CMA Students Newsletter(For Intermediate Students)

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1. Business Strategy

STRATEGIC ALLIANCE – New Age Business

In a developing country like India, strategic alliances execute superior than other organizational forms. Strategic alliances have altered the fundamental competitive paradigm in many domestic and international markets from traditional firm-to-firm competition to more alliance-based, network-vs.-network competition.

A strategic alliance has to be defined as a relationship between organizations for the purposes of accomplishing successful implementation of a strategic plan. In order to attain efficiency, speed and quality in differentiated products in more complex environment, firms have had to slender their concentration on core competencies and to turn to outside sources to obtain complementary resources, technical capabilities and learning.

Strategic alliance is an agreement under which two or more firms cooperate in order to achieve certain commercial objectives. Firms combine their resources and capabilities to create competitive advantage. Different capabilities are necessary for developing a new technology or penetrating a new market. For this purpose, forms of alliances are the best tool to pool their resources so that collectively they can develop the product or market faster or less expensively. Alliances help to enter new markets, access new technologies and achieve economies of scale faster and cheaper than any other acquisition method. Even firms that have similar capabilities may collaborate in their development activities in order to share the risk of venture or to speed up market development and penetration. Large firms might form alliances with small firms in order to take a limited stake in the smaller firm's development efforts, while small firms might form alliances with large firms to tap the larger firm's greater capital resources, distribution and marketing capabilities, or credibility.

Alliance may generally be categorized into the following three groups:

•**Joint Venture**:-It happens when two or more companies create an independent company.

•**Equity strategic alliances**:-In this type of alliance, two or more partners have different relative ownership shares (equity percentage) in new venture.

•**Non equity strategic alliances**:- It occurs when agreements are carried out through contract rather than ownership sharing. Such contracts are often with a firm's suppliers, manufacturers, or distributors, or they may be for purpose of marketing and information sharing such as with many airlines partners.

The motives for formation of alliance, as identified by Faulkner (1995), are of two types: internal and external.

The basic internal motives consist of the following:

(i) The requirement of specific assets or capabilities not presently possessed. (resource dependency perspective).

(ii) The motive arising out of the need to minimize costs (transaction costs theory)

(iii) The need for accessing unexplored market which cannot be achievable by other means.

(iv) The motive arising out with the spreading of financial risk (transaction costs).

The key external motives are

(i) The motive surrounding the question of globalization or rationalization.

(ii) Another external motive is concerned with the turmoil and uncertainty of international markets.

(iii) Those focused on the need for immense financial resources to manage with fast technological changes and shortened product life cycles (resource dependency).

In India, there exist several types of alliances. These are in the form of :

- Management contract
- Franchising.
- Supply or purchase agreement.
- Marketing or distribution agreement.
- Joint Venture.
- Agreement to provide technical services.
- Licensing of Know-how

Strategic Alliance in India :

Strategic alliance of Kotak Mahindra Bank with Scotia Bank (2012):

Kotak Mahindra Bank Ltd. announced that it has entered into a strategic alliance with Scotia bank, Canada's most international bank. The alliance will provide financial services to people immigrating to Canada and to non-resident Indians (NRIs) and People of Indian Origin (PIOs) seeking bank accounts and other banking services in India This alliance brings together the respective strengths of each bank to enable referrals for customers in Canada and India, subject to local banking regulations. Through the alliance, select Scotia bank branches in Canada will assist NRIs seeking bank accounts in India by referring them to Kotak Mahindra Bank's My India Program – a product designed to serve the financial needs of NRIs. Kotak Mahindra Bank will offer Indians immigrating to Canada access to the Scotia bank Start Right Program for Newcomers – a program that helps new immigrants apply for a Canadian bank account and credit card prior to their departure.

The Scotia bank's 'Start Right Program for Newcomers' was specifically created for Canadian Landed Immigrants during their first three years in Canada. The Program addresses the immediate banking needs of newcomers like helping set up a day-to-day bank account, apply for a Canadian credit card and access to a safety deposit box. Canadians of Indian origin - whether new to the country or already established - and non-resident Indians will be able to start banking relationships back in India through the referral agreement between the Kotak Mahindra Bank and Scotia bank.

Strategic alliance between ICICI Bank and Vodafone India to launch 'm-pesa(2012):

ICICI Bank and Vodafone India through its 100% subsidiary, Mobile Commerce Solutions Ltd. ("MCSL") have finalized plans to launch mobile payment services under the brand name 'm-pesa'.ICICI Bank, India's largest private sector bank and Vodafone India, one of India's largest telecom service providers, announced a strategic alliance to launch a unique mobile money transfer and payment service called 'm-pesa'. 'm-pesa' is the trademark of Vodafone.

The partnership between ICICI Bank and Vodafone effectively leverages the strengths of Vodafone's significant distribution reach and the

security of financial ICICI Bank and Vodafone India through its 100% subsidiary, Mobile Commerce Solutions Ltd. ("MCSL") have finalized plans to launch mobile payment services this year, under the brand name 'm-pesa'. This offering will comprise: a mobile money account with ICICI Bank and a Mobile Wallet -issued by MCSL.

This innovative offering will give the customer a comprehensive service comprising Cash deposit and withdrawal from designated outlets, money transfer to any mobile phone in India, range of mobile payment services including purchase of mobile recharge, recharge of DTH services and utility bill payments, money transfer to any bank account in India, payments at selected shops, transactions provided to customers by ICICI Bank. These services are made convenient using a vast network of authorized agents who will enable the customer to deposit and withdraw cash in and from their account. By facilitating banking transactions at such agent locations, this alliance effectively delivers the last mile access in remote areas.

Strategic alliances are an increasingly significant core element in many firms' strategies to generate and sustain their competitive advantages in dynamic market environments. Alliance is like a nuptial where there may be no formal contract and no buying and selling of equity. But, there are few strictly binding provisions. It is an unfastened evolving kind of relationship. Both partners bring to an alliance a trust that they will be stronger together than they would be separately. Both judge that each has distinctive skills and functional abilities and both have to work assiduously over time to make the union flourishing. By developing strategic alliances, firms share their excess and/or complementary capabilities and resources with others and create a new entity to acquire competitive advantages. When alliances are efficiently managed, the participating firms can attain numerous benefits that eventually bring profitability. If companies utilizes proper strategic alliance, they can expand their product and service offerings substantially, without the usual corresponding investment in staff, equipment, and facilities. Strategic alliance benefits in the way of cost reduction, technology sharing, product development, market access etc. Socio-cultural and ethical parameters that have an effect on company's performance enhance the complexity of the environment in developing countries. The performance of strategic alliances would depend on the acknowledgement of these parameters. By taking advantage of the actual globalization context, strategic alliances may take part in a crucial responsibility in dipping the gap between economies in developed countries and those in developing countries which might be a subject of new research possibilities to prospective researchers in this particular field.

2. Performance Management

It is a strategic process that will help you better understand your customers' needs and how you can meet those needs and enhance your bottom line at the same time. Good customer relationships are the heart of business success. This strategy depends on bringing together lots of

pieces of information about customers and market trends so you can sell and market your products and services more effectively.

So we can say, CRM is a cross-functional strategic approach concerned with creating improved Shareholder value through the development of appropriate relationships with key customers and customer segments.

Now the question is *"how does it happen?"*

It doesn't happen by simply buying software and installing it. For CRM to be truly effective, an organization must first understand who its customers are and what their value is over a lifetime. The company must then determine what the needs of its customers are and how best to meet those needs. For example, many financial institutions keep track of customers' life stages in order to market appropriate banking products like mortgages or IRAs to them at the right time to fit their needs. Next the organization must look into all of the different ways information about customers comes into a business, where and how this data is stored and how it is currently used. One company, for instance, may interact with customers of different ways including mail campaigns, Web sites, call centers, mobile sales force staff and marketing and advertising efforts. CRM systems link up each of these points.

Next the question is, "Are there any indications of the need for a CRM project?"

You need CRM when it is clear you don't have an accurate view of who your customers and what their needs or desires are or will be at any given stage in their lives. If you are losing customers to a competitor, that's a clear indication that you should improve your understanding of your customers.

Illustrate an example of Samsung – from low cost producer to product leadership by using CRM:

As today's emerging giants face the challenge of moving beyond their home markets, they have much to learn from the path breaking experience of South Korea's Samsung Group, arguably the most successful globalizer of the previous generation.

Samsung Group, the Korean multinational conglomerate, illustrates how dedication to a carefully designed business strategy can deliver spectacular results. The strategy development process in CRM consists of two components, the business strategy and the customer strategy. This case study focuses on the business strategy and examines how Samsung moved from a focus on low-cost product leadership to a winning strategy of delivering high-value products to appreciative global customers.

Founded in 1938, the Samsung Group is the largest corporate entity in South Korea. Best known for its flagship, Samsung Electronics (SEC)—producer of semiconductors, cell phones, TVs, and LCD panels—the group's highly diversified businesses span a wide range of

industries, including financial services, information technology services, machinery,
Shipbuilding and chemicals.

The challenge

By 1987, when Lee Kun-Hee succeeded his father as only the second chairman in the company's history, Samsung was the leader in Korea in most of its markets. But its overseas position as a low-cost producer was becoming untenable in the face of intensifying competition from Japanese electronics makers, which were setting up manufacturing plants in Southeast Asia, and rising domestic wages in South Korea's newly liberalizing economy.

In the early 1990s, Lee spotted an opportunity in the reluctance of Japanese companies the analog market leaders to adopt digital technology, which consumers were flocking to in cameras, audio equipment, and other electronic products. This opened the door for Samsung to surpass its rivals if it developed the agility, innovativeness, and creativity to succeed in the new digital market.

The solution

The opportunity to move into digital technology was a huge risk for Samsung. The investment in innovation cost the company over $2.45 billion annually, but resulted in a steady flow of new digital products which flooded onto the premium product market.
Into an organization focused on continuous process improvement, Samsung introduced a focus on innovation. Into a homogeneous workforce, Samsung introduced "new management initiative" which redesigning the company's culture. Samsung introduced merit pay and promotion, putting some young people in positions of authority over their elders. It has been a path marked by both disorienting disequilibrium and intense exhilaration.

Samsung invested heavily in sports sponsorship and this strategy has made a huge impact on customer awareness of the brand. From1997 Samsung secured worldwide Olympic sponsorship in the wireless equipment category and made remarkable success with this initiative. The company was a partner in the London 2012 Olympics. Sponsorship of these events has led to significant improvement in brand perceptions in global markets.

The results

Samsung's vision for 2020 is simple: 'Inspire the World, Create the Future'. To achieve this vision, the company looks to three key strengths: new technology, innovative products and creative solutions. The company recognizes that engaging more closely with customers and their changing needs will provide new value throughout its network and with three key stakeholders - customers, partners and employees.

Product quality is a priority, as Samsung knows that building consumer loyalty depends on it. Products are tested in a reliability lab and new products are developed incorporating customer insights on ease of use and reliability in real-life situations. Excellence in customer service and after-sales care is also central to Samsung's strategy. The company excels in customer care and has processes that provide swift action to respond to and rectify product defects and repairs. The

Samsung brand is now synonymous with value, quality and reliability.

3. Significance of taxable territory in Service Tax laws

DEFINITION:

Section 65B(52) of the Finance Act 1994 defines "**taxable territory**" to mean the territory to which the provisions of Chapter V of the Act apply.

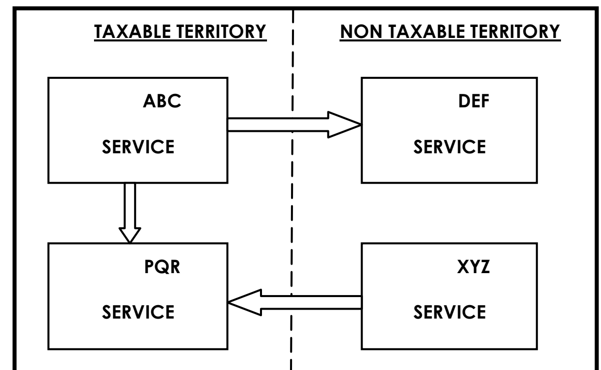
(A) **Section 64(1)** provides that Chapter V applies to the whole of India except the state of Jammu & Kashmir. The definition of "**India**" is contained in **Section 65B (27)** of the Act.

(B) The Finance Act, 2012, provides that **the service tax would be chargeable on those services which are provided within the taxable territory**. Hence the service provided outside the taxable territory would be out of the service tax net.

(C) This implies that the services provided or agreed to be provided in the state of Jammu and Kashmir, shall not be chargeable to service tax.

(D) The concept of taxable territory requires the determination of the taxing jurisdiction for a service. This shall be determined based on the **Place of Provision of Service Rules, 2012.**

(E) The following diagram illustrates the relationship between taxability of service and taxable territory.



(i) The service provided by ABC to PQR is taxable.
(ii) The service provided by ABC to DEF is not taxable.
(iii) The service provided by XYZ to PQR is taxable.

(F) **Example on determination of taxable territory**

LOCATION OF SERVICE PROVIDER	LOCATION OF SERVICE RECIPIENT	WHETHER SERVICE IS RENDERED IN THE TAXABLE TERRITORY?
Jammu	Jammu	Non Taxable Territory
Jammu	Delhi	Taxable Territory
Delhi	Jammu	Non Taxable Territory
Delhi	Delhi	Taxable Territory

(G) SIGNIFICANCE OF THE PLACE OF PROVISION OF SERVICE RULES 2012 IN DETERMINATION OF THE TAXABLE TERRITORY

(i) In certain cases, the location of service provider is different from the location where, the service is rendered. The location of the recipient of service may be different from the above two locations, or may be spread over a larger geographical territory, falling in more than one taxable jurisdiction. In such cases, application of the '**destination based principle'** is difficult.

(ii) **The Place of Provision Rules** specify the manner to determine the taxing jurisdiction for a service. Whether the service is provided within the taxable territory or outside the taxable territory, can be easily determined with the help of **Place of Provision Rules.**

(iii) **The Place of Provision Rules** seeks to:

- Determine the exact place of provision of service, and hence, the taxability of service.
- Maintain certain level of harmonization with international practices.
- Avoid both the double taxation as well as double non-taxation of services.

(iv) **The Place of Provision of Services Rules, 2012 has substituted the following legislations:**

- Export of Services Rules, 2005 ('Export Rules') and
- Taxation of (Services Provided from Outside India and Received in India) Rules, 2006 ('Import Rules').

(v) **The Place of Provision of Services Rules, 2012 are primarily meant for persons**:

- who deal in cross-border services;
- who have operations with suppliers or customers in the state of Jammu and Kashmir;
- service providers operating within India from multiple locations, without having centralized registration;
- for determining services that are wholly consumed within a SEZ, to avail the outright exemption.

4. Financial Distress - a Case Study for reference

Distress Analysis: A Measure of Financial Hardship

Corporate Distress is a situation when the financial status of a company moves towards bankruptcy/ insolvency. In other words, when value of the total assets of a company is insufficient to discharge its total external liabilities, the said company can be said a 'Distress Company'.

Corporate Distress also includes the following:

(a) Unfavourable liquidity position;
(b) Adverse long-term solvency position;
(c) Outdated production process;
(d) Deteriorating selling status;
(e) Poor administrative set-up; and
(f) Overall adverse economic condition.

A real-life example: Air India crashes into troubles

Air India is a state-owned flag carrier, the oldest and the largest airline of India. It is a part of the Indian government-owned Air India Limited (AIL) which is renamed as Air India Ltd. The airline

operates a fleet of Airbus and Boeing aircraft serving Asia, Australia, Europe and North America. Its corporate office is located at the Air India Building at Nariman Point in South Mumbai. It is the 16th largest airline in Asia.

Matter at a Glance:

- Founded by JRD TATA in 1932
- In 1953, Indian Govt. acquired major stake
- In 1960, purchased first Boeing 707 and entered jet age
- In 1994 the airline was registered as Air India Ltd.
- Was set for disinvestment in 2001 but it failed due to global slowdown.
- In 2006 the airlines began showing signs of financial distress. Estimated loss ₹ 770 crores (7.7 billion).
- In 2007 Air India and Indian Airlines merged along with their subsidiaries to form Air India Limited.
- Senseless merger of the two wings of the airline took loss figures to ₹ 7,200 crores (72 billion) by March 2009
- This was followed by various restructuring plans which were not at all effective.
- May 2011: Already reeling under financial crunch because of the ten day pilot strike Air India finds itself in a tight spot as State-run oil companies – the Indian Oil Corporation, the Bharat Petroleum Corporation Ltd. and the Hindustan Petroleum Corporation refuse to supply the fuel to the bleeding carrier.
- For the financial year 2010-2011 a loss of ₹ 7,000 crore was expected.

Causes of problems:

- It was not prepared for competition it started getting after the liberalization of India economy in 1990.
- Bloated workforce. Air India has 28,000 permanent staff, double Jet's headcount. It operates 127 aircraft, compared with Jet's 115.
- Highest Employees per Aircraft in the world 200:1 where as desirable is 130-170:1.
  - Bad management and faulty policies has brought Air India to this crisis level.
  - A culture of complete sloth in administration.
  - Complete lack of Ownership.
  - Lack of responsibility for results and failures.
  - Deeply ingrained corruption in all levels.
  - Instead of renting out unused portions of iconic Nariman Point building for the huge sum, the debt-ridden airline is paying ₹ 22 lakh each month for its upkeep; 15 of its 23 floors are lying vacant.
  - Old gas guzzling aircrafts still running.
  - Poor marketing and campaign management, competitors like spicejet, jet, and kingfisher do effective marketing.
  - Employees not paid salaries.
  - Employee strikes further taking it out of business, and competitors taking advantage.
  - The airline has not posted a profit since merging with former duopoly partner Indian Airlines in 2007 and relies on handouts from New Delhi to survive.

Strategic implementations:

- Air India had launched an economy class package worth ₹ 30,000 and also a business class package worth ₹ 50,000 which will allow passengers to enjoy unlimited number of flights along the length and breadth of the country.

- Company had planned to talks with 26 banks to restructure its debt.
- It had focused on a hub-and-spoke route model, cut costs by redeploying staff and unload non-core real estate.
- According to the restructuring plan, part of the debt would be converted to long-term loans at fixed rates of interest with the remainder converted into preference shares to be redeemed after 15 years, giving the lenders equity in the airline.

Recent development:

- The all-round improvement resulted from a strategy that encompassed a review of Air India's fleet and network, pricing, schedules and revenue management.
- With the turnaround plan (TAP) in operation, the national carrier had gradually reduced its running cash loss from ₹ 512 crore in October-December 2011 and ₹ 432 crore in January-March 2012 to just ₹ 37 crore in April-June 2012.
- The airline started making a surplus over its variable costs since July-September, 2012 when its surplus was ₹ 51 crore. It jumped to ₹ 312 crore in October-December, ₹ 361 crore in January-March, 2013 and ₹ 460 crore during April-June, 2013.
- Several measures have also been taken towards better pricing and revenue management, including a market-driven and responsive pricing policy, an automated revenue management structure and supporting tools and 30 or 60 days advance purchase fares.
- And now, the National carrier Air India is likely to join the 28-member Star Alliance by June this year.
- In 2007, Air India was accepted as a future member of Star Alliance. However, the integration process was halted in July 2011 to enable it to complete the merger with erstwhile Indian Airlines.
- Integration into the global alliance, a first for an Indian airline, will help debt-ridden Air India boost its revenue by increasing global connectivity through partner airlines.
- It will also be able to increase its share of business travellers by gaining access to over 1,000 Star Alliance lounges, and lower fuel costs by making bulk purchases through Star Alliance tie-ups. The Star Alliance has a combined fleet strength of over 4,700 aircraft.

5. Brand Valuation

A Brand is an intangible asset which designates a product or service as being different from the competitors' products or services. It is an emotional and rational pact between the supplier and the consumer, Brand is an unwritten agreement with the customer that the brand will confirm to their expectations. It exists because of its commitment to internal value. Brand is not created overnight. It is the result of relentless efforts to attain a level of quality in manufacturing, selling, services, advertising and marketing.

The value of a brand is the amount a buyer is prepared to pay for it, Determining the value of a brand is a combination of direct (price based on communication on the investment made in the

brand) and indirect (the profits generated by the brand). Methods of brand valuation are given below:

- ***Cost based*** **-** this is applicable if business is acquired only for the brand name of the product. The value is based on cost required to develop and market a similar product and bring it to the level of the brand under acquisition. This is highly subjective method and rarely used. Hence we ignored this method of valuation and have predominantly used the earning based, and market based approach. Under Earning Based Valuation methodology we considered the following methods – (i) Royalty Relief Method, (ii) Capitalisation of premium Profit Margins attributable to the Brand Names, (iii) Imputed royalty method, (iv) The Brand Multiple/ Historical Earning Approach and (v) The Economic Use/ Future Earning Approach.
- ***Market based comparisons*** **-** are useful for primary valuation but cannot be used because brands are unique and data may not be available.
- ***Relief from royalty method*** **-** estimating the likely future sales and applying appropriate royalty rate to arrive at the income attributable to the brand royalties in future years. The notional brand loyalty is discounted to a net present value which is called brand value.
- Discounting the profits or cash flows produced by a brand to its net present value can also be used for brand valuation. The profit streams produced by a brand are discounted to the present value using a discount rate which will reflect the riskiness of those income streams. It consists of a financial analysis, market analysis, brand analysis and legal analysis.

Determination of value of a brand is difficult because different businesses are likely to have different expectations in terms of brand longevity and profit sustainability. Hence a brand valuation may be taken only as a guide to its true value.

Illustration 1 : From the following information determine the Possible Value of Brand as per Potential Earning Model – (₹ Lakhs)

Particulars	CASE I	CASE II
(i) Profit Before Tax (PBT)	---	18.00
(ii) Income Tax	---	6.00
(iii) Profit After Tax (PAT)	₹3,000	---
(iv) Tangible Fixed Assets	₹10,000	20.00
(v) Identifiable Intangible other than Brand	₹1,500	10.00
(vi) Weighted Average Cost of Capital (%)	15%	---
(vii) Expected Normal Return on Tangible Assets Weighted Average Cost (15%) + Normal Spread 5%	20%	6.00
(viii) Appropriate Capitalization Factor for Intangibles	25%	25%

Solution:

CASE I

Particulars	₹Lakhs	₹Lakhs
Profit After Tax	3,000	3,000
Less: Normal Return from Tangible Assets (₹10,000 Lakhs x 20%)	(2,000)	(2,000)
Less: Normal Return from Other intangible Assets (₹1,500 Lakhs x 25%)	(375)	(375)
Brand Earnings	**625**	**625**
Capitalization Factor = WACC	25%	15%
Therefore, Value of Brand	₹2,500 Lakhs	₹4,166.67 Lakhs

CASE II

Particulars	₹Lakhs
Profit Before Tax	18.00
Less: Income Tax	(6.00)
Profit After Tax	12.00
Less: Normal Return Tangible Assets	(6.00)
Less: Normal Return from Other Intangible Assets (₹10 Lakhs x 25%)	(2.50)
Brand Earnings	**3.50**
Capitalization factor	**25%**
Therefore, Value of Brand (₹3.50 Lakhs ÷25%)	**₹14 Lakhs**

Illustration 2

PQR Ltd has hired a Marketing Consultancy Firm for doing market research and provide data relating to Chemical industry for the next 10 years. The following were the observations and projections made by the consultancy firm ---

1. The Chemical Industry in the target area i.e. Whole of India, is expected to grow at 5% p.a for the next 3 years, and thereafter at 7% p.a over the subsequent seven years.
2. The market size in terms of unencumbered basic sales of chemical was estimated at ₹11,000 Lakhs in the last year, dominated by medium and large players. This includes roughly 9% of fake brands and locally manufactured chemical. Market share of this segment is expected to increase by 0.5%.
3. Cheap Chinese imports accounts for 40% of the business (but 60% of the volume). This is expected to increase by 0.25% over the next decade.
4. The other large players account for roughly 35% of the business value, which is expected to go down by 0.5% over the next ten years, due to expansion of PQR Ltd's product portfolio.
5. The Company is in the process of business re-engineering, which will start yielding results in 2 years time, and increase its profitability by 3% from its existing 12%.

If the appropriate discount rate is 15%, what is the Brand Value of PQR Ltd, under Market Oriented Approach?

Solution:

(a) **Current Market share** = 100 – Fake Brands 9% - Chinese Imports 40% - Other Domestic Brands 35% = 16%

(b) **Increase or Decrease in Market Share:** Chinese Imports 0.25% + Local Brands 0.5% - Other Players 0.5% = 0.25% increase other product's market share. Hence, market share is expected to fall by 0.25% every year over the decade, from the current levels of 16%. Therefore, next year it will be 15.75%, the year after 15.50% etc.

2. Brand Valuation under Market Approach

Yr.	Market Size (₹ Lakhs)	Market Share of PQR Ltd.	Market Share ₹ Lakhs	Expected Profit (₹ Lakhs)	Discount Factor at 15%	Discounted Cash Flow
1	11,000.00 + 5%=11,550.00	15.75%	1819.125	@ 12% = 218.295	0.870	189.92
2	11,550.00 + 5% =12,127.50	15.50%	1,879.76	@ 12% = 225.57	0.756	170.53
3	12,127.50 +5% = 12,733.88	15.25%	1941.92	@ 15% = 291.29	0.658	191.67

4	12,733.88 +7% = 13,625.25	15.00%	2,043.79	@ 15% = 306.57	0.572	175.36
5	13,625.25 +7% = 14,579.02	14.75%	2150.41	@ 15% = 322.56	0.497	160.31
6	14,579.02 +7% = 15,599.55	14.50%	2261.93	@ 15% = 339.29	0.432	146.57
7	15,599.55 +7% = 16,691.52	14.25%	2378.54	@ 15% = 356.78	0.376	134.15
8	16,691.52 +7% = 17,859.92	14.00%	2500.39	@ 15% = 375.06	0.327	122.64
9	17,859.92 +7% = 19,110.12	13.75%	2627.64	@ 15% = 394.15	0.284	111.94
10	19,110.12 +7% = 20,447.83	13.50%	2760.46	@ 15% = 414.07	0.247	102.27
	Brand Value					**1505.36**

Brand Value of PQR Ltd under Market Oriented Approach is ₹1505.36 Lakhs.

Important Announcement

The Intermediate and Final Results for December 2013 Term Examination results are likely to be declared on 21st February 2014. For convenience of the students the online results would be available on the following servers:

1.http://examicai.in

2. http://examicmai.org