



centre of gravity

Organizational Brand Strategy

## Brief Introduction

Founded in 2005, Centre of Gravity is the result of a chance coming together of a few ex-colleagues with a common passion and interest in the area of brand building. The firm has 20 members and is managed by a core team of 6 partners who have had formal training and work experience in the area of brand strategy consulting, marketing, market research and communications.

Centre of Gravity has offices in Bangalore, Mumbai and London

The firm specializes in the domain of brand consulting for both product and organizational brands. The team has been involved in a host of brand strategy projects across sectors such as FMCG, Durables, Services and Social Development. In the recent past, the firm has been involved in a host of projects in the rural markets as well.

Centre of Gravity in its own way strives for a counter culture of consulting based on simplicity, creativity and sensitivity.

# Client Profile

As Centre of Gravity



Prior to Centre of Gravity



## Corporate Projects - Scope



Evolving strategic directions for the corporate brand based on evolving customer segments and their purchase behaviors. Outputs included an integrated marketing program, prioritizing the segments and optimizing marketing budgets.



A unique project to understand how the 'context' of Kerala culture influences the 'content' of the Royale brand and interior emulsions category. It resulted in new positioning and marketing guidelines.



A company vision project to unify the newly acquired group companies in multiple locations across the world.



An internal brand strategy and implementation project to reduce attrition and improve bonding with the organisation that has resulted in bringing down attrition significantly..



A powerful growth strategy given the surge in the retail apparel category. The central output was an integrated marketing program, based on the 'cult like status' that the brand enjoyed with its customers. There has been significant sales growth after the first round of implementation.

## Corporate Projects - Scope



A study to evaluate and resurrect the service delivery model aimed at reducing consumer anxiety during the construction process.



A business strategy based on a deep ethnographic study with farmers that could potentially return the company to its original purpose. Creation of a sustainable service model and aligning the HR systems to ensure effective implementation were the other key outputs.



A positioning strategy to ensure discontinuous growth and the creation of a service program, a consistent look and feel and communication. 200+% increase in traffic and a significant reduction in dropout rates as well



An unusual study to understand the life journey of truck-owners and the implications for corporate communication.



## Nature of outputs

**Company Vision** - Articulation of Organization's core values, translating them into operating principles, the guiding purpose as well as the future the organization seeks for itself and its stakeholders.

**Brand Positioning** - Coherently defining the organization's promise to its stakeholders through an analysis of what the stakeholder seeks from the category, what in their mind belongs to rivals and what could uniquely belong to our client.

**Brand Personality** - Capturing the entire brand as a metaphor which is unique, positive and coherent. A metaphor that has the ability to pull together all the aspects of the brand in one stroke. This, then guides and informs the entire activity mix for the organization. The positioning and personality would also help guide decisions on brand architecture.

**Marketing Mix Strategy** - Includes product, service and communication strategy including creative briefs to advertising, PR, DM or design firms. Internal alignment of the organization structure and performance management systems in line with the strategy would be the other outputs.

These outputs are based on a robust analysis of the business strategy of the organization in terms of its critical business issues, objectives over a 3-5 year horizon, choices and trade-offs it has made as well as the environmental trends likely to impact it. Subsequently, we are involved in all the key aspects of implementation. However, wherever we do not have direct execution competence, we work closely with domain specialists to ensure that the output is in line with the desired promise and personality of the brand.

# Project Process

1. Client Debrief - Market, Internal culture, Competence and Vision
2. Initial Hypotheses Development
3. Strategy Development Research - Key stakeholders
4. Strategy Development Workshop
5. Final Recommendations
6. Implementation and Support

## **Client testimonials**



It has been a real pleasure working with the Centre of Gravity team. COG has displayed a good ability to completely open up and analyze issues across the entire spectrum of variables has helped bring great clarity in every single project that we have worked together on. The passion of the team for research and discovery has led to the expansion of the scope and scale of most projects and the delivery has always exceeded expectations.

The integration and the coordination with our teams has also been great and these projects have been significant learning and training in put for everyone who has worked along with you Kudos to the entire team for doing a wonderful job. I personally think that Asian Paints would definitely like to pursue more projects with your organization.

Amit Syngle - Vice President Sales and Marketing  
Asian Paints Limited : Mumbai

The logo for Cottonworld, featuring the word "cottonworld" in a white, lowercase, sans-serif font centered within a dark blue rectangular background.

We had engaged Centre Of Gravity to chart out the future course of direction for Cottonworld as a brand & as an organisation. We were extremely impressed with their quick & deep understanding of our category & brand (which they were handling for the first time); and the overall handling of the entire exercise from start till the implementation phase, importantly their readiness to roll up their sleeves & get their hands dirty.

Their passion for what they do, the sincerity with which they do the work is very rarely seen in people. They take a very personal interest in the brand and truly work from the heart. Even after finishing the project, Vijay from the firm has regularly stayed in touch for the past one year (overseeing the implementation), with the best interest of Cottonworld at heart.

The strategic recommendations made by Centre Of Gravity is being currently implemented and has already shown some early success.

I would recommend Centre Of Gravity 100 percent to anyone.

Lavin Lekhraj  
Partner



If I were to use one word to describe Cog World it will have to be Passion. Their passion, integrity and emphasis on research output to define business strategy clearly sets them apart. Research to them goes beyond just completing a set number of FGDs/PIs/Questionnaires. It is about spending substantial time with the respondent, staying with them, working with them if required, having a genuine interest in knowing what they have to say, actually listening to them and gleaning from the collective experiences of the COG World team to arrive at a 'solution' to the business problem/opportunity at hand.

It is always a pleasure to work with their brilliant team of highly driven individuals.

Roopesh Kajrolkar  
Head of Marketing - ICICI RMAG group



I am delighted to share the feedback on Castrol work for truck portfolio gathered from Bhaskar Jayaraman (Global CT manager ) and the India Team. The insights shared were excellent and can only come from a team who has passion for their work. The approach was strategic in nature and had findings which cut across the geography's. We are now looking forward to more strategic work with COG.

I am sure the approach of bringing alive the underlying issue ,can only come by defying the conventional ways of working ( which in past has been almost predictable).

Rajeev Govil

Marketing Manager -Agri & Old Gen



Excel Crop Care Limited

Beyond crop protection. Behind every farmer

Centre of Gravity deep understanding of farmer segments, agriculture and the rural landscape, resulted in their producing what we believe has been the highest quality of work for Excel. The project outputs included evolving a renewed core purpose for the organization, understanding the mega-trends in agriculture and orienting the business towards that, evolving the positioning of the company and the design of future policies that help build our businesses and help the farmers across India prosper as well. Their work on the integrated crop management concept which is being currently delivered through a powerful program called Excel & Me has helped design a crop economics model that would become sustainable, scalable and beneficial to the farmer as well as the organization.

Having worked with other consultant organizations, we find them to be extremely comprehensive, accurate and incisive in the softer aspects of strategy as against the hard numbers alone. Beyond their domain skills, their gentle persuasion and facilitation abilities have helped in creating consensus internally where diverse views and opinions have existed. Their commitment and ability to put the client's interest above theirs and the depth they bring to the table has been exemplary. Most importantly a bunch of people with honesty, integrity and passion.

Anil Kakkar

Vice President Sales and Marketing

# I AM NO LAB RAT

As the person coordinating a large national campaign of consumer awareness and mobilization against Genetically Modified (GM) foods called "I AM NO LAB RAT", I really appreciate the central concept of the campaign that was evolved by Centre of Gravity. It evokes a sense of indignation in consumers, as it very well should, to hear about GM foods with all their associated hazards being tested on them. Trying to tell citizens to resist this onslaught of GM foods through a novel campaign theme called "I am no lab rat" was very effective. In just a few months' time, we had thousands of consumers all over the country becoming more aware of GM foods and coming forward to take action.

The various materials created by CoG for the campaign like posters, viral films, stickers etc., were an instant hit. They served the purpose of taking the GM foods debate further and I would like to thank the CoG team for all the hard work that went into supporting their creative abilities, which in turn meant a very effective campaign across the country. What's more, the CoG friends did this in a democratic fashion, incorporating views from the groups involved in the campaign.

Thanks, CoG!

Kavitha Kuruganti

National Campaign coordinator

## FORD FOUNDATION

Close to two years ago, the Ford Foundation provided support to a network of eight civil society organizations across the country. Each of these organizations works with farming communities with the over-arching objective of increasing farmer returns from agriculture. The network was established with the objective of leveraging a possible market premium based on the production of pesticide-free agricultural produce.

Centre of Gravity (COG) became involved in network deliberations fairly early in the project. In the first few meetings, COG took on the role of educating network members on the need for developing a marketing mindset that would focus on the needs of consumers rather than the normal NGO orientation focused on meeting the needs of the very poor. This has been a challenging exercise, given the very different backgrounds that network members have come from. COG has taken a lead role in helping these organizations think through the machinations of getting such a marketing initiative off the ground, including the establishment of a company, the development of an identity for such a company, and the key proposition that will shape an ultimate marketing campaign for pesticide-free agricultural produce.

Through this process COG has demonstrated a wonderful combination of patience in dealing with the complexities of the NGO world, and leadership in forcing network members to confront the realities of a competitive marketing environment. At a very basic level, the network has been impressed by COG's commitment to the idea of a pesticide-free world. So much so, that COG is no longer seen as just a service-provider. Rather it is seen as an integral part of the group that can legitimately be called upon to help deal with the gamut of problems that the network encounters on a daily basis.



It gives me great pleasure to express a sense of deep satisfaction at the excellent contributions made by the Center of Gravity team to various Brand development initiatives at BAIF. The concept of 'Storytelling' has been very creatively conceived and launched by CoG and is in the process of implementation. 'Storytelling' consists of the capturing, cataloguing, re-presenting and propagating various cultural facets of BAIF as an organization, through the mechanism of anecdotes and 'stories' from the daily experiences of the BAIF team. We have found it to be an excellent means of creating an 'Internal Brand' for BAIF a Brand which can be used to convey 'BAIF' to both outsiders as well as insiders, thus making it a mechanism for propagating organizational culture as well as keep it consciously evolving.

CoG is also helping BAIF create a Brand Identity for 'Nahari' a chain of highway restaurants serving ethnic food prepared and served by tribal women in an ethnic setting. Yet another assignment under discussion with CoG is the creation of a Brand Identity for Vrindavan products -- processed farm produce from rural farmer organizations. I have also been personally familiar with the excellent work done by CoG to understand the markets and the consumer behaviour as a prelude to launching a Fair Trade marketing initiative in India. In all these assignments, I have found the CoG team to be highly professional, not just in terms of quality and content of the work, but also highly creative as well as sensitive to the demands of such challenging and out-of-box assignments. In particular, they have been able to approach the rural situations and settings with great ease, sensitivity and understanding. It is my great pleasure to recommend Center of Gravity as a reliable partner in similar work.

Girish G Sohani  
Executive Vice-President



Mr. Rajesh Sahadevan along with his team worked on defining a differentiation strategy for ACC, in what was considered a commodity market. The brand positioning and the subsequent roll out of communication and ground level activities were also part of the brief.

At ACC we were very impressed with the conceptual inputs provided by Rajesh, both at the research stage and thereafter. His skill in taking a large group of people with him in all discussions was critical. His ability to draw on his experiences from earlier assignments built up the confidence and paved the way for a very good understanding of the category as a whole.

It would not be out of place to mention that the “down to earth” style gave us a great comfort as a client. The marketing strategy as recommended by Rajesh and team and implemented by the company has shown early success.

We are happy to recommend Rajesh and team for all strategy and branding related projects.

Ravi A. Menon,  
Vice President - Marketing.



Working with Vijay is a very enriching experience. On the one hand he goes completely by logic , numbers and facts and figures on the other he also analyses the situation from a emotional perspective which is consumer relevant and which opens doors to thinking differently. Having worked on diverse projects his incisive thinking helps to resolve problems and make headway in the right direction.

He is very sincere and committed to the projects he takes up and lives up to his committed deadline. The other most important aspect is that his benchmarks of quality of output are very high which make him stand apart. He keeps pushing till he gets the right quality in the outputs. The best part about him is that he always stands for client's interest when it comes to a crunch and ensures that the client gets what he is looking for. He has very good strategic thinking which makes him a integral part of the team he is working with at the clients end and helps develop good working relationships.

Over all I would say it has been a memorable experience working with Vijay. I guess there are very few people in this business who match Vijay in intellect and quality.

Venugopal - GM marketing

**Contact:**

Centre of Gravity, No. 5 (New No. 28), Adi Kabir Ashram Road, Matadahalli, R.T. Nagar, Bangalore-32

[Mailto:dilip@centreofgravity.com](mailto:dilip@centreofgravity.com) / [rajesh@centreofgravity.com](mailto:rajesh@centreofgravity.com) / [vijay@centreofgravity.com](mailto:vijay@centreofgravity.com)

Phone: +91-9845294730 / +91-9900216356 / +91-9892022808