Reckitt Benckiser India Ltd: Cherry Blossom Shoe Polish

Introduction

In June 2006, Gautam Suri, the Brand Manager of Cherry Blossom, looked back with some degree of satisfaction to the positive uptrend in the last couple of years to various initiatives taken by the brand team to recoup some of the lost ground. Despite his pre-occupation with the "100 shining years" celebrations going on for this life-touching brand that had for long added an early morning glimmer to shoes, he was keenly working towards finalising the strategic shifts in the marketing strategy of the brand to take it to the next orbit.

The journey of Cherry Blossom (Cherry) as a brand had begin a hundred years ago and had seen many ups and downs. For a long time till mid 1990's, it was the dominant category leader, with virtually no competition, and a market share of about 75%*. Market environment changed when Kiwi emerged actively as one of Sara Lee India's core brand. The changing shoe care habits of consumers and growing popularity of new shoe types further changed the market environment for Cherry. By the end of 1990's, Cherry was losing its shine. The brand had lost its market share steeply from 1999 onwards, and by 2002 it fell to a low of 61% - a drop of 12% in market share. A series of measures helped Cherry to fight this serious erosion to its leadership position, and the slide was arrested in 2003. From there onwards, many active efforts helped the company regain some of the lost ground, and gradually, Cherry's market share inched up to above 65% in 2005.

The brand team's endeavor now was not just to redefine the brand but also set the direction for the brand for the next few years. A series of brain-storming sessions of the team had thrown up a whole lot of new ideas

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* *Unless otherwise stated, all market share figures refer to trade channel tracked by AC Nielsen*

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which included introducing new products & formats both for leather and non leather shoes, redefining the market & the target group, expanding consumer base, new promotional efforts, re-positioning the brand and its communication strategy, and working on the other elements of its marketing strategy. The dilemma was to focus on one or more of these options and utilize the limited resources and marketing effort judiciously for maximum effectiveness to make Cherry the star brand of Reckitt Benckiser India once again.

About The Company

Reckitt Benckiser plc, world's no.1 company in household cleaning came into being with the merger of Reckitt & Colman plc with Benckiser NV in 1999. The company had operations in 60 countries, sales in 180 countries and had net revenues in excess of $5.19 billion. Reckitt Benckiser India Ltd (RBIL) was a 51% subsidiary of Reckitt Benckiser plc. It manufactured and marketed a wide range of household and personal products in categories of Pest control, Shoe care, Antiseptics, Lavatory care, Floor care, Fabric care, Dishwashing, Air care, etc Amongst its many well known brands were, Dettol, Mortein, Harpic, Eazy Off Bang, Vanish, Lyzol, Veet, Disprin, Robin powder, Colin glass cleaner etc. Most of these brands were either number 1 or number 2 in their respective categories in India. Cherry was one of the more profitable brands in the RBIL's portfolio, with a profit contribution much higher than the revenue contribution. RBIL's sales revenues in 2005 were about Rs. 1000 crores.

The Shoe Care Market

Cherry was introduced in India in early 1900's and practically created the market over all these years. Many generations of consumers had grown up with the brand touching their lives closely. In the early years, Cherry was the only major brand in this category. Much later in the 1970's Kiwi, a brand from the Household care products of Sara Lee, entered Indian market, but it really became active only in early 1990s in India.

The market expanded radically during the 1980's and early 1990's. Between them, Cherry and Kiwi, held between 85 to 90% of the Indian market in value terms over these years. In terms of volume, however, these two players accounted for about 70 to 75% of the market. The remaining market was accounted by a number of regional players like Robin, Billi, and many others. Many of these local/regional brands offered products at very low prices and were active in localized markets only.

After the steady growth of the 1980's and 1990's, the shoe care market witnessed reversal of this trend in the 2003 -2005 period in volume and value terms *(Annexure 1)*.

In 2005 the total market was estimated to be about Rs. 110 crores, which included sales through trade channel, shoe shops channel and canteen stores department. Cherry was the market leader by far, followed by Kiwi at 26% market share *(Annexure 2)*.

Shoe Polish Formats

Shoe care market primarily consisted of polishes, creams, shampoos, whiteners, brushes etc. In India, this market had been traditionally dominated by polishes for leather footwear, which accounted for almost 90% of the total shoe care market in 2005, and were predominantly sold in wax format or liquid format. Products like creams, shampoos, whiteners, brushes etc. were categorized as other formats and were used for leather or non leather footwear.

For most part of the last century, shoe polishes were almost synonymous with the wax polishes. The wax polish was sold in round flat tins and had to be applied on shoe using a brush. Next the shoe had to be brushed vigorously to bring the shine to the leather surface. Sometimes a piece of cloth and shoe cream would also be used to get an extra shine. The considerable personal effort required to be made by the polish user would be rewarded by the shine on the shoe. While the polishing effort meant close personal involvement by the user, on the other hand the infrequent purchase of polish (a tin would usually last a long time, even upto a year) limited the customer involvement with the brand.

Till the early 1990's, the polish usage in India was predominantly that of wax polish. In 1991-92, Cherry introduced the liquid shoe polish format in its range. It was a convenient format, with a simple nozzle to apply the polish straight on the shoe to give it instant shine. The liquid polish format held great promise and was expected to appeal to the changing life styles of the Indian consumers. Kiwi also introduced its range of liquid polishes in India around the same time and made it a key component of its marketing strategy since Kiwi had been finding it tough to challenge Cherry in the wax polish format where Cherry had built such a stronghold. Internationally, Kiwi had built its polishes business more on the liquid format, and that was where it had its core strength. In many countries around the world, liquid format had found great consumer acceptance and had grown fast to account for about 40% of polishes market, with waxes being slightly ahead at about 50%.

In the initial years of its introduction in the Indian market, the liquid format showed good growth. However, despite its unique appeal to the convenience seekers, the growth rate of liquid polishes started to taper off by the end of 1990's. After 15 years of launch, the liquid polishes could grow to about 21% of the category by 2005, waxes continued to be the dominant format with a share of 70% and other formats accounted for the rest.

Consumer research among polish users revealed a major reason for the liquid format not living upto its promise. There was a perception amongst consumers that the liquid 'dried' the leather, making the shoe surface harder with time, and did not provide the nourishment that leather needed.

An attitude study showed that amongst the serious shoe care consumers, liquid shoe polishes were not very popular. Such consumers preferred wax polishes and did not generally switch to liquid polishes and also tended to be more loyal towards the brand. The liquid polish users on the other hand were not so loyal and would switch from liquid to wax or vice-versa about 40% of the time.

In 2004, Cherry revolutionized the market by introducing the Quick wax polish format. This new formula combined the dual benefits of convenience the consumer was looking for and the nourishment of leather that wax polish provided. Its easy-to-apply brush was inbuilt in the bottle cap and user could just open the bottle and straightaway apply the semi liquid wax to the shoe surface. In a new swanky packaging, Quick wax polish reached out to the consumers as a new platform altogether and provided an opportunity to RBIL to rejuvenate the brand and also emerge as an innovation leader *(Annexure 3)*. However, Quick wax was a much more expensive format for the consumer – each application used more quantity of polish, and its price was more (the 35 gm pack of Quick wax had a retail price of Rs. 40 as against Rs. 27 for a 40gm tin of wax polish). Initial response to the launch was great but due to quality issues of the wax cracking up in summers, the management decided to recall the brand. Quick wax was reintroduced in Q3 of 2005 but was not able to generate the volumes it had generated during its initial launch. In 2006, its sales level was running at about 5% of the wax market**.

Sara Lee was also active in this period in building its product portfolio and had launched a number of products. In 2004, it launched a new instant shoeshine sponge with a liquid level indicator (the Kiwi express shoeshine sponge) priced at Rs. 40 at retail. Another product Sara Lee launched in the same year was the shoe freshener Kiwi Fresh Force, developed by its global research and development centre to deal with the problem of shoe odour, and towards end of 2005, it also launched its easy wax product against the Quick wax.

Players in the market

Cherry, the category leader of the shoe care market in India, had always enjoyed the status of a core brand in the portfolio of RBIL. Till the early 1990's, Cherry had received new investments and all promotional support from RBIL to constantly grow the brand in keeping with its star status.

However, by the mid 1990's, the parent company Reckitt Benckiser plc was witnessing a global market wide decline in the growth rates of polishes in many countries around the world. There were significant changes taking place in consumers' preferences and habits and 'leisure' had became fashionable in many western societies. Shoes originally designed for sport were becoming fashion statement even in work and casual occasions. In the backdrop of the growing customer acceptance of non-leather shoes, changing

*** Sales of Quick wax/Easy wax were clubbed with wax polishes in A C Nielsen data* shoe care habits, and the competition, it was felt at the Reckitt Benckiser plc headquarters that further growth of Cherry in a sluggish market would be unlikely. The category of polishes therefore did not continue to occupy the key focus in Reckitt Benckiser plc future growth plans and Cherry's presence was brought down from some 90 countries to about 50 countries within a few years.

The global strategic shift also had its impact on the Indian operations and Cherry was assigned the cash cow status by RBIL in 1997. For the next few years, new investments and incremental promotional support to the brand was brought to a bare minimum – no media campaigns were undertaken and only limited promotions were done to match the competition to some extent.

The market stagnated and Cherry started to lose its market share; Kiwi's aggressive promotional efforts of media campaigns, trade and consumer schemes helped it to significantly strengthen its market position and some of the smaller brands also made gains from Cherry's loss. With the changing situation, the question before the company management was whether to sell off the brand. Though considerably alarmed, RBIL's management reasoned that Cherry was still a major contributor with high gross margin as compared to many of its other products, and decided to commit itself to rejuvenate the brand. A series of measures helped to arrest the slide in market share and 2003 saw the brand gaining 1% share. From there onwards, Cherry received much stronger attention and focus, and a flurry of activities were undertaken in terms of new product launches, improved packaging, new promotional schemes etc.

Kiwi Shoe Polish, the largest shoe care brand globally and the major competitor of Cherry in the world, was a brand of the multi-national Sara Lee Corporation. Its 100 per cent subsidiary in India, Sara Lee Household & Body Care India (SLHBCI) manufactured Kiwi range of shoe care products, Brylcreem range of shaving gels, creams, foams and after-shave in the men's toiletries range and also Kiwi metal polish for silver and brass, Kiwi Drainex and Kiwi Kleenflush.

In 2005, SLHBCI had a sales turnover of approx. Rs. 50 crores, more than half of which came from Kiwi shoe care products. The other major contributor to revenues was the Brylcreem range of products, categories in which the company held over 85 per cent market share. All the products of the company were distributed by Sara Lee TTK, a joint venture with TTK Healthcare.

Kiwi Shoe Polish was a late entrant in the Indian shoe care market sometime in the 1970's but actually became active only in early 1990's. Kiwi was a core brand of SLHBCI and enjoyed unbridled support and investment from Sara Lee. India had been designated as the South Asia hub for innovation, hence SLHBCI had been very prompt to come out with many new product innovations and packaging innovations. It had quickly built a wide product portfolio of more than 50 SKUs with extensive variety in wax, liquid and other formats and accessories like sponge shiners, shampoos, and even brushes *(Annexure 4 a & b)*. In a bid to expand the market, Kiwi introduced polish for suede and white shoes, which were almost non competitive categories.

Kiwi projected itself as a brand for the young, with its international packaging and positioning accordingly. The brand had also been considered very aggressive in media and brand promotion, to the extent that its marketing spends as a percentage of revenue were almost double that of the market leader Cherry. Kiwi, though the smaller player in the Indian market, clearly outscored Cherry on the brand visibility front. Early on in 2002, it established an arrangement with Bata to be present at all its outlets. Although Kiwi's overall market share never reached anywhere close to Cherry's share, Kiwi was historically a much stronger brand in the southern states of the country where it built its market share to 42%.

The prices to consumer of Cherry and Kiwi products in different SKUs were not too different *(Annexure 5)*.

Shoe polish usage

According to an independent research in 2005, around 63% of the shoe owners were shoe polish users. However, the use of polish did not appear to be tilted towards specific gender with about 60% amongst males as well as females using shoe polish, in their respective groups. It was also observed that in age-wise categorization, 25-44 year olds were the highest shoe owners, out of which around 62% used shoe polish. The research indicated that shoe polish usage across socio-economic classifications varied quite a lot, with a high of around 80% of shoe owners using polish amongst the SEC A groups, and a low of almost 50% shoe owners using polish in SEC C group. The study also revealed that the total shoe owners increased from 50.42 million to 50.82 million between 2003 to 2005, while the polish users grew from 30.10 million to 31.86 million in the same period *(Annexure 6)*.

The research also indicated wide variations in the frequency of shoe polish usage amongst different groups, but no patterns could be seen in the same. In many cases, a shoe polish tin would last six months or one year to a customer. The usage of shoe polish was markedly low during the monsoon season from June to August, with quarter 1 and quarter 4 being the big season which contributed about 55% of the annual sales between them.

Trends in Footwear Market

Besides the shoe ownership trends, another important factor determining the growth of the shoe care market was the introduction of new types of shoes and shoe materials in the Indian footwear market. With the multinationals entering the Indian market in the 1990's, the popularity of the sports shoes/sneakers among men was growing at a fast pace. Especially amongst the male population, growth in the number of people buying sports shoes was twice the rate of growth for leather shoe buyers as per trends in the footwear purchase during the years 2003 and 2005 *(Annexure 7)*.

Because of the footwear market and shoe care trends stated above, the shoe care market could be best described as sluggish, and showed a remarkable decline in volume terms from 2002 to 2005.

Distribution Channel

RBIL distributed all its products through its common distribution channel which had a wide and deep reach in the markets and was a key strength for the company. The channel was managed by a well structured sales force, responsible for achieving company's sales of entire product portfolio consisting of more than 150 SKUs, and was headed by a Sales Director who reported to the Managing Director. The brand managers reported through the marketing managers to the Marketing Director who had responsibility of all marketing initiatives and efforts and also reported to the Managing Director.

The shoe care range of products was distributed through three types of channels - Trade, Shoe shops & Canteen Stores Department (CSD). While only shoe care products were sold to the Shoe shops, the complete range of RBIL's products were sold through the other two channels. CSD catered to the requirements of the armed forces and their families for a very wide range of daily need products and durable products and had a wide network of its own depots and sales outlets. The contribution of the three channels to the industry sales of shoe care products was 73%, 13%, 14% for the Trade, Shoe shops and CSD respectively. Cherry had a predominant share in the CSD channel (90% + share) whereas Kiwi had a stronghold, in the Shoe shops (80% + share), especially after Cherry had lost one of its distribution arrangements with Bata in 1999, and Kiwi took advantage and tied up with this large retail footwear chain account worth Rs. 3 crores.

In the Trade channel, Cherry had much deeper penetration and was present in more than one million outlets across length and breadth of the country. Northern India was the biggest market for shoe care products followed by Western India and these markets contributed above 50% and about 22% to Cherry's sales respectively. The rest came equally from the eastern and southern markets. While Cherry had been present across more than 75% of the all type of outlets (e.g. kirana, grocers, chemists, modern retail stores etc.) stocking shoe care products, Kiwi had much less distribution penetration and was present in about 4 lakh outlets. The deep distribution reach of Cherry had consistently been there even during the slowdown years.

Of the total trade sales of shoe care products by value, about 15% came from the rural markets, and the rest was from urban markets. This, however, was not identified as a major concern by the brand manager as it was felt that due to the very low-priced competitive products in the smaller towns and rural areas, garnering any incremental share for Cherry at this time would make a significant hit on the gross margins.

Quest for Growth: 2003 Onward

With the strong support of RBIL's management, the entire brand team of Cherry swung into action to rejuvenate the brand and identified key growth drivers. These drivers, constituting the marketing mix of the brand, helped the company to bring back Cherry on an encouraging growth path and sustained leadership.

These strategies addressed the following key drivers:

- Reintroduction of Advertising through media in place of consumer promotions
- Enhancing the reach and the visibility of the brand by driving up its presence and placement in the channel
- Pacing up the innovations and becoming the pioneer of new products and usage formats in the shoe care market

Branding and Promotion Mix

Traditionally, Cherry had not been using media to build its brand equity and was off air from late 1990's to 2002. It was a conscious decision, now, to include promotions through media as an integral part of equity building measures. Hence it was decided to use the pull created by advertisements and other media support as a supplement to the push activities through trade promotion, and consumer promotion schemes were discontinued.

Especially the centenary celebrations were to be used as an occasion to leverage media promotions to generate a lot of public interest, and bring the Cherry brand into limelight. It was believed that the boost to such brand building investments would be the best defense against a competitive attack and would help in building long term brand equity also. The target was to achieve the highest possible share of voice and share of market, and to maintain the base frequency and reach throughout the season, irrespective of the competition's media presence.

The brand, which for long had been associated with the iconic Charlie Chaplin via its Cherry Charlie ad campaigns, stood for success, honesty and hard work. It had earlier positioned itself as the No. 1 shoe polish for well-groomed adults. Now, after a long gap, Charlie was brought back into the advertisements in 2003, and the new message was "Cherry's shine is far superior to that of other brands". In 2005, a new positioning plank was used when the brand tried to bring back the convenience and fun in polishing shoes and offer value for money in a category that was largely driven by product promotions. Charlie continued to be a loyal brand ambassador and the brand saw an upward swing.

Sara Lee had been very liberal in deciding the media spends for its Kiwi advertisement campaigns and used it well to support the launch of many innovating products it brought to the Indian market in these years. The visibility of the brand got a strong boost when Kiwi launched its new advertisement campaign in mid 2006 featuring the new hero of the Indian cricket team M S Dhoni.

Kiwi's high aggression was not just in media spends but also in trade spends where it came out with numerous schemes from time to time to drive up its sales. Over and above the traditional retail margin of 12% by both the brands, Kiwi was actively trade promoted with additional discounts going up to 20% where as Cherry's additional trade spends were limited to around 6%. Kiwi was highly consumer promotion driven too with around 95% of all its products under some consumer promotion or the other. However RBIL decided that it was unnecessary for the market leader to match up the trade margins offered by the challenger brand, and no consumer promotions were considered necessary to be offered.

Presence and Placement (Visibility)

In order to drive the volumes of sales at retail outlets, Cherry decided to use placement tools to execute a mega visibility drive in 2004. As part of the same, it selected to cover some of category A & B outlets, and select shoe shops. Shelf talker, wall dispensers, hangers etc. were placed well before the season to boost the sales through out the season. The number of retail outlets that Cherry reached was meanwhile increasing and by 2005, about 1.19 million outlets stocked Cherry products *(Annexure 8)*.

Innovation – Drives business and growth

Many aspects of the shoe care industry had undergone tremendous change over the last 5-6 years. According to industry research, these changes in the product users profiles, product forms and usage patterns, shoe care habits and competitive scenario had changed the environment where innovation was not just a choice but a strategic imperative.

It was believed that the innovation dynamism would not just help build durable brand equity among the consumers but also enable the company drive up its market share by deriving higher value per usage. This strategy had seen RBIL introduce Cherry's international range in 2003 which included products from their global portfolio, with an improved packaging for the first time in Indian markets.

In 2004, Cherry came out with the new format of Quick wax. Again in 2005, to drive consumer benefit of keeping the shoes looking new for longer, Cherry changed the formulation of wax polish and introduced wax with leather oils with anti-ageing formula. This innovation was supported by promotions for "100 shining years" celebrations of Cherry *(Annexure 9)*.

Since the implementation of these initiatives over 2003-2005, the brand started to reap the benefits, and was on a growth path despite market stagnation, and attained a market share level of almost 67% in first half of 2006.

Exploring New Avenues

With 100 years of rich history and strong presence in the Indian market, Cherry Blossom was well on the recovery path after the turmoil of the mid 1990's and early 2000's.

RBIL's other brands in the meanwhile were showing excellent performance with the company recording growth rates of 20%+ year on year since 2003. The challenge that the Cherry brand team now faced was how to match up to the growth rates of the company, to move from the low single digit to high double digit, and become a star brand in RBIL's portfolio.

The brand team had certain plans to expand the markets and increase the growth rate, while at the same time remaining committed to keep the profitability of the brand intact and also ensuring to guard itself from any share losses similar to the ones that had occurred earlier.

Realizing that initiatives couldn't be taken in all directions at one time, the team wanted to use the creative ideas and innovative minds of the young business managers of the future, to help formulate new avenues for growth and chalk out the future of this endearing hundred year strong 'Cherry Blossom' brand to a new level. The brand team expected the young analysts to also do primary research of market segments, consumers and competition etc that they considered necessary to come out with strategic recommendations.

Annexure 1: Shoe care Market (Volume & Value)

Volume MT/KL

Formats	2001	2002	2003	2004	2005	H1 05	H1 06
Wax	1307	1344	1219	1040	945	498	478
Liquid	445	485	398	374	348	182	182
Others	390	384	328	322	322	151	154

Value Mio Rs.

Formats	2001	2002	2003	2004	2005	H1 05	H1 06
Wax	588.89	633.36	592.49	555.16	546.39	281.76	293.12
Liquid	188.05	200.72	172.63	163.23	160.60	83.18	91.19
Others	68.20	73.80	63.94	71.66	79.10	38.21	44.61
Total	**845.14**	**907.87**	**829.05**	**790.05**	**786.09**	**403.16**	**428.92**

Other formats value break up

Other Formats	2001	2002	2003	2004	2005	H1 05	H1 06
Canvass Cleaners	33.49	33.43	32.93	33.61	36.13	16.56	17.36
Shoe Creams	8.93	6.27	5.20	4.02	2.73	1.40	2.29
Sneaker Cleaners	0.95	1.25	0.51	0.12	0.14	0.06	0.26
Sponge Shiners	11.36	14.76	15.59	24.90	29.87	14.71	18.77
Suede Cleaners	13.47	18.09	9.71	9.01	10.24	5.48	5.92
Others total	**68.20**	**73.80**	**63.94**	**71.66**	**79.10**	**38.21**	**44.61**

Source: AC Nielsen (AC N does not track CSD & shoe shops)

Volume in tonnes. Value in MLC(Million Local Currency)

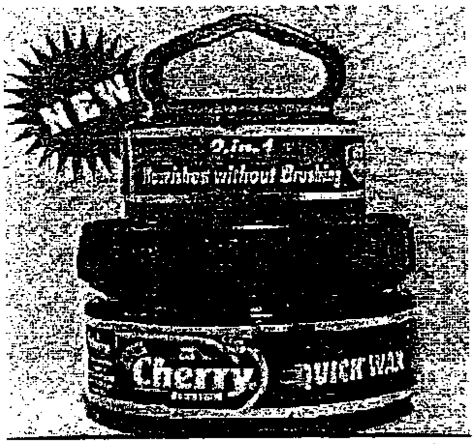
Annexure 2: Shoe care Market Shares

Value Market Share

Formats	1999	2000	2001	2002	2003	2004	2005	YTD Jun 06
ALL SHOE	100%	100%	100%	100%	100%	100%	100%	100%
RB SHOE	73.16%	71.53%	65.70%	61.12%	62.10%	65.14%	65.6%	66.7%
KIWI SHOE	16.14%	18.54%	22.63%	25.87%	26.34%	25.36%	26.2%	24.9%
ALL WAX	71.7%	70.1%	69.7%	69.8%	71.4%	70.3%	69.5%	68.5%
RB WAX	74.9%	73.8%	69.8%	66.0%	66.5%	69.4%	72.6%	72.9%
KIWI WAX	12.5%	14.0%	15.8%	18.2%	18.5%	17.9%	16.5%	15.9%
ALL LIQUID	21.0%	22.6%	22.3%	22.1%	20.9%	20.7%	20.4%	21.1%
RB LIQUID	73.6%	68.5%	60.4%	54.9%	54.9%	61.4%	56.3%	60%
KIWI LIQUID	24.8%	29.6%	36.6%	39.6%	44.2%	37.5%	43.1%	39.7%
ALL OTHERS	7.2%	7.3%	8.1%	8.1%	7.7%	9.1%	10.1%	10.4%
RB OTHERS	55.1%	59.6%	45.1%	36.3%	41.4%	38.3%	36.5%	39.5%
KIWI OTHERS	27.5%	28.2%	43.5%	54.0%	50.5%	55.4%	59.0%	54.5%

Source: AC Nielsen

Annexure 3: Cherry Blossom Quick Wax



Annexure 4 (a): Cherry & Kiwi range in shoe care

Range Comparison

Segments	Cherry	Kiwi
Waxes		
Wax 80 gms	0	3
Waxes 40 gms	2	7
Waxes 15 gms	2	7
Easy Wax	3	1
Liquids		
Liquids 75 ml	3	6
Liquids 40 ml	0	3
Others		
Suede Cleaners	0	4
Canvass Cleaners	1	2
Sneaker Cleaners/ Shampoos	0	3
Sponge shiners	1	4
Brushes	0	3
Aerosols	0	2
Combi Packs	0	5
Polish Kits	0	3
Total	12	53

Annexure 4 (b): Kiwi range in shoe care

Annexure 5: Retail Prices

SKU Pricing 2007

SKU	Gm /ML	MRP	Price/ Gm/ML
Cherry /Kiwi Wax 40 gms	40	28	0.70
Cherry / Kiwi Wax 15 gms	15	14	0.93
Kiwi 75 ml new	75	45	0.60
Kiwi 75 ml old	75	37	0.49
Cherry Liquid Leather Oil	75	40	0.53
Cherry Quick Wax 35	35	40	1.14
Kiwi Quick Wax (Launched with Rs. 5 off)	35	40	1.14
Cherry White cleaner	120	20	1.14
Kiwi White cleaner	120	20	1.14
Kiwi New sponge shiner	1	40	1
Cherry sponge shine	1	40	

Annexure 6: Shoe ownership & polish usage data

				Agewise					SEC						
2005	Total	Male	Female	15-19	20-24	25-34	35-44	45-55	A1	A1+	A1-	A2	B1	B2	C
Total shoe owners	51	28	23	8	8	16	11	8	4	2	2	7	9	9	21
All Users	32	18	14	5	5	10	7	5	3	2	2	5	6	5	11
Non Users	19	10	9	3	3	6	4	3	1	0.3	1	2	3	3	10
Solus Users	19	10	8	3	3	6	4	3	2	1	1	3	4	3	6
Heavy users	7	4	3	1	1	2	2	1	1	0.5	0.5	1	1	1	2
Medium users	8	4	3	1	1	2	2	1	0.8	0.4	0.5	1	2	1	2
Light users	17	10	8	3	3	5	4	3	1	0.6	0.8	3	4	3	7
2003	Total	Male	Female	15-19	20-24	25-34	35-44	45-55	A1	A1+	A1-	A2	B1	B2	C
Total Shoe owners	50	27	23	8	9	15	11	7	6	4	2	7	9	8	20
All Users	30	17	13	5	5	9	7	4	4	3	1	5	6	5	11
Non Users	20	10	10	3	4	6	4	3	2	1	1	2	3	4	10
Solus Users	17	10	8	3	3	5	4	2	2	1	1	2	3	3	7
Heavy users	6	3	3	1	1	2	2	1	1	1	0.3	1	1	1	2
Medium users	7	4	3	1	1	2	2	1	1	1	0.3	1	1	1	2
Light users	17	10	7	3	3	5	4	3	2	1	1	2	3	3	6

(Figs in. 000 000)

Figures may not total due to rounding off errors

Annexure 7: Trends in footwear buyers

			Agewise					SEC						
	Year	All Male	15-19	20-24	25-34	35-44	45-55	A1	A1+	A1-	A2	B1	B2	C
Leather														
Footwear Buyers.	2003	18,673	3,385	3,318	6,440	4,170	2,360	2,412	1,646	767	2,831	3,320	3,056	7,254
	2005	19,575	3,172	3,296	5,700	4,543	2,864	1,647	787	859	2,966	3,721	3,431	7,810
Sneakers/Sports														
Footwear Buyers	2003	4,675	1,328	1,080	1,186	755	326	764	532	231	691	935	716	1,569
	2005	5,137	1,248	954	1,345	976	614	522	266	256	897	911	809	1,999

Figs in 000s

Annexure 8: No of retailers for Cherry

Region	2003	2004	2005
India	1,167	1,203	1,191
North	582	639	625
East	221	219	216
West	216	215	231
South	149	130	119

Dealer '000

Source: AC Nielsen

Annexure 9: Çherry's Product Innovation & Range