

"A man is  
great by  
deeds, not by  
birth"

-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

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## **Voylla: Finding Returns in Precision Marketing**

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Please contact the corresponding authors if you would like to access the full case

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## **Abstract**

The case is based on a real life situation set in 2019 at India's largest fashion jewellery company Voylla with both online and offline presence. Jagrati, co-founder of the company was concerned about the return on email marketing campaigns. Email marketing had been part of their core strategy since inception but off late with the advancements in social media channels, the return on investments in email marketing paled in comparison to the social media advertising. The problem was compounded by the fact that they had just had a revamp and had an entirely new digital marketing team who were proficient in social media marketing but were still getting accustomed to the email marketing software. But their email marketing partner, cMercury had come up with a new AI based technology that could reduce human intervention and create effective email marketing campaigns. Although test runs showed encouraging results this was still unknown territory and this mode was five times more expensive than the normal email management software, which required considerable manual intervention in deciding who, when and how to target. cMercury was ready to give a discount so as to help Voylla during the festival time. Now Jagrati had to decide whether to spend their money in email marketing or spend it in the social media channels or even offline marketing since they were looking to expand their brick and mortar infrastructure as well.

This case provides the students to fully understand the nuances involved in email marketing campaign management, the various metrics that matter and quantitatively decide on which campaigns were successful or not. The case also provides a rich avenue for qualitative discussion on managerial dilemma/ decisions by considering the current capabilities of the digital marketing team in the company, whether to focus on customer acquisition or retention and the long term viability of the AI option.

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