



**Cooperative Education Report
Strategic Brand Activation of Tuborg in Nepal at Gorkha Brewery**

Written by

Samriddhi Shah
Student ID: 6408040053

**This Report Submitted in Partial Fulfillment of the Requirements for Cooperative
Education, Faculty of Business Administration
Academic Year 2/2024
Siam University**

Title: Strategic Brand Activation of Tuborg in Nepal at Gorkha Brewery

Written by: Ms. Samriddhi Shah

Department: Bachelor of Business Administration (Marketing Major)

Academic Advisor: Mr. Bikash Dahal

We have approved this cooperative education report as partial fulfillment of the cooperative education program semester 2/2024.

Oral Presentation Committee



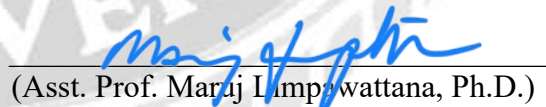
(Mr. Bikash Dahal)
Academic Advisor



(Mrs. Ankita Shrestha)
Job Advisor

Ashutosh Mishra

(Mr. Ashutosh Mishra)
Cooperative Education Committee



(Asst. Prof. Maruj Lumpwattana, Ph.D.)

Assistant President and Director of Cooperative Education Department

Project Title: Strategic Brand Activation of Tuborg in Nepal at Gorkha Brewery

Credits: 5

By: Ms. Samriddhi Shah

Advisor: Mr. Bikash Dahal

Degree: Bachelor of Business Administration

Major: Marketing

Faculty: Business Administration

Semester/Academic Year: 2/2024

Abstract

The report entitled “Strategic Brand Activation of Tuborg in Nepal at Gorkha Brewery” presents my four-month internship experience at Gorkha Brewery Pvt. Ltd., where I was placed in the marketing department to support the Tuborg brand. This report summarizes the tasks, responsibilities, and key learnings gained through hands-on involvement in event coordination, brand promotion, and cross-functional collaboration.

The primary objectives of this internship were: (1) To apply theoretical knowledge in real-world marketing practices, (2) To understand integrated brand strategies in the alcoholic beverage industry, and (3) To develop skills in campaign execution, vendor coordination, and strategic planning. My main responsibilities included managing promotional materials (POSM), coordinating with agencies and vendors, and supporting event branding efforts for major campaigns such as Holi and the Nepali New Year.

I also worked on surrogate marketing approaches in dark markets, conducted third-party vendor screenings in compliance with MNC protocols, and collaborated with departments such as legal, procurement, and sales to ensure smooth execution. The challenges I encountered—such as vendor delays and last-minute changes—were resolved through teamwork and proactive planning.

This experience strengthened my skills in communication, time management, negotiation, and problem-solving. Overall, the internship enhanced my professional growth and gave me practical insights into strategic brand management within a competitive and regulated industry.

Keyword: Gorkha Brewery, Brand Activation, Event Coordination, POSM Management.

Acknowledgement

I would like to express my sincere gratitude to Gorkha Brewery for providing me with the opportunity to gain hands-on experience in brand management, sponsorship execution, and event coordination. I am especially very much thankful to my supervisor, Ankita Shrestha for her valuable guidance and support throughout my internship. She has been such an inspiration for me to work throughout this internship and in real life as well.

I extend my heartfelt appreciation to my academic supervisor Bikash Dahal for his continuous mentorship and encouragement, which played a crucial role in shaping my learning experience. I am also deeply grateful to my family and friends for their unwavering support and motivation during this journey.

Lastly, I would like to acknowledge my colleagues and team members at Gorkha Brewery, whose collaboration and insights enriched my understanding of the industry. This internship has been a transformative experience, and I am truly thankful to everyone who contributed to my growth.

Sincerely,

Samriddhi Shah

Student ID: 6408040053

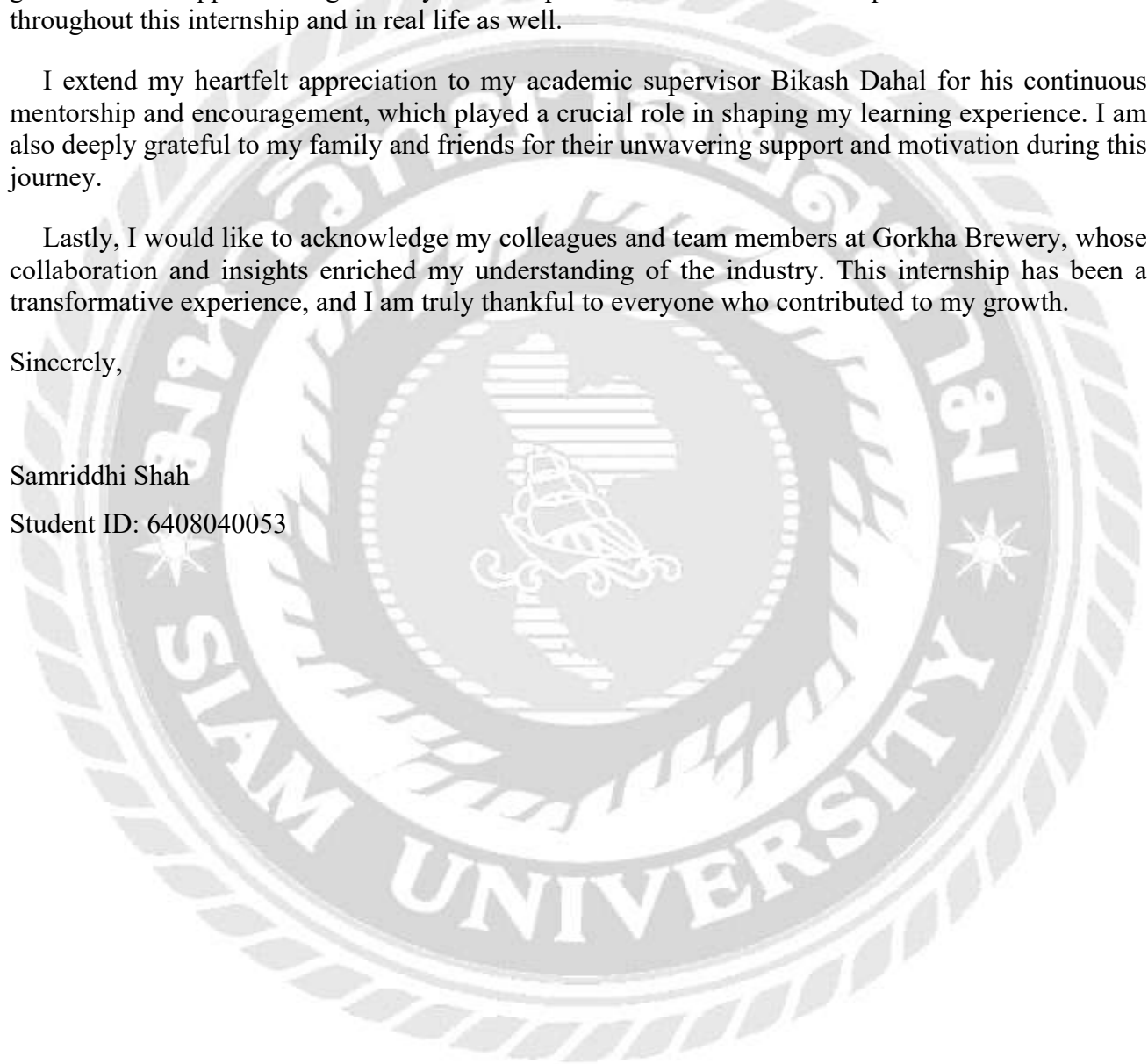


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List of Abbreviations

GBPL	Gorkha Brewery Pvt. Ltd.
SWOT	Strengths, Weaknesses, Opportunities, Threats
FMCG	Fast-Moving Consumer Goods
POSM	Point of Sale Materials



Chapter 1 Introduction

This chapter presents a comprehensive overview of Gorkha Brewery Pvt. Ltd., one of Nepal's leading breweries and the producer of iconic brands such as Tuborg, Carlsberg, and Gorkha Beer. As a subsidiary of the Carlsberg Group, GBPL operates with global standards while catering to local market dynamics. The sections that follow highlight the company's profile, mission, vision, organizational structure, and sustainability efforts. It also outlines my role as a marketing intern and the motivation behind choosing Gorkha Brewery for my cooperative education, providing context for the experiences and insights shared in this report.

1.1 Company Profile



Figure 1: Gorkha Brewery Logo

GBPL is one of Nepal's most prominent and successful beverage companies, best known for producing a wide range of alcoholic beverages, including leading brands such as Tuborg, Carlsberg, Gorkha, and Somersby. Established in 1989, the company is now a wholly owned subsidiary of the Carlsberg Group, a global brewing company headquartered in Denmark. With its state-of-the-art production facility located in Nawalparasi and its head office in Kathmandu; Hattisar, Gorkha Brewery has a robust manufacturing, marketing, and distribution network covering the entire country.

The company is renowned for its strong commitment to quality, innovation, and sustainability. Its operations follow stringent international standards and are guided by the Carlsberg Group's global initiatives, including the "Together Towards ZERO and Beyond" program, which aims to reduce environmental impact, promote responsible consumption, and drive long-term sustainable growth.

GBPL is also widely recognized for its dynamic marketing campaigns, brand activations, and consumer engagement strategies. Through continuous investment in branding and product development, the company has successfully maintained a strong presence in Nepal's highly competitive alcoholic beverage market.

1.1.1 Company Vision

To be the most successful, professional, and sustainable brewery in Nepal by delivering high-quality beverages and creating value for consumers, employees, and society.

1.1.2 Company Mission

To produce and promote premium-quality alcoholic beverages in a responsible, innovative, and sustainable manner, while meeting the evolving preferences of consumers and contributing positively to the community and the environment.

1.1.3 Company's Core Objectives

The company's core objective are

- To lead Nepal's beer market with strong and recognizable brands: Gorkha Brewery aims to maintain its dominant position by consistently delivering high-performing brands like Gorkha, Tuborg and Carlsberg.
- To maintain high product quality through advanced brewing practices: The company uses modern technology and strict quality control measures to ensure product excellence.
- To strengthen brand presence through innovative marketing strategies: Engaging campaigns, events, and digital outreach help the company connect with consumers and build brand loyalty.
- To operate sustainably by minimizing environmental impact: Guided by the Carlsberg Group's "Together Towards ZERO" goals, the company focuses on reducing emissions, water usage, and waste.
- To cultivate a safe, inclusive, and performance-driven workplace: Gorkha Brewery fosters a positive work environment that encourages employee development and collaboration.
- To promote responsible drinking and ethical business conduct: The company actively supports responsible consumption and adheres to high standards of corporate ethics and transparency.

1.1.4 Strategies of the Company

Gorkha Brewery adopts a well-structured blend of global and local strategies to maintain its leadership in Nepal's alcoholic beverage market. As a subsidiary of the Carlsberg Group, the company's strategic framework is aligned with international standards while being tailored to Nepalese consumer behavior and market dynamics.

- **Generic Strategy: Differentiation:** Gorkha Brewery follows a differentiation strategy, focusing on delivering high-quality products supported by strong branding and consistent innovation. Through iconic brands such as Tuborg, Carlsberg, and Gorkha, the company sets itself apart by offering a premium consumer experience backed by global brewing expertise and creative marketing.
- **Growth Strategies:** To sustain and expand its market presence, Gorkha Brewery implements several intensive growth strategies:
- **Market Penetration:** The company increases its market share by expanding distribution networks, running high-impact promotional campaigns, and leveraging digital and on-ground brand activations to boost sales of existing products.

- **Product Development:** New variants and limited-edition offerings, such as Tuborg Strong and Somersby Apple/Blackberry, are introduced to meet evolving consumer preferences and increase customer engagement.
- **Market Development:** By strengthening its supply chain and dealer network, the company extends its reach to under-served regions and rural markets across Nepal.
- **Operational Sustainability:** Gorkha Brewery integrates sustainability into its strategic priorities by reducing environmental impact, promoting responsible drinking, and aligning with the Carlsberg Group's "Together Towards ZERO and Beyond" goals.

Through these strategies, Gorkha Brewery not only maintains its market leadership but also builds long-term value for stakeholders, consumers, and the broader community.

1.2.1 Organizational Structure

Understanding the organizational structure of Gorkha Brewery is key to recognizing how different departments operate together to drive brand growth, operational efficiency, and market leadership. The company follows a structured hierarchy that supports collaboration across departments such as Sales, Marketing, Finance, Operations, and Human Resources. This chapter outlines the company's organizational setup and details how my position as a Tuborg Brand Marketing Trainee fit into this framework.

1.2.2 Diagram of the Organizational Structure

Below is a simplified representation of Gorkha Brewery's organizational structure:



Fig 2: Organizational Structure of Gorkha Brewery

Leadership Team



Fig 3: Leadership Team

1.2.3 My Job Position

I served as a Brand Marketing Trainee for Tuborg, Nepal's leading beer brand under Gorkha Brewery. My responsibilities involved supporting the Tuborg brand team in executing marketing strategies, coordinating brand activations, assisting with event management, evaluating promotional performance, and ensuring brand visibility across touchpoints. I worked closely with internal stakeholders and external partners to ensure consistency in Tuborg's messaging and market presence.

1.2.4 My Job Position in the Company's Organizational Structure

As a Tuborg Brand Marketing Trainee, I was positioned within the Brand Marketing Division, reporting to the Tuborg Brand Manager. The Tuborg team operates under the broader Sales & Marketing Department, which plays a critical role in driving the commercial success of the company.

My position was an entry-level yet hands-on role that served as a key support function within the brand team. I was involved in campaign planning meetings, vendor coordination, event logistics, and post-activation evaluations. I also collaborated with the Trade Marketing and Sales teams to align branding efforts with retail execution. This positioning allowed me to understand the end-to-end process of brand management from strategy development to consumer impact.

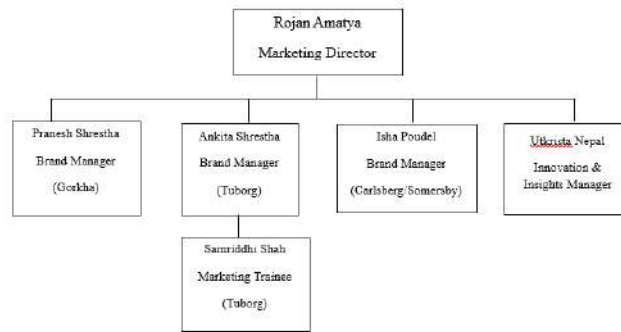


Fig 4: My Job Position in Organizational Structure

1.3 My Intention and Motivation to Choose This Company as My Co-Op Studies Workplace

Selecting Gorkha Brewery Pvt. Ltd. as my Co-Op Studies workplace was a deliberate and strategic decision, driven by both academic interests and career aspirations. As one of Nepal's most prominent beverage companies and the home of iconic brands like Tuborg, Carlsberg, and Gorkha, the company offered an ideal environment for immersive, real-world exposure to modern marketing practices.

My core motivation stemmed from a deep interest in brand building and consumer engagement. Tuborg, in particular, has built a strong and relatable identity in the Nepalese market through creative campaigns, music sponsorships, and youth-centric positioning. I was excited by the opportunity to learn directly from a brand that is not only highly visible but also innovative in its approach to connecting with consumers.

Additionally, Gorkha Brewery's affiliation with the Carlsberg Group meant I would be working in a globally structured organization that adheres to high standards of operational excellence, sustainability, and ethical business practices. This exposure was important to me as I aimed to understand how international marketing frameworks are localized to fit Nepal's unique socio-cultural landscape.

Another key factor in choosing this company was the breadth of marketing functions I would be able to observe and contribute to—from on-ground activations and brand promotions to digital engagement and market analysis. The opportunity to collaborate with experienced professionals and be involved in real-time projects made this internship especially appealing.

In summary, I chose Gorkha Brewery for my Co-Op Studies because it aligned perfectly with my goal of gaining practical experience in brand marketing within a fast-paced, industry-leading organization. It offered me a platform to apply my academic learning while developing skills that are critical for a future career in marketing and brand management.

1.4 Strategic Analysis of the Company

To understand Gorkha Brewery's current market position and identify areas for improvement or opportunity, a SWOT Analysis with help of some online and company's executives has been conducted. This tool helps analyze internal strengths and weaknesses, along with external

opportunities and threats influencing the company's operations and future strategy.

SWOT Analysis of Gorkha Brewery Pvt. Ltd.

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> • Strong brand portfolio (Tuborg, Carlsberg, Gorkha, Somersby) • Market leader in Nepal's beer industry • Backed by global expertise of the Carlsberg Group • Efficient distribution and supply chain network • Recognized for innovative, youth-centric marketing strategies 	<ul style="list-style-type: none"> • Limited product diversification beyond alcoholic beverages • High dependency on a few core brands • Geographical limitations in accessing remote/rural markets • Price-sensitive market may limit premium brand expansion • Challenges in dealing with regulatory restrictions on alcohol advertising
OPPORTUNITIES	THREAT
<ul style="list-style-type: none"> • Expanding into non-alcoholic or low-alcohol beverage segments • Increasing urbanization and youth demographics favoring beer consumption • Strengthening digital and experiential marketing channels • Export potential to neighboring markets (e.g., India, Bhutan) 	<ul style="list-style-type: none"> • Rising competition from new local breweries • Government regulations and taxation on alcohol • Social movements advocating against alcohol consumption • Supply chain disruptions due to geopolitical or logistical issues

Fig SWOT Analysis of Gorkha Brewery Pvt. Ltd.

The detailed SWOT analysis is briefly described below.

Strengths

Gorkha Brewery has built a remarkable presence in Nepal's beer market by leveraging a strong portfolio of trusted and popular brands, such as Tuborg, Carlsberg, Gorkha, and Somersby. These brands have earned consumer trust and loyalty, giving the company a strong foothold in both mainstream and premium segments. Its affiliation with the globally recognized Carlsberg Group provides not just brand prestige, but also access to global standards in brewing technology, quality control, and marketing know-how. In addition, the company's supply chain is well-developed, ensuring smooth distribution across major cities. Gorkha Brewery is also known for its creative, youth-centric marketing particularly through music events which helps the brand connect deeply with younger consumers in a culturally relevant way.

Weaknesses

Despite its leading position, the company faces a few internal limitations that could hinder future growth. One of the key weaknesses is its relatively narrow focus on alcoholic beverages, particularly beer. This lack of product diversity makes the company more vulnerable to market changes, such as shifts in consumer preferences or stricter alcohol regulations. Additionally, there is heavy reliance on just a few core brands like Tuborg and Gorkha (most Profitable) which could become a risk if those brands face any decline in popularity. The company also struggles with reaching more remote or rural areas of Nepal, due to infrastructural and logistical barriers. Furthermore, the highly price-sensitive nature of the local market could make it challenging to expand premium offerings. Lastly, existing legal restrictions on alcohol advertising in Nepal significantly limit the company's ability to promote its brands directly, making it reliant on events or third-party promotions.

Opportunities

There are several exciting opportunities that Gorkha Brewery can explore to maintain and expand its market leadership. A key area of potential growth lies in diversifying its product offerings to include non-alcoholic or low-alcohol beverages, which could appeal to more health-conscious or younger consumers. As urban areas continue to grow and the youth population increases, there's a natural upward trend in beer consumption, especially among young adults seeking social and lifestyle experiences. Enhancing digital engagement through third-party partners due to legal constraints could also allow for more dynamic marketing without violating advertising regulations. Moreover, there is strong export potential to neighboring countries like Bhutan and India, where Nepali beer brands could find niche markets. These opportunities could help Gorkha Brewery expand its brand reach and build a more resilient portfolio.

Threats

On the other hand, the company must stay alert to emerging threats that could disrupt its growth. The most pressing concern is the growing competition from new local breweries, some of which offer lower-cost or craft alternatives that attract younger or more experimental drinkers here, Barasinghe is the growing potential beer that possess a threat because youths prefer it over GBPL products. Nepal's regulatory environment around alcohol remains complex and unpredictable, with possible changes in taxation or restrictions posing a constant challenge. In addition, social campaigns and public health advocacy against alcohol consumption could gradually shift public perception, potentially reducing demand. Finally, any disruptions in the supply chain whether due to political tensions, transportation issues, or global crisis can significantly affect the brewery's ability to meet market demand.

Gorkha Brewery possesses strong brand equity and market dominance, especially through Gorkha beer. While the company enjoys a stable position, it must address product diversification and prepare for regulatory and competitive challenges. Investing in innovation, expanding market reach, and capitalizing on changing consumer preferences can sustain its leadership in the long term.

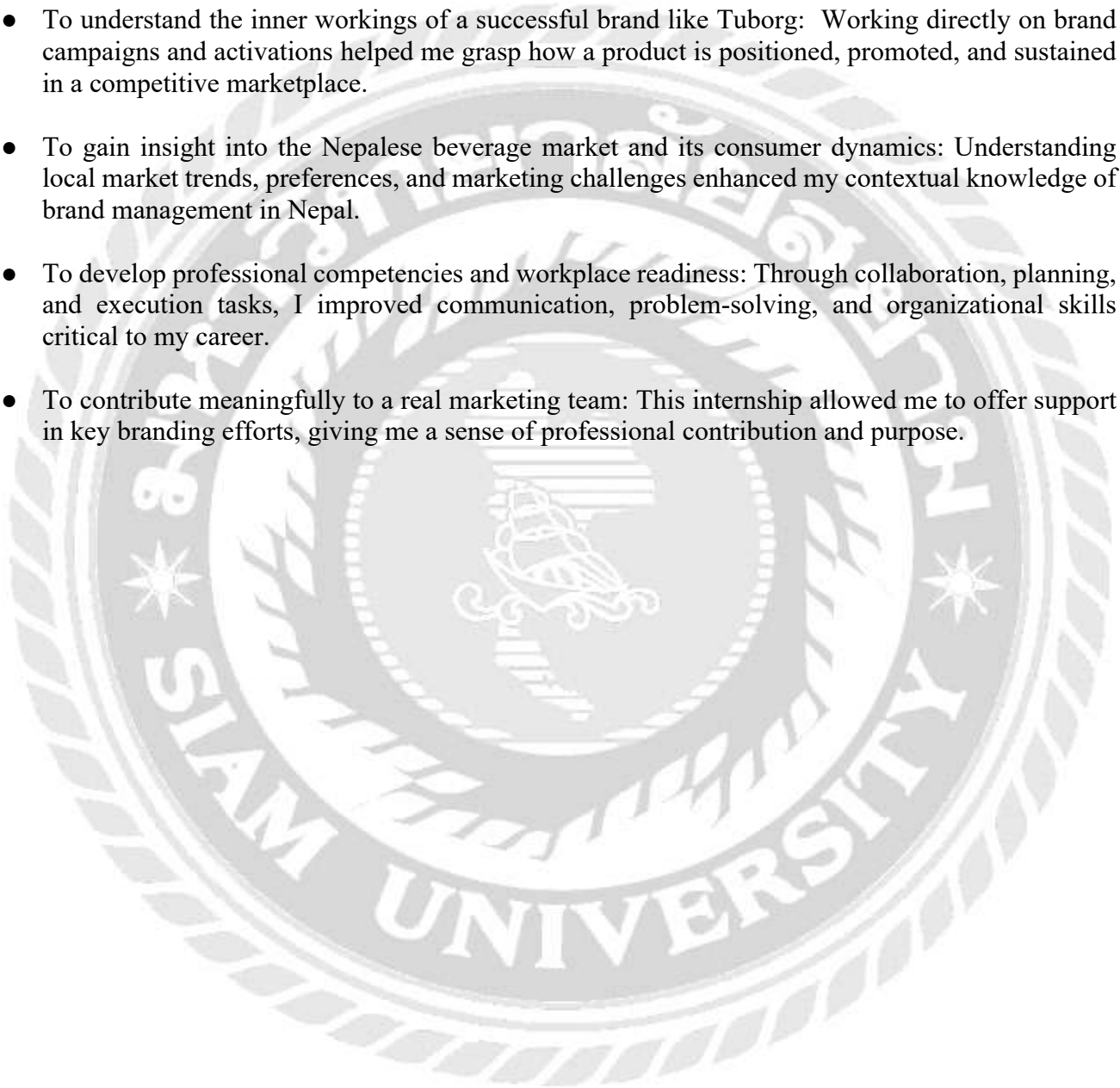
1.5 Objectives of this Co-Operative Studies

This report is a detailed reflection of my experiential learning as a Tuborg Brand Marketing Trainee at Gorkha Brewery Pvt. Ltd., under the framework of my Co-Operative Education Studies. The purpose of this report is both academic and professional in nature. It allows me to document the practical application of marketing theories while gaining insights into the real-world functioning of a

leading FMCG organization in Nepal.

The main objectives of this Co-Op study are

- To bridge the gap between academic knowledge and practical industry exposure: By observing and participating in real-time marketing operations, I aimed to apply classroom concepts in branding, consumer behavior, and promotional strategies.
- To understand the inner workings of a successful brand like Tuborg: Working directly on brand campaigns and activations helped me grasp how a product is positioned, promoted, and sustained in a competitive marketplace.
- To gain insight into the Nepalese beverage market and its consumer dynamics: Understanding local market trends, preferences, and marketing challenges enhanced my contextual knowledge of brand management in Nepal.
- To develop professional competencies and workplace readiness: Through collaboration, planning, and execution tasks, I improved communication, problem-solving, and organizational skills critical to my career.
- To contribute meaningfully to a real marketing team: This internship allowed me to offer support in key branding efforts, giving me a sense of professional contribution and purpose.



Chapter 2 Co-Op Study Activities

2.1 My Job Description

As a Tuborg Brand Marketing Trainee at Gorkha Brewery Pvt. Ltd., my role was designed to provide hands-on exposure to brand marketing operations within Nepal's leading beer company. I worked under the Brand Marketing Department, specifically supporting the Tuborg team, which is responsible for planning and executing brand strategies that resonate with the local market.

Key Responsibilities

The key responsibilities that I undertook as brand marketing trainee were

- **Assisting with Brand Activations:** Supported the execution of on-ground brand activation campaigns, including event planning, coordination with vendors, and ensuring smooth logistical arrangements.
- **Content Coordination and Brand Messaging:** Contributed to the development of marketing content for Tuborg's campaigns, helping ensure brand consistency across social media, print, and outdoor advertising platforms.
- **Market Research and Consumer Insight Gathering:** Participated in market visits and post-activation analysis to understand consumer behavior, evaluate campaign performance, and identify improvement areas.
- **Vendor & Agency Communication:** Coordinated with external marketing agencies, event partners, and suppliers to align deliverables with Tuborg's brand standards and marketing calendar.
- **Campaign Reporting & Documentation:** Helped prepare post-campaign reports by collecting data, summarizing outcomes, and providing insights into reach, engagement, and effectiveness.
- **Cross-Functional Collaboration:** Worked with Trade Marketing and Sales teams to ensure that brand campaigns were aligned with retail execution and promotional strategies.

Through these responsibilities, I was able to observe and contribute to the end-to-end brand activation process from ideation to execution within a real-world corporate setting. This experience played a vital role in developing my understanding of how brands like Tuborg maintain relevance and visibility in a competitive market.

Additional Duties Beyond the Standard Job Description

The additional duties beyond my standard job descriptions were

- **Creative Brainstorming:** Actively contributed to internal brainstorming sessions to ideate fresh marketing concepts tailored to Tuborg's image and target audience.
- **Cross-Departmental Engagement:** Frequently coordinated with Trade Marketing and Sales departments to align retail promotional activities with broader branding efforts.

- **Support in Vendor Management:** Took part in communication with external vendors for printing materials, stage setups, merchandise production, and other activation-related logistics.
- **Social Media Input:** Suggested visual ideas and content formats for Tuborg's digital platforms based on real-time feedback from events and consumer behavior insights but since legal compliance doesn't allow Tuborg to directly post in social media we had to use third party such as Influencers, other event's social media pages to promote our product.

2.2 Activities in Coordinating with Co-Workers

Collaboration was a core element of my internship at Gorkha Brewery. I worked alongside a team of skilled marketing professionals, including brand managers, activation executives, trade marketers, and designers. Key Coordination Activities Included:

- **Team Meetings and Campaign Briefings:**
Participating in team meetings and campaign briefings was a vital part of my internship experience at Gorkha Brewery. These sessions helped align the team's focus on upcoming brand activations, clarified responsibilities, and ensured strategic cohesion across all planned activities. As a Tuborg Brand Marketing Trainee, I gained firsthand exposure to how large-scale campaigns are planned and monitored, and I was encouraged to provide updates on my assigned tasks while receiving constructive feedback. This fostered an environment of learning and accountability.
- **Interdepartmental Collaboration:**
Throughout my internship, I regularly coordinated with other departments such as Sales, Trade Marketing, and Procurement. This cross-functional collaboration was essential to synchronize event logistics, branding elements, and distribution timelines with our marketing objectives. These interactions gave me a broader understanding of how different functions operate collectively to execute successful brand activations and taught me the importance of clear communication and timeline management within a corporate structure.
- **Coordination with External Vendors and Agencies:**
Due to legal restrictions on alcohol advertising, Gorkha Brewery often relies on third-party vendors for social media, branding, and event executions. I assisted in maintaining communication with these external collaborators, including event agencies, production houses, and design firms. My role involved supporting the internal team by tracking deliverables, ensuring creative consistency, and following up on timelines. This allowed me to gain insight into agency dynamics and how brand compliance is maintained through partnerships.
- **On-Site Event Coordination and Problem-Solving:**
Field activations often presented unexpected challenges ranging from logistical delays to last-minute layout changes. During such times, I collaborated closely with colleagues to make quick decisions, adjust plans, and ensure smooth event execution. This hands-on involvement taught me how to remain flexible under pressure and highlighted the importance of coordination and real-time problem-solving, especially in a fast-paced event environment like Tuborg's.

- **Feedback Sharing and Learning Culture:**

A standout feature of my internship was the continuous support and mentoring I received from my co-workers. Senior team members, particularly my supervisor Ankita ma'am, provided valuable insights into campaign planning, consumer engagement, and brand strategy. In turn, I contributed on-ground feedback from events, such as how consumers were interacting with branding elements. This two-way communication strengthened our team's strategy and created a rewarding learning experience that contributed significantly to my personal and professional growth.

In return, I shared on-ground observations and insights from consumers that added value to team planning.

2.3 Job Process Diagram

Below is a step-by-step visual-style breakdown of your core responsibilities and their associated workflows:

A. Music Event Activation Process

1. Briefing & Planning Stage

- Receive activation brief from Brand Manager
- Understand event goals, budget, and timeline
- Brainstorm music event concepts with internal team and ANS (Creative Agency For Tuborg)



2. Vendor/Partner Coordination

- Identify suitable vendors (event organizers, stage/lighting teams, LED setup etc.)
- Coordinate through Sunil Bhatta from procurement for logistics
- Finalize vendor roles and compliance paperwork



3. Pre-Event Preparation

- Assist in artwork review (banners, merchandise, stage branding)
- Supervise production and delivery timelines
- Conduct venue visit and checklist run-through



4. On-Ground Execution

- Attend event site during setup
- Ensure proper Tuborg branding (Stage, Beer Stalls, backdrops, flags, booths, Canopy, T-Pillar, Flex with Frame)
- Monitor crowd interaction, Recording people consuming Tuborg or Competitor's brand
- Report any deviations or issues to Brand Manager



5. Post-Event Reporting

- Gather images/videos via third-party media teams and self
- Assist in preparing post-event report (reach, engagement, learnings)
- Provide feedback to team on what worked and what can improve

B. Third-Party Digital Coordination

1. Campaign Planning

- Identify event-based content potential (e.g., recap videos, artist mentions)
- Coordinate with legal team to ensure compliance



2. Partner Selection & Briefing

- Shortlist third-party media/PR agencies
- Brief them on messaging, tone, and restrictions



3. Review and Monitor

- Review content plan and ensure alignment with brand identity
- Track deliverables and publication timeline



4. Analysis

- Assist in capturing analytics from third-party platforms
- Contribute insights into audience reach and reception

C. Internal Documentation & Reporting

1. Activation Tracker Updates

→ Log event details, locations, attendance

→ Tracking Dealer claims of Tuborg and sorting those to avoid delay of the payment

2.4 Contributions as a Co-Op Student in the Company

During my cooperative education internship at Gorkha Brewery Pvt. Ltd., I contributed meaningfully to the marketing operations of the Tuborg brand, which is known for its vibrant association with music and youth culture targeting the Gen Z crowd with a new tagline called “Tilt Your World”. As a Brand Marketing Trainee, I was actively involved in supporting the planning and execution of various music-centered brand activations, delivering value through my proactive participation and creative input. Some of my contributions includes

- **Support in Music Event Execution:**
I played an integral role in coordinating multiple on-ground music events, assisting in venue branding, logistics management, and on-site execution to ensure brand presence was effectively amplified. My timely communication with vendors and event partners helped maintain event flow and compliance.
- **Brand Visibility Optimization:**
I contributed to enhancing Tuborg’s visibility by helping deploy branding materials (banners, stage décor, merchandise, etc.) in ways that aligned with the event atmosphere and target audience engagement goals. I also ensured proper use and placement of brand elements as per guidelines.
- **Field Insights and Reporting:**
By participating in post-event reporting and market visits, I helped gather relevant insights about audience interaction and campaign performance. These insights supported the team in refining activation strategies and improving event effectiveness.
- **Cross-Department Collaboration:**
I facilitated coordination between marketing, trade, and procurement teams to ensure smooth execution of event plans. This involvement helped strengthen interdepartmental communication and ensured efficient use of resources during activations.
- **Support in Third-Party Campaign Coordination:**
Due to regulatory constraints on direct brand promotions, I also assisted in liaising with third-party agencies who handled content creation and promotional activities for digital platforms. My role included aligning messaging, tracking deliverables, and ensuring brand compliance that had to be approved by the Brand Manager.

Chapter 3 Learning Process

3.1 Problems/Issues of the Company

During my internship at Gorkha Brewery Pvt. Ltd., I encountered several real-world challenges related to brand activation operations, particularly in executing music-based marketing events for the Tuborg brand. These issues were closely tied to the processes described in Chapter 2.(4) and provided meaningful learning opportunities.

Problem Statement

Operational inefficiencies and regulatory constraints in executing music-related brand activations under a legally restricted marketing environment.

Key Issues Identified

The key issues that I identified throughout my internship are

1. Legal Restrictions on Alcohol Marketing

Significance:

As a brewery, Gorkha Brewery is subject to strict legal regulations in Nepal that prohibit direct advertising of alcoholic beverages, including Tuborg. This significantly limits traditional marketing avenues like digital advertising and public campaigns.

Impact on My Role:

These restrictions meant we had to rely solely on event-based activations and work with third-party partners for any indirect online promotion, leading to longer coordination timelines and fragmented communication.

2. Limited Real-Time Event Feedback Mechanisms

Significance:

During activations, there was often no systematic way to gather structured feedback or measure immediate audience response. Relying on manual observation and informal insights reduced our ability to make data-driven decisions on the spot.

Impact on My Role:

This limited my ability to provide detailed consumer insights post-activation. Although we submitted post-event reports, quantifiable impact data was sometimes lacking.

3. Dependency on External Vendors and Agencies

Significance:

Since many event elements were outsourced (e.g., Digital creation, stage setup, branding, sound, lighting), internal teams were heavily dependent on third parties for quality and timelines.

Impact on My Role:

As a trainee, I observed frequent delays, last-minute changes, or execution issues from Incharges as well as some of the vendors. This required quick thinking and adaptability to manage branding consistency and event flow.

4. Inconsistent Coordination Between Departments

Significance:

The brand team, sales team, and trade marketing team occasionally experienced communication gaps, especially during parallel event planning and execution.

Impact on My Role:

These gaps sometimes led to confusion over branding material availability, location conflicts, or last-minute approval delays.

3.2 Solutions implemented to the Problems

To address the challenges encountered during my internship, I reflected on my experience, reviewed relevant marketing theories, and gathered informal insights from professionals in the field. Below are the solutions based on theory and practice:

1. Addressing Legal Marketing Restrictions

According to Integrated Marketing Communication (IMC) theory, brands can build strong identities through a coordinated use of promotional tools, even when direct advertising is limited (Kotler & Keller, 2016). In Tuborg's case, strengthening event-based storytelling and leveraging third-party influencers (e.g., musicians, MCs, DJs) can enhance brand recall without breaching alcohol advertising regulations in Nepal.

Example Practice: Partner with local event organizers and DJs to create music-themed experiences that indirectly represent the Tuborg identity. Use merchandise and visual branding to maintain consistency.

2. Improving Real-Time Event Feedback

Adopting digital feedback mechanisms such as QR-coded surveys at event entrances or branded booths can improve engagement and data collection. According to Porter's Value Chain Analysis, feedback and post-event evaluation add value by enhancing future planning and optimizing ROI (Porter, 2008).

Example Practice: Incentivize attendees with giveaways for completing a 1-minute digital survey. Use insights to improve future activations.

3. Enhancing Vendor and Partner Coordination

Applying Project Management frameworks such as the RACI model (Responsible, Accountable, Consulted, Informed) can clarify roles and improve coordination between internal teams and external vendors. Clearly assigning responsibilities and using structured checklists before events can streamline execution (Poppulo, 2022).

Example Practice: Use shared digital trackers (e.g., Google Sheets or project boards) to assign tasks, monitor timelines, and ensure transparency.

4. Bridging Internal Communication Gaps

According to Kotler's Internal Marketing Theory, internal departments should be treated as internal customers to ensure alignment and motivation (Kotler & Keller, 2016). Weekly alignment meetings can help synchronize efforts between marketing, trade, and sales teams.

Example Practice: Host a 15-minute weekly "activation sync" meeting to align plans, raise issues, and ensure cohesive execution across departments.

3.3 Recommendations to the Company

Based on the problems and proposed solutions, the following actionable recommendations can enhance Tuborg's brand marketing efficiency:

1. Institutionalize Feedback Collection Mechanisms:

Introduce simple digital tools for event attendees to give feedback. This data can improve future activations and help measure brand engagement more effectively.

2. Formalize Vendor Evaluation and Tracking:

Create a vendor performance scorecard after each event to assess reliability, execution quality, and punctuality. This would help in selecting better partners over time.

3. Establish Cross-Team Activation Briefs:

Launch standardized activation briefing templates shared between marketing, sales, and trade teams. This will improve consistency, reduce communication errors, and clarify expectations.

4. Optimize Third-Party Digital Engagement:

While respecting legal compliance, strengthen coordination with third-party digital partners by developing a content calendar and setting strict branding guidelines for any online representation of Tuborg.

5. Create a Cost-Efficient Activation Toolkit:

Develop a standardized toolkit (pop-up booths, banners, branded games) that can be reused at different locations. This ensures consistent branding while reducing costs for each event.

3.4 What I Have Learned During the Co-Op Studies

My internship at Gorkha Brewery, working with the Tuborg brand, offered deep insights into how brand marketing functions in a real-world corporate environment, especially in a legally regulated industry like alcoholic beverages.

As a marketing student, I learned how brand identity can be built and sustained through experiential marketing, particularly via music-related brand activations. I also gained practical exposure to event planning, stakeholder coordination, and consumer engagement strategies. This experience helped bridge the gap between classroom theories and real-world brand challenges, especially in environments with limited advertising freedom.

The key learning outcomes included:

- Understanding the importance of emotional branding through music and events.
- Learning to work under legal limitations and finding creative indirect marketing methods.

- Seeing firsthand how marketing is integrated across departments (e.g., trade, sales, procurement).

3.5 How I Applied the Knowledge from Coursework to the Real Working Situation

Several concepts and skills from my marketing coursework proved relevant and applicable during my internship:

- Consumer Behavior: I applied insights from this course while observing how audiences interacted with Tuborg's brand during events. This helped me understand what engages target demographics and how music serves as an emotional connection point.
- Integrated Marketing Communication (IMC): Since, direct advertising is restricted, I used IMC principles to support the brand's consistent messaging across physical touchpoints—banners, music booths, merchandise, and event flow.
- Marketing Strategy & Planning: I used strategic planning frameworks when brainstorming event concepts and preparing activation briefs, applying structured thinking to support campaign goals within tight budgets.
- Event Management (Practical Element): Though not always a major course, any academic exposure to events helped me understand logistics, budgeting, and stakeholder timelines during real event execution.

3.6 Special Skills and New Knowledge Gained

Through my role as a Tuborg Brand Marketing Trainee, I developed several hands-on skills and acquired new knowledge specific to experiential marketing:

- Event Activation Management:
I learned how to assist in setting up brand zones at music events from planning to execution and manage branding materials under pressure.
- Cross-Functional Communication:
I gained the ability to coordinate with vendors, logistics teams, and internal departments, ensuring smooth execution of campaigns.
- Third-Party Coordination Under Compliance:
I developed skills in working with external digital agencies to align brand messaging indirectly especially important in the alcohol industry where legal constraints are high.
- Market Analysis and Reporting:
I contributed to event performance evaluations, helping prepare reports that included field data, insights, and future recommendations.

Soft Skills Developed:

- Adaptability & Problem Solving: Managing unexpected event issues or vendor delays taught me to be flexible and solution-oriented.

- Time Management: With events often happening back-to-back, I learned how to manage multiple responsibilities and tight deadlines effectively.
- Attention to Detail: Ensuring every branding element aligned with brand guidelines sharpened my attention to minor yet critical aspects of marketing execution.



Chapter 4 Conclusion

4.1 Summary of Highlights of My Co-Op Studies at Gorkha Brewery

My Co-Op experience at Gorkha Brewery as a Tuborg Brand Marketing Trainee has been an enriching and transformative phase of my academic and professional journey. Throughout the internship, I was able to bridge the gap between theoretical knowledge and real-world application by actively participating in music-driven brand activation for Tuborg's core marketing strategy.

I gained hands-on experience in event marketing and brand activation, where I supported the planning, execution, and post-analysis of multiple high-energy events aligned with Tuborg's brand identity. While working within the constraints of Nepal's alcohol advertising laws, which taught me how to apply creative and compliant branding strategies, particularly through partnerships with third-party digital platforms, surrogate marketing applications as well as usage of dark market branding materials. My internship also helped me gain cross-functional collaboration skills, coordinating effectively with internal departments and external vendors to ensure seamless event experiences. Henceforth, I developed practical skills in logistics coordination, consumer engagement, vendor management, and marketing communication, which strengthened my understanding of how brand presence is built and maintained in competitive markets.

4.2 My Evaluation of the Work Experience

As a Tuborg Brand Marketing Trainee, I had the opportunity to immerse myself in real marketing operations, particularly in organizing and supporting music-focused brand activations, which are central to Tuborg's identity.

From a self-assessment perspective, I believe I adapted quickly to the demands of the role, demonstrating strong communication, time management, and problem-solving skills. I actively contributed to event planning, brand visibility execution, and post-activation evaluations. This helped me grow not just professionally, but also personally, as I learned to work under pressure, handle unforeseen challenges, and operate within legal limitations with creativity.

This Co-Op study played a significant role in shaping my career goals. It confirmed my interest in pursuing a long-term career in brand management and experiential marketing. I now better understand what it takes to translate a brand's identity into memorable consumer experiences, especially in a market like Nepal where innovation must coexist with compliance.

In terms of personal satisfaction, I am highly content with the exposure, mentorship, and responsibilities I received. The learning environment was supportive, and I felt like a valuable part of the marketing team, not just an intern fulfilling basic tasks.

4.3 Limitations of My Co-Op Studies

While the internship was immensely rewarding, there were certain limitations that affected the full scope of learning such as:

- **Restricted Access to Digital Marketing Workflows:** Due to strict advertising laws in Nepal regarding alcoholic beverages, I could not engage directly in social media or online promotional

campaigns, limiting my exposure to digital marketing strategies. All online work was handled by third-party agencies, reducing my hands-on involvement.

- **Event-Centric Learning:** Since Tuborg's marketing is highly event-driven, most of my learning centered around event marketing. While beneficial, it provided limited exposure to broader strategic marketing functions like pricing, product development, and direct consumer analytics.
- **Short-Term Project Cycles:** Event-based tasks were often short-term and fast-paced, which meant there was less time for deep reflection or long-term strategic project involvement during the internship period.

4.4 Recommendations for the Company

- **Introduce Structured Learning Sessions:** Begin the internship with orientation sessions focused on brand strategies, compliance regulations, and performance metrics. This foundation will help interns understand the company's marketing approach and contribute more effectively from the start.
- **Involve Interns in Early-Stage Planning:** Allow interns to participate in the initial stages of campaign development, including budgeting and strategic planning. This exposure will provide them with a comprehensive understanding of how brand activations are conceptualized and executed.
- **Encourage Cross-Department Collaboration:** Facilitate collaboration between interns and other departments such as sales and trade marketing. This integrated approach will help interns grasp how different functions align to ensure successful events and promotions.
- **Implement a Formal Feedback and Mentorship System:** Introduce structured mentorship through weekly check-ins and feedback sessions. Regular guidance from supervisors will help interns stay on track, address challenges early, and grow both professionally and personally.
- **Provide Exposure to Digital Marketing Collaborations:** Engage interns in third-party digital marketing efforts, even in a limited role. This can include learning about influencer partnerships, legal considerations, and online campaign management, offering valuable insights into modern brand promotion.
- **Align Internship Tasks with Real-World Marketing Demands:** Design intern responsibilities that reflect actual marketing challenges. Focusing on practical skill-building, strategic decision-making, and industry-relevant tasks will better prepare interns for future careers in marketing.

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- Poppulo. (2022). *5 corporate strategy examples to inspire your own*. <https://www.poppulo.com/blog/corporate-strategies-examples/>
- Porter, M. E. (2008). The five competitive forces that shape strategy. *Harvard Business Review*, 86(1), 78–93.

Appendices

Annex 1

Daily Dairy (Signed by Company Supervisor)

Internship Company: Gorkha Brewery Pvt.Ltd.

Department: Brand Marketing (TUBORG)

Intern: Samriddhi Shah

Duration: 4 months/ 16 weeks

Starting Date: 13th February, 2025

Ending Date: 6th June, 2025

WEEK 1

13/02/2025	14/02/2025	16/02/2025	17/02/2025	18/02/2025	19/02/2025
<ul style="list-style-type: none"> • Welcomed by administration • Design and emails Coordination • Excel sheet updates for valentines events sponsorships 	<ul style="list-style-type: none"> • Agency and design Coordination • Incharges introduction 	<ul style="list-style-type: none"> • Designs and agency coordination • POSM materials discussion 	<ul style="list-style-type: none"> • Dealer claims sorting • Meeting for event sponsorships 	<ul style="list-style-type: none"> • Brainstorming on usage of surrogate marketing • Venue Branding 	<ul style="list-style-type: none"> • Meetings for event sponsorships • Designs coordination

WEEK 2

20/02/2025	21/02/2025	23/02/2025	24/02/2025	25/02/2025	26/02/2025
<ul style="list-style-type: none"> • Meeting for events • Learning for new vendor creation • Learning for third party screening(TPS) 	<ul style="list-style-type: none"> • Meethings • Venue branding • Design coordination 	<ul style="list-style-type: none"> • Designs coordination • Agency pitching • Legal department coordination for event contracts 	<ul style="list-style-type: none"> • Meetings for the events • Design coordination • dark market brainstorming 	<ul style="list-style-type: none"> • Dealer claim; sorting • Agency Coordination • Meetings for events • Venue Branding visit 	<ul style="list-style-type: none"> • Tps for vendors • New vendors registration • Designs coordination

WEEK 3

27/02/2025	28/02/2025	2/03/2025	3/03/2025	4/03/2025	5/03/2025
<ul style="list-style-type: none"> • Design coordination • meetings for events • Holi sponsorships meeting • venue branding 	<ul style="list-style-type: none"> • Coordination with sales team for POSM • Bunting, standee finalized 	<ul style="list-style-type: none"> • Designs coordination • Agency visit • Meetings for sponsorships 	<ul style="list-style-type: none"> • Design coordination • Dark market branding materials finalized 	<ul style="list-style-type: none"> • light board, 2D board finalizing • Design coordination 	<ul style="list-style-type: none"> • contract preparation for events • Meetings for events

WEEK 4

6/03/2025	7/03/2025	9/03/2025	10/03/2025	11/03/2025	12/03/2025
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<ul style="list-style-type: none"> • Signage making of all GBPL products • Designs coordination 	<ul style="list-style-type: none"> • Coordination with sales team for LED rack stickers, cooler asset • Design Coordination 	<ul style="list-style-type: none"> • Design Coordination • Dark Market Usage learnings 	<ul style="list-style-type: none"> • Dealer Claim; sorting • Design coordination 	<ul style="list-style-type: none"> • Agency visit • Design Coordination • making contracts with legal departments 	<ul style="list-style-type: none"> • Holist last minute check-ups • Incharges followup for events
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WEEK 5

13/03/2025	14/03/2025	16/03/2025	17/03/2025	18/03/2025	19/03/2025
<ul style="list-style-type: none"> • Agency pitching for influencer marketing • Meetings for events • Design coordination 	<ul style="list-style-type: none"> • Venue branding • Meetings for events • New vendor creation 	<ul style="list-style-type: none"> • Agency coordination • Design coordination • dealer claims followup 	<ul style="list-style-type: none"> • TPS • new vendor creation • vendor unblocking followups 	<ul style="list-style-type: none"> • Venue branding • Venue visit • Designs coordination • Agency visit 	<ul style="list-style-type: none"> • Designs coordination • Drafting contracts for the events

WEEK 6

20/03/2025	21/03/2025	23/03/2025	24/03/2025	25/03/2025	26/03/2025
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<ul style="list-style-type: none"> team meeting for POSM materials Designs coordination Meetings for the events 	<ul style="list-style-type: none"> rack sticker drafting Draught machine finalizing the keg Designs coordination 	<ul style="list-style-type: none"> Coordination with sales team for POSM Bunting, standee finalized dealer claims followup 	<ul style="list-style-type: none"> Dealer claims sorting Meeting for event sponsorships Agency Visit 	<ul style="list-style-type: none"> Finalizing agency for influencer marketing Venue visit drafting the contracts 	<ul style="list-style-type: none"> Design coordination POSM materials placements
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WEEK 7

27/03/2025	28/03/2025	30/03/2025	31/03/2025	1/04/2025	2/04/2025
<ul style="list-style-type: none"> Agency pitching for influencer marketing Meetings for events Design coordination 	<ul style="list-style-type: none"> Dealer claims sorting Meeting for event sponsorships POSM materials discussion 	<ul style="list-style-type: none"> Designs coordination Agency pitching Legal department coordination for event contracts 	<ul style="list-style-type: none"> Designs and agency coordination POSM materials discussion 	<ul style="list-style-type: none"> POSM materials discussion Meetings for events Design coordination 	<ul style="list-style-type: none"> TPS new vendor creation drafting contract Rack sticker placement

WEEK 8

3/04/2025	4/04/2025	6/04/2025	7/04/2025	8/04/2025	9/04/2025
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<ul style="list-style-type: none"> • Designs and agency coordination • POSM materials discussion • Agency pitching for influencer marketing 	<ul style="list-style-type: none"> • Dealer claims sorting • Meeting for event sponsorships 	<ul style="list-style-type: none"> • Agency pitching for influencer marketing • Meetings for events • Design coordination 	<ul style="list-style-type: none"> • Meetings for events • Design coordination • Meeting for event sponsorships 	<ul style="list-style-type: none"> • Dealer claims sorting • Meeting for event sponsorships 	<ul style="list-style-type: none"> • Designs coordination • Agency pitching • Legal department coordination for event contracts
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WEEK 9

10/04/2025	11/04/2025	13/04/2025	14/04/2025	15/04/2025	16/04/2025
<ul style="list-style-type: none"> • venue visits • Vendor sizing the venues • Last minute vendor changes • Designs coordination 	<ul style="list-style-type: none"> • Dealer claims sorting • Meeting for event sponsorships 	<ul style="list-style-type: none"> • New year last minute check ups • Incharges follow up • Agency Visit 	<ul style="list-style-type: none"> • Designs coordination • Agency pitching • Legal department coordination for event contracts 	<ul style="list-style-type: none"> • Agency pitching for influencer marketing • Meetings for events • Design coordination 	<ul style="list-style-type: none"> • Dealer claims sorting • Meeting for event sponsorships • POSM materials discussion

WEEK 10

17/04/2025	18/04/2025	20/04/2025	21/04/2025	22/04/2025	23/04/2025
<ul style="list-style-type: none"> Designs coordination Agency pitching Legal department coordination for event contracts 	<ul style="list-style-type: none"> Designs coordination Agency pitching Meeting for event sponsorships 	<ul style="list-style-type: none"> Agency pitching for influencer marketing Meetings for events Design coordination 	<ul style="list-style-type: none"> Dealer claims sorting Meeting for event sponsorships Design coordination 	<ul style="list-style-type: none"> Agency pitching for influencer marketing Meetings for events Design coordination 	<ul style="list-style-type: none"> Dealer claims sorting Meeting for event sponsorships

WEEK 11

24/04/2025	25/04/2025	27/04/2025	28/04/2025	29/04/2025	30/04/2025
<ul style="list-style-type: none"> Dealer claims sorting Meeting for event sponsorships 	<ul style="list-style-type: none"> Designs coordination Agency pitching Legal department coordination for event contracts 	<ul style="list-style-type: none"> TPS pending vendor created dealer claims settlements No objection letter follow up 	<ul style="list-style-type: none"> Agency pitching for influencer marketing Meetings for events Design coordination 	<ul style="list-style-type: none"> Dealer claims sorting Meeting for event sponsorships 	<ul style="list-style-type: none"> Design coordination Events setups Bar installation at hyatt

WEEK 12

1/05/2025	2/05/2025	4/05/2025	5/05/2025	6/05/2025	7/05/2025
<ul style="list-style-type: none"> Designs coordination Sales team coordination for POSM LED rack sticker, bunting finalized 	<ul style="list-style-type: none"> Design coordination Agency visit Finalizing some key visuals for food mat 	<ul style="list-style-type: none"> Dealer claims sorting Meeting for event sponsorships 	<ul style="list-style-type: none"> Agency pitching for influencer marketing Meetings for events Design coordination 	<ul style="list-style-type: none"> Designs coordination Agency pitching Legal department coordination for event contracts 	<ul style="list-style-type: none"> Dealer claims sorting Meeting for event sponsorships Contract drafting

WEEK 13

8/05/2025	9/05/2025	11/05/2025	12/05/2025	13/05/2025	14/05/2025
<ul style="list-style-type: none"> Agency pitching for influencer marketing Meetings for events Design coordination 	<ul style="list-style-type: none"> Designs coordination Dealer claims sorting 	<ul style="list-style-type: none"> Designs coordination TPS formatting new vendor creation 	<ul style="list-style-type: none"> TPS pending vendor created dealer claims settlements No objection letter follow up 	<ul style="list-style-type: none"> Agency pitching for influencer marketing Meetings for events Design coordination 	<ul style="list-style-type: none"> Dealer claims sorting Meeting for event sponsorships Design coordination

WEEK 14

15/05/2025	16/05/2025	18/05/2025	19/05/2025	20/05/2025	21/05/2025
<ul style="list-style-type: none"> Designs coordination Agency pitching for influencer marketing Meetings for events 	<ul style="list-style-type: none"> Designs coordination Agency pitching for influencer marketing Meetings for events 	<ul style="list-style-type: none"> Dealer claims sorting Meeting for event sponsorships 	<ul style="list-style-type: none"> Designs coordination Agency pitching for influencer marketing Meetings for events 	<ul style="list-style-type: none"> Designs coordination Agency pitching Meeting for event sponsorships 	<ul style="list-style-type: none"> Agency pitching for influencer marketing Meetings for events Design coordination

WEEK 15

22/05/2025	23/05/2025	25/05/2025	26/05/2025	27/05/2025	28/05/2025
<ul style="list-style-type: none"> Designs coordination TPS formatting new vendor creation 	<ul style="list-style-type: none"> Agency pitching for influencer marketing Meetings for events Design coordination 	<ul style="list-style-type: none"> Designs coordination Dealer claims follow up 	<ul style="list-style-type: none"> Designs coordination dealer claims follow up 	<ul style="list-style-type: none"> Dealer claims sorting Meeting for event sponsorships 	<ul style="list-style-type: none"> Designs coordination Settling payments for dealers through No objection letter

WEEK 16

29/05/2025	30/05/2025	1/06/2025	2/06/2025	3/06/2025	04/05/2025
<ul style="list-style-type: none"> • Design coordination • Agency coordination • Meeting for event 	<ul style="list-style-type: none"> • Design coordination • dealer claims settlements • POSM Materials coordination with channel 	<ul style="list-style-type: none"> • Dealer claims sorting • Meeting for event sponsorships 	<ul style="list-style-type: none"> • Agency pitching for influencer marketing • Meetings for events • Design coordination 	<ul style="list-style-type: none"> • Design coordination • Agency pitching • Legal department coordination for event contracts 	<ul style="list-style-type: none"> • Design coordination • Meetings for sponsorships • Dealer claims followup

Annex 2



Fig 5: Me alongside Brand manager and Marketing director & Organizer at Holi event activation

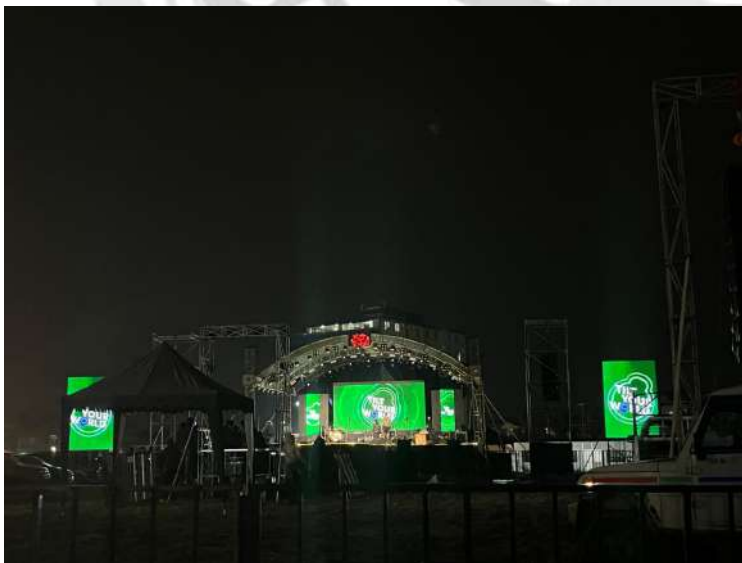


Fig 6: Event activation at Hyatt for Dream On Fest



Fig 7: Holi Events Activation