

# **Paanch Tatva: Uncovering Growth Opportunities for Fruit Juice Business**

## **Company Background**

Sarvsreshta Foods, a Hyderabad-based organic food manufacturing company, which started way back in 1992, has 6 manufacturing plants across India that produces various sizes and flavors of juices and other organic food such as cereals, dals, flours, spices, culinary pastes and snacks. Though they have a very rich product portfolio, juices under the brand Paanch Tatva have always been their star product since inception. Today, Paanch Tatva organic food brand is available across India and abroad in 1500+ outlets and in their own stores. Under their sustainable farming initiative, they have 45,000 farmers working in 30 plus projects over an area of 2,25,000 acres. For every 100 farmers they have a Sresta Associate, partnering in the farmers progress and knowledge enhancement.

## **The Case**

Srilakshmi Valli, Senior Marketing Director, had just returned from a meeting with Raj Seelam, the founder of the company. The time was 06:58 A.M. Starting early was natural as she always had a busy schedule. Srilakshmi and Raj had been going through last year's financials and recalled that Paanch Tatva had been facing declining market shares in the North Indian fruit juice markets. Besides the declining market share, competition from private labels had increased, and was becoming an increasing threat towards Paanch Tatva's branded products.

Srilakshmi concluded that the increasing demand for private label products could either be due to competitor's lowering prices or because products on the market appeared very similar to consumers. Moreover, tough competition from private label products had, besides stealing market share from Paanch Tatva, pushed margins further down.

Srilakshmi's many years in the fruit juice business had taught her that fruit juice market is complex. In fact, customer preferences are very different across segments in the market. Currently, Paanch Tatva's fruit juice business has 157 products on 29 different markets including a few international ones.

Emptying her first cup of aromatic filter coffee while observing the first people arriving to the headquarters, Srilakshmi was reminded of the 2018 strategy. It said: *"We want to create the best fruit-juice company for 250+ million customers in India. We want to pay the highest possible fruit price and achieve a turnover of Rs.12000 crores in a year."* She wanted to make sure that the growth in fruit juice segment continued to reaching this goal.

After considering the challenges on the fruit juice market, Srilakshmi recalled Raj's last words: *"We need to strengthen our branded fruit juice business in the North-Indian Market. The fruit juice market is very profitable area for us, and it is important to find a solution of how to bring back growth into the segment by end of 2022"*.

Srilakshmi was determined to bring back growth to Paanch Tatva's fruit juice business within 3 years. However, due to time pressure you were asked to look into the issues to come up with a solution. Srilakshmi briefed you on a conference call and afterwards you received the following confidential mail:

To: [you@24Mantrafoods.com](mailto:you@24Mantrafoods.com)

Cc: [ma@bvatic.com](mailto:ma@bvatic.com); [md@bvatic.com](mailto:md@bvatic.com)

Bcc:

Subject: Bringing back growth to North Indian fruit juice market

Time: 08:15 A.M. 13<sup>th</sup> October 2019

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Hello

As you have proved yourself through previous assignments, I would like you to come up with a solution, on how to bring back growth in Paanch Tatva's North Indian fruit juice markets.. It is important for us to turn around the declining market share on the North Indian markets, as fruit juice business is very profitable for us.

You could consider looking into markets, segments, channels, products, R&D and so on - but that is no way an exhaustive list. Be creative!

I have arranged an interview between the task force and myself or Tina Bellampudi, Senior Global Brand Manager, which can take place from 12 P.M to 3 P.M. Please let me know when and whom you prefer to meet by responding to [ma@bvatic.com](mailto:ma@bvatic.com) promptly.

I expect you to hand in your findings no later than 7<sup>th</sup> November, 2019, at 09:00 A.M. I will arrange a meeting between your task force and the board afterwards where you should present your proposal.

The solution should be presented in PowerPoint. Your presentation should last no more than 10 minutes, which will be followed by a 15 minute Q&A session.

Best Regards  
Srilakshmi Valli

## **Judging Criteria : Four Equally Weighted Factors**

<b>Presentation</b>	<b>Problem Analysis</b>	<b>Solution</b>	<b>Questions from jury</b>
Slide layout and visual presentation	Identifying the underlying problems	Is the problem statement answered	Quality of answers

Body language	Extracting relevant information	Feasibility and implementation	Personal confidence
Member participation	Usage of pyramid principle	Creativity	Precise and clear answers
Time management	Identifying future perspectives	Reflection upon risk	Participation of team members

## Notes:

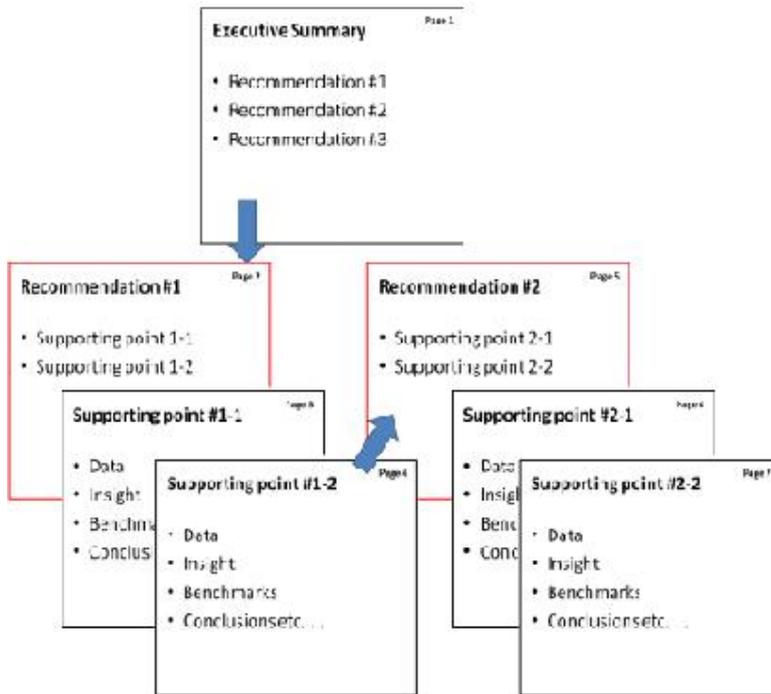
### *The pyramid principle in consulting:*

**Consultants must structure their thinking.** This is the only way to present your ideas clearly to clients. One excellent tool is the pyramid principle by an ex-McKinsey consultant by the name of Barbara Minto.

**Pyramid Principle:** Just like the name implies, the idea is that the presentation logic looks like a pyramid. The main recommendation is on top. It is built on mid-level recommendations, each of which are supported by smaller facts, data, analysis, benchmarks etc . . .

In the graphic below you can see that the top of the pyramid (executive summary) has 3 recommendations. Each of those recommendations have supporting pages.

- Page 1 = executive summary
- Page 2-4 = recommendation #1 and supporting facts
- Page 5-7 = recommendation #2 and supporting facts



**This type of presentation starts with the conclusion first.** It is a tops-down type of thinking that is very structured and how executives think. Big idea followed by smaller ideas. This format helps you “cut to the chase” quickly, which is good for many reasons:

- Executives have a short attention span, so it is good to say what you want to say before they start asking questions
- This logic is very easy to follow. “I recommend A,B,C. Recommendation A is supported by facts 1,2,3”
- By giving them the recommendation and logic up front, it allows the audience to focus on the areas they have the most interest
- It forces the consultant to really hone the storyline to the most essential parts (no long-winded prose and rambling slides)

Disclaimer:

*The information presented within the case is solely for academic purposes and all the details presented here are for a fictitious company. The purpose of the case is to encourage academic discussion. Subsequently this case cannot be used for any cause outside the case competition and may not be public quoted without the written consent of the authors.*

*References:*

<https://www.consultantsmind.com/2012/06/21/pyramid-principle/>