



The paradox of INNOVATION

From idiot box to smart TV, television industry has seen many ground breaking innovations. Are these upscale innovations just a marketing strategy competing with each other or is there something real for a common man in India?

NAMRATA KOHLI

The television industry has a longstanding history of evolution over 60 years. TV revolution started with the introduction of B&W TV with a strong relevance across urban and

rural areas in the country. Eighties brought along the Colour TV and at the same time the state broadcaster Doordarshan introduced television telecast in colour. Asian Games 1982 made it hugely popular and the Colour TV segment became a lifestyle choice.

The nineties changed the way of entertainment for Indians with the coming of satellite TV, reaching out to Indian households with the number of new channels increasing from two to 50. All of these initial innovations made a lot of sense to common people as these advancements added to the basic need and understanding of information and entertainment. End of the nineties, India witnessed a substantial growth in all verticals; technological innovation was becoming an upscale luxury. This era targeted the premium and the upper middle class. In the mid-nineties with the launch of flat panel display and the fact that TVs could now be hung on the wall brought about a sea change in the technology and lifestyle related to TV category. The flat panel

technology then further evolved from plasma and LCD to LED TVs, which in particular, have ruled the lifestyle segment for a decade now and it is unlikely to change for a while even with the latest launch of curved screen TVs. The other technology innovations like Smart TV and 3D TVs have not seen much of a success. Currently, the LED TV has wiped off the CRT TV in large parts of the country and India is now exposed to a better technology in terms of TV viewing. But beyond LED TV technology what has been the relevance of other innovations for Indian middle class? While most of the innovations have come up with Western consumers in focus, a few brands have come up with innovations reaching out to the core of Indian consumers. Such brands have gained success in

launching products with meaningful technology at an affordable price in the Indian market. With growing competition, most of the brands are warring on creative and technology turf to capture top spots in buyer's mind. Most of the innovation is irrelevant to the common man and is focused on premium segment of buyers who look for lifestyle solutions and lays an emphasis on technological finesse. What we all have been following might be a paradox of innovation, the marketing edge. But if we take a step back and see the big picture of TV industry innovation, the question arises: Are these upscale innovations just a marketing strategy competing with each other or there is something real for a common man in India?

INTERVIEW SANJAY WARKE Country Head-DS Division at Toshiba India Pvt. Ltd.

DIPTI SRIVASTAVA

What is your view on current scenario of TV industry in India and new trends coming up by international companies?

The TV industry in India is very diverse and far from saturated and is witnessing an exponential change. On one end of the spectrum, select discerning consumers are demanding latest features and technologies that are defined by 3D viewing experience, Ultra HD 4K resolutions, larger screen sizes, smart TVs with on-demand content, while on the other end, a majority of consumers are still transiting from conventional CRT TVs to flat panel TVs with sharper and better picture quality. In terms of technology, LED has become the industry standard, however, brand differentiation in terms of technology benefits is still very unclear to the consumers.

We see TV consumers as two separate groups, one who is more evolved and wants the latest of the technology in sync with the global trends, irrespective of the price points, while the other group is more value-conscious and is seeking a product that fits into their budget and still delivers innovations that are meaningful for them.

In India today 32-inch TV is the largest selling product, but the cutting edge technologies and features are not generally available at this size and price point. The challenge we faced at Toshiba

Committed to empowering the masses

With customer-centric approach, we are determined to position Toshiba as the most preferred brand in India, through delivery of quality products, solutions and services



Sanjay Warke

ON Innovations
Toshiba has a rich heritage of continuously bringing meaningful technological innovations that set new industry benchmarks

ON Brand
As per the recent India Today MRDA survey, Toshiba has been adjudged as No 1 TV brand in India

was focusing on a different range of products following a certain trend?

Our mission at Toshiba has been to deliver meaningful, relevant innovations to our consumers at affordable price points and Toshiba has a rich heritage of the same. Our continued endeavour and passion have been to enhance our consumers' lifestyle by bringing innovative and high quality products at affordable prices. It's the same passion that Indian consumers exhibit in everything that they do that resonates with our own brand philosophy.

India is a cricket loving nation and Indians spend a lot of time watching cricket at home on their TVs. We don't just watch the game; we are really passionate about the game. This fact inspired us to develop the world's first Cricket Series TV. It has been co-created with none other than the maestro of the game, Sachin Tendulkar, for

was to create a television which bridges the gap between the consumer's expectations around superior picture quality and the final feature set delivery at the low and

mid-segment of the market.

What inspired Toshiba to come up with Cricket Series TV, while everybody else in the industry

are thinking about quality, performance, style, versatility or value for money. This, along with our aggressive marketing strategy and impeccable customer care, have enabled us to consolidate our market presence, consumer connect and brand recall.



TOSHIBA IS PROUD OF THIS SPECIAL INNOVATION FOR INDIA THROUGH WHICH INDIAN CRICKET FANS CAN ENJOY EVERY BIT OF THEIR PASSION WITH THE STADIUM LIKE EXPERIENCE RECREATED AT THEIR HOMES

What do you think has been the key to success for Toshiba to climb up the ladder from being in the category of others to becoming the top brand, just in a few years?

Toshiba has been at the forefront of creating meaningful products for the consumers in India which are superior across key purchase drivers — whether the consumers

are thinking about quality, performance, style, versatility or value for money. This, along with our aggressive marketing strategy and impeccable customer care, have enabled us to consolidate our market presence, consumer connect and brand recall.

According to you, what should be the parameters of brand performance?

The measures of a brand's performance and potential and hence of brand equity are distinct for every stage of the brand's lifecycle. As a late entrant and a challenger brand, our brand objective was to create a distinct identity in the already-cluttered market place and to win over consumers with our differentiated proposition. We are happy that Indian consumers have reciprocated very positively to our efforts and as per the recent India Today MRDA survey, Toshiba has been adjudged as No. 1 TV brand in India across various critical parameters like Quality, Durability, Value for Money, etc.

DEALER SPEAK: 'The brand has kept the promise of quality and features'



Dayanad Garg, Sargam Electronics

In what ways Toshiba has an edge over other products in the same category?

Toshiba Cricket TV is the only TV customised for cricket. So, for any cricket lover who comes to the dealership, Toshiba Cricket Series TV is the first preference. I think this is something India has been waiting for, a superior product at an affordable price. From a buyer's point of view, Sachin's involvement with this TV makes it more credible and an intelligent product.

As the consumer is highly quality conscious these days, in terms of reliability combined with cost and technology, Toshiba seems to have the right answer to it.



Pawan Goel, Navrang Audio Video

What has been buyer's response on Toshiba Cricket Series TV?

Buyers have been curious about the new Toshiba TV. It is a huge success and the novelty of the product puts it first on the buyer's mind. The brand has kept the promise of quality and features to its Indian buyers. Also sustained and effective marketing communication from Toshiba has helped create the curiosity around the product. Specially 32" Cricket

Series TV is a revolution for a middle segment buyer. Buyer's response has been overwhelming and thanks to Toshiba, our business is also on an upswing.



TOSHIBA CATCHES THE PULSE OF INDIA

"Success is about creating benefit for all and enjoying the process. If you focus on this and adopt this definition, success is yours."

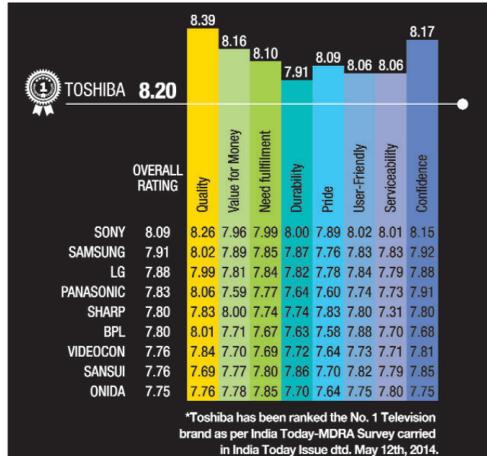
- Kelly Kim

These words by Kelly Kim truly define the success story of Toshiba. Focusing on the vision and unwavering commitment, stepping over the stereotyped television technologies, Toshiba reached to the top with one great innovation.

Toshiba entered the Indian market late and by that time the market was already captured by other Japanese and Korean giants. The brand loyalties had already been defined by then and as a new entrant, Toshiba had its task cut out to create a credible differentiation to lure the customers towards its products. As a challenger brand, it was imperative for Toshiba to think out of the box and bring something ground breaking to Indian consumers.

In late 2013, Toshiba launched Cricket Series LED TVs and the market witnessed a total shift in paradigm. It gained instant success as it was designed keeping in mind the pockets of the consumers and

their unbiased love for cricket. Based on a thorough understanding and research about the Indian market, Toshiba skillfully planned the 360 degree campaign that helped them to penetrate the market. The excellence of product and the right marketing strategy made this success big news in the industry. Toshiba was ranked as one of the top brands by renowned magazines and newspapers. The popularity went viral when it topped the India Today Magazine survey, competing for the best television brand. Adding to the growing popularity, the Cricket TV TVCF found a spot amongst the top 5 TVCFs in the world. Also it reached the mammoth land-



mark of completing 1 million TV sales in India and was awarded as Number 1 TV brand in India by an independent consumer survey, owing to its superior picture quality.

Toshiba has created an inspiring success story with its customer-centric philosophy of delivering what people need. Understanding the pulse of the market, Toshiba as a brand has continuously challenged to deliver such meaningful innovations to enhance people's life. The insightful solutions by the brand have definitely raised the bar of expectations of people and Toshiba seems to have the strong commitment to strengthen the bond with consumers.

