



Cooperative Education Report

**Viability of a New Product Launch Of
Roca Bathroom Products Pvt. Ltd.**

Written by

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**This Report Submitted in Partial Fulfillment of the Requirements for
Cooperative Education, Faculty of Business Administration Academic
Semester 2/2019 Siam University**

Title: "Viability of a New Product Launch of Roza Bathroom Products Pvt. Ltd."

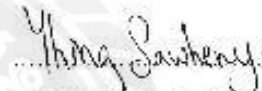
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We have approved this cooperative report as a partial fulfillment of the cooperative education program semester 2/2017

Oral Presentation Committees



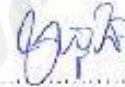
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Degree : Bachelors of Business Administration

Major : Marketing

Faculty : BBA (Marketing)

Academic Year: 2016-2020

Abstract

This Cooperative report entitled “Viability of a New Product Launch Of Roca Bathroom Products Pvt. Ltd.” incorporates details on the product management department and brand for Roca Bathroom Products Pvt. Ltd. (RBPPL). RBPPL is one of the market leaders of sanitary ware and bathroom products. Its head office is in Gurgaon, India and it handles the administration of entire India and Nepal. Its parent company is Roca whose headquarters is in Spain.

The major objectives of this report are: (1) to understand the procedure of a new product launch. (2) To understand the role of brand management department in the company. Through the internship period, I attained a very good insight on how the company operates in all levels especially the product management department. My main responsibility was to assist the product development team to identify the viability of the new product launch and contribute to the Brand Management department in continuing the brand image of the company.

Upon the completion of the internship it was evident that the company has a very strong tie with its dealers and retailers and launching a new product would be much welcomed by them as they were fully supportive the actions that the company takes. However, if the company can push further for the brand building activities for the mass customers who buy the product at the end of the day, the brand could achieve greater heights.

Keywords: *Product Management, Brand Management, Sanitary ware, Bathroom products.*

Acknowledgement

I would like to extend my deepest gratitude to the Academic Faculty at Kathmandu College of Management for incorporating 14 weeks of internship as a part of our curriculum which has been a great way to learn about the corporate world. In addition to this, I would like to thank Mr. Parveen Khurana and Mr. R. Sreenivasan. Who have guided me as my immediate supervisors throughout my time at Roca Bathroom Products Pvt. Ltd. and have given me the opportunity to be a part of this project.

I cannot forget to mention my mentors Mr. Siddhart Mittal and Mrs. Priyanka Singhal who've helped me get well acquainted with the company culture. Last but not least, my supervisors from both SIAM and KCM, Mrs. Ajarn Yhing Sawheny and Ms. Laling Lama. They have guided me throughout this journey of completion of this project. I am grateful for each and every individual who have contributed for the completion of this report

Thank you

Kritisha Prajapati

Effect of the Global Pandemic: COVID-19

Corona Virus Disease (COVID-19) is an infectious disease caused by a novel corona virus found in the city of Wuhan, China. (World Health Organization, 2020) Due to its highly infectious nature, it was declared a Global Pandemic on March 2020 by WHO (World Health Organization).

India reported its first case of COVID-19 in January 30th, 2020 (Wikipedia, 2020). By early March, the government had declared a nationwide lockdown. This forced the daily wage workers as well as office workers to put a halt at the work they had been carrying out. Most people have opted for work from home depending on the nature of the job.

However, in my case work from home was not possible. This was because by the time COVID-19 had reached its peak to declare a nationwide lockdown, I was in the phase of market visit to collect the data from the dealers and retailers across Delhi NCR. This was next to impossible due to the effect of the Global Pandemic. This resulted in the halt of the project I was a part of in the Product Management Department. My Internship tenure was planned to start from 20th January 2020 and end on 25th of April. But due to the global pandemic, I was only able to complete seven weeks of my internship instead of fourteen. This hugely impacted my project in the evaluation of the viability of the Polytetramethylene Terephthalate (PTMT) product launch in the market, however, I got to understand the procedures required to carry out the procedure.

List of Acronyms

KCM: Kathmandu College of Management

RBPPL: Roca Bathroom Products Private Limited

BBA: Bachelors in Business Administration

PTMT: Polytetramethylene Terephthalate

COVID-19: Corona Virus Disease

WHO: World Health Organization

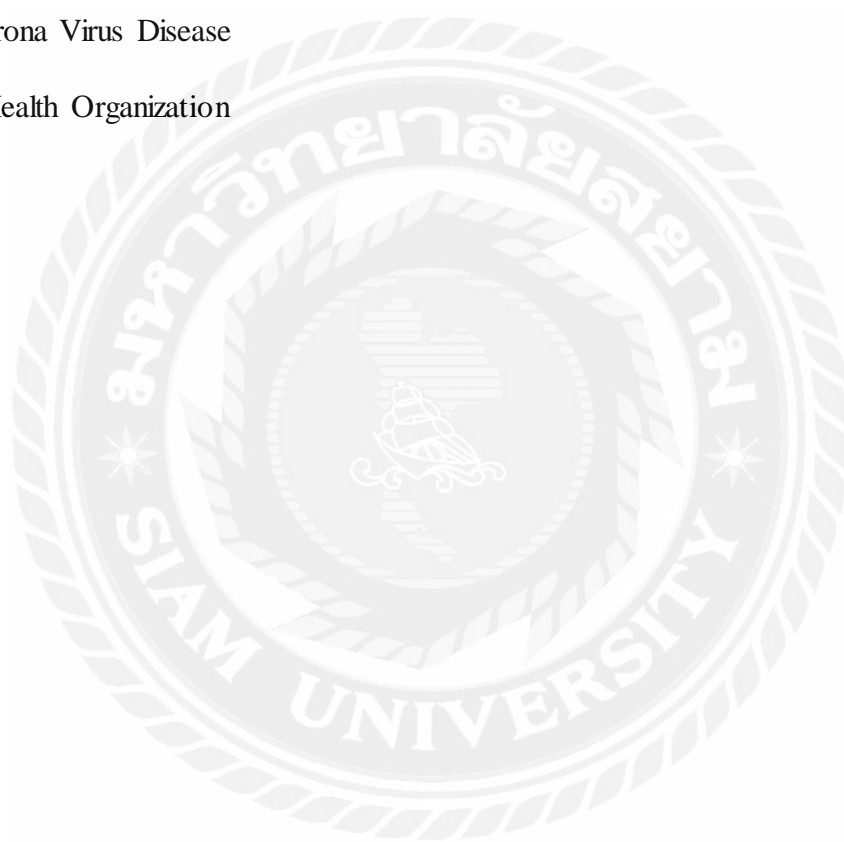


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Chapter 1: Introduction

1.1. Company Profile

Roca Group was established back in 1917 near Barcelona, Spain. It is the world leader in terms of Bathroom Spacing and design benchmarking. It has spread over 170 countries and has 78 plants all around the world including 5 in India, employing 29,000+ people across the globe.

It started going to the global stage from 1999 when it acquired Swiss Keramik Holding Laufen, fourth global manufacturer in those days. By doing so it helped the company gain strategic market access to different regions such as Eastern Europe, Brazil and the USA. By doing so, it has acquired 6 brands under Roca Group: Roca Armani, Laufen, Roca, Johnson Suisse, Parryware and Johnsson Pedder.

In 2007, Roca came into joint venture with the Murugappa Group, which was based in Chennai, India. By the year 2010, Parryware which was a leading sanitary ware company in India, was a 100% subsidiary of the Roca Group.



Figure 1: Company Facts

1.2. Organizational structure

Roca Group is led by the Chairman who looks after different regions of the world. Under him is Senior Managing Director (Here of Asia Pacific), which is followed by the Managing Director of a specific country (here, India) who is assisted by Deputy Managing Director, Senior Vice President of Human Resource and the Chief Financial Officer (CFO). Under the CFO there are various managers including National Sales Manager, National Marketing Manager National Finance Manager, National Finance Manager and National Manufacturing Manager. Under the Marketing Department there were mainly two sub departments New Product Development (NPD) and Brand Management. I interned for the New Product Development sub department.

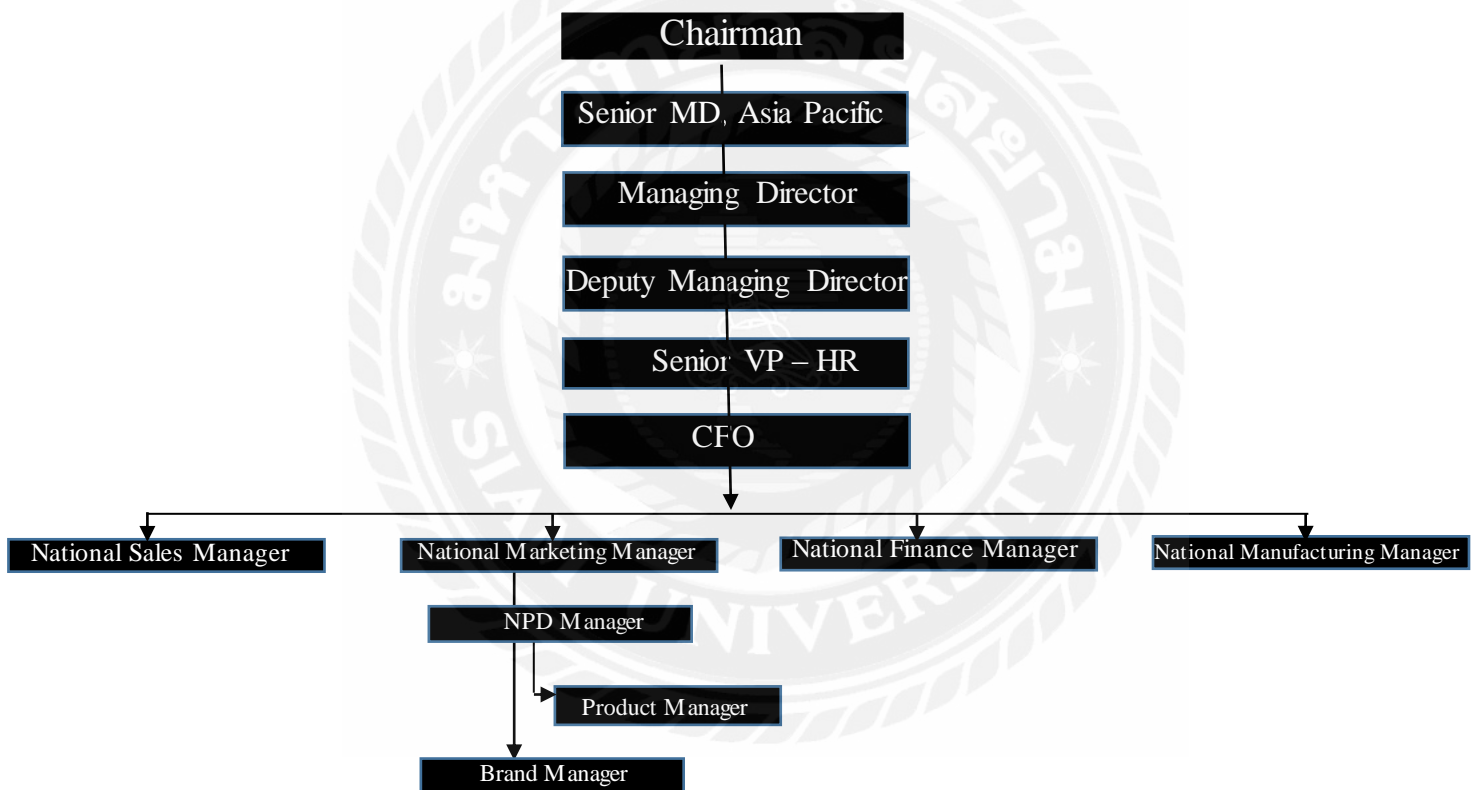


Table 1: Company Hierarchy

1.3. Statement of Problem

Intentions to join this company defines the statement of problem. The main intention of joining Roca Bathroom Products Pvt. Ltd. are as follows :

- To get deeper insight on product handling
- To understand how the company identifies the market demand
- To understand the criteria's for product discontinuation
- To understand the method of New Product Development.

1.4. Objectives of the study

The major objective of this internship is as follows:

- i. To understand the procedure of a New Product Launch by understanding the market potential and the viability in the market.
- ii. To understand the role of the Brand management department and how it affects the product management department in maintaining the brand image.

1.5. Scope of Study

This report is based on my internship tenure at Roca Bathroom Products Pvt. Ltd. This reports covers two the major departments of any corporate company: Product Management and Brand Management, how they operate and what are the important aspects to keep in mind in these departments.

The Product Management Department deals with many topics ranging from new product development, analyzing the product/ranges performance and finally decides to continue or discontinue the product or range depending on the performance of the product in the market. In this report specifically, I have addressed new product development as the company was in the phase to research about the viability of a new product in the market.

Simultaneously, I also got insight on Brand Management Department as well. In this department, I dealt with the maintenance of brand image and what are the things to keep in mind while carrying our any activity through the company's side. Different campaign steps and strategies, organizing company's own event and things to keep in mind while doing so; and keeping in

mind the brand image while communicating to the audience or probable customers of the company.

1.6. Limitation of the Report

While interning in Roca Bathroom Products Pvt. Ltd. I did face certain limitations. Even though I put in all my effort to dodge these limitation, somehow these were out of my control. These limitations are as follows:

- Due to the company policy, most of the information was not available.
- The time limit of 14 weeks was not enough to completely understand the ins and outs of the company and how it operated
- The Global Pandemic: COVID19 is one of the major limitation that I faced in my internship period as it limited the work flow that I along with my supervisor had planned.
- The Pandemic further limited my chance to visit the market to work on the project.

Chapter 2: Literature Review

2.1. Job description and responsibility

My Job required me to assist in the Marketing Department specially Product Development and Brand Management. In the Product Development department, my assistance was mainly in the research and analysis area as per the requirement of the department because there were critical data that the department had to deal with. The access was not granted to me, hence it limited my work in the Product Development department. However, in those scenarios I would get occupied by the work from Brand Management Department. I helped them in all the ways I could. The responsibilities can be further explained as follows:

- i. Product Development Department: The main objective was to assist in the research on the Viability of Polytetramethylene Terephthalate (PTMP) Taps for Parryware. For which the following steps had to be conducted:
 - a. Carry out online research regarding the competition for the new product
 - b. Understand the existing products
 - c. Prepare presentations for the dealers, retailers, plumbers, architects and interior designers for their product knowledge
 - d. Benchmarking the product for the comparison with the competitors
- ii. Brand Management Department: To assist the Brand Management Department I managed to contribute the following tasks:
 - a. Updating the website article
 - b. Contribute in the brainstorming session for various campaigns
 - c. Competitor Analysis by attending an event, India Design ID Design Week which was sponsored by one of the competitors.

Chapter 3: Methodology

The methodology describes the broad philosophical underpinning to your chosen research methods, including whether you are using qualitative or quantitative methods, or a mixture of both (Writing your Dissertation: Methodology, 2018). The methodology that I've used to compile this report are as follows:

I. Primary Source

- a. Direct observation at work
- b. Direct conversation with the co-workers
- c. Attending various events of competitors.

II. Secondary Source

- a. Daily Journaling for each day of work
- b. Website and the internet
- c. Catalogues and brochures
- d. Analyzing the report of the co-workers who did some field work in order to meet the target of the company

Discussion with the following people at work gave me valuable insight:

- Mr. Siddharth Mittal
- Mrs. Priyanka Singhal
- Mrs. Usha Rani
- Ms. Sheifali Saksena
- Mr. Rishabh Chowdhary
- Mr. Parveen Khurana
- Ms. Seema Mahajan

3.1. Problems encountered

There were couple of problems that I encountered during my tenure as an intern. They are as follows:

3.1.1. Uncertainty:

Some of the problems that we face are completely out of our control and these types of problems quite often come our way more than we want them to. One of one situation was while organizing “Think Turf” a flagship bi-annual event of Roca for architects across the country. I was looking after the logistics of the event and we had to deliver merchandise and invitations to the architects along with the new product catalogue for 2020. However, there was some printing mistake in the catalogue and 30% of the catalogue were unusable. With the event in less than a week ahead, it was impractical to print another lot. Therefore, we had to call all our warehouses and dealers and find out if they were available. Luckily, they were available from the warehouse side. So we managed to deliver the merchandise, invitation along with the catalogues.

3.1.2. Cultural Fit:

There were times when I had to attend some of the events and design show alone as an observer and to collect data. It was a task for me to go alone and not just observe the event but also understand how things work in the corporate world. The task was quite intimidating, however I had to complete the task at hand, so I did my research and consulted my supervisors and mentors on what I was supposed to expect from the event, which gave me some confidence to face the challenge head on.

3.1.3. Company Policy:

Due to the company policy, I did not get complete access to various information and critical data. To carry out a complete research on the new product launch I heavily relied on the information available on the internet. Due to this limitation, my mentor advised me to carry on the research through the catalogues of the competitors. In addition, I was also connected to various dealers and retailers to collect information for the research.

Chapter 4: Learning Process

There are various things I learned during the internship. The major highlights are as follows:

4.1. Communication:

Working in any organization means working with people and in doing so one of the most important skill everyone should possess is the skill to communicate effectively. Especially in the corporate sector, I understood that it is very important to communicate with regards to the hierarchy of the organization. If you have any personal issue, it is important to channel your message to the HR head as well as your supervisor.

4.2. Product Development Process

One of the most important thing I learned about Product Management is that the entire department works under the influence of two major components of the market: Demand and Supply. As basic and simple as it sounds, it is equally essential as well.

Supply consists of Sourcing/Manufacturing, Marketing, Finance and Company Policy. Some of the aspects are within the control of the company, such as the Company Policy which consists of Short and Long term Goals, Pricing strategy, Vision and Mission and so on which is again influenced by the Demand sector. Similarly other aspects that the company handles is the Finance sector which deals with the rotation of money, lending resources, fast recovery and profit. In the same way, Marketing also contributes by pitching in through marketing campaigns and lucrative offers to the customers. Lastly, one of the most important sector is the Sourcing/Manufacturing sector. Roca does both Manufacturing as well as outsourcing as per the need of the product. In this case, they have to consistently understand which is most viable for the company, to manufacture the products themselves or outsource it in a better price. For all these reason, Product management is important regarding the supply side.

Talking about the Demand side, it mainly has to do with the Sales team and the customer demand. The sales team or the channel look for flexible policies, higher credits, higher incentives, marketing support, good quality at low price, low channel conflicts. All of which the product department can contribute, will be done by them through the product design and features. Customer demand can also be met through the product department by understanding

the latest technology and trends that the customers demand with in their budget. In addition to this, they also look for service assurance which the product department can tweak through the product development.

The product development team tries to build a bridge to connect the both. The lesser the gap, the better it is for the company as a whole. As both sides are correct on their part and are necessary for organization vision achievement, no stakeholder can be ignored. These two sides needs to work in synchronization but away from each other. Product management is to create a balance between them, avoid clashes and deliver profit and at the same time satisfying customer needs to ensure sustainable growth.

4.3.Consistency in the Brand Image:

While working in the Brand Management Department, I understood the importance of being consistent with the brand image of the brands. Since Roca has six brands under it ranging from hi-class luxury brand like Armani Roca to budget brand such as Johnson Peddar, the Brand management department was very particular about the terminologies used to brand the products, material used in the merchandise and budget spent on its branding.

Chapter 4: Conclusion

The 14 week long internship is done as a partial fulfillment of IBBA in SIAM University. However, this internship period was more than a course fulfillment procedure. I can see a huge difference in myself before the internship and at the end of the internship. This internship period has not only given me an abundance of knowledge on the practical implementation of the theoretical knowledge that we study within the campus premises but has also given me a glimpse of how the corporate world can be hugely influenced by communication and how sometimes external forces come to affect the work in the most unexpected way as well.

Overall, the experience of this internship period remains one of the most fruitful one. It has taught me the importance of resilience, diligence, communication and gratitude. This was indeed a much needed reality check before we dive into the real world.

Recommendations

Within the seven week period of working with RBPPL, I got a very good chance to look with in the company. I got to see the company culture, company protocols as well as the company procedures. This helped me understand the company inside out, which also gives me an opportunity to analyze the company and offer some recommendation from my side.

Roca is a world leader when it comes to sanitary ware. It is a 100 year old company and over the century, it has built its brand in way no other competitor can stand against it. However, the same is not the case when it comes to the market of India and Nepal. Today, whenever anyone talks about sanitary ware, Roca's competitors are still at the top of the mind of all the customers. In this regard Roca claims to have a very strong dealer and retailer base, who are loyal to the company and yield great profit to the company. In addition, the product development team as well as the customer service department is equally efficient to keep up the company's name. However, if the RBPPL can touch upon building a strong brand image in terms of advertisement and promotion, it can reach greater heights. In this way Roca can be at the top of the mind of the customers who visit the retailers as well as the dealers and therefore they can significantly increase sales and ultimately profit. When the profit increases, the world headquarters of Roca will also be more interested in investing in the South Asia region.

Other than that, the company is doing great in terms of logistics, as well as the communication and relationship with different stakeholders such as dealers, retailers, architect, interior designers and various other institutions.

Comparison of theoretical vs. practical learning

The internship period was definitely a good mixture of theoretical as well as practical knowledge. All the theoretical knowledge that we've gained in our lectures in the college premises have become very handy in the internship period as I got to learn the practical use of it. I got to practice them all and understood that these theoretical knowledge serve as the tools to work, whereas the practical learning and experience are the procedure of using these tools to complete the craft, which is attaining the goals set by the company. I also learned the importance of communication and interpersonal skills of an individuals as they serve as the limbs that help utilize the tools in the correct procedure to complete the craft.

This was possible only because of the exposure I attained due to the internship. My internship period can be broken down as follows:

Fortnightly report:

Week 1:

- Intern Training
- Product knowledge training

Week 2:

- Assisted in the preparation of Product Training PPT for retailers, plumbers and dealers
- Assisted in the report compilation for the Annual General Meeting which was coming up in a week

Week 3:

- Assisted in the PPT preparation for the Annual General Meeting
- Assisted in the Product Training PPT for retailers, plumbers and dealers

Week 4:

- Prepared letters of important announcement for the new fiscal year for dealers and retailers
- Edited articles for the official company website

Week 5:

- Assisted for the organization of “Think Turf” a flagship bi-annual event of Roca for architects across the country
- Edited Articles for the company website

Week 6:

- Attended a weeklong event: India Design ID Design Week 2020. Observed the event and the existing competitors and prepared an analysis report on the viability of sponsorship for such event for Roca.

Week 7:

- Initiated the New Product Launch viability project with the Product Development Team.
- Researched on the viability of PTMT taps in the market
- Benchmarked the new product compared to the existing competitors in the market.

Annex



Figure 2: Attending Interior Design ID

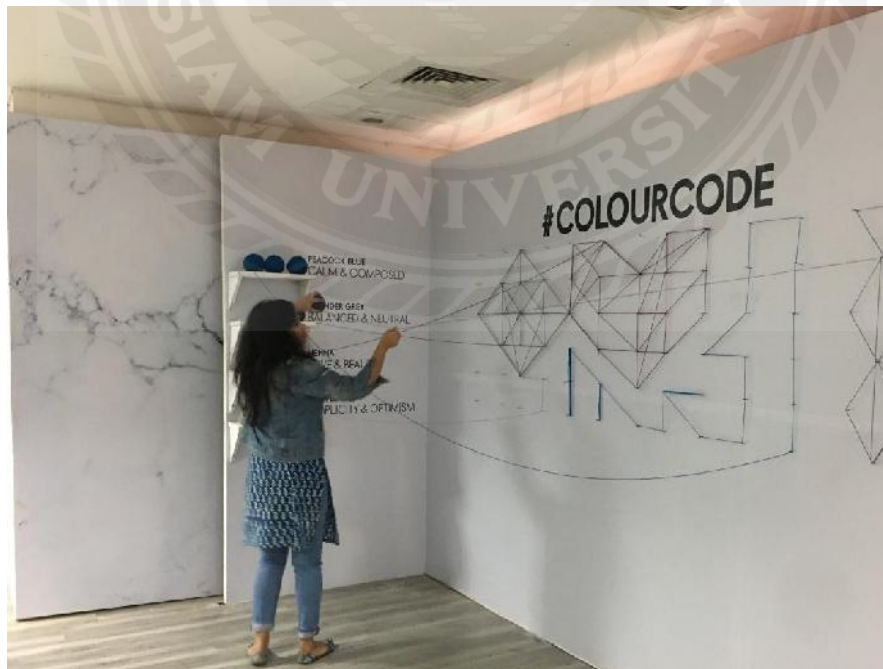


Figure 3: Stall setup by the competitor



Figure 4: ID Symposium



Figure 5: Branding by the competitors

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