

Sun Tzu



Case 2:
Magna Corp.

“Round 2”



The logo for Magna Corp., consisting of the text "Magna Corp." in white, italicized font, set against a dark red rectangular background.

Magna Corp. is an MNC in the space of Doors and Windows including those made of Aluminum, Wood and UPVC. Their range also includes niche products like Venetian Blinds, Glass Conservatories and Roller Shutters. They have been present in India for over 2 decades. Whilst in India, they have made 2 local acquisitions in the last 12 years - Arun Group and Select Industries. Arun Group has a very distinct product range including hardware and fitting systems. But Select Industry's product range is similar to Magna Corp and includes Doors and Windows (covering similar raw material), besides a niche range of Fly Mesh. They do not however have Magna's entire niche product range.

Globally Magna Corp has always maintained a single brand strategy. All sub brands acquired were always unified under the main brand. In India, however, they did not do this till now. However, there is now increased pressure from global to integrate Select Industries' brands into the parent brand. While Magna believes that its customers are different from Select, in the market they compete with each other and there are brand loyal customers on either side.

Both Magna and Select have sub-brands for their product lines. Select has Ava and Orbit sub brands, while Magna has Linear, Bright and Spark as sub brands. These sub brands operate at various price points, some of which overlap between Magna and Select, though Magna's price range is much wider. These sub brands are not well known to the end customer. However, the trade channel (distributors and stockists) knows these sub-brands well and that they belong to their respective mother brands.

How should the company pursue the proposed brand consolidation to ensure it is done successfully ? What advantages would it bring? How can the potential risks be mitigated?

Key Deliverables – Round 1

Develop an issue tree/hypothesis and identify the key issues to be discussed. Also identify key questions you would like to ask the client, that could be useful in further analysis.

(Here we are looking at the breadth of issues you bring up and how you plan to test these points. It should not be stuff just laid down theoretically, but testable practically)



Key Deliverables – Round 2

Use the hypothesis from round 1 & additional data to develop a detailed brand strategy and assess the synergies that can be derived

Note:

- *Your hypothesis submitted in round 1 could undergo some modification basis the data shared and interactions in round 2, though not entirely.*
- *We have provided some additional data in this file for your reference. Clarifications can be provided, but they must be consolidated.*
- *(It would be advisable to not raise minor queries repeatedly, rather bunch them together and get it clarified in one go)*
- *In addition, we will be providing you with the opportunity to conduct a couple of 20-30 minute conversations with relevant stakeholders, which will be communicated shortly. The schedule for these interactions will be communicated shortly too.*

Additional Case Data

Please refer to the embedded excel file for additional case data for your consideration in your round 2 submission:



Microsoft Excel
Worksheet

A decorative graphic in the top left corner consisting of overlapping magenta and black diamond shapes, with a small inset image of a street scene.

Submission Guidelines

- ✓ Each team has to continue with the case they chose in Round 1. Equal preference would be given to all cases for evaluation.
- ✓ The case submission will be open till 5th September, 2022, 11:59:59 PM. No submissions will be accepted past the deadline.
- ✓ Teams are required to prepare a PPT of maximum 30 slides for their round 2 submission (including cover and closing slide). You may choose to include your round 1 slides if you feel it is necessary to carry forward the storyline.
- ✓ The PPT files along with other supporting documentation can be uploaded in the form of a .zip or .rar format file. Files that exceed 25MB in size will be disregarded.
- ✓ The cover page should mention the team name, college name and the case selected. The end page should mention the name, mobile and email ID of each team member. The slide limit includes the cover page and end slide
- ✓ Please name your submission file as CollegeName TeamName CaseNumber (e.g., XLRI_Panthers_Case1).
- ✓ Participants are required to email their submissions to suntzu@consultavalon.com
- ✓ Please explicitly mention all the assumptions (if any) you make to solve the case. You can incorporate those as part of your submissions for each round.
- ✓ No additional slides beyond the set limit shall be accepted for evaluation.
- ✓ We encourage you to carry out your own research while working on this case. However, please ensure all your data points are obtained through authentic and reliable sources and should be mentioned in your submission.

For any queries contact suntzu@consultavalon.com