

# MARKETING MANAGEMENT



**Brand:** Mehta Solutions

**Product Code:** case1296

**Weight:** 0.00kg

**Price: Rs500**

## Short Description

case study

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### Case Study

**Sunshine Lumieres was established in 1992 in Bangalore, India to manufacture lamps mainly for household use. The company was established by Dr. Srinath Kashyap who had extensive experience in the lamp industry with the major multinational manufacturers in India and overseas. Sunshine was involved till now in manufacturing and supplying lamps for consumer and household use under various brands for the leading lamp companies.**

**Dr. Kashyap was involved in looking after the manufacturing and marketing functions while his wife looked after the Finances and the HR functions. The Company had a total of 50 employees and grossed revenue of Rs.9 crores in 2005. The market in India was large and growing due to the increasing affluence and the**

**massive rural electrification programmes of the Government.**

**Post liberalization in 1992? the market dynamics slowly started changing due to increased competition from leading brands looking to capture larger market shares. Dr Kashyap felt it was time to diversify this business and get into newer product segments.**

**The lamp industry can be classified into various segments like: Consumer household Lamps Industrial & Commercial lamps Specialty lamps like high intensity lamps used in Medical & Office Equipment Automotive lamps Miniature lamps Energy efficient lamps like CFL lamps, LED lamps etc. While the large MNCs were present in all segments, most local manufacturers were involved in the consumer and household lighting.**

**Typically, household lamps sold at around US\$0.25 per piece at the retail level while the Industrial and commercial lamps sold at prices upwards of US\$25 per piece retail. Sunshine lumeries hired Dr. Mohan Das, a bright Engineer from IIT and MBA from a leading Business school. After working in some leading companies, Mohan felt it was time for him to exploit his innovative skills and create world class products. In a very short span of time after joining Sunshine, Dr. Das was able to produce some very interesting and technologically advanced products.**

**Dr. Kashyap felt that over time , in low value products like lamps, the large MNC's would be forced to give way to players from developing countries like China and India, who would over time establish the products under their own brands. Establishing the Sunshine brand over time was therefore vital for the future.**

**Meanwhile, Mohan had designed a slew of new and innovative products – comparable with the best in their class in the world, in the energy efficient and Industrial lamp categories. Given suitable financial investments, these could take the company's revenues to over Rs.100 crores by 2008 between the domestic and export markets. As he looked out of his office window, enjoying the light drizzle and cool breeze of Bangalore, Dr. Kashyap's realized that he was at a point of inflexion. If the current opportunities were exploited fully, it could lead to great fortunes for himself and his family.**

**He could even take the company public and unlock the value of his holdings. However, it would also mean that Sunshine would have to evolve into a professionally managed company and have a larger number of employees. He wondered how he should go about structuring his Sales and Distribution organization so as to grow manifold both domestically and overseas within the next three years before taking the company public.**

**Dr. Kashyap was convinced that he needed to seek professional advice. He invited**

**Dr. Vasant Rao, an old friend and leading Management expert in Bangalore to visit his office for a discussion on a broad game plan**

**Answer the following question.**

**Q1. How Dr. Kashyap should go about professionalizing & restructuring his organization?**

**Q2. Should the sales be organized on geographic or product basis?**

**Q3. Should be distribution be common for all products?**

**Q4. Should he have his own Sales and Distribution organizations in some countries?**

**Details**

**1. Case study solved answers**

**2. pdf/word**

**3. Fully Solved with answers**