



*IIMC CASE RESEARCH CENTER (IIMCCRC)*

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# COUNTRY PETROLEUM CORPORATION: INSICIDE

## INTRODUCTION

April 2012, Mr. T R Reddy, the country head of the direct sales division of Country Petroleum Corporation (CPC) was reviewing the marketing plan for the revitalization of INSICIDE. The plan was prepared by the newly appointed marketing head, Ms. Nikita Kanwar. Ms. Kanwar had suggested aggressive budgetary requirements for the revitalization of the ailing brand. Mr. Reddy wondered why Nikita Kanwar had not considered the option of divesting INSICIDE. Due to the paltry sales and contribution figures of INSICIDE, it had lost its strategic importance to the SBU, and Mr. Reddy felt that revitalization demanded both investment and senior management attention. Reddy was perplexed at the orientation of his marketing head regarding the brand. However, Mr. Reddy also knew that it was not easy to decide on closure of a brand in a public-sector organization. He thought,

“It’s so difficult to convince the board for a closure as they always see rationale beyond profits at what defined the existence of public enterprises.”

Realizing the complexity of the issue, he decided to constitute an empowered group of the three functional heads of Marketing, Strategy, and Human Resources (HR). Addressing them he said,

“I believe that we need to understand the changed situation and challenges better before we take a call. Please review the issue from all possible angles, and submit your report. Let us meet after a month to take a more enlightened decision.”

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*Kumar Rakesh Ranjan and Suren Sista of the Indian Institute of Management Calcutta, developed this case study as the basis for class discussion rather than to illustrate the effective or ineffective running of an organization.*

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