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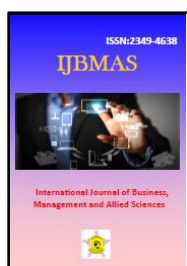
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### INNOVATIVE MARKETING STRATEGIES: THERE IS ALWAYS A LOT TO LEARN

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#### ABSTRACT

Established in 1901, Royal Enfield is one of the oldest surviving brand of motor bikes. Enfield was brought over by Eicher Motors ltd. In 1994 thus becoming an Indian brand. Bullet was first used in India only by the army and police services. India is now seeing a trend of bikes having a capacity of 150 cc and above but the Royal Bullet manufacturers were able to judge the well by competitors like Harley Davidson. The company has adopted innovative marketing strategies showcasing the product for a completely different segment. Instead of focusing on the T.V advertisements and magazine ads, they introduced rallies such as "Good wood Revival", "Escapade", "Reunion" and "One Ride" for their existing customers that creates thrill and zest in the minds of public about the Bullet. Royal Bullet manufacturers have been successful in portraying Bullet as a symbol of possession of power, royalty, independence and self-expression.

#### Learning Outcomes

In completing this assignment, students should be able to:

1. Understand market segmentation.
2. Discuss the impact of marketing on consumer's behavior.
3. Discuss the impact of marketing for the revival of a brand.
4. Learn the importance of creativity in marketing.

**Application:** The case is applicable for the upper-level under graduate students and the students specializing in marketing.

**Key Words:** Royal Bullet, marketing, independence, self-expression, Eicher Motors

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#### Introduction

The history of RoyalBullet goes back to the time when Enfield was not a motorcycle manufacturer. Enfield manufacturing company ltd. Was formed when Townsend cycle company located in Redditch was taken over by R.W Smith and Albert Eadie. They started as a supplier of precision rifle parts to the Royal Small Arms factory in Enfield, Middlesex. The first Enfield motorized vehicle was produced in 1901. It was a cycle with the engine mounted on its front wheel whereas in 1904, the engine was moved inside the frame. Enfield proved its power and competence during the

World War-I where it played a major role for the Royal Army. They supplied the Royal army with the 6 HP motorcycles which were equipped with Lewis machine guns and stretchers

After the war, Enfield resumed its production for the civilians by introducing the 8 HP side car combos and a 225 cc – 2 stroke models. Enfield has always believed in the concept of change and bringing technological innovation in order to exist, expand and excel in the market. They introduced the 18 HP utility models, motor cycle models with various side car options. Vickers manufactured the 976 cc Wolseley engine designed by Enfield, then Enfield started manufacturing their own engines and came up with the 225 cc 2 stroke single engine and the 425 cc V-twin engine, one of the first companies to introduce saddle tank design. The era of the iconic British 4 – stroke engine began with the launch of the first 4 – stroke 350 cc motor cycles. Enfield always wanted their product sale among men as well as women. So, in 1926, Enfield introduced the Ladies model in the 225-cc bike segment. A year before the launch of the Bullet bicycle, Enfield came with the 500 cc Model J in the market which was named Bullet on the fact that it was too light weight weighing just 24 pounds.

Late in the year 1932, the legendary “Bullet 350” was born, showing off its tough and power looks it came with a 4-valve single cylinder and an inclined engine with an exposed valve gear. The wing on the petrol tank which adds to the beauty of the motor cycle was added to the beauty of the motor cycle was added in the year 1957. The Indian Government was looking for a suitable bike for the Indian Army and Police for patrolling the country’s border and this search resulted in the introduction of the Bullet motor cycle to the Indian market and 800 orders for the Bullet 350 were placed by the Government of India. In 1955, Madras motors and Redditch company formed a partnership in Madras, India and one hundred and sixty-three Bullets were produced in the first year in the Thirruvotiyur factory built on an area of 2.96 acre of land. The 500-cc motor cycle. In the year 1993 becoming India’s first 500 cc motor cycle. In the year 1994, Enfield India was acquired by the Eicher group and the company’s name changed to RoyalEnfield. In 2001, it was for the first time that an electronic ignition was added on to a motorcycle and the it was named as the Bullet Electra. In 2005, Royal Enfield celebrated its 50 glorious years in India and the golden years continue with the increase in demand for the Royal Bullet at the speed of a Bullet shot from a gun.

### **Background**

As a part of the global expansion, Enfield started selling its bikes in India and it was widely used by the army and police force and it was considered as an ideal choice for the border patrolling. (Soni) RoyalBullet was one of the admired bikes in the country but still it remained in the dark zone for preference. (Royal Enfield: Revival of a Cult Brand ) In the year 2000, the board of directors decided to shut down the Chennai based motorcycle division of RoyalEnfield because of the drastic fall in the sales of the iconic bike which dropped down to 2000 where the capacity of the unit was to produce 6000 bikes. There is no doubt that the RoyalBullet had many diehard fans but the complaints were also mounting over the years like oil leakages, snapping of the clutch, electric failures and the difficult maintenance of the bike. (Biting the Bullet)

When everything was going in contrast to the RoyalBullet, there was an unabashed Bullet fan Siddharth Lal who stood up to seek a chance to revive the cult brand. He has no expertise in the field of bikes but it was his immense passion and fondness for the RoyalBullet that the bike was brought back to the consciousness through the efforts led by him. (Royal Enfield: Revival of a Cult Brand) The company along with focusing on addressing the quality issues, it even focused on enhancing the experience of the customers by ameliorating the look of the dealer outlets. The price of the bike was not revised in order to keep it affordable in the Indian market as the price was already higher than the other low powered Japanese bikes brands sold in India.

It was the result of the idiosyncratic strategies that the RoyalBullet was able to achieve the title of being the unofficial king of the Indian motorcycles. Another proof of the prosperity achieved by the RoyalEnfield is the astonishing increase in the price of the shares of the company which rose from INR 17.50 in the year 2000 to approximately INR 25000. (Eicher Motors)

### Strategies Adopted

RoyalEnfield has always been able to develop the thrill among their riders and this goes back to 1990's when 40 RoyalEnfield motor cycle riders for the first-time rode from New Delhi to Khardungla - the world's highest motor able pass. The story of RoyalEnfield is very intriguing. "A cult brand that everyone looked upon but no one was willing to buy". (Prashar and Singh) In the year 2000, the sales and profits of the RoyalEnfield went down drastically. The sales fell to three times shorter than installed production capacity of the plant that the board of directors at Eicher motors decided to either shut down or sell off the Chennai based company division which manufactured the iconic Bullet motor cycle.

The bike had frequent complaints as many found it too heavy, having difficulty with the daunting kick, too heavy to handle, the inconveniently positioned gear lever. All these factors resulted in the difficult maintenance of the bike. (N.Madhavan)

When nothing was in Bullet's favor, Siddharth Lal stood up to the board asking for a chance to revive the Bullet. (equigreen) Siddharth Lal had no idea about the biking business and he says it was instead his naïveté that helped him to plunge. He wanted to do justice for the brand and it was his immense passion and love for the Bullet that brought Bullet back into action. (Gupta) RoyalBullet had a very high reputation, a brand well known for establishing its individuality in the market and was admired by the existing riders because of the way it was. Compromising with the specifications and designing new style for the new customers was not acceptable as the manufacturers did not only believe in making new customers but holding the existing ones too. Any changes could have resulted in the loss of the existing riders as they appreciated the bike the way it was. This would have decreased the reputation of the motor cycle, making it hard to revive the brand.

Siddharth Lal knew that the changes were required but the challenge was to modernize the bike without extracting its unique properties. So, he came with the strategy of changing people's perception towards the bike. Hence, it was his time to play the market to save the Bullet from bleeding. (Gandhi)

Manufacturers went for little changes in the bike but more efforts were made to enhance the marketing strategies. RoyalBullet was shown neither on the T.V advertisements nor the magazines to protect and define its true identity which makes it distinct from the other bikes running on the roads. RoyalBullet manufacturers focused on enlightening the Bullet as a cult brand. The thumping sound, the durability and the muscular look of the bike and the pride of riding the Bullet were all combined to form one of the best marketing recipes ever.

### Motorcycle rallies

They planned a strategy of organizing bike trips in order to make the riders, feel the real thump of the Bullet, its power, breathtaking sound, judge the durability and the showcase the class adding Royalty to the bike.

The main idea behind organizing the Bullet rally was to awake the excitement in the hearts of people about the Bullet as when hundreds of individuals boast of something which they have in common, creates curiosity among the spectators. The same thing happened in case of the RoyalBullet when the rider mania, a very popular event was started in 2003. It gave a platform to the new and the old riders to meet and share their experiences as well to show off their custom tweaked bikes. Looking at the success of the Bullet rallies, the company then started organizing different rides at different routes and locations at the state and regional levels which helped them in threading people from different to celebrate the pride of being a Bullet rider. Thus, RoyalBullet makers were successful in making Bullet as the unofficial king of the bike segment.

Looking at the hype and craze for the Bullet rides among the riders, many new rides were introduced in the past and are being introduced such as the Goodwood Revival, Escapade, One Ride, Re Union, Breakfast Ride etc. These rides do not come with the inspiration of competition among the

riders but develop a brotherly spirit among them. Which is expressed when all the riders form groups and ride together.

The positive impacts of these rides were, that people started perceiving the bike as a symbol of power and strength but not just a mode of ride from place A to place B. It is perceived as a way of life by the riders now.

### **Catchy Advertisements**

RoyalEnfield marketing techniques are not only limited to the rides but they come up with an innovative way of portraying their bike's identity through their unique advertisements too.

- Even the marketing campaign 'Leaving Home' focused on the same aspect as showed a boy getting released from his umbilical cord to ride his dream bike. The brand communication was based on the insight that many young men stay at home for a long time and miss out the fun of an independent life. (Krishnamurthy.Jagadeesh)
- "Jab BulletChale To Duniya Rasta De" – this is the tagline of the brand which turns out to be true. Bullet is not just a head turner, but the world makes the way for Bullet riders. When you are riding a Bullet, it is more about enjoying the journey instead of reaching the destination.

### **Charismatic Outlets**

RoyalEnfield marketing techniques are not only limited to the bike ride rallies (which are although limitless) and the unique advertisements they produce but the way they design their showrooms based on "Pure Motorcycling", distinguishes them from the other bike brands and helps in marketing their bikes as the design of their outlets familiarize the customers with the rich legacy of the brand that urges them to buy the RoyalBullet.

Therefore, buying a RoyalBullet becomes an experience and not just an investment. People also want to buy into a brand, not just a product, so it provides a space that customers can come to relax and simply chat about motorcycles. (Rippon)

### **Competitions**

RoyalEnfield came up with a competition in the year 2013 where the winners had the chance to win the RoyalBullet Electra. Participants had to create a sound cloud id and upload an original composition of the thump sound and tag it with RE Thump to validate their entry. This was another way of promotion as the prizes to be distributed were few but the participants were many. This was the way of reaching out to the masses and fixing riders to the Bullet seats.

### **Target Audience**

RoyalBullet is not only circumscribed to men but in order to tap the other half of the population, a women's biker group known as "Bikerni" was formed in 2011 by Firdaus Sheikh and Urvashi Patole indirectly promoting the Enfield.

This is not an official RoyalEnfield club but this is due to the immense passion for the RoyalBullet that this group came into existence. It shows that how RoyalEnfield has been able to raise the provocation to ride their bike in the hearts and minds of men and women.

Their 11-female motorcyclist's set the record for being the prime and the largest group of lady motorcyclist's to have reached Khardung - La, the highest motor able road in the world. They prefer tool box instead of makeup box, petrol and diesel instead of perfumes, and dirt and sweat over lipstick. Women biker riders are not as common as women car drivers in India, but undeniably, their strength is increasing in leaps and bounds. (Chakravorty)

"Less of more is a big mantra in RoyalEnfield" said Lal adding the idea that more and more is done for every aspect of business i.e. less number of models but more energy behind each one of them, less market but cater efficiently to them. Do few things, but do it really well, he added.

### **Hand Painted Tanks**

The RoyalEnfield factory at Chennai, India still produces the original 1952 model of the Bullet motorcycles, in exactly the same process as they have used for decades. This includes the fuel tank,

which is decorated with twin golden stripes that are painted by hands, by only 2 artists. There's something strangely heartwarming about knowing that your favorite bike-makers still put so much effort and heart into making their machines. A human touch much more into your brand and image than an automated brush can. (R) This is where RoyalEnfield again excels in its marketing skills and stands out from the other biking brands. These hand painted stripes are one of the reasons that the bike has become the beloved part of the Indian community.

RoyalBullet is the asset which never gets depreciates as it's like a wine, the older it gets the better it becomes. There is a saying about Bullet, "Once you ride a Bullet, you don't ride any other bike".

### Conclusion

Even the best products in the market can suffer due to the lack of marketing. Marketing is, changing the perception of how the consumers perceive the goods. Marketing is a wide concept which includes targeting audience, arousing sentiments and satisfying the consumers. Royal Bullet is one of the best bike in its segment but it could have diminished from the Indian market due to the failure in the lack of awareness in the market. To whom and how Royal Bullet was marketed is the essence of the revival of the cult brand. The manufacturers took care of the sentiments of the consumers and made decent changes and still produce the hand painted tanks for the bikes. Marketing is not only awareness and selling the product but also to keep the consumers satisfied throughout the lifetime.

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## Teaching Note

### Case Overview

Royal Bullet's survival in the Indian market seemed blurred, but it was the marketing strategy adopted by Siddharth Lal that revived the brand when other board members had strictly decided to shut the manufacturing plant. The bike, which was widely used in the World War - I and was a patron of the Indian army was about to diminish from the Indian market because of lack of marketing. The sentiments of Siddharth Lal played a positive role for the Royal Bullet, which further explains, to promote a product, one should have the trust over the product and should be positively attached to it. The bike became the unofficial king of the Indian bike market because it was not traditionally marketed but through direct approach where bullet bikers were called for rallies and brotherhood was risen among them. Once the product reaches the people, another half of the marketers is the public itself. The bike developed zest in people as it was running on the roads and the biker would be proud to ride which is the most influential form of marketing. The brand which was about to diminish from the market revived as one of the greatest bike brand.



The case is most appropriate for course in marketing, business sustainability.

### Research Methods

Information was obtained from the secondary source cited.

### Learning Outcomes

In completing this assignment, students should be able to:

1. Understand market segmentation.
2. Discuss the impact of marketing on consumer's behavior.
3. Discuss the impact of marketing for the revival of a brand.
4. Learn the importance of creativity in marketing.

### Discussion Questions

1. What is market segmentation and how it played a role for the revival of Royal Bullet?
2. How did the consumer sentiments play a great role in the revival of Royal Bullet?
3. What steps were taken to enhance the customer satisfaction?
4. What traits were focussed to market the bike?

### Answer to Discussion Questions

#### 1. What is market segmentation and how it played a role for the revival of Royal Bullet?

Before reading the case, the students may be aware of market segmentation. Market segmentation is targeting a particular segment of market for your product.

Royal Bullet was marketed in a way, that it spotted the people who wanted to be self-reliant, independent, proud and feel royal. Royal Bullet was portrayed as a masculine brand but this was a strategy not only to attract the people already consisting of these traits but also to those who wanted to hold these characteristics and Bullet was there mean to showcase them in a way they wanted to be visible to the world.

It was marketed among the age group of 25 – 45 as a leisure and an adventurous bike and serve as a social status and a symbol of power in the society. (STP Case Study – Royal Enfield)

#### 2. How did the consumer sentiments play a great role in the revival of Royal Bullet?

The consumers were attracted towards the bike due to characteristics of the bike and their sentiments were sensitized by portraying that these traits get transferred to the one riding it.

The consumer sentiments were taken into account when there was an urgent need of changes to be made to the bike and efforts were taken to modify the bike with minor changes to the design taking into account the sentiments of the existing bullet riders. (Madhavan)

The consumer sentiments were also aroused by the way the bike showrooms serve an experience to the visitors and the tanks of the bike which are still hand painted makes the consumers feel belonged and being cared.

#### 3. What steps were taken to enhance the customer satisfaction?

The way the bike showrooms serve an experience to the visitors and the tanks of the bike which are still hand painted makes the consumers feel belonged and being cared.

#### 4. What traits were focussed to market the bike?

Talking about the traits, a student can get two ideas which is the traits of the bike and the traits one explores in themselves when they ride the Royal Bullet.

The characteristics of the bike are its vintage look, hand painted tank, engine power which initiates from 250-cc, it's acceleration and the humongous body it has got.

The traits one has or wants to explore inside himself are the self-reliance, independence, royalty, power and masculinity. This is the magic of marketing that enables the consumers to look at the unlooked and rise emotions which could never have been risen by just seeing the bike. The way the traits were focussed and enlightened to the market is worth appraising.

### General Discussion

Bullet has been perceived as a gender biased brand but the stereotype is being broken by the other half of the society i.e. the Indian women, who have started riding Bullet since it is not a symbol

of masculinity alone, but power, self-reliance and independence and the marketers have successfully tapped the other half. The marketing was not only limited to consumer awareness but even after the consumer buys the bike by adding the elements such as hand painted tank to its bikes. Royal Bullet is a perfect example of consumer relationship management followed by a mass of loyal consumers.

The biking brand was about to see its end in the Indian market but it was the trust of Siddharth Lal in the product which reflected in the marketing of the bike. The major traits of the bike – its powerful engine, tough structure, vintage look, and the thump sound. The other set of traits included the self-reliance, independence, power and royalty.

### Epilogue

Even the best products in the market can suffer due to the lack of marketing. Marketing is, changing the perception of how the consumers perceive the goods. Marketing is a wide concept which includes targeting audience, arousing sentiments and satisfying the consumers. Royal Bullet is one of the best bike in its segment but it could have diminished from the Indian market due to the failure in the lack of awareness in the market. To whom and how Royal Bullet was marketed is the essence of the revival of the cult brand. The manufacturers took care of the sentiments of the consumers and made decent changes and still produce the hand painted tanks for the bikes. Marketing is not only awareness and selling the product but also to keep the consumers satisfied throughout the lifetime.

### References

Source of Citation	Sample in Text
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