



LIVE WITH PRIDE

TATA Shaktee is the brand that changed the face of the corrugated sheet category in India. Today, it is the undisputed market leader and owes as much of its success to innovative products and services, continuous nurturing of the distribution channel and pertinent brand communication. The country's first GC sheet brand, not surprisingly, has a series of firsts to its credit. It is these firsts which have made it the No. 1 brand in this segment and a leader that brought professionalism to an otherwise famously vagrant industry. The brand is backed by loyal consumers who swear by its quality and the trust of Tata, some having stayed under the same Shaktee roof since generations.

Market

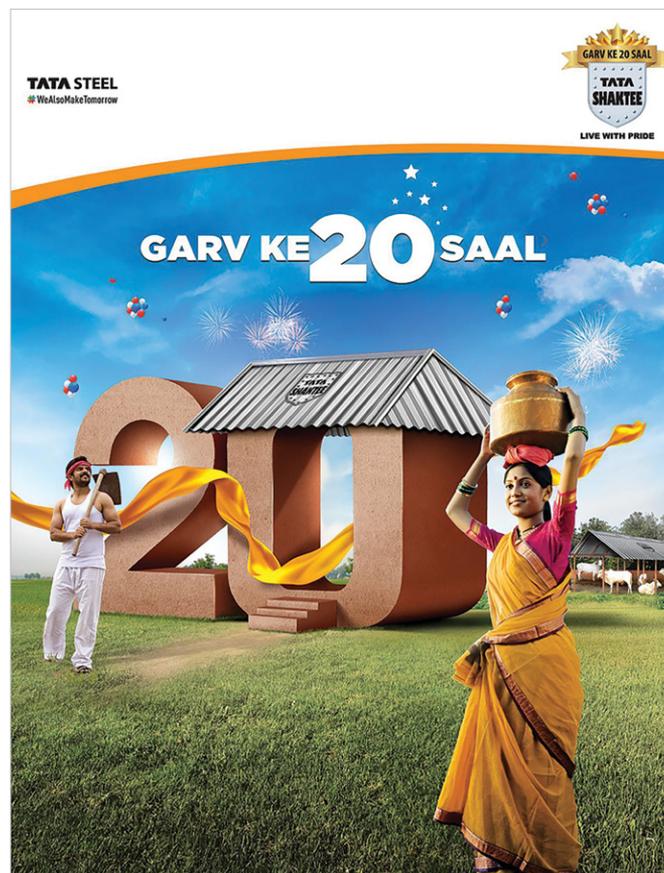
In a country which is short of several tens of millions of houses, the hope of constructing one is highly aspirational. Each year, a number of people graduate to this stage, seeking to build a RCC roof – the most desired roof of all – over their heads. Many, however, settle for the next most coveted: the galvanised corrugated (GC) roof.

Two reasons drive this market. The first is that GC sheets are less costly than RCC and, therefore, fall within the means of more people. The second is that unlike other less sturdy roofs such as bamboo, wood or thatched, GC sheets last considerably longer. The bulk of the market for these roofs rests in rural India and is usually concentrated about harvest time when farmers are flush with funds.

The total estimated market for steel roofing – corrugated and colour-coated sheets together in India is approximately 0.7 million tonnes per annum. A substantial part of this market is controlled by local brands. TATA Shaktee is, by far, the leader in this category. Although commanding a substantial premium, it watches over a market share of 34% (Source: internal estimates).

Achievements

TATA Shaktee's journey to leadership is a fine study in best marketing practices, brand



and laurels. The Superbrands status, for instance, conferred four times consecutively upon it marks the only company in this segment to have ever been granted this validation. The brand has also won several RMAI awards as well as three WOW awards and two ET Champions of Rural Marketing Award for outstanding marketing campaigns. In 2020, the iconic brand is celebrating a glorious journey of Garv ke 20 Saal with aspirations to enable rural India to 'Live with Pride' for many more years to come.

History

As late as the turn of the 21st century, the steel roofing category was a completely commoditised one. In other words, buyers simply bought a corrugated sheet of metal, not a brand. The advent of TATA Shaktee in this wayward market did bring a sense of professionalism but there was still much to be done.

At the outset, TATA Shaktee endeavoured to develop a proficient distribution system through an organised retail network. Today, twenty years later, this network is 4,500 strong, spans the entire country and is fed by 35 distributors.

On the product front, TATA Shaktee brought several innovations to the table. Perhaps, the most significant was introducing the concept of Recommended

Consumer Price (RCP). This allowed the manufacturer to set the price at which a product could be sold to a customer. This simple act eliminated price cheating and ensured that there could be no black marketing caused by artificial shortages.

In important centres, TATA Shaktee launched branded outlets known as TATA Shaktee Sansaar. This was part of its retail identity programme and helped the brand gain visibility and stand out in a crowded market.

Product

TATA Shaktee was the first galvanised corrugated sheet brand to print the sheet thickness and the zinc coating in grams per square metre (GSM) on the sheet. It additionally ensured that all the sheets had a uniform 120 gsm zinc coating. This was in stark contrast to ordinary brands which had a variable, patchy coating of zinc.

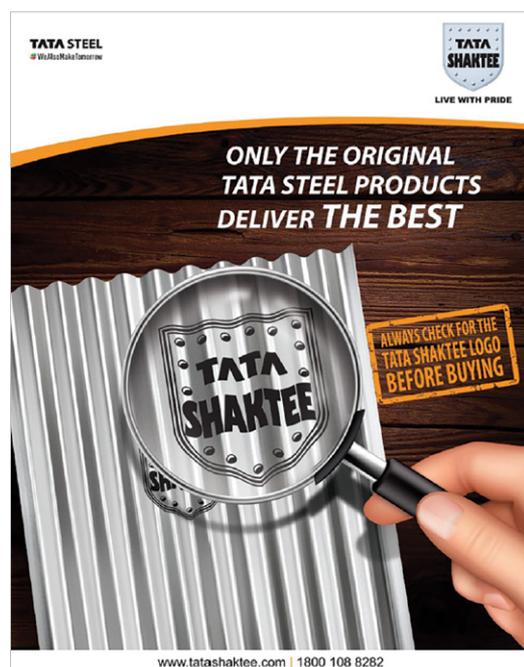
TATA Shaktee also ensured stringent quality tests that in turn guaranteed proper hardness,

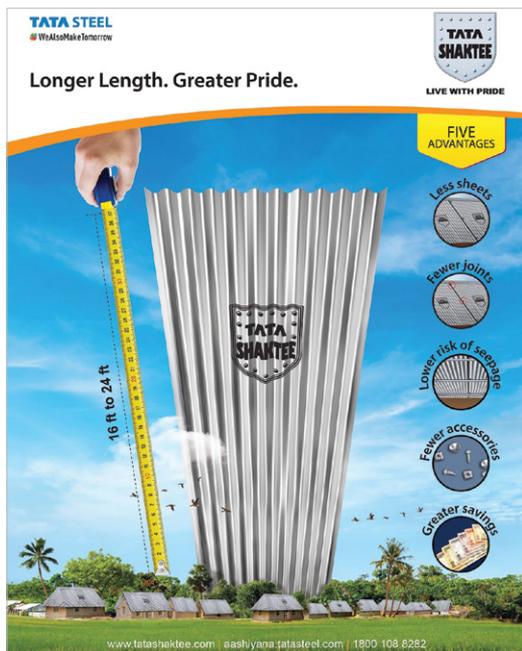
building initiatives and pioneering innovations. In a market notorious for cutting corners and penny-pinching by unscrupulous traders, TATA Shaktee has carved a very special niche for itself. This achievement and the fact that it commands a substantial premium – is even more remarkable since the brand mainly operates in the highly price sensitive rural market.

Over the years, TATA Shaktee has stretched its lead over competitors, setting internal benchmarks along the way. Launched at a nominal premium in 2000, today, it commands a hefty market premium along with a loyal customer base. Few brands exert such a hold over rural markets and fewer still have the ability to sustain them.

Another yardstick to measure the brands' power is the Brand Equity Index (BEI) – proprietary ACNielsen tool that measures awareness and willingness to purchase. In this study, TATA Shaktee has increased its score from 3.90 in 2003 to 7.00 in 2016.

Every effort that TATA Shaktee makes pushes it further ahead – resulting in several accolades





superior zinc adherence, high tensile strength and accurate dimensions. These went a long way in winning the trust of consumers.

At a time when only 740 mm/800 mm width GC sheets were available, TATA Shaktee rolled out 910 mm and 1,220 mm sheets to provide greater coverage and thus more value. Being wider than the standard 800 mm GC sheets, a fewer number of GC sheets were required to cover the same area. This resulted in fewer overlaps, lesser number of joints and reduced wastage.

Recent Developments

Ground studies showed that while TATA Shaktee was the preferred brand, not all could afford it. Spurred by this information it recently introduced thinner SKUs – 0.20, 0.22, 0.25 and 0.28 mm. These have reduced the price differential substantially and brought TATA Shaktee within easier reach of almost all consumers.

With a keen ear always to the ground, when it discovered that a certain upwardly mobile set of consumers were seeking professional help in installing corrugated sheets, TATA Shaktee introduced Roof Junction Service. Through this service, consumers can get a roof fully fabricated by a trained fabricator. Every six months in the first year, the fabricator also completes a maintenance inspection of the roof and remedies any issue with it. Additionally, the company also provides a two-year warranty against leakage.

TATA Shaktee launched Branded Ridges and Branded Gutters to provide a complete basket of roofing solutions.

WAMA was launched to cater to the market need of vertical applications for walling and fencing needs. Long Length Tata Shaktee GC Sheets were launched to further provide SKUs for lengths up to 24 feet, to cater to latent needs of the market.

Promotion

The steel industry has been pretty insulated from the need to advertise and word-of-mouth at the point of purchase has been the most common advertising tool. With TATA Steel launching an exercise to brand its products, the company sought to expand its portfolio of media tools. However, long before that, it needed to develop a pay-off line that would encapsulate its brand essence and link its promotional efforts. With this in mind, TATA Steel created a positioning statement that offered strength as its platform symbolising it with the

elephant. At the turn of the century, the tagline *Naye Yug ki Nayee Shaktee* seemed to be a perfect fit. However, the term *naye yug* seemed irrelevant as the turn of the millennium became a matter of the past. Moreover, the positioning on strength was also losing connect with customers who saw longevity and protection as a greater value than mere strength.

The new positioning – *Sardi, Garmi Ya Barsaat, TATA Shaktee Hardam Saath* – and the tagline – *Chale Sabse Zyaada* proclaimed longevity. This rational benefit would later make way for the emotional benefit of *Garv Se Jiyo*. A survey revealed that while a GC roof is by itself a source of immense pride, the TATA name plays a significant role in enhancing pride of ownership and elevates the stature of the end-user in society. Therefore, while the category communication focused on rational benefits like longevity and savings, TATA Shaktee helped the roofing category move up the benefit ladder to an emotional plane.

The promise of pride was amplified through the audio-visual medium. The first ever TATA Shaktee television commercial was launched on 1st July 2014 – a milestone for the brand. The idea was based on the fact that a person who lives under a TATA Shaktee roof reflects the brand's values. It is these values that keep him ahead of the rest, making him a winner and filling him with pride. Ace archer, Deepika Kumari, was used as the brand ambassador because she embodied the same values as TATA Shaktee. The commercial was supported by a 360-degree campaign including outdoor, POS and on-ground activation. Additionally, the mobile medium was extensively used to drive the campaign message, especially the attributes of TATA Shaktee that set it apart from competition.

In an effort to drive category conversion, on-ground activation was used to communicate the message through direct engagement with consumers. Product promotion was done through mobile van activations, haat campaigns and consumer meets. In 2015, TATA Shaktee launched *Ek Kadam Parivartan ki Ore*. The largest

rural market activation campaign so far, it has been able to strike a personal connect with the rural crowd and encourage word of mouth promotion.

The primary objective of category conversion from thatch, tiles and asbestos roofs to TATA Shaktee GC sheets is mainly achieved by establishing direct connect with the target audience through interactive games and activities, explaining to them the benefits of TATA Shaktee GC Sheets vis-a-vis other roofing alternatives. TATA Shaktee organises a lucky draw in which audience having *kachcha* roofs register themselves and the company revamps the roof of the winner's house with TATA Shaktee GC Sheet at its own cost. The revamped house (*Parivartan Bhawan*) stands as a symbol of TATA Shaktee's brand promise – *Ek Kadam Parivartan ki Ore*. Following this initiative, Tata Shaktee launched *Gaon Gaon Shaktee ki Chaon* in 2019 – a bike campaign to take the category conversion initiative to the deepest villages of India and increase the reach. Till date, the campaign has touched over 1,80,000



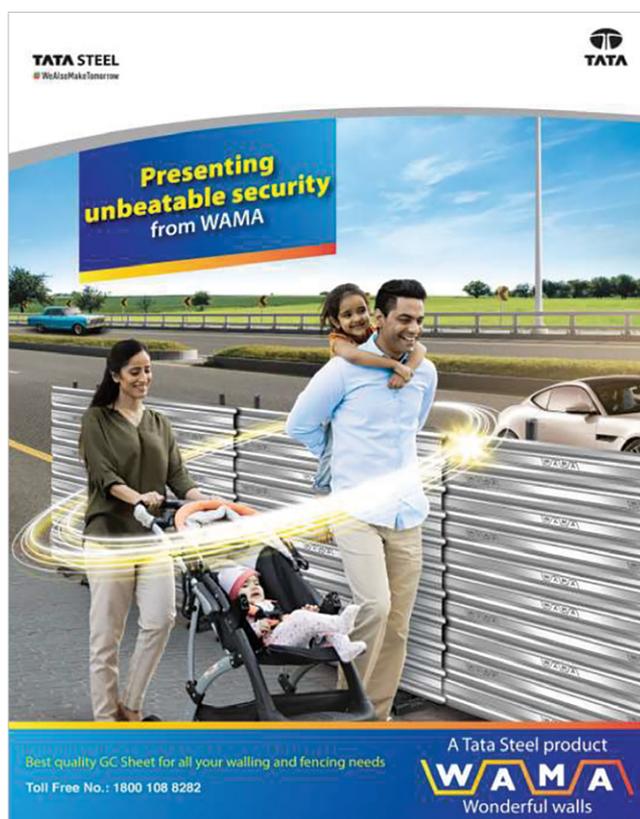
people across twenty states, 50 districts and over 4,000 villages.

To promote women's welfare and socio-economic development, TATA Shaktee launched *Main Hoon Shaktee* in 2014. This programme aims at empowering underprivileged women/girl child and helping them build a better and brighter future by providing resources and opportunities. The programme is specifically designed to realise both individual and collective self-esteem as well as inner strength for marginalised and socially excluded women and girls through community practices.



Tata Shaktee has also made a foray into the digital space, by establishing a social media presence over Facebook and is also available for sale on Tata Steel Aashiyana. Additionally, speciality stores called Aashiyana Stores are being opened across India with a host of Tata Steel branded products under one roof.

Brand Values
Strength, superiority, longevity, integrity and pride – these are the values that have kept TATA Shaktee ahead of competition. It is strong, being made of 100% steel; it is superior being made in one of the world's best steel plants; it lasts longer because of a uniform zinc coating; and, it has built-in integrity because that's what the TATA name stands for. TATA Shaktee has become synonymous with the pride that comes with living under a GC roof.



Things you didn't know about TATA SHAKTEE

- * Tata Shaktee touches more than 20 lakh consumers per year
- * 4,500 dealers take Tata Shaktee to almost every district in India
- * Tata Shaktee is manufactured in the only steel plant in India bestowed with the Prime Minister's trophy for Best Performing Integrated Steel Plant in India for two consecutive years 2014-15 and 2015-16

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