

Rebranding Strategy: A Study on Savlon of ACI Ltd.

Internship Report

Prepared For

Md. Fazla Mohiuddin
Lecturer
BRAC Business School
BRAC University

Prepared By

Md. Abdul Mumeet
ID: 12104065
BRAC Business School
BRAC University

Rebranding Strategy: A Study on Savlon of ACI

Letter of Transmittal

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To

Md. Fazla Mohiuddin

Lecturer

BRAC Business School

BRAC University

Subject: Submission of Internship Report

Sir,

It is my honor to present to you today my Internship Report as the requirement of the BBA program. I completed my Internship at ACI Limited, a renowned company in Bangladesh. I performed the duties assigned to me in the organization and I have tried my best to prepare this internship report as per your directions and the requirements of the program.

Therefore Sir, I am submitting this report to you, thus concluding my academic internship at ACI. Your kind feedback will be highly appreciated and I am obliged to clarify any confusion regarding any part of the report.

Sincerely yours

Md. Abdul Mumeet

ID: 12104065

BRAC Business School

BRAC University

“This is to state that this report has been prepared by me as a requirement of the BBA program. All the contents of this report have been prepared by me and the entire report is my original work.”

Md. Abdul Mumeet

ID: 12104065

BRAC Business School

BRAC University

Acknowledgement

Internship is a vital part of the BBA program. Moreover, it is an important step in the shaping up of the career of a student of the business discipline as it is an opportunity to witness the real world applications of theories learned in class rooms. The internship journey will always be memorable to me as I have learned a lot in these few days that will help me in the future. This of course would not have been possible without the help of certain individuals who have helped me along the way.

First of all I would like to thank **Mr. Md. Fazla Mohiuddin**, Lecturer, BRAC Business School, BRAC University. Sir, your instructions are what gave a proper shape to this report. Thank you for taking some of your valuable time in viewing my report and making all the necessary corrections. It has truly been an honor completing my internship under your supervision.

Secondly, I would like to thank Mr. **Shafee Ul Haque**, Product Executive, ACI Consumer Brands, my direct supervisor at ACI Ltd. I am grateful to you for entrusting certain responsibilities on me and for guiding me at the office. I would also like to thank **Mr. Sajid Kayser**, Senior Product Executive; **Mr. Asadul Islam Shuvo**, Product Executive, **Mr. Md. Muraduzzaman**, HR Executive; and finally **Mustafa Rafid**, my friend and colleague.

Most importantly, I would like to thank my family for constantly supporting me in my endeavor. Their love and support kept me motivated and my life purposeful.

There are also many others whose names I cannot recall at the moment. I would like to express my heartiest gratitude to those who stood by me and helped me in many different ways; I may never be able to repay them. I shall be forever grateful to all of these people.

Executive Summary

The rebranding any existing it properly in a market is a very challenging task for any organization. All forms of organizations, big and small invest a significant amount of money and effort in the development and positioning process of an existing brand. For this purpose, a lot of market research is necessary in order to identify the most suitable target audience for the brand and also developing a suitable approach for positioning the brand in the minds of the customers in the intended way. This task is especially difficult in the case of a new product which is the case of Savlon. This report will bring to light the brand development and positioning process in the case of an existing brand and how competing brands complicate the process.

The purpose of this report was analyzing the different brand building strategies taken by ACI for the Savlon brand and to see if the current positioning strategy for Savlon is effective or not. For the purpose, data from both secondary and primary sources was analyzed. Secondary data was collected from different published sources. As for the primary data, two primary researches was conducted. One on consumers for analyzing the effectiveness of ACI's current consumer communication strategies and the other on retailers for analyzing ACI's Trade Promotion strategies. In both cases, judgmental sampling was used and the number of respondents was 50. For the first research, a questionnaire with 10 questions was used and the survey was conducted online. For the second research, a questionnaire with 5 questions was used and the responses were collected through short interviews with the retailers.

The study shows that the level of awareness for the brand Savlon is still very high. Savlon's positioning as a personal care product is effective. Consumers value product quality as the most important factor at the time of purchasing. However, ACI needs to communicate its offering to the customers to ensure better sales. ACI also invests intensively in trade promotion. This has proven to be quite successful for ACI as it ensures better shelf presence. ACI can continue with its current strategies for trade promotion but it should also increase the volume of consumer oriented promotion.

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Chapter 1

Introduction

1.0 Introduction

ACI is one of the most renowned companies in Bangladesh. The company was founded as ICI in 1968. ACI has been conducting business under the name of ACI since 1992. It is one of the most successful Bangladeshi companies with business operations in many different areas. I was fortunate enough to complete my academic internship at ACI. Internship is a mandatory part of the BBA program and it is a great opportunity to observe the real implications of text book theories. It can be also considered as a stepping stone for a graduate in building up his future career. During the period of my Internship, I have been assigned under the direct supervision of Mr. Shafee Ul Haque, Product Executive of Personal Care department under ACI consumer brands. During my internship, I had to work under a number of different brands including Savlon Products, Smart Washing Powder, ACI Pure Salt, Deluxe Paints and Septex. Job responsibilities included conducting market audits and marketing plan development and implementation for the said brands. However, my primary brand was Savlon, which is a brand of a range of personal care products including antiseptics, liquid hand wash and bar soap.

Savlon is marketed as a personal care product. It is priced similar to other available personal care products available in the market from brands like Lifebuoy and Dettol. The product is available in different markets all over the country. Consumer demand for the brand at present is quite low as this is still a very new product. ACI has taken different steps to promote the product and make it appeal to the consumers. The product is marketed as a common place kitchen care product and traditional means of consumer promotion are used. However, ACI puts less emphasis on consumer promotion and focuses more on different forms of trade promotion. In this report, I will cover different aspects of the brand including its marketing proposition and present primary research findings on consumers of the category.

1.1 Personal Care Purchases – A Consumer's Perspective

Mrs. Hossain is a housewife living in Dhaka city. She is responsible for all of the regular household chores. She has two children and her husband works at an Import Export Corporation. Her daily routine is rather straightforward and does not vary much. She wakes up early in the morning and prepares breakfast for her husband and two children. She is very concerned about the health of her family so she tries to maintain the hygiene level in an appropriate way. When it comes to the health of her family, she is not ready to make an exceptions.

For cuts and bruises, she normally uses liquid antiseptic. However, when the time is short and she wants to ensure better cleaning, she uses dishwashing liquid for the job. The consumer perception with liquids is that liquids clean better than the creams and also they are more expensive. The middle income families in the cities normally have both the products at hand and use them as necessary. In order to washing hands, liquid hand wash is taking place wiping out the bar soaps in the urban areas but in the rural areas most of the consumers are confined within using bar soaps. In addition to that, bar soap is irreplaceable on its usage during shower and stuffs.

The market for personal care products in Bangladesh is growing rapidly as Bangladesh is on its way to becoming a middle income country. People in Bangladeshi households now have greater purchasing power and want to spend that money on quality products. This is reflected in the changing consumer preferences in the household and personal care sectors. Consumers search for quality products from different local and foreign companies and most are ready to pay the price. Savlon can be considered as a premium personal care product and it is necessary to understand how Bangladeshi consumers perceive personal care products in general before moving onto detailed discussion of how Savlon can be further developed and positioned properly in the Bangladeshi market.

1.2 Origin of the Report

Internship is a very part of the BBA program. For a student of marketing, it is important to understand the functioning of an organization and understand the real world implications of marketing theories and learned concepts. I was fortunate enough to complete my internship at ACI Consumer Brands. ACI is a renowned Bangladeshi corporation with businesses in many different areas. It is a trusted name in many Bangladeshi households. I completed my internship in the Personal Care Department of ACI Consumer brands and in the process, I got to learn a lot about the practical implications of Marketing Concepts. I was associated with a number of different brands under ACI Consumer Brands but my primary concern during the period was Savlon which is a brand for personal care product. The Internship report is considered as a final part of the BBA program. I have prepare the report on products under the Savlon brand, which includes Savlon Antiseptics, Hand Wash and Bar Soap. The title of the report is ***“Rebranding Strategy: A Case Study on Savlon of ACI”***.

1.3 Rationale of the Report

Savlon is a renowned brand from ACI. The market for personal care products in Bangladesh is a very competitive one with many different brands from different local and multinational companies. The size of the market at present is substantial and it is growing and expanding every day. Consumers are looking for quality products in the household and personal care department as their purchasing capability is increasing. Consumers are getting more powerful as they have ready access to information and are careful in judging different available options before making a purchase. Savlon is a renowned brand in the market and its market share is also quite high. ACI has already positioned Savlon as a “Healthcare” product. ACI has a well-defined target market for the product and is at present using different forms of communication in gaining more market share for the product. The main purpose of this report will be to analyze the different forms of brand development and communication strategies used by ACI for Savlon to see if they are effective enough, identify any lacking and to provide any recommendations if possible.

1.4 Report Issue and Broad Objective

The report focuses on a very specific objective. This is the broad objective and the aim of this objective is to solve a specific issue. All forms of research are aimed at solving a specific issue and through the achievement of the broad objective, the research can be considered as successful. Specific objectives are derived from this objective and all research efforts will be channeled towards attaining this objective. The broad objective is-

Analyzing the overall brand development process of Savlon

The development and positioning of an existing brand in the market is a very structured and confined process. It involves a number of different steps and the company spends a great deal of time and resources in the proper execution of the steps to make the brand sustainable. Savlon is a renowned brand of personal care products in the market and ACI is still in the process of gaining more market share. The study will focus on how ACI analyzing the different brand communication strategies applied by ACI for Savlon at present and other strategies applied by the company in promoting the brand. It will also focus on evaluating whether the current positioning for Savlon is effective.

1.5 Conceptual Framework

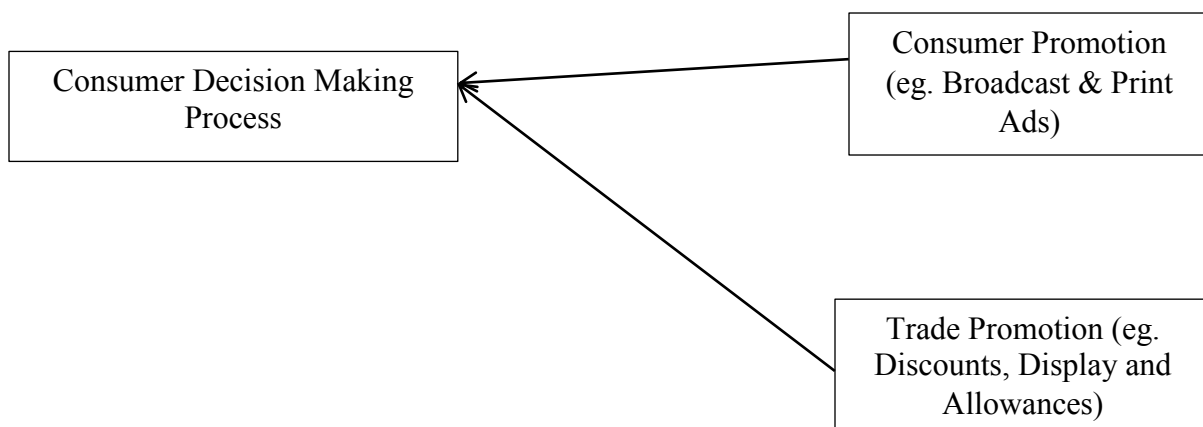


Fig 1.1 Conceptual Framework

Author's Constructed: Adapted from (Davis, et al. 1989, p.98)

1.6 Specific Objectives

The broad objective is the ultimate aim of the research and all forms. It defines the purpose for which the research is being conducted. The research should be broken down into a few very specific objectives for setting a proper direction to the project. The specific objectives for this research are-

RO1: To analyze the brand communication process for Savlon in terms of both consumer and trade promotion.

RO2: To understand the effectiveness of Savlon's current positioning.

RO3: To understand Consumer Expectation and Perception of the Existing Brand in the market and its effect on the Consumer Decision Making Process.

RO4: To make suggestions to ACI for the development of a sustainable model for consistent brand communication.

It is expected that these specific objectives will direct the study in the proper direction in attaining the broad objective. The first objective aims to analyze the different forms of brand communication strategies currently applied by ACI for Savlon. ACI uses a number of consumer and trade promotion tools for promoting the brand. The expectations of these different forms of promotion are also different. ACI uses the traditional forms of consumer promotion such as Broadcast Media and Print Ads. Different innovative ATL and BTL communication are used for promoting the brand. ACI in general emphasizes more on different forms of trade and retailer promotion. The study will aim to see if trade promotion is as effective for promoting the brand Savlon.

ACI has positioned Savlon as a complete healthcare product. The proposition that ACI makes for Savlon is that it gives the complete family protection. Consumers are becoming more involved in the buying process every day and are more sensitive about what they buy. They want to get more value for the price that they pay. Brands are improving on product quality and using different positioning strategies for making the products more appealing to their target markets. It is thus an objective of the study to observe the effectiveness of Savlon's current positioning strategy.

The study will also observe how consumers are reacting to different forms of communication for the brand Savlon. This will provide a clear understanding of whether the current approach to brand communication is effective. Savlon is a well-known brand and the brand awareness among consumers is also very high. The study will aim to see whether the strategy currently being applied is effective enough for promoting the new brand effectively.

The final objective of the study is to provide proper recommendations to ACI based on the findings of the primary research related to the brand Savlon. It can be expected that the findings may be used for developing a sustainable marketing strategy for Savlon. Overall, the study will focus on observing the different steps in the development process of an existing brand, identify any inconsistencies in ACI's current approach and provide suggestions and recommendations for improving the strategy.

1.7 Research Questions

The research objectives can be attained through looking for answers to some specific research questions. The questions applicable for this study have been stated below-

RQ1: What are the different modes of brand communication used for Savlon?

RQ2: Is Savlon's current position effective in the competitive market?

RQ3: How are consumers reacting to Savlon's current communication?

RQ4: How can the new brand's communication influence the consumer decision making process in the long run?

These questions address different issues that may be encountered during the course of this study. It is easier for the researcher to adapt a question and answer approach in attaining the specific research objectives. In this way, the objectives can be attained by answering one question at a time and this simplifies the study process.

1.8 Job Responsibilities as an Intern

I am an intern under the Personal care department of ACI Consumer Brands and mostly have to work on tasks assigned for the brand Savlon, under the direct supervision of Mr. Shafee Ul Haque, Product Executive of the said brands. I also have to work for other brands of ACI if need be, such as Deluxe Paints and Septex, from time to time. As an intern, my main responsibilities are diversified. Some of my responsibilities have been stated below-

- Looking after the brand SAVLON (Antiseptics, Bar Soap, Hand Wash)
- Visiting Markets
- Conducting Consumer Surveys
- Communicating with Sales Force
- Purchasing Samples and Competitor Analysis
- Performing Market Research and Analysis
- Monitoring Market Activation Programs
- Preparing Presentations and Reports.

These were the main tasks that were performed by me during the course of my internship. One of the most notable responsibilities for the Brand Savlon that I was assigned was to conduct surveys for the brand. In the course of 8 days, I alongside one of my colleagues surveyed 153 Hospitals in 3 different Districts.

1.9 Report Structure

For the convenience of the reader and for proper classification, the entire report has been divided into five chapters. The different aspects of the research have been discussed in separate chapters. This is the introduction chapter. In this chapter, details regarding the nature of the report, the need for it and its main purpose and objectives have been discussed along with a brief outline of the entire research paper. The second chapter deals with the literature review. It is the aim of the literature review to discuss the background of the entire research, all the relevant factors and the dimensions of the study. The literature review aims to explain all the relevant details to the reader so that the reader can easily comprehend what the research is being conducted on and what the actual research purpose is. In the third chapter, the methodology that has been applied in conducting the research has been discussed. Relevant theories have been provided regarding certain aspects of general research methodology along with specific details regarding why particular methodologies have been chosen. In the fourth chapter, the actual research has been stated. The questions that have been asked and how the respondents have answered the questions have been stated along with statistics gained from the responses. Additional details regarding what the answers might signify have been also provided in this chapter. Finally, a detailed conclusion has been provided in the fifth chapter. This conclusion states how the entire research has been conducted and what the results signify. The chapter also provides details regarding how the research objectives have been met and the research questions have been answered along with some final recommendations.

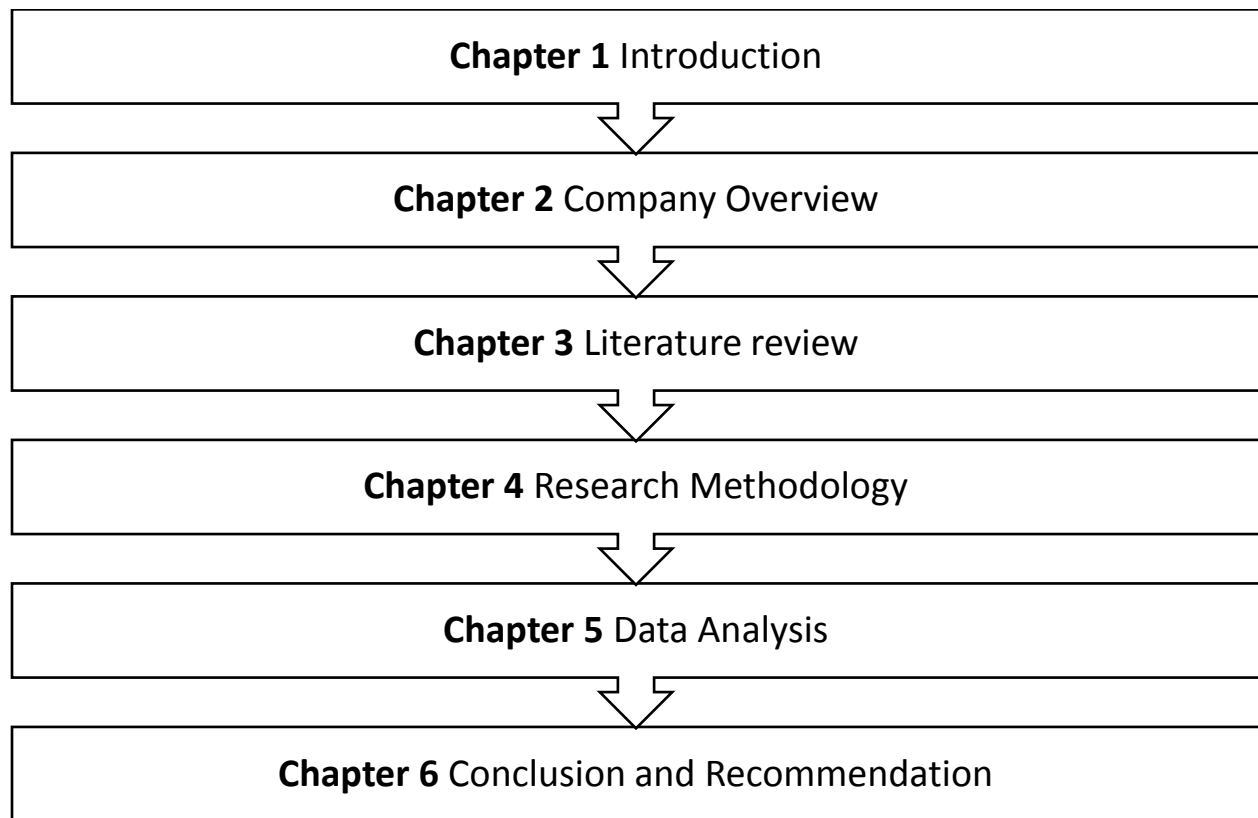


Table 1.1 Report Outline

The table above illustrates the entire research outline and shows how the chapters have been organized. The chapters have been organized to present all the information consecutively. This outline will be followed for the entire report.

Chapter 2

Organizational Overview

2.0 Organizational Overview

ACI Limited is one of the leading companies in Bangladesh. It was established as a subsidiary of Imperial Chemical Industries (ICI) plc, U.K. in 1968. At that time, it was one of the oldest industrial units in our country. After the liberation war, the enterprise was declared “abandoned”. Then it had been incorporated in Bangladesh on 24th January, 1973 as ICI Bangladesh Manufacturers Limited as a subsidiary of ICI. On 24th June, 1973, the factory restarted its operations under the name ICI Bangladesh Manufactures Limited. On the 5th May, 1992, ICI Plc divested 70% of its share to local (Bangladeshi) management and hence ACI Limited came into the existence (Aci-bd.com, 2016).

At present, ACI is a leading corporate body in Bangladesh. It is a Public Limited Company with a total number of 16,631 shareholders, among which there are 6 foreign as well as 14 local institutional shareholders. The company is diversified into six major businesses (shown later on). Besides, the company has a large list of international associates and partners with trade and business agreement. Apart from that, ACI Limited has 5,000 employees to run its daily operations (Aci-bd.com, 2016).

2.1 ACI's Mission

ACI's Mission is to enrich the quality of life of the people through responsible application of knowledge, skills and technology. ACI is committed to the pursuit of excellence through world-class products, innovative processes and empowered employees, to provide the highest level of satisfaction to our customers.

2.2 ACI's Vision

ACI considers these few points as its organizational vision.

- Endeavour to attain a position of leadership in each category of our business.
- Provide products and services of high and consistent quality, ensuring value for money to our customers.
- Attain a high level of productivity in all our operations through effective utilization of time and adoption of appropriate technology.
- Develop our employees by encouraging empowerment and rewarding innovation.
- Ensure superior return on investment through judicious use of resources and efficient operations, utilizing our core competencies.
- Promote inclusive growth by encouraging and assisting our distributors and suppliers in improving efficiency.
- Promote an environment for learning and personal growth.

2.3 ACI's Values

These are ACI's core values. These values are stated at different levels of the organization and ACI employees and managers alike are asked to abide by them. The values are openly stated on the walls of all the floors of ACI's offices.

- Quality
- Customer Focus
- Fairness
- Transparency
- Innovation
- Continuous Improvement

2.4 Strategic Business Units and Subsidiaries of ACI

The figure below illustrates the different strategic business units of ACI Ltd. The Savlon brand exists under the Personal Care of the ACI Consumer Brands Department.

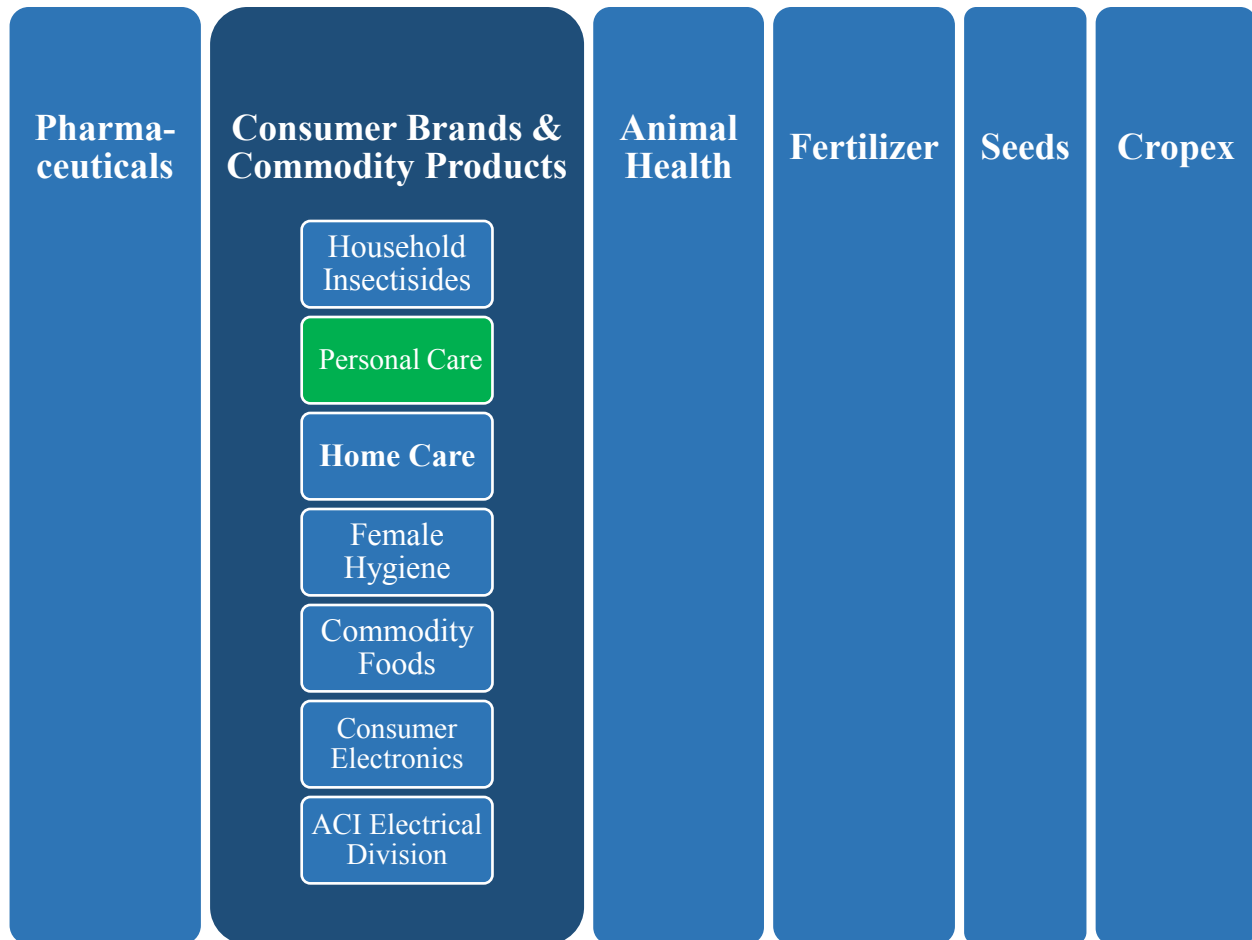


Fig 2.1 SBUs of ACI Ltd.

Source: ACI Corporate Sales Presentation

The next figure illustrates the sales contributions from different SBUs of ACI. As it can be seen, most of the sales are seen by ACI Pharmaceuticals. The next greatest share of sales comes from Consumer Brands Unit.

Sales Contribution of Business Units by Percentage in 2013

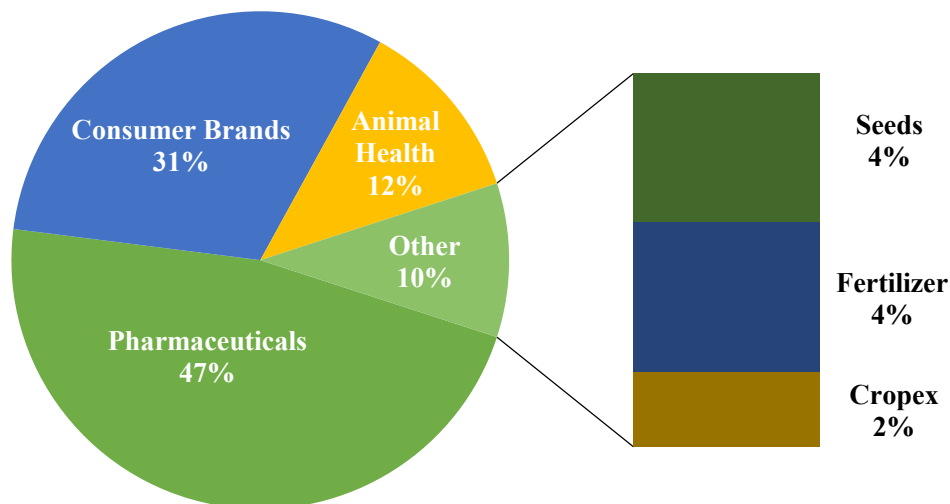


Fig 2.2 Sales Contributions of ACI SBUs

Source: ACI Corporate Sales Presentation

The data presented in the figure was collected from ACI sales reports. ACI consumer brands is rapidly growing. There are a number of brands such as ACI Pure Salt and Savlon that contribute significantly to the sales growth. The next figure lists the different subsidiaries of ACI Ltd.



Fig 2.3 Subsidiaries of ACI Ltd.

Source: ACI Corporate Sales Presentation

The above figure illustrates different ACI subsidiaries. These subsidiaries operate under their own separate managements.

Chapter 3

Literature Review

3.0 Literature Review

The Literature Review is an important chapter that provides detailed background information on the main topic of the research. It is the purpose of the Literature Review to provide necessary information about the different aspects of the research or study so that the reader can easily understand the importance of the purpose of the research and what the study aims to achieve. In this chapter, different data collected from secondary sources will be presented systematically in order to clarify the base of the research. The main topic of the research is “***Rebranding Strategy: A Study on Savlon of ACI Ltd.***”. This chapter will aim to clarify the different aspects of the study related to the topic. This will include a detailed discussion on the Savlon brand from ACI and other relevant details to the brand that should be considered before moving on to the study. The chapter will include different forms of analyses of data related to the positioning strategy applied for Savlon from ACI. All relevant theories and models that will be used for the study will be elaborately discussed in the section. In this way, the reader will have a clear understanding of the purpose of the study and how the theories are applicable for the study.

Most of the data and information presented in the Literature Review Chapter is secondary in nature. Appropriate citations and references will be used for the collected information. The chapter will conclude with references to other studies that were conducted in the past and existing theories that can improve the understanding of the research.

Study 1

Title: Managing the New Product Development Process: Strategic Imperatives

Authors: Melissa A. Schilling and Charles W. L. Hill (Schilling and Hill, 2002)

Extract:

This study mostly focused on the production strategy development for reducing the products time to market. It also stresses on the fact that customers should be convinced that then new product is worth the price that they pay. In order to be successful at new product development, a firm must simultaneously meet two critical objectives: maximizing the fit with customer needs, and minimizing time to market. While these objectives often pose conflicting demands on the firm, there is a growing body of evidence that the firm may employ strategies to successfully meet these objectives. Successful firms are those that articulate their strategic intent and map their R&D portfolio to find a fit between their new product development goals and their current resources and competencies.

Study 2

Title: Brand Positioning Through Advertising in Asia, North America, and Europe: The Role of Global Consumer Culture

Authors: Dana L. Alden, Jan-Benedict E. M. Steenkamp and Rajeev Batra (Alden, Steenkamp and Batra, 1999)

Extract:

This study presented a global perspective of brand positioning. This is an important study because it discusses the importance of brand positioning. Brand positioning influences how consumers perceive and evaluate a brand and also how they use the brand. In this study, the authors examine the emergence of brand positioning strategies in advertising that parallel the growth of the global marketplace.

Study 3

Title: An Experimental Investigation of Comparative Advertising: Impact of Message Appeal, Information Load, and Utility of Product Class

Authors: Stephen Goodwin and Michael Etgar

Extract:

The authors in this article have stated different factors that influence the consumer decision making process. These factors include different appeals used in advertising and how the consumers perceive the advertised messages. These play important roles in the consumer decision making process that marketers must be aware about.

3.1 Savlon

Savlon is a renowned brand of personal care products under ACI Consumer Brands. Savlon is one of the core brands under ACI Consumer Brands like Colgate and ACI Pure Salt. It is marketed similar to the other brands and is made available in the market. Savlon is an established brand in the personal care sector and thus the market share is also quite high. It is competing against other brands such as Lifebuoy from Unilever and Dettol from Reckitt Benckiser. There are also many other local brands in the market that are aggressively fighting for more market share. Savlon being a renowned brand does have a strong position in the market. ACI is using different means of consumer and trade promotion in order to gain more market share.

The Savlon brand includes a range of personal care products such as liquid and cream antiseptic, hand wash and bar soap. This study will focus on products of Savlon. The Marketing Mix for Savlon has been explained in the following section.

3.1.1 Product

There are three types of product under the brand name of Savlon which includes antiseptics, bar soap and hand wash. *Fig 3.1 Savlon Products* shows all the products of Savlon.



Fig 3.1 Savlon Products

Source: www.Savlon.Webable.Digital

Under the antiseptic category there are two products containing liquid and cream. Hand wash have three basic variants (Active, Blue Ocean and Aloe Vera) and three premium variants (Irish,

Lavender and Marigold) six products in total with different SKU's. Finally, in the bar soap category there are five variants (Active, Fresh, Mild, Sports and Men

3.1.2 Price

Savlon products are not competitively priced. The products are priced at similar to the other competing brands in the market. Competing brands such as Lifebuoy and Dettol also have the similar pricing strategy. In terms of liquid antiseptic and cream Savlon charges a bit higher being the market leader. In the bar soap and hand wash segment there are many other local brands available in the market that are priced much lower. Hand washing Liquids are more comfortable than bars which is why consumers usually prefer using hand washing liquids for regular dishwashing purposes. The prices of other Savlon products have been stated below-

Savlon Liquid Antiseptic (56 ml) – Tk. 30

Savlon Premium Hand Wash (500ml) – Tk. 175

Savlon Liquid Antiseptic (112 gm) – Tk. 40

Savlon Hand Wash (250 ml) – Tk. 85

Savlon Hand Wash (500 ml) – Tk. 150

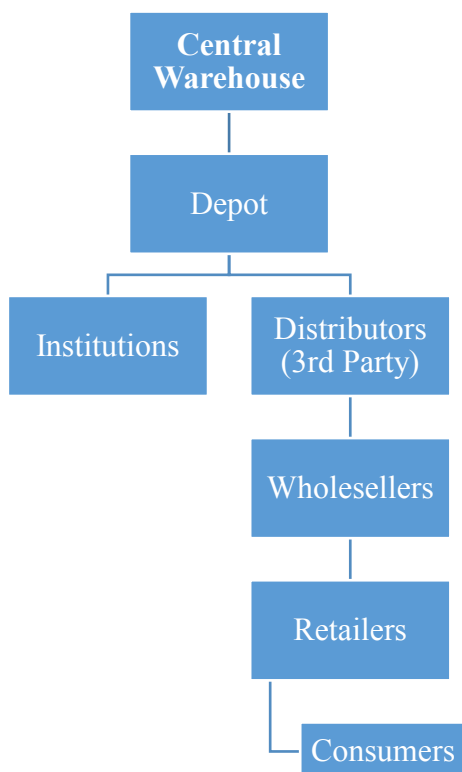
Savlon Hand Wash (1000 ml) – Tk. 250

Savlon Liquid Antiseptic (500 ml) – Tk. 125

Savlon Liquid Antiseptic (1000 ml) – Tk. 220

Savlon Antiseptic Bar Soap (75 gm) – Tk. 27

Savlon Antiseptic Bar Soap (100 gm) – Tk. 36



3.1.3 Place/Distribution

A very important factor that consumers consider at the time of purchasing kitchen care products is availability. ACI tries to ensure proper product availability for Savlon. The products are distributed through retail stores, wet markets and super stores. ACI's distribution channel is straightforward. The diagram below illustrates ACI's distribution channel.

ACI's production is located in Narayanganj. Savlon products concentrate are produced and packaged in the factory in Narayanganj and the products are stocked in the Mirpur Depot from which the product is distributed to different territories across Dhaka City. There is a separate distributor for every territory and the distributors oversee distribution to different markets.

Fig 3.2 ACI's Supply Chain

3.1.4 Promotion

ACI uses a combination of both consumer and trade promotion tools for Savlon. ACI traditionally puts more emphasis on trade promotion and tries to ensure greater product visibility in the markets. Savlon is a part of ACI Consumer Brands division. Like other consumer brands, ACI is concerned about its brand building strategy. To promote the brand and to create effective communication the company is using 360 degree marketing approach. Even though ACI focuses more on different forms of trade communication, ACI is also considering other means of reaching out to its consumers. Market presence of Savlon is very high but still ACI is working on promoting the brand and making the brand name more known for the emerging consumers. The following section describes different forms of consumer and trade promotion applied by ACI for Savlon.

TVC

Savlon aired a new TVC in 2015. It was aired in different channels. However, the TVC was aired only once and it was not repeated later on. The TVC shows a bunch of school kids are giving the message regarding the steps of hand wash. The image the right shows a poster that was developed based on the points stressed on in the TVC. The TVC is currently available online. ACI needs to consider making similar ads and re-air this one for consumer promotion.



Fig 3.3 Savlon Hand Wash TVC

ACI prepared one print ad that was published in a number of different newspapers in the year 2016. It was published on the occasion of Mothers' Day. The timing of the ad from that perspective is very good and ACI needs to consider publishing more print ads. The ad has been given below.



Social Media Activity

ACI maintains a Facebook page for the Savlon brand called Savlon Bangladesh. ACI mostly posts product recipes and different interesting tips for the kitchen on its Facebook page. The posts get high engagement from Facebook followers. Different brands are turning to digital media and online promotion. ACI's initiative for Savlon has already been successful in a short span of time. ACI also uses similar online media activity for its other brands, such as Pure.



Savlon School Activation Program

Very recently, ACI conducted a school activation program at a number of different schools across Dhaka City. The purpose of the program was to engage the guardians waiting outside the schools through game shows, and product distribution as prizes for better consumer engagement. I was responsible for supervising the team for the activation program. I traveled to all the schools with the activation team and was with it throughout the six days of the program. The activation required the six steps of hand wash which was demonstrated by the students. All participants received a Savlon Bar Soap.



Fig 3.5 Savlon School Activation

Source: Author's Compilation

The activation program was quite successful. More than 25 schools were covered. Total estimated reach is more than 50,000 and engagement was more than 3,000. This ensured product sampling and goes with ACI's current intention with the brand, which is ensuring product familiarity. Following the success of the activation program, ACI should consider conducting more similar school activation program. ACI is already planning on doing something similar in other cities of Bangladesh.

Savlon Health Tips TV Program

ACI also aired a TV health show in ATN Bangla Channel sponsored by Savlon. It was a program about different health related issues. The show solely focused on showing different solution and precautionary steps for health hazards and issues less on the product itself. The program was quite successful and got a high number of views. The program was one of the initial efforts of the company to promote the existing brand in a new dimension.



Fig 3.6 Savlon Health Tips TV Program

Savlon Display Program Activation

ACI stresses a lot on different forms of trade promotion. ACI pushes the product to retail stores and offers discounts and other forms of promotional offers. These have been quite successful as retailers readily display Savlon and other brands from ACI. During the market audits that I conducted, it was seen that the promotional offers work and stock availability of ACI products was quite high. ACI recently conducted a wet market activation program in different wet markets across Dhaka City. This encouraged the retailers to keep more of Savlon products on shelves.



Fig 3.7 Savlon Display Program Activation

Source: Author's Compilation

The images above provide a glimpse of one of the recent Savlon Display Activation Programs for Savlon. The product was promoted alongside another product from ACI, which was wonder Liquid Washing. ACI also provides special offers to other retailers besides wet markets and also to superstores. A higher product visibility often results in greater product sales.

3.2 SWOT Analysis of Savlon

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. SWOT analysis is one of the basic analysis tools used for evaluating the position of a product or brand in the market. The SWOT Analysis of ACI's Savlon has been stated below.

Strengths	Weaknesses
<ul style="list-style-type: none"> • ACI's Brand Image • Strong Supply Chain 	<ul style="list-style-type: none"> • Emerging Brands
Opportunities	Threats
<ul style="list-style-type: none"> • Growing Consumer Demand • Untapped Market Segments 	<ul style="list-style-type: none"> • Existing Brands • New Local brands

Table 3.1 Savlon's SWOT Analysis

Source: Author's Constructed: Adapted from (Keister, 2005)

The table above provides Savlon's SWOT analysis in brief. Savlon is still an existing brand from ACI and the market share of the brand is also quite high. However, Savlon can use the brand name of ACI as a strong point. ACI is one of the most reputed organizations in Bangladesh and the Savlon can be promoted aggressively as a product of ACI. Nevertheless, the level of awareness among consumers is quite high. Also, there are new brand popping up in the already very competitive market. These factors work against the brand.

3.3 Porter's Five Forces Analysis

Porter's Five Forces Analysis model is one of the most effective models for assessing the nature and the amount of competition in a given area and also a good means of strategic analysis. It was developed by Michael Porter. The diagram below illustrates the five forces.

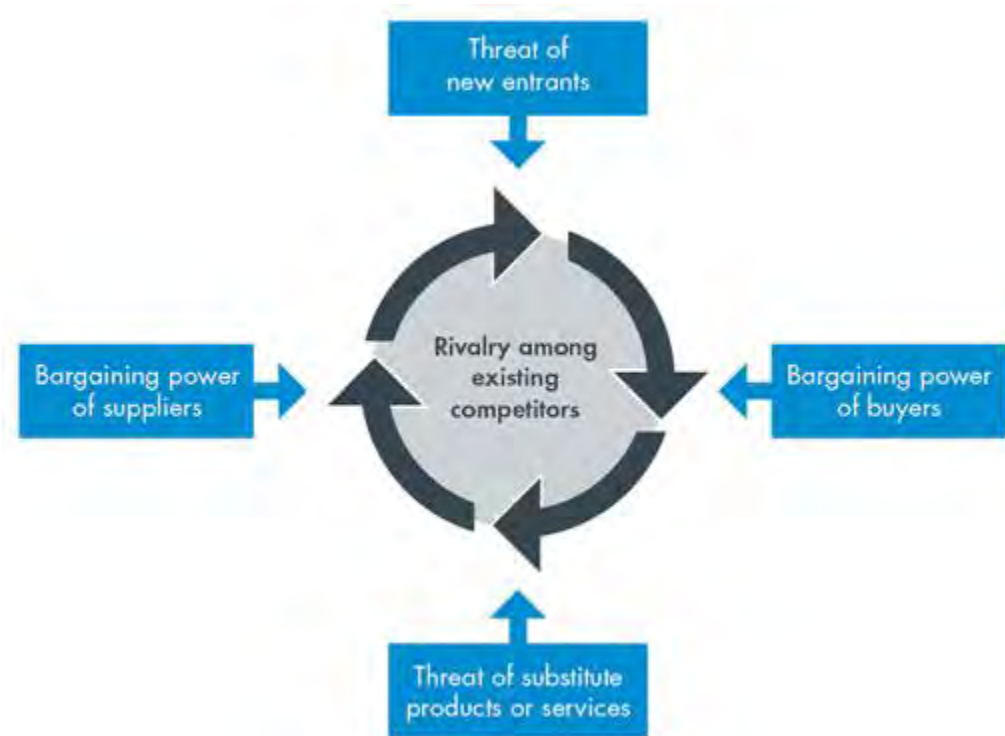


Fig 3.8 Porter's Five Forces Model

Source: Author's Constructed: Adapted from (Keister, 2005)

Porter's five forces analysis is a framework that attempts to analyze the level of competition within an industry and business strategy development. It draws upon industrial organization (IO) economics to derive five forces that determine the competitive intensity and therefore attractiveness of an Industry. Attractiveness in this context refers to the overall industry profitability. An "unattractive" industry is one in which the combination of these five forces acts to drive down overall profitability (Porter, 2000). Savlon being an existing brand alongside emerging competitors, ACI should closely monitor these five competitive forces for devising business and marketing strategies. The five forces analysis for Savlon has been provided below.

3.3.1 Bargaining Power of Suppliers

The bargaining power of suppliers is quite low. As this is a mature product in the market, there are many suppliers for products such as ingredients for the liquid concentrate, plastic for the bottle and packaging material. ACI produces its own concentrate and packages the product in its factory. ACI has a good reputation in the market. So it can be said that the bargaining power of suppliers in the case of Savlon is quite low.

3.3.2 Bargaining Power of Buyers

In general, consumers are getting more and more powerful. Consumers have ready access to information and they want quality improvements and better product offerings from the companies. In the personal care category, consumers are very demanding. They have a number of different options available to them from local and multinational corporations and they may switch over to other brands if their requirements are not met.

3.3.3 Threat of Substitute Products

There are a few number of alternatives to Savlon products. Firstly, in the liquid antiseptic category Dettol can be regarded as a direct competitor. There are no such competition in the cream category. Secondly, Lifebuoy and Dettol are the main competitors in the hand wash category. In addition to that, Lux, Lifebuoy, Dettol and Meril are the main players in the bar soap category alongside Savlon. Other local brands are also popping up and are fighting aggressively for market share. Likewise, the many households in villages still use local products to suffice their personal care needs.

3.3.4 Threat of New Entrants

The threat of new entrants is high. For many years the Bangladeshi market was dominated by Lifebuoy and Dettol. However, in recent years, many new brands have been popping up. The market is very competitive at the moment and new brands are constantly trying to gain more footing. The threat of new entrants is very high from both local and other multinational corporations.

3.3.5 Rivalry among Existing Competitors

As mentioned before, the market for dishwashing liquids is very competitive. There are a number of different existing brands and new brands are trying to enter into the competition. The rivalry is very high. Existing competitors are investing heavily in consumer promotion. Many local competitors are also using different means of trade promotion for the purpose of gaining more market share.

The five forces analysis shows that the competition and obstacles in the market for Savlon are moderate. However, there is much opportunity for Savlon to grow if effective marketing strategies are applied.

3.4 Brand Resonance Model

The Brand Resonance Model is one of the most effective tools for understanding the development process of a new brand. The model was developed by Kevin Lane Keller and it shows the different steps involved in the development process of a new brand (Keller, 2003). The model can be illustrated in the form of a pyramid where the peak of the pyramid depicts brand resonance. The model has been illustrated in the figure below.

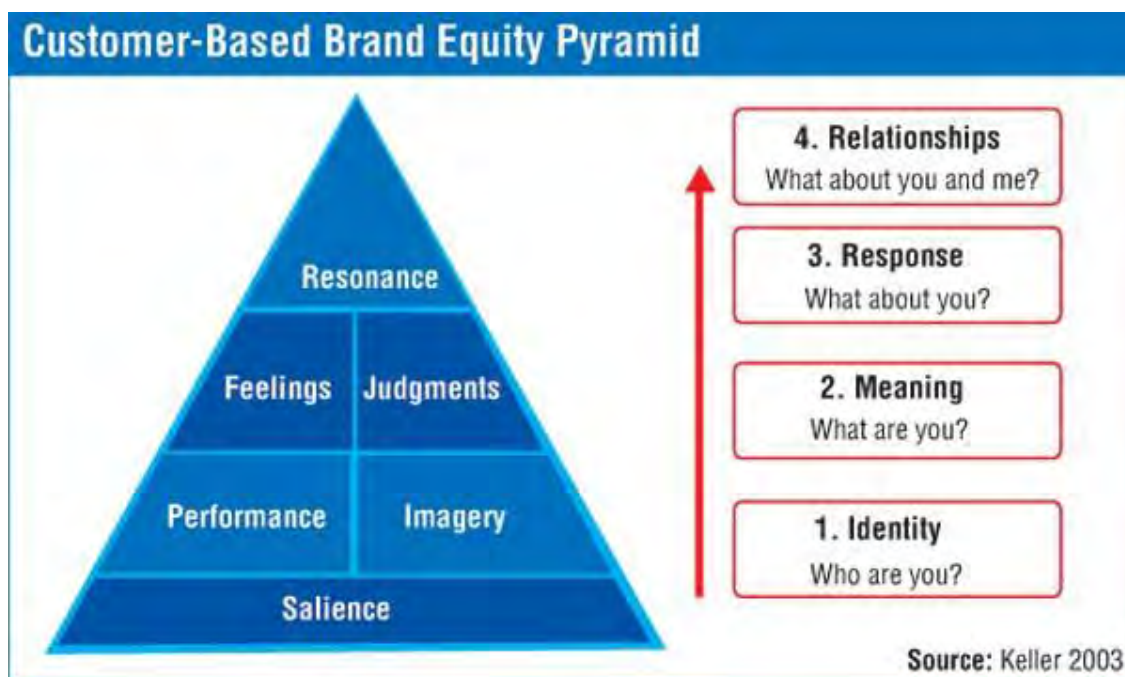


Fig 3.9 Brand Resonance Model

Source: (Keller, 2003)

The Pyramid can be divided into two halves. The left half is the rational half and stresses on factors like brand performance or how well the brand performs against the expectations of the customers. The right half depicts emotional factors such as imagery and judgments (Keller, 2003). Brand salience relates to how often and easily the brand is evoked under various purchase or consumption situations. Brand performance relates to how the product or service meets customers' functional needs. Brand imagery deals with the extrinsic properties of the product or service, including the ways in which the brand attempts to meet customers' psychological or social needs. Brand judgments focus on customers' own personal opinions and evaluations. Brand feelings are customers' emotional responses and reactions with respect to the brand. Brand resonance refers to the nature of the relationship that customers have with the brand and the extent to which customers feel that they are "in sync" with the brand. Resonance is characterized in terms of the intensity or depth of the psychological bond customers have with the brand, as well as the level of activity engendered by this loyalty.

Savlon is a renowned brand in the market in a pool of many existing brands. Customer awareness of the brand is very high. In addition, customers are familiar with the brand ACI and customer faith in the company is high. This can work as a strong factor in the brand development process of Savlon to diffuse the awareness to the next level. The quality of the product is high as similar to other ACI products. ACI needs to work more intensively on the brand building process for Savlon emphasizing on the emotional aspects of the brand to retain the consumers

Chapter 4

Research Methodology

4.0 Research Methodology

The main objective of this chapter is to discuss the different methodology applied for the research. It is important to have a proper knowledge about the forms of methodology that can be applied to a research paper. For this reason, the different forms of research methodology has been discussed in this chapter along with relevant information and examples. The theories and information provided will make it easier for the reader to understand the proper applications of the different forms of research methodology. Selection of a research method that is appropriate is very important as an improper one will lead to inconsistencies and faulty results. For this reason, care was taken in selecting appropriate methodology for this study and appropriate justification and reasoning has been provided behind the selection.

This study is **quantitative** in nature and the research design is **descriptive**. The research approach used is **deductive**. For the purpose of the study, data was collected from both secondary and primary sources. Secondary data was collected from published credible sources like articles and official reports of ACI. The primary data used in the research was collected through two primary quantitative researches. The study was conducted on 50 general consumers with the help of a questionnaire of 10 questions. The purpose of the study was to evaluate the effectiveness of Savlon's current positioning in the minds of consumers and the effectiveness of ACI's current consumer promotion efforts.

The second study was conducted on retailers. 50 retailers were selected using judgmental sampling. ACI invests heavily in different forms of trade promotion. The purpose of the survey was to evaluate the effectiveness of ACI's current trade promotion efforts and the company's reputation with retailers. The results of the survey will help in understanding if ACI's current promotion offers are sufficient and if ACI is using the right trade promotion tools.

4.1 Research Onion

A Research Onion can simply be described as a graphical representation of the entire research. It is essentially a diagram that shows the different activities and functions performed in a study or research (The New Exchange, 2013). The diagram allows the reader to gain a brief insight into the entire process of the research. The research onion is a layer by layer representation of the research activities. Each layer consists of different activities that are individually performed step by step. The onion can work both as a guideline for the researcher in conducting the study and preparing the report and also provides a brief overview to the reader. The main purpose of the research onion is to provide an overview of the entire research process and also state the sequence of steps and their respective roles in the research process. There are a total of six layers in the research onion. A research onion has been provided below along with a brief description of all the layers.

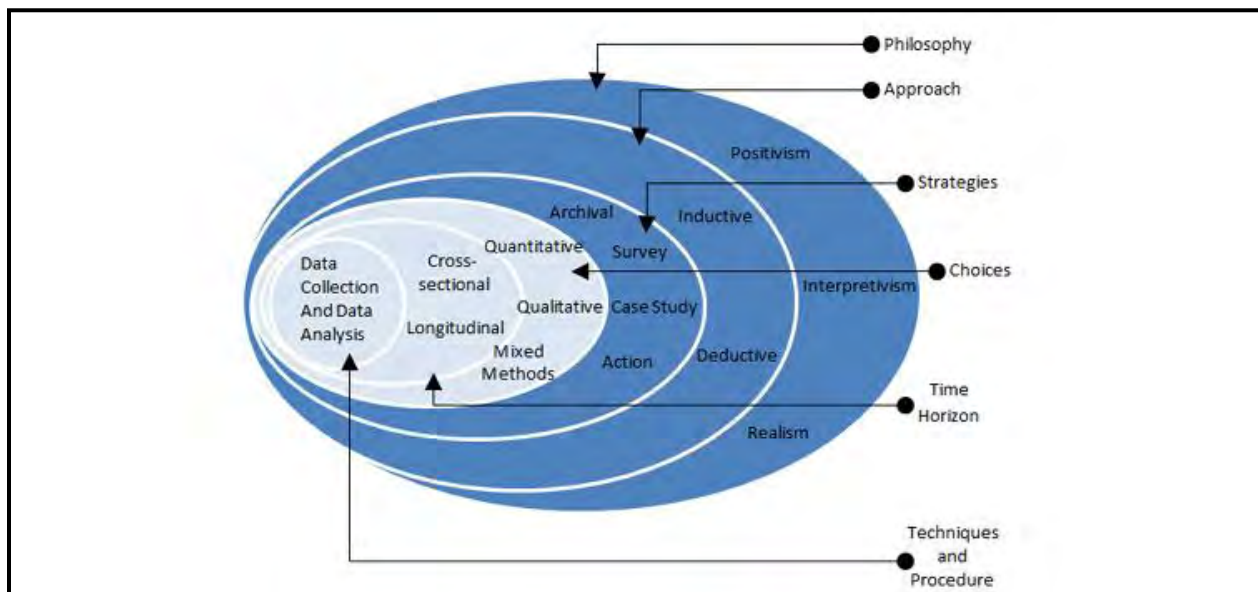


Fig 4.1 Research Onion

Source: (The New Exchange, 2013)

4.1.1 Research Approaches

In the research approach layer, the entire plan of the research is laid out for the reader to understand. The main research plan and the likely strategies involved are discussed in this stage. All the different broad assumptions of the research and the different steps applied in the research are discussed in this layer. Data Collection, Analysis and Interpretation methods are elaborately discussed in this section (Seale, 2004). It is important to understand the nature of the source of data and information. Stating detailed information about the data source helps the reader understand the nature type of the source information. This can also work as a source of guidance for the researcher in setting strategies for data analysis. The researcher must decide here as whether to use grounded theories in the research which is similar to starting from scratch or using hypothesis testing and working with existing theories. The researcher must also make decisions regarding whether to use quantitative or qualitative data or a combination of both (Seale, 2004). Defining a particular research approach beforehand is important because it states the nature of data and information that should be collected for analysis. There are mainly two different forms of research approach. These are inductive and deductive research. The two forms of research approach have been discussed in the following section.

Inductive Research

Inductive research requires the researcher to develop theories of his own in many cases. This is done especially in situations where information is scarce or completely unavailable. The information gained may not be specific or appropriate. In such cases, the researcher may need to collect large amounts of additional information from other sources in order to complete the necessary bunch or he may need to gather total new information (Gladwell, 2010). In some cases, the researcher develops his own base for the research and comes up with new theories if necessary. In the past, most of the research that was conducted was inductive in nature. In many fields, proper information was not available. For this, researchers had to develop new theories for their research. This is not a major necessity anymore as a lot of the required information is already present. An extreme concept of inductive research is grounded theory which requires the researcher to start entire from scratch. When appropriate information is not available or the quality of the information is too bad, the researcher may have to develop totally new concepts.

Deductive Research

Deductive research is largely based on existing theories and concept. A lot of the information can be collected from secondary sources such as published sources and past literature. In many cases, deductive research aims at expanding the information already gained through the past literature or presented in different previous theories (Denzin and Lincoln, 2005). Deductive research is also conducted based on new concepts or topics. In such cases, a portion of the information needed for the research is collected from secondary sources. New theories are generally not developed through deductive research. If the sources of the information used in the research are validated, the work of the researcher becomes easier. On the other hand, if the information is faulty or inaccurate, the end results of the research will also be erroneous (Denzin and Lincoln, 2005).

The research approach that has been used for this research is **deductive** in nature. Sufficient information and theories are available related to the subject matter of discussion. The research background has already been discussed in the literature review and sufficient information is available for developing a basis of the research.

4.1.2 Types of Investigation

There are three types of investigation that are applied to any research. These are descriptive, comparative and experimental. Descriptive research deals with the relevant discussions of the different aspects of the study. This includes detailed descriptions of the main study and other related aspects. The topics are classified according to their subject matter for easier understanding and discussion (Casey, 2006). Comparative research focuses on the observation of the subject matter of the research in different situations in order to analyze and interpret the influence of those situational factors on the study. Experimental investigation aims at running controlled tests on the subject matter of the study. It aims to understand the influence of different variables on the study (Denzin and Lincoln, 2005). The subject is considered as the dependent variable in this case and different variations of the independent variables are used in order to observe changes in the dependent variable. For this study, **descriptive and comparative investigations** have been used.

4.1.3 Research Design

Every research must follow a preset design structure. The research design sets the structure and sequence of the different activities of the research process. There are some predetermined research designs that are considered and used as standards in all forms of studies. These are explanatory, descriptive and exploratory research.

Explanatory Research

Explanatory research is especially applicable in cases where detailed background information is available about the subject matter of the research. The researcher analyzes the information discussed in past studies and mainly aims to come up with new dimensions of the existing studies (Anon, 2012). The main aim is to understand how external forces influence the core concept of the research and thus the researcher has to work with available quantitative data.

Descriptive Research

Descriptive research aims to find additional information about the subject matter of the research. Once the core research problem has been identified, the researcher attempts to come up with elaborate descriptions of the problem. The purpose is to gain deeper insight into the existing study and research findings and extend the information to cover new grounds (Burns and Bush,

2000). This is applicable in cases where the situation calls for deeper understanding regarding the subject matter of the study and there is sufficient information available for the researcher.

Exploratory Research

Exploratory research is conducted in cases where the grounds of the research are not set. The researcher aims to understand the relationships between different variables. The grounds of the research are set and the researcher has to collect a lot of new data. It is a primary research approach (Aaker, Kumar and Day, 2010). The data is analyzed properly and new forms of information are gathered. Besides the data that is directly related to the subject matter of the research, the researcher also has to uncover a lot of additional data and information in order to complete the study.

The nature of my research is **descriptive**. The purpose of this research is to understand the development and positioning of a new brand. For this, both quantitative and qualitative form of data have been analyzed. As there are different types of data involved, the number of relevant factors are also multiple. The theories related to the development and positioning of a new brand are already available and past examples are also there.

4.1.4 Data Collection

A large portion of the data that has been used in this research is secondary in nature. The data was collected from already published sources including blogs, websites and other published sources. A number of past literature related to the subject matter in discussion was reviewed. Primary data was also collected in order to gain more specific information related to the topic in discussion. The necessary data was collected through two studies. The first study was conducted on 50 consumers. A questionnaire was prepared with questions related to different forms of consumer promotion and their receptions of brand communication from ACI and other competing brands. The questionnaire was distributed online to the respondents using Email and other forms of online communication. The data was collected using Google Forms.

A second study was conducted on retailers. It is known that ACI places great emphasis on different forms of trade promotion. ACI's marketing strategy for all of its different brands is a mix of the two forms of consumer and trade promotion. For gathering necessary information related to the effectiveness of ACI's trade promotion, a survey was conducted on 50 retailers in

the given Territory. This was done using a questionnaire containing 10 questions. The answers were physically collected from store to store and this allowed for gathering more information about the effectiveness of trade promotion by ACI for Savlon.

Quantitative Data

Quantitative data is numerically presented. The data represents exact facts and figures. Numbers are used to state important facts such as degrees of relationship between the different variables that are considered in the study and historical data. The figures in the quantitative data are easily interpretable and can be recorded in standard charts and diagrams. The results produced by quantitative studies produces largely accurate results (McDaniel and Gates, 2005). It is easier to draw conclusions from this form of data. In some cases, qualitative data may be converted to quantitative form for easier classification and interpretation. Quantitative data is also sensitive to change. Slight variances in the data can cause massive changes in the overall study.

Qualitative Data

Qualitative data is a descriptive form of data. Instead of numbers, descriptions and more detailed information are used in the study. This form of data is used to state facts and represent degrees in the form of words. As the data is not mathematical and cannot be quantifiable, it cannot be easily recorded or interpreted. The data cannot be simply added up to form greater results (Langer, 2006). This also leads to reduced accuracy as mathematical rules cannot be applied in the case of this form of data and the researcher has to rely on personal opinion in many cases. In some cases, qualitative data is converted into numerical figures and treated as quantitative data for easier interpretation. In this study, both quantitative and qualitative forms of data will be used.

4.1.5 Sampling Method

For this research, judgmental sampling was used. Two studies were conducted for the report. The first study was conducted on consumers. The respondents for the research were female who generally purchase or act as influencers in the purchase decision of kitchen care products for the family. Judgmental sampling was used to select the respondents for the survey. The same sampling method was also applied for selecting retailers for the study related to trade promotion for Savlon.

4.2 Data Reliability, Validity and Generalization

Reliability of the collected data is an important issue for any researcher. Inaccurate data may cause the entire research to fail. This is especially true for research that is heavily dependent of secondary data. In case of primary data, the researcher has the opportunity to verify a major portion of the collected data himself. But in the case of secondary data, there is no direct involvement of the researcher. The information is collected from external sources and thus reliability is always a major issue (McDaniel and Gates, 2005). Attention must be paid at the time of collecting secondary data so that the data fulfills the purpose of the research and is relevant enough. In the case of this study, careful attention was paid in the selection of the sources of the secondary data.

Data validity is another important issue. Data must be collected from verified and credible sources. There are often many sources that provide falsified or incomplete information. Such data will easily mislead the research. Validity is ensured by collecting information from multiple sources (McDaniel and Gates, 2005). The same data when collected in this way increases the chances of accuracy. For this study, careful attention was paid to both data reliability and validity. Secondary data was collected from multiple credible sources and the respondents selected for the primary data collection are relevant to the study.

Generalization is a more implicit factor. Sometimes, it is possible to understand or guess the results that a study may produce by just looking at the collected data. This is useful for understanding the direction of the research and benefits both the reader and the researcher (McDaniel and Gates, 2005). Generalization can work as a form of guidance for the researcher.

4.3 Ethical Considerations

There are a number of different ethical considerations that must be adhered to while conducting a study. First of all, the purpose of the research must be valid. Secondly, the being collected should be from credible sources and should be relevant to the research. The respondents of the primary research should have an ethical mindset and should provide true and accurate information to the researcher. Finally, the researcher should properly collect and evaluate the data. Collected data cannot be manipulated in any way. The research findings should be accurately presented. Ethical considerations were strictly adhered to during this study.

4.4 Data Analysis Plan

After the data is collected, it is important to properly analyze and present the findings. The data was collected using two structured questionnaires having 10 questions for the consumer survey and 5 questions for the trade promotion survey. The data was collected and analyzed using Ms. Excel. The data has been presented in this report with the help of charts and graphs and data analysis and findings have also been descriptively presented in the data analysis.

4.5 Research Limitations

Limitations are inevitable in the case of any research. Two of the most common limitations for any research are time and resource constraints. The researcher must be able to anticipate the limitations before starting on the research and find out ways in which the limitations can be overcome. The limitations that were encountered at the time of carrying out this study have been mentioned below.

- Access to ACI's Internal Sales data was restricted. Sales data and a lot of marketing information was off limits and only accessible under special circumstances.
- It was difficult to get in touch with many of the retailers and distributors involved in the sales and distribution process of Savlon.
- Certain statistics could not be acquired related to customer preferences and purchase habits.
- It wasn't possible to gain access to some of the studies that were conducted in the past related to the topic.
- The respondents are busy people and it has been difficult to maintain proper communication with them.
- Due to time and resource constraints, it has not been possible to physically conduct many of the activities that were preplanned.

Most of the limitations stated here are common and are encountered by researchers quite often. Overcoming the limitations has been challenging at times but the research was successfully completed by overcoming the limitations effectively.

4.6 Time Plan

It is necessary to set up a proper plan for analyzing the collected data. The data analysis plan discusses how the collected data will be analyzed and what software will be used for the purpose. Most researchers use SPSS software and Microsoft Excel for analyzing the data. It is important to select appropriate software and appropriate methodology in order to get accurate results and complete the research in a timely manner. If the correct software and processes are not used, the research will fail. For this research, I will provide information collected from corporate reports and I will use a specific questionnaire for collecting product preference related information from customers. The table below illustrates the time plan that was roughly followed during the course of the preparation of this report.

Activities/Duration	Week 1	Week 2	Week 3	Week 4
Introduction and Literature Review				
Methodology				
Data Collection				
Data Analysis/ Conclusion and Recommendation				
Report Submission				

Table 4.1 Time Plan

Chapter 5

Data Analysis

5.0 Data Analysis

This chapter contains information about the actual primary data that was collected in the research process. Primary data was collected in two phases. As the purpose of the study is to understand the effectiveness of Savlon's different strategies in the brand building process, the study will cover both consumer and trade promotion. The chapter will be divided into two parts. The first part will cover consumer promotion. For the research, the responses were collected from 50 respondents. The second part will focus on trade promotion that was conducted on retailers. Detailed analysis of the responses will be provided at the end of the chapter.

Part A: Consumer Promotion

This research was conducted on 50 consumers. These were female consumers who were purchasers or influencers in the purchase of dishwashing products. A questionnaire with 10 questions was used for the purpose of the research. The questionnaire was sent to the respondents using online methods. The survey was conducted online. The responses have been stated in this chapter along with the findings and analysis of the answers. Probable implications have also been suggested. The following section will cover the consumer promotion.

Question 1

Which factor do you consider the most at the time of purchasing a Savlon products?

Options	Response (frequency)
Cleaning Property	58.1%
Price	12.9%
Packaging	6.5%
Availability	16.1%
Recommendation	6.5%



Fig 5.1 Purchase Considerations

Findings and Analysis

The purpose of this question was to see whether customers value product quality the most or rely on other factors such as packaging and pricing at the time of purchase. As it can be seen, most of the respondents have said that they value product quality above all else. Brand name is not a major consideration at the time of purchase. This proves that consumers are willing to purchase if the company can deliver in terms of product quality. Availability is also another major concern for consumers while making such purchases. Consumers consider convenience of purchase when selecting a product. If the particular brand is not available easily, they might switch over to another brand. In the case of liquid hand wash, consumers normally alternate between Lifebuoy and Dettol as these are the brands most easily available. ACI is concerned about the availability of Savlon and is pushing the product to different store shelves all across the country. The third most important consideration in this regard is the price of the product. The third majority of the consumers have stated that they consider the price of the product. However, product quality is always the most important factor. The other two factors considered are packaging and recommendation. Packaging has a psychological impact during the time of purchase and some consumers like to listen to the recommendations of friends and family.

Question 2

Would you prefer a personal care brand with anti-bacterial properties over a normal one?

Options	Response (frequency)
Yes	68.32%
No	31.68%

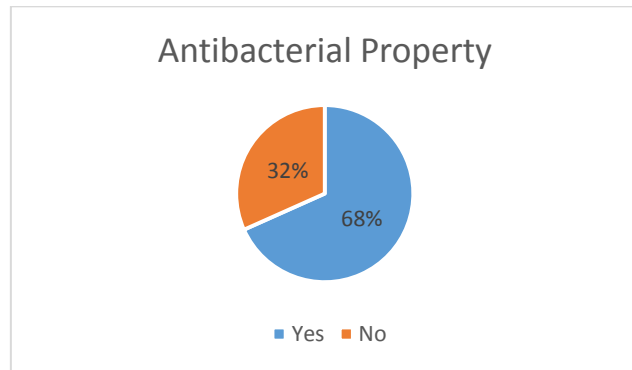


Fig 5.2 Antibacterial Property

Findings and Analysis

This question can be directly linked to ACI's positioning of Savlon products. Savlon products are positioned as an antibacterial brand with fast cleaning properties. ACI states that Savlon contains a component called Cetrimide, which other brands do not contain. This ensures better cleaning than the other available products and cause it creates less irritation to the skin and cleans the germs quickly. As it can be seen from the findings of the survey, maximum respondents have stated that they prefer personal care with antibacterial properties. As of now, none of the other brands in the market are using a similar positioning, that is exclusively stating that their products are effective against germs.

Question 3

Have you heard of the brand Savlon from ACI?

Options	Response (frequency)
Yes	99.61%
No	0.39%

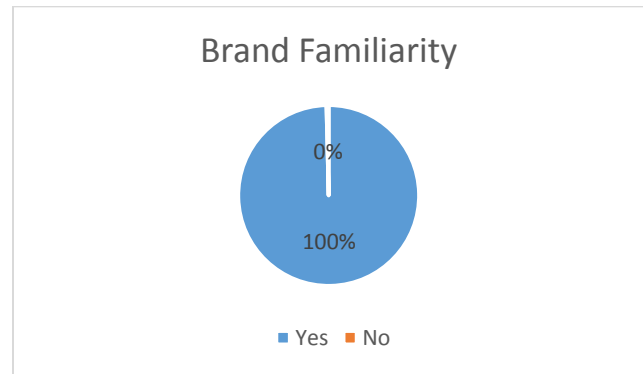


Fig 5.3 Brand Familiarity

Findings and Analysis

Savlon is an existing brand from ACI. It was launched in 1998 and has been present in the market for a long time as compared to the other brands. ACI has spent moderately on advertisement and promotion for the brand. The answers to the question show that each of the consumers has heard of the brand which was expected. Savlon's visibility on different channels of consumer communication is significant. Savlon has significant shelf presence in different retail points such as superstores. This is a major source of Savlon's familiarity. ACI is currently trying to spend gain more consumers' share of mind through different forms of promotional strategies, such as the recently conducted school activation program. Savlon also currently has significant social media presence.

Question 4

Are you currently using the brand Savlon?

Options	Response (frequency)
Yes	53.23%
No	46.77%

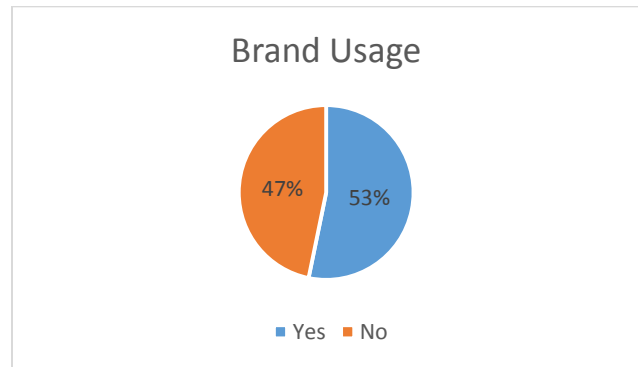


Fig 5.4 Brand Usage

Findings and Analysis

In this question, I asked the respondents whether they are currently using any products from the brand Savlon. As it can be seen, almost half of the respondents said that they are using the brand at the moment which was expected as Savlon is an existing brand and brand awareness among consumers is still very high. On other hand, another half of the consumers are using Lifebuoy and Dettol in various categories. The consumers who have used the brand picked it because of the awareness and loyalty. ACI's current step from that point of view can be considered as appropriate as ACI is aiming to get more consumer brand awareness through activities such as school activation programs, greater shelf presence in stores and product sampling.

Question 5

How strongly do you believe that ACI's promotional activities have an effect on your decision making?

Options	Response (frequency)
Strongly Agree	12.9%
Agree	25.8%
Neutral	41.9%
Disagree	12.9%
Strongly Disagree	6.5%

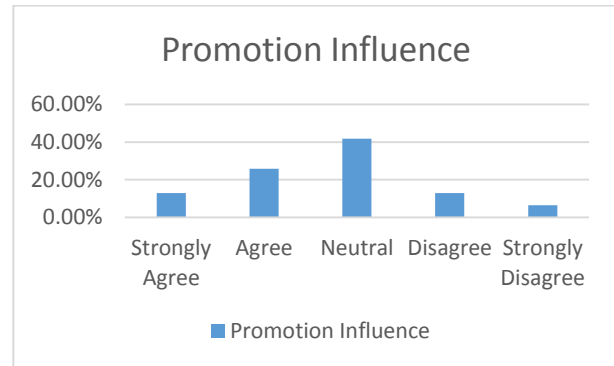


Fig 5.5 Promotion Influence

Findings and Analysis

ACI has a number of different brands for many different products. ACI is also a renowned company in Bangladesh. In this question I asked to see how strongly consumers consider ACI advertisements at the time of purchasing different products. As it can be seen from the findings, most of the respondents provided a neutral response, that is they do not consider ads as a very important motivator for purchasing products. They carefully consider different product features and other factors such as price, packaging and availability. Consumers are more concerned about how well the product meets their different requirements than relying on promotional messages for purchasing the product. The second majority of the respondents replied positively to the question. They have faith in the company and consider its promotional messages to be truthful. A few of the respondents have said that they have strong faith in the company and would definitely change their purchase preferences based on ACI's advertisements. Some of the respondents have said that they will not consider buying ACI's products. A very few of the respondents have said to strongly distrust ACI's promotional messages due, perhaps due to prior negative experiences. ACI can invest in consumer promotion as most of the responses have a generally positive tone.

Question 6

Do you use a competing brand for your necessities at the moment? (eg. Lifebuoy, Dettol)

Options	Response (frequency)
Yes	47%
No	53%

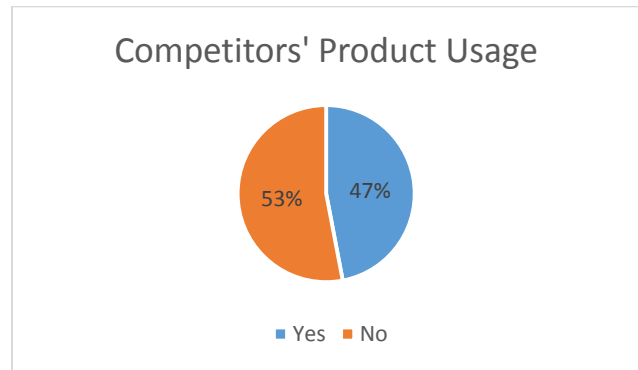


Fig 5.6 Competitors' Product Usage

Findings and Analysis

Most of the respondents have said that they are currently using products from other brands. This is very reflective of the other question where I asked if they are currently using products from the brand Savlon. As was expected, half of the respondents said that they are currently using products from other brands such as Lifebuoy and Dettol. Most of the respondents use well-known brands from multinational companies and some use brands available from some new local companies such as Bactrol. ACI needs to identify the untapped zone which has not been touched the major competitors in the market and analyze their branding and communication strategies. This will be helpful for ACI in order to develop effective communication for its consumers.

Question 7

How strongly do you trust communication (e.g. TVCs) from different brands?

Options	Response (frequency)
Strongly Trust	3.2%
Trust	41.9%
Neutral	48.4%
Distrust	6.5%
Strongly Distrust	0%

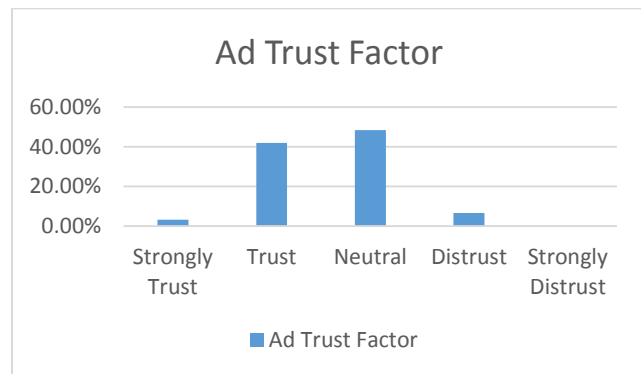


Fig 5.7 Ad Trust Factor

Findings and Analysis

In this question, I asked the respondents about how strongly they trust different promotional communication messages from competing brands of Savlon. The majority of the consumers gave a neutral response stating that they neither blindly trust nor distrust brand communication from other brands. They sincerely consider their different options and select the products based on factors such as functionality, price and availability. The second majority of the respondents said that they trust such communication to some extent but that depends on the brand that is being advertised. There are many different brands in the market at present but not all of them command the same level of credibility. From the perspective of consumers, ads from brands like Lifebuoy and Dettol are more trustable than those from local brands. A few of the respondents said that they distrust promotional communication from other brands to some extent. None of the respondents expressed any extreme negative opinion.

Question 8

How strongly do you believe that brand loyalty has an effect on your choice of Personal care products?

Options	Response (frequency)
Strongly Agree	25.8%
Agree	51.6%
Neutral	6.5%
Disagree	12.9%
Strongly Disagree	3.2%

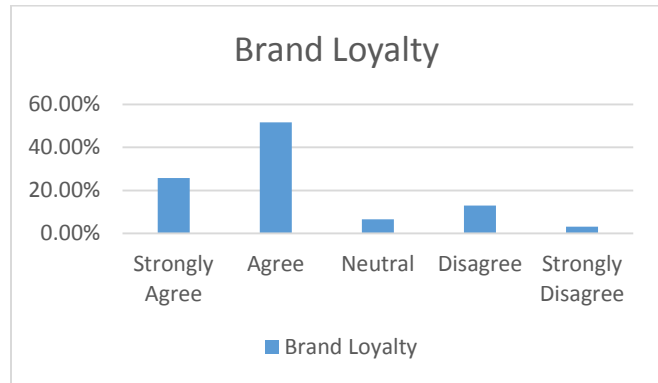


Fig 5.8 Brand Loyalty

Findings and Analysis

Brand loyalty is a very important factor that must be considered. Consumers maybe loyal towards a particular brand or company and in cases of extreme loyalty they won't purchase products from other brands. Brand loyalty is a very strong influencer of purchase decisions. As it can be seen, most of the respondents have said that they consider brand loyalty as an important motivator while purchasing personal care products. A brand acts as a symbol of trust for the customers (Mallik, 2009). Consumers have a certain level of confidence in the brands that they purchase. Building brand loyalty is a slow and continuous process. ACI should work to build a strong base of loyal customers. The second majority of customers strongly agreed to brand loyalty being one of the most important factors at the time of purchase. These are very loyal customers of certain brands and are less likely to switch brands easily. Some of the customers stayed neutral in this regard. A small percentage of customers disagreed. They place other factors such as the product's functionality and price before brand loyalty. A very small number of customers strongly disagreed. These customers always look for the best offer that's out there.

Question 9

How likely are you to switch over to Savlon from your current brand if ACI delivers on its promises?

Options	Response (frequency)
Very Likely	16.1%
Likely	61.3%
Neutral	12.9%
Unlikely	3.2%
Very Unlikely	6.5%

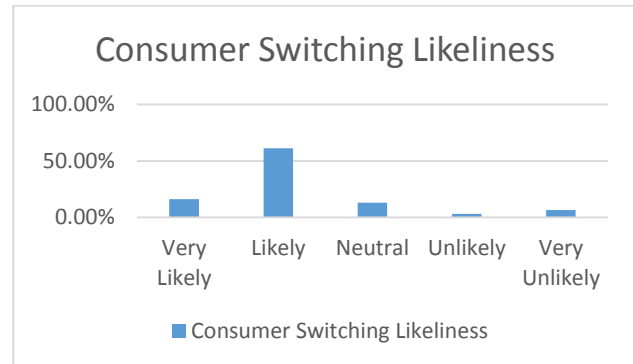


Fig 5.9 Consumer Switching Likeliness

Findings and Analysis

This question can be related to the level of satisfaction of the customers with the current brand. Loyal customers are less likely to switch unless faced with some very strong reasons. In this question, I asked the respondents if they would switch their current brands and start using Savlon for their necessities if ACI can provide superior value to them. As it can be seen from the responses, most of the respondents have said that they most likely would switch over to Savlon if ACI can deliver on its promises, that is faster cleaning and better protection from germs. These consumers are aware of the reputation of ACI as a company and have faith in its products in general. Some of the respondents have strongly stated that they would switch over to Savlon from their current brands. The third majority of respondents stayed neutral in this matter. They may or may not switch their brands. Small percentages of the respondents disagreed and strongly disagreed to switching over to Savlon from their current brands.

Question 10

How favorable is your opinion of ACI and its products in general?

Options	Response (frequency)
Very Favorable	29%
Favorable	54.8%
Neutral	9.7%
Unfavorable	3.2%
Very Unfavorable	3.2%

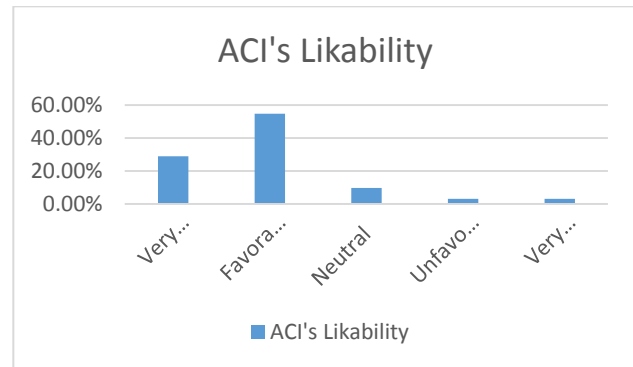


Fig 5.10 ACI's Likability

Findings and Analysis

The final question is related to the general image of ACI as a company and all of its different brands and products. ACI is one of the oldest Bangladeshi companies and has seen many years of success. Thus most of the respondents have said that they have a favorable opinion of the company. They have used different products from the company and have positive attitudes towards them. They consider products from ACI while making purchase decision. The second majority of the respondents have a very favorable opinion of the company. This can be termed as loyalty for ACI. They try to purchase products from ACI on a regular basis for meeting their requirements. In general most of the responses were in favor of the company. A small majority of the respondents have unfavorable opinion of the company. This can be because of negative experiences with the company's products.

Part B: Trade Promotion

ACI invests heavily in different forms of trade promotion for its products. Trade promotion can play a very important role in ensuring product availability. As the last consumer research reveals, consumers place a great deal of emphasis on the availability of products at the time of purchasing personal care products. The following research was conducted on 50 different retailers in the given territory. This section will present the responses collected from the retailers. As was the last research, this research is also quantitative in nature. The data will be presented with the help of charts and graphs and the findings and analysis and possible implications will also be elaborately discussed.

Question 1

Which type of promotion offer do you prefer the most?

Options	Response (frequency)
Trade Discount	15
Display Offers	26
Free Products	4
Sponsored Trips	3
Gifts	2

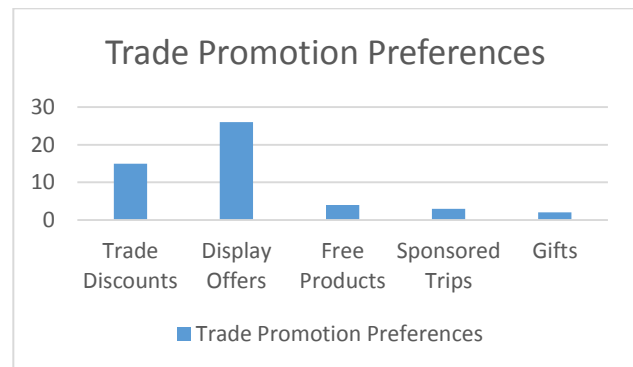


Fig 5.1 (b) Trade Promotion Preferences

Findings and Analysis

In this question, I asked about a number of different promotional offers that are usually made to the retailers in the cities. These are trade discounts, shelf display offers, and free products with order, sponsored trips within and outside Bangladesh and special gifts. Most of the respondents said that they prefer display offers the most. A shelf display offer is one where the company purchases shelf space from the retailer. The retailer must display a certain number of products for a particular period on a shelf. For doing so, the retailer is rewarded in ways. The most straight forward way is providing a certain amount of cash for the shelf which typically ranges between Tk. 300 to Tk. 700 depending on the placement of the shelf. This mode of trade promotion is generally more preferable to the retailers as they get the cash for displaying the products and also earn money from selling the products that they display. However, ACI usually offers free products instead of cash to the retailers. This guarantees higher sales for ACI. The second majority of the respondents have said that they prefer trade discounts on transactions. This is a very effective trade promotion tool. Free products are also worthwhile for the retailers as they get to earn the full retail value of the products. Fewer respondents have preferred gifts and sponsored trips as they have to fulfill certain sales goals to be eligible for such offers.

Question 2

How satisfied are you with the offers that you get from ACI?

Options	Response (frequency)
Very Satisfied	4
Satisfied	29
Neutral	1
Dissatisfied	11
Very Dissatisfied	2



Fig 5.2 (b) Trade Promotion Satisfaction

Findings and Analysis

ACI significantly stresses on trade promotion. It keeps its distributors and members of the supply chain happy in order to ensure higher product availability to the consumers and greater sales and coverage. As a result, it can be seen that most of the respondents are satisfied with the offers that they get from ACI Ltd. for its different products. They regularly accept different offers from the company and are generally satisfied with what they get in return. 4 of the respondents have said that they are very satisfied with the offers that they get from the company. They regularly participate in the company's different promotional offers and prefer put greater emphasis on ACI over other companies. The second majority of the respondents said that they were dissatisfied with the company. This was because some of ACI's trade promotion offers did not work out with them. 2 of the respondents were very dissatisfied and they said they were less likely to accept any promotional offers from the company in the future.

Question 3

How strongly do you agree that you can influence the purchase preferences of consumers?

Options	Response (frequency)
Strongly Agree	13
Agree	25
Neutral	3
Disagree	4
Strongly Disagree	5

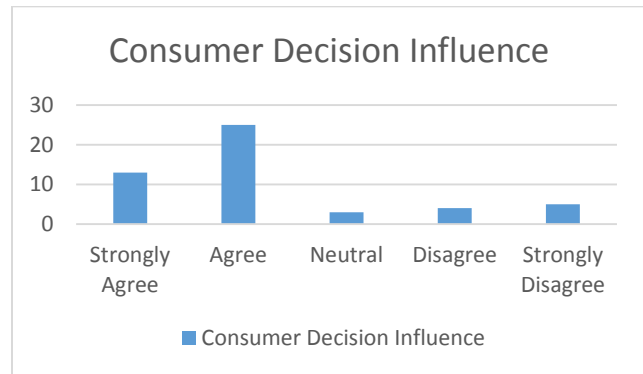


Fig 5.3 (b) Consumer Decision Influence

Findings and Analysis

Retailers directly deal with consumers. Consumers go to different retail outlets for purchasing products. Retailers thus have a certain level of influence over the purchase decision of the consumers. Many consumers purchase certain products based on the recommendations they receive from the retailers. In the case of this survey, a majority of the retailers said that they can influence the purchase decision of the customers to some extent. They said that their recommendations are valued by the customers in most cases. The second majority of the respondents said that they have a strong say in the customers' decision making process. Some of them were large outlets where most customers go first when looking for a particular product. Some of the respondents said that they were not sure of their influence over customers. Other retailers said that they do not interfere with customers' preferences. Sometimes they provide suggestions but do not try to influence the customers.

Question 4

How satisfied are you with the promotional offers from other companies?

Options	Response (frequency)
Very Satisfied	1
Satisfied	7
Neutral	2
Dissatisfied	22
Very Dissatisfied	18



Fig 5.4 (b) Competitors' Trade Promotion Satisfaction

Findings and Analysis

In this question, I asked the respondents about their satisfaction with the offers that they get from other companies. This includes multinational as well as many local companies. As it can be seen, most of the respondents were dissatisfied with the offers. The first majority said carried a certain level of dissatisfaction. This was mostly because the other companies failed to deliver on their promises or the offers made to them were not too beneficial for the retailers. The second majority of the respondents were very dissatisfied with the offers from other companies. Some complained that the big companies in the market bargained too aggressively with them. Other retailers were generally satisfied with the offers that they get from the companies but they also keep offers from ACI in consideration.

Question 5

How strongly do you agree to have loyalty towards ACI's products?

Options	Response (frequency)
Strongly Agree	9
Agree	30
Neutral	2
Disagree	8
Strongly Disagree	1

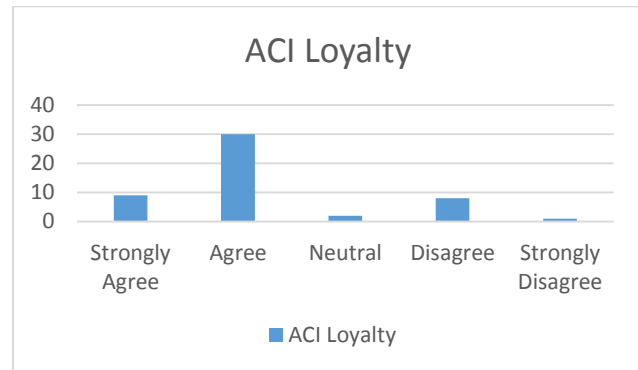


Fig 5.5 (b) ACI Loyalty

Findings and Analysis

In this question I asked the retailers if they feel a level of loyalty towards the company ACI. As it can be seen from the responses, most of the retailers said that they have a certain degree of loyalty for the company. Some of them have been doing business with the company for many years and have come to rely on the company for different kinds of benefits and offers. A few respondents said that they have a strong sense of loyalty for ACI. They have confidence in the company and its different brands. This can work as a form of leverage for ACI as the company can easily get positive responses from these retailers in for new promotional offers or at the time of launching new marketing strategies. A small number of retailers said that they do not have a high level of confidence in ACI.

5.1 Data Analysis Conclusion

The first survey was conducted on 50 consumers. The purpose of the survey was to find out consumer attitude towards consumer promotion from different brands and their opinion towards ACI and its different competitors. The findings from the responses show that most of the consumers are familiar with the brand Savlon. This is because Savlon is an existing brand and ACI has invested intensively on consumer promotion. Consumer awareness of the product is thus high. Nearly all of the respondents have said that they prefer an antibacterial personal care product over a normal one, so it can be said that ACI's positioning of the Savlon as an antibacterial brand is correct. All consumers are familiar with the other brands in the market such as Lifebuoy and Dettol and are also currently using those products.

Most of the respondents have faith in consumer promotion such as TVCs. A few of the respondents have said that they do not trust consumer promotion. Consumer promotion has a role to play in influencing consumer decision making. ACI should consider investing in consumer promotion. Also, consumers have a general level of brand loyalty towards their current brand. Changing consumer brand loyalty will require intensive consumer communication. The findings show that consumers consider the cleaning property of the product most of all during the time of purchase and consumers have faith in ACI. They are likely to switch over to Savlon if ACI can fulfill its promises.

The second survey was conducted on 50 retail stores. A questionnaire with five questions was used for the purpose. The survey shows some interesting findings. First, the retailers were asked about what kind of promotional offers they prefer the most. A majority of the respondents said that they prefer different forms of display offers. Companies pay a certain amount of money to retailers for shelf decoration with stickers and placing their products on display. This is a sure source of cash for the retailers and many retailers prefer this option. The survey shows that many of the retailers have strong faith in ACI and are satisfied with the company's different promotional offers. ACI places great emphasis on different forms of trade promotion and it can be said that their efforts are successful as retailers readily put ACI products on their shelves. The retailers are not too satisfied with the offers from competitors such as Unilever and Reckitt Benckiser as the other brands do not emphasize too heavily on trade promotion. From the findings, it can be said that ACI's trade promotion offers are quite successful.

Chapter 6

Conclusion and Recommendation

6.0 Conclusion

The purpose of this report was to present a detailed analysis of the current condition of the organization I did my internship at and the brand that I have worked with during the course of my internship. Savlon is a renowned brand of personal products from ACI. It was launched in 2013 and has been available in different market all over the country. I picked Savlon as the product for my internship report. In the report, I have tried to analyze the development process of Savlon as an existing brand in the competitive market for personal care products. The broad objective of the report was ***“Rebranding Strategy: A Case Study on Savlon of ACI”***. For this purpose, I have discussed in detail about ACI and its business strategies and about Savlon and ACI’s current promotional strategies for promoting the brand and getting more market share.

I tried to present detailed information about the company and the brand in the report. I have presented secondary data and information collected from published and credible sources for setting the background of the research. The report contains both secondary and primary information. Most of the secondary information has been stated in the Literature Review Chapter of the research. The purpose of this chapter was to provide detailed information about the various aspects of the report. As such, theories relevant to the development and positioning process of a new brand have been discussed, such as the Brand Resonance Model. Certain analyses were also mentioned in this chapter, for example SWOT Analysis of Savlon and Porter’s Five Forces Analysis. Savlon’s current positioning strategy and the brand development process has also been discussed in the chapter.

The Data Analysis Chapter contains the primary research conducted for achieving the specific research objectives that have been stated earlier in the report. In this chapter, we will first look at how appropriately the specific objectives of the research have been fulfilled and then provide necessary recommendations for ACI.

6.0.1 Research Objective 1

RO1: *To analyze the brand communication process for Savlon in terms of both consumer and trade promotion.*

For fulfilling this objective, I have stated in detail the different forms of consumer and trade promotion modes applied by ACI for Savlon. ACI uses a mix of both consumer and trade promotion for promoting the product like its other products. ACI relies more heavily on different forms of trade promotion. However, Savlon is renowned brand and ACI should put more emphasis on consumer promotion to maintain the brand sustainable.

6.0.2 Research Objective 2

RO2: *To understand the effectiveness of Savlon's current positioning.*

Savlon is positioned as an antibacterial personal care product. ACI stresses on fast cleaning and guaranteed germ eradication. There are many other brands available in the market but they do not position their products as antibacterial personal care products. Responses to question number 2 of consumer primary research show that 68% of the respondents preferred that their personal care product should be antibacterial.

6.0.3 Research Objective 3

RO3: *To understand Consumer Reception of the Existing Brand in the market and its effect on the Consumer Decision Making Process.*

In the first primary research, I asked the consumers about their general impression of ACI as a company and its different products. The research revealed that consumers have faith in the company ACI and many consumers use different products from the company. ACI's reputation is a very important motivating factor in this case. A number consumer hasn't yet used the brand Savlon but will consider switching to it if ACI can deliver on its promises.

6.0.4 Research Objective 4

RO4: *To make suggestions to ACI for the development of a sustainable model for consistent brand communication.*

The final objective of this research is to provide suitable recommendations to ACI for the company to develop a sustainable communication strategy for Savlon that will influence the consumers' decision making process. The recommendations will be provided towards the end of this report, based on the proper evaluation of all the information that has already been presented earlier on in the report.

The table below shows the specific research objectives and shows whether they have been achieved or not.

Objective	Status
Research Objective 1	✓
Research Objective 2	✓
Research Objective 3	✓
Research Objective 4	✓

Table 6.1 Research Objectives Checklist

6.1 Recommendations

It is an objective of this research to provide certain recommendations for the development of a sustainable model Savlon's marketing strategy then can be used for influencing the consumers' decision making process. I am making these recommendations based on the information that I have gathered from secondary sources and the primary research that I have conducted. The recommendations have been provided in the following section.

6.1.1 Consumer Promotion

Consumer oriented promotion is very important for consumer products. Savlon is a consumer product but ACI does not invest much in consumer promotion. Without proper consumer promotion, it will not be possible to raise consumer awareness about the product. Though, Savlon is an established brand still consumer promotion is needed to sustain in this competitive era. So ACI needs to consider different means of consumer promotion for Savlon in order to create demand pull a bit higher than before.

6.1.2 Below The Line Communication

The information presented in the Literature Review Chapter shows that different forms of BTL promotion such as School Activation Programs for Savlon have been successful. Such efforts have created a favorable impression in the minds of consumers and the target audience. ACI needs to consider conducting more of such programs and take part in activities such as sponsorships.

6.1.3 Trade Promotion

Trade Promotion plays a very important role in ensuring product visibility and availability. Availability is an important consideration for consumers during the time of purchasing products. Investing in trade promotion ensures greater product availability and retailer cooperation. ACI as a company provides different forms of trade promotion offers. ACI can continue with such offers to uphold the retailer cooperation that it has today.

These are some of the trade recommendations that I believe will help ACI in its development of a sustainable model for consistent consumer promotion. Savlon is one the most consumed

products but with the right promotional strategy, the brand can develop more product lines and expand the market share for the advancement of ACI.

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Appendix A

A Survey on “Consumer Behaviors and Perceptions while purchasing Personal Care Products”

Respondent Name: Profession:

Sex: ☐ Male ☐ Female Age: years

Address:

Mobile No:

Questionnaire

Please tick the answers you think are the most appropriate.

1. Which factor do you consider the most at the time of selecting a Savlon Products?

- a. Cleaning b. Fragrance c. Price d. Availability e. Recommendation
Property

2. Would you prefer a personal care brand with anti-bacterial properties over a normal one?

- a. Yes b. No

3. Have you heard of the Brand Savlon from ACI?

- a. Yes b. No

4. Are you currently using the brand Savlon?

a. Yes

b. No

5. How strongly do you believe that ACI's promotional activities have an effect on your decision making?

a. Strongly
Agree

b. Agree

c. Neutral

d. Disagree

e. Strongly
Disagree

6. Do you use a competing brand for your necessities at the moment?

a. Yes

b. No

7. How strongly do you trust communication (e.g. TVCs) from different brands?

a. Strongly Trust

b. Trust

c. Neutral

d. Mistrust

e. Strongly
Mistrust

8. How strongly do you believe that brand loyalty has an effect on your choice of dishwashing products?

a. Strongly
Agree

b. Agree

c. Neutral

d. Disagree

e. Strongly
Disagree

9. How likely are you to switch over to Savlon from your current brand if ACI delivers on its promises?

a. Very Likely

b. Likely

c. Neutral

d. Unlikely

e. Very Unlikely

10. How favorable is your opinion of ACI and its products in general?

e. Very
Unfavorable

- a. Strongly Agree b. Agree c. Neutral d. Disagree e. Strongly Disagree

4. How satisfied are you with the promotional offers from other companies?

- a. Very Satisfied b. Satisfied c. Neutral d. Dissatisfied e. Very Dissatisfied

5. How strongly do you agree to have loyalty towards ACI's products?

- a. Strongly Agree b. Agree c. Neutral d. Disagree e. Strongly Disagree