



son and the onus was now on him to bring this company back to its winning ways.

Ever since independence, India has witnessed industrialization on an unprecedented scale. Like any burgeoning economy, automotive, industrial, and infrastructural sectors saw an upward spiral and with it came the demand for paint. By the turn of the century, the country had developed into a full fledged economy. The Indian consumer had evolved as well. The complexity of his demands increased in line with his spending power.

*"Earlier, people used to paint when the walls were peeling. Now, it is about decor. A person can choose a particular pattern with a particular color. We perceived this before"*

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*Prof. Indranil Bose of the Indian Institute of Management Calcutta and Prof. Satyendra Sharma of the Birla Institute of Technology and Science, Pilani 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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