

**An Organization Study Report of BERGER PAINTS INDIA LTD
(18MBAOS307)**

BY

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In partial fulfillment of the requirement for the award of the degree of
MASTER OF BUSINESS ADMINISTRATION

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CERTIFICATE BY THE INSTITUTION

This is to certify that Mr. BHARATH V bearing USN 1CR19MBA13 is a bonafide student of Master of Business Administration of our Institution during 2019-21 batch. The organization study report on BERGER PAINTS INDIA LTD is prepared by him under the guidance of Dr. Prakash B. Yaragol, Professor, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, affiliated to Visvesvaraya Technological University, Belagavi Karnataka.

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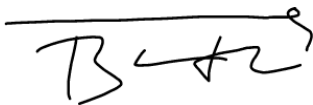
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DECLARATION


I, **Mr. Bharath V.** bearing **USN 1CR19MBA13** hereby declare that the organization study conducted at **Berger Paints India Ltd.** is record of independent work carried out by me under the guidance of **Dr.Prakash B. Yaragol.** faculty of M.B.A Department of CMR Institute of Technology, Bengaluru. I also declare that this report is prepared in partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I have undergone an organization study for a period of four weeks. I further declare that this report is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University /Institution.

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EXECUTIVE SUMMARY

The purpose of this project titled “Analysis of CONTRACTORS and INTERIOR DECORATORS / ARCHITECTS AND A Comparative Analysis of Its Advertisements with Its Competitors OF BERGER PAINTS INDIA LIMITED” is divided in two parts. The first part of the study includes interviewing existing contractors and taking some of their personal details like passport size photograph and address proof which are a part of the KYC program and also necessary information’s like the volume (in terms of money) of different quality of paints they are using in a year, their total turnover, are they exclusively working for Berger or not. These data which has been collected through the interview has helped in deriving many conclusions regarding the market share of each paint category, category of the contractors with respect to the volume of purchase they make each year, whether they are dedicated to Berger Paints or not, which other paint brands they are preferring, the reason for their preference etc. Berger Paint has started a market expansion process by penetrating the market comprising of interior decorators and architects. A survey of the interior decorators and architects was made to get to know about the different types of work they are doing, the types of paints they require and the volume they consume every year. Information’s regarding their total turnover in a year and also the brand they preferred were collected.

The above one is totally a quantitative research based on a descriptive research design. The second part of the project is a qualitative analysis. This is the analysis of the pros and cons of the advertisements of Berger Paints and analyzing its stand with respect to its competitors in the market. The advertisements of both Berger Paints and

its competitors are analyzed on the basis of the key features of a good advertisement and a conclusion has been drawn out. The analysis stage includes understanding the implications and relevance of the data collected and drawing conclusions about the company's business and marketing decisions. Berger Paints Limited (BPIL) is an out-an-out Indian firm in the paint industry that manufactures and markets a wide spectrum of decorative as well as industrial paints.

Chapter-1

INTRODUCTION

Introduction about Organization study

Overview of the paint industry in India

2.1 brief description

The Indian Paint industry, estimated to be a Rs.21,000 Cr. industry, has been growing at a rate of above 15% for the past few years. The organized players of the industry cater to about 65% of the overall demand, whereas the unorganized players take care of the remaining 35%, in value terms. The unorganized players mainly dominate the distemper segment.

The industry consists of two segments, namely

Decorative segment – caters to the housing sector and Industrial segment - consists of powder coatings, floor coatings and other protective coatings catering to the automobile, marine and other industries.

In the domestic market, Decorative segment accounts for 70% of the total demand for paints whereas the industrial segment accounts for the remaining 30%. Globally, the demand for paints is almost equally distributed, where both the segments account for close to 50% of demand.

The paint industry volume in India has been growing at 15% per annum for quite some years now. As far as the future growth prospects are concerned, the industry is expected to grow at 12-13% annually over the next five years. FY11 was a challenging year for the industry as a whole due to subdued demand across key sectors and rising inflation.

2.2 Industry Structure Indian Paint Industry is over 1000 years old. Its beginning can be traced back to the setting up of a factory by Shalimar paints in Calcutta back in 1902. Till the Second World War the industry consisted of small producers and two foreign companies.

After the war, the imports stopped which led to the setting up of manufacturing facilities by local entrepreneurs. Still the foreign companies continued to dominate the

market, which in a way is the current scenario as well. The initial decades saw the complete dominance of British Paint companies such as Goodlass Walls (now GoodlassNerolac), ICI, British Paints (now Berger Paints), Jenson & Nicholson and Blundell & Eomite. The Indian Paints sector is valued at Rs 6,800 crores in value terms and is very fragmented. The current demand is estimated to be around 650,000 tonnes per annum and is seasonal in nature. The per capita consumption of paints in India stands at 1.0-kg p.a. as compared to 1.6 kg in China and 22 kg in the developed economies. India's share in the world paint market is just 0.6%.

The Indian Paint industry can be divided as:

The organized sector comprising of large and medium size units The unorganized or the small scale sector.

There are now twelve players in the organized sector with a market share of 70%. This is in contrast to the 55% share that the sector commanded a few years back. Major companies in this segment include Asian Paints (44% market share), Berger Paints (17% market share), ICI (12% market share), GoodlassNerolac (15% market share), Jenson Nicholson (6% market share), Shalimar Paints and Rajdoot Paints. The organized sector has grown at a CAGR of 11.5% in the last five years. The unorganized sector comprising of over 2000 units has a combined market share of around 30%. The major players are Asian Paints, GoodlassNerolac, Berger, ICI and Shalimar. Recently, world leaders like Akzo Noble, PPG, Dupont and BASF have set up base in India with product ranges such as auto refinishes powders and industrial coatings. Kansai Paints of Japan, which entered into collaboration with GoodlassNerolac in 1984, is now the holding company for GoodlassNerolac with

64.52 % equity holding. PPG has a joint venture with Asian Paints to manufacture industrial coatings. Jenson & Nicholson and

Snowcem India are no longer active players because of dwindling sales in recent years. In the 1990s, helped by a growing economy, the paint industry had recorded a healthy growth of 12-13 % annually. This was mainly due to a drastic reduction in excise from a staggering 40% to 16%. However, the growth was restricted in 2000-03 to single digits. There was a revival in 2003-2004 with a robust growth of 13%.8. The per capita consumption of paint in India is 700 grams against 19 kg in the U.S., and 2.7 kg and 5.8 kg in other developing countries like China and Brazil. As the consumption goes with affordability, the low Indian figure is not a surprise. High excise duties, low technology and low capital costs for production led to the incidence of a high number of units in the small scale sector. However, since 1992 the government has been consistently lowering duties from 40.5% in 1992 to around 16% currently. This has led to lowering of price differential between the organized and

unorganized sector. Moreover the paints sector was also allowed to claim MODVAT credit on petro-based products, thus lowering the excise incidence further.

2.3 Industrial Paints

Industrial paints comprising 30% of the market include automotive paints, high performance coatings, coil coatings, powder coatings, marine paints and general industrial coatings. The automotive segment is further bifurcated into OEMs and auto refinishes. The automotive and general industrial coatings occupy top slot in terms of production. GoodlassNerolac is the market leader in this segment.

Demand for these paints is relatively price inelastic, but is prone to business cycles and depends on industrial and economic growth. Major end user industries include shipping, capital goods, white goods and heavy industries.

The industrial paints segment due to specialized technology and high capital expenditure attracts fewer players. Most Indian companies have tied up with or are in the process of tying up with international paint majors to have access to the latest technology. A tie-up with a global paint manufacturer also enables the domestic company to supply to local customers of its partner. For example, GoodlassNerolac is a major supplier to Maruti Suzuki because of Kansai, its Japanese collaborator and Suzuki relations. It is for the same reason that Asian Paints (tie-up with PPG Industries, USA) is a major supplier of paints to Opel Astra.

2.4 Drivers to the growth of the Paint Industry

1. Increasing level of income and education – The increasing proportion of young population along with increasing disposable incomes is leading to a change in consumer habits. The Indian economy is shifting from a savings economy to a spending economy. With more income at their disposal, people are now ready to pay for better products and paint is no exception.

Educated consumers are more brand conscious and seek value in what they consume. Thus, paint companies offering value-added features like non-toxicity, weather protection, texture, ecofriendly production, etc. will attract more demand. These value-added products enable the manufacturers to earn a better premium as compared to the regular paints, thus offering higher margins.

2. Increasing Urbanization: Urbanization is leading to a shift from temporary houses to permanent houses. Urban houses are well-designed in its interior as well as exterior aspect. This calls for more houses being painted using medium and premium paints. For urban houses, interior design is becoming a fashion statement and a lot of paint is used to decorate the interiors. This will lead to an increase in the per capita consumption of paint which will increase the overall demand of paint. Urbanization

also brings more nuclear families. More nuclear families mean more number of houses even for the existing population thus further driving the demand.

3. Increasing share of organized sector: Decrease in taxes on key raw materials will improve the position of the organized players. The Organized sector is expanding its distribution network and adopting the installation of tinting machines at retail outlets. These tinting machines offer a wide variety of colour shade options to choose from. The unorganized players are not in a position to offer such facility as it is comparatively capital intensive. Shift in use, from distemper segment towards premier segment is also shifting market share from the unorganized sector to the organized sector.

4. Development of the Realty, Automobile and Infrastructure sector: The growth of the paint industry is largely dependent on the development of the realty and housing sector, as decorative segment generates about 70% of the total paint demand from this sector. The Automobile segment generates more than two-third of the demand for Industrial paints, and hence is the growth driver for Industrial Paints. The Infrastructure segment creates direct demand for paints as well as creates indirect demand through supporting the growth of the realty, automobile, FMCG and other industries where paint is used.

The growth potential in the above 3 sectors is immense, the paint industry being dependent on these 3 sectors is expected to grow along with them.

5. Availability of financing options: Easier housing finance and auto finance is expected to favour more people to buy houses and travel in personal vehicles. This will drive the growth of housing and automobile sector, of which the Paint industry will get its share.

6. Increasing Penetration in the Rural Markets: Paint usage in rural areas is generally in the distemper segment, hence dominated by the unorganized players. Demand in rural areas is dependent on agriculture, which is dependent on the monsoons. With the development of irrigation facility, the dependence of agricultural output on monsoons will be on a decreasing trend. Also, with the modernization of agriculture and accompanying development of rural India, consumer preferences are expected to improve. Paint companies are expanding their distribution network in rural parts of India, which is a relatively untapped market for the organized players. These factors supported by the increasing penetration of the paint companies will help drive the demand for paints.

2.5 Main Concerns of The Paint Industry

- **Cost of raw materials:** The Cost of Raw materials is an important factor as the industry is raw material intensive. Fluctuation in the prices of Titanium dioxide and Petroleum directly affect the production cost. This is more of a concern for the Industrial segment as compared to the Decorative Segment, as it is comparatively easier to pass on the costs in case of decorative paints. Also, a large portion of raw materials are imported, leaving the cost factor vulnerable to exchange rate fluctuation.

- **MNC's entering the Indian Paint Market:** The entry of Established foreign players in the Indian market may increase the competition among the players of the industry. This may lead to price competition which may impact the profit margin of the companies. As a result, the increase in volume growth may not equally reflect in the profit growth for the companies.

2.6 Paint Industry Prospects

The market for paints in India is expected to grow at 1.5 times to 2 times GDP in the next five years. With GDP growth expected to be over 7% levels, the top three players are likely to clock above industry growth rates, especially given the fact that protection that was available to unorganised players has come down significantly. Decorative paints segment is expected to witness higher growth going forward. The fiscal incentives given by the government to the housing sector have benefited the housing sector immensely. This will benefit key players in the long term. Although the demand for industrial paints is lukewarm it is expected to increase going forward. This is on account of increasing investments in infrastructure. Domestic and global auto majors have long term plans for the Indian market, which augur well for automotive paint manufacturers like Kansai Nerolac and Asian-PPG. Increased industrial paint demand, especially powder coatings and high performance coatings will also propel topline growth of paint majors in the medium term.

2.7 Top Paint Brands In India

GoodlassNerolac : - This company's paint decors every third car in the country. It is the market leader in the industrial paint segment supplying over 90% of the requirements and has planned to increase its presence in the decorative segment through aggressive new product development and brand building. They are the second largest company in India in the decorative segment with a market share of around 20%. They are the leaders in powder coatings. GoodlassNerolac Paints Ltd is a subsidiary of Kansai Paint Company Limited, which is the largest paint manufacturing company in Japan and among the top ten coating companies of the world, with a human asset of over 1900 professionals and a sales turnover of Rs. 925

crores. This company started in 1920 as Gahagan Paints and Varnish Co. Ltd. at Lower Parel in Bombay. In 1930, three British companies merged to formulate Lead

Industries Group Ltd. In 1933, Lead Industries Group Ltd. acquired entire share capital of Gahagan Paints in 1933 and thus, Goodlass Wall (India) Ltd. was born. Subsequently, by 1946, Goodlass Wall (India) Ltd. was known as Goodlass Wall Pvt. Ltd. In 1957, Goodlass Wall Pvt. Ltd. grew popular as GoodlassNerolac Paints (Pvt.) Ltd. Also, it went public in the same year and established itself as GoodlassNerolac Paints Ltd. In 1976, GoodlassNerolac Paints Ltd. became a part of the Tata Forbes Group on acquisition of a part of the foreign shareholdings by Forbes Gokak. In 1983, GoodlassNerolac Paints Ltd. strengthened itself by entering in technical collaboration agreements with Kansai Paints Co. Ltd., Japan and Nihon Tokushu Toryo Co. Ltd., Japan. In 1986, GoodlassNerolac Paints Ltd. turned into a joint venture of the Tata Forbes and the Kansai Paints with the latter acquiring 36% of its share capital. In 1999, Kansai Paints Company Ltd., Japan took over the entire stake of Tata Forbes group. During this journey, Nerolac has entered into technical collaborations with other industry leaders such as E.I. Du-Pont de Nemours & Company Inc., USA and OshimaKogya Company Ltd., Japan for different products.

Berger Paints:- This company started in 1947 as British Paints when it acquired Hadfield's (India) Limited, a paint company that produced 150 tonnes of ready mixed stiff paints, varnishes and distempers. Sales offices were opened in Delhi and Mumbai and in 1951 a depot was started in Guwahati. Sales rose to Rs.60 lakhs in 1952. The Company declared its first dividend and shifted the H.O. to 32, Chowringhee Road, Calcutta. By 1959, modernization of the Howrah Factory was completed and the first Resin Plant commissioned. With that, the Company entered the Synthetics Paints market. By 1965 British Paints (Holdings) Limited, UK was acquired by Celanese Corporation, U. S.A. As a result, the controlling interest of British Paints (India) Limited passed on to Cel. Euro N.V., Holland. In 1969 Celanese Corporation sold their interest in the Indian Company to Berger Jenson

Nicholson Limited, UK. In 1975, the foreign holding of the Company was reduced from 60% to 45% through a Public issue. A year later the foreign holding was diluted to below 40% by sale of a portion of the shares to the UB Group.

In 1983, the name of the Company was changed to Berger Paints India Limited (BPIL) and by this time the Berger's operations were divisionalized into the Retail Business Line (RBL) and the Industrial Business Line (IBL) in order to better cater to the needs of the customers. During this period many new products were launched like

"Luxol Silk" the first premium emulsion in India, Viton Refinish for cars, Bison Acrylic Distemper and Rangoli Acrylic Emulsion.

In 1990's, „Berger Pro Links“, a service aimed at providing paint and application related information to professionals, was introduced marking one of the first steps into painting related services. In 1991, the stake of the UB Group in the Company was purchased, by Mr. K S Dhingra, Mr. G S Dhingra and their associates. The sales of the company touched 276 crores by 1995-96. The latter half of the nineties saw Berger attain the ISO - 9000 certification (1996) and establishment of Berger's Quality Management System. Color Bank tinting system was also launched through which the consumer can select from a range of over 5000 colors and which are then made available in minutes. As part of its expansion program, a new paint-manufacturing unit at Pondicherry was commissioned in early 1997. Berger Paints Home Decor a complete painting solution service was launched making painting a hassle free activity for consumers. An illusion multichrome finishes was also introduced as "designer finishes for walls" allowing consumers to transform their walls into fashion statements. This is a first for the Indian paint industry.

ICI:- ICI India was the subsidiary of the \$15 billion British multinational company ICI Plc. Brunner Mond & Co., one of the four Companies that combined to form ICI

in UK in 1926, opened a trading office to sell alkalis and dyes in Calcutta. In 1923, Brunner Mond & Co. (India) was incorporated and the company's name was subsequently changed to Imperial Chemical Industries (India) Ltd., in 1929. During its 70 years in India, ICI had created six subsidiary companies in businesses such as research, chlorine, caustic soda, paints, rubber chemicals, explosives, polyester fiber, urea, agro-chemicals, seeds, pharmaceuticals, specialty chemicals, polyurethane, nitrocellulose, and surfactants. In 1984, all ICI companies consolidated in one of the largest mergers in Indian corporate history. By 1997, as a part of a restructuring exercise ICI had exited or was planning to exit from several non-core businesses. The 1996 sales break up was as follows: Paints 43%, Explosives 28%, Rubber chemicals 17%, Pharmaceuticals 8%, and Other Products 4%. ICI (India) ranked No. 4 in the paint business, after Asian Paints, GoodlassNerolac Paints and Berger Paints. Unlike the other paint companies ICI (India) was a diversified unit and paint constituted 43% of its net sales. ICI (India)'s turnover in 1996-97 was \$180 million and paint amounted to \$77.4 million. ICI identified paints as a thrust area and was aggressively moving to improve their position. They invested \$11 million in a new decorative paints plant near Bombay and were constructing a \$16.7 million plant for industrial paints near Chandigarh in North India. ICI (India) intends to go on an offensive with a target of achieving ten-fold growth in 10 years. The „10X Plan“, as it was called, envisaged a strategy based on acquisitions, take-over and alliances.

Asian Paints :- Asian Paints Limited was established in 1942 as a partnership firm by four friends Champaklal H. Choksey, Chimanlal N. Choksi, Suryakant C. Dani and Arvind R.Vakil to manufacture paints in a garage in Mumbai (Bombay). From its humble beginnings, the company has moved on to become the largest paints company in India with a market share of 30 percent. The company with a turnover of US\$ 535 million on standalone basis and US\$ 640 million on consolidated basis

(including turnover of all its subsidiaries) is one of the top ten decorative paints companies in the world. Its reach and dominance in the Indian market can be gauged from the fact that it is more than twice the size of its nearest competitor in India and it has been the market leader in paints industry in India since 1968. The company operates in 22 countries and has 29 paint manufacturing plants in the world which service consumers in over 65 countries. The company operates around the world on its own and also through its three subsidiaries Berger International Limited, Apco Coatings and SCIB Chemicals. The company aims to become one of the top five decorative paint companies in the world and has embarked on an aggressive strategy of expanding its global operations. The promoters hold the majority stake in the company (46.8 per cent of the equity stake). The next largest shareholders are the foreign institutional investors (19.5 per cent stake), followed by Indian public (16.5 per cent stake). Domestic banks, financial Institutions, mutual funds and insurance companies hold 13.4 per cent stake. Corporate bodies and non-resident Indians hold the remaining stake.

CHAPTER 2

ORGANIZATION PROFILE

3.1 Background

This project is basically based on the analysis of the existing contractors, investigating a new avenue of contractors i.e the interior decorators and architects and also comparing the advertisements of Berger Paints with its competitors.

1) KYC is an acronym for "Know Your Customer", a term commonly used for Customer Identification Process. The activities of customer that financial institution and other regulated companies must perform to identify their clients and ascertain relevant information pertinent to doing financial business with them.

The KYC guidelines of BERGER PAINTS INDIA LTD are to collect three proofs from their customers.

They are

1. Photograph
2. Proof of identity
3. Proof of address

Accordingly, BERGER has framed its KYC procedure according to which, a photograph and documentary proof of personal identification and address proof are required to be provided.

In addition to these documents various other information like the per year consumption of each paint category, construction chemicals and wood finish were taken. These data formed the main basis of the study. Various analysis like brand preferences, contribution of each product in the total sales volume etc were analysed.

2) Investigating a new avenue in the market, this in marketing perspective is increasing the customer base, which will in turn lead to sales expansion and growth. This is done in case of the interior decorators and architects. In marketing terms we can define market expansion as a growth strategy in which an organization targets existing products to new markets, market development by targeting new geographic markets, new demographic or psychographic segments, or totally new users.

3) Analysis of the advertisements : Advertising is a form of communication for marketing and used to encourage or persuade an audience (viewers, readers or

listeners; sometimes a specific group) to continue or take some new action. Most commonly, the desired result is to drive consumer behavior with respect to a commercial offering. So we can say here that better the quality of the advertisements better is the customer response.

3.2 Company Philosophy

Purpose of Corporate Philosophy

An effective corporate philosophy helps a company develop a certain corporate culture, ethical practices and strengthens the relationship between employers and employees. It also positions the values of the company in the minds of others both within and outside of the organization. Your corporate philosophy should give employees a starting point for the decision-making process, so they are all operating on the same page. Developing a corporate philosophy gives you something against which you can compare candidates for new positions, thereby helping you make hiring decisions based on whether an individual will fit within your corporate culture.

Creating a Corporate Philosophy

One of the first things to consider when creating a corporate philosophy is the purpose of your business. A company's philosophy can contain similar verbiage as a company's mission statement, but in more detail. For example, the mission statement of a major search engine company is, "To organize the world's information and make it universally accessible and useful." A portion of that company's corporate philosophy includes the statement, "We do search. With one of the world's largest research groups focused exclusively on solving search problems, we know what we do well, and how we could do it better." By reading these and other similar statements in its corporate philosophy, you can ascertain its mission.

Corporate Philosophy Benefits

Small businesses benefit greatly from developing a corporate philosophy. A primary benefit of a corporate philosophy is that it helps to build long-lasting, trusting relationships between your business and clients. You should implement your corporate philosophy within every level of your company, which allows customers to trust that they will receive the same professional treatment throughout the organization. A corporate philosophy also builds consistency between your employees. When employees are familiar with the company's philosophy, it makes the integration of new hires easier and helps current employees embrace changes within the company that follow the corporate philosophy. Another benefit of a corporate philosophy is that it can possibly give your company a competitive advantage because you possess a clear vision of how you want customers and competitors to perceive your business.

3.3 Company History And Milestone

The name Berger or Lewis Berger is today synonymous with colour worldwide. But actually the origin of the name dates back to over two & a half centuries in England in 1760, when a young colour chemist named Lewis Berger, started manufacturing in Europe, 'Prussian blue' using a secret process that every designer and householder coveted. Mr. Berger perfected this process & art of the blue colour, which was the colour of most military uniform of that time. Enriched by the imagination of Lewis Berger, the unending quest for creation and innovation in the world of colour & paints still continues.

The history of Berger Paints India Limited as a company started in 1923 as Hadfield's (India) Limited which was a small colonial venture producing ready-mixed stiff paints, varnishes and distempers setup on a 2 acres of land in one of India's first industrial towns close to Kolkata in Howrah, Bengal. Subsequently in

1947, British Paints (Holdings) Limited, an international consortium of paint manufacturing companies bought over Hadfield's (India) Limited and thus the name changed to British Paints (India) Ltd. The gentleman who took over, as its first managing director was Mr. Alexander Vernon Niblet, an Englishman who was later on followed by Mr. Alfred Godwin in 1962.

Further in the year 1965, the share capital of British Paints (Holdings) Limited was acquired by Celanese Corporation, USA and the controlling interest of British Paints (India) Ltd was acquired by CELEURO NV, Holland, a Celanese subsidiary. Subsequently in 1969, the Celanese Corporation sold its Indian interests to Berger, Jenson & Nicholson, U.K. Then onwards the company British Paints (India) Ltd became a member of the worldwide BERGER group having its operations across oceans in numerous geographies and this marked the beginning of Lewis Berger's legacy in India – which the company would later take forward to enviable heights.

From 1973 the company entered into one of its dynamic phases of business with introduction of new generation products in the industrial, marine and decorative segments under the able leadership of its first Indian Managing Director Mr. Dongargaokar Madhukar.

Year 1976 was another turning point in the history of the company when the foreign holding in the company was diluted to below 40% by sale of a portion of the shares to the UB Group controlled by Mr. Vittal Mallya. The reins of the company were taken over by Mr. Biji K Kurien as its Chief Executive & Managing Director in the year 1980. Finally in the year 1983, the British Paints (India) Limited, changed its name to Berger Paints India Limited.

The entire 80s & 90s saw the launch of many new products from company's stable such as premium emulsions and high quality acrylic distempers. The COLOUR BANK tinting system was launched through which the consumer could select from a range of over 5000 shades.

Again the fortunes of the company changed hands in 1991 with UB Group's stake in the company bought over by the Delhi based Dhingra brothers, Mr. K.S.Dhingra & Mr. G.S.Dhingra and their associates of the UK Paints Group. Presently Dhingras' control a majority stake of almost 73% in Berger Paints India Limited, which is a professionally managed organization, headquartered in Kolkata, with the stewardship resting since 1994 until 2012 with the Managing Director Mr. Subir Bose. The current managing director of Berger Paints India Ltd is Mr. Abhijit Roy.

3.4 Company Background

Established in 17th December, 1923, the company then known as Hadfield's (India) Limited; was a small paint company based in Kolkata having its only manufacturing facility at Howrah, West Bengal to produce ready mixed stiff paints, varnishes and distempers. Post independence, towards the end of 1947, British Paints (Holdings) Limited, U.K acquired Hadfield's (India) Limited and thus British Paints (India) Limited was incorporated.

From a production capacity of 150 tonnes and sales turnover of around Rs. 25 lakhs in 1947, the company has come a long way to become at one point of time; a part of the worldwide BERGER group in 1983 and thereby acquiring its present name Berger Paints India Limited to having subsequently gone through further ups & downs as well as ownership changes to gain its present status wherein the majority

stake is with Delhi based Dhingra brothers and business revenue more than Rs 2400 crs.

Today Berger Paints India Limited, having solely used and developed the name and trademark BERGER and all its variants in India, is a household name in paint. With Head Office in Kolkata the company manufactures and markets a range of decorative & industrial paint products under various product brands and has its operations spread throughout the length & breadth of the country; with seven manufacturing facilities in India and more than 85 depots, several regional & area offices, besides four facilities overseas. It has a workforce of over 2500 employees and a countrywide distribution network of 15000 plus dealers.

Berger Paints has clearly demonstrated its commitment to Indian consumers for over 88 years, by offering its varied range of high performing quality products backed by highest level of customer service. Company's high ethical standards in business dealings and its on-going efforts in community welfare make Berger Paints India

Limited a responsible corporate citizen. While the company's decorative and Industrial paints continue to gain an increasing market share, Berger as an organization has managed to achieve sustainable competitive advantage through innovations in all spear of business, desire to excel and by creating a winning culture & abiding faith in its values & philosophy among all its stakeholders.

With Berger Paints we can now see your imagination of colour unfurl in front of your eyes and watch your home come alive, telling a thousand tales.

Transform our home with the POWER OF IMAGINATION.

3.5 Board of Directors

Mr. Kuldip Singh Dhingra (Chairman) Mr.Gurbachan Singh Dhingra (Vice-Chairman) Mr. Abhijit Roy (Managing Director) Mr. Subir Bose (member in the Board of the Company.) Mr. Anil Bhalla Mr. Gerald Kenneth Adams Mr. Gurcharan Das Mr. Kamal Ranjan Das Mr. Pulak Chandan Prasad Mr. Srijit Dasgupta Mrs. Rishma Kaur Mr. Kanwardeep Singh Dhingra

3.6 Marketing Mix in relation to Berger Paints

Marketing decisions fall into four main controllable categories namely

Product Place Price Promotion

Relating these factors with respect to Berger Paints

Product: - Berger is committed to offer quality products that satisfy consumers' ultimate desires from paints with the help of state-of-art technology. Berger always believes in one step ahead in offering new product to create more value for customers' money. Berger outsmarts other competitors of the market through its one step in advance policy and innovative market offers. Berger is trying to fill up all holes of the market through offering a wide range of products to meet the needs (Premium to Economy Paints) of different types of users and to solve the different types of functional requirements (Industrial, Decorative & Marine). Due to shift in market growth trends Berger is trying to establish itself in the economy segment of the paint market.

Place: - Another major component of marketing mix is place. During our visit at BERGER I was able to include inventory, transportation, coverage, channel, logistics and market and market segments etc. under these marketing mix components.

Differentiated market segment

Berger's market segments are differentiated. They use different types of marketing mix for different segments. Their product quality, advertisement, promotional techniques, price are high for upper class customers. Again for the people of middle class on the basis of their income, occupation, taste, lifestyle different marketing policies are applied. We can observe this deviation in TV advertisement.

Inventory

BERGER has divided their products in A,B,C category. For inventorying their products BERGER is following some storing norms. Depending on this storing norms company decides how long their product will stay in the market in accordance with the existing sales trend of that particular product. This is how the firm can determine when to order and how much to order.

Transportation

To ensure customer satisfaction BERGER uses modern and fastest going covered van as transportation carrier while moving goods from depots to dealers. But when they move goods from factory to depots they uses public transportation carriers such as truck and railway as rental basis.

Distribution network

With Head Office in Kolkata the company manufactures and markets a range of decorative & industrial paint products under various product brands and has its operations spread throughout the length & breadth of the country; with seven manufacturing facilities in India and more than 85 depots, several regional & area offices, besides four facilities overseas. It has a workforce of over 2500 employees and a countrywide distribution network of 15000 plus dealers. The orders are collected by the sales executives and passed on to the nearest depot. The depots are fed by regional warehouses. These depots maintain a minimum order quantity which is arrived at from the monthly demand forecast. The material is dispatched from the depot in the name of the dealer. Generally some orders of the same region are clubbed together and dispatched in trucks. Finally the truck is unloaded and the small orders of the dealers are dispatched to them.

Price :- In the paints industry price is the used only as a differentiator between the various segments in the same product line. The prices of different brands in the same segment remain more or less similar, with just a difference of 30 to 40 paise per square feet. Some of the speciality products, which are not produced by all brands, may be priced at a higher price.

Pricing decisions in the paint industry largely depend on the price of the inputs like petro products, other raw materials, excise duties and taxes and the general operating profits. Generally increase or decrease of prices is effected across all brands in the

market. Most of the paint companies offer a 5% margin to the dealer. Due to internal competition, the dealers pass on this advantage to the customers by reducing their own margins to 2-3%. This is a cause of concern for the paint companies because they have to keep a constant check on the prices offered in the market. The dealers offer more of discounts and the companies are not able to firm up the prices. Paint companies offer a lot of discounts like cash discounts, volume discounts, seasonal discounts and allowances. The dealers take advantage of these discounts to gather more business.

Promotion:- The paint industry until 1999 was concentrated mostly on increasing sales by intensive trade promotion wherein the dealers, contractors and other components of the supply chain. There was little emphasis on theme advertising directed towards the customer. A recent trend that is emerging in the Indian paint market is that the major brands have all identified the importance of reaching out to the common man instead of just limiting themselves to the intermediaries. **Advertising strategy:** BERGER follows different strategy for developing its strategy. It depends on some characteristics that is product life time, brand etc. **Media:** Berger used different media for advertising like- on-air advertisement, television, newspaper, magazines. The dealers are educated with the company background, products and service etc. The time to time selling incentive are given by company according to performance of dealer and market demand. **In-Store Displays:** Point-of-Purchase, Berger paints Banners, Demonstrations of color on wall, etc are provided by the company. **Temporary Price Reduction (TPR):** They get margins plus some incentives promotion scheme to maintain the dealer. **Contests:** Dealer to dealer contest is kept to promote push strategy and best dealer gets the reward. Berger paints likes to do the same within same geographic areas. **Sampling:** Allowing the dealer to experience the product or service by providing free samples so as he can promote word of mouth. Berger's sales promotion consists of short-term incentives to encourage the purchase of sale of a product or services. Berger Paint's advertising has created brand awareness, highlighted what the brand has to offer and has consistently brought all of it top-of-the-mind for the customer. But the outreach effort does not end there. Berger Paints has recognized the importance of communicating to and involving key players who influence the final brand choice. These include channel partners, contractors and painters, on whom Berger Paints focuses by initiating and developing innovative activities and promotions. This helps build the Berger Paints family so that customers get a high degree of personalized service and professional guidance to facilitate their final decision.

Sales Promotion:

Sales Promotion is an important component of marketing communications mix. It adds an extra value to the product and hence prompts the dealer or consumer to buy the product. In a specific sense, sales promotion includes those sales activities that supplement both personal selling and advertising, and coordinate them and make them

effective, such as displays, shows, demonstrations and other non-recurrent selling efforts not in the ordinary routine.

Sales promotion can be used:

For facilitating introduction of new products For overcoming unique competitive situation For unloading accumulated inventory For overcoming seasonal slumps For getting new accounts For retrieving lost accounts As a support and supplement to the advertising effort As a support and supplement to the salesmen's effort For persuading salesmen to sell the full line of product For persuading the dealer to buy more or increase the size of order

Commonly Used Tools and Techniques of Sales Promotion: Demonstrations Trade Fairs and Exhibition Coupons, Premiums, Free offers, Price-offs, etc Free samples Joint promotion Contests (consumer contests, dealer contests) Merchandising or Display Sales promotion on the internet

The company has been concentrating more on sales promotion than on advertising. On analyzing the customer survey data it becomes evident that since the customer is returning to the store after an average of about three years it is better to concentrate more on the dealers who are in the business throughout the year. Keeping this in mind the company's decision of doing more sales promotion than advertising stands justified. Sales promotion can broadly be divided into two categories:

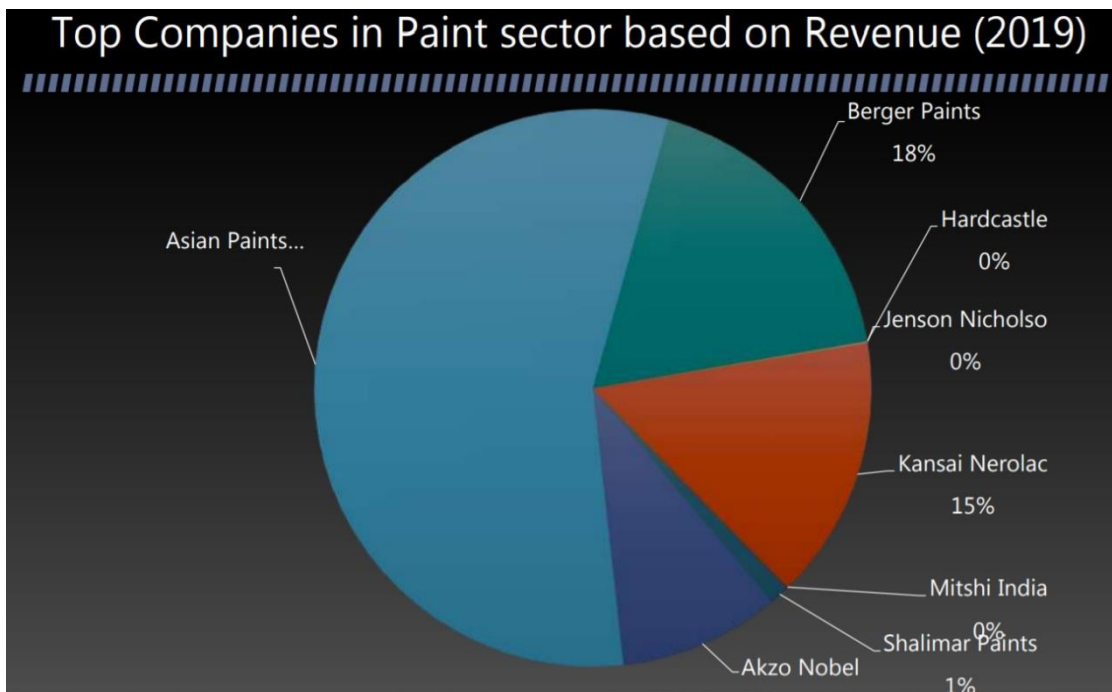
1) Customer promotion – this section includes all the sales promotion activities directed towards the customers. Scratch cards that are provided with specific size of packages are examples. The company comes out with many different sales promotion schemes during the festival season, especially the durga puja festival in Orissa and West Bengal. There are a number of gifts and schemes on the larger packs. Coupons and free gifts are offered on packs of more than 10 kgs. The company also offers a large number of services to the customers to assist them in their buying decisions. These services are offered on the company's website to make it accessible to a very wide range of customers. 2) Trade promotion – As part of the company's policy, huge emphasis is given on trade promotion. The dealers and contractors who are a part of the distribution chain are given special attention. The company comes up with several incentive schemes for the dealers. The most popular schemes include cash discounts, foreign trips and gifts such as refrigerators etc for dealers who succeed in meeting or exceeding pre-determined sales targets. The company also organizes regional dealer meets regularly. Here the dealers are briefed about the company's new products and the technical details and application procedures of these products. The company also aims at building and retaining dealer loyalty through these meetings.

3.5 Future Scopes

This study can be used by the company to convert more contractors into dedicated berger paints customers. Analyse the requirements of the interior decorators and devise strategies of market penetration. Make a quantitative research and analysis of the effectiveness of the advertisements of Berger Paints.

HAPTER 3

Porter's Five Force Model



CHAPTER 4

SWOT ANALYSIS

5.1 STRENGTHS: Wide range of product and service offering Substantially huge customer base High on quality and preferred by customers Comparatively less price with respect to its competitors/

- Ranks #2 as per sales Revenue
- Effective supply chain
- Green initiative
- International presence
- Wide range of products
- Diverse Customer Base

5.2WEAKNESS: Dependence on paint segment only. Less interactive with customers and contractors. Less coverage

Bad public image

- No premium alternative
- High Dependence on Decorative segment

5.3OPPORTUNITIES: Many new products has been launched New segment of customers targeted Growing brand conscious population in India

- Business diversification
- Increasing penetration in rural market
- Growth of real estate, automobile,
and home décor
- Innovation with changing trends

5.4THREATS: Fluctuation in raw material prices Intense competition from pioneer brands

- Fluctuation in Raw material price
- Competition eroding the margin
- Threat from New Substitutes like Tiles and Wallpapers

CHAPTER 5

FINANCIAL STATEMENT ANALYSIS

P&L a/c summary.....

PROFIT & LOSS ACCOUNT OF BERGER PAINTS INDIA (in Rs. Cr.)	MAR 20	MAR 19	MAR 18	MAR 17	MAR 16
	12 mths	12 mths	12 mths	12 mths	12 mths
INCOME					
REVENUE FROM OPERATIONS [GROSS]	6,295.35	6,004.63	5,232.78	5,033.60	4,668.95
Less: Excise/Sevice Tax/Other Levies	0.00	0.00	116.39	498.20	460.75
REVENUE FROM OPERATIONS [NET]	6,295.35	6,004.63	5,116.39	4,535.40	4,208.20
TOTAL OPERATING REVENUES	6,365.82	6,061.86	5,165.73	4,552.25	4,223.10
Other Income	68.52	60.03	45.87	54.54	34.68
TOTAL REVENUE	6,434.34	6,121.89	5,211.60	4,606.79	4,257.78
EXPENSES					

Cost Of Materials Consumed	3,227.95	3,416.50	2,678.14	2,283.60	2,075.45
Operating And Direct Expenses	0.00	0.00	0.00	0.00	0.00
Employee Benefit Expenses	452.50	408.51	356.58	306.72	273.50
Finance Costs	47.04	32.33	24.55	16.22	27.28
Depreciation And Amortisation Expenses	191.01	137.77	124.21	108.05	98.65
Other Expenses	1,126.52	1,072.17	992.20	934.67	834.67
TOTAL EXPENSES	5,542.88	5,350.39	4,507.50	3,957.96	3,704.29
PROFIT/LOSS BEFORE EXCEPTIONAL, EXTRAORDINARY ITEMS AND TAX	891.46	771.50	704.10	648.83	553.49
Exceptional Items	0.00	0.00	0.00	44.20	0.00
PROFIT/LOSS BEFORE TAX	891.46	771.50	704.10	693.03	553.49
TAX EXPENSES-CONTINUED OPERATIONS					
Current Tax	248.14	267.62	245.64	214.83	176.17
Less: MAT Credit Entitlement	0.00	0.00	0.00	0.00	0.00
Deferred Tax	-21.08	5.53	-1.73	14.59	12.45
Other Direct Taxes	0.00	0.00	0.00	0.00	0.00
TOTAL TAX EXPENSES	227.06	273.15	243.91	229.42	188.62

PROFIT/LOSS AFTER TAX AND BEFORE EXTRAORDINARY ITEMS	664.40	498.35	460.19	463.61	364.87
PROFIT/LOSS FROM CONTINUING OPERATIONS	664.40	498.35	460.19	463.61	364.87
PROFIT/LOSS FOR THE PERIOD	664.40	498.35	460.19	463.61	364.87
Minority Interest	1.71	0.41	0.00	0.00	0.00
CONSOLIDATED PROFIT/LOSS AFTER MI AND ASSOCIATES	657.81	497.86	460.83	473.66	370.56
OTHER ADDITIONAL INFORMATION					
EARNINGS PER SHARE					
Basic EPS (Rs.)	7.00	5.00	5.00	5.00	4.00
Diluted EPS (Rs.)	7.00	5.00	5.00	5.00	4.00
DIVIDEND AND DIVIDEND PERCENTAGE					
Equity Share Dividend	369.04	174.78	169.93	97.09	90.14
Tax On Dividend	55.27	35.93	34.59	19.76	18.35

Cash flow

Berger Paints India

Cash Flow	----- in Rs. Cr. -----				
	Mar 20	Mar 20	Mar 19	Mar 19	Mar 18
	12 mths	12 mths	12 mths	12 mths	12 mths
Net Profit/Loss Before Extraordinary Items And Tax	905.42	0.00	692.26	0.00	661.81
Net CashFlow From Operating Activities	792.78	0.00	495.01	0.00	399.43
Net Cash Used In Investing Activities	-234.01	0.00	-369.97	0.00	-168.92
Net Cash Used From Financing Activities	-530.35	0.00	-158.96	0.00	-195.04
Net Inc/Dec In Cash And Cash Equivalents	28.42	0.00	-33.92	0.00	35.47
Cash And Cash Equivalents Begin of Year	27.24	0.00	61.16	0.00	25.69
Cash And Cash Equivalents End Of Year	55.66	0.00	27.24	0.00	61.16

Balance sheet summary.....

Berger Paints India

Consolidated Balance Sheet	----- in Rs. Cr. -----				
	Mar 20	Mar 19	Mar 18	Mar 17	Mar 16

	12 mths	12 mths	12 mths	12 mths	12 mths
EQUITIES AND LIABILITIES					
SHAREHOLDER'S FUNDS					
Equity Share Capital	97.12	97.11	97.10	97.10	69.35
Total Share Capital	97.12	97.11	97.10	97.10	69.35
Reserves and Surplus	2,563.01	2,375.59	2,097.41	1,804.46	1,492.74
Total Reserves and Surplus	2,563.01	2,375.59	2,097.41	1,804.46	1,492.74
Total Shareholders Funds	2,660.13	2,472.70	2,194.51	1,901.56	1,562.09
Minority Interest	7.11	3.45	0.00	0.00	0.00
NON-CURRENT LIABILITIES					
Long Term Borrowings	243.38	238.92	249.47	262.08	210.75
Deferred Tax Liabilities [Net]	53.76	87.81	83.20	81.45	68.36
Other Long Term Liabilities	224.17	19.79	8.99	11.58	8.52
Long Term Provisions	9.87	6.96	4.56	4.17	3.84
Total Non-Current Liabilities	531.18	353.48	346.22	359.28	291.47
CURRENT LIABILITIES					
Short Term Borrowings	292.51	245.01	172.70	144.13	98.79
Trade Payables	1,065.81	999.00	955.25	761.20	669.87
Other Current Liabilities	301.92	257.05	243.83	244.44	231.68
Short Term Provisions	46.35	31.97	30.88	29.72	23.42
Total Current Liabilities	1,706.59	1,533.03	1,402.66	1,179.49	1,023.76
Total Capital And Liabilities	4,905.01	4,362.66	3,943.39	3,440.33	2,877.32
ASSETS					

NON-CURRENT ASSETS					
Tangible Assets	1,628.62	1,094.78	997.83	950.20	766.48
Intangible Assets	7.99	8.10	4.77	6.86	9.98
Capital Work-In-Progress	178.49	169.89	97.16	62.21	51.06
Fixed Assets	1,815.10	1,272.77	1,099.76	1,019.27	827.52
Non-Current Investments	135.82	144.12	105.54	104.86	47.62
Deferred Tax Assets [Net]	5.51	0.71	0.74	0.76	0.53
Long Term Loans And Advances	19.19	16.91	20.43	13.71	15.51
Other Non-Current Assets	63.98	64.39	84.13	55.03	60.22
Total Non-Current Assets	2,318.56	1,768.15	1,575.17	1,372.53	1,137.86
Foreign Currency Monetary Item Translation Difference A/C	0.00	10.91	8.91	10.08	9.00
CURRENT ASSETS					
Current Investments	179.35	250.80	227.59	367.27	299.92
Inventories	1,278.46	1,233.53	1,007.34	935.47	733.23
Trade Receivables	714.11	671.48	692.40	578.14	545.40
Cash And Cash Equivalents	219.93	238.48	204.97	102.45	105.33
Short Term Loans And Advances	9.84	7.98	1.96	11.33	4.74
OtherCurrentAssets	184.76	181.33	225.05	63.06	41.84
Total Current Assets	2,586.45	2,583.60	2,359.31	2,057.72	1,730.46
Total Assets	4,905.01	4,362.66	3,943.39	3,440.33	2,877.32
OTHER ADDITIONAL INFORMATION					
CONTINGENT LIABILITIES, COMMITMENTS					
Contingent Liabilities	216.99	451.87	370.00	402.31	223.00

BONUS DETAILS					
Bonus Equity Share Capital	78.63	78.63	78.63	78.63	50.89
NON-CURRENT INVESTMENTS					
CURRENT INVESTMENTS					
Current Investments Unquoted Book Value	179.35	250.80	227.59	367.27	299.92

Chapter 6

LEARNING EXPERIENCE

The basic values of internship I have taught are- I have gained experience by applying knowledge and skills in work related situations. Have learnt about what kind of official works to do and also gained my level of confidence in my own abilities.

Gained the practical real work experience as an employee. Expanding my knowledge by seeing others mistake and to solve them. I have learnt how to identify the internal problems of the company and to be solved. Multitasking in some areas and team work. My experience at internship has taught me more than I could have imagined. I felt my duties were diverse and ever changing. Sometimes its tough to recall everything I have taken in over past month, but even though I feel that these are some of the most beneficial lessons I have learnt.

Learnt about the organization their existence, mission, vision of the company and product profile, and the types of product they have been offered, and the services profile we learn on organization structure, hierarchy of the organization, decision making process. They also increase communication skills while interacting with the staff members and they learn about management team, their responsibility's, there point of view in future expatiation of products, learnt on company core values that is using team word instead of "I" that results efficiency in work. And also understand that is strength, weakness, Opportunities, and threats of the company.

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WEEKLY PROGRESS REPORT

Student Name	Mr. Bharath V.
USN	1CR19MBA13
Title of the Study	An Organisation Study on Berger Paints India Ltd
Organization	Berger Paints India Ltd
WEEK-1	
Duration (start date - End date)	6.8.2020 - 12.8.2020
Chapter s covered	Chapter 1 and Chapter 2
Descriptions of activities performed during the week	Introduction to organization, Industry profile and company profile
WEEK-2	
Duration (start date - End date)	13.8.2020 - 18.8.2020
Chapter s covered	Chapter 3
Descriptions of activities performed during the week	McKensy's 7S framework, Porter's Five Force Model.
WEEK-3	
Duration (start date - End date)	19.8.2020 - 26.8.2020
Chapter s covered	Chapter 4 and Chapter 5
Descriptions of activities performed during the week	SWOT Analysis and analysis of financial statements
WEEK-4	
Duration (start date - End date)	27.8.2020 - 30.8.2020
Chapter s covered	Chapter 6
Descriptions of activities performed during the week	Learning experience and Bibliography

A handwritten signature in black ink, consisting of a horizontal line above the letters 'B', 'L', and 'C'.

Signature of the Student

A handwritten signature in black ink, appearing to be 'Pogara' followed by a flourish.

Signature of the Guide