Boldness in Business

“In Brands We Trust”

Karan Bilimoria
Founder and Chairman
Cobra Beer
Fortis Fortuna Adiuvat
Fortune Favours the Brave

-- Terence, Phormio
Professor Clay Christensen

Harvard Business School
Aspiration Inspiration
Perspiration
Simple
Guts
Against All Odds
Against the Grain
Porter’s Five Forces Analysis

- Threat of new entrants
- Threat of substitute products/services
- Bargaining power of buyers
- Bargaining power of suppliers
- Industry Rival
The Credibility Gap
Growth of Lager

Lager as a percentage of total UK beer Sales

- 1960: 1%
- 1975: 19.7%
- 1990: 51.4%
- 2010: 83.4%
Indian Restaurant Sector

1950: 300
1960: 600
1970: 1200
1980: 3000
1990: 6600
2000: 8500
2010: 9200
Strategy
Blue Ocean Strategy
Breakthrough Strategy
Recipe

Malted Barley + Yeast + Water + Hops = German Lager

However, for Cobra’s extra smooth taste and texture, we also have four types of hops – as well as maize, rice and wheat
Luck
The 8 P’s

1. Product
2. Price
3. Place
4. Promotion
5. People
6. Phinance
7. Passion
8. Profit
Boldness and Creativity
Boldness and Innovation
Boldness and Advertising
1. THE GENERAL’S SON
2. LEARNING LESSONS IN LAGER
3. CHARMING BEER
4. AGAINST ALL ODDS
5. FROM BANGALORE TO BEDFORD
6. AROUND THE WORLD
MY NAME'S DAVE
AND I'M A CURRYHOLIC
Brewed under licence in the EU
Indian Political Party Symbols
Bidis
What’s in a Name?
Repositioning of a Brand
Rebranding

Evolution not Revolution
Evolving Our Image & Packaging
Inspired.

www.cobrabeer.com
Not just being the best in the world

But also the best for the world
It’s not just what you do
It’s how you do it!
Cobra Foundation – BELU Water

Working with Water Aid to provide safe, clean water in South Asia
Brands and Politics
Obama
Brands and Politics
New Labour

The rebranding of the Labour Party was a sensitive issue
The City as a Brand
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
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
“Companies can boost profits by 75-100% by retaining as few as 5% of their current customers.”

Harvard Business Review – Sept ‘01

5 ... that inspire people to become loyal brand champions
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”
In the Monde Selection, one of the most prestigious quality awards in the world of beer, Cobra Beers have been awarded a total of 78 Gold medals since 2001. In 2013 Cobra Beer was awarded 5 gold medals across the product range Cobra Beer (bottle and keg), King Cobra and Cobra Zero.
Boldness to Adapt or Die
The “Sale”
The Joint Venture
Shared Values
Vision

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

The sky is the limit