity arise different forms like recurring nature, sharp, for long term, and systematic, sometimes it may affect individuals or firms, or it cuts across a wide swath of entities. Adversity constrains a key resource, which then depresses demand, supply, or both. That gives rise to unmet need and releases other resource that become redundant. An opportunity emerges for inventive business people who can reroute the redundant resources to fill the unmet need. Suguna Poultry is one of the major players in the fragmented poultry industry in India. Suguna Poultry started its operations in 1984. The company is based in Coimbatore in Tamilnadu. The story of Suguna is interesting to a marketer for two reasons. First is obvious in that Suguna is branding poultry products which are a hardcore commodity business. Second is its unique business model. The market is highly fragmented and dominated by local players. Suguna came into a difficult market with a difficult idea. Branding chicken! But through heavy investment in the media, Suguna was able to create a mind space for itself. The market further expanded with Godrej Agrovet entering the market with their brand Real Good. Suguna was promoting itself on quality and tenderness. According to reports, Suguna owns the day -old-chickens, feed and feed medicine and the contract farmer is responsible for the day to day management of the farm. The farmer gets the assured income while the company takes care of the risk. In that way Suguna can channel its valuable resources to marketing and distribution. Then the company entered into another lucrative market of selling branded egg.

For the first time in India, Suguna Poultry Farm Limited, presents a range of premium quality Suguna Value Added Eggs, enriched with special nutrients like Omega 3 fatty acids, Selenium, Vitamins and minerals that not only provide nutritional value but specific functional benefits to the consumer. Egg is one of the most nutritious food money can buy. Eggs provide significant amounts of vitamins and minerals, and are also an excellent source of high-quality proteins. Suguna offers four varieties of value added specialty eggs, each fortified with specific vitamins, and nutrients to help maintain a balanced diet and healthy lifestyle for people of all age groups and health conditions. The Suguna value added eggs come in 6-egg container boxes as a ‘value for money’ product.

2. ROUND UP UNUSUAL SUSPECTS

Hardships are also characterized by missing or inadequate elements at critical points in the business system. These may include key input, capital, technologies, or partners in the supply, distribution, and marketing chains. Tycoons of the corporate are able to get a leg up. However, the art of aligning the incentives of an unconventional coalition and maintaining equilibrium among the members is no small challenge. TVS is on a roll these days. The company's fortune multiplied ever since it broke up with its partner Suzuki in 2001. The company made a strong comeback in the two wheeler market with TVS Victor and later created a place in the market through TVS Apache motorcycle. In 2011, the company has entered into gear-less scooter segment with the high profile, high decibel launch of TVS Wego. Wego is a unisex scooter with a engine capacity of 110 CC and priced around Rs 42,000. The brand directly competes with the market leader Honda Activa. TVS has already built a strong equity in the 60cc scooterette market with its market leading brand TVS Scooty. TVS Wego is in the market at the right time. The scooter market in India is growing at a scorching pace and dominated by one big brand- Activa. A large growing market dominated by a single player is always an attractive option. There is always a space for a second brand provided it can offer a differentiated value proposition to the customer.

In the Indian scooter market, the competitor is Honda and it is not an easy task to offer a value proposition that beats Honda. Many players have accepted defeat in this market including the erstwhile market leader - Bajaj Auto. Hero Honda is another strong contender with its brand Pleasure which is mainly targeting the lady commuter. TVS has created a worthy challenger to Activa by launching Wego. Going by the reviews, there is a general consensus that Wego will be accepted by the consumers. More importantly, the brand was able to find a worthwhile differentiation to fight the market leader. Wego was launched at the right time when Honda is struggling to meet the demand for Activa. The long waiting period of Activa will force many customers to look for alternatives and this offers tremendous opportunity for Wego. Wego is well styled and adequately powered scooter and is priced along the market going rate. The brand has found a unique differentiator and has called it Body Balance. During the Bajaj Chetak era, balance was a critical issue since the engine of Bajaj Chetak was placed on one side and caused considerable imbalance. Vespa which was the competitor of Chetak was considered to be more balanced since the spare tire was kept on the other side to balance the engine weight. Although modern scooters like Activa and Pleasure doesn't seem to have such an issue, the body balance focus of Wego seems to be a relevant differentiator because balance has association with stability and safety. So the opportunity is right, the product has right features and has found a reasonable differentiation.

3. FIND SMALL SOLUTIONS TO BIG PROBLEMS

The more severe the adversity, the harder it is to change the status quo. Complete solutions that require many changes can appear to be dead on arrival, leaving only tiny cracks as points of entry to break the mold. The message for the fearless business legends, small innovations can be huge. First, they are potentially more affordable and can be produced with less initial outlay. Second, they economize on features and complexity and may be just good enough to fulfill an unmet need. Third, their size can help minimize environmental effects or other negative externalities. Finally, they may be easier to integrate into the current model, with only minimal adjustments. In fact, four characteristics that according to Trendwatching.com, define future consumer priorities may be the tiny cracks to look for: affordability, simplicity/convenience, sustainability, and design informed by local knowledge about product usage. Small solutions that fit within these tiny cracks represent major opportunities. Vortex, a Madras-based technology start-up, was funded by a two million rupee (£24,400) injection from Aavishkar, a specialist micro venture capital (MVC) investor. The company has developed a cash machine that it hopes can help to solve India's chronic financial services shortage. The Gramateller ATM costs a tenth of the price of conventional models. A fingerprint scanner provides an identification system suitable for a country where 70 per cent of the population is illiterate. It can take deposits and deal with dirty, crumpled notes – villagers often think that new cash is forged. MVC funds do not require repayments to be made immediately, which means that companies yet to turn profits can be funded. Lakshmimarayan Kannan, the head of Vortex, said: "For us, a small amount of money made a large impact." The Gramteller's potential market is vast. ICICI, India's largest private bank, is piloting the technology and Aavishkar could reap a handsome profit: one of Indonesia's largest retail banks has told Vortex that if the Gramteller proves itself in field trials, it will "buy as many ATMs as the company can build".

4. THINK PLATFORM, NOT JUST PRODUCT

In general, the underlying factors that constrain one situation of adversity also constrain others. This offers an opportunity to invest in a meta-solution that can address several unmet needs simultaneously, either in multiple market segments or various product markets. The multifaceted character of the opportunity also hedges the business risk and helps the venture grow beyond the initial point of entry. Clearly, business can expect varying levels of success, but the broader the venture's reach is, the greater the value to be unlocked. The profit potential comes from the capacity to enhance the business model at three possible leverage points: (a). Customer value, (b). Cost management, and (c). Growth vector creation. Bournvita is a power brand. Bournvita was launched in 1948 and is one of the oldest brands in the malted beverages segment. The brand is a market leader in the Brown health drink segment with a market share of over 17 % is a brand that has sustained over time and competition. Cadbury's - true to its reputation has managed to sustain this brand over these years. The brand has sustained because of Cadbury's invested in the brand and also ensured that the brand changed in tune with the times. Bournvita is a chocolate flavored health drink. When the brand was introduced in the market, it tried to solve a perennial problem that mother's face: a need for a healthy food which is tasty. Bournvita offered that unique combination of health and taste.

It's also interesting to see how this brand has evolved over these years. In 1970s the brand was positioned as a product that helps in good upbringing. The brand used the tagline: Goodness that Grows with You. During 1980's the brand changed its focus from Upbringing to Intelligence. The tagline was changed to: Brought up Right, Bournvita Bright. In 1990's the brand felt that it should be focusing on the overall health of the kid thus changed its focus on Body and Mind. The brand also took Energy as a main focus and thus evolved the famous VO (voice over): "Bournvita has proteins, minerals and carbohydrates". Along came the famous tagline: Tan Ki Shakthi, Man Ki Shakthi. During 1998, the brand faced intense competition from Milo from Nestle. At this time, the brown health food drink segment was facing issues of stagnation because of lack of value addition. Bournvita then changed its positioning on the health platform. The brand used a marconym RDA (Recommended Dietary Allowance) to reinforce the health positioning. The brand used a clever Nutritional meter to communicate the RDA formula: 2 cups of Bournvita for balanced nutrition. The brand also set up a Bournvita Nutritional Center where nutrition experts recommended the right RDA percentage to kids. The brand at that time used the cricketer Ajay Jadeja to endorse the brand. The brand also harped on the taste and used the tagline "No Bournvita No Milk "to reinforce the taste attribute. In the current millennium, the brand has moved to the next level. In the typical laddering up strategy, Bournvita has identified Confidence as its Core Brand Essence. The brand realized that every kid have a chance to excel in his chosen field of Endeavour if he have confidence. The realization has enabled the brand to chalk out the current marketing strategy. The brand now uses the tagline "Do you have Bournvita Confidence ". In the Brown beverages segment, Bournvita faces intense competition from Boost. In order to defend the leadership position, Bournvita has invested heavily in product development, advertising and sales promotion. In the product development front, Bournvita had significantly changed its packaging and the latest pack is inspired by Boost. Along with packaging changes, the brand also had come out with a new variant: Bournvita Fivestar Magic. The new variant has the unique chocolate with caramel flavor of Cadbury's Fivestar. The brand is using the brand association with Five Star as a key differentiator. All these years, Bournvita has used taste as a consistent theme to attract the kids. The Five Star Magic variant further reinforced this positioning. Bournvita is running two different campaigns for Bournvita: one campaign for the Bournvita Fivestar Magic and another one featuring Bournvita Confidence Academy. Bournvita Confidence Academy is not a School but a reality show. The show which premiered on July 2007 in the Pogo channel is different from the usual reality shows. The show features 7 kids who have exceptional talents in various fields like dancing, racing, singing, magic, studies etc. In the reality show, these kids to act as Gurus and is expected to teach each other skills. So you have a magic whizkid learning to sing. The point is that "You Need Confidence" to venture into unknown fields. In the sales promotion front also, the brand was active with its share of freebies and gifts. The association with Cartoon Network enabled this brand to use the famous characters like Powerpuff girls and Dexter to the brand's advantage. The focus on Confidence by Bournvita is a smart move by the brand. Its arch rival Boost has built itself on the energy platform and has gained headway using Sachin. Hence to counter Boost, Bournvita needed to own an important differentiation point. Confidence is something that every kid looks forward to. By featuring real whiz kids, the brand has been able to create an impact.

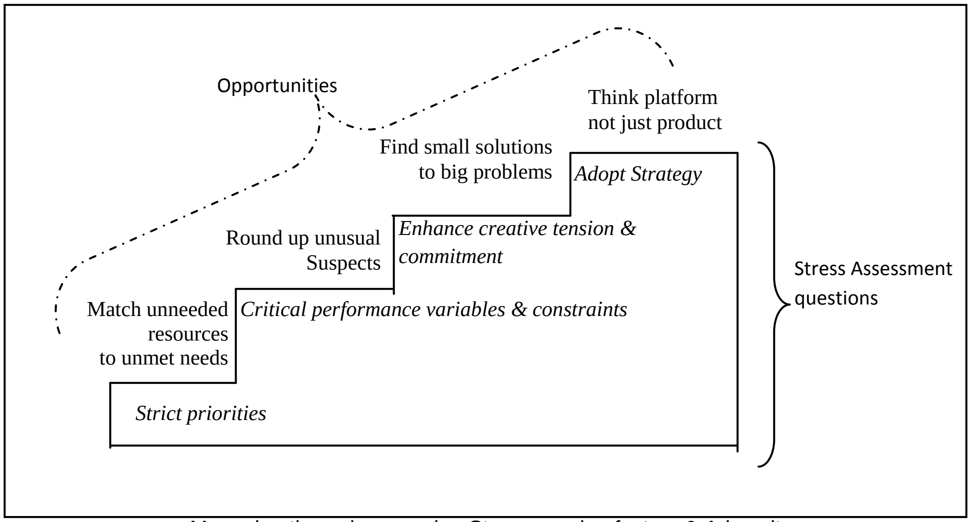
Full fledge utilization of the above opportunities will help the tycoons in benefiting a variety of sound full sources under eyed in front of them. The benefits that adversity offers were already represented by Michael E.Porter in “The Competitive advantage of nations’ - Competitive advantage emerges from pressure, challenge and adversity, rarely from an easy life. Necessity, coupled with four key opportunities, can indeed be the mother of some serious inventions that takes our business to excel.

MANAGING STRESS USING STRESS ASSESSMENT QUESTION IN ADVERSITIES FOR BUSINESS EXCELLENCY

During the 20th century, many breakthroughs took us to uncharted and unimagined territory. But now we are discovering their unintended consequences- unbalanced growth and self-limiting orthodoxies, which may well be the predominant features of the decades ahead. For example, the once booming high – tech and auto industries are now in search of radically new business models to avoid obsolescence. Widespread discovery and use of nonrenewable resources are revealing their true environmental and geopolitical consequences. Globalization has created myriad challenges of rapid growth in unevenly developed economies (such as Brazil, China, and India) and the potential that regional crises will spread throughout the world. And financial innovations led to uncontrolled speculative bubbles in some sectors. In the past few years alone we experienced some of the effects, including the great recession and its still-uncertain recovery, an unprecedented crisis with the euro, and the largest accidental oil spill in history.

STRESS ASSESSMENT & OPPORTUNITIES IN ADVERSITY HAND IN HAND

It’s in the hands of the management how effectively they are able to assess various stress caused by during adversity. It’s crystal clear if a corporate is capable of utilizing their efficiency in analyzing the internal & external stress causing factors as a result of adversity are capable of attaining Business Excellency.



Managing through assessing Stress causing factors & Adversity

USING STRESS ASSESSMENT OVERCOME THE DOWNTURN EXECUTE THE STRATEGY

Executing strategy successfully requires making tough, often uncomfortable choices based on simple logic and clear principles. But we frequently avoid making choices, in the mistaken belief that we can have it all. Instead of focusing on one primary customer, we have many kinds of customers. Instead of instilling core values, we develop lists of desired behaviors, instead of focusing on a few critical measures. The questions raised are intended to be tools for stimulating engagement. Everyone in your business, from the CEO to the front line, must be actively involved in discussions about the key factors that will enable the successful execution of your strategy. 7 Up was launched in India in 1992. According to reports, it had a wonderful start becoming the largest selling brand in the category by 2002. 7 Up is a lemon drink similar to Limca. 7 Up globally is closely associated with its mascot Fido Dido. When launched in India, 7Up also bought in the famed mascot. Fido came to India in 1992 along with the brand but had a very erratic relationship with 7 Up. Despite being in the Indian market close to 19 years, 7 Up was not a successful brand. The fault lies in the confused marketing strategy adopted by Pepsico with this brand. PepsiCo is one of the world's best marketers. But when we look at individual brands like Mirinda and 7 Up, we see a confused product mix strategy from the company. PepsiCo never had a long term plan for 7 Up. When the brand was launched, the lemon flavored drink segment was perceived to be a small market with the market leader Limca ruling the market. But both Coca Cola and Pepsi was not interested in developing the category or the brand for a long time. Limca was killed by Coca Cola while Pepsi after the initial enthusiasm dropped investing in 7 Up.

The problem with 7 up was two fold. First was the company's lack of interest in the product and the category and second was the positioning confusion. When launched, 7 Up was positioned as a cool drink. The brand used Fido Dido and certain imported commercial to position the brand as a cool drink for the youngsters. But the mascot and its international style failed to impress the audience. Everyone liked Fido Dido but there was no connect with the mascot and the Indian audience. The company was in a dilemma because 7 Up had a strong association with Fido Dido but Fido Dido had disconnected with the Indian audience. This is a typical problem faced by those brands that import their foreign mascots to India. Pillsbury had a mascot Doughboy which is very famous in US but less popular in India. Fido Dido was a foreigner and hence the lack of connect was evident. The brand was really confused on how to use Fido Dido in the Indian market. Fido Dido has an interesting background. The character was born in 1985 in a cafeteria, the founders Susan Rose and Joanna Ferrone was in a discussion during which Susan Rose scribbled a figure in the napkin which later became Fido Dido. Fido became the brand ambassador for 7 Up in 1989. Another interesting fact is that Fido Dido trademark does not belong to Pepsi but belong to the founder Joanna. Hence the mascot is highly controlled by the owner and not the brand. This lack of control has prevented Pepsi from Adapting Fido to Indian audience. It does not have the freedom to change the mascot's personality. This is an absolutely awkward situation for the brand where it had a wonderful mascot but could not change anything about the mascot. Another factor that aided for the failure of 7 Up was the thinking among Pepsi marketers that taglines and positioning statements should not remain constant. So they keep on changing taglines and statements. One of the highly popular taglines for 7 Up was “Keep it Cool”. But the marketers at Pepsi wanted to change it for the sake of changing it. “Keep it Cool” was perhaps one of the apt and best tagline which could have lifted the brand to new heights had Pepsi invested in developing it. Seven Up and Fido Dido had a short affair. In 1995 PepsiCo globally stopped using Fido Dido and in India too the company stopped using the mascot. Later in 2003, the brand began using Fido Dido but again it was a half- hearted approach.

The investment of PepsiCo in 7 Up was no where consistent. The brand tried some marketing gimmicks like launching a curvey bottle named 7 Up Curvey in 2006. The brand took the hot bollywood Diva Mallika Sherawat as the brand ambassador since she had those curvey look. There was an initial hype behind this launch but later it died a slow death. Beyond such stunts, there was no marketing thinking for this brand.

The brand also faced competition internally from Mountain Dew. PepsiCo launched its iconic brand Mountain Dew and put lot of investment behind the brand. As a consumer I do not see any difference between Mountain Dew, Sprite and 7 Up. Limca was perceived a little different because it was cloudy. PepsiCo was also confused on how to clearly differentiate Dew and 7 Up when consumers perceived both as similar. The easiest way to end the confusion is to sideline the brand. 7 Up was thus sidelined for almost 8 years. In 2007-08, the company began to look into this brand. A new theme was prepared to take the brand away from Fido Dido and focus on another theme. The brand took the tagline “Bheja Fry, 7 Up try “which talked about the refreshing feeling of 7 Up. The campaign featured many Bheja Fry situations and how 7 Up a lift your spirits in those occasions. This summer saw the extension of this theme. PepsiCo realized that Lime Juice was the largest selling drink and most favorite flavor among Indians. So it started to pitch 7 Up as “The Lemon Drink “. The brand had the new tagline “Mood ko do Lemon ka Lift ". In 2009, Pepsico launched another brand Nimbooz which is a drink having the original lemon juice taste. Nimbooz is launched as a brand endorsed by 7 Up. Nimbooz has been launched with the tagline “Ek Dum Asli Indian ". The brand is trying to compete with the ordinary lemon juice which is one of the favorite thirst quencher of Indian consumers. The new launch is going to be further problematic for 7 Up. 7 Up has recently pitted for associating itself with Lemon Flavor. Now Nimbooz is saying that it is the original lemon drink. One is artificial and other is original. Whatever be the argument of the marketers, consumers seldom see the difference between a cloudy drink, a clear drink, artificial, flavored etc etc. This micro segmentation actually confuses consumers and forces them to go for the simplest solution. Sprite became the largest selling beverage brand because it was simple for consumer to understand what that brand did.

STRICT PRIORITIES

1. WHO IS OUR PRIMARY CUSTOMER?

Choosing a primary customer is a make or break decision. Why? Because it should determine how you allocate resources. The idea is simple – Allocate all possible resources to meet and exceed your primary customer’s needs. The flip side of maximizing resources for your primary customer is that you should minimize the resources devoted to everything else- including all external stakeholders and all internal units that do not create value for your primary customer. They should receive enough to meet the needs of their constituents, but no more. Close Up is the original youth brand in Indian toothpastes. Launched in 1975, this brand is the first gel toothpaste aiming at the youth segment. HLL through Close Up have created and owned a segment for itself. The 2200 core toothpaste market that was dominated by Colgate Dental Cream needed some competition and HLL used Close Up effectively to fight the market leader. Close Up was a disruptive brand that changed the structure of toothpaste market in India. With the red colour and smart advertising, it forced the market leader to change its strategy and launch a gel variant. The customer insight was that people are conscious about their breath and want to get close with each other with confidence. Based on this insight the brand was positioned on the Fresh Breath platform. The campaign was executed showing "Happy couples having fun together". Even film Theatres had corners called as "Close up Corners". The brand had the aspiration persona in it. Close Up has used films and filmi songs to appeal to the Indian youth. Close Up was the first brand to introduce the "Self Check" of breath. The famous "HA HA" was the idea of Close Up introduced in year 1987.In 2004 Close Up again was relaunched. During that period, the fight between Pepsodent and Colgate was hitting up. Both of these brands owned the oral care platform and Close Up's share was coming down. Close Up found that its mono-attribute focus is losing the sheen. HLL relaunched Close up with Vitamin and Fluoride. Thus Close Up offered more than Fresh Breath. It also offered Oral Care. Close Up launched lot of variants that bombed in the market. The variants like Oxy fresh and Eucalyptus Blue failed in the market. HLL decided that only the Lemon variant will continue. The reason behind the failure of variant is because Close Up is a Sensorial brand. And in such kind of brands, variants will not work. In categories which are more rational, variants will work. Colgate has given a run for money for Close Up with their gel variant. The "Talk to me" campaign was a run away success. Colgate failed to capitalize on that campaign. But the gel variant took the breath out of Close Up. Close Up had to reinvent to keep the category that it created. The account was shifted from JWT to O&M. Now the mother brand is focusing on three attributes: Fresh breath, White Teeth and Strong Teeth.

O&M brought out a campaign "Kya aap Close Up Karthe Hain" which was perceived as "cool" among the market. The recent campaign which aims at positioning on the "Smile" factor is a damp squib; the campaign is poorly executed and treats the target market as a bunch of adolescents who will do any thing to attract the opposite sex. Indians were never bothered about the way they look, let alone how their teeth look like. That is why 33% of urban market is not using tooth pastes and67% of rural still use the traditional way of brushing teeth like neem sticks. So when the ad shows that a young person being conscious about their teeth, it does not click. This is a brand that had created a category for itself. It will be sad if it cannot dominate that category. But that is what marketing is all about "survival of the smartest". Labels: Branding, Sustenance of Communication, FMCG, Personal Care, Tooth past.

2. HOW DO OUR CORE VALUES PRIORITIZE SHAREHOLDERS, EMPLOYEES AND CUSTOMERS?

Companies that execute strategy well define their core values to reflect the relative importance of shareholders, employees and customers. Value statements that list aspiration behaviors aren't enough. Core values must indicate whose interests come first when difficult trade-offs must be made. At some companies, customers come first. At others, it may be shareholders. At yet others, it may be employees. There is no right or wrong choice. Each choice is based on a different theory of value creation. But making one and communicating it effectively are essential.

The above two set of questions would help us in prioritizing are basic core system & operation necessities. It always leads the management team to surf in abnormal business waves. Lexmark Canada Inc. is headquartered in Richmond Hill, Ontario (part of the Greater Toronto Area). Lexmark Canada is a wholly owned subsidiary of Lexmark International, Inc. with approximately 200 employees. Lexmark has infused its culture with the aspiration principles that guide our business operations. Its Values were drafted by employees, embraced by the board of directors, and promoted by senior management. They are prominently posted in Lexmark offices around the globe so that employees, customers and partners are reminded daily of Lexmark's operating philosophy. The values below are the fundamental beliefs every Lexmark employee should follow, they are the foundation of their vision.

The employees always takes the pleasure of - “We, as Lexmark employees, will try to always act in a manner consistent with these values, and will be open to give and receive advice to make our behavior consistent with them”. Customers are key of Lexmark - they should be the focus of everything they do. All their work should be carried out with keeping them in mind, whether they are internal or external customers. Customer satisfaction is the top priority of every employee and the purpose of every job. Cost-effective, ongoing achievement of customer satisfaction is the foundation of their business. Their people are their future. Hence they must strive to attain maximum employee contribution by valuing individual differences, helping employees to fully utilize their talents and be their best, and fulfilling employee needs wherever possible. Lexmark have accepted a responsibility to be effective stewards for all shareholders' resources. Through the performance, everyone will be properly rewarded for their investment in

Lexmark. Corporate Citizenship - they are responsible to the communities in which Lexmark live and work, the environment, and to the world community as well.

CRITICAL PERFORMANCE VARIABLES & CONSTRAINTS

3. WHAT CRITICAL PERFORMANCE VARIABLES ARE WE TRACKING?

Many managers complain that they're overwhelmed by how many things they're asked to keep track of in all-inclusive lists of performance measures. It's not uncommon for companies to create scorecards with 30, 40, or more variables, in the mistaken belief those adding measures results in a more complete – and therefore better – scorecard. Information technology enables us to gather more and more data at lower and lower cost. But we cannot keep tracking so many variables. Effective managers monitor only a small number – those that could cause their strategy to fail. There's another reason to limit your focus- if you add too many measures to your scorecards, you will drive out innovation. In 1993, the property & casualty division of CIGNA lost nearly Dollar 275 million, making its performance the worst in the industry. The division was near bankruptcy. Although it's poor performance was due in part to a few major catastrophes, almost all of its lines of business were marginal. The new turnaround management team developed a new strategy – to become a "Specialist" – by focusing on niches in which it had an informational comparative advantage. The management team deployed the new strategy to its twenty-one business units in 1994, using the balance scorecard as the core management process.

The results were rapid & dramatic. Within two years, CIGNA property & casualty had returned t5o profitability and sustained and improved its performance during each of the next four years. By 1998, the company's profitability positioned it strongly within the industry with many of its business exhibiting top quartile performance. At the end of 1998, the parent company spun off the property & casualty division for dollar 3.45 billion. According to Gerald Isom, president of CIGNA Property & Casualty, the balanced scorecard played an important role in this success story. "CIGNA used the balanced scorecard to manage its transformation from a generalist to a top-quartile Specialist."

4. WHAT STRATEGIC BOUNDARIES HAVE WE SET?

Every strategy carries the risk that individual's actions will push the business off course. The risk intensifies when managers feel pressure to hit growth and profit targets. There are two ways to control such risk – you can tell people what to do, or you can tell them what not to do. Telling people what to do, helps assure that they won't make mistakes by engaging in unauthorized activities. This is the prudent approach if safety and quality are paramount concerns – if, say, you're running a nuclear power plant or overseeing a space launch. In such cases you want employees to follow standard operating procedures to the letters. However if innovation & creative thinking are important, you should follow a different course- you should hire creative people & tell them what not to do. In other words, you should give them freedom to exercise their creativity-within defined limits. By 2002, following poor financial performance and negative media coverage, health insurance provider Aetna was in need of a new strategic direction. Its turnaround strategy was supported by a comprehensive communication campaign that helped to restore the company to profitability by highlighting external challenges and internal priorities. This included educating Aetna's 26,800 employees and engaging them in working to deliver the company's new strategic goals.

In 2002, the communication department, in partnership with senior leaders, devised the "Aetna way," an innovative approach to setting the company's new strategy in context for all of its employees. Encouraging employees to live with the strategy, the Aetna way had to be more than just a wish list, however. It needed to become part of all employees' day-to-day business identities. For example, online streaming videos were produced showing examples of employees in different roles who were living the Aetna way. "By showing people living the Aetna way, we are really trying to humanize it," says Gothard. "We show how people are putting it into action every day and using it to meet their business objectives." As a result of this new approach, in 2004, Aetna received an award for "best business turnaround – more than 2,500 employees" as part of the American business awards competition, which recognizes outstanding leadership, innovation, perseverance, creativity, teamwork and integrity in business. Their share price has also improved from a low of $23 in 2001 to a high of $152 in 2005.

ENHANCE CREATIVE TENSION & COMMITMENT

5. HOW ARE WE GENERATING CREATIVE TENSION?

As a business leader, one of your primary jobs is to make outside market pressures felt inside your business. This can motivate employee's to think and act like winning competitors, rousing them from comfortable ruts. The bigger your business, the more insulated people are from market pressures, and the more imperative this becomes. Here is a menu of techniques that can generate creative tension and spur innovation. In this instance, unlike when defining a primary customer or ranking your responsibilities, you needn't choose just one, choose whichever and however many are right for your company. In fact, the more innovation you desire, the more techniques you should consider.

Assigning stretch goals, the most common way of motivating people to innovate is to set stretch goals – sometimes called challenge goals or big hairy audacious goals. Conducting business as usual or making incremental improvements is not enough. The only way to meet aggressive targets is to do something completely different.

Ranking according to performance, many high-innovation organizations rank employees on the basis of demonstrated performance. The rankings affect who is promoted, who is placed on probation, and who is asked to leave. The challenge, of course, is to prevent the competition from becoming negative and destructive.

Setting spans of accountability that are greater than spans of control, if you want people to innovate, try holding them accountable for measures that are broader than the resources they control. This is the well-worn path followed by every successful entrepreneur, and you can use it to foster entrepreneurial behavior within your business.

Allocating costs, the way in which you charge corporate overhead costs can also stimulate creative tension. The purpose here is twofold. The most obvious goal is to generate accurate cost data. But often the more important one is to motivate managers to become actively involved in discussions about the value of corporate services provided.

Creating cross-unit teams and matrix accountability, another way of forcing employees to think outside the box is to assign them to a second box. New perspectives emerge when people are forced out of their routines. When they attend cross unit team meetings, employees not only serve as emissaries for their home units but also return with ideas and innovation from their new colleagues.

Robert cooper found that successful new product launches are major drivers of superior profitability. Cooper looked at more than 200 new product introductions and found that of those classified a success, some 50 percent achieve a return on investment in excess of 33 percent, half have a payback period of 2years or less, and half achieve a market share in excess of 35 percent. Many companies have established a track record for successful innovation. Among them are Du Pont, which has produced a steady stream of successful innovations, such as cellophane, Nylon, Freon, and Teflon: Sony, whose success include the walkman, the compact Disc, and the play station, Nokia, which has been a leader in the development of wireless phones; Pfizer, a drug company that during the 1990s and early 2000s produced eight blockbuster new drugs; 3M, which has applied its core competency in tapes and adhesives to developing a wide range of new products; Intel, which has consistently managed to lead in the development of innovative new microprocessors to run personal computers; and Cisco systems, whose innovations helped to pave the way for the rapid growth of the internet.

6. HOW COMMITTED ARE OUR EMPLOYEES TO HELPING EACH OTHER?

Although you want your employees to achieve their personal best, they must also work together toward shared goals. To create the high levels of commitment that requires, leaders must behind an organization that has the following four attributes.

Pride in Purpose, if people are proud of their organizations mission, they will assume shared responsibility for its success.

Group identification, belonging to an elite organization is itself a source of pride, one that carries with it a sense of responsibility toward others in the group.

Trust, when you trust your colleagues, you’re willing to make yourself vulnerable – to put your reputation on the line to support them. Trust is vital if you want people to work collaboratively.

Fairness, the final requirement for collaboration is fairness. Disparities in compensation among peers pose the most obvious challenge, nothing is more certain to kill the desire to help a colleague. In themselves, inequities in pay are easy to fix, for more insidious are perks signaling that those at the top are more deserving than everyone else.

Raymond James Financial Services and Raymond James & Associates have created a formalized top achiever program to recognize individual contributions beyond financial results—managers may, for instance, reward employees for superior customer service or innovative ideas. Or take Briggs & Stratton Corporation, where executives encourage managers to recognize smaller, performance-based achievements such as project completions. Similarly, SAP America, another of the study's top scorers in employee engagement, has developed a toolkit for managers that includes ways to recognize employees for values- based performance, ranging from a simple peer-to-peer expression of thanks to a more formal public award program for excellence. The information can be accessed online and delivered instantly. Likely Employees in the distribution division of South African utility Eskom—the organization that obtained the second-highest engagement scores in a study—are far more likely to feel them are getting the training they need to excel at their current jobs, and pre- pare for future ones, than their counterparts at organizations with average engagement scores. Eskom employees also meet with managers or career counselors to discuss training more often than employees at the average company do. Eskom places a heavy emphasis on training; it spends $1,165 on training per employee per year, compared with a benchmarking average of $578 per year.

Although Eskom executives acknowledge that current training is not as aligned with the organizations business goals as it could be, they embrace the importance of training to deliver the skills the company needs to succeed and to ensure that employees are motivated and engaged in their work. In fact, two out of the four main business objectives set by CEO Thulani Gcabashe are related to skills development. For example, one executive at a company with low engagement scores explains that "similar jobs in different business units have different career paths and are compensated differently. People thus move freely between business units so that they can make more money for the same position elsewhere." At other organizations, failure to document policies related to things like the number of vacation days granted per year leads people to shop around for the best answer they can get. Resentment about unfairness is frequently the result. At staffing and recruiting firm Spherion, for example, which has achieved high scores in employee engagement in our research, HR executives spend a great deal of time making sure they match the right people with the right jobs. According to Jill Goldstein, vice president and human resources officer at Spherion, "An important part of excellent recruiting is being clear on the competencies, skills and behaviors needed for each job. We have recently implemented behavioral inventory interviews in order to hire people with the right competencies."

ADOPT STRATEGY

7. WHAT STRATEGIC UNCERTAINTIES KEEP US AWAKE AT NIGHT?

At the root of every failed strategy is asset of assumptions about the future that eventually proved false. We assumed housing prices would never fall simultaneously across the country. We assumed the migration to digital media would be slow and orderly. We assumed customers wouldn't accept fewer features in exchange for a lower price.

Only three things in life are certain: death, taxes, and the fact that today's strategy won't work tomorrow. At some point your products will become obsolete, your customer's tastes will change, or technology will render your business model uncompetitive. Today's success will be tomorrows old news. The question is not if, but when. To adapt successfully, you must constantly monitor the uncertainties that could invalidate the assumptions underpinning your current strategy. Your entire organization must continually scan the competitive environment for changes and send intelligence up the line. And because everyone watches what the boss watches, if you want your employees to focus on specific issues, focus on those issues yourself.

The most powerful way to signal what's important to you is to use your business control system as interactive tools. Pay close – and visible – attention to the data they produce, and use them to generate questions that will activate the search for information throughout your business.

Domino's Pizza India, now jubilant foodworks, is among the successful consumer – oriented companies in the country. While many of us would testify about the quality and taste of its pizzas, not many would know that the entrepreneur duo – brothers Shyam and Hari Bhartia – who are also promoters of Rs.4, 000 – crore pharmaceuticals company Jubilant Life Sciences, are the brains behind the birth of this company. Their endeavor to seize the opportunity in the domestic food space goes back more than 15 years. Having set up the first Domino's Pizza store in January 1996 in New Delhi, the duo have grown Jubilant Foodworks into India's largest pizza chain with over 300 stores spanning 65 cities. What did they see that others missed? On the macro side rising disposable income, increasing urbanization and changing eating habits led to higher demand. At the micro level, the company's strategy to introduce innovative products to suite consumer needs, cost efficiency and marketing initiatives have helped it grow profitably. The gains are clearly reflecting in its numbers. Under the leadership of Ajay kaul, who joined the company as its chief executive officer in February 2005, and backed by the global expertise of Domino's, the company's sales grew to Rs.424 crore in 2009-10 from Rs.80 crore in the financial year of 2005. Given its first nine months of performance, jubilant may end the current fiscal with revenues in excess of Rs.600 crore.

There is more to come. In the company's 2009-2010 annual report, the Bhartia brothers stated that the Indian food industry is expected to grow to an estimated $350 billion in 2015 from $200 billion in 2006-2007. With a rising young and working population, this should only get bigger. Among recent events, Jubilant, the exclusive Master Franchise of Domino's Pizza in India, Srilanka, Nepal and Bangladesh, on February 24 signed a similar deal with Dunkin Donuts, the largest baked goods and coffee chain globally, to set up restaurants in India under the latter's brand. Jubilant is only a small indicator of the size of opportunity that India's growing consumption provides. There are many companies and across different spheres, which have identified and are gaining from emerging opportunities.

CONCLUSION

If the company implements a Creative, constantly evolving range of effective strategic to reach targeted market & consumer through Business Excellency. Once the organizations identify the pros & cons of the system during various problems lead to take effective steps in overcoming the uncertainness & extract the prevailing opportunities. The best performance in business can be realized by identifying suitable performance measures and metrics, systematically measuring the performance, comparing the performance with the best-in class performing companies and then eventually determining the best practices and their effective implementation framework.

Business excellence is the systematic use of quality management principles and tools in business management, with the goal of improving performance based on the principles of customer focus, stakeholder value, and process management. Quality doesn't mean the product or service, here it round up whole organization performance. Some of the practices that an organization can adopt during their hardship & measuring the stress caused through that will help in attaining Business Excellency.

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