

**“TO STUDY THE REPOSITIONING AND REBRANDING OF  
LIFEBUOY PAKISTAN”**



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## **ABSTRACT**

As far as repositioning and rebranding are concerned, a brand might undertake the decision to opt for these due to a number of reasons. The place that a brand makes in the mind of a consumer is so vital that it can make or break the reputation of a brand. If a brand acquires a negative reputation in the eyes of the consumers, it can harm it in a number of ways and eventually swipe it off the market. Repositioning and rebranding especially come into play when a brand is losing market share, suffering against competitors, confusing its target market with what it stands for and losing out on its customers. Lifebuoy of Unilever was definitely suffering as a brand in Pakistan, on one side failing to deliver results as an anti-bacterial soap, confusing the consumers and on the other hand, facing immense competition from Safeguard of Procter and Gamble. Lifebuoy as a product which falls in the personal care products industry was definitely not portraying and holding the place that a product of this industry should hold. Consumers around the world are becoming more aware and more health conscious, so is the case in Pakistan. Lifebuoy went for repositioning and rebranding in 2008 in order to make its place as an anti-bacterial soap and face competition to acquire market share. The aim of this research is to find out whether that repositioning and rebranding was carried out in a successful manner and was the image really changed in the minds of Pakistani consumers.

In order to carry out research, a survey of more than 100 respondents (23 year olds and above) was carried out by focusing on the image of Lifebuoy before and after repositioning and rebranding. Also, demographics (gender and age) have been taken into consideration to find out what part they play in formulation of perceptions before and after repositioning of Lifebuoy.

**Key Words:** Repositioning, Rebranding, Perception, Brand Image, Positioning, Target Market.

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## Introduction

With the passage of time consumers all around the world are becoming more aware as more information is being provided to them from a variety of sources. Even when it comes to the personal care products, consumers nowadays look for products which suit them best and fulfil their hygienic and beautification needs. Basically the personal care products industry has the goal of making people look better and feel better about themselves.

The products of this industry can be divided mainly into personal care, hygiene and beauty products. The industry can be categorized into toiletries and grooming products, soap, bath and shower products, antiperspirants and deodorants as well as make up, skin care, hair care and oral care products. For example soaps, deodorants, toothpastes, razors, shaving cream, cosmetics and other hair care, skin care and oral care products as well as fitness products. The industry basically creates, manufactures and sells these products either in retail stores, online, by mail or door to door. As far as segmentation in this industry is concerned, the personal care industry can be segmented according to the consumer and the product. The consumers according to the demographics can be further segmented into categories of age, gender, income, location, level of education and quality of life.

The major factors driving the personal care industry include the increasing level of awareness consumers have regarding health care and the products of this industry, the increase in the level of concern and desire for a healthier and better quality life as well as the desire to look good. Competitiveness tends to be increasing due to the changing consumer trends, product innovation and better research techniques being implied by various companies in this industry. The problems faced by this industry include lesser known products penetrating into the market, the lack of concern for such products especially for the case of younger consumers and low value for money products.

The personal care products industry around the world is dominated by top brands which hold the majority of the market share. Big companies like Johnson & Johnson, Unilever, Procter & Gamble, Colgate-Palmolive, L'Oréal, and Estee Lauder dominate this industry. According to Vault (2016), an intelligence agency based in New York, the Personal Care Products Council, which is a trade association and has more than 600 member companies, the personal care products industry

generates more than \$250 billion annually in retail sales around the world. In the USA alone more than 11 billion personal care products are sold annually. These statistics indicate how massive the personal care products industry is.

In the personal care products industry, the hygiene sector has a vital role to play throughout the world. In today's world, consumers tend to be more concerned about maintaining personal hygiene in order to maintain good health and avoid illness. The products of this sector have a high demand which is continuing to increase. The hygiene products play a vital role in almost every household throughout the world. The desire for a healthier life, product innovation as well as merger of various functions in a single product for instance a hand sanitizer acting as a moisturizer as well, such factors build up the demand for the products of this industry. Also, fierce competition between the major competitors is playing a major role for the growth of this industry making the market players improve market research and technology on a continuous basis as well as improve on their strategies for sales and marketing.

Another interesting factor contributing to the increase in demand is how men's hygiene products are being sought after at an increasing rate. Although most of the market share is dominated by the female hygiene products, but since the past few years demand for men's hygiene products is also on the rise. In the recent years, there has been a tremendous amount of emphasis on women's health. Once again which has contributed to the rise in demand of hygiene products. A number of manufacturers seem to be entering into this market making the competition much more strong and product innovation to increase.

Considering the personal care products industry of Pakistan, if we specifically take the soap industry into account then it can be deducted that this industry can be divided into two main sectors. One is beauty and the other is anti-bacterial. According to the article "A tale of two soaps" (2012), fifty percent of the soap market size in Pakistan is held by the anti-bacterial soaps and the rest half by the beauty soaps.

Three brands have a high brand recall in Pakistan as far as anti-bacterial soaps are concerned. Those three are Safeguard, Lifebuoy and Dettol. Strong competition exists between them as each brand has the same promise of effectively killing germs and providing the necessary protection, has the same target audience and each has effective marketing campaigns and strategies to capture the maximum market share.

At one point or another each of these brands has undergone repositioning either to improve on its position or to further increase its market share or to completely change its outlook and come up as a new brand and face competition in a stronger manner. Repositioning which is primarily carried out in order to meet the customer's needs and wants basically changes the place and/or the perception of a particular brand in the eyes of a consumer or the market as a whole.

From identifying the point where repositioning is required to choosing a strategy to finally implementing the entire repositioning plan, all are important and must be analyzed and carried out carefully for a successful brand repositioning. If carried out correctly, repositioning can help a brand make a strong place in the market, increase its sales, increase the market share and attain a higher brand equity. But if done wrong or if carried out when not required does not only waste financial and marketing efforts but can also bring the brand to a much weaker position or worse force it to vanish from the market.

## Problem statement

According to the Pakistan Bureau of Statistics the urban population of Pakistan is 32.5% whereas the rural population is 67.5%. Data from the Pakistan Bureau of Statistics also goes on to show that Pakistan with a total population of 180 million has around 2 million retail outlets spread in the rural and urban areas. Furthermore, the retail sector is representing 18% of GDP (2011-12) and hence there is no problem in the availability of these products in both the urban and rural areas (Pakistan Bureau of Statistics). The data also shows that retail sector in Pakistan is on path to grow further.

Apart from this factor, according to the Euromonitor International, generally people in Pakistan are becoming more health conscious and there is a rise in the disposable incomes, female employment, and level of awareness. In turn, all of these factors combine to increase the demand for beauty and personal care products. One of the reports on the industry of Beauty and Personal Care products at Euromonitor International also points out that bar soaps have already made a strong position and distribution in Pakistan and now bath and shower sales are expected to reach a CAGR of 6% with sales of around PKR 28.2 billion by 2020.

When it comes to Unilever and Procter and Gamble, they pretty much go neck in neck as far as competition between their various products is concerned. Both of these multi-national companies have made their names in the soap industry of Pakistan. The three major antibacterial soaps of Pakistan are Safeguard of Procter & Gamble, Lifebuoy of Unilever and Dettol of Reckitt Benckiser. The antibacterial soap industry has a lot of potential in Pakistan keep in consideration all the above mentioned facts and figures.

In its initial years in Pakistan, Lifebuoy as an anti-bacterial soap of Unilever was not only facing competition from P&G's anti-bacterial soap Safeguard but also from soap brands like Dettol. Lifebuoy went for the strategy of low price and hence positioned itself on price. But following this strategy it went down on the aspect of quality. Customers preferred anti-bacterial soaps of high quality and Lifebuoy suffered in the soap market of Pakistan. It was in 2008 that Lifebuoy went for repositioning in order to meet its competitors and grab the market share. Keeping all of this in mind, the problem statement for this study is as under;

“To study the Repositioning and Rebranding of Lifebuoy Pakistan”. It will be found out whether or not the repositioning and rebranding carried out by Lifebuoy in Pakistan was successful. What



were the factors that lead Lifebuoy to go for repositioning? Comparison of the old image and new image of Lifebuoy will be carried out. Lastly, demographics (age and gender) will be taken into account, to get some detail insights as to how women and men and people of different age groups perceived Lifebuoy before repositioning and how they view it as a brand now.

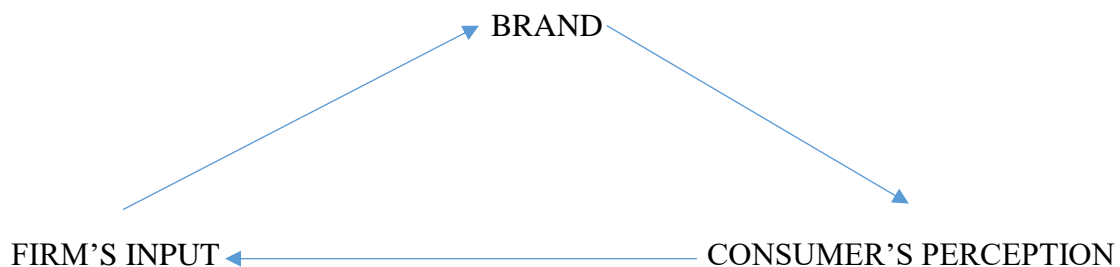
## Objectives

The objectives of this study are as under;

- To determine if Lifebuoy Pakistan's strategy to Reposition and Rebrand successful or not?
- Comparison of the image of Lifebuoy before and after Repositioning and Rebranding?
- Key insights with respect to demographics (gender and age) for Repositioning and Rebranding of Lifebuoy Pakistan?

## Literature Review

According to the American Marketing Association a **brand** can be a logo, a symbol, a name, a design or anything that differentiates a particular product or service from the others. Chrenatony, L. D. and Riley, F. D (1998) in their research, explore the definition of a brand in great detail and come up with a definition considering various aspects, various authors, articles and finally aggregate all the previous researches to define a brand without any ambiguity. Twelve basic themes combine to define a brand, which is basically a multidimensional construct that communicates with the stakeholders, differentiates from the others and is the basis of consumer's experiences and associations (Chrenatony, L. D. & Riley, F. D, 1998). The managers are responsible for adding values to a particular product or service, such that the consumers are not only able to recognize those values but associate with them as well. The research goes on to form a model to explain a brand, which is as under;



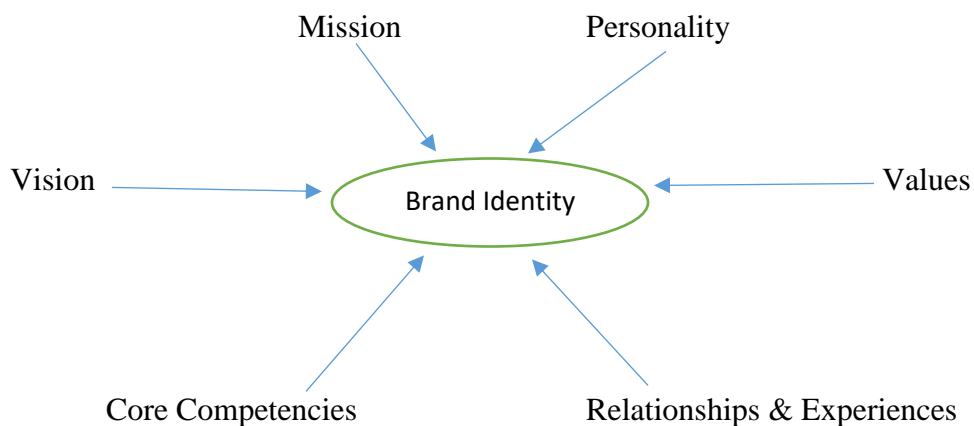
The model depicts that a brand is dependent upon the firm to equip it with the necessary traits and attributes that eventually make up the brand personality. One of the ways to help define a brand is to think about it as an actual person and then identify characteristics by thinking about how the personality and the overall outlook is. On the consumer's side, basically it's the perceived value which is dependent on the utility of the brand in terms of what is shown about a brand and what is actually received. The consumers are the ones who provide the feedback to the firm regarding the brand, which can be utilized by the firm to adjust, improve or add on to the values of the brand accordingly.

Chrenatony, L. D. and Riley, F. D (1998) further explain that brands are like value systems, which have to be planned and require a commitment which has to be long term. The core values of a brand must be formulated on the basis of a strong vision, motivation and direction. The promises

that a brand makes must be in line with what the consumers expect and experience from the brand. As consumers provide the necessary feedback to improve the brand, it can be said that brands are co-produced by firms and consumers.

**Brand Identity** can be simply defined as how a business wants to be perceived by the consumers. The early definitions for brand identity took into consideration only the visual aspects and made it sound like brand identity was only the visual identity (Riel & Balmer, 1997). Although visual identity is a significant component but it's not the only one. The brand iceberg which is one of the recent views regarding brand identity, focuses on both the visible and invisible aspects of a brand and the invisible part is gaining a lot of importance (Davidson, 1997).

Petek, N and Ruzzier, M. K (2013) have done extensive research to define brand identity. After considering various brand identity models for instance the most famous ones being those presented by Kapferer (1997), Ind (1997), de Chernatony (1999), Aaker and Joachimsthaler (2000) and many others, they come up with certain building blocks of brand identity. These building blocks include vision, mission, personality, values and core competencies. Apart from these, Petek, N and Ruzzier, M. K (2013) are also of the view that brand experience is also a part of brand identity. This emphasizes the importance of relationship between a brand and the consumers that plays a major role in consumer's perception about a brand. Hence the model presented by Petek, N and Ruzzier, M. K (2013) for brand identity is as under;



**Brand Positioning** is basically placing the brand in such a way that the target consumers prefer the brand over all others. The aim is to make consumers notice the brand, use it and make it a part of their lives as well as have positive things to say about it. A customer's views and opinions are formed because of brand positioning, as it is brand positioning that portrays what a brand aims at achieving for its customers and how it differentiates from other products or services with the same functions.

An article on brand positioning (Joseph, J, 2013), defines it as the mental space that a firm would want to attain in the mind of a consumer. He goes on to explain that it should be the first thing that comes into the mind of the consumer when they hear a particular brand name. Emotions also have a huge part to play when it comes to brand positioning, because it is the emotions that set the brand apart from others. Whatever has been intended in the positioning, it must be made sure that it is delivered when a consumer goes on to experience the brand. As defined by Reis, A. and Trout, J. (1981) in their bestseller book *Positioning: The Battle for Your Mind*, brand positioning is “an organized system for finding a window in the mind. It is based on the concept that communication can only take place at the right time and under the right circumstances.”

In their article “How to Create Strong Brand Positioning in Your Market”, Bueno, B. J. and Jeffrey, S. (2014) have identified seven key steps for effective brand positioning. First there must be a thorough understanding of how the brand is currently positioned, then move on to the competitors. Identify the competitors and understand their positioning strategies. Once this is done, a comparison can be drawn between your brand positioning and the competitors, in order to find out the factors that make your brand unique. After this an idea that is value-based can be crafted, on the basis of which a brand positioning statement is to be developed.

The way a brand is perceived by consumers depends on a number of factors. Packaging, quality, texture, smell are some of the physical attributes. Then building strong brand image and standing out against competition through advertisements and campaigns and clearly depicting the target market, also plays a vital part. **Packaging** is probably the first the form of physical interaction with the product. According to research carried out pertaining to packaging and design and its relation with perception (Vyas, H & Bhuvanesh, V, 2015) it has been established that the various design elements of packaging effect the way people get attracted to a brand. This attraction leads to forming a certain image of the brand or buying the product. Basically the design elements of the

packaging are the things that communicate with the consumers and at the point of purchase this communication must be made effective enough. In another research (Ahmed, R. R, Parmar, V & Amin, M.A, 2014), packaging was judged on the basis of packaging color, packaging material, the design of the wrapper and innovation and then it was associated with perception. It was concluded in this research that it plays a major part in forming perception and also impacts the consumers purchase decision. The size, color, quality must be appropriate and similarly the verbal information on the packaging must deliver the purpose of effective communication.

**Odour perception** is something everyone uses in daily life. The sense of smell guides us in ways like attracting us to something for instance food or acts as warning signals to keep us safe against disease. The smell of personal hygiene products and how one perceives them particularly go side by side. According to Dr. Nathalie Nibbe and Dr. Hansruedi Gygax (2015), for the personal care products the smell definitely plays a major role to attract the consumers. The approach and avoidance behavior is depicted depending on how pleasant or unpleasant is the smell of a personal care product. George Mather (2006) in his book “Foundations of Perception” talks about smell and how consumers associate good smelling perfumes or aromatic qualities with personal care products.

**Texture** of a product also has an effect on perception as once you physically touch a product you are able to perceive it according to how it feels. Leon Zurawicki (2010) in his book Neuromarketing, explains that although visuals are dominant when it comes to forming perception but the texture of a product also plays a part in perceiving. He is of the idea that consumers perceive something due to a mix of results from various senses. Rough or fine textures make us perceive objects differently, rough surfaces for rough use whereas fine surfaces for gentle usage.

**Quality** has two aspects over which it is measured; the physical and the performance (Strickland, L, 2008). According to Lea Strickland it is the consumers who is experiencing the product or the service so the most important thing is how the customer judges the brand and feels about the quality based on his/her experience. She goes on to explain that if you take into account the physical dimension of quality then all the tangible things such as the size, shape are there but these things will not satisfy the consumers solely unless and until the material of good quality is used. Similarly going on to the performance dimension if you have a product that is fast but falls short on two or three other functions then that will not satisfy the consumers.

**Advertisements and campaigns** are the marketing efforts carried on by the companies to build perception and promote their brands. It is through the advertisements that one gets the idea what the brand is, what its purpose is, and the target market and so on. According to Dr. Max Sutherland and Alice K Sylvester (2000) advertising effects the minds the consumers in such a way it even effects the order in which we consider or notice the alternatives. It can be said that advertising aims for persuasion but it must be remembered that there are a number of minor effects of advertising which basically lead to the way consumers perceive a brand. In an article “How Important is Perception in Advertising” (2016), the writer gives the examples of advertising campaigns and what a strong impact they have for changing perceptions. One example given is that of fairness creams in India, which initially were targeted for women only and the perception went on for a number of years that these fairness products are to only be used by women. But in 2005, things changed when Emami introduced the Fair and Handsome creams for men endorsed by Shahrukh Khan. This changed the perception and made people believe that men also require fairness creams.

**Gender** definitely plays a part in effecting perceptions. In a research thesis carried out by Nermin Yavas (2006) on Gender Differences on Product Form Perception, it is discussed how gender plays a role that influences perception and consumer behavior. Basically a survey was carried out and the product used was mobile phones of different colors and design features, men and women answered some questions and the results were analyzed through semantic differential model. The findings showed that mostly men were conservative in terms of appearance and preferred phones which depicted maturity such as grey color and designs that stressed on design features. On the other hand females were less conservative in terms of appearance of the phone and preferred colorful phones which were attractive looking and perceived these as more mature. Similarly, men were willing to pay a higher price if more features were added to the phone but females were satisfied with basic communication functions their phones offered and were concerned about the aesthetics only.

In another research (Ye, L & Robertson, T.M, 2012) it was found out that females were more brand loyal and were rated higher on product involvement. Especially for personal care products, females tend to have more psychological involvement and thus basically leads to higher brand loyalty. Basically men consider personal care products to be the territory of females and hence there is less

involvement and less brand loyalty. This study also found out that individuals who have more egalitarian gender roles are found out to be more involved in personal care products. Also if personal care products gave men the picture that they will remain masculine after usage then that is something that will attract them more.

**Age** also has a part to play in forming perceptions. In a research carried out (Neiss, M.B, Leigland, L.A, Carlson, N.E & Janowsky, J.S, 2007) on the topic of “Age Differences in Perception and Awareness of Emotion” experiments are carried out and research is conducted and analyzed by showing positive and negative images to respondents of various age groups and genders. Basically it is found out that older people both men and women, seem to focus more on positivity and hence, they rated positive images as more arousing than the younger lot. Some differences were there because of gender as well. The older people basically focus more on positive emotion as compared to the younger people.

Similarly another research “Impact of age on purchase behavior of luxury brands” (Srinivasan, R, Srivastava, R.K & Bhanot, S, 2014) it has been established with the help of Chi test that there are significant associations between age and the kind of luxury product a consumer buys and from where it is bought because of the difference in perception of various age groups. Younger people (40 and below) put more value on the materialistic value, how unique the product is and how prestigious it is. Whereas older people (40 and above) focus on the financial value and usability.

There can be a number of factors which make **Repositioning** of a brand necessary. Repositioning is basically changing the brand’s image and occupying a different place in the consumer’s minds than before. According to Lamb, Hair and McDaniel (2009), “Repositioning is changing the consumer’s perception of a brand in relation to competing brands”. A change needs to be brought about in the expectations of the various stakeholders as well. A great sign that a brand requires repositioning is when it constantly needs to make clarifications regarding what it is or when your current positioning strategy has become confusing.

The major factors that can cause or necessitate repositioning include external factors like changing consumer preferences, economic fluctuations and political changes, decreasing sales, strong competitor movements or new competitors making way into the market. Then there might be internal factors involved as well such as change in the overall corporate strategic direction, change

in the management or change in the culture of an organization, acquisition of an asset or new technology that sets your brand apart.

Repositioning strategies basically fall into four categories depending on the target market and the product. For the same product and same market, the strategy of changing the brand image is to be implied. Basically the message being communicated by the brand to the consumers is not correct and needs to be rectified. The company itself needs to believe in the new image before it can actually bring about that change in the eyes of the consumers. Then there is product repositioning, in which the target market remains the same but the product is modified in order to better serve the consumers. Some sort of new technology or expertise might be brought in for product repositioning. Intangible repositioning is used to target a different target market for the same product. The value proposition remains the same and a new target market is served which has the same needs and wants which your product can offer. For tangible repositioning, both the target market and the product are changed. A new range of products might be introduced for a completely different market. The diagram below depicts these four repositioning strategies;

		<u>Product</u>	
		<u>Same</u>	<u>Different</u>
<u>Target Market</u>	<u>Same</u>	Image Repositioning	Product Repositioning
	<u>Different</u>	Intangible Repositioning	Tangible Repositioning

Determining the factors and the right time to reposition a brand is the key to making the entire repositioning successful. Then choosing the right repositioning strategy plays its role to reap benefits in the market. In an article regarding effective repositioning of a brand (Monger, B, 2013), it is emphasized that a proper repositioning plan must be well thought out and analyzed after the reasons for repositioning have been identified. The repositioning plan should be developed by understanding the current status of the brand by exploring the issues, challenges and opportunities. Then move on to the customer's side and research on what sort of feelings do the



customers hold about your brand currently. This step requires extensive market research using methods such as research surveys, brand focus groups, observational research. The next step is to develop brand positioning platforms in order to find out how to grow the brand and how far can one go with it. The brand positioning platforms mainly include the brand mission, vision, values and personality.

For repositioning to be successful, Copeland (2001) in his book emphasizes that focus should be on the achievable positioning rather than the aspirational one. He outlines three steps to carry out successful repositioning. First the brands frame of reference must be relevant to the customers so that there is resonance between the two. Secondly ensure that you have the customer's permission to carry out repositioning, attach them emotionally with a certain aspect/aspects to change the perception and carry them forward. Lastly, deliver results and give the customers this guarantee that the repositioning will make the brand perform and fulfill the new promises it makes.

In an article regarding how to face the challenges which brand repositioning brings about, one of the biggest challenge mentioned is that of overwriting a preset notion (Sampath, A, 2016). As it is very difficult to change an image in the minds of the consumers which has developed and stayed in their minds for years. The author goes on to mention other challenges in the repositioning process such as brand communication, being distinction, pressure of fulfilling the new promises and most importantly the internal brand repositioning involving everyone in the value chain. The author gives the example of GE which underwent repositioning. One of its move was to shift its corporate headquarters to Boston, in order to give the perception of a digital giant and enhance its reputation as a technology innovator.

**Rebranding** if done right can be a huge success but if not then it can take the brand down. When a significant element of a brand is changed it leads to rebranding. The change can be outright such as changing the name, the color or the logo of the brand or it can be brought about in a subtle manner such as slight shift in the message being communicated to the consumers (Gunelius, 2012). According to Rouse, M (2016), rebranding is basically carried out to revitalize the overall look and perception of the brand in order to maintain the relevance of the brand according to the modern and changing needs of the consumers. A brand might go for rebranding due to repositioning or change in focus or vision, to make itself more appealing to the young generation, expansion in the scope of business or reflect a change like a merger or acquisition. Another major reason to go for

rebranding is to distance oneself from the reputation that a brand has acquired probably a negative image and to change that in the eyes of the consumers. Nowadays, new trends which appeal to the masses such as green computing can cause a brand to exploit their benefits and opt for rebranding.

VanAuken, B (2014) explains the difference between repositioning and rebranding, by stating `that if you imagine the brand as a person and that person changing his physical appearance such as changing his hair color, gaining weight, changing wardrobe or if he chooses his name, then this is Rebranding. Whereas, Repositioning would be when that person changes his behavior, attitude, values or personality. When a brand changes elements of its brand identity for instance its name, symbol, slogan, colors or type font then that is Rebranding. But the change in the brand identity elements may also be due to repositioning. Basically when a change is to be brought about in the brand personality and what it promises the consumers is repositioning. It is not necessary that when repositioning is carried out then rebranding also takes place.

In the research paper “The Importance of Branding and Rebranding for Strategic Marketing”, Todor, R. D. (2014) identifies the many reasons which cause a brand to go for rebranding. The reasons identified are not only external but internal as well. Internal reasons which are from within the company such as change in the mission or vision of the company may also lead to rebranding. The author concludes that for rebranding to be successful it is not necessary that you spend millions on changing the brand identity. But the foremost step is to change the company from within first, the internal changes must be carried out efficiently only then you can move forward to bring about the external changes. The author also emphasizes on the fact that the process of rebranding requires a lot of patience, the results of all the efforts might not be visible as soon as one would want.

## **Research Methodology**

In order to carry out research, both quantitative and qualitative methods have been used. The research mainly consists of primary and secondary research.

### **Primary Research**

The primary research includes a survey conducted and filled by the target audience. The survey was designed based on the results of a focus group, which was conducted beforehand (attached in Appendix A). Also, an interview was carried out with the ex-brand manager of Lifebuoy.

### **Secondary Research**

The secondary research basically includes the various sources used to such as websites, blogs, articles, books, magazines and research articles.

This research will be moving from general to more specific conclusions, hence a deductive research approach has been used.

### **Survey Design and Sampling**

A focus group was conducted before preparing the survey questionnaire. As Lifebuoy carried out repositioning in 2008 but all the efforts started showing effectiveness in 2009, so the age group of the sample played a vital role to carry this research. The age group of 23 year old and above was chosen, as the people of this age and above would be able to clearly remember the old image of Lifebuoy and make comparisons with the current image. In 2008 people around the age of 17 or 18 year old and above would be familiar with the image of Lifebuoy and also have know-how of change in its image after the repositioning and will be able to answer if it has been able to change its brand image or not.

The focus group conducted, consisted of 7 people (5 females and 2 males) in the age bracket of 23-65 year old and two moderators, myself and a friend. Questions asked were based on the old image of Lifebuoy and its new image after repositioning. The discussion generated and analysis of that discussion helped us understand what people thought about Lifebuoy as a brand and in their views whether it was able to change its brand image or not. The discussion was based on characteristics of Lifebuoy such as its packaging, soap texture, soap smell, price, and purpose of the soap before 2008-2009 and after this time period. Also, the place Lifebuoy occupied in the

market in comparison to its competitors was discussed. The analysis of the focus group and its results helped formulate the questions of the survey questionnaire.

Random sampling was carried out for the age group of 23 year old and above. A sample of 100 was taken from the twin cities of Islamabad and Rawalpindi, and was representative of the population. The respondents filled in the questionnaire pertaining to Lifebuoy and its brand image. A question in the beginning of the survey eliminated those who did not remember the old image of Lifebuoy and hence were not part of the research.

The characteristics of the target market are as under;

- Females and males in the age bracket of 23-65
- Ability to influence purchase behavior; decision makers
- Respondents who remember the old image of Lifebuoy

Furthermore, the survey is designed such that it can be divided into two main parts. Almost half of the questions are related to the image of Lifebuoy before repositioning and the other half are related to the image after repositioning. This enabled to make a comparison of Lifebuoy's brand image, before and after repositioning. Also, find out if the change was noticed by consumers and was the repositioning successful or not. In the end, a couple of questions are added to find out what in the views of consumers could Lifebuoy do better and enhance itself as a brand.

## Qualitative Analysis

### Interview

An interview was carried out with the Ex Brand Manager of Lifebuoy, Mr. Awais Hameed. The interview consisted of structured and unstructured questions in order to gather information about Repositioning and Rebranding of Lifebuoy in Pakistan. The interview guide is attached in Appendix B.

Mr Awais Hameed identified the main reasons that lead Lifebuoy to undertake the decision of repositioning and rebranding. In Pakistan Lifebuoy acquired this image of a soap only suitable for men, it was a carbolic soap with a pungent smell. The early advertisements of Lifebuoy depicted it as a soap for macho men, truck drivers and mainly to be used in the rural areas. Also, as it was low in price and was facing immense amount of competition from Safeguard and Dettol, this further deteriorated the brand image of Lifebuoy.

Lifebuoy went for repositioning and rebranding in the year 2008, this was known as Delta Strike Repositioning at Unilever. Basically the aim was to revive the image of Lifebuoy as an anti-bacterial suitable for the entire family. Improved formulation aimed at improving the soap quality, texture and smell. A very famous and well executed advertisement of Lifebuoy was also released. The ad showed kids from two buildings, where kids in one building used Lifebuoy and were much healthier and active than kids of the other building who used ordinary soap.

Then Lifebuoy also focused its attention towards the seasonal germs of summer, autumn, spring and winter. Various germs of these seasons were identified and soaps were designed to combat these germs. Doctors were included in the advertisements to build credibility of Lifebuoy soap as an effective germ killer. Various campaigns were started at children's schools to make them learn and understand the importance of washing hands properly with Lifebuoy. A very famous campaign by the name of "Healthy Ho Ga Pakistan" also played an important role to revitalize the image of Lifebuoy in Pakistan.

All these efforts by Lifebuoy Pakistan started showing results a year later in 2009. The market share also increased and according to Mr. Awais the market shares for the year 2013 were 17% for Lifebuoy, 15% for Safeguard and 3-4% for Dettol. Lifebuoy went for both Repositioning and Rebranding and was successful at achieving positive expected results.

Mr. Awais pointed out that in developed countries, an anti-bacterial soap is viewed as premium product because of the purpose it serves. As in developed countries people are much more aware and are more conscious about staying healthy. Hence, they value such products and are willing to pay a much higher price for these products. As Pakistan is a developing country so the awareness level of such a product is much lower. The repositioning and rebranding carried out by Lifebuoy had to take this major factor into account. Lifebuoy is sold at a much higher price in UAE, but in Pakistan it cannot afford to do so.

One negative thing that happened during this process and was a huge mistake on Lifebuoy's part was that a doctor was included in Lifebuoy's advertisement who was actually an actor and later appeared in other advertisements and dramas. This led people to question and doubt the credibility of Lifebuoy. Later on, even more efforts had to be put in the image of Lifebuoy suffered.

## Quantitative Analysis

As it has been established in the literature review that a number of elements play a part in forming in perception. The theoretical model that I have devised takes into consideration Packaging, Smell, Quality, Texture, Advertisements and Campaigns as the main elements that helps build perception. Also, as it has been established in the literature review that both gender and age play a part in influencing perceptions. So further in this research tests will be carried put to find out the associations between gender/age and perception of Lifebuoy before and after repositioning and rebranding.

In order to carry out quantitative analysis in more detailed form and find out associations and the level of these associations between demographics (age and gender) and perception, cross tabulation, Chi-Square tests and Phi tests were carried out. Chi square test has been chosen as basically this test shows if there is any association between two variables or not. Further through Phi test, the levels of associations are found i.e. whether weak or strong. A comparison is carried out for these associations before and after repositioning.

### Cross tabulation

The cross tabulation basically shows and describes the relationship between two or more definite variables. The statistics that are produced by using cross tabulation include the observed and expected counts and percentages, reseals, chi-square, relative risk, odds ratio and Kappa Measure of agreement.

### Chi-Square Test

The Chi-Square test is also known as the Pearson's Chi-Square, Chi-Squared or  $c^2$ . It is used to establish whether there is a relationship between the two definite variables or not. It shows whether one variable is independent or not. Basically according to a certain hypothesis, the set of observed data is compared with data that we expect. The deviations in the observed and the expected set of data are analyzed and attributed to factors. The chi-square test is basically testing the "null hypothesis  $H_0$ ", according to which there is no difference between the observed and the expected result.

The formula for chi-square is as under;

$$X^2 = \sum (O_i - E_i)^2 / E_i$$

Where,

O is the expected value

E is the expected value

So the chi-square is the summation of the squared difference between the observed and expected value divided by the expected value.

In the chi-square test, the p value is the probability that there is deviation in the observed and expected value which is attributed to chance alone and no other forces have a role to play in it. The relative standard commonly used is 5%, hence  $p > 0.05$ , shows that the deviations would be found due to chance alone, 5% of the time or less. So if the value is less than 0.05, i.e.  $p < 0.05$ , then the statistic is considered to be significant. In this case the researcher can be confident to an extent of 95% that the relationship between the two factors is not due to chance and other significant factors are involved (Fisher & Yates, 1971).

### **Phi Coefficient**

The phi test is basically is one of the tests that shows correlation, which is the level of association between two variables and how strongly they are related. The book “Measures of Association” says that it is also sometimes called the mean square contingency coefficient. It is denoted the symbol  $\Phi$ . It is related to the chi square as shown in its formula, as under;

$$\Phi^2 = x^2/n$$

Where n is the total number of observations or the sample size.

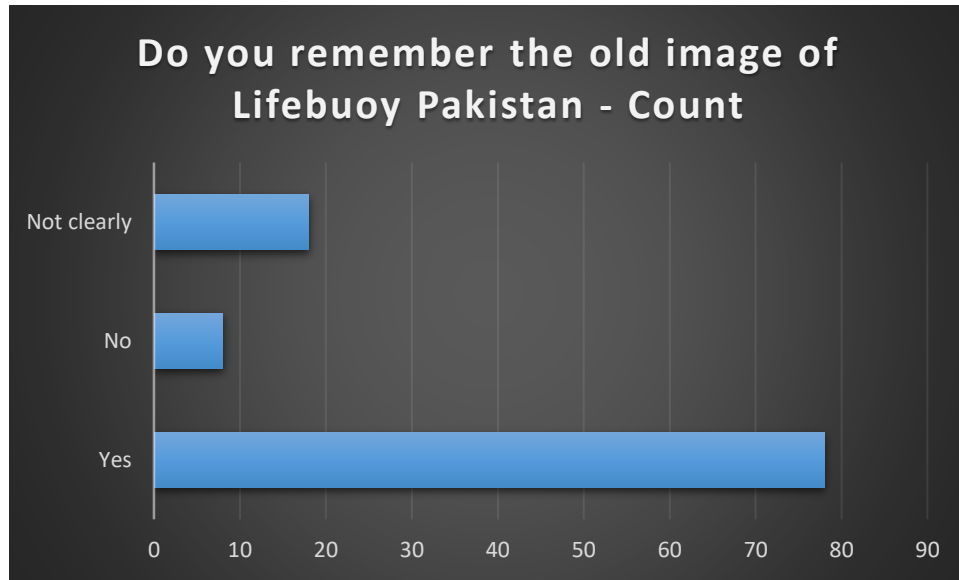
The range of association and what it depicts is as under;

- Strong negative association: -1.0 to -0.7
- Weak negative association: -0.7 to -0.3
- Little or no association: -0.3 to +0.3
- Weak positive association +0.3 to +0.7
- Strong positive association: +0.7 to +1.0



## Graphical Representation and Interpretation of Data

Question 1. Do you remember the old image of Lifebuoy Pakistan?

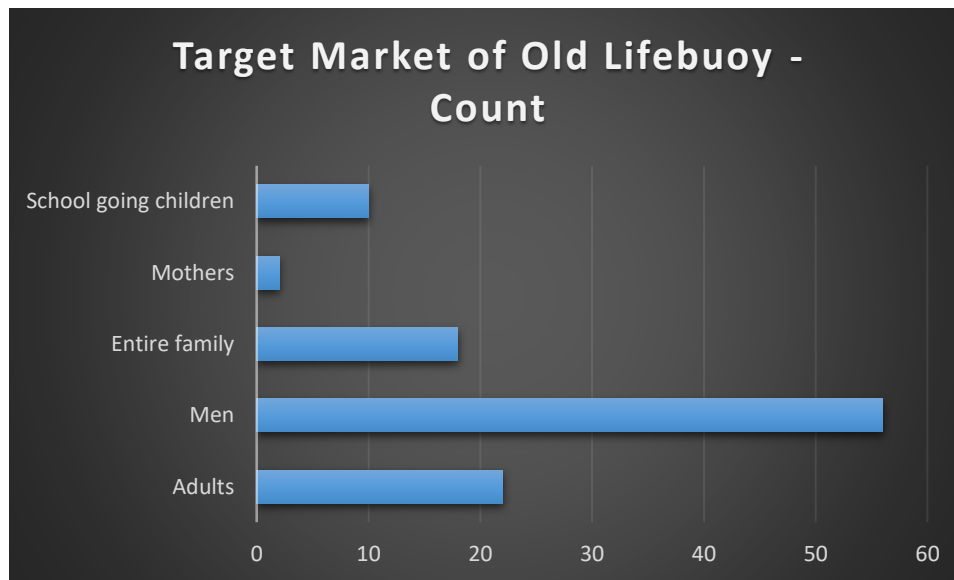


This question was mandatory to find out the number of people who are familiar with the old image of Lifebuoy. The respondents who answered in “Yes” or “Not clearly” were taken forward to carry on with the rest of the questionnaire. A large percentage of 75% remembered the old image of Lifebuoy and 17.3% remembered it to some degree. Hence a huge chunk of the population had an idea of what Lifebuoy represented as a brand before its repositioning.

This also goes on to show that anti-bacterial soaps have a role to play in the households of Pakistan. Even if they are not used as a regular item, the advertisements and marketing campaigns carried out by the brands do impact people and hence, they are able to remember these brands by giving them a certain image in their minds. Since the respondents are from Islamabad and Rawalpindi, this also shows that the people residing in urban areas are consumers of anti-bacterial soaps and are influenced by the brand image.

**Question 2: With respect to the old image of Lifebuoy, the target market was? (Choose 1 or 2 options)**

(Note: As 2 options could be chosen hence, percentage and count is more than 100 or sample size)

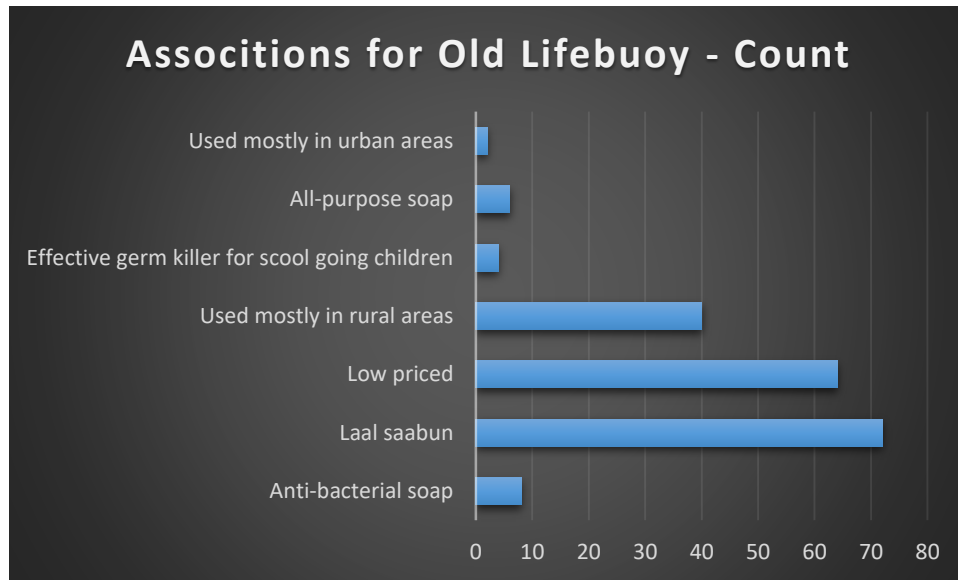


More than half of the respondents (53.8%) are of the view that the old Lifebuoy was basically targeting “Men”. This shows that the people perceived Lifebuoy just the way the brand portrayed itself. Initially Lifebuoy portrayed this image of a tough soap for tough men. This image was shown in the old advertisements of Lifebuoy and hence people remember Lifebuoy targeting men. Then some people (21.2%) are of the view that the target market for old Lifebuoy was adults, this also kind of shows that older men and women were the main targets. A very small amount of people that it was targeting mothers and school going children (1.9% and 9.6% respectively).

This shows that being an anti-bacterial soap, the positioning strategy of Lifebuoy was not correct. A personal care product especially an anti-bacterial soap, would want to place itself in such a way that a consumer buys it for the entire family. As a hygiene product, one would never want to focus on adults and particularly men only. Lifebuoy in its early stages was especially facing competition from Safeguard and Dettol which has positioned themselves to target the entire family, especially mothers by raising their awareness for the health of their children and husbands. This is the reason why Lifebuoy in its initial stages suffered as brand and performed poorly against its competitors.

**Question 3: With respect to the old image of Lifebuoy, which of the following do you think associate with it? (Choose best 2)**

(Note: As 2 options could be chosen hence, percentage and count is more than 100 or sample size)



The statements or characteristics that people associate old Lifebuoy most with are Laal saabun (69.2%), low priced (61.5%) and used mostly in rural areas (38.5%). This shows that the image of old Lifebuoy that people have in mind is that of a soap which was of low quality, was low in price and hence was used mostly in rural areas and was not good enough to be used by people of urban areas having higher living standards. If this image is compared to its competitors of that time, then it definitely falls below them.

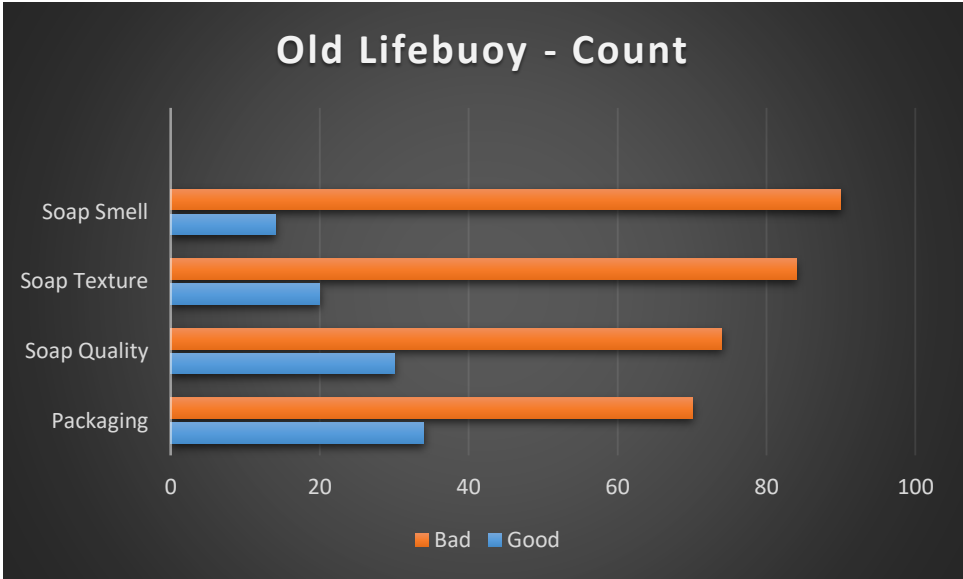
Lifebuoy did position itself as being low priced, but this strategy failed. The reason the competitor soaps were higher in price and of much better quality as well. So the overall perception of those soaps went on as something that was superior in quality and something that actually works. Those soaps were thought of actually fulfilling their promises of killing germs whereas Lifebuoy was perceived to be a low quality soap.

A very few people (7.7%) think that Lifebuoy was an anti-bacterial soap or was an effective germ killer for school going children (3.8%). Whereas, as a hygiene product, these are the main purposes of Lifebuoy soap, to act as an effective germ killer and protect members of the family against

diseases. But the image portrayed at that time made it fall in the market and made it fall further apart from its actual purpose of being an anti-bacterial.

**Question 4: With respect to the old image, choose ‘Good’ or ‘Bad’ for the following;**

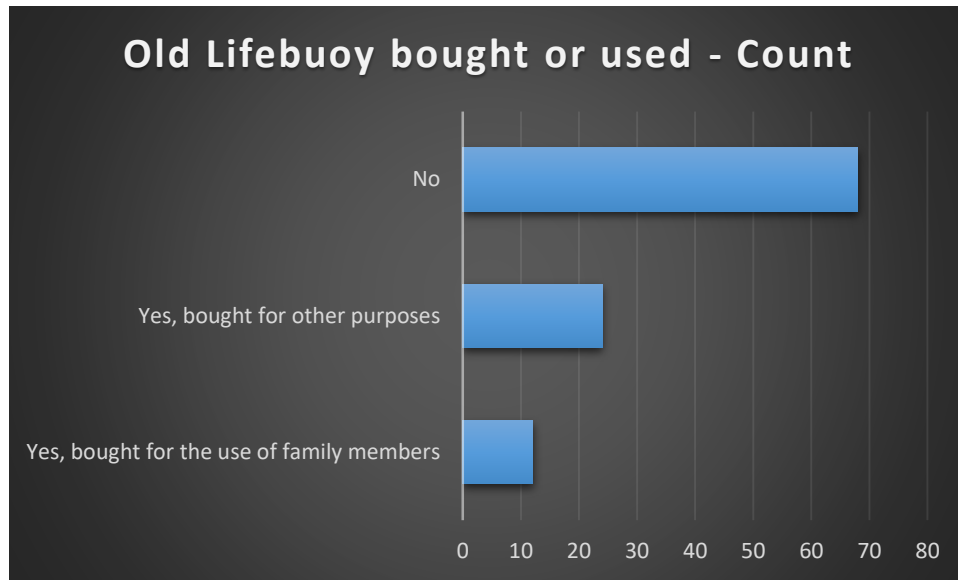
**Packaging, Soap Quality, Soap Texture, Soap Smell.**



This question deals with certain physical traits of Lifebuoy soap which also play a role in formulating perception about the brand. As far as the old Lifebuoy is concerned, majority of the people (more than 65%) in each case are of the belief that Lifebuoy had bad packaging, bad soap quality, bad soap texture and a bad soap smell.

The old Lifebuoy came in a not so impressive packaging, was block shaped and smelled terribly as well. So basically Lifebuoy was a low quality soap, whereas its competitors were far superior in quality as far as packaging, texture and fragrance was concerned. This is also the reason why Lifebuoy positioned itself on price by being low priced as compared to its competitors. But the overall perception of Lifebuoy formulated not only because of how it was portrayed but also because of its actual physical traits. So in order to change the perception, not only the communication needed to be changed but the actual product had to be altered as well.

**Question 5: Did you or your family members buy or use Lifebuoy soap?**

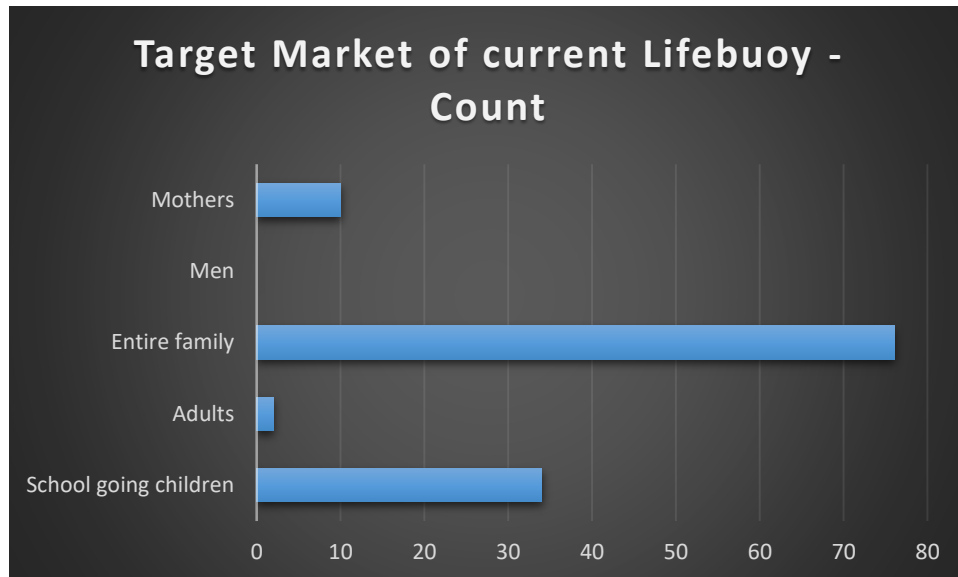


A huge portion of respondents (65.4%) did not buy or use Lifebuoy. Considering that the respondents are from the big cities of Islamabad and Rawalpindi, and as the above mentioned questions depicted their negative perception about the brand, hence they did not buy or use it.

Only 11.5% of the respondents actually bought it for the use of family members. Whereas 23.1% said that they bought or used it for other purposes. This option was deliberately included as during the focus group it was found out that people would use Lifebuoy for other purposes like cleaning old utensils, old carpets or would give them to their maids or gardeners. These people (23.1%) thought that Lifebuoy was not good enough to be used by themselves or their family members. Hence, they would buy or use it for other purposes but not for themselves.

**Question 6: Lifebuoy repositioned itself, so with respect to the current image of Lifebuoy, its target market is; (Choose 1 or 2 options)**

(Note: As 2 options could be chosen hence, percentage and count is more than 100 or sample size)

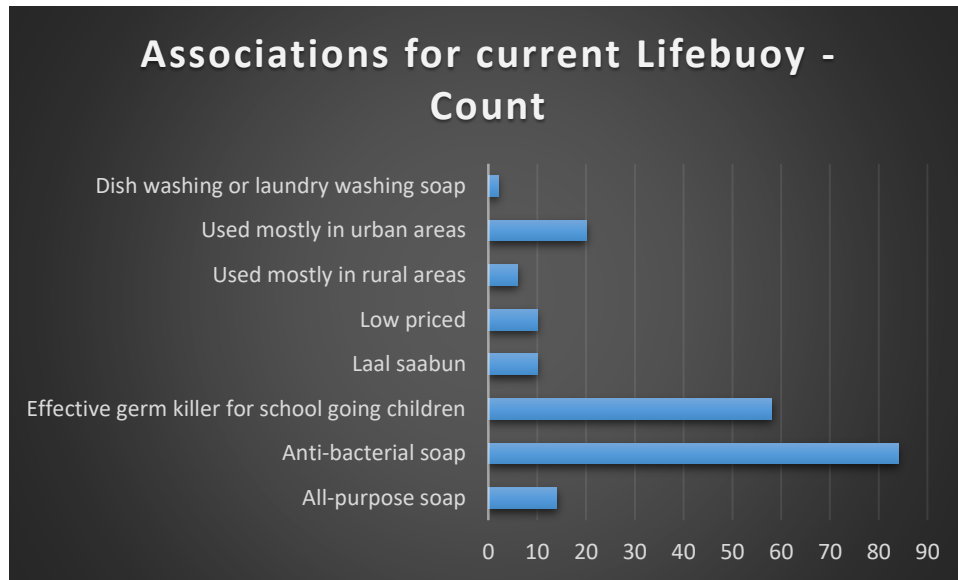


This is the same question that was asked before for the old Lifebuoy. The responses received are completely opposite for the new Lifebuoy. A huge chunk of the sample (73.1%) believes that the new Lifebuoy is for the entire family and 32.7% believe that it is for school going children. This new perception is a result of the repositioning efforts and the marketing strategies. It is quite evident from the advertisements and website of Lifebuoy Pakistan that the target market is children of age 5 plus and families. This is exactly what people believe now.

The most interesting output from this that none of the respondents now believes that the target market is men. Whereas, previously more than half of the respondents voted for this category. This goes on to show that repositioning strategy for Lifebuoy did bring out positive results.

**Question 7: With respect to the new image of Lifebuoy, which if the following do you think associate with it? (Choose best 2)**

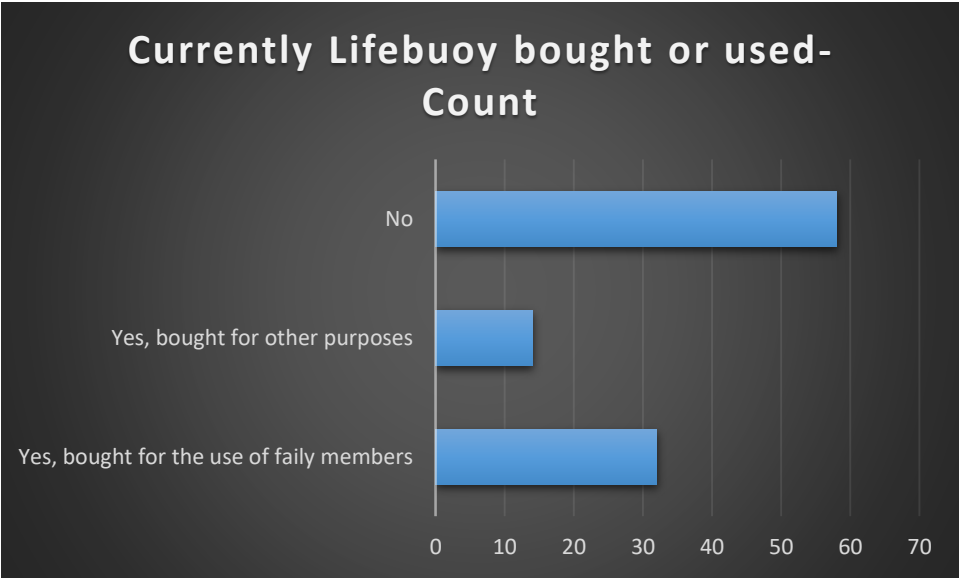
(Note: As 2 options could be chosen hence, percentage and count is more than 100 or sample size)



Once again the same question with the same set of choices has been repeated but for the new image of Lifebuoy. The two statements that get the highest number of votes are anti-bacterial soap (80.8%) and effective germ killer for school going children (55.8%). The current advertisements of Lifebuoy and those after repositioning mostly show school going children and how important it is for them to wash their hands with Lifebuoy and kill the germs. Also, campaigns run by Lifebuoy such as “Healthy ho ga Pakistan” have played an important role in educating people that Lifebuoy is an anti-bacterial soap and is a must for the entire family especially school going children. As children learn things in school and go on to imply those things at their homes.

Also, interestingly only 5.8% of the respondents believe that it is mostly used in rural areas and 9.6% would still call it laal saabun. These were the points that got majority of the votes for the old image of Lifebuoy. But these no longer imply for the new Lifebuoy. This again proves that the repositioning of Lifebuoy was carried out in a successful manner.

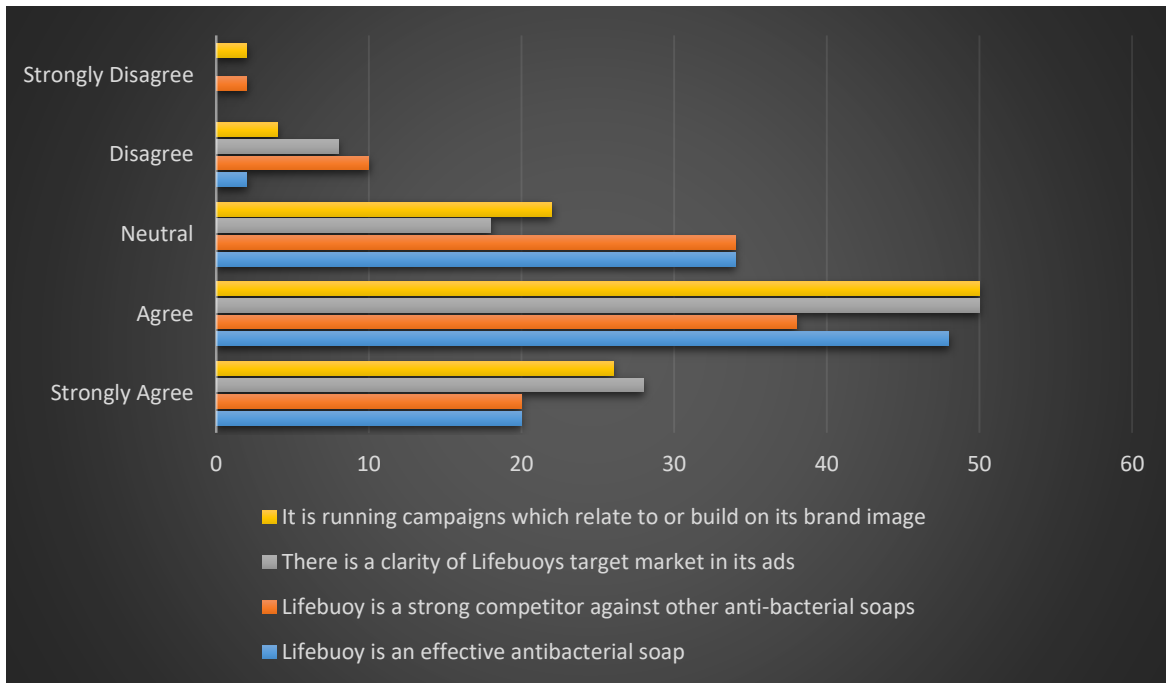
**Question 8: Currently is Lifebuoy bought or used by your family members?**



Although majority of the respondents (55.8%) do not buy or use Lifebuoy soap currently. But if we compare it to the same question regarding the old Lifebuoy, it can be seen that now a major number of respondents (30.8%) find Lifebuoy to be suitable enough to be used by themselves and their family members. This establishes that the quality has improved and people trust this brand with themselves and their families.



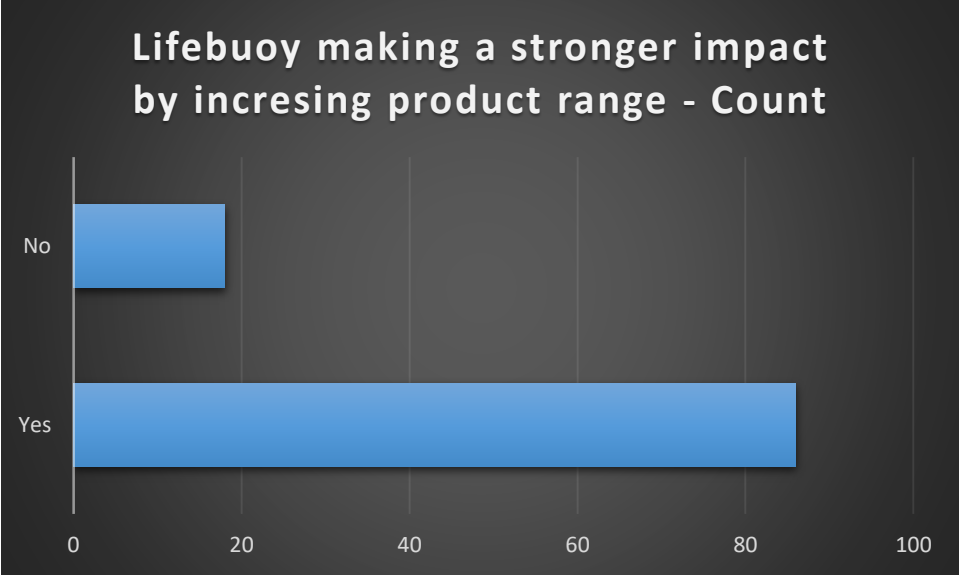
**Question 9: Rate the current Lifebuoy on the following;**



Most of the people either Agree or Strongly Agree with statements like Lifebuoy is an effective anti-bacterial soap, it is a strong competitor against other anti-bacterial soaps of Pakistan, there is clarity of who its target market is in its advertisements and it is running effective campaigns which build on its brand image.

Very few people disagree with these positive statements in favor of Lifebuoy whereas some of them are neutral to these statements. This shows that Lifebuoy has transformed, people attribute positive statements to it. It has successfully made its place as an anti-bacterial soap, made people aware of its mission and proved its strength in the market.

**Question 10: Do you think adding products like hand wash and shampoos, Lifebuoy has been able to make a stronger brand image?**

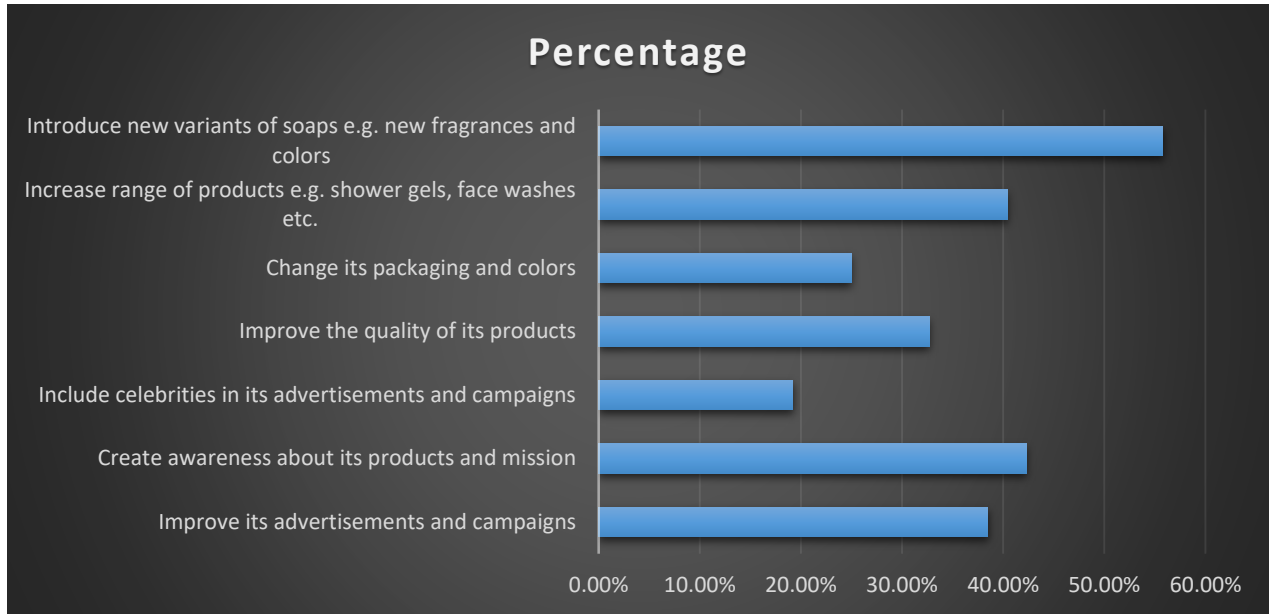


Majority of the respondents (82.7%) believe that Lifebuoy has been able to make a stronger brand image by expanding its product range. This was only possible by firstly improving the brand image of Lifebuoy soap and then moving into expansion. People would only buy the rest of the product range taking into consideration that Lifebuoy soap has proved its worth in the market. The results of the soap are impressive enough to trust and buy the rest of the products.

In the modern day, hand washes, body washes are the new thing, more convenient and more effective. Product expansion also depicts that the brand is keeping up with the trending stuff and catering to the changing needs.

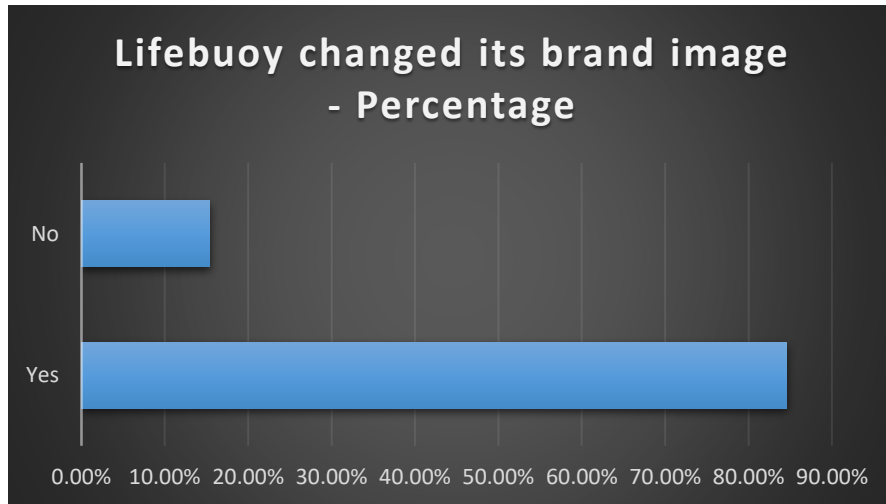
**Question 11: For Lifebuoy to make itself more appealing it needs to;**

(Note: As more than 1 option could be chosen hence, percentage is greater than 100)



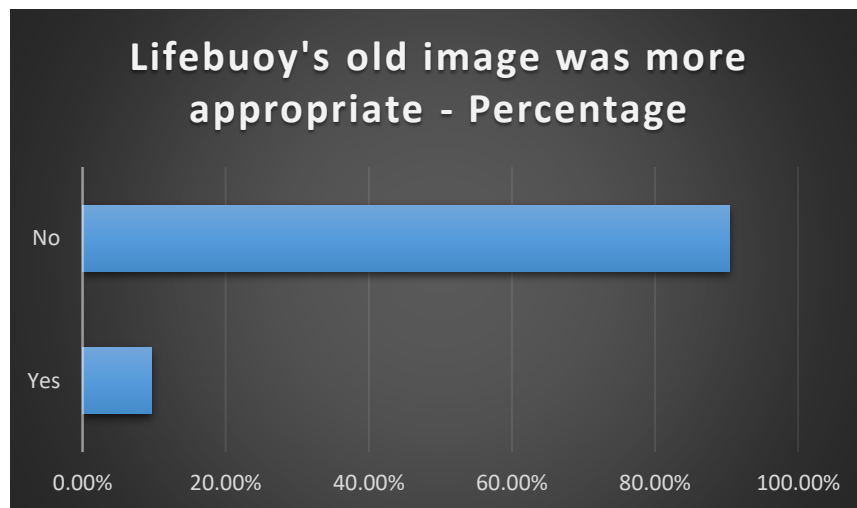
More than half of the respondents (55.8%) believe that Lifebuoy should introduce new variants of soaps e.g. new fragrances and colors in order to make itself more appealing. Similarly most of them want Lifebuoy to create more awareness about its products and mission. It also should increase the range of its products and advertise about them e.g. shower gels, face washes, etc. Some people (32.7%) are also of the view that it should improve the quality of its products. Maybe these are the people of do not believe that Lifebuoy has been able to change its image after repositioning or these are those people who do not use or buy Lifebuoy.

**Question 12: Lifebuoy has changed its overall brand image?**



Majority of the respondents (84.6%) believe that Lifebuoy has been able to change its brand image. From this it can be concluded that Lifebuoy has been able to bring about a change in its brand image. From being called laal saabun to being acknowledged as an effective anti-bacterial soap, Lifebuoy did manage to change its perception.

**Question 13: Lifebuoy should have stuck to its old image?**



90.4% of the respondents believe that Lifebuoy should not have stuck to its old image. Repositioning was a good move to survive in the market and improve its quality. In the competitive landscape it was essential for Lifebuoy to bring about a change in order to grab the market share and prove its worth as one of Unilever's brand.

## Comparative Analysis W.R.T Demographics

The previous section dealt with the analysis of the questionnaire, which lead to the major finding of the research that repositioning and rebranding has been carried out successfully by Lifebuoy.

In this section, with the help of quantitative analysis, certain key insights have been identified as far gender and age are concerned with respect to repositioning and rebranding. Before repositioning and rebranding, the associations between perception (based on packaging, smell, texture and quality) and gender is found out. This is done with the help of results of Question 4 of the questionnaire. Then after repositioning, the associations between perception (based on advertisements, campaigns, competitiveness, effectiveness) and gender and age is found out. This is done with the help of Question 9 of the questionnaire.

As already established in the literature review, gender has a part to play in perceptions so this is put to test and also compared with how perceptions changed for both men and women after Lifebuoy rebranded itself. As around the world women are primarily concerned with personal care and hygiene products and in Pakistan women are mainly responsible for grocery shopping. Also, how these differences changed through repositioning is to be further tested and studied. Similarly, age also matters as far as perception is concerned and once again is put into test for the case of Lifebuoy Pakistan.

### Research Hypothesis

**Before Repositioning:** The results of research hypothesis 1-4 will be combined to give us associations between perception and gender as well as perception and age before repositioning based on the results of Question 4.

**H<sub>0</sub>:** There is no significant positive association between gender/age and the perception of Lifebuoy based on Packaging.

**H<sub>1</sub>:** There is a significant positive association between gender/age and the perception of Lifebuoy based on Packaging.

**H<sub>0</sub>:** There is no significant positive association between gender/age and the perception of Lifebuoy based on Smell.

H2: There is a significant positive association between gender/age and the perception of Lifebuoy based on Smell.

**H<sub>0</sub>:** There is no significant positive association between gender/age and perception of Lifebuoy based on Texture.

H3: There is a significant positive association between gender/age and perception of Lifebuoy based on Texture.

**H<sub>0</sub>:** There is no significant positive association between gender/age and perception of Lifebuoy based on Quality.

H4: There is a significant positive association between gender/age and perception of Lifebuoy based on Quality.

**After Repositioning:** The results of research hypothesis 5-8 will be combined to give us associations between perception and gender as well as perception and age after repositioning. This based on the results of Question 9.

**H<sub>0</sub>:** There is no significant positive association between gender/age and the perception of Lifebuoy based on effectiveness.

H5: There is a significant positive association between gender/age and the perception of Lifebuoy based on effectiveness.

**H<sub>0</sub>:** There is no significant positive association between gender/age and the perception of Lifebuoy based on competitiveness.

H6: There is a significant positive association between gender/age and the perception of Lifebuoy based on competitiveness.

**H<sub>0</sub>:** There is no significant positive association between gender/age and the perception of Lifebuoy based on the campaigns it runs.

H7: There is a significant positive association between gender/age and the perception of Lifebuoy based on the campaigns it runs.

**H<sub>0</sub>:** There is no significant positive association between gender/age and the perception of Lifebuoy based on its advertisements.

H8: There is a significant positive association between gender/age and the perception of Lifebuoy based on its advertisements.

In order to test the reliability of date, Cronbach test is first applied and then the rest of tests are carried out. For the data pertaining to before repositioning, which is based on perception depending on packaging, quality, texture and smell, the Cronbach test is as under;

Cronbach's Alpha	N of Items
.719	4

The table above shows alpha value of 0.719 which is greater than 0.7 and hence this shows internal consistency and can be carried on for further tests.

**Note:** All the cross tabulations tables are attached in Appendix C (Hypothesis 1-8).

### Hypothesis 1-4 (Pre-Repositioning)

#### Hypothesis 1 (Before Repositioning)

#### Gender and Perception of Lifebuoy based on Packaging

As in the questionnaire, the respondents had to choose Good or Bad for the option of Packaging. Bad had been given the value of 1 and Good has been given the value of 2. The results for Chi and Phi tests are as under;

#### Chi-Square Test:

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.428 <sup>a</sup>	1	.232		
Continuity Correction <sup>b</sup>	.868	1	.352		
Likelihood Ratio	1.382	1	.240		
Fisher's Exact Test				.294	.175
N of Valid Cases	104				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.73.

b. Computed only for a 2x2 table

The Pearson chi-square value is 1.428 and  $p = 0.232$ . As  $p$  is greater than 5%, so this shows that statistically there is no significant association between gender and perception of Lifebuoy based on packaging.  $X^2(4, N=104) = 1.428, p = 0.232$ . No need to carry out Phi test as there are no significant associations.

### Age and Perception of Lifebuoy based on Packaging:

The results of Chi and Phi tests are as under;

#### Chi Square Test:

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.473 <sup>a</sup>	15	.075
Likelihood Ratio	30.921	15	.009
Linear-by-Linear Association	2.639	1	.104
N of Valid Cases	104		

a. 26 cells (81.3%) have expected count less than 5. The minimum expected count is .67.

The Pearson chi-square value is 23.473 and  $p = 0.075$ . As  $p$  is greater than 5%, so this shows that statistically there is no significant association between age and perception of Lifebuoy based on packaging. But as it is only 2.5% higher than 5% so this shows as compared to gender it had somewhat association with perception based on packaging.  $X^2(4, N=104) = 23.473, p = 0.075$ . No need to carry out Phi test as there are no significant associations.



## Hypothesis 2 (Before Repositioning)

### Gender and Perception of Lifebuoy based on Soap Smell:

The second element of my perception model depends on smell or odor, the results for which are as under;

#### Chi-Square Test:

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.405 <sup>a</sup>	1	.524		
Continuity Correction <sup>b</sup>	.085	1	.770		
Likelihood Ratio	.384	1	.536		
Fisher's Exact Test				.504	.368
N of Valid Cases	104				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.08.

b. Computed only for a 2x2 table

There are no significant associations as the  $p = 0.524$  which is greater than 5%. No need to carry out phi tests.

### Age and Perception of Lifebuoy based on Soap Smell:

#### Chi-Square Test:

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	46.447 <sup>a</sup>	15	.000
Likelihood Ratio	43.238	15	.000
Linear-by-Linear Association	1.103	1	.294
N of Valid Cases	104		

a. 26 cells (81.3%) have expected count less than 5. The minimum expected count is .31.

The above table shows that  $p=0.000$  and hence is less than 5%. This shows that there are significant associations between age and the perception based on soap smell. Respondents from different age groups perceived the Lifebuoy soap differently based on the smell.

**Phi Test:**

**Symmetric Measures**

		Value	Approximate Significance
Nominal by Nominal	Phi	.668	.000
	Cramer's V	.668	.000
N of Valid Cases		104	

The Phi Value is equal to 0.668 and this falls in the range of positive associations.

**Hypothesis 3 (Before Repositioning)**

**Gender and Perception of Lifebuoy based on Texture:**

**Chi-Square Test:**

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.009 <sup>a</sup>	1	.923		
Continuity Correction <sup>b</sup>	.000	1	1.000		
Likelihood Ratio	.009	1	.923		
Fisher's Exact Test				1.000	.570
N of Valid Cases	104				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.85.

b. Computed only for a 2x2 table

The above table shows that there are no significant associations between gender and perception based on soap texture as  $p=0.923$  which is greater than 5%.

**Age and Perception of Lifebuoy based on Texture:**

**Chi-Square Test:**

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	18.976 <sup>a</sup>	15	.215
Likelihood Ratio	21.368	15	.125
Linear-by-Linear Association	2.134	1	.144
N of Valid Cases	104		

a. 27 cells (84.4%) have expected count less than 5. The minimum expected count is .38.

For age as well there are no significant associations with perception based on soap texture.

**Hypothesis 4 (Before Repositioning)**

**Gender and Perception of Lifebuoy based on Quality:**

**Chi-Square Test:**

**Chi-Square Tests**

	Value	Df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.990 <sup>a</sup>	1	.320		
Continuity Correction <sup>b</sup>	.527	1	.468		
Likelihood Ratio	.957	1	.328		
Fisher's Exact Test				.419	.231
N of Valid Cases	104				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.15.

b. Computed only for a 2x2 table

There are no significant associations according to the above table.

**Age and Perception of Lifebuoy based on Quality:**

**Chi-Square Test:**

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	34.478 <sup>a</sup>	15	.003
Likelihood Ratio	42.214	15	.000
Linear-by-Linear Association	1.051	1	.305
N of Valid Cases	104		

a. 26 cells (81.3%) have expected count less than 5. The minimum expected count is .62.

The above table shows that there is a statistically significant association between age and the perception of Lifebuoy based on soap quality, as p is less than 5%.  $X^2(2, N=104) = 34.48, p = 0.003$ .

**Phi Coefficient:**

**Symmetric Measures**

		Value	Approximate Significance
Nominal by Nominal	Phi	.576	.003
	Cramer's V	.576	.003
N of Valid Cases		104	

The Phi coefficient is equal to 0.576 which falls in the range of positive associations.

## **Result**

So from the above Chi and Phi tests which were done on the perception based on Packaging, Soap Texture, Soap Smell and Soap Quality and its association with age and gender, depicted that age had stronger associations with the perception before repositioning as compared to gender.

This can be attributed to the fact that gender did not matter in the case as both men and women agreed that Lifebuoy had a poor image earlier given to its elements of packaging, quality, texture and smell. On the other hand, people from different age groups had different views. Especially on the elements of Quality of the soap and the soap smell there were significant positive associations between age and the perception. Also for packaging and texture the p value of Chi test is closer to the acceptable range. This depicts that in the case of Lifebuoy soap that age group of a consumer has stronger associations with the perception of old Lifebuoy as compared to gender. It can also be observed from the cross tabulations attached in Appendix C that people from older age groups have the experience of using Lifebuoy and had negative views about it. Whereas consumers from the younger age group have biased reviews since they probably did not use the old Lifebuoy and hence confused it with its current image.

Although in the literature review it was there that gender plays a part in forming perceptions, but this does not seem to be the case for the old image of Lifebuoy. As it is a product which falls in the category of personal care products and further it is an antibacterial soap. So both men and women of Pakistan view it in the same manner. As it is not a beauty product but a health product so both men and women perceived it in the same manner and had the same expectations from it. Had it been a beauty product then there were chances for it to be perceived differently.

Before conducting tests on the result of Question 9 (hypothesis 5-8) which focuses on perception after repositioning, the Cronbach test is carried out, the results of which are as under;

Cronbach's Alpha	N of Items
.812	4

The value of 0.812 depicts that the data is internally consistent and that further tests can be carried on.

### Hypothesis 5-8 (Post Repositioning)

### Hypothesis 5 (After Repositioning)

**Gender and Perception of Lifebuoy based on Effectiveness:**

### Chi-Square Test:

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.091 <sup>a</sup>	3	.779
Likelihood Ratio	1.456	3	.692
N of Valid Cases	104		

a. 3 cells (37.5%) have expected count less than 5. The minimum expected count is .38.

There are no significant associations as  $p=0.779$  which is greater than 5%.

## Age and Perception of Lifebuoy based on Effectiveness:

### Chi-Square Test:

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	77.514 <sup>a</sup>	45	.002
Likelihood Ratio	82.633	45	.001
Linear-by-Linear Association	3.340	1	.068
N of Valid Cases	104		

a. 57 cells (89.1%) have expected count less than 5. The minimum expected count is .04.

There are significant associations between age and the perception of current Lifebuoy based on how effective the soap is as an anti-bacterial soap, as  $p=0.002$  which is less than 5%.

### Phi Coefficient:

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.863	.002
	Cramer's V	.498	.002
N of Valid Cases		104	

The Phi value = 0.863 which falls in the range of strong positive associations.

## Hypothesis 6 (After Repositioning)

### Gender and Perception of Lifebuoy based on Competitiveness:

#### Chi-Square Test:

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8.501 <sup>a</sup>	4	.075
Likelihood Ratio	12.152	4	.016
N of Valid Cases	104		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .38.

There are no significant associations between gender and the competitiveness of current Lifebuoy in terms how it stands out against competition.

### Age and Perception of Lifebuoy based on Competitiveness:

#### Chi-Square Test:

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	98.195 <sup>a</sup>	60	.001
Likelihood Ratio	95.037	60	.003
Linear-by-Linear Association	11.617	1	.001
N of Valid Cases	104		

a. 74 cells (92.5%) have expected count less than 5. The minimum expected count is .04.



There are statistically significant associations between age and perception of current Lifebuoy based on competitiveness. As the  $p=0.001$  which is less than 5%.

**Phi Coefficient:**

**Symmetric Measures**

		Value	Approximate Significance
Nominal by Nominal	Phi	.972	.001
	Cramer's V	.486	.001
N of Valid Cases		104	

The Phi coefficient is equal to 0.972, which depicts that there is very strong association present between age and the perception based on competitiveness

**Hypothesis 7 (After Repositioning)**

**Gender and Perception of Lifebuoy based on the Campaigns it runs:**

**Chi-Square Test:**

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.904 <sup>a</sup>	4	.000
Likelihood Ratio	24.281	4	.000
N of Valid Cases	104		

a. 5 cells (50.0%) have expected count less than 5. The minimum expected count is .38.

There are significant positive associations between gender and the perception based on the campaigns which are beings run by current Lifebuoy. As  $p=0.000$  which is less than 5%.

**Phi Coefficient:**

**Symmetric Measures**

		Value	Approximate Significance
Nominal by Nominal	Phi	.527	.000
	Cramer's V	.527	.000
N of Valid Cases		104	

The value of Phi coefficient is 0.527 which falls in the range of positive associations.

**Age and Perception of Lifebuoy based on the Campaigns it runs:**

**Chi-Square Test:**

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	184.897 <sup>a</sup>	60	.000
Likelihood Ratio	99.936	60	.001
Linear-by-Linear Association	2.034	1	.154
N of Valid Cases		104	

a. 74 cells (92.5%) have expected count less than 5. The minimum expected count is .04.

There are statistically positive associations between age and the perception of current Lifebuoy based on the campaigns it is running such as healthy ho ga Pakistan. As the  $p=0.000$  which is less than 5%.

**Phi-Coefficient:**

**Symmetric Measures**

		Value	Approximate Significance
Nominal by Nominal	Phi	1.333	.000
	Cramer's V	.667	.000
N of Valid Cases		104	

The Phi value = 1.333 which shows that the associations are very strong.

**Hypothesis 8 (After Repositioning)**

**Gender and Perception of Lifebuoy based on its clarity of message in Advertisements:**

**Chi-Square Test:**

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5.757 <sup>a</sup>	3	.124
Likelihood Ratio	4.734	3	.192
N of Valid Cases	104		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 1.54.

There are no statistically significant associations between gender and perception of current Lifebuoy based on the clarity of message in its advertisements. As the  $p=0.124$  which is greater than 5%.

## Age and Perception of Lifebuoy based on its clarity of message in Advertisements:

### Chi-Square Test:

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	56.001 <sup>a</sup>	45	.126
Likelihood Ratio	63.798	45	.034
Linear-by-Linear Association	5.807	1	.016
N of Valid Cases	104		

a. 59 cells (92.2%) have expected count less than 5. The minimum expected count is .15.

There is no statistically significant association between age and perception of Lifebuoy based on clarity of message in its advertisements. As  $p=0.126$  which is greater than 5%.

## **Result**

The results of hypothesis 5-8 depict that once again age plays a much stronger role and has stronger associations with the perception of Lifebuoy based on effectiveness as an anti-bacterial soap, its competitiveness, and clarity of message in its advertisements and the campaigns it is running. This shows that both men and women are of the same views based on these things except for the campaigns being run by Lifebuoy. Men and women perceive these differently as in Pakistan, mothers are very much concerned about the health of their children and view these campaigns with much more involvement than men.

Respondents from different age groups have a strong positive association with perception based on the above mentioned attributes and perceive things differently. This can be attributed to the fact that people from older age groups might be in the role of parents and are much more educated and concerned about a healthy lifestyle. On the other hand people from the younger lot are generally carefree and not much concerned about health products or do not perceive health products in the same way as older people do. Also, as seen in the literature review as well that people from the older lot tend to be more positive, hence majority of the older lot rated the current Lifebuoy as being more effective as compared to the younger lot.

## Conclusion

From the above research methods, qualitative and quantitative analysis, the following can be concluded;

- Earlier, Lifebuoy had the image of a product of low quality (it was referred to as laal saabun), a product which was definitely not viewed as an effective germ killer. It had a confusing image in the sense that although it was an antibacterial soap but people confused its target market as being men instead of the entire family. It was viewed as a rough and tough soap suitable for the rough and tough macho men of Pakistan. Also, Pakistan being a developing country was going through change where people were becoming more aware and health conscious, so a change in image was required.
- Lifebuoy undertook the decision of Repositioning and Rebranding in 2008. It went for these in order to shed off the negative and confusing image attached to it. Being a product of Unilever it was required for it to compete and beat its strongest competitor Safeguard of Procter and Gamble. It had to grab the necessary market share and portray itself as an anti-bacterial product. Change in the product itself (soap texture, contents, smell) and in the rest of the marketing mix elements of price, packaging and placement were carried out. Rebranding such as change in slogan, color, logo, etc. also played a major role to shed off the previous image. Campaigns and advertisements in line with new image reinforced the new strong image of Lifebuoy.
- Successful repositioning and rebranding helped change the brand image of Lifebuoy in the eyes of the consumers. It became effectively known as an anti-bacterial soap necessary for taking care of one's health and suitable for the entire family.
- As far as gender is concerned for the case of Lifebuoy in Pakistan, men and women tend to think differently and make decisions differently as far as they are effected by the campaigns. As women in the roles of mothers seem to be more concerned about the health of their children hence there is greater involvement of women in the campaigns being run by Lifebuoy. But for other aspects of perception related to the packaging, smell, texture, quality, effectiveness, men and women perceive Lifebuoy in a same manner, considering it is an anti-bacterial soap and both genders have the same expectations from it.

- There is a strong association between age and the perception of Lifebuoy soap before and after repositioning. As a target audience for the survey was chosen to be above the age of 23 so this helped to obtain accurate results. These people remember the old image of Lifebuoy and can compare it with the current image. People from both the older and the younger lot were clearly able to make comparisons of Lifebuoy's target market and associations before and after its repositioning. Lifebuoy has been able to convince people from different age groups that it has changed its brand image and is not the same as before.

## Recommendations

- Lifebuoy as a modern day life brand should keep itself up to date with the current market requirements. Lifebuoy soap stepping forward and introducing hand wash is one such step. Nowadays, design of hand wash bottles are such that they require minimum or no contact with the bottle so that germ interaction can be avoided in every possible way. Lifebuoy can innovate and introduce a new hand wash bottle design which serves this purpose and stay ahead of competitors.
- Lifebuoy should introduce new variants of soaps and hand washes, with different colors and fragrances and make itself attractive enough. Similarly it can go for increasing the range of its products in Pakistan such as shower gels, body washes, face washes.
- A credible brand ambassador would definitely help strengthen the image and mission of Lifebuoy. Awareness would be spread and given attention to as to what is Lifebuoy Pakistan's mission, how effective it is as an anti-bacterial soap and a must product for every Pakistani household.
- Although women in Pakistan are primarily responsible for buying household Pakistan and hence have a clearer idea about Lifebuoy, its target market and associations but Lifebuoy has the opportunity to make itself known to men as well. As Lifebuoy is a brand which targets the entire family, an anti-bacterial soap a must have for every consumer who wants to remain protected from germs. Also, nowadays there is a growing trend of men in Pakistan becoming more aware and conscious and aware about their hygiene and health, so men can be targeted in various ways by Lifebuoy as well. This should be done without creating ambiguity about Lifebuoy's target market, the focus needs to be balanced.
- The campaigns being run by Lifebuoy should focus on both the parents, mothers as well as fathers and make them conscious about the health of their children collectively. So that if a point comes when a father would have to decide which anti-bacterial brand to choose then Lifebuoy should be the top priority.
- People from younger age groups who remember the old image of Lifebuoy might be a little biased and negative about it. This needs to be removed through effective campaigns and advertisements. Experience with the product would remove the negative perception as well based on the quality and effectiveness of Lifebuoy.



- As in most of the developed countries, Lifebuoy is considered as a luxury brand, so when that time comes for Pakistan, Lifebuoy must be prepared enough to play that role. As the level of education and concern is on the rise in Pakistan so Lifebuoy must foresee all these things and plan ahead of time and build positive perceptions.

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## APPENDIXES

### APPENDIX A

Age: \_\_\_\_\_

Gender: a. Male      b. Female

1. Do you remember the old image of Lifebuoy Pakistan? Please take a look at the pictures if you do not remember clearly.

a. Yes                      b. No                      c. Not clearly



2. With respect to the old image of Lifebuoy, its target market was:

- a. School going children
- b. Adults
- c. Entire family
- d. Men
- e. Mothers

3. With respect to the old image of Lifebuoy which of the following do you think associate with it;
  - a. Anti-bacterial soap
  - b. Laal saabun
  - c. Low priced
  - d. Dish washing or laundry washing soap
  - e. Used mostly in urban areas
  - f. Used mostly in rural areas
  - g. Effective germ killer for school going children
  - h. All-purpose soap

4. With respect to the old image of Lifebuoy, choose from the following;

	Good	Bad
Packaging		
Soap Quality		
Soap Texture		
Soap Smell		

5. Did you or your family members buy or use Lifebuoy soap?
  - a. Yes, bought for the use of family members
  - b. Yes, bought for other purposes
  - c. No
  
6. Lifebuoy repositioned itself, so with respect to the current image its target market is;
  - a. School going children
  - b. Adults
  - c. Entire family
  - d. Men
  - e. Mothers



7. With respect to the current image of Lifebuoy, choose from the following;
  - a. Anti-bacterial soap
  - b. Laal saabun
  - c. Low priced
  - d. Dish washing or laundry washing soap
  - e. Used mostly in urban areas
  - f. Used mostly in rural areas
  - g. Effective germ killer for school going children
  - h. All-purpose soap
  
8. Currently is Lifebuoy bought or used by your family members?
  - a. Yes, bought for the use of family members
  - b. Yes, bought for other purposes
  - c. No

9. Rate the current Lifebuoy on the following;

1 = strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = strongly disagree

	1	2	3	4	5
Lifebuoy is an effective anti-bacterial soap					
Lifebuoy is a strong competitor against other anti-bacterial soaps					
There is a clarity of target market in the ads of Lifebuoy					
Lifebuoy is running effective campaigns like “healthy ho ga Pakistan” which relate to build on its brand image					

10. Do you think that by adding products like hand washes and shampoo, Lifebuoy has been able to build a stronger brand image?

- a. Yes
- b. No

11. For Lifebuoy to make itself more appealing, it needs to;

- a. Improve its advertisements and campaigns
- b. Create awareness about its products and mission
- c. Include celebrities in its advertisements and campaigns
- d. Improve the quality of its products
- e. Change its packaging and colors
- f. Increase the range of its products e.g. shower gels, face washes, etc.
- g. Introduce new variants of soaps e.g. new fragrances and colors



12. Lifebuoy has changed its overall brand image?

- a. Yes      b. No

13. In your opinion;

	Yes	No
Lifebuoy has changed its overall brand image		
Lifebuoy should have stucked to its old image		

## **APPENDIX B**

Interview Guide for interview with the Ex Brand Manager of Lifebuoy.

**Question 1.** In your opinion, when Lifebuoy stepped in Pakistan, what kind of image did it build in the consumers eyes?

**Question 2.** What problems did Lifebuoy brand face in its initial years in Pakistan?

**Question 3.** Did Lifebuoy opt for Repositioning and Rebranding? If yes, why so?

**Question 4.** How did Lifebuoy implement the repositioning and rebranding strategies?

**Question 5.** What kind of image was Lifebuoy aiming for?

**Question 6.** Did Lifebuoy successfully reposition and rebrand itself in Pakistan?

## APPENDIX C

### Gender \* With respect to the old image of Lifebuoy, choose from the following [Packaging] Crosstabulation

Count

		With respect to the old image of Lifebuoy, choose from the following [Packaging]		Total
		1.0	2.0	
Gender	Female	58	26	84
	Male	11	9	20
Total		69	35	104

### Age \* With respect to the old image of Lifebuoy, choose from the following [Packaging] Crosstabulation

Count

		With respect to the old image of Lifebuoy, choose from the following [Packaging]		Total
		1.0	2.0	
Age	14.0	0	2	2
	23.0	2	0	2
	24.0	10	8	18
	25.0	19	9	28
	26.0	8	6	14
	27.0	8	4	12
	28.0	2	0	2

29.0	0	2	2
32.0	2	0	2
33.0	2	0	2
35.0	4	2	6
38.0	2	0	2
48.0	2	0	2
58.0	2	0	2
60.0	6	0	6
64.0	0	2	2
Total	69	35	104

**Gender \* With respect to the old image of Lifebuoy, choose from the following [Soap quality] Crosstabulation**

Count

		With respect to the old image of Lifebuoy, choose from the following [Soap quality]		Total
		1.0	2.0	
Gender	Female	60	24	84
	Male	12	8	20
Total		72	32	104

**Age \* With respect to the old image of Lifebuoy, choose from the following [Soap quality] Crosstabulation**

Count

		With respect to the old image of Lifebuoy, choose from the following [Soap quality]		Total
		1.0	2.0	
Age	14.0	0	2	2
	23.0	2	0	2
	24.0	12	6	18
	25.0	18	10	28
	26.0	12	2	14
	27.0	8	4	12
	28.0	2	0	2
	29.0	2	0	2
	32.0	2	0	2
	33.0	2	0	2
	35.0	0	6	6
	38.0	2	0	2
	48.0	2	0	2
	58.0	0	2	2
	60.0	6	0	6
	64.0	2	0	2
Total		72	32	104

**Gender \* With respect to the old image of Lifebuoy, choose from the following [Soap texture] Crosstabulation**

Count

		With respect to the old image of Lifebuoy, choose from the following [Soap texture]		Total
		1.0	2.0	
Gender	Female	68	16	84
	Male	16	4	20
Total		84	20	104

**Age \* With respect to the old image of Lifebuoy, choose from the following [Soap texture] Crosstabulation**

Count

		With respect to the old image of Lifebuoy, choose from the following [Soap texture]		Total
		1.0	2.0	
Age	14.0	2	0	2
	23.0	2	0	2
	24.0	16	2	18
	25.0	20	8	28
	26.0	12	2	14
	27.0	8	4	12
	28.0	2	0	2
	29.0	0	2	2
	32.0	2	0	2

	33.0	2	0	2
	35.0	4	2	6
	38.0	2	0	2
	48.0	2	0	2
	58.0	2	0	2
	60.0	6	0	6
	64.0	2	0	2
Total		84	20	104

**Gender \* With respect to the old image of Lifebuoy, choose from the following [Soap smell] Crosstabulation**

Count

		With respect to the old image of Lifebuoy, choose from the following [Soap smell]		Total
		1.0	2.0	
Gender	Female	72	12	84
	Male	16	4	20
Total		88	16	104

**Age \* With respect to the old image of Lifebuoy, choose from the following [Soap smell] Crosstabulation**

Count

		With respect to the old image of Lifebuoy, choose from the following [Soap smell]		Total
		1.0	2.0	
Age	14.0	0	2	2
	23.0	0	2	2
	24.0	16	2	18
	25.0	20	8	28
	26.0	14	0	14
	27.0	12	0	12
	28.0	2	0	2
	29.0	2	0	2
	32.0	2	0	2
	33.0	2	0	2
	35.0	6	0	6
	38.0	2	0	2
	48.0	2	0	2
	58.0	0	2	2
	60.0	6	0	6
	64.0	2	0	2
Total		88	16	104



**Gender \* Rate the current Lifebuoy on the following: [Lifebuoy is an effective anti-bacterial soap]**

**Crosstabulation**

Count

		Rate the current Lifebuoy on the following: [Lifebuoy is an effective anti-bacterial soap]				Total
		1.0	2.0	3.0	4.0	
Gender	Female	16	40	26	2	84
	Male	4	8	8	0	20
	Total	20	48	34	2	104

**Age \* Rate the current Lifebuoy on the following: [Lifebuoy is an effective anti-bacterial soap]**

**Crosstabulation**

Count

		Rate the current Lifebuoy on the following: [Lifebuoy is an effective anti-bacterial soap]				Total
		1.0	2.0	3.0	4.0	
Age	14.0	0	0	2	0	2
	23.0	0	0	2	0	2
	24.0	6	8	2	2	18
	25.0	8	12	8	0	28
	26.0	2	4	8	0	14
	27.0	0	2	10	0	12
	28.0	0	2	0	0	2
	29.0	2	0	0	0	2
	32.0	0	0	2	0	2
	33.0	0	2	0	0	2

35.0	0	6	0	0	6
38.0	0	2	0	0	2
48.0	0	2	0	0	2
58.0	0	2	0	0	2
60.0	2	4	0	0	6
64.0	0	2	0	0	2
Total	20	48	34	2	104

**Gender \* Rate the current Lifebuoy on the following: [Lifebuoy is a strong competitor against other anti-bacterial soaps] Crosstabulation**

Count

		Rate the current Lifebuoy on the following: [Lifebuoy is a strong competitor against other anti-bacterial soaps]					
		1.0	2.0	3.0	4.0	5.0	
Gender	Female	20	30	26	6	2	
	Male	0	8	8	4	0	
	Total	20	38	34	10	2	

**Gender \* Rate the current Lifebuoy on the following: [Lifebuoy is a strong competitor against other anti-bacterial soaps] Crosstabulation**

Count

		Total
Gender	Female	84
	Male	20
	Total	104

**Age \* Rate the current Lifebuoy on the following: [Lifebuoy is a strong competitor against other anti-bacterial soaps] Crosstabulation**

Count

		Rate the current Lifebuoy on the following: [Lifebuoy is a strong competitor against other anti-bacterial soaps]					
		1.0	2.0	3.0	4.0	5.0	
Age	14.0	0	0	2	0	0	
	23.0	0	0	2	0	0	
	24.0	4	4	6	2	2	
	25.0	4	10	12	2	0	
	26.0	0	8	2	4	0	
	27.0	2	6	2	2	0	
	28.0	0	0	2	0	0	
	29.0	0	2	0	0	0	
	32.0	0	0	2	0	0	
	33.0	0	0	2	0	0	
	35.0	4	2	0	0	0	
	38.0	0	2	0	0	0	
	48.0	0	2	0	0	0	
	58.0	0	0	2	0	0	
	60.0	6	0	0	0	0	
	64.0	0	2	0	0	0	
Total		20	38	34	10	2	

**Age \* Rate the current Lifebuoy on the following: [Lifebuoy is a strong competitor against other anti-bacterial soaps] Crosstabulation**

Count

		Total
Age	14.0	2
	23.0	2
	24.0	18
	25.0	28
	26.0	14
	27.0	12
	28.0	2
	29.0	2
	32.0	2
	33.0	2
	35.0	6
	38.0	2
	48.0	2
	58.0	2
	60.0	6
64.0	2	
Total		104

**Gender \* Rate the current Lifebuoy on the following: [There is clarity of who is the target market in the ads of Lifebuoy] Crosstabulation**

Count

		Rate the current Lifebuoy on the following: [There is clarity of who is the target market in the ads of Lifebuoy]				Total
		1.0	2.0	3.0	4.0	
Gender	Female	24	42	14	4	84
	Male	4	8	4	4	20
Total		28	50	18	8	104

**Age \* Rate the current Lifebuoy on the following: [There is clarity of who is the target market in the ads of Lifebuoy] Crosstabulation**

Count

		Rate the current Lifebuoy on the following: [There is clarity of who is the target market in the ads of Lifebuoy]				Total
		1.0	2.0	3.0	4.0	
Age	14.0	0	2	0	0	2
	23.0	2	0	0	0	2
	24.0	6	8	2	2	18
	25.0	8	8	8	4	28
	26.0	4	4	6	0	14
	27.0	2	6	2	2	12
	28.0	0	2	0	0	2
	29.0	0	2	0	0	2
	32.0	0	2	0	0	2
	33.0	0	2	0	0	2

35.0	0	6	0	0	6
38.0	0	2	0	0	2
48.0	0	2	0	0	2
58.0	0	2	0	0	2
60.0	4	2	0	0	6
64.0	2	0	0	0	2
Total	28	50	18	8	104

**Gender \* Rate the current Lifebuoy on the following: [Lifebuoy is running effective campaigns like "Healthy ho ga Pakistan" which relate to or build on its brand image ] Crosstabulation**

Count

		Rate the current Lifebuoy on the following: [Lifebuoy is running effective campaigns like "Healthy ho ga Pakistan" which relate to or build on its brand image ]					
		1.0	2.0	3.0	4.0	5.0	
Gender	Female	24	40	20	0	0	
	Male	2	10	2	4	2	
	Total	26	50	22	4	2	

**Gender \* Rate the current Lifebuoy on the following: [Lifebuoy is running effective campaigns like "Healthy ho ga Pakistan" which relate to or build on its brand image ] Crosstabulation**

Count

		Total
Gender	Female	84
	Male	20
	Total	104

**Age \* Rate the current Lifebuoy on the following: [Lifebuoy is running effective campaigns like "Healthy ho ga Pakistan" which relate to or build on its brand image ] Crosstabulation**

Count

		Rate the current Lifebuoy on the following: [Lifebuoy is running effective campaigns like "Healthy ho ga Pakistan" which relate to or build on its brand image ]					
		1.0	2.0	3.0	4.0	5.0	
Age	14.0	0	0	2	0	0	
	23.0	2	0	0	0	0	
	24.0	6	10	2	0	0	
	25.0	8	14	4	2	0	
	26.0	0	10	2	2	0	
	27.0	4	4	4	0	0	
	28.0	0	2	0	0	0	
	29.0	2	0	0	0	0	
	32.0	0	0	0	0	2	
	33.0	0	0	2	0	0	
	35.0	4	2	0	0	0	
	38.0	0	2	0	0	0	
	48.0	0	0	2	0	0	
	58.0	0	0	2	0	0	
	60.0	0	6	0	0	0	
	64.0	0	0	2	0	0	
Total		26	50	22	4	2	

Age \* Rate the current Lifebuoy on the following: [Lifebuoy is running effective campaigns like "Healthy ho  
ga Pakistan" which relate to or build on its brand image ] Crosstabulation

Count

		Total
Age	14.0	2
	23.0	2
	24.0	18
	25.0	28
	26.0	14
	27.0	12
	28.0	2
	29.0	2
	32.0	2
	33.0	2
	35.0	6
	38.0	2
	48.0	2
	58.0	2
	60.0	6
	64.0	2
Total		104