

Bios Urn in India Marketing Plan



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Executive Summary

Urna Bios has the exciting opportunity to launch its Bios Urn in India. The company's core competencies are product sourcing, adaptability, and inclusiveness; for these reasons, Urna Bios is primed to enter the Indian markets. We are targeting the upper middle class of India, which is Hindu, educated, and liberal. The decision maker in the funerary process is the eldest male relative, known as the karta. We are targeting this primary decision maker who is a part of the middle class through the priests and NGOs.

To better fit this group's needs, we are going to adapt our product. These adaptations include a modified logo and packaging as well as a local seed instead of the standard pine seeds. We will be headquartered in Bangalore, India and we will begin targeting the southern regions of India. Establishing a business in India takes only a matter of days, then the following two months will be spent on promoting our products and creating partnerships with the environmentally friendly crematoriums. Bios Urn will be positioned as the eco-friendly, cost-efficient alternative to the traditional funerary urn.

There will be a logistics team based in India that will handle all of the shipping and distribution elements. Most of the workers and sales people will be locals, while much of the management team will be comprised of US employees.

To break even, Urna Bios would only have to sell 3853 at a subsidized price. This means that even reaching 1% of our target population will have positive results for Urna Bios' profits. Overall, implementing this marketing plan for Bios Urn in India will be highly effective and increase the company's profits greatly.

Mission/Vision Statement

We believe that the passing of a loved one should not have to be a painful goodbye but a celebration of their life. With our love for the Earth and its people, we will celebrate life by turning cemeteries into forests.

Company Background

Urna Bios is the brain child product designer Gerard Moliné. He created the Bios Urn in 1997 and won several awards including the ADI FAD medal, Top Nominated Index Award, and Premio Expohogar regalo. The year 2002 marked the first award and the beginning of the Urna Bios company. The Bios Urn is a long lasting, 100% biodegradable alternative to the traditional funerary urn. It also features seed compatibility so that the urns will naturally integrate into whatever environment one chooses to place the urn in. The design is patented to Estudimoline and sold and copyrighted through Urna Bios.

The romantic notions of life after death are combined with the modern day needs through the creation of this product and that mentality weaves itself through every facet of the company. Urna Bios started with the aim to bring people back to a natural and sustainable way of regenerative life. The ultimate premise is a return to life through nature. The urns the company produces transforms one's ashes into a tree after their death. Urna Bios turns death into a transformation.

Core Competencies

When strategically planning to introduce a product into any country, the core competencies become a major determination of the product's introduction success. The core competencies of Urna Bios are

1. Product sourcing
2. Adaptability
3. Inclusive-nature

Product sourcing is the premier competency. Their ability to use all biodegradable, long lasting materials from the local cultivation source is a testament to the ingenuity and resourcing of the company. The materials used have no expiration date and are indigenous to the local environment. Without this, translating the product from area to area would be difficult, however, since they are strong in this area, it means that their product is more easily adaptable.

This adaptability means that the product also translates well from culture to culture. While most of the Bios Urns are relatively standardized with only minor adaptations to the product packaging and marketing, the environmental components are completely adapted meaning the product will more seamlessly fit into the environment and into the consumer's life and funerary traditions. While this adaptation allows for the urn to be specific to a certain target segment's consumer needs, the inclusiveness of the company's outlook allows it to spread this product everywhere.

Inclusivity is a major staple of Urna Bios' competency makeup. They make an effort to show all countries on their website and to meet the needs of anyone who would be interested in their products. They seek out new religions, races, and areas of consumers and are actively open to consumers who seek them out.

To translate these core competencies into a sustainable competitive advantage, Urna Bios will work to ensure that we are meeting both the spiritual needs and the funerary needs of the consumer.

SWOT Analysis

Figure 1.0 shows the strengths, weaknesses, opportunities, and threats affecting the marketing opportunities for Urna Bios' Bios Urn. The company has a developed a popular presence on various websites and social media however the product is not sold in stores. In addition, its outer-design does not focus on how the product could be more of a celebration of life but only focuses on how it is biodegradable. This can be fixed through changing the logo to a simple design rather than a person with a recycle sign for its head. Being biodegradable and good for the environment could be a second benefit that will attract people who are concerned about the environment. The fact that cemeteries are becoming overcrowded and that cremation is practiced as well is a great opportunity for Urn Bios. However there are the threats such as competitors that offer similar products or vendors who sell traditional urns. One threat that is a good thing for humanity is the increase of the life expectancy and a higher birth rate rather than death rate, but for Urna Bios that means product that can be sold.

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Well established presence online • Environmentally Friendly • Celebrates Life 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Lack of physical presence in other countries • Product outer-design
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • People are concerned about reducing carbon footprint • Cemeteries are becoming overcrowded • Cremation is practiced worldwide 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Other companies that feature biodegradable/traditional urns • Growth rate is increasing, death rate decreases as life expectancy increases

International Environmental Scan

Population

India has a population of an estimated 1,220,800,359 people, making it the second most populated nation after China.¹ Its population is estimated to grow 1.28% each year with 20.2 births for every 1,000 people. The death rate on the other hand is 7.39 deaths out ever 1,000 people. There is up to 16,500-recorded deaths each day. The life expectancy is only a few years apart between genders making it 66.38 years in men and 68.7 years in women.

The largest segmentations of the age of the Indian population is largely 0-14 years (28.9%) and 25-54 years (40.4%). Ages 15-24 (18.2%), 55-64yrs (6.9%), 65+ years (5.7%) are still significant despite the percentage.

Culture

India has 28 states and seven territories resulting in many languages spoken throughout the subcontinent. There are about 22 official languages and around 400 living languages spoken that belong to Aryan and Dravidian people.ⁱⁱ The national languages that are recognized, however, are Hindi and English. The demographics of the Indian people are broken down into groups such as: Indo-Aryan (72%), Dravidian (25%), and Mongoloid/Other (3%).ⁱⁱⁱ

India is known to be the nation where Hinduism originated. When it comes to religious background, the population is broken down into 4 main practices: Hindu (80.5%), Muslim (13.4%), Christian (2.3%), and Sikh (1.9%). The majority of Indians identify themselves as Hindus.

Despite the caste system being outlawed by the Indian constitution, there are places in India where people still discriminate against people who are of lower classes. In some areas Dalits or untouchables are denied entry to temples, schools, restaurants, participation in community gatherings, and have even been exiled to the outskirts of villages.^{iv} In addition, Christian Dalits are also being separated in cemeteries.^v The Indian government has tried to fight the discrimination by providing them educational, employment, and health opportunities. Some Dalits have even been known to completely overcome the adversity of the caste system and risen to be major political leaders. The caste system is becoming less influential in larger cities and towns.

Economy

Currently, India is coming out of a large balance of payments deficit that started in July and ended in September.^{vi} This has slowed down its economy, which leads to high inflation, weak currency, and a drop in foreign investment. The key industries that suffered the most were mining and manufacturing. The slow growth has caused foreign investors to reconsider entering the market since the rupee depreciated which has made imports more expensive.

Technology

India over the past decade has grown to be one of the world's leaders in information technology and Business Processing Operations. India has been recognized as a major influencer in the technology industry through the naming of Bangalore as "India's Silicon Valley" due to it being the major IT exporter city in the nation.

Other IT service exports are currently the fastest growing segments in the industry, allowing it to grow to 19 percent FY2012 at an amount of 40 billion USD.^{vii} The model of IT service organizations tend to be structured as 'one factory, one customer' but thanks to the new technology of cloud-based solutions, this structure may change to 'one factory, all customers' model. Other technologies that are supporting this change also include: mobility, social media and big data/analytics

Political

India is recognized to be a political democracy. However, India's political stability has a strong possibility of being volatile after the 2014 elections. The two mainstream parties, the Bharatiya Janaya Party (Indian People's Party) and the Indian National Congress will not have enough numbers to form a government.^{viii}

Under Congress, there have been a number of corruption scandals that have led to the investigation and imprisonment of the party's president, Lalu Ji, senior leaders are disputing, and there is no agreement on who should be prime minister.

This has driven indecision on who should be prime minister. The challenging party is that of a left-wing party called the Third Front. However, in order for this party to succeed there has to be a compromise with one of the two mainstream parties supporting it.

Regulatory

The key regulations that Urna Bios will have to work with are: environment regulatory requirements, the Occupational Health and Safety acts, and the Competition Act.^{ix}

The environmental regulatory requirements are meant to prevent a business from emitting environmental pollutants, having their employees handle toxic materials, and the endangerment of Indian flora and fauna. These requirements will not be a barrier for Urna Bios but will contribute to the success of the company since there are already regulations that in India that promote bettering the environment.

The Occupational and Safety act that will affect to Urna Bios is that of the Factories Act, 1948. This act regulates the health, safety, and welfare of others working conditions in factories and with the production of Bios Urn within India, Urna Bios will need to meet the standard of keeping these regulations.

When it comes to the Competition Act, Urna Bios will have to abide by the Competition Commission of India whose job is to make sure that there is healthy and fair competition in the market economy and prohibits anti-competitive business practices, abuse of dominance, and regulates mergers and acquisitions.

Competitive

There are currently no other biodegradable urns in the Indian market, which will give Urna Bios an advantage. However, despite the differentiation approach Bios Urn will have, Urna Bios will have to compete against traditional urn sellers in India.

Natural

India is prone to many natural disasters depending on the region. These disasters include severe thunderstorms, hailstorms and tornados in the northeast, sand or dust storms in the northwest, avalanches in the Himalayan region, tropical cyclones, heavy rainfall and storm surges in the east coast, floods or droughts nearby large rivers.^x

Due to the high population and industrialization of India, the country is facing an onslaught of environmental problems. India's largest and holiest river, the Ganges, is

being heavily polluted through toxic industrial waste, heavy metals, human sewage, and cremated human remains.^{xi} In addition, India is facing a high level of deforestation as the country is witnessing a rising demand for forest-based products.^{xii} Due to high demand on these products, there is a high possibility that it can create a loss in conservation of forests and biodiversity.

Financial and Non-Financial Objectives

At the moment, there are no biodegradable urns in the Indian funerary marketplace. We will be the first to move into this market, which will give us the advantage to build a positive brand image and loyalty if competitors try to follow in the long run. We will be competing with traditional urn sellers but through targeting and educating the right people, we will be able to overcome the competition.

The prices will initially be low to accommodate the income of our target market and the fluctuating value of the INR. Our product is not made of any expensive materials but over time, we plan to introduce a more customizable product with a more decorative design that will be of a higher price point over time. Within the first year we plan to gain 1% of the market share current traditional urn sellers have. With this market share we plan to make \$7,829,250 in revenue.

Our non-financial objectives are to help people celebrate the lives of their loved ones and help their families have a smooth transition during the grieving period. We don't expect to fully change the funeral traditions of the Indian people completely but through targeting the middle class; we hope to educate the nation with the alternative, celebratory option that is Bios Urn.

Our final non-financial goal is to help India regain environmental stability by providing the people with an alternative option to honor their loved ones without having to pollute the rivers. In addition, our product will further help the environment through combating air pollution, deforestation, and soil erosion.

Market Segmentation

Due to the issue of a majority of conservative Hindus who discard of their loved one's remains in the Ganges River, we decided to target other groups. Our primary market is that of the growing middle class in India.

According to a study conducted in 2005 by the National Council of Applied Economic Research the middle class is divided into two sub-groups based on income called "seekers" and "strivers." ^{xiii}

Middle Class Category	INR Annual Income	USD Value
Seekers	200,000-500,000	\$3,219.28-\$8,025.70
Strivers	500,000-1,000,000	\$8,025.70-\$16,052.70

By 2015-2016 the middle class is expected to grow to 53.3 million households or 267 million people. The middle class represents only 13.1 percent but they are the ones with the most purchasing power. An average middleclass household spends 50 percent of their total income on daily expenses while the other half is put into savings. ^{xiv}

The middle class is a good target market because of their demand for environmental goods, their influence in the public debate on environmental issues, and their representation in many influential positions (media, politics, NGOs, etc.).^{xv}

Most importantly, middle classes of the south are seeking to manage waste, green areas, and regulate or deny access to public space.

The way we will target this market is with working with various groups that will influence the family in honoring their loved ones. This will be expanded on later but we want to work together with Hindu priests, eco-friendly crematoriums, political figures and NGOs to educate the middle classes on this product.

Interview Results

In order to understand the market we were entering, we consulted with two people knowledgeable of Hindu and Indian culture. The first person we consulted was Professor Dyron B. Daughrity, the Associate Professor of Religion at Pepperdine University. We asked him more about the Hindu culture and how they would receive the Bios Urn.

Our main concern was whether or not the urn will interfere with their beliefs on reincarnation. Professor Daughrity went on to explain that when a person dies, Hindus tend to cremate their loved ones and discard of the ashes in the Ganges river or any other neighboring river. This would be the only opposition we would face from Hindus who want to keep their traditions the same. According to him, our product would be well received by younger Hindus who are becoming more concerned about the environment.

We also interviewed Dr. Amar Shah at the Malibu Hindu Temple. He is of Indian background and practices Hinduism. After explaining to him our idea, he went on to explain the same thing Professor Daughrity told us about Hinduism and also told us about the opposition we would receive from traditionalists. He went on to say that he believed that it would be a great product for India to have in order to help the environment.

Global Industry Analysis/Market Needs

The industry surrounding funeral traditions is a stable one that rarely has much in the way of drastic changes. Urna Bios is perhaps the most revolutionary thing to happen to the funeral industry since permanent fixture crematoriums. Each culture tends to dictate its preferred method for funeral celebrations. There are a variety of options for funeral proceedings such as burial, embalming, cremation, and many more.

In India, the preferred method is cremation with over 85% of people being cremated. India is one of only two countries that have such a staggeringly high rate, which makes it a strategic country for Bios Urn. Specifically, the cremation portion of the industry is generally concerned with over population, economic, and environmental reasoning makes the blending of Bios Urn into Indian culture a strategic industry advancement.

Global Buyer Behavior

Buyer behavior is a part of the larger model surrounding the purchasing decision and is critical to understand for Urna Bios. In Spain and US (Urna Bios' main points of sales), funerary decisions often take about two weeks. When choosing to sell the Bios Urn in India, it is notable that most funerary arrangements are made within a day of a loved one's passing.

In both cultures, there are a few key decision makers but in India the decision maker is known as the karta, or the eldest male relative, along with a priest.^{xvi} This is due to the high power distance (Hofstede's cultural dimensions) that is exhibited in India's culture where only one or two select hands have the ultimate authority to make decisions and take control and want virtually no input from others^{xvii}. The karta role is also reflective of the masculine culture.

India is more collectivist, long-term oriented, and looking to avoid uncertainty than the company's US consumer. This means that our product is actually ideal to be marketed in India as long as it is positioned well. The urn can be seen as a long-term oriented approach to the traditional funerary urn. These urns also play into their collectivist culture, while providing a sense of certainty that their loved ones' souls are prospering.

Additionally, the middle class in India is starting to demand environmental goods, which means that the Bios Urn is prime for introduction to this global market. While it is a product that is slightly higher than the normal purchasing point a middle class Indian would like, they are willing to pay for it. Approximately 50% of their incomes they spend on their basic needs and 50% they save; those savings are what contribute to the purchasing of any funerary arrangements. The urn cost will have a similar monetary drain that that a traditional urn would have on an Indian consumer.

Global Competitor Analysis

There are only a few direct competitors to the Bios Urn. The most notable is the Spirit Tree, which is priced higher and the tree has already started growing when the consumer initially receives it. The Spirit Tree is priced at \$225 (\$95 more than the US

price for Bios Urn.)^{xviii} They are not as well established as Urna Bios but they offer more immediate gratification through their product since there is already a tree growing.

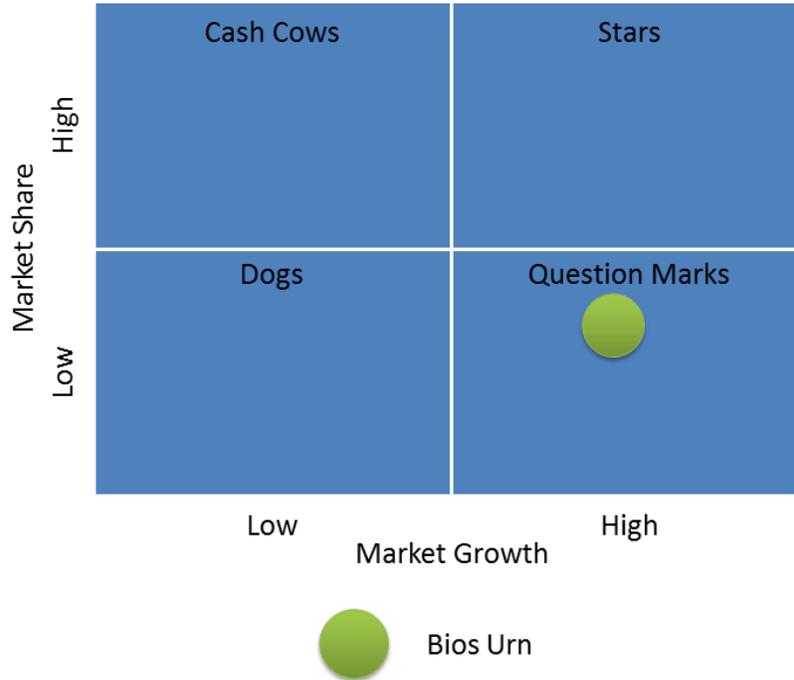
There are many indirect competitors, such as all the major producers of traditional funerary urns which is the most popular form in India.^{xix} In addition, all of the alternatives to cremation for burial are indirect competitors.

Global Company Business Portfolio Analysis

The Business Portfolio Analysis is used to analyze the Urna Bios's product based upon its relative market share position and the rate of market growth. The four categories in which products can be ranked are Cash Cows, Stars, Question Marks, and Dogs. Cash Cows represent the maturity stage of a product life cycle with high relative market share and low market growth. Stars have high market growth and high market share and represent products with high profit margins. Question Marks are commonly newer products which have high growth potential but low relative market shares. Dogs are have low market growth and low market share and usually represent unsuccessful products.

Currently, Urna Bios's biodegradable urn is classified as a Question Mark. It is a relatively new product and still holds very little market share in comparison to traditional urns. In order to increase market share, money must be spent on marketing and advertising to increase product awareness and convince customers to switch from more traditional urns to the Bios Urn.

FIGURE 2:



Product-Market Analysis

The Product-Market Analysis examines both current and new products and markets. Its four categories include Market Penetration, Market Development, Product Development, and Diversification. Market Penetration deals with Current Products in Current Markets, Market Development deals with Current Products entering New Markets, Product Development deals with New Products being created for an existing Current Market, and Diversification deals with New Products being created for New Markets.

The introduction of the Bios Urn to India falls under Market Development. It is an existing product, produced in Spain and sold online by Urna Bios, which is being introduced to the Indian market. This will allow Urna Bios to reach a whole new customer base. With India having a population of over 1.2 billion and over 80% of them being Hindu, a religion which practices cremation, this market will prove strategic in Urna Bios's growth.

FIGURE 3:

		Products	
		Current	New
Markets	Current	Market Penetration Urna Bios promotes its product in the US, gaining market share	Product Development Urna Bios offers a seed selection to be used with the Bios Urn
	New	Market Development Urna Bios enters the Indian Market	Diversification Urna Bios develops pet urns for eco-conscious pet owners

International Marketing Mix Strategies

Product

The Bios Urn is an existing product, currently produced in Spain and sold online through the Urna Bios website. Urna Bios strives to bring transformation and environmentalism to cemeteries. The “life from death” theme of this product strives to turn death into a transformation and a return to life through nature. Urna Bios feels this focus on life from death fits well into the Hindu religion, which believes in reincarnation, and as such, shows potential in the Indian Market.

The product itself is made out of cellulose and natural fibers from pressed coconut shells, which is then processed and shaped into the urn. This process makes the urn one hundred percent biodegradable. The urn is divided into two separate parts: the upper and lower capsules. The lower capsule is the part which contains the ashes while the upper capsule is a sealed unit which contains the seed and a mix of components to help the seed grow. This sealed structure and mix helps to ensure the good condition of the seed until it

sprouts. A generic “Pinus” seed is included with the purchase of a Bios Urn, however, this can be switched out for a more locally suited seed. Generally, it is recommended to use a germinated plant or plant the seed and allow it to grow in the upper capsule before burying it in order to insure that it will grow into a tree.

The ashes are put in the lower capsule and dirt is added to the upper capsule along with the seed and mix. The two parts are then combined and can be buried in the ground. From there, the seed will sprout and grow into a tree which will act as a memorial for the deceased. The urn itself will biodegrade along with the ashes and provide added nutrients to sustain the seedling’s growth.

For the introduction of the Bios Urn to India, product adaptation will be used. A slightly modified design, featuring a new logo and a white outer covering, we feel will be better accepted. The new logo is gender neutral and the white outer layer aligns with the Hindu use of white to represent spiritual purity.

Price

Urna Bios has designed and come up with a competitive estimated price at which it will sell its biodegradable urn to the Indian market. However, prior to setting this price, many aspects had to be considered. The cost of continuing to manufacture the urn in Spain, only to import it into India proved unprofitable and so local production was chosen as a method of decreasing product costs, allowing Urna Bios to set a lower price.

The wages and average income of the local Indian population also was an important deciding factor. According to the Jagran Post, the average annual income of Indians reached slightly over Rs. 60,000 (rupees) in early 2012.^{xx} That equates to about \$1,000 per year in US dollars. However, India’s middle class earns approximately Rs. 200,000 to Rs.1,000,000 or \$4,000 to \$21,000 annually.^{xxi} Though this may not seem like much in comparison to American standards, this middle class lives comfortable due to a significantly lower cost of living.

The average cost of a traditional urn, Bios's main competition, was also taken into account. According to our research, the average cost of an urn was, on average, equivalent to the cost of one in the United States. This comes out to somewhere around \$110. Despite the fact that the average wage is lower, the lower cost of living as well as the fact that an urn is a rare, one-time purchase make it a good that is priced relatively similarly between the two countries.

After weighing all of these factors, Urna Bios chose a final price point of Rs. 8,108 or the equivalent of \$130 (US dollars). This is a competitive price in comparison to current traditional urns and is affordable to the emerging middle-class which Urna Bios is targeting.

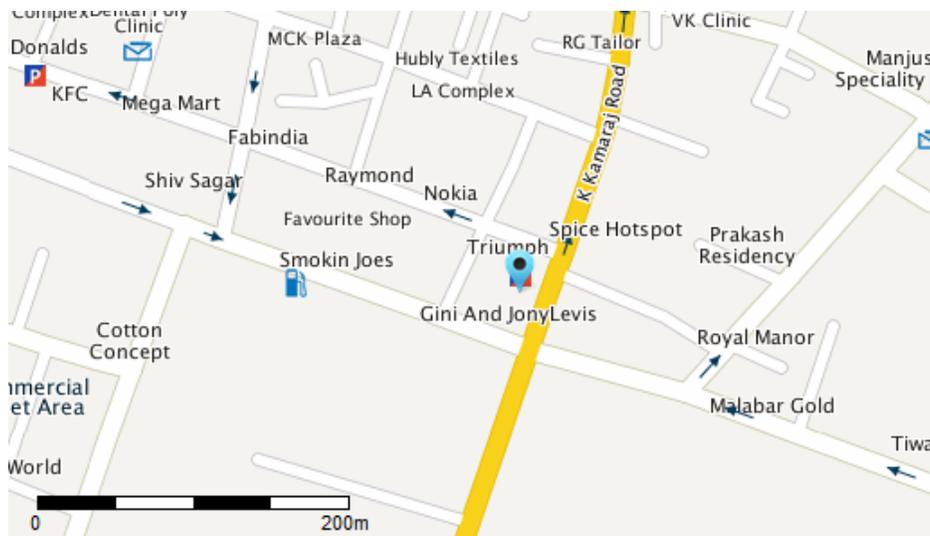
Place (Distribution)

While the Bios Urn is currently available for sale online and thus available for purchase worldwide, the main markets only include Spain and the US. The latter is simply because that is where it is produced now and the second is because of all the free press the Bios Urn received upon its release by tech and news blogs as well as simply being shared via social media. The Bios Urn has yet to fully penetrate the Asian market. The Hindu religion, which is so prevalent in India, focuses on reincarnation and the continuation of life after death. Because of this celebration of life, even in death, Urna Bios felt the Indian market was worth investigating. With a population of over 1.2 billion and being over 80% Hindu, a religion which practices cremation, India has a population size larger than the US. The average age of death is also much lower in India, with the average life expectancy being 65 years.^{xxii} The birth rate, as estimated in 2011, is also very high at 2.59 births per woman.^{xxiii} While this fertility rate has shown a constant decrease, being 3.12 in 2000 and 3.92 in 1990, the population is still growing and thus the potential need for urns, and a eco-friendly substitute to current funeral urns, exists.^{xxiv} Being so populous, as well as being relatively politically and economically stable, India could potentially serve as a stable entry point into the Asian market as a whole. Because of this, Urna Bios will break into the Indian market with its product, the Bios Urn.

When deciding on a location within India where it will establish its headquarters and distribution and manufacturing centers, two main things were looked at. These are economic and political stability. Initially, Delhi was looked at as a potential location. While it is more economically stable, the very Northern location made it more risky politically due to the tensions between India and Pakistan.

Bangalore was chosen as the final location due to its more central-Southern location as well as the wealth and concentration of middle-class located there. It is the leading IT exporter in the country and thus provides economic stability as well as being a haven for individuals who are more religiously liberal.^{xxv} This would make them more open to our idea of a biodegradable urn, rather than a traditional urn or dumping the ashes in the Ganges. We have located a 1450 square foot office for sale near the markets of Bangalore which looks to be a prime location, suitable for housing our headquarters and supporting a limited production output.^{xxvi} From there, our distribution chain will transport the Bios Urn throughout India.

FIGURE 4:



Positioning

The Bios Urn will be positioned in the Indian market place, specifically targeting India's growing middle-class, as an ecologically conscious and affordable alternative to traditional urns that provides a lasting memorial for the deceased.

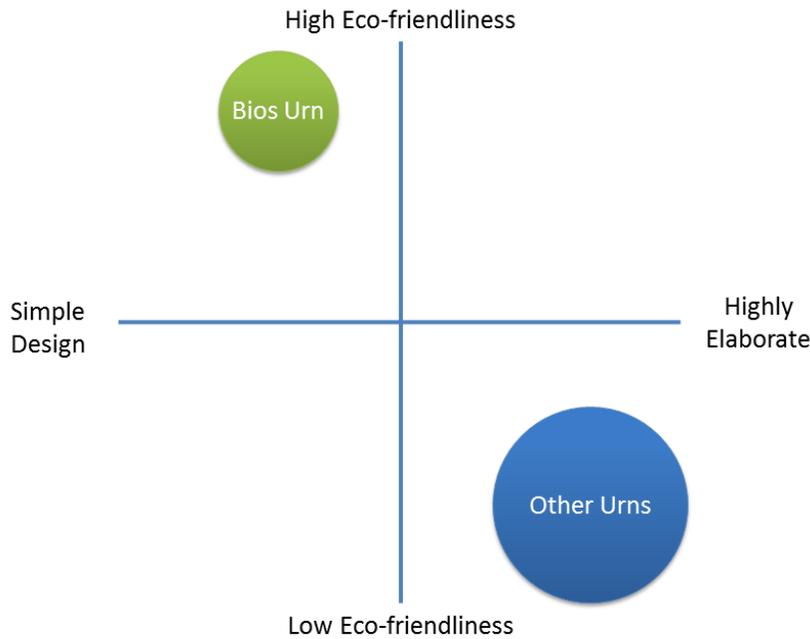
Bios Urna will position its biodegradable urn as a high quality, competitively priced substitute for existing urns. The low cost of coconut that is available in India as well as the lower wages will allow costs to be kept relatively low. Despite being able to maintain a relatively healthy profit margin, the cost of the Bios Urn will prove economical to potential customers and profitable to Urna Bios. By using the Promotion methods discussed in detail in the following section, Urna Bios will gain market share from traditional urns and compete from a competitive price and quality standpoint. Along with this, Bios will focus on its highly eco-friendly construction and simple, more modern design. As the bridge between castes is slowly but steadily being broken down in India, Urna Bios hopes that its product will capture the more liberally minded, environmentally conscious, and well educated middle-class; and thus bring people together in a celebration of life beyond death. As pollution becomes a more and more talked about issue in India and interest in doing something about it increases, our product will provide a real solution with which to combat this treat.

Product-Positioning Matrices

FIGURE 5:



FIGURE 6:



Marketing-Mix Strategies (Marcomm)

Promotion

In examining effective ways to reach the middle class market in India, Urna Bios decided to adopt six strategies. These are PR, limited advertising, direct selling, trade shows, seminars, and modification of the website. The first of these is PR. It is Urna Bios's hope that it can gain the support of people within the government as well as Non-governmental Organizations (NGOs). It hopes to focus on the environmental issues which currently threaten India: the pollution on the Ganges, a traditional place for the scattering of ashes, and the pollution stemming from the cremations themselves. An article by the Times of India discussed the desire of both the local government and NGOs to decrease pollution as a result of cremation funerals.^{xxvii} While current action is mainly focused on stopping the air pollution created by wood-burning crematoriums, Urna Bios hopes to utilize their desire for cleaner funerals as well as focus on the need for environmental protection.

Limited advertising will also be used. This will be done mostly through guerilla tactics, such as showcasing the Bios Urn at the largest religious festival in the world, the Kumbh Mela. This gathering, held every three years, can draw crowds of anywhere from 80 to 100 million people, most of whom are devout Hindus.^{xxviii} This will give religious gathering will give Urna Bios the opportunity to introduce people to their product in an environment where people are open to new ideas.

Direct selling through the office space in Bangalore will also be utilized as well as taking the Bios Urn to trade shows throughout the country such as the India International Trade Fair, the Vibrant Gujarat Global Trade Show, and others.^{xxix} Seminars will also be held to educate the religious gurus and local officials on the importance of an environmentally friendly solution to the issues of cremation and disposal. Because of the hard-held traditional religious beliefs, it is important to inform and educate religious leaders and encourage their openness to the idea of using an urn such as ours. Beyond this, the website must also be modified to include a Hindi translation and be modified to appeal to the Indian consumer.

FAB Sheet

Urna Bios's biodegradable urn as well as its introduction to the Indian market offer benefits to both the company and the consumer. Overall, the company's mission to improve the environmental friendliness of funerals is something that India can really benefit from. The Features, Advantages, and Benefits Analysis, or FAB Analysis, clearly defines these Benefits as either saving time, saving money, or both.

FIGURE 7:

Features	Advantages	Benefits
Biodegradable urn	Saves costs on buying a large plot of land for burial and cuts down on funeral costs	Saves money
Grows into a tree	Provides a way to celebrate a loved one and create a lasting symbol of their life and improves the environment at the same time	Saves time
Freedom of seed selection	Allows the customer to choose their own plant which they want to remember their loved one by	Saves money
Locally produced	Production in India allows for lower costs and the opportunity to provide jobs as well as decrease inventory transit time	Saves time Saves money
Worldwide shipping	Now the product can be shipped from production facilities in Spain or those in Bangalore	Saves time Saves money

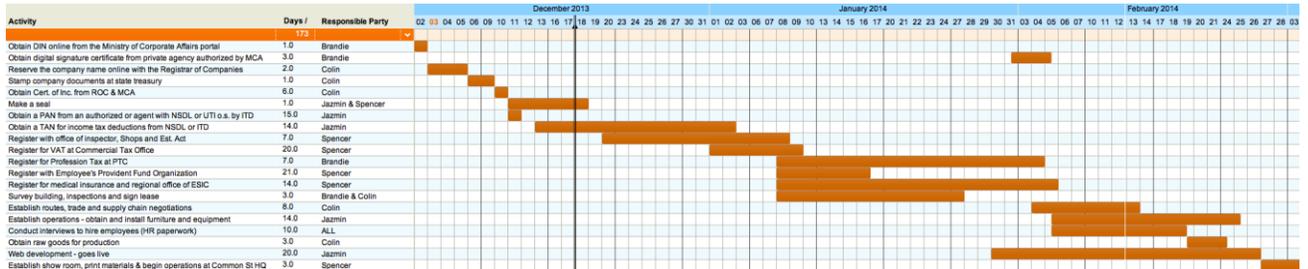
Implementation

International Resources Required

Human resources are the guts of our organization. With pride in equal opportunity employment, treating our employees as valuable team members and striving for utmost sustainability we will never compromise these values for increased profits. BIOS will implement geocentric practices amongst its U.S. comprised management team on a 1.5-year rotation basis. They will consist of a CEO, COO, and Controller. BIOS will hire local Banglorians for the remaining positions: field workers, logistics workers, salesmen and marketers. We will require natural resources as well for which there are ample in the Indian landscape. There are approximately six different soils for use and several types of plants that would prove viable in regional climates.^{xxx} In addition we will be purchasing a building in downtown Bangalore near Commercial Street, one of the main marketplaces

in the state.^{xxxii} The building is 1450 sq. ft. with ample space for production, offices and a showroom.

Action Timing (Gantt Chart)

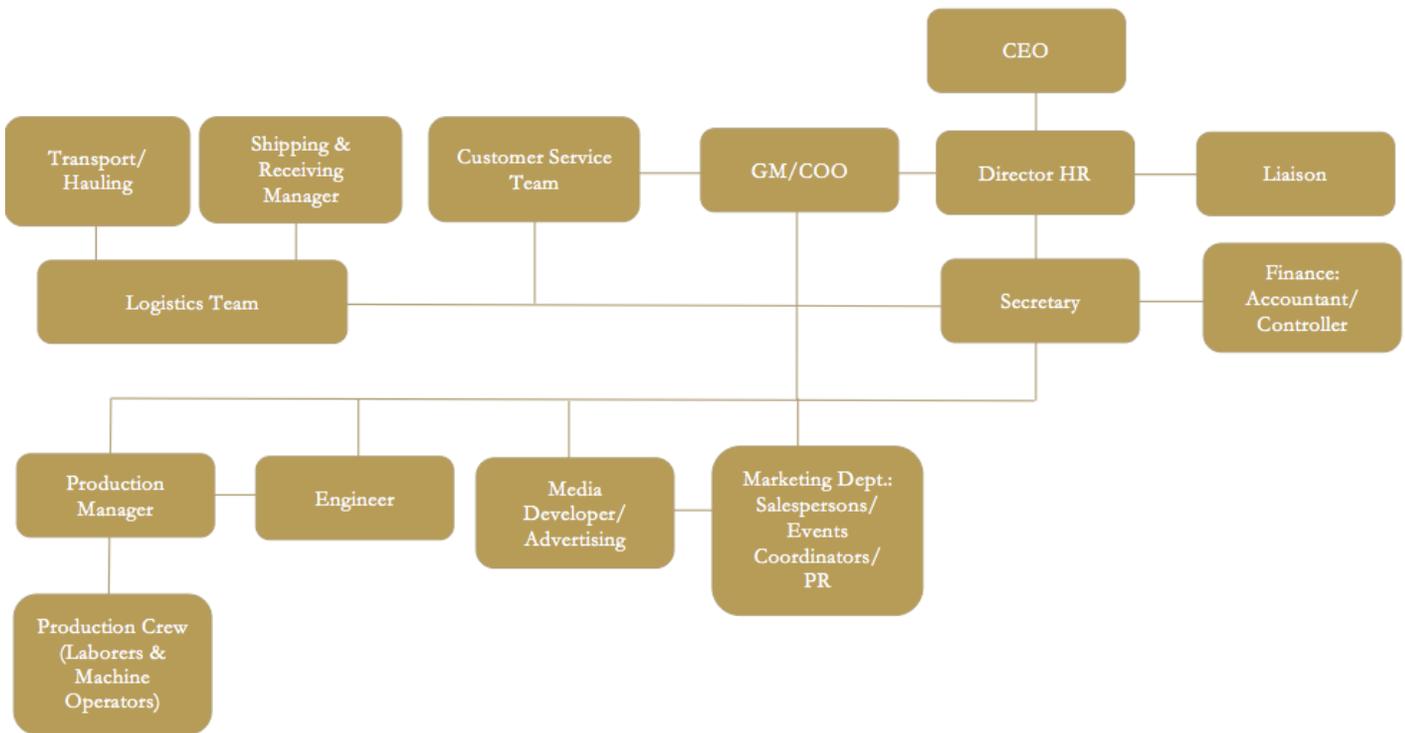


The creation of this business in Bangalore, India will take approximately 2 months.^{xxxiii}

- Building and property - 90 Lakhs (202,500 USD)
- Payroll - 187 Lakhs (260,000 USD)
- Utilities
 - Electricity, heating, garbage, water - 1500 Rs (24 USD)
- Internet - 1300 Rs (20.80 USD)
- Production - production at 2800-3740 Rs per unit (45-60USD)
 - Including raw materials, labor
 - Anticipated sales for 1% market share in Y1 - 60,225 units
 - Total production cost 180,675,000 Rs (2,710,125 USD)
- Taxes
 - 2.50% income tax
- Revenue on 60,225 units - 7,829,250 USD

Estimated Budget, BEQ & BEP

We are anticipating a modest market share of 1% in our first year of operations given the relative size of the middle class, approximately 267,000,000 of the 1.2 billion population. India has a daily mortality rate of approximately 16,500 per day resulting in a staggering number of annual deaths. With this, the broad reach of our product in realms of the Hindu religion and otherwise with cremation practices it is certain a 1% market share is perhaps



a reserved outlook but provides possible growth for the future of Indian operations.

Organizational Chart

Evaluation and Control

BIOS will implement geocentric practices amongst its U.S. comprised management team on a 1.5-year rotation basis. They will consist of a CEO, COO, and Controller. BIOS will hire local Bangalorians for the remaining positions: field workers, logistics workers, salesmen, marketers, and developers. Our company will seek to

provide opportunities for advancement in the company aligned with India's legal corporate regulations.

International Business Data Monitoring

- Return on investment (ROI)
- Inflation rates
- Exchange rates
- Raw material price rates
- Death rates
- Profit
- Market Share
- Quarterly revenue growth rate
- Media prominence
- Sustainability efforts
- Production rates (Time, Money & Quantity)

Frequency of Checking Results

We will review data on a monthly, quarterly and annual basis. Quarterly: Revenue growth rate, Market share, death rates, inflation rates, exchange rates, raw material price rates. Monthly: ROI, Profit, Media prominence, Sustainability measurements, Production rates. Annual: All business, macro/microeconomic indicators.

Marketing Mix Modifications

In order to achieve our objectives in a timely manner we will engage in in positive PR first and foremost. This free form of advertisement is not only widely reaching in India and on an international scale but provides generally positive accounts of product and experience. We will host special events & attend international trade fairs or shows in order to promote awareness of our product and mission. We will variegate or diversify our product & service offerings in order to conform to customer needs and wants. We will build a greater media presence with the production of savvy materials such as film productions and presentations.

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