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THESIS

“Effectiveness of Fairness Creams Advertising: A Case Study on Fair & Lovely”

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Executive Summary

Since times immemorial, the obsession with fair skin tone has been present in the females of Asia particularly those belonging to the subcontinent. They try home-made remedies, use commercial products, and spend generously on professional saloon treatments and alike just to get a skin tone, lighter than their natural shade. This fascination for fair complexion has led to the entry of many fairness creams brands in the market, both local and international.

Fairness cream advertisements have been notorious for their exploitation of females on the basis of skin color that casts a negative impact on the society at large. This dissertation focuses on the advertising strategies of fairness creams with special focus on Fair & Lovely's advertising appeals and explores whether the strategies are unethical in nature. It probes into the issue by discussing what type of advertising appeals are being used by fairness creams in Pakistan and over the years how have the various brands dealt the 'fairness' attribute for positioning, i.e. are the strategies resulting in female exploitation or not? Further, it explores the Pakistani consumers behavior with regard to the purchase of personal care particularly fairness products.

The research is built upon the following hypothesis:

H1: Consumers look for prestigious brands in personal care products, therefore companies need to position themselves as prestigious brands.

H2: The advertising strategies, in general, used by competitors in fairness cream sector are unethical in nature.

A consumer survey of 50 females residing in Islamabad/ Rawalpindi was conducted to find their views on Fair & Lovely's advertisements. During the research it was found that the target market is independent, broad-minded and practical. They are passionate about getting fair but feel uneasy with the matrimonial theme in fairness creams advertisements. Instead they are more comfortable with the idea of achieving confidence and changing their destinies with the help of fairness creams.

Fair & Lovely has a presence in the Pakistani market since 1978. Over the years it has continuously rejuvenated itself by introducing new product variants. The findings from consumer survey, observations and informal interviews revealed that although Fair & Lovely is doing better in comparison with almost all of its direct competitors and enjoys a high recognition and recall, yet it has an ordinariness attached with it. The Pakistani consumer is sophisticated and shows an 'apologetic' attitude towards the purchase of popular but mass-brand fairness products. They pay more attention to prestigious brand names and quality packaging. Keeping in view the Pakistani consumer's behavior, it is recommended that Fair & Lovely should work upon improving its image by using the fairness attribute as subtly as possible.

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Chapter 1 : INTRODUCTION

1.1 What are Fairness Creams?

1.1.1 General Details

Creams and lotions are emulsions which are relatively stable mixtures of oils, fats and water. These are generally made by mixing oil soluble and water soluble substances together in the presence of an emulsifying agent. The manufacturing of creams and lotions dates back to the earliest times when these were prepared by digesting aromatic gum, resins, roots, flowers etc. with fats and oils. Though most of these fairness products are based on one simple formula of controlling dispersion of Melanin (the pigment that controls the skin color), various companies are adding a number of other additives to position themselves differently from others and it is this positioning that makes the difference.¹

1.1.2 Important Categories of Cream

Cosmetics creams are marketed and sold on the basis of their function which is generally advertised on the packaging which contains them. Thus consumers have come to learn what type of emulsion they can expect from a packaging marked, “cold cream”, “night cream”, “fairness cream” etc. However, this is not a particularly precise means of classification, since there are number of variations in appearance, texture, subjective feel, ease of spreading and speed of rubbing, and there is a considerable amount of overlapping. The consumer, therefore, is likely to make his or her own judgment on the subjective features, using the manufacturer’s functional labels as a guide to end use and quality. The companies generally sell their fairness products under the categories of sunscreen lotions, vanishing creams, anti-marks, cold creams etc.²

1.1.3 Fairness Creams

Fairness cream gives fairness with an even tone, while clearing dark spots, discolored and pigmented skin. A fairness cream is supposed not only to impart fairness, but also remove blemishes from the skin. Its natural action involves reduction of the black melanin in the skin without changing the skin’s natural balance. Melanin, the pigment responsible for the darkening of the skin, is produced deep in the skin by melanocytes, the melanin producing cells. The melanin is then transferred to the adjacent skin cells by a process called melanin load. Exposure to the sun makes the melanocytes produce more melanin, which leads to darkening or tanning. Fairness creams work upon reducing the production of melanin and those with sun screen absorb the ultraviolet rays thus preventing the skin from darkening.³

¹ <http://www.tanstiafnf.com>, “/ProjectProfile/fairnesscream.pdf”

² <http://www.tanstiafnf.com>, “/ProjectProfile/fairnesscream.pdf”

³ <http://www.mouthshut.com>, “/review/Fair_and_Lovely_Anti_Marks_Cream”

Research has proven that no fairness cream can make the individual fairer than the skin with which the person was born, unless it contains harsh bleaching agents damaging skin cells. What they can do is to reverse the damage done by unprotected long exposure to the sun and protect the person against the harsh sunrays. When used regularly, they gently but effectively lighten and improve skin tone.⁴

1.2 Industry Overview

1.2.1 PEST Analysis

1.2.1.1 Political

The stable political environment since 1999 has led to encouragement for the personal care and cosmetic sector. The government has encouraging policies for multinational companies. The spending power of consumers has increased and their preferences have changed. Consumers, who were highly price conscious, are now focused on price together with quality. This is where multinational companies have been able to dominate. They are providing a range of products in various sizes to attract middle class and lower class consumers. Demand for premium products has also increased. Having a variety of products in various sizes gives greater choice to consumers; thus sales moved rapidly in an upward trend under the military government's regime. Parallel traders of cosmetics and toiletries hampered value sales and the industry's growth potential over the years, otherwise it could have already realized PKR60 billion. The Musharraf government is taking measures to prevent parallel traders smuggling cosmetics and toiletries into Pakistan, and there has been some success.⁵

1.2.1.2 Economical

According to a report, the total market for the locally manufactured personal care products in Pakistan is approximately US \$ 777 million. During the first six months of the year 2005, 55 companies advertised 222 different brands of creams, shampoos, body oils, toothpastes and soaps in print media alone. This shows the potential for growth and the economic attractiveness in the personal care sector. The expansion in the market size for the categories such as skin creams, soaps and shampoos has been in double digits of 10-15%.⁶

	1999-00	2000-01	2001-02	2002-03	2003-04
Soap	12	6	6	6	5
Skin care	2	3	-	5	4
Toothpaste	1	3	3	4	4
Hair care	-	-	7	9	7
Total	15	12	16	24	21

Table 1.1: Product Categories as a % of Total TV Spend⁷

⁴ <http://www.tanstiafnf.com>, "/ProjectProfile/FAIRNESSCREAM.pdf"

⁵ <http://www.euromonitor.com>, "Cosmetics_and_Toiletries_in_Pakistan"

⁶ Aurora, A Dawn Group Publication on Ideas and Marketing Approaches, Vol. 8 Sept-Oct 2005.

⁷ Aurora, A Dawn Group Publication on Ideas and Marketing Approaches, Vol. 8 Sept-Oct 2005.

Furthermore, cosmetics and toiletries in Pakistan is expected to grow to PKR71.5 billion over the forecast period, compared to the current size which is PKR36.1 billion. Cosmetics and toiletries market has very high growth potential, and very suitable conditions to grow and expand further exist because of the improvements in the economy. The spending power of Pakistani consumers is expected to get stronger over the forecast period with the positive approach of political leaders. Industry experts predict that cosmetics and toiletries will exceed PKR60 billion by 2015. This projected figure reflects the dynamic potential of cosmetics and toiletries in Pakistan.⁸

1.2.1.3 Social

At the social façade, there has been a rise in the living standards of people, owing to foreign investments, increased awareness gained through the penetration of cable, internet and satellite etc. According to the Pakistan Economic Survey 2004-05, the per capita income grew at a rate of 13.5% per annum during the years 2002, 03, 04 rising from \$579 in 2002 to \$736 in 2004. Because of media revolution, the consumers are well-aware of the new personal care products available globally and compare and contrast the benefits promised by the local ones with the imported products. With the economic repair in progress, the aspiration for personal care products is moving from the metro dweller to the towns and villages of Pakistan.⁹

Consumers are expected to change their preferences after an increase in their spending power, and switch from economy goods to upper mass-market and premium goods. It is expected that personal care product manufacturers will continue to study this very sensitive market to adjust to consumer tastes and demands. The competitive environment is expected to become more intense and consolidation will increase. Multinational and local manufacturers will face strong competition with expansion in cosmetics and toiletries, as a few local companies already have a strong presence, improved budgets and a professional management approach.¹⁰

1.2.1.4 Technical

The technical expertise and R&D efforts are mandatory for operating in the personal care sector. Break through formulas for improving skin and launch of new products add to the sales and demand for the products. Launching new variants from time to time is inevitable because of heavy competition both from local and foreign competitors. Product development and enhancement are key features for success in this sector and innovation is well received.

⁸ <http://www.euromonitor.com>, “Cosmetics_and_Toiletries_in_Pakistan”

⁹ The Economic Survey of Pakistan 2004-05, p68

¹⁰ <http://www.euromonitor.com>, “Cosmetics_and_Toiletries_in_Pakistan”

1.2.2 Porter's Five Forces Model

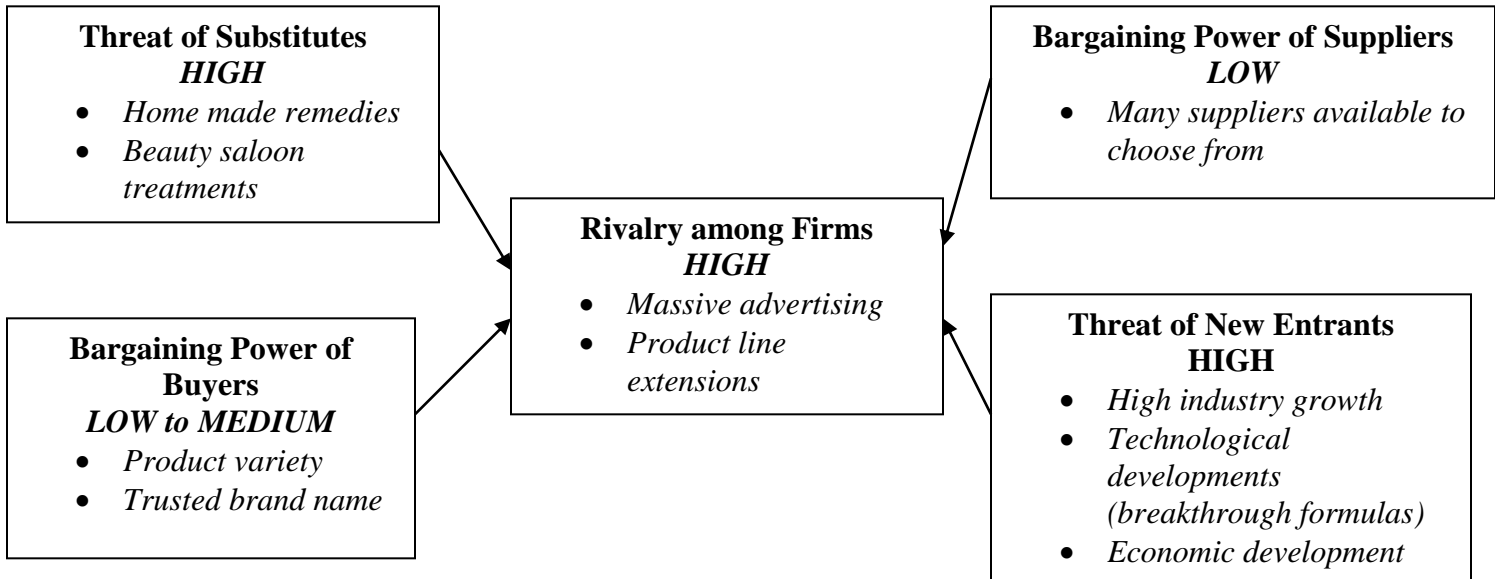


Figure 1.1: Competitive Forces Driving the Fairness Cream Industry

1.2.2.1 Bargaining Power of Buyers

This is medium to low. It is perceived as low because the continuum (middle-to-low-end market) in which Fair & Lovely operates, it is offering the largest variety as compared to its competitors in that range. Also in terms of advertising Fair & Lovely's campaigns are more eye-catching and memorable in comparison with English Fairness Snow, *BioNikhar*, *Ubtan Turmeric Cream*. Fair & Lovely also has a slightly better packaging for its variants, anti-marks cream and oil-control fairness gel. The brand also has the advantage of being in the market since 1978 and enjoys a strong foothold. These factors help in retaining clientele and thus make the bargaining power of buyers low.

However the brand faces competition from Pond's that is offering many variants such as Fair & Young, White Beauty Detox, Age-Spotless White that come in quality packaging and have been launched through sophisticated advertisements appeals. Oriental Herbals, a new player in market has also come up with many herbal varieties like sandalwood masks, fairness cream and the adverts give an impression of a quality product. Keeping in view the Pakistani consumer's mindset of having a taste for high-quality sophisticated products, Pond's and Oriental Herbals are a possible threat to Fair & Lovely. Oriental Herbals has started off by introducing fairness creams, face masks, face washes and toner. Buyers can switch to these products if they do not find the desired quality with the brand they are using.¹¹

¹¹ Please refer to AIOD in chapter 4 for fairness creams consumer segments and needs.

1.2.2.2 Bargaining Power of Suppliers

The ingredients and enzymes used in the fairness creams are available from a number of suppliers and there is no stronghold of any one particular supplier thus making their bargaining power low.

1.2.2.3 Threat of Substitutes

The threat of substitute products for fairness creams is high. This is because of the fact that a large variety of skin cleaning and care products are available in the market. These include fairness soaps, face washes, face gels etc. The home made skin treatments are also a substitute when consumers who perceive fairness creams to contain harmful chemicals damaging for the skin, go for home made remedies for getting a fair complexion. Because of increasing awareness about skincare products containing steroids and bleaching agents, the commercial products with 100% herbal claim, beauty parlor treatments and use of natural ingredients taken from kitchen are potential substitutes threat.

1.2.2.4 Threat of Competitors

The personal care sector is in the growth stage and many new competitors are entering the market. New product varieties and line extensions are being introduced because of intense competition. Hence the threat of competitors is high¹². Table 1.2 shows the various brands and product line extensions offered by various competitors. According to table 1.2 the competitors are working upon improving themselves and are introducing new varieties particularly herbal variants in the wake of increasing awareness about the hazards of skin whitening creams.

Company	Products
Pond's	Fair & Young, White Beauty Detox, Age-Spotless White
Emami	Naturally Fair (<i>with real pearl dust</i>)
Stillman's	Stillman's Bleach Cream, Stillman's Freckle Cream
Oriental Herbals	Whitening cream, Blemish removal cream, advance anti-aging cream (<i>with natural fruit and white lotus extracts</i>), Face Masks (<i>with orange zest, turmeric, multani mitti</i>)
Forvil Cosmetics	Ubtan Turmeric
BioNikhar	BioNikhar Fairness Cream (<i>with saffron and milk</i>)
English Laboratories	English Fairness Snow, Ubtan Turmeric Cream (<i>with ubtan, sandal and turmeric</i>)

Table 1.2: Product varieties offered by Fair & Lovely's Competitors

¹² Please refer to competitors review, explained further in this section for a detailed note on each of Fair & Lovely's Competitors.

1.2.2.5 Threat of New Entrants

This is high as because of economic stability and increased awareness about personal care, more entrants are jumping into the market. Also the industry is in high growth stage and because of advancements in technology, new research and development facilities have enabled companies to develop and market a variety of new skincare products such as face masks, face washes, anti-marks, anti-wrinkle creams etc.

1.3 Fair & Lovely-An Introduction

1.3.1 Parent Company Profile

Unilever Pakistan Limited is a subsidiary of Unilever overseas holdings Ltd which is a wholly owned subsidiary of Unilever UK. Unilever Pakistan Ltd is a limited liability company incorporated in Pakistan. The head office is situated in Karachi. The company is listed on Karachi, Lahore and Islamabad Stock Exchanges and manufactures and markets home and personal care products, beverages and spreads. The various brands offered by Unilever to the Pakistani consumer include:¹³

- Brooke Bond
- Lipton
- Lux
- Rexona
- Lifebuoy
- Sunsilk
- Surf
- Vim
- Blue Band
- Fair & Lovely

1.3.2 Brand History

Fair & Lovely, the fairness cream, was developed in India 1975 and nationally marketed in 1978. The product was manufactured at the Unilever Research Center and has been in the market for almost 30 years and is available in over 40 countries. The Hindustan Lever Research Centre (it is among the largest research establishments in India's private sector, including pharmaceutical companies, with facilities in Mumbai and Bangalore) deployed technology, based on pioneering research in the science of skin lightening to develop Fair & Lovely.¹⁴

Fair & Lovely is formulated with optimum levels of UV (ultraviolet) sunscreens and *niacinamide* that is known to control dispersion of melanin in the skin. Its formulation is

¹³ <http://www.reed-electronics.com>, “electronicnews/index.asp”

¹⁴ <http://hll.com/brands>, “fairnlovely.asp”

patented and proprietary that acts safely and gently with the natural renewal process of the skin, making complexion fairer over a period of six weeks.¹⁵

Niacinamide (Vitamin B3) is a water-soluble vitamin and is widely distributed in cereals, fruits and vegetables. Its use in cosmetic formulations has been known for various end benefits. The ultraviolet components of the formulation are scientifically chosen and used at optimum levels to provide wide spectrum protection against ultraviolet rays of the sun. Specifically, this patented formulation offers a high sun protection, which is more relevant to Asian skin than plain SPF (Sun Protection Factor) protection creams sold in the West. All the active ingredients in the Fair & Lovely formulation function synergistically to lighten skin color through a process that according to the company, is natural, reversible and totally safe.¹⁶

Since its launch, Fair & Lovely has enjoyed immense popularity in the subcontinent. It enjoys the largest market share (40%) in the Indian skincare market and is the seventh most trusted brand of India. Cashing upon the subcontinent woman's desire of having fair complexion, Fair & Lovely became the undisputed market leader in a very short span of time and is Unilever's power brand both in India and Pakistan. The brand has been reported to grow dramatically over 3 billion in 2000, to more than 6 billion in 2003 and is expected to touch the 10 billion mark by 2006. Fair & Lovely is reported to be the world's first and largest selling fairness cream.¹⁷

¹⁵ <http://hll.com/brands>, "fairlovely.asp"

¹⁶ <http://hll.com/brands>, "fairlovely.asp"

¹⁷ <http://superbrandsindia.com>, "fair-n-lovely/index.htm"

1.3.3 Line Extensions

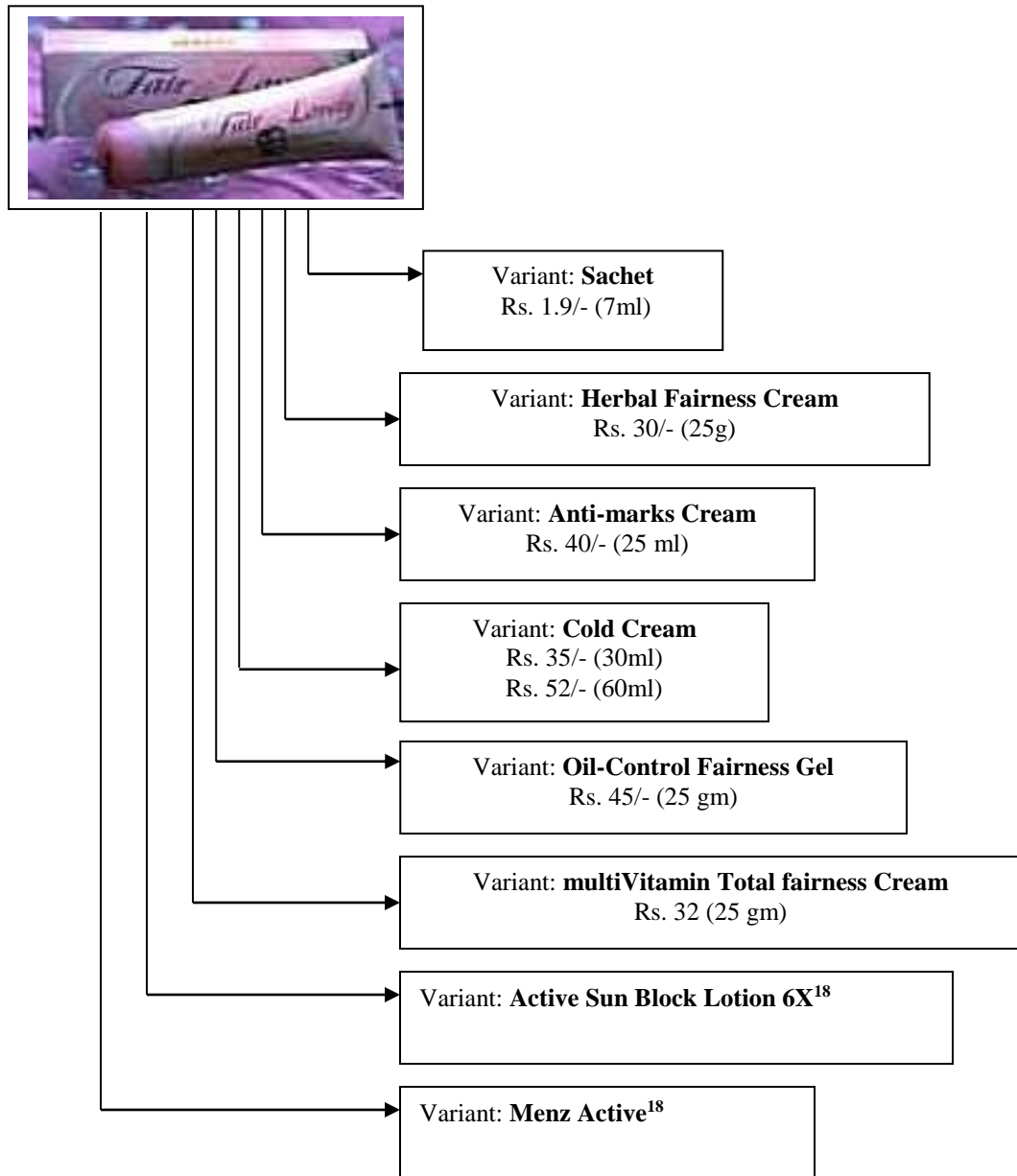


Figure 1.2: Fair & Lovely's Line Extensions
Source: Market Research¹⁸

¹⁸ The Fair & Lovely *Active Sun Block Lotion* and *Menz Active* are not advertised in Pakistan. Only the imported variety (from India) is available on shelves.

1.3.3.1 Fair & Lovely Herbal Fairness Cream

New Fair & Lovely herbal fairness cream (enriched with honey, lemon and rose water) gives face special care and makes it noticeably fairer in six weeks. Extensively researched at the Unilever Skin Center, it combines nature's pure ingredients known for their skin care and the modern science of fairness.¹⁹

Differentiators

The cream contains the extracts of:²⁰

- ✓ *Honey*, which works naturally to rejuvenate the skin, making it soft and smooth.
- ✓ *Rose Water*, which refreshes the skin and gives it a radiant fairness.
- ✓ *Lemon*, which cleans deep down and enhances the glow of the skin.
- ✓ It also has special sun screen which protects the skin from harmful sun rays.
- ✓ The product does not contain bleach or any harmful ingredients and has been clinically proven for all skin types.

1.3.3.2 Fair & Lovely Anti-marks Cream

This is a one-stop formula for skin's blemish problems. It contains proven herbal ingredients for every mark, that help to give fair, clear and even toned skin and does not contain bleach or skin damaging ingredients.²¹

Differentiators

The product contains the following herbal ingredients:²²

- ✓ *Neem*: reduces dark spots left from pimples;
- ✓ *Orange Peel*: lightens pigmentation marks;
- ✓ *Cucumbers*: gently reduces dark circles;
- ✓ *Aloe Vera*: lessens stretch marks.

1.3.3.3 Fair & Lovely Cold Cream

Fair & Lovely fairness cream gives unmatched radiant fairness along with moisturizing benefits. Extensively researched at the Unilever Skin Center, New Fair & Lovely is scientifically developed from nature's own fairness secrets. It has a deep acting formula enriched with a unique blend of two naturally found fairness ingredients, fairness vitamin B3 and natural milk protection. The enhanced triple sunscreen protection is offered with a natural sunscreen. The cream is clinically proven and is safe for all skin types and does not contain any harmful ingredients or bleach.²³

¹⁹ Product packaging

²⁰ Product packaging

²¹ Product packaging

²² Product packaging

²³ Product packaging

1.3.3.4 Fair & Lovely Oil-Control Fairness Gel

This variant was launched based on the concept that an oily skin is an obstacle to fairer skin. Unlike ordinary creams, New Fair & Lovely Oil-Control Fairness Gel is non-sticky and easily absorbed by the skin. The gel does not leave an oily layer on the face and makes it look fair, fresh and non-sticky.²⁴

Differentiators

The cream contains real papaya extracts that give glowing skin, watermelon extracts that cool and refresh the face and triple sunscreens that protect face from the sun's harmful ultraviolet rays.²⁵

1.3.3.5 Fair & Lovely multiVitamin Total Fairness Cream

This line extension of Fair & Lovely has an advanced *Fairness X Nourishment* formula containing four essential vitamins and triple sunscreens.²⁶

Differentiators

The cream promises the following benefits:²⁷

- ✓ Intensive fairness treatment from vitamin B3 that works gently from within the skin to restrict melanin and gives a fairer, more radiant and even-toned skin;
- ✓ Vitamin C gives the fruit facial effect and instant radiance and skin hydration, leaving a fresh and glowing complexion;
- ✓ The skin polishing treatment with Vitamin A, smoothens skin and reverses the effects of sun damage, leaving behind a softer and a more luminous skin;
- ✓ Vitamin E, a powerful antioxidant gives derma message effect and helps reduce free radicals to give a youthful, nourished and brighter skin.

1.3.3.6 Fair & Lovely Active Sun block Lotion 6X

The Fair & Lovely active sun block lotion fights six signs of sun damage and has one of the highest levels of sun protection certified with a European 4 star rating. However in Pakistan this product is not advertised and only has visibility on the shelf. The Fair & Lovely Revolutionary '6X Sun-blockers technology' protects the skin from 6 signs of the damage that include:²⁸

²⁴ Product packaging

²⁵ Product packaging

²⁶ Product packaging

²⁷ Product packaging

²⁸ Product packaging

Suntan Freckles:

'Ultraviolet A' filter for maximum protection from tan and freckle causing ultraviolet A rays.

Sun Burns:

Quadra ultraviolet B Active to filter away 96% of sun burn causing ultraviolet rays.

Weakened Skin:

Duo Vitamin Complex works from within to improve skin's natural defense to resist damage caused by sun exposure thus giving a fair, glowing complexion.

Skin Irritation:

Allantoin soothes skin irritation because of sun exposure.

Premature Ageing:

Booster System activates the efficacy of the sunblockers for high Tan protection Index. The booster work within and protects the skin from within and protects the skin from long term skin damage and skin ageing caused by prolonged sun exposure.

Other Differentiators

The product claims of providing the Best Broad Spectrum sun protection by fighting 6 signs of sun damage while improving the skin's natural ability to combat sun's harmful rays. Fair & Lovely sun block is marketed as the only sunscreen with a unique Booster system that activates the efficacy of the sun-blockers for high Tan Protection Index. The SPF 25 implies 25 times more protection from sun burn while TPI (Tan Protection Index) 70 means 70% more protection from sun tan. As the Asian skin tends to tan more than European skin, so a high tan protection index is helpful in maintaining a fairer, glowing complexion. The product is marketed as a light weight and non-sticky lotion that leaves behind a silky feel and is extremely comfortable to use in the sun. ²⁹

1.3.3.7 Fair & Lovely Menz Active

Scientifically tailored for Men's skin, Fair & Lovely Menz Active works on the three critical factors that make men's skin different from women's skin that are; tough skin, harsher outdoor routine and rough skin with stubble. Formulated by the Unilever Skin Research Centre, Fair & Lovely Menz Active, is marketed as a breakthrough fairness cream especially tailored for men. The product gives fairness in 6 weeks upon twice daily use. In addition with every application, it promises long lasting freshness, smooth skin and after shave protection. ³⁰

²⁹ Product packaging

³⁰ Product packaging

Differentiators

- ✓ **Deep Penetrating Fairness System**
The product contains *Manox*, a new fairness system containing deep penetrating fairness vitamin B3 at never before levels along with zinc oxide.
- ✓ **A Long Lasting Freshness for Harsher Outdoor Routine**
 - Non-sticky formula designed for maximum dryness.
 - 100% more sunscreens compared to women's fairness creams for superior sun protection.
 - Mint essential for cooling and suitable for men's outdoor lifestyle.
- ✓ **For Rough Skin with Stubble Ultra-Smooth Finish with Aftershave Guard**
 - Silicone conditioner for never-before smoothness.
 - Known Antibacterial active from Clove Oil to protect shaving nicks and cuts.
 - Allantoin for reducing after shave irritation.

1.4 Competitor's Analysis

1.4.1 Pond's Fairness Range

Owned by Unilever, Pond's fairness products act as flanker brand for Fair & Lovely. The variants include Fair & Young, White Beauty Detox, Age-Spotless Detox and Pond's night cream.

Pond's Fair & Young works on wrinkles and diminishes face lines and also provides a fair complexion and even skin tone. Positioned as a dual-purpose cream and aimed at the married 30-plus urban woman, Fair & Young promises to lighten complexion while also keeping crow's feet away from the eye-zone. This is a different approach from the marital-prospect orientation of Fair & Lovely. In the words of the company, the idea behind the brand is to "*bring back romance in a women's life*".³¹

Pond's White Beauty Detox is for dealing with the roughness and impurities in the skin that are barriers to achieving truly beautiful fairness. The product suggests that "detoxifying" and purifying impurities and darkness from the skin both during the day and night time can give a smoother, purer and more illuminated complexion. Hence the Smooth-pinkish White Night Cream, for rough uneven-toned skin is a nourishing detox moisturizer that lightens and provides nourishing care to the skin at night to give it a visibly smooth pinkish-white skin. The other points of differentiation include:³²

- Purifies at night for better lightening: The product contains natural vitamins B3 and B6 that dilute accumulated dark melanin contained deep inside skin

³¹ <http://www.indiatodaygroup.com>, "20030720/5.html"

³² Product packaging

and also has vitamins C & E that neutralize the effects of free radicals in the environment that cause skin darkening.

- Nourishes at night with White Tea Extract: The nourishing white tea helps the skin build its natural defense system at night to combat against the darkening environment during the day.
- Smoothens roughness and uneven tone: The product claims of a formula that blends quickly and evenly into skin to make it soft and smooth with a pinkish glow.

Pond's has the honor of being manufactured after extensive research in the renowned Pond's Institute where products are developed after careful study. Pond's has an international presence and has been introducing new upscale fairness products in Pakistani since 2003, with the support of impressive adverts depicting the brand as a prestigious one.

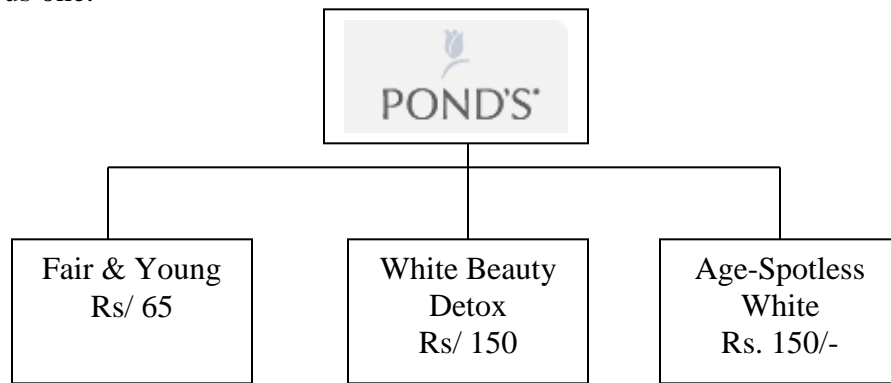


Figure 1.3: Pond's Fairness Range

1.4.2 Stillman's Bleach Cream

Priced at Rs. 95, Stillman's bleach cream is manufactured under the license of The Stillman's Company Inc. USA. With the pride of being in the global cosmetic market for over 100 years, Stillman's positions itself as essentially a whitening cream with a strong bleaching agent with the following tagline '*Whitens the skin, dispels sallowness*'. The brand promises of the fastest result, i.e. in just 15 minutes there is a visible difference in complexion. The cream comes in a round flat metal container unlike the other brands that are available in jars or soft tubes. The product is packaged impressively in a hard box with florescent green color depicting freshness. Inside there is a comprehensive flyer with directions on how to use the product.³³

Stillman's advertising strategies in Pakistan for 2005-06 revolve around the matrimonial theme. The advert shows a boy-meet-girl scenario in the backdrop of a *mehndi* ceremony

³³ Product packaging

where the girl grabs the boy's attention because of her fair complexion that she got because of using stillman's.

1.4.3 Oriental Herbals Naturalight

Oriental Herbals is a new player and made its entry in the market in 2005. The brand is manufactured under the license from *Oriental Herbal Secrets International* by Oriental Herbals™, a division of Urban Solutions (Private) Limited, Karachi. Oriental Herbals has positioned itself on providing the herbal, natural ingredients and comes in the following variants:³⁴

(i) Oriental Herbals Naturalight Whitening Cream

The whitening cream contains extracts of white lotus, natural fruit water, Vitamin E and enzyme Hydra P5 that aids in lightening and protecting skin. The cream prevents the skin from environmental damage and makes it fair and radiant within 4-6 weeks. The product priced at Rs. 98/- smoothes and refines pores and gives the skin a soft matte finish.³⁵

(ii) Oriental Herbals Naturalight Advance Anti-Aging Complex

The advance anti-aging complex containing white lotus and natural fruit extracts fortified with *elastin* that leaves skin fairer and complexion more even. It is a non-greasy cream specially formulated for hot and humid climate that stimulates the skin's natural cellular repair and strengthens its elasticity. Within 4-6 weeks of application, skin feels firmer, smoother, visibly fairer and radiant. The product is priced at Rs. 125/-³⁶

(ii) Oriental Herbals Naturalight Advance Blemish Removal Cream

The third variant offered by Oriental Herbals is the anti-blemish formulation that is enriched with white lotus and natural fruit extracts that remove marks, spots and blotches from the skin. Priced at Rs. 125/- the cream promises results in 4-6 weeks.³⁷

(iv) Fairness Masks

Apart from face creams, the company also offers face masks for making the skin fair. Marketed under the name of Classic Herbal, the face masks come in two varieties:

- Fairness & Blemish Control Mask
- Sandalwood Mask

Rich in orange zest, turmeric and *multani mitti*, these masks help in reducing blemish and skin imperfections and work to bring out fairer and younger looking skin. The masks are priced at Rs. 20/- each.³⁸

³⁴ Product Packaging

³⁵ Product packaging

³⁶ Product packaging

³⁷ Product packaging

³⁸ Product packaging

The face creams come in square cardboard boxes with dark and light shades of pink. Inside there is a transparent jar with a bright pink top. The packaging is plain and simple. All ingredients used are clearly mentioned on the packaging. The face masks are enclosed in bright green sachets. The TVC concentrates on the functional benefits of the product and is artistically executed, showing a female walking in the middle of a candlelit path.

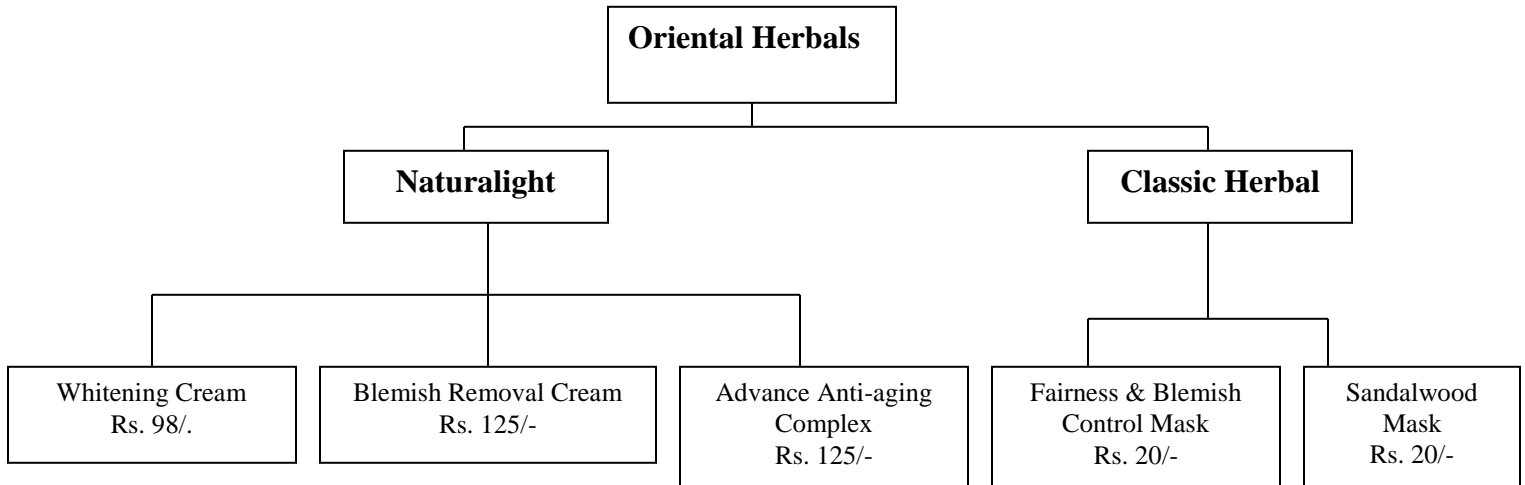


Figure 1.4: Oriental Herbals Product Range

1.4.4 *Ubtan Turmeric Cream*

Manufactured by the English Laboratories Pakistan, *Ubtan Turmeric Cream* positions itself as follows:³⁹

“*Ubtan Turmeric Cream* is the only face and body care cream formulated with natural exotic herbs, ubtan, sandal and turmeric. Regular use prevents facial skin from pimples, acne, freckles and blemishes. It makes the skin radiant and fair. Also effective in removing minor burn marks. Daily application of the cream over the body improves tone value making the skin feel light, fragrant and smooth as silk.”

Ubtan Turmeric Cream is priced moderately at Rs./ 35. It is positioned as a herbal product to be used on face as well as whole body. The product comes in an unimpressive yellow soft tube packed inside a yellow card board box with the picture of a bride at one side. The brand promises fast results with its tagline, ‘*sirf aik tube ka karishma*’. The adverts are aired on a continuous schedule and new campaigns are launched time and again.

1.4.5 *Emami Naturally Fair*

Emami Naturally Fair is manufactured and marketed by Global Packages Industries (GPI) Dubai for Emami UK Limited. The product is sold in Pakistan through GPI, UAE. Emami does not advertise in Pakistan and the product is only available on shelves. The company has positioned the product as an ‘*intensive herbal fairness cream with real*

³⁹ Product packaging

pearl dust'. The cream is marketed as a scientific blend of herbs and rich natural extracts. This unique preparation is based on herbal principles and helps promote a healthy, fair and vibrant complexion revitalizing natural skin tones. The points of differentiation are:⁴⁰

- **Unique triple action**
- *Oxygenation action*: helps maintain cell regeneration and lets the skin breathe;
- *Skin lightening*: helps lighten the appearance of the skin;
- *Anti-stress action*: helps reduce visible signs of aging.

- **Natural benefits**
- *Oxygenates*: pearl and coconut water;
- *Skin lighteners*: pearl and Spanish saffron;
- *Natural Ultraviolet filters*: aloe Vera and Liquorices;
- *Conditioners*: rose water and sandalwood;
- *Moisturizers*: milk and chamomile;
- *Nourishes*: wheat germ;
- *Soothers*: pearl and cucumber.

The pricing strategy is penetration pricing as the product is priced at Rs./ 30. The product Naturally Fair Cream has guaranteed real pearls and active herbs. Formulated by Emami herbal research it claims to be 100% herbal. The rare pearls and liquorices in the product disperse melanin and provide sunscreen. So Naturally Fair cream is a completely natural solution for skin's fairness needs and makes it fair naturally. It also contains rare herbs which nourishes the skin against environmental pollutants. The result is fairer, younger and glowing skin.⁴¹

1.4.6 BioNikhar

BioNikhar is manufactured by Forvil Cosmetics (the manufacturers of BioAmla Hair Tonic). The product claims of the following benefits:⁴²

- *Natural*: natural herbal extracts such as aloe vera, saffron and milk refresh the skin's texture and promote blood circulation, lighten dark spots, remove blemishes and maintain a fair and youthful complexion.
- *Mositurizing*: the special formula penetrates deep thus accelerating the natural cell renewal process and replenishing the skin's moisture content. It maintains the suppleness and softness of the skin leaving it fresh and rejuvenated.
- *Protection*: *BioNikhar* guarantees protection against ultraviolet radiation and other adverse environmental factors. It also maintains skin's elasticity and delays the onset of wrinkles by supplementing the cologne supply to the skin cells.

⁴⁰ Product packaging

⁴¹ <http://www.emamigroup.com/fair.htm>

⁴² Product packaging

- *Special anti-aging formula:* as the skin ages, it loses its firmness and tone thereby causing wrinkles and an un-healthy complexion. *BioNikhar* slows down the aging process thereby maintaining the elasticity and firmness of the skin. It also effectively prevents wrinkles, spots and blemishes.

Precisely the positioning statement is as follows:

*Prepared with natural ingredients, Bio Nikhaar is an absolute treat for the skin, your own personal beauty expert. Its unique formula promotes blood circulation, removes blemishes & maintains a fair & youthful complexion. Its anti-aging formula keeps skin younger, clearing away wrinkles. Aloe Vera protects the skin from bacteria, and regenerates damaged tissues. Its unique combination of milk and saffron enriches the skin with essential proteins, making it healthier and more radiant-looking.*⁴³

BioNikhar comes in three sizes of 50gm jar, 25gm tube and 8 gm sachets priced at Rs./45, 25 and 5 respectively. The packaging uses a soft pink but is ordinary and dull and does not create an impression on the shelf. As far as the advertising strategies are concerned, *BioNikhar* is following the Fair & Lovely scholarship program tactic and has also come up with a similar scholarship program with the tagline of, ‘*taleem hee mera nikhar*’, that provides financial assistance to talented female students.

1.4.7 English Fairness Snow

Termed as the lowest on brand prestige according to survey results (see chapter 5), English Fairness Snow is a product by English Laboratories Pakistan. It is being marketed as a complete skin tonic with a unique fragrance that beautifies and tones the skin leaving it silky and soft. It prevents flaking, chapping and redness of skin during hot and cold weather. Regular use of the cream promises a bright and fair complexion. It is also recommended to be used as makeup base.⁴⁴

The product priced at Rs. /28 comes in an unimpressive purple soft tube packed inside a purple card board box. There is a lack of brand personality and proper positioning and the brand has been airing the same advert for the past many years. The advert features a television actress *Fazila Qazi* endorsing the brand without arousing any interest in the viewers.

⁴³ <http://www.forvilcosmetics.com>, “bio-nikhaar.htm”

⁴⁴ Product packaging

1.5 SWOT Analysis

1.5.1 Strengths

i. Sophisticated and Advanced Research Facilities

Unilever being a global and well-established company has access to state-of-the-art research facilities and a knowledgeable team of R&D experts. Unilever is known for investing in R&D and has its research laboratories in many countries. Fair & Lovely has been developed after extensive research at The Hindustan Lever Research Centre (which is among the largest research establishments in India's private sector, including pharmaceutical companies, with facilities in Mumbai and Bangalore). This center deployed technology, based on pioneering research in the science of skin lightening to develop Fair & Lovely.⁴⁵

ii. Product Variety

Fair & Lovely offers a substantive range of products for catering to consumers with varied needs. The variants advertised in Pakistan include Fair & Lovely cold cream, Fair & Lovely herbal fairness cream, Fair & Lovely anti-marks cream and Fair & Lovely oil-control fairness gel.

iii. Community Services

For the past couple of years, Fair & Lovely has emerged as a socially responsible brand and fulfills this responsibility through the 'Fair & Lovely scholarship program'. This program plays the role of a catalyst to help economically empower talented Pakistani women. This has added to the brand prestige and has resulted in a favorable impression for the brand.

iv. Parent Company Image and Goodwill

The name of Unilever is a source of esteem for the brand. Being a consumer goods company Unilever's products are part of every household and trusted by the consumers. Thus Fair & Lovely has a strong backing that can help it in earning a better image.

v. Strong Distribution Network

Unilever has a strong distribution network throughout Pakistan. Fair & Lovely is easily available in majority of retail stores throughout the country. The high visibility on shelf has added to the brand's recall and popularity.

⁴⁵ <http://hll.com/brands>, "fairlovely.asp"

vi. Key Distinct Features

Developed in 1975, Fair & Lovely has the honor of being the World's first and largest selling fairness cream and has been rated as the 12th most trusted brand in India according to a survey.⁴⁶

1.5.2 Weaknesses

i. Inconsistent Positioning

The Fair & Lovely career woman theme was received well after it replaced the matrimonial theme. However the brand again took on to the matrimonial theme and shows inconsistency in positioning. It is not clear as to how it is trying to reach its target audience i.e. by promising fairness so that they can change their destiny and excel in life or by promising fairness so that they can attract the right spouse for themselves and live happily ever because of their fair complexion.

ii. Undesirable Product Attributes

While conducting informal interviews for this dissertation, it was found that the females who are regular users of Fair & Lovely complain of the product's strong, distinctive smell. They were found to raise objections over the fact that the strong smell invites attention and while socializing, their peers can easily detect that Fair & Lovely has been used on the skin, a fact that majority of the target market (interviewed and observed) wishes to conceal from declaring in public. Another issue was that after using the product, there is a bitter taste felt in the mouth that indicates a sign of possibly intense chemicals giving away fumes, thus questioning the claim of natural and safe ingredients.

1.5.3 Opportunities

i. Improved Packaging

Unilever can develop modern packaging for its products, if it makes use of the advanced research facilities that are available. For personal care products, the presentation style is one of the most important factors that can trigger a purchase decision.

ii. Introduction of more Up-market Variants

Fair & Lovely can enhance its image by introducing products for the high end market with state-of-the-art packaging. In India Fair & Lovely has come up with a new range called 'perfect radiance' that offers a complete range of 12 premium skincare solutions. The product packaging is impressive and adds to the brand image.

⁴⁶ <http://www.superbrandsindia.com>, "superbrands2003/fair-n-lovely/fair-&-lovely.htm"

iii. Men's Variant

Pakistan's military institutions such as army, navy and air force have been the largest buyers of Fair & Lovely for their *jawans* who use it primarily as a sun screen.⁴⁷ Fair & Lovely should develop effective advertising strategies for promoting its men's variant in a manner acceptable to the Pakistani society.

1.5.4 Threats

i. Brand equity increasing efforts by Competitors

As mentioned earlier Pond's is raising brand equity by launching its fairness products like Fair & Young, White Beauty Detox and cold cream, in updated and modern packaging. Also Ponds has maintained a constant positioning and it does not sell itself on the matrimonial theme, an approach very common in the fairness cream sector. Pond's has positioned itself as an upscale yet affordable brand. This weakness of Fair & Lovely where it has shown inconsistency in positioning and has done little to improve its packaging has resulted in a threat.

⁴⁷ Aurora, A Dawn Group Publication on Ideas and Marketing Approaches, Vol. 8 Sept-Oct 2005, p8.

Chapter 2 : LITERATURE REVIEW

2.1. Promotions Opportunity Analysis

A promotions opportunity analysis is the process by which marketers identify target audiences for the goods and services produced by the company. People are different and have unique uses for various products. The same is true for businesses. These special features are especially pronounced in global markets; therefore, communication to each group requires distinct and somewhat customized approaches. An effective promotional analysis means making quality decisions about what approach or appeal to use for each set of customers. A promotional opportunity analysis must accomplish two objectives:⁴⁸

1. Determine which promotional opportunities exist;
2. Identify the characteristics of each target audience so a coherent advertising and marketing communications message can reach it.

The more a marketer knows about an audience, the greater the chance a message will be heard, understood, and result in the desired outcome (a purchase, increased brand loyalty, etc.). There are five steps in developing a promotional opportunity analysis through which the company identifies target audience and hence develops effective appeals to be used for each target segment. The steps are:⁴⁹

1. Conduct a communication market analysis
2. Establish communication objectives
3. Create communications schedule
4. Prepare promotional strategies
5. Match tactics with strategies

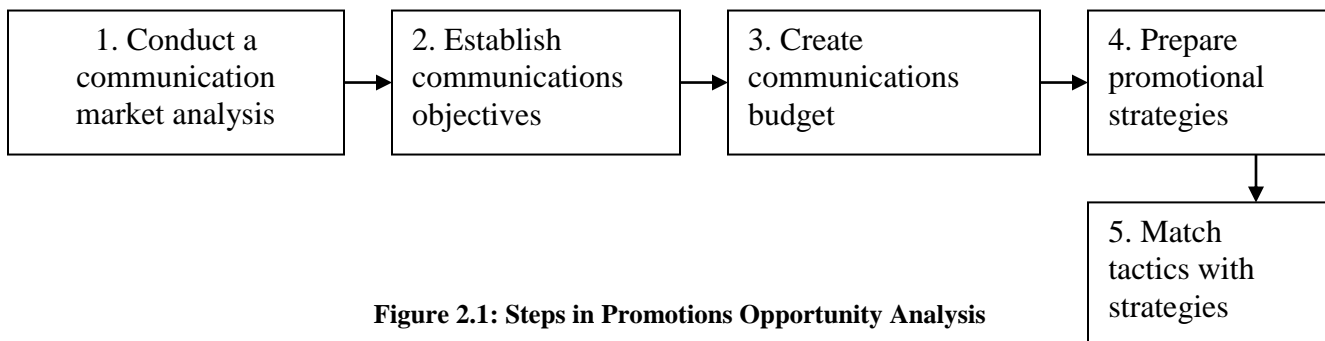


Figure 2.1: Steps in Promotions Opportunity Analysis

⁴⁸ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.125

⁴⁹ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.125

2.1.1. Communication Market Analysis

This is the process of discovering the organization's strengths and weaknesses in the areas of marketing communication and combining that information with an analysis of opportunities and threats present in the firm's external environment. A communications analysis typically has five components:⁵⁰

1. Competitive analysis
2. Opportunity analysis
3. Target market analysis
4. Customer analysis
5. Positioning analysis

2.1.1.1. Competitive Analysis

A competitive analysis identifies major competitors. The objective is to discover who the competitor is and what they are doing in the areas of advertising and communication. First the marketing tactics used by the competition must be identified to comprehend how they are attacking the marketplace. Consumers integrate information from a variety of sources into their knowledge structure. As a result, it is important to know what potential customers see, hear and read about the competition. Each company should clearly designate its competitors, both in domestic and foreign markets. After making a list of all the competing firms, the company can continue its competitive analysis by collecting *secondary data*. The first items to look for are statements made by the competitors themselves. Sources of secondary data about competition can be found in:⁵¹

- Advertisement
- Promotional materials
- Annual reports
- Web sites

The next task is to study what other people say about the competition. Another part of an analysis of the competition is primary research. In the retail business, it is helpful to visit competing stores to see how they display merchandise and observe their store personnel dealing with customers⁵².

In developing the firm's marketing strategies and plans for its products and services, the manager must carefully analyze the competition to be faced in the marketplace. This may range from direct brand competition (which can also include its own brands) to more indirect forms of competition, such as product substitutes. An important aspect of

⁵⁰ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.126

⁵¹ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.126

⁵² Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.127

marketing strategy development is the search for a competitive advantage; something special a firm does or has that gives it an edge over competitors. Competitive advantage can be achieved through advertising that creates and maintains product differentiation and brand equity. Companies must be concerned with the ever changing competitive environment. Competitors' marketing programs have a major impact on the firm's marketing strategy, so they must be analyzed and monitored. The reactions of competitors to a company's marketing and promotional strategy are also very important.⁵³

2.1.1.2. Opportunity Analysis

The next part of the communication market analysis is an opportunity analysis. This means watching carefully for new marketing opportunities by examining all of the available data and information about the market. Some helpful questions in conducting an opportunity analysis can be:⁵⁴

1. Are there customers that the competition is ignoring or not serving?
2. Which markets are heavily saturated and have intense competition?
3. Are the benefits of our goods and services being clearly articulated to our customers?
4. Are there opportunities to build relationships with customers using a slightly different marketing approach?
5. Are there opportunities that are not being pursued, or is our brand positioned with a cluster of other companies in such a manner that it cannot stand out?

Market opportunities are areas where there are favorable demand trends, where the company believes customer needs and opportunities have not been satisfied and where it can compete effectively. A company usually identifies market opportunities by carefully examining the marketplace and noting demand trends and competition in various market segments. A market can rarely be viewed as one large homogeneous group of customers; rather, it consists of many heterogeneous groups, or segments. In recent years, many companies have recognized the importance of tailoring their marketing to meet the needs and demand trends of different market segments.⁵⁵

2.1.1.3. Target Market Analysis

This stage requires the marketing department to recognize the needs of various consumers. Company marketers must define the benefits customers are seeking and determine the ways in which they can be reached. The questions asked during a target market analysis are similar to those posed in the opportunity analysis. These questions can help recognize the needs of the target market that no one is fulfilling or instances in

⁵³ Belch, Belch; "Advertising and Promotion", 5th edition, p. 41

⁵⁴ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.127

⁵⁵ Belch, Belch; "Advertising and Promotion", 5th edition, p. 40

which the competition is doing a poor job. Once the company understands the general target market, it can appraise various customers within that market.⁵⁶

Because few, if any, products can satisfy the needs of all consumers, companies often develop different marketing strategies to satisfy different consumer needs. The target marketing process involves the following steps:⁵⁷

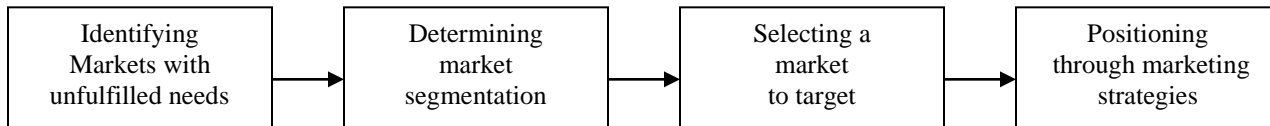


Figure 2.2: The target marketing process

Source: Belch, Belch; “Advertising and Promotion”, 5th edition, p. 42

When employing a target marketing strategy, the marketer identifies the specific needs of group of people (or segments), selects one or more of these segments as a target, and develops marketing programs directed to each. This approach has found increased applicability in marketing for a number of reasons, including changes in the market (consumers are becoming more diverse in their needs, attitudes, and lifestyles); increased use of segmentation by competitors; and the fact that more managers are trained in segmentation and realize the advantages associated with this strategy.⁵⁸

2.1.1.4. Customer Analysis

The logical extension to examining a target market is to conduct a customer analysis. There are three types of customers to study:⁵⁹

1. Current company customers;
2. The competitors customers;
3. Potential customers who may become interested in purchasing from a particular company.

2.1.1.5 Doing a Psychographic Analysis

Psychographics research was first developed in the 1960s and 1970s to address the shortcomings of two other types of consumer research: *motivational research* and *quantitative survey research*. Motivational research, which involves intensive, one-to-one interviews and project tests, yields a lot of information about a few people. This information is often idiosyncratic and may not be very reliable. At the same extreme, a quantitative survey research, or; large-scale demographic surveys, yields only a little

⁵⁶ Clow, Kenneth, E & Baack, Donald; “Integrated Advertising, Promotion, & Marketing Communications”, 2nd Edition, p.128

⁵⁷ Belch, Belch; “Advertising and Promotion”, 5th edition, p. 42

⁵⁸ Belch, Belch; “Advertising and Promotion”, 5th edition, pp. 43,44

⁵⁹ Clow, Kenneth, E & Baack, Donald; “Integrated Advertising, Promotion, & Marketing Communications”, 2nd Edition, p.128

information about a lot of people. Demographics allow researchers to describe who buys, but psychographics tells us why they do.⁶⁰

a. AIOs

Most contemporary psychographic research attempts to group consumers according to some combination of three categories of variables- activities, interests, and opinions-known as AIOs. Using data from large samples, marketers create profiles of customers who resemble each other in terms of their activities and patterns of product usage. To group consumers into AIO categories, respondents are given a long list of statements and are asked to indicate how much they agree with each other. Lifestyle is then “boiled down” by discovering how people spend their time, what they find interesting and important, and how they view themselves and the world around them. Table 2.1 lists commonly used AIO dimensions.⁶¹

Activities	Interests	Opinions	Demographics
Work	Family	Themselves	Age
Hobbies	Home	Social issues	Education
Social events	Job	Politics	Income
Vacation	Community	Business	Occupation
Entertainment	Recreation	Economics	Family size
Club membership	Fashion	Education	Dwelling
Community	Food	Products	Geography
Shopping	Media	Future	City size
Sports	Achievements	Culture	Stage in life cycle

Table 2.1: Lifestyle Dimensions
Source: Solomon R. Michael; “Consumer Behavior”, p206

b. VALS 2

One well-known segmentation system is The Values and Lifestyles (VALSTM) System. It uses a battery of 39 items (35 psychographic and four demographic) to divide US adults into groups, each with distinctive characteristics. Key to the VALS 2 system is three self-orientations that comprise the horizontal dimension. Consumers with a *Principle* orientation make purchase decisions guided by a belief system, and they are not concerned with the views of the others. People with a *status* orientation make decisions based on the opinions of their peers. *Action*, or self-oriented individuals, buy product to have an impact on the world around them. The groups falling under these categories are:⁶²

⁶⁰ Micheal R; “Consumer Behavior, Buying, Having and Being, 6th edition, pp 204,205

⁶¹ Michael R; “Consumer Behavior, Buying, Having and Being, 6th edition, p 75

⁶² Michael R; “Consumer Behavior, Buying, Having and Being, 6th edition, p 208,209

Fulfilleds are satisfied, reflective and comfortable. They tend to be practical and value functionality;

Achievers are career-oriented and prefer predictability to risk or self-discovery;

Experiencers are impulsive, young and enjoy offbeat or risky experiences.

Believers have strong principles and favor proven brands;

Strivers are similar to Achievers, but have fewer resources. They are very concerned about the approval of others;

Makers are action-oriented and tend to focus their energies on self-sufficiency.

Strugglers are at the bottom of the economic ladder. They are most concerned with meeting the needs of the moment, and have limited ability to acquire anything beyond the basic goods needed for survival.

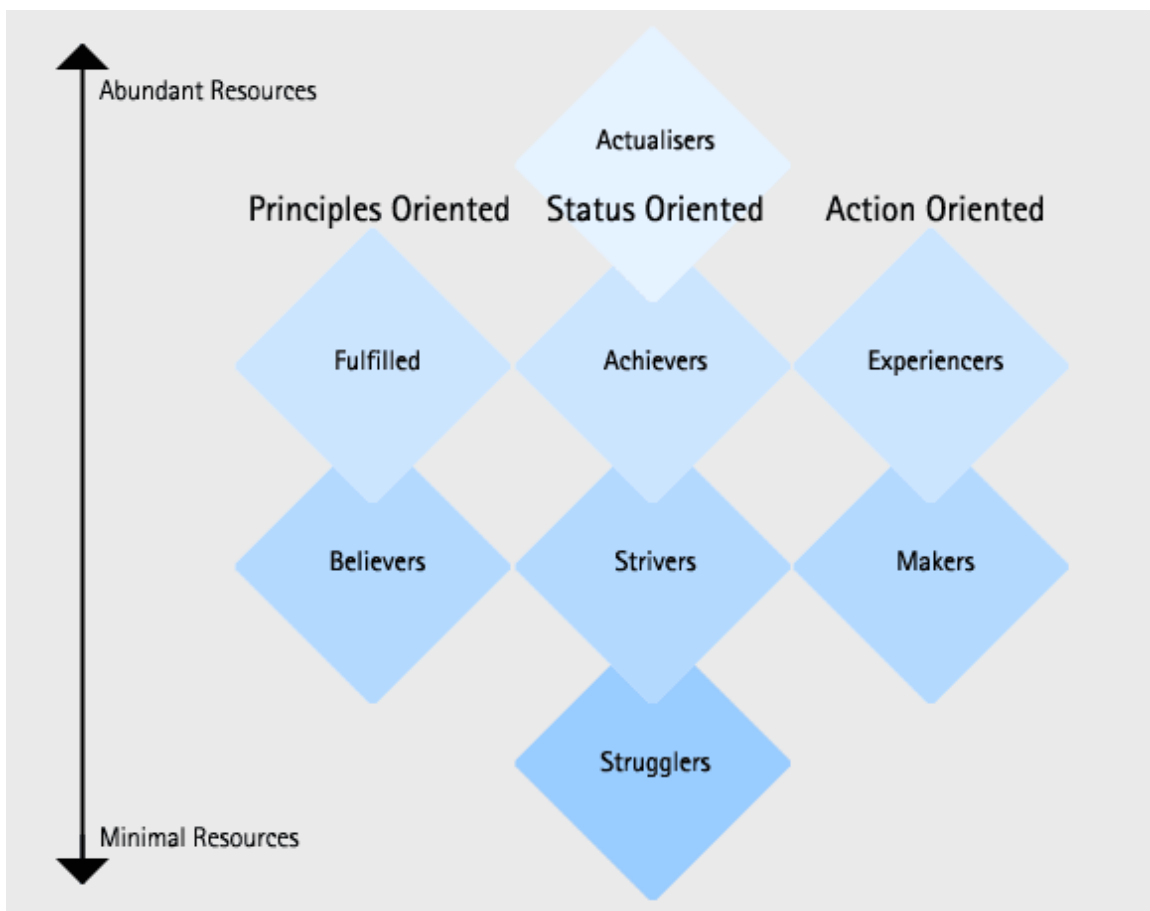


Figure 2.3: VALS

Source: <http://bournemouth.ac.uk>, "marketing"

2.1.1.6. Positioning Analysis

Positioning is the perception created in the consumer's mind, regarding the nature of the company and its products relative to the competition. The quality of products, prices charged, methods of distribution, image, communication tactics and other factors create positioning. At this point, the marketing firm should determine the company's position to make sure it is consistent with the other elements of the integrated marketing communications program. A problem exists when customers view the firm's position differently than the manner in which the company sees itself.⁶³

All marketing strategy is built on STP (Segmentation, Targeting and Positioning). A company discovers different needs and groups in the marketplace, targets those needs and groups that it can satisfy in a superior way and then positions its offering so that the target market recognizes the company's distinctive offering and image. *Positioning* is the act of designing the company's offering and image to occupy a distinctive place in the mind of the target market. The end result of positioning is the successful creation of a customer-focused *value proposition*, a cogent reason why the target market should buy the product. A company must decide how many ideas (e.g. benefits, features) to convey in its positioning to its target customers. Many marketers advocate promotion only one central benefit. A company should develop a unique selling proposition (USP) for each brand and stick to it. A consistent positioning makes for easier communication to target market; it results in employees being clearer about what counts and it makes it easier to align the whole organization with the central positioning. The brand should tout itself as 'number one' on the benefit it selects. Number-one positioning includes 'best quality,' 'best performance,' 'best service,' 'best styling,' 'best value,' 'lowest price,' and 'safest,' etc. If a company consistently hammers away at one positioning and delivers on it, it will probably be best known and recalled for this benefit. Most companies can not last on one benefit; they keep on changing their positioning. As companies increase the number of claimed benefits for their brand, they risk disbelief and a loss of clear positioning.⁶⁴

In general, a company must avoid four major positioning errors:⁶⁵

1. **Under Positioning:** Some companies discover that buyers have only a vague idea of the brand. The brand is seen just another entry in a crowded marketplace.
2. **Over Positioning:** Buyers may have too narrowed an image of the brand. Thus a consumer might think that if a retail outlet only caters to the rich, when in fact it has developed a line at affordable price.
3. **Confused Positioning:** Buyers might have a confused image of the brand resulting from the company's making too many claims or changing the brand's positioning too frequently.
4. **Doubtful Positioning:** Buyers may find it hard to believe the brand claims in view of the product's features, price or manufacturer.

⁶³ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.128

⁶⁴ Kotler, Armstrong; "Principles of Marketing", 10th edition, pp 259-265

⁶⁵ Kotler, Armstrong; "Principles of Marketing", 10th edition, pp 261-262

Solving the positioning problem enables the company to solve the marketing-mix problem. Seizing the ‘high quality position,’ requires the firm to product high-quality products, charge a high price, distribute through high-class dealers and advertise in high-quality magazines.⁶⁶

How does a marketer determine where a product actually stands in the minds of consumers? One technique is to ask them what attributes are important to them, and how they feel competitors rate on these attributes. This information can be used to construct a **perceptual map**, which is a vivid way to paint a picture of where products or brands are “located” in consumer’s minds.⁶⁷

A positioning strategy is fundamental part of a company’s marketing efforts as it uses elements of the marketing mix (i.e. product design, price, distribution, and marketing communications) to influence the consumer’s interpretation of its meaning. Although consumer’s preferences for the taste of one product over another are important, this functional attribute is only one component of product evaluation. There are many dimensions that can be used to establish a brand’s position in the marketplace. These include; lifestyle, price leadership, attributes, product class, competitors, occasions, users and quality.⁶⁸

2.1.2. Market Segmentation

This is used to identify specific purchasing groups based on their needs, attitudes and interests. A market segment is a group of individuals or businesses with distinct characteristics.⁶⁹ In other words, market segmentation is “dividing up a market into distinct groups that:⁷⁰

- (1) have common needs and
- (2) will respond similarly to a marketing action”

The segmentation process involves five distinct steps:⁷¹

1. Finding ways to group consumers according to their needs.
2. Finding ways to group the marketing actions-usually the products offered-available to the organization.
3. Developing a market-product grid to relate the market segments to the firm’s products or actions.
4. Selecting the target segments toward which the firm directs its marketing actions.
5. Taking marketing actions to reach target segments.

⁶⁶ Kotler, Armstrong; “Principles of Marketing”, 10th edition, p 262

⁶⁷ Solomon. Micheal R; “Consumer Behavior, Buying, Having and Being, 6th edition, p 75

⁶⁸ Solomon. Micheal R; “Consumer Behavior, Buying, Having and Being, 6th edition, p 75

⁶⁹ Clow, Kenneth, E & Baack, Donald; “Integrated Advertising, Promotion, & Marketing Communications”, 2nd Edition, p.138

⁷⁰ Belch, Belch; “Advertising and Promotion”, 5th edition, pp. 45

⁷¹ Clow, Kenneth, E & Baack, Donald; “Integrated Advertising, Promotion, & Marketing Communications”, 2nd Edition, p.138

2.2. Advertising Management

2.2.1. Communication and Advertising Objectives

2.2.1.1. Building Brand Image

One of the most important advertising goals is to build a global brand and corporate image. These, in turn, generate brand equity which is a set of characteristics that makes a brand more desirable to consumers and businesses. These benefits can be enhanced when we combine effective advertising with quality products. Higher levels of brand equity give the company a distinct advantage as consumers move toward purchase decisions. Advertising is a critical component in the effort to build brand equity. Successful brands have two characteristics, being:⁷²

- (1) Top of mind and;
- (2) The consumer's top choice.

When consumers are asked to identify brands that quickly come to mind from a product category, one particular brand is nearly always mentioned. That name has the property of being a top of mind brand. The top choice is the first or second pick when a consumer reviews his or her evoked set of possible purchasing alternatives.⁷³

Part of building brand image and brand equity is developing brand awareness, and advertising is the best method to reach that goal. Brand awareness means the consumers recognize and remember a particular brand or company name when they consider purchasing options. Brand awareness, brand image and brand equity are vital for success.⁷⁴

Brand strategy lies at the center of a brand's power, but it is through advertising that the brand can have the greatest opportunity to express that strategy and communicate with its audiences. Advertising is on the front line of a brand's business strategy, creating awareness or changing perceptions, building a relationship or quantifying success, selling a product or driving a response. It's amazing, therefore, how often advertising fails to reflect the central strategy or support the brand's visual language, communications and culture.⁷⁵

2.2.1.2. Providing Information

Besides building brand recognition and equity, advertising serves other goals, i.e. it is often used to provide information to both consumers and business buyers. Typical

⁷² Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.138

⁷³ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.138

⁷⁴ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.179

⁷⁵ <http://www.saltbranding.com>, Jun 06', "salt_services.pdf"

information for consumers includes a retailer's store hours, business location, or sometimes more detailed product specifications. Information can make the purchasing process appear to be convenient and relatively simple, which can entice customers to finalize the purchasing decision and travel to the purchase the product.⁷⁶

2.2.1.3. Persuasion

One of the most common goals of advertising programs is persuasion. Advertisements can convince consumers that a particular brand is superior to other brands. They can show consumers the negative consequences of failing to use a particular brand. Changing consumer attitudes and persuading them to consider a new purchasing choice is a challenging task. Persuasion techniques are used more frequently in broadcast media such as television and radio than in print advertising.⁷⁷

2.2.1.4. Encouraging Action

Many times firms set motivational types of goals for their advertising programs. Television commercials that encourage viewers to take action by dialing a toll-free number to make quick purchases are some examples.⁷⁸

The five advertising goals described above are not separate ideas. They work together in key ways. Image and information are part of persuasion. Thus when Barnes & Noble announces its internet sales program, the firm's image combines with the information provided to persuade online book buyers to consider it rather than Amazon.com. The goal of encouraging action is often part of supporting other marketing tactics. The key advertising management objective is to emphasize one goal without forgetting the others.⁷⁹

2.2.2. The Communications Schedule

After the total dollars allocated to advertising have been established, account managers and company leaders agree to uses for the funds. This includes the media to be utilized (television versus newspapers versus billboards). Also, however, the manner of distribution must be arranged. Three basic tactics include:⁸⁰

- Advertising the most when sales are at peak season
- Advertising the most during low sales seasons
- Level amounts

⁷⁶ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.141

⁷⁷ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.180

⁷⁸ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.181

⁷⁹ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.181

⁸⁰ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.181

Advertising during peak seasons can be accomplished in two ways. The first is a **pulsating schedule of advertising**. This schedule involves continuous advertising with bursts of high intensity during the course of the year, most notably during peak seasons. Companies can also utilize what is called a **flighting approach** or schedule, where ads are presented only during peak times, and not at all during off-seasons. Many marketing experts believe that it is best to advertise in level amounts, particularly when a product purchase is essentially a 'random event'. This approach is a **continuous campaign schedule**. In any case, the objective should be to match the pacing of advertisement with the message, media and the nature of the product.⁸¹

2.2.3. The Creative Brief

In preparing the advertisements, creative work with a document called a creative strategy or creative brief. Using this instrument, the creative takes the information provided by the account executive and is expected to produce an advertisement that conveys the desired message in a manner that will positively impact potential customers. Details about each element of the creative brief are provided next.⁸²

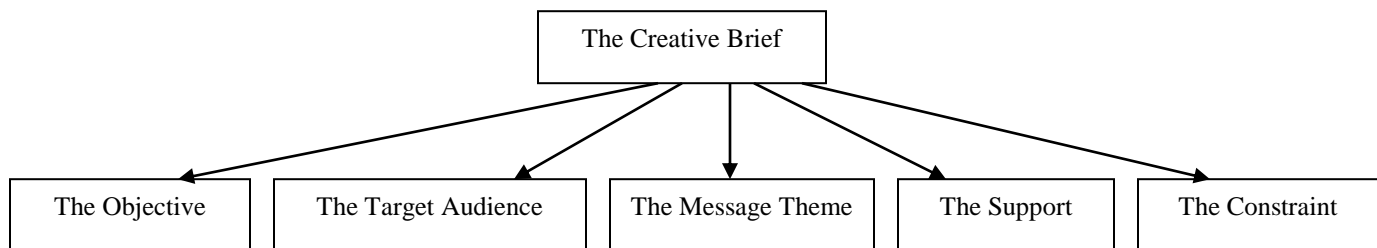


Figure 2.4: Components of Creative Brief

(i) The Objective

The first step in preparing the creative strategy is to identify the objective of the advertisement. Possible objectives include:⁸³

- Increase brand awareness
- Build brand image
- Increase customer traffic
- Increase retailer or wholesaler orders
- Increase inquiries from end users and channel members
- Provide information

The creative must understand the main objective before designing an advertisement, because the primary objectives guide the design of the advertisement and the choice of an

⁸¹ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.182

⁸² Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.183

⁸³ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.183

executional theme. An ad to increase brand awareness prominently displays the *name* of the product. An ad to build brand image can display the *actual product* more prominently.⁸⁴

(ii) The Target Audience

A creative should know the target audience so that the advert appeals to the particular segment. An advertisement designed to persuade a business to inquire about new computer software will be different than a consumer advertisement from the same company. A business advertisement focuses on the type of industry and the project member of the buying center who will see it. The more detail that is known about the target audience, the easier it is for a creative to design an effective advertisement. Target market profiles that are too general are not very helpful. Rather than specifying males, ages 25 to 35, more specific information is needed (e.g. males 20 to 35, college educated, professionals). Other information such as hobbies, interest, opinions and lifestyles makes targeting an advertisement more precise.⁸⁵

(iii) The Message Theme

The message theme is an outline of key idea(s) that the advertising program is supposed to convey. It is the benefit or promise the advertiser wants to use to reach consumers. The promise or unique selling point should describe the major benefit, the good or service offers customers. Message themes can be oriented toward either rational or emotional processes. A 'left-brain' ad is oriented towards the logical, rational side, which manages information such as numbers, letters, words and concepts. Left-brain advertising is logical and factual and the appeals are rational. The right side of the brain deals with emotions. It works with abstract ideas, images and feelings. Most advertising is either right-brained or left-brained. Effective advertising is produced when there is a balance between the two sides.⁸⁶

(iii) The Support

The fourth component of the creative strategy is the support. Support takes the form of the facts that substantiate the message theme such as when a customer in an advertisement tells about a positive experience, with a product. For example a pain reliever advertising claim of being effective for arthritis may support this point by noting independent medical findings or testimonials from patients with arthritis.⁸⁷

⁸⁴ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.183

⁸⁵ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.183

⁸⁶ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, pp.184,185

⁸⁷ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.184,185

In the business-to-business sector, support from current customers adds credibility to the claims being made. In many business buying situations, perspective vendors are asked for references. The support component can provide references in advance by using testimonials. Through support, the credibility of the company is enhanced. Endorsers and famous individuals have high levels of credibility because consumers know they are being paid for their endorsements. By incorporating the support component, everyday people, often actual customers, are the main characters. Other times there can be paid actors who look like everyday customers, not models. If experts are used to substantiate the message theme, they should be credible. The ad agency should seek out an expert who is also attractive, likeable and trustworthy. Experts are helpful in promoting health care products and complicated products that require explanations. Consumers place a degree of trust in the company when purchasing the product or service recommended by an expert.⁸⁸

(iv) The Constraints

The final step in the development of a creative strategy is identification of any constraints. These are the legal and mandatory restrictions placed on advertisements. They include legal protection for trademarks, logos, and copy registrations. They also include disclaimer about warranties, offers, and claims. For warranties, a disclaimer specifies the conditions under which they will be honored. For example, tire warranties often state that they *apply under normal driving conditions with routine maintenance*, so that a person cannot ignore tire balancing and rotation and expect to get free new tires when the old ones wear out quickly. Disclaimer warranties notify customers of potential hazards associated with the products. For instance, tobacco advertisements must contain a statement from the Surgeon General about the dangers of smoking and chewing tobacco. Disclaimers about offers spell out the terms of financing agreements, as well as when bonuses or discounts apply. Claims identify the exact nature of the statement made in the advertisement. For example, nutritional claims must contain a statement about the size of serving or other information that makes it clear how many nutrients are actually in the product.⁸⁹

After these steps have been reviewed, the creative brief is complete. From this point forward, the message and the media match, and actual advertisements can be produced. Effective creative briefs focus everyone involved on both the IMC message and the current intent of an advertising campaign. This, in turn, gives companies better chances of reaching customers with messages that return measurable results and help guarantee the success of both the company and the advertising agency.⁹⁰

⁸⁸ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, pp.184,185,241-250

⁸⁹ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, pp.184,185

⁹⁰ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, pp.184,185

2.3. Advertising Design: Theoretical Frameworks and Types of Appeals

2.3.1. Theoretical Components of Advertising Design

In developing an advertisement for an advertising campaign, several theoretical frameworks are useful. These are explained here in detail.

2.3.2. Hierarchy of Effects

The hierarchy of effects model helps to clarify the objective of an advertising campaign as well as the objective of a particular advertisement. It also aids the marketing team in identifying the best communications strategy. The model suggests that a consumer moves through this series of six steps when becoming convinced to make a purchase:⁹¹

1. awareness
2. knowledge
3. liking
4. preference
5. conviction
6. the actual purchase

These steps are sequential. The attitude can also be categorized broadly as in Figure 2.5.

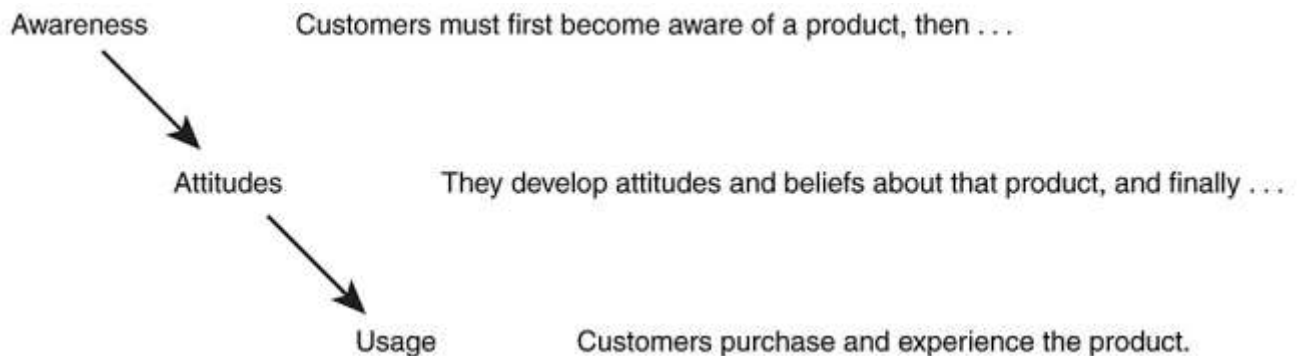


Figure 2.5: Steps in Purchase Decision
Source: whartonsp.com

Consumers spend a period of time at each step before moving to the next. Thus, before a person can develop a liking for a product, he or she must first have sufficient knowledge of the product. Once the individual has the knowledge and develops liking for the product, the advertiser can try to influence the consumer to prefer a particular brand or company more strongly.⁹²

⁹¹ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.196

⁹² Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.196

Also the hierarchy of effects occurs after a belief, attitude, or behavior is formed directly, there is a tendency for the states to build upon each other to create hierarchies.⁹³

Awareness and Knowledge

Marketers evaluate various levels of awareness, depending on whether the consumer in a given study is prompted by a product's category, brand, advertising, or usage situation. These are:⁹⁴

- **Awareness:** The percentage of potential customers or consumers who recognize a given brand.
- **Top of Mind:** The first brand that comes to mind when a customer is asked an unprompted question about a category. The percentage of customers for whom a given brand is top of mind can be measured.
- **Ad Awareness:** The percentage of target consumers or accounts who demonstrate awareness (aided or unaided) of a brand's advertising. This metric can be campaign- or media-specific, or it can cover all advertising.
- **Brand/Product Knowledge:** The percentage of surveyed customers who demonstrate specific knowledge or beliefs about a brand or product.

Attitudes

Measures of attitude concern consumer response to a brand or product. Attitude is a combination of what consumers believe and how strongly they feel about it. The certain key metrics in this field are:⁹⁵

- **Attitudes/Liking/Image:** A rating assigned by consumers—often on a scale of 1–5 or 1–7—when survey respondents are asked their level of agreement with such propositions as, "This is a brand for people like me," or "This is a brand for young people." A metric based on such survey data can also be called relevance to customer.
- **Perceived Value for Money:** A rating assigned by consumers—often on a scale of 1–5 or 1–7—when survey respondents are asked their level of agreement with such propositions as, "This brand usually represents a good value for the money."
- **Perceived Quality/Esteem:** A consumer rating—often on a scale of 1–5 or 1–7—of a given brand's product when compared with others in its category or market.
- **Relative Perceived Quality:** A consumer rating (often from 1–5 or 1–7) of brand product compared to others in the category/market.

⁹³ <http://www.consumerbehavior.net>

⁹⁴ <http://www.whartonsp.com>, Jun 06', "articles"

⁹⁵ <http://www.whartonsp.com>, Jun 06', "articles"

- **Intentions:** A measure of customers' stated willingness to behave in a certain way. Information on this subject is gathered through such survey questions as, "Would you be willing to switch brands if your favorite was not available?"
- **Intention to Purchase:** A specific measure or rating of consumers' stated purchase intentions. Information on this subject is gathered through survey respondents' reactions to such propositions as, "It is very likely that I will purchase this product."

Usage

Measures of usage concern such market dynamics as purchase frequency and units per purchase. They highlight not only what was purchased, but also when and where it was purchased. In studying usage, marketers also seek to determine how many people have tried a brand. Of those, they further seek to determine how many have "rejected" the brand, and how many have "adopted" it into their regular portfolio of brands.⁹⁶

Type	Measures	Typical Questions
Awareness	Awareness and Knowledge	Have you heard of Brand X? What brand comes to mind when you think "luxury car?"
Attitudes	Beliefs and Intentions	Is Brand X for me? On a scale of 1 to 5, is Brand X for young people? What are the strengths and weaknesses of each brand?
Usage	Purchase Habits and Loyalty	Did you use Brand X this week? What brand did you last buy?

Table 2.2: Awareness, Attitudes, and Usage: Typical Questions
Source: <http://www.whartonsp.com>, "articles"

The major benefit of this model is that it is one method used to identify the typical steps consumers take when making purchases. To encourage brand loyalty, all six steps must be present. A consumer or business is unlikely to be loyal to a particular brand without sufficient knowledge of the brand. Purchasers must like the brand and build a strong preference for it. Next, they must cultivate strong convictions that the particular brand is superior to the other brands in the market. The cognitive strategies work best for advertising objectives of brand awareness and brand knowledge.⁹⁷

⁹⁶ <http://www.whartonsp.com>, Jun 06', "articles"

⁹⁷ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.196

2.3.3. Means-End Theory

A second theoretical approach is a means-end chain. An advertisement contains a message or a *means* to lead the consumer to a desired state. The purpose of the means-end chain is to cause a chain reaction in which viewing the ad leads the consumer to believe the product will achieve one of these personal values. Means-end theory is the basis of a model called MECCAS. MECCAS stands for Mean-s-End Conceptualization of Components for Advertising Strategy. The MECCAS model suggests using these five elements in creating ads:⁹⁸

- The product's attributes
- Consumer benefits
- Leverage points
- Personal values
- The executional framework

The MECCAS is designed to move consumers through these five elements. Thus, the attributes of the product should be linked to the specific benefits consumers can derive. These benefits, in turn, lead to the attainment of a personal value. Means-end chain theory specifies a cognitive structure of products and brands that is ultimately determined by consumers' personal values. It presents an alternative to positioning theory in which values represent the underlying consumer purchase motivations.⁹⁹

There are three levels of distinctions in the MECCAS model, namely values, consequences, and groupings of products. At the values level, desirable consequences are determined for a particular value. Rarely can all desired consequences be achieved in one situation, and often achieving some desired consequences implies giving up other desired consequences. At the consequences level, achievable consequences in a particular consumption situation are determined.¹⁰⁰

Grouping distinctions reflect hierarchical categorizations of products into sets based on their ability to achieve desired consequences. At the grouping level, products that bring about the desired consequences are determined. Brands are chosen based on their ability to deliver benefits that are relevant to the desired consequences. If several potential brands remain, following choices are no longer made on the basis of the value orientation that controls the structure of the means-end chain. Thus, in means-end theory, means-end chains consisting of attributes, consequences and values that are linked in consumers' minds represent consumers' cognitive structure of brands. Means-end chains are uncovered by laddering tasks that elicit consumer meaning at increasing levels of abstraction.¹⁰¹

⁹⁸ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.197

⁹⁹ <http://www.emir.aur.nl>, Jun' 06, "Joost Loef, "Incongruity between Ads and Consumer Expectations"

¹⁰⁰ <http://www.emir.aur.nl>, Jun' 06, "Joost Loef, "Incongruity between Ads and Consumer Expectations"

¹⁰¹ <http://www.emir.aur.nl>, Jun' 06, "Joost Loef, "Incongruity between Ads and Consumer Expectations"

Researchers have formulated recommendations for advertising based on means-end chain theory. The MECCAS model consists of five elements: driving force, consumer benefit, message elements, executional framework and leverage point. The driving force of advertising strategy is the value orientation associated with the brand, which constitutes the end-level to be focused on in advertising. Message elements are the specific attributes and consequences communicated in the ad with the major positive consequences representing the consumer benefit. Message elements, consumer benefit and driving force are derived from the brand's attributes, consequences and values respectively. The executional framework provides the ad scenario and tone of the advertisement, and should reflect an understanding of the brand-specific means-end chain. The (latent) value level in advertising is activated by the (manifest) leverage point, which links message elements, consumer benefit, and executional framework to consumers in a personally relevant way. The MECCAS model specifies that effective advertising features brand-differentiating product attributes and important consumption-related consequences, while simultaneously activating personally relevant values, thus covering all levels of the means-end chain for a particular brand.¹⁰²

2.3.4. Leverage Points

A leverage point is the feature of the ad that leads the viewer to transform the advertising message into a personal value. To construct a quality leverage point, the creative tries to build a pathway connecting a product benefit with the potential buyer's value system. In terms of the hierarchy of effects model, the initial awareness begins the process of exposing consumers to product benefits. As the viewer moves through the six stages, he or she eventually develops the conviction to buy the product. At that point, the benefit has indeed been linked with a personal value. The means-end chain and MECCAS approaches begin with the product's attributes and the benefits to the consumer. The leverage point is the message in the ad that links these attributes and benefits with consumer values. In the ad itself, the executional framework is the plot or scenario used to convey the message designed to complete the linkage.¹⁰³

An effective leverage point can also be associated with an attitudinal change, especially when the sequence is cognitive->affective->conative. As the attitude is formed, the individual first understands, then is moved emotionally, then takes action. A leverage point can help the viewer of an ad move through these three stages, thereby tying cognitive knowledge of the product to more emotional and personal values.¹⁰⁴

2.3.5. Verbal and Visual Images

A third theoretical component of advertising design is the decision the creative makes to determine the degree of emphasis given to the visual element of the ad versus the verbal

¹⁰² <http://www.emir.aur.nl>, Jun' 06, "Joost Loef, "Incongruity between Ads and Consumer Expectations"

¹⁰³ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.198

¹⁰⁴ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.198

element. Visual images often lead to more favorable attitudes toward both the advertising and the brand. Visuals also tend to be more easily remembered than verbal copy. Visual elements are stored in the brain as both pictures and words. This dual processing makes it easier for the brain to recall the message. Visual images range from very concrete and realistic to highly abstract. In a concrete visual, the subject is easily recognizable as a person, place, or a thing. In an abstract picture or image, the subject is more difficult to recognize. Ads with concrete images lead to more favorable attitudes than ads with no pictures or abstract pictures.¹⁰⁵

2.3.6. Types of Advertising Appeals

Seven major types of appeals have been the most successful. Advertisers usually select from one of these types of appeals as they develop the advertisement:¹⁰⁶

1. Fear
2. Humor
3. Sex
4. Music
5. Rationality
6. Emotions
7. Scarcity

The particular appeal should be based on a review of the creative brief, the objective of the advertisement, and the means-end chain to be conveyed. In determining the best appeal to use, it is often a question of what appeals would be inappropriate. Advertising experts know that certain appeals are less effective at various times.¹⁰⁷

2.3.6.1. Fear

Advertisers use fear to sell a variety of products. It increases both the viewer's interest in an advertisement and the persuasiveness of that ad. Many individuals remember advertisements with fear appeals better than they do warm, upbeat messages. A theoretical explanation regarding the way fear works is the *behavioral response model*. As shown various incidents can lead to negative or positive consequences, which then affect future behaviors.¹⁰⁸

¹⁰⁵ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.199

¹⁰⁶ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.201

¹⁰⁷ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.201

¹⁰⁸ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.202

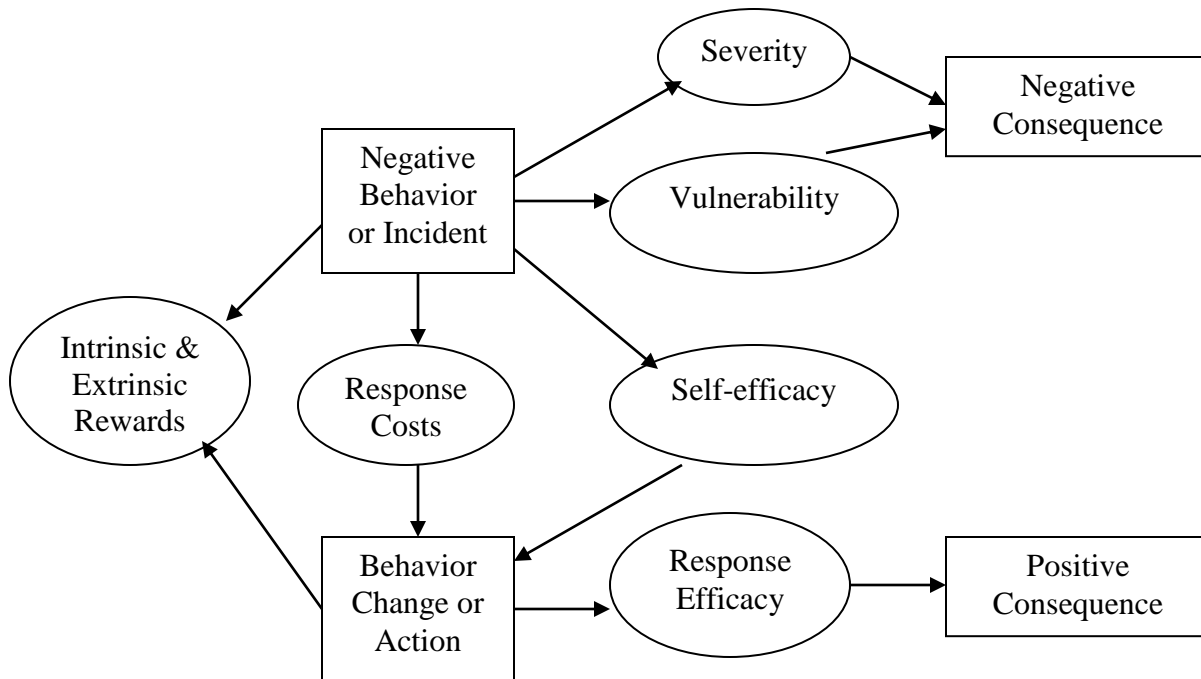


Figure 2.6: Behavioral Response Model
 Source: Clow, Kenneth & Baack; p202

2.3.6.2. Sex

As advertisers look for ways to break through the advertising clutter, they use sexual appeals with increasing regularity. Subliminal approaches place sexual cues or icons in advertisements to affect a viewer's subconscious mind.¹⁰⁹

More recent studies have indicated an expanded overtness of illustrations depicting women as alluring or enticing sex objects. Over the past two decades, the use of increasingly explicit sexual appeals in consumer-oriented print advertising and particularly of women as sex objects has become almost commonplace. Sexuality is considered one of the most powerful tools of marketing and particularly advertising. Post-advertising sales response studies have shown it can be very effective for attracting immediate interest, holding that interest, and, in the context of that interest, introducing a product that somehow correlates with that interest.¹¹⁰

2.3.6.3. Musical Appeals

Music is an extremely important component in advertising. Music helps capture the attention of listeners and is linked to emotions, memories, and other experiences. Music gains attention and increases the retention of visual information at the same time. Musical

¹⁰⁹ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.206

¹¹⁰ <http://wikipedia.org>, "Sex_in_advertising"

memories are often stored in long-term recall areas of the brain. Several decisions are made when selecting music for ads. They include answering questions such as these:¹¹¹

- What role will music play in the ad?
- Will a familiar song be used, or will something original be created?
- What emotional pitch should the music reach?
- How does the music fit with the message of the ad?

The creative must select the correct type of music, from whimsical, to dramatic, to romantic. A match between the music and the ad theme can lead to a strong favorable reaction by the viewer or listener. Music is an important ingredient in ads produced for television, radio and even for the internet. When a company becomes associated with a particular theme or tune, recall is enhanced and often the firm is seen as delivering high quality. Other advertising forms, most notably print and billboard do not have use music. Consequently, other appeals become a better match.¹¹²

2.3.6.4. Rational Appeals

Rational appeals are normally based on the ELM (Elaboration likelihood model) approach or the hierarchy of effects model. The ELM approach assumes consumers use rational thought processes when making purchase decisions. The goal of a rational appeal is to provide the information needed to help make the decision.¹¹³

A rational appeal often follows the hierarchy of effects stages of awareness, knowledge, liking, preference, conviction and purchase. Creatives design ads for one of the six steps. For example, in the knowledge stage, the advertisement transmits basic information. In the preference stage the ad shifts to presenting logical reasons why one particular brand is superior. A rational ad leads to a strong conviction about a product's benefits, so that the purchase is eventually made. To be successful, rational appeals rely on consumers actively processing the information presented in an advertisement. Print media offers the best outlets for rational appeals. Print ads allow readers greater opportunities to process copy information. They can pause and take time to read the content. In terms of cognitive activity, a rational appeal is superior to other appeals in developing or changing attitudes and establishing brand beliefs. This is especially true when the consumers have a special interest in the product or brand advertised. Otherwise, consumers often ignore ads using a rational appeal.¹¹⁴

¹¹¹ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.213

¹¹² Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.213

¹¹³ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.215

¹¹⁴ Clow, Kenneth, E. & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.215

2.3.6.5. Emotional Appeal

These are based on three ideas. First, consumers ignore most advertisements. Second, rational appeals go unnoticed unless the consumer is in the market for a particular product at the time it is advertised. Third and most important, emotional advertising can capture a viewer's attention and help develop an attachment between consumer and brand. Most creatives view emotional advertising as the key to developing brand loyalty. Creatives want consumers to feel a bond with the brand. Emotional appeals reach the more creative side of the brain. Visual cues in ads are important in emotional appeals. Television is one of the best media for emotional appeals. It offers advertisers intrusion value and can utilize both sound and sight. Models in the ads can be real people. Facial expressions can convey emotions and attitudes. Television ads are also more vivid, more lifelike, and they can create dynamic situations that pull the viewer into the ad. Music maybe incorporated to make the ad more dramatic. Such peripheral cues are important components of emotional appeals. These peripheral cues (music, background visuals, etc) also attract a viewer's attention.¹¹⁵

2.4. Advertising Design: Message Strategies and Executional Frameworks

2.4.1. Message Strategies

The message theme, or the outline of the key ideas in the ad, is a central part of the creative brief. The message theme can be created using a number of message strategies. A message strategy is the primary tactic used to deliver the message theme. There are four broad categories of message strategies:¹¹⁶

1. Cognitive strategies
2. Affective strategies
3. Conative strategies
4. Brand strategies

2.4.1.1. Cognitive Strategies

A cognitive message strategy is the presentation of rational arguments or pieces of information to consumers. The advertisement's key message focuses on the product's attributes or the benefits customers obtain from using the product. The product's attributes include a huge range of benefits. There are five major forms of cognitive strategies:¹¹⁷

1. Generic messages
2. Preemptive messages

¹¹⁵ Clow, Kenneth, E. & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.216

¹¹⁶ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.231

¹¹⁷ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.231

3. Unique selling proposition
4. Hyperbole
5. Comparative advertisements

Generic messages are direct promotions of product attributes or benefits without any claim of superiority. This type of strategy works best for a firm that is clearly the brand leader and dominant in its industry. The goal is to make the brand synonymous with the product category. **Preemptive messages** are claims of superiority based on a specific attribute or benefits of a product. Once made the claim normally preempts the competition from making such a statement. A **unique selling proposition** is an explicit, testable claim of uniqueness or superiority that can be supported or substantiated in some manner. The **hyperbole** approach makes an un-testable claim based upon some attribute or benefit. The final cognitive message strategy is a comparative advertisement where an advertiser directly or indirectly compares a good to the competition.¹¹⁸

2.4.1.2. Affective Strategies

Affective message strategies invoke feelings and emotions and match them with the product. They try to enhance the likeability of the product, recall of the appeal, or comprehension of the advertisement. Affective strategies elicit emotions that in turn affect the consumer's reasoning process and finally lead to action. Emotional advertising is part of an affective strategy that attempts to elicit powerful emotions that eventually lead to product recall and choice.¹¹⁹

2.4.1.3. Conative Strategies

Conative messages strategies are designed to lead more directly to some type of consumer behavior. This can be used to support other promotional efforts, such as coupon redemption programs, in-store offers such as buy-one-get-one-free. The goal of this strategy is to elicit behavior. Action-inducing conative advertisements create situations in which cognitive knowledge of the product or affective liking of the product may come later (after the actual purchase) or during product usage.¹²⁰

2.4.1.4. Brand Strategies

The final category of message strategy is not directly oriented to consumer attitudes. Instead, brand message strategies build or enhance the brand or corporate name in some way. Brand strategies can be placed in four categories:¹²¹

1. Brand user strategies

¹¹⁸ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, pp. 231,232

¹¹⁹ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.234

¹²⁰ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.235

¹²¹ ¹²¹ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.236

2. Brand image strategies
3. Brand usage strategies
4. Corporate advertising

Brand user strategies focus on type of individuals that use a particular brand, e.g. celebrity endorsements. The idea is that consumers who like the celebrity will transfer that liking to the brand itself. A **brand image strategy** works towards the development of a 'brand personality'. In brand image advertising, the focus is on the brand rather than the user. **Brand usage messages** stress the different uses for a particular brand. **Corporate advertising** promotes the corporate name and image rather than the individual brand. As companies continue to face pressure from the public to be socially responsible, corporate advertising becomes an increasingly important advertising strategy.¹²²

The primary goal of each of these brand strategy approaches is to develop the brand including its image, awareness of the brand, and positive reactions to the brand. The message strategy is a key component of every advertising program. To be effective, the message strategy must be matched carefully with the media used, the leverage point, and the executional framework.¹²³

2.4.2. Executional Frameworks

An executional framework is the manner in which an ad appeal is presented. The ad appeal is like the script in a movie. The ad appeal spells out the overriding format to be used. A few of the executional frameworks include:¹²⁴

2.4.2.1. Slice-of-Life

In slice-of-life commercials, advertisers attempt to provide solutions to the everyday problems that consumers face. These adverts normally show common things people experience, especially problems they encounter. Then the good is made available to solve the problem. The most common slice-of-life format has four components:¹²⁵

1. Encounter
2. Problem
3. Interaction
4. Solution

Actors portray the dilemma or problem and sometimes solve the problems themselves. In others, a voice-over explains the benefits or solutions to the problem that the product provides. Slice-of-life executional frameworks are possible in most media, including

¹²² Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, pp.236,237

¹²³ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.237

¹²⁴ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.238

¹²⁵ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.240

magazines or billboards, because a single picture can depict a normal, everyday situation or problem. The secret is to let one image tell the entire story, with the product being the solution.¹²⁶

2.4.2.2. Dramatization

A dramatization is similar to slice-of-life executional framework. It uses the same format of presenting a problem, then a solution. The difference lies in the intensity and story-format. Dramatization uses a high level of excitement and suspense to tell the story. A dramatization story normally builds on a crisis point.¹²⁷

2.4.2.3. Testimonials

A testimonial type of executional framework has been successful for many years. When a consumer in an advert tells about the positive experience with a product, this is a testimonial. One major reason companies choose testimonials is that they enhance company credibility. Endorsers and famous individuals do not always have high levels of credibility because consumers know they are being paid for their endorsements.¹²⁸

2.4.2.4. Authoritative

In using authoritative executional framework, an advertiser seeks to convince viewers that a given product is superior to other brands. One form is expert authority. These ads employ a physician, dentist, engineer or chemist to state the product's advantages over other products. Many authoritative adverts include some type of scientific or survey evidence. This approach assumes consumers rely on ELM (elaboration likelihood model) approach. When they do, the authoritative approach works most effectively in print ads when buyers take the time to read the claim or findings the advert provides. Authoritative ads work especially well in specialty magazines.¹²⁹

2.4.2.5. Demonstration

Advertisements using the executional framework show how a product works. A demonstration is an effective way to communicate the attributes of a product to viewers. Other product benefits can be described as the product is exhibited. Demonstration ads are specially suited to television.¹³⁰

¹²⁶ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, pp.239,240

¹²⁷ Clow, Kenneth, E. & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.241

¹²⁸ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.241

¹²⁹ Clow, Kenneth, E. & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.242

¹³⁰ Clow, Kenneth, E. & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.243

2.4.2.6. Fantasy

Fantasy executions are designed to lift the audience beyond the real world to make-believe experience. Some fantasies are meant to be realistic. Others are completely irrational. Often the more irrational and illogical, the more consumers recall them. The most common fantasy themes are still sex, love and romance.¹³¹

2.5. Advertising Media Selection

Effectively mixing media is an important part of designing quality advertising. The various forms of advertising media are described below:

2.5.1. Television

When advertising message needs to be presented visually, with action, oral presentation, and demonstration, television should be carefully considered. Television advertising has the following pros and cons:¹³²

Advantages	Disadvantages
1. High reach	1. Greater clutter
2. High frequency potential	2. Low recall because of clutter
3. Low cost per contact	3. Channel surfing during commercials
4. High intrusion value (motion, sound)	4. High cost per ad
5. Quality creative opportunities	
6. Segmentation possibilities through cable outlets	

Table 2.3: Advantages and Disadvantages of Television Advertising
Source: Clow, Kenneth, & Baack, p 275

2.5.2. Radio

Radio may not be considered as glamorous as television. This makes it more difficult to attract talented creative to prepare ads. Many small local companies still rely on radio.¹³³

¹³¹ Clow, Kenneth, E. & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.243

¹³² Wilmschurst, John; 1985; "The Fundamentals of Advertising" , p. 156

Advantages	Disadvantages
1. Recall promoted	1. Short exposure time
2. Narrower target markets	2. Low attention
3. Ad music can match station's programming	3. Few chances to reach national audience
4. High segmentation potential	4. Overload
5. Flexibility in making new ads	
6. Able to modify ads to fit local conditions	
7. Mobile-people carry radios everywhere	

Table 2.4: Advantages and Disadvantages of Radio Advertising
Source: Clow, Kenneth, & Baack, p 275

2.5.3. Outdoor

Billboards along major roads are the most common form of outdoor advertising. Other forms include signs on cabs, buses, park benches and fences of sports arena etc.¹³⁴

Advantages	Disadvantages
1. Able to select key geographic areas	1. Short exposure time
2. Accessible for local ads	2. Brief messages
3. Low cost per impression	3. Little segmentation possible
4. Broad reach	4. Cluttered travel routes
5. High frequency on major commuter routes	
6. Large, spectacular ads possible	

Table 2.5: Advantages and Disadvantages of Outdoor Advertising
Source: Clow, Kenneth, & Baack, p 275

2.5.4. Magazines

The glamour of television has overshadowed magazines for a long time. A study by AC Nielson Company revealed that people who view ads in magazines were from 2 percent to 37 percent more likely to purchase the product. Another study has suggested that magazine advertising is three times more cost effective than television. A major advantage of magazines is high level of market segmentation available. Magazines are highly segmented by topic area. Specialized magazines are much more common than general magazines with broad readerships. Magazines are so highly differentiated that high audience interest becomes another advantage. People reading magazines also tend to view and pay attention to advertisements related to their needs and wants. Often readers linger on for a longer period of time, because they read magazines in waiting situations

¹³³ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p 278

¹³⁴ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p 280

(e.g. doctor's office) or during leisure time. This high level of interest, segmentation and differentiation are ideal for products with precisely defined target markets.¹³⁵

Advantages	Disadvantages
1. High market segmentation	1. Declining readership (some magazines)
2. Targeted audience interest by magazine	2. high level of clutter
3. Direct-response techniques (e.g. coupons, web address, toll-free numbers)	3. Long lead time to ad showing
4. High quality color	4. Little flexibility
5. Availability of	5. High cost
6. Long life	
7. Read during leisure time (longer attention to read)	

Table 2.6: Advantages and Disadvantages of Magazine Advertising
Source: Clow, Kenneth, & Baack, p 284

2.6. Consumer Promotions

Consumer promotions are the incentives aimed at a firm's customers. These customers can be end users of a good or service, or they may be other businesses. Consumer promotions are directed towards individuals or firms that use the product and do not resell it to any other business. Thus consumer promotions can be used in both consumer markets and business-to-business markets. In the early stages of product's life cycle, promotions should match advertising and other efforts designed to achieve brand awareness, create opportunities or trail purchases, and stimulate additional purchases. Later the goal may shift to strengthening a brand, increasing consumption, fending off competition, or finding new markets.¹³⁶

2.6.1. Coupons

A coupon is a price reduction offer to a consumer. It may be a percentage off the retail price or an absolute amount. Free standing inserts (FSI) are sheets of coupons distributed in newspapers. Most companies prefer using FSI and print media to distribute coupons for several reasons. First consumers must make a conscious effort to clip or save the coupon. Second, coupons create brand awareness because consumers see the brand name on the coupon even if they do not actually use the coupon. Third, FSI encourage consumers to purchase brands on the next trip to the store. This moves the brand in the consumer's long-term memory.¹³⁷

¹³⁵ Clow, Kenneth, E. & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.283

¹³⁶ Clow, Kenneth, E. & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.339

¹³⁷ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p 339

2.6.1.1. Types of Coupons

Coupons are often distributed in retail stores and placed on or in packages. The consumer immediately can redeem the coupon while making the purchase. This type of coupon is called **an instant redemption coupon**. These often lead to trail purchases and purchases of additional packages of a product. Coupons can also be placed inside packages so that consumers cannot redeem them quite as quickly. This approach encourages repeat purchases and the coupons are called **bounce-back coupons**. **Cross-ruffing** is the placement of a coupon for one product on another product. To be successful, cross-ruff coupons must be on products that fit together logically and usually are purchased and consumed simultaneously.¹³⁸

2.6.1.2. Problems with Coupons

The drawbacks to the use of coupons as a promotional tactic include:¹³⁹

- Reduced revenues
- Mass-cutting
- Counterfeiting
- Misredemptions

2.6.2. Premiums

A second form of consumer promotion is the offer of a premium. Premiums are prizes, gifts, or other special offers consumers receive when purchasing products. When a company offers a premium, the company pays full price for the good. Premiums enhance brand image. The key is to pick the right kind of premium. In-or on-package premiums are usually small gifts, such as toys in cereal boxes. Often the gift is disguised or packaged so that the consumer must buy the product to find out which premium it contains.¹⁴⁰

2.6.2.1. Problems with Premiums

The two major problems with premium programs are: (1) the time factor and (2) the cost. Premiums tend to have shorter life spans. Many companies try to find items that are hot and adopt them as premiums. Moreover a premium exclusively offered often increases the demand for the item thus resulting in high costs.¹⁴¹

¹³⁸ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p 340

¹³⁹ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p 341

¹⁴⁰ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p 343

¹⁴¹ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p 344

2.6.2.2. Building Successful Premium Programs

first and probably the most important key to building a successful program is to match the premium with the target market. The premium should match the desires and interests of target market members. Next, the best premiums are those that reinforce the firm's image in some way. They should not be cheap trinkets. Offering cheap merchandise insults customers and can damage the image of the firm. Premiums are more likely to succeed if they are tied into the firm's products. These items can enhance the image of the product as well as the firm. As with coupons, it is important to integrate premiums with the other components of the integrated Marketing Communications program. Premiums can reinforce a brand's image and serve as a 'thank you' to current customers or to attract new customers. There are three principles to remember when using premiums. First, premiums should build rational involvement in some fact about the good or service. Second, premiums should build emotional involvement, such as feeling more warm and secure or simply happy about the given item. Third, the premium must build involvement with the product, not just the premium.¹⁴²

2.6.3. Sampling

One method of encouraging consumers to try new products is sampling. Sampling is the actual delivery of a product to consumers for their use or consumption. Normally samples are delivered free of charge. One of the common methods of sampling is the *selective samples* that are distributed at a site such as state fair or similar events. The target audience determines the best method of sampling to use. For example, women tend to prefer mail samples they can examine at home. Men prefer samples give to them at a store or event. The advantage of passing out samples is that the person receiving the sample receives a personal touch.¹⁴³

2.6.3.1. Problems with Sampling

Product sampling is an effective method to introduce a new product and generate interest in that product. The primary disadvantage of this form of promotion is the cost. A special sample-size package must be developed. The package must be very similar to the regular size pack, so consumers will be able to identify the product after using up the sample. To fully cover an area with samples requires careful planning of the distribution.¹⁴⁴

2.6.3.2. Effective Use of Samples

As with other consumer promotions, sampling must be a central part of the IMC plan. The primary purpose of sampling is to encourage trial by a consumer. Sampling is most

¹⁴² Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p 345

¹⁴³ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, pp. 350,351

¹⁴⁴ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p 351

effective when it introduces a new product or a new version of a product to a market. Samples also help promote a current product to a new target market or to new prospects.¹⁴⁵

2.6.4. Bonus Packs

When an additional or extra number of items are placed in a special product package, it is called a bonus pack. Bonus packs rarely attract new consumers because the consumer has never purchased the brand before. Obtaining an extra quantity does not reduce the purchase risk. In fact, it adds to the risk, especially when the customer does not like to waste a product by throwing it away if dissatisfied with the product. Bonus packs can lead to brand switching if the consumer has used the brand previously. The major objectives of bonus packs are:¹⁴⁶

- Increase usage of the product
- Match or preempt competitive actions
- Stockpile the product
- Develop customer loyalty
- Attract new users
- Encourage brand switching

2.6.4.1. Problems with Bonus Packs

Some marketing research indicates that consumers are skeptical of bonus pack offers. When the bonus is small consumers often believe the price has not truly changed. Unfortunately, when the bonus is large, such as two-for-the-price-of-one-sale, consumers tend to believe that the price was first increased to compensate for the additional quantity. Even though increasing the size of bonus catches the consumer's attention, it may not convey the desired message. Bonus packs are costly because additional amounts of product sell for the same or similar price. Also, they may incur new packaging and shipping costs. Cash flows may slow down because consumers buy large quantities and therefore purchase the item less often.¹⁴⁷

2.6.4.2. Using Bonus Packs Effectively

Bonus packs tend to be popular with manufacturers, retailers and customers. A retailer can build good relationship with a manufacturer that uses a bonus pack to increase brand switching and stockpiling. Retailers gain an advantage because the bonus pack is a 'bargain' or 'value' offered through the retail outlet. Customers like bonus packs because they get additional product at the same price. For ongoing products with high

¹⁴⁵ Clow, Kenneth, E. & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.352

¹⁴⁶ Clow, Kenneth, E. & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.352

¹⁴⁷ Clow, Kenneth, E. & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.353

competition, the bonus pack is one way to maintain brand loyalty and reduce brand switching at a minimal cost.¹⁴⁸

2.6.5. Price-Offs

A price-off is a temporary reduction in the price of a product to the consumer. A price-off can be physically marketed to a product. At times, the price-off is not on the actual item but on a POP display, sign, or shelf. Price-offs usually stimulate sales of an existing product. They can also entice consumers to try new products, because they reduce the financial risk of making the purchase.¹⁴⁹

2.6.5.1. Problems with Price-Off Promotions

Price-offs are easy to implement and can have a sudden impact on sales; however, they also can cause problems. While a price-off offer may have a large impact on sales, it can be devastating for profit margins because it normally takes at least a 20 percent increase in sales to offset each 5 percent price reduction. Perhaps a greater danger is that price-off programs encourage consumers to become more price-sensitive. Too many price-off offers can create a detrimental image on the firm's image.¹⁵⁰

2.6.5.2. Using Price-Off Offers Effectively

Price-off programs can be used to increase store traffic and generate sales. They work better with higher markup items and for goods that normally do not offer discounts. Loyal customers may be attracted to a price-off discount and buy to stock up but they should not be the primary targets for price-off programs. Instead, new users or customers who have drifted away to other products should be the target market.¹⁵¹

2.6.6. Planning for Consumer Promotions

In planning the consumer promotions it is vital that the promotions support the brand image and the brand positioning strategy. To ensure this occurs, it is necessary to bear in mind, the target audience of the program. Then research must be conducted to identify the core values present in the target audience as well as opinion regarding the firm's products, especially as they relate to the competition. In terms of sales promotions, consumers can be divided into three general categories: - *Promotion prone consumers* regularly respond to coupons, price-off plans, or premiums. They are not brand loyal and purchase items that are on-deal. A *brand loyal consumer* purchases only one particular

¹⁴⁸ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p 353

¹⁴⁹ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p 353

¹⁵⁰ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p 354

¹⁵¹ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p 354

brand and does not substitute regardless of any deal being offered. Few consumers are completely promotion prone or brand loyal. Instead buying is more like continuum anchored at its end by promotion proneness or brand loyalty. People tend toward one approach or the other, but sometimes lapse into the other approach. For brand loyal consumers, sales promotions can be crafted to boost sales and reinforce the firm's image.¹⁵²

2.7. Ethics and Social Responsibility in Marketing Communication

2.7.1. The Role of Marketing Communication in Society

The goals of an Integrated Marketing Communication (IMC) program are to inform, persuade and listen to all stakeholders. The listening component makes IMC a more socially responsible form of marketing communication than just using advertising or direct marketing. Unfortunately, most companies have been relatively ineffective when it comes to listening. For this reason, there is often a clash between social concerns and business practices on many issues such as the environment, social values, and designed obsolescence.¹⁵³

Regarded as a form of communication, advertising has been criticized for playing on emotions, simplifying real human situations into stereotypes, exploiting anxieties, and employing techniques of intensive persuasion that amount to manipulation. Many social critics have stated that advertising is essentially concerned with exalting the materialistic virtues of consumption by exploiting achievement drives and emulative anxieties, employing tactics of hidden manipulation, playing on emotions, maximizing appeal and minimizing information.¹⁵⁴

2.7.2. Does Marketing Communication Mirror or Shape Society

A decades-old debate concerns the degree of influence that MC has on customers and society as a whole. Critics say that advertising in particular, because of its creative skills and persuasiveness, has created a materialistic culture of conspicuous consumption. Not only are people persuaded to buy specific goods that they do not want or need, but brand messages also present an idealistic profile of glamorous people, opulent lifestyles and happiness, which can be had by buying the right brands. In this way, marketers shape how we live. Defenders of Marketing Communication (MC) say that companies spend billions of dollars on research to find out, what customers want? If companies could sell anything they wanted to, then why waste money on consumer research? They also argue that MC and society are intertwined and MC is as much a mirror of public opinion as it is a shaper of consumer choices. The purpose of MC, as its defenders say, is to provide information and to help customers in the brand decision process.¹⁵⁵

¹⁵² Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p 355

¹⁵³ Duncan, Tom; 2002; "IMC Using Advertising & Promotion to Build Brands" , p. 665

¹⁵⁴ Duncan, Tom; 2002; "IMC Using Advertising & Promotion to Build Brands" , p. 665

¹⁵⁵ Duncan, Tom; 2002; "IMC Using Advertising & Promotion to Build Brands" , p. 667

2.7.3. Concerns about Marketing Communication

The fact that many people have serious misgivings about marketing communication is a result of various perceptions, such as:

Sells inferior, unhealthy products. One criticism on Marketing Communication is that, it is used to sell inferior products and products that are not good for the consumers i.e. the appropriateness of promoting products that, though legal, may not be good for us.¹⁵⁶

Is done in bad taste. This is an ongoing debate in many countries, between those who want to establish standards of taste and morality in society and those who feel that open expression must be allowed and defended, even if this means people are sometimes exposed to things they find offensive. Even when brand message content is not offensive to the target audience, it can be offensive to others.¹⁵⁷

Sets unrealistic expectations. A relatively new concern over Marketing Communication is the promotion of products to people who may not be allowed to buy them.¹⁵⁸

2.7.4. Ethics and Marketing Communication

Every society has certain moral and value standards called *ethics*, that act as behavioral guidelines for its citizens. The ethics of organizations and individuals within that society are the benchmarks for determining what is right and wrong in different situations. Unlike government laws and regulations, which are specifically stated, ethics are generally not written down but rather held in social consciousness of an organization or a population. Likewise, ethical behavior is only governed by public attitudes and feelings. Ethics are important in Integrated Marketing Communications because they provide the basis for the moral choices that individuals and organizations must make in their relationships with each other.¹⁵⁹

2.7.5. Stereotyping

As our society has become more aware of its diversity, people have become more sensible to cultural, ethnic, gender, and other differences. The challenge for brands is to develop messages that strike a chord with targeted audiences without reinforcing negative stereotypes. Even when using careful planning (e.g. testing copy with focus groups comprised of members from the targeted audience), companies may still set against some people. Advertising to women can be particularly difficult because appealing to one subset may alienate other. Companies can avoid making some groups uncomfortable or even angry by selecting highly targeted media for their brand message. One-to-one media are often best for sensitive products.¹⁶⁰

¹⁵⁶ Duncan, Tom; 2002; "IMC Using Advertising & Promotion to Build Brands" , p. 669

¹⁵⁷ Duncan, Tom; 2002; "IMC Using Advertising & Promotion to Build Brands" , p. 669

¹⁵⁸ Duncan, Tom; 2002; "IMC Using Advertising & Promotion to Build Brands" , p. 669

¹⁵⁹ Duncan, Tom; 2002; "IMC Using Advertising & Promotion to Build Brands" , p. 671

¹⁶⁰ Duncan, Tom; 2002; "IMC Using Advertising & Promotion to Build Brands" , p. 672

2.7.6. Offensive Brand Messages

To get a feel for different types of commercial messages, can be explained through a continuum. On one end are the very straightforward, objective, safe messages. If a company goes too far in this direction, it can end up with brand messages that are boring or easily forgotten. On the other end, there are attention-grabbing messages. A company that goes too far in this direction can end up with messages that are too controversial and even offensive. Even marketing communication that is within legal bounds may not seem ethical or socially acceptable. While talking about offensive advertising, people often point to sex and social taboos as two areas where brand messages often cross over the line.¹⁶¹

2.7.7. Deception and Puffery

A deceptive advertisement gives a typical person a false impression that leads the individual to make a purchase.¹⁶²

The (Federal Trade Commission of United States) Deception Policy Statement emphasizes that deception must contain three elements. First, it "must be a representation, omission, or practice that is likely to mislead a consumer" The concept of deception in advertising is generally thought to mean anything that is false or misleading. More specifically, claims that are misleading only need to encourage consumers, but not actually cause consumers to act in ways that may hurt themselves. The FTC, however, defines deceptive advertising in terms of whether or not potentially deceitful advertising advocates behavior in which consumers would not otherwise engage.¹⁶³

Puffery is the use of hyperbole or exaggeration to promote a brand. Calling a product the "best" or the "finest" may be an exaggeration that cannot be proved, but the use of such words is rarely challenged.¹⁶⁴

Puffery is a tool marketers use in advertising and sales to enhance their products. The roots of puffery are generally traced back to the sixteenth century when caveat emptor (buyer beware) became the rule of business. The consumerism movement of the twentieth century has helped protect consumers in many areas, but puffery for the most part has proceeded unabated. The marketplace term for what elsewhere would simply be called an opinion statement, expressing the seller's evaluation of the advertised item. However, it also involves an added feature that does not apply outside the marketplace. By legal definition, puffery claims praise the advertised item by using subjective terms, stating no facts explicitly, and thus representing no factual content to consumers and so creating no basis for them to believe anything about the item that would affect their purchasing decision. Puffery is generally defended by suggesting that reasonable

¹⁶¹ Duncan, Tom; 2002; "IMC Using Advertising & Promotion to Build Brands" , p. 675

¹⁶² Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.180

¹⁶³ <http://taylorandfrancis.metapress.com>, "index"

¹⁶⁴ Duncan, Tom; 2002; "IMC Using Advertising & Promotion to Build Brands" , p. 677

consumers will not believe puffery when exposed to it. The theory is that a reasonable consumer is too savvy or intelligent to believe a puff. Research indicates that puffery can be deceitful. A number of studies suggest that large numbers of consumers do believe puffed up claims made by advertisers.¹⁶⁵

Before creating and transmitting our marketing messages, advertisers should ask themselves four questions:

- 1) What lasting impact will this message have on their brand if they continue to communicate it over the long run?
- 2) What lasting impact, if any, will the message have on society at large?
- 3) Does the message appeal to the best in people and attempt to lift the human spirit?
and
- 4) What response are they trying to elicit and what macro message does that send about their society?¹⁶⁶

In the words of an advertiser, “We've all heard about "social marketing" or "moral marketing", but what I'm prescribing is "human spirit marketing". I am not talking simply about making moral or ethical marketing decisions because you wish to be *perceived* as moral or ethical, I'm prescribing a review of values so we as marketers strive to *be* moral and ethical in our professional dealings while appealing to the best in the human spirit.”¹⁶⁷

A strong sense of ethics and social responsibility in marketing these days should be a prerequisite for entry into the profession. If advertisers appeal to the best in people, then they will create more positive images of their brands, touch their target markets in ways that are emotionally uplifting, and create long-term value.¹⁶⁸

Often advertisers use clever literary devices to mislead or deceive consumers. Metonymy associates the meanings of products with their users.¹⁶⁹ For example, alcohol advertisements that show the consumers of these products surrounded by affluent people and things, suggest that those who consume their product can also be these beautiful people and have these things. Irony is another literary tool that advertisers use to deceive consumers. Words with more than one meaning can fool consumers into believing something about a product that may not be true.¹⁷⁰

¹⁶⁵ <http://www.cbfa.org>, “papers”

¹⁶⁶ <http://davedolak.com>, Apr' 17, “articles/dolak10”

¹⁶⁷ <http://davedolak.com>, Apr' 17, “articles/dolak10”

¹⁶⁸ <http://davedolak.com>, Apr' 17, “articles/dolak10”

¹⁶⁹ Stern, B. B. (1992). "Crafty advertisers": Literary versus literal deceptiveness. *Journal of Public Policy & Marketing*, pp 11, 1, 72-81.

¹⁷⁰ Berger, A. A. (1989). *Seeing is Believing: An introduction to visual communication*. Mountain View, CA: Mayfield Publishing Company.

Some consumers are more likely than others to be harmed by deceitful advertising. These consumers are often referred to as vulnerable consumers. The vulnerability of consumers can be permanent or temporary and may change with time.¹⁷¹

Society believes that vulnerable consumers need to be protected in the marketplace. If vulnerable consumers are not protected, they may possibly be cheated in market transactions. They are generally vulnerable because of some condition that they cannot control, such as age, race, or gender. These uncontrollable conditions may result in vulnerable consumers making harmful choices in the marketplace. Because of the limited ability of the vulnerable to participate in market activities, researchers argue that it is immoral for marketers to aim their promotional efforts at these vulnerable consumers.¹⁷² They classify vulnerable consumers into four categories: the physically vulnerable, cognitively vulnerable, motivationally vulnerable, and socially vulnerable.¹⁷³

Physically vulnerable consumers are unable to use products on the market because of the products' physical characteristics, such as an allergic reaction.¹⁷⁴

Motivationally vulnerable consumers are unable to resist certain temptations because of their circumstances. A parent in a store with an unruly child may find it difficult not to give in to the demands of the child.¹⁷⁵

Social situations which make consumers more likely to purchase certain products are included in the *socially vulnerable* category. Similar to this are vulnerable consumers who are not sophisticated enough to avoid making purchase decisions that are harmful, "These consumers may be gullible when encountering spurious or questionable claims about products or services".¹⁷⁶

The final category of vulnerable consumers is that of *cognitively vulnerable consumers*. These consumers do not have the ability to understand the promotional information being presented to them. Children, the elderly, and the uneducated are the most obvious examples of this group.¹⁷⁷

The conditions surrounding vulnerable consumers can contribute to their susceptibility to unscrupulous marketers. The nature of some products may make them more dangerous

¹⁷¹ Goodin, R. E. (1985). *Protecting the vulnerable*. Chicago. The University of Chicago Press.

¹⁷² Andreasen, A. R. (1993). Revisiting the disadvantaged: Old lessons and new problems. *Journal of Public Policy & Marketing*, 12, 270-275.

¹⁷³ Brenkert, G. (1998) Marketing and the vulnerable. In L. P. Hartman (Ed.), *Perspectives in Business Ethics* (pp. 515-526). Chicago. Irwin/McGraw Hill.

¹⁷⁴ Brenkert, G. (1998) Marketing and the vulnerable. In L. P. Hartman (Ed.), *Perspectives in Business Ethics* (pp. 515-526). Chicago. Irwin/McGraw Hill.

¹⁷⁵ Brenkert, G. (1998) Marketing and the vulnerable. In L. P. Hartman (Ed.), *Perspectives in Business Ethics* (pp. 515-526). Chicago. Irwin/McGraw Hill.

¹⁷⁶ Morgan, F. W. & Schuler, D. K. (1995). A framework for examining the legal status of vulnerable consumers. *Journal of Public Policy & Marketing*, 14, 2, 267-277.

¹⁷⁷ Morgan, F. W. & Schuler, D. K. (1995). A framework for examining the legal status of vulnerable consumers. *Journal of Public Policy & Marketing*, 14, 2, 267-277

for vulnerable consumers. How often the product is used is another issue for vulnerable consumers. The more often a vulnerable consumer is exposed to a product, the more likely (s)he is to suffer harm. Also the time sensitivity of promotional efforts may confuse vulnerable consumers. A salesperson who insists that a price being offered for a product is only good for today may be dismissed by a reasonable consumer as puffery, but may be believed by one who is more vulnerable. Finally, other temporary situations may occur when a vulnerable consumer is forced to make a decision about a product without the help of a trusted advisor or without the information needed to make a rational choice on her/his own. Marketers need to be careful not to take advantage of consumers in these situations. All of these vulnerable consumers are less able to defend themselves from misleading or deceitful attempts by marketers to influence their purchase behavior. Often they are not aware that they are not able to defend themselves. This makes them a very susceptible group of consumers.¹⁷⁸

The characteristics of vulnerable consumers and marketers' behavior towards them have changed in recent years. More marketers are willing to take advantage of vulnerable consumers than in the past. It is the ethical duty of marketers to not take advantage of consumers who are in these vulnerable groups. To do so would violate the ethical principle of preventing harm to consumers and potential consumers.¹⁷⁹

Persuasive advertising can erode the autonomy of the consumers' decision-making ability. Advertising suppresses the autonomy of the buyer. Persuasive advertising discourages consumers from using their cognitive skills to make a rational purchasing decision.¹⁸⁰

2.7.8. Expectations of Advertising

Advertising is capable of entering language, daydreams and intuition because of its independent existence. Advertisements are expected to exaggerate, sing praises and transform products. It has psychic energy and it fascinates, compels, consumers know they are being sold to (conscious self). Advertising reaches into the depths of personal motivation and collective feelings, using symbols to portray. Its rituals and repetition communicate with the deeper self. How consumers react to advertising has changed. It has become part of our culture. There is less suspicion nowadays and more enjoyment of, and involvement in advertising. There is a feeling of greater trust, greater marketing literacy, along with a willingness to participate, enjoy and respond, accepting exaggerations and brand praises.¹⁸¹

¹⁷⁸ Morgan, F. W. & Schuler, D. K. (1995). A framework for examining the legal status of vulnerable consumers. *Journal of Public Policy & Marketing*, 14, 2, 267-277

¹⁷⁹ <http://www.dcpres.com>, Jun 03, "page60"

¹⁸⁰ Lippke, R. L. (1989). Advertising and the social conditions of autonomy. *Business & Professional Ethics Journal*, 8, 4, 35-55.

¹⁸¹ Wilmschurst, John; 1985; "The Fundamentals of Advertising" , pp. 204-205

Consumer expectations of advertising determine consumer reactions to ads. Ads can either match or mismatch consumer expectations of advertising. These matches and mismatches with advertising expectations affect consumer judgments like brand attitude, information processing of the ad, and perceptions of the brand's position within the product category. The assumption that consumers form expectations based on prior knowledge is a central element of schema theory from psychology. Schemas are defined as cognitive structures that represent knowledge about concepts like brands, products and ads. There are two sources of consumer expectations of advertising. Firstly, consumers may use brand knowledge to form expectations of advertising. Secondly, consumer expectations of advertising may be based on knowledge about ads in a particular product category. The schema-based approach to advertising expectations is particularly relevant for explaining information processing associated with ads that match or mismatch consumer expectations. Consumer evaluation of a new brand that is congruent with the product schema is based on their attitude toward the product category.¹⁸²

Today another important expectation of consumer is concerning the social responsibility reflected in the company's advertisements. Social responsibility is the obligation an organization has to be ethical, accountable and reactive to the needs of the society. This definition suggests that socially responsible firms undertake two things: (1) eliminate negatives and (2) doing positives. In general business experts agree that socially responsible firms are more likely to thrive and survive in the long-term. Companies engaged in positive activities generate quality publicity and customer loyalty. Firms that work strongly towards reductions in unfair practices, pollution, harassment and other negative activities are more likely to stay out of the court and suffer negative word-of-mouth by dissatisfied customers.¹⁸³

2.8. Terminologies, Models and Frameworks

2.8.1 Brand Personality

A brand personality is the specific mix of human traits that may be attributed to a particular brand. Many marketers use a concept related to personality- a person's *self-concept* (also called *self image*). The basic self-concept premise is that people's possessions contribute to and reflect their identities; that is, 'we are what we have'. Thus in order to understand consumer behavior, the marketer must first understand the relationship between consumers self concept and possessions.¹⁸⁴

Brand personality comprises of the elements that have normally been used to identify a brand, but in today's marketing climate, the term 'personality' has come into vogue. Market researchers have begun asking questions such as "what animal does the brand remind you of?", or what movie celebrity would you associate with this brand?" indeed, the word personality best describes brands better than any other. Brands do take on a

¹⁸² <http://www.emir.aur.nl>, Jun' 06, "Joost Loef, "Incongruity between Ads and Consumer Expectations"

¹⁸³ Clow, Kenneth, E & Baack, Donald; "Integrated Advertising, Promotion, & Marketing Communications", 2nd Edition, p.413

¹⁸⁴ Kotler, Armstrong; "Principles of Marketing", 10th edition, pp 190,191

persona based in part on the brand's application, but also on the attributes and elements associated with the brand. The major elements that contribute to the brand's personality are name, logo, slogan, style (graphical, vocal, musical, pace), character(celebrity spokesperson, cartoon icon etc), packaging, advertising(message, media, presentation), promotions(events, activities, cause marketing etc), promotional material and publicity.¹⁸⁵

2.8.2 Brand Asset

The most ambitious effort to measure brand equity across products, termed the Brand Asset Valuator, is that of Young & Rubicam (Y&R) a major global advertising agency. Each brand was examined using a thirty-two questionnaire that included, in addition to a set of brand personality scales, four sets of measures:¹⁸⁶

- **Differentiation Measures** how distinctive the brand is in the marketplace.
- **Relevance Measures** whether a brand has personal relevance for the respondents. Is it meaningful to him or her? Is it personally appropriate?
- **Esteem Measures** whether a brand is held in high regard and considered the best in its class. Closely related to perceived quality and the extent to which the brand is growing in popularity.
- **Knowledge-** A measure of understanding as to what a brand stands for.

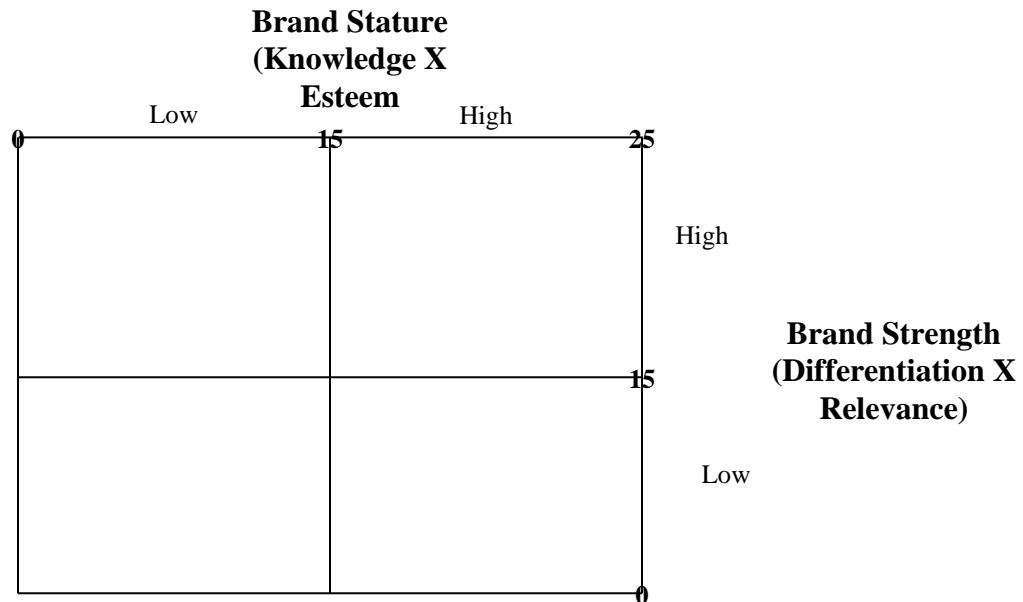


Figure 2.7: Y&R Brand Asset Evaluator

¹⁸⁵ Martin Jelsema, *Performing the Brand Audit, Signature Strategies*, p 6.

¹⁸⁶ Brand Management, Lecture Handout, compiled by Zeenat Jabbar

2.8.3 Boston Consulting Group Matrix ¹⁸⁷

The BCG Growth-Share Matrix is a portfolio planning model developed by Bruce Henderson of the Boston Consulting Group in the early 1970's. It is based on the observation that a company's business units can be classified into four categories based on combinations of market growth and market share relative to the largest competitor, hence the name "growth-share". Market growth serves as a proxy for industry attractiveness, and relative market share serves as a proxy for competitive advantage. The growth-share matrix thus maps the business unit positions within these two important determinants of profitability. ¹⁸⁸

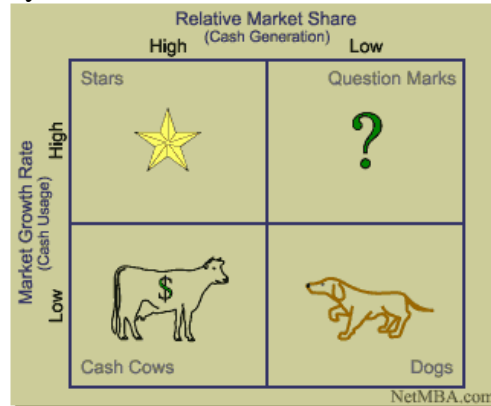


Figure 2.8: BCG Matrix
Source: <http://netmba.com>, "bcg"

The four categories are:

Dogs- Dogs have low market share and a low growth rate and thus neither generate nor consume a large amount of cash. However, dogs are cash traps because of the money tied up in a business that has little potential. Such businesses are candidates for divestiture. ¹⁸⁹

Question Marks- Question marks are growing rapidly and thus consume large amounts of cash, but because they have low market shares they do not generate much cash. The result is a large net cash consumption. A question mark (also known as a "problem child") has the potential to gain market share and become a star, and eventually a cash cow when the market growth slows. If the question mark does not succeed in becoming the market leader, then after perhaps years of cash consumption it will degenerate into a dog when the market growth declines. Question marks must be analyzed carefully in order to determine whether they are worth the investment required to grow market share. ¹⁹⁰

¹⁸⁷ <http://www.netmba.com/strategy/matrix/bcg>

¹⁸⁸ <http://www.netmba.com/strategy/matrix/bcg>

¹⁸⁹ <http://www.netmba.com/strategy/matrix/bcg>

¹⁹⁰ <http://www.netmba.com/strategy/matrix/bcg>

Stars- Stars generate large amounts of cash because of their strong relative market share, but also consume large amounts of cash because of their high growth rate; therefore the cash in each direction approximately nets out. If a star can maintain its large market share, it will become a cash cow when the market growth rate declines. The portfolio of a diversified company always should have stars that will become the next cash cows and ensure future cash generation.¹⁹¹

Cash Cows- As leaders in a mature market, cash cows exhibit a return on assets that is greater than the market growth rate, and thus generate more cash than they consume. Such business units should be "milked", extracting the profits and investing as little cash as possible. Cash cows provide the cash required to turn question marks into market leaders, to cover the administrative costs of the company, to fund research and development, to service the corporate debt, and to pay dividends to shareholders. Because the cash cow generates a relatively stable cash flow, its value can be determined with reasonable accuracy by calculating the present value of its cash stream using a discounted cash flow analysis.¹⁹²

2.8.4 FCB Planning Model

An interesting approach to analyzing the communication situation comes from the work of Richard Vaughn of the Foote, Cone & Belding advertising agency. Vaughn and his associates developed an advertising planning model by building on traditional response theories such as the hierarchy of effects model and its variants and research on high and low involvement. They added the dimension of thinking versus feeling processing at each involvement level by bringing in theories regarding brain specialization. The right/left brain theory suggests the left side of the brain is more capable of rational, cognitive thinking, while the right side is more visual and emotional and engages more in the affective (feeling) functions. Their model, which became known as the FCB grid, delineates four primary advertising planning strategies: informative, affective, habit formation and satisfaction as well as the most appropriate variant of the alternative response hierarchies. (See Figure 2.9)¹⁹³

Vaugh suggests that the *informative strategy* is for highly involving products and services where rational thinking and economic considerations prevail and the standard learning hierarchy is the appropriate response model. The affective strategy is for highly involving/feeling purchases. For these types of products, advertising should stress psychological and emotional motives such as building self-esteem or enhancing one's ego or self-image.¹⁹⁴

The *habit formation strategy* is for low-involvement/thinking products with such routinized behavior patterns that learning occurs most often after a trial purchase. The response process for these products is consistent with a behaviorist learning-by-doing

¹⁹¹ <http://www.netmba.com/strategy/matrix/bcg>

¹⁹² <http://www.netmba.com/strategy/matrix/bcg>

¹⁹³ Belch, Belch; "Advertising and Promotion", 5th edition, p. 14

¹⁹⁴ Belch, Belch; "Advertising and Promotion", 5th edition, p. 15

model. The *self-satisfaction strategy* is for low-involvement/feeling products where appeals to sensory pleasures and social motives are important. Again, the do-learn-feel or do-learn hierarchy is operating, since product experience is an important part of the learning process. Vaughn acknowledges that some minimal level of awareness (passive learning) may precede purchase of both types of low-involvement products, but deeper, active learning is not necessary. This is consistent with the low-involvement hierarchy that is learn-do-feel.¹⁹⁵

The FCB grid provides a useful way for those involved in the advertising planning process, such as creative specialists, to analyze consumer/product relationships and develop appropriate promotional strategies. Consumer research can be used to determine how consumers perceive products or brands on the involvement and thinking/feeling dimensions. This information can be used to develop effective creative options such as using rational versus emotional appeals, increasing involvement levels, or even getting consumers to evaluate a think-type product on the basis of feelings.¹⁹⁶

	Thinking	Feeling
High Involvement	<p>1. Informative (thinker) Car-house-furnishings-new products Model: Learn-feel-do Possible implications Test: Recall, Diagnostics Media: Long copy format Reflective vehicles Creative: Specific information</p>	<p>2. Affective (feeler) Jewelry-cosmetics-fashion apparel-motorcycles Model: Feel-learn-do Possible implications Test: Attitude change, Emotional arousal Media: Large space, Image specials Creative: Executional impact</p>
Low Involvement	<p>3. Habit formation (doer) Food-household items Model: Do-learn-feel Possible implications Test: Sales Media: Small space ads 10 second I.D.'s Radio; POS Creative: Reminder</p>	<p>4. Self-satisfaction (reactor) Cigarettes-liquor-candy Model: Do-feel-learn Possible implications Test: Sales Media: Billboards Newspapers POS Creative: Attention</p>

Figure 2.9: The Foot, Cone & Belding (FCB) Grid
Source: Belch and Belch, 1998, pg 15

¹⁹⁵ Belch, Belch; “Advertising and Promotion”, 5th edition, p. 15

¹⁹⁶ Belch, Belch; “Advertising and Promotion”, 5th edition, p. 15

Chapter 3 : RESEARCH METHODOLOGY

3.1 Defining Marketing Research

Marketing research is defined as the systematic and objective process of generating information to aid in making marketing decisions. This process includes specifying what information is required, designing the method for collecting information, managing and implementing the collection of data, analyzing the results and communicating the findings and their implications.¹⁹⁷

3.2 Research Method

Methodology is a prerequisite to all research studies as it provides the researcher with guiding principles in the pursuit of knowledge. However, in order for these principles to be useful, they must be consistent with the research problems being discussed as well as with the study's propositions. If not, their guidance will lead to questionable results in which case the purpose of the study will not be attained. In light of this, the following chapter discusses some of the different methodology tools available, after studying which, the appropriate research method will be presented.¹⁹⁸

3.3 Research Objectives

The major objectives of this dissertation are to study:

- ✓ the effectiveness of various advertising strategies for fairness creams;
- ✓ to determine how far can the fairness creams diversify from their core fairness proposition;
- ✓ to explore the extent of ethical and social responsibility in marketing communications;
- ✓ to analyze the positioning strategies of Fair & Lovely since its launch and evaluate how these strategies have helped the brand in connecting with the Pakistani consumer;
- ✓ to find out the perception of fairness creams advertisements in the consumers mind and what persuades them to buy these;
- ✓ to explore whether a change in the positioning strategy of fairness creams will help in increasing their brand prestige.

¹⁹⁷ Zikmund; 1997; "Exploring Marketing Research" , p. 4

¹⁹⁸ <http://handels.gu.se>, Aug' 02, "gbs_thesis_2002_12.pdf"

3.4 Steps in Research Design Process

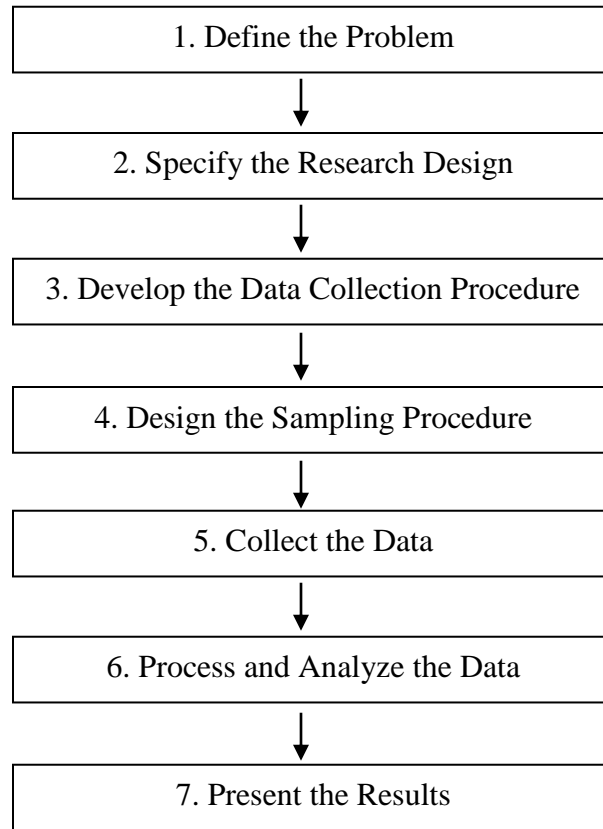
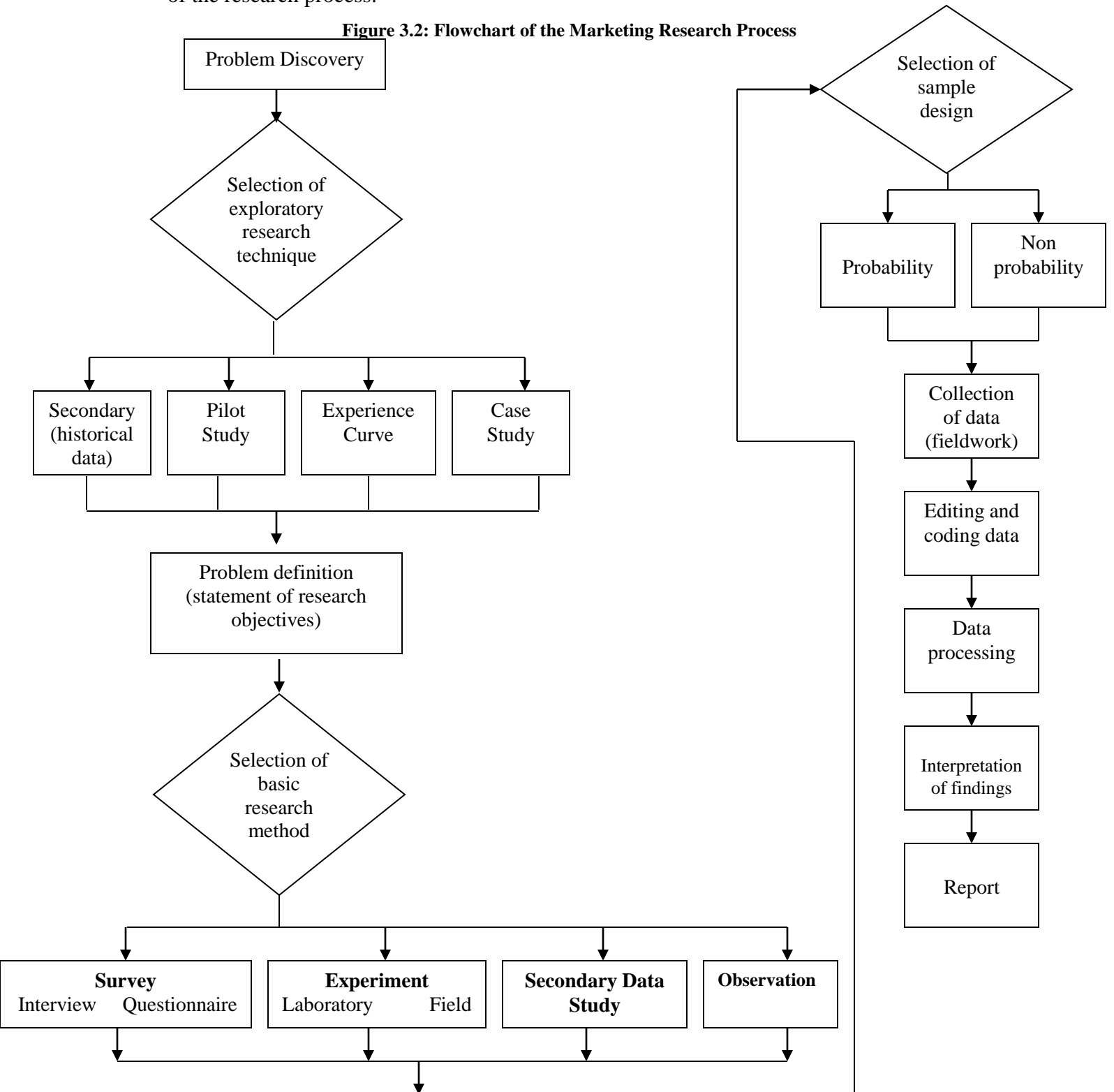


Figure 3.1: Steps in Research Design Process
Source: <http://arches.uga.edu>, Aug'02, "jdnes/research.doc"

Marketing research, like all other forms of scientific inquiry, involves a sequence of highly interrelated activities. The researcher must choose among a number of alternatives during each stage of the research process. Figure 3.2 shows a more elaborate illustration of the research process.

Figure 3.2: Flowchart of the Marketing Research Process



Source: Zikmund; 1997; “Exploring Marketing Research”, p. 56

3.5 Defining the Problem

3.5.1 Problem Definition

Problem definition is the indication of a specific marketing decision area that will be clarified by answering some research questions. This is the stage in which the researcher seeks to identify a clear-cut statement of the problem or opportunity. Problem definition is the most critical part of the research process. Unless the problem is properly defined, the information produced by the research is unlikely to have any value. An orderly definition of the research problem lends a sense of direction to the investigation. If the purpose of the research is clear, the chances of collecting necessary and relevant information and omitting surplus information will be much greater.¹⁹⁹

3.5.2 Hypothesis Development

A hypothesis is an unproven proposition or supposition that tentatively explains certain facts or phenomenon; a probable answer to a research question.²⁰⁰

In the light of the topics discussed under the literature review, the following hypothesis statements have been formulated:

H1: Consumers look for prestigious brands in personal care products, therefore companies need to position themselves as prestigious brands.

H2: The advertising strategies, in general, used by competitors in fairness cream sector are unethical in nature.

3.6 Specifying the Research Design

Researchers have found it useful to consider three general categories of research based on the type of information required. These are:

- i. **Exploratory Research:** initial research conducted to clarify and define the nature of a problem.²⁰¹

Pilot Studies

This is a category of exploratory research that covers a number of diverse research techniques. Pilot study is a collective term for any small-scale exploratory research technique that uses sampling, but does not apply rigorous standards. Thus, a pilot study is a research project that involves sampling, but it relaxes the rigorous standards used to obtain precise, quantitative estimates from large, representative samples. A pilot study generates primary data, but usually for qualitative analysis. This characteristic distinguishes pilot studies from research

¹⁹⁹ Zikmund; 1997; "Exploring Marketing Research" , pp 51, 57, 107

²⁰⁰ Zikmund; 1997; "Exploring Marketing Research" , p. 112

²⁰¹ Zikmund; 1997; "Exploring Marketing Research" , p. 51

that gathers background information using secondary data. Some researchers refer to pilot studies than generate qualitative information as qualitative research. The primary data usually come from consumers or other subjects of ultimate concern rather than from knowledgeable experts.²⁰²

- ii. **Descriptive Research:** is focused on the accurate description of the variables in the problem model. It is the research approach designed to describe characteristics of a population or phenomenon. Accuracy is of paramount importance in descriptive study. Unlike exploratory research, descriptive studies are based on some previous understanding of the research problem.²⁰³
- iii. **Casual Research:** this is the research conducted to identify cause-and-effect relationships among variables. In casual studies researchers typically have an expectation about the relationship to be explained, such as predicting the influence of price, packaging, and advertising and the like on sales. Thus researchers must be quite knowledgeable about the subject.²⁰⁴

3.6.1 The Selected Research Design

After studying the three models mentioned above, the suitable research design for the dissertation is *exploratory research*.

3.6.2 Justification for Conducting Exploratory Research

This approach has been chosen as it has the goal of formulating problems more precisely, clarifying concepts, gathering explanations, gaining insight, eliminating impractical ideas, and forming hypotheses. Exploratory research can be performed using a literature review, surveying certain people about their experiences, focus groups, and case studies. Exploratory research is characterized by its flexibility as it can combine many different ways for data gathering including questionnaires, focus groups, interviews.²⁰⁵

The above mentioned design has been selected as the study is not intended to be restricted to quantitative research. Exploratory approach is flexible to accommodate both qualitative and quantitative researches. It has the following characteristics:²⁰⁶

- Less structured/more flexible;
- Usually small sample sizes involved;

²⁰² Zikmund; 1997; “Exploring Marketing Research” , p. 133

²⁰³ Zikmund; 1997; “Exploring Marketing Research” , pp. 51,52

²⁰⁴ Zikmund; 1997; “Exploring Marketing Research” , p. 52

²⁰⁵ <http://quickmba.com>, Jul '27, “/marketing/research”

²⁰⁶ <http://bm.ust.hk>, Aug '02, “ProblemDefinition_ResearchDesign.ppt#12”

The purpose of exploratory research is intertwined with the need for a clear and precise statement of the recognized problem. Researchers conduct exploratory research for three interrelated purposes;²⁰⁷

- i. Diagnosing a situation;
- ii. Screening alternatives;
- iii. Discovering new ideas.

i. Diagnosing a Situation

Exploratory research helps diagnose the dimensions of problems so that successive research projects will be on target; it helps set priorities for research. In some cases exploratory research helps orient management by gathering information on an unfamiliar topic.²⁰⁸

ii. Screening Alternatives

When several opportunities arise, such as numerous new product ideas, exploratory research may be used to determine the best alternative. Concept testing is a frequent reason for conducting exploratory research. It is a general term for many different research procedures, all of which have the same purpose: to test some sort of stimulus as a proxy for new, revised, or repositioned product or service.²⁰⁹

iii. Discovering New Ideas

Marketers often conduct exploratory research to generate new ideas for products, advertising copy, and so on. One goal of exploratory research is to first determine what problems consumers have with a product category.²¹⁰

3.6.3 Nature of Research

3.6.3.1 Quantitative Research

Quantitative research uses methods adopted from the physical sciences that are designed to ensure objectivity, generalization and reliability. These techniques cover the ways research participants are selected randomly from the study population in an unbiased manner, the standardized questionnaire or intervention they receive and the statistical methods used to test predetermined hypotheses regarding the relationships between specific variables. The researcher is considered external to the actual research, and results are expected to be replicable no matter who conducts the research.²¹¹

²⁰⁷ Zikmund; 1997; “Exploring Marketing Research” , p. 127

²⁰⁸ Zikmund; 1997; “Exploring Marketing Research” , p. 127

²⁰⁹ Zikmund; 1997; “Exploring Marketing Research” , p. 127

²¹⁰ Zikmund; 1997; “Exploring Marketing Research” , p. 127

²¹¹ <http://www.social-marketing.com>, Aug’ 03, “research.html”

The strengths of the quantitative paradigm are that its methods produce quantifiable, reliable data that can be generalized to some larger population. The greatest weakness of the quantitative approach is that it de-contextualizes human behavior in a way that removes the event from its real world setting and ignores the effects of variables that have not been included in the model.²¹²

3.6.3.2 Qualitative Research

Qualitative research methodologies are designed to provide the researcher with the perspective of target audience members through immersion in a culture or situation and direct interaction with the people under study. Qualitative methods used in social marketing include observations, in-depth interviews and focus groups. These methods are designed to help researchers understand the meanings people assign to social phenomena and to elucidate the mental processes underlying behaviors. Hypotheses are generated during data collection and analysis, and measurement tends to be subjective. In the qualitative paradigm, the researcher becomes the instrument of data collection, and results may vary greatly depending upon who conducts the research.²¹³ Also another advantage of using qualitative methods is that they generate rich, detailed data. A disadvantage is that data collection and analysis may be labor intensive and time-consuming.²¹⁴

The benefits of combining both types of research include:²¹⁵

- research development (one approach is used to inform the other, such as using qualitative research to develop an instrument to be used in quantitative research)
- Increased validity (confirmation of results by means of different data sources)
- Complementation (adding information, i.e. words to numbers and vice versa)
- Creating new lines of thinking by the emergence of fresh perspectives and contradictions.

3.6.4 Limitations of Qualitative Methods

Most of the limitations of these qualitative methods stem from the susceptibility of the results to misuse, rather than inherent shortcomings. There is a great temptation among many managers to accept small-sample exploratory results as sufficient for their purposes, because they are so compelling in their reality. The dangers of accepting the unstructured output of a focus group or a brief series of informal interviews are twofold. First, the results are not necessarily representative of what would be found in the population, and hence cannot be projected. Second, there is typically a great deal of ambiguity in the results. The flexibility that is the hallmark of these methods gives the moderator or interviewer great latitude in directing the questions; similarly, an analyst with a particular point of view may interpret the thoughts and comments selectively to support that view. In view of these pitfalls, these methods should be used strictly for

²¹² <http://www.social-marketing.com>, Aug' 03, "research.html"

²¹³ <http://www.social-marketing.com>, Aug' 03, "research.html"

²¹⁴ <http://www.social-marketing.com>, Aug' 03, "research.html"

²¹⁵ http://uk.geocities.com/balihar_sanghera/ipsrmehrigiulqualitativequantitativeresearch.html

insights into the reality of the consumer perspective and to suggest hypothesis for further research.²¹⁶

3.6.5 Justification for Using both Quantitative and Qualitative Approaches

The topic of dissertation is such that it focuses on a social phenomenon prevalent in the Pakistani society and hence the research cannot solely rely on statistics and quantitative data. Direct observations, informal interviews/focus groups will help greatly in knowing general public opinion and new dimensions that might not be obtained from close-ended questions asked in the survey form.

Moreover the purpose of qualitative research is to find out what is in the consumer's mind. It is done in order to access and also get a rough idea about the person's perspective. Feelings, thoughts, intentions, and behavior are a few of the things that can be obtained only through qualitative data collection methods.²¹⁷

On the other hand qualitative research is more objective and provides valid, accurate results. Thus integrating quantitative and qualitative research methods lends depth and clarity to the research. This combination of approaches is necessary because of the wide range of data needed to develop effective recommendations.

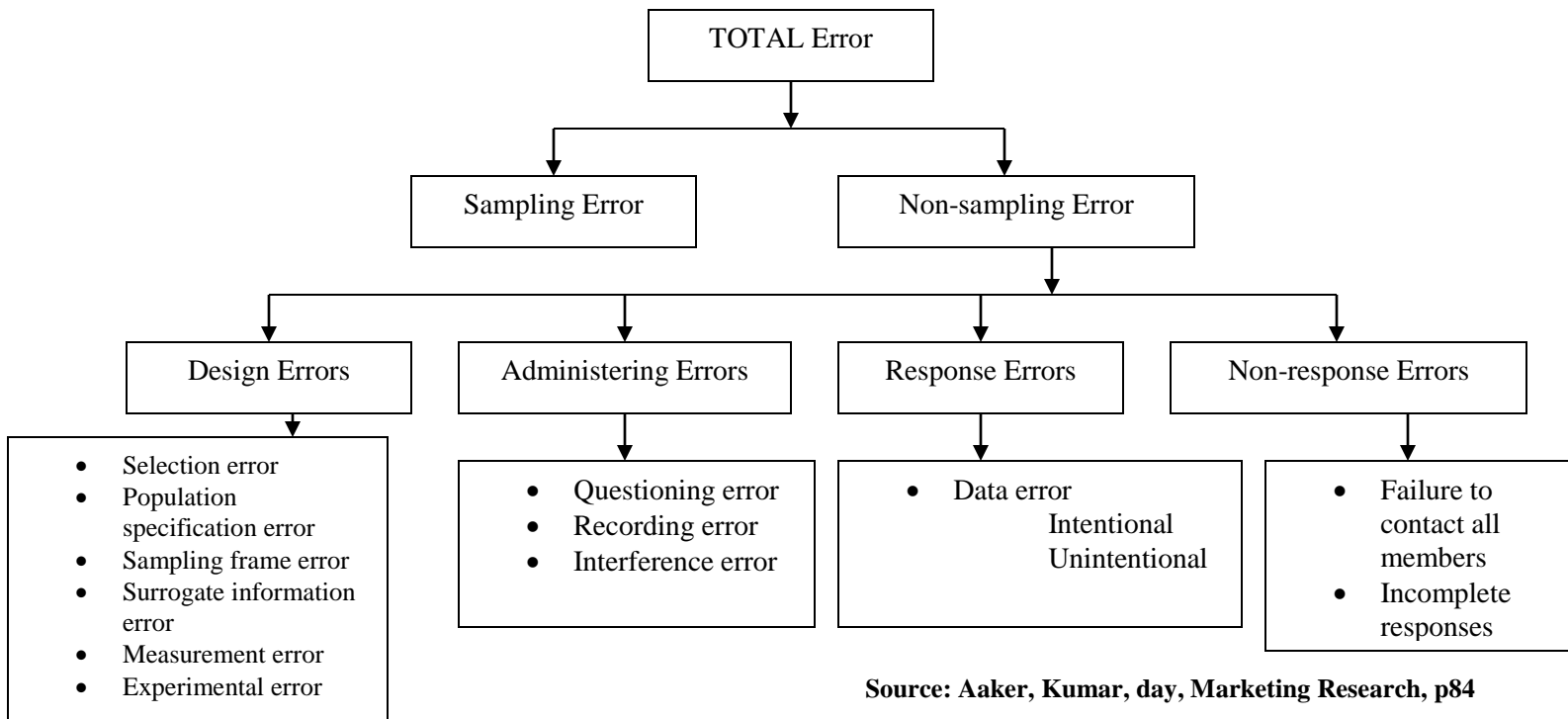
²¹⁶ Aaker, Kumar, Day; "Marketing Research", pp. 209,210

²¹⁷ Aaker, Kumar, Day; "Marketing Research", p 189

3.7 Common Errors made in Research

The usefulness of a research project depends on the overall quality of the research design and on the data collected and analyzed based on the overall design. Several potential sources of error can affect the quality of a research process. The errors can influence the various stages of research process and result in inaccurate or useless research findings. Figure 3.3 presents an overview of the various types of errors that can affect a research design, with a brief description of each type.²¹⁸

Figure 3.3: Errors in Research Design



²¹⁸ Aaker, Kumar, Day; “Marketing Research”, p 84

3.8 Developing the Data-Gathering Methods

Marketing research falls into two main categories: primary research and secondary research. Primary research is original work done with the particular study objectives in mind. Secondary research is the use of previously existing resources to meet the research goals.²¹⁹

3.8.1 Sources of Primary Data

3.8.1.1 Structured Questionnaire Surveys

This is a method of primary data collection in which information is gathered by communicating with a representative sample of people. The type of information gathered in surveys varies considerably depending on its objectives. Identifying characteristics of target markets, measuring consumer attitudes, and describing consumer purchasing patterns are most common survey objectives. Surveys provide a quick, inexpensive, efficient, and accurate means of accessing information about a population. The growth of survey research is related to the simple idea that to find out what consumers think, one should ask them.²²⁰

This method will be used because a well-prepared questionnaire helps in accomplishing the research's objectives. Also a questionnaire is a formalized instrument for asking information directly from a respondent concerning behavior, demographic characteristics, level of knowledge, and/or attitudes, beliefs, and feelings.²²¹ The respondents will comprise of both users and non-users of Fair & Lovely. Questions will be close-ended/structured as they are easier to answer, take less time, require less effort by the interviewer, and they make tabulation and analysis easier.²²²

3.8.1.2 Direct Observation

Direct observation can produce a detailed record of events that occur or what people actually do. The observer plays a passive role; that that is, there is no attempt to control or manipulate a situation-the observer merely records what occurs. Many types of data can be obtained more accurately through direct observation than by questioning. In many case direct observation is the only or the most straightforward form of data collection.²²³

Regardless of how the observation is structured, it is desirable that the respondents not be aware of the observer. Once conscious of being observed, people may alter their behavior, but in very unpredictable ways.²²⁴

²¹⁹ <http://sitecentric.com>, Aug'03, "handbook/Excerpts/chapter2.pdf"

²²⁰ Zikmund; 1997; "Exploring Marketing Research" , pp. 192,194

²²¹ Tull, Hawkins; MARKETING RESEARCH Measurement & Method", p 63

²²² Aaker, Kumar, Day; "Marketing Research", p 317

²²³ Zikmund; 1997; "Exploring Marketing Research" , pp 256,257

²²⁴ Aaker, Kumar, Day; "Marketing Research", p. 211

3.8.1.3 Interviews

Individual in-depth interviews are interviews that are conducted face to face with the respondent, in which the subject matter of the interview is explored in depth. There are two basic types of in-depth interviews;²²⁵

- Nondirective and;
- Semi structured

In *non-directive* interviews, the respondent is given maximum freedom to respond, within the bounds of topics of interest to the interviewer. In *semi structured* or focused individual interviews the interviewer attempts to cover a specific list of topics or sub-areas. The timing, exact wording, and time allocated to each question area are left to the interviewer's discretion.²²⁶

3.8.2 Secondary Data

Secondary data are data gathered and recorded by someone else prior to (and for purposes other than) the current project. Secondary data usually are historical and already assembled. They require no access to respondents or subjects.²²⁷

Benefits	Limitations
1. Low cost.	1. Collected for some other purpose
2. Less effort expended.	2. No control over data collection.
3. Less time taken.	3. May not be very accurate
4. Sometimes more accurate than primary data.	4. May not be reported in the required form.
5. Some information can be obtained only from secondary data.	5. May be outdated.
	6. May not meet data requirements.
	7. A number of assumptions have to be made.

Table 3.1: Benefits and Limitations of Secondary Data²²⁸

3.8.3 Sources of Secondary Data

The secondary data can be obtained from a variety of sources. A few of these include:²²⁹

- Internet
- Magazines and Periodicals
- Government Publications
- Electronic Media

²²⁵ Aaker, Kumar, Day; "Marketing Research", pp. 191,192

²²⁶ Aaker, Kumar, Day; "Marketing Research", pp. 191,192

²²⁷ Aaker, Kumar, Day; "Marketing Research", p 157

²²⁸ Aaker, Kumar, Day; "Marketing Research", p 108

²²⁹ <http://sbinfocanada.about.com>, "marketresearch_3.htm"

3.8.3.1 Internet

The internet has created an international dimension to the acquisition of secondary data. The main forte of the internet is probably its advantages in researching secondary information. The greatest benefit comes from the broad scope of the internet covering virtually every topic, and it's comparably low cost. These characteristics make it a very appealing medium to use for both consumers and businesses.²³⁰

3.8.3.2 Magazines and Periodicals

Books, magazines, newspapers and periodicals found in library often are considered the quintessential secondary data source.²³¹ These are excellent inexpensive sources of information about the past, present and future. Book, magazines and newspaper provide variety of information regarding any topic of inquiry. These can be easily found in any library and often are considered the standard secondary data sources.²³²

3.8.3.3 Government Publications

Government agencies produce data prolifically. Governments collect considerable amount of information about industries. Most of the data published by federal government can be counted on for accuracy and quality of investigation. Many governments have their own surveys and research department that carry out research on a periodic basis. So much of the information is up to date.²³³

The 'Economic Survey of Pakistan' published annually by the government of Pakistan is helpful for getting facts and figures on the overall economic condition and state of the industry. Also the ministry of economic affairs and statistics publishes the population census report and other useful publications that provide information about the population demographics.²³⁴

3.8.3.4 Electronic Media

The electronic media is another way to gather information especially about products and services. The adverts and other promotional material aired on electronic media by the company help in conducting its positioning and targeting analysis. Since many companies have advertisement running on each channel, it is a good way to stay abreast with the latest products or services in the market. Radio is a cheaper medium than television, and can help advertisers target the customer on his way to work or shopping.²³⁵

²³⁰ Aaker, Kumar, Day; "Marketing Research", pp 172,173

²³¹ <http://sbinfoanada.about.com>, "marketresearch_3.htm"

²³² Lehman and Russell, "Product Management", p 68

²³³ Lehman and Russell, "Product Management", p 68

²³⁴ <http://www.statpak.gov.pk>, "publications.html"

²³⁵ <http://sbinfoanada.about.com>, "marketresearch_3.htm"

3.9 Designing the Sampling Procedure

3.9.1 Advantages of Sampling

Sampling may be useful if the population size is larger and if both the cost and time associated with obtaining information from the population is high. Sampling cuts costs, reduces labor requirements, and gathers vital information quickly.

Most properly selected samples give sufficiently accurate results. If the elements of a population are quite similar, only a small sample is necessary to accurately portray the characteristics of interest.

3.9.2 The Selected Sample Size

For the purpose of conducting this research, a sample size of 50, Rawalpindi/Islamabad based females, falling in the 13-35 age bracket has been selected. This age bracket has been selected in order to find out the views of both teenagers and adults.

3.10 Tabulation and Data Analysis

The process of analysis begins after the data has been collected. During the analysis stage several interrelated procedures are performed to summarize and rearrange the data.²³⁶ Figure 3.4 presents the research steps that follow data collection and are related to processing and analysis.

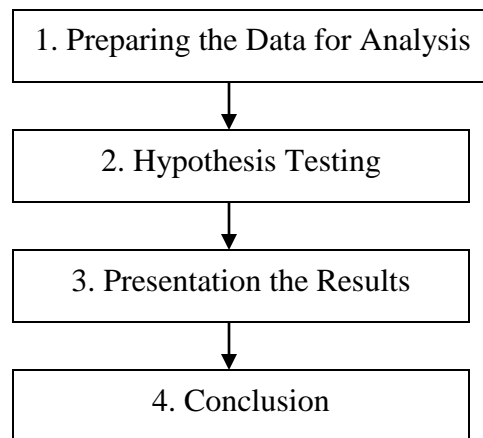


Figure 3.4: Steps in Tabulation and Data Analysis

²³⁶ Zikmund; 1997; “Exploring Marketing Research” , p. 498

3.10.1 Preparing the Data for Analysis

The raw data obtained from the questionnaires must undergo preliminary preparation before they can be analyzed using statistical techniques. The quality of the result obtained from the statistical techniques and their subsequent interpretation depend to a great degree on how well the data were prepared and converted into a form suitable for analysis. The major data preparation techniques include:²³⁷

- (1) Data editing,
- (2) Coding,
- (3) Statically adjusting the data (if required)

3.10.2 Data Editing

The role of editing process is to identify omissions, ambiguities, and errors in the responses. It should be conducted by the interviewer infield as well as just prior to data analysis. Among the problems to be identified are the following:²³⁸

Interview error: interviewers may not be giving the respondent the correct instructions.

Omissions: respondents often fail to answer a single question or a section of the questionnaire, either deliberately or inadvertently

Ambiguity: a response might not be legible or it might be unclear (which of two boxes is checked in a multiple-response system).

Inconsistencies: Sometimes two responses can be logically inconsistent.

Ineligible respondent: an inappropriate respondent may be included in the sample.

When such problems are identified, several alternatives are available. The preferred alternative, where practical, is to contact the respondent again. Another alternative, to throw out the whole questionnaire as not usable, might be appropriate if it is clear that the respondent either did not understand the survey or was not cooperating. A less extreme alternative is to throw out only the problem questions and retain the balance of the questions. A byproduct of editing process is that it helps in evaluating and guiding the interviewers; an interviewer's tendency to allow a certain type of error to occur should be detected by the editing process.²³⁹

3.10.3 Coding

For coding the close-ended questions, the researchers specify exactly how the responses are to be entered in the computer software. Each question and each multiple choice option is assigned a unique ID. Once the response values are entered into a computer file, the statistical software program can be employed to generate diagnostic information. However, before any data analysis is performed, the data have to be checked for any error

²³⁷ Aaker, Kumar, Day; "Marketing Research", p 433

²³⁸ Aaker, Kumar, Day; "Marketing Research", p 433

²³⁹ Aaker, Kumar, Day; "Marketing Research", p 434

that might have come from the process of data entry. Once the data are error free, statistical adjustments to the data can be made.²⁴⁰

3.10.4 Statistically Adjusting the Data

Many adjustments can be made to the data in order to enhance its quality for data analysis. The software helps in this process by offering its built-in procedures such as weighting, variable respecification, dummy variables, and scale transformation.²⁴¹

3.10.5 Computer Software Used

The above mentioned data preparation techniques can be easily implemented using the computer software, MS excel worksheet.

3.11 Limitations

- The data on the Pakistani personal care industry is not well-documented and the facts and figures are not available easily as compared to well documented industries like telecom, IT etc.
- The consumer survey is restricted to the population of Rawalpindi/Islamabad.

²⁴⁰ Aaker, Kumar, Day; "Marketing Research", p 434

²⁴¹ Aaker, Kumar, Day; "Marketing Research", p 434

Chapter 4 : ANALYSIS

4.1 Market Segmentation and Targeting

4.1.1 Segmentation Variables

Fair & Lovely operates in the middle-to-low income market segment. Its target market has been divided into various segments to analyze the needs of each segment distinctively. First of all behavioral segmentation has been done using the usage rate as the basis.

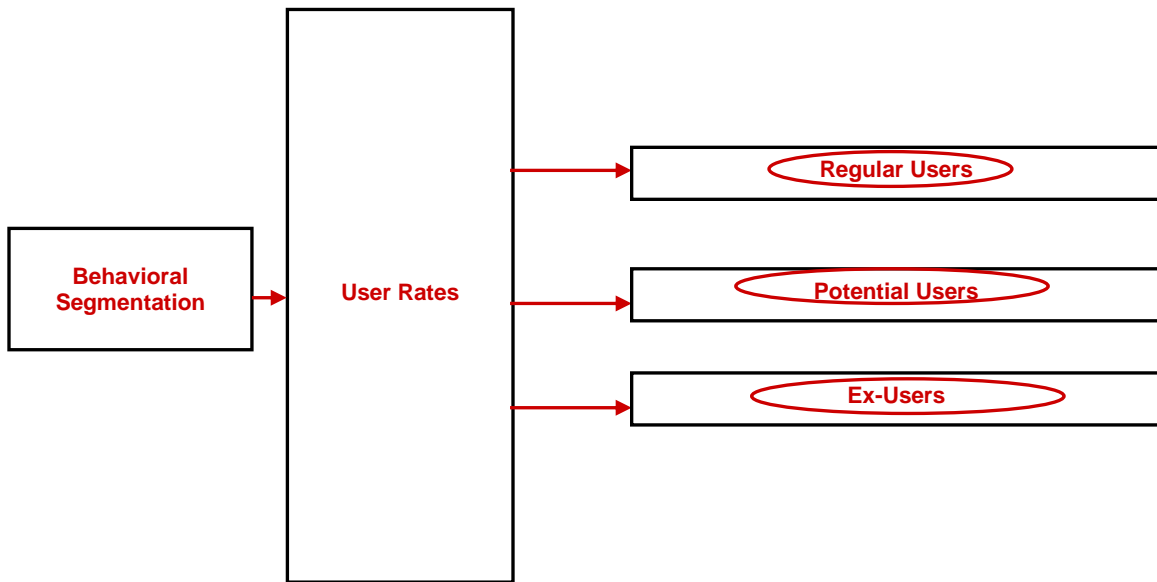


Figure 4.1: Behavioral Segmentation of Fairness Cream users

Regular Users

These consumers use fairness creams regularly for fulfilling one or more needs such as sun protection, fair skin etc.

Potential Users

The consumers falling in this category are the ones who are interested in using fairness cream because of a near future change in their lifestyles. For example a new job that would mean a daily contact with the sun, or marriage in near future can compel consumers to use the cream for changing their skin tone to a lighter one.

Ex-Users

The consumers in this segment have used fairness creams in the past but were not satisfied with their quality and found them damaging for skin. They are now interested in

herbal or products containing natural ingredients, or they are looking for better packaging and high standard product.

Next, the segments as illustrated in figure 4.1 have been further divided using **benefits** as the bases.

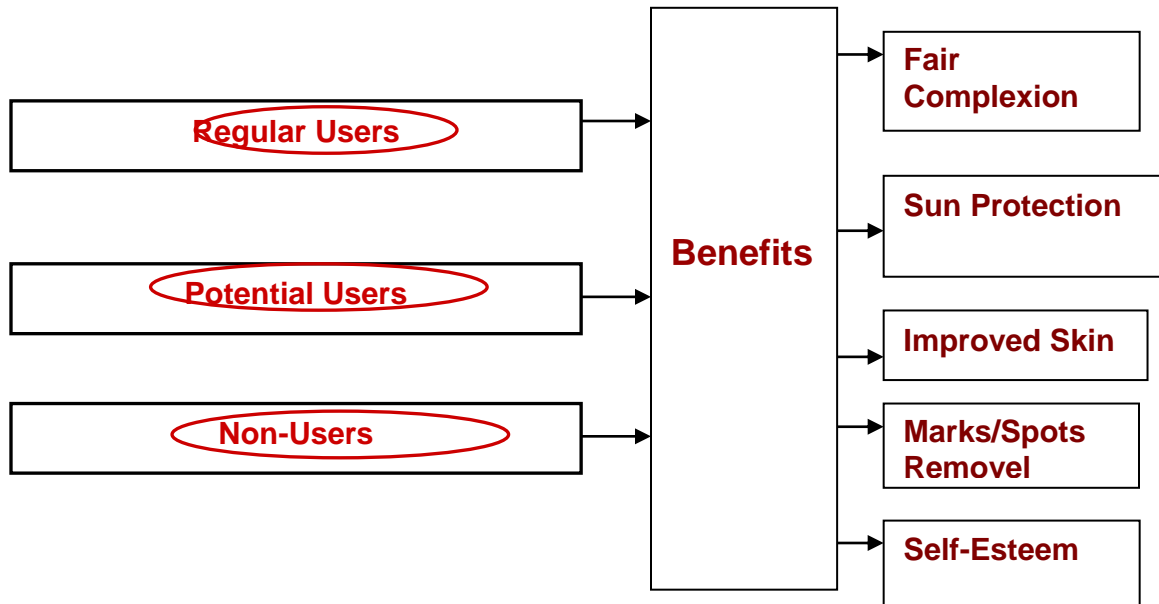


Figure 4.2: Benefit Segmentation of Fairness Creams Users

4.1.2 AIOD Framework

NEEDS	ACTIVITIES	INTERESTS	OPINIONS	DEMOGRA- PHICS	COMPETITORS
Fair Complexion	<p>Teenagers: Adventurous, Energetic, socialization</p> <p>Young Adults: Bachelors/masters degree holders, ambitious, Newly employed, Newly married</p>	Fashion, reading magazines, Sports, Entertainment, Studies, Games, Home	Peer pressure, Education, Future, Strong views about themselves, Ready to experiment with new products	Age: 13-15 , 21-25 FLC: single, Young married	English Fairness Snow, <i>BioNikhar</i> , Oriental Herbals, Ponds Fair & Young, Stillmans,
Sun Protection	<p>Working Women: Fast paced life, Educated, Ambitious, better-off independent, Concerned with reducing signs of aging; but not so concerned about specific natural or herbal ingredients</p> <p>College and University students: Socialization, popularity, hanging out with friends</p>	Fashion, Job, Family, Home, Shopping	Strong views about products, themselves, social issues, culture, future, Largely unconcerned about price and quality conscious,	Age: 16-30 FLC: single, young married, full nest I	<i>BioNikhar</i>
Herbal/natural ingredients for marks/spots removal	<p>Housewives: Managing domestic tasks/Running households, making domestic budgets and purchases, Community</p>	Family, home, Shopping, reading magazines, socializing	Planned purchasing, strong views about social issues, Worried about looking better but price/value is a concern, want effective product that reinvigorates skin and reduces signs of aging, pay attention to natural ingredients	Age: 30-35 FLC: Full Nest I	Emami Herbal Fairness Cream, Ubtan Turmeric
Self Esteem, Confidence	<p>Young adults: Bachelors/masters degree holders, ambitious, Newly employed, Newly married</p>	Peer pressure, Family	Strong views about society, social issues, future	Age:21-25 Single, young married	

Table 4.1: AIOD Framework

i. Fair Complexion

This need was found in the teenagers and young adults segment. The teenage Pakistani girls are very conscious about their complexion and view fairness as a criterion for standing out in the crowd. They also display a high level of awareness and sophistication regarding quality skin care products, owing to media such as cable and internet.

The young adults comprise of females who have just stepped into practical life and are ambitious to embark upon a career. They find fairness a means of gaining confidence in the society. Also they are part of a society where despite increased education; fairness is still considered one of the criteria for finding suitable marriage prospects. Though considered taboo, mothers encourage their daughters (who are entering a marriageable age) to use fairness products.

Both the above mentioned segments are ready to experiment with new line extensions in fairness products, provided they are of high quality.

ii. Sun Protection

This need was identified in the working women and students who are exposed to sun on a daily basis. The college/university students use sun protection creams for avoiding ultraviolet rays as well as carry it in their bags as a fad. They are proud to flaunt their peers that they use sun block on a regular basis. However they are brand conscious and do not want themselves to be associated with inferior brands. The working women are unconcerned about price and look for quality products while making a purchase decision. The working woman segment is the one, which has seen a tremendous growth in Pakistan in the late nineties. The 21st century Pakistani working woman has grown out of her long-standing image of being the homemaker. She is rubbing shoulders with men, proving herself to be equally good. Working women have their own mind in decision to purchase the products that appeal to them. Here *BioNikhar* is the only identified competitor as it is offering sun protection along with fairness promise.

iii. Marks/Spots Removal

Keeping in view the increased awareness about the harmful agents and bleach present in fairness creams, the need for pure, natural and herbal products has gained popularity. According to research, the housewives falling in the 30-35 age bracket are the most interested in using herbal products. They are interested in using herbal remedies for reducing their aging skin problems such as marks, spots removal etc.

iv. Self Esteem, Confidence

The young adults need fairness creams for improving their self-confidence and gaining appreciation from others. They believe that a fair complexion will help them achieve their destiny in life such as a sound career. It will boost their esteem so that they can face the outside world in a more confident manner without having an inferiority complex because

of to their pale skin tone. This need is prevalent in the 21-25 age bracket where peer pressure and social standards play an important role in forming opinions.

4.2 Positioning Strategy

4.2.1 Positioning Analysis

Fair & Lovely was introduced to the Pakistani consumer in the late seventies. Between 1980 and 1995, the brand was positioned as a fairness cream that would help the young women in finding the right husband. Fair skin tone was presented as an essential ingredient for getting married and living happily ever after.

In the late 90's Fair & Lovely realized the changing trends of the society. As compared to the 80's, the Pakistani women had become more broadminded, were acquiring higher education, wanted a sound career and the society had adopted a liberal attitude in general towards women's freedom and rights. This made Fair & Lovely execute a strategic shift in its positioning strategy and alter its brand image.²⁴² From the 'fairness for getting Mr. Right theme, the brand shifted to 'fairness for changing my destiny and achieving success in life'. The core benefit remained fairness but the purpose changed, keeping in view the changing psyche of the consumers. The focus was on new benefits like self-confidence, success and prosperity all brought on by fairness. Women were shown walking up the steps of the 'path to self-confidence, their 'fair skin tone opening doors to their success'.

This repositioning was communicated with a series of adverts showing talented young ladies, shy to face the world only because of their dark skin tone. After using Fair & Lovely they are able to take on challenging tasks and face the world with an added confidence. This change in positioning made a favorable impact on the brand's prestige. The change was welcomed because it elevated the status of women in the society. Keeping in view the psychology of Pakistani females, even those using Fair & Lovely for finding right husband, would never admit the real reason behind the use. Hence they all supported the new positioning and welcomed the modified concept.

At the same point in time, Fair & Lovely launched its first variant for the Pakistani market, Fair & Lovely anti-marks cream. This targeted a mature set of audience who are concerned about stretch marks, pigmentation, under-eye circles and dark spots. The packaging was changed from the trademark baby pink for youngsters to graceful silver.

It seemed that Fair & Lovely had bid farewell to the matrimonial theme and had switched over to the *career woman* one. Yet in 2005, the matrimonial theme was re-launched and the advert showed a young bride using Fair & Lovely for strengthening her marital bond. Fair & Lovely also ran an advert in 2004 for its Herbal Fairness variant showing a young girl with a dusky complexion whose family is forced to consider a proposal of an average looking boy for her as their daughter also looks like a plain Jane because of her dark skin tone.

²⁴² Refer to **Appendix B** for storyboards and narrations for Fair & Lovely's under-study campaigns.

4.2.2 Perceptual Maps

Map 1: Campaign Distinctiveness vs. Brand Prestige

This map compares the degree of attention-grabbing and interesting campaigns run by the various competitors with its impact on building their brand prestige. Campaign distinctiveness represents the efforts that the competitors put in their advertisements in order to get noticed. This attribute is important for determining the positioning strategy as it judges whether the brand is making significant advertising efforts for getting noticed in the competitive environment and has it been able to create an impression in the consumer's mind through noticeable campaigns. The brand prestige is directly affected by campaign distinctiveness. It is not necessary that a brand scoring high on campaign distinctiveness would also be high on brand prestige as bad advertising might make a brand high on distinctiveness but low on prestige. Conversely it can be that the consumers remember an advert because of its interesting execution yet do not want themselves to be associated with the brand.

Table 4.2 rates the players in the fairness cream market on a scale of 1-5 (5 being the highest and 1 the lowest). With reference to figure 4.3, players in the first quadrant have launched attractive campaigns but are low on brand prestige. Oriental Herbals has lost points on prestige because it is a fairly new player although the campaign and brand name create a favorable impression.

Although Fair & Lovely is high on campaign distinctiveness because of the catchy musical and emotional appeals that get registered in the viewer's minds, Pond's with its consistent positioning and product quality and packaging is rated high on brand prestige. Fair & Lovely loses points on prestige with Pond's because the latter has always maintained an upscale image and a consistent positioning. However Fair & Lovely has improved upon its advertising campaigns over the years (shift from matrimonial to *career woman*). Although the brand prestige has improved in comparison with the past because of line extensions and improvement in packaging yet the brand essentially has an ordinary image.

The players that have been placed in the fourth quadrant are low on both attributes. Although Stillman's is the highest rated player among all other in this quadrant, it still needs to work upon on improving its advertising strategies. The brand has scored more points on prestige as compared to advertising because of its century old presence and quality packaging. Emami does not advertise in Pakistan and the awareness is only through the adverts aired on the foreign channels. *Ubtan Turmeric Cream* advertises regularly but the campaigns do not add to the prestige because of mediocre execution mostly revolving around the matrimonial theme.

	Campaign Distinctiveness	Brand Prestige
<i>Fair & Lovely</i>	4.5	3.5
Pond's Fair & Young	4	5
<i>Ubtan Turmeric Cream</i>	2.5	2
Emami Naturally Fair	2	2.5
Stillman's Bleach Cream	3	3.5
Oriental Herbals Naturalight	4	3
<i>BioNikhar</i>	2	1.5
English Fairness Snow	1	1

Table 4.2: Rating for Campaign Distinctiveness vs. Brand Prestige

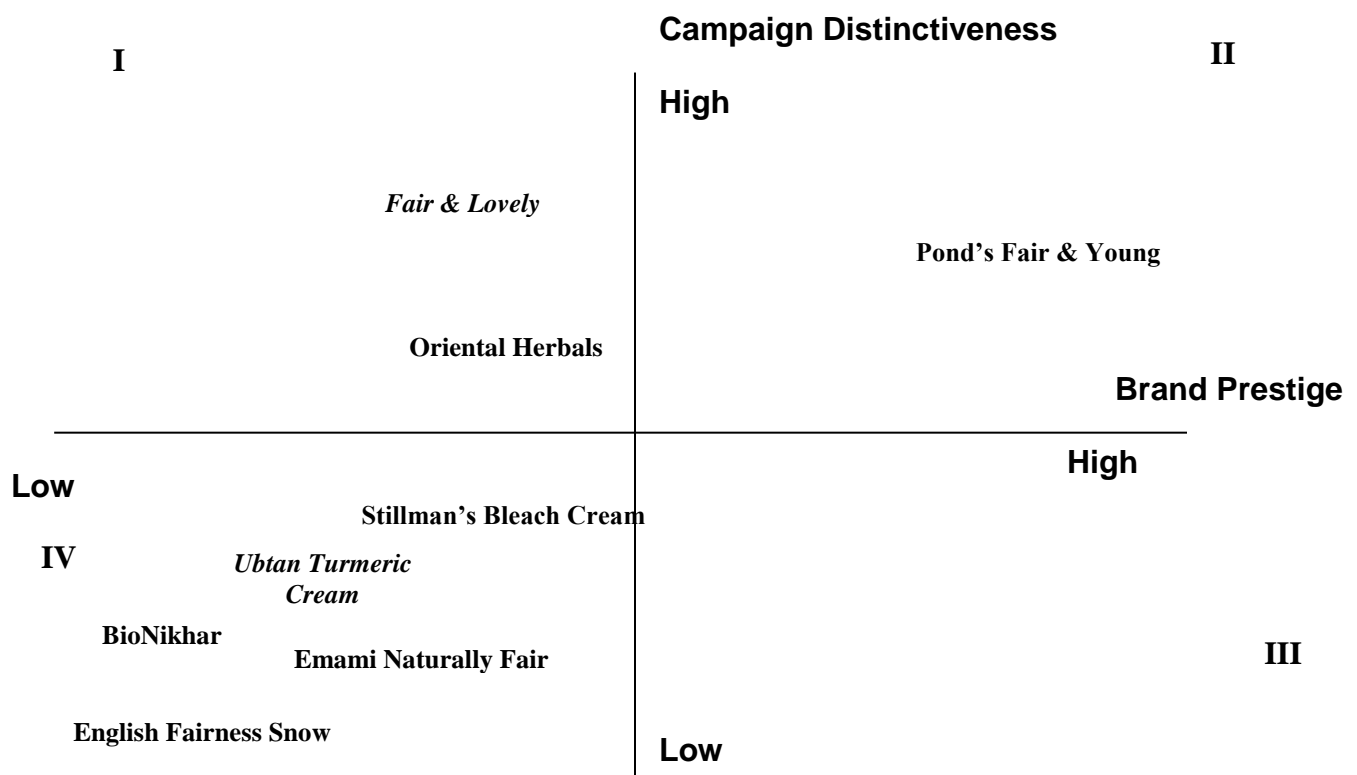


Figure 4.3: Perceptual Map: Campaign Distinctiveness vs. Brand Prestige

Map 2: Corporate Social Responsibility vs. Natural Ingredient Composition

Corporate social responsibility helps in determining the positioning strategy as it defines a company's image and personality. Companies with environmental friendly policies or those helping the less privileged create a more favorable impression on society as compared to their competitors. The natural ingredient composition is also an important attribute as the awareness of harmful bleaching agents and skin damaging ingredients in skin care products is rising among the consumers. The corporate social responsibility is enhanced if the company is also promoting itself as a one manufacturing natural harmless product, i.e. ethical in every aspect of its business. The home-made remedies and guarantees of natural, herbal ingredients have gained popularity and companies compete with each other to own the herbal positioning attribute.

According to the figure 4.4, *BioNikhar* lying in the first quadrant has imitated Fair & Lovely's scholarship program campaign and is offering financial support to female students. However it does not effectively promote the herbal ingredients (saffron and milk) that the product contains.

Over the past few years, Fair & Lovely has positioned itself on both as a socially responsible company as well as one, producing a product with no harmful bleaching or skin-damaging agents. The Fair & Lovely anti-marks cream and the herbal fairness cream have been positioned as products containing natural ingredients. The brand has also launched a scholarship program for providing financial aid to deserving college students so that they can excel in life. Hence Fair & Lovely gets the highest points on both attributes (table 4.3)

Players located in the third quadrant promise the use of natural ingredients but do not project themselves as contributing for the benefits of society. Ubtan Turmeric, Emami and Oriental Herbals promise natural ingredients and hence they have been given high rating (table 4.3).

Companies in the fourth quadrant score low on both attributes. Pond's has positioned itself as a brand that does not use herbal ingredients yet is a quality product that works well on skin. Stillman's Bleach Cream strongly promotes the bleaching ingredients and English Fairness Snow also does not use any herbs or natural extracts. In addition, Pond's, Stillman's and English Fairness Snow have not launched any programs that would position them as socially responsible companies.

	Corporate Social Responsibility	Natural Ingredient Composition
<i>Fair & Lovely</i>	5	4.5
Pond's Fair & Young	1	2.5
<i>Ubtan Turmeric Cream</i>	1	4
Emami Naturally Fair	2	4.5
Stillman's Bleach Cream	1	1
Oriental Herbals Naturalight	1	4
<i>BioNikhar</i>	4	3
English Fairness Snow	1	1

Table 4.3: Rating for Corporate Social Responsibility vs. Natural Ingredient Composition

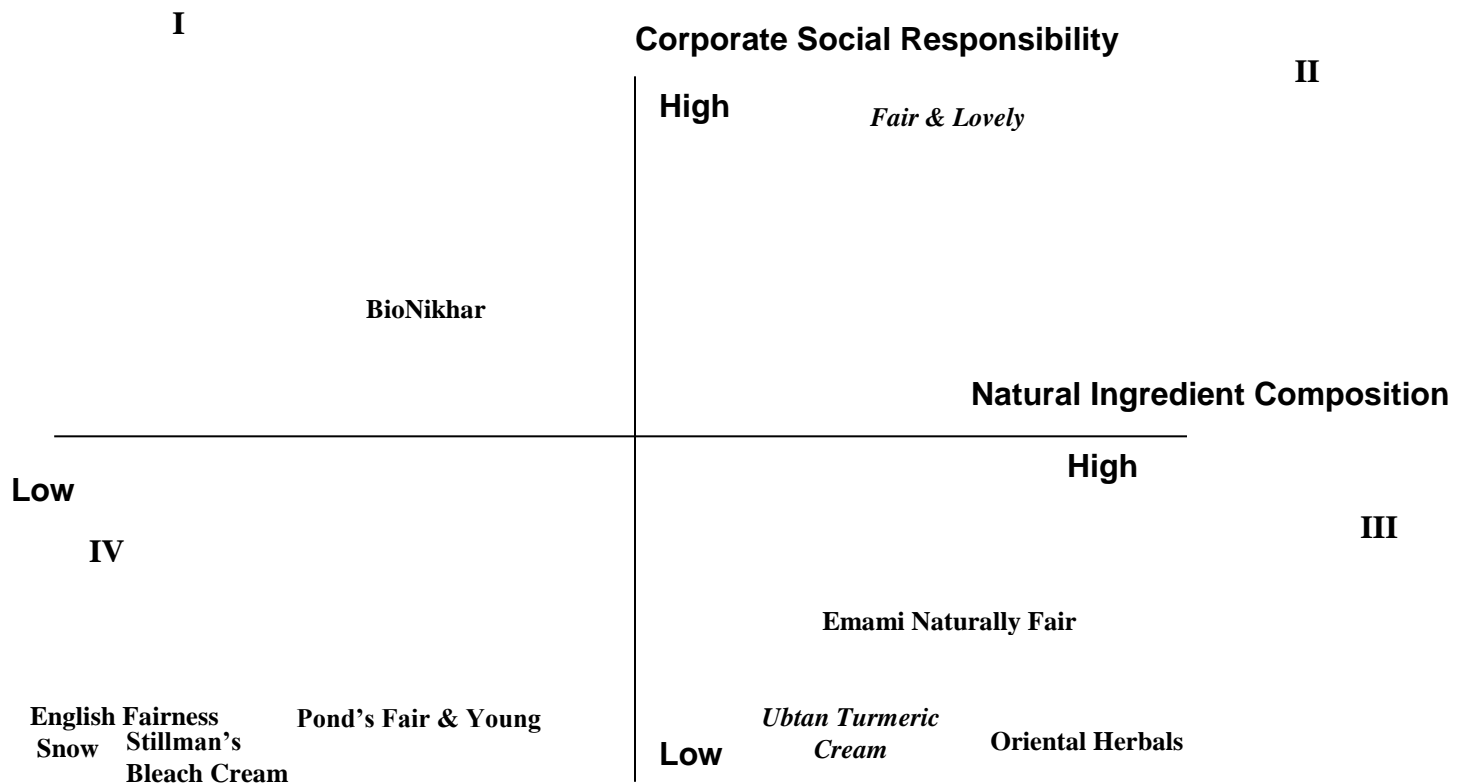


Figure 4.4: Perceptual Map: Corporate Social Responsibility vs. Natural Ingredient Composition

Map 3. Affordability vs. Popularity

This map judges whether there is a relation between affordability of fairness creams with their popularity. It studies which brands have differentiated themselves on price and whether the price is affecting their popularity. Popularity refers to brand recognition and recall. In the skin care market, the Pakistani consumers tend to judge quality of a product by looking at its price and brand name.

English Fairness Snow is the most affordable brand as compared to other players hence it has been given the highest points, followed by Emami Naturally Fair that is high on affordability but has been rated average on popularity because the only source of brand awareness has been created through the adverts aired on foreign channels and the brand does not advertise in Pakistan. On popularity Fair & Lovely has scored the highest marks as it is the most well-known brand and enjoys a top-of-mind recall in the fairness creams category.

With reference to figure 4.5, the companies in the first quadrant are high on affordability but this differentiation factor has not contributed towards increasing their popularity. This is because of factors such as unimpressive advertising, poor product packaging etc.

Companies placed in the third quadrant are high on popularity but low on affordability. Fair & Lovely with the claim of being world's no.1 fairness cream and Stillman's and Pond's with their century old presence are faring high on popularity despite their prices slightly above the players plotted in quadrant 1. Fair & Lovely and Pond's are high on popularity although Pond's is premium priced in its category.

Players in the fourth quadrant are low on both attributes. The prices are slightly high in comparison with those lying in the first quadrant but the brands are low on popularity. Oriental Herbals is a new player in the market and is in the introduction stage hence low on popularity.

	Affordability	Popularity
<i>Fair & Lovely</i>	3	5
Pond's Fair & Young	1	4.5
<i>Ubtan Turmeric Cream</i>	4	3.5
Emami Naturally Fair	4.5	3
Stillman's Bleach Cream	2	5
Oriental Herbals Naturalight	1.5	1
<i>BioNikhar</i>	4	1.5
English Fairness Snow	5	3.5

Table 4.4: Rating for Affordability vs. Popularity

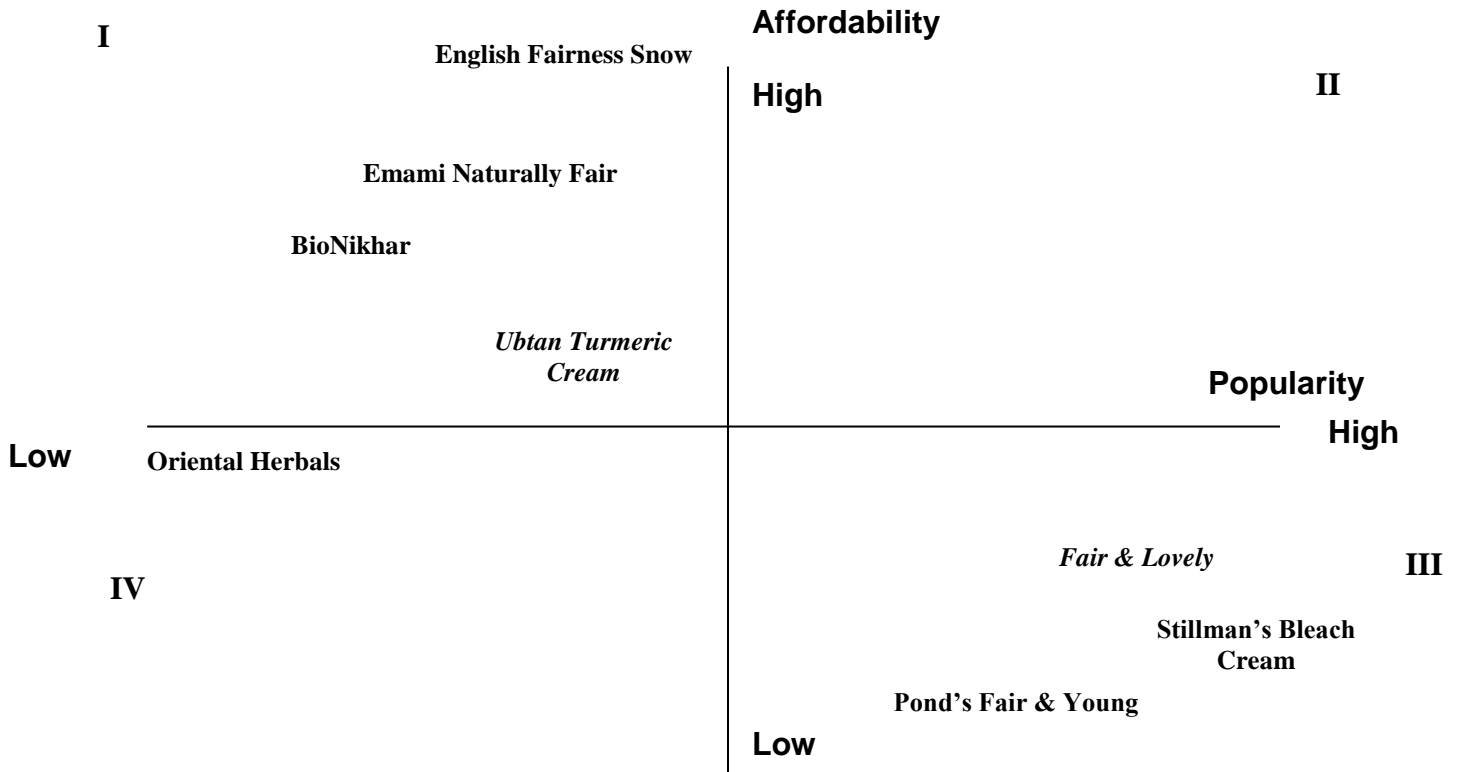


Figure 4.5: Perceptual Map: Affordability vs. Popularity

Map 4. Variety vs. Availability

This map helps in analyzing the positioning strategy by looking at the relationship between variety and line extensions offered by various brands and their availability. Variety refers to whether the brands have established themselves as complete skin care brands or they are just concentrating on the fairness proposition. The second attribute availability checks whether the variants are available easily.

Table 4.5 gives the highest score to Fair & Lovely on variety as it has the highest number of product line extensions. Fair & Lovely offers a sizeable range of fairness products, such as herbal, multivitamin, cold cream, oil-control fairness gel etc. The brand, as being manufactured by Unilever has a strong distribution network throughout Pakistan and is available easily. When Fair & Lovely was launched in the late 70's, it offered a single product, i.e. a fairness cream with sun screen. However over the past years Fair & Lovely has launched new product variants and is heading in a direction towards establishing itself as a complete skin care brand.

Fair & Lovely is followed by Pond's because of the variants like Pond's Fair & Young, White Beauty Detox, Age Spotless Detox etc.

As shown in figure 4.6, Oriental Herbals is placed in the first quadrant as it offers a sizeable variety but the brand was available at very few retail stores in Rawalpindi and Islamabad.

Pond's and Fair & Lovely plotted in the second quadrant are high on both variety and availability. Both offer a range of fairness products for many skin types.

Stillmans plotted in the third quadrant offers two variants but is high on availability as the brand has a strong distribution and is easily available on shelves. *BioNikhar* with its new scholarship campaign has also improved upon the visibility and the product has a high visibility on shelves accompanied by posters and Free Standing Inserts.

Companies in the fourth quadrant do not offer many variants and are one-for-all-skin-types creams. Also, Emami and English Fairness Snow were not available with majority of stores.

	Variety	Availability
<i>Fair & Lovely</i>	5	5
Pond's Fair & Young	4	5
<i>Ubtan Turmeric Cream</i>	2	4.5
Emami Naturally Fair	1.5	2.5
Stillman's Bleach Cream	2	5
Oriental Herbals Naturalight	4.5	1
<i>BioNikhar</i>	1	4
English Fairness Snow	2	1.5

Table 4.5: Rating for Variety vs. Availability

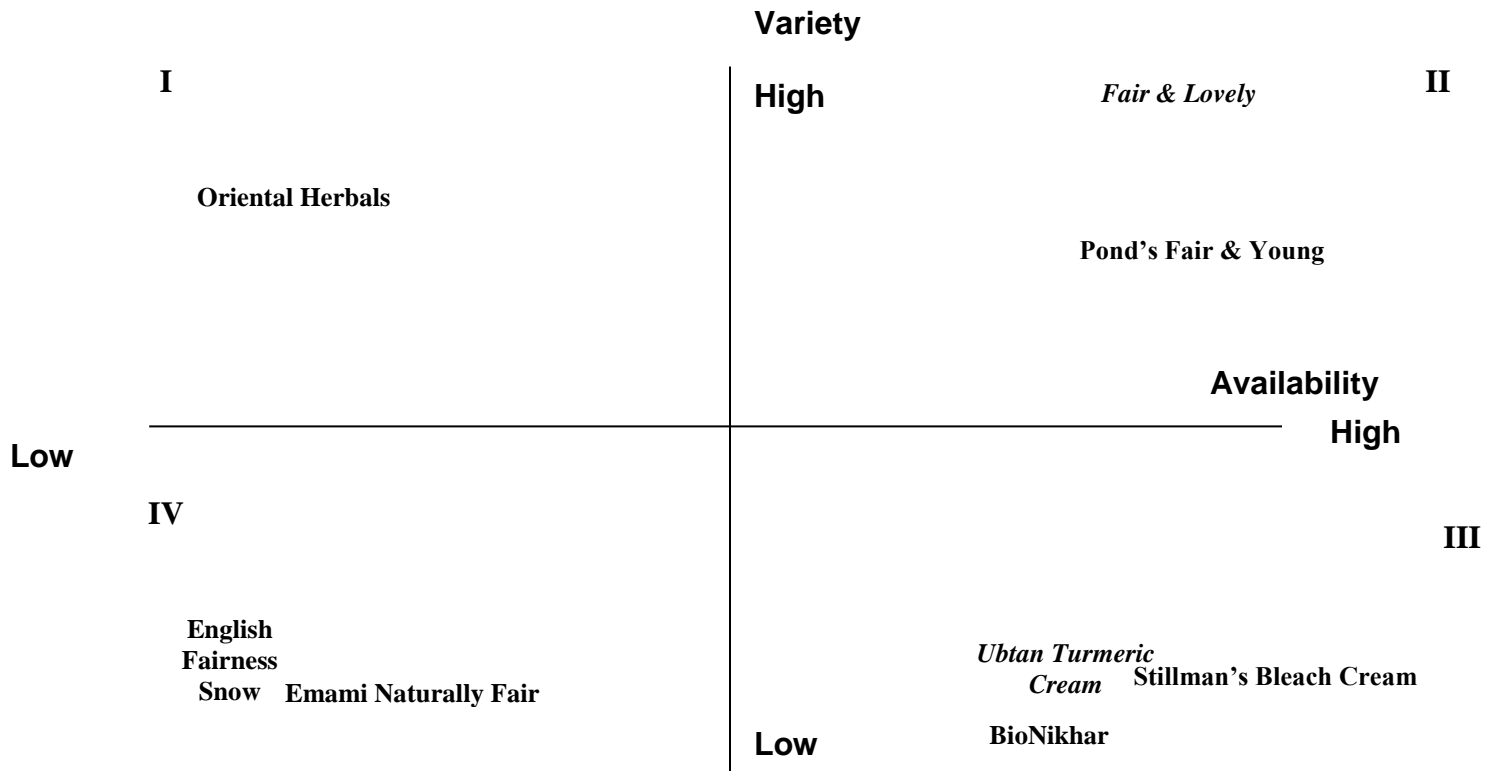


Figure 4.6: Perceptual Map: Variety vs. Availability

Map 5. R&D Efforts vs. Product Packaging

Skin care products often build a positioning on the basis of advanced R&D and breakthrough formulas as well as sleek product packaging so that a high quality perception about the product is conveyed.

As illustrated in figure 4.7 Fair & Lovely plotted in the first quadrant is doing fairly well on R&D, an evidence of which can be seen in the line extensions offered for various skin types and purposes. Since its launch Fair & Lovely has improved upon its packaging and has also conducted research to launch variants suitable for varying skin types. The reason why the brand is losing a few points with Pond's is that although Fair & Lovely also carries out research (both market and product) and development but does not advertise these efforts effectively. The packaging quality is slightly above the competitors in the fourth quadrant but is still behind Pond's.

Pond's is the highest on both attributes as it has a well-established Pond's Institute that it projects extensively. Also the product packaging in bottles is more attractive than ordinary tubes.

Stillman's lying in the third quadrant has a fine packaging but is low on R&D efforts as the brand does not mention about any special research and development efforts behind the product's formulation and only has the backing of Stillmans Company Inc. USA.

Companies in the fourth quadrant do not mention any special R&D efforts behind the formulation of their products. Also the product packaging is mediocre and does not create a vivid impression on shelf.

	R&D Efforts	Product Packaging
<i>Fair & Lovely</i>	4	3.5
Pond's Fair & Young	5	5
<i>Ubtan Turmeric Cream</i>	1.5	1
Emami Naturally Fair	1.5	2
Stillman's Bleach Cream	2.5	4
Oriental Herbals Naturalight	2.5	2.5
<i>BioNikhar</i>	1	1.5
English Fairness Snow	1	1

Table 4.6: Rating for R&D Efforts vs. Product Packaging

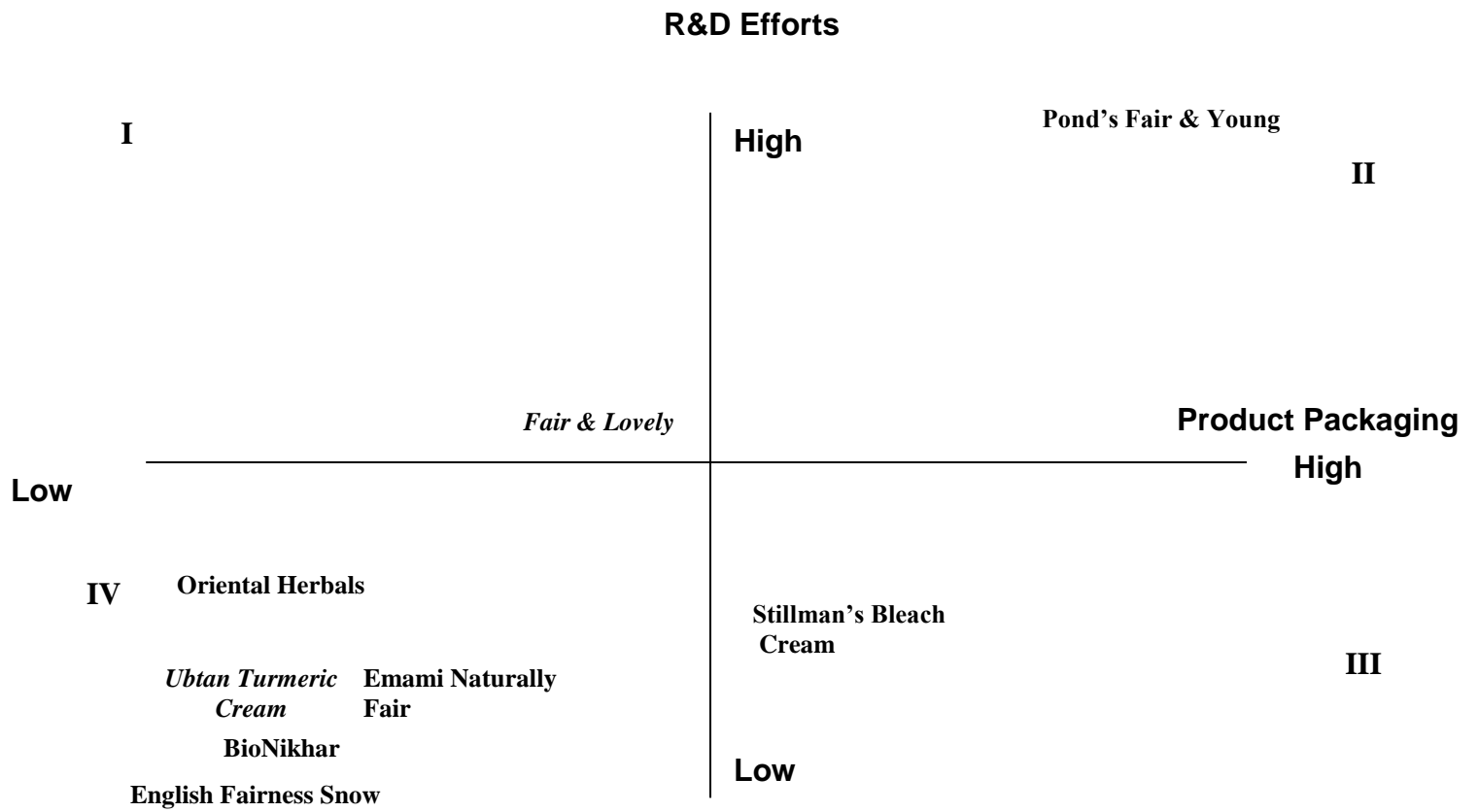


Figure 4.7: Perceptual Map: R&D Efforts vs. Product Packaging

Map 6. Self-esteem vs. Reliability

Contrary to the 80's and 90's, the positioning strategy of numerous fairness creams has shifted from the matrimonial theme towards using fairness for building self-esteem and a new confident personality. This map checks how effectively (subtly or bluntly), are the various brands playing with the fairness attribute for building self-esteem. The other attribute of reliability indicates whether the brand delivers results as it has promised and whether it is considered as a dependable and trustworthy brand among fairness creams target market.

As illustrated in figure 4.8, Pond's and Fair & Lovely plotted in the second quadrant are high on both self-esteem and reliability though Fair & Lovely scores one point less than Pond's on reliability because the latter has a high perceived quality and global brand name. Ponds is given the highest points because the brand is using the fairness attribute in a very subtle and refined manner and the advert is not hurting the self-esteem of the viewers or target market. Fair & Lovely has also shown improvement in its campaigns in the sense that and concentrating on raising the self-esteem by moving away from the typical matrimonial appeal. It is also considered to be a reliable brand in the sense that it delivers results within the specified time frame, i.e. 4 to 6 weeks. Also the brand is working on improving its reliability aspect by claiming that it does not use any harmful ingredients or bleaching agents in its products.

Stillman's is rated low on self-esteem as it is using the fairness attribute for a typical boy-meet-girl situation that is not considered reputable by the target audience (according to consumer survey). But the brand is scoring more on reliability because of its old presence and international backing.

English Fairness Snow has also not used the fairness proposition in an attractive manner. Although the advert does not demean dark skin tone and instead of 'fairness' uses words such as '*jild ki hifazat aur khoobsoortee*' (skin protection and beautification) for highlighting the benefits, yet the execution is dull and unappealing.

Ubtan Turmeric Cream explicitly defines beauty in terms of fairness and uses the matrimonial theme by showing a girl of marriageable age who thankfully gets married after the cream makes her fair. Also the packaging carries the picture of a smiling bride, a positioning with which the target market does not want to relate to anymore. This makes the brand low on self-esteem. It is scoring more marks on reliability because of certain natural ingredients like turmeric used in the formulation that attracts the target market to try the product.

Oriental Herbals is using the fairness proposition in a subtle manner and the advert concentrates on the functional benefits of the product line in an artistic manner. However the brand is low on reliability as it is a new player and is yet to develop a reliable positioning.

BioNikhar is high on both attributes because of the ‘*taleem hee mera nikhar*’ campaign that announces scholarships for deserving female students, along the lines of Fair & Lovely. *BioNikhar* is also low on reliability as it does not effectively promote the natural ingredients and the consumers do not have much awareness about them.

Emami is considered reliable but because of non-existent advertising campaigns in Pakistan, it has been unable to clearly define its positioning on using the fairness attribute for building self-esteem.

	Self-esteem	Reliability
<i>Fair & Lovely</i>	4.5	4
Pond’s Fair & Young	5	5
<i>Ubtan Turmeric Cream</i>	1	2
Emami Naturally Fair	2	4
Stillman’s Bleach Cream	1	3
Oriental Herbals Naturalight	4	2.5
<i>BioNikhar</i>	4	2
English Fairness Snow	1	1

Table 4.7: Rating for Self-esteem vs. Reliability

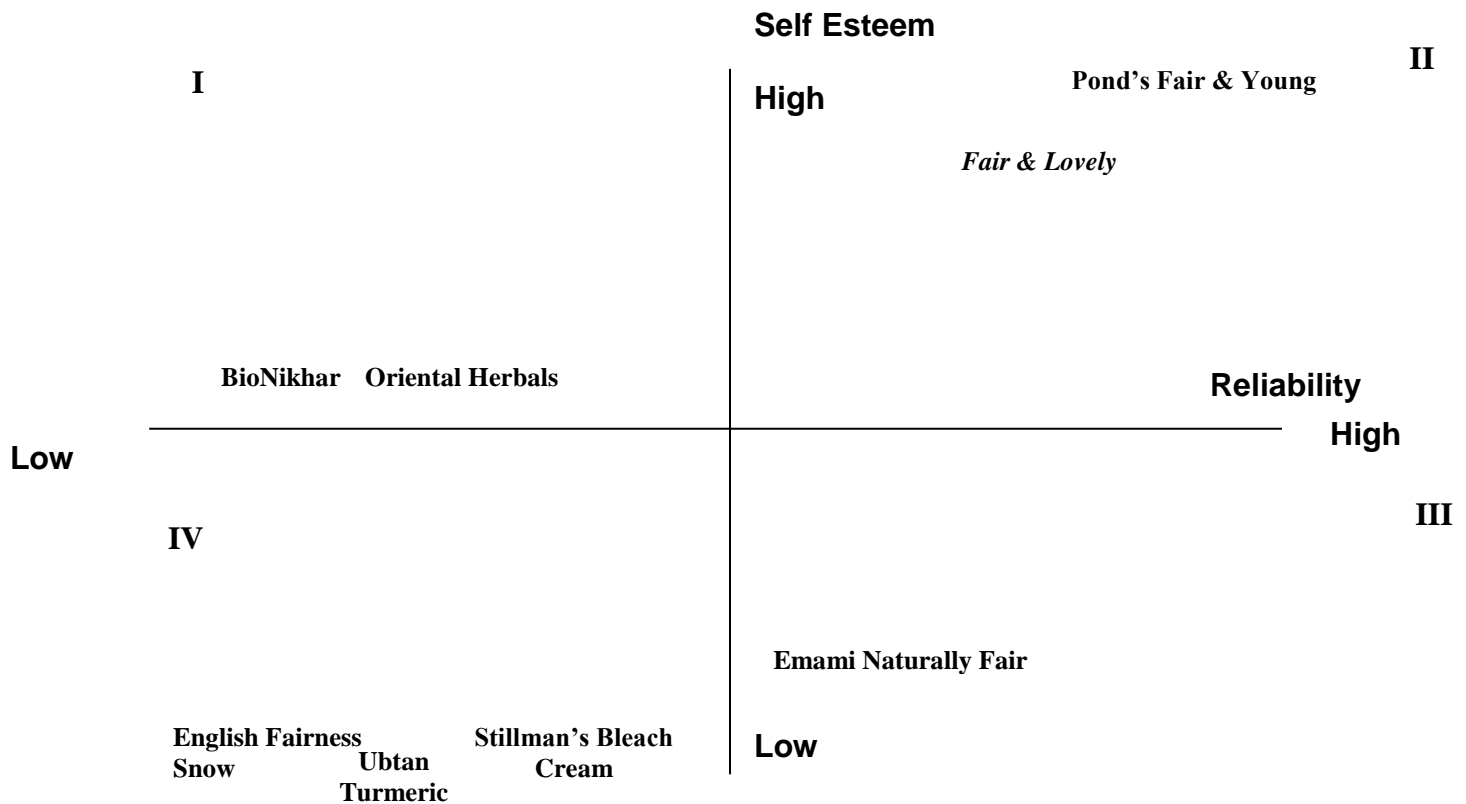


Figure 4.8: Perceptual Map for Self-esteem vs. Reliability

4.2.3 Positioning Statement

Ever since it was introduced to the Pakistani consumer in 1978, Fair & Lovely has been very strongly positioned as the world's No.1 fairness cream and successfully owns the skin fairness attribute.

Fair & Lovely is positioned as a skin lightening proven solution for all skin types and is available in many varieties to suit varied skin types. It works fast on the skin and within a month, delivers a radiant fairness because of its high quality herbal and vitamin ingredient composition and advanced formulas, developed at the Unilever Skin Center.

Fair & Lovely also realizes its social corporate responsibility, and is working for the empowerment of women and wants to see them control their own destiny and lead an independent, financially stable, prosperous life.

The brand has positioned its line extensions on varied attributes such as advanced fairness formulas, herbal ingredients, marks/spots removal, oil-control benefit, dry skin moisturizer (cold cream).

The overall positioning statement is:

For the young, modern-day, educated Pakistani female, Fair & Lovely helps in bringing out the best in her by enhancing her self-esteem and confidence. The World's number 1 fairness cream, Fair & Lovely is available in many different varieties to fulfill the needs of varied skin types. Fair & Lovely is all about changing the destiny of women and skin whitening is the process to achieving it.

4.2.4 Brand Personality

Personality Statement

Over the years the brand has continuously rejuvenated itself and has been successful in carving out a well-defined brand personality for itself.

'Fair & Lovely' is a delicate, fair-skinned damsel dressed in a soft shade of pink. She is young, independent, ambitious and energetic and aims high in life. She believes in changing her destiny through her own efforts and carving a niche for her own self.

In *Kismat kay Sitaray*, Fair & Lovely emerges as an understanding and emotional female. This campaign highlights the caring and concerned side of her by showing how she is assisting and providing financial support to talented females so that they can change their destinies and achieve their goals in life.

Name

The name Fair & Lovely is easy to pronounce and spell and is very meaningful as it instantly tells about the product category. The name is noticed immediately by the target audience as it represents their desire for becoming fair and lovely. However, even though the name is meaningful, it also appears as very direct and blunt, keeping in mind the psyche of a typical Pakistani consumer who does not want to admit the fact that she is a regular user of a fairness cream, as this indicates her dissatisfaction with her natural color skin.

Logo

Fair & Lovely's logo is the brand's name written in a special font with a picture of a model (that gets modified with the launch of new campaigns) inside a circle showing the 'before and after look' that she got after using the cream. It shows her complexion turning from dark to a lighter tone. The old photograph shows a somewhat under-confident shy expression while the other photograph shows a smiling, cheerful face brimming with confidence and satisfaction.




Slogan

Fair & Lovely sells itself on the claim of being the 'World's No.1 fairness cream'. The slogans for the brand variants vary and are listed below:

Variant	Slogan
Fair & Lovely multivitamin	Get beauty parlor fairness, 4vitamins, 4 weeks
Fair & Lovely anti-marks	Proven herbal solution for Fair Clear skin
Fair & Lovely oil control fairness gel	Discover fairness, without oiliness
Fair & Lovely cold cream	Discover radiant fairness in just six weeks
Fair & Lovely Active SunBlock Lotion	6X fights six signs of sun damage
Fair & Lovely Menz Active	3 way fairness treatment

Table 4.8: Fair & Lovely's Variants and Taglines

Packaging

Fair & Lovely comes in 25ml, 50ml soft tubes, jars and 7ml sachets. The brand is chiefly recognized by its trademark pink color with a few streaks of white. The Fair & Lovely multivitamin has both a soft and a dark shade of pink while the Fair & Lovely anti-marks cream comes in a sliver packaging. These colors are analyzed below:

Pink: is the color formed by combining the purity of white and the passion of red and is associated with the female essence of life. It is the color of gentle love and desire and is associated with baby girls, and signifies gentleness, and new birth.²⁴³ Hence the pink in

²⁴³ [http:// goinside.com, \"colors.html\"](http://goinside.com, \)

Fair & Lovely signifies a delicate female taking on a new life full of self-assurance and confidence. Pink exudes the color of roses and roses stand for elegance, gracefulness, refinement, gentility, style and poetic romance. Pink roses also signify gladness, grace, joy, friendship and sweetness²⁴⁴.

White: symbolizes purity, joy and glory. This depicts that Fair & Lovely helps the females in attaining glory in their lives.

Silver: is associated with moon which represents the female essence of life. Silver ornaments are usually worn by women and are used in the context of spiritual purification. It symbolizes serenity, purity and joy.²⁴⁵ By using this color Fair & Lovely symbolizes the purification of skin by clearing it from spots and marks. Moreover the product is for the middle aged and higher women and silver also denotes a graceful aging process.

4.2.5 Market Share Calculation

Certain tools are available to marketers for calculating the market share for companies operating in various industries. Market share is calculated by giving each attribute of the perceptual maps, a weighted index as shown in table 4.9. Then each attribute's rating is multiplied by its respective weighted index (table 4.10). The total points scored by each competitor are then divided by 5 that gives the percentage for the market share.

Attributes	Weighted Index
Brand Prestige	0.23
Self-esteem	0.23
Product Packaging	0.19
Campaign Distinctiveness	0.11
Natural Ingredient Composition	0.1
Reliability	0.04
Variety	0.03
Popularity	0.02
Corporate Social Responsibility	0.02
R&D Efforts	0.01
Availability	0.01
Affordability	0.01
Total	1

Table 4.9: Weighted Index

Table 4.9 assigns a weighted index to all the positioning attributes. Brand prestige and self esteem have been given the highest weight as these two attributes are important in making a purchase decision for a skin care product. The Pakistani consumers are very conscious about the brand prestige and also like to purchase the products that are

²⁴⁴ <http://www.bellaonline.com>, "articles/art11761.asp"

²⁴⁵ <http://www.calltoactionquilt.org>, "colors.html"

advertised in a respectable manner. Self-esteem is found to be an important consumer need in fairness creams purchase (AIOD framework). This is followed by product packaging which is again an important concern as attractive packaging plays an important role in catching the consumer's attention especially the Pakistani consumer who possesses a well-developed aesthetic sense and has a more favorable attitude towards products with high quality packaging and esteemed brand name.

Attributes	TOTAL							
	Fair & Lovely	Pond's	Ubtan Turmeric	Emami	Stillman's	Oriental Herbals	BioNikhar	English Fairness Snow
Campaign Distinctiveness	0.50	0.44	0.275	0.22	0.33	0.44	0.22	0.11
Brand Prestige	0.805	1.15	0.46	0.575	0.805	0.69	0.345	0.23
CSR	0.1	0.02	0.02	0.04	0.02	0.02	0.08	0.02
Natural Ingredient Composition	0.45	0.25	0.4	0.45	0.1	0.4	0.3	0.1
Affordability	0.03	0.01	0.04	0.045	0.02	0.015	0.04	0.05
Popularity	0.1	0.09	0.07	0.06	0.1	0.02	0.03	0.07
Variety	0.15	0.12	0.06	0.045	0.06	0.135	0.03	0.06
Availability	0.05	0.05	0.045	0.025	0.05	0.01	0.04	0.015
R&D Efforts	0.04	0.05	0.015	0.015	0.025	0.025	0.01	0.01
Product Packaging	0.665	0.95	0.19	0.38	0.76	0.475	0.285	0.19
Reliability	0.16	0.2	0.08	0.16	0.12	0.1	0.08	0.04
Self-esteem	1.035	1.15	0.23	0.46	0.23	0.92	0.92	0.23
Total	4.08	4.48	1.47	1.99	2.5	2.83	2.00	1.13
MARKET SHARE	0.82	0.90	0.29	0.4	0.5	0.57	0.4	0.23

Table 4.10: Market Share Calculation

Market Share (highest to lowest)

- 1. Pond's** **90%**
- 2. Fair & Lovely** **82%**
- 3. Oriental Herbals 57%
- 4. Stillman's 50%
- 5. *BioNikhar* 40%
- 6. Emami Naturally Fair 40%
- 7. *Ubtan Turmeric Cream* 29%
- 8. English Fairness Snow 23%

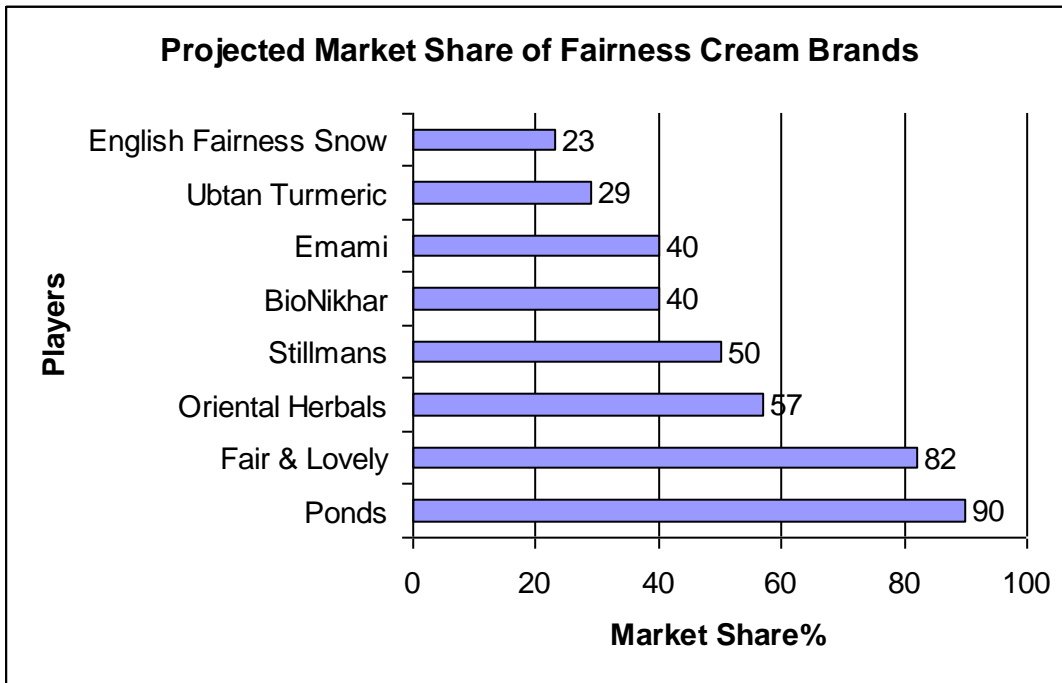


Figure 4.9: Projected Market Share of Fairness Creams Brands

4.2.6 Market Share Analysis Using BCG Matrix

The BCG matrix is mostly used for analyzing the position of a firm’s various business units. It indicates the condition of a firm’s portfolio. However, BCG matrix can also be used for calculating the market share of various players in an industry.

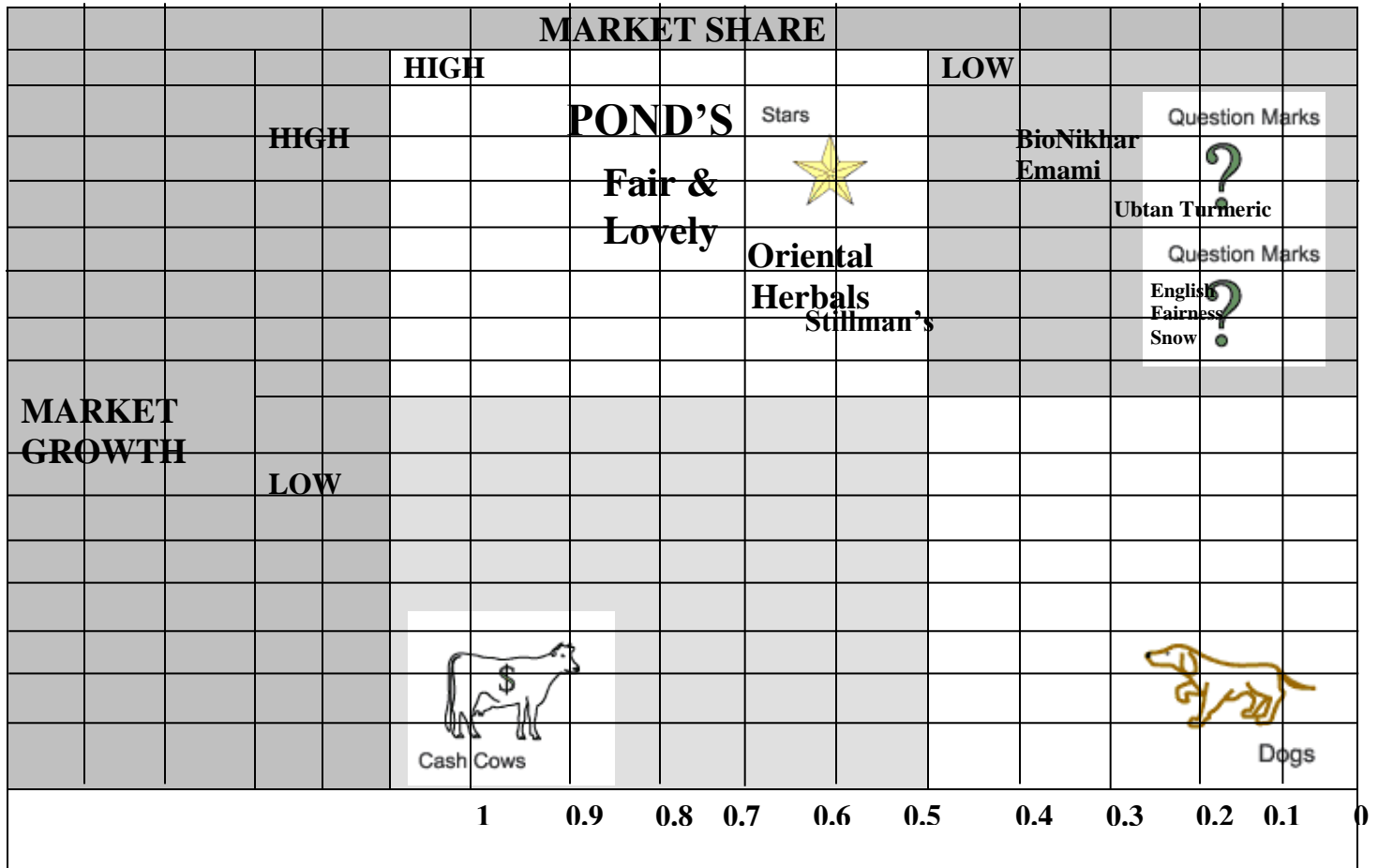


Table 4.11: BCG Matrix for Fairness Cream Sector

The above diagram places the competitors according to their market share. Fair & Lovely is a star for Unilever as according to the market share calculation, it has the second largest market share after Pond’s. Pond’s, Stillman’s and Oriental herbals are also stars with high market shares. Oriental Herbals though a new player has managed to capture attention through its artistic advertisement and exclusive product variety. It is acting as potential threat for Stillman’s because of its sizeable variety and natural ingredient promise.

Emami, *BioNikhar*, Ubtan Turmeric and English Fairness Snow are question marks as these brands have a low market share. They are not generating much cash because of their weaknesses on certain attributes discussed earlier in the perceptual maps. Emami and *BioNikhar* have the potential to gain market share. Emami is a well-recognized brand in India and offers many variants there. However in Pakistan, it only has a presence on

shelves. The brand can gain more familiarity if it increases its advertising efforts in Pakistan. *BioNikhar* with its scholarship campaign and increase in the frequency of advertisements in the form of TVCs, billboards and print adverts has gained attention. The product also contains saffron and milk and can exploit these benefits to develop a Unique Selling Proposition. The brand needs to work upon defining a clear brand personality and improvement in packaging.

The market growth of the fairness cream sector is high because of the following factors:

Entry of new players: New fairness creams are being continuously launched as consumers are becoming more aware and brand conscious while choosing skin care products. The new players include Oriental Herbals, Seven Herbal Ubtan etc.

Massive advertising: The massive advertising is another indication of the sector's high growth. New campaigns are being continuously launched for example Fair & Lovely's Scholarship Program, *BioNikhar*'s Scholarship Program.

Product line extensions: The players are also coming up with product line extensions thus suggesting a growing market. They are extending their product portfolios to entice the complexion-conscious women. Pond's has launched White Beauty Detox, Age-Spotless Detox, Fair & Young. Similarly Fair & Lovely also has numerous extensions (as discussed in chapter 1).²⁴⁶

4.2.7 Young & Rubicam's (Y&R) Brand Asset Valuator

Table 4.12 shows the points scored by the competitors on brand strength and brand stature. The players have been rated on a scale of 1-5 (5 highest and 1 lowest). The brand strength is obtained by multiplying differentiation and relevance. Similarly brand stature is a product of knowledge and esteem.

	Differentiation	Relevance	Brand Strength	Knowledge	Esteem	Brand Stature
Fair & Lovely	4	5	20	5	3	15
Pond's Fair & Young	5	4	20	5	5	25
Stillman's Bleach Cream	3	3	9	4	3	12
Oriental Herbals	2	1	2	1	4	4
Ubtan Turmeric	4	2	8	2	1	2
Emami	1	1	1	2	3	6
BioNikhar	2	2	4	3	1	3
English Fairness Snow	1	1	1	2	1	2

Table 4.12: Y&R Power Grid

²⁴⁶ See PEST analysis (chapter 1) for factors driving the industry's growth.

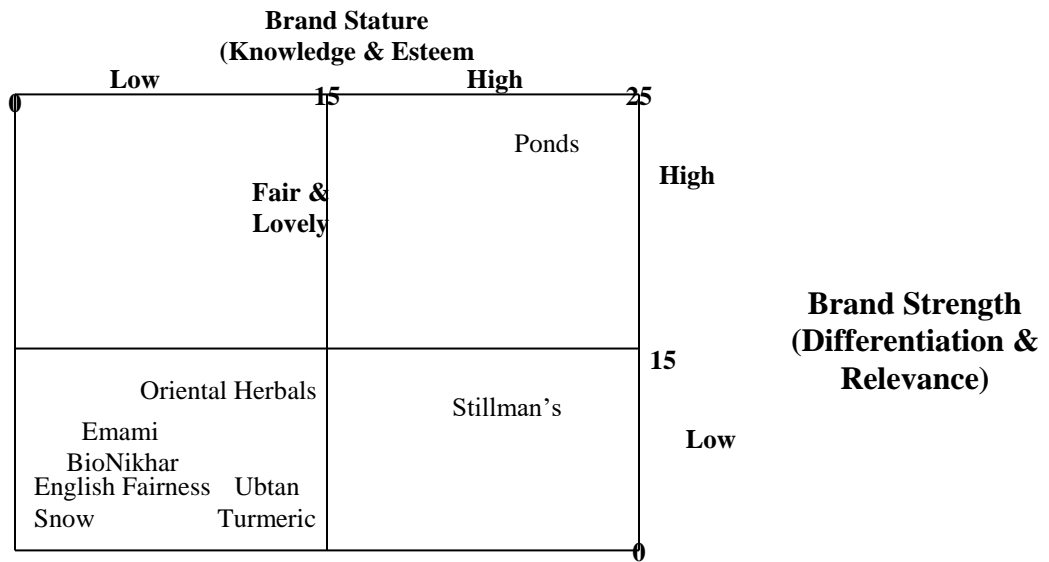


Figure 4.10: Y&R Brand Asset Evaluator for Fairness Creams

Fair & Lovely has differentiated itself on the basis of the variety that it is offering for consumers with varied needs. Another differentiating factor are the catchy TVCs. Fair & Lovely puts in a lot of effort in creating jingles and themes that gain popularity and this adds to the brand’s strength. However when compared with Pond’s, Fair & Lovely it loses points on differentiation. This is because Pond’s has put in a lot of effort on product packaging and presentation. Also its advertising strategies position the brand as more prestigious than Fair & Lovely. Pond’s has never experimented with the matrimonial theme and has always concentrated on fully exploiting the functional benefits and positioning itself according to the refined taste of the Pakistani consumer.

Stillman’s is high on brand stature because the brand has been continuously making its presence felt through TVCs and the consumers have knowledge about its benefits and attributes. It is high on differentiation because the brand image is favorable as it comes from Stillman’s century old presence. The organizational associations are strong due international backing.

Oriental Herbals being a new player is relatively low on knowledge. Consumers do not have much experience with the brand. Those who are familiar with the product range hold the brand in esteem because of the image conveyed through the TVC.

Because of lack of a well-defined brand personality, English Fairness Snow is low on knowledge. The advertising strategy does not clearly define what the brand stands for. The brand recognition is high but it is the lack of brand strengthening efforts which make it low on knowledge. *Ubtan Turmeric Cream* is low on knowledge and esteem. Because of mediocre packaging and advertising, the consumers have not been able to develop an

intimacy with the brand. Emami is low on knowledge as it does not advertise in Pakistan and consumers are unaware of its 'real pearl dust' ingredient and other natural extracts. However because of the across the border presence and adverts aired on foreign channels, it is high on esteem in comparison with Ubtan Turmeric, *BioNikhar* and English Fairness Snow.

4.3 Advertising Management

4.3.1 Communications and Advertising Objectives

Fair & Lovely's various advertisement and promotional campaigns work to achieve the following advertising goals:

- To build brand image
- Encouraging Action

Building Brand Image

Fair & Lovely has taken a number of steps to build its brand equity and is in a continuous bid to rejuvenate its image by introducing new concepts. The *Kismat kay Sitaray* campaign works towards building a favorable image of the brand. By narrating the stories of courageous women, the brand displays the soft, caring dimension of its personality. Moreover, the *career woman* campaign worked towards shifting the brand image from the run-of-the-mill matrimonial to the modern day career oriented woman. Fair & Lovely has been successful in creating brand awareness as according to the survey results Fair & Lovely enjoys a top-of-mind recall as 100% of the respondents are aware of at least one or more of its campaigns. The consumers recognize and remember Fair & Lovely when they consider purchasing options.

The Fair & Lovely scholarship program is another hallmark of Fair & Lovely where the company awards scholarships to 100 talented female students across Pakistan. This depicts how the brand is supporting females in all dimensions of their life.

Encouraging Action

Through the use of giving out free sachets in print media, Fair & Lovely is encouraging action, both among the buyers and non-buyers. This is effective in generating trial for the brand especially for testing the new varieties. For the consumers who wish to find out more information about the product have the facility to call at Unilever's toll-free number or contact the company through a post office box.

4.3.2 The Communications Schedule

Fair & Lovely keeps a continuous campaign schedule where the adverts are aired round the year. Figure 4.10 shows the frequency with which the campaigns are aired round the year. The graph shows a consistent pattern for all months. As the product is not seasonal and is used continuously in every season, hence this schedule works well for the brand.

However, the campaigns change for each line extension. During winters the Fair & Lovely cold cream is heavily advertised while in summers the adverts for the other varieties are aired.

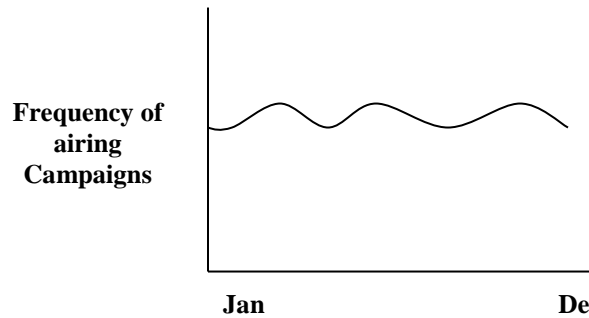


Figure 4.11: Continuous Campaign Schedule

4.3.3 The Creative Brief

The Objective

The objective of the *career woman* campaign is to build a new brand image for Fair & Lovely that previously revolved around getting a fair complexion for the sole purpose of getting married. The new campaign theme is based on the idea that fairness gives a female, confidence and self-assurance and helps to bring out the hidden talents in her so that she can face the world and display her talented self with her new improved personality. The Pakistani woman of the twentieth century is emerging as a multi-faceted, versatile human being ruled more by practical aspects. In other words, Fair & Lovely has moved the fairness category beyond the issue of beauty alone towards being confident, and financially self-reliant.

The objective of the matrimonial theme campaign is to increase customer traffic by attracting the young females who are getting married in near future or are newly married.

The Target Audience

The target audience of the *career women* campaigns are the young single females in their twenties who have completed their education and are looking for building a strong career. For these females, a sound professional career is of high priority. They are educated and talented but a little shy to go out and face the world because of their not-so-fair skin tone.

The target audience in the matrimonial theme campaign are the young brides-to-be and newly married young females who want to enhance their beauty and maintain a fair skin tone so that their marital bond is strengthened.

In the scholarship program, Fair & Lovely aims to grab the attention of young talented college girls who are unable to complete their education because of financial constraints.

The Message Theme

The theme of the message is to convey to the target market that Fair & Lovely can change their life and help them in achieving their desired goals in life. It suggests to the target market that Fair & Lovely will add a new dimension to their personality and will help polishing the talent within them. The support in the female cricket commentator advert is provided by catchy jingle in the background that talks of a new bright life which gives one the ability to attain new skies. The visuals are the main support as they show a young lady in her mid twenties with a passion for conducting cricket commentary but is timid to face the world because of her tanned complexion. However, when she starts using Fair & Lovely, it gives her a fair skin tone and a new confidence that helps her in getting selected for her dream job of a cricket commentator.

Similarly the airhostess advert is also supported by jingle and visuals. The advert shows a father lamenting the fact that he had a daughter and not a son when his family was in need of an additional breadwinner. The daughter a young, dark-skinned plain looking female unable to bear the financial responsibility of her family is undergoing deep mental trauma until she finds Fair & Lovely. The cream transforms her into a gorgeous, light-skinned lady and her looks become her passport to a successful career as an airhostess.

The message theme is ‘an approach of opportunity’, i.e. it is telling the target market to grab every opportunity in the world so that the world notices their talent. The brand is shown as playing an enabler in the lives of young woman and showing that people with talent can reach anywhere in the world, with a dash of confidence. Another aspect of the message theme is that it is not logical in the sense that it is solely oriented towards the emotional side as it does not explain any facts and benefits of the cream, as to how it works on the skin other than showing the six weeks fairness promise.

In the matrimonial theme campaign, the message theme is to convey to young newly married brides that Fair & Lovely can help them in leading a blissful married life. The execution shows that Fair & Lovely is an essential part of the newly wedded bride’s life and it helps her in earning the affection and care of her soul mate. The voice in the backdrop saying, “*Fair & Lovely, har din zindagi nikharay*”, conveys an impression that Fair & Lovely is an essential part of a young newly wed female and is helping her every day to gain the attention of her spouse.

The Support

Support takes the form of facts that substantiate the message theme. However in all the campaigns analyzed in this study, no functional benefits were demonstrated in detail. Apart from the fair complexion claim, other benefits such as sun protection, marks/spots removal were not highlighted.

4.4 Advertising Design: Theoretical Frameworks and Types of Appeals

4.4.1 Hierarchy of Effects

Awareness

Fair & Lovely is in the market for almost three decades and is a popular brand. It enjoys a top-of-mind recall among the fairness creams brands. The brand's advertising campaigns have a high level of awareness and 100% of the respondents were able to remember at least one of its advertising campaigns (chapter 5 data findings and interpretations). The consumers were also found to have varied beliefs about the brand. During the informal interviews, consumers agreed that it provides fairness in four to six weeks but many were of the view that with the discontinuity after six weeks results in a bad skin shape and leads to facial hair. Another common opinion was that the cream contains steroids and is not of very high quality, hence only quality brands should be taken into consideration when purchasing a skincare product.

Attitude

Fair & Lovely was found to be high on prestige as compared to the other players (mentioned in perceptual maps) with the exception of Pond's. Compared with these players the brand is perceived high on quality yet consumers did not want to associate themselves with the brand because it was observed that the Pakistani consumer is shy in admitting the fact that they are not satisfied with their skin color and use a product that would make them 'fair and lovely'. The brand name is such that the acknowledgment or declaration of using it regularly is not considered esteemed.

Usage

The Fair & Lovely users were found to be habitual, i.e. they purchase and use the brand on a regular basis. The most important factor in purchase decision is peer's recommendation and positive word of mouth about the brand.

All the four campaigns of Fair & Lovely under study follow the:

Affective → Cognitive → Conative

sequence. The adverts have been executed in a manner that the viewers will first develop feelings or emotions towards the brand. This is because of the emotional jingles and the story lines used. The *career woman* themes depict the life story of two females (a commentator and an airhostess) taking on a new better life. *Kismat kay Sitaray* delves into the lives of extraordinary women achievers who have managed to change their destinies, without getting the best start in life, only through their sheer hard work and determination and achieved heights that were perceived to be unattainable. This execution helps in forming positive feelings and liking towards the brand.

After forming positive feelings the consumer will then seek to gather sufficient knowledge for the brand. This is where the cognitive part comes into play. Skin is a

sensitive issue for the female gender and the consumers do not go for a purchase until they have gathered sufficient knowledge and are convinced that the brand is superior to the other brands present in the market.

The final step is the purchase decision that is related to the consumer's action in which they make the actual purchase once they have developed a favorable attitude for the brand and have learned about it.

Means-End Theory

The *career woman* campaign takes the consumers through the five stages of the MECCAS model. The product attribute of fairness provides the benefit of having a glowing and fair complexion. The personal value the consumer obtains from a fair skin tone is shown to be self confidence. The leverage points in the advert that leads the viewer to transform the benefit into a personal value are the powerful lyrics and the catchy jingle that helps in transforming the product's benefits into a personal value.

Fairness → Glowing and radiant skin → Self-esteem
 ↓
 Confidence

The driving force of the advertising strategy lies in the execution that builds an emotionally charged atmosphere through the jingle and lyrics. In the *career woman* campaign, the specific attribute that forms the message element, revolves around the core fairness promise guaranteed by the brand and shows the consequences in the form of achievement of jobs and a bright career. The brand differentiating product attribute that has been shown in the campaign is the reliability aspect, i.e. by giving the time frame of six weeks a visible fairness and a lighter skin tone is achieved.

Similar to the *career woman* campaign, the matrimonial theme also concentrates on the fairness aspect that results in a glowing skin but unlike the *career woman* it does not lead to a change in destiny. Instead the product benefit of fairness leads to a happily married and blissful life.

Fairness → Glowing and radiant skin → a blessed married life

However the drawback of these campaigns is that only the fairness attribute has been highlighted and the sun protection and marks/spots removal benefits have not been touched upon.

Verbal and Visual Images

The Fair & Lovely campaigns give a high degree of emphasis on both the visual and verbal elements of the adverts. The visual ads take the peripheral route to information processing as firstly the viewer develops a bond with the brand, whereas the verbal adverts appearing in the national dailies take the central route as the concentration is more on the facts and information. The powerful visual images supported by strong lyrics lead to more favorable attitude towards both the advertisement and the brand.

4.4.2 Types of Advertising Appeals

Fair & Lovely uses a combination of emotional appeals that are analyzed below:

4.4.2.1 Musical Appeals

Music plays an important part in Fair & Lovely advertising. The *career woman*, matrimonial and *Kismat kay Sitaray* campaign, all attempt to capture the attention of listeners by linking to their emotions. Fair & Lovely has created an original composition; the jingle of all campaigns is the same with variations in lyrics only that helps the consumers to gain familiarity with the brand. As soon as the tune is aired, consumers know that the brand is being advertised. Musical appeals help in gaining attention and increase the retention of visual information at the same time. The music is the primary theme of the adverts and works as a supporting factor. The benefit of using the same music in all adverts is that consumers have already developed an affinity for the song. The powerful lyrics create a strong bond with the listener and the wordings highlight the empower personality of the brand. Hence brand loyalty is easier to develop when consumers are familiar with the music as it assists in transferring the bond from the song to the product. Because of the musical theme, the ad recall is enhanced.

In the cricket commentator advert, the jingle emphasizes upon the shift in Unilever's entire fairness market approach, from narrow-context complexion insecurity to wider-context social empowerment. The lyrics of *apnay armano ko khul ke tum urnay do, hans kay choo lainay do nae asman* put emphasis on a new bright life full of self-assurance that is possible with Fair & Lovely. The music is soft and in and the lyrics are in keeping with image being portrayed. There are scenes when the girl is shown to have the talent and passion for being a commentator but cannot achieve her goals because she is under-confident because of her complexion. And the lyrics that go with that are that everyone has dreams and ambitions. The jingle then talks about how one should follow one's dream and ambition.

The matrimonial advert emphasize upon the strengthening of matrimonial bond between the newly married couple.

The positive point about the cricket commentator and matrimonial theme is that in the lyrics, nowhere has the word '*gorapan/gori*' (fairness/fair damsel) been used literally, a practice common with fairness creams advertising.

4.4.2.2 Emotional Appeals

The Fair & Lovely adverts use the emotional appeal for gaining attention and help develop an attachment between consumer and brand. In the context of Pakistani culture, emotional themes can work as a key to developing brand loyalty. Fair & Lovely has used the emotions of happiness, self-esteem, passion and security in its campaigns. The *career woman* theme shows the change in life of women in a moving manner. The way the new

life is depicted through the use of appealing jingle and captivating visuals and lyrics captures the audience's attention. The cricket commentator advert celebrates the protagonist's success in a traditional male dominated area like cricket, while still keeping the tone empathetic and emotional.²⁴⁷

The matrimonial theme shows how Fair & Lovely is making a difference in the life of a newly married female. She is using it for gaining the little pleasures of her life and earning the love of her husband. The advert depicts an emotionally charged atmosphere where the bride and groom have embarked upon their new journey together and Fair & Lovely is providing the assistance in every step. In the beginning, the model is shown as a smiling bride, then she is getting ready in front of the mirror and later she is shown doing household chores. All these scenes depict an insight in the life of a newly wed and communicate the idea that Fair & Lovely is an essential part for strengthening the marital bond.

²⁴⁷ <http://www.superbrandsindia.com/>, "fair-n-lovely/fair-&-lovely.htm"

4.5 Advertising Design: Message Strategies and Executional Frameworks

4.5.1 Message Strategies

Fair & Lovely uses a combination of message strategies to help convince the customers to make a purchase. Each of these is analyzed below:

Cognitive Strategies

Fair & Lovely uses a **hyperbole** claim for promoting itself. The product claims to be the *World's No. 1* fairness cream. Similarly the Fair & Lovely anti-marks cream also sells itself on an un-testable claim when it says '*proven herbal solution for fair clear skin*'. The exaggeration such of being the best globally has been created for arousing excitement. Whereas Unilever sells and markets Fair & Lovely only in a few Asian countries such as Pakistan, India, Bangladesh, Sri Lanka and the brand does not have a global presence.

Fair & Lovely also has special unique selling propositions for its each variant. The Fair & Lovely multiVitamin claims of having an *advanced fairness nourishment formula*. The Fair & Lovely anti-marks cream sells itself on the USP of herbal ingredients like orange peel, cucumber, aloe vera and *neem*.

Affective Strategies

Fair & Lovely chooses the emotional appeal to invoke feelings and emotions to enhance the likeability of the product.

The cricket commentator advert depicts happiness, joy and cheerfulness. The catchy jingle plays an important role in highlighting the mood. Similarly the airhostess and the matrimonial theme adverts also highlight the affective component. The exclusive show *Kismat kay Sitaray* also elicits emotions that create a favorable impression for Fair & Lovely in the consumer's mind.

The pink color dominates all Fair & Lovely's campaigns. Pink represents the softness and gentleness of the product and how it would transform them into beautiful, attractive women. The pink colored theme of the execution increases likeability and affection towards the brand.

The affective advertising strategy has been used for developing liking, preference and conviction for Fair & Lovely. Because the consumers are already well aware of the established brand and have knowledge about it. So now the brand is trying to make the consumers develop a passion for it and make it their first choice.

Conative Strategies

Fair & Lovely also makes use of the action-inducing conative advertisements by creating situations for impulse usage. This is evident from the print advertisement appearing in national dailies that contain detachable sachets that generate trial and may lead to purchase.

Brand Strategies

Out of the four strategies mentioned in the literature review, Fair & Lovely uses a mix of **brand user** and **brand image strategy**. The brand user strategy focuses on the type of individuals that use Fair & Lovely. The adverts show young, educated, ambitious females striving to achieve excellence in life. The *Kismat kay Sitaray* campaign implements the brand image strategy by defining a new dimension of Fair & Lovely's personality. Here the focus is on the brand, how it is making a difference in the lives of deserving, talented females.

4.5.2 Executional Frameworks

The Fair & Lovely adverts use a mix of slice-of-life and dramatization appeal.

Slice-of-Life

All campaigns under study present ordinary young girls experiencing a phenomenon not unheard of in this part of the world, i.e. the desire for a fair skin tone. The cricket commentator and airhostess both show young girls from average Pakistani households. This helps in reaching Fair & Lovely's target market which is that of middle and lower middle class. The household, environment, backdrop and the surroundings represent a typical Pakistani home. In the airhostess advert, a common practice in the society, i.e. the preference for a male child is also executed. In the cricket commentator advert, a renowned Pakistani ex-cricketer-turned commentator, *Sikandar Bakht*, has been inducted to give the advert, a more realistic touch.

Dramatization

The adverts also follow a dramatization appeal. The executions show different story lines. For example in the airhostess advert shows the story of a young middle-class girl who is under confident because of her pale complexion. the cricket commentator starts off with the a girl getting ready for her first job assignment and then flashes back to her past where she her passion for being a commentator is shown. The matrimonial theme shows the various phases in the life of a newly married couple as how Fair & Lovely is helping the bride gain her spouse's attention and care.

4.5.3 FCB Grid

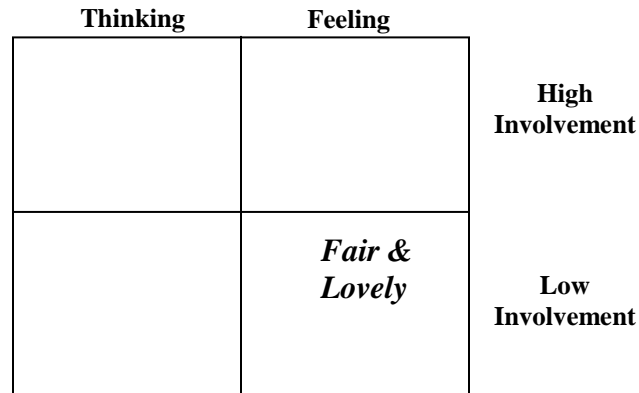


Figure 4.12: FCB Grid for Fair & Lovely Advertisements

Fair & Lovely has been placed in the feeling, low involvement quadrant. Skin is a sensitive issue and consumers do not purchase fairness creams off-the-shelf. They are quality-conscious and do not want inferior or substandard products that may result in skin damage. Yet Fair & Lovely is low involvement because the market spectrum, in which the brand competes, is the middle-to-low end segment. Peer opinions, advertising, and product packaging matter a lot in the purchase decision and Fair & Lovely's packaging and presentation compete it with the other brands operating in the middle-to-low-end market.

As for the feeling aspect, the advertisements invoke the feeling side of the viewer's personality. The *career woman* adverts although showing the practical life achievements, have been executed with an emotional and moving appeal. The lyrics, jingles and dialogues (airhostess advert) work on the viewer's feeling side. Similarly the matrimonial theme depicts the little pleasures in the life of a newly married couple with the help of a soft jingle and emotive lyrics.

4.6 Consumer Promotions

Fair & Lovely uses a number of methods to entice consumers to take the final step and make a purchase. The core aim of these tactics is to generate trial purchases for new variations in the product line, strengthen the brand and fend off competition.

Fair & Lovely offers the following types of consumer promotions:

- ✓ Sampling

4.6.1 Sampling

Fair & Lovely provides free of charge samples of its variants for the purpose of generating trials. The free sachets are given out to consumers with product brochures stating the many benefits associated with the new variation. The company advertises itself in leading Pakistani Urdu newspapers such as Jang and Nawa-e-waqt Sunday magazines. For example Fair & Lovely advertised the Fair & Lovely multi vitamin total fairness cream in the above mentioned newspapers in an eye-catching manner. The advertisement consisted of a detachable product brochure explaining the product benefits in detail as well as one free 7ml sachets for trial purpose.

Through such consumer promotion Fair & Lovely is achieving a number of objectives. The first one is trial generation. Potential customers can buy the product in small quantities and try before switching. Given the nature of the product, sachets can prove to be very helpful in enticing consumers to make a final purchase. Small quantities of the cream can be tested beforehand and satisfaction may lead to buying the full size product.

Sachets can also be easily transported in purses, wallets and hand bags and taken to workplace, college and likewise, where carrying a full-size tube is not very practical.

Sachets also allow the product to penetrate in the market properly, through the low-cost and high-trial characteristics. These can help in the establishment of various price points in the sector, making the product accessible to consumers from all socio-economic backgrounds.

It may seem odd that a product that requires prolonged usage is vended in sachets, however, these have been targeted towards the low-income consumers who are also increasingly looking for such products. Low unit price packs, like sachets, are to meet their needs within their budget, thereby facilitating consumption and the cost per gram is substantially less with sachets.

4.6.2 Contests

Fair & Lovely has launched a scholarship program that awards scholarships to talented females for attaining higher education or becoming financially independent and 'change their destiny'. For this purpose the brand visits educational institutes across Pakistan and awards the scholarship based on previous exam results. The Scholarship Program 2006 selects 100 determined women from more than 250 colleges and helps them in

completing their education by providing financial support. This approach has proved helpful in upgrading the brand's image and promotes it as a socially responsible brand.

4.7 Advertising Media Selection

4.7.1 Television

Fair & Lovely has been known to use television incessantly for the purpose of brand awareness. Ever since its launch, the brand has gained popularity through the TVCs demonstrating the benefits effectively with the use of visuals, graphics and sounds. The catchy musical tones and content of the adverts have played a helpful role in capturing the audience's attention. Fair & Lovely advertises during primetime when the viewership is at peak. The target audience is fond of entertainment and watching TV and hence they are reached easily during the primetime. The continuous advertising schedule helps in high brand recall and consideration for the brand while making a purchase decision.

4.7.2 Radio

Fair & Lovely advertises on the FM radio channels. Radio FM is very popular among the target audience. The jingles are broadcasted over and over again and can be easily remembered as the focus of the listener is solely on the lyrics and music. However, Fair & Lovely advertisements rely highly on visuals and images. With radio the demonstration and the story line shown in the adverts is not understandable unless the listener has already seen the advert on television. For example the jingle of the cricket commentator advert does not convey the product benefits explicitly. It relates the jingle with the product, only through the use of powerful visuals and images. Listening only to the jingle will not convey a clear picture of the adverts theme. Similarly the matrimonial theme does not make logic when 'heard' instead of 'viewed'.

4.7.3 Newspapers

Fair & Lovely advertises in Pakistan's popular and credible Urdu and English dailies such as Jang, Nawa-e-waqt, Dawn and News. Advertising in the Urdu newspapers captures the attention of a sizeable chunk of the target audience. Also the above mentioned newspapers are credible and readers rely on them for factual information. This helps the brand in gaining credibility and prestige. Newspapers have a high attention span as the readers go through the product benefits in detail. Fair & Lovely gives quarter page adverts on the front page capturing immediate attention instead of burying them under clutter. At times the print advert also consists of sachets for trial purpose and arousing consumer interest.

4.7.4 Magazines

Fair & Lovely advertises in English magazines such as *SHE*, *MAG*, *Motherhood*, *Women's Own* etc. A few of the Urdu magazines include *Khawateen Digest*, *Pakeeza* and *Shua*. The Urdu magazines are particularly read by the females falling in the low-end

market segment that constitutes a major chunk of Fair & Lovely's target market. The English magazines are also targeted towards the females and are read by students, young adults and housewives. *Motherhood* is read by Magazines readers get more time to review the product benefits as their span of attention is high as compared to television advertising. As compared to TVCs where attention on product attributes has the tendency to be distracted by music and lyrics, magazine advertising. Fair & Lovely also attaches sachets in print adverts that help in arousing interest and generating trial.

4.7.5 Alternate Media

Fair & Lovely uses product brochures, free standing signs in retail stores as other channels of communicating with its target market. There is also a toll free helpline for inquiries related to both the brand and the scholarship program.

In the past few years, the internet has gained popularity as an advertising medium. Companies develop websites containing all information about their products. However Unilever Pakistan's website is not impressive when compared with the comprehensive web presence of the neighboring Hindustan Lever limited (<http://hll.com>). HLL's website gives elaborate information on Fair & Lovely and its variants. However there is no mention of Fair & Lovely on Unilever Pakistan's website. Only the Fair & Lovely scholarship program has a website under construction and only the scholarship form is available for download.

The company should take steps to build a comprehensive website dedicated to its star brand, Fair & Lovely. The target audience also comprises of educated working women who use internet on a daily basis, and are expected to get product information by visiting the website, if designed and promoted effectively.

4.9 Ethics and Social Responsibility in Marketing Communication

4.9.1 Concerns about Marketing Communication

Inferior and unhealthy product: One issue regarding fairness creams is that they are unhealthy for skin and the bleaching agents in them cause unnatural fairness that may result in skin cancer, skin damage or facial hair. Also the fairness provided by them is perceived to be timely and disappears if the use is discontinued. However Fair & Lovely has launched herbal varieties that claim of containing no harmful ingredients or bleach.

Done in bad taste: Fairness creams have been notorious for their advertisements, establishing the link between skin color and acceptance in the marriage market. Fair & Lovely detached itself from the theme in the late 90's when it positioned fairness as a need for attaining confidence and excellence in professional career. The target market related with the message and rated the campaigns higher as compared to the matrimonial theme. (consumer survey). However out of the two adverts in the series of *career woman* campaign, the cricket commentator theme was recalled and liked by 74% consumers surveyed. The airhostess advert received 0% response. One reason can be that the campaign has been off-air for a long time but another reason is that the advert had certain dialogues and expressions done in bad taste. The shot where the model is cursing her complexion in front of the mirror places the pale-skinned audience in an uncomfortable position as the execution is very blunt and direct as dark skin has been demeaned insensitively. Also the father expressing the desire for a son and worrying over the issue that his daughter because of her dusky complexion cannot get any job casts an unfavorable impression towards the brand. The bottom line is that sons, not daughters are natural breadwinners; a girl can only land a respectable job if she displays and improves her physical attributes.

4.9.2 Stereotyping

With the *career woman* theme, Fair & Lovely has shifted from its original stereotype of a girl at the prime of her youth, wanting to look beautiful so that she can get married to that of an inspirational stereotype of a *career woman* with a strong desire to succeed in a world dominated by men (cricket commentary). Men have always been considered to be the leaders within the family and it is only lately that there has been some semblance of equality between women and men. A small cross-section of women who are educated and hold professional jobs have become the role models for the masses. With lifestyle changes, with a strong need for both husband and wife to work to lead a reasonably comfortable life and education being recognized as the route to career growth, aspirations of women have been ignited to the extent that can be used in marketing communication in a realistic manner.

This is happening when the larger population still holds on to the traditional stereotype of women as a part of the family. Fair & Lovely created an advertisement in which a girl from the typical middle class family succeeds in becoming a cricket commentator; a field till now completely dominated by men. The stereotype created not only addresses the

growing aspirations of women but also uses cricket, which has been a part of the subcontinent's culture for several decades. The advert was received positively because it stereotyped females in a new manner and appealed to the target segment (females belonging to middle-class households who want to go higher in life through professional accomplishments. However one aspect is that of creating stereotypes that consumers may find hard living up to, such as that of a female cricket commentator shown in the advert.

4.9.3 Offensive Brand Messages

Fair & Lovely adverts are attention-grabbing messages. They use dramatization and musical appeals to catch the viewer's attention. However with a few campaigns, the firm has not dealt effectively with the social taboos associated with the theme. For example the father in the airhostess advert lamenting the fact that he was not blessed with a son and later calling her daughter as '*beta*' points out to a social stigma. The advert also shows the model demeaning herself in front of the mirror and cursing her dark complexion. Later when she achieves her goal and gets the job as a flight attendant, she becomes the center of attention of many including the tall and smart pilot. The execution of the advert is interesting but the way dark skin has been criticized and the manner in which the father is mournful about not having a son does not create a favorable impression for the dark skinned audience watching the advert.

One of the concepts that can be used to explain the practices of Unilever advertising (with reference to the airhostess advert) is moral myopia, i.e. the failure of Unilever to see the moral dimension at all. While it is a fact that the campaigns executed by the company have perhaps been successful, (where success in this case relates to the increasing profitability of the firm after a particular ad campaign and Fair & Lovely is a star for Unilever recording continuous growth²⁴⁸), the social implications of this to the society have however been conveniently ignored in this advert.

4.9.4 Deception and Puffery

As mentioned in the introduction section, fairness creams cannot make the skin fairer than its original tone unless harmful agents such as bleach are used. Fair & Lovely has never mentioned any such warning in its campaigns. However, when screened according to the standards set by the Federal Trade Commission of United States for deceptive advertising, the Fair & Lovely commercials do not mislead consumers. The brand shows skin tone getting fairer in six weeks which has been found to be factual (informal interviews, observations). Puffery is calling a product finest or the best and Fair & Lovely has always promoted itself a "World's No.1" fairness cream. This is to enhance the brand's reliability and attract the target market.

Here the issue of vulnerable consumers also arises. Dermatologists claim that there is no such thing as a fairness cream, certainly not without using skin-bleaching agents such as hydroquinone, steroids, mercury salts, and a number of other ingredients including bismuth sub-nitrate, hydrogen peroxide, magnesium peroxide and zinc peroxide. All

²⁴⁸ <http://reed-electronics.com>, "electronicnews"

these ingredients can cause, among more serious health hazards, nephro-toxicity, mercury toxicity and serious allergic reactions. Nephro-toxicity refers to irritation to nephrons in the kidney, causing kidney damage. Mercury toxicity includes effects like metallic taste, increased thirst, abdominal pain, bloody diarrhea, nephritis, tremors, anemia, and skin problems. Mercury has adverse effects on the developing brain of a fetus. Also these chemicals lead to hyper hairiness, skin cancer and premature aging of the skin.²⁴⁹

This can have an adverse effect on socially vulnerable consumers as they are not sophisticated enough to avoid making purchase decisions that are harmful. The teenage girls especially those in their early teens are also conscious about not getting tanned in the sun and maintaining a fair complexion. They fall in the cognitively vulnerable consumers who do not have the ability to understand the promotional information being presented to them and are tempted to use fairness creams.

Although Fair & Lovely claims that it does not use any harmful chemicals or bleach, it does not give any mention of ingredients on its product packaging. Out of the eight players under study, only Emami Naturally Fair and Oriental Herbals have a detailed list of ingredients printed on the product pack. As responsible marketers, it is the duty of Unilever (while protecting the patent) to let its customers know what exactly the company is using to produce the product.

4.9.5 Expectations of Advertising

Fair & Lovely's campaigns fascinate the audience, and make them enjoy and involve with the adverts. The campaigns make the target market fantasize and dream about beginning a new life by using the brand. In both the matrimonial and career woman theme, the central idea revolves around getting a new better life. In this way, the advertisements increase the expectations and convey the impression that the product will completely transform the lives of its user.

Another expectation of advertising is that with personal care products consumers tend to pay more attention to the benefits they are offering and the way they will act on their skins. Consumers use brand knowledge to form expectations of advertising, i.e. they are aware of the many benefits offered by Fair & Lovely and they expect the advertisement to highlight these benefits in a manner that they can relate to it. For example the Fair & Lovely anti-marks cream claims of gently reducing eye circles. A consumer may expect the advert to demonstrate how it works on the circles. Consumer's expectations of advertising may also be based on knowledge about ads in a particular product category. For example a consumer watching the adverts of English Fairness Snow or *Ubtan Turmeric Cream* may have higher expectations from Fair & Lovely as it is more popular and more likeable than these. Also the consumers no longer expect Fair & Lovely to show matrimonial or a boy-meet-girl situation in its campaigns.

Fair & Lovely fulfils its social responsibility by doing positives for the society in the form of Fair & Lovely *Kismat kay Sitaray* scholarship program. This program acts as an

²⁴⁹ <http://www.thedailystar.net>, "magazine/2006/05/02/cover.htm"

evidence for the company that it is actually concerned with the development and empowerment of women.

4.9.6 Social Issues

According to the survey results, 98% females disapproved the matrimonial theme and showed a preference for the *career woman* (especially the cricket commentator) campaign). This is because 21st century's Pakistani woman is more educated and realizes the need of a sound career. Hence the *career woman* theme was received more positively. However peer pressure and social taboos also play a very important role. Females are shy to express their views even while filling out surveys anonymously, i.e. even if they use fairness creams for the purpose of finding suitable marriage prospects, they do not want to admit this fact because of social barriers and peer pressure.

Starting with a very basic issue, is there a demand for fairness creams in the Pakistani market? The answer is most definitely yes. It is an inherent desire in the Asian (particularly subcontinent) women to look fair. Mothers want their daughters to become fair so that their status in the marriage market is elevated. Ironically it is a fact that fair skin is appreciated and is a source of esteem in the society. In fact in every part of the world, it is a natural desire in people to look what they are not. The Europeans want to tan their fair complexions, the Africans want straight hair etc. The obsession with lighter skin is not unique to the South Asian sub-continent. Even in countries like Thailand, Hong Kong, Malaysia, the Philippines, South Korea, Taiwan and even Japan, skin-whitening products abound. Most women from the subcontinent are dark-skinned, a fact hardly portrayed in films or TV soaps. But whether the blame goes to the media or not, it is a daunting task to try and erase age-old notions of beauty that dictate that fair skin is superior to dark skin and it is a reality that in the Asian culture, too often, beauty lies in the societal pressure to be fair and is measured against the degree of fairness in the skin tone.

Having established the fact that there is a demand for image-enhancing products; is it possible for the marketers to develop objective yet interesting appeals that do not demean the target segment and attract them towards the product in a respectful and socially acceptable manner, so that they do not feel hesitant in going out and purchasing them? Over the years there has been an improvement in Fair & Lovely's TVCs. The airhostess advert was the first step in repositioning the brand and using 'fairness' for achieving success in life rather than marriage. The advert did have certain objectionable material as discussed earlier. The next in line was the female cricket commentator advert that improved upon the mistakes on the airhostess campaign and the 'dark skin trauma' was not exposed in as much intensity as compared to the former. Even with the matrimonial theme, Fair & Lovely has taken a different approach and does not demean the dark skin. Instead of following the typical approach where the girl is not getting suitable proposals because of her dull complexion, Fair & Lovely showed the matrimonial bliss in the life of a young newly married female and how the brand is playing a role letting her enjoy the little pleasures of her new life. The campaigns are not direct-hitting the audience and are not making them feel awkward while watching the advert.

Chapter 5 : Findings and Data Interpretation

5.1 Survey Results

A survey of 50 females residing in Islamabad/Rawalpindi was carried out. In this section, firstly the results will be presented and in the next step the findings will be interpreted and analyzed by cross-referencing and linking the answers obtained in order to test the validity of hypothesis.²⁵⁰

1. Your age is best described by which bracket:

- 13-15 16-20 21-25 26-30 30-35

Age Bracket	%
21-25	46%
30-35	24%
26-30	14%
16-20	12%
13-15	4%

2. Please tick your education level:

- I am a student currently studying in:
 High school College Bachelors program Masters MBBS
- I have completed my education and have the following degree:
 Intermediate Graduation Master Mphil PhD
Other (please specify) -----

a) *I am a Student currently studying in:*

College	14%
High School	4%
Bachelor	8%
Masters	6%
MBBS	2%

b) *I have completed my education and have the following degree*

Masters	54%
Graduation	12%

²⁵⁰ The results have been displayed in descending order.

3. Your occupation is best described by (tick one):

Student Housewife Teacher Private/Public Employee Doctor

Occupation

Private/Public	34%
Student	26%
Teacher	22%
Housewife	16%
Doctor	2%

4. Identify your stage in life cycle:

Single Young married couple, no children
 Full Nest I (young married couples with children)

Stage in Life Cycle

Single	56%
Full nest I	32%
Young Married	12%

5. Which is your favorite theme in Fair & Lovely advertisements (tick all that apply)

Matrimonial female cricket commentator airhostess Qismat kay sitaray

Favorite Theme in Fair & Lovely Advertisements

Female cricket Commentator	74%
Qismat kay Sitaray	44%
Matrimonial	4%
Airhostess	0%

6. On a scale of 1-10 (10: highest—1: lowest) rate the following based on brand prestige:

• Fair & Lovely -----	• Stillman's Bleach Cream -----
• Pond's Fair & Young -----	• Oriental Herbals Naturalight -----
• Ubtan Tumeric Cream -----	• <i>BioNikhar</i> -----
• Emami -----	• English Fairness Snow -----

For every point obtained, the ordinal scale was converted to the following:

Rating	Ranking
10's	5
9's	4
8's, 7's, 6's	3
5's, 4's	2
3's	1
2's, 1's	0

The results obtained were as follows:

Brand	Points Scored
Pond's Fair & Young	388
Fair & Lovely	316
Stillmans Bleach Cream	266
Oriental Herbals Naturalight	256
<i>Ubtan Turmeric Cream</i>	216
Emami	154
<i>BioNikhar</i>	44
English Fairness Snow	38

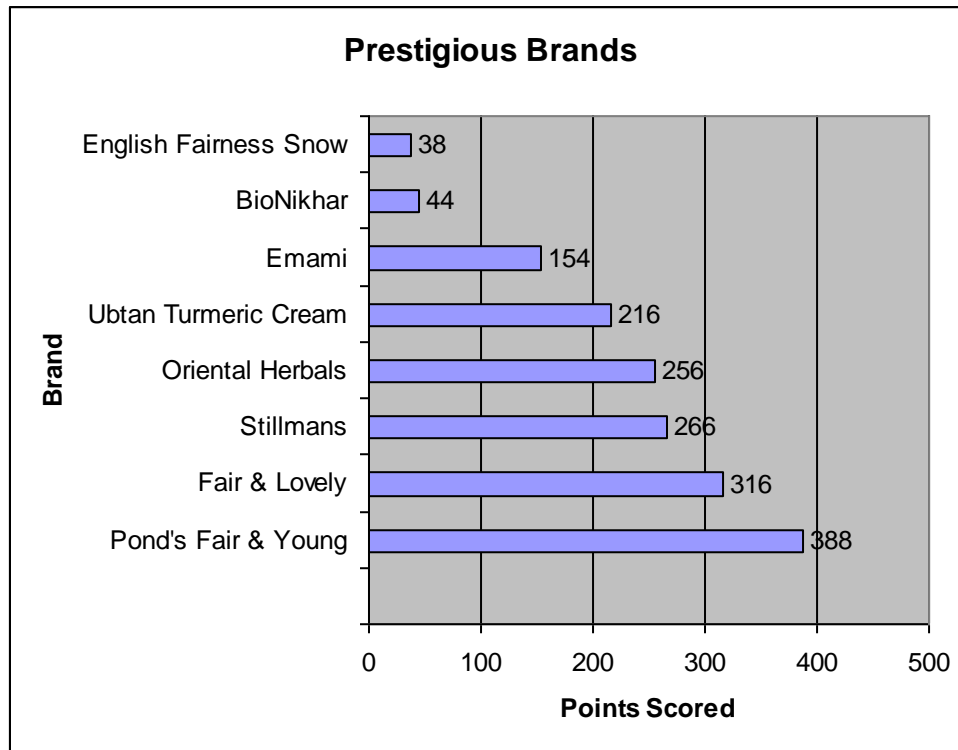


Figure 5.1: Top Prestigious Brands

Pond's Fair & Young topped the list and was considered the most prestigious brand, followed by Fair & Lovely. This indicates that Fair & Lovely is considered a prestigious brand, though not top of the line, yet above its seven other competitors. It is standing on the 2nd position on brand prestige that signifies that the brand has a favorable image in the consumer's mind. This is because of the relatively different advertising approaches that the brand has been coming up with. The shift from the mundane matrimonial theme for fairness creams to an impressive *career woman* and TV shows like *Qiyamat kay Sitaray* where inspiring true stories of prominent women are aired have helped in increasing the brand's prestige. The Fair & Lovely scholarship program for providing financial

5.2 Trends Analysis

Effect of age on advertisement theme choice

Age	Favorite theme in Fair & Lovely Advertisements	%
13-15	Qismat kay Sitaray	100%
16-20	Qismat kay Sitaray & Female Cricket Commentator	50%, 50%
21-25	Female Cricket Commentator	78%
26-30	Female Cricket Commentator	85.7%
30-35	Female Cricket Commentator	75%

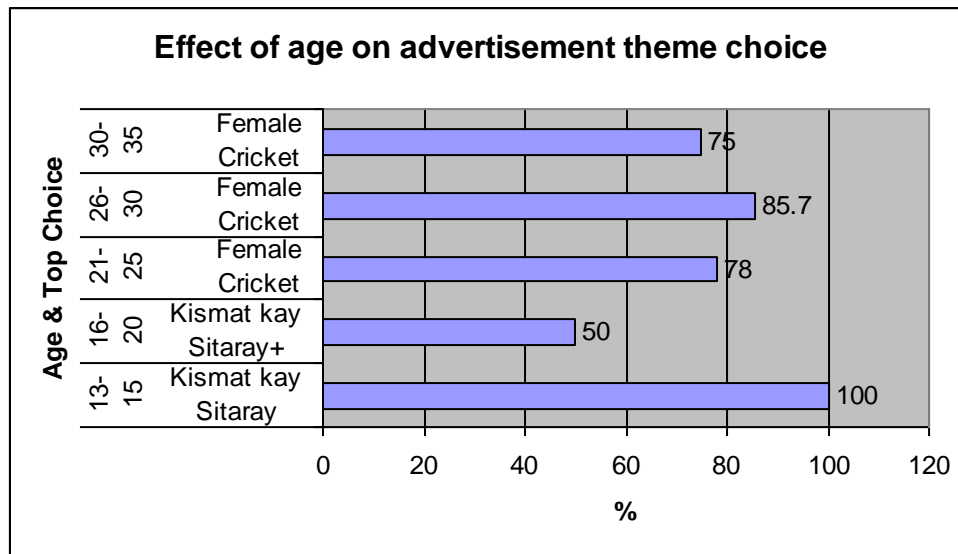


Figure 5.2: Effect of Age on Advertisement Theme Choice

One aim of the survey was to find out as to whether the choice of advertisement appeals changes with age or maturity (refer to Q.1 of survey). However the results were reasonably consistent among all age groups.

The females belonging to the 13-15 age bracket are entering their teens and have approved of the *Kismat kay Sitaray* as their preferred choice. This depicts that the teenagers are the most inspired by the hard working and strong women who made a niche for themselves. In addition they watch TV frequently and have seen the latest episodes of the program.

The college girls (16-20) expressed equal liking for *Kismat kay Sitaray* and the *career woman* theme. Females of all ages between 21-35 have disapproved of the matrimonial theme in contrast with the past and have shown a liking for the *career woman* advertisement appeal. This is because of the reason that in comparison with the past, the Pakistani woman living in 20th century is well aware of the changing trends, is educated and more confident than before and has high aims and ambitions for her career.

Although the top theme remained that of a *career woman* yet *Kismat kay Sitaray* followed close behind. This program has upgraded the image of Fair & Lovely as compared to its competitors.

Effect of age on motivation to buy

Age	Top Motivation for Use	%
13-15	Fair complexion	100%
16-20	Sun protection	83%
21-25	Sun protection	91%
26-30	Sun protection	57%
30-35	Improved skin (marks/spots removal)	91%

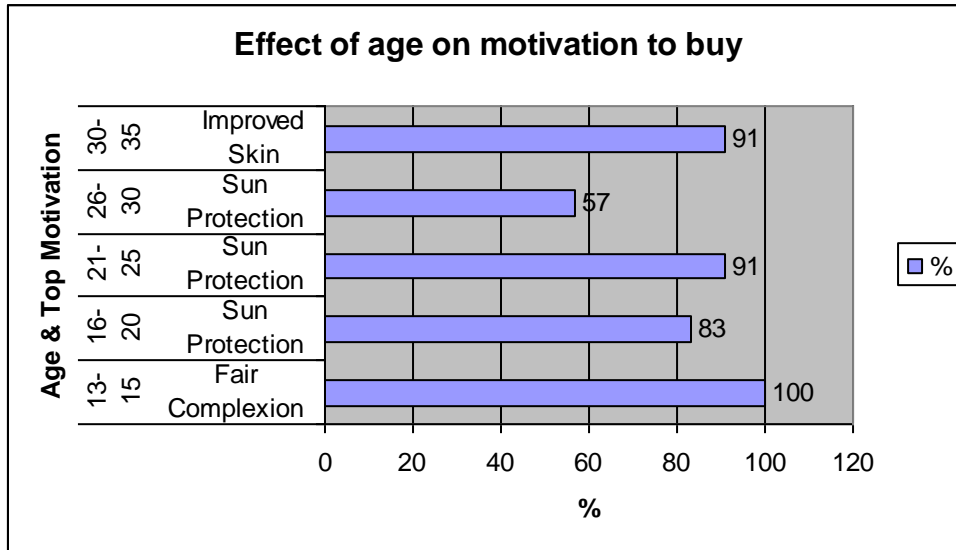


Figure 5.3: Effect of Age on Motivation to Buy Fairness Creams

The results of the survey showed the variations in the preferred incentive to buy fairness creams, with growing age. The 13-15 age bracket was more attracted by the fair complexion promise. Females in this age are entering their teens and become concerned about their skin quality and color. In this age looking fair was found to be the most important skin concern. Females falling in all three of the 16-20, 21-25 and 26-30 age brackets are more concerned about protecting their skins from the harmful rays of the sun. This is depicted below by the occupations of the females in these age brackets:

Age	Occupation	%
13-15	Student	100%
16-20	Student	83%
21-25	Public Private Employee	91%
26-30	Housewives, Teachers	42.86%, 42.86%
30-35	Teachers	66.67%

According to the above, this group comprises of college, university students and working women, who are exposed to sun on a daily basis, hence the preferred motivation to buy is because of the sun screen ingredient present in the creams.

Effect of stage in family life cycle on motivation to buy fairness creams

FLC	Top Motivation for Use	%
Single	Sun protection	85.7%
Young Married	Improved skin (marks/spots removal), Sun protection	66%
Full Nest I	Improved skin (marks/spots removal)	93.7%

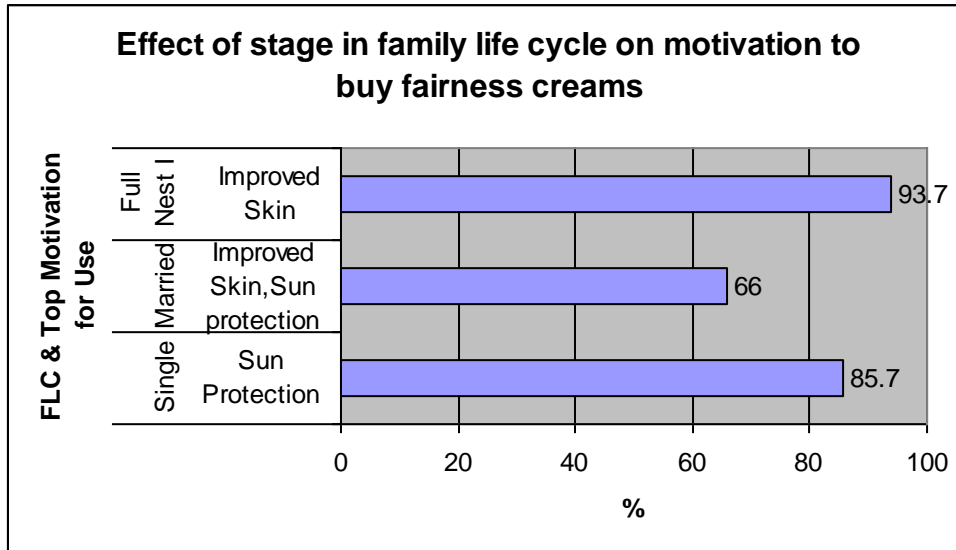


Figure 5.4: Effect of Family Life Cycle on Motivation to buy Fairness Creams

The motivation for buying also changes with stage in family life cycle. Out of the 56% singles, 89% were working and wanted to protect themselves from sun rays rather than preferring a fair complexion. This is an indication of increased awareness among the society about the dangers of ultraviolet rays. The married females use fairness creams mostly for marks/spots removal. The reason behind this can be the age spots and marks that appear on the skin with growing age and hence those in the full nest I stage need fairness creams to fade/clear away the spots.

Effect of stage in family life cycle on advertisement choice

FLC	Favorite Theme	%
Single	Female Cricket Commentator	64%
Young Married	Female Cricket Commentator	83%
Full Nest I	Female Cricket Commentator	87.5%

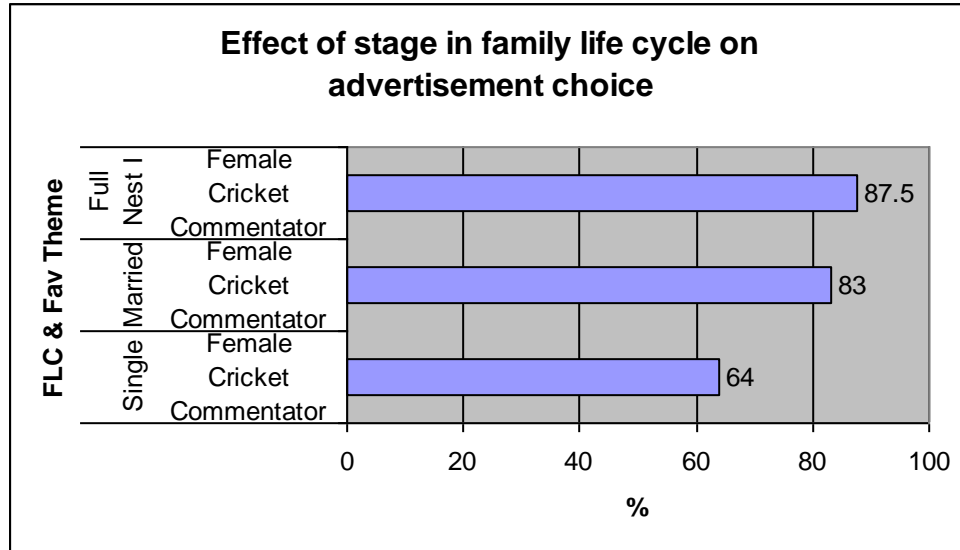


Figure 5.5: Effect of stage in FLC on Advertisement Choice

Females in all stages of family life cycle expressed liking for the female cricket commentator (*career woman*) theme.

From the 1980’s till 1995 Fair & Lovely sold itself on the theme that woman want to look fair and beautiful so that they can get the right husband. But afterwards the brand realized the emergence of woman with widened perspectives, demanding more from life than just a husband. in other words, the theme changed from, ‘*it changes my life because I got a husband*’ to ‘*it changes my life*’. The new theme was depicted through a series of adverts, one featuring an airhostess (where fairness makes a young woman confident enough to become an airhostess and support her family) and the other one showing another young lady who becomes a cricket commentator (a field considered challenging for women to enter).²⁵¹

Effect of occupation on main motivation for buying fairness creams

Occupation	Top Motivation	%
Students	Sun Protection	76.9%
Working	Sun Protection	93%
Housewives	Improved Skin	87.5%

²⁵¹ Aurora, A Dawn Group Publication on Ideas and Marketing Approaches, Vol. 8 Sept-Oct 2005.

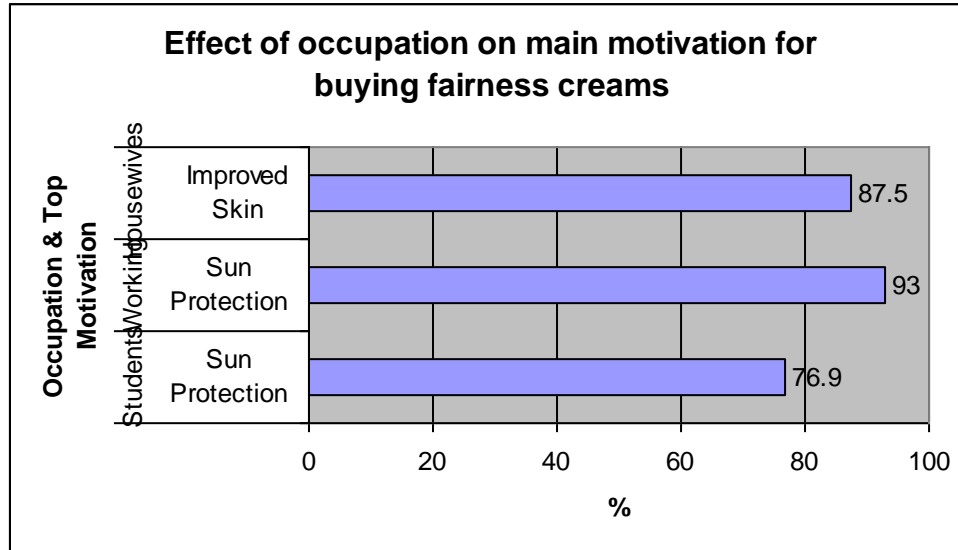


Figure 5.6: Effect of Occupation on Motivation for buying Fairness Creams

Effect of occupation on advertisement theme choice

Occupation	Favorite Theme			
	Matrimonial	Female Cricket Commentator	Airhostess	Qismat kay Sitaray
Student		46.15%	0	
Housewife		100%		
Teacher		81.82%		
Private/Public		70.59%		
Doctor				100%

Effect of education on motivation for buying

Education Level	Top Motivation			
	Fair complexion Promise	Sun Protection	Advertisement appeals	Improved skin (marks/spots removal)
High school students	100%			
College students		85.71%		
Bachelor students		100%		
Masters students	100%	100%		
Graduates				66.67%
Masters				85.19%
MBBS		100%		

Views on why matrimonial theme should not be continued, based upon FLC

FLC	Top Reason	
Single	Female exploitation based on skin color,	42.8%
	Lowers brand prestige	42.8%
Married	casts a negative impact on society	72%

98% of the females surveyed, belonging to all age groups, educational background and occupation preferred the *career woman* theme over the matrimonial theme. They feel that the matrimonial theme, showing fairness as a means of getting the ‘right soul mate’ is direct-hitting the target market and giving rise to an insecurity in the society. Such adverts are embarrassing to watch and result in an uneasiness and awkwardness among the target market.

5.3 Hypothesis Testing

H1: Consumers look for prestigious brands in personal care products, therefore companies need to position themselves as prestigious brands.

This hypothesis is accepted because in this case Fair & Lovely has not been able to position itself as a prestigious brand. Although it has scored the 2nd position on brand prestige according to consumer survey but this is because (other than Pond’s), Fair & Lovely has an undue advantage over its competitors as most of them have not been able to position themselves as strongly on a number of attributes as Fair & Lovely, (please refer to perceptual maps, chapter 4) that continuously makes efforts for rejuvenating the brand.

The three main reasons because of which the brand despite rated high is not considered prestigious:

1. Brand Name
2. Advertising strategies
3. Product packaging

The brand name ‘Fair & Lovely’ clearly suggest that the product is to be used for lightening dark skin and making the personality fair, attractive and lovely. During the research, it was observed that the Pakistani consumers are shy in admitting that they use products that would make their complexion fair. They do not want others to think that they are unsatisfied with their complexion and perceive it as dark and are hence using ‘Fair & Lovely’. Another factor is that the Pakistani consumer has a well-developed aesthetic sense and sophistication level and the name ‘Fair & Lovely’ does not fit well with their taste. They have an ‘apologetic attitude’ when purchasing the product. This becomes more evident when comparing the name with Pond’s White Beauty Detox where the latter ‘sounds’ more prestigious and formal and goes well with the Pakistani consumer’s style.

Also as the Pakistani consumer's standard of living improves and she gets richer and better educated (chapter 1: PEST analysis), the ordinariness attached with the name 'Fair & Lovely' becomes all the more obvious. Fair & Lovely is a mass-seller, i.e. its one or more variant is always available at all types of retail and general stores and this name cannot make the brand go upscale beyond a certain point.

Fair & Lovely is positioned for the females belonging to the middle and lower-middle segments. The campaigns under study depict a typical middle/lower-middle class ambiance. Although Fair & Lovely has been rated second highest in prestige as compared other brands (consumer survey), the general perception is still that of an ordinary brand despite the continuous brand strengthening efforts such as new product varieties etc. this is because the main character of the campaigns is a girl hailing from lower-middle class background. The adverts convey the message that fairness is apparently not a need for the relatively well-off.

While it is an intrinsic desire in the Asian women to get fair skin tone, Fair & Lovely should convey this message in a manner that does not stereotype a particular group and everyone in the target market possibly relate well to it. The adverts also convey the message that fair complexion is an attribute desired by middle class girls if they want to earn a respectable place in society.

As far as the packaging is concerned, as mentioned above Fair & Lovely places itself in the middle and lower-middle tier of the market. In Pakistan it does not have any upscale premium variant such as the Perfect Radiance range launched in India. In Pakistan, Fair & Lovely comes in common packaging similar to the one used by other competitors. Product packaging plays a very important role in determining the prestige for a personal care. Such a shift in positioning will help in upgrading the overall image, i.e. also in the middle tier market.

H2: The advertising strategies in general used by competitors in fairness cream sector are unethical in nature.

The above hypothesis was built based upon the idea that fairness creams are giving out the message that fairness is a necessary element for a strong career and overall success and achievement in life and without a fair complexion a strong career or a blissful matrimonial life is not possible.

This hypothesis is rejected because over the past few years, Fair & Lovely has improved upon its advertising in the sense that viewers are now more comfortable with the appeals as they do not touch the taboo of a girl not receiving suitable proposals because of her pale skin (though this theme has now been altered to fairness guaranteeing a successful married life later), yet the fear appeal has been called off. Complexion after all is one of the Asian standards of beauty and the source of their campaigns is the social and cultural context in which the adverts connect with the lives and realities of the target market.

The airhostess advert did have certain objectionable content as mentioned in the analysis but Fair & Lovely has gradually improved upon its advertising. With the cricket

commentator and the matrimonial advert, the brand, now, is not direct-hitting or exploiting a taboo or making the viewer uneasy or disturbed as before when fairness was blatantly shown as a need for finding a suitable husband. The bottom line is that talented females are induced to get out of the confines of their life and build their own identity, helped along by a fairness product.

The target market is educated, independent and broadminded and is now interested in a fair skin to achieve their ambitions in life instead of the sole purpose of getting married. Hence in view of the changing trends and psyche of the society, Fair & Lovely is now adapting it to the changing scenario with the use of variants.

Fair & Lovely is essentially a fairness cream i.e. the main purpose of the product is to give the females a fair skin that would make them look lovely. Observing the society, it is a fact that the social standards find a fair skinned female (or male) more attractive. It is a strong desire in majority of females to have a light skin tone, brides work incessantly on their skins before their big day, just to make it look fair, since times immemorial, the home made remedies for getting fair have been very popular in this part of the world (subcontinent). It is not that because of introduction of Fair & Lovely, many females with dark skin tone have started to feel inferior. This irony has been present in many Asian countries and particularly the subcontinent where years of British rule have made the natives obsessed with white skin and so has been the preoccupation with fair skin and the desire to have it. Also according to the survey, a sizeable number (44%) admits the fact they use fairness creams for the purpose of getting fair.

Fairness creams as a product are an important category which meets the genuine requirements of young females and have a physical and an emotional attribute that has been highlighted.

This obsession with whiter skin has resulted in the spurt in the fairness products market and has opened up great opportunities for skin cream manufacturers and the market is ridden with all kinds of creams, lotions and gels that guarantee fairer skin after regular use and Fair & Lovely is cashing upon a strong need present in the society.

Although the advertising strategies have not yet positioned the brand as a prestigious one, yet they have improved in comparison with competitors and do not solely revolve around the matrimonial theme. The *Kismat kay Sitaray* campaign has helped the brand to cast a positive impression for itself and show that it is working for the empowerment of women. The Fair & Lovely Scholarship program gives out the message that the brand is playing a broader role in shaping the life of women than just providing fairness.

Chapter 6 : Conclusion and Recommendations

6.1 Conclusion

In the light of interpretation and analysis of research findings, the following conclusions have been made:

The Pakistani society has a strong obsession for fair skin tone and fairness is an inherent desire in the society, not only among the females but also among males. For many, the color of skin plays an important role in shaping up their personalities. Whether it is ironical or unfortunate, yet it is a fact that fairness is considered an important attribute and those who possess a fair skin are considered blessed. The society pays attention to skin color. Females both young or middle aged share beauty tips, remedies, recommend skin care products for enhancing the color of their skin. The teenagers, young adults, brides-to-be and married females are all conscious about their skin tones. However the consumers feel shy in admitting publicly that they are using fairness creams and are dissatisfied with their original skin tone.

Fair & Lovely, launched in 1978, has its roots in a peculiar consumer need that only the Asian women have; the need to look fair but has its direction towards becoming a skincare brand. Fair & Lovely also needs to look how far it can diversify from the core “fairness” proposition because in view of the Pakistani consumers psyche, consumers irrespective of the market tier where they belong, display a discomfort or uneasiness in associating themselves with a product that promises to make them ‘fair and lovely’. Over the past decade, Fair & Lovely has launched many new variants that have helped it in gaining an edge over many of its competitors.

Over the years Fair & Lovely has experimented with different advertising approaches. According to the consumer survey, the most well-liked appeals were the female cricket commentator theme and *Kismat kay Sitaray*, as according to consumer survey 74% expressed a liking for the female cricket commentator, followed by a 44% votes in favor of *Kismat kay Sitaray*. The target market feels more comfortable with the *career woman* approach taken by fairness creams advertisements as compared to the matrimonial theme. The societal trends in the new millennium are changing. The young females in Fair & Lovely’s target market are becoming more open-minded, educated and aspire to go higher in life by building a sound career. There is a new aggression and assertiveness in the young women of the 21st century, who want to live life on their own terms and are less willing to make compromises.

6.2 Recommendations

i. Emphasis on Product Benefits

Fair & Lovely has improved upon its advertising strategies with the passage of time but it has room for improvement if it touches upon the ‘fairness issue’ in an understated manner. Fair & Lovely’s campaigns project a complete 180 degree shift in the lives of the women who use Fair & Lovely. Although the campaigns have not been taken as unethical and the target market feels comfortable while watching them because of their quality execution and direction yet there is a room for improvement. Strong brands (and especially market leaders) must be sensitive to their consumers. In fact, in the long run this sensitivity and foresight may actually strengthen the brand.

Fair & Lovely should concentrate on functional benefits of the product. The skin enhancing ingredients such as papaya, *neem*, cucumber etc present in the variants and the sun screen should be exploited instead of demeaning the dark skin and warning young women that if they are dark they will never find a caring husband or live happily ever after, will never get a job, and will never live the life of which they have dreamed. Although the society at large has connected with the *career woman* campaign yet if Fair & Lovely concentrates more on the functional benefits, while keeping the fairness aspect precisely as subtle as the typical sophisticated Pakistani consumers would like.

Brands meant for the middle and lower markets can also be positioned in an esteemed manner. For example Pond’s White Beauty Detox and Fair & Lovely’s multiVitamin are priced in the same range but there is a visible difference in advertising. A case in point can be the Pond’s talcum powder advert where the model is a civil engineer and the product is helping her feel fresh on the work site, under the scorching sun. Concentrating on the functional benefits with the help of interesting executions can strengthen Fair & Lovely’s bond with its consumers and this in turn, can help in changing its positioning from core fairness theme.

Fair & Lovely can use the *authoritative* executional framework for its advertising appeals. Such appeals enhance credibility and are an effective way of describing the benefits or attributes of the product. The expert authority such as dermatologists, scientific organizations (e.g. PCSIR²⁵²) can testify through facts that the product is harmless for skin. This can specially assist in raising the reliability of the brand, keeping in mind, the negative notions about fairness creams such as they contain harmful ingredients, bleaching agents, damage skin cells, result in facial hair etc. The dermatologists can explain the hazards of direct exposure with sunlight on skin and thus encourage the product’s use.

²⁵² Pakistan Council for Scientific and Industrial Research.

ii. Shift from ‘Core Fairness Proposition’ to a Complete Skin Care Brand

In the Pakistani market Fair & Lovely advertises five variants (the Fair & Lovely Active X Sun Block and Menz Active is not manufactured by Unilever Pakistan. These variants are imported and are only available in big retail stores but not advertised). In Pakistani despite the five variants, Fair & Lovely is largely perceived as a fairness cream although the brand has its direction in becoming a complete skin care brand. The advertising strategies should modify the positioning to skin-care rather than plain vanilla fairness. In order to become an esteemed brand (even while remaining in its continuum of that of a middle-to-low-end market), Fair & Lovely needs to diversify from its core ‘fairness’ proposition and establish itself a complete skincare brand through effective advertisements.

iii. Shift from a Mass Brand to a Premium Category Brand

The Pakistani consumers are trying newer formats for skin care and cleansing. Also, there is growing awareness in their skin care regime. To cater to such consumers, Fair & Lovely should try to raise its image from a mass market brand. In India the brand has come up with a new upscale range of expert skin care solution, “*Perfect Radiance*”. The brand has been launched as a premium offering by restricting the distribution to a limited number of select modern format retail outlets that has helped in elevating the brand’s image and making it stand in line with prestigious brands.



If this range is introduced to the Pakistani consumer, then with sleek packaging and smart marketing and positioning, the brand can move away from the frumpy, down-market image of ‘Fair & Lovely’.

iv. BTL Activities

In order to improve its prestige, Fair & Lovely can concentrate on BTL (Below the Line) activities that can improve the brand’s image. Some possible suggestions here can be conducting personal grooming sessions and career counseling workshops or providing assistance for setting up enterprises thus resulting in the empowerment of women and making them realize that Fair & Lovely is much more than just making the skin tone fairer, rather it is playing an active role in improving the Pakistani female’s life beyond television commercials.

Appendices

Appendix A

Consumer Survey

1. Your age is best described by which bracket:

- 13-15 16-20 21-25 26-30 30-35

2. Please tick your education level:

- I am a student currently studying in:
 High school College Bachelors program Masters MBBS
- I have completed my education and have the following degree:
 Intermediate Graduation Master Mphil PhD
 Other (please specify) -----

3. Your occupation is best described by (tick one):

- Student Housewife Teacher Private/Public Employee Doctor

4. Identify your stage in life cycle:

- Single Young married couple, no children
 Full Nest I (young married couples with children)

5. Which is your favorite theme in Fair&Lovely advertisements (tick all that apply)

- Matrimonial female cricket commentator airhostess Qismat kay sitaray

6. On a scale of 1-10 (10: highest—1: lowest) rate the following based on brand prestige:

- | | |
|----------------------------------|---|
| • Fair & Lovely ----- | • Stillman's Bleach Cream ----- |
| • Pond's Fair & Young ----- | • Oriental Herbals Naturalight ----- |
| • Ubtan Tumeric Cream ----- | • <i>BioNikhar</i> ----- |
| • Emami ----- | • English Fairness Snow ----- |

7. What motivates/can motivate you to buy fairness creams? (tick all that apply)

- fair complexion promise sun protection advertisement appeals
 improved skin (marks/spots removal)

8. Do you think Fair&Lovely should continue with the matrimonial theme in its advertising? (Tick all that apply)

- No** because it
 exploits females on the basis of skin color lowers brand esteem/prestige
 casts a negative impact on society
- Yes** because it makes the product sell

9. What type of advertisement approach would you suggest for Fair & Lovely?

- matrimonial theme career woman (cricket commentator/airhostess)
 any other please specify-----

Thank you for your cooperation ☺

Appendix B

Storyboards

Female Cricket Commentator

<p><u>1</u></p>  <p>A shot of a girl in a cricket field. The camera moves into flashback where.....</p>	<p><u>2</u></p>  <p>the girl is sitting outside a playing field and doing commentary for the cricket being played in the field.</p>
<p><u>3</u></p>  <p>Cutting to the scene where she is commentating at her home while watching a live cricket match on TV when her elder sister noticing her passion gives her a Fair and Lovely cream so she can become fairer and more self confident to pursue her dream.</p>	<p><u>4</u></p>  <p>In this shot it is shown that the girl after attaining her new found fairness is confident enough to send an audition tape for the job of a commentator.</p>





<p><u>5</u></p>  <p>Finding it good, the selection team approves her name for the job.</p>	<p><u>6</u></p>  <p>Cuts to the scene where the girl is shown to have attained her dream by securing a job of a commentator and delivering commentary for a live cricket match</p>
<p><u>7</u></p>  <p>In the scene, the tube and the bottle move in and the male voice over says “Fair and Lovely zindagi roshan karey”</p>	





Airhostess Advert

1. In the first shot, a family comprising of a father, mother and a daughter (with a dark complexion) are shown. The ambiance depicts a typical lower-middle class Pakistani home.
2. The father is lamenting the fact that he does not have a son and he is the sole bread winner of the house and is finding it hard to make both ends meet. Also his daughter is not competent enough of finding a good job because of her complexion.
3. The daughter looks at a newspaper advert for an airhostess, gazes at her reflection in the mirror and curses her dark complexion that will not let her get the glamorous job of a flight attendant.

4. In the next shot she uses Fair & Lovely and her skin tone shows a visible difference in six weeks.
5. She goes for a job interview and gets selected not because of any approach but because of her newly found confidence that she gets because of her fair complexion.
6. On her first day at job she becomes the center of attention of the airline staff and the pilot is impressed with her beauty, confidence and self-assurance.
7. In the last shot, the father proudly calls her 'beta'.

Matrimonial Theme fantasy

<p><u>1</u></p>  <p>A shot of a bride smiling in her wedding finery and looking with curiosity at.....</p>	<p><u>2</u></p>  <p>Her groom who is gesturing in a way that he is taking and safely protecting the secret of her beauty with him.</p>
<p><u>3</u></p>  <p>Cutting to the scene where the secret of the bride's beauty, Fair & Lovely multivitamin is shown.</p>	<p><u>4</u></p>  <p>In the 4th shot, the bride is getting ready in front of the mirror and her spouse once again gestures as if he had captured her beauty's secret and safely locked it in his heart.</p>




<p>5</p>  <p>The camera then cuts to the scene where the effect of Fair & Lovely is shown on the model and her skin tone is improved four times the tone of her original tone.</p>	<p>6</p>  <p>The model is doing household chores in her kitchen with her mother-in-law.....</p>
<p>7</p>  <p>when her husband appears and again performs the act of safe-guarding his wife's beauty secret., i.e. Fair & Lovely, while his mother's attention is distracted</p>	<p>8</p>  <p>Cuts to the scene where the husband gestures that he has the locked the key to their successful married life safely in his heart forever</p>

9



The girl smiles and Fair & Lovely multivitamin is flashed on the screen with the voice over of “*Fair & Lovely, zindagi nikharay*”

Fair & Lovely Scholarship

<p>1</p>  <p>A collage of young females is flashed on the screen with the voice over saying, <i>“kahani himmat aur hoslo kee, mazboot irado kee”</i></p>	<p>2</p>  <p>A girl looking at the palm of her hand and the voice over says, <i>“Kismat hamaray hathon may hai”</i></p>
<p>3</p>  <p>Another females enjoying rainfall and the camera cuts to.....</p>	<p>4</p>  <p>Where she smiles and the voice over says, <i>“hum khud badal saktay hain apnee kismat”</i></p>
<p>5</p>  <p>Another females is shown with the voice over, <i>“beshumaar sapnay pooray kar saktay hain”</i></p>	<p>6</p>  <p>The voice over announcing the arrival of Fair & Lovely with scholarship for 100 girls across Pakistan.</p>

<p><u>7</u></p> 	
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Appendix C

Fair & Lovely Print Adverts

100 scholarships have been awarded
Are you next?

Will you look back at life and say,
"I wish I had" or "I am glad I did"?

Now is the time to achieve your dreams

Fair & Lovely Kismet & Sitare

Scholarship Program 2006 is here to give
100 determined women a chance to get their
education and change their destinies.
The **Fair & Lovely** team is on its way to meet more than
250 colleges in South, Punjab, N.W.F.P and
Baluchistan, with application forms for a
brighter future.

Last date for application submission is
October 30, 2006.

Call free for information:
0800-13000
www.falscholarship.com

Fair & Lovely
Kismet & Sitare
2006

4vitamins
4weeks...

Get beauty parlour fairness!
Fair & Lovely
multiVitamin
TOTAL FAIRNESS CREAM

100 اسکالرشپس دی جا چکی ہیں
اب آپ کی بار کی ہے!

Fair & Lovely

اسکالرشپ پروگرام 2006، 100 عزم رکھنے والی خواتین کو اپنی تعلیم پوری کرنے اور اپنے مقدر بدلنے کی ایک شاندار سہولت فراہم کر رہی ہے۔

250 سے زائد کالجوں کو ملنے والی ہے۔

جن میں جنوبی، پنجاب، شمال مغربی وفاق اور بلوچستان کے کالجوں کی فہرست موجود ہے۔

اپنی درخواستیں جمع کرنے کی آخری تاریخ 30 اکتوبر 2006ء ہے۔

مزید جاننے کے لیے
0800-13000
www.falscholarship.com

Fair & Lovely
2006

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