



THE WORLD'S
FAVOURITE
INDIAN

pulsar

NEON

Case Challenge



The launch of the Pulsar by Bajaj Auto in 2001 ushered in a new era for the company, making Bajaj a brand to reckon with in the motorcycle industry. The Pulsar duo - Pulsar 150 cc and Pulsar 180 cc were not just new bikes, they revolutionised the industry by creating a new segment - sports biking. The Pulsar introduced the element of thrill and excitement in riding at a time when motorcycles were perceived only as a frugal means of commuting.



The brand was a runaway success and because of its masculine looks and high performance, it garnered excellent reviews and was awarded the best new motorbike of the year 2001 by several acclaimed newspapers and magazines. It was a great moment of pride for Bajaj as the bike had been conceptualised, designed, developed and commercially produced within a mere span of 30 months. But Bajaj did not stop there. It continued to invest in state-of-the-art technology to make innovations that would make the Pulsar a world-class bike. Bajaj was the first manufacturer to introduce DTS-i technology in a brand which meant that these bikes would now become better performers while returning top of the line fuel economy. Not only this, the second generation DTS-i Pulsar had over 40 features which had never been seen in an Indian motorcycle before. Because of these factors, the Pulsar had created a niche for itself which led to it outselling competition by nearly three times. With sales crossing record levels, Pulsar then ventured into higher cc bikes in 2007. For the next 10 years, Pulsar's sales kept steadily rising and with each milestone achieved in sales figures, Bajaj launched faster and more stylish bikes, each one more powerful and advanced than the last (See Exhibit).

Because of its affordability, performance and wide range of variants on offer, Pulsar soon became a hit in 30 countries around the world. From Uganda to Cambodia and from Iran to Mexico, the Pulsar enjoys the position of being No. 1 / No. 2 in the sports segments of Bajaj, truly making it "The World's Favourite Indian" (See Exhibit)

In 2018, Bajaj Pulsar sales crossed the 1 crore mark and to celebrate this milestone, it launched a mega Pulsar City campaign, inviting more riders to join the tribe of "PulsarManiacs". By now, the Pulsar had clearly established its dominance in the premium sports segment. So, with that achieved and with the advent of the new BS6 norms, Pulsar decided to return to its roots and again focus on the rapidly growing 150-cc segment. The 150 Pulsar Neon was launched in November 2018 and has marked the successful re-entry of Pulsar into the 150-cc segment. It fits in very well with Pulsar's tradition of offering differentiated products which reinforce its brand appeal among customers. The Pulsar Neon is special for more reasons than one:

Style

The bike has an all-new colour and graphic scheme with vibrant colour options including neon red, neon yellow with matte black scheme and neon silver colour accents. These neon shades are finished on the headlamp eyebrows, Pulsar logo, rear grab rail and the 3D logo on the tail. These features give the Pulsar Neon a sporty look and a premium sports bike appearance and ensure that it has outstanding road presence.

With an ex-showroom price of **Rs. 91,000/-** Pulsar Neon is the lowest priced Pulsar that offers superior features at a price point akin to lower segment bikes.

Value-for-Money

Performance

Technologies like **DTS-i** and **ExhaustEC** provide this Pulsar with leading power and performance



Comfort:

Features like upright seating position, Nitrox shock absorbers and smooth suspension offer maximum riding comfort and easy handling to riders

ABS ensures ultra-safe braking on any surface whereas wide tubeless tyres ensure proper road grip and safe braking

Safety

With its attractive looks and value-for-money proposition, the Pulsar Neon is bound to witness phenomenal growth. However, the brand must tow a very fine line when it comes to marketing the product. With Pulsar always being associated with the premium sports segment and with the baseline of “Thrill”, will the strategy of launching economical products lead to the brand losing its sheen?

This is where you come in. Assume you are a part of the Sales & Marketing team for Pulsar and you have to formulate the strategy for Pulsar Neon's launch. Keeping that in mind, answer the following questions:

> Turn 1

- > Identify the Target Groups/Sources of Business for Pulsar Neon
- > Analyse the consideration set of the identified Target Groups
- > Identify the pricing strategies and marketing initiatives followed by Neon's competitors

> Turn 2

- > Create a positioning strategy for Neon that will attract the TGs while keeping the brand positioning the same despite the economical price
- > Identify the channels of promotion and create a differentiated marketing campaign to create awareness about Pulsar Neon
- > Identify the risks associated with the launch of Pulsar Neon



Exhibits



Pulsar's presence in foreign markets

Pulsar's evolution over the years



Pulsar's competitors and their market share

Pulsar's product portfolio: Variants of Pulsar



Exhibits: Leadership Markets



Exhibit 1

- Pulsar's presence in foreign markets
- Markets in which Pulsar enjoys a leadership position
- **85% Business from No 1 or No 2 Markets**

Region	Country	Position
Africa	Uganda	1
	DRC	1
	Ethiopia	1
	Nigeria	1
	Kenya	1
	Tanzania	2
	Rwanda	2
	South Sudan	1
ASEAN	Philippines	2
	Cambodia	1

Region	Country	Position
South Asia and Middle East	Sri Lanka	1
	Bangladesh	1
	Nepal	1
	Egypt	1
	Iran	1
Latin America	Colombia	1
	Central America 5 Countries	1
	Mexico	2
	Peru	2



2001-02

1st Pulsar roll out



2002-03

1 Lakh Pulsars sold abroad



2005-06

1 Million Pulsars

Exhibit 2

Pulsar's evolution over the years

Over 7 million Pulsars Present in 26 countries



2009-10

3 Million Pulsars



2012-13

Pulsar hits the 5-Million mark



2014-15

Over 7 Million Pulsars on road

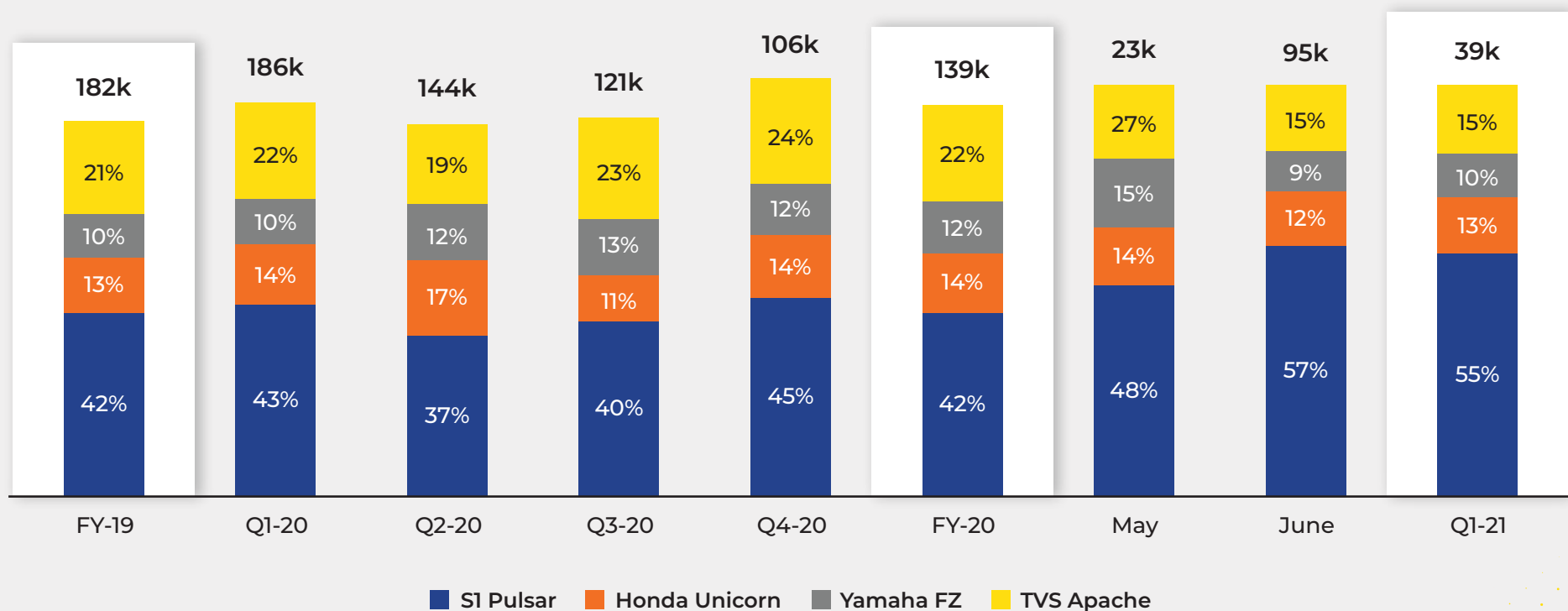


2015-16

New range of Pulsars Launched

> Exhibit 3

- Pulsar's competitors and their market share
- **S1 Segment MS Snapshot :** With Pulsar Neon's entry we target 10% increase in our market share in this segment.



- In FY-20 both Pulsar sustained share while Unicorn, FZ and Apache slightly gained
- In Q1-21 Pulsar gained 15% M.S. while Apache lost 7%

> Exhibit 4

Pulsar's product portfolio: **Variants of Pulsar**



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pulsar
DEFINITELY MALE