Hari Panda, the brand manager of Mortein Vaporizer, could not keep his mind off the challenges faced by his brand even during an official gathering of colleagues at the Golf ground in Bhubaneswar. He detached himself from the group and went for a quiet stroll as others were busy discussing the game. Hari wondered if there was something seriously wrong with Mortein vaporizer. Despite the fact that consumers associated Mortein with ‘Power’, the equity was not somehow getting transferred to the vaporizer format. Mortein was not doing very well and was a distant number three in the vaporizer market behind All Out and Good Knight which dominated the market. Later in the week, he was supposed to submit his recommendations to the Marketing Manager of Reckitt Benckiser (RB), India on a strategy to improve the current situation.

Hari wanted to understand how brand Mortein was being perceived by consumers. He always thought he knew a lot about his consumers. This was perhaps the first time he realized that it was not enough. He wanted to have a thorough understanding of the market and its audience. Some, including the Vice President, Marketing, at RB India, had expressed reservation about the communication of Mortein vaporizer. They felt that the existing communication was ineffective; on most occasions, it was not clear as to what response it was creating in the consumers’ minds. There was a different set of opinions on whether the present negative motivation like fear should be retained. Some advertising agencies had described Mortein as a ‘negative’ product because of its association with irritation, helplessness, worries, and fear of diseases. Hari wondered if the motivation was really negative. He was expected to evaluate the proposed campaign scientifically. Would things be different given the fact that consumers might not be attaching much importance to buying such a product? At a deeper level, Hari was worried about the brand attitude of consumers towards Mortein vaporizer. He seemed convinced of including brand attitude as one of the communication objectives but was not sure how to create or change the brand attitude.

COMPANY BACKGROUND

Mortein was first manufactured as an insecticidal powder in the 1870s by J Hagemann, a German immigrant to Australia. It is said that Hagemann himself came up with the name Mortein, with a little help from his French wife. The famous name is a combination of the French word ‘mort’ (dead) and the German ‘eint’ (one).1

After changing hands several times, Mortein finally found itself in the stable of Reckitt & Colman in 1969. The company later merged with the Dutch company Benckiser NV in December 1999 to become Reckitt Benckiser (RB), one of the fastest growing companies in India.

Launched in South India in 1993, it took three years for Mortein to complete the national roll-out. The range included coils, mats, and aerosols (Exhibit 1). Vaps were launched in 1999 and Rat Kill was added to the stable in 2000.

Opportunities in the coils category seemed huge. There was low penetration in this category. The presence of only one local player (Tortoise), with a product which was not rated very high on efficacy, made the market very lucrative. The supply was generally inadequate, particularly in peak seasons. By the time Mortein entered the Indian market, it had already established itself as a powerful pest control solution globally.

Mortein ventured into Indian markets with mosquito repellent coils. It differentiated its coils on the basis of an active ingredient used. It was advertised heavily showcasing its efficacy and power. The product found instant favour with consumers. Mortein’s entry led to growth in the mosquito repellent market in general and the coil market in particular. The sales grew explosively in the first eight years post-launch, the compounded annual growth rate (CAGR) during 1994-2000 being 66 percent. Mortein vaporizer, a new form of pest repellent, was launched in 1999. In 2000, new brands, Good Knight and Maxo, entered the coil market. RB, as the market leader in coils, faced severe competition for the first time. It reacted with heavy promotional spending. However, lack of suitable marketing plans for other formats such as mats, aerosols, and vaporizers (Exhibit 1), in which RB had a large business, made matters worse for the company. Coil contributed 86 percent of the category net revenue in 2000. The failure of triple coil in 2002 and its subsequent withdrawal from the market further worsened the situation. From the fourth quarter of 2002, the approach of RB towards media and trade changed which led to rise in its share. Aggressive share gain strategy in other segments included the launch of Power Booster coils, Instant Cockroach Killer (CIK), and Rat-2-bait, all in 2004, All Insect Killer (AIK) in 2005 and small AIK in 2006. The product range of other leading brands such as All Out and Good Knight was also competitive (Exhibits 2 and 3).

**MOSQUITO REPELLENT MARKET IN INDIA**

India had a huge and growing market for mosquito repellents owing to prevalence of diseases caused due to mosquitoes. Certain pockets of India were identified as malaria endemic areas. Various indigenous solutions as well as modern gadgets from mosquito repellent makers were used in Indian households for dealing with mosquito menace. It was estimated in 2011 that only 16.4 percent of the households in all urban areas and 22.6 percent in the metros used mosquito repellents. The figure for the rural areas was even lower at only 6.9 percent. The size of mosquito repellent market was estimated to be approximately ₹8.25 billion. The overall insect repellent market was expected to grow to ₹39 billion by the end of 2014-15. The urban market constituted 70 percent of the market. There was a scope for expansion of the market as the current per capita consumption was very low.

Mosquito repellents were introduced initially as coils followed by other forms such as mats, aerosols, vaporizers, and creams. Some of these basic repellents were used with electrical devices for more effectiveness. There was a small and insignificant market for mosquito repellent creams meant for personal consumption. The repellent market was dominated by four players— Reckitt Benckiser (RB) with its leading brand Mortein, Jyothi Laboratories with Maxo as the leading brand, Godrej Sara Lee Ltd. (GSSL) with Good Knight as its flagship brand, and Karamchand Appliances Private Ltd. (KAPL) with All Out. The other players were Balsara Hygiene with its popular repellent cream, Odomos; Bayer with much-advertised Baygon Spray, Baygon Power Mats, and Baygon Knockout; and Tainwala Chemicals with the Casper brand of mats and coils. While Mortein had 29 percent of the market, Maxo with 22 percent and Good Knight with 20 percent were not far behind.

Mats, coils, vaporizers, aerosols and any other new form as separate product categories had market share of 10, 50, 20, 5 and 10 percent respectively. Mats and coils were gradually getting replaced by liquid vaporizers in urban areas. The prices of coils, mats, and vaporizers were in the range of ₹18 and ₹30 per ten pieces and between ₹40 and ₹50 per 30 pieces, whereas for spray, the prices were hovering between ₹36 and ₹60 per 50 ml and ₹75 per 250 ml.

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2 http://www.niir.org
DIFFERENT FORMS OF MOSQUITO REPELLENTS USED IN INDIA

Mosquito Repellent Coil
As the name suggests, this form of repellent was in a spiral shape. It was supported by a metal stand at the centre of the spiral. The only exposed end at the periphery was lit to release mosquito repellent smoke. This coil was made of ingredients like pyrethrum, pyrethrins, and allethrin. A normal sized coil was of 10-15 cm diameter and this lasted for 10 hours on an average. However, repeated exposure to the smoke generated by such coils was found to cause health hazards such as breathing-related problems.

Mat Vaporizer
A mat vaporizer contained a heating plate on which the mosquito mat made up of blotting paper was placed when needed. That mat contained repellent chemicals which emitted fumes upon heating. A mosquito mat contained only about 40 mg of allethrin, which on slow evaporation got dispersed in the air. Once the heater was turned on, an indicator signalled the functioning of the mat heater. The mat would change gradually from blue to white indicating its exhaustion.

Liquid Vaporizer
A vaporizer contained an electrical device connected to a bottle of mosquito repellent liquid. After being switched on, the device would heat up vaporizing the mosquito repellent fluid, the emission of the vapour driving mosquitoes away. Vaporizers had more advantages than coils and mats. The effectiveness of coils and mats weakened over time, but vaporizers, with a continuous flow of liquid to the heating element, had the advantage of consistent effectiveness.

PRODUCT PORTFOLIO OF MORTEIN

Mortein Mat
Mortein PowerGard mat had a unique powerful formula that would start working instantly, providing full night protection from mosquitoes, while leaving behind a pleasant fragrance. Each pack contained 30 mats which lasted for a month.

Mortein Spray
Mortein spray was a unique spray with the power of ‘2 cans in 1’ to protect one’s family from disease-causing mosquitoes as well as cockroaches. Its new ‘fast spray technology’ could kill insects two times faster and kept them away for a long time. It was available with a pleasant fragrance.

Mortein Coil
Mortein PowerGard Power Booster coil was available in a unique hexagonal shape which was thicker at corners and released power boosters every half hour. RB claimed that it could knock down even the toughest mosquitoes. Each coil lasted up to 12 hours. It was available in a pack of 10 coils.

Mortein PowerGard Power Jumbo and Deep Reach coils were both long-lasting coils. They normally lasted up to 12 hours and were available in packs of 10 coils.

Mortein PowerGard Max Power was claimed by RB as India’s most powerful coil, containing the unique BFN active formula, seven times more powerful than ordinary coils. It was available in a pack of 10 coils.

Mortein Vaporizer
Mortein PowerGard Vaporizer was launched in 1999, Mortein vaporizer (vaps) was a non-serious category for RB till 2004 when it was relaunched. The relaunch was accompanied by new and more attractive packaging, new and more effective machines, and new media plans.

There were several reasons for Mortein to shift its focus to vaps. Firstly, the market for vaps had grown from 5 percent in 1999 to 20 percent in 2004 and was expected to grow even more in the years to come (Exhibits 4 and 5). Secondly, vaps were considered safer and more convenient, as per an exploratory study conducted by RB in an urban location in Pune. Breathing problems caused due to smoke released by the coils were solved by the smokeless vaporizers. The study also found that vaps were perceived to be more economical by around 66 percent users of mosquito repellents. The respondents felt that the cost of the machine was a one-time cost and the daily cost of using refill was lower than that of coils.

Mortein PowerGard Vaporizer
Mortein PowerGard Vaporizer was seven times more
powerful as compared to ordinary vaporizers. Its formulation was claimed to be one of the best in the market. It was effective against both mosquitoes and houseflies. It also came with a Mortein PowerBooster gadget with sliding power control for effectively controlling varying number of mosquitoes. It was available in three SKUs – 45 nights refill + machine combipack, 45 nights refill, and 60 nights refill.

**Current Stock Keeping Units under Mortein Vaporizer**

There were three stock keeping units (SKUs) under Mortein vaporizer:

1. **Starter sets/Combipack** (MRP ₹49). It had a gadget/machine + refill (30 Nights/45 Nights) and gave a 22 percent contribution. Mortein sold the combo at a loss. The aim was to allure the customers to buy the pack. Once bought, Mortein looked to making profits on subsequent refill purchases because only Mortein refills could be fitted into the Mortein gadget.

2. **45 nights refill** (MRP ₹45). It gave a 66 percent contribution. This was a widely-selling SKU for Mortein.

3. **60 nights refill** (MRP ₹58). This accounted for 12 percent contribution to the portfolio.

**COMPETITION IN PESTICIDE MARKET OF INDIA**

GSLL and RB led sales within the highly competitive insecticides segment, recording value shares of 30 percent and 24 percent respectively, in 2008. While GSLL offered an impressive range of brands including Good Knight, Jet, Hit, and Banish, RB only offered its Mortein brand. SC Johnson ranked third in 2008, recording a value share of 20 percent. Although Jyothi Laboratories was strong in rural areas with its Maxo Cyclothrin coil brand, it was only a newcomer within electric insecticides and sprays/aerosols. Dabur India, which recorded a value share of 4 percent in 2008, was the dominant force within other insecticides, where its Odonil brand was extremely popular.

SC Johnson recorded a one percentage point increase in value share during 2008. The company’s All Out brand was widely seen as the pioneer within liquid vaporizers in India and sales continued to increase as consumers upgraded from mat products. The company had also increased its share within coils through a rise in the distribution of its All Out Fast Action and All Out Giant Jumbo brands.

Domestic brands such as Maxo and Odonil dominated the coils and other insecticide segments while international brands such as Mortein, Good Knight, and Baygon led sales in the sprays/aerosols and electric insecticide segments. Multinationals such as GSLL and RB had a dominant presence nationally while domestic players such as Jyothi Laboratories, which was based in the south of the country, often led sales in the southern regions.

There were no prominent new launches in the insecticide segment in 2008. However, SC Johnson aggressively advertised its brands via local radio stations throughout India. On the other hand, market leader GSLL invested in national and regional TV advertising campaigns targeted towards urban consumers. Meanwhile, RB continued with its advertisements for Mortein featuring its popular mascot, Louie.

There were no prominent packaging innovations either in the insecticide category in 2008. Premium and economy products were differentiated by price and format. Standard products were mostly coils while economy products were priced lower than sprays and electric insecticides. In the coils segment, there were many domestic and regional brands, such as Casper by Tainwala Personal Care Products, which offered coils at lower prices than national brands such as Good Knight. Other economy insecticides included chalks such as Laxman Rekha. Multinationals derived a large proportion of their sales from premium brands which included mosquito repellent mats and liquid vaporizers from international brands such as Good Knight and Mortein. Private label brands made a limited appearance in insecticides in 2008 with Pantaloop Retail India launching Care Mate, an electric insecticide and the Quit spray.

Mortein was at number three with a stable share of 12.5 percent for the past two years, i.e. 2009-10. The other major players were All Out (with 50% share) and Good Knight (with 34% share). Apart from these, there were also some small players, but without a substantial market share. The local market was largely segmented. There were certain private labels as well some of which were trying to cater to a niche segment by focusing on the ‘naturalness’.

**All Out**

All Out had almost become a generic name for liquid vaporizer in the mosquito repellent industry in India. KAPL was responsible for creating this segment. Within a de-
cade of its launch, All Out had converted a large number of customers into vaporizer users, and had also established itself as the market leader in the segment, with 69 percent share in 1999. Amidst stiff competition, All Out had managed to wrest market share from corporate giants such as GSLL and RB with strong, established brands such as Good Knight and Mortein.

The launch of All Out was accompanied by an aggressive brand promotion. The product was priced at a premium – the vaporizer being retailed at ₹225 at the time of the launch.

The high price kept it limited to the higher income households. On the marketing front, the company started off advertising in a big way but with little success. The account was initially handled by Avenues and later by Hindustan Thompson Associates (HTA) but the promoters were not satisfied with the brand communication. Finally, the company took over the advertising responsibilities on itself.

The famous trademark animated frog advertisement series, wherein All Out machine was personified as a jumping frog eating away all mosquitoes, succeeded in creating awareness among consumers. The competition with the Samurai to finish off mosquitoes made the communication more interesting. The advertisement was a big hit among consumers. It was simple and communicated the brand purpose effectively.

There was a time when All Out was one of the largest advertisers in the visual media. To capture the untapped potential of the market, All Out launched a massive exchange scheme in 1999, facilitating exchange of mat machines with vaporizers at a discount. This was a strategic marketing move which was the first of its kind in the entire mosquito repellent segment and helped All Out to penetrate into the mat segment.

Seeing the tremendous success of the segment, other players were enticed to enter it. GSLL introduced the vaporizer under the Good Knight brand. The entry of Good Knight expanded the market much to the advantage of all players while also reducing the prices of the vaporizers. The companies began to follow the captive product pricing strategy by lowering the price of the vaporizers and making up for the loss through increased sale of refills.

Another interesting point about the marketing strategy of All Out was the use of animation in advertising. All Out remained fairly consistent with the use of the jumping frog. They made extensive use of animation, thus adding life to the advertisements. In 1998, S C Johnson acquired a controlling stake in KAPL. This proved beneficial for KAPL as it got the support of a big corporate which would prove crucial for the brand, given the strong competition in the segment.

KAPL also advertised on video cassettes of Hindi movies in a big way, a move highly criticized by many advertisement agencies. The company gave penetration as the reason behind the move. They were of the view that video cassettes got duplicated 20 times in the grey market. And it cost a fraction of what it took to advertise on TV. KAPL also advertised on the evening news programme on FM Radio and went in for advertising during breaks in cricket commentaries on the state-owned All India Radio to communicate in a cost-effective manner. On television, KAPL preferred to sponsor news programmes as against the more hype-creating shows.

The concept of sponsoring song, dance, and fight sequences in movies was also pioneered by All Out. All Out advertisements would appear before song, dance, and fight sequences in the movie. With Hindi movies featuring four to five songs and dances on an average, the viewers watched the All Out advertisement at least four to five times. This helped the brand in attaining a very high mind-share among consumers. The brand advertised on many satellite television channels, especially Sitiicable and Doordarshan (government-controlled media vehicle with maximum reach). All Out succeeded in gaining an overall share of voice (SOV) of 31 percent as against the nearest competitor Good Knight which had just 5 percent SOV in 2000.

All Out had also worked on the other elements to build a brand. The tag line used by All Out was Machharon ka Yamraj (the killer of mosquitoes). The use of the abbreviation MMR for mosquito mortality rate further helped it to differentiate itself from other competing brands, though no specific value was attached to it. As per the claim of All Out, it had the highest MMR amongst the rest of the competitors.

Hari Panda felt that the communication strategy followed by All Out was very consistent across time. All Out definitely got the first mover’s advantage and was able to
penetrate most of the households which upgraded from coils to vaporizers on the basis of the promises and benefits communicated over the coils.

In September 2010, All Out came out with a new product which it professed to work against mosquitoes and flies alike. The acceptance of this product in the market is yet to be studied. But it is very clear that if accepted, it could change the course of the vaporizer industry with protection against mosquitoes and flies becoming the core benefit demanded by consumers of the category.

**Good Knight**

Good Knight, a brand owned by GSLL, was another major player in the mosquito repellent arena. Good Knight grew from strength to strength launching mats followed by liquid vaporizers, coils, lotions, and aerosols.

There was a remarkable difference between Good Knight and other brands in the category. Good Knight simply stated that it protected against mosquitoes while every other brand talked of killing them. This non-violent approach of Good Knight was at the heart of its brand value. The brand saw itself as a safe, gentle, effective, dependable and unobtrusive protector in complete harmony with the housewife and her home.

Good Knight enjoyed enormous equity with consumers. Starting with its ‘great nights begin with Good Knight’ to ‘protecting happy moments’, the journey had resonated with a deep understanding of consumer needs.

The brand had created a three-pronged strategy identified by the key differentiators, namely Good Knight Advanced, Good Knight Naturals, and Good Knight base range.

Good Knight Advanced promised to give technologically advanced solutions to overcome the key format barriers with products like double power ‘active+system’ for refill, advanced ‘low smoke’ alternative in coils, and a ‘pleasant experience’ aerosol.

Good Knight Naturals promised to tackle consumers’ concerns of safety through products having a blend of active and exotic natural ingredients that lent reassurance of safety.

Good Knight base range was the already existing ‘care’ imagery of the brand. The first two platforms added to the base range.

Good Knight further created stronger consumer-connect by humanizing the brand values through carefully-chosen brand ambassadors. The advertisements featuring Rani Mukherjee and Vidya Balan as celebrity endorsers, focused on emotions in a family setting. Hari remembered his market research team coming out with the findings that two popular actresses were believed to epitomize dynamism, warmth, and caring – values that the modern Indian housewife empathized with and that Good Knight stood for. This greatly helped the brand break through the clutter and give it a larger-than-life image.

The marketing strategy of Good Knight focused on leveraging on the emotional benefits it had been trying to offer to the consumers. Family-oriented, caring, and jolly – that was the image the brand created in the minds of the consumers. Good Knight did not talk about the maladies caused by mosquitoes; they were rather treated as a nuisance which needed to be handled.

**MORTEIN VAPS: FUTURE STRATEGY**

In view of the strong competition from All Out and Good Knight, Hari Panda wondered how to create a unique proposition for his brand, one that would be appealing and acceptable to the consumers, and induce them to switch from other brands to Mortein. Mortein had targeted the existing users of All Out and Good Knight base products. Hari was aware of the target of attaining 17.5 percent market share by the end of 2011. At present, Mortein had approximately 10 percent market share. Hari wondered if Mortein was committing a strategic blunder in designing its marketing strategy. He checked if anything important evaded his attention. He was under pressure as a decision-maker. Till now, Mortein had relied on Louie, an animated character in its advertisements (Exhibit 9). Louie was a rogue mosquito who was on a mission to spread diseases and to establish the dominance of mosquitoes. It talked of dangerous diseases and how they could harm the human beings. The strategy of Mortein was to leverage the fear in the mind of the consumer and generate the desire to ward off diseases. The assistant manager reporting to Hari asked, “Is a relationship created on the foundation of a negative emotion like fear capable of binding the consumers with the brand?”

Hari seemed to have his own doubts. Perhaps this was why he thought of his new communication campaign, ‘Mom and Mortein’ (Exhibit 9). Was it incorrect to choose...
or was it that Mortein was unable to subscribe to this ideology in entirety so as to leverage its benefits? “Can I not do something which happens in some of the big ticket items?” Hari thought that he should thenceforth follow a structured approach to identify the issue and address them. It was high time Mortein got the targeted share which it deserved and Hari was on the quest to ensure it. He knew the road ahead was not smooth but then success never came easily.

Hari had defined his business objective as gaining market share from competitors which involved targeting existing users of All Out and Good Knight base products and converting them to Mortein vaps consumers. “Now that I know what my business objective is, it needs a three-pronged business strategy”, he thought.

Hari had to then come up with certain business tactics in order to implement the business strategy. He knew he was going in the right direction to achieve what he aspired for. A cup of coffee and some introspection revealed a couple of alternatives to him. He knew that before anything else, he would have to focus on offering improved products at competitive prices and hence go in for product upgradation. Another element that needed attention was packaging which should convey the image of improved products. To back this all up, there would have to be high media support with an awareness drive, creation of buzz, and generation of PR.

It was decided that multiple channels would be used for effective communication of Mortein vaporizer. Both trade and consumer promotion were treated with equal importance. For in-store visibility, creative design and eye catching points of sales (POS) elements were emphasized. Drawing a cue from the ‘deadly exchange’ programme of All Out while it carried out its upgradation from mat machine to vaporizer, Hari thought of offering an exchange facility for the machine in lieu of any machine of the competitor’s brand. He thought it could work as a good incentive for the consumers to switch.

Mortein PowerGard

As a part of the overall strategy, it was planned to relaunch the brand with a new and superior formulation under the name Mortein PowerGard (Exhibit 6). The product would have almost double active content (1.6% TFT as against 0.88%) and would be proven to provide best protection against mosquitoes. Apart from this, there would be many additional features like a new superior fragrance, a possible differentiator for the brand. According to the consumer survey, this was a very important benefit sought by the consumers.

Hari decided that there should be an improvement in the packaging. Lustrous golden colour packs with shining arrow, which would be an inseparable part of the image armour for Mortein, will be used to communicate the increased strength and newness of the product while also promoting its efficacy. Hari knew he would have to back all this with an effective communication plan wherein the focus would be on driving forth the new offerings to the consumers and to establish Mortein as a superior product in the market. By then, he was very clear in his mind as to what should be his course of action and he knew that one thing would lead to the other. Most at RB felt that 360-degree activation very well met the purpose of communicating product update, with strong media support and facilitating an effective communication. Hari started working on identifying the task and objectives of the 360-degree activation (Exhibits 7 and 8). After giving a lot of thought to it, he realized that the task which 360-degree activation had was to establish that New Mortein PowerGard was a superior product than its competitors. He was banking on the new communication titled ‘Mom and Mortein’ to be released (Exhibit 9). “Was it not taking a different path?” “Was this campaign aligned with the current perception of consumers about the brand?” “What about the audience for this campaign and motivation shown in the commercial?” He felt that these campaigns could be a good beginning to build the future path for the brand.
Exhibit 1: Range of Mortein Products

- **Mortein Power Booster**
  - 8 hour pack
  - 10 hour pack
  - 12 hour pack

- **Mortein Deep Reach Action**
  - 8 hour pack
  - 10 hour pack

- **Aerosols**
  - Mortein Target
  - Mortein Instant Cockroach Killer
  - Mortein Multi Insect Killer
  - Mortein All Insect Killer
Exhibit 2: All Out Portfolio

Exhibit 3: Good Knight Portfolio

- Good Knight Care Range
- Good Knight Advanced Range
- Good Knight Naturals
- Good Knight Advanced Activ Plus
- Combi Pack
- Refill
Good Knight Advanced Mosquito and Flies Spray

225 ml

450 ml

Good Knight Naturals Mosquito Repellent Cream

50 ml

125 ml

Good Knight Silver Power

Refills 45 Night

Refills 60 Night

Refills 90 Night

Refills 30 Night

MORTEIN VAPORIZER: WHAT LIES BENEATH BRAND POSITIONING?
Exhibit 4: Forecast Sales of Insecticides by Subsector: Value 2008-2013 (₹ million)

<table>
<thead>
<tr>
<th>Types of Insecticides</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
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<tr>
<td>Spray/aerosol insecticides</td>
<td>1,529.7</td>
<td>1,687.3</td>
<td>1,844.6</td>
<td>1,998.5</td>
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<td>Electric insecticides</td>
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<tr>
<td>Insecticide coils</td>
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<td>13,415.7</td>
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<td>Insecticide baits</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Other insecticides</td>
<td>893.8</td>
<td>908.6</td>
<td>921.9</td>
<td>933.6</td>
<td>943.5</td>
<td>951.6</td>
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<td>24,687.2</td>
<td>25,531.5</td>
<td>26,299.2</td>
<td>26,963.7</td>
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Source: Internal Records of Reckitt Benckiser

Exhibit 5: Forecast Sales of Insecticides by Subsector (Percentage Value Growth 2008-2013)

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<th>Percentage Constant Value Growth</th>
<th>2008-13 CAGR</th>
<th>2008-13 Total</th>
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<tr>
<td>Spray/aerosol insecticides</td>
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<td>Electric insecticides</td>
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<tr>
<td>Other insecticides</td>
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<td>Insecticides</td>
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<td>18.0</td>
</tr>
</tbody>
</table>

Source: Internal Records of Reckitt Benckiser

Exhibit 6: Mortein Power Booster and Mortein PowerGard Packaging

Impactful New Packaging: 45N Refill

- Metallized Pack: Premium: Better Shelf Appeal
- Background colour changed to more attractive red
- New fragrance mnemonic
- Content display on pack
- 7x More Powerful mnemonic

Current Pack | New Pack
Exhibit 7: Activations Conveying “Newness”

1. **Transformation of Mortein (Print):** Old Mortein was withdrawn (Power Booster) and various new ingredients were shown being added to the pack like fragrance, more active content, power, and protection. It was shown transforming into the new Mortein PowerGard (with new arrow and 7X power label).

2. **Transformation of Mortein (Radio):** This was supposed to be in the form of an announcement wherein consumers would be told to take old Mortein Power Booster, add more actives, and mix power, stir and add fragrance along with protection. The new Mortein PowerGard would be more effective against mosquitoes and was seven times more powerful.

3. **Science lab (Print):** Scientists were to be shown at the backdrop. The scene was to depict Power Booster transforming to “new” and “7X powerful” PowerGard, show PowerGard with 7 packs, built abs, biceps and triceps to illustrate the power concept.

4. **Double-flap opening (Print):** Outside the pack would be an image of Mortein Power Booster and a caption, “You will no longer see your trusted Power Booster”. On opening the flap, there would have been Mortein PowerGard with the caption, “Because it has taken a re-avatar with 7X power”.

5. **Detachable sticker (Print):** Outside the pack would be an image of Mortein Power Booster with a caption, “You will no longer see your trusted Power Booster”. On pulling out the sticker, Mortein PowerGard would appear with the caption, “Because it has taken a re-avatar with 7X power”.

Exhibit 8: Six Identified Objectives

**Establish ‘new’ news:** Consumers needed to perceive that there was something new in the product. That would hold the attention of the consumers and appeal to them and hence would encourage consumers from other brands to switch to Mortein. To do this, tools like creatives could be used efficiently.

**Reiterate brand message:** The brand message and the central theme needed to be reiterated so as to have the maximum impact and an imprint on the mind of the consumers. The right message should reach out to the consumers and the use of creatives should be such that they reiterate the brand benefit and not overshadow the brand.

**Enhance TV reach and frequency:** TV was a medium with the widest reach and impact. Through effective communication on TV, it was possible to reach out to new target group (TG) which would increase the trial rate and thus increase the frequency of communication with the existing consumer base (to increase repeat purchase and decrease consumer migration to other brands). To support the initiative on TV, various other channels needed to be employed to enhance the reach and frequency.

**Create buzz:** Creating a buzz would help in making people talk about the product and thus lead to word-of-mouth publicity. This would improve the trial rate of the product. It would also ensure that the message communicated through one channel did not slip off the consumer’s mind. It would help create a holistic image of the product in consumer’s mind.

**Generate PR:** Effective PR was vital for the efficient communication of the brand message. It would help educate the people about the pest control as a whole and thus help in establishing a relationship with the TG. PR was not considered a selling-effort and so, had a wider reception by the TG. This would also increase the awareness level in the society and in turn increase the demand for the product.

**Build equity:** A good reputation was critical for any business. Various measures taken to build equity would help in establishing the brand in the consideration set of the consumers.

To meet the first two objectives, there was a need to craft a central theme and design creatives around the theme. To enhance TV reach and frequency and to create a buzz, appropriate multiple channels needed to be identified. And to generate PR and build equity, educating the consumers about the brand and the product was vital.
Exhibit 9: Proposed Communication Campaign

Brand: Mortein PowerGard
Title: Mom and Mortein
Duration: 30 sec

VIDEO

The film opens in Louie’s den. As Louie and his gang are enjoying drinks (blood shots) around a big centre-table, mosquitoes are seated on chairs, laughing and playing cards.

Louie is humming the Mortein jingle.

Sound of cheers… glasses… … crooked laughter, etc.

Suddenly, we hear a distant sound (Ma…) coming close. From above, 3 mosquitoes come crashing down.

Mosquito 1, 2, 3: Ma...

Louie, first petrified and then angry, goes with his gang to attack the house through a window. From outside, Louie directs his cronies to attack the kid.

Louie: Badla (attack)
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MORTEIN VAPORIZER: WHAT LIES BENEATH BRAND POSITIONING?

As they proceed towards the kids sitting in the living room, most of the mosquitoes fall down. And they scream.

Mosquitoes: Maaa...

Louie is shocked. He exclaims:

Louie: Liquid mein itni... Power?? (so much power in liquid?)

Mom appears on the screen, talking to the camera.

Mom’s VO: Bilkul (Definitely)
She points at the PowerGard machine while introducing the new Vaps...

Mom’s Vo: Ab mere paas hai... (... Now I have...)

The camera then zooms into the vaps machine and the PowerGard vaps are shown enlarged into a larger than life size, with the new flag flashing on the pack.

Mom’s Vo: Naya Mortein PowerGard... (... the new Mortein PowerGard)

The camera further zooms into the animated PG logo on the pack. The arrow swirls are seen rotating and the power icon flashing.

SFX: Sound of rotating lasers and flashing power icon.
Post this animation, we see the lasers flash with ultra speed, knocking down the mosquitoes.

Mom's VO: ye maar bhagaye
(This knocks down…)

Now we see a magnified 7X logo. It zooms in and out immediately.

Mom's VO continues: …7 guna zyada machchar itni tezi se (7 times more number of mosquitoes so fast that…)

The mosquitoes come crashing down. As a proof of power, lots of mosquitoes are shown knocked down on the floor. The 7X logo still flashes on the screen.

Mom's VO continues: Ki Mortein poora bolne se pehle hi (...before they can even pronounce Mortein)
SFX: The sound of lasers zapping

Louie is then seen getting zapped by the laser and he falls on a table next to the mother. She talks to the camera showing her hand near her neck, gesturing the dismissal of Louie.

Mom's VO continues: ...Khel khatam. (...their game is over)
Debasis Pradhan is an Associate Professor of Marketing at XLRI Jamshedpur, where he has been working since 2006. He teaches Principles of Marketing, Advertising and Sales Promotion, Consumer Behaviour, Marketing Theory, and Rural Marketing. His papers and cases have been published in national and international journals of repute. Two of his award-winning cases have been published by London Business School. His Asia-centric Casebook, published by Cengage Learning Pvt. Ltd., captures the essence of business practices of firms operating in different parts of Asia. He has presented papers as well, at international conferences like INFORMS Marketing Science Conference (Singapore Management University, University of Michigan, University of Cologne in Germany, Rice University at Houston), and Academy of Management (Philadelphia). His research interests include celebrity endorsement, social media, brand equity measurement, impulse buying, retail shelf allocation decision and bottom of pyramid (BOP) markets. He has conducted training programmes for executives from State Bank of India, Bank of Baroda, Steel Authority of India Ltd., Bharat Aluminum, Ashok Leyland, Life Insurance Corporation of India Ltd., Nokia India, Maruti Udyog Ltd., to name a few.

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