



SUMMER INTERNSHIP PROJECT REPORT

Submitted to:

Prof. Nikunj Patel

Submitted by:

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Div - C

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TITLE PAGE

Author of the report: Saketh Acharya Vadapalli

Company name: Exotic Fenestration Pvt Ltd.

Project Title: Branding strategy

Duration of internship: 3/5/2021 – 3/7/2021

Faculty Mentor: Prof. Nikunj Patel

Organization Guide: Mr. Aravind Acharya

Date of report: 12/7/2021

Purpose of report: Submitted as a requirement for SIP 2021, MBA FT 2020-22, IMNU.

Submitted to – Prof. Nikunj Patel

ACKNOWLEDGEMENT

I wish to express my sincere gratitude to **Mr. Aravind Acharya, Managing Director**, Exotic Fenestration Pvt. Ltd., and also my organizational guide for providing me with an opportunity to do my internship and project work in this esteemed organization. He guided me through the problems faced, helped me bridge the gap between theory and reality, and provided me valuable insights to carry out the project.

I would like to thank Prof. Nikunj Patel, my faculty mentor at the Institute of Management, Nirma University for providing me guidance throughout this internship.

Saketh Acharya Vadapalli,
201343, MBA FT 20-22.

EXECUTIVE SUMMARY

The purpose of this project was to create a branding strategy for Exotic Fenestration Pvt. Ltd.'s new products. Exotic Fenestration Pvt Ltd. is a company established in 2009 and belongs to the fenestration and façade industry. The company had been offering uPVC products since its inception and had made a good name for itself in the market. Recently the company diversified into the aluminium system windows business and developed a new line of products. This project focused on branding this line of products in the desired position in the market. This project was more of a hands-on project where I had to observe situations talk to people and come to conclusions based on the data collected. I worked on topics like whether segmentation was needed, what channel would be best for selling them, and so on. After gaining some insights on these topics a conclusion was drawn with the help of the Managing Director and it was forwarded to the branding consultant who would be further working on this.

PART – A

ABOUT THE COMPANY



Exotic Fenestration Private Limited

The company was registered in 2009 and has been in operation ever since. The company is based out of Ahmedabad, Gujarat. The company belongs to the fenestration & facade industry which can be considered a part of the building materials industry. They are fabricators who started with uPVC windows and doors and diversified into aluminium windows and doors recently in 2019. Now with this new product line the company has ventured into a new market for themselves where the number of quality fabricators for the mid-range to premium segment windows is low for projects. They have been operating in 3 states majorly i.e., Gujarat, Rajasthan, and Maharashtra, where they execute a large number of residential projects. They also work in the retail market through architects and direct clients.

Products Offered by the company: -

1. uPVC Windows (4 systems)
2. Aluminum Windows (9 systems)

ABOUT THE INDUSTRY

Fenestration & Façade Industry

The fenestration and the façade industry are a subset of the much larger building materials industry. It is directly linked to the real estate and construction industry and was expected to reach over Rs.15,000 crore in FY 2020. The industry includes companies that deal in windows, glass, facades, glass walls, doors, etc. The products are classified based on their functionalities, technology, and the materials being used for them. Right from the simple sliding windows & openable hinged windows, which are available in wooden, aluminium, uPVC, steel, and fiberglass materials to the complex tilt and turn windows or the kinetic facades on the commercial building are all the products of this industry. This industry has started seeing growth in India since 2007-08 with uPVC gaining traction in the Indian market paving a way for more foreign companies to come and invest leading to the advancement in the industry both financially and technologically.

PART - B

Project – Branding Strategy

a.) Develop a new, modern brand name for the company.

The first and foremost task given was to revamp the brand for its new products. The company till now was known only for its uPVC windows and in the fenestration industry one of the biggest uPVC fabricators. The company now has its systems and wanted to launch them under a new brand. **This is because it is known in the industry that uPVC fabricators do not have the finesse to fabricate aluminium system windows.** So, to improve this image the company decide to market itself under a new brand.

The process started with checking out who exactly were the competitors and the target audience. I saw that there 2 major competitors HI-FAB aluminum (TWF) and Shailaja Aluminium. They were in the aluminium fenestration industry for a long time and were highly involved in creating their brand images for the past 5 years. Another major thing observed was that the end client was not the target audience but it was actually the architects in case of retail orders. For residential projects, it was usually the builder's choice but again for high-end residential projects the builders would go with the architect's opinion. We had shortlisted on 3 names WINDOWSMART, EXOTIC, and EFENN, and in the end, we decided to go with EFENN. This was because the company is famous for its project execution capabilities among the builders and we wanted to keep that identity intact and wanted to revamp its image in front of the architects for the retail market.

b.) Design and develop the required marketing material business cards, brochures technical catalogs, etc.

This step took a considerable amount of time as this was to be outsourced but finding the best fit for the company took a lot of time. The branding consultant was easy to find but deciding on what to present? to whom to present? How to present were the major concerns. I had earlier suggested that we categorize the products into two parts one is the retail offerings (they had the highest number of customizations possible) and the

project market (the standard product). This would help in channelizing the resources of the company both marketing-wise and operations wise which later, would have helped them have dedicated distribution channels. After running with this idea, I noticed that even though the products were slightly different, the price difference wasn't changing the buying behavior of some retail customers. The mid-segment bungalow owners (construction cost ranging from 2 crores to 6 crores) would often opt for the project's series for windows of smaller dimensions to reduce cost. This made me realize that the competitors' rates were much higher and they weren't interested in these mid-segment clients. Also, these clients do want good products but often compromise and turn to some other alternative as a **reliable** company is not present in the market for these system windows. So, we decided to club all the offerings together initially, and later the company would be developing a new thermal break series that would cater to the premium clients. The data required for this decision was collected by having conversations with the MD, the sales executives, observing clients in the showrooms, and with the company's regular clients.

After this decision, the only task was to hire a branding consultant and give them the data required and explain to them exactly how the marketing material should be. The company had started working on the marketing material when my internship concluded.

c.) Setup digital marketing pages on Facebook, Instagram, Linked In, etc. to enhance customer and supplier relationship experience.

I had created all the pages but had to disable them and hand the id password over to the Branding consultant who the company had hired. They will be launching the website and the other pages at the same time.

I had spoken with the Consultant, after a discussion with the MD, to keep the website and other online presence acts as the company has a good Customer Service team but wasn't being utilized except for after-sales service. This team could manage these pre-sales conversations and help the potential clients connect to the sales executives which would help improve the image of the company. The competitor's online presence wasn't very visible and inactive on many platforms.

d.) Identify the best marketing channels for the products being offered.

We had decided upon this earlier that the best bet for the company initially for the 1st four years would be the retail channel via the architects and referrals from existing clients. This is because in the aluminium system windows business the profile design is the USP but it cannot be patented as the processes for the same is very costly. So, to prevent any copycats and to recover the initial cost invested it was decided to focus on the retail channel so as minimize the number of entities coming in contact with the product. Also, the retail channel has higher margins compared to the project channels.

Please note that the retail channel here means direct selling to the architects and clients, not via some secondary dealers.

Additional Project – SOP Operations

This project was later **scrapped** by the company as they had decided to reshuffle their staff due to staff shortage issues. The upper management had issues with some assistant managers in the production and dispatch department over quality and time issues. I have added some issues that I had identified earlier before this project was canceled.

a.) Identify the issues with the current system.

Communication issues between different departments. Helped the company shift to Google Workspace to help improve their communication and help them utilize the different apps available to smoothen different processes. E.g., the earlier handover process to the clients was very paper-oriented and time-consuming but now utilizing the Google Forms app we reduced the process by half the time in one test run. The Supervisors are yet to acquaint themselves with these will take some time but the results are good so far.

The second problem we saw was the company did not have a proper central directory of the past work done as it was being maintained by different sales personnel of their respective orders executed. This caused a problem in cross-checking warranties for the product when a service complaint was raised and the company had to bear the costs of issues even when the product had passed its warranty period.

Several other shop floors were observed but need to check their frequency.

The technicians working currently are experienced and have been with the company for a long time. This is causing them to hesitate to adopt new systems. For example, the company doesn't have a dedicated QC procedure at the factory to identify defects. They have a dedicated team for QC which checks the products on-site meticulously and the majority of the defects are scratches which are then difficult to catch. This leads to increased costs for replacing the windows.

Another problem noticed was scheduling. Even though the company manufactures and readies the windows for dispatch the client asks the company to put it on hold as the site is not ready or some other issue (mostly payment). So, this causes a major problem in scheduling mainly for the field operations team. So, trying to understand and work towards a more optimized solution.

b.) Help optimize each process associated with the problem identified.

SCRAPPED

c.) Develop an SOP for the same.

SCRAPPED

PART – C

a.) Positioning takes time.

Initially, I used to think that once the business/ product has started gaining some traction on its own then we should start investing in marketing the same as it would automatically establish the company's image. This was proven wrong when I saw that several companies in this industry were great names and had good products but were now nowhere to be seen. E.g., The Domal windows which are the basic entry-level aluminium windows were introduced by a European company called Technal, but now everyone had copied the system and started following a low-pricing strategy, which made domal windows the colloquial term for aluminium system windows and no one knows about Technal anymore.

b.) Segmentation

Segregating the products for different groups is necessary only when the difference is realized by the customer. Here if I had suggested segregating project offerings and the retail offerings, the customers not realizing any difference in pricing would have made the segmentation moot. Segregation based on technical aspects, regional, and various parameters needs to be done simultaneously.

CERTIFICATE



DATE : 8 Jul. 21

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Mr. Saketh Acharya, student of Institute of Management, Nirma University, Ahmedabad, has successfully completed his 2 months internship in our organisation from 3 May. 21 to 3 Jul. 21 in the Sales & Marketing department. He worked on the Branding Strategy for the company during his tenure here.

During his internship he was found to be a diligent, creative and a professional person. He was active, sincere, reliable and performed all the tasks assigned to him successfully.

We wish him all the best for his future endeavors.

Thanks & Regards,

A handwritten signature in blue ink, appearing to read "Arvind Acharya", written over a circular purple stamp.

Arvind Acharya,

Managing Director,

Exotic Fenestration Pvt. Ltd.

EXOTIC FENESTRATION PVT. LTD.

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