

Boldness in Business

Karan Bilimoria
Founder and Chairman
Cobra Beer

South India

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COBRA
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Virtutis Fortuna Comes

Fortune favours the brave

- Duke of Wellington

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**Professor Clay Christensen
Harvard Business School**

**Aspiration, Inspiration,
Perspiration, Partnership**

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Citroen CV 2 – Albert



Guts

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Blue Ocean Strategy

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Crossing the Credibility Gap

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**A
Simple
Big
Idea**

Serendipity

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Luck

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Brew Master Dr Cariapa - Partnership in production



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Trust

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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**

Mission from Day One

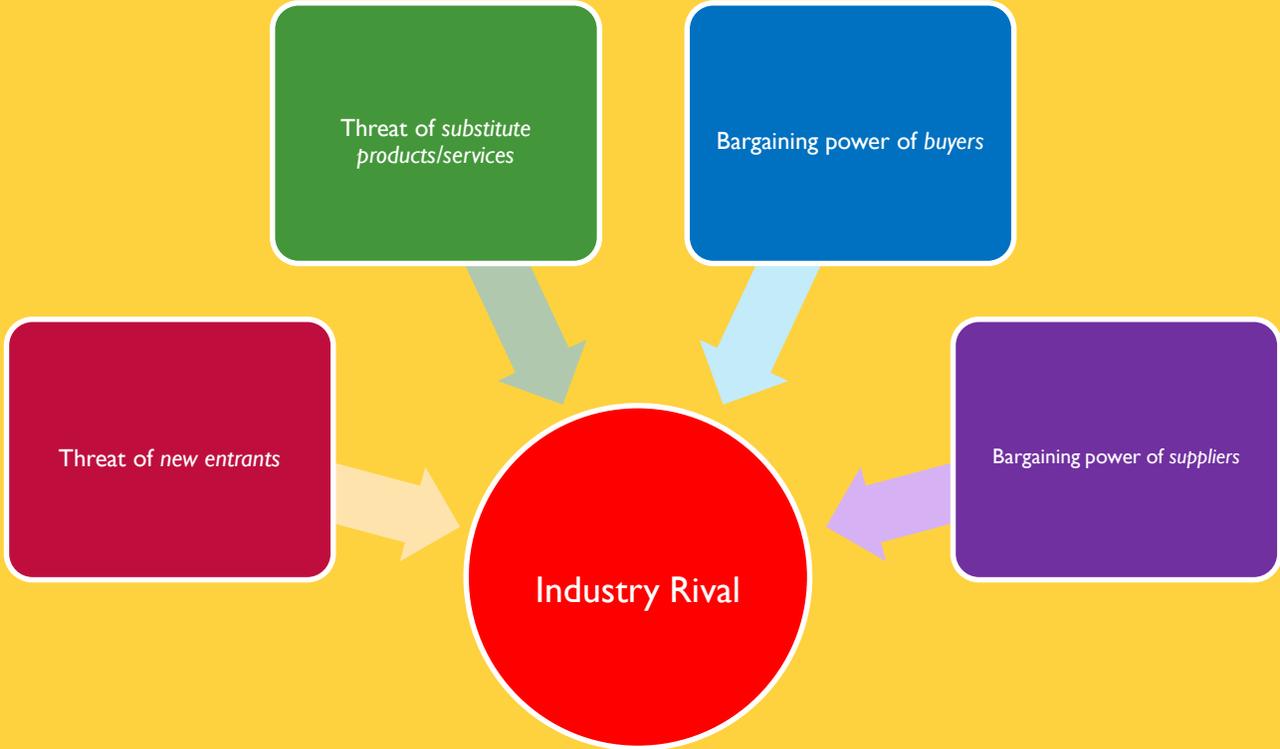
**To brew the finest ever Indian
beer and to make it a global beer
brand**

Against All Odds

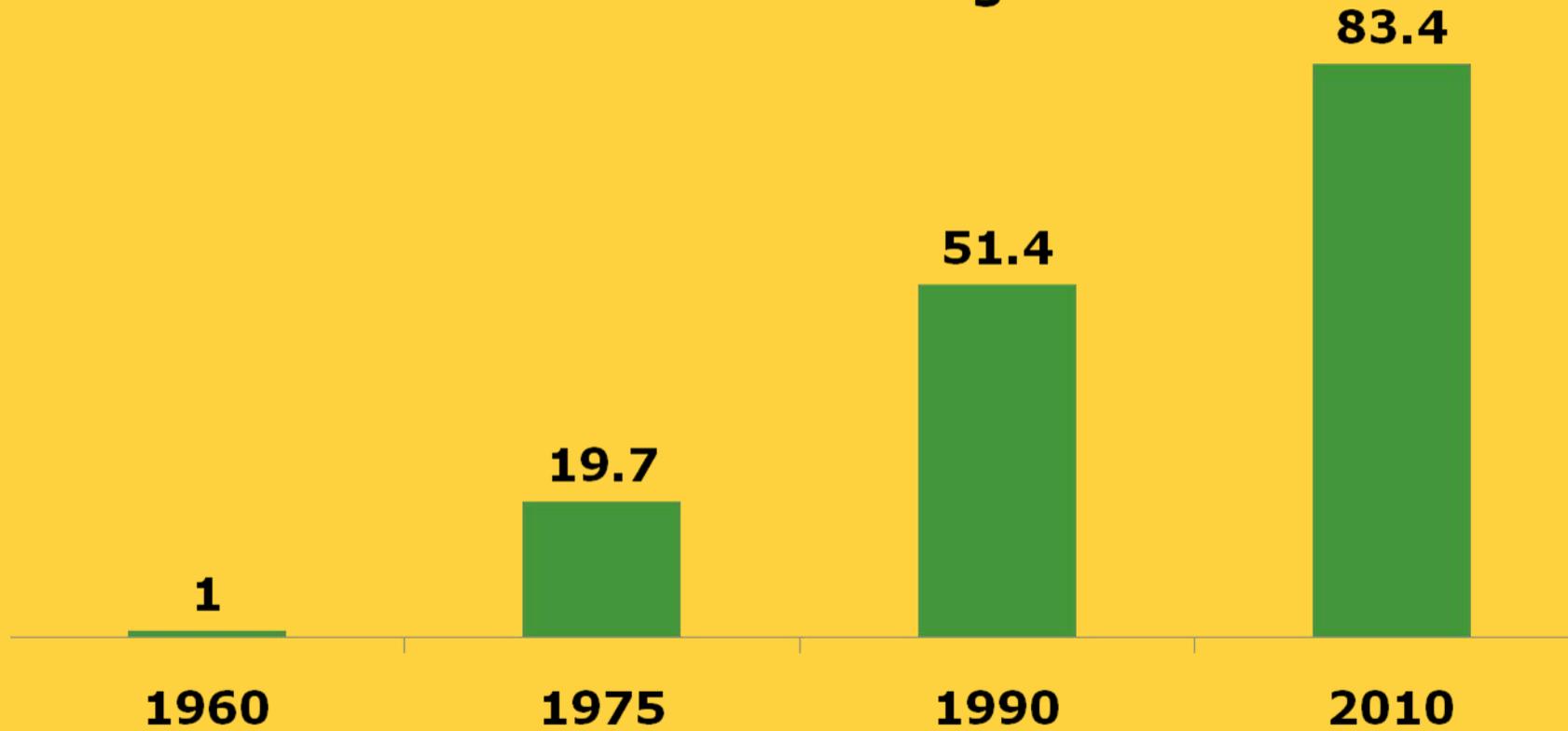
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Porter's Five Forces Analysis

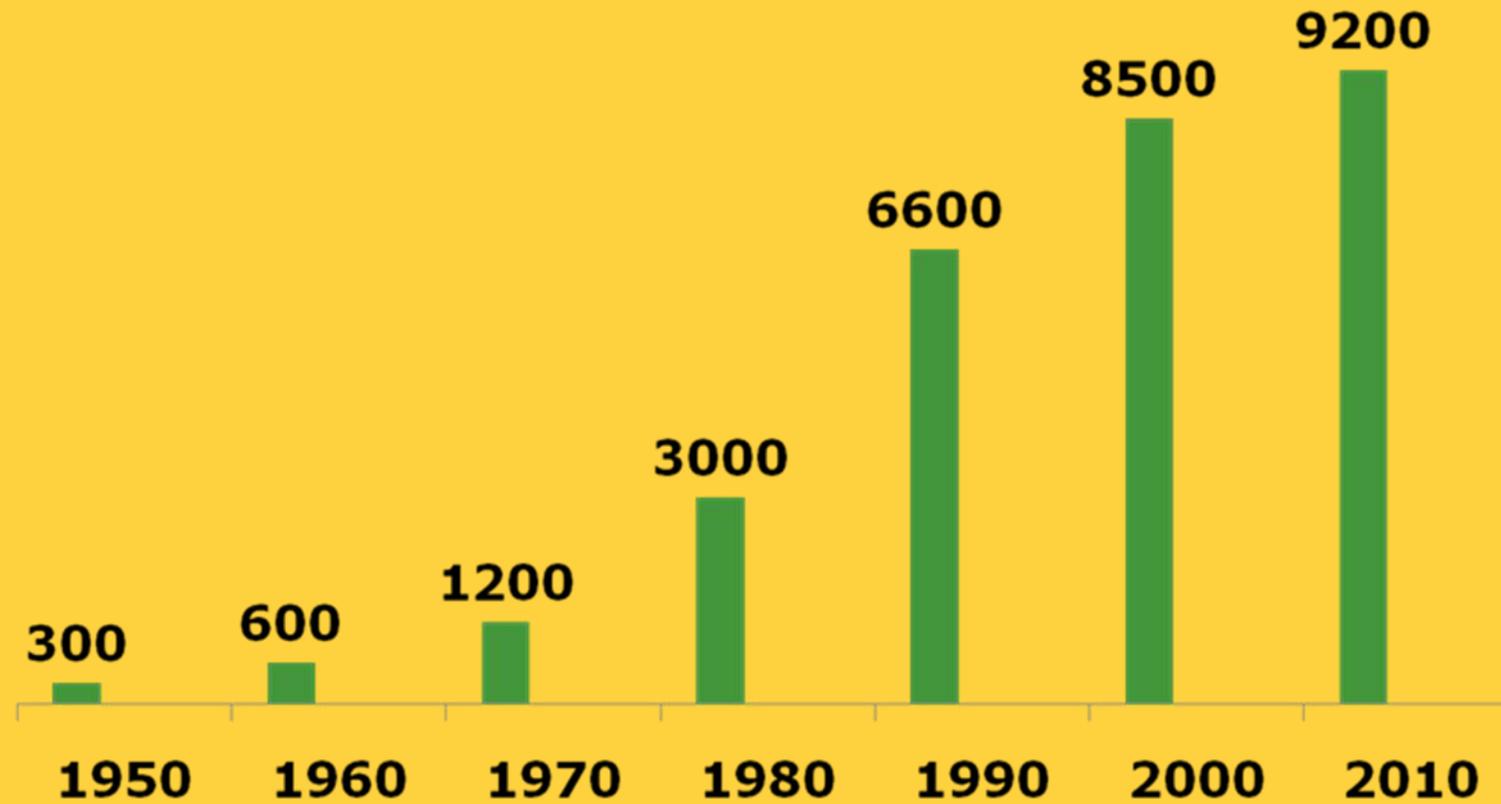


Growth of Lager



Lager as a percentage of total UK beer Sales

Indian Restaurant Sector



1990-1997

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

Boldness
to
Adapt or Die

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Evolution of Cobra

**Born in Bangalore, Brewed in
Bedford and now Burton-upon-
Trent, UK, Belgium and in three
breweries in India!**

Distribution and Range

98.5% Distribution in ERS

Also in Chinese, Turkish and Thai Restaurants

Supermarkets – excellent distribution

**Cash and Carries and impulse sector excellent
distribution**

Pubs & Bars – huge growth opportunity

Exported to 40 countries globally

The next big thing!!



Brexit

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The 10 P's

1. Product

2. Price

3. Place

4. Promotion

5. People

6. Phinance

7. Passion

8. Profit

9. Partnership

10. Principles

Partnering with your team

**Samson Sohail –
Cobra Sales Director**



Boldness and Creativity

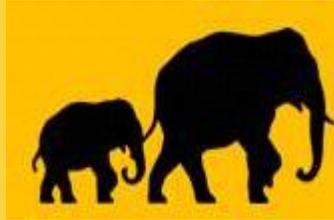
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Repackaging



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



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King Cobra



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Cobra Zero



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कोबरा
SMOOTH POUR

The extraordinary spirit still lies at the heart of Cobra
and among the team wondering "what else it possible"
this time why we invented the incredible new
Cobra Smooth Pour Glass that's in your hands right now.

Let back, relax and savor this experience.
smoother sipping experience.

GLOBAL
GOLD
MEDAL
WINNER

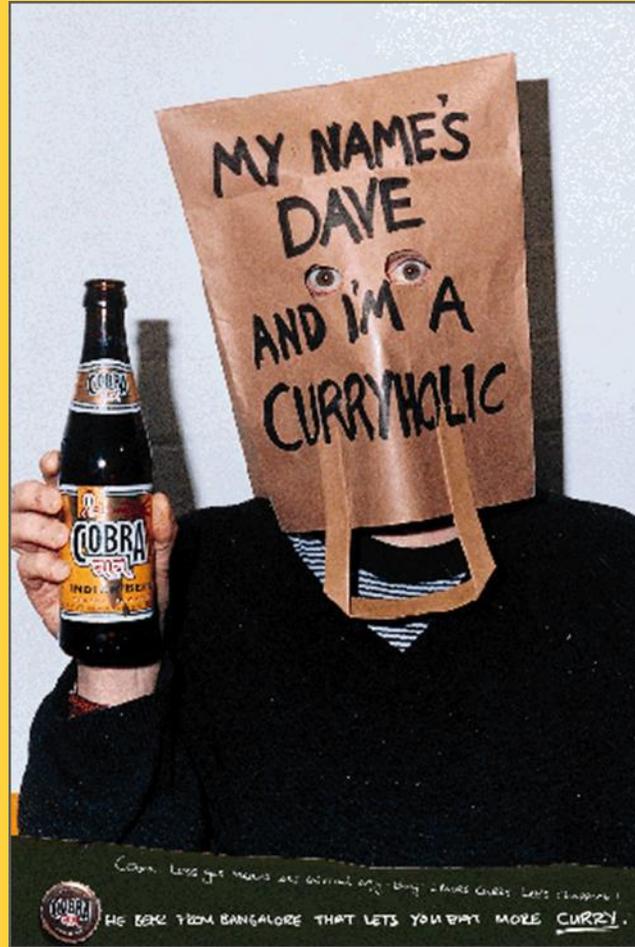
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Boldness and Advertising

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Cobra. Less get means less getting any - they - HAVE CURRY. LETS CHAMP! HE BEK FROM BANGALORE THAT LETS YOU EAT MORE CURRY.



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Brewed under licence in the EU

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KING
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PREMIUM STRONG BEER

Unusual thing, excellence

www.cobrabeer.com

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**When you don't have a
partnership with an
advertising agency!**



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Back on Track

The Boss



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94 Gold Medals

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Quality Labels for Quality Products

Spirits & Liqueurs - Beers - Wines - Waters & Soft Drinks
Diet & Health - Food - Cosmetics & Toiletries



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International Quality Institute Since 1961

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Tel: +32 2 346 75 57 - Fax: +32 2 346 75 76 - e-mail: info@monde-selection.com - www.monde-selection.com

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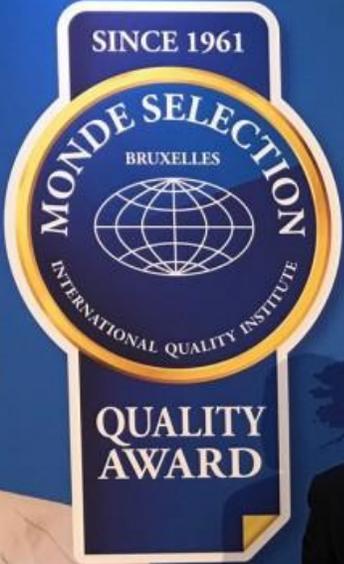


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2008-2009

The Great Recession

Partnerships in Joint Ventures

The Cobra Beer Partnership

Molson Coors Cobra India

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Culture

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Shared Values

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Integrity

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Partnership with the community

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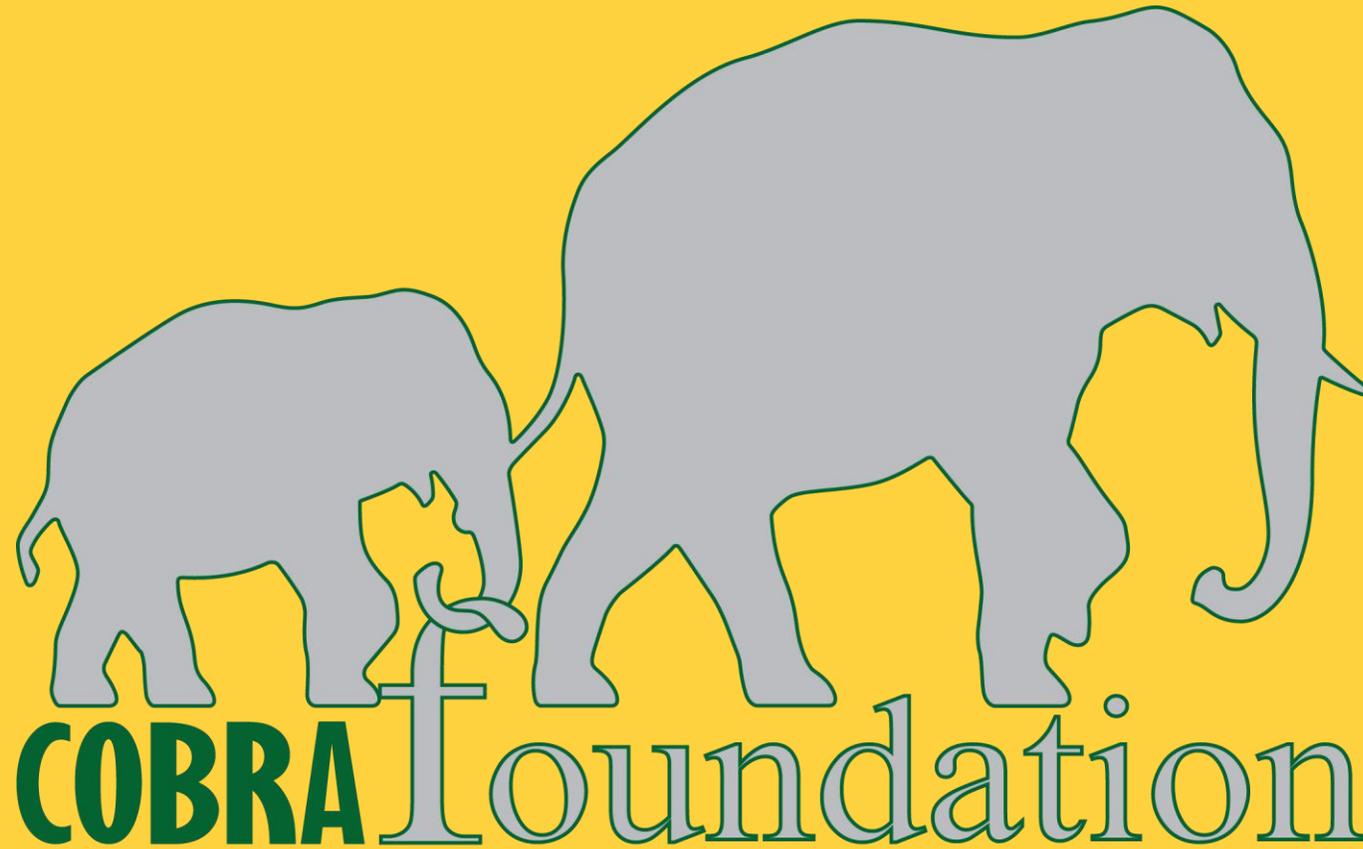
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**It's not just what you do
It's how you do it**

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Cobra's Own Charity



Founded by Cobra Beer Ltd.

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**Cobra Foundation – BELU Water
Working with Water Aid to provide
safe, clean water in South Asia**

Boldness and Innovation

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Leadership

**The fear of pain is greater than the
pleasure of gain**

Playing not to lose

Or

playing to win!

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

What Makes an Extraordinary Brand?

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**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”



African proverb

**If you want to travel fast, travel
alone**

**If you want to travel far, travel
together**

Vision

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

The sky is the limit

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Presents
**BREWED SMOOTH FOR ALL FOOD
WORLD TOUR**

