

# Growing Your Venture

Karan Bilimoria  
Founder and Chairman  
Cobra beer



# South India

**Professor Clay Christensen  
Harvard Business School**

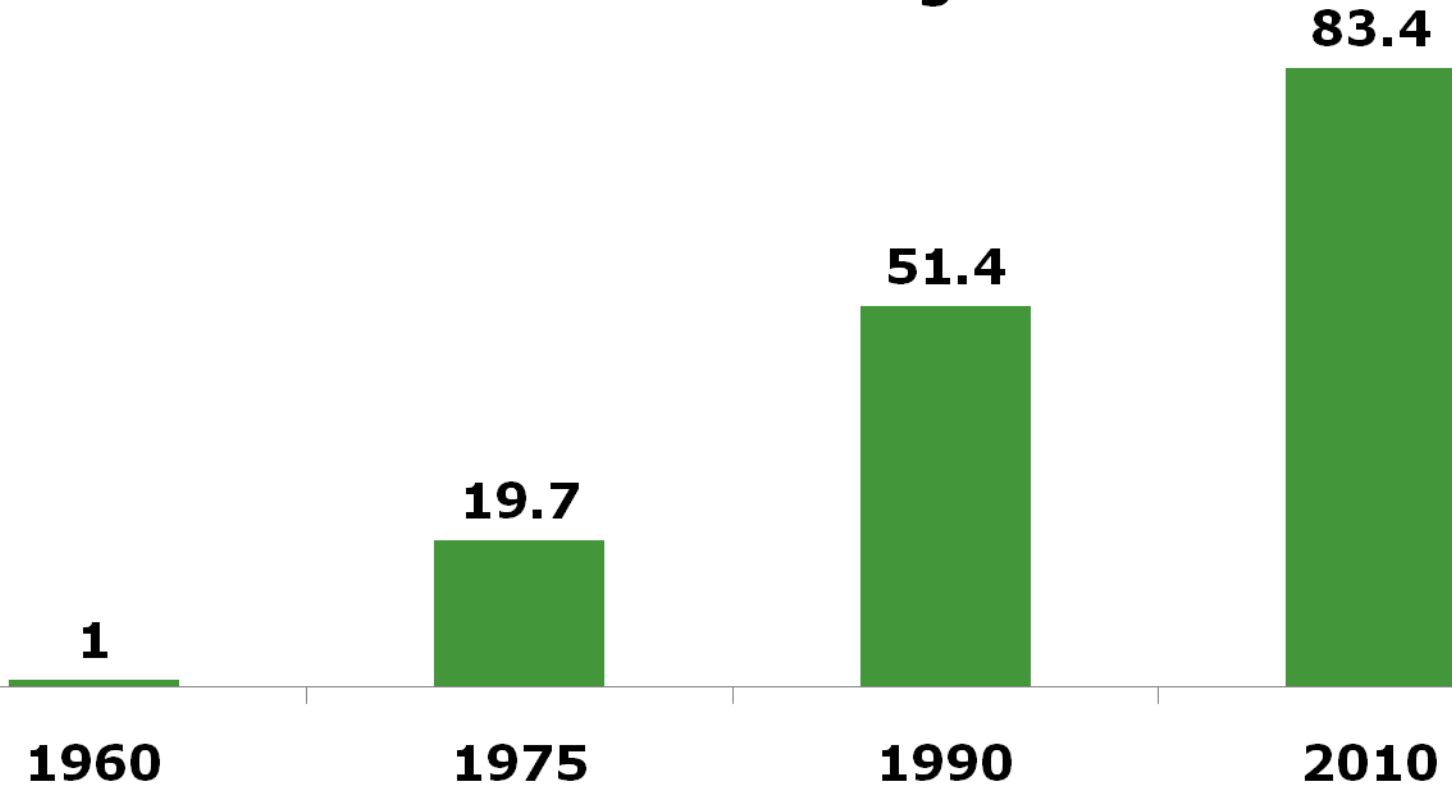
**Aspiration Inspiration  
Perspiration**

# **A Student's Dream**

**Our mission from day one:  
To brew the finest ever Indian beer  
and to make it a global beer brand**

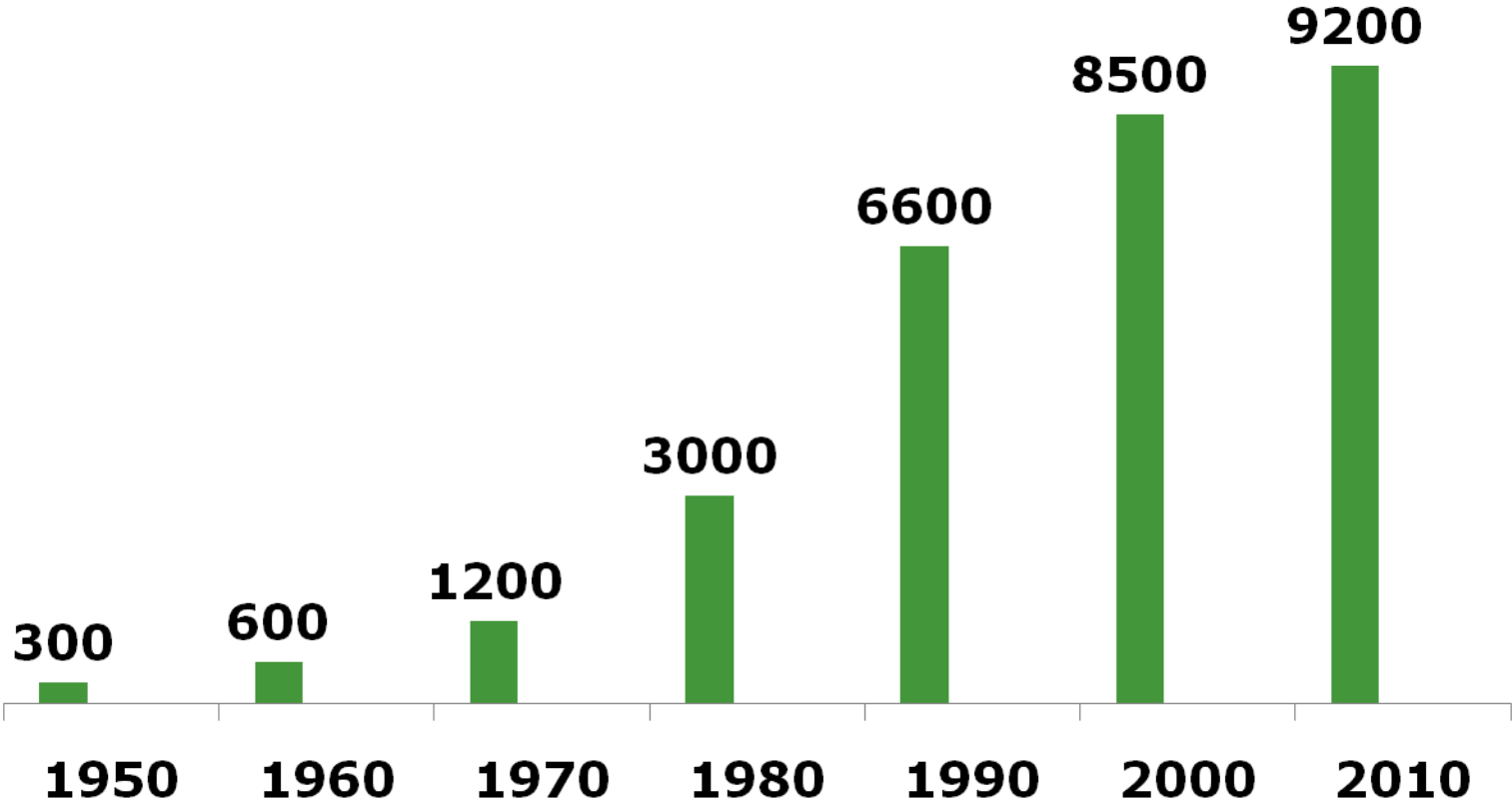
# Against All Odds

## Growth of Lager



Lager as a percentage of total UK beer Sales

# Indian Restaurant Sector





# **Overcoming the credibility gap**

**1990-1997**

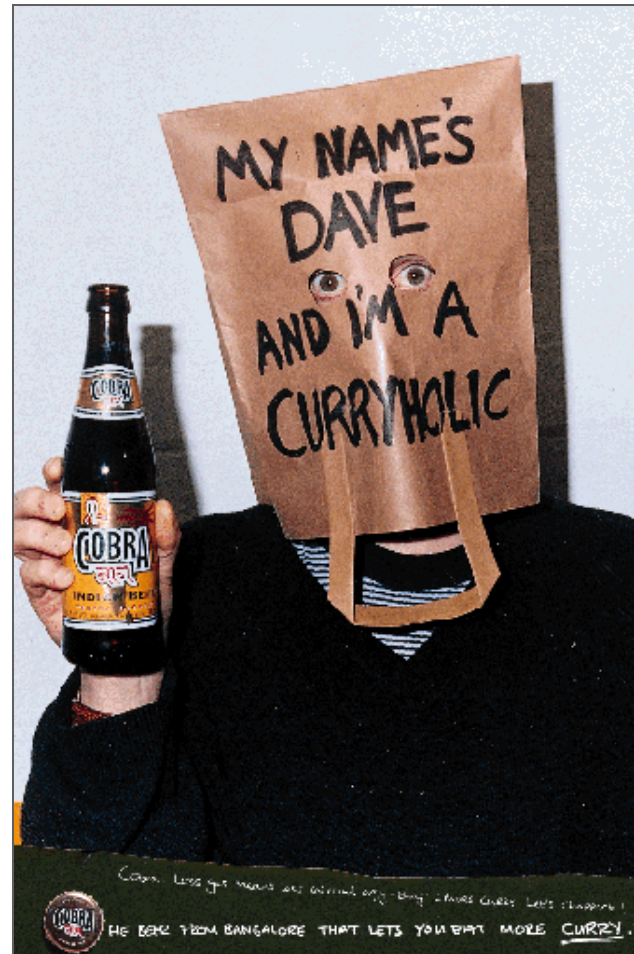
**Born and Brewed in Bangalore,  
exported to the UK**

**Ask the Customer**

**Born in Bangalore, Brewed in Bedford**

**Adapt or Die**

# The Positioning of the Brand



# Tandoori Magazine



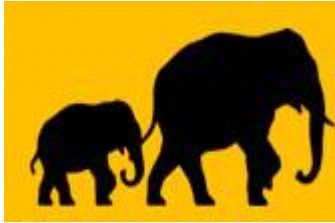


# Creativity

# Repackaging



1. THE GENERAL'S SON



2. LEARNING  
LESSONS IN LAGER



5. FROM BANGALORE  
TO BEDFORD



3. CHARMING BEER



4. AGAINST  
ALL ODDS



6. AROUND THE  
WORLD

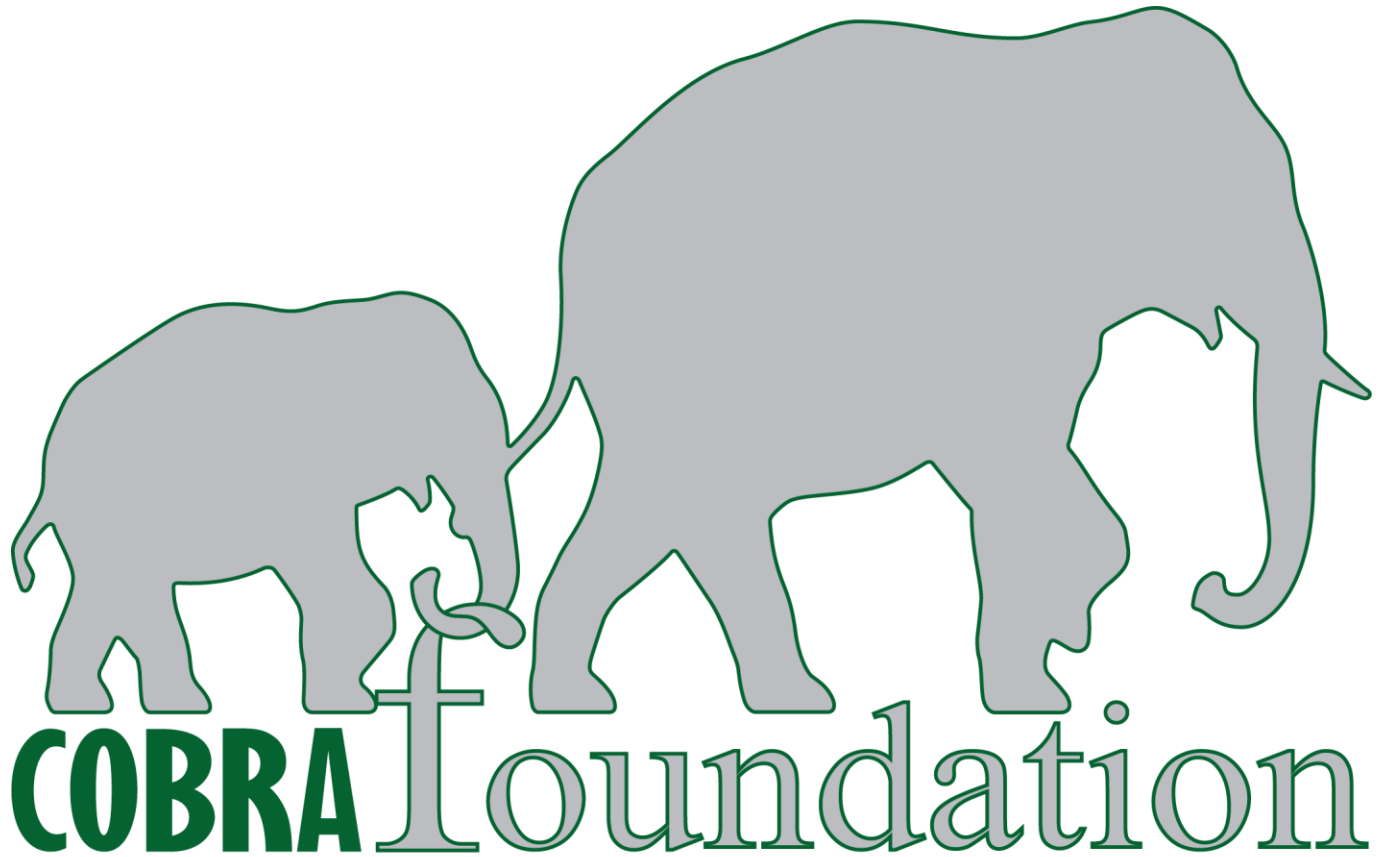


## The eight Ps:

1. Product
2. Price
3. Place
4. Promotion
5. People
6. Phinance
7. Passion
8. Profit

**It's not just what you do  
It's how you do it**

# Cobra's Own Charity



Founded by Cobra Beer Ltd.



# KING COBRA कोबरा

PREMIUM STRONG BEER

**Unusual thing, excellence**

[www.cobrabeer.com](http://www.cobrabeer.com)

2008-2009

# The Great Recession

# The "Sale"



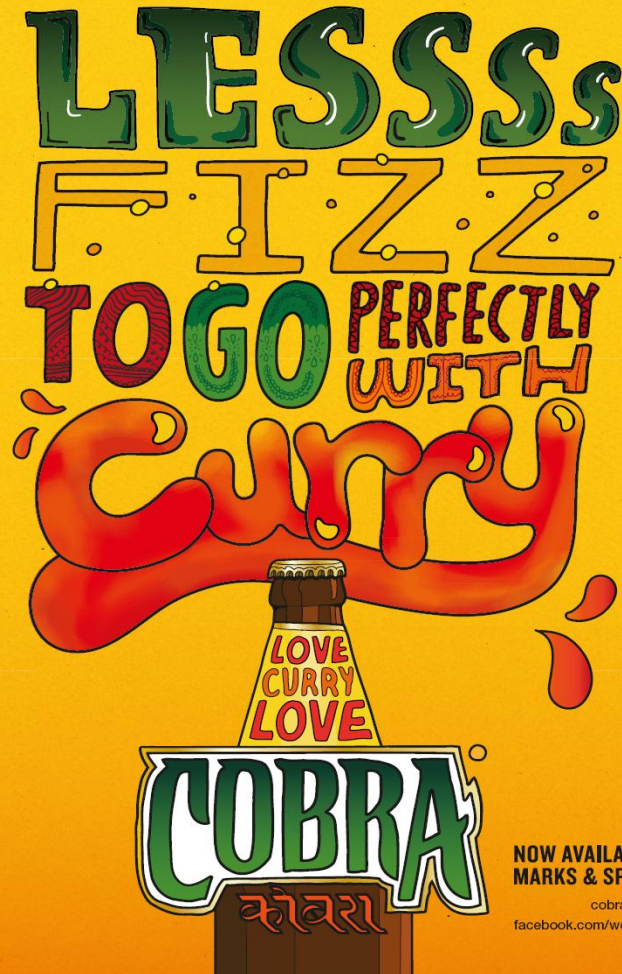
# The Joint Venture

# Culture

# Shared Values

# Advertising, 2010

drinkaware.co.uk  
for the facts about alcohol



NOW AVAILABLE AT  
MARKS & SPENCER

[cobrabeer.com](http://cobrabeer.com)  
[facebook.com/welovecurry](https://www.facebook.com/welovecurry)



M&S Wine Mag | 210x148 | Copy date 17.05.10 - I/D ??.05.10

Less Fizz | Image: FINAL\_advert\_down\_Bleed\_no type V3.ai

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**COBRA**  
कोबरा

# What Makes an Extraordinary Brand?

**1 ... tell a compelling story  
based on an undeniable brand  
truth**



*"It is not slickness, polish,  
uniqueness, or cleverness that  
makes a brand a brand. It is  
truth."*

**Harry Beckwith - Brand Strategy  
'Guru'**

**2 ... live by and refuse to  
compromise on their  
principles**

*"Customers must recognise that  
you stand for something and that  
something never changes."*

**Howard Schultz - Starbucks**





**3 ... have an instantly  
recognisable iconic look**



*"In most people's vocabularies,  
design means veneer ... but to me,  
nothing could be further from the  
meaning of design. Design is the  
fundamental soul of any man-made  
creation."*

**Steve Jobs**

**4 ... deliver a unique,  
relevant,  
consistent experience**

*"A brand is a living entity – and it is enriched or undermined cumulatively over time, the product of a thousand small gestures."*

**Michael Eisner –  
CEO Disney**



**5 ... that inspire people to become loyal brand champions**

*"Companies can boost profits by 75-100% by retaining as few as 5% of their current customers."*

**Harvard Business Review – Sept '01**



6 ... that deliver enduring,  
extraordinary profits

*“Companies that put their money  
behind their brand and not their  
business fail to realise that the  
business is the brand.”*

**- John Moore, “Brand Medic”**

Google™

# 10 Lessons from Steve Jobs – via Guy Kawasaki

Experts are clueless.

Customers cannot tell you what they want

Innovation means jumping to the next curve

The biggest challenges bring the best work from your employees

Design counts.

Changing your mind is a sign of intelligence.

Value does not equal price.

'A' players hire 'A+' players.

Branding = uniqueness + value.

Some things need to be believed to be seen



Brewed under licence in the EU

# Vision

**“To Aspire and Achieve Against All Odds,  
with Integrity”**

*The sky is the limit*







# What do successful entrepreneurs have in common?

Implacable self-belief

One, single core technical skill

High levels of personal energy

Unafraid to talk about money

Proactive

At the right moment, they love to party

Charisma that inspires others

Powerful competitive instincts

The resilience to overcome obstacles

Love for what they do

True belief in their business

*Matthew Rock, Real Business Magazine, Feb 2012*

