

# KINEER

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WE NEED INCLUSIVITY LIKE WE NEED WATER.

# OUR TEAM

## STRATEGENIUS



RÉKA  
IZSÁK

*Management  
and Leadership*



STELLA  
NAGY

*Management  
and Leadership*



NÓRA  
KOZMA

*Management and  
Leadership*



ATTILA  
LÉGRÁDI

*Management and  
Leadership*

# EXECUTIVE SUMMARY



## ANALYSIS

Outlook on India's main challenges

Outlook on Kineer's values

Outlook on Kineer's competitors and main challenges

Key question



## ALTERNATIVES

Going it alone:  
Own channels

Partnering:  
Partner channels

Community network:  
Community channels



## RECOMMENDATIONS

Short term:  
Inclusive network

Midterm:  
Distribution network

Long term:  
National network



## IMPLEMENTATION

1.4 million LGBTQ people reached by 2029

₹300 million of revenues by 2024

# STRUCTURE

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**ANALYSIS**



**DEVELOPMENT OF  
ALTERNATIVES**



**RECOMMENDATIONS**



**IMPLEMENTATION**

# STRUCTURE

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**ANALYSIS**



**DEVELOPMENT OF  
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**RECOMMENDATIONS**



**IMPLEMENTATION**

# Outlook on India's main challenges

In India, both providing drinkable water for all and being inclusive to people are great challenges.

## Outlook on India's main challenges

**16%** of the world's whole population lives in India

**4%** of the world's freshwater resources is found in India

**75%** of rural families lack access to piped, drinkable water and rely on unsafe sources



2.5 km is the distance a rural women walks to get water

! education is a powerful tool to reduce prejudice

2018 homosexual acts would no longer constitute a crime

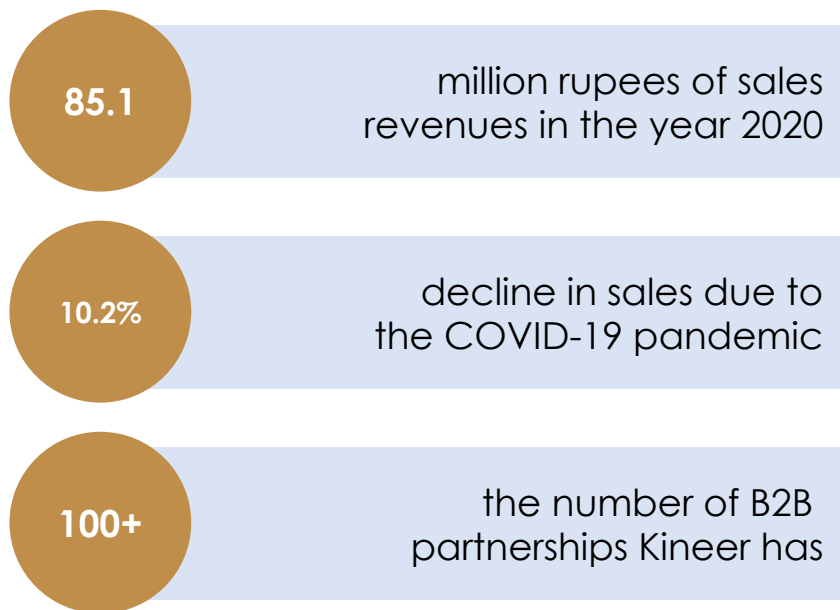
“WATER FOR ALL”

“INCLUSIVITY FOR ALL”

# Outlook on Kineer's values

Kineer's purpose aligns with solving India's major challenges regarding water and inclusivity.

## Outlook on Kineer



KINEER IS A  
**TWO-FACED  
BRAND**  
WITH A  
**DOUBLE MISSION**



250 ml packaging for ₹5,  
while others offer 200 ml

5

promotes inclusivity by hiring  
members of LGBTQ community

+

targets service companies  
and educational institutions

!

“WATER FOR ALL”



“INCLUSIVITY FOR ALL”

# Outlook on Kineer's competitors and challenges

Kineer needs to take advantage from its differentiation strategy by emphasizing its double mission.

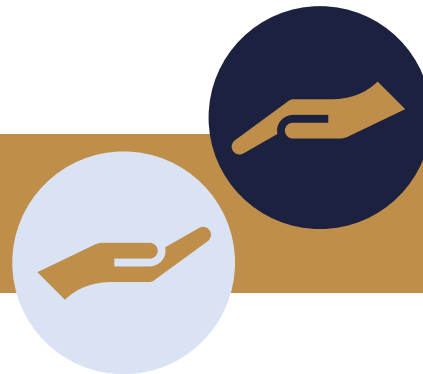
## Outlook on Kineer's competitors

- 1 Bisleri, Kinley, Aquafina, Himalayan, Rail Neer, Oxyrich, Vedica, Tata Water Plus
- 2 Price range shows local brands' presences at the lower price end and national brands at the higher end
- 3 Kineer is a purposeful and a local company, which is a double-differentiator for them

## Outlook on Kineer's challenges

- 1 Fast-moving consumer goods sales required significant investments in distribution/logistics
- 2 Access to capital is an issue for the startup, thus it is difficult to build a national brand
- 3 Kineer's current customer acquisition strategy is slow to scale up & they need long-term vision

**KINEER NEEDS TO TAKE GREATER ADVANTAGE FROM ITS DIFFERENTIATION STRATEGY...**



**...AND SPREAD ITS PURPOSE THROUGH THEIR PRODUCTS & ACTIONS AMONGST B2C CUSTOMERS AS WELL**



## KEY QUESTION

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How can Kineer fulfil its **double mission** by ensuring **water** and **inclusivity** for all Indian people?

# STRUCTURE

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**ANALYSIS**



**DEVELOPMENT OF  
ALTERNATIVES**



**RECOMMENDATIONS**



**IMPLEMENTATION**

# Development of alternatives

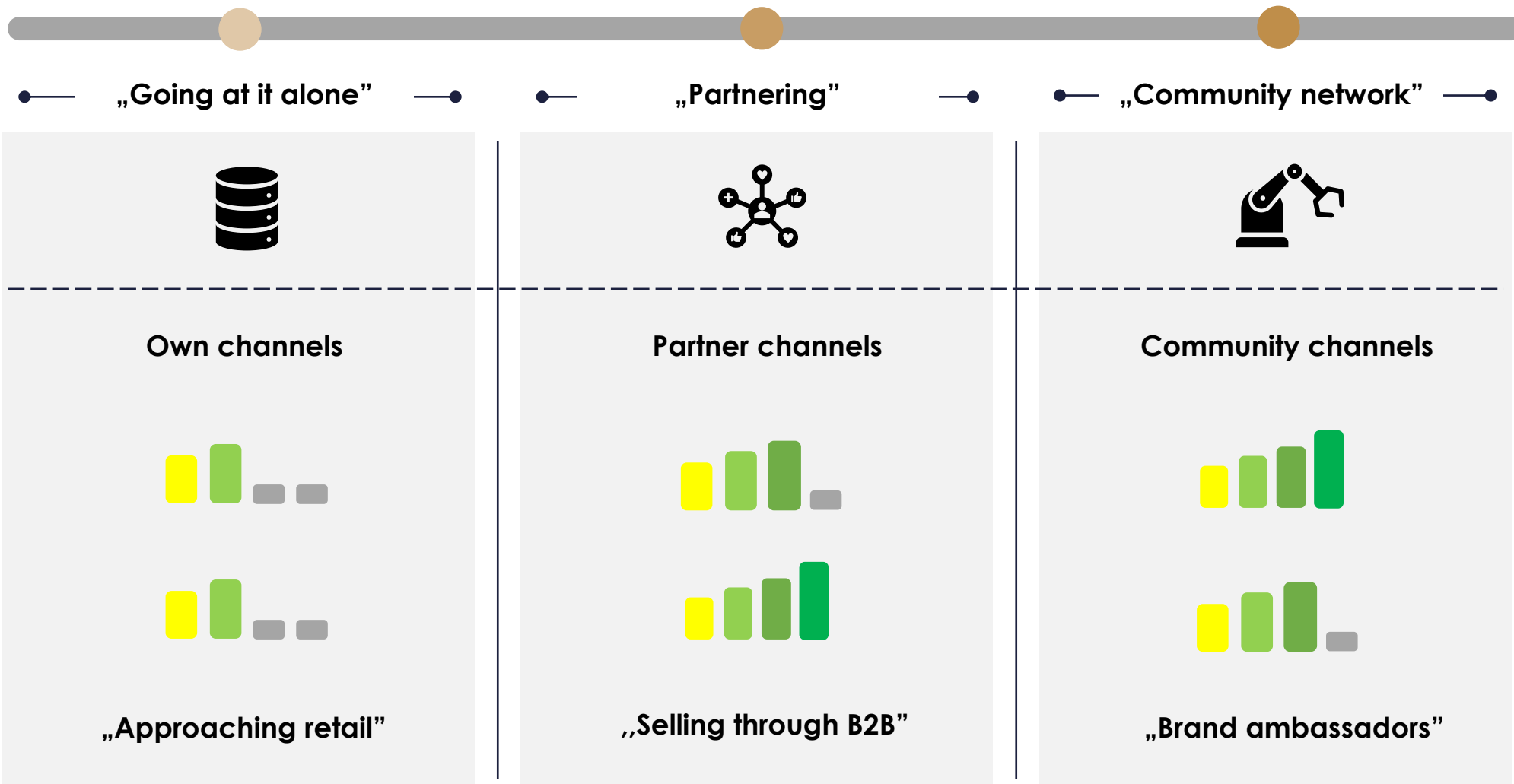
The company should move from partnering to network approach to fulfill it's mission.



Distribution strategies

Current

Recommended



Best



Medium



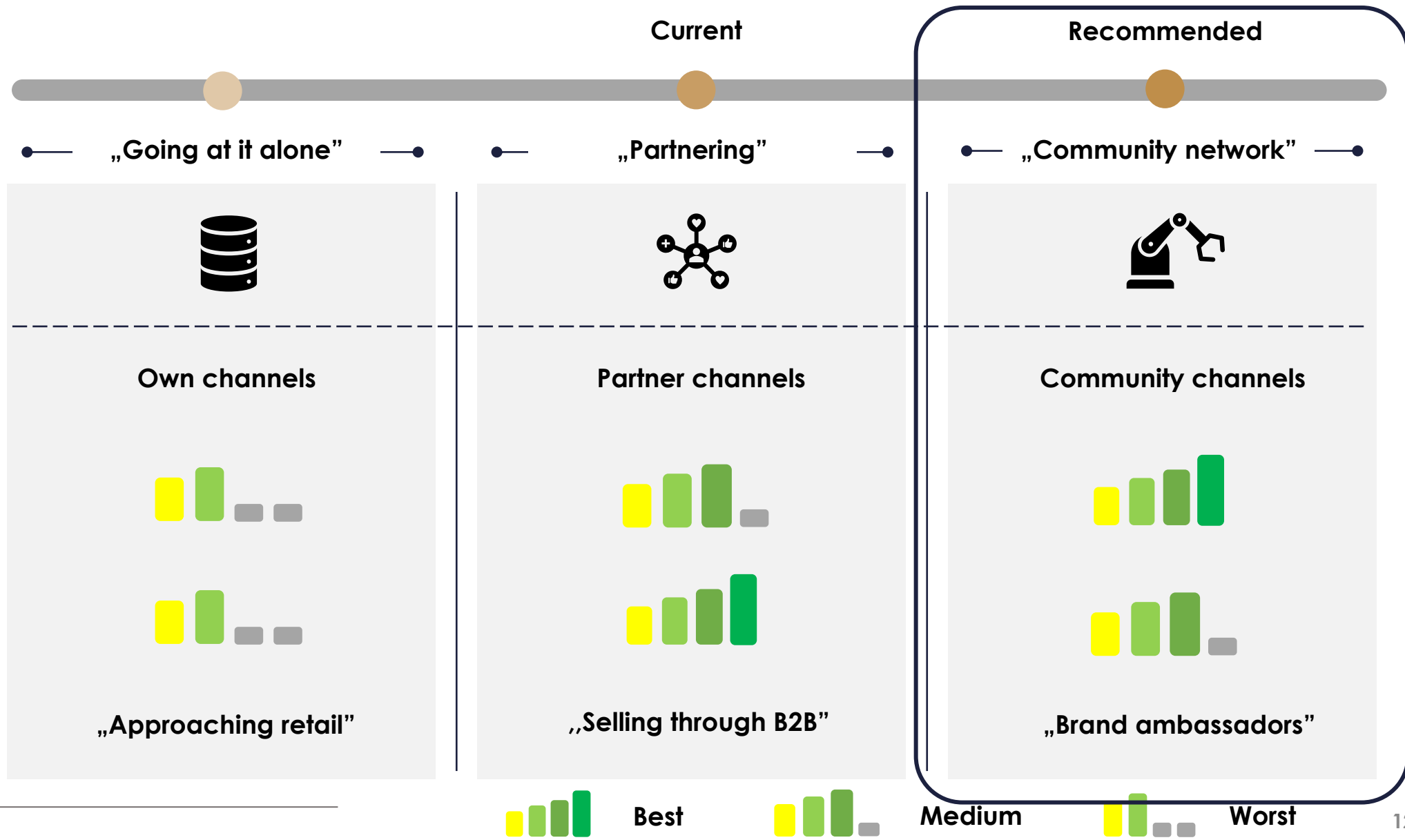
Worst

# Development of alternatives

The company should move from partnering to network approach to fulfill it's mission.



Distribution strategies



# STRUCTURE

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**ANALYSIS**



**DEVELOPMENT OF  
ALTERNATIVES**



**RECOMMENDATIONS**



**IMPLEMENTATION**

1

SHORT TERM

**INCLUSIVE  
NETWORK**

2

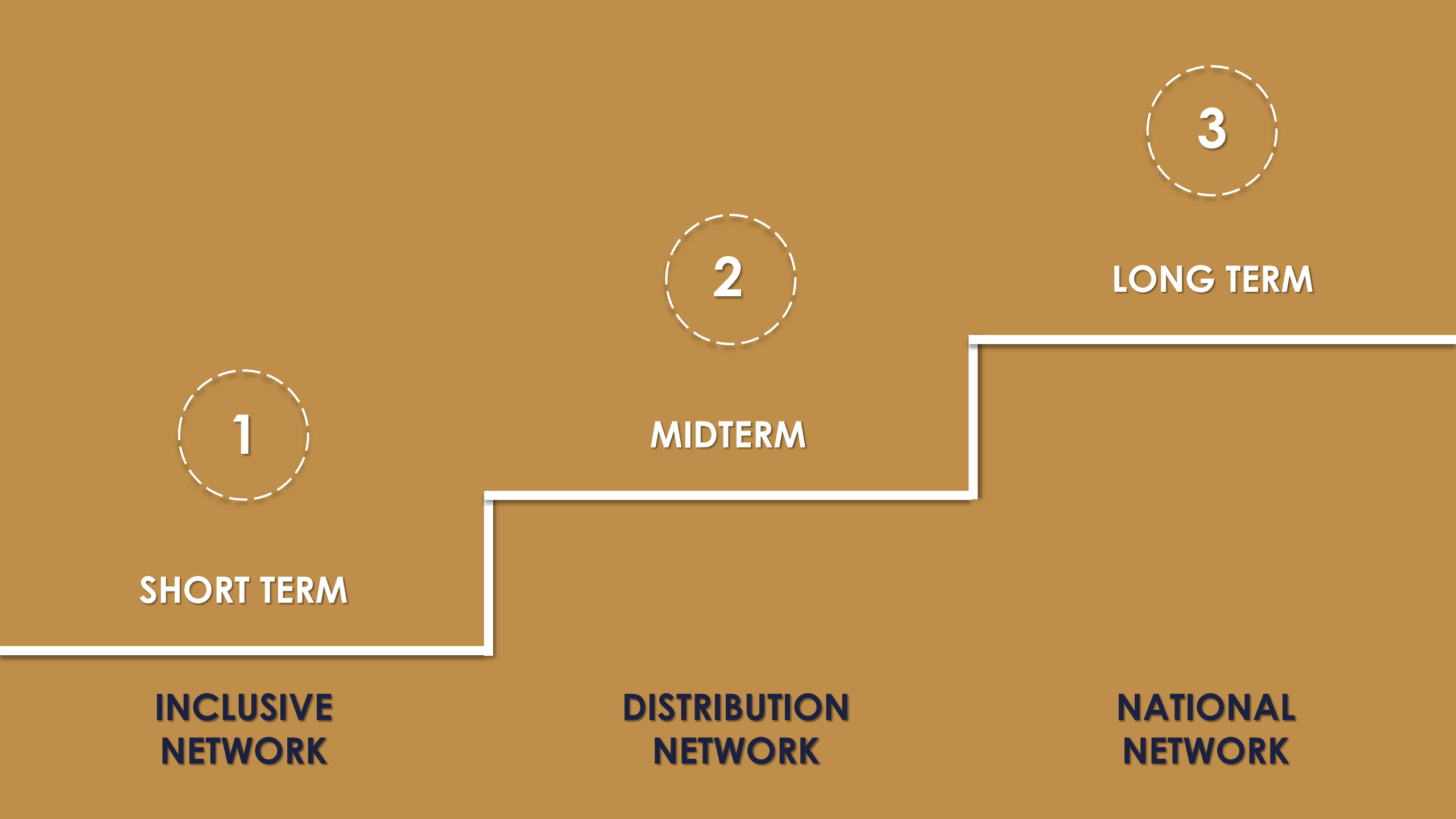
MIDTERM

**DISTRIBUTION  
NETWORK**

3

LONG TERM

**NATIONAL  
NETWORK**



1

SHORT TERM



INCLUSIVE NETWORK

2

MIDTERM

DISTRIBUTION NETWORK

3

LONG TERM

NATIONAL NETWORK

# Inclusive network

By building up a strong, inclusive B2B network, instead of just integration of trans people, inclusion will be achieved.



## SOLUTION: INCLUSIVE BUSINESS NETWORK



### 1. LEVERAGING EXISTING B2B PARTNERSHIPS

Promoting inclusivity among them



### 2. CREATING AN INCLUSIVE NETWORK

Connecting transgenders + sharing stories



### 3. PROVIDING HELP

Providing „Scholarships“, consulting



### 4. NETWORK EXPANSION SCORECARD

Expand B2B partnerships based on inclusivity



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**B2B**

**Diversity and  
Inclusion Scorecard**

**01** Expanding the network

**02** Mutual partnership benefits

**HAND-IN-HAND BRAND  
IMAGE BUILDING**

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SHORT TERM



INCLUSIVE  
NETWORK

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MIDTERM



DISTRIBUTION  
NETWORK

3

LONG TERM

NATIONAL  
NETWORK

# Kineer ambassador distribution network

Implementing a new campaign and training own ambassadors, the B2C segment will be targeted of the urban areas.

## WATER FOR THE SOUL CAMPAIGN



**KINEER A #INDINCLUSIVE BRAND**

## Kineer brand ambassador program

### Urban distribution channel building

By becoming **ambassadors & SME owners**, these people will be able to **reach out to family-based shops** in the urban areas and create new distribution channels to **reach B2C customers**.

### Platforms



**2.5 billion** monthly active users



**1 billion** monthly active users

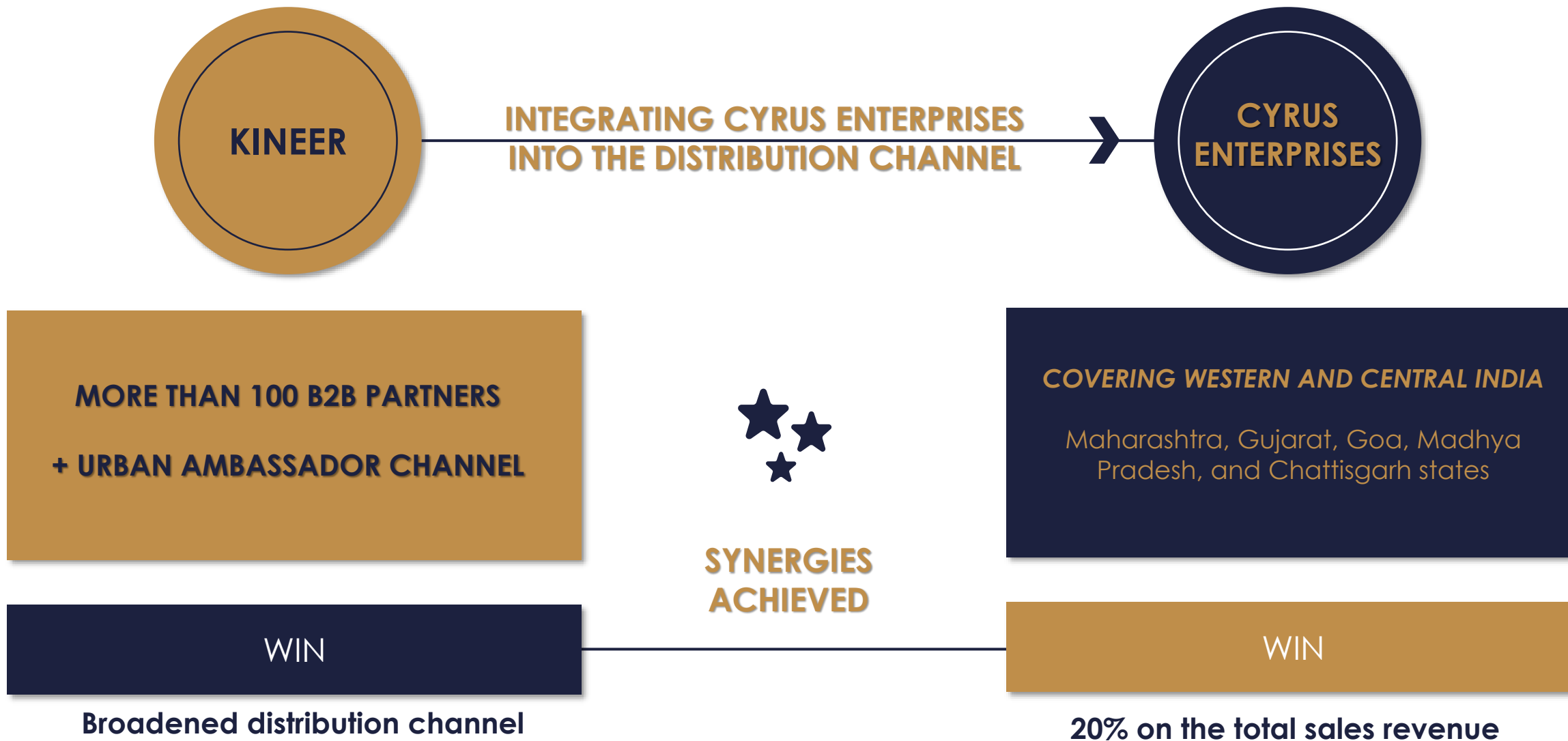


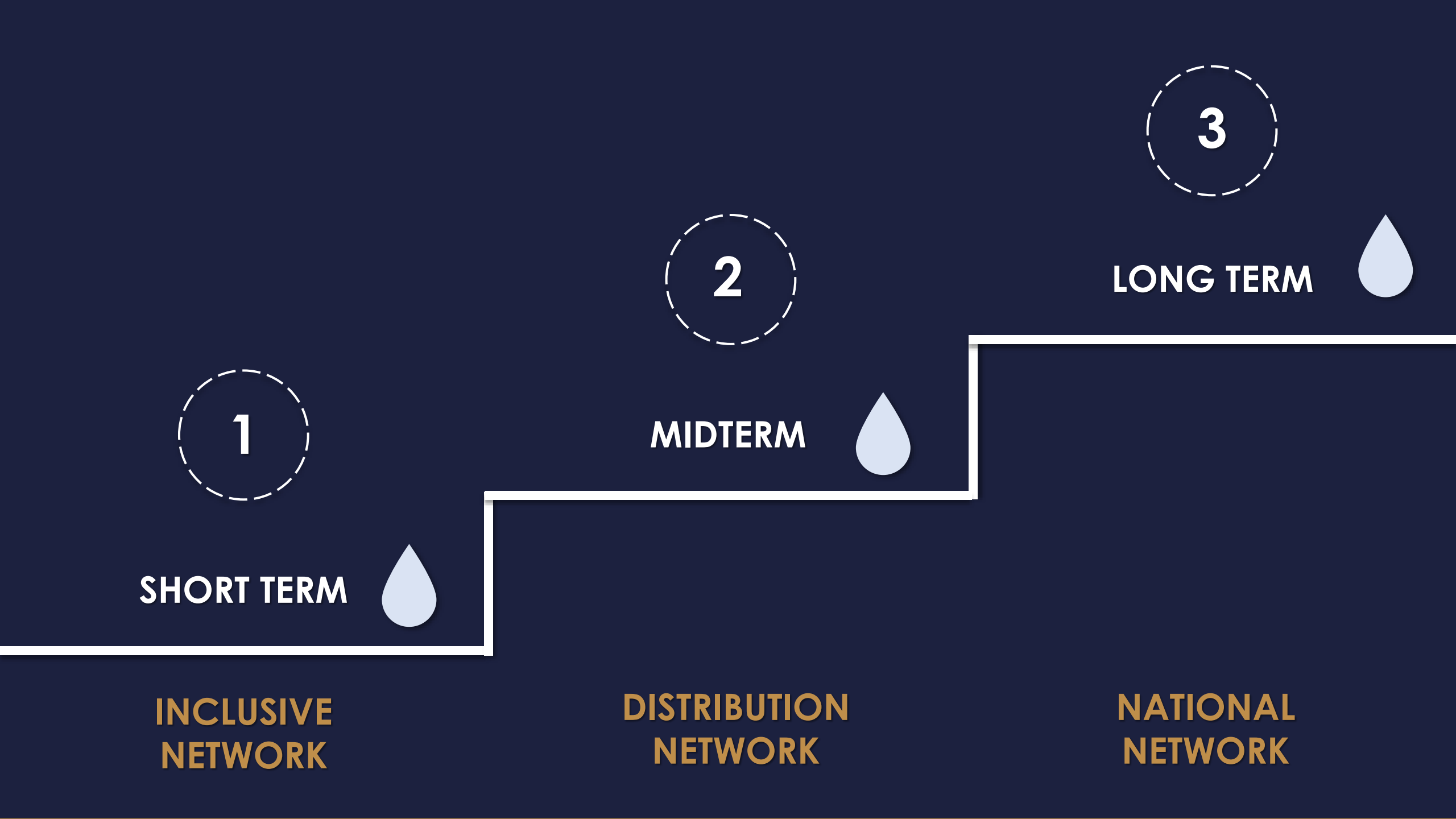
**0.8 billion** monthly active users

**CROSS-PLATFORM SHARING OF #INDINCLUSIVE**

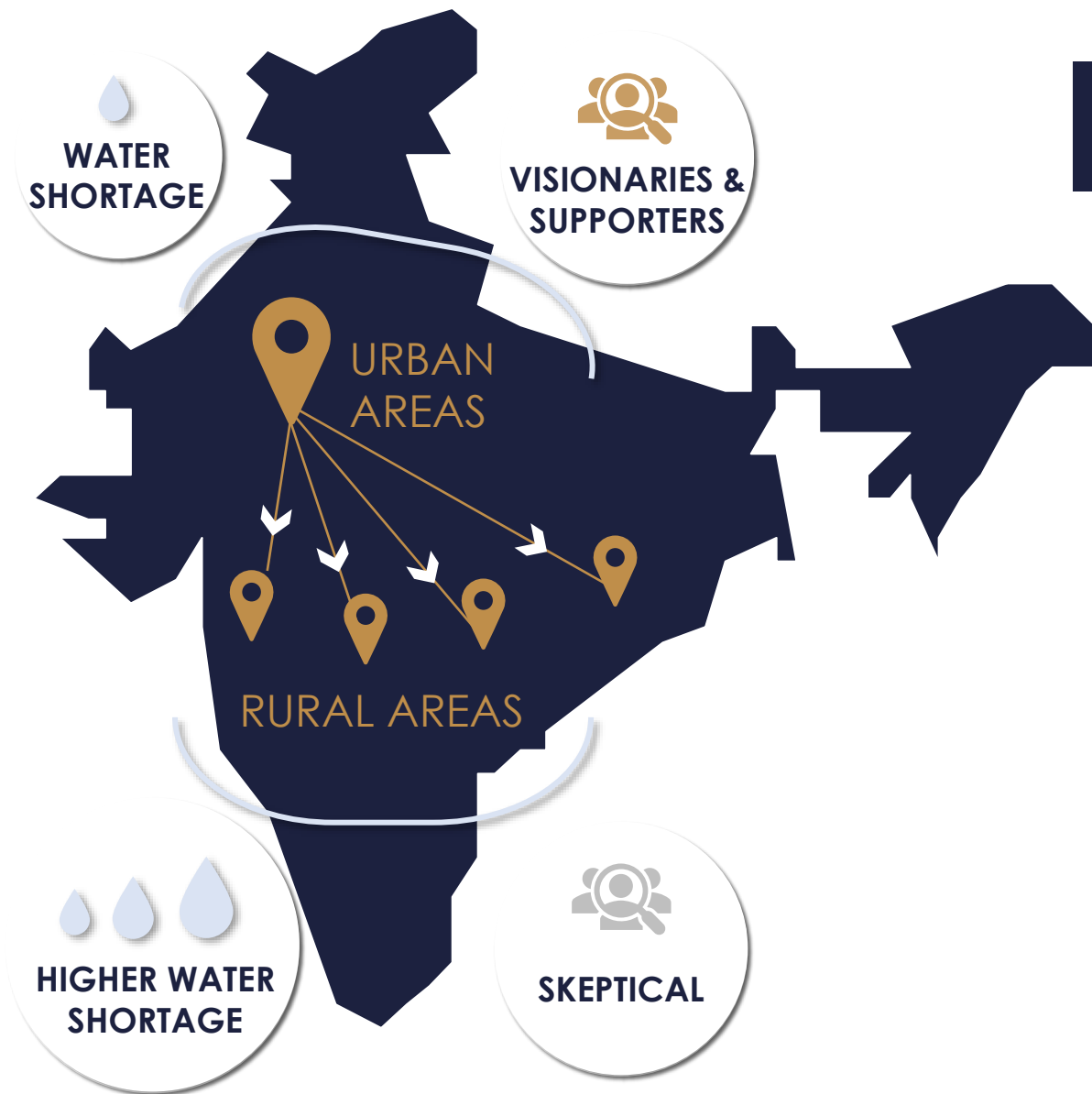
## Building partnerships on the B2B side as well

Next to building on urban communities and the brand ambassadors on B2C side, KINEER has to take action on the B2B level as well. Here forming partnership with Cyrus enterprises is a leveraging opportunity.





# Building a national network while accomplishing the mission

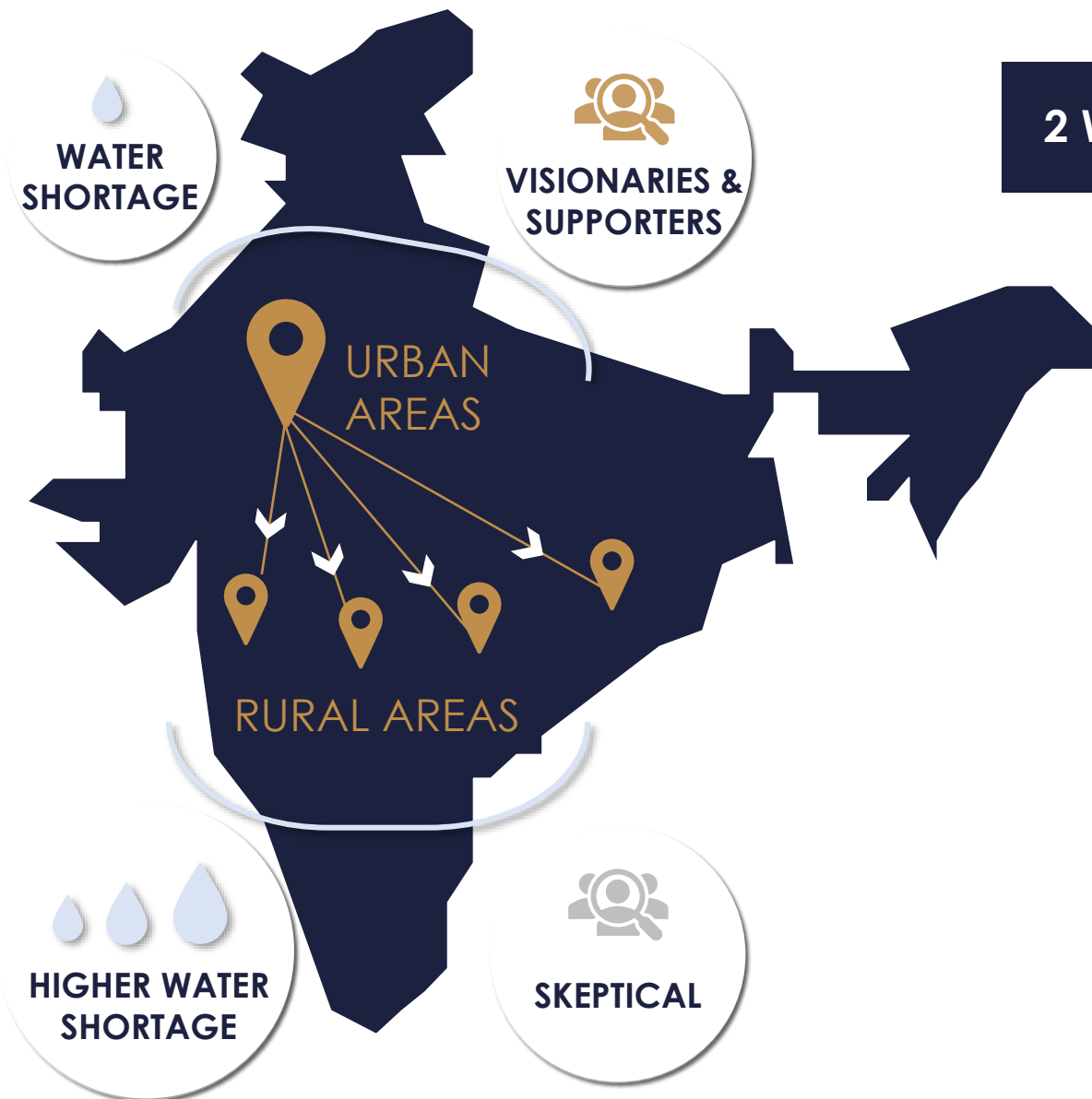


## B2C EXPANSION IN THE RURAL AREAS

- 01** Build on the already developed distribution network of KINEER urban ambassadors
- 02** Applying the „Giving back approach” of ambassadors
- 03** Taking on the mission to form the more skeptical rural areas and help them

➤ **2 WAYS**

# Building a national network while accomplishing the mission



## 2 WAYS FOR ENHANCING KNEER SALES IN RURAL AREAS

### WAY 1 HELPING RURAL COMMUNITITES

Giving the chance for lower class individuals to achieve a better financial stability



VENDORS FOR KINEER

MESSAGE FOR MORE SKEPTICAL COMMUNITIES:

*„Kineer helps them raise their level of live and solve their communities water shortage problems”*

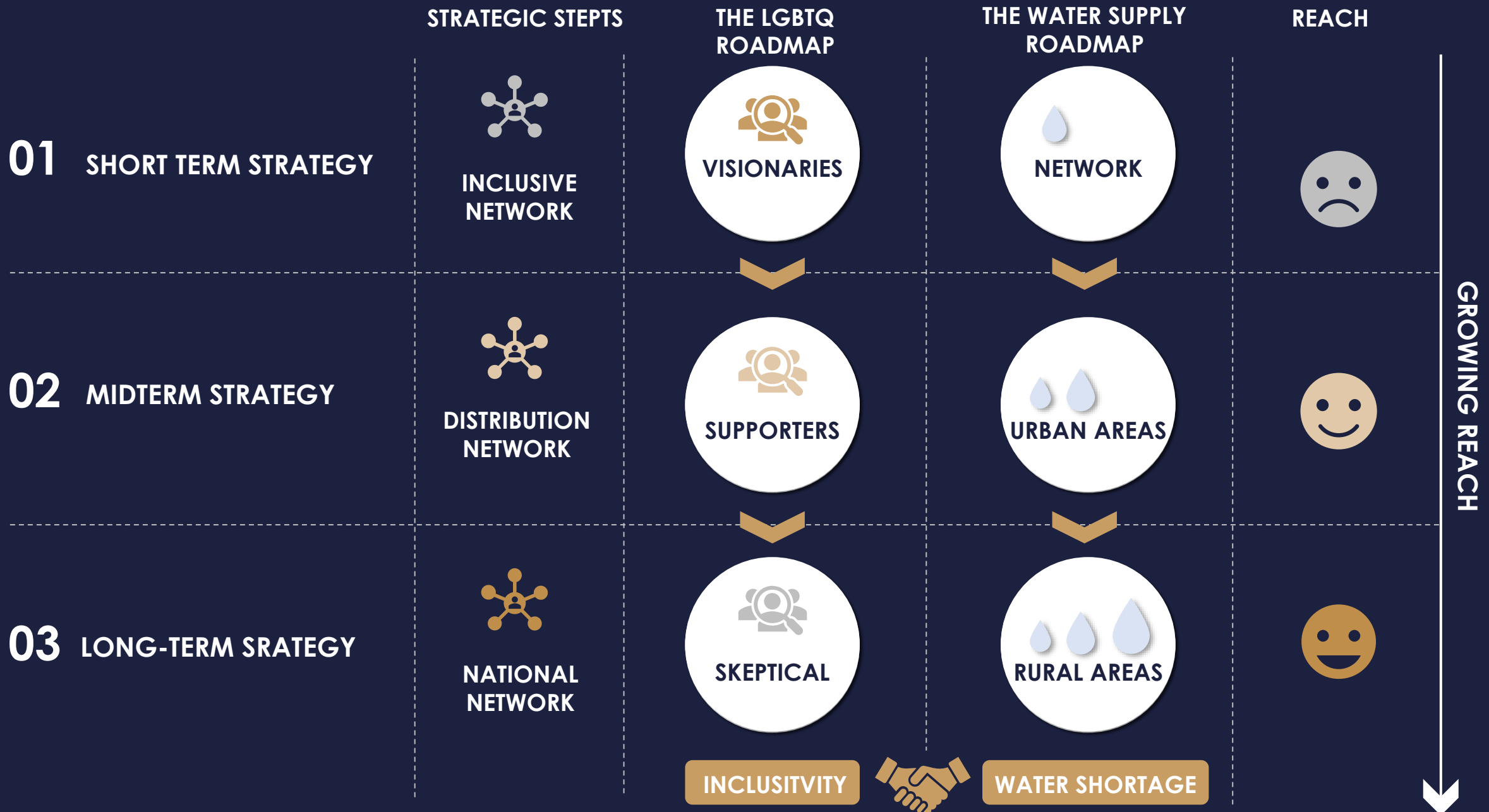
### WAY 2 HELPING THE LOCAL LGBTQ COMMUNITY

Providing education, career opportunities and mindset mentor program by the network



VENDORS FOR KINEER





# STRUCTURE

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**ANALYSIS**



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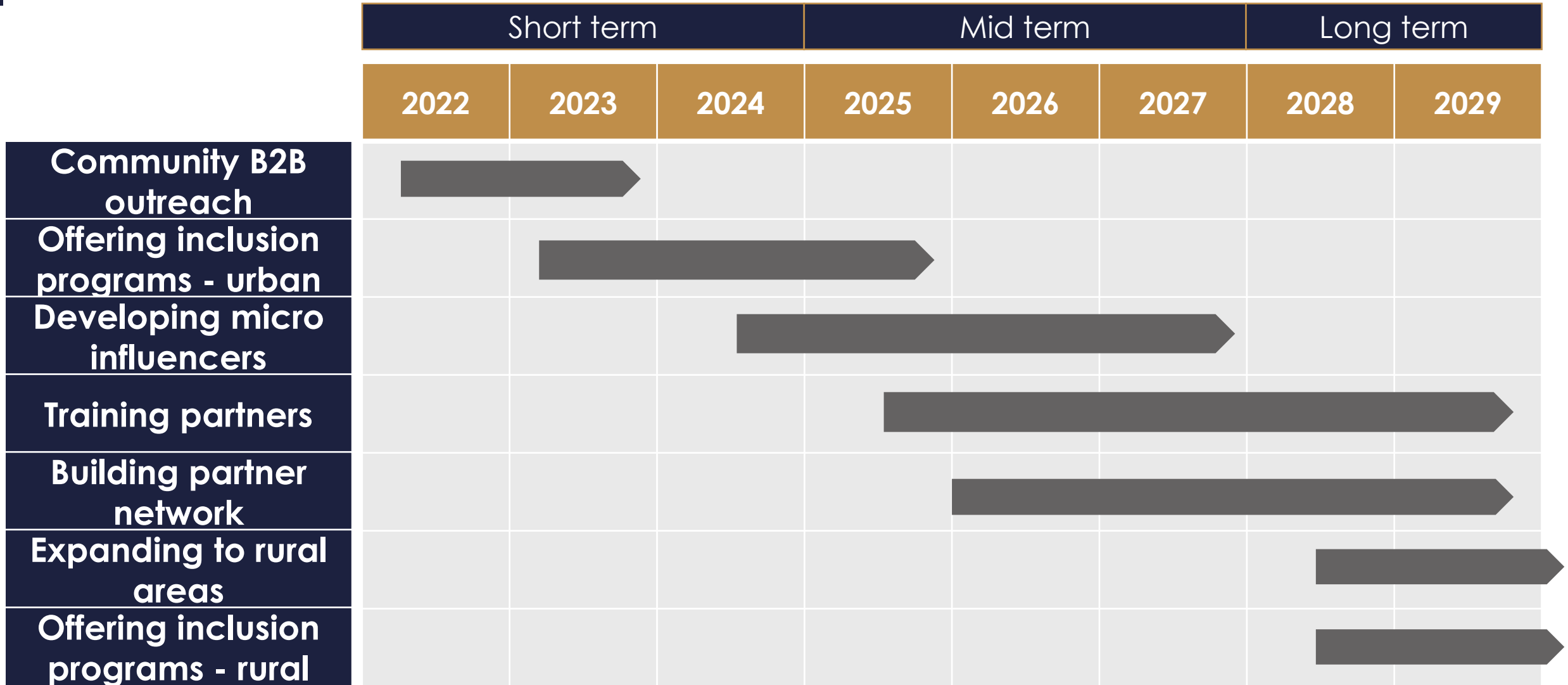
**RECOMMENDATIONS**



**IMPLEMENTATION**

# Implementation plan

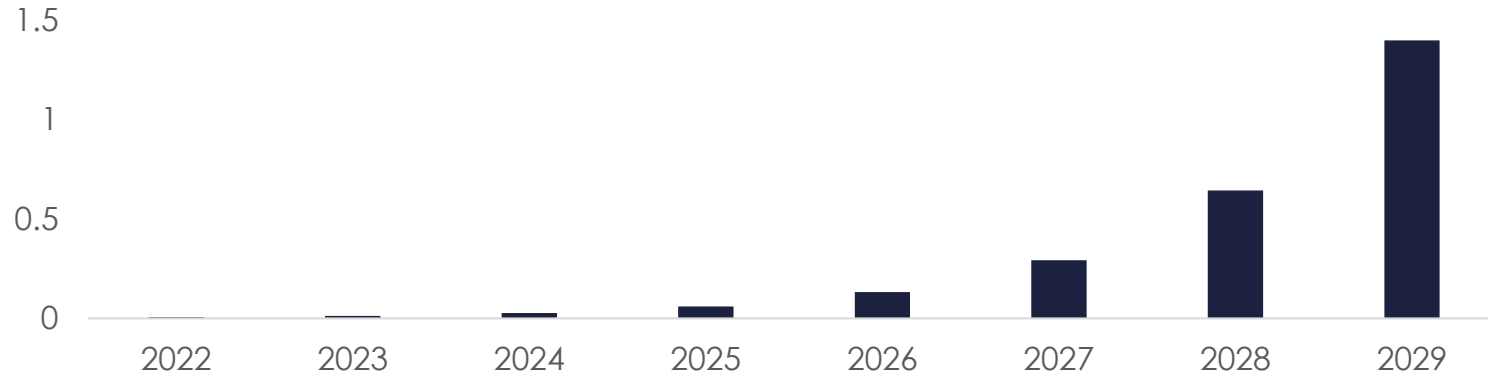
Community building, network building and fulfilling of company vision are the action through terms.



# Impact

The company can change the life of 1.4 million transgender people by 2029, while being financially viable.

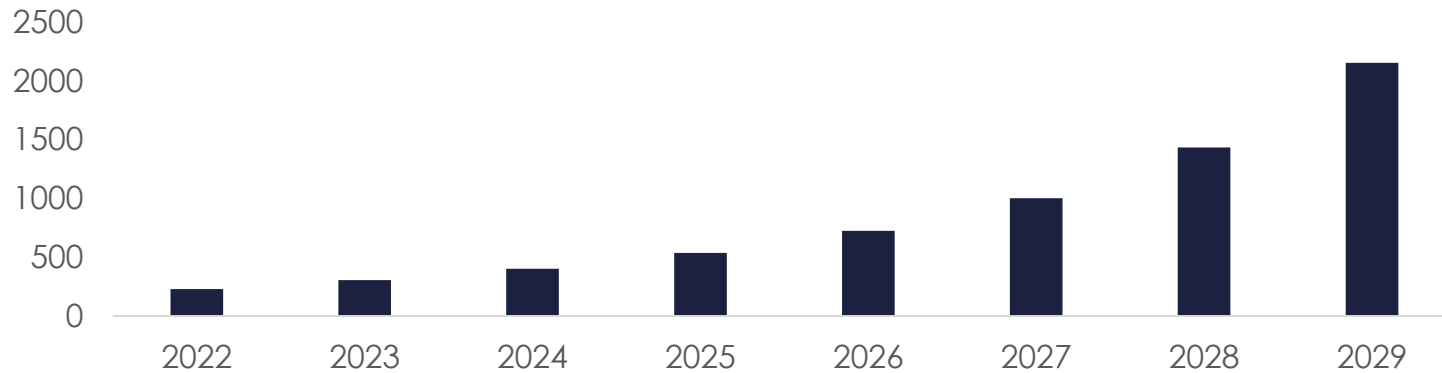
**Number of transgender people reached (Million people)**



**Assumptions**

Assumptions	Measure	Value
Expense ratio	%	0.827098
Other income ratio	%	0.079906
Revenue per partner	Million rupee	0.851
B2B YoY growth	%	30%
Cyrus YoY growth	%	30%
Transgender reached/partner ratio	person	0.01
SME partner revenue	Million rupee	0.05
Store reach	person	120

**Revenues of strategy (million rupee)**



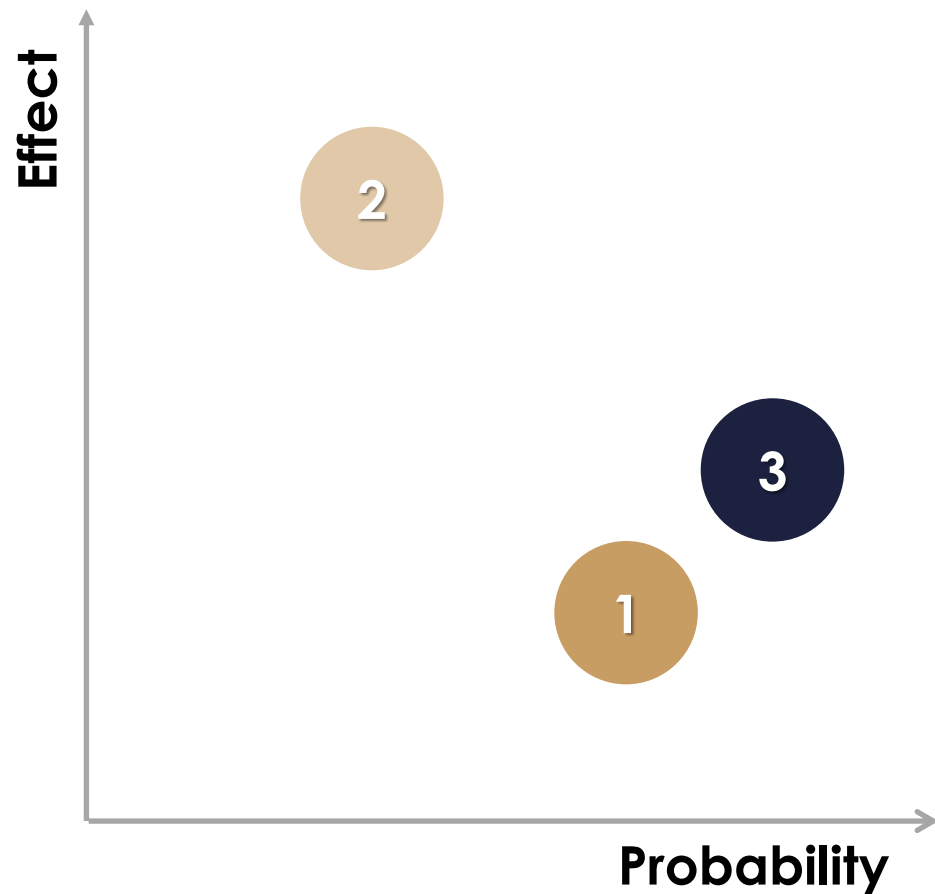
**Capex**

Capex
Marketing
Partner acquisition
Partner items

	2022	2023	2024	2025	2026	2027	2028	2029
	13	16.9	21.97	28.561	37.1293	48.26809	62.74852	81.57307
		12.3	15.99	20.787	27.0231	35.13003	45.66904	59.36975
		1.5	1.95	2.535	3.2955	4.28415	5.569395	7.240214

# Risks & mitigations

The strategy main risks mainly involve stakeholder reactions.



Risks	Mitigation	Solutions
1. Negative employee reaction	● ● ●	Scholarships for other people for equal opportunity
2. Unsuccessful network partners	● ● ●	Reemployment scheme
3. Rural skepticism	● ● ●	Reverse mentoring programs

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# KINEER

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WE NEED INCLUSIVITY LIKE WE NEED WATER.

Rupee million	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Sales turnover	37.1	94.7	85.1	154.7	230	306.25	403.75	537.25	725.65	1003.24	1435.981	2156.667
Other income	0.2	4.2	6.8	12.36146	18.37838	24.4712103	32.26204	42.92949	57.98378	80.16489	114.7435	172.3306
Total income	37.3	98.9	91.9	167.0615	248.3784	330.72121	436.012	580.1795	783.6338	1083.405	1550.724	2328.998
Total expenses	31.6	81.8	77.3	138.1762	205.4333	273.538878	360.6247	479.8653	648.142	896.0821	1282.601	1926.31
Operating profit	5.7	17.1	14.6	28.88525	42.9451	57.1823326	75.38732	100.3141	135.4918	187.3228	268.1232	402.6882
Million People	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total number	3	3	3	3	3	3	3	3	3	3	3	3
Reached	0.0003	0.0003	0.0003	0.0033	0.0063	0.0125	0.0275	0.0605	0.1331	0.29282	0.644204	1.417249
Partners	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Number of partners			100	131.6497	195.73	255.3						
Revenue per partner			0.851	0.851	0.851	0.851	0.851	0.851	0.851	0.851	0.851	0.851
Total revenue			85.1	154.7	230	300						



Revenue composition	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
B2B Sales turnover	37.1	94.7	85.1	134.7	185	230	299	388.7	505.31	656.903	853.9739	1110.166
Cyrus sales turnover						70	91	118.3	153.79	199.927	259.9051	337.8766
Network partner sales turnover						6.25	13.75	30.25	66.55	146.41	322.102	708.6244
Total						306.25	403.75	537.25	725.65	1003.24	1435.981	2156.667
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