



LIME 3 SEASON

CASE STUDY

IIM-A • SPORTS LIFESTYLE • REEBOK INDIA

REEBOK INDIA CASE STUDY

About Reebok India Company

- Since its inception in 1995, Reebok has been on a strong growth trajectory in India. With **46%** market share and 1000 stores. Reebok has witnessed an exponential **10 times growth in turnover since 2003** alone and is present in more than **325 cities spread across the Tier I, II and III** classification.
- As a brand Reebok is rooted in the ideology of sport. Reebok has maintained consistent and clear dominance in **cricket** through sponsorships and grassroots initiatives. Reebok sponsors more than **30 International and national cricketers** and is the official partner of the International Cricket Council (ICC) and four IPL teams (KKR, RCB, KXIP and CSK). Reebok is also the first sports brand to be associated with **Force India** –thus recognizing the upcoming motor sport trend in the country. Reebok is also associated with talented athletes across various other sports like **tennis, football, basketball, etc.**
- Reebok has constantly redefined the fitness industry through its **1000 member strong instructor alliance** in India. Reebok has also created the unique **fun with fitness** space with its global tie-up with Cirque **De Soleil for Jukari – Fit to Fly** fitness program.
- Reebok also launched **exclusive Juniors Stores** in India to cater to the growing community of sport friendly and fashion conscious kids.
- Reebok was recently ranked as the **14th Most Trusted Brand** among 16,000 brands across categories as per the 2011 India Brand Trust Report. It also enjoys the **highest top of the mind recall** in footwear brands in most **independent research surveys**.
- Reebok believes in impacting youth culture rather than impacting just their wardrobe and therefore the **launch of unique products like EasyTone and Zigtech has been a huge success** in India. Reebok has also forayed into premium sunglasses, watches, luggage, and personal care products like Deodorants, Bodywash and more to move from being wardrobe solution providers to lifestyle solution providers.

Trends

There is definitely an upward trend in people listening to sport and fitness calls from global MNC's. Moreover, there are some trends that clearly show us why people are reacting positively to the efforts and initiatives of global MNC's:-

1. Sports is an elixir for many

- Sport is no longer a privilege of the youth. More Indian audiences are becoming more and more proud of their country's sporting talent. Many people are thus resorting to sport as a leisure activity to enhance their "cool quotient". The couch potato syndrome that so characterized watching sport in India is rapidly diminishing.

2. New ways of staying Fit: Marathons, Toning and more new categories set to explode

- One trend is the exponentially increasing participation in various Marathons across country showing acceptance of the running culture among our populace. Nearly 30,000 people participated in the Delhi Half Marathon.
- Another trend is that while Men are developing a keen interest in running, women have attached tremendous importance to toning. EasyTone has become a rage in India with women recognizing the need for a toned body & wanting a better butt with every step. We were ourselves surprised with the phenomenal EasyTone Sales achieved in India for a relatively high-priced women's footwear.
- Consumers are looking at new ways of staying fit like dance, power aerobics, yoga and more, thus making the Fitness Industry grow at an impressive CAGR of 15%. An internal research showed us that earlier 1 in every 10 people pursued a fitness activity; today nearly 7 out of 10 people are pursuing some or the other form of fitness. Men and women are more concerned now than ever before about looking good and feeling fit.

Objective and Project Title

Fuelling Passion into Action

Raising India's hitherto passive interest in sport to participative indulgence

Our primary objective is to have practical and innovative solutions to raise India's sporting quotient which compared to the West is much lower. Reebok in India has always been a fitness enabler and been at the forefront of supporting not just

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sports stars but talented athletes, not just supporting national level games but district / grassroots level as well through multiple partnerships, talent support programs etc. After many years, India's sporting index is finally showing signs of a rise and Reebok's primary objective is to keep this index growing. The idea is to fuel the passion for sport further and impact the fitness quotient of the country. After the knowledge & IT sector, Reebok views fitness and sport as the next big thing which will place India even more strongly on the World Map.

This projects aims at getting answers to the below mentioned 5 key questions:-

- How can we increase the Sports quotient of the country both at a macro and micro level?
- How can we get more and more people to indulge in Health& Fitness activities?"
- How can we leverage the age old passion in cricket and the new found interest in sports like football, formula one, tennis etc and fuel it into something more actionable?
- How do we get our consumer to move from a passive mode to an active mode? How do we get a viewer to move from his couch to the field? How do we get a bunch of friends who only commentate while watching a match to a more participative mode?
- How can we translate the above into a clear business opportunity for global MNCs like us.

Expected Methodology

- Qualitative Research:- Consumer groups, discussion with industry professionals, local sports heroes and sports bodies
- Quantitative Research: - Design quantitative research for targeting relevant consumer groups to understand what can stimulate active interest in sport.
- Industry Research: Study and compare trends, growth figures, potential and other quantitative aspects of the sports and fitness industry and in India and extrapolate the data to 2015.
- Study product, marketing and customer service strategies of regional and good local players in driving customer acquisitions, retention and services to provide a holistic business angle.

Expected Outcome

We expect a holistic strategic and business solution to the above problem. The case study should cover the below aspects adequately:-

- A strategic approach / plan that leads to a clear and discernible rise in India's sporting quotient.
- The strategic approach should clearly define the role of the brand and how various functions like sales, marketing, communication and product need to be redefined to reach the above goal.
- The approach should tackle both micro and macro level issues. For example it can talk about increasing sports quota in India's top colleges at a micro level and better training facilities for sports like tennis at a macro level.
- The approach / plan should also cover how it can adhere to different age groups and socio economic strata as outlook and participation towards sports will differ by age, socio economic standing, city and other demographics. The categories for this can be broadly defined by the students themselves.
- The plan should also include clear action steps on how the Government (Central / State) can be involved to make this objective come true. For example: Can companies like Reebok get tax exemption on the investments made for the welfare of Sports and fitness in the country?
- The plan should end with a clear business perspective explaining how the success of the approach can be measured in terms of psychographic, social and business impact.

Success Criteria

- Breadth of research & depth of category understanding
- Relevance: Feasibility & applicability of the idea(s)
- Impact & Measurement: How would we measure success?

Mentor

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