

**Project Report**

On

**Outreach Program for Promoting Nivia Sportswear, Bags and  
Badminton Shoes**

For

**SUMMER INTERNSHIP**

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18PGP066



**Indian Institute of Management Raipur**

(April-May 2019)

## CERTIFICATE

*This is to certify that this Project Report which is submitted by Tohfiq Khan, Abhinav Gajagantrao and Isha in partial fulfilment of the requirement for the award of PGDM at Indian Institute of Management-Raipur is a record of the candidates' own work carried out by them under my/our supervision. The matter embodied in this thesis is original and has not been submitted for the award of any other degree.*

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## DECLARATION

*I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma of the university or other institute of higher learning, except where due acknowledgment has been made in the text.*

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## ABSTRACT

The purpose of this project was to explore the ideas to have direct to customer approach such that the middle man indulgence could be minimized for some products of NIVIA such as sportswear, bags and badminton shoes. Nivia has developed a faithful relationship with consumers and distributors in terms of quality and service since its establishment. Now Nivia is taking a step forward by making exclusive stores for the customers by opening first store in LPU whose current students count is 30000.

The trend of athleisure is increasing really fast. People have become more health conscious and they have added sportswear in daily worn casuals because they are comfortable. It has happened because of media and increase in push to publicize various sports which has helped the sports industry to grow at faster rate. Nivia is a very renowned brand in football game accessories and is currently an official ball partner of India Super League with the ASHTANG. Nivia is also a sponsor of two clubs who play in ISL, Jamshedpur Football Club and ATK in ISL.

To achieve the objectives we decided to visit wholesalers, Academies and sports events to understand perception of customers towards NIVIA. We had to establish a strategy to extend our outreach

Due to the confidentiality of project undertaken and signing of NDA I won't be able to give details of products however I am submitting the industry analysis and areas where they needs to be strong and improve.

## EXECUTIVE SUMMARY

This project is about designing an outreach program for promoting NIVIA Sports Bags, Badminton Shoes and Sportswear on the availability of world class product at affordable price by brand NIVIA and to have direct to customer approach to help the brand grow at faster pace. This can be done by creating brand awareness and providing easy availability of wide range of NIVIA products which can be achieved by increasing NIVIA's visibility among the target customers and the masses in general. A strategic plan is devised after conducting 8 weeks of primary and secondary research methodologies which include multiple visits to retail shops of Jalandhar, also visiting clubs and tournaments on city like Ludhiana and also taking into consideration experts' opinions. The suggested plan includes structured ways to increase **"Brand visibility"** which would lead to **"Customer Activation"** and which would further lead to **"Brand Loyalty"**. This report includes a detailed plan and policy, structure for execution of the strategic plan containing roles and responsibilities of each team member separately. This plan also includes reporting pattern and forms. All the forms would be accessed by an online app which is herein called "Nivia Easy Access (NEA)" which will make form filling and reporting process much simple and robust and also the software to be used to streamline the operation process to decrease the lead time and would also be beneficial in identifying the possible time consuming areas and areas to reduce the defect rate to zero. A standard format and content for the meeting with the athletes is suggested in the plan. A standard format of software is suggested. Analysing the growing digital market, suggestion of online shopping App for Nivia is also incorporated in this report which will boost up sales and help create awareness about wide range of quality NIVIA products. It is also suggested to promote NIVIA products especially shoes and apparels in gyms by having association with gym owners/managers. NIVIA shopping App will reduce existing E-Commerce platform cost which is currently paid to partnered platforms like Amazon and Flipkart. The fulfilment of the purchase through NIVIA shopping app can be accomplished by D&O Ventures. It is suggested to conduct promotional activities during various sports tournaments having large footfall like in ISL and Kabaddi pro. The report also suggest some ideas to increase awareness by opening our own Nivia retail store in prominent areas with high population density. A need for improved logistics is been suggested. Estimation of cost to implement the proposed idea is presented in the report. Few general suggestions are also presented at the end of the report relating to the line of business of NIVIA and improve Consumer awareness.

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## 1. INTRODUCTION

India is a home to a diverse population playing different sport across the country. Apart from cricket and hockey, other popular sport like Football, Badminton, Tennis, Squash and Basketball have evolved and gained huge presence among the youngsters. According to the experts things is because of growing middle class, higher income level and presence of India organising various large scale events like 2010 Commonwealth Games, ISL, Under 17 FIFA World Cup and various National and International events.

Another major contribution comes from the governments focus on sports. The Indian government is aiming to create a broad offering of sports, keeping in mind, the competitive spirit and setting an aim to be amongst the top 3 in coming Olympics with highest gold medals.

Our observation with the major competitors in Indian sportswear industry is as follows:

- Firms offering high end price product: Adidas, Nike, Puma, Reebok, Fila, ASICS etc.
- Firms offering Medium price product: NIVIA, Vector X, Cosco, Spartan, HRX etc.
- Firms offering Low price product: Star Impact, Gym X etc.

As per our observation market size of sportswear is increasing at a faster rate with an average growth of 22% in only retail value. Other than that due to online marketing the percentage of sales is also taking pace much faster than retailing and currently the stats rest with 12% of the market cap. Due to various marketing techniques and government intervention to uplift the sports has marked its importance into the minds of people.

### 1.1. Industrial Analysis

Sportswear Industry in India has seen a year on year growth of around 22% in sales value. Major Competitor in the sportswear is Adidas, Nike, Puma, Fila, ABG, Nivia, Lotto etc. The sportswear companies cater to attract as many athletes to promote their product to increase their brand value. Like Nike endorses only high paid athletes for their promotion. Major success of a brand comes with the production of best in class product that enhances athlete's performances, for this all the companies tries to innovate new technology in producing a product. The more advance, better and comfortable a product is the more it is liked by the athletes. With the increase of competition many new players have come across

As we can see that due to emergence of new player the major player are losing their market cap every year.

#### Market Sizes | Historical

| Geography | Category   | Data Type        | Unit        | Current Constant | 2013       | 2014       | 2015       | 2016       | 2017       | 2018       |
|-----------|------------|------------------|-------------|------------------|------------|------------|------------|------------|------------|------------|
| India     | Sportswear | Retail Value RSP | INR million | Current Prices   | 1,96,480.6 | 2,41,879.2 | 3,00,947.7 | 3,63,203.6 | 4,40,089.0 | 5,37,314.6 |
|           |            |                  |             | % Growth         |            | 23.10589   | 24.42066   | 20.68662   | 21.16868   | 22.092259  |

Figure 1 Market Size of Sportswear

## 1.2. Competitor Strategy

As per our visit to academies, retailers and distributors we obtained the following insights:

- They follow low cost strategy to gather more of consumer market with low margins for themselves and providing good margins to retailers.
- As the price is very low hence quality is also not up to that standard hence grabbing the local and remote areas where people are price sensitive but not that quality sensitive.
- Competitors focusing on associating themselves with small academies to make their reach within the hearts of the players who are not able to purchase high end sportswear for their game.

## 1.3. Sportswear Distribution

The following data gives the distribution of sales through various medium through 2013- 2018 in percentage of market sales in these channels in India.



Distribution | Historical | % breakdown

| Geography | Category   | Outlet Type   | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  |
|-----------|------------|---|-------|-------|-------|-------|-------|-------|
| India     | Sportswear | Store-Based Retailing   | 96.8  | 93.2  | 91.3  | 89.9  | 88.5  | 87.5  |
| India     | Sportswear | Grocery Retailers   | 3.9   | 4.1   | 4.2   | 4.3   | 4.3   | 4.4   |
| India     | Sportswear | Modern Grocery Retailers                                      | 3.9   | 4.1   | 4.2   | 4.3   | 4.3   | 4.4   |
| India     | Sportswear | Convenience Stores  | -     | -     | -     | -     | -     | -     |
| India     | Sportswear | Discounters   | -     | -     | -     | -     | -     | -     |
| India     | Sportswear | Forecourt Retailers   | -     | -     | -     | -     | -     | -     |
| India     | Sportswear | Hypermarkets  | 1.3   | 1.4   | 1.4   | 1.4   | 1.4   | 1.5   |
| India     | Sportswear | Supermarkets  | 2.6   | 2.7   | 2.8   | 2.9   | 2.9   | 2.9   |
| India     | Sportswear | Traditional Grocery Retailers                                 | -     | -     | -     | -     | -     | -     |
| India     | Sportswear | Non-Grocery Specialists                                       | 88.5  | 84.7  | 82.6  | 81.0  | 79.6  | 78.6  |
| India     | Sportswear | Apparel and Footwear Specialist Retailers                     | 55.4  | 53.4  | 52.2  | 48.2  | 47.8  | 46.4  |
| India     | Sportswear | Leisure and Personal Goods Specialist Retailers               | 33.0  | 31.2  | 30.3  | 30.3  | 30.3  | 30.1  |
| India     | Sportswear | Sports goods stores   | 33.0  | 31.2  | 30.3  | 30.3  | 30.3  | 30.1  |
| India     | Sportswear | Other Leisure and Personal Goods Specialist Apparel Retailers | -     | -     | -     | -     | -     | -     |
| India     | Sportswear | Other Non-Grocery Specialists                                 | -     | -     | -     | 2.5   | 1.5   | 2.0   |
| India     | Sportswear | Mixed Retailers   | 4.4   | 4.4   | 4.5   | 4.6   | 4.6   | 4.6   |
| India     | Sportswear | Department Stores   | 4.4   | 4.4   | 4.5   | 4.6   | 4.6   | 4.6   |
| India     | Sportswear | Mass Merchandisers  | -     | -     | -     | -     | -     | -     |
| India     | Sportswear | Variety Stores  | -     | -     | -     | -     | -     | -     |
| India     | Sportswear | Warehouse Clubs   | -     | -     | -     | -     | -     | -     |
| India     | Sportswear | Non-Store Retailing   | 3.2   | 6.8   | 8.7   | 10.1  | 11.5  | 12.5  |
| India     | Sportswear | Direct Selling  | -     | -     | -     | -     | -     | -     |
| India     | Sportswear | Homes shopping  | 0.1   | 0.1   | 0.1   | 0.1   | 0.1   | 0.1   |
| India     | Sportswear | Internet Retailing  | 3.1   | 6.8   | 8.6   | 10.0  | 11.4  | 12.4  |
| India     | Sportswear | Vending   | -     | -     | -     | -     | -     | -     |
| India     | Sportswear | Total   | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

Figure 2 Multiple retailing channels

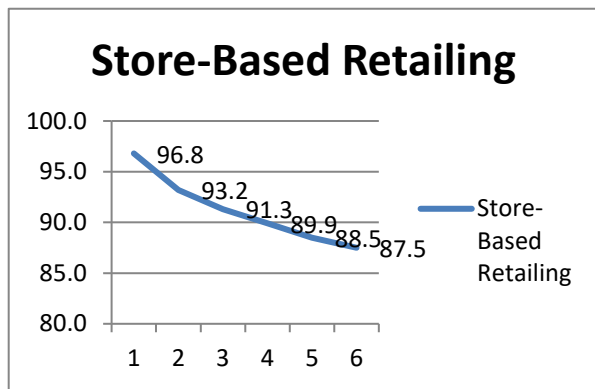


Figure 3 Store based Retailing

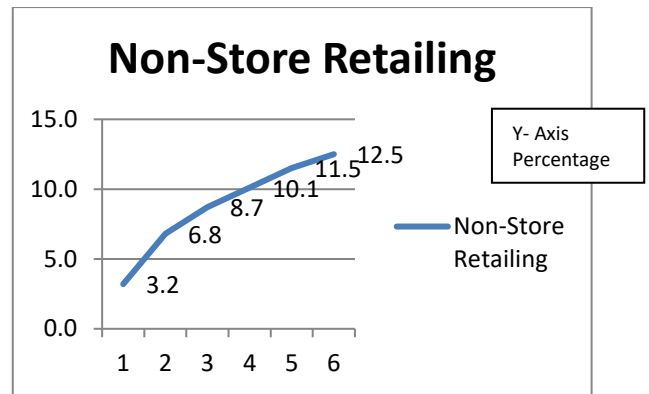


Figure 4 Non store Retailing

X-Axis Year (2013-2018)

As per data from euromonitor, we can see the percentage of sales through retail based stores or distributors is decreasing year on year basis and non store based retailing like e-commerce is increasing .

## 2. LITERATURE REVIEW

We have reviewed various articles and research papers to form initial basis for designing NIVIA’s outreach program for sports person. Various perspectives across all dimensions, ranging from evolution & history to future of the Indian Sports Industry, are considered:

### ***“Is sports Sponsorships Worth it?-McKinsey and co.”***

With time, Sponsorships have become a very important part of marketing. With proper use of analytical approach, executives can deduce which sponsorship will create value in increasing the brand awareness. The importance of event is supposed to be analysed properly before the spending on it.

### ***“Strategies to fight low cost Rivals-Nirmalaya Kumar- Harvard Business review”***

In this report we have found that two types of customers, people who buy on the basis of price and the other one who buys as per value. So there is always a possibility to having a market share for value based businesses and low cost players. These are not the only factors that are important for customers, as the strategies implemented by traditional companies also impact as well.

### ***“Colour and shopping intentions: The intervening effect of price fairness and perceived affect”***

This report is based on how store environment impact customer’s buying behaviour. Cool Colours increases the chances of customers buying as compared to warm colours like red. Warm colours make the environment of sale/discount. Blue with bright light and orange with soft light has shown same impact on customer buying.

### ***“Customer Journey of Generation Z in Fashion Purchases “***

This report is about the latest fashion trend in purchases of Generation Z. As per the report, brands that offer athleisure type of relaxed clothing were most popular and number one factor to affect on store atmosphere on store interior. The attributes appreciated by customers are brand, quality and style. Nike, Adidas already had

the fame when 'fitness boom' came. Quality is most important and due to increase in quality, the price of product rises.

### ***A Brand Loyalty Model Utilizing Team Identification and Customer Satisfaction in the Licensed Sports Product Industry***

In this paper, we have read that customer satisfaction does not guarantee customer brand loyalty. It will not increase the repeated purchasing intention unless it builds up customers emotional attachments with the brand. So it is very important that sports marketers target the right customer and potentially address their wants and needs.

## **3. NIVIA Sports**

Nivia Sports is an Indian sports equipment manufacturer based in Jalandhar, Punjab, India, under the banner of FreeWill Sports Pvt Ltd. The firm makes athletic equipment such as footwear, apparel, and accessories for football, cricket, hockey, badminton, basketball, and tennis. It has partnered with many national sports events in India. Nivia Sports produces sports products in India which have been sponsored and used in national and international tournaments, leagues and championships. It includes the categories of sports equipment, apparel, footwear, and accessories.

Ashtang (Football) also has been the official match ball for Hero Indian Super League 2018-19. This will be used for ten clubs throughout the session.

Nivia Sports produces sports accessories such as kits or bags, tracksuits, shorts, lowers, shocks, and windcheaters for use in cricket, football, basketball, and volleyball. Nivia has sponsored all these products for national and international leagues and tournaments.

Nivia has contributed sports equipment, footwear and accessories including badminton rackets and shuttlecocks, strings, skateboards, skating wheels, squash rackets, and swimming accessories like earplugs, fins, masks, and aqua boards.

NIVIA has five manufacturing plant with different plant specialized in manufacturing different sports equipment. Each plant has a working labour capacity ranges from 500-2500 and has a production capacity of around 1 lakh units a month.

NIVIA being 80+ years old has focused mainly on retailers and distributors as their distribution channel. NIVIA being champion in mid range price products is known for their quality which has given a tough competition with high range products like Adidas, Nike etc.

### **Sponsorships**

Nivia Sports has been the kit sponsor for many sports teams over the year including **I-league** teams, **Mumbai FC**, **Jamshedpur FC**, **ATK** and **DSK Shivajians**.

- Nivia was an official partner of the 35th National Games Kerala, 2015 for basketball and volleyball.
- Official partner of SingaCup 2014

- NIVIA was the official ball at almost all the Santosh Trophy matches from the 1970s and was used in SAF Games in Kolkata and major IFA tournaments.
- NIVIA was the kit manufacturer of Atlético de Kolkata in the 2015 ISL season.
- Nivia was the apparel partner for Bharat FC.
- Nivia's Antrix football was the official match ball for the Goa Super Cup (GSC) tournament held in Goa in May, 2017.
- Nivia is the official kit sponsor for Indian Super League season 2018-19.
- Nivia is the official kit provider for the Mizoram state football association from 2018.

## **Associations**

Nivia has been supplying official kits for national and international football clubs, tournaments & leagues such as Nepal, Bhutan and Sri Lanka.

**Vision:** The constant efforts to achieve supremacy in evolving innovative technologies and cutting edge design, to develop breakthrough products that enhance the performance of all sportsmen, from the enthusiastic youngster to the seasoned professional.

**Mission:** We are committed to producing the finest sports equipments for Indian sports persons to help enhance their performance. We are proud to offer our world class sports equipments at an affordable price.

NIVIA was established in 1934 and as aligned with the mission, they have maintained a good will in the market with their excellent quality products available to consumers at affordable prices since then. Nivia's major revenue is generated through multi brand store and through distributors and small part with online partners like Amazon or Flipkart etc. Company is already ahead from other international brands in football and it is targeting to acquire the same with other product as well. Nivia's famous football that ASHTANG is hand stitched ball which has passed the quality parameter by FIFA and is the official match of ISL.

NIVIA hires only specialized person with good track record to work in the organization, which helps them to achieve 96-97% efficiency and produces only 2-3% waste which is been sold to other small scale industries for making useful goods. Nivia always look forward to help their employees in need which makes them different compared to other manufacturing firm.

### **3.1. Existing Outreach Program by NIVIA**

As per our discussion with sales team and TIE team, we have observed every person is dedicated in its work and wants to have as many partners with NIVIA as possible. They are constantly in touch with their retailers and distributors and are always ready to look forward in increasing the sales. As per our interaction with local retailers in Jalandhar, our visit to Ludhiana for Santosh trophy and interacting with the football team of Punjab, we have observed that most of the visits by the team happen with some prior information randomly.

### **Drawbacks:**

- There is no regular or periodic visit to retailers and most of the business is done through whatsapp or having telephonic conversation.
- When they plan for a visit there is very limited time to be spent in a particular location.
- There is no tracking mechanism of the grounds visited by the team.
- There is no standard follow up system with the coaches/Athletes
- If given a sample to a academy/coach there is no periodic follow up
- Nivia has no direct communication to the end consumer and hence is not able to comprehend the desired needs
- Very less focus on Research and development
- All the internal and external process is done through mails only, no standard software to stream line the process
- Dependency on external logistics makes the cost of transportation higher
- Lack of brand visibility

## **4. Project's Objective**

- To Design an outreach program for promoting NIVIA Sports Bags, Badminton Shoes and Sportswear on the availability of world class products at affordable prices by brand NIVIA.
- Direct to customer approach to help the brand grow at a faster pace
- To create the connect between the players and the brand

### **4.1. Scope of Project**

This project deals with direct customer engagement with less intervention of the middle man called the distributors and dealers. Nivia now seeks to have direct B2C channel than of its preliminary approach of B2B in their sportswear, bags and badminton shoes. Since Nivia is already an established brand with its unique strategy of providing high quality products at a reasonable rate and therefore Nivia is in association with many clubs and academies in the region where people are willing to play but cannot afford a quality product with its price. Now with more than 80 years of its establishment, Nivia has made its name in the heart of sportsperson with its quality product and have maintained a good faith with it. Hence now Nivia now wants to extend its reach to the consumers who are sportsperson but are not athletes. Taking this in mind they have already taken a step by opening its first exclusive showroom in Lovely professional university.

We have visited many academies in Jalandhar, tournaments like Santosh trophy (Finals) held in Ludhiana as well as some retail outlets to know the consumer behaviour, their buying needs, how well they know Nivia and what restrict them to buy Nivia products.

We are formulating a strategy keeping all points in mind discussed before, to establish short term and long term strategy that will help Nivia in progressing with its objective.

### **4.2. Problem Statement**

Nivia is well known brand in football and its accessories and is very much appreciated between athletes and retailers but other products like sportswear and bags (new production line with only 5 years of commencement) haven't gather that much of attention. Nivia's well known football ASHTANG is the official

match ball in ISL and it is the main sponsor of Jamshedpur FC and ATK for football kit and jersey in the ISL but its sportswear segment still needs appreciation in the consumer market. Hence Nivia is taking steps to reduce the gap between the company and the end consumer apart from focusing on retailers, distributors and athletes.

## 5. Observation and Suggestions

After our various visits and talks with our mentors and heads of various department we observed the need to revolutionized the process with following changes:

### 5.1. Mobile App

Nivia should develop its own app, so that it can increase its outreach among the sportsperson. This app will include all the 800 articles listed in the catalogue, with different sections for each profile such as for shoes their will a different section further divided according to each sport, Apparel section would be different further segregated into men, women, kids etc, accessories section etc.

Signup will take all the details of a consumer (name, gender, age, profession, and also certain questions about their physical activity). This detail will give us the percent of people who are into sporting activity, and that will be are target audience. We would be in periodic touch with our regular customers giving them special offers according to the amount of shopping done till a threshold and how frequently they visited the app. App will be upgraded on regular basis making it as user friendly as possible and shouldn't use much of data for loading. As we are moving at a faster pace towards the technological era, this app will help us to reach the remote location that we have lacked to explore.

#### 5.1.1. Description

The Official Nivia App for the employees would contain various forms to be filled up and few other data which would be tracked and extracted automatically on the basis of previous filled forms. But before the employee could access any of the forms which he/she is required to fill, he/she would be required to Log In using his Credentials as given by Freewill Sports Pvt. Ltd

The employees will be required to Log In/Sign in using their Freewill Sports Employee ID and a Password which is created by their own selves. After log in, they get access to various forms which are to be filled and extracted through the system. Description of all forms is mentioned below:

- **Database:** This shall be the database which can be accessed from the app where academies and players details can be extracted. Any important Contact which is of any usefulness to NIVIA will be added in the database by any official of the Freewill if he/she feels necessary to. It would contain some basic details of institution {Academy, School, College etc.}, associated person, contact number, address, designation, Email and associated Sport as mentioned in the app.
- **Academy Visit page:** This page would contain the Date of Visit to a particular academy along with details such as the name, address, Sports associated with the academy, Count of students and Coach's contact details whether he can be considered for a initial sampling option, any free samples given. And after two months the "Final Sampling



Option” field in the form needs to be updated based on the follow ups done after initial samples were handed over to the coach.

- ***Athletes Visit page:*** This page would contain the Date of Visit to a particular player in an academy along with details such as the name, address, Sports associated with the academy and Coach’s contact details whether he can be considered for a initial sampling option, any free samples given he/she can be considered as our potential ambassador. And after two months the “Final Sampling Option” field in the form needs to be updated based on the follow ups done after initial samples were handed over to the coach.
- ***Converted Academy Report:*** This report will be automatically generated when the field “Final Sampling Option” is updated as “Yes” in the “Academy Visit Form”. Then the sales colleague can get the agreement signed for the association with coach. Further, the “kit distribution” details will also be mentioned in the report which are to be send to coaches every 6 months. This form shall facilitate the easy tracking of the promotional activities done by NIVIA as well as activities which are to be done in the academies. The follow up with coaches would be done once in 3 Months over call and the comments would be manually entered by the person following up. As far as the promotion in academies is concerned, it would be done once in every four months.
- ***Gym Visit Page:*** Similar to Academy page we can form the gym page for their partnership. This form would contain the basic details such as Name of the gym, Name of the person in contact, his contact number, gym fees etc.

➤ ***TO BE AUTOMATICALLY GENERATED:***

- ***Summary Dashboard:*** This is the final report summary which would be accessed by the Top Management and individuals it would contain the percentage conversion rate of the academies getting associated with Nivia. Secondly, the report would also contain the stats of the promotional events, follow up, performance kits given to gym’s.



Figure 5 Home Page



Figure 6 Football Page

### 5.1.2. Benefits

Following are the benefits of using an APP:

- This will help NIVIA to promote its exclusive high range products which will specifically be featured on this App not otherwise.
- Reaching directly to the end consumer hence middle man is displaced
- This will avoid dealer margin
- Help us to find customer needs and focus on more creative and new patterns
- As the penetration of the app increases within a region, it will help us to get the region wise data of customer using NIVIA and how frequently customers are purchasing our product again. This will help us to make a perception map of NIVIA with other competitors and we would be able to tap the growth.
- Extended service options to dealers to partner with us also with gym trainers and owners

As we are promoting our products placed in Flipkart and Amazon through ads looked by D&O, hence after establishing the app we can show the high range, fashionable and new designs exclusively available on Nivia app can be promoted through those ads. That will pull more customers to our app then visiting flipkart or Amazon.

We can also let some discount on people's first purchase and also allow referral discounts to promote our app.

## Financial

| Particulars                               | Initial Year               | Subsequent Year            |
|---|----------------------------|----------------------------|
| App Developed by external service partner | 70000 – 350000             |                            |
| App Maintenance by IT team<br>(2 members) | 2*30000 = 60000(per month) | 2*30000 = 60000(per month) |
| <b>Total (Rs.)</b>                        | <b>7,90000 – 10,70000</b>  | <b>7,20000</b>             |

Figure 7 financial for Maintenance of App

## 6. Duffle Bags and Backpack

It's been only three years since the initiation of production line of bags and Nivia is already an accepted brand, with two types of bags which are Duffle bag and backpack. As per our discussion with bag department the sales of duffle bag is more than backpack, since Nivia's main target audience is sportsperson and athletes. Nivia has focused mainly on tenders, academies, competition and clubs for their bags and apparel along with football, volleyball etc. But to gather large customer base they need to open to consumers who are not athletes but are sportsperson which is normal consumer. As per our observation, the fabric quality is in line with the quality standard ISO.



Figure 8 Dufflebag

### 6.1. Drawbacks

- Focus is more on duffle bags, but needs to be focused more on backpack as the consumer market using backpack is more than duffle market.
- Very less focus on Research and Development
- Designs needs to be in line with the latest fashion trend
- Very less variety in backpacks
- No warranty

## 6.2. Suggestions

- Backpack with laptop pocket as well with more compartment needs to be built since from school going children to working adult uses backpacks for their belongings
- Duffle bag with additional compartment for shoes need to built as we lack this pattern which is in trend for gym going persons
- Duffle bag with trolleys along with handle will give ease to athletes to carry their sports accessories
- As we are dominant brand in the field of quality plus price, but we can even start a new premium range products for people who doesn't hesitate to spend more with good quality as well as design
- Expansion of Research and Development department needs to be done, hiring more innovative and creative people for designing.
- Mixing of Sports with Fashion can be a good move to attract more customers.
- Mobile app shall be used to give discounts and offers.
- People need warranty in what they are buying, hence providing warranty for minimum 3 months is recommended.

## 7. Sportswear and Badminton Shoes

Sports Apparel section is a new production line of Nivia and is in business since last 5 years. Nivia's objective is to provide good quality with effective price to the consumers. Nivia's greatest strength is its connection with various academies, clubs, schools and colleges etc and considers their major consumers to be sports players. Now Nivia has opened its section to end consumers and it is seeking to have more penetration to the consumer markets who are sports enthusiasts. Nivia has opened its exclusive retail store in Lovely Professional University and it is doing great with a footfall of around 100 per day.

Nivia has an online marketing presence and now is considering opening more exclusive retail outlet. Apparel industry is very large consisting sports industry giants like Nike and Adidas. Nivia is promoting its products online through our D&O venture on Flipkart and Amazon and also through various advertisements on online apps through D&O.



### **7.1. Drawbacks**

- They majorly focus on sports academies, clubs and on national events, hence direct customer needs are not been captured.
- Less focus on Research and Development on Design
- Less focus on promotional activity
- Less focus on innovation
- Less focus on marketing presence through offline channel.

### **7.2. Suggestions**

- As every individual search of apparels which can make them look cool and charming, hence we can combine our apparels with trending fashion design in our already existing style. This combination is hardly used by any sportswear company.
- We should focus on new designs with the changing trend
- We can also start our premium segment for garments where our polyester can be replaced by polyamide which is a new tech with odour resistant and more durable.
- Promotion through advertisement and newsletter or magazines.
- Customize your T-shirt/tracksuits from the Nivia website.

## **8. Gym**

In the recent past, people have shown much interest to be active and fit and for this what can be best than joining a gym. And because of this there is a tremendous growth in opening of new gyms in an area. Almost every state, every city or can be said almost every area has at least one gym. Hence it can be used to promote our products through this channel.

### **8.1. Suggestions**

- Sales team can collaborate with gym owners to promote our product such as running shoes and orthopaedic equipments (wrist band, knee cap, waist band etc) to the fellow customer by use of certain gift voucher when they join. This will give certain margin to the owner as well as some discount to the customer and will help to promote our product faster.
- Sales team can approach to the best gym chains in India such as Gold's Gym, Solaris, and Fitness India etc which has a rule to carry different shoes to be worn in the gyms. Hence we can approach the chains with a new idea of having their own shoes for their customers in shelf whose fee can be added to the package and will be our first step to associate with gyms as a partner.
- We can associate ourselves with gym trainers or owners who usually guide the new entrants the guidelines been followed in gym hence they can promote the type of fabric needs to be worn during workout and therefore Nivia apparel can be promoted.
- For this our sales person will give vouchers that can be redeemed for discount in Nivia shoes or apparel from our nearest retailer or distributors.
- And owner can be given some percentage of margins through its monthly sales.

## 9. Coaches and Athletes

To observe the needs and requirements, we interacted with Punjab football team playing in Santosh trophy in finals and under our observation are as follows:

- Nivia is well established brand among players
- When playing with studs in any event they used to prefer Adidas or Nike then Nivia which is their own choice while the jersey is been sponsored by the management
- Sense of belongingness was missing
- No regular communication was established with coaches and player by our sales team
- No regular follow up about the product
- No data is recorded about the players and coaches

Hence we have come up with a plan to organise a mobile based app to get the details filled of the player and coach and accordingly following up with the respective team on periodic basis. This app will have tabs with the required amount of questions and queries to be filled and as it is very handy to carry a mobile hence data can be extracted from the database as per requirement.

This app will have details of the players, the type of shoe, ball and sportswear he/she like to play with along with our list of samples provided and feedback about that product, also it will be very beneficial to get the logs or the past history from the history tab that will show all the past visit details with date that has been visited.

### 9.1. Target academies

Tie team has made connection with various clubs and academies but there are many potential cities where we haven't tapped on, hence we would target those academies and institutions which has around 50 players for training and that would be done by our sales team, after deciding the target places, member of mostly the new recruit of Freewill will go there and interact with the coach. If the response of the coach during our interaction is positive and he is willing to associate with NIVIA, NIVIA would consider him as initial sampling option based on the future revenue potential from his academy. NIVIA needs to first form a strong association with the coach and then move towards the athletes.

### 9.2. Providing free samples and follow-up

After the first meet with a coach, the executive would provide samples of NIVIA products within 2-4 days and ask them to use and try. The sales executive would then take the first feedback of the product from the coach after 15 days via phone call, note down comments and then they would ask him to use the product further for some more time. They will take second feedback after another 15 days and take review. After 15 days, the officials would take a third review. (This review will be shared with manufacturing team for product improvement and promotions team for any upcoming event, etc.) If the coach is found to be satisfied by the product, NIVIA can consider the academy as our partner in promoting our product in the games been played by the academy players and would also promote Nivia with expected future growth in the number of students and the potential revenue in future. The activity which NIVIA would perform in case of a final sampling option is covered next.

### 9.3. Final Meeting

Employee of Freewill will meet after 60 days from the date on which free sample were given to enter and sign the coach engagement agreement. This can be done digitally as well as on paper. We will draft a formal agreement

containing the terms and conditions, which will be signed by the coach. NIVIA would provide free “Performance Kit” costing **up to Rs.8000 per year** (including courier charges) to each coach. Performance Kit will be given to the coach half yearly. The agreement entered into with the coach will have a clause that **he must wear NIVIA Kit while training his players, make annual purchase, and allow us to have promotional sessions (thrice a year) in his academy.**

#### **9.4. Follow up**

Once any coach enters in an agreement with NIVIA, we will have to schedule follow up calls quarterly as well as when required. **Feedback of samples distributed under scheme, review about products, any current requirement for the academy, any upcoming tournament in his region will be discussed in follow up calls and hence it will be stored in the app with the reminder to take follow up.** (This review will be shared with manufacturing team for product improvement and promotions team for any upcoming event, etc.) Also, NIVIA will have a follow up of whether promotional sessions and other activities are being conducted as per the respective agreements. This follow up will also help us be in contact with the coach constantly and build a strong association and hence as we have digitalized the system we would have instant data, when and how much the coach was proactive in conducting events and promoting our brand to the local community.

##### **9.4.1. Sales Commission**

NIVIA would offer commission to the coach on sales made by coach’s students via NIVIA mobile app. Percentage of commission could be around 2-5 percent. This will further encourage him to promote/recommend NIVIA products.



**Academy's Detail Form**

*Coach Details*

**Academy Name**

**Address**

**Coach Name**

**Age**

**Sport**

**No. of Students**

**Phone No.**

**Email Address**

**Save & Next** [History](#)

**Academy's Detail Form**

*Nivia Details*

**No. of Sample**

**Samples**  **Date**

**Type of sample**

**No. of Visits**

**Feedback**

**Last time visited**

**Rate**

**Save | Cancel**

Figure 9 Academy/Coach Mobile page

**Coach Name:-** Khushwant Singh  
**Age:-** 48  
**Phone No.:-** 8193084347  
**Email:-** Khushwant.singh@gmail.com

**Academy:-** Lions academy  
**Sport:-** Badminton  
**No. of students:-** 20  
**Rating:-** 4/5

| s.no | Date | Sample | Quantity | Type of Sample | Last visit | Feedback |
|------|------|--------|----------|----------------|------------|----------|
|      |      |        |          |                |            |          |
|      |      |        |          |                |            |          |
|      |      |        |          |                |            |          |
|      |      |        |          |                |            |          |
|      |      |        |          |                |            |          |
|      |      |        |          |                |            |          |
|      |      |        |          |                |            |          |
|      |      |        |          |                |            |          |
|      |      |        |          |                |            |          |
|      |      |        |          |                |            |          |

Figure 10 Academy/Coach History Page



| Player's Detail Form            |                      | Player's Detail Form                          |   |
|---------------------------------|----------------------|---|---|
| <i>Personal details</i>         |                      | <i>Nivia Details</i>                          |   |
| Name                            | <input type="text"/> | No. of Visits                                 | <input type="text"/>                                  |
| City                            | <input type="text"/> | No. of Samples                                | <input type="text"/>                                  |
| Age                             | <input type="text"/> | Sample  | Select <input type="text"/> Date <input type="text"/> |
| Phone No.                       | <input type="text"/> | Type of Sample                                | Select <input type="text"/>                           |
| Email ID                        | <input type="text"/> | Feedback                                      | <input type="text"/>                                  |
| Club Name                       | <input type="text"/> | Last time visited                             | <input type="text"/>                                  |
| Coach Name                      | <input type="text"/> | Rate  | <input type="text"/>                                  |
| Shoe Size                       | <input type="text"/> |   |   |
| Favorite Brand                  | <input type="text"/> |   |   |
| <a href="#">Save &amp; Next</a> |                      | <a href="#">Save</a>   <a href="#">Cancel</a> |   |
| <a href="#">History</a>         |                      |   |   |

[illegible]

## Financials

| Particulars   | Initial Year     | Subsequent Year  |
|---|------------------|------------------|
| App Developed by external service partner                             | 70000 – 350000   |                  |
| App Maintenance by IT team<br>(2 members, 2*30000 = 60000(per month)) | 7,20,000         | 7,20,000         |
| Performance Kit<br>(100 Coaches*8000)                                 | 8,00,000         | 800000           |
| Initial Samples<br>(100 coaches* 2000)                                | 2,00,000         |                  |
| Promotional kit to Athletes<br>(200 athletes* 2000)                   | 4,00,000         | 4,00,000         |
| <b>Total (Rs.)</b>  | <b>24,70,000</b> | <b>19,20,000</b> |

Figure 14 financials of App maintenance

*\*\*Note: Travelling cost and number of employees visiting has to be included\*\**

### 9.4.2. Deliverables:

- Creating digital content for advertisements and promotions by taking photographs/videos of the players and putting them separately on **NIVIA's Facebook Page/Instagram**/website and ask the players to visit the same in order to get them.
- Special discounts to be given to players by way of providing Discount Coupons/Vouchers which they can redeem at the retail sports shop or on mobile app.
- **Monthly magazine** related to Sport trivia, success stories of players, local heroes which have gone further to make it larger and tips about sports should be sent across academies **Offline and Online via email** for the benefits of students along with the promotion of NIVIA.
- Set-up **Canopy** and **banners** at event/tournament locations
- Promoting NIVIA App at events/ tournaments/social media

## 10.Streamlining the Process

As looking to the flow of process from acquiring an order from a vendor to the sales team and from sales team to the production department, broadly the process works on mail chain and sometimes it is confusing to recheck the order. Hence to avoid ambiguity we have come up with a plan to restructure the process with a help of software. This software is a ticketing tool that will generate a ticket to the respective team whenever a request is raised. Suppose sales team got an order from a vendor, hence sales team will mail purchase team, purchase team will raise a ticket attaching the mail with an incident id, and after looking to the stock will assign the ticket to the production department.

### 10.1. Description

1. Sales team gets an order from the vendor, hence he will raise a ticket with a unique incident id (automatically generated by the system) attaching the respective mail of order. If the order can be fulfilled from the existing finished goods inventory it will be processed and items will be dispatched and ticket will be closed.
2. If there is no adequate finished inventory then sales guy will assign the ticket to the next respective team i.e. purchase team for the remaining items to be processed.
3. Purchase team will assign the ticket to the production team attaching the mail chain to manufacture the inventory to be refilled with the stock.
4. As the purchase team looks for the minimum inventory to be maintained, if inventory is below the par then purchase team can directly raise a ticket to the production stating the item details to be manufactured and assign it to the manufacturing team.
5. This would include various tabs including every detail needed from vendors time of details punched to the every aspect where the delay is been measured like in which department for what reason etc.
6. We can also assign an order according to the urgency of requirement like high, medium and low with different SLA so that the manufacturing dept. can work accordingly to process the requirement.
7. This system is very efficient in **identifying the defects** in the process and we can work on that specific area to improve and achieve greater efficiency.

File Edit View Actions Windows Help

Home Document Help Mail Print

## Software

[View Broadcast](#)

**Quick Actions**

- [Assign to Me](#)
- [Auto Assign](#)
- [Broadcast Incident](#)
- [Customer Incident](#)
- [Incident Matching](#)
- [Select Operational](#)
- [Select product](#)

**Links** ▶

**Functions** ▶

**Advanced Functions** ▶

**Consoles** ▶

| Incident id | Detail                            | Date    |
|-------------|-----------------------------------|---------|
| INC 00011   | Please order 500 pairs of shoes   | 1/06/18 |
| INC 18900   | Please order 50 Ashtang footballs | 9/07/18 |
| INC 99110   | Please order 100 pairs of shoes   | 9/07/19 |

Figure 16 Employee Incident Page

File Edit View Actions Windows Help

Home Document Help Mail Print

## Software

[View Broadcast](#)

**Quick Actions**

- [Assign to Me](#)
- [Auto Assign](#)
- [Broadcast Incident](#)
- [Customer Incident](#)
- [Incident Matching](#)
- [Select Operational](#)
- [Select product](#)

**Links** ▶

**Functions** ▶

**Advanced Functions** ▶

**Consoles** ▶

Identification and classification    Review    Investigation and Diagnosis    Resolution and Recovery

**work details**    Characteristics    Date/System    Additional Search

|               |                      |                    |                      |
|---------------|----------------------|--------------------|----------------------|
| Incident id   | <input type="text"/> | Date               | <input type="text"/> |
| Company       | <input type="text"/> | Mail 1             | <input type="text"/> |
| Customer      | <input type="text"/> | Mail 2             | <input type="text"/> |
| Contact       | <input type="text"/> |                    |                      |
| Description   | <input type="text"/> |                    |                      |
| Summary       | <input type="text"/> | Last Modified by   | <input type="text"/> |
| Department    | <input type="text"/> | Last Modified Date | <input type="text"/> |
| Priority      | Low                  | Incident Date      | <input type="text"/> |
| Status        | Pending              | Resolved date      | <input type="text"/> |
| Status Reason | <input type="text"/> | SLA                | <input type="text"/> |
| Assignee      | <input type="text"/> |                    |                      |
| Assigned Grp  | <input type="text"/> |                    |                      |
| Assigned from | <input type="text"/> |                    |                      |

Search    Resolve    Print    Save    Close

Figure 15 Incident Page

Fig

**Software**

[View Broadcast](#)

**Quick Actions**

- [Assign to Me](#)
- [Auto Assign](#)
- [Broadcast Incident](#)
- [Customer Incident](#)
- [Incident Matching](#)
- [Select Operational](#)
- [Select product](#)

**Links**

- [Advanced Functions](#)
- [Consoles](#)

| Incident ID | Dealer's Name   | Sales Rep    | Total Amount | Service Status |
|-------------|-----------------|--------------|--------------|----------------|
| 000111      | Vicky Singh     | Isha Lachhar | 80,00,000    | Pending        |
| 00088       | Kulvinder Singh | Keshav Kumar | 90,00,000    | Inprogress     |
|             |                 |              |              |                |
|             |                 |              |              |                |
|             |                 |              |              |                |
|             |                 |              |              |                |
|             |                 |              |              |                |
|             |                 |              |              |                |

**Search** **Resolve** **Print** **Save** **Close**

Dealer's Name: Vicky Singh  
Sales Rep Name: Isha Lachhar  
Incident ID: 000111  
Date: 11-05-2019 07:00:19 PM

Total Amount: 80,00,000  
Pending Amount: 10,00,000  
First Installment: 7,00,000  
[+ Add Installment](#)

**Service Status** ☐ In Progress ☐ Pending ☒ Cancelling

Figure 17 Finance Page

## 10.2. Benefits:

- This will help us to keep record of every item when manufactured, with what time and with whose request.
- This will help us to minimize the ambiguity between the request made with different teams about the products to dispatch or to be manufactured.
- This platform would be available to view the data of the past requests made and would be very useful in creating the dashboard for analysis.
- This ticketing system will work on SLA (service level agreement) to complete a given task on a limited time period hence increasing the working efficiency.
- This would help us to investigate at which point of process flow slowness is been measured, where lead time is increased, and which teams efficiency is slow in processing
- Also we can track how much sale or items have been sold or manufactured and accordingly we can define the Minimum or Maximum stock inventory in a month or quarter to achieve greater efficiency, less lead time and faster dispatching of the product.
- It will help us to identify how many high tickets were raised, medium or low incidents were raised and how fast we responded to the order.

## Financials

| Particulars  | Initial Year                 | Subsequent Year  |
|--|------------------------------|------------------|
| Software Establishment (License)                   | 50,00,000 – 1,00,00,000      |                  |
| Software management (5 employees* 40000) per month | 24,00,000                    | 24,00,000        |
| <b>Total</b>                                       | <b>74,00,000-1,24,00,000</b> | <b>24,00,000</b> |

Figure 18 Software Cost

## Activity Flow Chart

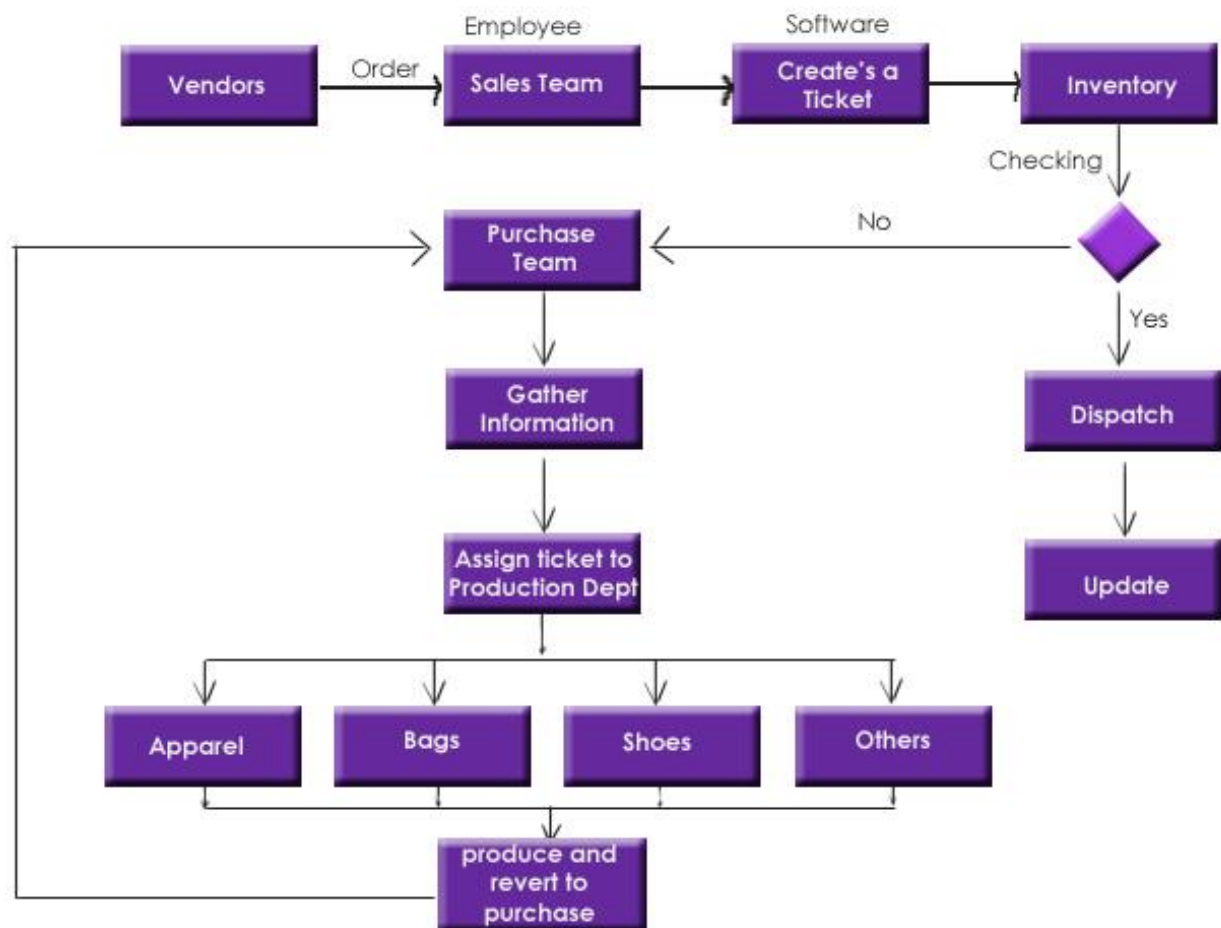


Figure 19 Ticket Flow Chart

## 11. Logistics Management

A major part of transport of goods from Nivia to its dealers and distributors is done with the transport systems assigned by the latter. Though, this system might sound profitable economically, but on the longer run this system might have unwarranted issues which might lead to a competitive disadvantage. Some of the problems arising by employing this system are

- Increased Lead times
- No control over product movement from manufacturing unit to dealers by the company
- No tracking system for the product dispatched
- Inefficiencies in recovering accounts receivable due to the unavailability of delivery data
- Customers are forced to purchase competitors' products due to unavailability and thus reduces the outreach and thereby potential customer base

During our interaction with sportswear shop owners, we have noticed that a major part of consumer base is willing to purchase products of other brands rather than wait for their favourite brand. Hence having products available at the right places at the right time is of utmost importance for sport market industry.

The increased lead times due to the use of distributors logistic system results in loss in sales and stock outs which reduces the outreach to the end customer and has cumulative adverse effects on future sales. This might also lead to missing out on potential customers. Also, this system gives control to distributors with regards to the product movement across the market. The following options are available to handle logistics,

### 11.1. Suggestions

- Hire third party vendors to deliver products to dealer warehouses
- Establish warehouses at prominent locations and transporting products from these locations will drastically reduce the lead times
- Start company owned transportation system which will drastically reduce the lead times and increase the product availability
- Company's own transportation will allow the tracking of goods in a well refined way as well as goods security will be under company's observation.

Employing the above mentioned system will provide a competitive advantage and has the following benefits:

- Reduction in wait times
- Improvement in outreach to direct to customer

## 12. Warehouses

Demand for sports is growing exponentially across the country, as is evident from the statistics that a wide variety of sports have seen growth in viewership and participation in the recent times. As the Nivia is expanding, the new retail would need its stocks to be filled all the time hence opening of warehouses in a city which a greater reaches to the cities where the outlets have been opened. Setting up warehouses is the first step towards reaching the goal to serve as many customers as possible, since it will facilitate the ease of goods movement and improves the accessibility of the same.

Establishing warehouses becomes necessary to tackle the following problems:

- With the increasing demand for sports goods, the production also needs to be increased to meet the demands as well as to achieve the economic benefits of large-scale production. At the same time, it is also important to store the goods properly. Hence setting up warehouses at strategic locations across the country is necessary.
- It is essential to have the goods available near the areas of consumption, without any delay so that the consumer purchases the good at the time of their need.
- These warehouse serve the purpose of being a junction where goods loaded from the manufacturing units are stored in these warehouse with minimum and maximum quantity calculated according to the requirement and hence if orders are been given by retailers then we can directly dispatch the goods from these warehouses therefore reducing the lead time as well as improving the distribution network to those cities unexplored.
- We can also define our sales team in these warehouse locations which will visit to those areas which it is not possible to explore from Jalandhar based sales team and hence our distribution partners will increase.

While setting up the warehouses, to make most use of them, it is important that they should be located near highways, railway stations, airports, seaports. Having them located near these locations will provide maximum access to transportation facilities and thereby minimizes transportation costs. The warehouses should also have sufficient parking space for easy loading and unloading of goods. The warehouses will serve as centres of picking and packing; hence they should be equipped with all the necessary mechanical and other supplies needed. Nivia can employ local transport vendors to transport goods for bulk requests from these warehouses to keep the flow of goods continuous. Arrangements can also be made to process financials at the warehouses.

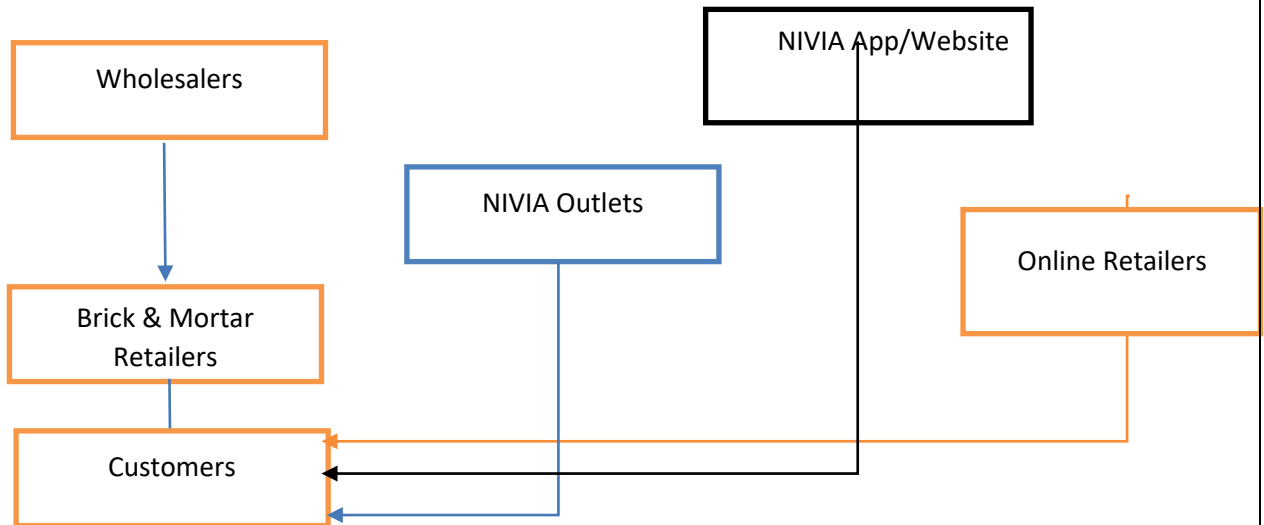
### 12.1. Benefits

With the above mentioned practices, setting up warehouses will provide the following benefits:

- Provides storage facility for goods
- Provides protection to the goods and ensures their safety and reduces wastages due to breakages, spoilages etc which mostly happens in long journey from the manufacturing unit
- Ensures continuous supply of goods throughout the year
- Multiple points of distribution can reduce delivery time / lead time significantly. Instead of waiting for goods to arrive from manufacturing plant, they can be distributed from nearest warehouses and thus delivering the products quickly
- Enables the manufacturing units to continue production and helps achieves economies of scale
- Location advantage which in turn reduces the cost of transportation
- Serves as sale points for local small businessmen which will help in increasing the outreach for the products



## Customer outreach



In the current process, a customer can purchase Nivia products through retailers or online (e-commerce) websites. The retailers receive the goods through wholesalers, who in turn purchase from NIVIA. Alongside these flows, NIVIA should also focus on starting their retail outlets to reach directly to the customer without the need for the intervention of middle-men (dealers) which will increase the goodwill as well as loyalty among customers. But at the same time, it is also important to maintain a healthy relationship with the dealers since a major part of the business is done through them.

## 13. Wholesalers

Wholesalers, dealers, retailers are an important part of business. They act as catalysts to improve promotion, to manage sales demand and supply. Wholesale dealers bring in a lot of business to NIVIA by selling to retailers or through their own stores. A major part of revenue of NIVIA is earned through these dealers.

Wholesalers become an important part of the supply chain by performing the following functions:

- Breaking down bulk by buying in bulk and selling in smaller quantities to retailers
- Maintaining supply-demand stability
- Providing market information about the product demands and changes in consumer buying habits

It is no exaggeration to say that they form a very important part of the business. Hence it is important to keep the dealers satisfied with their partnership with NIVIA.

During our visits to various wholesale and retail outlets, we have observed the following:

- Dealers are fine with the product return on investment and customer rebuys
- However, some of the dealers are unhappy with the different margins given to various dealers

### **13.1. Stabilizing the Margin system**

To overcome the uneasiness within the retailers for the margin, NIVIA should introduce tier-based margin system which improves the transparency as well as the trust of dealers on NIVIA. The tier-based margins should be given on the following parameters:

- Duration of association with Nivia
- Type of Product
- Volume purchased/ Product sales

Implementing such system will have the following advantages over the existing system:

- Increases the longevity of association with Nivia
- Helps boost sales
- Increases the focus on products with low sales/new launches

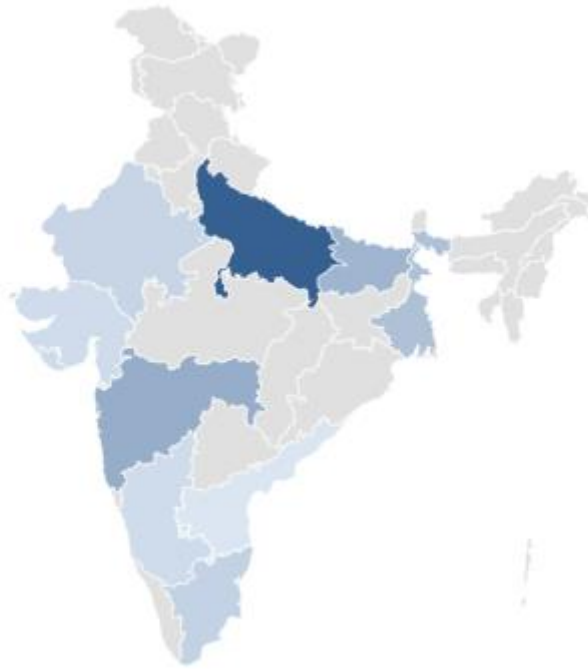
### **14.NIVIA Retail Outlets**

A major part of the target audience of sports manufacturers fall in the category of students. Hence in its efforts to expand its reach NIVIA should focus on reaching to their primary audience. For this, Nivia should consider setting up of outlets in tier-1/2 cities in the vicinity of central universities. This will increase the outreach of NIVIA products as well as attract a large number of potential customers. Since Nivia products fall in the low to mid end range, they fall perfectly in-line with the buying habits and preferences of a majority of Indian college students.

Considering the demographics of India, a major chunk of the population is in the late teenage or early twenties. Hence setting up stores/outlets in areas with concentration of students will help establish connect with the people for the long run. Therefore establishing exclusive retail outlets in those cities as well areas where there is around 3000+ student population, this strategy would benefit Nivia by gathering pull within the young minds, developing a sense of belongingness by developing the products as suggested above, with mix of trending fashionable designs to our existing fabrics or materials. As we know every school, college or university has playgrounds, college teams, gyms, swimming pools etc for their students, hence this also lead to the fact that there are many students who like to get engage in being fit and healthy by workouts , playing as their hobby or competing in tournaments for this they used to wear college jerseys as well other sportswear hence tapping those area where student quantity is more will attract more youngsters to order and try our new designs and would eventually increase our revenue.

### 14.1. City recommendations

The cities to be selected for starting retail stores should be based on the college density of the particular place since the target segment consists majorly of these demographics. The following map depicts the states with the most number of college students.



The cities with the most number of colleges in these states are as follows:

| <i><b>City</b></i> | <i><b>Number of colleges</b></i> |
|--------------------|----------------------------------|
| Bangalore          | 970                              |
| Jaipur             | 616                              |
| Hyderabad          | 499                              |
| Nagpur             | 445                              |
| Rangareddy         | 438                              |
| Pune               | 427                              |
| Mumbai             | 334                              |
| Allahabad          | 310                              |
| Nalgonda           | 300                              |
| Guntur             | 296                              |

Figure 20 Citieswith No. of Colleges

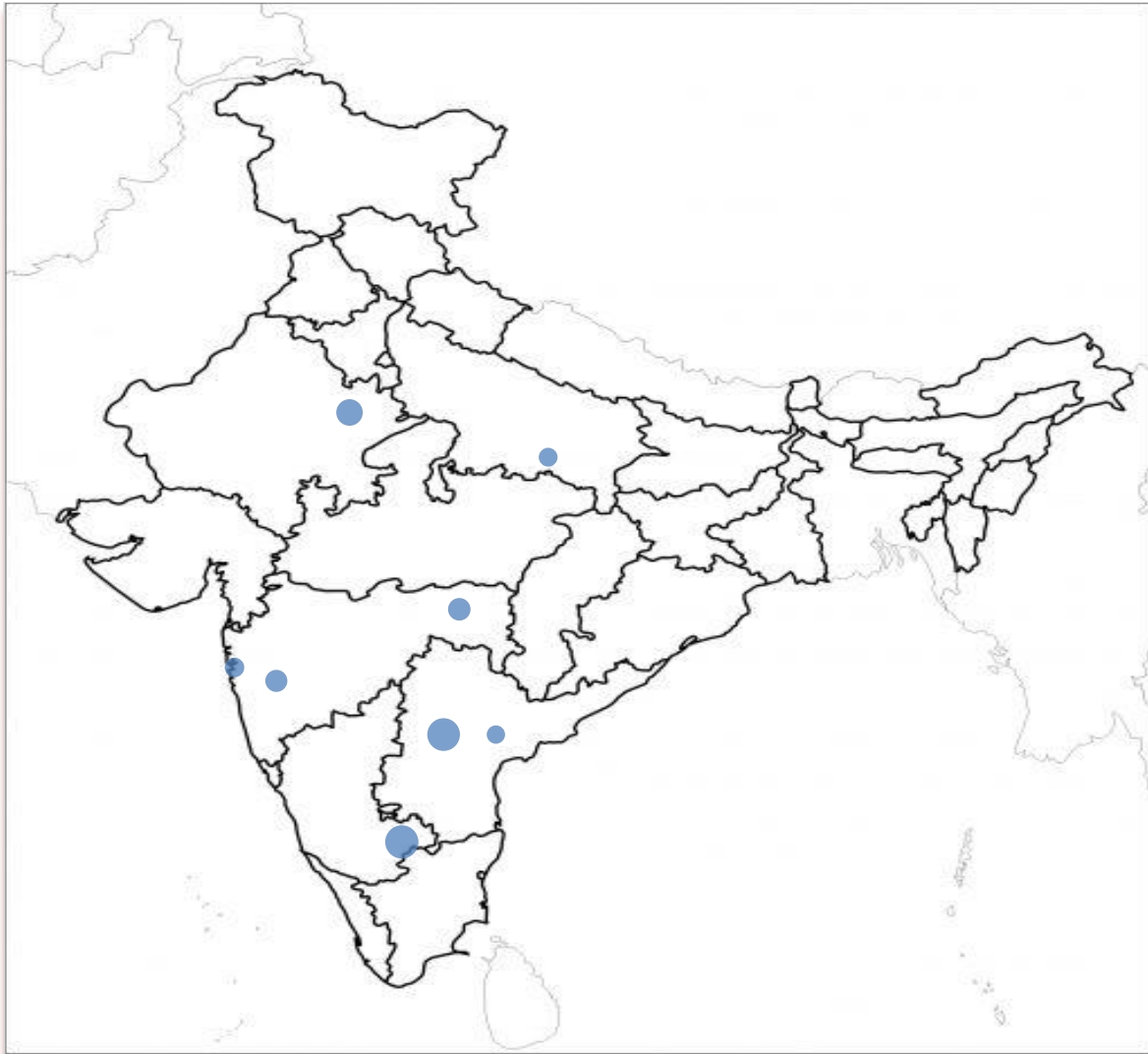


Figure 21 Store Location

NIVIA can consider setting up stores in these locations or near these cities to gain maximum outreach.

### 14.2. Benefits

- Consumer awareness about the brand
- Being the market leader in price we could attract more customer, hence rise in revenue
- We would be in direct connect with the customer, therefore we could assimilate their needs
- We can directly connect with the customers and take surveys to enhance our products in designs and performance
- Direct to customer will benefit us in implementing new design patterns according to the need
- As we know maximum population percentage in India consist of youngsters hence establishing our name in their minds will help to grow Nivia at much faster rate.
- Also collaborating with these universities or college like we have collaborated with LPU would be beneficial.

## 15. Online retailing through e-Commerce platforms

NIVIA currently sells its products through most of the major e-commerce platforms. The sales happen through three different channels:

- Sales partners partly/fully owned by the e-commerce platforms purchase products from NIVIA and sell on the websites. These sellers often offer the highest discounts on the platform and make most of the sales of any particular product.
- Sales partners of NIVIA list their products on the e-commerce websites and sell/ship the products directly from NIVIA manufacturing unit.
- Third party sellers, who purchase products from NIVIA in bulk and list these products on the e-commerce platforms

Problems with the existing process:

- Low prices/higher discounts (discounts as high as 80%) offered by sales partners of the e-commerce platforms hinder the online as well as offline sales in the long run – this will also make existing partners to distance themselves from NIVIA due to the low sales.
- Product mismatches (as we have observed from our interaction with the online sales partner) will not only reduce the product sales but also affects the image of the brand in the long run.
- Selling products below their MRP at a very high discount rate will send a bad signal to the customers about the product

### 15.1. Recommendations

- Online retailers should be advised not to lower the price below a fixed limit
- Implement efficient mechanisms to reduce delivering different products. This can be achieved by training assembly line employees about the products and their features.
- Also assigning the correct product code to a specified product, as it has been seen with the talks to D&O Ventures that different product were assigned the same product code and hence the wrong item was delivered to the customer.

### 15.2. Advantages

- Online partners will not lose business to the sales partners of e-commerce platform.
- Improving accuracy of products developed will increase the good will among customers

## 16. General Suggestions

- Nivia should start its promotion activity through T.V advertisements, hence it's presence would reach to every corner of India
- Nivia Should endorse Brand Ambassador for these ads
- Nivia can also go monthly Magazines or newsletter about their products
- As Nivia is well established value for money brand, but time has now come to shift to grab those high end customer through its unique designs and new technology that can give tough competition to foreign brands in India, hence generating 80% revenue tapping those 20% high end customer would be very beneficial for Nivia to grow on international standards in the coming future.
- Nivia Should work on implementing changes in its website, as it takes much time to load, and should sell those premium products either in their own retail stores or on their app.

- Small Sales offices in the warehouse we suggested earlier can help to explore the state more and to have more city to expand our distribution network
- We can conduct strategy competitions opened for MBA college students for presenting their strategy to expand Nivia as a brand, it can be held on 4 levels :

#### **National Business Competition Levels:**

- ❖ First level would be registering in a group of three and forming a marketing or logistic strategy for our products
  - ❖ Second level will of making a promotional video of Nivia and share it on social media
  - ❖ Third level would a 3 min pitch video of your strategy
  - ❖ Last level on elaborate presentation of your strategy in Jalandhar
- We can put up a option of customize your jersey through our website or mobile app and hence a large number of universities or colleges look for their designed sports jersey for representing their college in the college fest or events, it could be a good strategic move since very less competitor are there in the market for designing.
  - We can start content writing to professionally blogging about our products on social media websites to make aware of our brand to sports person
  - During ISL, the footfall of football enthusiast is around 40,000-50,000 and people used to buy jerseys of their favourite club to support hence we can make official jersey to be available to normal customers to be worn during game, as well as we can make it available in our retail outlets as well online
  - Use of cool colours in the interior decor of the exclusive stores will decreases the likelihood of postponing purchase and increases the purchase intention

## **17. Analysis OR Research**

The sportswear industry is very vast like apparel, shoes and accessories, hence a sports manufacturing company should look into all the needs of an athlete as well as sports person. Nivia is one such home grown company that is manufacturing almost all the articles that are needed in sportswear. Doing our research, we came across many articles about the growth of sportswear industry, their year on year growth and also the market cap of the competitors in India. To proceed with are our research on consumer awareness, we first need to know about the materials that are been used to make a apparel and their stitching. For this we were given full through induction about the process Nivia follows to make a garment, with what type of fabric is to be used, how much diner the fabric must be labours required for the process and at last the stitching and printing. Along with the industrial induction, we also searched the type of fabric been used by the internationally accepted brands like Adidas, Nike and Puma and compared with the existing fabric and quality used by Nivia. We used **Euromonitor** for getting market cap and sales data in India.

After getting all the information about the manufacturing and the type of fabrics used, we interacted with the sales team to know about the process. After all the industrial view , we planned to visit various academies in Jalandhar, tournament in Ludhiana and distributors in Jalandhar to know Nivia's acceptance as a sports brand and also consumer needs and point of differentiation between Nivia and other brands.

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