Product details

Voicetongue.com: Yearning for Revival in A Changed Scenario

Case - Reference no. 318-0320-1
Subject category: Strategy and General Management
Authors: Pankaj Priya; Archana Shrivastava

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Data source: Field research
Topics: e-Commerce; Social media; Marketing

About

Abstract

The case setting is in 2016 where the CEO of the company finds his venture in doldrums. Voice - Tongue.com, an e-Venture started by Himanshu in 2011 had a fairy tale beginning. His plan of morphing from a social media platform with a follower base of 3000, to a B2C e-Commerce site was flawless. The obstacles started with the inconsistent and lower than expectation revenue being generated through commercial establishments. Therefore, he tweaked his model by selling FMCG items which his sales people procured from various modern retailers on discounted prices. Despite initial jump in subscriptions, the increased cost of onward delivery and goods returned for various reasons was putting pressure on his bottom line. His focus shifted to selling site space to brand marketers to generate additional revenue. But the failure of pushing his sales team on this front as well as delivery issues did not reduce his woes. In desperation he increased the prices of his merchandise. This resulted in a huge backlash by his customers. He did try to undo some of his actions but the damage had been done. Even his approach to investors of various hues did not help. What should be his strategy now when the modern retailers have also started their own e-Sites offering similar merchandise as well as e-Market place players like Amazon are foraying into selling FMCG merchandise at discounted prices? Remember, his Facebook page from where he started this e-Commerce business is still active though not at par with earlier times.

Settings

Location:	Delhi NCR, India
Industry:	e-Commerce
Size:	Medium
Other setting(s):	2016

Related

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