Men’s Toiletries - AXE deodorant

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Section- ‘E’
Content

1. Prologue
   a. What is Magnum Opus
   b. Executive Summary
   c. Learning from Magnum Opus
2. Introduction & Background of Hindustan Unilever Limited
   a. Industry wise
   b. Sector wise
3. Background of Hindustan Unilever Limited
4. Environmental Factors influencing & affecting the sector and HUL
5. Demand & Supply equation and situation
a. Present condition
b. Future situation

6. Buyer’s Behaviour
   a. Psychology of buyer
   b. Factors influencing buying behaviour

7. Segmenting, Targeting, Positioning
   a. Analysis of present STP
   b. Future changes

8. Product Portfolio of HUL
   a. Analysis of present product portfolio
   b. Future probable product line extension

9. Analysis of Advertising, Sales promotion & Communication Strategies

10. Distribution, Dealership channels of HUL

11. International Marketing Strategy

12. Future of the sector and HUL

13. Conclusion

14. Bibliography & Reference
Acknowledgement

I would like to take this opportunity to thank Prof. Sriram Rajan whose able guidance has enabled me to complete this case study successfully. There has definitely been some value addition to each of us in doing Magnum Opus.

I would also like to acknowledge to everyone who have extended their valuable time, knowledge and helped me directly or indirectly to complete this project. This project has definitely opened all of us towards the new vistas of analyzing a product, a company and an industry.

I once again thank Prof. Sriram Rajan for providing the magnificent opportunity for doing this Magnum Opus.
Magnum Opus

Magnum opus, from the Latin meaning great work, refers to the largest, and perhaps the best, greatest, most popular, or most renowned achievement of an author, artist, or composer.

In this edition of Magnum Opus we are looking at the Toiletries Industry with a special note to AXE deodorant manufactured and marketed by Hindustan Unilever Limited. We will be looking at various aspects to the product. From how it is marketed to why the buyers prefer to buy it. We also try to focus and see what future holds is for HUL in this particular segment.

As it mentioned earlier it was a great opportunity for an MBA student to get involved into a vast project like this, it was a great learning opportunity. The project has given us to see the various aspects we need to look into as a marketer’s point of view throughout the life cycle of the product.

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The company always needs to invent itself, products, also need to reinvent its products which are in the matured life cycle stage, to emerge as a market leader. Axe is the name for Unilever's hugely successful male toiletries brand, now marketed in more than 60 countries worldwide. It has established itself as one of the company's most high-profile brands as a result of eye-catching and prolific marketing which offers an often absurdly exaggerated view of the product's effect on women. In just three markets - the UK, Ireland and Australia - Axe is known under the alternative name Lynx. It is the world's best-selling male grooming product and the No. 2 deodorant worldwide behind Unilever's lead brand in that sector, Rexona/Degree/Sure. As we know opportunity in business is absolutely everywhere. A company hardly even known a little over a decade ago is now a pioneer in its field. Axe deo spray has built a legacy and a fortune on it’s commitment to remove the stink of other men’s bodies and they’re proud of it. That’s been a starting point and since then they’ve diversified into a range of men’s toiletries from fragrances to aftershaves. Axe has now like many companies set it’s sights on India and for a sector that many aren’t interested in, the competition from Indian brands has just begun and is on the way to becoming bigger. So its very important for Unilever to put proper marketing effort to constantly reinvent this brand so that it can emerge as market leader.
Executive Summary

A number of lifestyle trends — including a growing willingness by men to spend both time and money on their appearance and increased activity within the men's magazine market — have favoured the men's toiletries and fragrances market. At the same time, however, demographic trends have favored it, especially in case of countries like India where most of the population are young, particularly within the key 25 to 34 age group.

The market has continued to show good year-on-year
growth, which can be attributed to strong new product development (NPD) and to the fact that companies have improved their understanding of how to market toiletries and skincare products to men.

Much attention has been paid to the retail environment for men's toiletries and fragrances; high-street and multiple retailers have put effort into trying to find the right way of presenting the products so that men are comfortable purchasing them.

Body sprays and deodorants still make up the largest segment of the male toiletries market, but their share has decreased as other segments — notably skincare and hair care — have become more important.

The market for men's fragrances grew strongly during the first 4 years of this decade. However, successive interest rate rises during the first 9 months of 2004 had an effect on sales of many types of luxury goods — including fragrances — and led to a slight slowdown in growth.
Exclusive research demonstrates that a high proportion of men are very involved in the process of choosing their own toiletries products. More than half say that they are responsible for both choosing and purchasing these items. Almost a further quarter say that, although they usually leave the actual purchasing to someone else in their household, they usually give instructions as to which brands, and which particular products, they would like. Fewer than one in five leave the whole process of choosing and purchasing the toiletries they use to someone else in their household.

However, there seems to be relatively little enthusiasm for ranges of toiletries that are specifically designed for men, or for the idea of matching fragrances for a range of male toiletries products.

Manufacturers of toiletries may have to work hard in order to gain brand loyalty among their male consumers, with relatively few men saying that they have quite strong feelings about toiletries brands.
Chapter 1

Introduction to the product
A number of lifestyle trends — including a growing willingness by men to spend both time and money on their appearance and increased activity within the men's magazine market — have favored the men's toiletries and fragrances market. At the same time, however, demographic trends have worked against it, with a decrease in the number of younger men, particularly within the key 25 to 34 age group. The market for men's toiletries and fragrances has developed in tandem with a number of lifestyle changes affecting the population in general, and men in particular. These include a growing interest in health, fitness and appearance among consumers, with the rise in gym attendance having been of particular consequence to the market for men's toiletries. There have also been changes in men's perceptions of themselves, meaning that they are more willing to show their 'feminine sides'. However, despite many attempts to 'label' this phenomenon, there is now a recognition that these changes have been more subtle than first thought and that changing the habits of men is not particularly easy.

The development of the men's magazine market, which began in earnest during the late 1980s, was very important in providing direct contact with male consumers through advertising. However, this sector declined sharply (in both volume and value terms) in 2006 and 2007. Demographic trends (in particular, the ageing population) have not been particularly favorable to the men's toiletries and
fragrances market. However, between 2003 and 2007, there was a significant increase in the number of men in the 15 to 24 age range. These men tend to be mass-market consumers and their numerical strength, combined with a willingness to spend time and money on skincare products and grooming routines, has been beneficial to the male toiletries market in general. Although the male toiletries market has not performed as spectacularly as once predicted, the 2003 to 2007 period witnessed steady progress; however, growth has slowed after its peak in 2005. In 2007, sales of male fragrances showed a slightly lower growth rate compared with 2006, but around the same level as in the previous 2 years. During the year there was a slight move away from the mass market and towards the premium sector. It can be forecasted that, between 2008 and 2012, the male toiletries market will continue to be more dynamic than male fragrances. There is still plenty of room for growth in the former market, in particular as the current generation of young males reach a more mature life stage and, hopefully, will be more willing and able to spend on premium products. Growth in the male fragrances market will be less strong — the current economic climate may mean that consumers are less able to spend significant amounts of money on premium fragrances as gifts or as personal indulgences.
Axe, or Lynx, is a brand of male grooming products, owned by Anglo-Dutch Company Unilever who manufactures a range of products in the health & beauty, household cleaning, food and ice cream categories.

Axe's lead product is a deodorant body spray. The brand also includes deodorant sticks, roll-ons, anti-perspirants, aftershaves and shower gels. In most of the world the brand is named Axe; in Australia, New Zealand, Ireland, and the United Kingdom it is named Lynx due to conflicts regarding the trademark.

**History**

Axe was launched in France in 1983 by Unilever. It was inspired by another of Unilever's brands Impulse. Impulse was a fragranced deodorant body spray for women that promised wearers male attention. Unilever were keen to capitalize on Axe's French success and rolled it out in the rest of Europe from 1985 onwards, later introducing the other products in the range. Unilever were unable to use the name Axe in the UK and Ireland due to trademark problems so it was launched as Lynx.

The European launch of the deodorant was followed by success in Latin America and moderate impact in Asia and Africa. In the new millennium the brand has launched with great success in the USA and Canada. The company has also consolidated its deodorant
portfolio by migrating other over-lapping male deodorants into the Axe brand such as South Africa's Ego brand.

**Variants**

From its launch, the yearly fragrance variant of Axe has played a key part in the success of the brand, by offering something new each year. The type of fragrance variants have evolved over time. From 1983 until about 1989, the variant names were descriptions of the odor of the fragrance inside and included Musk, Spice, Amber, Marine and Oriental.

From 1990 until 1996 geographic names were used such as Africa, Alaska, Java, Nevada and Inca. From 1996 to 2002 Axe took inspiration from Calvin Klein fragrances (also owned by Unilever at that time), using the same perfumer, Anne Gottlieb, to develop the fragrances to launch variants such as Dimension, Apollo, Voodoo, Gravity and Phoenix.

From 2003 Axe variants showed clever ways they helped men get women. In 2003 the Pulse fragrance showed how it gave geeky men the confidence to dance to get women. This was followed by Touch, Unlimited, Clix and in 2007 Vice was marketed on a theme of making "nice" women become "naughty".

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In 2008 a different direction was taken when a chocolate scented body spray, Dark Temptation, was released.

**Axe Yearly Variant Chronology**

Axe's list of yearly body-spray variants is as follows. Please note this list does not include limited edition or short lived variants, as these are listed in a following table.

<table>
<thead>
<tr>
<th>Year</th>
<th>Variant Name</th>
<th>Description</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1983</td>
<td>Amber, Musk, Spice</td>
<td>Variant name is a description of fragrance inside.</td>
<td>The first three variants that Axe launched with in France.</td>
</tr>
<tr>
<td>Year</td>
<td>Variant</td>
<td>Description</td>
<td>Remarks</td>
</tr>
<tr>
<td>------</td>
<td>-----------</td>
<td>-------------</td>
<td>------------------------------------</td>
</tr>
<tr>
<td>1985</td>
<td>Amber, Musk (Moschus in Germany), Spice</td>
<td>Variant name is a description of fragrance inside.</td>
<td>In this year these three variants were used to launch the brand in UK. Musk is still available in France and Germany.</td>
</tr>
<tr>
<td>1987</td>
<td>Oriental</td>
<td>Variant name is a description of fragrance inside.</td>
<td>This was the first 'new' variant that Axe launched and started a strategy of a yearly new variants.</td>
</tr>
<tr>
<td>1989</td>
<td>Marine</td>
<td>Variant name is a description of fragrance inside.</td>
<td>Still available in France, Belgium, and Spain only.</td>
</tr>
<tr>
<td>1990</td>
<td>Tempest</td>
<td></td>
<td>Discontinued.</td>
</tr>
<tr>
<td>1991</td>
<td>Mirage</td>
<td></td>
<td>Discontinued.</td>
</tr>
<tr>
<td>1992</td>
<td>Nevada</td>
<td>Variant name is taken from a geography</td>
<td>Discontinued.</td>
</tr>
<tr>
<td>1993</td>
<td>Java</td>
<td>Variant name is taken from a geography</td>
<td>Discontinued.</td>
</tr>
<tr>
<td>1994</td>
<td>Alaska</td>
<td>Variant name is taken from a geography</td>
<td>Discontinued - Still Available in Germany.</td>
</tr>
<tr>
<td>1994</td>
<td>Africa</td>
<td>Variant name is taken from a geography</td>
<td>Africa has</td>
</tr>
<tr>
<td>Year</td>
<td>Name</td>
<td>Description</td>
<td>Details</td>
</tr>
<tr>
<td>------</td>
<td>--------</td>
<td>--------------------------------------------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>1996</td>
<td>Inca</td>
<td>A warm spicy fragrance.</td>
<td>Discontinued</td>
</tr>
<tr>
<td>1997</td>
<td>Atlantis</td>
<td>An abstract variant</td>
<td>Discontinued</td>
</tr>
<tr>
<td>1998</td>
<td>Apollo</td>
<td>An abstract variant</td>
<td>Named after the Greek god</td>
</tr>
<tr>
<td>1999</td>
<td>Voodoo</td>
<td>An abstract variant</td>
<td>Caused some controversy with Christian groups who objected to the use of black magic imagery</td>
</tr>
<tr>
<td>2000</td>
<td>Phoenix</td>
<td>An abstract variant</td>
<td>The name references the myth of the Phoenix</td>
</tr>
<tr>
<td>2001</td>
<td>Gravity</td>
<td>An abstract variant</td>
<td>The advertising featured a man falling to earth</td>
</tr>
<tr>
<td>2002</td>
<td>Dimension</td>
<td>An abstract variant</td>
<td>Inspired by the Sony's PS2 Third Place advertising which is also</td>
</tr>
<tr>
<td>Year</td>
<td>Lineup</td>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>-----------------</td>
<td>-----------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>200</td>
<td>Apollo, Kilo,</td>
<td>Axe launches in USA. This is the lineup that Axe launched with in USA</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Orion, Phoenix,</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tsunami, Voodoo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>200</td>
<td>Pulse</td>
<td>A European variant suggests that it gives geeks added confidence so they can pull off crazy dance moves to impress girls and be irresistible. Used the Make Luv dance track which reached number 1 in UK.</td>
<td></td>
</tr>
<tr>
<td>200</td>
<td>Essence</td>
<td>This US variant was about Man, part good - part bad, and has an angel/demon icon Used TV advertising that showed two sides to a man's relationship with women</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Touch</td>
<td>Touch is all about getting women so excited they get turned on just by looking at a man who is wearing this scent.</td>
<td>The TV advert features women getting more and more turned on</td>
</tr>
<tr>
<td>---</td>
<td>---------</td>
<td>----------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------</td>
</tr>
<tr>
<td>4</td>
<td>Unlimited</td>
<td>Unlimited is all about China and kungfu and doing unlimited stunts to get girls</td>
<td>Mimics the Crouching Tiger Hidden Dragon Chinese kungfu film.</td>
</tr>
<tr>
<td>5</td>
<td>Click or Clix</td>
<td>This variant makes men so attractive to women they will need a clicker to keep score of the number of women who check them out</td>
<td>Uses Nick Lachey in the advertising who is out-scored by a hotel worker who wears Clix. Axe gave away free clickers to promote the scent. The lynx version uses Ben Affleck in the advertising instead of Nick Lachey.</td>
</tr>
<tr>
<td>6</td>
<td>Vice</td>
<td>The Vice variant claims that it will turn</td>
<td>Uses a Morgan Freeman look-a-like</td>
</tr>
</tbody>
</table>
'nice girls naughty' thanks to the forbidden fruits in the fragrance. The phrase "virgo in flagrante delicto" is printed in mirrored text on the spray, body wash, and deodorant stick.

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Description</th>
<th>Advertisement</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>Dark Temptation</td>
<td>A chocolate smelling fragrance that implies that because women like chocolate, they will find men who smell of chocolate irresistible.</td>
<td>Advertising features a man who turns into chocolate when he sprays himself with Axe. He then goes on to be eaten by a series of women.</td>
</tr>
<tr>
<td>2009</td>
<td>Instinct</td>
<td>A fragrance that combines the scent of rare leathers</td>
<td>The scent is made up of a special formulation of ingredients that include cardamom, amber and atlas cedarwood to produce a spicy scent of leather.</td>
</tr>
</tbody>
</table>
## Axe Limited Edition Chronology

Axe also launches limited edition variants from time to time that may be on sale for a few months or over a year.

<table>
<thead>
<tr>
<th>Year</th>
<th>Limited Edition Name</th>
<th>Description</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>3</td>
<td>A pack of two cans of Axe. One is called 1, the other is called 2. Both should be sprayed together to make a new smell</td>
<td>Spraying 2 cans together costs two times as much money</td>
</tr>
<tr>
<td>2007</td>
<td>Recover</td>
<td>A burst of invigorating citrus notes on a clean masculine woody background!</td>
<td>One of the 3 scents released by AXE/LYNX under LIMITED EDITION.</td>
</tr>
<tr>
<td>2007</td>
<td>Shock</td>
<td>Prepare yourself with the cooling effects of AXE Shock shower gel with glacier water and deep sea mint</td>
<td>One of the 3 scents released by AXE/LYNX under LIMITED EDITION.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td><strong>Boost</strong></td>
<td>Combines volcanic stone extract with other natural cleaners.</td>
<td>One of the 3 scents released by AXE/LYNX under LIMITED EDITION.</td>
<td></td>
</tr>
<tr>
<td><strong>DRY Sharp Focus</strong></td>
<td>A 'stimulating' mint smelling fragrance allowing the wearer to stay focused and get the girl.</td>
<td>Advertising features a man that stays focused when he sprays himself with Axe.</td>
<td></td>
</tr>
<tr>
<td><strong>Fever</strong></td>
<td>An abstract variant.</td>
<td>A fragrance infused with Brazilian orange essence.</td>
<td></td>
</tr>
</tbody>
</table>
Chapter 2

Introduction to Hindustan

Unilever Limited

<table>
<thead>
<tr>
<th>Type</th>
<th>Public</th>
</tr>
</thead>
<tbody>
<tr>
<td>Founded</td>
<td>1933</td>
</tr>
<tr>
<td>Headquart ers</td>
<td>Mumbai, India</td>
</tr>
<tr>
<td>Key people</td>
<td>Mr. Harish Manwani (Chairman)</td>
</tr>
<tr>
<td>Industry</td>
<td>FMCG</td>
</tr>
<tr>
<td>Products</td>
<td>tea, soap, detergents</td>
</tr>
<tr>
<td>Employees</td>
<td>41,000</td>
</tr>
<tr>
<td>Parent</td>
<td>Unilever</td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.hll.com/">http://www.hll.com/</a></td>
</tr>
</tbody>
</table>

Hindustan Lever Ltd (HLL) is India's largest Fast Moving Consumer Goods (FMCG) company. HLL's brands like Lifebuoy, Lux, Surf
Excel, Rin, Wheel, Fair & Lovely, Pond's, Sunsilk, Clinic, Pepsodent, Close-up, Lakme, Brooke Bond, Kissan, Knorr-Annapurna, Kwality Wall's are household names across the country and span a host of categories, such as soaps, detergents, personal products, tea, coffee, branded staples, ice cream and culinary products. These products are manufactured over 40 factories across India and the associated operations involve over 2,000 suppliers and associates. Hindustan Lever Limited's distribution network comprises about 4,000 redistribution stockists, covering 6.3 million retail outlets reaching the entire urban population, and about 250 million rural consumers. HLL is also one of India's largest exporters. It has been recognised as a Golden Super Star Trading House by the Government of India. Presently, HLL has over 16,000 employees including over 1,200 managers. Its mission is to "add vitality to life." The Anglo-Dutch company Unilever owns a majority stake in Hindustan Lever Limited.

In the late 19th and early 20th century Unilever used to export its products to India. This process began in 1888 with the export of Sunlight soap, which was followed by Lifebuoy in 1895 and other famous brands like Pears, Lux and Vim soon after. In 1931, Unilever set up its first Indian subsidiary, Hindustan Vanaspati Manufacturing Company, followed by Lever Brothers India Limited (1933) and United Traders Limited (1935). The three companies were merged in November 1956 and the new entity that came
into existence after merger was called as Hindustan Lever Limited. HLL offered 10% of its equity to the Indian public, and it was the first among the foreign subsidiaries to do so. Currently, Unilever holds 51.55% equity in the company while the rest of the shareholding is distributed among about 380,000 individual shareholders and financial institutions.

Brooke Bond entered Indian market in 1900 and in 1903 it launched Red Label tea in the country. In 1912, Brooke Bond & Co. India Limited was formed. Unilever acquired Brooke Bond through an international acquisition. Similarly, Lipton's link with India date back to 1898. Unilever acquired Lipton in 1972 and in 1977 Lipton Tea (India) Limited was incorporated. Pond's (India) had been in Indian market since 1947. It joined the Unilever ranks through an international acquisition of Chesebrough Pond's USA in 1986.

The liberalization of Indian economy in 1991 and subsequent removal of the regulatory framework allowed HLL to explore every single product and opportunity segment, without any constraints on production capacity. The 1990s witnessed a string of crucial mergers, acquisitions and alliances. In 1992, the erstwhile Brooke Bond acquired Kothari General Foods, with significant interests in Instant Coffee. In 1993, it acquired the Kissan business from the UB Group and the Dollops Ice-cream business from Cadbury India.
In one of the most talked about events of India's corporate history, the erstwhile Tata Oil Mills Company (TOMCO) merged with HLL, effective from April 1, 1993. In July 1993, Brooke Bond India and Lipton India merged to form Brooke Bond Lipton India Limited (BBLIL). Brooke Bond Lipton India Limited launched Wall's range of Frozen Desserts in 1994 and by the end of the year, HLL entered into a strategic alliance with the Kwality Icecream Group families. BBLIL merged with HLL, with effect from January 1, 1996. HLL has also set up a subsidiary in Nepal, Nepal Lever Limited (NLL). The NLL factory manufactures HLL's products like Soaps, Detergents and Personal Products both for the domestic market and exports to India. In January 2000, as part of its divestment strategy, the government decided to award 74 per cent equity in Modern Foods to HLL. In 2002, HLL acquired the government's remaining stake in Modern Foods. In February 2007, the company has been renamed to "Hindustan Unilever Limited" to strike the optimum balance between maintaining the heritage of the Company and the future benefits and synergies of global alignment with the corporate name of "Unilever".

**Time line of HUL**

1930
1888, less than four years after William Hesketh Lever launched Sunlight Soap in England, his newly-founded company, Lever Brothers, started exporting the revolutionary laundry soap to India. By the time the company merged with the Netherlands-based Margarine Unie in 1930 to form Unilever, it had already carved a niche for itself in the Indian market. Coincidentally, Margarine Unie also had a strong presence in India, to which it exported Vanaspati (hydrogenated edible fat).

1933

- Incorporated on 17th October, under the name of a Lever Brothers (India) Pvt., Ltd. (LBIL) was the wholly owned subsidiary of Unilever Ltd. London, UK.

- Lever Brothers India Limited (LBIL) incorporated in India to manufacture Soaps.

1935

- On 11th May a subsidiary Co. was incorporated under the name United Traders Pvt. Ltd. for marketing the products of the Co. or imported from the parent Co.

1956

- On 27th October, the Co. was converted into a Public Ltd. Co.
- On 1st November, Hindustan Vanaspati Mfg. Co. Pvt. Ltd., William Gossage & Sons (India) Pvt. Ltd. and Joseph Crosfield & Sons Unilever Ltd. were amalgamated with LBIL and the name was changed to Hindustan Lever Ltd. From 23rd October onwards activities of subsidiary Co. were taken over by its holding Co.

- On 17th November Unilever Ltd. Offered to the public 557,000 No. of equity shares of Rs.10 each.

1976

- The company had set up plants at Taloja in Maharashtra for the manufacture of ossein and di-calcium phosphate. In August these plants were commissioned.

1977

- On February synthetic detergents plant in Jammu was commissioned. Plant for manufacture of linalool from betapinere, pheneyl ethyl alcohol and eaters commissioned at Jammu.

1979

- In October, the company set up a new industrial undertaking at Haldia for the manufacture of sodium tri-polyphosphate, phosphoric acid and sulphuric acid.

1980
- In order to reduce the non-resident holding in the Co. to 51%, Uniliver Ltd. offered for sale during Feb. out of its shareholding in the Co. 4239523 No. of equity shares of Rs.10 each at a premium of Rs.9.50 per share in the following manner;

- i) 10,00,000 shares to public financial institutions.

- ii) 25,12,702 shares to the existing resident Indian shareholders on a pro-rata basis in the ratio of 1:4.

- iii) 726,821 shares to employees and Indian directors.

1983

- A new plant for synthetic detergents in Chindwara district of M.P commissioned Co. took on lease a detergent and toilet soap factory at the request of Punjab govt. owned by a joint sector Co. Stephans Chemicals Ltd.

- A new fine chemical unit was commissioned.

- As consideration, Indian shareholders of HL Ltd. were offered 62,20,576 No. of equity shares of Rs.10 each of Lipton India Ltd., at par in proportion of 2:8. ie 2 Lipt:8 HL equity. 1985

- A project for the manufacture of 500 tonnes per day of diammonium phosphate was commissioned.

1986

Souvik Hazra
08BS0003343
- Lux toilet soap was launched.

1987

Lifebouy Personal and Breez soaps launched.

1988

- Company in collaboration with National Starch Corporation USA, undertook to set up a new facility at Pondicherry for the manufacture of functionalised biopolymers.

- The Co. took on lease cum purchase basis the detergents undertakings of Union Home Products Ltd. Mangalore.

1989

- Synthetic Detergent plant at Sumerpur in UP & Toilet soap plant in Orai in UP were commissioned.

- Cracking catalyst plant at Haldia commissioned.

- Vegetable oil plant commissioned at Kandla free trade zone.

1991

- Seed and Tissue culture projects commissioned at Hyderabad.

- Company proposed to set up a 17,000 tpa. film sulphonation plant at Taloja to manufacture a range of detergent actives.
- Company signed a collaboration and 100% buy back agreement with Sawyer of Napa, California, USA to produce wool-on-leather garment and wool-on-leather products.

- Commissioned a plant for manufacture of 10,000 tonnes per annum of toilet preparations at Pondicherry.

1992

- Entered in dental product market by introducing Pepsodent, Mentadent G etc.

- A factory to manufacture leather garments and other leather based products including wool-on-leather garments and wool-on-leather was set up in Chennai.

- The Company undertook to set up a large scale aquaculture centre at Tanjavur in Tamil Nadu for farming and processing catfish for the U.S. markets in technical collaboration with FFDA, Florida, USA who also provide a full buy-back guarantee.

1993

- Temporary shut down of Haldia Plant due to duty free import of DAP. Entered skin product market by introducing fair & lovely. Also entered hair care product by introducing sunsilk salon treatment & clinic super gel. Close-up confident toothbrush also introduced on the same year.
- During the year Company entered into joint selling agreement with Ponds India Ltd. for distributing their products. - Company set up rice milling facilities in the free trade zone of Kandla.

- Company obtained all permissions and approvals for acquiring 80% of the equity capital of Nepal Lever Ltd. The company was also taking steps to set up an effective distribution system in Nepal to distribute and market the products of the Co.

- Tata Oil Mills Co. Ltd. (TOMCO) was merged with Hindustan Lever Ltd with effect from 1st April. As per the scheme of amalgamation, shareholders of TOMCO were allotted without Payment in cash 2 equity shares of Rs.10 each of HL for 15 equity shares of Rs.10 each held in TOMCO. After the amalgamation Unilever PLC London were allotted on a preferencial basis 29,84,347 equity shares of Rs.10 each at a premimium of Rs.95 per share for maintain their share holding at 51% in the Co.

- HLL's largest competitor, Tata Oil Mills Company (TOMCO), merges with the company - Erstwhile Brooke Bond India acquires Kissan Business from the UB Group and Dollops icecream business from Cadbury - Doom Dooma and Tea Estates Plantation divisions merged with Brooke Bond - Brooke Bond and erstwhile Lipton India merge to form Brooke Bond Lipton India Limited 1994 HLL and US-based Kimberley-Clark Corporation form 50:50 joint venture, Kimberley-Clark Lever Ltd. 1994
- Company entered male toiletries segment with the launch of Denim after shave & Ean Dee Toilette.

- Co. set up Hot Melt Adhesive manufacturing facilities at Taloja. And also entered SSP business and trading.

- Wool-on-leather and wool-on-garment plant was commissioned.

- The Company entered into joint venture agreement with Kimberly-Clark Corporation, USA to promote a joint company `Kimberly-Clark Lever Ltd.' with 50% equity participation by the company. 1995

- In technical collaboration with Shinto Corporation, a subsidiary of Toya Suisan, Japan, the Co. undertook to set up a Surimi (Fish Paste) project at an initial cost of Rs.15 crores near Veraval in Gujarat State. The collaborators provided 100% buy-back guarantee for the output of this unit which seeks to upgrade the hitherto wasted fishery resources of the country. The plant was commissioned in the second quarter.

- The Company entered into joint venture agreement with Lakme Lever Ltd. to undertake the manufacturing and distribution of colour cosmetics and other personal care products.

- The Company also entered into an agreement with S C Johnson & Son USA, for manufacture and sales of insecticides such as insect repellents, disinfectants and similar products in India.
- The Company received the President's Award for Outstanding performance in Agri Commodities for the year 1994-95.

1995


1996

- Brooke Bond India Ltd. was amalgamated with the Company. As per the scheme of amalgamation, the Company allotted 533,28,713 equity shares to the shareholders of Brooke Bond India Ltd. in the proportion 9 shares of the company for 20 shares held in Brooke Bond India Ltd.

- The Company entered into joint venture S C Johnson & Son USA. The Joint Venture named Lever Johnson Consumer products Pvt. Ltd.

1997
- Company received the Solvent Extractors' Association Award for being the highest exporter of Rice Bran Extractions during 1996-97.

- The Far Eastern Economic Review, Hong Kong, has adjudged HLL the Best Indian company in its Review 200: Asia's Leading Companies survey.

1998

- The Directors of Hindustan Lever Limited at their meeting held on 16th March, considered and approved the proposal for amalgamation of Ponds India Limited with Hindustan Lever Limited. HLL's tea business is among the biggest in the world.

- The Department of Agriculture and co-operation under the ministry of agriculture has directed Lever Johnson (Consumer Products) Ltd., a subsidiary of Hindustan Lever Limited, and Icon Household Products Pvt. Ltd. to withdraw from the market, the mosquito mat repellent Raid from Domex on charges of having grossly violated the conditions of registration.

- HLL has also taken several initiatives in raising awareness of oral care and hygiene in India. One of these programmes is the free dental check-up programme, which is conducted in collaboration with the Indian Dental Association.
- In India, the only company in the poultry business that is selling chicken meat is Venkateshwara Hatcheries (VHL). VHL sells its products under the brand name Venky's which is currently sold in only major cities, Hindustan Lever is presently working on the feasibility of the poultry business.

- Unilever set up the Hindustan Vanaspati Manufacturing Company, its first subsidiary in India, and established two more subsidiaries, Lever Brothers India Ltd. and United Traders Ltd.

- The managements of Pond's (India) Limited and Hindustan Lever Limited have decided to propose the amalgamation of PIL with HLL. Both the companies are subsidiaries of Unilever Plc, which holds 51 per cent equity in each.

- Hindustan Lever Ltd (HLL) has signed the Fuel Supply Agreement (FSA) with public sector Indian Oil Corporation (IOC) for the entire fuel and lubricant requirements of its manufacturing unit in Orai. This the first time that two giants, one from public sector and other from the private sector, have joined hands as "partners in progress", and also augurs future partnerships between IOC and HLL.

- IOC's northern region general manager (sales) I H Hashmi and R K Mutreja from HLL signed FSA for five years supply of HSD (petrol), furnace oil and lubes to the tune of 555 kilo litre per month.

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Hindustan Lever is the largest manufacturer of Lifebuoy, Lux, Breeze, Rexona and Haman in the country, under a division christened the personal products division.

The managements of Pond's (India) (PIL) and HLL have decided to propose the amalgamation of PIL with HLL. They are subsidiaries of Unilever, UK, which holds 51 per cent equity in both.

HLL also proposes to acquire from Lakme the latter's 50 per cent share holding in the 50:50 joint venture company, Lakme Lever, the Lakme trademark from Lakme's wholly-owned subsidiary, Lakme Brands, and lakme's manufacturing undertakings at Deonar and Kandla (the latter owned by Lakme Exports). HLL is setting up a Max Club for children.

Hindustan Lever Ltd and Nicholas Piramal India Ltd have received the QAD rapid Achiever Award at its first ever Asia Pacific Explore `98 user conference held in Bangkok.

HLL has signed a memorandum of understanding with Tata Housing Development Company for developing some of its properties into residential and commercial complexes.

In the scheme of amalgamation to the planned merger, the company has stated that about 8.8 per cent of the issue, subscribed and paid-up capital of the transferor company (Pond's) will stand cancelled. HLL has 13,25,954 shares of Pond's India.
- HLL had bought eight lakh shares of BBLIL from UTI two weeks prior to the announcement of the merger at a price of Rs. 350 per share on March 25, 1996.

- Hindustan Lever Ltd has awarded a country wide project of payroll management to Calcutta-based Vedika Software (P) Ltd.

- HLL has a world-class information technology infrastructure to enable the businesses to respond faster and perform better.

- Hindustan Lever Ltd (HLL) has entered into job work arrangements with some bought leaf tea factories in the Nilgiris.

- The Tatas have joined hands with Hindustan Lever Ltd (HLL) in Kerala to set up a Rs.686 crore hospitality, housing and infrastructure project. The project proposes to construct a five star hotel complex, technology park, world trade centre, business and commercial space, shopping mall and housing complexes at Tatapuram in the heart of Kochi city covering an area of 35 acres.

- HLL has signed a memorandum of understanding with Swastic Vanaspati of Biratnagar, Nepal, for the supply of hydrogenated oil under its own brandname Dalda.

- Hindustan Lever to buy out Kwality's ice-cream plants; agreement to be signed soon Hindustan Lever Limited (HLL) has suffered twin setbback in its plans of selling Kwality Ice creams nationwide.
- The board of directors of Tasty Bite Eatables has issued 59,530 non convertible preference shares of Rs.100 each at a premium of Rs.1,950 per share to Hindustan Lever on private placement basis. The preference share will carry a coupon of 1 per cent for a tenure of ten years, said a notice issued to the Mumbai Stock Exchange.

- HLL has entered into an agreement with Johnson & Johnson for using the trademark Savlon for its soap products. The agreement was entered into eight months back and concerns only soaps.

- HLL has also entered into joint ventures to introduce products that are not in Unilever's global portfolio. These include joint ventures with Kimberly Clark and SC. Johnson for personal hygiene and households care respectively.

- HLL was one of the first companies to join the National Securities Depository (NSDL) to encourage its shareholders to avail themselves of its benefits.

- Hindustan Lever Limited's Bangalore factory has received National Productivity Award for the fourth year in a row from National Productivity Council. The factor has also received ISO 9002 certification.

- 1998 Group company, Pond's India Ltd, merges with HLL. HLL acquires Lakme brand, factories and Lakme Ltd's 50% equity in Lakme Lever Ltd. HLL acquires manufacturing rights of Kwality
icecream. Appellate Authority of Government of India absolves HLL of insider trading charges, made by SEBI in 1997, in the BBLIL merger.

1999

- Hindustan Lever Ltd (HLL), has joined hands with the Institute for Social and Economic Change (Isec) for a rural development programme in Karnataka.

- Hindustan lever Ltd, has decided to merge its subsidiary Industrial Perfumes Ltd with the company. The merger would be effective from January 1.

- The company holds 1,27,497 shares of Rs. 100 each. Industrial Perfumes manufacturers aroma chemicals such as deodorant and perfumes. According to the company as per the scheme of amalgamation for every five equity shares of Rs 10 each of Industrial Perfumes two shares of HLL will be given.

- Hindustan Lever Ltd is selling its Rs 80-crore dairy business to Nutricia International BV, part of the $1.7bn Dutch dairy products giant Koninklijke (Royal) Numico NV Group, for a yet undisclosed sum. A memorandum to this effect was signed a few days ago.

- Consumer Giant Hindsutan Lever Limited (HLL) has converted a part of its debt, which otherwise would have been non-realisable from Tasty Bite Eatables Ltd, into non-cumulative, non-convertible

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redeemable preference shares carrying an interest rate of 1 per cent.

- Hindustan Lever Limited (HLL) has decided to dispose of its dairy business to Nutricia (India) Pvt Ltd and spin off its animal and poultry feeds into a separate subsidiary.

- Industrial Perfumes Limited is to amalgamate with Hindustan Lever Limited (HLL) and under the scheme HLL is to issue at par and allot two equity shares of Rs 10 each to the shareholders of Industrial perfumes for every five shares held by them in that company. - Hindustan Lever holds about 51 per cent of the issued, subscribed and paid-up capital of Industrial Perfumes Limited and the shares, if any held by HLL and its subsidiary companies as on the record date in Industrial perfumes shall be cancelled.

2000

- The Company will be the largest e-tailer in the next two years.

- The company has entered into a five-year wet lease agreement with the Hyderabad-based Premier Explosives (PEL) to operate the latter's mushroom farms near Hyderabad.

- The Company has launched a `ready to drink' (RTD) tea brand Lipton Ice Tea in Hyderabad with lemon and mango flavours.

- The Company has launched a new brand of toothpaste -- Aim.
- The Company has unveiled the country's first liquid detergent for daily washing needs Surf Excel Liquid detergent in the Indian Market.

- The Company launched the International Lux Skincare range, "Sunscreen Formula".

- 2000 HLL acquires Modern Foods, the first public sector company to be divested by the Government of India

- The Company has launched Surf Excell Liquid Detergent, for daily washing of clothes.

- HLL markets more than 110 brands, in 950 packs. The products are sold in one million retail outlets, directly covering India's entire urban population and about 50,000 villages.

- The Company has launched a cooking medium New Dalda Activ.

- FMCG major Hindustan Lever Ltd, aiming to strengthen its foods business, has received a boost in this endeavour with its parent Unilever acquiring the US-based food company Bestfoods.

- The Aviance, the international range of beauty solutions by the Hindustan Lever Ltd. has launched a hair care range comprising four shampoos and two conditioners.
- The Company has chalked out its expansion plans in tea through acquisitions, greenfield ventures and a five-year plan entailing modernisation, uprooting and research.

- Hindustan Lever's aggressive brand introduction spree in deodorants a nascent Rs 75 crore market seems to be growth by categorisation.

- The Company has been ranked among the top 15 emerging market companies worldwide. HLL is the only Indian Company, and also the only food and household products firm to figure in the list.

- The Company has offered two alternatives a voluntary retirement scheme and termination of services to executives of Rossell Industries Ltd.

- The Company has relaunched Close-Up as "Super Fresh Close-Up" with an added attribute of containing an anti-bacterial agent along with an existent mouth wash.

- The Company mount a series of aggressive initiatives this year to shore up the performance of its ice cream business.

- The Company has tied-up with a growing corporate services agency, Les Conclerges, to make itself a one-stop convenience shop by entering the home services sector.
- The Company has acquired four factories from Amalgam Foods Ltd. on a wet lease to carry out the processing of marine products.

- The Company for the second year running, has been rated among the world's 100 best-managed companies.

- HLL has introduced ColourFast Slims, a new range on lipsticks under its Aviance Beauty Solutions brand.

- The Company has launched the Lux Body Wash along with a Lux loofah in Karnataka. This is the first mass-appeal body wash to be launched under the brandname Lux.

- Hindustan Lever and Elizabeth Arden, launched Elizabeth Arden, Unilever's Prestigious cosmetics and fragrance brand, in India.

- The Company has set up 12 counters across the country to carry out exchange of share certificates for new certificates of Re 1 face value.

- Kwality Wall's, a division of Hindustan Lever Ltd., has launched softy ice cream and has positioned it as a mass market product and Head of the ice cream business.

- FMCG major Hindustan Lever Ltd will mark its entry into the softy ice cream segment by setting up softy kiosks in all major metros starting with Chennai.
- The Company has relaunched its tea brand, Brooke Bond Red Label, with Assam Super Tasters.

- Hindustan Lever Ltd. has proposed to make an open offer for a 24 per cent stake held by local shareholders in International Bestfoods Ltd., which is now a subsidiary of parent Unilever.

- Hindustan Lever Ltd's Pepsodent toothpaste has introduced games at McDonald's outlets.

- The Company has introduced New Hi-Power Vim Bar with enhanced grease cutting power and lime juice.

- The Company has entered into an in-principle agreement of Dheeraj Kumars Creative eye for buying out Indian satellite rights of the mega-television serial "Om Namah Shivay" in Hindi.

- The Company has launched Aim toothbrush in South India.

- The Company has launched an innovative scheme with gold coins embedded in tablets of its Lux brand of soap.

- The Company has launched the new Nutririch Fair & Lovely fairness reviving lotion.

- HLL has entered into an agreement with FFI Fragrances to continue importing and distributing the globally renowned prestige brand - Elizabeth Arden - for the next six to twelve months.
2001

- Shampoo brand `Clinic All Clear' on the Net, Hindustan Lever has launched a host of Web Promotions on popular Websites which include, Rediff.com, Sify.com, Indya.com, Uthplanet.com, Hungama.com and C2W.com.

- Hindustan Lever and International BestFoods are formalising an agreement under which HLL will sell and distribute IBL products with effect from January 1.

- Hindustan Lever Ltd (HLL) has launched Clinic Plus Protein Shampoo with a new formulation that contains a Protein Health Complex.

- Hindustan Lever has launched after-shave lotions from its Calvin Klein brand of fragrances -- Obsession, Etermotu and Escape.

- The Company's Nihar, a brand of double-filtered coconut oil, has changed packaging and logo.

- HLL has over 36,000 employees, and has created 2 lakh indirect jobs. Its operations are spread across 70 locations in India. There are over 50 factories, of which 28 are in backward areas. The operations involve 2000 suppliers and associates and 7000 stockists and agents. HLL has emerged as a major Exporter.
- Hindustan Lever has entered into a strategic tie-up with the Nasdaq listed iVillage Inc reported for the year ending December 1999, operator of iVillage.com to set up a women portal for the Indian market.

- HLL has launched the New Pears Oil Clear bathing bar.

- The Company is launching a new Website called "Castorworld.com" -- a b-2-b e-commerce project for Castor.

- Joint Ventures are being formed for two of its non-FMCG businesses to protect their value - one with Godrej Agrovet for our AFS business and another with the ICI group for our Fragrance/Flavours division.

- Hindustan Lever has chalked out a turn-around strategy for its ailing ice cream business.

- Hindustan Lever Ltd. has organised a mobile van promotion called `Dare to Wear Black Mania' in order to promote Clinic All Clear, its anti-dandruff shampoo.

- Hindustan Lever Ltd is hiving off its existing business of fragrances, flavours and food ingredients into a separate joint venture, Quest International India, in which paints major ICI India will hold a majority stake.
- HLL has launched the new Fair & Lovely Fairness Soap -- which will help make the skin fairer, safely and gently.

- Hindustan Lever's, Pond's Magic DeoTalc, has been launched with a new enhanced deodorant protection.

- International Bestfoods Ltd. has become a subsidiary of Hindustan Lever Ltd with effect from 22nd April.

- Hindustan Lever has entered into a joint venture with Godrej Agrovet a subsidiary of Godrej Soaps.

- An agreement has been entered into with the ICI Group, for a Joint Venture for the Quest division of the Flavours and Fragrances business.

- The Company has launched International Rexona 24 HR Intensive, in India.

- The Company has launched Pond's Light n' Fresh talc.

- The Company has launched the new Lakme Sunscreen Lotion with ultraviolet rays guard and Alpine Mint.

- The shareholders of Hindustan Lever have approved a proposal to merge International Bestfoods and Aviance with HLL.
- Hindustan Lever Ltd's factory at Garden Reach near Kolkata faces a one-day strike in July, the reason being to press their demands for higher wages.

- Hindustan Lever will be closing its thermometer mercury factory at Kodaikanal in Tamil Nadu.

- Hindustan Lever has commissioned a detergent and a tea factory in Silvassa, taking its total number of new factories to seven in the current year. - MRTPC has dismissed a complaint filed against Hindustan Lever for allegedly increasing prices of its products Glucon-D and Nycil.

- In October 2000 HLL acting in concert with Unilever made an open tender offer for the remaining 24.62% of the IBL equity at price Rs 173.00 per share.

2001

- The Board of Hindustan Lever Ltd (HLL) had approved the transfer of its undertaking engaged in seeds business to its subsidiary Paras Extra Growth Seeds Ltd.

- International Bestfoods Limited (IBL) has become a subsidiary of Hindustan Lever w.e.f April 21, 2001. The Board of IBL has already approved the transfer of 75.38% of the equity of IBL earlier held by Best Foods USA in favour of HLL.
- The company has signed an agreement with ICI India, a subsidiary of ICI plc, UK, for sale of Nickel Catalyst business and Adhesives business, a sub-unit of Specialty Chemicals Division of the company's Chemicals and Agri operations for a consideration of Rs.21 crore and Rs 9 crores respectively.

2002

- S Ramadorai appointed as Non-executive Director on the Board of HLL.

- Opto Circuits enters into an agreement with HLL to buy the business line of Digital Thermometers.

- The Lever Gist Brocades, a 50:50 joint venture of Hindustan Lever (HLL) and DSM of The Netherlands, was sold to Burns Philp India, the local arm of the Australia-based food conglomerate Burns Philp.

- Company's branded salt Annapurna launched in Africa

- Project Shakti, a rural marketing initiative, brings HLL 20% rise in rural consumption

- Signs Joint Venture with India Seeds Holdings Ltd., a company incorporated in Mauritius engaged in the seed and biotechnology industry, for transfer of its seeds business undertaking Paras Extra Growth Seeds Ltd. (PEGSL) for a consideration of Rs 115 crore
- Comes out from the premium (prestige) fragrances segment by stopping distribution of Calvin Klein in the country

- Enters into ayurvedic healthcare market by releasing their Lever Ayush ayurvedic health and beauty care products

- Enters into sourcing agreement with Unilever Australia and Unilever US for supplying tea bags

- Lever Gist Brocades, a 50:50 joint venture of Hindustan Lever (HLL) and DSM of The Netherlands, was sold to Burns Philp India, the local arm of the Australia-based food conglomerate Burns Philp

- HLL's ice-cream business makes profit for the first time in its history

- Shareholders approve bonus debentures issue

- Forays into snack foods market under the Knorr Annapurna brand

- Stops the production of two of its variants under the Sunsilk shampoo range - Bouncy Volume and Ceramide Plus

- Ties up with Madhya Pradesh government for achieving all-round growth through empowerment of rural people and launches 'Vindhya Valley' umbrella brand for food products
- Relaunches Deluxe Green Label with a better and stronger aroma in the four southern states to consolidate its position as a leading filter coffee brand

- Acquires remaining 26% stake in Modern Foods for Rs 44.07cr

- The company chosen as the most preferred company on campus

- Hindustan Lever, Kochi wins commendation certificates for energy conservation from the State-level Monitoring Committee for Energy Conservation for year 2002

2003

- Ties up with Pepsi for distribution, signs a memorandum of understanding with Pepsi, to leverage each other's strengths in distribution. The agreement provides Pepsi access to the HLL's institutional accounts.

- Unveils New Rin Supreme Bar with 'Pure Clean' technology

- Relaunches kids ice-cream with 4 new products, Mango Tango, Rainbow, Twister and Super Twister, priced between Rs 7 and Rs 15

- Acquires the seafoods business of the south-based Amalgam group
- Sells GLUCOVITA, a brand in the glucose powder market, to Wipro

- Unilever hands over global marketing of Pears to HLL

- Patents a new technology called 'alphos' for manufacturing soap, which will allow the company to manufacture the same quality of soap at low prices

- Forays into conventional biscuits market by launching a traditional glucose biscuit under its acquired bakery brand Modern

- Relaunches Surf Excel as a low-foam detergent to target markets facing severe water crisis

- Offloads carpets business for Rs 1 crore

- Infuses over Rs 80 crore to scale up its holding in subsidiaries

- Sets up a Ayurvedic science centre - Ayush Therapy Centre - to provide a platform for scientific enquiry of Ayurveda and dissemination of this knowledge through collaborations with leading national and international scientific, Ayurvedic and medical experts and institutions

- Floats centralised shared services centre

- Places 88,000 WLL connections order with Reliance

- Begins supplying Unilever's tea bags
- Bharat Petroleum Corporation Ltd (BPCL) forges alliance with Hindustan Lever (HLL) to sell their goods along with the LPG cylinders which will allow the sale of durables and FMCG products

- Unites Knorr, Annapurna brands under one roof in the name Knorr Annapurna Umbrella

- Floats a 100 per cent business process outsourcing (BPO) subsidiary named 'Christened Indigo'. christened Indigo is divided in to two divisions, one for domestic market and other for international market

- HLL's advertisements reappear on Zee TV after nearly a gap of one year

-- The company has tied up with Bharat Petroleum Corporation Ltd for selling grocery items to LPG customers through BPCL``s distributor network. the consumers can order all HLL products from Bharatgas distributors in select cities.

- Introduced two new variants of Pepsodent toothpaste, Regular Fresh Flavour and White Family Flavour. The company has also launched a 20 gm pack priced at Rs 5.

- Unveiled Lifebuoy, which is priced at Rs 2 at the retail level

- Entered into an agreement with Beeyu Overseas Ltd (BOL) which agreed to market coffee in Poland
-HLL extended its Knorr Annapurna range into soup powders at Rs 5. Sporting flavours such as Tomato Tease, Spicy Vegetable, Chicken Punch and Peppery Chicken

-The company has extended its Modern brand of bread and cakes to biscuits.

-The company has introduced a new mango drink 'Mr Fruit'.

-HLL unveils Unnati Scheme

2004

-Relaunches Rin Shakti Powder and Rin Shakti Bar

-Mr. Harish Manwani appointed president, home and personal care, North America, a business worth 5bn euros in sales turnover for '02

-HLL unveils new festival package for its coffee brands

-HLL unveils new schemes to lure customers in Tamil Nadu

-HLL launches mega project on experimental basis in Mumbai

-HLL creates 'Power in Power'

-Gets award for industrial safety by National Safety Council, Kerala Chapter in chemical industries sector in medium size industries category
Hindustan Lever Ltd tied up with the private sector power utility, CESC Ltd, for sampling of Pepsodent toothpaste. `Touchbase with Kolkata' project said that with its April bills CESC would be sending out 14.1 lakh covers carrying the Pepsodent label and a small 15 gm tube of toothpaste with a new flavour.

HLL to ink MoU with Pepsi

- HLL sets up new Ayush centre in Mumbai

- HLL forays into water biz, rolls out Pure It to purify water

- Hindustan Lever Ltd has introduced its new active Gel Close Up in the market

- Hindustan Lever launches `Perfect Radiance', range of 12 premium skincare products under brand name Fair & Lovely on May 26, 2004

- Hindustan Lever, Ernakulam, has won the State Pollution Control Award, 2004

- Hindustan Lever Ltd launches Domex Thick, a disinfectant cleaner, in Kerala, priced at Rs 22 for 500 ml.

- HLL unveils 2 imported products under Lakme brand

- HLL enters into kids' personal care market
- Unilever, the parent company of Hindustan Lever and one of the world's largest consumer products companies, has set up a global sourcing arm, that will have a large presence in India to buy products and raw materials from low-cost locations for its subsidiaries across the world.

- HLL sells Kissan factory premises in Bangalore for Rs 60 cr

- HLL's Modern Food unveils diet bread

- Launches Dove Ultra Moisturizing Body Wash

- HLL inks pact with Pepsi in beverage segment

2005

- HLL introduce iced tea in glass bottles

- Unilever Overseas Holdings BV (UOHBV), the Netherlands based wholly owned subsidiary of Unilever PLC divests 37,00,000 equity shares Rs 10/- each of Rossell Industries Ltd (RIL) in favour of M/s M K Shah Exports Ltd, one of the leading exporter and tea plantation company in India, being an Indian unlisted company.

- Hindustan lever Ltd, on May 22, 2005, entered Himachal in a big way by setting up a home-and-personal-care(HPC) factory, with an initial investment of Rs 110 crore.

- HLL rolls out Brooke Bond brand variation
- Mcleod Russel & HLL signs MoU

2007

-Hindustan Lever Ltd. has appointed Mr. Ashok K. Gupta as "Officer who is in default" for the purposes of Compliance with section 5(f) of the Companies Act, 1956.

2008

-Hindustan Unilever Limited has informed that Mr. Sanjiv kakkar, Executive Director, Sales & Customer Development has been appointed Chairman, Unilever Russia, Ukraine and Belarus (RUB), with effect from 1st September, 2008.
Chapter 3

Environmental Factors

Today as the process of industrialization is predominant across the world, the concern for environment has also increased substantially among the common mass. Factors like global warming, green house gas emission is a common household topic for discussion.

The growing social and regulatory concerns for the environment lead an increasing number of companies to consider green issues as a major source of strategic change. In particular, this trend has major and complex implications on the technological strategy of a company and on its product innovations. Even though it is increased eco-awareness of customers during the past few decades, there are some barriers to the diffusions of more ecologically oriented consumption and production styles. Therefore, companies are increasingly recognizing the importance of green marketing concepts.

Whole World is identifying the need of the Green Marketing, environmental marketing and ecological marketing which gives the same meaning to the research area. FMCG sector is a
considerably large sector in the economy which has to open their eyes on eco friendliness. As society becomes more complex with the environmental pollution and unethical business practices, now both consumers and business organizations are concerned with the natural environment. So businesses have begun to modify their behavior in an attempt to address this society's "new" concerns. The FMCG sector is one of growing industry that concerns about the green marketing issues. Most of marketing practitioners are using green elements as powerful marketing tools.

According to a Nielsen Global Food Packaging Survey, nearly one in two global consumers would give up all forms of packaging provided for Convenience purposes if it would benefit the environment, including: packaging designed for easy stacking/storing at home (49%); packaging that can be used for cooking, or doubling as a re-sealable container (48%); and packaging designed for easy transport (47%). South Africans were in fact among the top 10 countries globally who would give up all forms of packaging for Convenience purposes, with 60% of respondents saying they would give it up in order to benefit the environment. Nearly sixty-percent of Europeans and North Americans would give up packaging designed for stacking and storing at home, and 55 percent also said they were willing to give up packs that can be cooked in or kept at home as a re-sealable container.
Among Asians however, forty-two percent said they would be prepared to give up stack-and-store packaging and only thirty-nine percent would be prepared to forgo ‘easily transportable’ packaging.

So its evident companies should look at the concept of green marketing to reach out to the customers. As a guiding principle, companies should look to reduce their carbon footprint across all operations - from design, through sourcing, manufacturing, warehousing and distribution to returns and disposal - in a consistent and coordinated manner. Going green is best achieved through a co-ordinated set of projects, prioritised according to their contribution to the overall strategy, but run locally, more akin to lean and continuous improvement initiatives and always supported by a realistic financial investment case.

In this way, being green becomes mainstream and, crucially, becomes the responsibility of everyone in the supply chain from design through to delivery, every day.

Now its also important for a company like Unilever to look into various other factors like economic, political,
sociocultural and technological aspect for marketing their product. This is called PEST analysis.

```
P = Political Factors
E = Economic Factors
S = Sociocultural Factors
T = Technological Factors
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<td>Government research spending</td>
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<td>International trade</td>
<td>Government spending</td>
<td>Labor / social mobility</td>
<td>New inventions and</td>
</tr>
</tbody>
</table>

Souvik Hazra
08BS0003343
<table>
<thead>
<tr>
<th>regulations and restrictions</th>
<th>development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contract enforcement law</strong></td>
<td><strong>Unemployment policy</strong></td>
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<tr>
<td><strong>Consumer protection</strong></td>
<td><strong>Employment laws</strong></td>
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<tr>
<td><strong>Government organization / attitude</strong></td>
<td><strong>Exchange rates</strong></td>
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<tr>
<td><strong>Competition regulation</strong></td>
<td><strong>Inflation rates</strong></td>
</tr>
<tr>
<td><strong>Political Stability</strong></td>
<td><strong>Stage of the business cycle</strong></td>
</tr>
<tr>
<td><strong>Safety regulations</strong></td>
<td><strong>Consumer confidence</strong></td>
</tr>
</tbody>
</table>
Chapter 4

Demand & supply equation
Demand is the notion of an economic quantity that a target population or market requires under different assumptions of price, quality, and distribution, among other factors. Market demand for a product is the total volume that would be bought by a defined customer group in a defined geographical area in a defined time period in a defined marketing environment under a defined marketing program.

So as we can see from the graph that the demand can be created by the proper marketing effort. Unilever has put in several marketing effort to position its AXE deodorant. It will be evident if we take a look into various advertising campaign.

HLL launched its Axe brand of deodorants in India. Priced at Rs. 120 per 150 ml, Axe was Unilever's largest selling male toiletry brand in the world. HLL came up with a 'missing women' campaign, where one hoarding showed the Manhattan skyline,
minus the Statue of Liberty with the tag line - Courtesy Axe. Another example was the print ad that Axe ran on Valentine's Day of 2000, in a leading English daily.

So from the inception its been Unilever’s constant effort to increase the demand. At present time even though the world has seen an economic slowdown Hindustan Lever Ltd expects rising incomes in the nation’s small towns and villages to spur demand for its AXE brand, boosting profit.

The company expects consumers in rural areas to upgrade from brands such as less-expensive rexona or denim to Axe as economic growth leaves them with more cash to spend,

A price war with the local unit of Procter &amp; Gamble Co. and higher raw material costs have eroded Hindustan Lever’s profit margin, making the stock the worst performer on the Bombay Stock Exchange’s Sensitive index in the past year. Hindustan Lever, which had its slowest profit growth in six quarters, may stock more of its expensive brands like Axe in the 6.3 million outlets it has access to across India.

The company’s margin on earnings before interest, tax, depreciation and amortization shrank to 15.1% in 2006

Souvik Hazra
08BS0003343
from 21% in 2003, according to Man Financial Sify Securities India Ltd. Profit in the fourth quarter before one-time gains and charges rose 10%, while sales grew 6.2%, the slowest pace in two years.

Rising incomes in rural India “can upgrade our mix” of brands,

Between March 2004 and March 2005, Hindustan Lever was locked in a price war with Procter & Gamble India. Both companies started raising prices as raw material prices climbed. Last year, Hindustan Lever increased its advertisement expenditure, spending 10.5% of sales to promote its brands, compared with 9% the previous year.

Demand for deodorants in the nation’s villages is expected to rise 40% to Rs740.2 billion, New Delhi-based industry group Associated Chambers of Commerce & Industry of India said in December.

In rural areas Hindustan Lever expects incomes of farmers to accelerate further as more companies such as Reliance Industries Ltd. purchase produce directly from them, giving them a higher price. Reliance plans to open
more than 1,000 grocery stores by the end of this year and as many as eight hypermarkets. Farmers are also getting better prices by signing contracts with companies such as PepsiCo Inc. for rice and potatoes.

Improvement of rural roads and the availability of electricity is also expected to raise incomes and demand. India started its four-year Bharat Nirman, or Building India, project in 2005 with the target of connecting all the villages in the country with roads, telephone services, power supply and water.

The government built 18,053 kilometers (11,220 miles) of new roads in the year ended 31 March 2006, exceeding its target. As many as 29,591 villages, which did not have power, have been supplied with electricity as of December 2007, according to the government’s Website.

To manage its demand for toiletries, HUL is tying up with various retail stores across India. For urban cities like Mumbai, Pune, Kolkata, Bangalore HUL tied up with Big Bazar, Reliance and so on. To supply to the rural markets, its targeting the unorganized retail sector so that the
toiletries reach to most of the masses. Its also trying to market its product by ITC or reliance hypermarkets.

Chapter 5

Buyer’s behavior

Consumer behavior is the study of how people buy, what they buy, when they buy and why they buy. It blends elements from psychology, sociology, sociopsychology, anthropology and economics. It attempts to understand the buyer decision processes/buyer decision making process, both individually and in groups. It studies characteristics of individual consumers such as demographics, psychographics, and behavioural variables in an attempt to understand people's wants. It also tries to assess
influences on the consumer from groups such as family, friends, reference groups, and society in general.

**Information search**

Once the consumer has recognized a problem, they search for information on products and services that can solve that problem. Belch and Belch (2007) explain that consumers undertake both an internal (memory) and an external search.

Sources of information include:

- Personal sources
- Commercial sources
- Public sources
- Personal experience

The relevant internal psychological process that is associated with information search is perception. Perception is defined as 'the process by which an individual receives, selects, organises, and interprets information to create a meaningful picture of the world'

**Information evaluation**

At this time the consumer compares the brands and products that are in their evoked set. How can the marketing organization increase the likelihood that their brand is part of the consumer's evoked (consideration) set? Consumers evaluate alternatives in terms of the functional and psychological benefits that they offer.
The marketing organization needs to understand what benefits consumers are seeking and therefore which attributes are most important in terms of making a decision.

**Purchase decision**

Once the alternatives have been evaluated, the consumer is ready to make a purchase decision. Sometimes purchase intention does not result in an actual purchase. The marketing organization must facilitate the consumer to act on their purchase intention. The provision of credit or payment terms may encourage purchase, or a sales promotion such as the opportunity to receive a premium or enter a competition may provide an incentive to buy now. The relevant internal psychological process that is associated with purchase decision is integration.

**Post purchase evaluation**

The EKB model was further developed by Rice (1993) which suggested there should be a feedback loop, Foxall (2005) further suggests the importance of the post purchase evaluation and that the post purchase evaluation is key due to its influences on future purchase patterns.
**Internal influences**

Consumer behavior is influenced by: demographics, psychographics (lifestyle), personality, motivation, knowledge, attitudes, beliefs, and feelings.

**External influences**

Consumer behavior is influenced by: culture, ethnicity, family, social class, reference groups, and market mix factors.

Other factors behind a buying decision may be as follows-

**Profitability of the item:** The higher the margin and rupee profit per item vs. competitive category products, the more likely the trade will accept it, regardless of product quality.

**Discount deals available:** They can increase margin, volume, and velocity of the item.

**Advertising and promotion support programs:** Multi-media TV, radio, print and PR support, plus heavy consumer couponing, sweepstakes, and contests are typical consumer packaged goods programs that may be run one to four times/year.

**Other cash deals:** For example, new item "Slotting Fees" are the subject of controversy and frustration for many manufacturers.

Souvik Hazra
08BS0003343
supplying grocery, drug, and mass merchandiser retailers. Slotting fees are cash payments and/or free goods that are not refundable, even if the products are dropped after six months by the retailer.

**Free goods available:** For example, one case per store is common for new grocery item distribution.

**Personal buyer/seller relationships:** There will always be personal relationships influencing buying decisions as long as there are people selling to people. That's why you hire good salespeople!

**Sales incentive programs:** These programs may spur salespeople on to greater productivity and sales of a particular item or offering.

The buyers can be classified into the following groups:

- *Loyal users*
- *Brand leavers*
- *New users*
- *Non-users*

Now if we see the case of Axe deodorant it’s the second largest selling brand all over the world. So it has a huge loyal customer base of around 85% of its total users. So the remaining are the
brand leavers and new users. Axe as a part of its marketing strategy should target more of its new users to make them brand loyal.

**Psychological factors**

Psychological factors include:

**Motives**--

A motive is an internal energizing force that orients a person's activities toward satisfying a need or achieving a goal.

Actions are effected by a set of motives, not just one. If marketers can identify motives then they can better develop a marketing mix.

MASLOW hierarchy of needs!!

- Physiological
- Safety
- Love and Belonging
- Esteem
- Self Actualization

**Perception—**

Perception is the process of selecting, organizing and interpreting information inputs to produce meaning. IE we chose what info we
Information inputs are the sensations received through sight, taste, hearing, smell and touch.

**Attitudes--**

Knowledge and positive and negative feelings about an object or activity-maybe tangible or intangible, living or non-living.....Drive perceptions

Individual learns attitudes through experience and interaction with other people.  
Consumer attitudes toward a firm and its products greatly influence the success or failure of the firm's marketing strategy.

**Personality--**

all the internal traits and behaviors that make a person unique, uniqueness arrives from a person's heredity and personal experience. Examples include:

- Workaholism
- Compulsiveness
- Self confidence
- Friendliness
- Adaptability
- Ambitiousness
- Dogmatism
- Authoritarianism
- Introversion
- Extroversion
- Aggressiveness
- Competitiveness.

Traits effect the way people behave. Marketers try to match the store image to the perceived image of their customers.

There is a weak association between personality and Buying Behavior, this may be due to unreliable measures. Nike ads. Consumers buy products that are consistent with their self concept.

**Lifestyles--**

Recent US trends in lifestyles are a shift towards personal independence and individualism and a preference for a healthy, natural lifestyle.

Lifestyles are the consistent patterns people follow in their lives.
Chapter 6

Segmenting, targeting, positioning

While marketing a product it's important for a company to consider which segment it's targeting to, and how its positioning the brand to the target segment.

The strategic marketing planning process flows from a mission and vision statement to the selection of target markets, and the formulation of specific marketing mix and positioning objective for each product or service the organization will offer. Leading authors like Kotler present the organization as a value creation and delivery sequence. In its first phase, choosing the value, the strategist "proceeds to segment the market, select the appropriate market target, and develop the offer's value positioning. The formula - segmentation, targeting, positioning.
Process of STP
Segmenting

Segmenting is the process of dividing the market into segments based on customer characteristics and needs.

The main activity segmenting consists of four sub activities. These are:

1. Determining who the actual and potential customers are
2. Identifying segments
3. Analyzing the intensity of competitors in the market
4. Selecting the attractive customer segments.

When different segments are identified, it is not necessary that these segments are attractive to target. A company is almost never alone in a market, competitors have a great influence on the attractiveness of entering a certain market. When there is a high intensity of competitors, it is hard to obtain a profitable market share.

Levels of Market Segmentation-

Mass Marketing-Same product to all consumers (no segmentation)

Segment Marketing-Different products to one or more segments (some segmentation)
Micromarketing- Products to suit the tastes of individuals and locations (complete segmentation)

Niche Marketing-Different products to subgroups within segments (more segmentation)

Local Marketing-Tailoring brands/ promotions to local customer groups

Individual Marketing-Tailoring products/ programs to individual customers

**Basis of Segmentation**

Descriptive Bases

- Age
- Gender
- Income
- Occupation
- Education
- Family Size or Family Life Cycle
- Religion or Nationality

Geographic Bases

- Region
- Density
- Climate
Behavioral Bases

- User Status & Brand Loyalty
- Personality/Lifestyle
- Social Class
- Occasion
- Readiness to Buy
- Benefits Sought
- Usage Rate

**Targeting**

After the most attractive segments are selected, a company should not directly start targeting all these segments. The attractiveness of the segments is also depending on other important factors. In the main activity of defining a target market, four sub activities are given which are the bases for deciding on which segments will actually be targeted.

The four sub activities within targeting are:

1. Defining the abilities of the company and resources needed to enter a market
2. Analyzing competitors on their resources and skills

3. Considering the company’s abilities compared to the competitors’

4. Deciding on the actual target markets.

Obviously, targeting can only be done when segments are predefined; there have to be segments to analyze the competitors which are in this market. When the process of targeting is ended, the markets to target are selected, but the way to use marketing in these markets is not yet defined. To decide on the actual marketing strategy, knowledge of the differential advantages of each segment is needed.

**Five Patterns of Target Market Selection**

- Single-segment Concentration
- Product specialization
- Selective specialization
- Full market coverage
- Market specialization

**Positioning**

When the list of target markets is made, a company might want to start on deciding on a good marketing mix directly. But an
important step before developing the marketing mix is deciding on how to create an identity or image of the product in the mind of the customer. Every segment is different from the others, so different customers with different ideas of what they expect from the product. In the process of positioning the company:

1. Identifies the differential advantages in each segment
2. Decides on a different positioning concept for each of these segments.

When the positioning statement is created, one can start on creating the marketing mix.

**Sector & Product wise Analysis**

Post liberalization, because of the entry of a number of MNCs in India, the FMCG sales went up. But soon between 2000 and 2004, FMCG sector got hit, attributed to agricultural crisis and industrial slowdown. The crisis of declining FMCG markets was also driven by new avenues of expenditure for growing consumer income such as consumer durables, entertainment, mobiles, motorbikes etc. Indian population was all set to experience the new basket of products, but with cut-down on FMCG products. This lead to low share of FMCG spends in the consumer’s wallet.

Souvik Hazra
08BS0003343
But every year the disposable income was increasing, from $424 in 2002 to $599 in 2007. There was an inflection in 2005, when they could spend on value added/ premium products along with the new basket of products. This was the boom stage; all categories were growing at healthy double digit rates.

As the share of FMCG spend has come down over the last few years, high inflation will not have a major impact on the consumer. The incremental expenditure will not pinch. In the current slowdown and high inflation, my hypothesis is that the consumers may not reduce the expenditure on FMCG products; rather they may cut down expenditure on expensive restaurants. People may prefer local cinema halls or in-house entertainment (Movies on Demand), than multiplexes. Consumers may prefer a local transport than Taxis. They may hold their decision of buying a new car for sometime.

Can you think of consumers stop consuming Atta in North and Rice in South in the current scenario? Will consumers stop bathing and washing their clothes? The answer is No!! The simple reason being it’s a necessity. Now the next question is whether consumer will buy expensive/ premium detergents or the basic ones. So marketers have to promote their brand in this case Axe as their basic need.

In the current scenario, the marketers need to look into 2 basic
factors to position its Axe deodorant:

1. It has to be differentiated from every other brands available.

2. Some consumers who were ready to upgrade from popular to premium brands may hold, as they may find more value in popular brands. So marketers have to target those segments who never consider buying Axe.

2. Rural FMCG Sales: The growth engine

In last few months we have several FMCG categories like shampoos, toothpaste, hair oils etc growing faster in rural than urban markets. This is attributed to higher prices of farm produce, farm loan waiver and rising rural income. These consumers are not impacted with the global slowdown. The rural consumers are upgrading to higher end products, which is driving the volume sales of FMCG companies.

Now to understand the impact on FMCG sales, let us see the split. Rural, semi-urban and urban contributed 57%, 21% and 22% respectively in 2007-08. Rural with the highest base is growing the fastest. So marketers must target rural segment to get new customer base for Axe.
Changing Strategies by HUL

the following strategy can be adopted by HUL to market Axe in India:

1. Increase in price: Due to increase in raw material prices, many companies were forced to increase their prices and pass on the cost to the consumers.

It may be easy to increase the prices of premium products but in case of popular products, but HUL should not increase its price so much that consumer start looking for second best option.

2. Introduction of lower SKUs: To prevent down trading, the companies have introduced packs with lower SKUs so that per unit purchase does not pinch the consumer’s wallet.

3. Cost Cutting Strategies: While companies resorted to price hike, many companies are exploring ways to cut down cost.

Companies are busy in strengthening their distribution and logistics, by bringing in more efficiency and innovation in the supply chain. Companies are closely monitoring their stock levels and loading patterns
Chapter 7

Product Portfolio

160 million times a day, someone somewhere in the world reaches for a Unilever product. By listening to the needs and wants of our customers, we've grown into one of the world's most successful consumer goods companies. This statement shows the product portfolio that Unilever offers for its customers.

Unilever add vitality to people's lives by meeting everyday needs for nutrition, hygiene and personal care. Their product portfolio includes leading brands that make people feel good, look good, and get more out of life - recognized names such as Axe, "all," Ben & Jerry's, Bertolli, Breyers, Country Crock, Dove, Hellmann's, Knorr, Lipton, Pond's, Q-tips, Skippy, Slim-Fast, Snuggle, Suave and Vaseline.

If someone looks in their refrigerator or on their bathroom shelf and she is likely to see one of Unilever's well-known brands. People's lives are changing fast. Unilever keeps up with pace of change by continuously developing new products, improving our brands and promoting better, more efficient ways of working. Their product portfolio is diverse in response to the varying needs of our customers across the globe.
Here are some brands that are manufactured and marketed by Unilever across the world:

**Home and personal care brands**

<table>
<thead>
<tr>
<th>Brand</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ala</td>
<td>laundry detergent (Argentina-Brazil)</td>
</tr>
<tr>
<td>Andrelon</td>
<td></td>
</tr>
<tr>
<td>Aviance</td>
<td></td>
</tr>
<tr>
<td>Axe</td>
<td>deodorant, shower gel, bodyspray (Lynx in the UK, Ireland and Australia)</td>
</tr>
<tr>
<td>Ayush</td>
<td>(India)</td>
</tr>
<tr>
<td>Baba</td>
<td>(East Europe)</td>
</tr>
<tr>
<td>Brilhante</td>
<td>laundry detergent (Brazil)</td>
</tr>
<tr>
<td>Dove</td>
<td>skin, hair, and deodorant</td>
</tr>
<tr>
<td>Fair &amp; Lovely</td>
<td>skin care product (available in India and Malaysia)</td>
</tr>
<tr>
<td>Finesse</td>
<td>shampoo and conditioner (sold in 2006 to Lormamead Brands, Inc.)</td>
</tr>
<tr>
<td>Gessy</td>
<td></td>
</tr>
<tr>
<td>Pond's</td>
<td>Q-Tips</td>
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<tr>
<td>Rexona</td>
<td>deodorant</td>
</tr>
<tr>
<td>Rinso</td>
<td></td>
</tr>
<tr>
<td>Robijn</td>
<td>softener</td>
</tr>
<tr>
<td>Salon Selectives</td>
<td>shampoo and conditioner (Sold in 2007 to River West Brands, Inc.)</td>
</tr>
<tr>
<td>Omo</td>
<td>laundry detergent</td>
</tr>
<tr>
<td>Surf</td>
<td>laundry detergent</td>
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<tr>
<td>Swan</td>
<td>(defunct)</td>
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<tr>
<td>Sunsilk</td>
<td>(Sedal in Latin America, Seda in Brazil) - shampoo and conditioner</td>
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<tr>
<td>Sure</td>
<td></td>
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<tr>
<td>Sedal</td>
<td>(known)</td>
</tr>
<tr>
<td>Thermasilk</td>
<td>- shampoo and conditioner</td>
</tr>
<tr>
<td>Product</td>
<td>Description</td>
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<tr>
<td>Brut</td>
<td>cologne</td>
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<td>Caress</td>
<td>soap</td>
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<tr>
<td>Cif</td>
<td>cleaning</td>
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<tr>
<td>Clear</td>
<td>anti-dandruff shampoo</td>
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<tr>
<td>Close-Up</td>
<td>Toothpaste</td>
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<tr>
<td>Comfort</td>
<td></td>
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<tr>
<td>Cream Silk</td>
<td>conditioner</td>
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<tr>
<td>Degree</td>
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<td>Domestos</td>
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<tr>
<td>(Brazil)</td>
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<tr>
<td>Glorix</td>
<td>(Netherlands)</td>
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<tr>
<td>Good Morning</td>
<td>(Soap Egypt)</td>
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<tr>
<td>Impulse</td>
<td>deodorant</td>
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<tr>
<td>Lever 2000</td>
<td></td>
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<tr>
<td>Lifebuoy</td>
<td>(Malaysia, Singapore, Vietnam, Bangladesh, India, Pakistan, Indonesia)</td>
</tr>
<tr>
<td>Linic</td>
<td>dandruff shampoo</td>
</tr>
<tr>
<td>Lynx</td>
<td>deodorant, men's</td>
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<tr>
<td>Sunil</td>
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<td>Sunil</td>
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<tr>
<td>Timotei</td>
<td>- shampoo and conditioner</td>
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<tr>
<td>Vaseline</td>
<td>body lotion, shower gel, deodorant</td>
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<tr>
<td>Vaseline</td>
<td>body lotion, shower gel, deodorant</td>
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<td>Vaseline</td>
<td>body lotion, shower gel, deodorant</td>
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<tr>
<td>Vaseline</td>
<td>body lotion, shower gel, deodorant</td>
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<tr>
<td>Vibrance</td>
<td>- shampoo and conditioner</td>
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<tr>
<td>Vim</td>
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<tr>
<td>Vinólia</td>
<td>- soap</td>
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<td>Wisk</td>
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<td>Wisk</td>
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Souvik Hazra
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<table>
<thead>
<tr>
<th>Location</th>
<th>Products</th>
<th>Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Czech Republic,</td>
<td>• Lyso Form - home care (Italy)</td>
<td>• <strong>Sunlight</strong></td>
</tr>
<tr>
<td>Hungary, Spain,</td>
<td>• <strong>Lux</strong> - women's soap, shower gel, and</td>
<td>• Xedex</td>
</tr>
<tr>
<td>Germany, Italy,</td>
<td>lots (Caress in the United States)</td>
<td>• Zhonghua Toothpaste</td>
</tr>
<tr>
<td>Israel, France,</td>
<td>• Minerva - laundry and dishwasher detergents</td>
<td></td>
</tr>
<tr>
<td>Turkey)</td>
<td>(Brazil)</td>
<td></td>
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<tr>
<td></td>
<td>• Mist (Soap Egypt)</td>
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<tr>
<td></td>
<td>• Pears <strong>Transparent Soap</strong></td>
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<td></td>
<td>• Pepsodent - dental</td>
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<td></td>
<td>• Persil</td>
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<td></td>
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<td>detergents</td>
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<td>• Xedex</td>
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<td></td>
<td></td>
<td>• Zhonghua Toothpaste</td>
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<tr>
<td>Food and beverages</td>
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<tr>
<td><strong>Ades</strong> or <strong>Adez</strong> — soya-based drinks</td>
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<tr>
<td><strong>Alsa</strong> — desserts and syrups</td>
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<tr>
<td><strong>Amora</strong> — French mayonnaise and dressings</td>
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<tr>
<td><strong>Annapurna</strong> — salt and wheat flour (India)</td>
<td></td>
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<tr>
<td><strong>Becel</strong> — also known as Flora/Promise; health-aware: margarine, spreads, cooking oil, milk, fermented milk</td>
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<tr>
<td><strong>Ben &amp; Jerry's</strong> — ice cream</td>
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<tr>
<td><strong>Best Foods</strong> — mayonnaise, sandwich spreads, peanut butter and...</td>
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<tr>
<td><strong>Du Darfst</strong> (Germany)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Elmlea</strong> — Pourable cream available in different varieties (UK)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fanacoa</strong> — Mayonnaise, mustard, ketchup (Argentina)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Findus</strong> — frozen foods (Italy, UK, Scandinavia)</td>
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<tr>
<td><strong>Flora</strong> — margarine, light butter, jams</td>
<td></td>
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<tr>
<td><strong>Fruco</strong> — ketchup, mayonnaise and condiments</td>
<td></td>
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<tr>
<td><strong>McCollins</strong> — tea (Peru)</td>
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</tr>
<tr>
<td><strong>Mrs. Filbert's</strong> — margarine (USA)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Paddle pop</strong> — Icecream (Australia, Indonesia [incorporated with Wall's])</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Pfanni</strong> — Bavarian potato mixes</td>
<td></td>
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<tr>
<td><strong>Peperami</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PG Tips</strong> — tea (UK)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Phase</strong> — cooking oil</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Planta</strong> — margarine</td>
<td></td>
<td></td>
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<tr>
<td><strong>Popsicle</strong> —</td>
<td></td>
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<tr>
<td>Salad dressings</td>
<td></td>
<td>Frozen treats</td>
</tr>
<tr>
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</tr>
</tbody>
</table>
| • Bertolli — pasta sauces  
  (ambient/chilled & frozen) and margarine | • Fudgsicle | • Pot Noodle — cup noodles |
| • BiFi - sausage-based snacks (Germany) | • Gallo — olive oil | • Promise — Becel/Flora |
| • Blue Band — family-aware: margarine, bread, cream alternatives | • Heartbrand — ice cream  
  (umbrella logo) | • Ragú — pasta sauces |
| • Bovril — beef extract | • Hellmann's — mayonnaise | • Rama — margarine |
| • Breyers — ice cream | • I Can't Believe It's Not Butter — margarine spread | • Royal — pastas (Philippines) |
| • Brooke Bond — tea | • Imperial Margarine — margarine | • Rinso - detergen (only in Indonesia) |
| • Bru — instant coffee (India) | • Jif Lemon & Lime Juice | • Royco — stock cubes, non-MSG stock (only in Indonesia) |
| • Brummel & Brown — margarine | • Kecap Bango — soya sauce in Indonesia | • Red Rose Tea — tea (Canada) |
| • Bushells — tea  
  (Australia, New Zealand) | • Kissan — Ketchups Squashes and Jams (India and Pakistan) | • Sana — Margarine (Turkey) |
<p>| • Calvé — sauces, ketchup, mustard, | • Klondike — Ice | • Saga — tea (Poland) |</p>
<table>
<thead>
<tr>
<th>Company</th>
<th>Products/Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capitan Findus</td>
<td>children's frozen food</td>
</tr>
<tr>
<td>Conimex</td>
<td>Asian spices (Netherlands)</td>
</tr>
<tr>
<td>Colman's</td>
<td>mustard</td>
</tr>
<tr>
<td>Continental</td>
<td>side dishes</td>
</tr>
<tr>
<td>Country Crock</td>
<td>margarine</td>
</tr>
<tr>
<td>Knorr</td>
<td>sauces, stock cubes, ready-meals, meal kits, ready-soups, frozen food range</td>
</tr>
<tr>
<td>Lady's Choice</td>
<td>mayonnaise, peanut butter and sandwich spreads (Philippines)</td>
</tr>
<tr>
<td>Lan-Choo</td>
<td>tea (Australia/New Zealand)</td>
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<tr>
<td>Lao Cai Seasoning</td>
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<td>Lipton</td>
<td>tea</td>
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<tr>
<td>Lipton Ice Tea</td>
<td>ready-to-</td>
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<tr>
<td>Sariwangi</td>
<td>tea (Indonesia)</td>
</tr>
<tr>
<td>Scottish Blend</td>
<td>tea</td>
</tr>
<tr>
<td>Skippy</td>
<td>peanut butter</td>
</tr>
<tr>
<td>Slim-Fast</td>
<td>diet products</td>
</tr>
<tr>
<td>Sunlight Soap</td>
<td>tea (Africa)</td>
</tr>
<tr>
<td>Surf</td>
<td>(Ireland, UK, Indonesia)</td>
</tr>
<tr>
<td>Stork</td>
<td>margarine</td>
</tr>
<tr>
<td>Streets (ice cream)</td>
<td>(Australia/New Zealand)</td>
</tr>
<tr>
<td>Turun sinappi</td>
<td>mustard</td>
</tr>
<tr>
<td>Unilever Foodsolutions</td>
<td>professional</td>
</tr>
</tbody>
</table>

Souvik Hazra
08BS0003343
| Lizano Sauce (Salsa Lizano) - Costa Rican condiment | Unox — soups, smoked sausages |
| Lyons' - tea (Ireland) | Vaqueiro — cooking margarine, cooking oil |
| Maille — French mustard | Wall's ice cream |
| Maizena — corn starch | Wish-Bone salad dressing |
| Mazola — edible oils | 
| Marmite — yeast extract spread (except in Australia and New Zealand) | 

**Chapter 8**

**Pricing Strategy**
One of the four major elements of the marketing mix is price. Pricing is an important strategic issue because it is related to product positioning. Furthermore, pricing affects other marketing mix elements such as product features, channel decisions, and promotion.

While there is no single recipe to determine pricing, the following is a general sequence of steps that might be followed for developing the pricing of a new product:

1. **Develop marketing strategy** - perform marketing analysis, segmentation, targeting, and positioning.
2. **Make marketing mix decisions** - define the product, distribution, and promotional tactics.
3. **Estimate the demand curve** - understand how quantity demanded varies with price.
4. **Calculate cost** - include fixed and variable costs associated with the product.
5. **Understand environmental factors** - evaluate likely competitor actions, understand legal constraints, etc.
6. **Set pricing objectives** - for example, profit maximization, revenue maximization, or price stabilization (status quo).
7. **Determine pricing** - using information collected in the above steps, select a pricing method, develop the pricing structure, and define discounts.
These steps are interrelated and are not necessarily performed in the above order. Nonetheless, the above list serves to present a starting framework.

**Some pricing strategies to consider are ...**

**Competitive pricing.**
Use competitors' retail (or wholesale) prices as a benchmark for your own prices. Price slightly below, above or the same as your competitors, depending on your positioning strategies. Note you must collect competitor pricing information by observation rather than by asking them. Otherwise it could be seen as collusion, which is illegal in the U.S.

**Cost plus mark-up.**
This is the opposite of competitive pricing. Instead of looking at the market, look at your own cost structure. Decide the profit you want to make and add it to your costs to determine selling price. While using this method will assure a certain per-unit margin, it may also result in prices that are out-of-line with customer expectations, hurting total profit.

**Loss Leader.**
A loss leader is an item you sell at or below cost in order to attract more customers, who will also buy high-profit items. This is a good
short-term promotion technique if you have customers that purchase several items at one time.

**Close out.**

Keep this pricing technique in mind when you have excess inventory. Sell the inventory at a steep discount to avoid storing or discarding it. Your goal should be to minimize loss, rather than making a profit.

**Membership or trade discounting.**

This is one method of segmenting customers. Attract business from profitable customer segments by giving them special prices. This could be in the form of lower price on certain items, a blanket discount, or free product rewards.

**Bundling and quantity discounts.**

Other ways to reward people for larger purchases are through quantity discounts or bundling. Set the per-unit price lower when the customer purchases a quantity of five instead of one, for example. Alternately, charge less when the customer purchases a bundle or several related items at one time. Bundle overstocks with popular items to avoid a closeout. Or, bundle established items with a new product to help build awareness.

**Versioning**

Versioning is popular with services or technical products, where you sell the same general product in two or three configurations.
A trial or very basic version may be offered at low or no cost, for example, with upgrades or more services available at a higher price.

So pricing is an important aspect specially current competitive environment. Economic recession has changed the consumer behavior a lot. They want more value for money. So price of the product is becoming more market determined. HUL being one of the largest FMCG company in the world is also feeling the heat. After having fought a bitter price battle for market share with its rivals, Hindustan Unilever Ltd needs to work on a new growth strategy for its toiletries business.

Toiletries is one of the key growth areas for HUL. It can surely start differential pricing for its various type of axe deodorant targeted to various income segment.
Chapter 9
Advertising, Sales Promotion.
Communication Strategy

HLL launched its Axe brand of deodorants in India. Priced at Rs. 120 per 150 ml, Axe was Unilever's largest selling male toiletry brand in the world. HLL came up with a 'missing women' campaign, where one hoarding showed the Manhattan skyline, minus the Statue of Liberty with the tag line - Courtesy Axe. Another example was the print ad that Axe ran on Valentine's Day of 2000, in a leading English daily.

Also picture this: streaming video of a guy named Gareth, with messy blond hair, T-shirt, shorts, and shades standing on a Miami sidewalk. He's about to try out a pick-up move called Your Song. "Hey there, beauty queen, beautiful girl that I ever seen," he belts out to the target of his affection. "Bleep!" responds the woman before walking away.
You will find this clip of Gareth -- and plenty more of him and his buddy Evan -- on a video Weblog that's like a reality TV show of the characters' attempts to attract the opposite sex. It's all part of Unilever Group's latest attempt to sell Axe deodorant body spray to young guys. The streaming video, plus downloads to cell phones and Sony PlayStations this summer, a video game, blogs, and chatrooms are all helping Axe keep its position as the top-selling male body spray, with 80% of the market. The brand launch was very quiet and theoretically the brand was having the strategy of Slow Skimming i.e High Price Low Promotion. Axe at that time was the leading men's deo brand in Europe and was popular in India in the Grey market (available in duty paid shops). HLL may have launched this brand inspired by the volume of Axe sold in the Grey market. At that time, the deo market was a nascent one with an estimated market size of Rs 72 crore. HLL had the brands Denim and Rexona and was ruling the market. Axe was priced at a premium above the Denim brand which was positioned as a male deo brand.
Axe initially was launched in the fragrance Java, Alaska and Atlantic. HLL did not bother to fine tune its Promotional mix to Indian market but just imported the product was also imported from Europe. And IT CLICKED.... rest as they say is History...
Axe in 2002 was having a market share of over 35% and soon HLL phased out Denim brand to concentrate on this Star. Axe is the naughtiest brand in the Indian market. The brand is targeted at

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08BS0003343
male aged 16-25. Internationally this brand targets male aged 15-25. The biggest strength of this brand is the underlying message or the DNA which is that the brand users are High on Confidence and always for the Axe users, Girls Makes The First Move. The brand assumes that Men wants( Likes) to be Seduced. That feeling ( of being seduced) gives a big boost of self confidence to a man. Although many brands take this proposition, Axe just made it perfect.

Having said that, The males seen in Axe commercials are not Losers: the ads are careful to show them as confident ( in one way or other) or a better term will be self assured. That is ultimate execution. In 2005, Axe had a high profile launch of its new fragrance CLICK and before that there was Axe Land campaign and followed by Axe-Academy then Axe Voodoo and the latest one Phenomenon.

The power of this Big Idea has ensured that Indian consumers lap up the foreign commercials without any hitch.

Also advertising agencies played a very impotent role in producing the proper advertising to make the product to get into customer’s mind.

Souvik Hazra
08BS0003343
Chapter 10

Distribution Channels

The corporate objective of HLL is "to meet the everyday needs of people everywhere". This is met through an extensive distribution
system that covers the diverse geographical boundaries of the country. The distribution channel of HUL can be described as follows:

A marketing channel performs the work of moving goods from producers to consumers. It overcomes the time, place, and possession gaps that separate goods and services from those who need or want them. Members of the marketing channel perform a number of key functions like forward flow of activity from the company to the customers (goods) & backward flow from customers to company (order, Payment). Sales & Distribution of HUL covers the consumers mainly with the combination of C&F and stockiest who indirectly deal with the Retail outlets. C & F agents can be classified into 2 types, one with investment and the other without investment. The without investment C&F agents are mere Forwarding agents and act as the transporter to the company. The C&F agent then supplies the goods to the authorized stockiest. These Stockiest are also classified into 2 categories called U1 and U2. U1 & U2. The stockiest are classified as U1 and U2 stockiest on the basis of the products that they stock. E.g. U1 stockiest generally stocks products like surf and ponds whereas the U2 stockiest deals with high profile products of HUL like Lakme and Axe. The stockiest is HUL system are commonly referred to as Re Stockiest (RS). Each Stockiest is then responsible for distributing the goods to the retail counters in his region. On an average Each Stokes caters to 700-900 retail outlets.
of the city. The retailers then provide the goods to consumers. The depending upon the type of products, sales, turnover and the number of retail counters a stockiest is dealing with, the company has classified the stores into Super Value Stores Smart/ FLO Unicare Vijeta U2 The stockiest is also responsible for dealing with Modern retail outlets like shopper stop and pantaloon. The stockiest also supplies the goods to CSD Canteens and bills them for the same and the difference in the amount is reimbursed by the company. The people were working on behalf of HUL and were a Link between the stockiest and the company. The goods moved to the stockfish’s godown by the company’s Truck. The stockiest then appointed a (Re Stockiest Salesman) RSSM who was responsible for collecting the orders & payments from the retail outlets. The lead time for delivery from the company was 1 day. The orders were placed online using the CRM software of unilever called “UNIFY”. Evaluation/ Selection of Channel Members The stockiest were selected with a proper evaluation on the factors like the investment capacity, Number of retail stores covered, Appropriate Sales force, and Infrastructure. The company’s policy is to work in advance payment mode. To ensure this the company maintained a stock of signed blank cheques of the stockiest and these cheques were presented to the bank upon the receipt of order and generation of the bill. Normally 20 cheque leaves were maintained by the company and any decrease in this level was communicated to the stockist. Ecommerce Marketing Practices

Souvik Hazra
08BS0003343
The company heavily relies on Electronic means of communications for running the business. The entire Sales and distribution channel is integrated through eCRM software called “UNIFY” which are installed in every PC system of the C&F, Stockist. The company has up to date record of the inventory position of all the stockists. A stockist is required to maintain a minimum level of inventory. If the stock position goes below a critical level order is automatically triggered and the company sends the goods to the stockist. All operations thus take place online.
Chapter 11

International Marketing Strategy

Trade is increasingly global in scope today. There are several reasons for this. One significant reason is technological—because of improved transportation and communication opportunities today, trade is now more practical. Thus, consumers and businesses now have access to the very best products from many different countries. Increasingly rapid technology lifecycles also increases the competition among countries as to who can produce the newest in technology. In part to accommodate these realities, countries in the last several decades have taken increasing steps to promote global trade through agreements such as the General Treaty on Trade and Tariffs, and trade organizations such as the World Trade Organization (WTO), North American Free Trade Agreement (NAFTA), and the European Union (EU).

While many of the products that these businesses sell are targeted at a global audience using a consistent marketing mix, it
is also necessary to understand regional differences, hence the importance of international marketing. Organisations must accept that differences in values, customs, languages and currencies will mean that some products will only suit certain countries and that as well as there being global markets. Just as the marketing environment has to be assessed at home, the overseas potential of markets has to be carefully scrutinised. Finding relevant information takes longer because of the unfamiliarity of some locations. The potential market size, degree and type of competition, price, promotional differences, product differences as well as barriers to trade have to be analysed alongside the cost-effectiveness of various types of transport. The organisation then has to assess the scale of the investment and consider both short- and long-term targets for an adequate return.

Before becoming involved in exporting, an organisation must find the answers to two questions:

1. Is there a market for the product?
2. How far will it need to be adapted for overseas markets?

The product must possess characteristics that make it acceptable for the market - these may be features like size, shape, design, performance and even colour. For example, red is a popular colour in Chinese-speaking areas. Organisations also have to
consider different languages, customs and health and safety regulations.

If a company offers a product, which is undifferentiated between any of the markets to which it is offered, then standardisation is taking place. The great benefit of standardisation is the ability to compete with low costs over a large output.

The diagram below illustrates the use of a standardised products and marketing mix:

In most markets, however, there are many barriers to standardisation. It is not difficult to think about the standard marketing mix for a product and how this might vary from one country to another. For example:

- product - tastes and habits differ between markets
- price - consumers have different incomes
- place - systems of distribution vary widely
- promotion - Consumers' media habits vary, as do language skills and levels of literacy.
With differentiated marketing, on the other hand, an organisation will segment its overseas markets, and offer a marketing mix to meet the needs of each of its markets. The diagram illustrates the process of adapting the marketing mix to meet the needs of different geographical markets:

FMCG major HUL is the subsidiary of UNILEVER with a market capitalization of $14 billion. So over the years Unilever has introduced a lot of products in India. If we look at the product like Axe, which is a globally preferred brand, Unilever took different strategies to launch and market the product. Axe was introduced in France. It was introduced in UK and Australia in the name of Lynx. Its variants were introduced at different time across the world. Like orient was first introduced in the UK, then to rest of Europe and the US. Variants like Alaska has been discontinued after certain period of introduction everywhere except for Germany where the variant is still popular. Like the same way Unilever has adopted different strategy to serve the local market internationally.
WHEN a consumer-goods company casts around for the best growth prospects, rarely does anything look more promising than emerging economies. These markets are growing so rapidly that within just two years they will account for half of all the world's
consumer spending, estimates Harish Manwani, head of the Asian and African businesses of Unilever, a giant of the world's consumer-goods industries. But even with more than a century of experience in some of these countries, Unilever tripped up.

Few companies have had the head start in places like Africa, China, India and Latin America that Unilever enjoyed. Yet despite the Anglo-Dutch giant's formidable range of products and unprecedented depth of local knowledge, when rivals began to push harder its empire came under threat. Unilever was forced to re-examine its legacy and to act on what it found. Now the results are coming through.

Unilever's low point came in September 2004, when its share price slumped after it shocked investors with a profits warning. Just four months later its prospects dimmed further when its arch-rival, Procter & Gamble (P&G), agreed to buy Gillette for $57 billion. The deal greatly bolstered the American company's formidable arsenal of global brands. Unilever needed to change urgently.

That would involve removing unnecessary complexity and bureaucracy, much of it accumulated over decades of operating in almost every country in the world. But change had to begin at the top. Listed on both the London and Amsterdam stock exchanges, Unilever used to be run almost by committee, with two joint chairmen, one appointed from Britain and the other from the
Netherlands. In February 2005 its management structure was altered: Patrick Cescau, the joint chairman from the British side, became the sole chief executive.

Mr Cescau, a soft-spoken Frenchman, is a Unilever veteran and may seem an unlikely revolutionary. Nevertheless, under him a more unified company has been taking shape. And it seems all the better for it. In 2006 sales grew by 3.2% to €39.6 billion ($49.7 billion) with net profits of €5 billion. The trend is continuing. Analysts estimate that sales rose by more than 5% last year (the company is due to report its annual results on February 7th), which would be Unilever's best performance for years. So Unilever seems to have got itself back on course. But the battle for the emerging-market consumer remains far from straightforward. And it is far from over.

### Stacking up

Unilever’s revenue from developing and emerging markets, €bn

<table>
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<tr>
<th>Year</th>
<th>% of Global Total</th>
<th>2004</th>
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<th>2006</th>
<th>2007*</th>
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<tr>
<td></td>
<td></td>
<td>36</td>
<td>38</td>
<td>41</td>
<td>44</td>
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</tbody>
</table>

Source: Unilever

*The Economist estimate
Some in the industry think Unilever might attempt a big takeover, as P&G did with Gillette. Its last big swoop was in 2000, a $24.3 billion takeover of Bestfoods, an American company, maker of Hellmann's, Knorr and Marmite. Unilever has paid back €20 billion in debt and with an underleveraged balance sheet could go shopping again. But credit markets are in turmoil. Two of the most attractive potential targets in Europe are Reckitt Benckiser, a British maker of household and personal-care products, and Danone, a French food firm. But both would be expensive and they are fiercely independent.

Nor has Unilever forgotten its debacle with the takeover of SlimFast Foods, a maker of slimming drinks. Unilever paid $2.3 billion for SlimFast in 2000—only to see sales live up to the company name as low-carbohydrate diets, like the Atkins diet, rapidly gained in popularity. Although SlimFast's sales have slowly put on weight again, analysts estimate that the business is still worth only half what Unilever paid for it.

Unilever is more likely to gobble up smaller companies across the globe. It is planning to rid itself of more of its tired brands or those that do not fit into its healthy-food plans. Last year it sold Boursin, a cheese brand, to France's Le Groupe Bel. Having big brands with global clout helps consumer-goods companies to get more space on retailers' shelves. And economies of scale allow them to undercut rivals on price. Although Unilever has tried to steer clear of head-to-head competition with P&G, that will not always be possible. But with the balance of the world economy shifting, Unilever's head start in emerging markets is a valuable advantage, not least because many of its brands are already well-known there. For instance, Lifebuoy, its disinfectant soap, is one
of the world's oldest global brands. So if it can make even more out of its legacy, Unilever will be a fearsome competitor.

**Conclusion**

Unilever has presence over 60 countries, serving to about 160 million people. So it is evident that its global footprint is very strong. Hindustan Unilever Limited is in India for a long time that its brands are a household name. But in this globalised scenario, and being an emerging economy, lot of new company entering in India to do business. So HUL have to put in more marketing effort to capture more market share.

Its brand Axe deodorant is one of the most favoured brand all over the world but over the year it has also gained a lot of criticism for its downgraded advertisements, sending contradictory messages against Unilever’s other brands, targeting underage children and so on. Now as P&G, Unilever’s largest rival is taking over Gillette the competition will be more tough for Axe to maintain its market share if it doesn’t innovate and learn from the marketing mistakes.
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