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9B17A033

harley’s corner: positioning dilemma in the pet food market

Madhurima Deb wrote this case solely to provide material for class discussion. The author does not intend to illustrate either effective or ineffective handling of a managerial situation. The author may have disguised certain names and other identifying information to protect confidentiality.

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In January 2016, Ishmeet Singh Chandiok, a dog food retailer, was browsing the Internet at his home in Mumbai, India. He was trying to understand the growth rate of India’s dog food industry by accessing reliable secondary sources. He came across some interesting statistics on the dog food industry: (i) the domestic product market of pets in India was expected to grow at a rate of 10–15 per cent; (ii) every year almost 600,000 pets were adopted in India; and (iii) the sale of dog and cat food products was expected in 2016 to be worth US$102.89 million.[[1]](#endnote-1) The leader was Mars International India Pvt. Ltd. (Mars International), with a revenue share of 70 per cent in 2014.[[2]](#endnote-2) In the pet care industry, the international players that had huge resources and prolific marketing dominated the Indian market. However, the industry had also witnessed the growth of specialized and premium food brands in urban areas. The increased demand for premium pet brands was due to a rise in demand for high-quality dog food coupled with an increased number of pet owners switching to brands that could adequately fulfill their dogs’ nutritional requirements.[[3]](#endnote-3) Many consumers were also expected to prefer high-end dog food, which could offer functional and fortified benefits to improve the well-being of their pets.[[4]](#endnote-4)

The data about the dog food industry brought a smile to Chandiok, who in 2012 had entered the dog food business with his new venture, Harley’s Corner. Harley’s Corner catered to the premium segment of customers looking for wet pet food that offered functional and fortified benefits. Chandiok had initially worked for an airline company in India, but ventured into the dog food business after the airline was closed. Chandiok had smiled because the data he had sourced gave him a sense of security that the dog food industry was promising and that there were opportunities to grow, as evident from the industry’s growth rate. Though the future looked promising, all was not well with Harley’s Corner. The major concern before him was Harley’s Corner’s declining revenue (especially in Mumbai) and net profit (see Exhibits 1 and 2) from 2014 to 2015. Chandiok wondered about the possible reasons for customers’ declining preference for Harley’s Corner dog food. He knew that he needed to immediately address any shortcoming before the business worsened, but he did not know how to go about making the necessary changes. Since 2012, Chandiok had been working hard to build on the image of Harley’s Corner, using its unique selling point (USP) as a wet food for dogs made from natural ingredients (without preservatives) and its innovative packaging (which maintained the shelf life of packaged food for 12 months). Other positioning elements to support this premium image related to the product (a variety of quality food, such as wet food and dry kibbles), price (cost-plus pricing, which was also high to reflect the cost of producing a premium product), place (online sales), and promotion (public relationships and earned media).

To craft a suitable positioning for Harley’s Corner in the future and to address the issue, Chandiok hired a marketing research team, which spent considerable time to understand in detail both the venture and the competitive scenario in the pet food industry. The team decided to collect primary data by surveying 300 Harley’s Corner customers in Mumbai using all the positioning elements to capture the changes in customers’ preferences. (Data from the survey are available in a Microsoft Excel file, Ivey product number 7B17A033, as supplementary material for the case.) The marketing research team needed to find a suitable methodology to analyze the data and evaluate the impact of the positioning elements on customers’ attitudes.

Harley’s Corner: The Humble Beginning

On October 20, 2012, Kingfisher Airlines, which was founded in 2003 and had been one of India’s leading airlines, was declared closed.[[5]](#endnote-5) The airline had been popular because of its services—especially those offered on board by crew members. The food and beverage service was the most popular of all the services, and was headed by many experienced and certified chefs. However, after the grounding of the airline, many of its experienced staff members were rendered jobless.[[6]](#endnote-6) The situation was sensitive and challenging for those who had lost their employment. This development had a direct impact on Chandiok’s life, as he was one of the Kingfisher Airline staff members who had lost his livelihood. He was credited with having successfully headed the airline’s popular catering operations. This change in employment status bought Chandiok back to his home, where he was stressed and spent time with his pet Harley. Keeping himself involved and securing alternative employment was on his mind.

Chandiok had adopted two-month-old Harley in December 2009 after he found the dog on a construction site and could not resist adopting him. As a typical pet owner, he fed Harley regular dry kibbles from some of the national and international level brands. While feeding him, he observed that Harley ate the food reluctantly and was never very excited about his mealtimes. Chandiok recounted,

As we made our food, he would always wait by the table for a bite. This got me thinking about how he would react if I made fresh food for him, which led me to begin researching canine nutrition. After doing my research, I started preparing food for him at home. He took to the new food like a fish to water.

Harley began waiting expectantly in the kitchen for his food to be prepared. After being on the food for 3–4 months, he was taken for his physical examination, and the veterinarian said he was in the best shape a dog could be, attributing his excellent health to a good diet.[[7]](#endnote-7) The veterinarian also mentioned that keeping a pet on a regular diet of home-cooked food increased its life span by 3–4 years, an increase of 37.5 to 40 per cent. A typical canine life span was approximately 8–10 years, so feeding fresh food to dogs could help them live up to 11–14 years. This astounding insight inspired Chandiok to undertake rigorous training in pet food and nutrition.

In 2012, one of Chandiok’s friends educated him about an outbreak of human salmonella infections. In April 2012, the Centers for Disease Control and Prevention in the United States had attributed a multi-state outbreak of human salmonella infections to various brands of dry pet food manufactured by a well-known South Carolina-based brand.[[8]](#endnote-8) The adverse impact of these dry pet food brands was due to the presence of preservatives that had been added to the food to increase its shelf life. For this reason, Chandiok chose not to venture into dry food for pets and instead decided to pursue freshly cooked gourmet food for dogs (in the wet dog food category).

Although there was no risk in feeding home-cooked food to pets, it often failed to provide pets with the required amount of nutrients. On one hand, Indian pet food owners were slowly moving toward branded dry pet food due to the increased awareness about the need to provide pets with adequate nutrients. On the other hand, studies revealed that even branded dry pet foods, which contained preservatives, could be detrimental to the health of pets.[[9]](#endnote-9) Chandiok was excited to find that his home-cooked fresh dog food without preservatives was received very well by his dog, and he wanted to leverage the same results on other pets. Since he lived in an area with a very high population of pets, Chandiok started also preparing food for other dogs. The idea was welcomed and easily accepted by other pet owners. Chandiok and his wife, Nicola, launched Harley’s Corner with the help of friends and family, including David Gregory Roberts, a renowned writer and philanthropist, who was instrumental in starting Harley’s Corner. By making home-cooked fresh food for dogs, Chandiok combined in the business his passion as a chef and his love for pets.

Chandiok was the first member of his family to venture into his own business. Chandiok’s late father had been a consultant with a company specializing in diversification and marketing. His mother was a human resources consultant and had been associated with various management institutes as a part of her job. Chandiok had more than 12 years of work experience in the hospitality industry and was an alumnus of the Institute of Hotel Management, Mumbai. He had worked for Hyatt Hotels Corporation, Marriott International, Inc., and Kingfisher Airlines Limited. He was born in Mumbai and had been a *Mumbaikar*[[10]](#endnote-10)all his life. His father had initially moved to Pune in 1948, with his entire family, after the India–Pakistan partition. After spending almost 12 years in Pune, his father moved to Mumbai, where he met Chandiok’s mother, in the 1960s. Chandiok was from a liberal and unorthodox background; his father was a Sikh and his mother was a Parsi. Chandiok himself married a Catholic. Chandiok’s relaxed and unconventional persona was clearly evident in his choice of business venture. An adventurous traveller, Chandiok had always enjoyed motorcycling and had ridden to many places on his Royal Enfield motorcycle. Due to his love for bikes, he had named his pet Harley, and his business Harley’s Corner. Chandiok’s wife, Nicola, was an alumna of the Institute of Hotel Management, Mumbai. According to Chandiok, “We met in college and have been married for eight years. She pursued a career in aviation and has worked with brands like Delta Airways, Travelocity and currently with Emirates Airlines.” Nicola’s father had retired after more than 30 years of sailing, and her mother was a housewife.

Chandiok also developed an online portal that was named Pets are People Too (PAPT).[[11]](#endnote-11) PAPT was started in July 2012 in an effort to work toward understanding more about animals’ basic interests. It functioned as a sister website for pet owners to serve them better by developing their knowledge and understanding of their pets’ needs and requirements for home-cooked fresh food. The organization also advocated the development of moral values among humans toward animals. An additional goal was to encourage people to adopt strays through PAPT. The service portal of PAPT included a wide range of information about animal services, including animal ambulances, animal hospitals, animal-focused non-governmental organization, and veterinarians in cities such as Mumbai, Pune, Bangalore, and Goa. PAPT also facilitated online sessions with experts to enable dog lovers to receive clarifications on doubts and inhibitions regarding their pets. Some of the other services provided were basic pet care, nutritional facts and specialist advice from leading veterinarians, food needs, guidance on how to assist an animal in distress, and educating people on laws related to animals. PAPT became a one-stop shop for all pet needs.

The venture began humbly and without fuss. Consumers could place their orders online, and the Mumbai Dabbawala Association initially delivered the food across Mumbai; but the growing demand outside the city and need for hygiene led to the development of additional packaging. Most of the preservatives used in pet foods were sodium-based, which was dangerous for dogs; this led Chandiok to explore the retort packaging process—a sterile packaging made from a laminate of flexible plastic and metal foils. The objective was to provide food for dogs exclusive of any detrimental preservatives. According to Chandiok, “once we managed to ensure the shelf life and stability of the food, we began launching this across the city. In the last 15 months, we had expanded to Mumbai, Pune, Gujarat, Goa, and Karnataka. We were also exporting the food to South Africa and soon to Bahrain.”

Harley’s Corner’s organizational structure was kept simple and horizontal. Two assistant sales managers each handled two to three regions: one covered Maharashtra and Goa, and the other covered Gujarat, Madhya Pradesh, and Rajasthan. Chandiok personally supervised other functional areas, including activities related to human resources and marketing (see Exhibit 3). The main USP of Harley’s Corner was its product and packaging. The product had high nutritional benefit, as it was made from all-natural ingredients (without any harmful preservatives), and it also had a shelf life of 12 months, due to innovative packaging. The food was outsourced from a third party located in Tiruppur. Chandiok himself set the quality standards, and the manufacturer needed to meet the stringently enforced standards. During production, food for Harley’s Corner was maintained in quarantine for batch testing and then dispatched to Chandiok’s location. In line with its endeavour to supply quality food, the company also relied on customer feedback by mail, phone, or direct contact. Regarding the segmentation, targeting & positioning (STP) strategy, Harley’s Corner segmented the market based on demographics. According to Chandiok,

Market segmentation was done based on demographics; however, it was not the standard as one would use with fast-moving consumer goods and hence it was very confusing and, at times, very frustrating to segment the market. For example, South Mumbai had the largest spending capacity across the city, so naturally this should have been a place where I could sell my product without many problems. However, the vast majority of people in South Mumbai were Guajarati and Jain, who were vegetarian and had passed on their eating habits to their pets. It was often found that owners tended to communicate with pets in their native language and put them on a diet similar to their own. So now, south Mumbai was my slowest region for sales. To cope with this demand, we had even supplied vegetarian food for dogs, too.

Market segmentation was not the only challenge ahead for Chandiok, as it was also necessary to comprehend knowledge about the existing players and competition in the industry. Another challenge in the dog food market was the fact that the real consumers (i.e., the dogs) were not addressed directly; rather, their owners were targeted. Based on the preference of owners, Chandiok developed the variety of his product assortment (see Exhibit 4). The assortment consisted of several categories, such as meals, sauces, therapeutic meals, biscuits, treats, and accessories. Harley’s Corner’s product category consisted of wet dog food (90 per cent) and dry dog food/dry kibbles (without preservatives; 10 per cent). Harley’s Corner’s presence in the dry kibbles market was only in the treats and mixtures category, not the meal category. Owners wanted light dry snacks for their dogs for between meals, so Chandiok added dry kibbles without preservatives to the product line. Meals were available in two varieties: normal meals and therapeutic meals, both of which were available in a 300-gram (g) packet with prices ranging from ₹110[[12]](#endnote-12) to ₹225. The price for the therapeutic meal was higher than for the normal meal. The price for sauces was ₹80 for a 150-g packet. Biscuits and treats were available in packets ranging from 250g to 1.5 kilograms (kg) and were priced between ₹110 and ₹950. Rawhide sticks and therapeutic meals were premium products meant for the upper segment of the market, while the other products were intended for the middle and upper-middle segments of the customer base. Overall, Harley’s Corner’s target segment was customers seeking the premium category of products for their pets.

Harley’s Corner’s promotional strategies were a mix of print media, social media, and sales promotions. As Harley’s Corner represented a unique business model, many newspapers and channels extensively covered this venture and its educational (supplementary) website PAPT, which created the story behind the brand (see Exhibit 5). In fact, Harley’s Corner won the CNBC AWAAZ award for its unique business model. Harley’s Corner had utilized social media and earned media well in the past. Harley’s Corner’s website and Facebook page educated prospective customers about the benefits of dog food without preservatives. Harley’s Corner was also active on social media, reaching out to its customers and educating all dog lovers about dog food and dogs’ nutritional requirements. Harley’s Corner had always encouraged feedback from its customers using social media, and had always involved its customers in value co-creation using social media, which had helped Harley’s Corner to develop its new product line and product assortment. Harley’s Corner also shared the real stories of its customers by putting their pictures and storylines on its website as a testimonial to the service experiences that it had provided its customers in the past.

Harley’s Corner products were priced in a cost-plus approach, by adding 30 per cent over and above the original cost. In its revenue and expenses statement, Harley’s Corner’s total revenue was the maximum retail price less 30 per cent (i.e., the margin), less 10 per cent distribution margin, less 12.5 per cent value added tax (see Exhibits 1 and 2). Harley’s Corner’s 2014 and 2015 revenue and expenses statements showed that net profit had declined in 2015, because of a decline in revenue from sales in Mumbai, at a rate of 37.5 per cent from 2014 (see Exhibit 2). The loss in sales in Mumbai, where Harley’s Corner had started its operation and where Harley’s Corner’s base office continued to operate, was the major cause of concern for Chandiok. He wanted to understand the reason for the change in customers’ attitude toward Harley’s Corner’s products, especially in Mumbai.

Competitive Scenario in the Pet Food Industry

Sophisticated dog ownership could certainly be observed among the rich and affluent section of society, but was also popular among other classes. The demand for premium dog food with no preservatives was expected to increase; one study revealed that even branded dry pet food, which contained preservatives, could be detrimental to the health of pets.[[13]](#endnote-13) Mars International had a leading revenue share of 70 per cent in 2014.[[14]](#endnote-14)

In India, the demand for pet ownership was driven by the increasing number of nuclear families (i.e., couples and their dependent children), unmarried people, and empty nesters (i.e., couples whose children had grown up and left the family home). Another factor contributing to pet ownership in India was reduced fertility rates: the average number of children born per female had declined from 2.8 in 2006 to 2.6 in 2011. With fewer children to care for, Indians had more time and money to lavish on their pets. A growing number of dogs in India were being showered with indulgent care, leading to a growing range of products being available as affluent owners increasingly spared nothing for their darling dogs. Hence, the demand was growing in India for pet clinics, pet salons, dog caretakers, dog walkers, dog-friendly hotels, and air-conditioned kennels. Conversely, the demand for packed pet food was driven by long work hours, husbands and wives who both worked, changing lifestyles, and time constraints.[[15]](#endnote-15)

During 2011 and 2012, the average spending on pets in India—for daily hygiene care, food, vaccinations, and other high-end services such as spas—was estimated to have exceeded ₹10,000 per month.[[16]](#endnote-16) Worldwide, the average monthly spending on food per dog during the same period of time was found to be highest in Norway (at $53.22), followed by Switzerland (at $36.09), Australia (at $31.44), Sweden (at $28.81), and Austria (at $28.44).[[17]](#endnote-17) The five countries with the lowest monthly spending on food per dog were Ukraine (at $0.85), Egypt (at $0.79), India (at $0.24), the Philippines (at $0.24), and Vietnam (at $0.06).[[18]](#endnote-18) The Indian market had a huge untapped potential for pet food.

In India, the two largest pet food companies were Mars International and Royal Canin India (Royal Canin). Both companies had wide distribution networks. In July 2001, Mars International bought Royal Canin and began selling Royal Canin products. The company used television advertising campaigns and print advertising to build brand awareness and loyalty. In addition to traditional stores, these companies used e-commerce for distribution, which helped them to capture the maximum market share.

Mars International’s brand names included Banfield Pet Hospital, Cesar, Crave, Greenies, Nutro, Pedigree, Royal Canin, Goodlife Recipe, Whiskas, and Temptations. The other major players in the market included (1) Colgate-Palmolive, whose brand names included Hill’s brand for both dogs and cats; (2) Del Monte Food Co., which represented brand names Kibbles’n Bits, Milk-Bone (branded dog snacks), Natural Balance, Pup-Peroni, Milo’s Kitchen, Gravy Train, Canine Carry Outs, Jerky Treats, Sausages, Meaty Bone, Nature’s Recipe, 9Lives, Meow Mix, Pounce, and Alley Cat; (3) Nestlé S.A., whose brand names included Purina Alpo, Bakers Complete, Beneful, Cat Chow, Chef Michael’s Canine Creations, Dog Chow, Fancy Feast, Felix, Friskies, Gourmet, Purina, Purina One, and Purina Pro Plan; and (4) Procter & Gamble Co., whose brand names included IAMS, which had two categories dedicated to dogs and cats that used numerous brand names.

In addition to addressing the eating requirements of dogs, the pet care market also offered other types of merchandise and accessories. The market offerings could be broadly categorized as branded and unbranded food, and branded and unbranded non-food (accessories). Branded food could be further categorized as either processed dry food, which included both foods with preservatives and foods without preservatives or processed wet food, which again included both foods with preservatives and foods without preservatives.

Controversy surrounded the existing packaged-food companies that were supplying food whose ingredients included harmful preservatives. These controversies were bought to forefront when Nestlé Purina Petcare Company filed a case against The Blue Buffalo Company Ltd. regarding a false advertising claim it had made.[[19]](#endnote-19) Regardless of how the media had presented these lawsuits, the big packaged companies that were losing market share to smaller companies had moved into a competition where they had a strong foothold due to their size. As a result, the pet food industry was growing, lucrative, and competitive. The market had both small and big players fighting for a larger share of the market. Big players had a few star products and a few “shadow products” that were riding on the brand value of the star products. Overall, the dog food market was not only lucrative but also competitive.

Harley’s Corner: Product with Differentiation

The above branded pet foods catered to the mass market, and their product assortments typically included preservatives to increase the shelf life of the products. Apart from the above categories, another category’s main USP was dog food made without harmful preservatives—an approach intended to improve dog safety and promote health for dogs and convenience for pet owners. Fewer companies competed in this category, which mainly catered to a niche segment. Some of the popular suppliers in this category in India were Harley’s Corner (in Mumbai), Gostana (in Mumbai), Mutt-Hutt—The Pet Cafe (in South Mumbai), Homecare Dog Food (in Mumbai), Bow Wow—The Barking Buddies Club (in Gurgaon), Doggie Dabbas (in Gurgaon), Peppy Paws Pet Resort (in Pune), and Pets Dhaba (in Bangalore). Each company offered food for dogs and other pets. Although a handful of companies catered to this niche market segment, future growth was still expected due to increasing pet ownership and a growing focus on pet health and well-being.

One of Harley’s Corner’s unique features was its product and packaging. The product had high nutritional benefit, as it had all-natural ingredients (without any harmful preservatives), and it had a shelf life of 12 months due to its innovative packaging. Harley’s Corner’s state-of-the-art technology, which was used to pack the food, was a result of innovations taking place in the packed food industry. To increase the life of the naturally cooked food without using preservatives, retort technology was employed to increase the shelf life up to 12 months.[[20]](#endnote-20) The scientific method used in retort technology killed the micro-organisms in the pack and extended the storage life of the food without the use of preservatives. Harley’s Corner was among the first few companies to have adopted this technology innovation for pet food. The pouches used for packaging were also of special quality and consisted of a mixture of aluminum and plastic, comprising a minimum of three to four layers. To ensure quality and avoid any health hazard on the life of the real consumers (i.e., pets) consuming the product, Harley’s Corner was conscious about using the best pouches that were available.

Decision Dilemma

For years, Chandiok had worked hard to build on Harley’s Corner’s image, promoting its USP as wet food for dogs made from natural, preservative-free ingredients, and available in innovative packaging. In this way, he differentiated Harley’s Corner’s offering from that of its competitors in the dog food market, especially the market leaders who were popular for their dry kibbles. To craft this image, Chandiok used positioning elements such as product, price, place, and promotion. However, everything was not well at Harley’s Corner. Chandiok’s major concern was Harley’s Corner’s declining revenue and net profit from 2014 to 2015. He knew that, to immediately address the issue of the change in customers’ preference toward Harley’s Corner before things worsened, he needed to identify where he had gone wrong in his positioning and to craft a suitable positioning. For this task, he hired a marketing research team.

The marketing research team decided to capture customers’ attitudes about whether they would rebuy from Harley’s Corner, in an attempt to understand their future preferences. The team captured customers’ attitudinal loyalty—an outcome of customers’ perceived image toward Harley’s Corner (built using all positioning elements)[[21]](#endnote-21)—by surveying current Harley’s Corner customers. Unveiling their future preference in association to their perceived image was essential to understanding the impact of each positioning elements on customer’s future preference. The team then built a questionnaire consisting of all the positioning elements to better understand customers’ overall image of Harley’s Corner and its impact on their preference for Harley’s Corner.[[22]](#endnote-22) The team conducted a survey of 300 Harley’s Corner customers in Mumbai, using all the positioning elements to capture changes in customers’ attitudes (see Exhibit 6). The team studied 14 variables and decided to have a sample size of more than 150.[[23]](#endnote-23)

Before they answered the questionnaire, respondents were screened based on a question intended to determine whether they were aware of Harley’s Corner and whether they had used its products. Using an online survey, data were collected from those who had already been using Harley’s Corner’s products for the past year. The marketing research team needed to immediately decide on the market research technique to use, based on the data collected and the objective of the study. They also needed to start analyzing the survey data to help Chandiok decide about Harley’s Corner’s future positioning.

Exhibit 1: harley’s corner Revenue and Expenditure Statements,

March 2014 and 2015

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 2015 (in ₹) | Percentage of Revenue | 2014 (in ₹) | Percentage of Revenue |
| Total Revenue/Sales | 3,663,158.00 | - | 3,789,474.00 | - |
| Less: Expenses at 70% of Revenue | 2,564,211.00 | - | 2,652,632.00 | - |
| Profit before Interest and Taxes | 1,098,947.00 | 0.30 | 1,136,842.00 | 0.30 |
| Less: Taxes at 10% of Revenue | 366,315.80 | - | 378,947.40 | - |
| Net Profit | 732,631.60 | 0.20 | 757,894.70 | 0.20 |

Note: ₹ = INR = Indian rupee; US$1 = ₹66.19 on January 3, 2016.

Source: Company documents.

Exhibit 2: harley’s corner Revenue, by location, March 2014 and 2015 (in ₹)

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2015** |  | **2014** |
| **Revenue** | **Per Annum** | **Revenue** | **Per Annum** |
| Mumbai | 1,894,737 | Mumbai | 3,031,579 |
| Bangalore | 757,895 | Amazon | 757,895 |
| Gujarat | 1,010,526 |  |  |
| **Total Revenue** | **3,663,158** | **Total Revenue** | **3,789,474** |

Note: ₹ = INR = Indian rupee; US$1.00 = ₹66.19 on January 3, 2016.

Source: Company documents.

Exhibit 3: Organizational structure of Harley’s Corner

Chef-turned-entrepreneur Ishmeet Singh Chandiok with his
pets Harley and Pixie. — Paul Noronha

Chandiok as CEO

Production and Operation

Finance

Human Resources

Outsourced from 3rd party located in Tiruppur

Marketing

1 for Rajasthan, Madhya Pradesh, and Gujarat

1 for Maharashtra and Goa

2 Assistant Sales Managers

Note: CEO = chief executive officer

Source: Company documents.

Exhibit 4: harley’s corner’s Product Assortment

|  |
| --- |
| **Product List: (Quantity Ranging from 150 g to 1.5 kg; Prices Ranging from ₹80–950)** |
| **Meals** (Quantity: 300g) |
| Signature Feast—Brown rice, chicken, and vegetables (₹110) |
| Grrissotto—Brown rice, chicken, and liver sauce (₹110) |
| **Sauces** (Quantity: 150g) |
| Chicken Sauce (₹80) |
| Liver Dip (₹80) |
| **Therapeutic Meals** (Quantity: 300g) |
| Hypo Allergen Diet—for dogs allergic to meat, poultry, dairy, wheat, and green vegetables (₹175) |
| Renal Failure Diet—for dogs suffering from kidney failure (₹225) |
| **Biscuits** (250g) |
| Liver Krrunchies (₹110) |
| **Treats** |
| Munchies—chicken and lamb flavour (Quantity: 1.5kg, ₹375) |
| Rawhide Sticks (Quantity: 1.25kg, ₹950) |
| **Accessories** |
| Car Seat Belts (₹350) |
| **Further Products in the Pipeline**: |
| All-Vegetarian Meal |
| Obesity-Management Diet |

Note: g = grams; kg = kilograms

Exhibit 4 (continued)

[Chicken Munchies Grrissotto](http://www.harleyscorner.in/products/chicken-munchies-1-kg?category=treats-more)

[](http://www.harleyscorner.in/products/chicken-munchies-1-kg?category=treats-more)

[Rawhide Treats Lamb Munchies](http://www.harleyscorner.in/products/rawhide-treats-1-kg?category=treats-more)



Source: Company documents; Harley’s Corner, “Treats & More,” accessed April 3, 2017, www.harleyscorner.in/products?category=treats-more.

Exhibit 5: Harley’s Corner’s Twitter Page: Active on social media

Source: Harley’s Corner, Twitter page, accessed May 5, 2017, https://twitter.com/harleys\_corner.

Exhibit 6: Positioning used in the Harley’s Corner study

|  |  |
| --- | --- |
| **Positioning Elements Used in the Study** | **Codes** |
| *1. Please rate your perception about the following image attributes of Harley’s Corner as developed using its positioning elements:* |  |
| Price offered by Harley’s Corner is | Price |
| Wet dog food without preservative as offered for pets by Harley’s Corner is | Product1 |
| Dry Kibbles for pets | Product2 |
| Vegetarian diet offered by Harley’s Corner for pet | Product3 |
| Availability of variety under Harley’s Corner | Product4 |
| Overall quality of products offered by Harley’s Corner is | Product5 |
| Overall perception about the brand name of Harley’s Corner | Product6 |
| Buying pet food directly from Harley’s Corner (retailer in the present case) | Channel1 |
| Buying pet food online from other retailing sites (e.g., Amazon) | Channel2 |
| Print media in creating awareness about Harley’s Corner | Promotion1 |
| Social media in creating awareness about Harley’s Corner | Promotion2 |
| Sales promotion in creating awareness about Harley’s Corner | Promotion3 |
| Packaging offered by Harley’s Corner | Packaging |
| *2. Future preference of consumers for Harley’s Corner's products* | FuturePreference |

Note: A Likert scale is the sum of responses on several Likert items. It is a psychometric scale commonly involved in research that employs questionnaires. It is the most widely used approach to scaling responses in survey research.

Source: Company documents.

endnotes

1. All dollar amounts are in U.S. dollars; Tamanna Khare, “The Rapid Growth of the Indian Pet Care Industry,” Huffington Post, August 26, 2015, accessed June 1, 2017, www.huffingtonpost.in/tamanna-khare/the-rapid-growth-of-the-i\_b\_8036840.html. [↑](#endnote-ref-1)
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