

# Short Case: Boat Lifestyle: Redesigning the Product Mix for the Next Growth Wave

Dr. Sonal Gogri

*Assistant Professor, GLS University, Ahmedabad*

## I. INTRODUCTION

Boat Lifestyle is one of India's fastest-growing consumer electronics brands, widely recognised for offering affordable, stylish, and youth-centric technology products. The company began operations with a narrow product mix focused primarily on wired audio accessories. Over time, in response to changing consumer preferences, rapid technological advancements, and intensifying competition, Boat adopted an aggressive growth strategy based on product modification and product line extensions.

By 2025, Boat had evolved into a diversified lifestyle technology brand with a significantly expanded product mix. The company operated across multiple product categories with substantial depth within several product lines. This expansion strengthened Boat's market presence, improved visibility across e-commerce platforms, and enabled the brand to cater to varied consumer segments. However, it also increased managerial complexity and raised concerns regarding operational efficiency and profitability.

Table 1: Sample Boat's product mix structure

Product Mix Width (Categories)	Product Lines	Line Depth (Variants)	Sample Product Items (SKUs)	Indicative Price Range (₹)
Audio Devices	Wired Earphones	6–8	BassHeads 100, BassHeads 122	399 – 999
	Wireless Neckbands	10+	Rockerz 255 Pro+, Rockerz 330	999 – 1,999
	True Wireless Earbuds (TWS)	20+	Airdopes 121v2, Airdopes 441	1,299 – 3,999
	Headphones (Wired/Wireless)	12–15	Rockerz 450, Rockerz 550	1,499 – 3,499
	Speakers & Soundbars	8–10	Stone 650, Aavante Bar 1160	1,999 – 6,999
Wearables & Smart Devices	Smartwatches	20+	Wave Neo, Xtend, Storm Pro	1,499 – 4,999
	Fitness Bands	3–5	ProGear B10, ProGear B20	1,299 – 2,499
Gaming Accessories	Gaming Headsets	6–8	Immortal IM1000D	1,999 – 4,999
	Gaming Mice & Keyboards	3–4	RedGear Mouse, Keyboard	799 – 2,999
Power & Mobile Accessories	Chargers	10+	Fast Charger 18W	399 – 1,499
	Cables	10+	Type-C Cable, Lightning Cable	299 – 999
	Power Banks	6–8	EnergyShroom 10000mAh	999 – 2,999
Personal Grooming	Beard Trimmers	4–6	Misfit T50 Lite	999 – 2,499
	Hair Clippers	2–3	Groom 300	1,499 – 3,499
Proposed Category	Smart Home Accessories	Planned	Smart Plug, Smart Lamp	1,499 – 4,999 (Expected)

Reference: <https://www.boat-lifestyle.com/>

As shown in Table 1, Boat's product mix width had expanded to five major categories, while product mix depth was particularly high in True Wireless Earbuds, smartwatches, and power accessories. Continuous product modifications such as incremental upgrades in battery life, sound quality, design aesthetics, and connectivity enabled Boat to refresh existing products without introducing entirely new product lines.

However, the rapid expansion of product mix length, with over 140 active SKUs, began to generate strategic concerns. Internal performance reviews highlighted increasing cannibalisation among products with overlapping price points, rising inventory and warehousing costs, and higher marketing expenditure per SKU. Mature product lines such as wired earphones and basic chargers reported declining margins despite maintaining high sales volumes.

In response, Boat's leadership initiated a comprehensive review of its product portfolio. The review proposed product line contraction in overcrowded, low-margin categories while recommending deeper line expansion in premium TWS earbuds and smartwatches, where both growth potential and profitability appeared stronger.

Simultaneously, management debated a potential line extension into a new category tentatively named "Boat Home," comprising smart-home accessories such as smart plugs, smart lamps, and LED light strips. While this move could further increase product mix width and leverage Boat's lifestyle-oriented brand equity, it also raised concerns regarding brand consistency, operational complexity, and strategic focus.

Boat now faces a critical managerial decision: how to redesign its product mix to balance growth, profitability, and brand coherence in an increasingly competitive consumer electronics market.

## II. DISCUSSION QUESTIONS

1. Using Table 1, analyse Boat's product mix width, length, and depth.
2. How have product modification and product line extensions contributed to Boat's growth strategy?
3. What factors have led to cannibalisation within Boat's product portfolio?

4. Which product lines should be considered for line contraction, and why?
5. Should Boat increase its product mix width by entering the smart-home category?
6. How can Boat ensure alignment between its brand positioning and future product mix decisions?

## REFERENCES

- [1] boAt official website, 2025, <https://www.boat-lifestyle.com/>
- [2] Kotler, P., & Keller, K. L. (2022). *Marketing Management* (16th ed.). Pearson Education.
- [3] Lamb, C. W., Hair, J. F., Sharma, D., & McDaniel, C. (2023). *MKTG: Principles of Marketing* (Indian Edition). Cengage Learning.