
CASE 5: PROJECT CLEAR (B): FORMULATION OF ADVERTISING STRATEGY

Objectives

This case is in continuation to the previous case, where an attempt was made to make you appreciate the role of research in developing effective advertising and positioning strategy. In this case study the objective is:

- to select an appropriate advertising strategy which should lead you to develop creative and media strategies.

Structure

- 5.1 Introduction
- 5.2 Advertising Strategy
- 5.3 Target Audience
- 5.4 Message Generation
- 5.5 Background to Creative and Media Strategy
- 5.6 Key Charactersites of Brand
- 5.7 Competitive Analysis
- 5.8 Discussion Questions

5.1 INTRODUCTION

DPPL was a new company set up by two young MBA entrepreneurs in Mumbai with the plans to launch a general purpose household liquid spray cleaner. They faced the competition directly from Colin and Swipe, the two similar products already established in the market and indirectly from all other different type of cleaners.

Sangeeta Sharma, the Marketing Manager of Domestic Products Pvt. Ltd. (DPPL) and responsible for launching company's new product CLEAR a general purpose household cleaner gave a last glance to the report she had just taken out on her word processor. It was 2.00 a.m. in her office on 4th January, 1989. Time to go home and come back to office at 9:30 a.m. For her, this was not the end of developing the advertising strategy for CLEAR, but just the beginning.

Sangeeta Sharma, the Marketing Manager of DPPL and who had the responsibility of launching CLEAR had just finished her analysis of market research information which was carried out by her with the support of their advertising agency. (Details of the study appear in the case Project CLEAR (A). By using the information she had been able to formulate the advertising strategy for proposed launch of CLEAR in Bombay.

5.2 ADVERTISING STRATEGY

The awareness and usage study of different cleaning products gives a classification of different product-usage combinations (Please refer exhibit-1).

The nature of the product suggested that the most effective means of promotion would be personal selling. The benefits of the products and the usage would be brought out most effectively through door to door selling, demonstrations, exhibitions etc. Obviously, for a new product, the immediate task of advertising would be building awareness and inducing trial in target segment.

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EXHIBIT I PROJECT CLEAR B

Products - Usage - Cleaning Process Classification Matrix

	Floors	Kitchens Surfaces	Bathrooms	Furniture	Misc. Clocks Telephones	Windows Doors	Mirrors/ Glass Surfaces	Appliances TV/Fridge etc.	Jewellery	Cars	Crockery	Luggage	Upholstery	Walls
Cleaning Habits: Daily/Weekly/ As and when required	Daily	Daily	Daily/All	Daily/All	Daily/All	Daily/Weekly	Daily or All days	Weekly or As & When	Rarely	Daily	Occasionally	Occasionally	Daily/ All days	Rarely
Focus on Economy	Med	Hi	Lo/Med	Hi/Med	Med/Lo	Hi/Med	Hi	Hi	Hi	Lo	Hi	Lo/Med	Med	Lo
Method of Cleaning	Servant	Servant	Servant	Self/Serv.	Self	Self/Serv.	Self/Serv.	Self	Self	Servant	Self/Serv.	Self/Serv.	Self/Serv.	Servant
Products used presently	Dusting/ Swabbing	Swabbing	Scrubbing/ Washing	Dusting/ Wiping	Dusting/ Wiping	Dusting/ washing	Wiping	Wiping	Polishing/ wiping	Wiping	Cleaning/ washing	Wiping	Wiping Cleaning	Wiping Washing
Satisfaction Level	Hi	Hi	Hi	Lo	Med	Lo/Med	Lo	Lo/Med	Lo/Med	Hi/Med	Med/Hi	Med	Med	Lo/Med
Possibility of switching to New Product	Lo	Lo	Lo	Hi	Med	Hi/Med	hi	Med/Hi	Lo	Lo	Lo/Med	med	Lo/Med	Med/Hi
Dissatisfaction specific				No special Cleaners		Time Consuming	Time Consuming	Apprehension of soap use			No special cleaner		Inconvenience	Inconvenience

Note: Clothes and Utensils were not considered for this analysis.



Since actual trial of CLEAR was *not* induced, precise feedback on the lime/green colour and perfume was not obtained. However, respondents seemed to be favourably disposed to the concept; hence this idea could prove successful.

Though the available two brands had been advocated for general use, consumers seemed to limit their use to only a few surfaces (e.g. glass, mirrors, etc.). A common observation was that consumers were on the look out for a product that would cater to a very specific need such as wooden furniture, appliances etc. If this new introduction could highlight one such specific use, it could gain consumer franchise.

Target Audience

The target audience was divided into two distinct segments - one is the 'modern working woman and the other the modern housewife who is fairly affluent. Family income level in both cases were Rs.4000+ p.m. -

Type 1

The working woman - well educated (graduate/post-graduate/professional) and career oriented. She continuously strives to achieve a balance between home and career and hence was very likely to be lured by 'convenience' products. She, like any other woman, wants to keep her home clean, tidy and be appreciated for its beauty and cleanliness. This concept was particularly important to her as she could devote lesser time herself to her home because of her job. She was likely to have part time help at home - a servant who did the heavy chores at home like washing clothes and utensils, sweeping floors, cleaning the kitchen and occasionally dusting furniture. Finer job of cleaning were done by the woman herself on holidays or *in spare time* on any other day. Typically, the family was small mainly 2-3 members but may be upto 5. Children were typically young and school-going. The other earning member, her husband was also likely to be a professional and an executive in a good company.

Type 2

The modern housewife - belonged to the high income category - she was modern by virtue of the fact that *she* seemed aware of the latest products in the market and generally tried them out. She kept a close watch on the latest fashion trends and her home always had all the 'modern' gadgetry available. Her husband was likely to be the only earning member and he was typically into business. She was not very educated but always a SSC or in some cases even a graduate. She was housewife and in spite of full time help seemed to be concerned about time. Any product offering convenience was of great interest to her (most of these households had washing machines, ovens and vacuum cleaners). Her free time was spent in socialising or in shopping. She belonged to the age group of 35+ and the family income was upward of Rs.5000/- per month.

5.4 MESSAGE GENERATION

What could we say that is distinct about CLEAR ?

'CLEAR' Liquid Spray Cleaner		
Specific product feature	Advantages	Disadvantage
1. Lime fragrance Sea green colour	A Strong USP visible sustainable product advantage	Is this USP the singular motivating' influence in a purchase decision?
2. Better/Superior spray mechanism	It will be able to lure existing dissatisfied users of Colin/Swipe	Addresses itself to a small segment of aware users of GPHC rather than to the <i>non-aware/non-user segment</i>
<i>General Advantages Offered</i>	<i>Advantages</i>	<i>Disadvantages</i>
<i>1(a) Convenience in usages</i>	Strong benefits what today's housewife is	This is a benefit common to all GPHCs and is <i>not</i> specific



(b)Time saving and lesser effort required	Looking for .Also it addresses itself to the large market of soap and water users and not only to aware/ users of GPHCs.	To CLEAR Also 'Colin' in its TV commercial uses these triple benefits uses these triple benefits for its brand.
2. Versatility of product	Strong functional benefit - also appeals to the 'convenience' need of consumers	Credibility low – consumers tend to believe that what is good for wall , mirrors and clocks cannot be as effective for jewellery and crockery
3. Self-gratification (Being a good modern housewife, winning the envy and appreciation of others)	Strong appeal to the emotional and aspirational needs of housewives	It is not a functional benefit offered by the product

5.5 BACKGROUND TO CREATIVE AND MEDIA STRATEGY

With the help of above analysis, Sangeeta developed the following background note specifying the characteristics of brand and the advertising strategy which could be used by the advertising agency to formulate creative and media strategy.

5.6 KEY CHARACTERISTICS OF BRAND

Physical and Emotional

CLEAR was a new brand in the liquid general purpose cleaner category. It came in a transparent bottle and had a spray mechanism. The cleaner was seagreen in colour and had a fresh lime perfume.

Usage was simple - it had to be sprayed on the surface and wiped off with a duster/cloth to leave the surface bright and sparkling. It could be used on a number of surfaces - glass panes, windows, metal, sunmica doors, telephone, appliances, enamel painted window, wooden surfaces, chrome surfaces etc.

It saved effort and was convenient to use and was in line with today's rushed life. We offered an emotional benefit of appreciation for a clean and spotless home which did not require much effort.

Market and Brand Performance

CLEAR will compete directly against liquid spray cleaners in the market namely Colin and Swipe. It would indirectly compete against existing methods and products for cleaning the above surfaces e.g. soap and water solution, wet dusters etc. The market was large and diverse.

5.7 COMPETITIVE ANALYSIS

Who are they? How are they positioned? How are they different?

Direct competition that existed from the brands Colin and Swipe was restricted mainly to the Western region - there was no brand as direct competition at the national level.

Colin had a transparent bottle and blue liquid detergent and had a pleasant perfume. Its claim was 'Glass and Household Cleaner'. Swipe came in a yellow opaque bottle with a trigger spray.

Colin had been advertising on television but intermittently. Some press advertisements had also been released. Swipe had not been advertising on TV/Press. The Advertising/Promotion budgets for these brands were not known.

***What Should CLEAR say?***

We could say that CLEAR is an effective, convenient liquid spray cleaner with a fresh lime fragrance. We could not say that it was more effective/more convenient, than other liquid spray cleaners. However, the claim could be that CLEAR was the only convenient liquid cleaner with a lime fragrance. We could imply that we were better than spray cleaners and more convenient than other cleaning methods.

With this report, Sangeeta was now ready to meet the Account Executive of DPPL's advertising agency who was coming to meet her in the morning.

5.8 QUESTIONS FOR DISCUSSION

1. Evaluate the Advertising Strategy prepared by DPPL for their product CLEAR.
2. What could be your suggestions to improve the proposed advertising strategy ?
3. Attempt formulating creative and media strategy by using DPPL's advertising strategy.