CHAPTER IV

BRAND MANAGEMENT: CASE STUDIES OF SELECTED FMCG COMPANIES OPERATING IN INDIA AND THAILAND

In this chapter, the brand management are analysed in detail using the case studies of four MNCs which are operating in India as well as Thailand. The MNCs include Amway, Colgate-Palmolive, Unilever and Procter & Gamble. Initially, the case studies of four MNCs are analysed individually and the cross cases analysis is done at the end in order to have a clear and comparative picture.

Case 1: AMWAY LTD.

4.1.1 Company Profile

Amway (short for American Way) is an American multinational direct-selling company using multi-level marketing techniques that sells a variety of products, primarily in the health, beauty, and home care markets. Amway was founded in 1959 by Jay Van Andel and Richard DeVos. Based in Ada, Michigan, the company and family of companies under Alticor reported sales of USD$11.3 billion for the year ended December 31, 2012 - the seventh consecutive year of growth for
the company. Its product lines include home care products, personal care products, jewelry, electronics, Nutrilite dietary supplements, water purifiers, air purifiers, insurance and cosmetics. Amway conducts business through a number of affiliated companies in more than a hundred countries and territories around the world. Amway was ranked No.114 among the largest global retailers by Deloitte in 2006, and No.25 among the largest private companies in the U.S. by Forbes in 2012. Amway expanded overseas to Australia in 1971, to Europe in 1973, to parts of Asia in 1974, to Japan in 1979, to Latin America in 1985, to China in 1995, to Africa in 1997, to India and Scandinavia in 1998, to Ukraine in 2003, to Russia in 2005, and to Vietnam in 2008. In 1999 the founders of the Amway corporation established a new holding company, named Alticor, and launched three new companies: a sister (and separate) Internet-focused company named Quixtar, Access Business Group, and Pyxis Innovations. Pyxis, later replaced by Fulton Innovation, pursued research and development and Access Business Group handled manufacturing and logistics for Amway, Quixtar, and third party clients. The main difference was that all "Independent Business Owners" (IBO) could order directly from Amway on the Internet, rather than from their upline "direct distributor," and have products shipped directly to their home. The Amway name continued being used in the rest of the world. After virtually all Amway distributors in North America switched to Quixtar, Alticor elected to close Amway North America after 2001. In June 2007 it was announced that the Quixtar brand would be phased out over an 18 to 24 month period in favor of a unified Amway brand (Amway Global) worldwide. According to
the Amway website, as of 2011 the company operates in over 100 countries and territories, organized into regional markets: the Americas, Europe, greater China, Japan and Korea, and SE Asia/Australia. Amway's product line grew from LOC, with the laundry detergent SA8 added in 1960, and later the hair care product Satinique (1965) and the cosmetics line Artistry (1968). Today Amway manufactures over 450 products, with manufacturing facilities in China, India and the United States, as well as Nutrilite organic farms in Brazil, Mexico and the United States (California and Washington State). Amway brands include: Artistry, Atmosphere, Body Blends, Body Works, Clear Now, eSpring, Fulton Street, Glister, iCook, Kahve, Legacy of Clean, Nutrilite, Peter Island, Perfect Empowered Drinking Water, Personal Accents, Ribbon, Satinique, Tolsom, XS, and Zsenso. Amway combines direct selling with a multi-level marketing strategy. "Independent Business Owners" (IBOs) may market products directly to potential customers and may also recruit (sponsor) and train other people to become IBOs. IBOs may earn income both from the retail markup on any products they sell personally, plus a performance bonus based on the sales volume they and their downline (IBOs they have sponsored) have generated.[3] People may also register as IBOs to buy products at discounted prices. Amway provides training to the IBOs on products and business skills through the sale of "business support materials"; for example, DVDs, CDs, books, websites, seminars, and business conventions.

4.1.2 Vision and Business Philosophy
With customers, Independent Business Owners and employees in nearly every corner of the world, they have a clear strategy and common vision of success that originated with their founders Rich DeVos and Jay Van Andel. Amway combines direct selling with a multi-level marketing strategy. "Independent Business Owners" (IBOs) may market products directly to potential customers and may also recruit (sponsor) and train other people to become IBOs. IBOs may earn income both from the retail markup on any products they sell personally, plus a performance bonus based on the sales volume they and their downline (IBOs they have sponsored) have generated.[3] People may also register as IBOs to buy products at discounted prices. Amway provides training to the IBOs on products and business skills through the sale of "business support materials"; for example, DVDs, CDs, books, websites, seminars, and business conventions.

4.1.3 Business Performance

Amway has surpassed Avon to be the world’s #1 direct selling company. Amway has exceeded $12 billion in sales for the 2012 IBO fiscal year (September to August). For the same period, Avon reported sales of $US10.8 billion. In 2006 Amway’s sales dropped slightly for the first time in many years, settling back to $6.3 billion. In response, Amway set the ambitious goal to reach $12 billion in sales in 2012, an almost doubling of sales in only 5 years. They have done it. The performance marked the company's 10th sales increase in the past 11 years. Growth was fueled by strong results in China, which is Amway's largest market, as well as
"healthy gains" in India, Korea, North America and Latin America. The company generally does not disclose sales by market, but China accounted for more than one third of its global sales in 2009. Sales in the U.S, account for around 10 percent of Amway's business.

The Bangkok Post reports that for the first time in more than two decades, all of the top 10 Asia-Pacific markets have experienced growth. In October, Amway North America announced to IBOs they had achieved 33 consecutive months of growth in that market – it’s oldest. Figures for the official 2012 Amway financial year will not be released until February, but it is clear that Amway is now the world’s #1 direct selling company. Amway's business grows stronger each year, both in Thailand and worldwide. For the first time in 21 years, Amway has recorded growth in all top 10 Asia-Pacific markets, with an average of 6-10%. About 90% of sales are generated from international markets, mostly in Asia-Pacific. Sales of Amway (Thailand) are expected to reach 16.8 billion baht this year.

4.1.4 Global Brands

A. ARTISTRY

They believe that beauty is derived from truth. Truth that comes from careful, modern scientific discovery, and the belief that every woman’s individual beauty should be celebrated. This philosophy and practice has placed ARTISTRY among the world’s top five, largest-selling, premium skincare brands, and among the
world’s top ten, largest-selling, premium cosmetic brands. Experience the endless, exceptional benefits ARTISTRY products can provide for you.

**ARTISTRY PRODUCT FAMILIES**

**ARTISTRY Essentials**

Serious science and everyday simplicity combine for a fresh perspective on personal style, featuring natural botanicals to keep skin healthy looking and strong. ARTISTRY Essentials is a comprehensive product line for all skin types providing optimal skin health with maximum ease of use.

**ARTISTRY Time Defiance**

Their most advanced anti-aging ARTISTRY skin care system defies age by focusing on the importance of cellular communication. TIME DEFIANCE products feature anti-aging Derma Cell Exchange technology, repairing the signs of aging to help skin look younger.

**Crème LuXury**

Experience the truth of skin transformation. Creme LuXury gives women the power of Cell Effect, re-energizing skin for optimum performance and a revitalized appearance. Look forward to firmer, softer, smoother and more radiant skin that acts up to 15 years younger.

**ARTISTRY Colour**

Where beauty and creativity meet, ARTISTRY Colour products match and enhance a woman’s natural colouring, whoever she is, wherever she lives. Create the
look that enhances their natural beauty with face, eye, cheek and lip essentials designed to reveal the beauty that resides inside every woman.

**B. BODY BLENDS**

Body blends is a range of body care products which include body wash spa, body lotion, deodorant for man and soap/bar for men.

**C. BODY SERIES**

Ensure family has the best body care. Lotions, soaps, deodorants for the whole family.

**D. FULTAN STREET MARKET**

Body blends is a range of body care products which include shaving blade for men and shaving blade for women.

**E. GLISTER**

The brand offers a wide array of oral care products that focused on healthier and whiter teeth. The brand includes toothpaste, toothbrushes, mouthwash, and more!

**F. NATURE’S GATE**

The brand offers an array of oral care products that focused on natural healthier and whiter teeth. The brand includes toothpaste.

**G. PETER ISLAND**

The brand offers an array of beauty that includes sunscreen lotion, aloe vera gel and lip balm.
H. RANIR

The brand offers oral care product basically tooth brush for smoother and whiter teeth.

I. SATINIQUE

The brand offers a wide array styling products for stronger, healthier looking hair

4.1.5 Brands in India

A. ARTISTRY

Artistry is one of the world’s top five largest-selling Premium Skincare brands.

B. ATTITUDE

They have handpicked the ingredients in their beauty products because they believe they should be as unique as you. And so, they give you Attitude, the new range of skincare products from Amway. Vitamin A, C, E. Osmogeline*. Grape seed. These ingredients add splendour to their beauty and bring radiance to their skin. Along with these exclusive ingredients and some other like avocado and Aloe Vera, their products are designed to give you the care you so truly deserve.

C. DYNAMITE

Dynamite's range of male grooming products, formulated internationally is designed to deliver the ultimate grooming experience.
D. GLISTER

Glister Toothpaste is a revolutionary Multi-Action Toothpaste with Sylodent that offers seven benefits.

E. G&H

G&H Range enriched with the goodness of Glycerine and Honey, deeply nourishes and hydrates the skin for a healthy glow.

F. PERSONA

Persona Premium 3 in 1 Soap is a complete soap for the entire family promises refreshing confidence.

G. SATINIQUE

Satinique Advanced Range with unique Ceramide Infusion System uses nature's own renewing technology to rejuvenate, strengthen and protect their hair.

4.1.6 Brands in Thailand

A. ARTISTRY

The brand offers a wide array of world’s best skin care products.

B. BODY SERIES

Ensure family has the best body care. Lotions, soaps, deodorants for the whole family

C. GLISTER

Glister Toothpaste is a revolutionary Multi-Action Toothpaste with Sylodent that offers seven benefits.
D. SATINIQUE

Satinique Advanced Range with unique Ceramide Infusion System uses nature's own renewing technology to rejuvenate, strengthen and protect their hair.

4.1.7 Analysis of Case 1

US-based direct seller Amway Corp has enjoyed strong growth over the review period, underpinned chiefly by its success in China where it ranks fifth in the total BPC market, and first in premium cosmetics. This ability to position itself as a premium producer has helped drive growth, but growing competition from other premium brand producers and above all a cooling of direct selling demand threaten the company. It may need to overhaul its sales model to regain momentum. Amway Corporation has growth sales continually because they can plan the visionary marketing strategies and selling to be efficient. So, the business owners have stability. Amway business has support with the quality products and the leader that meet satisfaction. The positioning of each Amway brand is the high brand, high price and high quality. The life is the most important of Amway because this brand is realize about the value life of consumers. Amway have the vision to helping people live better live. In 2010, Amway has been a brand that Amway is also creating a unique identity for the brand. Through visual identity to indicate what the "Amway" to better understand consumers. The Amway branding consist logo Amway and colorful 4 circles and product names are engraved inside.
Amway India Enterprises, the largest direct selling FMCG Company in India and a wholly owned subsidiary of Amway Corporation (USA). Amway India is the country’s leading direct selling FMCG-company which manufactures and sells world-class consumer products. All its products are covered by a 100 per cent Money Back Guarantee. If not completely satisfied with the product, the consumer can return it for a 100% refund. At present, Amway India offers over 130 products in five categories. They are Personal care category, Home Care category, Nutrition & Wellness category, Cosmetics and Great Value Products. With the exception of Cosmetics range (Artistry) and some products in Nutrition and Wellness category, all Amway India products and bottles are manufactured in India. The products match Amway’s global quality standards. They carry a tamper-proof seal and a ‘100 per cent Money Back Guarantee’. Amway products are environment friendly, and are not tested on animals. Amway encourages the return of its used product bottles for recycling and to prevent their misuse.

"The brand identity of Amway increases the power of awareness and visibility and can to stimulate the interest of consumers about their brand." Amway will always support the fundamental Freedom of people to determine their own future, as following to protect and nurture their Family. In addition, Amway will always offer Hope to individuals and the opportunity to receive Reward to their efforts.
Amway follows a very flexible brand strategy. It follows the strategy of line branding. For instance, the brand,’ Body Series’ was introduced with a distinct concept. The brand appeals to a distinct market segment who appreciate and like the brand concept. The core idea is that brand connects with a consumer group. Today, customers do not tend to contend with one product which the brand offers. Rather they want additional products which go hand-in-hand with the brand concept or application. So the Body Series users want the brand to offer all complimentary products which enhance beauty- Body gel, lotion, bar soap, Complexion bar etc. Another example they can quote here is the introduction of various products under the brand Santinique. Sanitique So Amway came up with Sanitique Color Care shampoo, Sanitique care conditioner, Sanitique Color and Heat protector, sanitique Dandruff control hair etc. In this way, the products combine to form a complete whole and draw their identity from the main brand. As a result, it improves the brand’s marketing power rather than selling them as individual brands

**Brand Portfolio of Amway Limited**

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<th>Sl. No.</th>
<th>Global Brands</th>
<th>Brands in India</th>
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<td>1</td>
<td>Artistry</td>
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Amway has fewer brands as compared to other three MNCs. But it has billion dollar brands like Artistry which is among the world’s top five largest selling skin care brands. Artistry as a brand is amazing by every standard in terms of innovation, performance and application. Over the last 10 years, the brand “Artistry” has quietly and steadily grown into one of the top five largest selling skin care brand which is sold in nearly 50 countries and territories by more than three million distributors.
The Amway has adopted a series of brand extension using several established brands. For instance, Artistry essential is extended to Artistry essential lotion, Artistry essential make up kit etc. Another example could be the extension of brand “Persona” to Persona family classic toothbrush, Persona Family advanced toothbrush etc.

**Case 2: COLGATE-PALMOLIVE LTD.**

**4.2.1 Company Profile**

The Colgate-Palmolive Company is an American multinational consumer products company focused on the production, distribution and provision of household, health care and personal products, such as soaps, detergents, and oral hygiene products (including toothpaste and toothbrushes). Under its "Hill's" brand, it is also a manufacturer of veterinary products. The company's corporate offices are on Park Avenue in Midtown Manhattan, New York City. To provide Colgate with a significant competitive advantage by reducing total delivered cost, extending technology resources and developing excellence in purchasing, logistics and sourcing processes.

Colgate-Palmolive Company is a $17.1 billion global company serving people in more than 200 countries and territories with consumer products that make lives healthier and more enjoyable. The Company focuses on strong global brands in its core businesses – Oral Care, Personal Care, Home Care and Pet Nutrition. Colgate follows a tightly defined strategy to grow market shares for key products,
such as toothpaste, toothbrushes, bar and liquid soaps, deodorants/antiperspirants, dishwashing detergents, household cleaners, fabric conditioners and specialty pet food.

They strive for continuous improvements with their supplier teams. A multidisciplinary team from Colgate and JM Huber, a key oral care raw material supplier, identified potential savings across the supply chain. This team realized savings in excess of hundreds of thousands of dollars. This supplier relationship was featured in a Colgate-Palmolive Company Annual Report and is one example of the several preferred suppliers teaming with Colgate. They aim for cost reduction across every category. A major contract for preservatives used in personal care and household care products was awarded to a single supplier, delivering significant savings and leading to a unique research agreement. Three-year globalization contracts with key suppliers enabled reduction of the supplier base for a critical global surfactant from 11 to 4 suppliers. For a key toothpaste ingredient, the supplier base was reduced from 7 to 3, regional multi-year contracts with on-site manufacturing programs were put in place and record savings and total cost reductions were achieved over 5 years. They are on the forefront of innovation.

In their Global Fragrances category, they had multiple suppliers, high cost structures, limited innovation, average quality fragrances and long lead times. Focused partnerships were initiated with two key external suppliers. As a result, new initiatives were developed including annual “Top to Top Meetings” (CEO/CEO), project and savings grids, cost improvement teams and detailed supply chain maps.
Many “superior” fragrances have since been developed. In the household care category there were 7 for cleansers and 7 for light duty liquids. In personal care there were 4 for liquids and 5 for bar soaps. In fabric care, there were 7 for softeners and 5 for detergents.

Colgate-Palmolive’s strategy is to focus on global new products to drive growth. In the early 90’s, they were launching an average of 256 new products a year. By the mid 90’s that number grew to 469 per year. And recently that number has jumped to over 797 per year. Colgate's continued success around the world is tightly linked to the commitment of everyone to live by their core values. Throughout the Company, these values help build a strong culture based on integrity, ethical behavior and the desire to do the right thing. The "Valuing Colgate People" training programs are designed to encourage Colgate people of all backgrounds, globally, to meet their personal goals while helping to achieve their corporate objectives. The Valuing Colgate People Series is comprised of two courses: Valuing Colgate People: Living Their Values and Mandatory for all Colgate employees, this program helps participants to:

- Recognize, value and respect others for their unique contributions
- Understand the importance of having the highest ethical standards and how to address potential ethical issues in the workplace
- Explain Colgate's commitment to the core values and to managing all people with respect
• Practice skills that encourage, motivate and develop all Colgate people

4.2.2 Vision and Business Policy:

Their three fundamental values — Caring, Global Teamwork and Continuous Improvement — are part of everything they do. They are the foundation for their business strategy and are reflected in every aspect of their work life.

Caring

The Company cares about people: Colgate people, customers, shareholders and business partners. Colgate is committed to act with compassion, integrity, honesty and high ethics in all situations, to listen with respect to others and to value differences. The Company is also committed to protect the global environment, to enhance the communities where Colgate people live and work, and to be compliant with government laws and regulations.

Global Teamwork

All Colgate people are part of a global team, committed to working together across countries and throughout the world. Only by sharing ideas, technologies and talents can the Company achieve and sustain profitable growth.

Continuous Improvement

Colgate is committed to getting better every day in all it does, as individuals and as teams. By better understanding consumers’ and customers’ expectations and
continuously working to innovate and improve products, services and processes, Colgate will become the best.

4.2.3 Business Performance

Worldwide net sales rose 2.0% to an all-time record level. Gross profit margin increased 80 basis points to 58.1%. Operating profit, net income and diluted earnings per share all increased versus 2011. Operating cash flow increased 10% to $3,196 million. The quarterly dividend increased by 7% in 2012, on top of the 9% increase in 2011. Net income attributable to Colgate-Palmolive Company and diluted earnings per share in 2012 include after tax charges of $102 million ($0.21 per diluted share) related to the 2012 Restructuring Program and certain other items. Net income attributable to Colgate-Palmolive Company and diluted earnings per share in 2011 include net after tax charges of $42 million ($0.09 per diluted share) related to business realignment and other cost-saving initiatives and certain other items.

4.2.4 Global brands

A. Colgate

Colgate is an oral hygiene product line of toothpastes, toothbrushes, mouthwashes and dental floss. The brand has wide range of oral care products which are globally recognized and used by billion customers. The different products under the brand are:
• Colgate Total Advanced
• Colgate Optic White
• Colgate Total Zx Pro-Shield Plus Sensitivity
• Colgate Total
• Colgate Sensitive Pro-Relief
• Colgate Max Fresh
• Colgate Luminous
• Colgate Sensitive
• Colgate 2in1
• Colgate Sparkling White
• Colgate Cavity Protection
• Colgate Baking Soda and Peroxide Whitening Bubbles
• Colgate Tartar Protection with Whitening Ultradent
• Colgate Triple Action
• Colgate 360°
• Colgate Total
• Colgate Wisp
• Colgate Max White
• Colgate Navigator
• Colgate Plus
• Colgate Extra Clean
• Colgate Wave
• Colgate Kids
• Colgate Dora the Explorer
• Colgate 2 in1
• Colgate SpongeBob SquarePants

B. Speed Stick

A range of body care products which include deodorant, antiperspirant, shower gel etc for both man and women. Some of the products under this brand are:

• Speed Stick® Power
• Speed Stick 24/7
• Speed Stick Stain Guard
• Lady Speed Stick Stain guard
• Lady Speed Stick 24/7
• Teen Spirit
• Lady Speed Stick Antiperspirant/Deodorant POWER
• Lady Speed Stick Gel

C. Softsoap

It is a range of body care products which include body wash, liquid hand wash and bar soap etc. for both man and women. The brand has indulgently rich formulas which delivers moisture right down to the toes with intense fruity floral scents and turn ordinary showers into joyful celebration. The brand has various which includes
• Softsoap brand Premium Collection
• Softsoap brand Classics
• Softsoap brand Advanced Benefits
• Softsoap brand Pampered Hands Foam
• Softsoap brand Kids Foam Works
• Softsoap brand Bar Soap

D. Irish Springs

The brand which has products in the form of body wash and bar soap. The different products under this brand promise invigorating scents and fresh wash of the body. The various products under this brand are:
• Irish Spring Body Wash
• Irish Spring Original
• Irish Spring Moisture Blast with HydroBeads
• Irish Spring Deep Action Scrub
• Irish Spring Icy Blast
• Irish Spring Aloe

4.2.5 Brands in India

A. Colgate

It includes a range of trusted Oral Care products and expert information to keep their smile bright, beautiful and healthy. Under the brand “Colgate”, there are six product categories. They are as follows:
i. **Toothpaste**
   - Colgate Dental Cream
   - Colgate Total
   - Colgate Visible White
   - Colgate Sensitive
   - Colgate Sensitive-Pro-Relief
   - Colgate Max Fresh
   - Colgate Kids ToothPaste
   - Colgate Herbal
   - Colgate Cibaca Family Protection
   - Colgate Active Salt
   - Colgate Maxwhite

ii. **Toothbrushes**
   - Colgate 360
   - Colgate Sensitive
   - Colgate 360 Sensitive-Pro-Relief
   - Colgate Extra Clean
   - Colgate Extra-Clean Gum Care
   - Colgate Kids 2+
   - Colgate Zig Zag
   - Colgate 360 Acti Flex
iii. **Toothpowder**
   - Colgate Tooth powder

iv. **Whitening product**
   - Colgate Max White

v. **Kids' product**
   - Colgate Kids toothpaste
   - Colgate Kids 2+

vi. **Mouthwash**
   - Colgate Plax

**B. Palmolive**

The brand “Palmolive” has a range of body care products ranging from body wash to skin care. The brand has four product categories. They are:

i. **Body wash**
   - Palmolive Naturals Moisturizing Body wash
   - Palmolive Aroma Shower gel
   - Palmolive Thermal Spa

ii. **Liquid Hand wash**
   - Palmolive Natural Liquid Hand Wash

iii. **Shave Preps**
   - Palmolive Shave cream

iv. **Skin Care**
   - Palmolive Charmis cream
4.2.6 Brands in Thailand

A. Colgate

A range of oral care products in the Thailand market under the brand “colgate”. The brand has only two product categories in Thailand market. They are

i. **Toothpaste**
   - Colgate Total Advance Fresh
   - Colgate Total
   - Colgate Sensitive Pro Relief

ii. **Toothbrush**
   - Colgate 360

B. Protex

The brand has three product categories ranging from liquid hand soap to shower cream.

The three product categories under the brand “Protex” are:

i. **Liquid Hand soap**
   Protex liquid hand soap

ii. **Soap**
   Protex soap

iii. **Shower cream**
   Protex Shower cream
4.2.7 Analysis of Case 2

Colgate-Palmolive the global leader in oral care, has managed consistent year-on-year growth over the past few quarters, a commendable feat considering the current hostile global economic environment. Although the nature of its products make the company relatively recession-proof, an effective business strategy has also played a large part in its solid performance. The company manufactures and sells oral care, personal care, home care and pet nutrition products. Advertising and product innovation have formed the base of the company’s business strategy, which has enabled it to maintain its status as the global market leader in oral care over the years while proving a formidable competitor to the much larger FMCGs such as Unilever (LON:UL) and Procter & Gamble (NYSE:PG) in the personal care and home care domains. The company has a strong brand portfolio which includes Colgate, Palmolive, Softsoap, Irish Spring and Hill’s. One of the core tenets of its strategy is to build these brands through advertising and marketing efforts. Advertising expenses for the first half of 2012 stood at around $900 million, an increase of almost 11% since the first half of 2010. This played a large part in the 11% increase in net sales during the same period. Furthermore, Colgate’s market shares in the global toothpaste and manual toothbrush markets reached record highs of around 45% and 33%, respectively, as of the most recent quarter.

Colgate-Palmolive adopts the strategy of Umbrella Branding for its variety of products. The company enjoys the distinction of pursuing umbrella branding. The company uses its name on various products like body lotion, tooth paste, mouth
wash, shampoo, liquid hand wash and soap. Some of the products of Colgate-Palmolive which uses its brand name are Colgate Dental cream, Colgate 360, Colgate Active Salt, Palmolive Aroma Shower Gel, Palmolive Thermal Spa, Palmolive Natural Liquid Hand Wash, Palmolive Soap, Palmolive Kids care shampoo-in-one etc. Umbrella branding scores well on the dimensions of economics for the company. Investing in a single is less costly than trying to build a number of brands. By leveraging a single and common name across a variety of products, the brand distributes its investment. Hence umbrella branding works out to be an economical strategy for the company. Using an umbrella brand to enter new markets allows considerable savings. The brand bestows the new product advantages of brand awareness to the company, associations and instant goodwill. That is, the product inherits all those from the brand pool simply by incorporating the umbrella name, Colgate-Palmolive. Umbrella branding may make even more sense in the current marketing environment, characterized by information overload and brand proliferation. The brand and media scenes have become clutter to the extent that most consumers suffer from excessive bombardment of information. In a situation of information explosion, registering a brand in a consumer’s mind may be nearly impossible. The strategy of Umbrella branding of Colgate-Palmolive make sense because the brand already enjoys awareness and image advantage over new brands not only in India but throughout the world.
## Brand Portfolio of Colgate-Palmolive Limited

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<td>Colgate Active Salt</td>
<td>Baby Care Soap</td>
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<td>2</td>
<td>Lady Speed Stick</td>
<td>Colgate Dental Cream</td>
<td>Baby Care Shampoo</td>
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<td>Irish Spring</td>
<td>Colgate Max Fresh</td>
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<td>Palmolive</td>
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<td>Colgate Motion toothbrush</td>
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<td>Speed Stick</td>
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<td>Colgate 360 Acti-Flex Salt</td>
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<td>Colgate Total Advance</td>
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173
The branding of various products of Colgate Palmolive in India is done under two main brands namely Colgate and Palmolive. The brands are name either using

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<tr>
<th>Colgate Plax</th>
<th>Colgate Popular Toothpaste</th>
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<td>Palmolive</td>
<td>Colgate Sensitive Software</td>
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<tr>
<td>Aroma Shower Gel</td>
<td>Toothpaste</td>
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<td>Palmolive</td>
<td>Flour Child Care</td>
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<td>Charmis</td>
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<td>Palmolive Natural hand Wash Liquid</td>
<td>Girls in Tech Soap</td>
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<td>Palmolive</td>
<td>Kids Care Shampoo-in-One</td>
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<td>Shaving Cream</td>
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<td>Palmolive Moisturizing Body Wash</td>
<td>Palmolive Soap</td>
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<td>Palmolive Thermal Spa</td>
<td>Protex Cream</td>
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<tr>
<td>Protex Cold Powder</td>
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<td>Protex Liquid Hand Soap</td>
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Colgate or Palmolive. But in case of branding of Colgate Palmolive products in Thailand, the brands are not named only under the parent brands. The products are branded under brand like Baby care, Care, Protex etc. The branding of Colgate Palmolive products are done exclusively under the Umbrella branding strategy. Under a single brand name, several brands are named covering various product categories. Colgate Palmolive Company also adopts brand extension strategy in order to introduce brands in the market. For example, Colgate Total is extended successfully to Colgate Total Advance Fresh, Colgate Extra Clean to Colgate Extra Colgate Extra Clean Gum Care, Colgate 360 to Colgate 360 Sensitive Pro Relief etc. The brand extension of Colgate Palmolive is adopted in product line as we as product category. In case of product category extension, some examples that can be included are Protex cream, Protex Cold Powder and Protex Liquid Hand Soap etc.

**Case 3: UNILVER LTD.**

**4.3.1 Company Profile**

Unilever is an Anglo–Dutch multinational consumer goods company. Its products include foods, beverages, cleaning agents and personal care products. It is the world's third-largest consumer goods company measured by 2011 revenues (after Procter & Gamble and Nestlé) and the world's largest maker of ice cream. Unilever owns over 400 brands, amongst the largest selling of which are Aviance, Axe/Lynx, Ben & Jerry's, Dove, Flora/Becel, Heartbrand, Hellmann's, Knorr, Lipton, Lux/Radox, Omo/Surf, Rexona/Sure, Sunsilk, Toni & Guy, TRESemmé,
VO5, Wall's and Wish-Bone. It is a dual-listed company consisting of Unilever N.V., based in Rotterdam, Netherlands, and Unilever PLC, based in London, United Kingdom. Both companies have the same directors and they operate as a single business. Unilever was founded in 1930 by the merger of the British soap maker Lever Brothers and the Dutch margarine producer Margarine Unie. It has made numerous corporate acquisitions, including of Chesebrough-Ponds (in 1987); Best Foods, Ben & Jerry's and Slim Fast (in 2000); and Alberto-Culver (in 2010).

Unilever PLC has a primary listing on the London Stock Exchange and is a constituent of the FTSE 100 Index. It had a market capitalisation of £27.3 billion as of 23 December 2011, the 18th-largest of any company with a primary listing on the London Stock Exchange. Unilever N.V. has a primary listing on Euronext Amsterdam and is a constituent of the AEX index. Both Unilever PLC and Unilever N.V. have secondary listings on the New York Stock Exchange.

For us, sustainability is integral to how they do business. With 7 billion people on their planet, the earth’s resources can be strained. This means sustainable growth is the only acceptable model of growth for their business. The Unilever Sustainable Living Plan sets out to decouple their growth from their environmental impact, while at the same time increasing their positive social impact. Their Plan has three big goals that by 2020 will enable us to:

- Help more than a billion people to improve their health and well-being.
- Halve the environmental footprint of their products.
- 100% of their agricultural raw materials sustainably and enhance the livelihoods of people across their value chain.

To embed sustainability into every stage of the life cycle of their products, they’re working with their suppliers to support responsible approaches to agriculture. They’re also learning from NGOs and other organisations, recognising that building a truly sustainable business is not something they can do without expert advice.

They believe that as a business they have a responsibility to their consumers and to the communities in which they have a presence. Around the world they invest in local economies and develop people’s skills inside and outside of Unilever. And through their business and brands, they run a range of programmes to promote hygiene, nutrition, empowerment and environmental awareness. They realise innovation is key to their progress, and through cutting-edge science they’re constantly enhancing their brands, improving their nutritional properties, taste, fragrance, or functionality. They invest around €1 billion every year in research and development, and have established laboratories around the world where their scientists explore new thinking and techniques, applying their expertise to their products.

Consumer research plays a vital role in this process. Their unrivalled global reach allows us to get closer to consumers in local markets, ensuring they understand their diverse needs and priorities. From long-established names like Lifebuoy, Sunlight and Pond’s to new innovations such as the Pureit affordable
water purifier, their range of brands is as diverse as their worldwide consumer base. Unilever has more than 400 brands, 14 of which generate sales in excess of €1 billion a year. Many of these brands have long-standing, strong social missions, including Lifebuoy’s drive to promote hygiene through handwashing with soap, and Dove’s campaign for real beauty.

4.3.2 Vision and Business Philosophy

Unilever is a unique company, with a proud history and a bright future. They have ambitious plans for growth and an intense sense of social purpose. They work to create a better future every day, with brands and services that help people feel good, look good, and get more out of life. In 2009, they launched what they call The Compass – Unilever’s strategy for sustainable growth. It sets out a clear and compelling vision of their future, in which their brands and services reach and inspire people across the world, helping us double the size of their business while reducing their environmental footprint and increasing their positive social impact. It’s a goal they’re seeking to achieve by developing new ways of doing business through which they can minimise their direct impact and improve hygiene, nutrition, opportunities and health for communities. They’re working with their suppliers, consumers and the retailers who sell their brands to improve their sustainability credentials too. By combining their multinational expertise with their deep roots in diverse local cultures, they’re continuing to provide a range of products to suit a wealth of consumers. They’re also
strengthening their strong relationships in the emerging markets they believe will be significant for their future growth. And by leveraging their global reach and inspiring people to take small, everyday actions, they believe they can help make a big difference to the world. "Achieving significant growth objectives while decoupling growth from environmental impact and increasing their positive social impact is a bold but challenging vision," says Unilever CEO Paul Polman. “Not many companies have yet taken it on. But I believe it’s the only viable vision. One that builds on Unilever’s long-term heritage and achievement, while supporting a responsible future.” Unilever is committed to supporting sustainability and providing their consumers around the world with the products they need to look good, feel good and get more out of life.

Five key priorities provide the foundation for their brand’s campaigns. Read some examples of how different brands are upholding these principles. Their oral care brands Signal and Close-Up encourage children to brush their teeth day and night for optimal dental health. They also partner the FDI World Dental Federation, supporting oral health programmes around the world. Brands such as Omo and Persil have helped parents believe the unconventional philosophy that Dirt is Good. Children learn through play, and mud spatters and grass stains can easily be removed with effective laundry products. Unilever also partners the World Food Programme and launched the Together for Child Vitality initiative to bring their expertise in nutrition to children in some of the world’s poorest countries. Their Flora/Becel margarine brands have been scientifically
proven to help reduce cholesterol levels. Vaseline has launched the Vaseline Skin Care Foundation, providing research into skin conditions and support for people affected by them. Lifebuoy soap has long had a presence in developing markets around the world, and its campaign to promote handwashing with soap has reached more than 70 million people in rural India. Dove’s Campaign for Real Beauty uses real women instead of models in its advertising campaigns. The brand has also launched the Dove Self Esteem Fund which educates and inspires millions of young women. Their Sunsilk hair care brand has partnered some of the world’s leading hair specialists to co-create formulas tailored to treat conditions such as hair-fall, frizz, limp locks and uncontrollable curls. Close-Up toothpaste provides an affordable oral care solution for consumers in developing markets, allowing them to take care of their dental health and closer with confidence. They’re aiming to grow their business while reducing their environmental footprint and working across the supply chain for every brand to do so. Their Laundry brands, including Surf, Omo, Persil and Comfort, have launched the Cleaner Planet Plan together, encouraging consumers to change their laundry habits to reduce water and energy consumption. Their Lipton tea brand backs sustainable forest management projects in Africa. Many of their brands contain ethically and sustainably sourced ingredients that are independently certified. Among these are Lipton tea, which is accredited by the Rainforest Alliance, and Ben & Jerry’s ice cream, which includes Fairtrade vanilla and almonds in various
flavours. Around half their raw materials come from agriculture and forestry, so they’re working towards making their key crops 100% sustainable.

4.3.3 Business Performance

More than 2 billion consumers worldwide use a Unilever product on any given day. In 2012, they added nearly €5 billion of turnover, pushing through the €50 billion mark in the process.

- Their products are sold in more than 190 countries, generating sales of €51 billion in 2012.
- Emerging markets now account for 55% of their business.
- They have 14 brands with sales of more than €1 billion a year.
- More than 173,000 people work for Unilever.
- They are the number 1 fast-moving consumer goods employer of choice among graduates in 20 countries.
- They are proud winners of the prestigious 2013 Catalyst Award which honours exceptional business initiatives for women in the workplace.
- Almost 80,000 entrepreneurs, including 48,000 women, in over 135,000 villages across India have now joined their rural selling operation, Shakti.
• They have reached 127 million with their Lifebuoy handwashing programmes since 2010, and 49 million people through their Brush Day and Night oral care campaign during 2010-2012.
• 100% of their palm oil purchases in 2012 were from sustainable sources.
• 39% of all their tea sourced comes from farms certified by Rainforest Alliance.
• The greenhouse gas footprint of the use of their products has reduced by around 6% since 2010.
• Over half of their 252 manufacturing sites across the world send no non-hazardous waste to landfill.

4.3.4 Global Brands

A. AXE

Axe offers guys a range of body sprays, deodorants, antiperspirants, shower gels and hair products – all designed to help them look, smell, and feel their best. Cool, adventurous and designed to keep guys a step ahead in the dating game, Axe is one of the most popular male grooming brands in the world. Unilever’s research and development teams work with a panel of ‘expert noses’ to create Axe products, and come up with fragrances that help men smell and feel their best. But the scents aren’t just developed in the lab. Every aroma is tested on the target audience – real women. Every year, a new Axe deodorant fragrance is
launched, combining seductive scents with the latest technology from the irresistible chocolate-inspired Dark Temptation fragrance to the stimulating Axe Rise range. And Axe, also known as Lynx in the UK, Ireland and Australia, also includes shower gels and shampoos with the same seductive scents. Axe has been helping guys get the girl since the brand launched in France in 1983. Now men in more than 60 countries from the Americas to Asia reach for Axe every day – and in 2012 they even unveiled a limited edition Anarchy edition, which smells just as good on women as it does on men.

B. DOVE

Dove believes that beauty - feeling and looking their personal best - is the result of proper care. Dove always aims to deliver products which tangibly improve the condition of skin or hair and give a pleasurable experience of care, because when you look and feel beautiful, it makes you feel happier. It’s a feeling every woman should experience every day.

From the beginning Dove has always celebrated real women at the heart of everything the brand does and believes. Real beauty embraces diversity - no woman is or should feel excluded from the world of beauty that the brand represents. Real women are the brand’s true inspiration. The Dove brand started its life in 1957 in the US, with the revolutionary new beauty cleansing Bar. With its patented blend of mild cleansers and ¼ moisturising cream, Dove’s iconic Beauty Bar rinses cleaner than soap, leaving skin clean, soft and smooth. It is #1 Dermatologist Recommended brand in the US, Canada and France and strongly
endorsed by Dermatologists across the world. Dove brand’s heritage is based on moisturisation - proof not promises grew Dove from a Beauty Bar into one of the world’s most beloved beauty brands. Today Dove offers a range of products: Body Washes, Hand and Body Lotions, Facial Cleansers, Deodorants, Shampoos, Conditioners and Hair Styling products, all developed on the universal premise of real care. In a world in which girls are too often held back by low self-esteem and anxiety about their looks, Dove’s Social Mission is to help the girls to develop a positive relationship with beauty, helping to raise their self-esteem and thereby enabling them to realise their full potential.

Dove’s Self-Esteem Fund promotes the development of body confidence among girls. It provides tools to build their self-esteem, using the support of their families and communities. Over 8.5 million young people have received their help since 2005, with over 1 million participating in the Dove Self Esteem Programme in 26 countries in 2011 alone. By 2015 they aim to have helped 15 million girls. The brand “Dove” has products like Dove Beauty Bar, Dove Body Wash, Dove Body Lotion, Dove Deodorant and Dove Hair Care

C. BRYLCREAM

Brylcreem has been styling confident men since 1928. The brand was a sensation right from its launch, giving a generation of men the freedom to style their hair with confidence. And the Brylcreem of today gives men around the world hundreds of choices when it comes to styling their hair. Their gels, waxes,
creams, clays and the original paste – all formulated to include the latest in styling quality and power – give hair strength, substance and texture. All that needs to be added is their own personal flair. England cricket star Kevin Pietersen is the latest in a line of confident men who have held the title of Brylcreem Boy. The Test, One Day International and Twenty20 legend has inspired some of their packaging – a cricket theme that makes their products easy to apply and looks great on the bathroom shelf. Kevin follows sporting icons like soccer star David Beckham and cricketer Denis Compton in the role, which dates back to the original Brylcreem Boys – the Royal Air Force pilots of the Second World War. Their gallantry and dash made them heroes to a whole nation. The glossy look that defined Brylcreem’s original appeal is still massively popular, but their latest waxes and clays give men the option of a matt finish to hair that still holds its style. And their Limited Edition Flexible Memory Hold Paste gives a strong, flexible, matt hold – so if hair gets messed up, it retains the style you want.

D.  CLEAR

The Clear believes in a healthy, nourished scalp is the protection against scalp problems (dandruff, itch, dryness and grease) and the foundation for strong, healthy beautiful hair - allowing you to leave behind any inhibitions and look hair flawless best.

One of their most exciting breakthroughs is Nutrium 10, a combination f 10 vitamins and mineral nutrients that deeply nourishes the scalp – where it
matters most. Not only does it address the symptoms of scalp problems but also nourishes hair from root to tip.

At the CLEAR Paris Institute, they understand that men and women’s scalps are different. For example, male scalps are more prone to dandruff and have more sebum, which result in more oily scalps. CLEAR has customised formulations meeting the different needs of Men and Women. And because of their expertise, CLEAR Men is the number one anti-dandruff shampoo for men around the world. For women, they offer a wide range of products that also meet scalp and hair needs. CLEAR’s Scalp & Hair Beauty Therapy deeply nourishes the scalp to make hair stronger and more beautiful. That’s because CLEAR knows that 99% of their hair’s nourishes comes from the scalp – where it matters most. Not only will CLEAR give you healthy, more beautiful hair but also rid you of their scalp problems such as dandruff, dryness and grease. In 2011, CLEAR’S Nutrium 10 innovation was presented to the world’s leading skincare specialists at the International Academy of Cosmetic Dermatology’s World Congress. After seeing the product in action, 90% of delegates at the event said they would recommend CLEAR to patients with poor scalp health. And nine out of ten of those surveyed agreed Nutrium 10 represented a superior way to stop dandruff returning. Since 1979, CLEAR has been helping consumers around the world rid their scalp problems to take on life with no inhibitions and full of confidence. Imagine a life where you could be their most impactful self, all the time. Go on,
try it - feed their scalp with CLEAR for dandruff free, stronger, more beautiful hair – see what it feels like to look their best, all day, every day!

E. FISSAN

Fissan has been protecting and caring for babies' skin and hair for generations, and they know there is nothing as precious as their baby's health. Today Fissan offers shampoos, bath products, moisturisers, suncreams, nasal sprays and cleansers that protect against the elements and provide mild, gentle care for newborns, babies and children. Parents have trusted Fissan for decades, because of their commitment to safe, dermatologically-tested treatments, which build on the natural defences of children's Fissan began with the famous 'Pasta di Fissan'. The original formula was developed in Italy in 1924 to deal with irritation in the nappy area. It met with huge success and the Fissan range has since expanded to become a trusted ally to parents who wish to protect babies' and infants' skin and hair. In addition to ensuring that their products are dermatologically-tested, they take part in wide-ranging research projects involving paediatricians, dermatologists and hospitals. They continuously update and improve their unique formulations so they’re as mild, effective and safe as possible. Their Protezione e Natura range (Natural Care) was launched in 2010. Mild but effective, this range uses a selection of natural ingredients with soothing properties, including almond oil, aloe vera, calendula and camomile.

And their Pasta di Fissan Multi-Action 5 in 1 cream combines active ingredients to keep babies' skin healthy underneath their nappies. Anti-enzyme
and anti-bacterial ingredients combat irritation and micro-organisms while calendula and zinc oxide soothe and protect. Panthenol encourages skin regeneration, strengthening the skin's natural barriers. Clinical and dermatological tests have confirmed its efficacy.

**F. LIFEBOUY**

As the world’s leading health soap, Lifebuoy aims to make a difference by creating accessible hygiene products (soap) and promoting healthy hygiene habits. With this in mind, Lifebuoy aims to change the handwashing behaviour of 1 Billion people by 2015. The desire to be clean, active and healthy is intrinsic to every one – irrespective of age or economic status. Lifebuoy understands this need and champions the cause for hygiene and health around the world. An inspiring vision for more hygienic, healthier and ultimately more vital communities is the driving force behind the Lifebuoy brand. To realise this vision, Lifebuoy looks to consistently innovate and provide accessible hygiene and health products to a wide variety of consumers. The vision also commits the Lifebuoy brand team to visible action, inspiring projects that motivate consumers to improve their hygiene behaviour. The Lifebuoy brand has, since 1894, supported people in their quest for better personal hygiene. The classic red bar of Lifebuoy soap and its distinctive medicated carbolic smell was synonymous with cleanliness throughout the twentieth century. Today, the Lifebuoy brand is more than the quintessential bar of red soap. With its multiple soap variants and specially designed body washes, Lifebuoy protects families from 10 infection
causing germs. These, along with its range of liquid hand washes and hand sanitizers ensure daily hygiene and freshness for the entire family. By 2015 the Lifebuoy brand aims to change the hygiene behaviour of 1 Billion consumers across Asia, Africa and Latin America, by promoting the benefits of handwashing with soap at key occasions, thereby helping to reduce respiratory infections and diarrhoeal disease, the world’s two biggest causes of child mortality.

To achieve its goal, a new Lifebuoy Handwashing Behaviour Change Programme was launched in 2010, and is being rolled out to all Lifebuoy markets. Building on Lifebuoy’s many years of experience, this Programme of hygiene promotion activities can be expected to result in sustained and positive handwashing behaviour change. Handwashing Behaviour Change Programmes are now central to Lifebuoy plans in all countries where the Lifebuoy brand is present, with hygiene promotion activities fully embedded into brand activities on an on-going basis.

F. LUX

At LUX, they are proud to tell their age! They have been creating exquisite beauty products since 1925 when Lux launched the world’s first mass market beauty bar, “made like the costliest French soap”. Since then, Lux has been associated with over 400 of the world’s most glamorous actresses from Hollywood legends like Elizabeth Taylor, Audrey Hepburn, and Grace Kelly, to Bollywood Royalties such as Ashwarya Rai and Katrina Kaif.
It’s quite simple really: it’s all about pleasure. Lux is committed to creating indulgent skin treats women crave to provide an exceptional experience in and out. They aim to bring the best of beauty to every woman in the world. They infuse their products with fine fragrances crafted by the world’s best perfume experts. They craft amazing, state of the art textures, rich in indulgent ingredients, all designed to exceed consumer expectations. Lux is not just a soap that smells good, it’s a fine fragrance you can bathe in. Lux believes that beauty doesn’t have to be about hard work, but rather, about pleasure. To bathe in luxurious Lux daily is to come out feeling transformed, feeling on top of the world – inspiring every woman to feel irresistible and confident in her own skin every day.

Let these 7 magic numbers show you where they’ve been and where they’re headed:

- They’re Number 1! That’s right, Lux is the best-selling soap bar in the world.
- 1925 was the year Lux launched the world’s first mass market beauty soap, “made like the costliest French soap”
- 600 million women worldwide regularly delight in the superior fragrances and luscious textures of Lux
- 12 Million Lux products are purchased every day of ever year
- 1.5 Billion times per day, a Lux product is enjoyed around the world
- 400+ world famous actresses have been the face of Lux to date
- 100+ countries across the globe enjoy Lux as their beauty soap

**H. PONDS**

Pond’s believes that beautiful skin can be easy to achieve, and affordable. Their philosophy is that finding the perfect skin care products doesn’t have to involve hefty price tags, empty promises, or complicated, time-consuming routines. That's why they’ve been trusted for more than 150 years to provide simple, effective skin care products that work. It's their promise to you and generations of beautiful women around the world. With today's women busy balancing work, family and everything else that comes their way, Pond’s wants to help simplify life by simplifying skin care, with beautiful results every time.

Through their state-of-the-art R&D facilities in Bangkok, Mumbai, New York and Tokyo, they combine cutting-edge innovation with a heritage of understanding of women’s skincare needs. Their product formulas are time-tested and convenient to use. Their iconic Pond’s Cold Cream has been a classic beauty essential for over 100 years – combining gentle deep cleansing with moisture that stays locked in. And Pond’s Age Miracle, one of their latest launches, offers a beauty solution that’s truly skin-deep. The range includes active ingredients that penetrate the skin to promote cellular turnover, leaving radiant results. Rediscover Pond’s and discover the beauty of simple skin care.

I. **Radox**
Relax, refresh, and be a little selfish for once with the Radox shower and bath collection – made for those indulgent moments. Running around after others takes it out of you. Radox is designed to help you save those precious moments to themselves, with a range of shower, bath and cleansing products that make relaxing a joy. At Radox, they have been helping people unwind for more than a century by creating therapeutic blends of natural ingredients. Now there are more Radox products than ever before – for the bath and the shower, of course, but also handwashes and scrubs. Their bubble baths, bath salts, shower gels, spa treatments and even shower smoothies are all formulated to soothe the body and pamper the skin. They think people with busy lives deserve a little me-time therapy... Radox has been soothing tired limbs since 1908, when their original bath salts for aching feet began their long success in mixing minerals and herbs into relaxing blends. More than 100 years later they’re still searching nature for the blends of soothing and rejuvenating ingredients they use. Chamomile, eucalyptus, green and white tea, jasmine, thyme, lotus flower and orange blossom, rosemary, calendula and rose are just some of the natural extracts that enrich their products and their experience – all chosen for their ability to relax and refresh. Their Skin Smoothies are a luxurious blend of fruit essences and nutrients designed to pamper the skin. Try the Soul Soother – a blend of juicy blackcurrants, cranberry seeds, chamomile and natural herbs that creates a creamy lather with a heavenly fragrance.
J. REXONA

Rexona won’t let you down. Thanks to the unique technology developed by Unilever scientists, which releases extra protection when you need it most, you can be certain Rexona will keep you feeling fresh all day. Their research and development experts know that men and women have very different demands when it comes to deodorants. That’s why they’ve developed products to meet their individual needs. Their proprietary body-responsive technology means Rexona can sense when their body needs extra protection – and provide it on cue. In fact, Rexona scientists discovered that there’s a difference between the way their body produces sweat when you’re hot, and the way you start sweating when you’re stressed or anxious. Rexona is designed to deliver anti-perspirant protection on both counts. And with their No White Marks technology, their clothes will stay looking as fresh as you’ll feel. Rexona was the first brand to introduce its Crystal range – deodorants which go on completely clear, eliminating the white marks aerosols and sticks can leave on dark clothes. Unilever is the largest anti-perspirant and deodorant manufacturer in the world and they recognise the responsibility this brings.

As part of their commitment towards sustainability, they are supporting ALUPRO (the aluminium packaging recycling organisation) and BAMA (the British Aerosol Manufacturers’ Association) to encourage all UK local authorities to collect empty aerosols. They’re also enabling millions of people in low-income markets across Asia to enjoy Rexona’s benefits through affordable mini-sticks,
mini-roll-ons and sachets of deodorant lotions, supported by personal hygiene education programmes. The world’s best-selling deodorant, Rexona is also sold as Sure, Shield and Degree around the world – but whatever the name, it always carries the iconic ‘tick’ logo.

**K. SIGNAL & CLOSE-UP**

Signal and Close Up are two of the world’s best-selling toothpaste brands, developed to give you a fresh, healthy smile. Some four billion people around the world use their products, and their research and development experts apply cutting-edge technology to ensure Signal and Close Up toothpastes keep teeth whiter, brighter and stronger – and their smile at its best. One of their innovations, Signal White Now toothpaste, transfers optical-effect technology developed by Unilever’s laundry team to the field of oral care, using a blue pigment to make yellow teeth appear whiter. This instant-whitening toothpaste is just one example of how their scientists share knowledge across product categories. In Europe, Signal combines the benefits of gel toothpaste with the anti-bacterial action of a mouthwash, using new centre-filled technology. While in Asia Close Up Fire Freeze combines a warming sensation that battles bad breath with long-lasting, cooling freshness. Signal also partnered Pininfarina, an automobile designer best known for its work with Maserati and Jaguar sports cars, to launch the Signal Style-Tech toothbrush. Style-Tech is the first toothbrush to feature a metal core, which allows it to have a longer, slender neck and reach further back into the mouth.
By contrast, their simple Signal Essential toothbrush is the world’s first widely affordable branded toothbrush, designed to meet the needs of low-income consumers in developing countries. With the FDI – the World Dental Federation – they support the Live. Learn. Laugh campaign, which reaches 38 countries across the globe and provides funding for oral health promotion projects. Signal is also known as Pepsodent (Asia & Latin America), Mentadent (Italy), Zhong Hua (China), Aim (Greece), and P/S (Vietnam).

L. SIMPLE

Their philosophy is simple – no perfume, no colour and no harsh chemicals in any of their products, as these are the most common causes of skin irritation. With more than 50 years of heritage in caring for sensitive skin, Simple knows that using only the kindest ingredients pays dividends when it comes to looking and feeling good. Their fragrance-free and colour-free soap was launched in 1960 and was recommended by doctors for people with sensitive skin. Since then they've kept their products kind. They've added a range of bath and shower products, cleansers, toners, moisturisers, shampoos and conditioners – with skin-loving nutrients and vital vitamins for naturally healthy looking skin. There is a Simple solution for everyone who likes their skincare kind. The Simple Kind to Skin range contains the perfect blend of active ingredients and vitamin goodness to be kind to their skin and keep it naturally healthy. For teenagers, they have created the Simple Spotless Skin range, which is specially formulated with zinc.
and chamomile to give visibly clearer skin. And the Simple Baby range provides what everyone parent wants – safe, gentle skin care, so kind that it is recommended for use even on newborns. Whatever their age, you need protection from the sun – and Simple Sun Sensitive has been specially formulated to enhance the skin’s natural protection and defence against the sun. They even make a range of Regeneration Age Resisting products, which repair and protect while defending skin from early signs of ageing. Natural ingredients are at the heart of everything they do. Their Simple Derma cream and lotion is designed to cope with very dry skin and is suitable for people prone to eczema and dermatitis – but it contains no harsh chemicals.

Instead, the plant extracts natural aquaxyl and canola oil are the active ingredients – and Simple Derma is clinically proven to show results in just four days.

**M. ST IVES**

They believe that nature has the power to soothe, heal, awaken and energise. Their skin is part of the natural world they love, so they help you care for it – naturally. They use the ingredients that nature has provided so that you can give their skin the loving care it needs, leaving it naturally beautiful. Their range of facial products, body washes, and hand and body lotions have all been designed to harness the power of nature to protect, revitalise and treat their skin.

St Ives has long explored the skin care benefits of ingredients from nature. They use dozens of ingredients, from apricot to oatmeal – and they can help every
type of skin look and feel fresher and younger. Their respect for nature's powers
goes hand-in-hand with their respect for the environment. They make every effort
to source their ingredients sustainably, minimise waste, and use eco-friendly
packaging. The natural world is a vibrant source of energy and life and they are as
committed to preserving its vitality as they are to bringing you its best ingredients
for beautiful skin. They do not use parabens or phthalates in their products.
Instead of chemically-derived additives, they have found naturally-based
alternatives that are safe and effective.

They’re constantly looking for new ways to apply ingredients from nature
so that their skin can look and feel fresh and beautiful. Their Purify Body Wash
uses the vitamins and anti-oxidants from Pacific sea kelp and mineral salt to
exfoliate dead skin cells and invigorate tired skin. Their Gentle Apricot Scrub
uses the anti-oxidant power of apricot extracts and 100% natural exfoliants to
reveal smooth and radiant skin. It is the best-selling scrub in the US, and in many
countries around the world. Their Intensive Healing Hand Cream is made with
olive, grape and cranberry extracts that gently heal dry skin. And just to prove the
power of natural ingredients, it’s clinically confirmed to keep rough, dry skin
moisturised all day.

N. SUNSILK

Sunilk believes that everyone deserves beautiful hair. That’s why they’re
collaborating with the world’s top hair experts and applying their knowledge and
secrets to their range. Each one of their Sunilk Co-Creators specialises in a
different element of hair care – from cutting-edge catwalk styles to sleek straight looks, captivating colour, or covetable curls. With their help, Sunsilk is designed to help you get perfect results, whatever their hair type. INTRODUCING

They’re proud to be working with an incredible group of hair professionals, and each one brings their own exclusive expertise to Sunsilk. New Yorker Rita Hazan is one of the most sought-after colourists in the world. Quidad is the first stylist and salon owner in the United States to specialise in curly hair. Teddy Charles creates fabulous looks for premier fashion magazines and catwalks the world over. Thomas Taw is renowned for creating looks for hair shows, fashion shows and educational seminars. Yuko Yamashita created the famous YUKO Hair Straightening System, for super-sleek styles.

Dr Francisco Fuscon is an acclaimed scalp and skin care expert, who has been practicing medical and cosmetic dermatology in New York City since 1989. And Jamal Hamadi creates sensuous and glamorous hairstyles for celebrities, fashion editorial and international haute couture houses alike.

Also known as as Elidor, Hazeline, Seda and Sedal, Sunsilk is sold in more than 80 countries across the globe – helping millions of women solve their own haircare dramas with a unique and innovative range of shampoos, conditioners, treatment and styling products.

O. TIMOTEI

Day in, day out, their hair is subjected to pollutants and chemicals that can strip it of its natural shine and strength. Timotei is enriched with a wealth of
natural ingredients designed to care for their hair and make it look and feel as beautiful as nature intended. Timotei launched in the 1980s as the original nature-inspired hair care brand. They started out with just one shampoo, formulated with natural herb extracts renowned for their nourishing properties. The shampoo was so mild, it could be used every single day without damaging the hair. And it provided women with beautiful results. Since then, Timotei has become an iconic brand around the world. They’ve added a bounty of products to their range to cleanse, condition and care for different hair types – but one thing remains the same. They still believe that natural products are the best way to look after their hair. They travel the world to develop the recipes for their hair care range – taking inspiration from nature and applying it to their products. As part of their research, they work with local experts to investigate traditional formulas and revered natural extracts, so they can harness the power of such ingredients to use in Timotei. Each ingredient is carefully selected for its unique properties, from Brazilian acai oil that helps coloured hair retain its richness, to Hungarian chamomile flower which is known to add lustre to blonde locks, and the stimulating guarana seed extract in their volumising shampoo.

And in 2012, they went one step further, unveiling Timotei Organic Delight. Free from parabens, silicones, colourants and sulphates, it contains 100% natural fragrances and 99% natural ingredients. Up to 15% of the ingredients are from certified organic farms.
There’s no better way to bring out their hair’s natural beauty, than with natural products.

**P. TONI & GUY**

At TONI&GUY they believe perfection happens when the right things come together. That’s why they’re performing the ultimate style equation – bringing their hair and their wardrobe together. Just like fashion, how you wear their hair speaks volumes about their style. And no one knows style better than TONI&GUY. Partnering with fashion’s hottest designers, TONI&GUY products allow you to create runway-worthy looks that never fail to wow each season. Their shampoos, conditioners, treatments and a range of styling products to shape, hold, tease, protect, moisturise or tame their locks will help you get cutting edge style every time. Whether you’re going for classic long waves, super-straight and sexy, pumped-up volume or pared-back chic, you’ll find the right styling products in their collection. And TONI&GUY isn’t just for female fashionistas. Their Men’s range includes styling fibre for roughed-up cuts, mattifying putty and deep cleaning shampoo that’s specially developed to refresh and revive the male scalp. When it comes to looking good, their hair is their best fashion accessory. Treat it right with TONI&GUY.

**Q. TRESEMMÉ**

TRESemmé offers salon-quality hair care products without the salon price. From their origins in salons, they have always been driven by a simple truth; every woman deserves to look fabulous without spending a fortune. TRESemmé
is dedicated to creating salon-inspired, stylist-tested products to help you create their own style and experience that salon feeling every day. Every individual's hair is unique – and so are their formulas. They make shampoos, conditioners, hairsprays gels, dry shampoos, mousses and more, for every type of hair and style. Their collections include solutions to add moisture, repair breakage, smooth frizz, boost volume, and nourish damaged hair for styles that last. And if you need help with their hairstyle, their expertise is available online – with a galaxy of star hairdressing tips, advice from their stylists, and recommendations. They are constantly developing new ways to give their hair the style and protection it needs. Their new Climate Control rangeLink opens in a new window contains unique formulas designed to protect their hair from the effects of the weather, fending off the elements such as humidity, UV rays, static and wind.

**R. VASELINE**

Their mission is to provide the knowledge, advice and products that enable everyone to enjoy great, healthy looking skin every day. Vaseline makes accessible, everyday skin care products. They don’t believe in quick fixes. They believe that health of any sort is about the combination of all the small choices you make each day. They know that their products have profound, multiple benefits - and can play a really important role as part of their overall skin regime. They make market-leading products in every region of the world, including Hand and Body Lotions, Body Washes and Petroleum Jelly. They offer products, but they also offer advice. And they try to share everything they've learned over all
those decades about how skin works and how to keep it in great condition. They’ve been caring for skin since 1870 and now they’re better than ever! The next generation of Vaseline Total Moisture lotions combine the goodness of pure naturals with the power of their Stratys- multi-layer moisture complex. Designed to infuse moisture at the top, core and deepest layers of skin, the new improved, non-greasy formulations absorb quickly to leave skin feeling soft and looking healthy.

**S. VO5**

VO5 offers an exciting range of shampoos, conditioners, treatments and innovative styling products for women. And for guys, VO5 Extreme Style means the very latest innovation at their finger tips, whether you’re into messed up looks or like to be groomed to perfection. VO5 was launched in the 1950s to repair and protect Hollywood actresses’ hair from the damage caused by scorching studio lights. The Original VO5 product took its name from the five Vital Oils in its secret formula. And today their shampoos and conditioners are formulated with a unique, modern twist of this blend. Through the decades, they’ve always believed that not all women fit into ‘types’. After all, no two women are the same. You may buy the same shampoo because you want to cherish their colour or pump up their volume but their hair doesn’t have exactly the same needs. That’s why new VO5 shampoos and conditioners have Adaptive Haircare Technology™ which adjusts to provide the nourishment you need, where you need it. It treats their hair differently to everyone else’s.
VO5 Extreme Style is the most used styling brand among British men. Its success is down to great-performing products, consistent advertising and constant, salon-led innovation. The brand has a history of being the first to bring men high-performance, salon-inspired innovation at a reasonable price. Their Matt Gel innovation was the first to be launched in the UK, getting there even before the salons. Over 10 million people around the world buy VO5 every year! In Canada, you can find their great VO5 styling products under the Alberto European brand.

4.4.5 Brands in India

A. AXE

Axe is a cool, iconic brand launched in India in 1999 with Axe Deodorants. It is the largest selling male deodorant in India & has a variety of male grooming products such as Axe Aftershave Lotions & Axe Body Wash. Globally, Axe has been helping guys get the girl since the brand launched in France in 1983. Now men in more than 60 countries from the Americas to Asia reach for Axe every day! The Axe effect is also creating a buzz in social media. The official Axe Facebook page launched in 2010 and has more than 3.5 million fans, while more than 1.2 million users have viewed Axe’s advertising and video games on the official Axe YouTube channel.

Axe’s award-winning, attention-grabbing ads never fail to push boundaries. They’ve impressed judges at the prestigious Cannes Lions Advertising Awards too – they’ve won more than 10 of the event’s sought-after accolades.

B. AVIANCE
Aviance is an exquisite range of high technology, high performance expert beauty solutions for today’s progressive woman. The Aviance range of beauty solutions includes customized skincare, haircare and a wide range of cosmetics that are developed using Unilever’s advanced technology to deliver results you can see. What truly sets Aviance apart from other beauty products is the fact that Aviance products are brought to women with professional beauty advice from trained Aviance Consultants.

C. **AYUSH**

LEVER Ayush Therapy is an exclusive range of health care and personal care products born of the eternal truth of Ayurveda and the proof of performance through modern science. LEVER Ayush Therapy range comes with some of nature’s healing secrets discovered by Ayurveda, almost 5000 years ago!

D. **BREEZE**

Breeze makes use of a new revolutionary global technology which enhances the impact of world class perfumes in a much larger way, apart from bringing out the goodness of glycerine. New Breeze is filled with the goodness of glycerine, which makes their skin soft and smooth. Breeze was launched in 1988 as a family beauty soap with the promise of a fresh feeling of nature and Comes in 3 attractive variants French Rose, Divine Sandal, Lemon Splash

E. **CLEAR**

Clear is Unilever’s leading anti dandruff shampoo brand. Since it’s first launch in 1972, in Asia the Clear formulation has continuously evolved with intensive research
and clinical trials conducted by scientists at the Clear Paris Institute. With a constant focus on leading edge technology, Clear is pegged as the world’s leading scalp care shampoo. CLEAR is present in eight variants:

F. **CLOSE-UP**

Close-up, since its launch, has been synonymous with 'Freshness' that gives you the confidence in social situations. The brand has always been unique and fun, encouraging people to open up by getting over their self doubt. It is aimed at every person who is young at heart. It is India’s 1st gel toothpaste and market leader in gel toothpaste category for over 3 decades. Some of the best known celebrities have been part of Close-up ads over the years.

G. **CLINIC PLUS**

Clinic Plus knows that as mothers nurture their child, it is as important to nurture their hair as we. And Clinic Plus helps them do exactly that. Clinic Plus gives the confidence to the mothers to give their pre-teen daughters the freedom to experiment with her hair, without mothers worrying about their daughters’ hairfall, since Clinic Plus has Milk Protein Formula which reduces hairfall by 98%**. This is the main idea (Ab baalo ke saath jo bhi karo, balo ka girna mana hai) behind the latest relaunch of the brand in July 2012, with a new and significantly improved formulation and packaging. It has got three variants under its Strong & Long range of shampoos – Health, Antidandruff and Naturals. Earlier in the year, the brand also launched a conditioner for the first time, to provide consumers smooth and tangle free hair with its Soft and Silky Cream Conditioner which has got a unique
combination of Milk protein and Almond oil. In addition to this, Clinic Plus also has a Daily Care, nourishing hair oil. Thus, Clinic Plus has a full portfolio of Hair Care products to cater to the modern consumers of India.

H. DOVE

Since 1993, Indian women have relied on Dove for beautiful skin. Now, Dove helps you pamper themselves in a new way every day, with a wide range that includes skin care, hair care and deodorants.

DOVE BAR & SKIN CLEANSING

Dove got women to experience the ‘real’ Dove difference, with the Face Test campaign. Thousands of women across the country put their soap, and Dove, to the test. They all had the same answer – Dove made their skin soft.

DOVE HAIR CARE RANGE

Dove launched its hair care range in India in 2007, and became the fastest growing shampoo brand in the country. It’s highly conditioned formulation delivers the moisture promise of Dove. The range includes Daily Shine, Dryness Care, Dandruff Care, Hair Fall Rescue, Intense Repair Therapy, Nourishing Oil Care and Color Rescue.

DOVE ANTI-PERSPIRANT DEODORANTS

Their delicate underarms need tender care. Try the New Dove Deodorants with ¼ moisturising cream. Choose from 3 variants – Original, Silk Dry and Clear Touch, for visibly softer, smoother underarms, 24-hr protection from sweat and odour.

DOVE LOTIONS & CREAMS
Pamper their skin with the unique rich moisturisers and pure silk formula of Dove Lotions and Creams.

I. FAIR & LOVELY

Fair & Lovely's skin-lightening technology is known to be the best in the world! However, this hasn’t stopped the brand from innovating further to pioneer the development of cutting-edge fairness solutions. Fair & Lovely's brand-essence of ‘Rescripting Destiny’ has played a decisive role in its noteworthy presence in over 30 countries. Today, 250 million consumers across the globe strongly connect with Fair & Lovely as a brand that stands for the belief that 'beauty that empowers a woman to change her destiny'. The brand's commitment towards empowering women has inspired the initiation of Fair & Lovely Foundation. Time after time the foundation initiates various education & employment-related programs that give underprivileged women the power to overcome all barriers & change their lives.

Developed in 1975, Fair & Lovely is the world’s first fairness cream. It contains no bleach or harmful ingredients. Instead, it provides visible fairness in a safe and reversible process. In 2003, it was rated as the Twelfth Most Trusted Brand in India by ACNielsen ORG-MARG. In 2004, it was identified as a Super Brand.

J. LAKME

Contemporary Indian beauty expert Lakmé continuously innovates to offer a wide range of high performance and world class color cosmetics, skincare products, and beauty salons. Combining international cosmetic technology with an in-depth understanding of the Indian woman’s needs, Lakmé also offers its consumers a
comprehensive beauty experience through its products and services at the Lakmé Salons and Studios. Lakme was the country's first cosmetic brand to introduce make up to Indian women and takes pride in being the expert on Indian Beauty for over 50 years. It is a complete beauty brand spanning colour cosmetics & skin care and extending to beauty services through the network of Lakme Beauty Salons. Its bond with beauty and fashion is manifested through the Lakme Fashion Week, which is now the largest fashion event of its kind in the country.

K. **LIFEBUOY**

Lifebuoy has journeyed from humble beginnings of being a chunky red bar of soap to an evolved range of general and specialized products across formats, offering solutions in the health and hygiene space. Lifebouy has a strong social mission, promoted through its rural hygiene programme, Khushiyon Ki Doli, which propagates the practice of hand washing with soap to reduce diarrheal deaths. Lifebuoy is available in bar soaps, liquid handwash, hand sanitizer and talc. It is world’s No. 1 Selling Germ Protection Soap and has distribution across 50 lakh + stores across the country. It is awarded the Bronze Global Effie for the ‘Superfast Handwash’ campaign.

L. **LIRIL**

There are about 2000 parts in the body that are sensitive to touch, but only if the skin is clean, fresh and full of life!. New Liril 2000 makes every part of their skin come alive with freshness. Its combination of lime extracts and tea tree oil freshens and cleanses skin. Liril keeps skin germ-free and so beautiful that you cannot resist
touching it. New Liril 2000 for fresh, touchable skin. For all their 2000 body parts so you keep germs away and loved ones close. It is one of the oldest soap brands in India. It is a brand that has been consistent in bringing alive freshness and that has managed to create breakthrough advertising over the years.

M. LUX

Lux is the largest selling soap brand in the world. It is the No.1 soap brand in India and a $1 billion brand present in many countries across the globe. Lux encourages women to express their beauty by giving them a million dollar feeling every time they use one of Lux’s exquisite products. Lux has fine fragrances crafted by the world’s best perfumers along with a host of exotic ingredients like purple lotus, sea minerals, strawberries, sandal and many others. So step into the world of Lux and delight their senses with one of their signature ranges.

**Classic collection** – Having pampered generations of women this classic collection is now enhanced with state of the art silk protein extract for silky skin like never before. The range come is two variants – Lux Strawberry & Cream and Lux Peach & Cream

**Mood Enhancers** – This range is crafted with the icy freshness of cooling mint and the invigorating power of sea minerals to transform their skin from dull to vibrant in an instant. The range has one variant – Lux Fresh Splash

**Skin Perfectors** – This range is crafted from effective ingredients which work to enhance the skin’s natural glow and perfection. This range has one variant – Lux Sandal & Cream
**Fine Fragrance Elixirs** – This stunning range of body-washes is crafted with spell binding fragrances and exotic ingredients to produce a magical bathing experience which leaves their skin soft, perfumed and pampered.

N. **PEARS**

Pears Pure & Gentle: Pears is the gentle way to keep their skin looking innocent and beautiful. It is enriched with pure glycerin and natural oils that gently moisturize skin to keep it smooth while its mild fragrance and soft lather ensure that their skin gets the pampering it deserves.

**Pears Germshield:** Now you do not have to depend on harsh treatments to keep germs away. Pears Germshield is the perfect way to shield their family from germs, and you, from worry. Enriched with Mint Extract, it is clinically proven to fight germs without being harsh on skin or without upsetting the delicate oil-water balance, leaving skin feeling soft and supple. So that their family lives life exactly the way they would like to – pure, simple and without worries.

**Pears Oil Clear:** Pears Oil Clear is the gentle way to remove excess oil and get their skin to its pristine, wonderful best. Its special ‘oil-clear’ formula contains Lemon Flower Extracts known to have natural astringent properties. It helps to clean away the excess oil from their skin while glycerin ensures their skin stays gently cared for. Say goodbye to oily skin troubles with the goodness of Pears

O. **PEPSODENT**

Pepsodent was launched in 1993 in India and since then the brand has raised the benchmark on Oral Care solutions in India. Pepsodent has a range of toothpastes and
toothbrushes that could take care of specific oral care needs. Pepsodent toothpaste fights germs to protect teeth against cavities and gives strong teeth, fresh breath and healthy gums. Pepsodent as an oral care expert offers solution to specific problems like bleeding gums and sensitive teeth. The brand is endorsed by FDI (the largest dental association globally). It is among the most trusted brands in India (Brand Equity, Economic Times, India) and also sold as Mentadent, Zhonghua, PS and Signal in other countries.

P.  PONDS

Brand Pond’s has been around since 1846. Pond’s is a beauty brand that delivers beauty transformation through revolutionary product innovations making a real difference to women’s skin & the way they live their lives. Pond’s has Skin care products ranging from Skin cleansing to Skin lightening to Anti ageing & many more. Pond's is not just about looking beautiful but also feeling beautiful; and understands the significance of beauty as a harbinger of love in woman’s life. With a presence in over 56 countries, Pond’s is a name synonymous with skin care for almost a century now. It has passionately led the way in understanding a woman’s skin care and beauty needs. It has cut across age groups and skin care requirements. Today Pond’s has spread its wings to cover anti- ageing, skin lightening, oil-control, moisturising and other skin requirements. In addition, each range within the portfolio offers diverse set of options, which include day creams, night creams, serums, masks, eye treatments, facial foams and more.

Q.  REXONA
Launched as early as 1947, Rexona is a natural skin care soap that gives you silky soft skin. It is an indigenous brand created by HUL and has been an integral part of the Indian market ever since. Rexona’s irresistibly silky soft skin and lingering aromatic fragrance proposition has been an ally to the Indian women to keep those compliments flowing in from their loved ones.

The Indian woman uses products that deliver beauty through skin care but needs the assurance of natural ingredients. She believes that her natural look is her best beauty accessory. She takes the effort to look good and wants to keep the romance alive in her life. This is where Rexona plays a key role by making women look and feel beautiful through the use of natural ingredients.

Rexona comes with the natural goodness of Coconut and Olive oils, which moisturize the skin and leave it silky smooth. Coconut oil has been an inherent ingredient in the soap for more than 2 decades and has become synonymous to Rexona brand. Olive oil has been introduced in the soap in 2009.

R. SUNSILK

Sunsilk brand was launched in 1964 and is a global brand with its presence across 80 countries. The Sunsilk hair care range provides a complete hair care solution and functions as a 3-step combination of cleansing, nourishing and manageability that gives a 20 something girl the confidence to express herself. The new Sunsilk range comprises of the following variants to suit their hair type:

**Sunsilk Thick & long shampoo & conditioner:** Make their hair look thicker as it grows longer with nourishing yoghurt protein energisers.
Sunsilk soft and smooth shampoo & conditioner: Turn rough dry hair to soft smooth hair from the 1st wash with almond oil energisers.

Sunsilk hairfall solution shampoo & conditioner: Ginseng & soya energisers boost hair strength to visibly reduce hairfall due to breakage.

Sunsilk damage repair shampoo & conditioner: Enriched with olive oil energisers, it repairs damaged hair & protects against further damage.

Blackshine shampoo: Enriched with amla pearl energisers, it gives deeper shinier hair from the 1st wash.

S. SURE

For over 40 years, Sure has been delivering long lasting protection against sweat and odour thanks to 25 years of research by Sure scientists and has as a result, become the world’s best selling deodorant and firmly established itself as an expert on the 'science' of sweating. With its unique combination of active ingredients, Sure offers innovative body-responsive sweat and odour protection as you need it – keeping you physically and mentally cool. Better still, everyone can enjoy this peace of mind as Sure deodorant is tailored to the needs of both men and women, with separate product ranges for each. The brand uses proprietary body-responsive technology. “Sure” is the only brand tailored to the individual needs of men and women.

T. TRESEMME

TRESemmé is dedicated to creating everyday products that deliver quality salon-like hair care at home. Inspired by the beauty salons and also used by hairdressers, their
products are designed to help you create their own style while ensuring the ‘just-out-of-salon’ feeling.

Launched in 1947, TRESemmé was named after renowned hair care expert Edna Emmé. Up until the 1950’s, TRESemmé was sold only in salons. Today it is available at a shop near you, so that you can have salon style hair at home. For over 60 years, TRESemmé has built a history of success in 13 countries around the world.

U. **VASELINE**

In 1869, Robert Chesebrough, a dispensing chemist, discovered something amazing. He discovered a 100% natural product, rich in minerals from deep within the earth yet totally pure, which had remarkable healing properties when applied to cuts, burns and abrasions of the skin. That product was branded Vaseline petroleum jelly. Just as Robert Chesebrough in the 1800s, they continue to be motivated by a passion and curiosity about skin. It’s an incredibly complex and miraculous creation of nature. It protects us from adverse climate and from infection. It recreates and regenerates itself through their lives. It stretches, yet retains its form. It is waterproof, yet it can emit water. It is easy to take skin and all of its properties for granted, but Vaseline never has. For over 130 years Vaseline has marvelled at skin, and through their products they share everything they’ve learnt over all those decades about how skin works and how to keep it in great condition. They are constantly developing accessible, everyday skincare products to help keep their skin amazing.

4.3. 6 Brands in Thailand
A. AXE

AXE is one of the most popular men's brand. What is the definition of exotic teens liking. By offering different for men who need it. Excessive time and charming partner. All this from the standpoint of the brand. The aroma is rich and long-lasting as we as stylish package aging. Help ensure that the body odor when ctheiriting girls.

B. AVIANCE

Aviance is a brand of beauty and health premiums. The global network of research and development of Unilever. With a combination of high performance, combined with the latest science and the clinical trials that have actually proven performance under the three main themes. Customization. Products to meet the different needs of Excellence in Innovation and science, beauty and innovation. Professionalism. Expertise, beauty and premium service levels.

Whether you're just impressed and happy with the product innovation premium of Aviance. Or rose to become the master of time. Is his own master. A backup system of life. Or independent business returns worth the effort. And earn a sustainable legacy for posterity. Nutrition and health, beauty and lifestyle, along with a different life.

C. CITRA

Citra Body Lotion inherited origin from Indonesia. It is we-known in Thailand for more than 20 years with original recipes, Citra. Citra classic has developed a Citra Smooth and Glow in the mix turmeric and milk to help keep the skin soft and moist.
Citra is Body Care in Thailand researching the expert. Products subject to whites since 2539, today, Citra is one of the leading skin care products for skin as acceptable in quality, rich in natural extracts that do not harm the skin like. Pearls snow jelly natural yogurt Japanese rice flower oil Camellia and vitamins B3 and Citra UV White Formula pink for girls, Caucasians, Citra Extra White Formula Orange for skin pigmentation Sitka. Extra rich purple Radian's formula for the winter and Citra UV White Spots stainless rye recipe green skin spots. Citra relentless in developing products to suit their skin young Thailand. Recently with the new formula, Citra Whitening Night Formula Night Citra first formula of the wonders of nature combine two together seamlessly. The grape seed oil and extract, Mulberry to help revive and nourish the skin smooth and radiant as noted, it is questionable why it is known, Citra top. In the skin, which is in the heart of Thailand is that girl.

D. CLEAR

By Donna disqualified one from clear that the Banu atrium 10 most innovative scalp and hair with vitamins and nutrients I have 10 kinds, working with substance sync Peiris Times Ontario (Zinc Pyrithione) and Pantene. Paul (Panthinol), which has superior performance deep cleansing to eliminate dandruff by scalp hair. But to scalp three layers deep * to help restore and recondition the scalp to help eliminate dandruff and strong from root. To prevent dandruff effectively. Certified by the International Academy Cosmetic Dermatology (IACD).

CLEAR WOMEN.
CLEAR WOMEN new products "Nu Atrium 10", which includes the necessary nutrients and minerals to 10 species serves to deeply nourish the scalp and hair. Including three to the scalp.

CLEAR MEN.

CLEAR MEN new products "Nu Atrium 10" which is a mixture of pro-vitamins and minerals to nourish the scalp healthy 10 species healthy. The third performance to the scalp. (** Power reduces dandruff, itching and reduces hair loss, lack of ***).

E. CLOSE-UP

4,000. millions of people around the world have used their products. Research and product development experts to create innovative care. Close-up of toothpaste products to ensure that their toothpaste that strengthens the consumer. Was beyond clean and healthy teeth to give you a smile that confident than anyone.

Close-up not have the time to improvement of health care products. Oral efficiently Gotti images. One of the innovations close-up proud to offer consumers Close-up White Now is the research and development have discovered particles of matter. Blue. Covarine. tooth surface, which reduces horizontal yellow on the teeth. And as soon as the teeth wear. This is one of the innovative products they promote and encourage the most benefits for the consumer. Close-up helps build the confidence to live fully and to maintain the image of a modern development in the field. Cheerful confidence of the new generation as we. They believe that a healthy mouth and teeth that can make sure to use a fully closeup is not only a healthy
mouth and teeth care products. But also give confidence to users when they are closer to the people around you.

F. **DOVE**

Dove believes that every woman is beautiful in their own way. With this philosophy makes Dove hair care products hair loss solutions to obscure the beauty of women in all its forms, whether it is dry and damaged hair and split ends, dry hair, rough hair fall. Confidence that beautiful glow from within. Have hair the way he wants without worrying about hair loss problem anymore. Dove Body Wash with different ablation technologies atrium TM Moisture Moisture blend with riser and nutrients that are present in their skin naturally. Lux soap was the best selling brand in the world with sales of 14 million pieces a year and is sold in over 100 countries, serves 600 million people across the skin of the female world.

For Thailand. Lux still wins the first of bath products that meet every need. And help inspire women around the world have confidence to reveal soft, smooth skin Eye-catching charm. Lux products continue to develop and innovate unceasingly. To all the needs of consumers who take care of maintenance and cleaning skin. By a combination of ingredients that have been carefully selected to be special. And skin care products available in the form of Lux soap and shower cream to choose according to taste.

G. **PONDS**

Cleaning products and of the aforementioned POND available in Thailand by importing products Pond Cold Cream and Pond's Cream Varnish Co. sold for the
first time which still continues to be popular today. POND attention and care of women throughout the world and fulfill the hopes of women by developing the best technology to create new products that are already making a difference to women with a better understanding of the different needs of women and skin Thailand. POND is pioneering the market for skin care products is first in the year 2530. Pond has a variety of products to suit all skin types and all skin problems which is equipped in every step of skin care composed. Help protect the consumer in different age groups as responsible for all the problems Foam skin cream to the skin radiant. Or to reduce wrinkles and make skin look younger always. The powder absorbs oil to the surface only.

H. REXONA

Arizona Red deodorant products have gained the trust of people around the world and are one of the world's sales. Arizona is a market leader in the race to launch the first brand spray deodorant Once dry spray. Protect you throughout the day and the Arizona Red spray can answer most consumers who use the products of sweat and deodorant roll-on. It also ensures that the Red Ticino. Protect them. Arizona marks the logo of the race. Red represents the promise that Arizona will not let you down.

I. SUNSILK

If you think of shampoo, hair care products of Thailand for a long time I believed her. Many people would think of Sunsilk products. The care and treatment of the hair is paired with a young Thailand joined 40 years and the brand has been
the most popular. Sunsilk is currently sold in 50 countries. To meet the diverse needs of the hair of girls aged 15-30 years to women. I have a pretty healthy. And to enjoy life and have fun exotic fully featured product Sunsilk is to have a formula to resolve the issue directly with the young Thailand. Also includes a comprehensive suite of products to choose shampoo treatment Mist and Leaf Spot on. Throughout 40 years Sunsilk never stop in product development. And find something new to Thailand girls.

J. TONI & GUY

Toni & Guy is the author of Luke and the key hairstyle trends hair fashion throughout the 15th season of London Fashion Week and is behind the fashion show of leading fashion brands. The salon currently has more than 400 offices worldwide. Tony & Guy believes that perfection is achieved when all the elements come together. The style and fashion is not only coming from the clothes you wear. But from the look, especially the hair, it's time to take the Toni & Guy hair and clothes will converge to create the perfect setting for everyone. Under this campaign, Tony & Guy, it is recommended that a full third set of products for people who love fashion.

K. TRESEMME

"Mesa Trail" is a professional hair care products, developed by renowned stylist in America. To the salon for over 60 years and was popular in America, England, Australia and 20 countries with origins dating back to the year so far since 1947. The person with the second most important person behind the birth Mesa Trail
brand is "Alexander the Great F. de Roy" (Alexandre F. Godefroy) a major cosmetics company. City of St. Louis, Misstheiri, USA, and "Edelman to Allegheny Aime" (Edna L. Emme), who may be said. Be the first person to be recognized as. "Harry's stylist," the most powerful circles in the beauty of America. Which her name has become a part of this brand. Current Trail Mesa is committed to developing products to clean it. Hair care. And styling products that are salon quality, that has been proven and accepted by professional hairdressers worldwide. To help you create beautiful hair salon, I like to do every day. Cleaning products and hair care set from shampoo and hair mask with recipes for hair to Thailand.

L. VASELINE

Vaseline is one of the skin care products that have been established for over 20 years in the field of skincare products for the health of the whole country, Thailand. Vaseline is committed to delivering the knowledge and creative products for the skin that can help everyone.

4.3.7 Analysis of Case 3

Unilever is one of the world’s leading suppliers of fast-moving consumer goods. Their products are sold in over 190 countries and used by 2 billion consumers every day. They aim to create an environment in which all employees can fulfil their potential. Unilever is one of the world’s most culturally diverse companies. Their vision is to double the size of the business, whilst reducing their environmental footprint and increasing their positive social impact. The Compass provides a
blueprint for success by identifying what they must do to win share and grow volume in every category and country. Strong brands and innovation are central to their ambition to double in size. Unilever has been a strong player in global beauty and personal care in 2012. Turnover of the body care segment is €18.1 billion which is the highest among all the segments with underlying volume growth of 6.2%. 35% of the total sales of the company is accounted for body care products. The company’s strategy of increasingly reaching towards higher pricing segments within its key portfolio while expanding in larger developed markets paid off. Unilever appears to be on the right track but can benefit from more growth opportunities. Unilever has a large brand portfolio consisting of nearly 110 bands in various product categories. In every product line, it has built a number of brands over a period of time. Quite a few brands have come to its fold from the parent company. It has also acquired several ongoing brands from the market. Unilever also vigorously pursues brand extension strategy. And concurrently, Unilever undertakes line pruning and brand restructuring and consolidation, based on marketing compulsions. Unilever is also playing the rejuvenation and re-launch game. With great benefit the corporate-level endeavors at business expansion and diversification are also throwing new challenges on the brand strategy front. Unilever lends itself for a proper understanding of the complexity of the brand management task. They shall examine how Unilever handles the complex demands in brand management. Such an array of brands is the outcome of a conscious corporate strategy by Unilever. As a corporate, Unilever wants to be a leader in every one of its businesses and the strategy is to
fight on the strength of the competitive advantage arising from the possession of strong brands. It is this strategy that is getting reflected in the development of a multitude of strong brands. If they take the business of bathing soaps, as an example, Unilever has the objective of being a national player (not a niche or a regional marketer) and the leader therein. Unilever also wants about 30 per cent of the corporate income to come from this line. So, Unilever opted for the strategy of developing quite a few strong brands in this line, and among them they cover different market segments and price points. Dove, Lux, Liril, Rexona, Pears and Lifebuoy are the outcome of such a well planned brand strategy implemented overtime. Lifebuoy is 100 years old and Liril is 15 years old. In fact, Unilever has about 10 brands of toilet soaps each having good volume of sale to its credit. The point is that decisions on brand portfolio are a fundamental expression of the company’s objectives and strategy governing a given business. The brand portfolio of Unilever company in the body care segment in both India and Thailand are as follows:

**Brand Portfolio of Unilever Limited in the body care segment**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Global Brands</th>
<th>Brands in India</th>
<th>Brands in Thailand</th>
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<tbody>
<tr>
<td>1</td>
<td>Axe</td>
<td>Axe</td>
<td>Axe</td>
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<tr>
<td>2</td>
<td>Aviance</td>
<td>Aviance</td>
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<tr>
<td></td>
<td>Brylcream</td>
<td>Ayush</td>
<td>Citra</td>
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Unilever methodically goes about the task of developing a brand portfolio across a product category. It first identifies the various positioning opportunities across benefits, target groups and price points. Existing brands are mapped across these positioning opportunities, and gaps for possible new offers are explored. The company then estimates the likely volumes for each of the possible opportunity and the financial viability and sustainability of the propositions in the long term. If some of these gaps look promising, Unilever goes ahead with the plans. It examines the existing set of brands with the company, the product technologies available, the benefits that can be provided and other considerations that have a bearing on the company’s long term interests in the business. Finally, if the company decides to go in for the new offer, a decision has to be taken as to whether new brands should be created or extensions if existing brands should be preferred or ongoing brands from
the market acquired. Origin to the success of the Dettol lotion, Unilever assessed that a Savlon antiseptic soap could be successfully extended from the Savlon lotion. It entered into an agreement with J&J for the use of Savlon brand name and the product formula, and launched the Savlon antiseptic soap. Unilever very deftly managed successfully new brand launch and merged as a challenger to Dettol soap. J&J secures a good royalty from Unilever for lending the brand. It is a potentially win-win arrangement for both companies.

Unilever has done the process of repositioning the brands. Few of them as follows;

- **SUNSILK**: Sunsilk co-creations, collaboration with 7 pioneer global hair experts
- **BREEZE**: New fragrances over the world, new look more colors, packaging
- **Rexona**: relaunched it with the coconut moistening
- **Lifebuoy hand sanitizer**: kills 99.99% germs in 15 seconds
- **Fairness cream**: Fair & lovely multivitamin
- **Close-up**: peppermint splash
- **Pepsodent toothbrush**: 25% flexibility

With over 110 brands, it has a large brand portfolio. In each product line, it has built a number of brands over a period of time. The company has five $1 billion brand in the body care segments. They are Lux, Dove, Rexona, Axe and Sunsilk. Some of the popular brands of Unilever include other than those five $ billion brands.
are Lifebuoy, Fair & Lovely, Pond’s, Vaseline, Lakme, Clinic Plus, Pepsodent, Clear, Close-Up etc. Unilever has also been an adherent of product branding. It uses individual names to promote a product with an intention to provide it a distinct position. For instance, in the toilet soap category, Unilever has brands like Lux, Lifebuoy, Rexona, Pears and Liril. In terms of positioning, Lux has been a toilet soap of film stars. Lifebuoy has always taken the position of a soap that fights germs hidden in the dirt and promotes health. It remains the only soap exclusively directed at the male user. Rexona occupies the platform of a gentle soap with natural oils to have a good effect on skin. Liril enjoys the position of a ‘freshness’ soap. In Unilever’s portfolio, there have been three brands of shampoos. The shampoo brands are Sunsilk, Clear and Clinic. Sunsilk occupies the position of a beauty shampoo which makes hair soft, lustrous and bouncy, while Clinic brand is a shampoo for vitamin nourishment and clear brand is meant for preventing dandruff. In the last couple of years, Unilever appears to have abandoned its pure product brand approach. The company has instead chosen to pursue a strategy of exploiting the power of its brands to the fullest by leveraging them. It aims to now encash upon the investment over preceding decades to cultivate some of the world’s most powerful brands. The product branding delivers a number of benefits to the Unilever. First, with an identifiable brand uniquely positioned and directed at a segment, the firm is able to cover an entire market spectrum by making multiple brand entries. With exclusive brand creation, the firm leaves very little scope for market confusion. It is a customer-friendly approach. Customers know what to look for when specific need
is triggered. For instance, in the toothpaste category, when a customer needs a germicidal toothpaste that protect teeth against cavities and gives strong teeth, fresh breath and healthy gums, he or she will go for Pepsodent. And when the need is to find out a fresh breath toothpaste, the customers know to look for Close-Up. Appreciating brand differences is much easier when product branding is followed especially when the products are similar.

Unilever also follows the strategy of line branding. For instance, the brand,’ DENIM’ was introduced with a distinct concept. The brand appeals to a distinct market segment who appreciate and like the brand concept. The core idea is that brand connects with a consumer group. Today, customers do not tend to contended with one product which the brand offers. Rather they want additional products which go hand-in-hand with the brand concept or application. So the Denim users want the brand to offer all complimentary products which enhance beauty - Deodrant, Shaving Cream, After Shave, Soap and Body Talc. So Unilever came up with Denim Deo, Denim Shaving Cream, Denim After Shave, Denim Soap and Denim talc. In this way, the products combine to form a complete whole and draw their identity from the main brand. As a result, it improves the brand’s marketing power rather than selling them as individual brands. Some of the brands of the Unilever are growing faster and much bigger throughout the globe. For instance, within six months of being introduced in the Philippines in 2012, the Dove hair range had become the number three brand in the market and they achieved their highest share of the hair care market for a decade. Another example that they can quote here is that in
November 2011, the TRESemmé brand was launched into Brazil just six months after the Alberto Culver acquisition was completed. They have since launched the brand in Indonesia, India, Thailand and the Philippines, proving their organisational capability to roll out a brand with speed and agility.

As part of an expansion plans to increase its footprint in the body care market throughout the globe, Unilever has introduced a number of significant brand extensions to broaden its portfolio. The Unilever across the globe including India and Thailand witnessed a number of successful brand extensions. The brand Lifebuoy which was introduced as a soap brand is now extended into the hand wash category also. The billion dollar brand Dove was also initially introduced as a premium beauty soap. But the brand has several products like shampoo, conditioner, body lotion and deodorant both for men and women. The brand Ponds was also introduced in the market as a cold cream. Later on the brand is extended to include products like anti-ageing and skin lightening cream. The brand Fair & Lovely which is a major success in the Indian market as a fairness cream has its face wash product.

The various popular brands of the company have been extended successfully in related product categories. For instance HUL, an Indian subsidiary of Unilever has so far extended the 112-year-old Lux brand into a range of body and hair wash products. It could consider extending the brand into deodorant space in other markets depending on the response it gets on the Indian turf. The Rs 1,300-crore deodorant market in India is growing rapidly. Hindustan Unilever has a strong presence in the male fragrance deodorant space with its Axe being the largest deodorant brand in
India. The country's largest FMCG firm recently launched a range of body sprays under the Denim brand. But unlike global markets, where antiperspirant category dominates and fragrance is just a fringe segment, India is a contrast. And that's the main trigger for Hindustan Unilever to enter the women fragrance space as the company's brands-Dove and Sure-are in the antiperspirant category, which accounts for just 10% of the deodorant segment.

Dove’s success is, of course, driven in large part by a business strategy that involved brand extensions, product innovation and geographic expansion. The energized brand with its higher purpose and clear value propositions supported by branded innovations simply amplified a remarkable business strategy. The extension strategy was to leverage the moisturizer heritage of the brand into new categories supported by meaningful innovation. The first extension success was the Dove Moisturizing Body Wash with the innovative Dove Nutrium technology that deposits lipids, Vitamin E and other nutrients onto the skin. This was followed with entries into deodorants, disposable face cloths, shampoos with Weightless Moisturizer, Nutrium soap, and lotions with Shea Butter. Dove also entered the male market with Dove Men+Care. Each extension success was based in part on compelling value propositions.

Additionally, an aggressive global expansion resulted in the brand, once a factor in only a few countries, now having a presence in some 80 countries. However, the business strategy would not have had its remarkable success without the brand building effort to support the offerings and to drive the higher Real Beauty
purpose. The Dove brand success didn’t just happen. It was research-based and employed a host of methods to understand the issues women face with respect to Dove products and perceived beauty. Customer research was supplemented with expert guidance. The Dove Self-Esteem Program, for example has an 11 person Global Advisory Board. The brand has the ability and the willingness to stimulate, access creative thinking from around the world and then push the best ideas into the marketplace.

The brand extension and new marketing campaign has successfully lead to the revival of the several brands of the Unilever. Most the brands extensions of the company are successful because of the following values which they believe are the main reasons:

1) “Disruptive” innovation is the most powerful form of innovation
2) Pay close attention to their market--because timing is everything
3) Think outside the box.

Case 4: PROCTER & GAMBLE (P&G) LTD.

4.4.1 Company Profile

The Procter & Gamble Company, also known as P&G, is an American multinational consumer goods company headquartered in downtown Cincinnati, Ohio, United States. Its products include pet foods, cleaning agents, and personal care products. Prior to the sale of Pringles to Kellogg Company, its product line included foods and beverages. In 2012, P&G recorded $83.68 billion dollars in sales.
Fortune magazine awarded P&G a top spot on its list of "Global Top Companies for Leaders", and ranked the company at fifth place of the "World's Most Admired Companies" list. Chief Executive Magazine named P&G the best overall company for leadership development in its list of the "40 Best Companies for Leaders".

P&G is the world’s largest and most profitable consumer packaged goods company, with nearly $84 billion in sales and more than $10 billion in net earnings. They have built a portfolio of 25 billion-dollar brands — each of which generates from $1 billion to more than $10 billion of sales per year. They span a broad range of product categories — including household care, beauty, grooming, and personal health care — and are household names around the world, including Pampers, Gillette, Tide, Ariel, Downy, Pantene, Head & Shoulders, Olay, Oral-B, Crest, Dawn, Fairy and Always. They have three times more billion-dollar brands in their categories than their next-largest competitor and more than most of their remaining competitors combined.

Their unique organizational structure offers the global scale benefits of an international company and the local focus to be relevant for consumers in more than 180 countries where their brands are sold. Their corporate structure provides the framework that allows us to tap the benefits of a global organization with speed and efficiency. Their global operations keep us in touch with their local communities. And their strong governance practices ensure that they conduct their operations with consistently high standards and integrity.
P&G focuses on five core strengths required to win in the consumer products industry. They are designed to lead in each of these areas. No company in the world has invested more in market research than P&G. They interact with more than five million consumers each year in nearly 100 countries. They conduct over 15,000 research studies every year, and invest more than $350 million annually in consumer understanding. The insights they gain help us identify opportunities for innovation and better serve and communicate with their consumers. P&G is widely recognized as the industry’s global innovation leader. Nearly all organic sales growth over the past decade has come from new brands or improved products. They collaborate with a global network of research partners, and more than half of all product innovation coming from P&G today includes at least one major component from an external partner. Their contributions have consistently helped us earn honors from the SymphonyIRI New Product Pacesetters Report—the annual list of the biggest innovations in their industry. Over the past 16 years, P&G has had 132 products on the top 25 Pacesetters list—more than their six largest competitors combined. P&G earned 5th place among Fortune’s 2011 list of the World’s Most Admired Companies. And as of April 2011, P&G has won 22 “Product of the Year” recognitions, as voted on by consumers in the US, UK, France, Holland, Italy, Spain, and South Africa. P&G is the brand-building leader of their industry. They’ve built the strongest portfolio of brands in the industry with 50 leadership brands that are among some of the world’s best-known household names—and which together make
up 90% of P&G’s sales and more than 90% of profits. Twenty-five of these brands each generate more than $1 billion dollars in annual sales.

They’ve established industry-leading go-to-market capabilities. P&G is consistently ranked by leading retailers in industry surveys as a preferred supplier. They’re also frequently ranked as the industry leader in a wide range of capabilities, including clearest company strategy, brands most important to retailers, strong business fundamentals and innovative marketing programs. P&G is creating scale advantage by integrating across their enterprise, consistently acting as one Company across their businesses and markets. By harnessing the strength of their brands and categories as one Company, they can better serve more consumers around the globe. With all of their brands, businesses, and people working in unison, they can create scale advantages by allocating resources more strategically and efficiently than any individual business can do on its own. This combination is greater than the sum of its parts—and they are focused on maximizing its potential.

4.4.2 Vision and Business Philosophy

They will provide branded products and services of superior quality and value that improve the lives of the world’s consumers, now and for generations to come. As a result, consumers will reward us with leadership sales, profit and value creation, allowing their people, their shareholders and the communities in which they live and work to prosper.
The simple, inspiring way to think about this is that P&G brands serve about 4.6 billion of the nearly seven billion people on the planet today. Before P&G can serve the world’s remaining consumers profitably, they can reach them altruistically. They can improve their lives in ways that enable them to thrive, to increase their quality of living and, over time, to join the population of consumers they serve with P&G brands. Through their overall Live, Learn & Thrive™ cause program, initiatives such as Children’s Safe Drinking Water and Pampers 1 Pack = 1 Vaccine are examples of how they are improving the lives of millions of people every day.

Their shared Purpose attracts and unites an extraordinary group of people, P&Gers, around the world—the most diverse workforce in P&G history. Together, they represent around 150 nationalities. Their recruiting and development philosophy to “build from within” fosters a strong culture of trust and shared experiences. Their diversity, their shared culture and their unified Purpose are the defining elements that enable P&G to touch lives and improve life every day. Taken together, their Purpose, Values and Principles are the foundation for P&G’s unique culture. Throughout their history of nearly 175 years, their business has grown and changed while these elements have endured, and will continue to be passed down to generations of P&G people to come. Their Purpose unifies us in a common cause and growth strategy of improving more consumers’ lives in small but meaningful ways each day. It inspires P&G people to make a positive contribution every day. Their Values reflect the behaviors that shape the tone of how they work with each other and with their partners. They will provide branded products and services of superior quality and
value that improve the lives of the world’s consumers, now and for generations to come. As a result, consumers will reward us with leadership sales, profit and value creation, allowing their people, their shareholders and the communities in which they live and work to prosper.

Values in P&G are:

- Integrity
- Leadership
- Ownership
- Passion for Winning
- Trust

Their Principles:

- They Show Respect for All Individuals
- The Interests of the Company and the Individual Are Inseparable
- They Are Strategically Focused in Their Work
- Innovation Is the Cornerstone of Their Success
- They Value Personal Mastery
- They Seek to Be the Best
- They Are Externally Focused
- Mutual Interdependency Is a Way of Life
4.4.3 Business Performance

Developing-market organic sales growth and cash flow productivity were both strong in 2012. Developed-market organic sales growth and earnings progress were not. In fiscal 2012, they delivered 3% organic sales growth overall. P&G has averaged 4% organic sales growth over the past three years, achieving 3% to 5% organic sales growth for 11 consecutive quarters. In just three years, they’ve added organic sales of $8.5 billion, the equivalent of adding a Fortune 300 company to their portfolio. Growth continues to be very strong in developing markets, which now generate 38% of P&G’s sales and 44% of their unit volume. It’s a $32 billion business for P&G, the largest developing-market business of any consumer products company. They see significant remaining growth opportunities as their business in developing markets is still smaller as a percent of sales than the developing market businesses of some of their competitors, and they will continue to focus on growing their business in the largest and most important of these markets. Their growth in developed markets has been weaker, resulting from slower market growth and declining market shares. The share declines in these markets were driven primarily by consumer value issues on key brands in several large categories due to a combination of price increases taken to recover higher commodity costs, which their competitors did not take, and increased promotional activity by competitors. Developed markets represent about 60% of their sales and 70% of operating profits, so it’s essential that they are healthy and growing. Consequently, developed-market businesses — including fabric care and baby care in the United States and the largest
markets in Western Europe, as well as the United States oral care, skin care, hair care, shave care and feminine care categories — are a disproportionate focus of strengthened plans that they began to implement earlier this year. They are ensuring they have product offerings from each of these businesses that provide superior value — at the right price and with innovation that is strong — supported by marketing that effectively communicates the superiority of their products. Core earnings per share for fiscal year 2012 were $3.85, which is 1% below the prior-year level. The EPS benefits from sales growth, cost savings and share repurchase this past year were more than offset by a combination of headwinds from higher raw material costs, geographic mix, a higher effective core tax rate and increased investments to support their accelerated portfolio expansion into developing markets. Free cash flow for the fiscal year was $9.3 billion. Adjusted free cash flow productivity was 90%, consistent with their target. During the fiscal year, they returned $10 billion of cash to shareholders through $6 billion of dividends and $4 billion of share repurchase.

4.4.4 Global Brands

A. Always

Since its introduction in 1984, Always has made a woman’s period a more positive, happier Experience. Always, the world’s leader in feminine protection, is dedicated to helping women embrace womanhood positively—from the very beginning of puberty through their adult lives. The Always brand is behind some of the biggest innovations in feminine hygiene history, including the introduction of
winged pads in 1985 and Ultra thin pads in 1990. Continuing its goal of improving women’s lives across the world, Always recently introduced Always Infinity, a pad made with a new-to-the-world material that enables women to have the magical combination of absorbency, amazing softness, and flexibility all in one pad. Beyond period protection, Always touches women’s lives in other ways as well. A global puberty education program established by Always helps teach girls around the world about the important topics of puberty and development. The program reaches approximately 83% of fifth grade girls in the U.S.

B. CoverGirl

For fifty years, COVERGIRL has created must-have beauty products that bring out the best in women. They look to COVERGIRL as a fun and feisty beauty expert with the products and attitude to make them feel confident. COVERGIRL understands the transformative effect makeup can have not just on the outside, but the inside as well.

Since 1961, COVERGIRL has been an advocate of women rocking their unique kind of beautiful. Through relatable models not bound by traditional standards of beauty—and innovative products that are simply irresistible—COVERGIRL makes it easy, breezy, and beautiful to be themselves. COVERGIRL’s first product line, Clean Makeup, is still on shelves today and remains one of the bestselling foundations. In 2010, the award-winning line of liquid makeup and pressed powders launched a new formula specially designed for Sensitive Skin.
C. CREST

Crest is committed to building on its history of developing innovative oral care products that meet the needs of consumers around the world. Since Crest introduced the first fluoride toothpaste proven effective in 1955, it is estimated that Crest has helped prevent more than half a billion cavities in the United States alone. Crest also was the first toothpaste to secure the ADA Seal of Acceptance.

In 2005, with the acquisition of The Gillette Company by P&G, the iconic Crest and Oral-B brands were united underneath the umbrella of P&G Oral Care. The union places P&G Oral Care as the market leader by two times the nearest competitor and as the only major oral care company with a breadth of products across every category: toothpaste, toothbrushes, whitening, rinse, denture and floss. In August 2006, Crest launched Pro-Health Toothpaste after ten years of testing and development. This breakthrough dentifrice marked a significant advance in at-home oral care by providing a number of therapeutic oral health and whitening benefits combined in one product.

D. GILLETTE FUSION PROGLIDE AND PROGLIDE POWER

Launched in 2010, engineered with 15% thinner, finer blades* for less tug and pull and an effortless glide, ProGlide set a new standard in shaving performance. Gillette’s most comfortable shave ever is the result of extensive research and development. Other key improvements include:

- an innovative blade suspension system that optimizes blade positioning against their skin.
• an enhanced lubrastrip with more lubricants enables the razor to glide smoothly.
• a redesigned precision trimmer ideal for shaving tricky places like under the nose.
• a more ergonomic handle for better control.

Gillette Fusion and Gillette Fusion Power launched in 2005. All Fusion razors feature a five-blade Shaving Surface technology on the front of the cartridge, with blades spaced 30% closer together than MACH3® blades. This distributes the shaving force across the blade, resulting in increased comfort and significantly less irritation.

E. GILLETTE

Gillette has been at the heart of men’s grooming for more than 100 years. Across the world, everyday men prepare to be their best. Gillette understands that when men look good, they feel good and they perform well. This means that grooming plays an increasingly important role in a man’s day.

For many men, shaving is at the heart of the grooming process—the razor is the key that unlocks their day. But today’s men are looking beyond shaving to skin care, hair care and body grooming. They are spending more money and time on grooming and are increasingly seeking information and advice to ensure they have the best products available to help them look and feel their best.

With the number of men engaging in facial and body grooming on a daily, Weekly or monthly basis, one thing is clear: Men have carved out their own niche in
the beauty industry and they demand products and services tailored to their specific needs.

**F. BOSS BLACK**

Inspired by HUGO BOSS’ core fashion brand BOSS Black that stands for clear-cut contemporary design, specially selected fabric qualities, and high-quality detail, BOSS BOTTLED fragrance was launched in 1998. BOSS BOTTLED’s classic masculine fragrance remains one of the most sold male fragrances in the world while remaining modern and relevant for today’s successful and ambitious man. Building on that success, BOSS BOTTLED NIGHT launched globally in 2010 with a new seducing twist and a creative campaign featuring celebrity brand ambassador Ryan Reynolds. BOSS Black’s fragrances for men and women also include BOSS Femme, BOSS Soul and BOSS Pure.

**G. BOSS ORANGE**

BOSS Orange casualwear is designed to express the urban lifestyle of the world’s cosmopolitan capitals. BOSS Orange for Women, the youngest HUGO BOSS Fragrances brand, was launched in summer 2009. A truly “feel-good” fragrance for people who are not afraid to follow their passions and wear their hearts on their sleeve. In 2011 BOSS Orange Man followed. Spontaneous, passionate and energetic, yet casual and relaxed, the BOSS Orange man is truly a liberated soul, and the scent is his ultimate feel-good fragrance. Celebrity brand ambassadors Orlando Bloom and Sienna Miller are intuitive natural fits for the BOSS Orange signature fragrances. Her captivating aura, free-spirited persona, his guy’s guy appeal and both
their authentic personal styles embody the soul of the brand aimed at the young at heart. Together with their brand ambassadors BOSS ORANGE supports UNICEF’s ‘Schools for Africa’ initiative to ensure children have an education and a chance of a better future.

**H. HUGO: Unconventional urban attitude matched with confident avant-garde style.**

The HUGO brand is designed for men and women with a modern urban attitude, embodying an avant-garde yet confident style. The first HUGO fragrance, HUGO Man, is an innovative and fresh approach to fragrance designed for young male consumers. Sixteen years after its introduction, HUGO Man remains a global best-seller. In 2008, the brand launched HUGO Create, an online platform allowing creative consumers to express themselves and share work within creative communities. In 2009, HUGO Man continued the spirit of innovative style and creativity by enlisting designer Karim Rashid to create an exclusive limited edition for HUGO Man fragrance. The latest fragrance HUGO Just Different embraces the innovative approach with an unconventional, surprising and fresh scent that inspires you to see things through different perspectives. Acclaimed musician, music video director and film actor, Jared Leto, the celebrity brand ambassador aptly personifies this creative and experimental spirit.
I. HEAD & SHOULDERS

Introduced in 2007, the proprietary zinc pyrithione (ZPT) formula in Head & Shoulders effectively targets the source of dandruff so men and women can feel confident that their hair looks great. With full lines of shampoos and conditioners, Head & Shoulders systems provide the dual benefits of achieving both a healthy scalp and great-looking hair. Offering ten shampoos and five corresponding conditioners, Head & Shoulders has a line to fit the needs of all men and

Head & Shoulders is working hard to dispel the myth that dandruff is only visible flakes. The truth is that flakes, one sign of an unhealthy scalp, are a result of the body’s natural reaction to Malassezia globosa (M. globosa), the dandruff-causing fungus that lives on the scalp of 100 percent of the adult population.

Thanks to breakthroughs in scalp care from the genomic sequencing of the Malassezia globosa fungus by Head & Shoulders and P&G Beauty, scientists can work toward additional scalp treatments for the millions of dandruff sufferers worldwide.

Head & Shoulders’ proprietary pyrithione zinc (ZPT) and hydra-mineral formula is an effective tool to control the growth and spread of M. globosa, helping to eliminate the fungus and ultimately promote a healthy scalp and great-looking hair. In addition, Head & Shoulders provides seven essential scalp and hair benefits:

- Removes Flakes
- Fights Dryness
- Calms Itching
- Relieves Irritation
- Reduces Redness
- Controls Oiliness
- Gives Beautiful Hair

**J. MACH3**

Introduced in 1998, MACH3 was the most significant men’s shaving advance since the launch of Gillette’s Trac II twin blade razor. With its three progressively aligned blades and streamlined DLC Comfort Edges, which were thinner than any other Gillette blade edges at that time, MACH3 represented a quantum leap in shaving technology and performance. The progressively aligned, spring-mounted blades, DLC Comfort Edges and innovative forward pivot action work in concert to provide men with a close shave in fewer strokes with less irritation.

Operating under 35 patents, the MACH3Turbo shaving system added significant performance enhancements to MACH3’s breakthrough technologies. Anti-Friction blades reduce the cutting force needed to slice through hair. An ultra-soft protective skin guard with thinner microfins engages beard hair and stretches the skin more effectively—for a close and comfortable shave with less irritation, even when shaving against the grain.

A powered wet shaving system for men that delivered a totally new shaving experience. M3Power continued the heritage of MACH3 by combining Gillette’s latest and best razor and blade technologies at that time. Gillette M3Power also
features: blades with PowerGlide—an enhanced blade coating for incredible glide and maximum comfort, a moisturizing Indicator Lubrastrip and a technologically advanced handle.

**K. OLAY**

Olay is a worldwide leader in skin care and has been trusted by women for 60 years. Olay has a promise to women everywhere: Olay continues to hold to the philosophy it was founded on: to maintain a deep understanding of women’s changing needs and to combine products that fit their needs with the latest advances in skin care technology. The end result—superior product performance women have come to expect from Olay. It brings healthy, beautiful skin to more than 80 million women on five continents.

Women choose Olay over the competition because it offers strong performance at a good value. Eight out of 10 dermatologists surveyed at the World Congress of Dermatology said they would recommend Olay for the care of skin.

Olay was originally created by South African chemist Graham Wulff and his wife in the 1950s. They created the original Oil of Olay Beauty Fluid from a fusion of innovative science and a unique understanding of women, which remains the essence of Olay’s approach to developing a broad range of skin care products to this day.

**L. ORAL-B**
The Oral-B brand is a worldwide leader in the brushing market. Part of the Procter & Gamble Company since 2005, the Oral-B brand includes manual and power toothbrushes for children and adults, oral irrigators, oral care centers, and interdental products, such as dental floss. Oral-B manual and power toothbrushes are used by more dentists than any other brand in the U.S. and worldwide. P&G is the only oral company with a complete product portfolio to keep smiles healthy and beautiful for life. With this vast array of products and support from dental professionals, Oral-B is armed to provide consumers with the confidence behind their smiles. The Oral-B SmartSeries 5000 is just one of the many power brushes that employs this proven oscillating-rotating technology, which was pioneered by the brand in 1991 and is inspired by dental professional cleaning technology.

M. PANTENE

Pantene focuses on providing customized hair care products that empower women to look and feel their best every day. For more than 60 years, Pantene has offered consumers unsurpassed quality in state-of-the-art products that have exemplified serious hair care and a hands-on approach of achieving beautiful, healthy hair. The Pantene name refers to panthenol, a compound developed in Switzerland in 1940. During experimental treatments to cure burns in WWII, panthenol was found to improve the health, elasticity, and moisturization of hair. Swiss drug company Hoffman-La Roche developed Pantene as a shampoo and launched in Europe in 1947. In the early years, Pantene was available only in Europe, where carefully tested Pantene formulations quickly gained a reputation for
excellence. In fact, it was demand by European travelers that drove American retailers to import Pantene from Switzerland. In the U.S. it had limited distribution and a strong niche market in department stores. After Procter & Gamble acquired Richardson-Vicks in 1985, Pantene was relaunched nationally in the U.S. and business grew via increased distribution. Since then, with expansion into Asia, Pantene has become a global brand.

**N. REJOICE**

Rejoice has been the top-selling haircare brand in China for over 20 years. Known as the expert in smoothness, Rejoice has gained high recognition by Chinese consumers, and was voted “The Most Popular Foreign Trademark in China” by 250,000 consumers and experts nationwide. Rejoice believes that smooth hair is the key to confidence for Chinese women, so the brand constantly provides consumers with best-in-class products that deliver it. Several product lines, including Essence Care, Family Care and Traditional Chinese Herbal, have been designed to meet the needs of different consumers and markets. Beyond quality products, Rejoice also helps Chinese women turn their dreams into reality, making people’s lives smoother every day. The brand stands for more than just shampoo and conditioner—it is now an emotional symbol for love and a better life. In September 2009, Rejoice held its first-ever wedding event in China, the first consumer engagement program to reach a million people nationwide. In 2009, Rejoice also began a program with the All-China Women’s Federation (ACWF) to help provide Chinese women with self-employment opportunities and skills. Through such programs and activities, Rejoice
has become a beloved brand that regularly brings love and care to the public, gaining both respect and loyalty.

**O. SK-II**

For more than 30 years, SK-II has touched the lives of millions of women around the world by helping them to “Live Clear” through the miracle of crystal clear skin and life. The fascinating story behind SK-II began at a sake brewery in Japan, where scientists noticed the elderly workers had wrinkled faces, but extraordinarily soft and youthful-looking hands. These hands were in constant contact with the sake fermentation process. It took years of research for scientists to isolate the miracle ingredient Pitera, a naturally-derived liquid from the yeast fermentation process.

Since then, SK-II with Pitera has become a special secret shared by celebrities such as Cate Blanchett and women around the world, transforming skin along the five dimensions of texture, radiance, firmness, spot control and wrinkle resilience critical to crystal clarity. A leading skincare brand in 13 markets, it continues to deliver the transformative power of crystal clear skin and life through we-loved products including Facial Treatment Essence.

**P. TAMPAX**

Tampax, a world leader in feminine protection, is dedicated to helping women live life on their own terms. Since Dr. Earle Haas applied for his first tampon
patent in 1931, Tampax has worked to help women all over the world live their period days just like any other. In addition to its original cardboard applicator tampon, Tampax also markets Tampax Pearl plastic, the leading tampon in North America, and Tampax Compak Pearl, which offers full-size protection in a cute extendable applicator. Beyond period protection, Tampax touches women’s lives in other ways as well. Tampax helps teach girls around the world about the important topics of puberty and development. The brand-sponsored website beinggirl.com, created by girls for girls, provides teens a safe and discreet way to get information, ask questions, and interact with peers facing similar issues. In some regions of the world, many girls miss school each month because they lack access to sanitary protection and other resources needed to manage their periods. To help tackle this issue and help keep girls in school, Tampax and its sister brand Always created Protecting Futures, a program that has helped provide puberty education and feminine protection in 17 developing countries.

Q. WELLA PROFESSIONAL

Throughout the brand’s history, it has earned its title as the global authority on hair color. Wella Professionals has a strong heritage of outstanding leadership in the salon industry. For over 125 years, Wella Professionals has perfected the science and beauty of hair, working with scientists and colorists worldwide to drive innovation and inspiration for salon professionals. With extensive experience and a valued reputation worldwide, Wella Professionals redefines the standard in color and service. It does so with advancing technology that takes professional results to the
next level with the passion and vision to deliver superior results that delight both stylists and their clients.

Wella’s union of artistic creativity and breakthrough product technology inspires international trends and ultimately fosters the stylist and client relationship to enhance the salon business. In the past year alone, Wella Professionals has relaunched both the permanent hair color line Koleston Perfect and Color Touch demi-permanent crème color. Koleston Perfect features the new Triluxiv technology with a gentler, conditioning formula, while the new Color Touch delivers more multi-dimensional color and luminosity through the highly advanced Light²Color Complex. Wella’s superior performance and expansive shade portfolio make it an indispensable brand in salons throughout the world. Koleston Perfect recently received the Stylist’s Choice Award for Favorite Permanent Color Line for the second year in a row.

4.3.5 Brands in India

A. Gillette

Gillette has been at the heart of men’s grooming for over 100 years. Each day, more than 600 million men around the world trust their faces and skin to Gillette’s innovative razors and shaving products designed for the unique needs of men – helping them to look, feel and be their best every day. The razor range in India includes Gillette Vector, Gillette Mach3, Gillette Mach3 Turbo, Gillette Guard and Gillette Mach3 Turbo Sensitive and Gillette Fusion. The Shave Care range includes
Gillette Fusion HydraGel, Gillette Series Sensitive Skin Foam, Gillette Series After Shave & Gillette Classic Shave Foam Sensitive Skin. The Gillette Skincare regimen is a no-fuss and efficient solution in caring for the health and appearance of men’s skin and includes a special range of designed-for-men Gillette Skincare Foaming Wash, Gillette Skincare Scrub, Gillette Skincare Facial Moisturizer with Aloe Vera, Gillette Skincare Facial Moisturizer with SPF and Gillette Skincare Lotion 100ml

B. **Head & Shoulder**

Since 1950, Head & Shoulders has been at the forefront of scalp and hair science, significantly advancing the treatment of dandruff and scalp problems. Along with professional advice and expert insight they have a wide range of products to care for their scalp and nurture their hair. Head & Shoulders is available in 8 variants in India including Men Hair Retain, Complete Care for Dry Scalp, Anti Hair fall, Smooth & Silky, Cool Menthol, Clean & Balanced, Thick & Long & Silky Black.

C. **Olay**

Olay is a product truly born in love created by Graham Wulff for his wife Dinah in 1950s to address her frustration with the then thick and waxy beauty creams. Today, Olay is one of the most recognizable brands in the world. Yet through all the changes and innovations, the philosophy upheld by Graham Wulff remains just as relevant as ever: Help women look and feel beautiful and Challenge what’s possible with their skin. The Olay portfolio in India covers Base Moisturizer, Anti Ageing and Olay Whitening. The Anti Aging range includes Olay Regenerist, Olay Total Effects, and Olay Age Protect. The Olay Whitening range includes Olay
White Radiance and Olay Natural White. The Base Moisturizer includes Olay Moisturizing Lotions and Creams.

D. Oral-B

Oral-B continuously strives to work closely with the dental professionals and deliver high quality products, which make us leaders* in the $ 4.5 billion toothbrush category, marketing toothbrushes for children & adults, as we as inter-dental products such as Dental Floss. In India, Oral-B has an innovative range of toothbrushes including CrossAction Pro-health 7 Benefits, CrossAction Pro-health Superior Clean and Advantage Sensitive toothbrush. Oral-B’S floss range includes Ultra Floss & Essential Floss.

E. Pantene

The New Pantene Amino Pro-V Complex range of shampoo & conditioner comes in three variants suited for individual needs - Pantene Nourished Shine, Pantene Hair Fall Control & Pantene Smooth & Silky. Enriched with the goodness of pro-vitamins and three essential aminos, Pantene restores their hair with its lost beauty while making their hair ten times stronger.

F. Rejoice

Rejoice is a hair care brand known for the expert in smoothness. Rejoice believes that smooth hair is the key to confidence for women, so the brand constantly provides consumers with best-in-class products that deliver it. Several product lines,
including Essence Care, Family Care and Traditional Herbal, have been designed to meet the needs of different consumers and markets.

G. **Wella**

Wella Kolestint with its deep, long-lasting color has mesmerized Indian women. No doubt, 96% Indian women say that it is the best hair color they have ever used. Wella Kolestint packs are available in 12 vibrant shades in beauty stores across India. Each pack comes with a complete hair color kit to give deep, long-lasting color.

4.4.5 **Brands in Thailand**

A. **Clairol**

The brand “Clairol” has hair-coloring products sold under the brand names "Natural Instincts", "Nice ’n Easy" and "Perfect Lights. The Clairol hair-coloring line includes permanent hair color, semi-permanent hair color, highlighting and blonding products.

B. **Crest**

Crest is committed to building on its history of developing innovative oral care products that meet the needs of consumers around the world. Crest is the only brand with a breadth of products across every category: toothpaste, toothbrushes, whitening, rinse, denture and floss.

C. **Head & Shoulder**
Head & Shoulders effectively targets the source of dandruff so men and women can feel confident that their hair looks great. With full lines of shampoos and conditioners, Head & Shoulders systems provide the dual benefits of achieving both a healthy scalp and great-looking hair. Offering ten shampoos and five corresponding conditioners, Head & Shoulders has a line to fit the needs of all men and women.

D. Herbal Essence

The brand is all about hair. It takes care of not just how hair looks, but how it feels, smells and, most importantly, how it makes you feel whether it’s lusciously soft, totally twisted or long and strong, hair is an expression. Hair is an experience and it’s time to experience Herbal hair.

E. Olay

Olay is a worldwide leader in skin care and has been trusted by women for 60 years. Olay has a promise to women everywhere. Olay continues to hold to the philosophy it was founded on: to maintain a deep understanding of women’s changing needs and to combine products that fit their needs with the latest advances in skin care technology. The end result—superior product performance women have come to expect from Olay. It brings healthy, beautiful skin to more than 80 million women on five continents.

F. Oral-B

P&G is the only oral company with a complete product portfolio to keep smiles healthy and beautiful for life. With this vast array of products and support
from dental professionals, Oral-B is armed to provide consumers with the confidence behind their smiles.

G. Pantene

Now more than ever, Pantene focuses on providing customized hair care products that empower women to look and feel their best every day. The brand includes like products like shampoo and conditioner.

H. Rejoice

A range of hair care products in Thailand. The brand includes products like shampoo and conditioner meant for Thai women.

I. Safeguard

The brand is empowering mothers over the world to protect their families’ health with trusted germ protection, day in and day out.

J. SK-II

For more than 30 years, SK-II has touched the lives of millions of women around the world by helping them to “Live Clear” through the miracle of crystal clear skin and life. SK-II with Pitera has become a special secret shared by celebrities such as Cate Blanchett and women around the world, transforming skin along the five dimensions of texture, radiance, firmness, spot control and wrinkle resilience critical to crystal clarity.

K. Wella

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technology inspires international trends and ultimately fosters the stylist and client relationship to enhance the salon business. In the past year alone, Wella Professionals has relaunched both the permanent hair color line Koleston Perfect and Color Touch demi-permanent crème color. Koleston Perfect features the new Triluxiv technology with a gentler, conditioning formula, while the new Color Touch delivers more multi-dimensional color and luminosity through the highly advanced Light2Color Complex. Wella’s superior performance and expansive shade portfolio make it an indispensable brand in salons throughout the world.

4.4.7 Analysis of Case 4

Procter & Gamble was the number one ranked player in beauty and personal care in 2011 at the global level underpinned by first place ranking in hair care, depilatories and men’s grooming following its 2005 acquisition of Gillette. The company's share of BPC products has declined since 2006 as it faces competition in both Western and emerging markets. L’Oréal toppled Procter & Gamble from the leading position in skin care in China owing to a wider range of products across various price points. In Western markets, the company’s product launches in some of the categories have not been as frequent as some of its rivals. Procter & Gamble at the corporate level boasts 24 billion dollar brands including Gillette and Olay which have been the ongoing focus for its investment and marketing. The company pursues premiumisation of its brands, but it could consider increasing its coverage in the more economy range particularly in emerging markets in addition to tapping into the
less traditional distribution channels. Procter & Gamble’s beauty sales increased 2%, while grooming increased 1% between 2012 and 2011 financial years, mainly on the back of volume growth and price increases. Although a positive growth trend, sales growth was partly dampened by unfavorable geographic and product mix. This was more prominent in Q4, when these segments reported negative growth rates over Q4 2011. Despite economic recession, the company has been initiating price increases on the back of value addition contributing to its overall annual sales growth in 2012. Although price increases enabled the company to overcome the impact of unfavorable geographic and product mix during the financial year, it was unable to do so in Q4, which could indicate the company needs to increase its focus on innovation to justify its premium pricing strategy and/or increase its coverage in the economy price range to boost volume sales growth. Procter & Gamble’s objective to invest in the 20 most profitable innovations is a move in the right direction in light of its financial results.

While Procter & Gamble has seen its market share decline over the 2006-2011 period, it remained the number one ranked player in beauty and personal care in 2011. L’Oréal Groupe has seen its share increase in large part due to strong growth in some developing markets, notably China. Unilever was an early mover into emerging markets. Acquisition of the Alberto-Culver brands including TRESemmé in 2011 has helped to drive growth as we. The company had previously added the TIGI brand to its hair care portfolio in 2009. As a result of organic and acquisition-led growth, Unilever was strongest performer among the top 10 BPC companies in
CAGR terms over the review period. Procter & Gamble has been comparatively quiet in terms of acquisitions with no major ones to report over the review period. It has instead focused on building its billion dollar brands which in beauty and personal care include Gillette, Pantene, Head & Shoulders and Olay. Procter & Gamble marginally underperforms the global market for beauty and personal care owing to its relative reliance on the mature markets, notably North America where its sales in 2008/2009 contract by almost 2%. Procter & Gamble marginally underperforms the global market for beauty and personal care owing to its relative reliance on the mature markets, notably North America where its sales in 2008/2009 contract by almost 2%.

Procter & Gamble’s global share of beauty and personal care declines in 2011 across most of its key categories. In mature markets, consumers trade down, while increasing competition in emerging markets means the company benefits less from growth here than some of its competitors.

**Brand Portfolio of P&G Limited**

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<tr>
<th>Sl. No.</th>
<th>Global Brands</th>
<th>Brands in India</th>
<th>Brands in Thailand</th>
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<tbody>
<tr>
<td>1</td>
<td>Always</td>
<td>Gillette</td>
<td>Clairol</td>
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<td>2</td>
<td>Covergirl</td>
<td>Head &amp; Shoulder</td>
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<td>Gillete</td>
<td>Olay</td>
<td>Herbal Essence</td>
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<tr>
<td>5</td>
<td>Head &amp; Shoulder</td>
<td>Oral-B</td>
<td>Olay</td>
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<td>6</td>
<td>Hugo Boss</td>
<td>Pantene</td>
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<td>Olay</td>
<td>Rejoice</td>
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<td>Old Spice</td>
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<td>Oral-B</td>
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<td>13</td>
<td>Tampax</td>
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<td>14</td>
<td>Wella Professional</td>
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Gillette is Procter & Gamble’s leading beauty and personal care brand and the world’s number three beauty and personal care label. It is one of the company’s
billion dollar brands, with sales of US$11.6 billion in 2011. Gillette is among Procter & Gamble’s most diverse brands in terms of geographic profile. It ranked number one in every regional men’s grooming market in 2011. The US remains its single largest market by value sales. However, Brazil ranked a close second. Given that the Brazilian market will lead growth in men’s grooming this puts the Gillette brand in a very favorable position. The Gillette brand is positioned as mass, however Procter & Gamble has been branching out to premium men’s grooming with the Art of Shaving, which it expanded in 2011 and is considering launching in the UK. The Gillette brand itself has seen considerable expansion into new categories to create a “family brand” including skin care, hair care, deodorants and fragrance. Global growth for the brand reached 5.6% in 2010-2011.

Pantene is Procter & Gamble’s leading hair care brand and the world’s number two hair care label. It is one of the company’s billion dollar brands, with sales of US$5.2 billion in 2011. Pantene has been something of a problematic brand for Procter & Gamble of late, thanks in part to an overweight portfolio and confusion over its positioning. Moves to push the mass brand upmarket have been undermined by significant price cuts in core markets. However, Procter & Gamble has relaunched the brand with improved formulation and packaging, which drove growth in shampoos. The Nature Fusion range has been rolled out in 2011 and 2012 to new markets including Thailand. The brand relies heavily on celebrity brand ambassadors including most recently US actress Zooey Deschanel. In keeping with Procter & Gamble’s global aspirations however it has enlisted Indian personalities such as
Padma Lakshmi. In 2011, Procter & Gamble switched to plant-based PET for its Pantene Nature Fusion bottles to maintain a consistent “natural” image for the brand. Olay is one of Procter & Gamble’s billion dollar beauty and personal care brands, with sales of US$4.1 billion in 2011. It generates almost 90% of its revenue in skin care, where it is the world’s number two brand underpinned by its number one position in facial skin care. Hence, the brand provides a strong base for innovation, and has met with notable success through anti-ageing extensions, such as Regenerist, Definity and Pro-X Intensive. Procter & Gamble has begun to leverage the strength of the Olay brand in other key brands. It launched the Venus & Olay razor in a high-profile marketing campaign. It also continued to extend Cover Girl with Olay as part of the Simply Ageless line. Olay However is coming under strong competitive pressure in key markets such as China, where its competitors are expanding their distribution coverage including pharmacies/drugstores. Procter & Gamble could consider launching a similar line and consider expansion into key markets such as India and Brazil.

P&G is one of the largest and amongst the fastest growing consumer goods companies in India as we in Thailand. Its presence pans across the beauty & grooming segment, the household care segment as we as the Health & we being segment with trusted brands that are household names across India. These include Olay, Pantene, Oral-B, Head & Shoulders etc. Superior product propositions and technological innovations have enabled P&G to achieve market leadership in a majority of categories. P&G adopts the product branding strategy. Product branding
is one extreme of the branding continuum. It is fiercely driven by consumer logic. In terms of customer perception and information processing, the most effective way to designate a product is to give it an exclusive name, which would not be available to any other product. This way, the brand is able to acquire a distinct position in the customer’s mind. What the brand represents is clearly understood and internalized by the market. The purpose of branding is to differentiate their cow from other cattle on the ranch. The reality is that cattle on the ranch do look almost like clones. A successful branding programme is based on the basis of singularity. It creates on the market quite like their product. A brand must singularly represent a product. Hanging Multiple products on a name is likely to cause confusion. A brand represents a position, an idea, a concept and a product. That is the way it should be.

Through the product branding strategy, the brands of P&G are promoted exclusively so that they acquire their own identities and images. The thrust is on making each brand acquire its own set of associations and a stand of its own. Product branding allows the brands of P&G to acquire differentiation and exclusivity. The brand does not share other products and does not take on company associations. The company’s name is relegated to the back seat to fulfill the legal compulsions which make it mandatory to identify the manufacturer. The product does not get benefits from the company name. The identity is not shared. The greatest advantage in product branding is that a brand can be targeted accurately to a distinct target market or customers because its positioning can be precise and unambiguous. As a result,
the customers of the company connect easily with the product brands since what the brand represents to them tends to be clear.

P&G has numerous Strategic Business Units. These include baby care, beauty care, feminine care, health care, fabric care, home care, food beverages and tissues and towels. The immediate reaction is: ‘How can a company venture into so many unrelated fields?’ P&G has been an ardent follower of the product brand strategy. Its brands are standalones; people don’t even know that they all share a common root in P&G. Such level of operational flexibility stems from its branding policy. The company does not share a common identity. So customers do not exclaim, ‘Oh! How can a company like P&G make Pringle Potato Chips? It is a detergent company! (That is, if source of Ariel is made a part of its identity). A Company following product branding is better positioned to venture into unrelated areas of activity without being subjected to market scrutiny.

4.5 **Cross Cases Analysis**

The global brand portfolio of Amway Company is attractive including billion dollar brands like Artistry, Attitude and Glister. But if they see the brand portfolio of Amway in India and Thailand, the brands are very limited. The visibility of the brands of Amway is very less in both India and Thailand. Amway offers 115 products in five categories of personal care, home care, nutrition and wellness, cosmetics and gift catalogue. The range of consumers is very large from babies to elder, women are the main consumers. Amway has presence in more than 80
countries with more than 3 million business owners. Amway has been a brand that Amway is also creating a unique identity to indicate what the “Amway” to better understand consumers. The Amway branding of products consist of logo Amway and colourful 4 circles and product names are engraved inside. The only mode of availability of product is online and business agents hence missing out on retail sales. Brands of Amway are somewhat on costly side. In case of Colgate Palmolive Company, the global brand portfolio includes few standalone brands which are star performers for the company. It includes Colgate, Palmolive, Softsoap, Irish Spring and Hill’s. The star brands of the company are mainly in the oral care segments. One of the core tenets of the strategy of the company is to build these brands through advertising and marketing efforts. The brand portfolio of Colgate Palmolive consist of brands in product categories like toothpastes, toothbrushes, Mouthwash, Bar soap, shower liquid, liquid hand soap, talcum powder, shampoo and deodorants which indicates it broader range of brands covering almost every essential products in body care segments. But, in case of brand portfolio of Colgate Palmolive in India, the brands are very limited and that too confined mainly only in the oral care segments within the body care segment. The brands of Colgate Palmolive are covering mainly the toothpaste, tooth brushes, Mouthwash, shaving products and body soap. The brand portfolio of Colgate Palmolive is somehow better in Thailand as compared to India. Other than the brands that are available in India, it includes brands like baby care, care, Flour, Girls in Tech and Protex. Procter & Gamble is the global leader in beauty and personal care. Its key brands here include Olay, Gillette and Pantene.
Procter & Gamble has strong brands to its name. The company boasts 24 billion dollar brands. It also claims 50 leadership brands that contribute 90% to its overall sales and profit. Procter & Gamble has wide global exposure. Its products are sold in 180 countries through wide-ranging distribution channels including mass merchandisers and grocery stores. The company continues to rely heavily on mature markets. The emerging markets will outperform mature markets over the forecast period putting Procter & Gamble in a vulnerable position. The company has seen its market share eroded in a number of key categories. Unilever in particular has been pulling ahead in bath and shower and deodorants. This trend will need to be reversed. Emerging markets are expected to produce strong growth in beauty and personal care. Procter & Gamble can benefit from the shift of consumption to the emerging markets. The brands of Procter & Gamble are well positioned to take advantage of growth in hair care and skin care where it has a strong position and which will lead growth in absolute value terms. The brand portfolio of P&G is very attractive consisting of several billion dollar brands like Gillette, Head & Shoulder, Olay, Pantene and Oral B. The global brand portfolio is quite broad consisting of products ranging from oral care to hair care. The number of brands of P&G is more in Thailand than India. With over 110 brands, it has a large brand portfolio. In each product line, it has built a number of brands over a period of time. The company has five $1 billion brand in the body care segments. They are Lux, Dove, Rexona, Axe and Sunsilk. Some of the popular brands of Unilever include other than those five $ billion brands are Lifebuoy, Fair & Lovely, Pond’s, Vaseline, Lakme, Clinic Plus,
Pepsodent, Clear, Close-Up etc. Unilever has also been an adherent of product branding. It uses individual names to promote a product with an intention to provide it a distinct position. Unilever methodically goes about the task of developing a brand portfolio across a product category. It first identifies the various positioning opportunities across benefits, target groups and price points. Existing brands are mapped across these positioning opportunities, and gaps for possible new offers are explored. The company then estimates the likely volumes for each of the possible opportunity and the financial viability and sustainability of the propositions in the long term. If some of these gaps look promising, Unilever goes ahead with the plans. It examines the existing set of brands with the company, the product technologies available, the benefits that can be provided and other considerations that have a bearing on the company’s long term interests in the business. Finally, if the company decides to go in for the new offer, a decision has to be taken as to whether new brands should be created or extensions if existing brands should be preferred or ongoing brands from the market acquired. The brands of Unilever are performing better in India as compared to Thailand with larger brand portfolio. There are several brands in Unilever which are introduced only in India and are performing even better than some global brands. Such brands include Breese, Clinic Plus, Fair & Lovely, Lifebuoy, Liril, Pepsodent etc.

Amway follows the strategy of line branding. For instance, the brand, ’Body Series’ was introduced with a distinct concept. The brand appeals to a distinct market segment who appreciate and like the brand concept. The core idea is that brand
connects with a consumer group. Today, customers do not tend to contend with one product which the brand offers. Rather they want additional products which go hand-in-hand with the brand concept or application. So the Body Series users want the brand to offer all complimentary products which enhance beauty—Body gel, lotion, bar soap, Complexion bar etc. Another example they can quote here is the introduction of various products under the brand Santinique. Sanitique So Amway came up with Sanitique Color Care shampoo, Sanitique care conditioner, Sanitique Color and Heat protector, sanitique Dandruff control hair etc. In this way, the products combine to form a complete whole and draw their identity from the main brand. As a result, it improves the brand’s marketing power rather than selling them as individual brands. Colgate-Palmolive adopts the strategy of Umbrella Branding for its variety of products. The company enjoys the distinction of pursuing umbrella branding. The company uses its name on various products like body lotion, tooth paste, mouth wash, shampoo, liquid hand wash and soap. Some of the products of Colgate-Palmolive which uses its brand name are Colgate Dental cream, Colgate 360, Colgate Active Salt, Palmolive Aroma Shower Gel, Palmolive Thermal Spa, Palmolive Natural Liquid Hand Wash, Palmolive Soap, Palmolive Kids care shampoo-in-one etc. Umbrella branding scores well on the dimensions of economics for the company. Investing in a single is less costly than trying to build a number of brands. By leveraging a single and common name across a variety of products, the brand distributes its investment. Hence umbrella branding works out to be an economical strategy for the company. Using an umbrella brand to enter new markets
allows considerable savings. The brand bestows the new product advantages of brand awareness to the company, associations and instant goodwill. That is, the product inherits all those from the brand pool simply by incorporating the umbrella name, Colgate-Palmolive. Umbrella branding may make even more sense in the current marketing environment, characterized by information overload and brand proliferation. The brand and media scenes have become clutter to the extent that most consumers suffer from excessive bombardment of information. In a situation of information explosion, registering a brand in a consumer’s mind may be nearly impossible. The strategy of Umbrella branding of Colgate-Palmolive make sense because the brand already enjoys awareness and image advantage over new brands not only in India but throughout the world. P&G adopts the product branding strategy. Product branding is one extreme of the branding continuum. It is fiercely driven by consumer logic. In terms of customer perception and information processing, the most effective way to designate a product is to give it an exclusive name, which would not be available to any other product. This way, all the brands of P&G are able to acquire a distinct position in the customer’s mind. All the brands of P&G; be it billion dollar brands like Gillette or Pantene or normal brands like Rejoice or Wella are standalone brands. What each brand of the company represents is clearly understood and internalized by the market. The purpose of branding is to differentiate your cow from other cattle on the ranch. The reality is that cattle on the ranch do look almost like clones. A successful branding programme is based on the basis of singularity. It creates on the market quite like your product. A brand must
singly represent a product. Hanging Multiple products on a name is likely to cause confusion. Each brand of P&G represents a position, an idea, a concept and a product. That is the way it should be. Unilever has also been an adherent of product branding. It uses individual names to promote a product with an intention to provide it a distinct position. For instance, in the toilet soap category, Unilver has brands like Lux, Lifebuoy, Rexona, Pears and Liril. In terms of positioning, Lux has been a toilet soap of film stars. Lifebuoy has always taken the position of a soap that fights germs hidden in the dirt and promotes health. It remains the only soap exclusively directed at the male user. Rexona occupies the platform of a gentle soap with natural oils to have a good effect on skin. Liril enjoys the position of a ‘freshness’ soap. The shampoo brands are Sunsilk and Clinic. Sunsilk occupies the position of a beauty shampoo which makes hair soft, lustrous and bouncy, while Clinic brand is a shampoo for vitamin nourishment or for preventing dandruff. In the last couple of years, Unilever appears to have abandoned its pure product brand approach. The company has instead chosen to pursue a strategy of exploiting the power of its brands to the fullest by leveraging them. It aims to now encash upon the investment over preceding decades to cultivate some of the world’s most powerful brands. The product branding delivers a number of benefits to the Unilever. It also follows the strategy of line branding. For instance, the brand,’ DENIM’ was introduced with a distinct concept. The brand appeals to a distinct market segment who appreciate and like the brand concept. The core idea is that brand connects with a consumer group. Today, customers do not tend to contended with one product which the brand offers.
Rather they want additional products which go hand-in-hand with the brand concept or application. So the Denim users want the brand to offer all complimentary products which enhance beauty- Deodrant, Shaving Cream, After Shave, Soap and Body Talc. So HUL came up with Denim Deo, Denim Shaving Cream, Denim After Shave, Denim Soap and Denim talc. In this way, the products combine to form a complete whole and draw their identity from the main brand. As a result, it improves the brand’s marketing power rather than selling them as individual brands.

4.6 Major findings from the case study analysis:

1. The global brand portfolio of Amway in the body care segments is attractive including billion dollars brands like Artistry, Attitude and Glister. The range of consumers is very large from babies to elder and women being the main consumers. But the brand portfolio of Amway in India and Thailand are very limited.

2. The global brand portfolio of Colgate-Palmolive includes few standalone brands which are star performers for the company. It includes Colgate, Palmolive, Softsoap, Irish Spring and Hill’s. The star brands of the company are mainly in the oral care segments. The brand portfolio of the company in India is very limited which is confined mainly in the oral care segments. But the brand portfolio of the company in Thailand is better as compared to India. Other than the oral care brands, it includes brands like baby care, Flours, Girls in Tech and Protex.

3. The global brand portfolio of P&G is quite large consisting of products ranging oral care to hair care. The brand portfolio of P&G is very attractive
consisting of several billion dollar brands like Gillette, Head & Shoulder, Olay, Pantene and Oral-B. The number of brands of P&G in Thailand is more than that of India.

4. The global brand portfolio of Unilever is also very large consisting of more than 110 brands. In each product line, it has built a number of brands over a period of time. The company has five $1 billion brands in the body care segments which include Axe, Dove, Lux, Rexona and Sunsilk. The brand portfolio of Hindustan Unilever is very attractive including various Indian brands like Ayush, Clinic Plus, Fair & Lovely, Pears etc which perform extremely well. The brand portfolio of Unilever in Thailand is also attractive but lesser as compared to India. It includes billion dollars global brands like Axe, Lux, Dove etc in its portfolio.

5. Amway follows the strategy of line branding.

6. Colgate-Palmolive follows the strategy of Umbrella branding.

7. P&G adopts the product branding strategy.

8. Unilever adopts the product branding strategy and line branding strategy.

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