

Creating & Communicating Value by Synergising Purpose with Profits : A Case Study on Wear Me Fashion Pvt Ltd.

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ABSTRACT

Purpose-driven marketing is critical for companies to align their vision with consumer preferences. A case study is about Linton Brand, a Wear Me fashion Pvt Ltd. Its approach of synergizing the concept of Linton speaks about Indian Fabric, which "enhances your beauty," which is the company's motto. There has been rapid growth in the ethnic wear industry over the past few years to meet the needs of modern Indian women. Ready to wear sari blouse market is gaining popularity due to consumers looking for convenience and style. This case talks about the growth and how the Brand sensed the market opportunity and devised a solution consumers sought. This study attempts to understand the importance of Purpose-driven marketing and how an Apparel based company has implemented this approach in its products.

Linton Blouse, a wear me fashion Pvt limited, caters to apparel products in the category of female wear and readymade blouses. The company started its operation in 1979 by visionary Mr. Himangshu Shekhar Deb in Howrah, West Bengal. The company has had an exciting journey in the last 42 years of its operation, which includes coping with the challenges of time, changing fashion statements and changes in consumer habits and remaining a brand in female wear

(blousecategory) to reckon with in the eastern part of India. The company has also made significant inroads in other urban and export Markets. This casestudy holistically addresses the dilemma of Purpose and profits to provide proper synchronization for both crucial concepts and to synergize that for the company's growth. This case also talks about challenges Covid-19 times and companies approach such times by engaging with vendors regularly and safeguarding employees' interests.

Keywords – Purpose Driven Marketing, Digital Marketing, Covid-19, Social Media Campaigns, Marketing.

1. INTRODUCTION

Japan Deb, CEO of wear me fashion Pvt Limited is conducting a meeting of vendors and reviewing the performance of the company during the phase of Covid-19 (which started in India in March 2020, after an extensive vaccination program run by Govt of India, looks like those businesses have started coming back on the track), after the meeting gets over Bapan Deb has a pleasant smile on his face and the approach which company has implemented in last two years is the main reason behind that smile. Japan is also thinking about how to take its initiatives to the next level of growth. Where am I in the pursuit of communicating the Purpose of Linton brands to its end user? How can I bring more value to my resellers so that it can also

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help them to grow their businesses? Is it time for the company to diversify in the other related products in the apparel segment?

Japan Deb, the company owner, is also an MBA Graduate from a B school in Mumbai and a bright student in his studies at college has decided to opt out of the placements, which took many of his batch mates by surprise. He recalls that his friends always used to tell him that, Bapan, you should appear in placements; businesses are highly volatile. You do not know the future, but Bapan was evident in his thoughts and wanted to take his business ahead. He was keen to take his family business to the next level, and he always used to tell this his colleagues, " If I have decided to focus more on my business, then why should I sit in placements and spoil opportunities for other needy guys, for whom job may be the priority."

2. THE GENESIS OF THE BRAND

Where Fashion Pvt Ltd. company, Howrah, situated in the eastern part of India (*Exhibit-1*), is into traditional female garments (blouses and other similar lines) and has been serving products to its customers since 1979. The company has established its name because of its commitment to clients and employee empathy and has built a good reputation in the local market. In 1978, Mr. H.S. Deb was in his final year of law when the infamous riots broke out in Assam between Bengalis and Assamese and in order to complete his studies, he came to Kolkata to complete his degree.

Kolkata University did not recognize Assam University's previous degrees and asked him to start over from the first year. Indeed with this, he was taken aback and decided to quit education and start an entrepreneurship journey. After exploring various categories like footwear, textiles, etc., he shortlisted a readymade blouse to start with as, at those time, people were shifting to readymade apparel from tailor-made ones, so

he thought that this was an opportunity to enter the segment.

During those days, also he had a strong inclination towards fashion; then came the challenge of sourcing and the critical business questions of how, where, and from whom to make it as he does not have any technical knowledge in garments manufacturing and with a small capital borrowed from his father, he started his journey and with limited capital, he managed to procure fabrics and has arranged some karigars to make some pattern. After various trials and errors, he was ready with a presentable product, and from here, the following question arrived: " whom to sell these products ?"

He used to visit various buying houses and "aratiyas" in the Howrah area of Kolkata. He also has directly visited stores in West Bengal and northeastern India, carrying a bag full of samples. Northeast being his hometown, has acted as an advantage to him as people recognized him as a local person and supported his product and so after various rejections from stores and buying houses, he has received orders from 4-5 stores, and this is how he has started his journey as an entrepreneur with a modest beginning but firm commitment to take Brand to greater heights (*Exhibit -2*).

In that era of doing business, when there were a lot of external and internal factors and running businesses was not that easy, there were many reasons for that. One of the reasons was a need for more smooth communication, and the flow of orders was sent via postal mail, which took much time to get delivered and was again confirmed through the post with a possible long time for order clearing and tracking. The other aspect is that business could have been more organized and there is also a procedure to be followed for the payment. One has to go to different cities for collection, which nearly took 15-20 days transportation was also not that regulated, and the time delay was in the

range of 1 day to sometimes get delayed to six-seven days.

There were also many hurdles at the start of the business, and there were constraints such as finance, with limited capital, and it used to be very hard to manage all departments from sales proceeds. There were issues with paying staff salaries, suppliers, workers, and family expenses.

The constraints were also related to the production constraints, like scaling of the business and the high cost involved. It was not easy to give full-time work to karigars, and they were paid on the basis of work completed. If the work demand is not systematic, they can shift to other competitive firms, and because the demand is not that high, the chances of them shifting to other firms are also higher.

Despite all the constraints mentioned earlier and points to ponder, Mr. Deb, through his perseverance, simple nature and traders and artisans' cordial relationship with his never-ending desire to deliver quality products, has ensured that the Brand has made its visibility in the northeastern belt of the country. Mr. Deb with a vision to enhance beauty embedded with quality products and fabrics.

3. INDUSTRY BACKGROUND

India as a country is a lucrative market for the garment industry. The growth of the Apparel market in India is related to the social activities and behavioral patterns of people in India. The lifestyle of Indians is more towards fashion consciousness and fashion statements. The women's apparel segment, which clocked a 9.5% CAGR over 2010-2015, is expected to post an 8.5% CAGR by 2020.

The Market estimate of readymade garments in India is 45 billion dollars, of which a significant contribution comes from the domestic market, and the domestic market contributed around \$27 billion. The remaining contribution comes from the export. The

estimate of Indian Branded Apparel is around 10 billion dollars in size and is expected to grow at the rate of 10-12 percent per annum.

4. READY MADE BLOUSES-AN OVERVIEW

Indians have a taste of an assortment of stitched and also the unstitched draped and the stitched clothing, and the variations in the Indian attire is related to the various ethnic, cultural and regional variations in the country, as we have different Culture, and belief. Accordingly, we have different preferences for products. Indian women have great respect in society as they manage the household chores and official work with a lot of perseverance and zeal. The dress is also a resemblance of that, the valuable attire that marks the identity of the Indian woman all across the world is the garment. Sari is not stitched and is blended with the underskirt, pronounced as a petticoat and a short fitted blouse which is pronounced and known, the most commonly used term for the blouse is called choli (resembles the famous Hindi song); there are various other names of the blouse. They are 'ravikalu' in Andhra Pradesh, 'ravikkai' in Tamil Nadu and 'kuppas' or 'kupsa' from 'kurpasaka' in Karnataka.

The sari blouse is a more tailored garment, and variations are possible in the various dimensions such as sleeve length, neck bodice length and incorporating the methods of ornamentation. The visible changes have happened because of the trends and changing cultural shifts in the field of fashion and witnessed an excellent assortment of styles and size assortment in the last few months. A style change fashion statement in the form of modest full-length sleeves to sleeveless and lines on the neck side and straps, as well as the fabrics in different fabrics like lace, georgette, knits, and brocade, are available for various demographic of people. According to Gugnani & Brahma (2014), ethnic wear in India has expected growth and reached US\$ 19,600 million in 2018, and it is all set to change

significantly in the next few years. The change in the ethnic wear category and the entry of regional and national brands, online stores and various brands catering to the segments have also triggered the rise of readymade garments. The preference for sari as a traditional attire has also spurred the demand for readymade saree blouses. A readymade sari blouse is an essential option for economically independent women. The purchasing power pattern is also an important reason for the exponential growth of the readymade blouse category (*Exhibit 3*).

5. YOUNGER GENERATION AND THEIR VISION FOR GROWTH

As per our previous conversation Bapan Deb, who joined the business after completing his MBA, has a vision of enhancing the beauty of the products with lasting quality. Sr Deb has ensured that in the last few decades, the Brand has become a vital quality-driven Brand in the area of Bengal and North Eastern Belts. Jr Deb believes that the father's legacy and retaining and impanel resellers is a crucial way to take this business ahead. He also felt it is essential for the business to make its footmarks outside the country's Bengal, Tripura, Assam and other northeastern belts to the western, central and southern parts. A product like a readymade blouse also depends on the style, size and wearing habits of females across various states and, for that matter, outside India and people who prefer to buy Indian sarees and believe in Indian Culture. Japan has a challenge of increasing footmarks in the other parts of the country, primarily because every state has its preference, and the size does matter. People's physical appearance also varies, and because of that, many prefer stitched material to a readymade one. Japan still feels that no other brand has done it nationally, allowing Linton as a brand to do it. Japan feels that exploring new markets is the need of the hour. Linton has supported artisans, and once the Fabric is

decided and the pattern is prepared, artisans are employed to install various accessories in the product.

Linton speaks about Indian Fabric, the campaign which Linton has started in consultation with Digital Sahayog, a Digital Marketing agency, to make people aware of the Fabric our great country produces and to communicate the benefits of the Fabric. Purpose-driven marketing and the approach of enhancing beauty are categorically communicated with the Fabric, which is used for the pattern and end product. Jr Bapan feels that People from where the Fabric is sourced are also an essential part of the supply chain management and has decided on a 360-degree approach to building a brand with traders, artisans, customers and all the workers who are part of the production process. Ajrakh Fabric which Linton uses in their significant amount of clothing products, is communicated well by this initiative and well received by people Bapan, with his commitment, has slowly started building the Brand in the area of the western belt of India, which includes Mumbai Metropolitan area, Southern belt and inroads in the central part of India.

6. COVID-19 PANDEMIC AND LINTON'S APPROACH TO DEALING WITH SUCH CHALLENGING TIMES

Covid -19 Pandemic has created havoc in the life of people, and their livelihood has also got impacted come to the shutdown of March 2020 for every business house. This is one of the unexpected and uncalled-for challenges that companies must prepare for. With its broader reach, Linton has also started facing the heat of shutdown for Mr. Deb's family. It is more important to save the life of people and to take care of their employees and their life and livelihood; keeping that in mind company has decided to help their employees

in every possible way they can help (*Exhibit - 4*).

Jr Deb has decided to launch a reseller program and to add those people in the work force whose businesses has got severely impacted in this time of corona. The Purpose of this reseller program is to connect with the Purpose of the Brand and make more and more people aware of the Initiatives they ran a social campaign. Adversity teaches you the best lesson, and this is one pertinent example to help people understand that in adverse situations also, one can find a path to drive business. The result of this exercise is that by the end of 2021, Linton has received tremendous support, and new resellers have started earning their livelihood by selling Linton products (*Exhibit 5*).

7. CHALLENGES AND ROAD HEAD

Businesses and organizations have more significant perspectives. Linton blouse, through its philosophy of providing holistic wellbeing and intrinsic beauty weaved up with extrinsic beauty, is serving correct value to the customers and driving the business by amalgamating Purpose with profits.

Linton speaks about Indian Fabric has successfully linked the business goals and Purpose of the Brand with one specific Fabric. The company has challenges growing its business in another part of the country. The other business challenge is whether the company can interoperate this with other Indian fabrics (*Exhibit6*).

Sr. Mr. Deb and Jr Mr. Deb were happy and convinced by the growth, but as true leaders, they want to wear my fashion to reach the next level of growth. The growth prospects

of resellers and their satisfying journey are also important company vision statements. After 40 years in the business, the company plans to diversify into related businesses and look into the current corona crisis. Jr Deb is wondering if it is the right time to diversify the business into related business. Purpose-driven marketing is where Jr deb feels the company should put much of its efforts into providing value to stakeholders. They plan to develop a proper vision document to immerse their plan with the execution. This is the time for Linton to open up their wings to soar and achieve more excellent value for its stakeholders.

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Exhibit-1
(Howrah Map)



Exhibit-2
(Supply Chain Mechanism of Wearme fashion Pvt Ltd)

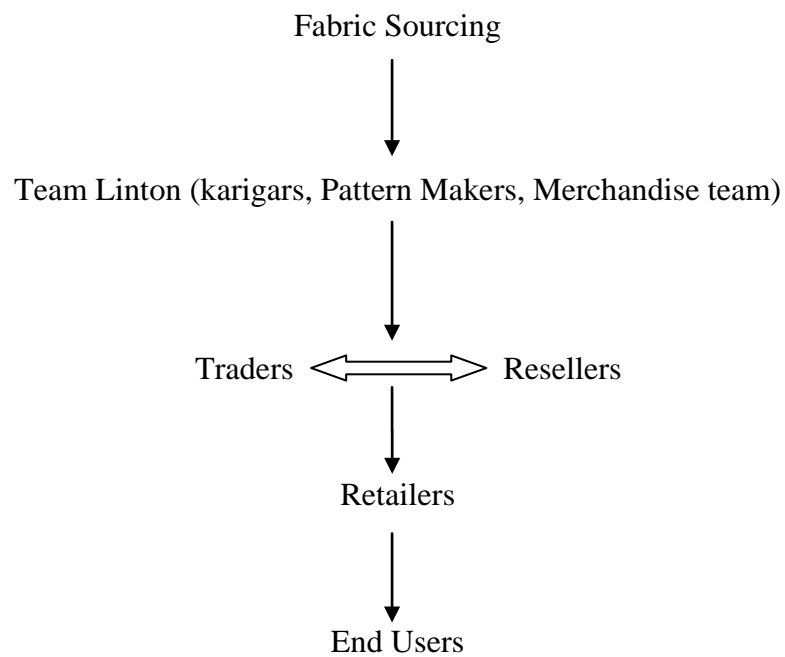


Exhibit-3 (Source - <https://www.masterclass.com>)

(Classification of Fabrics)

Natural Fabric	Artificial Fabric
Cotton	Nylon,
Silk	Rayon,
Wool	Polyester,
Linen	Spandex, etc.

Exhibit-4

#lintonspeaks about Indian Fabric

# Campaign	Purpose	Impressions
#LintonspeaksaboutIndianfabric	The Purpose of this campaign was to make people more aware of our Indian Fabric. Enhances your beauty is more pertinent when we wear Fabric which is part of our Culture and which is the Fabric of our country.	<ul style="list-style-type: none"> • Instagram • Facebook • Website

Exhibit -5

Major Fabrics used by wearme fashion Pvt ltd

Fabric	Information
Ajrakh	<p>Ajrak or Ajrakh is a unique block-printed textile. It displays special traditional designs and patterns. Ajrak follows a detailed block printing technique for decorating fabrics. Generally, Ajrak is printed on both sides by the resist printing method. The printing is done by hand using hand-carved wooden blocks.</p> <p>(https://thedesigncart.com › blogs › news › ajrak-printing)</p>
Organza	<p>Organza is a lightweight, sheer, plain weave fabric, originally made from silk. Today, many contemporary organzas are made from synthetic materials such as polyester and nylon, providing consumers with an ever greater affordable, versatile and durable choice of fabrics.</p> <p>(https://hotpinkhaberdashery.com/blogs/news/the-history-of-organza-from-the-silk-road-to-your-wardrobe)</p>

<p>Bagh</p>	<p>Bagh prints are made by hand, applying natural and vegetable-based dyes using carved wood relief blocks. Red and black dyes are the most common, but indigo, mustard, and khaki dyes are also used. New blocks for printing are hand carved from teak or Sheesham wood, but some blocks have been used for 200 – 300 years.</p> <p>(https://en.wikipedia.org/wiki/Bagh_print)</p>
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Exhibit-6 (Instagram Page)

LINTON BLOUSE
 Clothing (brand)
 One of the leading brands in the category of Readymade Blouse since 1979, available at 450+ leading outlets across India and abroad.
www.lintonblouse.in/
 Followed by **dr_priyankka** and **ladaku_viman**

209 Posts 1,500 Followers 537 Following

Following Message Contact +

Highlights Highlights Highlights

The story behind the rich fabric of India

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