



**Symbiosis Institute of
Management Studies
(SIMS), Pune**

UTKRAMA - THE NATIONAL CASE COMPETITION

GO-TO-MARKET CASE

Industry: Beauty & Personal Care (BPC) – India
Company: Mamaearth (Honasa Consumer Ltd.)

Dstonks of group 1

Mamaearth faces a 'Mile-Wide, Inch-Deep' paradox: High availability has not translated into category authority.

Toxin-free is now table stakes; without a dominant 'Hero' category, portfolio bloat is causing shelf paralysis.

Diluted Value Prop

The "toxin-free" hook is easily copied. It is no longer a differentiator; it is a baseline requirement.

Shelf Paralysis

In General Trade, consumers face dozens of variants (Rice, Vitamin C, Charcoal) but lack clarity on the "default" choice.

Vulnerable Positioning

We are fighting a war of breadth while competitors win on depth (Efficacy or Tradition).

The Scale-Stage Crisis

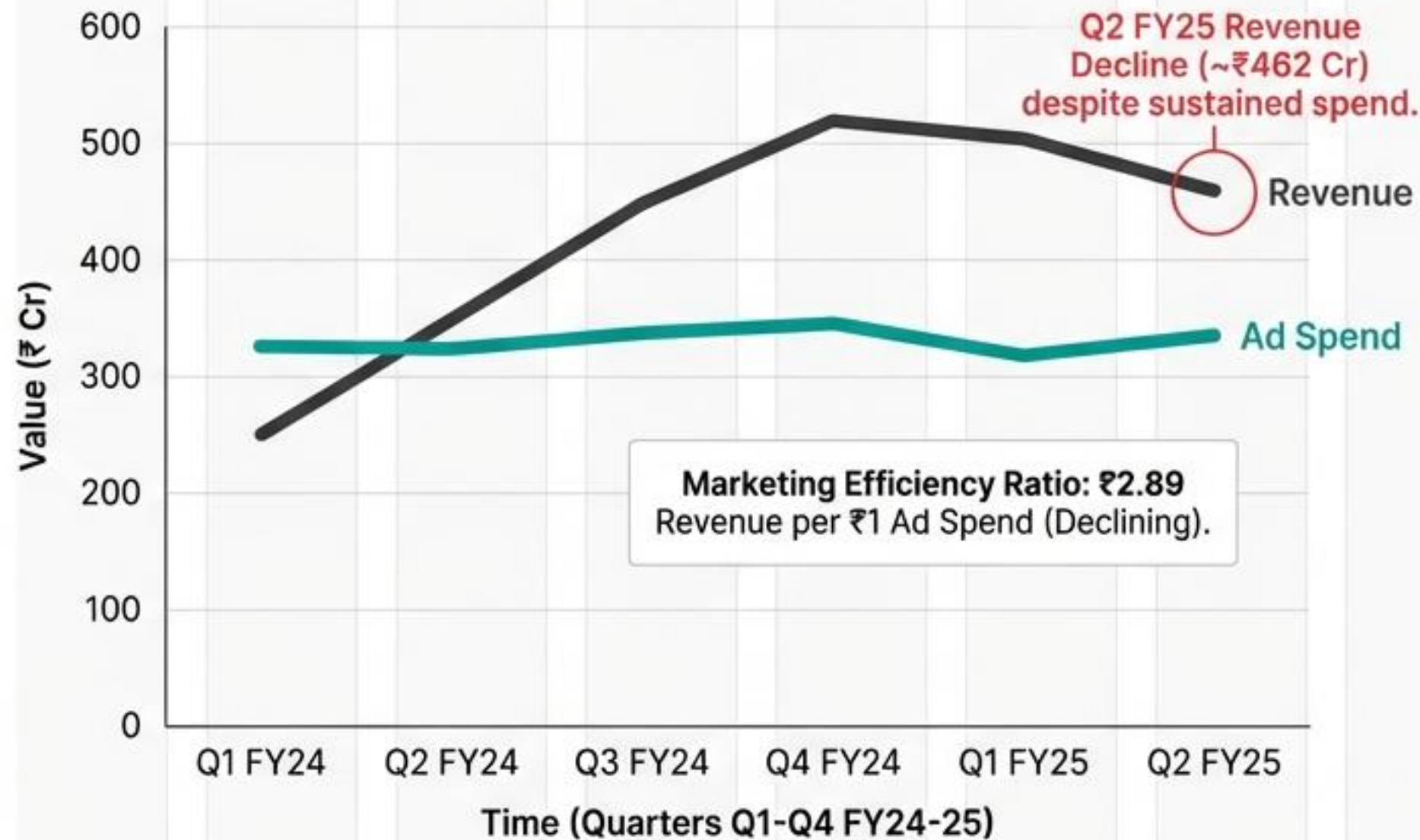


Summary: We have prioritized acting like a niche D2C bazaar over acting like a dominant FMCG leader.

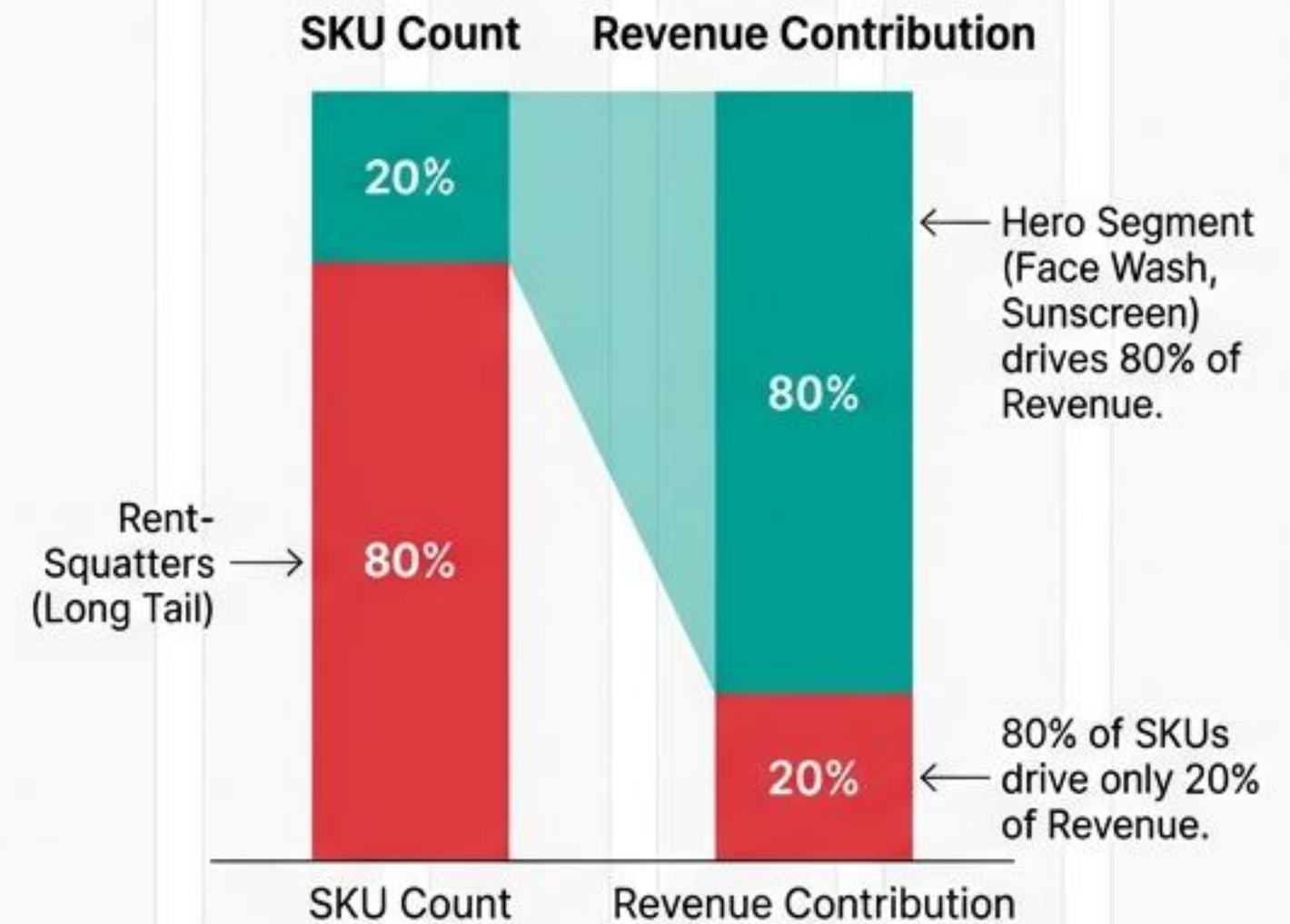
Marketing is no longer the primary growth lever; the 'Long Tail' of the portfolio is dragging down efficiency.

'Shouting louder' via ad spend is yielding diminishing returns. We must rationalize the shelf to restore profitability.

The Ad-Spend Trap



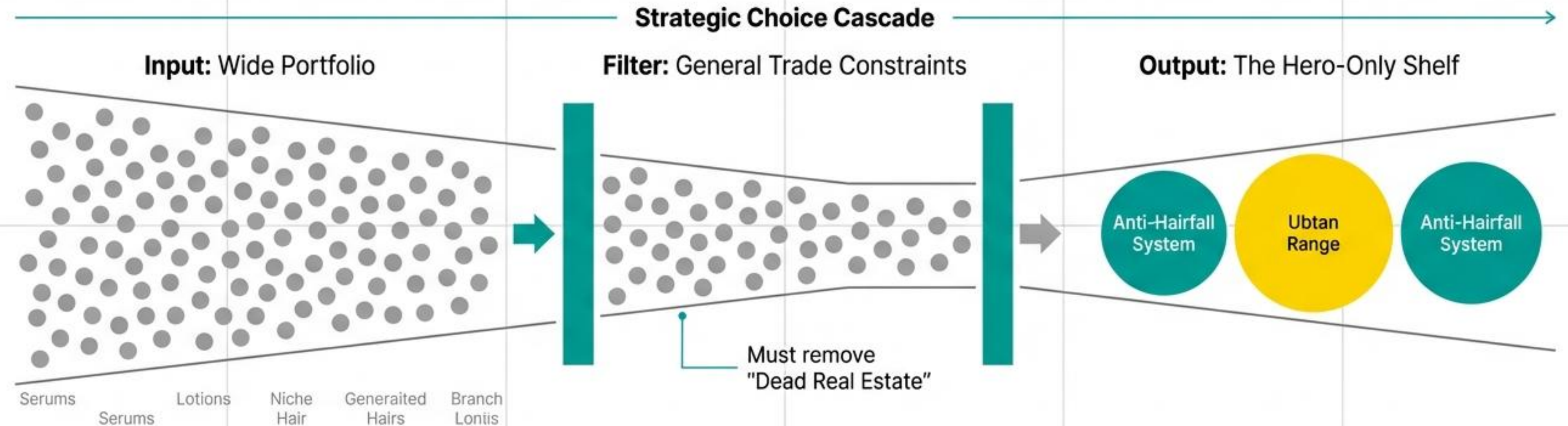
The Pareto Bloat (80/20 Rule)



Insight: 'Rent-Squatter' SKUs create inventory drag and confuse the consumer without adding meaningful growth.

The GTM Pivot: Shift from 'Niche Variety' to 'FMCG Dominance' via Strategic Assortment Rationalization

Action: We will force category leadership by removing the noise that distracts from our winners.



Why This?

To become a "default choice."

Consumers don't need **another** face wash; they need **The** Mamaearth Face Wash.

Why Now?

Growth quality is under pressure.

Repeat purchase rates for "new launches" are volatile.

Consolidating inventory improves cash flow.

What We Are NOT Doing

- ✗ No heavy discounting (protects brand perception).
- ✗ No indiscriminate marketing blitz (avoids diminishing returns).
- ✗ No "Long Tail" in General Trade (consumers must go online for niche items).

OPERATION "YELLOW WALL": 6-MONTH GTM EXECUTION ROADMAP

(Quantifiable Impact View)

PHASE 1: THE PURGE (Months 1-2)



- **Data-Driven Delisting** (Bottom 60% SKUs based on velocity)
- **Stop-Ship Order to Distributors**
- **One-Time Liquidation Schemes**

TARGET IMPACT (Quantifiable)

- **-60% SKU Count** in General Trade
- **₹[X] Cr One-time Liquidation Cost**
- **Zero Intake of "Long Tail" Stock**

PHASE 2: THE BLOCK (Months 3-4)



- **Planogram Reset** (Min. 3 Facings/Hero SKU)
- **Negotiate "Display Allowance" Reinvestment**
- **Create Visual Dominance ("Yellow Wall")**

TARGET IMPACT (Quantifiable)

- **+300% Facings** for Top 3 Hero SKUs
- **80% Shelf Space** Allocated to Heroes
- **Reduced Consumer Decision Friction**

PHASE 3: THE VELOCITY (Months 5-6) DRIVE



- **Incentive Realignment** (Sales Team & Retailer)
- **Shift Trade Schemes to Reward Throughput**
- **Focus Pitch on "Refilling Bestsellers"**

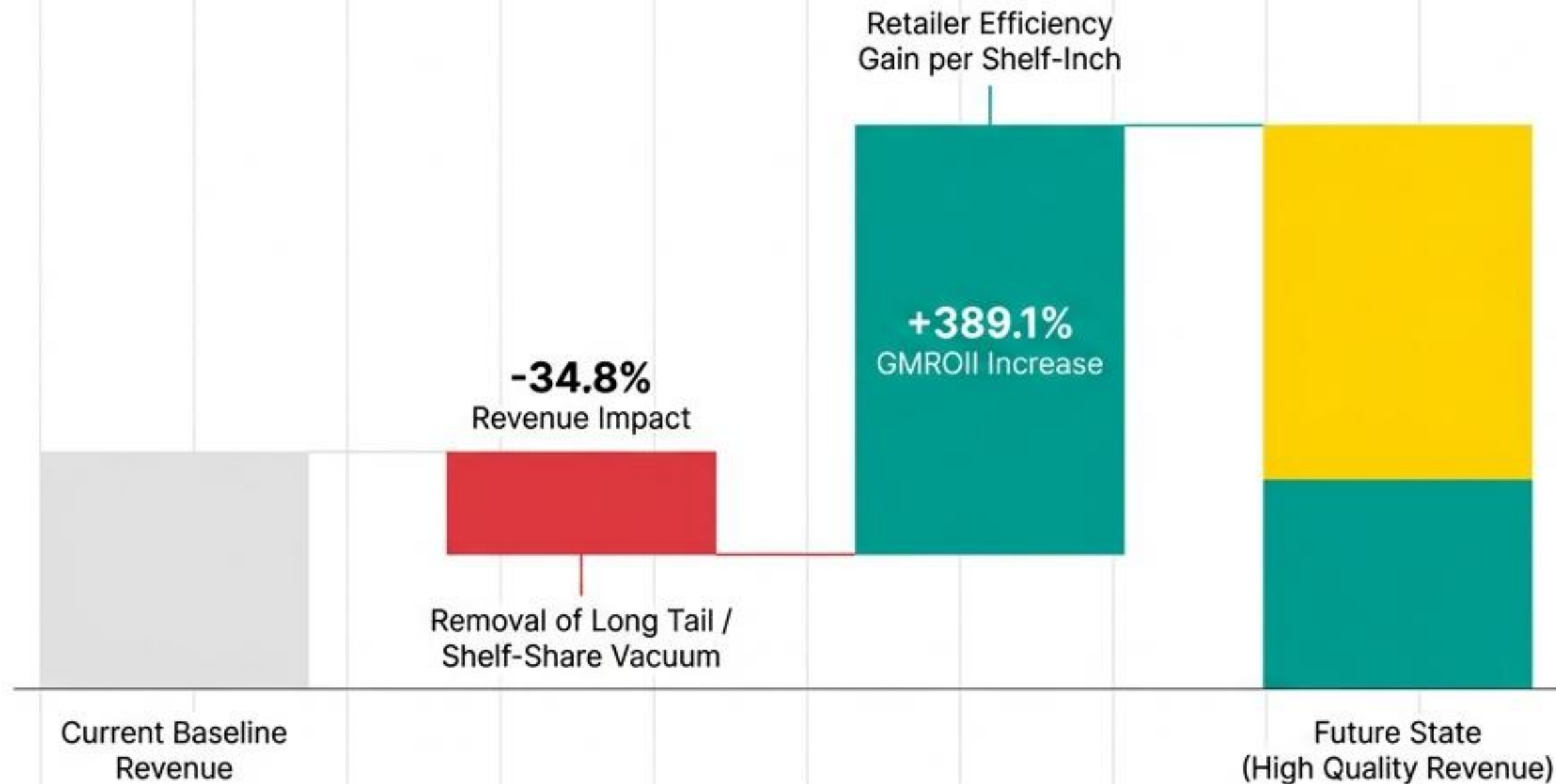
TARGET IMPACT (Quantifiable)

- **+25% Throughput Per Store (TPS)** on Heroes
- **+15% Retailer GMROI** (Gross Margin Return on Inventory)
- **Establishing "Profitable Velocity" Model**

CUMULATIVE 6-MONTH GOAL:
Profitable,
Defensible Shelf
Leadership based
on **Velocity**, not
Variety.

Risk Modelling: We accept a short-term revenue dip to unlock a massive gain in Retailer ROI.

Retailers prioritize GMROI. By removing dead stock, we align our strategy with the retailer's profit motive, securing long-term prime placement.



The Availability Illusion

We are trading "vanity visibility" (occupying space with products that don't sell) for "profitable dominance."

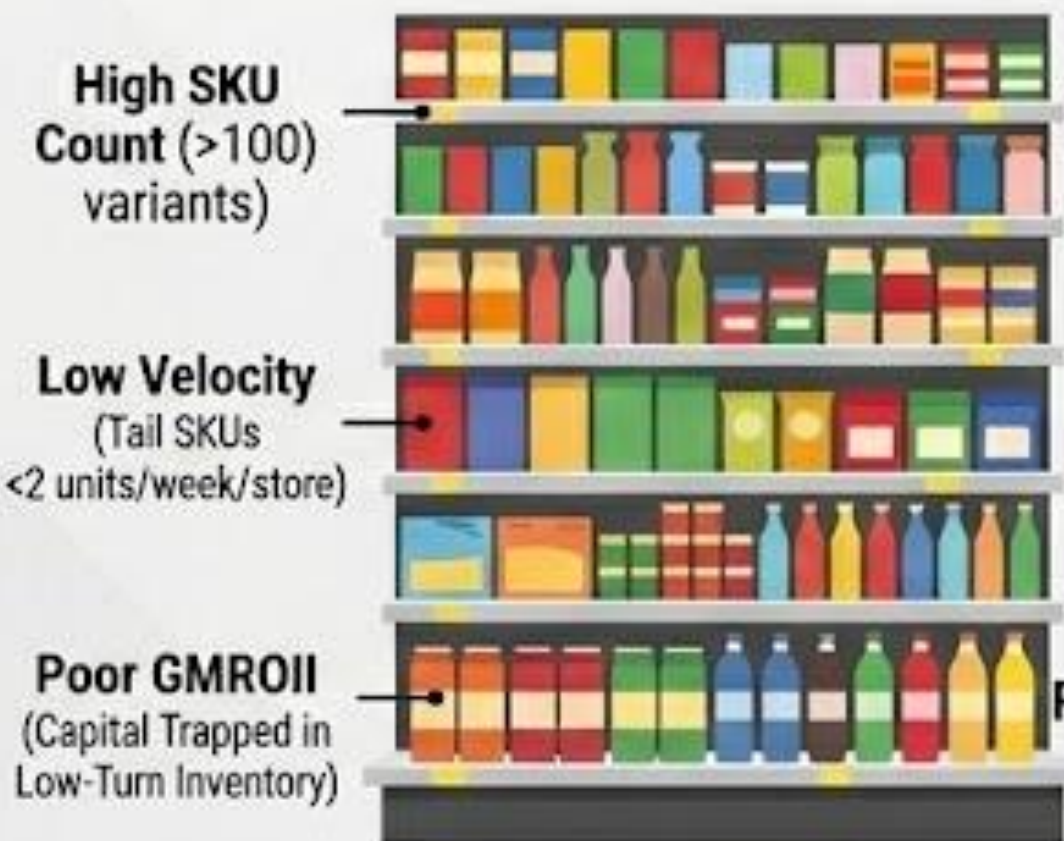
The shelf space currently occupied by the tail is "dead real estate." Increasing retailer ROI incentivizes them to give that space back to our Winners over time.

RISK ASSESSMENT & MITIGATION: The “Shelf-Share Vacuum” Trade-Off (Data-Driven Strategy View)

CURRENT STATE: The Bloated, Indefensible Shelf (High Risk)



RISK: Highly Vulnerable to Competitor Displacement due to subpar retailer profitability and complexity.



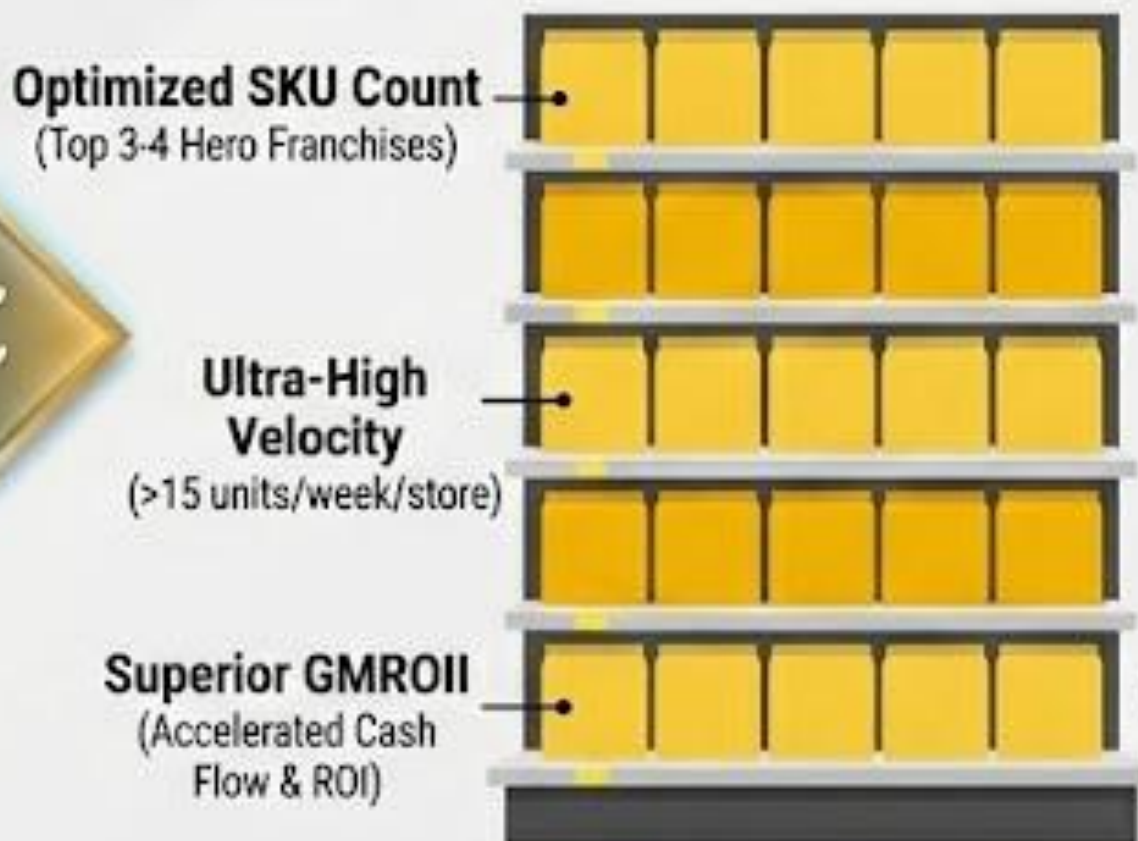
Declining Retailer Interest & Support



FUTURE STATE: The Consolidated, Defensible “Hero” Shelf (Mitigated Risk)



MITIGATION: High-velocity performance creates a virtuous cycle, incentivizing retailers to protect and expand prime shelf space.



Increasing Retailer Leverage & Partnership Value

CONSULTANT VIEW SYNTHESIS

THE TRADE-OFF: The initial voluntary reduction of physical shelf space (the “vacuum”) is a calculated tactical concession. It is acceptable because we replace unprofitable “dead real estate” with a **proven, high-turnover “profit engine,”** ultimately **securing long-term, defensible market leadership** based on **financial merit and velocity**, not just presence.