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Yashram Lifestyle Brands Pvt Ltd: strategizing for omnichannel approach

Tamizharasi D and Padmalini Singh

During a meeting with the digital marketing team on March 23, 2023, Deepa Kumar was very keen on expanding Yashram Lifestyle's offline presence to increase its brand identity. Yashram Lifestyle had already established a strong online presence, attracting customers through social media, influencer collaborations and content marketing. The online platform allowed the brand to reach a wider audience, generate sales and build a loyal customer base. Moreover, the convenience and accessibility of online shopping aligned well with Yashram Lifestyle's target demographic. However, Kumar took a minute to ponder upon offline marketing strategies, such as pop-up stores, collaborations with physical retailers and participation in industry events, that could provide valuable insights into customer preferences, enhance brand visibility and foster direct customer engagement. She thought that the offline channels might also enable Yashram Lifestyle to better understand market dynamics and further drive product innovation.

The company realized that it would not serve to simply increase offline presence, and it recognized the omnichannel strategy as the way forward. Integrating all channels of a business, the company would make it possible for customer interactions across multiple touch-points but would have to manage a complex supply chain and also achieve suitable marketing strategies across channels to offer a seamless customer experience.

Furthermore, Kumar had to analyze how an online dominant brand should shift the journey from an online to an omnichannel strategy. In the competitive branded women's lingerie [1] market, could Yashram Lifestyle sustain its foothold? Would an omnichannel strategy help Yashram Lifestyle build a strong brand identity?

The company

Kumar founded Yashram Lifestyle in 2007 with a mission of providing a one-stop destination for all intimate needs of women of all age groups by bringing stylish, affordable pricing and innovative products (refer to [Exhibit 1](#)). She designed products from feeding kurtas to period panties to provide unique solutions to women. She had been inspired by women across all socioeconomic and global backgrounds, which motivated her to create products with innovations with highly technical products that resulted in improved quality of life for women and girls. Yashram Lifestyle's house of brands included Morph Maternity (maternity and breastfeeding wear), Adira (innerwear for women), Pristine (innerwear for incontinence) and Baby Munkin (cloth diapers and more).

She started her entrepreneurial journey with maternity wear – Morph Maternity after realizing no brands were making maternity wear in India. Yashram Lifestyle was the first in the country to innovate and design feeding kurtis making nursing easy and elegant, which was followed by other innovations including the design of a comfortable and leakproof panty that

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Disclaimer. This case is written solely for educational purposes and is not intended to represent successful or unsuccessful managerial decision-making. The authors may have disguised names; financial and other recognisable information to protect confidentiality.

was patented in India and the USA. Since then, the company had been continuously creating innovative products that had latent needs and was also a first mover by creating category-defining products with innovation strongly woven into the fabric of Yashram. It was proud to be the only brand in the country addressing the physiological needs of girls and women through their journey.

Kumar's strong leadership had established a profitable business, and she was able to build a culture of constant product innovation among 120 employees working for Yashram Lifestyle presently. There were two production units located in Bangalore and Yemmiganur [2]; Kumar was inspired to solve real-life vulnerabilities faced by women at different stages of life. Their brands, products, innovations and inventions were all a result of their passion for improving the quality of life for women. Yashram Lifestyle created the most innovative brand of innerwear in India. Being the first to innovate on the range of products such as period panties, starter bras, incontinence underwear and hygiene panties, Yashram Lifestyle aimed to take a special place in the girls' journey through womanhood.

The two manufacturing units located in Bengaluru and Yemmiganur, Kurnool District, Andhra Pradesh, produced 60,000 and 55,000 units, respectively, in a month, and 95% were sold online and others through distribution agreements and business to business orders. Apart from creating comfortable clothing for people, the team at Yashram Lifestyle also ran a social project called "How to Tell Your Child." It was a global online platform that offered tools to parents and instructors enabling them to have nonawkward conversations with children about puberty, sexual abuse and more in a completely honest manner so that they could positively gain confidence in their bodies. The company had the vision to be a one-stop destination for all intimate and practical needs of women and girls going through the beautiful journey of womanhood by bringing stylish, affordable and innovative products that were comfortable and practical with a strong research and development (R&D) team that continuously worked on understanding the pain points in women's journey to develop affordable quality solutions. This was done through focus group discussions, informal discussions, reading blogs and articles and discussing with customers regularly through chats and community forums. Many times, the R&D team organized exhibitions and events just to interact with the customers. The objective was to identify the pain points rather than selling or promoting the products. Their remarkable work had been featured in YourStory and Fibre2Fashion, and their new product innovation garnered eyeballs on social media.

Indian lingerie market

Rapid urbanization in India was one of the key factors for the growth of the lingerie market. With the increasing female workforce participation and rising purchasing power, consumer preference was changing toward trendy intimate wear, sports, bridal and regular lingerie products. Furthermore, the increasing adoption of organized retail channels was providing a drive to the lingerie market growth. Product manufacturers and vendors were widely using e-commerce platforms to provide premium quality branded lingerie to consumers with improved convenience. The Indian lingerie market size reached US\$4.4bn in 2022. Furthermore, it was expected to grow US\$8.2bn by 2028, revealing a compound annual growth rate of 10.9% during 2023–2028.

India's strong internet presence had contributed more to increasing consumer awareness of lingerie in the country. In January 2022, there were 658 million internet users in India which included social platforms such as Instagram, Facebook Messenger and Twitter, accounting for 33.5% of the country's total population. This increasing internet penetration and the rising popularity of social media platforms in the country were expected to fuel the market demand for lingerie in the future. The lingerie market in India was expected to be driven by companies spending on innovation, R&D activities and marketing strategies to

enhance the growth of products and was estimated to reach the market size of INR 500bn in the year 2025 (refer to [Exhibit 2](#)).

The Indian lingerie market was classified into superpremium, premium, mid-market and economy segments, and 75% of the market was held by the mid-market and economy markets. Premium and superpremium segments consisted of only 25% share. The trend had been rapidly changing over the past few years; with a lot of brands communicating with the consumer through their innovation, Indian women started to view lingerie as a fashion category. The Indian women's innerwear market remained underpenetrated and thereby held immense business potential. This market, currently worth around INR 14,389 crores, was growing at the rate of 15% and was distinctly shifting from price-sensitive to brand-sensitive.

The lingerie industry had opened the door for smaller, independent brands to come in and disrupt the market. Mass market companies were starting to notice that existing companies were losing their market base. However, it was too early to estimate market share because the product categories were fundamentally quite specialized and had little competition. As a result, it was difficult for Yashram Lifestyle to determine the total addressable market [3] (TAM).

Innovation

Being an engineer, Kumar inspired to solve real-life problems started with the maternity-wear brand Morph Maternity and realized that there were no brands making maternity wear in the country. Despite having international maternity brands in the country, no one was targeting Indian women – their choice of clothes was ethnic. The requirements of soon-to-be mothers and nursing mothers were not met or were given limited choices and that led to the birth of Morph Maternity wear. Yashram Lifestyle had a popular invention – “Period Panty” which had found loyal patrons across the country (refer to [Exhibit 3](#)). She held the patent for the “Sanitary Undergarment” invention from the United States Patent (US Patent No. 8,968,266) Office in March 2015 and an Indian Patent (Indian Patent No. 306901) for the same product in February 2019. Yashram Lifestyle was the first in the country to innovate and design the feeding kurtis making nursing easy and elegant. This was very soon followed by other innovations including the invention of a comfortable and leakproof period panty which was patented in India and the USA. Although this journey was more than a decade, she had been creating innovative products that had a latent need. She was a first mover and had created category-defining products. Innovations were strongly woven into the country addressing the physiological needs of girls and women through their life journey. The core philosophy at Yashram Lifestyle had been to innovate for the needs of people when they were most vulnerable. Be it camisoles for young girls to feel confident with their growing bodies, period panties to prevent stains or innerwear for older women who experienced leaks because of the stress their bodies had endured during their pregnancies. The company was always into innovating for the better.

Brands

Kumar was inspired by women across all socioeconomic and global backgrounds. Her brands, products, innovations and inventions were all a result of her interest in improving the quality of life for girls, women and people with vulnerabilities. Yashram Lifestyle brands were known for their high-quality products that were readily available online and with other channel partners (refer to [Exhibits 4 and 5](#)).

Yashram Lifestyle had four in-house brands which are mentioned below. www.morphmaternity.com: Maternity wear brand with multiple innovations for the comfort of moms-to-be and new moms. It was a stylish and affordable brand of maternity clothes. It accompanied women through the beautiful journey of motherhood. A range of trendy

maternity shirts, maternity pants, maternity jeans, dresses, nursing clothes and more ensured a high style quotient.

www.myadira.com: The most innovative innerwear brand in India was Adira. Adira held a special place in the girl's transition to womanhood because it was the first to innovate on a variety of items, including beginning bras, incontinence pants [4] and hygiene knickers [5]. www.pristine-life.com: Incontinence underwear for people who suffered from light urine leakage problems. Pristine Life was a range of washable and reusable cotton underwear for men and women to help them claim their lives back. www.babymunkin.com: At Baby Munkin, Yashram Lifestyle prioritized babies' safety by offering comfortable products. It was a baby-friendly solution for eco-friendly and sustainable cloth diapering.

Online presence

Yashram Lifestyle's branding philosophy was to provide a caring platform of services and products to its customer base. The brand identities were strong with established brand languages such as logos, colors and tone. Online marketing efforts had helped Yashram Lifestyle reach a broad audience. Yashram Lifestyle's website featured a variety of cutting-edge [6] sanitary underwear [7] for people of all ages. The navigation on the website was clear and straightforward, making it easy for visitors to find the specific products they seek out. Using search engine optimization (SEO) [8] and Google Ads helped to optimize their website visibility and increase brand awareness among their target market. Yashram Lifestyle's frequent blogging and active social media presence contributed to building its brand and increasing brand recognition. Blogs are mainly about topics related to many age groups, including innovation, health and hygiene, menopause, periods and puberty. Every stage of women's life cycle difficulties was addressed in these blogs, which were regularly updated. Yashram Lifestyle's social media platforms, such as Facebook, Instagram, Pinterest and YouTube, allowed for direct customer engagement. They continuously interacted with followers, responded to inquiries and built strong relationships, fostering customer loyalty and advocacy. There were abundant customer reviews of happy and satisfied customers who did not fail to give feedback on their website and blogs. Yashram Lifestyle frequently posted educational and entertaining content on Facebook, Pinterest, Instagram and YouTube; a Facebook page was maintained in the name of Adira Intimates and reported 9.6K followers and 9.2K likes. The posts were carefully thought out to build brand recognition while maintaining the idea of a vibrant community for womanhood. The posts were boosted sometimes for better reach, especially in the case of new product launches. These posts were frequently shared among the viewers indicating the quality of content being created by the social media team. However, the digital marketing team used Google Ads to increase visibility and reach. Promotions across Instagram, Facebook and Google Ads were inspiring consumers while helping shoppers avoid uncomfortable fitting room experiences or uneasy tours around showrooms that catered to specific body types. Yashram Lifestyle's website, partner channels and marketplaces accounted for almost 95% of its online sales because of strong supply chain management. The sales of Yashram Lifestyle products grew year-on-year substantially (refer to [Exhibit 9](#)).

Although online marketing proved to be more cost-effective as Yashram Lifestyle's digital marketing strategies, including SEO and social media marketing, offered affordable advertising options that provided significant growth, the company found it challenging to identify customer needs. The online customer interactions were more transaction-based than relationship-based was Kumar's experience of managing an online presence for a long time. She often found it difficult to understand the customer pain points that paved the way for an innovation. They often got in touch with their loyal customers and involved them in the product development phase so that they tried their innovation and gave feedback for further product improvement. Although involving customers in the product innovation was not completely online, they managed to do it offline because of strong customer loyalty.

Yashram Lifestyle and its competitors

Yashram Lifestyle's brand strength was in constant innovation that other brand lacked miserably. It was the first to innovate on multiple products such as period panties, starter bras, incontinence underwear and hygiene panties, and it had taken a special place in the girls' journey through womanhood. The offering of other players in the online women's innerwear market and their strategies and position (refer to [Exhibits 6 and 7](#)) are as follows:

Zivame.com

The largest online lingerie retailer in India, Zivame, started in 2011, had a \$100m valuation and offered 5,000 different designs across 50 brands and 100 different sizes. Zivame opened a fitting lounge in Bangalore's Indiranagar in December 2015 to assist ladies in understanding their sizes and to direct online orders. It had 35 brick-and-mortar [\[9\]](#) stores across India.

Clovia.com

Clovia, a company founded in 2012 in Noida, distributed innerwear online and from physical stores. The online platform accounted for around 75% of Clovia's sales, with its physical stores, which debuted in 2017, making up the remaining 25%. Bras, knickers, nightwear, intimate care items, menstrual hygiene items and athletic wear were among the retailer's product offerings. It already had 12 retail outlets spread across Delhi-NCR, Gujarat and West Bengal and planned to open another 60–75 outlets.

Amante lingerie.in

Amante, which was established in 2007, specialized in high-end lingerie for contemporary women who want and can have it all. Amante was the premier intimate-wear destination curated collection of luxurious lingerie, sleepwear, sportswear, swimwear, shapewear, liners and accessories. Their online sales accounted for 10%–15% of business, and they were planning to open 25–30 exclusive stores.

Shyaway.com

It was started in 2015 and offered women the highest-quality, most fashionable and most comfortable lingerie online. Bras, panties, loungewear, sportswear, babydolls, sleepwear, shapewear, legwear and lingerie accessories were among the numerous colorful products available from Shyaway with 85% of sales coming from online channels.

Changing lingerie perspective in India

Women were more likely to be judged based on their physical appearance than men, making lingerie an important part of the social role women play and expressing personality, self-esteem and confidence. Today, the trend was moving from being merely functional to becoming an accessory and fashion statement. The preference for fashionable, designer, innovative, bold colors and styles were making it a favorable demand market.

More advertisements, better communication, vivid displays, retail showrooms, malls, the internet, discussions, blogs growing independence in women and better buying power were changing the buying preferences of women in India, but still, there was a long way to go when it came to lingerie. Because the product category needed “touch and feel,” many leading lingerie brands including Zivame which had the largest online presence had opened their brand outlets.

The reason behind adopting an omnichannel strategy was that it provided customer experience and merchandising factors that drove customers to search, consider and,

ultimately, purchase in a given channel, which were distinct from what drove purchases for a specific brand.

Omnichannel options had directed to interesting changes in consumer behavior – webrooming [10], where consumers preferred to research online and purchase offline. It was the process of gaining information on the internet before buying in a physical store; showrooming [11] was the opposite process of getting information in the store before buying online. It also helped consumers to compare the prices between different channels to use the advantage wherever possible.

Omnichannel shopping was fast becoming the new norm. According to a survey conducted by McKinsey, omnichannel shoppers now represented one in three shopping journeys. In addition, more than 60% of shopping journeys now had a digital component for either research or transaction – a share that was projected to grow at a rate three times that of in-store sales. Meanwhile, nearly 40% of purchases were still made in physical stores without online research. Yashram Lifestyle had to create strategies to market to consumers who browsed in its store but ultimately did not buy.

Omnichannel strategy

Integration of Web-based online stores and physical store channels as a means of creating an omnichannel customer experience had been identified as a trend to address the changing role of the retailer as agents that facilitate market infrastructure both physically and digitally (refer to Exhibit 8). To shift to an omnichannel strategy, Yashram Lifestyle would have to reexamine its segments, pricing strategy and rework on its promotional marketing strategies. Going from an online dominant to an omnichannel strategy was likely to pose many challenges for Yashram Lifestyle. Initially, there would be high competition from offline aggregators and e-commerce platforms with private labels.

Yashram Lifestyle was confident that it could increase brand awareness by engaging with customers visiting the physical stores and also those browsing online. Building brand loyalty was very difficult in the online platform, where customers switched to competitors' brands without any qualms.

A distinctive advantage for a digital-first brand such as Yashram Lifestyle, or one that was planning to transition from digital-first to omnichannel retail, laid in the abundance of available data and the subsequent analyses allowing them to discern consumer pain points and requirements. This data-driven approach could help Yashram Lifestyle determine good store locations, identify high-selling products and maximize profitability in brick-and-mortar outlets. It could also run standalone offline stores to use the evolving preferences of women in Tier II and Tier III cities. The company could leverage data and metrics to reassess its marketing efforts, focusing on targeted approaches to reach the most profitable customer segments. By personalizing its communication, the business may adjust its promotional strategy to suit the needs and preferences of individual customers. The fitting lounge could be created to provide customers with a perfect touch-and-feel experience that was omnichannel through its integration with its online store allowing customers to order online and pick up items in-store, promoting both online and offline sales. Implementing technologies could also enable a seamless transition between online and offline channels. This included synchronized inventory, unified customer profiles and easy returns across all touch-points [12]. While creating an omnichannel pricing strategy, Yashram must consider the different pricing dynamics of each channel. This flexibility could help optimize prices for specific segments and channels. It was important that the imperative of staying aligned with consumer presence at every touch-point in the omnichannel approach.

Offline shopping, particularly for intimate apparel [13], presented the product in its actuality and reality. Customers could look, feel and touch the lingerie of their choice before making their purchase. With the pieces right in front of them, they could make well-informed decisions and even try the product before deciding which ones to buy. If Yashram Lifestyle adopted an

omnichannel strategy, it would need to make sure that the brand experience for customers and promotions were consistent across offline, website and mobile apps. Being omnichannel customers might have begun an interaction on the website, social media or mobile apps and completed the transaction in the store. However, having to convey an exceptional journey for each consumer presented several challenges to retailers. Would Yashram Lifestyle be able to overcome these challenges and move to the omnichannel strategy?

Decision dilemma

Yashram Lifestyle had concentrated mostly on digital marketing including social media marketing and search engine marketing to target the new age aspirational and growing Indian women demography.

However, Kumar thought that Yashram Lifestyle had not yet attained the degree of brand recognition experienced by businesses such as Jockey, Enamor, Zivame, Clovia and Shyaway despite continually introducing innovative products to their product line and ongoing digital marketing initiatives. Kumar believed that her company was not being recognized enough for the cutting-edge products she delivered. She understood the market share and brand recognition that Yashram Lifestyle had so far solely acquired through digital marketing. However, Yashram Lifestyle was also exploring various options that the omnichannel marketing strategy could present to Yashram Lifestyle given the conventional lingerie product category, which still suffered from social stigma in India. Kumar was also concerned about her organizational capabilities and resources to engage in omnichannel marketing (refer to [Exhibit 10](#)). Kumar was unsure at this point whether to focus primarily on online marketing and concurrently engage in an omnichannel strategy. Because the majority of Yashram Lifestyle's competitors had already adopted an omnichannel marketing strategy, did Yashram Lifestyle have the required resources that could provide a competitive advantage?

Way forward

Since 2007, Kumar had been working tirelessly to introduce innovations in the lingerie sector. The goods were geared toward women of all ages to help them feel confident in their skin and solve all sanitary concerns with specially created items. Although Kumar recognized that Yashram Lifestyle's brand growth had been quite slow, it was still quite commendable when considering its organic expansion. With the unique selling proposition (USP) [14] of great product innovation – something no other Indian competitor provided – she felt that it could have happened much more quickly. Kumar wondered whether Yashram Lifestyle's brand would suffer if it only focused on online marketing during the coming years' slow organic growth [15]. Focusing on online marketing for a long time offered promising results to her, leading to brand recognition and a larger market share, but it demanded a long time. Kumar was concerned that if she depended only on online marketing for a long time, many new entrants might capture the digital space leaving less scope for Yashram Lifestyle's brand to grow.

Yashram Lifestyle retailed mainly through online channels, and this needed to change. According to Ankur Pahwa, partner and national leader of e-commerce and consumer internet, EY India, "This is a complex product category, and there are challenges in replicating the manufacturing and supply chain capabilities, making the entry barriers quite high." Because the category demanded "touch and feel," the offline push had helped these e-commerce players build a brand, albeit at a price because of inventory and distribution costs.

As a lingerie retailer aiming to consolidate its position in the competitive Indian women's intimate wear landscape, Yashram Lifestyle would most likely do well to map the customer decision-making journey of its target customers and then use suitable marketing strategies by creating a brand identity with its customers while providing the best customer experience across multiple touch-points in the journey.

Keywords:

Direct marketing,
Digital marketing,
Entrepreneurship,
Marketing,
Omnichannel,
Strategy,
Branding,
Customer engagement,
Lingerie,
Distinctive products,
Online presence,
Offline marketing

Notes

1. Lingerie is a variety of women's clothing including undergarments and sleepwear.
2. Yemmiganur is a town in Kurnool district of the Indian state of Andhra Pradesh.
3. TAM: The complete revenue potential for a good or service, if 100% market share is attained, is known as the TAM, also known as the total available market.
4. Incontinence pants: Instead of wearing regular pants, many wear incontinence pants. They are made of materials that can absorb and hold onto liquids, preventing leaking and enhancing comfort.
5. Knickers: loose-fitting short pants gathered at the knee.
6. Cutting-edge products are very modern and with all the latest features.
7. Sanitary underwear is an absorbent garment designed to be worn during menstruation.
8. SEO is the procedure of making changes to the website to make it more visible in Google, Bing and other search engines whenever users type in.
9. Brick-and-mortar refers to a traditional street-side business that offers products and services to its customers face-to-face in an office or store that the business owns or rents.
10. Webrooming is the practice of researching products online before visiting a physical store to make a purchase.
11. Showrooming: the practice of visiting a shop or shops to examine a product before buying it online at a lower price.
12. Touchpoint: a point of contact or interaction, especially between a business and its customers or consumers. "Every touchpoint must reflect, reinforce, and reiterate core brand strategy."
13. Intimate apparel means women's underwear and nightclothes.
14. USP is the distinctive quality displayed by a business, service, product or brand that makes it stand out among rivals.
15. Organic growth refers to the growth of a business through internal processes, relying on its own resources.

Further reading

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Exhibit 1

Our mission

Our mission is to be a one-stop destination for all intimate & practical needs of women & girls going through the beautiful journey of womanhood. We strive towards bringing her stylish, affordable & innovative products that are comfortable and practical.

Our philosophy

While you wear the beautiful creations brought to you by Adira, you will be happy to know that your outfit has supported the livelihood of women from small towns and villages of India. Our factories train and employ women from small towns and generate employment.

Exhibit 2. The market size of women's innerwear and activewear apparel in India from the financial year 2015 to 2021, with an estimate for 2025 (In billion Indian rupees)

Table E1

Year	Market size in billion in Indian rupees
FY 2015	165.36
FY 2020	261.08
FY 2021	219.95
FY 2025*	500.58

Note: *Estimated value

Source: Statista 2023

Exhibit 3. Innovative products

Figure E1



Exhibit 4. Product portfolio

Table E2

<i>S. no.</i>	<i>Brand</i>	<i>Inception</i>	<i>Products</i>
1	Morph Maternity	2009	Maternity bras, panties, bottoms, kurtas, feeding gowns and accessories for pregnant women
2	Adira	2011	Period panties, starter bras and camis, leakproof panties, everyday panties, undershorts, sleepwear, incontinence underwear for men and women, teen underwear and women underwear
3	Pristine Life	2015	Incontinence underwear for men and women and adult diapers
4	Baby Munkin	2017	Cloth diapers, diaper pads, cloth wipes and baby mats

Source: Respective websites

Figure E2

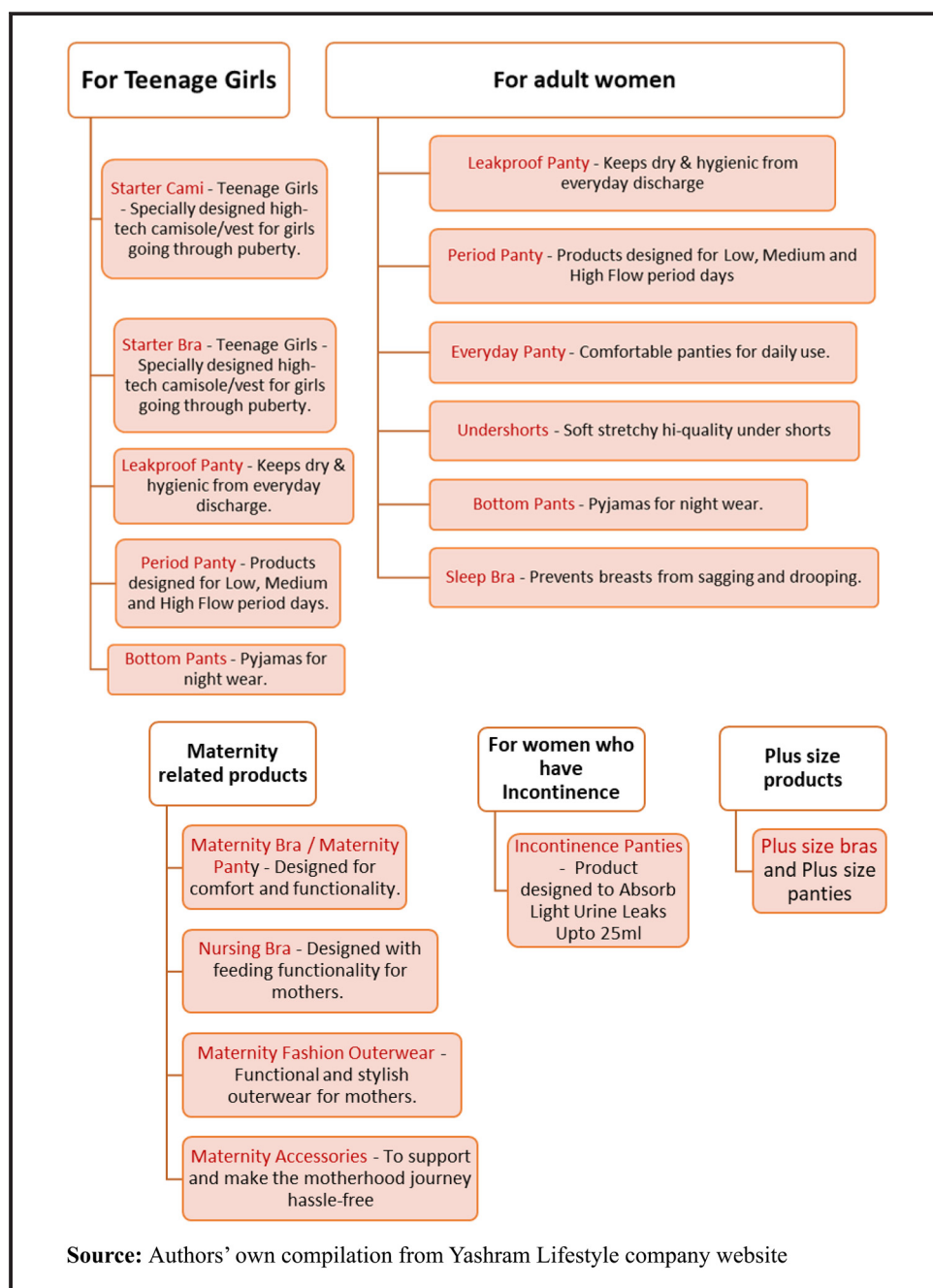


Exhibit 6. Competitor analysis

Table E3					
S. no.	Company	Founded	Total funding (in million \$)	Annual revenue	Annual growth rate (%)
1	Zivame	2011	\$137m	\$30.5m	60
2	Clovia	2012	\$127m	\$23m	67.6
3	Amante	2007	\$13.9m	\$4.4m	76
4	Shyaway	2015	Undisclosed	\$10m	25
5	Yashram Lifestyle Pvt Ltd	2007	\$1m	\$2m	80

Source: Compiled by authors

Exhibit 7. Retail strategies of lingerie brands in India

Table E4			
Brands	Channel mix	Promotion mix	Price segments
Zivame	Omnichannel (balanced combination of online and offline)	Digital media limited traditional media	Affordable, premium, luxury
Clovia	Mainly online; limited offline	Digital media dominant, limited traditional media	Premium, luxury
Amante	Omnichannel	Digital media is marginally dominant; limited traditional media	Affordable, premium
Shyaway	Mainly online	Digital media dominant	Low-end, affordable, premium
Yashram Lifestyle	Mainly online	Digital media dominant	Low-end, affordable, premium

Source: Compiled by authors

Affordable lingerie is generally budget-friendly and accessible to a wide range of people. *Premium lingerie* is priced higher than market products but remains more accessible to a broader customer base than luxury. They strike a balance between quality and affordability, catering to customers who seek an elevated experience.

Luxury is often associated with elegance, beautiful designs and a focus on high-quality materials at premium prices.

Limited traditional media include radio, broadcast television, print and billboards. These are the forms of advertising that have been around for years. It requires a large advertising budget. Hence, businesses are starting to diversify their marketing strategies to include less traditional media and more digital media.

Exhibit 8. Omnichannel retailing

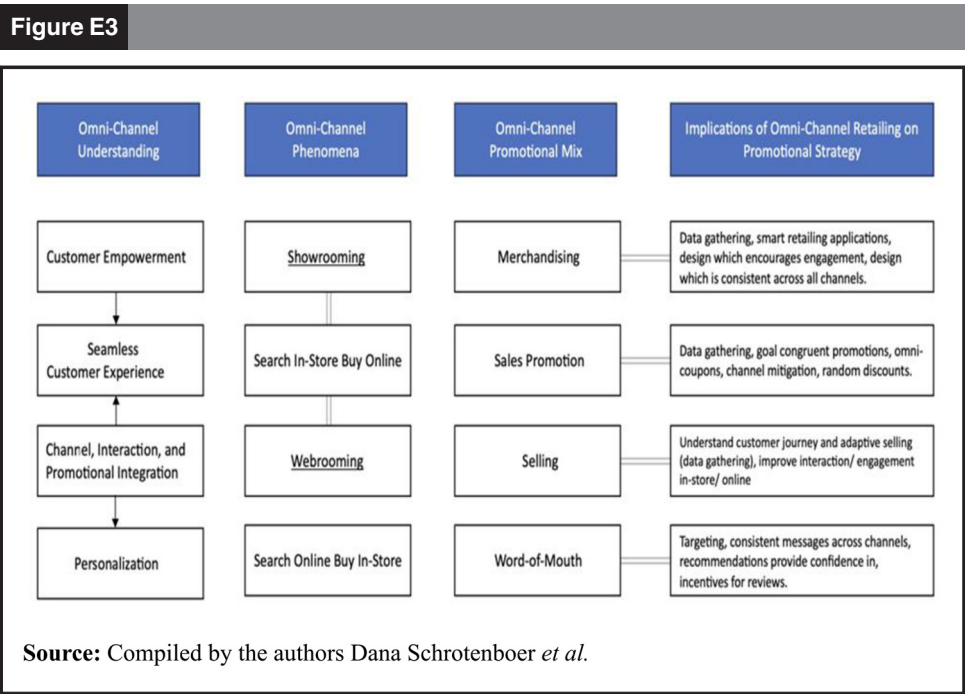


Exhibit 9. Sales performance of Yashram Lifestyle Pvt Ltd in INR crores

Table E5				
	2018–2019	2019–2020	2020–2021	2021–2022
Sales revenue	8.8	11.2	15.6	28.1
Growth % year on year	22%	27%	29%	80%
Source: Yashram Lifestyle company report				

Exhibit 10. Yashram Lifestyle resources and capabilities

Table E6

<i>Organizational resources</i>	<i>Description</i>
Product quality	The focus was on improving the quality of women's lives without compromising on product quality
Research and development	Continuous research and development through events, discussion and focus group discussion
Product innovation	A constant product innovation was done by the R&D team developing one-of-its-kind products
Product range	Four brands had multiple products
Digital marketing	It included social media marketing, blogging and SEO
Brand identity	Maintained sufficient brand identity to a wider audience to build a strong customer base
Product pricing	Affordable product pricing
Product availability	Supply chain management included online channels and offline channel partners
Leadership	Strong leadership quality possessed by the founder of the company
Culture	Rich organizational culture to foster constant innovative innerwear solutions for women
Customer loyalty	Possessed a strong customer loyalty that was reflected in sales and customer involvement in the product innovation phase

Source: Authors' compilation

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Teaching notes

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Synopsis

Yashram Lifestyle was founded by Deepa Kumar in 2007. Yashram Lifestyle was known for its innovative products and commitment to addressing the real-life vulnerabilities faced by women at different stages of life. With a vision to be a one-stop destination for all intimate and practical needs of women and girls, the online platform had allowed the brand to reach a wider audience, generate sales and build a loyal customer base. Moreover, the convenience and accessibility of online shopping aligned well with Yashram Lifestyle's target demographic. Kumar started to ponder on the offline marketing strategies that could provide valuable insights into customer preferences, enhance brand visibility and foster direct customer engagement. The company realized that it would not serve to simply increase offline presence, and it recognized the omnichannel strategy as the way forward. Integrating all channels of a business, the company would make it possible for customer interactions across multiple touch-points but would have to manage a complex supply chain and also achieve suitable marketing strategies across channels to offer seamless customer experience. To shift to an omnichannel strategy, Yashram Lifestyle would have to reexamine its segments and pricing strategy and rework its promotional marketing strategies.

Furthermore, the company had to analyze how an online dominant brand should shift the journey to an omnichannel strategy. In the competitive branded women's lingerie market, could Yashram Lifestyle sustain its foothold? Would an omnichannel strategy help Yashram Lifestyle build a strong brand identity?

Teaching objectives

The case study is suitable for an undergraduate-level marketing management course in a module on marketing mix and marketing channels, as well as in a strategy module. This case study may also be used in a graduate-level elective course on customer relationship management, brand management or retail marketing. Specifically, the case study may be used to discuss omnichannel retailing, brand building or brand management. After completion of this case study, students will be able to:

- illustrate product innovation in a difficult product category such as lingerie;
- explain how online marketing facilitates building a brand for a retailer in lingerie;
- evaluate the advantages and disadvantages of online marketing;
- assess the challenges involved in the decision-making in a transition from online marketing to omnichannel marketing strategy; and
- discuss the relevant marketing strategies applicable to Yashram Lifestyle to adopt omnichannel strategy.

Research methods

The case study was developed from both primary and secondary data sources. The primary sources included personal and video interviews with the protagonist Kumar. The secondary sources included industry reports, news reports, social media sites and company websites.

Assignment questions

- Q1. Examine how online marketing has helped Yashram Lifestyle to have organic growth. Determine the drawbacks of online marketing hindering further growth.
- Q2. How has Yashram Lifestyle used the paid, owned and earned media (POEM) model to build its brand identity?
- Q3. Examine how the omnichannel marketing approach will promise potential growth to Yashram Lifestyle.

- Q4. What are the challenges involved in the decision-making of shifting from online marketing to an omnichannel marketing strategy?
- Q5. What are your suggestions for Yashram Lifestyle in adopting the omnichannel strategy?

Suggested core readings

- Barney, J. B., & Hesterly, W. S. (2019, February 18). *Strategic Management and Competitive Advantage: Concepts*, Global Edition. Pearson UK.
- Chaffey, D., & Ellis-Chadwick, F. (2022). *Digital Marketing*. Pearson Higher Ed.
- Cocco, H., & Demoulin, N. T. (2022). Designing a seamless shopping journey through omnichannel retailer integration. *Journal of Business Research*, 150, 461–475.
- Ramadan, S. (2017). Omnichannel marketing: The roadmap to create and implement omnichannel strategy.
- YeğİN, T., & Ikram, M. (2022, September 15). Developing a sustainable omnichannel strategic framework toward circular revolution: An integrated approach. *Sustainability*, 14(18), 11578.

Teaching plan

The case study can be discussed in a 90-min class ([Table 1](#)).

Case delivery method

The following two methods can be used to deliver the case study to students:

- Debate: Different groups can be formed and then groups can challenge each other's assumptions through a healthy debate. The groups should be small or big depending upon the number of students and time given for the debate. The facilitator can set a time and ask the representatives of the groups to debate. Then the facilitator can debrief the important points of the debate and explain further. This will encourage the students to prepare arguments based on facts and figures given in the case study.
- Jigsaw: This method will encourage peer learning. The facilitator can divide the class into small groups and give a part of the case study to read and explain to the other groups. This method facilitates learning and then teaching case study to peers.

Analysis

Q1. Examine how online marketing has helped Yashram Lifestyle to have organic growth. Determine the drawbacks of online marketing hindering further growth.

1. Students will assess how online marketing has helped Yashram Lifestyle to create a market for itself. Online marketing has helped Yashram Lifestyle in the following ways:

Table 1	
Topic	Time required
Opening discussion	5 min
Background of the lingerie market in India	10 min
Discussion of Yashram Lifestyle case	20 min
Advantages and disadvantages of online and omnichannel marketing	10 min
Discussion on assignment questions	20 min
Recommendations for Yashram Lifestyle	15 min
Key takeaways	10 min

- *To gain global reach:* Online marketing allows one to reach a global audience. The company can attract customers from different parts of the world, increasing the potential customer base.
 - *To have targeted advertising:* Online marketing strategy provides tools to target specific demographics, interests and behaviors. This allows us to tailor the marketing efforts to reach the audience most likely to be interested in the products.
 - *To gain cost-effectiveness:* Compared to traditional marketing channels, online marketing can be more cost-effective. Social media advertising, content marketing and email campaigns can be implemented at a fraction of the cost of traditional advertising methods.
 - *To use data for analytics:* Online marketing provides detailed analytics and data tracking tools. This allows us to measure the performance of advertising campaigns, understand customer behavior and make data-driven decisions to optimize the marketing strategy.
 - *To have 24/7 availability:* Online stores compared to physical stores are accessible 24/7, providing customers the flexibility to browse and make purchases at any time of the day. This can lead to increased sales and revenue.
 - *For better engagement and interactivity:* Social media and content marketing enable one to engage with the audience directly. This interaction can build a community around the brand and create a more personalized shopping experience for customers.
2. *A few drawbacks of online marketing for Yashram Lifestyle in hindering further growth are as follows:*
- *Facing intense competition:* The online marketplace for lingerie is highly competitive. It may be challenging to stand out among numerous competitors who have similar digital marketing strategies.
 - *Raising security concerns:* Some customers may be hesitant to purchase lingerie online because of privacy and security concerns. Ensuring a secure and user-friendly payment system is crucial to build trust.
 - *High dependency on technology:* Online marketing is heavily dependent on technology. Technical issues such as website crashes, payment gateway problems or cybersecurity threats can impact the customer experience and harm the business.
 - *Lack of experiential buying:* Lingerie is a product that customers often prefer to try on before buying. The lack of a physical store may result in higher return rates and dissatisfied customers who could not assess the fit and feel of the product beforehand. Also, online shopping lacks the sensory experience of physically touching and feeling the lingerie products. This can be a disadvantage, as customers may prefer to experience the texture and quality in person.
 - *Cluttered content:* Over time, customers may become overwhelmed with online advertisements, leading to ad fatigue. Crafting unique and engaging content becomes essential to cut through the noise.

Therefore, while online marketing offers numerous benefits, it is essential for Yashram Lifestyle to carefully address its unique challenges and implement strategies to overcome them. Balancing the advantages and disadvantages through effective marketing and customer experience strategies is crucial for its success.

Q2. How has Yashram Lifestyle used the paid, owned and earned media (POEM) model to build its brand identity?

Digital marketing professionals use the POEM framework, which stands for paid, owned and earned media, as a marketing technique for creating social media marketing strategies. It is a digital marketing strategy that highlights how the correct combination of media channels can build and deepen connections with current clients, draw in new ones and help a firm achieve its ultimate objectives of expansion and growth.

The three key components of the framework that Yashram Lifestyle has used are presented in [Figure 1](#).

The Yashram Lifestyle had strategically used the POEM framework by focusing more on owned and earned media than paid media. The curated content by the social media team ensured customer engagement and search engine optimization too. Blogs had been the most important tool to demystify the myth about some sensitive topics such as menstruation and a comfortable conversation between children and parents about periods breaking the stereotype. The company maintained four different websites to cater to four different age group needs. Yashram Lifestyle's social media platforms, such as Facebook, Instagram, Pinterest and YouTube, allowed for direct customer engagement. They continuously interacted with followers, responded to inquiries and built strong relationships, fostering customer loyalty and advocacy.

Google Ads are paid ads that are used for better customer targets and reach that cannot be achieved by nonpaid media. The company occasionally boosts its posts on social media which amplifies the brand awareness at a smaller budget.

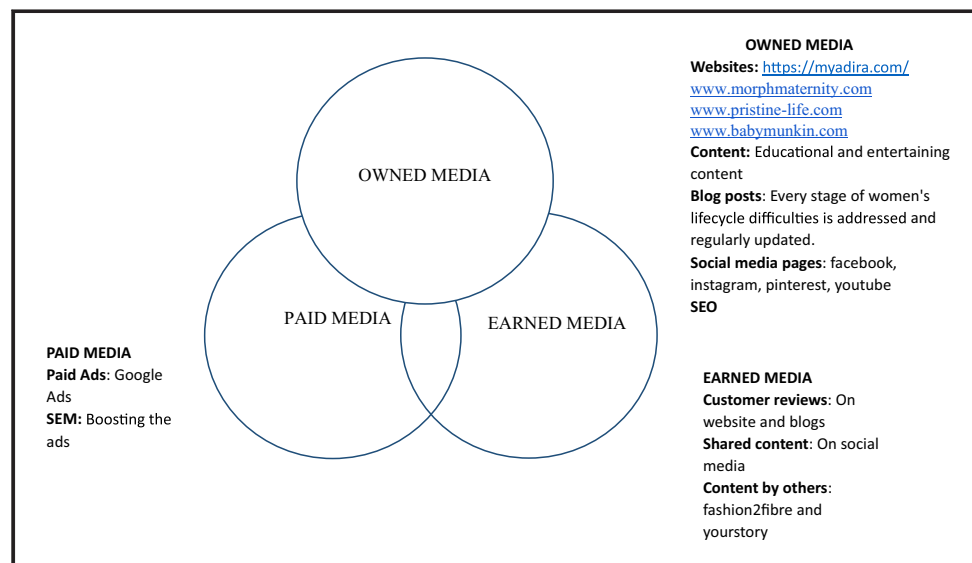
The earned media that provides credibility and social proof includes strong customer reviews that build a foundation of trust among potential customers and organic referrals. Shared content promotes customer advocacy, increases brand awareness and reaches a larger audience quickly. Digital content created by third parties drives awareness, shares the social voice, expands the reach and grows the business economically.

Q3. Examine how the omnichannel marketing approach will promise potential growth to Yashram Lifestyle.

Omnichannel marketing for Yashram Lifestyle involves integrating various channels to create a seamless and consistent customer experience. Omnichannel marketing has the potential to not only aid the future growth of Yashram Lifestyle but also has some serious concerns associated with its adoption. These are discussed below:

- *Superior customer experience:* Omnichannel marketing will offer multiple touch-points for Yashram Lifestyle customers to interact with its brands, encouraging proximity with customers to understand their pain points. It will also enhance accessibility to gauge changing customer preferences and market trends. It will facilitate Web rooming and showrooming with ease for a better customer experience.

Figure 1



- *Better sales opportunities:* Omnichannel marketing will allow Yashram Lifestyle to cross-sell and upsell its products by recommending complementary products or upgrades through multiple channels.
- *Data integration and insights:* Omnichannel marketing will enable the company to gather data from various touch-points, helping businesses gain a comprehensive understanding of customer behavior and preferences. Integrated data analytics can provide valuable insights into customer journeys, allowing Yashram Lifestyle to optimize marketing strategies.
- *Strong brand identity:* As Yashram Lifestyle has four brands, omnichannel marketing will ensure that the brand message, values and image remain consistent across all platforms, reinforcing a strong and cohesive brand identity.

Concerns

Implementation challenges

Implementing a seamless omnichannel strategy is complex. Yashram Lifestyle will have to invest in advanced technology for integrating multiple channels to manage data, and they also need to make huge investments in building infrastructure, training and technology in developing and maintaining an omnichannel strategy. Yashram Lifestyle will also have to invest in additional manpower, training and maintaining consistent customer experience across channels. Managing multiple channels effectively may require additional staff training and resources, and dealing with data privacy and changing customer expectations is another issue that Yashram Lifestyle may face during implementation.

Q4. What are the challenges involved in the decision-making of shifting from online marketing to an omnichannel marketing strategy?

The challenges associated with the decision to shift from online marketing to omnichannel marketing require Yashram Lifestyle to analyze its existing resources and capabilities. Value, rarity, imitability, and organization analysis will help Yashram Lifestyle to understand whether adopting an omnichannel marketing strategy will provide a competitive advantage to Yashram Lifestyle over its competitors by accessing its resources and capabilities (Table 2).

From Exhibit 3, it is clear that the market size of innerwear in India is growing at a fast pace. It has grown from INR 165.36bn in 2016 to INR 500.58bn expected to grow in 2025. With the existing resources and capabilities that will provide a sustained competitive advantage over its competitors, Yashram Lifestyle should shift from online marketing to omnichannel marketing which will help the company reach wider markets.

From Exhibit 6, it can be analyzed that the majority of the strong competitors such as Zivame, Clovia and Amante have already adopted an omnichannel marketing strategy that has resulted in better market share and profit. There is a strong reason for Yashram Lifestyle to consider adopting omnichannel marketing much more strongly than before as the positive results can be seen from competitor's moves.

Table 2

Resources	Valuable	Rare	Costly to imitate	Organized	Impact on competitive advantage
Product quality	Yes	No	No	Yes	Competitive parity
Research and development	Yes	No	Yes	Yes	Competitive advantage
Product innovation	Yes	Yes	Yes	Yes	Sustained competitive advantage
Product range	Yes	Yes	Yes	Yes	Sustained competitive advantage
Digital marketing	Yes	No	No	No	Competitive disadvantage
Brand identity	Yes	No	Yes	Yes	Competitive advantage
Product pricing	Yes	No	No	Yes	Competitive advantage
Product availability	Yes	No	No	No	Competitive disadvantage
Leadership	Yes	Yes	Yes	Yes	Competitive advantage
Culture	Yes	Yes	Yes	Yes	Competitive advantage
Customer loyalty	Yes	No	No	No	Competitive disadvantage

Source: Compiled by authors

From Exhibit 7, it can be drawn that the omnichannel marketing approach offers a lot of benefits such as personalization, customer empowerment, showrooming, webrooming, better promotion and reach.

From Exhibit 8, it can be analyzed that as Yashram Lifestyle sales are gradually increasing from 2015 to 2022, omnichannel will amplify the sales growth with a wider presence and reach, catering to the huge market of innerwear in India.

The students can create a customer journey map to analyze the customer behavior of using different platforms through various stages of the customer buying process (Table 3).

By analyzing the resources, capabilities, market growth, competitor's analysis and consumer behavior toward the innerwear market, it can be suggested that Yashram Lifestyle should go forward to adopt an omnichannel marketing strategy for sustained organic growth.

Q5. What are your suggestions for Yashram Lifestyle's in adopting the omnichannel strategy?

The omnichannel creates more advantages for customers wanting to select a product online and visit the offline store for a first-hand experience. It offers interactive elements in physical stores, such as digital screens or tablets, where customers can access additional product information, reviews and recommendations. Through the omnichannel approach, consumers experience the same product variety, price, payment options and delivery options through online and offline channels. If Yashram Lifestyle adopts an omnichannel approach, it can provide a seamless shopping experience to customers and serve them the channel of their choice.

Yashram Lifestyle should ensure that brand identity remains consistent whether customers are shopping online, in-store or through other touch-points. Introduce virtual fitting tools that help customers find their perfect size. This can be in the form of online fit quizzes, virtual assistants or augmented reality experiences that simulate how lingerie items would look on customers' bodies. Yashram Lifestyle should offer multiple customer support options such as live chat, email, social media and phone. Yashram Lifestyle should also ensure that customer queries, concerns or returns can be addressed across different touch-points without causing frustration or confusion.

Hence, by implementing an omnichannel strategy for lingerie, Yashram Lifestyle can provide a seamless and enjoyable shopping experience for customers, build brand loyalty and drive business growth.

What happened next

With the help of online marketing, Yashram Lifestyle has already established a sizable consumer base for different product categories. The company realized that the kind of innovative product offerings it has is not able to create the brand equity it deserves. With a focus primarily on awareness, open discussions, breaking myths about menstruation and reaching a wider audience, Kumar decided to increase her investment in offline marketing by growing the size of her marketing team and engaging in more aggressive omnichannel advertising.

Table 3 Consumer decision journey (CDJ) process in retail

Decision step	Need recognition	Information search	Evaluation of alternatives	Purchase decision	Postpurchase
CDJ1	Online/offline	Browse online	Online	Shop online	Delivery at home
CDJ2	Online/offline	Browse online	Online/offline	Shop offline	In-store delivery; delivery at home
CDJ3	Online/offline	Search offline	Online/offline	Shop online	Delivery at home; in-store delivery
CDJ4	Online/offline	Search offline	Offline	Shop offline	In-store delivery

Source: Compiled by authors (Jones Mathew *et al.* 2023)

Abstract

Title – *Yashram Lifestyle Brands Pvt Ltd: strategizing for omnichannel approach.*

Learning outcomes – *After completion of the case study, the students will be able to illustrate issues in offline marketing and strategy for an in-store business, familiarize students with the challenges involved in the decision-making in integrating online and offline marketing strategies, evaluate the advantages and disadvantages of online and offline marketing and motivate students to apply marketing strategies to real-world business situations*

Case overview/synopsis – *Deepa Kumar, the founder of Yashram Lifestyle, had successfully built a niche brand with a strong online presence in the lingerie industry. Yashram Lifestyle was known for its innovative products and commitment to addressing the real-life vulnerabilities faced by women at different stages of life. With a vision to be a one-stop destination for all intimate and practical needs of women and girls, Yashram had introduced unique products such as period panties, starter bras, incontinence underwear and hygiene panties. On the contrary, Kumar acknowledged that offline marketing strategies, such as pop-up stores, collaborations with physical retailers and participation in industry events, could provide valuable insights into customer preferences, enhance brand visibility and foster direct customer engagement. Offline channels might also enable Yashram Lifestyle to better understand the market dynamics and further drive product innovation. However, owing to the associated costs, logistics and potential risks, Kumar was apprehensive about venturing into offline marketing. She wondered whether Yashram Lifestyle had the necessary assets and expertise to successfully scale up its operations while making these alternate decisions. Furthermore, she questioned herself whether offline marketing efforts would be worth the investment and whether they could lead to substantial growth and increased market share for Yashram Lifestyle.*

Complexity academic level – *The purpose of this case study is to provoke critical thought among undergraduate and postgraduate business and management students about Kumar's potential course of action for Yashram Lifestyle to engage in offline marketing. It applies to the implementation of marketing strategy.*

Supplementary materials – *Teaching notes are available for educators only.*

Subject code – *CSS 8: Marketing.*