

Emami Set for a Makeover, to Sport Premium Look

Co to create a new pricey brand and introduce costlier variants of best-selling products to premiumise the brand architecture

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Kolkata: Emami, the four-decade-old consumer-goods company that leads the Indian market in categories such as fairness creams for men, is seeking to create a new pricey brand, and introduce costlier variants of its best-selling products as part of a strategy to premiumise the brand architecture.

The Kolkata-based company, with a product range as diverse as skin-creams, fairness solutions, hair oils, pain relievers, and traditional health tonics, wants to establish a premium brand distinct from the

mother brand Emami. "Once we finalise it internally, we will rope in a consultant to draw up the finer blueprint. These products will not be launched this year," Emami director Harsha V Agarwal told ET. The new brand, however, will be built around natural products.

The move coincides with the company's decision to focus on its existing big brands, leading to the withdrawal from the feminine hygiene market that Emami had entered by acquiring the 'She Comfort' brand three years ago. Agarwal said the company will also aim at premiumising its five main brands—Navratna, Zandu, Fair and Handsome, Boroplus, and Kesh



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King—that together account for more than 80% of revenue.

Emami's latest plans to overhaul the brand architecture have a parallel in the 2001-02 strategy of the then Hindustan Lever, which sought to allocate disproportionate resources to what it described as power brands, while either exiting or relegating those that did not offer significant scope.

Emami has already rolled out a premium variant of talcum powder under the Navratna brand, and more such product extensions are underway. "The product extensions will be priced 20-50% more than the original product, but will also offer value benefit to consumers," Agarwal said.

To provide the organizational underpinnings for the growth strategy, Emami has also recently roped in senior executives from the industry. Madan Pandey has joined as the Sales President from Marico, where he was the country manager for Vietnam; Kaushik Gupta, senior vice president of marketing for international business, has joined from GSK's UK operation, while Rana Banerjee, president for the healthcare division, has joined from Dabur India, where he was the marketing head. Nihar Ranjan Ghosh has joined as president of HR from Spencer's Retail, and Ashok Bhattacharya is the new president of sales for the international business.