

**MARKETING STRATEGY OF LOCAL AND FOREIGN FIRMS IN BANGLADESH:
A STUDY ON CONSUMER PRODUCTS.**

Thesis
submitted for the Award of the degree of M.Phil
in Marketing

by
Syed Ejaz Ahsan
Under the supervision of
Professor Dr. Belayet Hossain

Department of Marketing
University of Dhaka
Dhaka, Bangladesh
April, 2011

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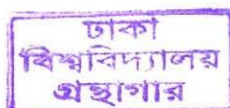
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April, 2011**



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DEPARTMENT OF MARKETING

FACULTY OF BUSINESS STUDIES

UNIVERSITY OF DHAKA

DHAKA - 1000, BANGLADESH

Tel: 8611996, PABX: 9661920-73, Ext. 7954, 7955, Fax: 88-02-8615583, www.dumarketing.edu.bd

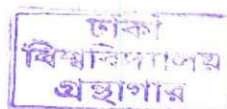
Certificate

This is to certify, that Syed Ejaz Ahsan, a candidate for the degree of M.Phil in Marketing has completed his thesis entitled, "Marketing strategy of local and foreign firms in Bangladesh: A study on the consumer products" Under my supervision.

To the best of my knowledge and belief the research work is an original one and it has not been submitted to any other University or Institution for the award of any degree or diploma.

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10.04.2011
(Professor Dr. Belayet Hossain)



ABSTRACT

The purpose of the study is to identify the differences of strategies between foreign and local firms manufacturing and selling toiletries products in Bangladesh. Research is exploratory and qualitative research methodology is utilised in the study. Qualitative research data consisted of in depth interviews with senior managers and brand managers of local and foreign companies such as Unilever, Reckitt Benckiser, Square toiletries, Keya cosmetics and Kohinoor Chemicals.

Results of the study revealed that there are some differences of strategies between the local and foreign companies. The findings based on analyzing the marketing mix of four p's i.e. Price, place, product and promotion strategies. Because of the Company image, financial strength, research and development activities, innovative approach and managerial superiority foreign and local companies maintain strategic differences but in some areas they have similarities as well.

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Author acknowledges that most of the foreign companies prefer offensive strategies and on the other hand local companies are in favour of defensive strategies. Local companies instead of expanding their market share try to retain their existing market through defensive strategies and less interested in innovations because foreign companies later on enjoy the benefit of that innovation through more aggressive and more dynamic marketing and sales promotion activities. Local companies try to attract that segment of the market which has a low level of income and less quality and brand consciousness and offer them low price.

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The study also find that a new trend of customer preference toward using herbal products, i.e. customers are more inclined to use the toiletries which are using natural and herbal raw materials, and in promotional approach they have started focusing on corporate social responsibility (CSR) instead of direct appeal to use their product towards their prospective customers. The motive is to win the hearts of the customers and establish the better image of the company as welfare centered institution rather than a profit centered organization. In this respect they are organizing talent hunt competition, free health services, recognizing the noble acts of people from the neglected part of the society.

DECLARATION

I Syed Ejaz Ahsan , declare that the M.Phil thesis on Marketing strategy of Local and Foreign firms in Bangladesh A Study on consumer products. Figures, appendices, bibliography, references and footnotes. This thesis contains no material that has been submitted previously, in whole or in part, for the award of any other academic degree or diploma. Except where otherwise indicated, this thesis is my own work.

Signed.....

Syed Ejaz Ahsan

10th April, 2011

Acknowledgement

This thesis is a result of efforts, time and skills contributed by a number of people. I would like to take this opportunity to thank all of those who extended their all out support towards successful completion of this thesis.

I also sincerely acknowledge the help provided by my Department - "Department of Marketing University of Dhaka. The resources made available to me in form of latest literature, journals and books on marketing strategy as well as the inputs of visiting and internal faculties of the department have gone a long way in culmination of this thesis.

I am indebted to my colleague Ali Yousuf Khan who assisted me in collection of data from different sources and also guided me in providing web addresses for acquiring company related data, at the same time his suggestion was helpful in developing and analysing some theories and ideas related to strategies.

I am grateful to Mr.Kutu Mahmud Head of Finance, Square toiletries Ltd. for his valuable support and sharing his practical experience which enable me to analyse strategic position of local and foreign companies.

I am thakful to Mr.Md. Ferdous Yusuf HR Operations Manager and Mr. Shahid Hossain Ashrafee, Sales training Manager Unilever Bangladesh Limited for providing company related data and also market related information needed for the research, and so far Unilever Bangladesh Limited is the market leader in the toiletries sector in Bangladesh their active cooperation was very important for the study.

I like to express my gratitude to Mr. Anisuzzaman Senior Brand Manager Reckitt Benckiser (BD) Ltd for his valuable time and support extended to me and providing data and other related information regarding strategies of their company as well as of other market players in the toiletries sector. His guidance related to product branding and branding related strategies was very useful for the research.

Finally I am deeply indebted to Professor Dr. Md. Belayet Hossain, for his valuable inputs and ideas supplied in the beginning. He took great pains to guide me in the right direction and suggested corrective actions from time to time. Periodic meetings with him during the last few months have been hugely beneficial for my development as a M.phil student as well as a human being.

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Chapter 1

INTRODUCTION

Introduction

- 1.1 Introduction**
- 1.2 Methodology**
- 1.3 Limitation**
- 1.4 Objective**

1.1 Introduction

Toiletries market and use of toiletries products are to some extent dependent on the economic condition of a country. As countries start achieving economic excellence the demand for products like toiletries and cosmetics increases. Gradually the economic condition of Bangladesh is improving, and current GDP growth rate is 6.7 percent per year. Better living standard creating demand for toiletries and cosmetics, especially market is experiencing growing demand for different qualities of Toiletries like body soap, tooth paste, shampoo, fairness cream for both gents and ladies, deodorant spray, toilet cleaner etc. To take the advantage of growing market companies are trying to establish their products and capture the greater market share, as well as world famous foreign companies, local companies and new competitors are entering the market with different strategies. An organization's strategy consists of the moves and approaches devised by management to produce successful organization performance, strategy in effect, is management's game plan for the business. In business without a strategy, there is no established course to follow, no road map to manage by, no cohesive action plan to produce the intended result.

Successful strategies are grounded in sustainable competitive advantages. A company has competitive advantage whenever it has an edge over rivals in securing customers and defending against competitive forces. There are many sources of competitive advantage, Making the highest quality product, providing superior customer service, achieving lower cost than rivals, having a more convenient geographical location, designing a product that performs better than competing brands, making a more reliable and longer lasting products, and providing buyers more value for the money (a combination of good quality, good service, and acceptable price). To succeed in building a competitive advantage, a firm must

try to provide what buyers will perceive as "superior value" ----either a good product or at a low price or a "better" product that is worth paying more for.

In Bangladesh there is strategic differences between competing local and foreign firms. Foreign firms are more advanced and aggressive in strategic consideration, they have International market experience, engaging more investment in research and development and enjoying greater brand loyalty especially in case of internationally renowned brands, such as Lux, Ponds Pepsodent toothpaste. On the other hand Local companies are trying to enhance their market share through own strategies, most of their products are new, have less brand loyalty than established foreign brands, they lack investment in research and development, and to face the frequent changes in market condition, changes in demand pattern

Nowadays interestingly old concept of sustainable competitive advantage is challenged, suggesting that firm-specific advantages are not sustainable and more temporary in nature due to endogenous and exogenous reasons. Markets today are hypercompetitive, high velocity, hyper- turbulent, and chaotic environments. The study have found numerous endogenous and exogenous competence destroying strategies, disruptions and discontinuities. Additionally, they have suggested that product positioning-, knowledge-, resource-, barrier to entry-, and deep pocket-based advantages have been deteriorating more quickly, due to revolutionary new business models, disruptive technologies, fast diffusion and access to information, as well as increased emphasis on growth through innovation versus maintaining margins and stability. The study therefore, call into question the core tenet in the strategy field that firms should seek out sustained advantages. Yet the vast majority of strategic management scholars has continued to assume that sustainable competitive advantage exists and should be the focus of strategic thinking. Indeed, considerable effort is still being dedicated to defining and empirically demonstrating the existence of sustainable advantages. The field's most current response to the challenges to unsustainable advantage is "dynamic capabilities"—again assumed to be a sustainable advantage that enables continuous strategy innovation necessary in disruptive

environments. However, others point to the dearth of evidence that dynamic capabilities are sustainable over extended periods of time and in different contexts, and many suspect that firms can either become exhausted by continuous transformation and innovation or get complacent by success.

The foreign firms operating in Bangladesh and marketing the toiletries products is capable of adjusting the volatile market situation, they have their research and development wing, continually monitoring the changes in the market i.e need for changes in product development, advertising, sales promotion, and distribution system. They can correctly identify the opportunities in the existing market and the opportunities going to be created in near future. Foreign firms operating regionally is enjoying some advantages in advertising because they create the ad for the countries in the region and only they change the language for another country, the process minimizes cost of advertising and also able to use renowned models in their ad and can create better impact on the customer psychology than local firms. In addition to other activities foreign firms are more and more focusing on social awareness and through sponsoring programmes for talent hunt in cultural areas and targeting those who are underprivileged and from backward areas of the country. For example Unilever Bangladesh is sponsoring such programmes like Lux channel i superstar, sada moner manush, Lifebouya friendship hospital.

On the other hand Local companies producing toiletries are trying to establish their brands. Some of the local companies especially square toiletries, Kononoor chemicals, ACI have already succeeded in establishing few brands. Such as meril lip gel petroleum jelly of square toiletries have already gained consumer loyalty, Keya soap and other beauty and skin care products. Though they are lagging behind the foreign companies specially compared to market leader Unilever Bangladesh, local firms are gradually enhancing their market share.

The study observed that in some cases product quality is same or a very narrow difference between product quality of the local and foreign products, but due to advertising and other sales and promotional strategies local companies fail to expand their potential market share. For example Kool shaving cream manufactured by square toiletries is a product which could be compared to any such shaving cream of foreign companies. The study reveals another important observation that local Companies try to follow what foreign companies are doing. Normally they don't prefer to go for innovative and creative approach for increasing their market share.

Local companies are not looking for new markets rather they are interested to avail a small portion of the market offering low price and other promotional activities. But for long term sustainability and consumer loyalty brand establishment is very important in toiletries products. Consumers in urban areas are brand conscious and prefer foreign brands. Local firms investment in research and development is insufficient, they are less strategy conscious and don't design their activities on long term vision and try to follow what foreign companies are doing, and accordingly design their sales activity. Few local companies such as Square, Keya, Kohinoor chemicals who are trying to establish their few brands some times fail to enjoy the benefit of their innovation and product development or in any other sales promotion offers, aggressively challenged by far better offer by foreign companies. This becomes clear when we go through the statistics of market share analysis. If local companies like to sustain and expand their market share they have to try every conceivable approach to out competing rivals and winning an edge in the market place. And because managers tailor strategy to fit the specifics of their own company's situation and market environment, there are countless variations. In this sense, there are as many competitive strategies as there are companies trying to compete. However, beneath all the nuances, the approaches to competitive strategy fall into three categories.

Striving to be the overall low-cost producer in the industry (a low-cost leadership strategy)

Seeking to differentiate one's product offering from rivals' product (a differentiation strategy)

Focusing on a narrow portion of the market rather than the whole market (a focus or niche strategy).

But study find some changes in Marketing strategy of focusing a narrow portion of the market (a focus or niche strategy) rather they are looking for mass marketing. even they are trying to capture rural market. In this regard some foreign as well as local companies have started programme through care Bangladesh named RSP(Rural sales programme).RSP is an initiative of CARE Bangladesh, started in 2004 as a pilot initiative under Rural Maintenance Program(RMP) with funding from CARE Canada to generate income and employment opportunities for the rural poor. It is an outcome of forging effective partnership with private sector cooperation that promise a win win situation for all parties concerned. In this program a rural sales-force comprising destitute women are called "Aparajitas", a bengali word that stands for "The women who never accept defeat". The RSP initiative has proven to be a riveting example of how a private company can enter the rural markets and expand their business with the help of NGO such as CARE and at the same time engender socio-economic progress amongst rural people.

Another important change in marketing strategy of the local and especially the foreign firms is introduction of green toiletries. Now a days customers are more and more beauty and health conscious. They prefer toiletries made of herbal ingredients. in this regard companies designing their advertising highlighting the use of herbal ingredients and their benefits in their products.

1.2 Research Methodology

SAMPLE SIZE :

Three local and three foreign companies were selected as sample. These companies are market leader and their strategic position and activities reflect the overall position of the market.

In individual product line some of the companies hold majority share even some cases more than 50% of the total market share. so the study restricted the sample size within these companies.

SELECTION OF TOILETRIES AND BRANDS TO BE STUDIED :

The selection of Toiletries and the brands to be covered under the purview of this research was done with due care in order to cover all diversity of toiletries products . Lux, close up, sunsilk Harpic, Meril,Keya beauty soap, Keya natural care shampoo was selected as it belonged to habitual Buying behavior, low involvement category with it's majority customers being adult ladies and gents. Local companies brands such as Active toothpaste, keya super beauty soap, keya lip gel also studied for comparison between the local and foreign companies.

Questionnaire was designed to collect the data where secondary source of data was not available, most cases companies are less interested to disclose strategy related data so the study used secondary sources of data as well. Annual reports of the companies and other published material of listed companies used as secondary source of data.

The study selected 15 to 20 respondents , solely marketing executives, retailers and brand managers of the selected companies and through the questionnaire which was carefully

designed to get the accurate information from the selected respondents. The study was exploratory in nature and prime target was to identify the strategic differences and similarities especially in the areas of 4 p's i.e Product, Price place and promotion.

1.3 Limitations of the study

It is difficult to cover all aspects of the marketing strategy of FMCG within a short span of time. In addition to that getting strategy related data was another obstacle for the study, because companies like to keep it secret as far as possible. So in some cases few findings are based on market observation, instead of basing on data. Strategies are dynamic and changes are very frequent but getting latest data in this regard proved to be another obstacle for the study. Now-a-days companies look for holistic approach but the study concentrated on strategic areas of 4p's only.

1.4 Objective of the research

1. The main objective of the research is to identify the differences of marketing strategies between competing local and foreign firms in case of non-durable consumer products like cosmetics and toiletries.
2. To explore four areas of strategic differences i.e product, price place and promotion(marketing mix) has come under consideration. These strategic areas are very important for a firm to grow and sustain in the market.
3. Another objective of the study is to identify how companies use these strategies in different situations and how it influence their growth and sustainability.

Chapter 2

DEFINITION AND SCOPE OF THE AREA

Definition and Scope of the Area

2.1 Definitions of Marketing strategy

2.2 Definitions of Toiletries

2.3 Toiletries Sector In Bangladesh

2.4 Scope and area's of Marketing strategy of foreign and local firms.

2.5 Types of strategies of firms producing toiletries in Bangladesh

2.1 Definitions of Marketing strategy

Marketing strategy is a process that can allow an organization to concentrate its limited resources on the greatest opportunities to increase sales.

Description of that part of the company's strategy which is directed towards the market. It consists e,g of product range, target group segmentation.

The selection of the product mix and customer profile for maximum profit potential. The 4 "Ps" of product, price, promotion, and place.

Strategy to make potential customers/members aware of a co operative's goods and services; includes promotion, publicity, advertising and sales.

Sources:

en.wikipedia.org/wiki/Marketing_strategy

www.patsula.com/smallbusinessdictionary/

www.geodiswilson.com/en/Global_tools/Logistics_Dictionary/M2/

www.enterprisesaskatchewan.ca/glossary

2.2 Definitions of Toiletries

Definition of toiletries

Personal care or toiletries is the industry which manufacture consumer products used for beautification and in personal hygiene.

Definition of toiletries

An article or preparation (as toothpaste, shaving cream, or cologne) used in cleaning or grooming .

Define Toiletry

Any article or preparation used in cleaning or grooming oneself, as soap or deodorant.

Sources:

www.thefreedictionary.com/toiletry

www.encyclopedia.com/doc/1O999-toiletries.html

www.yourdictionary.com/toiletries

2.3 Toiletries Sector In Bangladesh

Locally produced toiletries now play a significant role in a sector that has been dominated by imports in the past. Most of the products in this sector are common consumer goods which have a large demand in the domestic market. Imports of cosmetics and toiletries are targeted mostly to the middle and high-end segments of the market. Most of the local customers are quite happy with the domestic products as long as product performance is satisfactory and the price is reasonable. While most of the manufacturers focus primarily on meeting the demands of the local market, some firms have started exporting cosmetics and toiletries products from Bangladesh.

International brands play a dominant role in the upper-end market of Bangladesh, where quality ranks above pricing among the factors affecting purchasing decisions. Most local manufacturers are producing lower-priced toiletries and perfumes with their own brands, and focus on the middle-to-low price market segments. The production figures of major toiletries firms over a five-year period suggest that all the major firms have experienced steady growth.

Many domestic industries, long accustomed to tariff protection, are finding it difficult to adjust with the changed competitive situation resulting from the reduction/removal of tariff and other non-tariff barriers. Smuggled goods from neighbouring countries through the long and porous border are adding to the difficulties of domestic producers. Moreover, some firms think that the trade liberalisation have made them vulnerable to

increasing competition with foreign firms. Competition from domestic firms has also increased substantially.

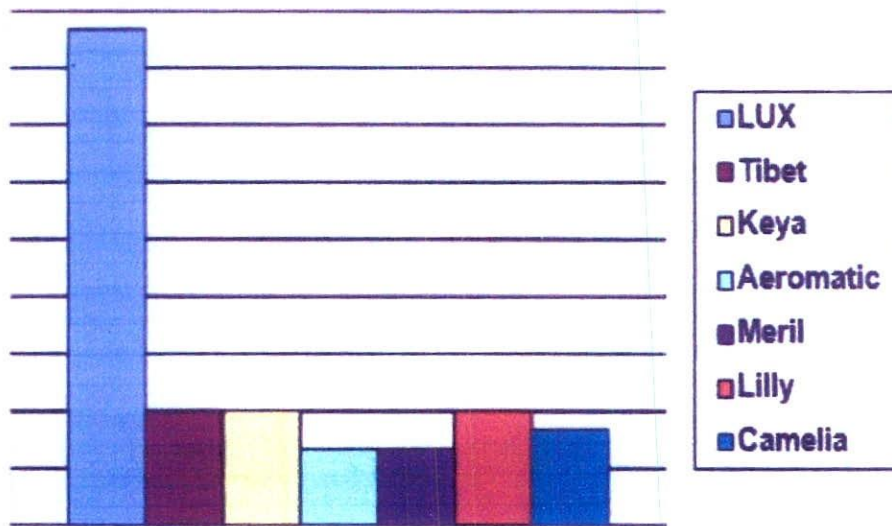
Although the toiletries industry consists of a large number of firms, Table 7 clearly shows that seven firms possess 95 percent of the market share for toilet soap, laundry soap and detergent.

Market share of major toiletries and cosmetic firms of Bangladesh

Sl. No.	Company	Brand Name	Yearly Share Toilet Soap	Market
1	Unilever (BD). Ltd	Lux International Beauty Soap	Tk. 312 Core	43.33%
2	Square (Toiletries Division)	Meril Beauty Soap	48 Core	6.66
3	Keya Cosmetics Ltd.	Keya Beauty Soap	72 Core	10.00%
4	Aromatic Cosmetics Ltd.	Aromatic Beauty Soap	48 Core	6.66%
5	Lily Cosmetics Ltd.	Lily Beauty Soap	72 Core	10.00%
6	Kohinoor Chemical Co.	Tibet Beauty Soap	72 Core	10.00%
7	Marks & Allys Ltd.	Camelia Beauty Soap	60 Core	8.35%
8		Others	36 Core	5.00%
		Total Market	720 Core	100%

Source: Maxwell Stamp PLC

**Market share of foreign and local companies
(Beauty soap)**



Source: Maxwell Stamp PLC

Sl. No.	Company	Brand Name	Yearly Market Share on Laundry Soap & Detergent	
1	Unilever (BD). Ltd	Laundry Soap & Detergent	Tk.696 Core	60.42%
2	Square (Toiletries Division)	"	60 Core	5.21%
3	Keya Cosmetics Ltd.	"	96 Core	8.33%
4	Aromatic Cosmetics Ltd.	"	72 Core	6.25%
5	Lily Cosmetics Ltd.	"	60 Core	5.21%
6	Kohinoor Chemical Co.	"	84 Core	7.300%
7	Marks & Allys Ltd.	"	24 Core	2.08%
8		Others	60 Core	5.21%
		Total Market	1152 Core	100%

Source: Square Toiletries Limited

Unilever Bangladesh Ltd. is the market leader with more than 43 percent of the yearly market share of toilet soap and 60 percent of the laundry soap and detergent market. Table 8 shows the estimated combined market share of the total toiletries market of major five toiletries firms. Approximately 50 percent of the toiletries sector is controlled by one company and consequently could have substantial market power.

Table 8: Estimated market share of major five toiletries firms

Sl. No.	Name of Firm	Market share 2009
1	Unilever (BD) Ltd.	48%
2	Kohinoor Chemicals Co. Ltd.	8%
3	Square Toiletries Ltd.	8%
4	ACI (Cosmetic) including Colgate	5%
5	Keya Cosmetic Ltd.	5%

Source: Square Toiletries Limited

2.4 Scope and area's of Marketing strategy of foreign and local firms.

Marketing strategy is a method of focusing an organization's energies and resources on a course of action which can lead to increased sales and dominance of a targeted market niche. A marketing strategy combines product development, promotion, distribution, pricing, relationship management and other elements; identifies the firm's marketing goals, and explains how they will be achieved, ideally within a stated timeframe. Marketing strategy determines the choice of target market segments, positioning, marketing mix, and allocation of resources. It is most effective, when it is an integral component of overall firm strategy, defining how the organization will successfully engage customers, prospects, and competitors in the market arena.. As the customer constitutes the source of a company's revenue, marketing strategy is closely linked with sales. A key component of marketing strategy is often to keep marketing in line with a company's overarching mission statement

The study was conducted to identify the strategic differences as well as the similarities and some cases the impact of those strategies on customers and markets. Basically the study concentrated its focus on 4P's i.e. marketing mix strategies of product, place price and promotion of foreign and local firms. Marketing strategies are dynamic and interactive. They are partially planned and partially unplanned

2.5 Types of strategies of firms producing toiletries in Bangladesh

Marketing strategies may differ depending on the unique situation of the individual business. However there are a number of ways of categorizing some generic strategies. A description of the most common strategies of 4P's i.e. marketing strategies of product price, place and promotion which are being practiced by foreign firms operating in Bangladesh.

Strategies based on market dominance - In this scheme, firms are classified based on their market share or dominance of an industry. Typically there are four types of market dominance strategies:

Leader Challenger Follower and Nicher

Market leader

The market leader is dominant in its industry. It has substantial market share and often extensive distribution arrangements with retailers. It typically is the industry leader in *developing innovative new business models and new products (although not always)*. It tends to be on the cutting edge of new technologies and new production processes. It sometimes has some market power in determining either price or output. Of the four dominance strategies, it has the most flexibility in crafting strategy. There are few options not open to it. However it is in a very visible position and can be the target of competitive threats and government anti-combines actions.

Market challenger

A market challenger is a firm in a strong, but not dominant position that is following an aggressive strategy of trying to gain market share. It typically targets the industry leader (for example, Pepsi targets Coke), but it could also target smaller, more vulnerable competitors.

Market follower

A market follower is a firm in a strong, but not dominant position that is content to stay at that position. The rationale is that by developing strategies that are parallel to those of the market leader, they will gain much of the market from the leader while being exposed to very little risk. This “play it safe” strategy is how Burger King retains its position behind McDonalds. The advantages of this strategy are: no expensive R&D failures, no risk of bad business model, “best practices” are already established and able to capitalize on the promotional activities of the market leader

Market nicher

In this niche strategy the firm concentrates on a select few target markets. It is also called a focus strategy. It is hoped that by focusing ones marketing efforts on one or two narrow market segments and tailoring your marketing mix to these specialized markets, you can better meet the needs of that target market. The niche should be large enough to be profitable, but small enough to be ignored by the major industry players

Foreign firms working in Bangladesh act to become market leader in the products they are producing like unilever producing beauty soap LUX is the market leader. Reckitt benckiser producing Detol bath soap for health conscious people is the market leader.

Also the study found that these companies try to follow the local companies and design counter strategies for the market, especially in case of sales promotion strategy. Most of the time local companies fail to retain their achievements because of the more lucrative offer by the foreign companies.

But in case of toiletries foreign companies most of the time look for mass marketing instead of being a nicher. The study reveals that foreign companies even have succeeded in reaching the rural poor through their minipack strategy, people of very low income group can avail most renowned brands in minipacks. Branded Shampoo, beauty soap, Tooth paste all are affordable to the low income group customers through minipack.

MARKETING STRATEGY OF LOCAL AND FOREIGN FIRMS

Chapter 3

Product

Product

3.1 Product Innovation

3.2 Product development

3.3 Branding and rebranding

3.4 Branding and Rebranding strategy of local firms

3.1 Innovation and product development strategies of foreign firms

Innovation and new product development is needed by the firms to survive and create new market. Companies design their strategy to cope with the market situation. There is no exception to Toiletries market of Bangladesh. Foreign and local companies continuously trying to offer new products and developing the attributes of existing ones. Following are the findings of the study.

Foreign companies most of the cases play the role of pioneers, because they have research and development wing which always try to introduce new product . In addition they enjoy the benefit of global marketing, i.e a product developed in one region or country could be easily marketed in other areas or countries. For example Lux is a Global brand name in beauty soap. Any product development of this product could be used and marketed globally.

In Bangladesh foreign companies also appear as close Followers. A local company introduced Meril petroleum jelly as a pioneer and instantly gained popularity but within a very short span of time Unilever introduced their brand veseline to counter meril petroleum jelly, and since then enjoying substantial market share of the product. So study reveals that foreign companies try to use all necessary strategies whenever and wherever needed.

Strategy dynamics of Unilever



Source: Unilever Bangladesh web site.

3.2 Product Differentiation.

Differentiation strategies come into play whenever buyers' needs and preferences are too diverse to be satisfied by a standardized product. A successful differentiator studies buyers' needs and behaviour carefully to learn what they consider important and valuable. Then the differentiator incorporates one or several of those features into its products offering to encourage buyer preferences for its brands over the brands of rivals.

Foreign firms manufacturing toiletries have successfully implemented their differentiation strategy and enjoying competitive advantages over other local companies. For example In case of shampoo they have introduced many types of shampoo under the same brand, such as sunsilk, Clear, Head and shoulder for different purposes and different effects, which have successfully attracted many customers with different needs. Lifebuoy, Lifebuoy gold. Lux with different colours and ingredients for different benefits of beauty care. Through such changes in existing products they have achieved to retain their market share and customers are attracted to buy their products.

Reckitt Benchkiser have successfully introduced detol bath soap, and product like detol liquid hand wash. Other foreign companies continually introducing new products or adding new attributes to its existing products especially in their beauty soap and shampoo brands. Successful differentiation allow foreign firms to enjoy a premium price for its product Increase its sells volume and at the same time enhance buyer loyalty for its products than its local competitor.

In addition to above benefits differentiation strategy of foreign firms operating in Bangladesh have succeeded in erecting entry barriers in the form of customer loyalty and uniqueness which local companies find very hard to overcome.

Differentiation mitigates the bargaining power of large buyers since rivals' products become less attractive to them, and enable the firms to defend them from the threats of substitute products of other competitors. Differentiation also allows a firm to charge higher price and boost profit margins. Foreign in comparison to locals firms are always one step ahead of new innovations and product differentiation.

3.3 Strategy related to branding of foreign firms

A brand is the identity of a specific product, service, or business. A brand can take many forms, including a name, sign, symbol, color combination or slogan. The word brand began simply as a way to tell one person's cattle from another by means of a hot iron stamp. A legally protected brand name is called a trademark. The word brand has continued to evolve to encompass identity - it affects the personality of a product, company or service.

Brand is the personality that identifies a product, service or company (name, term, sign, symbol, or design, or combination of them) and how it relates to key constituencies: Customers, Staff, Partners, and Investors etc.

Some people distinguish the psychological aspect, brand associations like thoughts, feelings, perceptions, images, experiences, beliefs, attitudes, and so on that become linked to the brand, of a brand from the experiential aspect.

Foreign companies marketing toiletries in Bangladesh is very successful in this aspect. Most companies' brands, for example Lux, Detol, Sunsilk, Close-up, are all enjoying brand franchise. People even in the remote corner of the country recognize these brands without their company name.

It has been observed through the study that consumers in Bangladesh look on branding as an important value added aspect of products or services, as it often serves to denote a certain attractive quality or characteristic. Lux means the best quality beauty soap, Detol is the best anti-septic, Close up the best toothpaste for tooth. From the perspective of brand owners, branded products or services also command higher prices. That is the most cherished benefit of all the companies and the foreign companies selling toiletries charge higher price for their products even in some cases local companies are using same raw materials and their product quality is almost same but prices are comparatively high than

local companies. Where two products resemble each other, but one of the products has no associated branding (such as a generic, store-branded product), people may often select the more expensive branded product on the basis of the quality of the brand or the reputation of the brand owner.

The experiential aspect consists of the sum of all points of contact with the brand and is known as the **brand experience**. The psychological aspect, sometimes referred to as the **brand image**, is a symbolic construct created within the minds of people and consists of all the information and expectations associated with a product or service.

.So far the quality of foreign brand are higher than local brand experience of are in favour of foreign brands, such as Lux, Sunsilk shampoo, Close up toothpaste are still higher than local ones. And to quality conscious people specially the users of toiletries products brand image of foreign products are higher, even interestingly some local companies are using the same raw materials but customers are more inclined to use foreign brand, because they have succeeded in developing a higher brand image in the market.

Due to extensive 360 degree campaign, foreign brands also enjoying brand recognition A brand which is widely known in the marketplace acquires **brand recognition**. When brand recognition builds up to a point where a brand enjoys a critical mass of positive sentiment in the marketplace, it is said to have achieved **brand franchise**. One goal in brand recognition is the identification of a brand without the name of the company present. Exactly that is happening in case of foreign brands for example, People in the remote areas know that best quality soap means Lux, or shapoo means sunsilk but hardly few of them can say which company is the manufacturer of the said brands.

Branding and rebranding strategy.

Unilever has a series of world renowned brands and earned the brand loyalty of millions of customers. Over the years through advertising and quality improvement unilever has created a well established market for their product line. They always emphasize on Branding and rarely takes any rebranding strategy.

Reckitt benkisher also enjoying the same status in their product line, one of the most renowned brand is detol soap, detol liquid hand wash. study observed that the foreign companies are not interested in rebranding their product because most of their products are in growth stage, and as such they are more interested to retain their market share.

Product development and brand extention

Foreign firms continually developing their products to attract the customer and trying to protect their market share, especially Unilever Bangladesh in its soap brand lifebuoy and Lux trying to make diffences by changing color, modifying attributes and even packing.

The foreign companies offer old products with new attributes, for example lifebuoy to lifebuoy gold, Lux with different colours, white pink, green and with changed packing. Close up tooth paste with different colours and combination of different valuable natural ingredients.

Brand promise of foreign brands in Bangladesh

The marketer and owner of the brand have a vision of what the brand must be and do for the consumers.

Brand promise is what a particular brand stands for (and has stood for in the past). It has its roots from the identity that it gains over a period of time. Usually, brand promise is an attribute common to 'Parent' brands. Herein, the brand may broadly stand for Quality, Performance, Trust, or False promises. However, the extensions, or the brands under the parent brand umbrella, may stand individually for a particular trait which it has delivered over the years, for example, 'the best hairfall solution' sunsilk shampoo, or 'the trusted protection from germ, Detol soap.

Global brand and the advantage of foreign firms

A global brand is one which is perceived to reflect the same set of values around the world. Global brands transcend their origins and create strong enduring relationships with consumers across countries and cultures. They are brands sold in international markets. Examples of global brands include Coca-Cola, McDonald's, Marlboro, Levi's, Shell, etc. These brands are used to sell the same product across multiple markets and could be considered successful to the extent that the associated products are easily recognizable by the diverse set of consumers.

Benefits of global branding and foreign toiletries manufacturing companies in Bangladesh.

In addition to taking advantage of the outstanding growth opportunities, the following drives the increasing interest in taking brands global:

Economies of scale (production and distribution) Lower marketing costs

Laying the groundwork for future extensions worldwide, Maintaining consistent brand imagery

Quicker identification and integration of innovations (discovered worldwide)

Preempting international competitors from entering domestic markets or locking you out of other geographic markets

Increasing international media reach (especially with the explosion of the Internet) is an enabler.

Global brand variables

It was revealed through study that following elements may differ from country to country

Corporate slogan Foreign companies choose, Products and services, Product names, Product features, Positionings, Marketing mixes (including pricing, distribution, media and advertising execution). These differences will depend upon:

Language differences, Different styles of communication, Other cultural differences, differences in category and brand development, different consumption patterns different competitive sets and marketplace conditions, Different legal and regulatory environments, Different national approaches to marketing (media, pricing, distribution, etc.)

3.4 Branding and Rebranding strategy of local firms

So far customers are brand loyal and quality conscious and they are more convinced to use foreign brands. So local companies need to establish their brand. Some local companies through aggressive advertisement have succeeded in establishing some of their toiletries products. Such as Meril soap of Square toiletries, Keya lemon soap of Keya toiletries, Keya lip gel of Keya toiletries are some brand which have already established them as popular brands. Study has not observed any regrinding strategy of local firms even not found any case of brand extension. May be the reason that brands are not well established yet, and therefore no need to regrinding the product or exists no opportunity of brand extension.

Chapter 4

Price

Price

Pricing strategy of foreign firms

4.1 Competition based pricing

4.2 Cost plus pricing

4.3 Penetration pricing

4.4 Premium pricing

4.5 Psychological pricing

4.6 High low pricing

4.7 Premium decoy pricing

4.8 Value based pricing.

Pricing strategy of local firms.

4.9 Competition-based pricing and local companies.

4.10 Cost-plus pricing.

4.11 Penetration pricing strategies of foreign firms.

4.12 Premium pricing and its advantage to foreign firms.

4.13 Psychological pricing used by local firms.

4.14 Price leadership.

4.15 High-low pricing ,Premium Decoy pricing of local companies.

Pricing strategies of Foreign firms

4.1 Competition-based pricing and foreign companies

Competition based pricing is setting the price based upon prices of the similar competitor products.

Products have little distinctiveness from competitor's product, assuming that:

The product has high price elasticity.

The product has some cross elasticity.

No expectation that demand of the product will rise. Though foreign companies are very careful about other companies price strategies but study have found no evidence of competition based strategy of foreign companies. So far foreign companies facing less competition from local companies they are not using this type of strategy.

4.2 Cost-plus pricing and foreign firms

The study did not found cost price strategy of foreign companies selling toiletries in Bangladesh. Cost-plus pricing is the simplest pricing method. The firm calculates the cost of producing the product and adds on a percentage (profit) to that price to give the selling price. This method although simple has two flaws; it takes no account of demand and there

is no way of determining if potential customers will purchase the product at the calculated price.

This appears in two forms, Full cost pricing which takes into consideration both variable and fixed costs and adds a % markup. The other is direct cost pricing which is variable costs plus a % markup, the latter is only used in periods of high competition as this method usually leads to a loss in the long run. The study found no evidence of using any of the strategies being used by foreign companies working in Bangladesh. This type of pricing strategy yield insignificant amount of profit for the foreign companies.

4.3 Penetration pricing strategies of foreign firms

The price is deliberately set at low level to gain customer's interest and establishing a foothold in the market. But so far foreign companies are not facing any problem related to market penetration they are not using any penetration pricing policy for their products even the study found instead of that, they are using premium pricing.

Some local companies are using this type of pricing policy to attract the lower income group of people. Keya, Square ACI trying to popularise their toiletries products like Shampoo, Toothpaste, beauty soap category at lower prices.

4.4 Premium pricing and its advantage to foreign firms

Premium pricing is the practice of keeping the price of a product or service artificially high in order to encourage favorable perceptions among buyers, based solely on the price. The practice is intended to exploit the (not necessarily justifiable) tendency for buyers to assume that expensive items enjoy an exceptional reputation or represent exceptional quality and distinction. So far the branded products like LUX, Close up and sunsilk

shampoo, Detol hand wash are in some cases charging premium prices which local companies products cannot charge.

4.5 Psychological pricing

Pricing designed to have a positive psychological impact. For example, selling a product at Tk 19.50 or TK 19.90, rather than Tk.20. Foreign companies most often use this strategy in different toiletries products such as body soap, shapoo and toothpaste.

4.6 Price leadership advantage of foreign firms

An observation made of oligopic business behavior in which one company, usually the dominant competitor among several, leads the way in determining prices, the others soon follow them.

4.7 High-low pricing

Method of pricing for an organization where the goods or services offered by the organization are regularly priced higher than competitors, but through promotions, advertisements, and or coupons, lower prices are offered on key items. The lower promotional prices are targeted to bring customers to the organization where the customer is offered the promotional product as well as the regular higher priced products.

4.8 Premium Decoy pricing

Method of pricing where an organisation artificially sets one product price high, in order to boost sales of a lower priced product. This type of pricing is rarely being used by both foreign and local companies.

4.9 Value Based pricing

Pricing a product based on the perceived value and not on any other factor. Pricing based on the demand for a specific product would have a likely change in the market place. Foreign companies are not in favour of this kind of pricing strategy.

Pricing strategy of local firms

4.10 Competition-based pricing and local companies

Competition based pricing is setting the price based upon prices of the similar competitor products.

Most cases local companies selling toiletries follow what the foreign companies do in price setting. Square, Keya, Kohinoor chemicals set their prices lower than foreign companies and try to avail the market share of low income group of the society.

4.11 Cost-plus pricing

Cost-plus pricing is the system where the cost of producing the product and adds on a percentage (profit) to that price to give the selling price. This method although simple has two flaws; it takes no account of demand and there is no way of determining if potential customers will purchase the product at the calculated price.

The study observed that local companies rarely apply this method, because it becomes difficult to face the volatile competitive situation, so far with change of market demand some times they have to use other pricing strategies such as predatory pricing and Penetration pricing where the price is deliberately set at low level to gain customer's interest and establishing a foot-hold in the market.

4.12 Premium pricing

This practice is intended to exploit the (not necessarily justifiable) tendency for buyers to assume that expensive items enjoy an exceptional reputation or represent exceptional quality and distinction. So far the branded products like LUX, Close up and sunsilk

shampoo, Detol hand wash are in some cases charging premium prices which local companies products cannot charge. Most of the local companies cannot charge any premium pricing because of their brand image is not so high compared to foreign brands. Premium pricing is considered very lucrative to all the companies but before that companies have to establish their brand name as well as brand loyalty of the customers.

4.13 Psychological pricing used by local firms

Local companies time to time fix psychological prices to attract their customers. This pricing system is effective in fast moving consumer goods like Shampoo, Beauty soap, Tooth paste.

4.14 Price leadership

An observation made of oligopolistic business behavior in which one company, usually the dominant competitor among several, leads the way in determining prices, the others soon following.

But local companies in Bangladesh are not in a position to set their prices rather they follow the foreign companies in determining the price setting. But in some cases opposite thing happened such as Meril petroleum jelly, the innovator of the product is Squibb and they have marketed the product afterwards other companies have started producing the product and set their product based on innovator's product.

4.15 High-low pricing, Premium Decoy pricing and local companies

Following two types of pricing is also rare, the study observed that local companies advertising and sales promotion activities are not that much aggressive and they are not in

posistion to utilize this type of strategies. Effectiveness of these strategies needs higher promotional budget and advertising gimmicks.

Chapter 5

Promotion

Promotion

5.1 Advertising strategies of foreign firms

5.2 Weak strategy

5.3 Middle strength strategy

5.4 Strong strategies

5.5 Usual sales promotion methods by toiletries marketing companies.

5.6 Sales Promotion Strategies of foreign firms in Bangladesh

5.7 Sales promotion and advertising strategies of Local firms.

5.8 Weak strategies, Middle strength and strong strategies of Local firms

5.9 Other related sales promotion strategies of Local firms

5.1 Advertising strategies of foreign firms.

Advertising strategies are vital for any companies, it is more important for toiletries marketing companies. Advertising creates brand image, increase sales, helps to face competition, so the foreign companies as well as some local companies spending a significant amount of money for sales promotion and advertising purposes.

Since the beginning of advertising, strategies have been created, starting with the simplest (weak) strategies in the 1940s.

In line with basic principles of advertising Foreign and local companies have designed their advertising. Regarding target group of advertising firms focuses on mass people because most of the products are being used by mass people. In advertising foreign firms using all the medias of advertising such as Channel TV, Radio, news paper, Magazine, bill boards, Illuminated signs posters and leaflets. Basically all the foreign companies believe in 360 degree campaign and using newer ways of winning the heart of their valued customers offering different social services and sponsoring talent hunt competitions of different Channel TV.

Three strategies are adopted in Advertising of companies and they are weak strategies, Middle-strength strategies and strong strategies. The study revealed the advertising strategies of the foreign companies and their impact on the market and facing the competition against other companies. The study found that advertising strategies varies from time to time and even product to product. so how and where these advertising strategies are being used and how far these are fruitful in gaining market share or facing competition and also retaining the existing market share of the foreign companies .

5.2 Weak strategies of foreign firms

Normally in advertising foreign and local companies selling and manufacturing toiletries tend to use this type of advertising strategy rarely, rather the study found that companies are in favour of applying strong strategies instead of weak strategies.

Generic and Pre-emptive strategies describe the two weakest forms of advertising that were most popular through the 1940s.

A generic strategy gives a product attribution. An example of this would be how the tea industry chose to advertise their product. With their slogan, "Start your morning with a cup of tea", consumers aren't learning anything new about the product. Foreign firms marketing toiletries don't go for weak strategies, because individual brand preference is very strong in case of toiletries.

5.3 Middle-strength strategies of foreign firms

Secondly, are the mid-strength strategies: unique positioning strategy, brand image and positioning.

A unique positioning strategy is proving that something about your product is truly unique. This is commonly found when producers take an average product and add a new, unique element to it. An example of Unique Positioning Strategy would be in Crest toothpaste. Crest added the unique feature of Scope in their product to differentiate it from other brands of toothpaste.

A downfall in unique positioning strategy advertising is that if a unique feature increases sales on one product, many other brands are likely to adopt the "unique" feature, making the end product not so unique.

Positioning is one of the most common forms of advertising. It was developed in the 1970s and is still widely used today. In positioning one brand will take its product and “position” it against a competing product.

Brand Image is another very common way foreign companies choose to advertise. In brand image, an advertiser is not trying to create rational thinking. This type of advertising strives to create emotion and give a brand a personality. A common way of doing this is by using a celebrity as a spokesperson. Such as in advertising of LUX and Shunsilk shampoo in India and Bangladesh foreign companies are using super models and famous film stars as their brand embassador. The strategy though very expensive, but proved to be very effective and successful.

A great example of brand image is found in foreign toiletries manufacturers in Bangladesh such as Unilever, Reckitt Benkisher, Renata. In their commercials they engage celebrities sharing their proactive experiences, giving the brand a face people want to be.

5.4 Strong strategies of foreign firms

The third and strongest form of creative strategy includes affective advertising and resonance advertising.

Making people feel really good about a product is called affective advertising. This is difficult to do, but often humor and an honest character can make affective advertising possible.

Lastly, resonance advertising is a way of identifying with consumers. If an advertiser can create a campaign that certain target markets identify with, then resonance advertising has been achieved.

An example of resonance advertising is in “Detol liquid hand wash commercial. Many times mothers are worried about their children not safe from germ infection when they play

with dirt and afterwards eat without washing their hand without proper hand wash soap. Their recognition with soccer moms makes “Detol liquid hand wash” a favorite pick among women with children who are very involved in activities.

Sales promotion activities

5.5 Usual sales promotion methods by toiletries marketing companies

Some of the most common methods used in sales promotion strategies include:

Coupons, Price discounting, Gift with purchase offers, Sweepstakes, Sampling, Mail in offers and rebates, Refund and premium offers, Group promotions, Frequent user/loyalty incentives and Point-of-sale displays

The foreign companies producing toiletries most often use the free gift, price discounting refund and premium offers, frequent users/ loyalty incentives and point of sales display. Among other strategies like Coupon, Mail in offers and rebates, group promotions are rarely used by the foreign companies. Among all other strategies free gift offer and price discounting are being used frequently. Group promotions are not being used by the companies. Based on following issues the foreign companies determine and design their sales promotion activities

Consumer attitudes and buying patterns, brand strategy of the company, competitive strategy, advertising strategy and other external factors that can influence company's products availability and pricing.

5.6 Sales Promotion Strategies of foreign firms in Bangladesh

There are three types of sales promotion strategies of foreign

A push strategy, a pull strategy or a combination of the two

Foreign companies operating in Bangladesh using all three strategies when ever and wherever appeared as necessary.

A 'push' sales promotion strategy involves 'pushing' distributors and retailers to sell your products and services to the consumer by offering various kinds of promotions and personal selling efforts. What happens here is that a company promotes their product/services to a reseller who in turn promotes it to another reseller or to the consumer. The basic objective of this strategy is to persuade retailers, wholesalers and distributors to carry your brand, give it shelf space, promote it by advertising, and ultimately 'push' it forward to the consumer. Typical push sales promotion strategies include; buy-back guarantees, free trials, contests, discounts, and specialty advertising items.

A 'pull' sales promotion strategy focuses more on the consumer instead of the reseller or distributor. This strategy involves getting the consumer to 'pull' or purchase the product/services directly from the company itself. This strategy targets its marketing efforts directly on the consumers with the hope that it will stimulate interest and demand for the product. This pull strategy is often used when distributors are reluctant to carry or distribute a product. Typical pull sales promotion strategies include; samples, coupons, cash refunds or rebates, loyalty programs and rewards, contests, sweepstakes, games, and point-of-purchase display.

A 'combination' sales promotion strategy is just that; it is a combination of a push and a pull strategy. It focuses both on the distributor as well as the consumers, targeting both parties directly. It offers consumer incentives side by side with dealer discounts.

Foreign Companies marketing toiletries are customer oriented at the same time they are trying to attract the strategically important distributors and dealers with lucrative benefits as well as offering personal rewards and recognitions, arranging distributor's conference in different attractive tourist destinations.

5.7 Sales promotion and advertising strategies of Local firms.

Major local companies use all medias of advertising i.e. Channel TV, newspaper, Magazine, Bill board, Posters, Illuminated signs.

Local companies need more advertising efforts, in some areas their advertising is less effective and less attractive due to low investment capability of the firms compared to foreign firms. But in case of toiletries advertising is considered as a vital force for sales increase, gaining customer loyalty and increasing market share.

5.8 Weak strategies, Middle strength and strong strategies of Local firms

Weak strategies of local firms

Normally in Bangladesh local companies like the foreign companies are not using this type of advertising. In a competitive situation this type of advertising does not yield any result and so far this type of ad strategy is considered as the weakest form of advertising.

Middle-strength strategies of local firms

For successful implication of this type of strategy a strong brand image is required as a pre requisite. So far most of the local companies are appeared to be comparatively less effective in establishing brand image of their products, but still some local companies have become successful in establishing their brands. For example Keya meril Aromatic have already gained brand loyalty especially among the low income group of the society.

The companies like Square, Keya and Aerometric are using this strategy of using celebrities for advertising their products. But in this regard foreign companies enjoy greater advantage of using internationally known celebrities or design the ad for all the regional countries and some cases changing the language only. Such as in advertisement of LUX they are using Hindi movie stars who are regionally popular.

It is difficult for local companies to use internationally known celebrities, because hiring such people are very expensive, and appears cost ineffective for such small and growing market.

Strong strategies of local firms

Making people feel really good about a product is called affective advertising. This is difficult to do, but often humor and an honest character can make affective advertising possible.

One such example of successful advertising is Aeromatic bath soap, they used the ad as 100% halal soap, which was most successful advertisement in recent times. The religious minded people reacted sharply. Sales figure jumped almost double for this advertising.

5.9 Other related sales promotion strategies of Local firms

Local companies follow the advertising strategies of the foreign firms and more and more companies are using strong strategies instead of previously used weak and middle strength strategies. Normally they try to follow what foreign companies are doing. Most common sales promotion strategy is offering free gift, but one problem local and foreign companies face that as soon as they withdraw the offer sales also starts declining. Other sales

promotion activities include greater quantity at same price, price discount for greater purchase, Competition on special events. Some sales promotion offer of local firms: Local companies like foreign competitors also trying to promote their product and brand image in a different way, as a part of this they are arranging differ type stage show. Such as "Meril Revive Busy-der Easy Show"

"Meril Revive Busy-der Easy Show", a contest for women from the corporate world, "Women's participation in the corporate world is on the rise all over the world as well as in Bangladesh. To encourage the dynamic efforts of women in business, economy and education, Square Toiletries Ltd has arranged the show," For the very first time in the country, a show like Meril Revive 'Busy-der Easy Show' was launched for especially for the corporate women. This reality show began from December 4 last year on NTV.

Square also organized such other programmes like:

Meril Prothom Alo Puroshkar 2009

Meril Splash & Persona Inspiring Freshness

Other local companies selling cosmetics, promotional activities are a part of their sales strategy. Companies mainly promoted their product by advertising, direct marketing, interactive marketing, sales promotion, publicity and public relations.

Chapter 6

Distribution

Distribution

6.1 Distribution strategy of foreign firms

6.2 Distribution Strategy of local firms

6.1 Distribution strategy of foreign firms

Unilever has developed a nation wide distribution system through its appointed distributors. Distributors work on commission basis and deliver the goods to the retailers and through them to the final consumers. Unilever's distribution system is very efficient and their products are available in the remote areas of Bangladesh. Unilever always try to motivate and recognizes the achievements of its distributors through different reward policies and Unilever Bangladesh Limited (UBL), in a recent ceremony, recognizes distributors who have achieved exceptional growth in 2007. A total of 94 distributors were rewarded with tickets to trips both within the country as well as overseas in recognition of their excellent performance over the year 2007. Performance of these distributors has been key to the business and, hence, the award is recognition of their hard work and dedication towards UBL.

The Distributors' Flying Club is a new addition to a number of activities that the Company is already carrying out for its distributors. As part of this program, distributors were allocated mileage based on the sales growth that they delivered. They were then awarded tickets to destinations that were covered by the mileage that they had collected.

Unilever Bangladesh has been a pioneer in partnering and supporting the Distributors so that they reach optimal performance and get the best return on their investment.

Reckitt Benckiser throughout the country have 80 to 90 representative agents and in some remote areas appointment of rep agents are allowed to appoint some subagents. RB products are available everywhere throughout the country. Distributor work on commission basis, they get a commission on their sales.

Other foreign toiletries manufacturing companies are also using the more or less same distribution strategy. Most of them prefer to reach their product at the door step to their customers.

6.2 Distribution Strategy of local firms

Three strategic approach of the local companies

Three strategic approaches i.e. pull, push and combination of three were studied and the study found that local companies focus more on the reseller or distributors like the foreign companies. The local companies have a set up of nation wide distribution system and try to sell their products. But local companies reward system is not so lucrative like the foreign firms. Most of the cases foreign firms offer better reward and can attract distributors who contribute to enhance the sales volume of the foreign firms.

Combination of both strategies are comparatively rare, the study observed that local companies are less focused on consumers and directly pursue them to purchase from the company instead prefer arranging purchase from the distributors.

Local companies also distribute their product through agents. Sqare, Keya, ACI and other companies use distributors and agent for smooth distribution of their products. They companies have nation wide distribution system and network, trying to reach their product to the mass people.

Local companies also offering incentives to their respective distributors and some companies have introduced some reward system to encourage the distributors but they are not considered to be adequate compared to foreign companies like Unilever and Reckitt benchkiser and other foreign firms.

The study observed that, local companies incentive programmes are less effective and some times less attractive compared to foreign companies. Normally there are two way to

provide incentive to the distributors one is monetary incentive through providing i.e. higher sales discounts and reward for better performance. For example Unilever has introduced a reward system distributors flying club. Local companies only offer sales discounts but so far their sales volume is lower than foreign companies naturally the distributors earn less discounts for selling local products.

Finally the study found that local companies should come forward with more attractive reward and financial incentive package for their distributors to achieve better sales and enjoying greater market share. Distributors are equally important as customers for sales increase. Benefits provided to customers only are not enough for getting better result in this regard.

Chapter 7

Conclusion

Conclusion

7.1 Conclusion and Research findings

7.2 New trends of promotional strategies for achieving customer loyalty

Other strategies in addition to 4'ps and their impact on toiletries Marketing

7.3 Growth strategies of foreign firms.

7.4 Market segmentation strategies.

7.5 Competition and competitors.

7.6 Defensive and offensive marketing strategy of local and foreign Firms.

7.1 Conclusion and research findings

Research study was concerned with analysing 4p's i.e product, price, place and promotion of the local and foreign firms producing and marketing toiletries in Bangladesh. But these are part of a whole marketing activities so the study also explored some other strategic areas which also matters. The companies now a day believe in holistic marketing approach so the study tried to cover some other strategies like segmentation strategy, new trend in product development, Market growth strategies and finally the defensive and offensive strategies of local and foreign firms.

The study found that there are differences of strategies between the local and foreign Firms. The toiletries sector in Bangladesh is at its growth stage, gradually they are trying to establish themselves in the market, they have less brand loyalty compared to foreign firms, but still some of their product quality is almost equal standard to foreign firms. But due to appropriate and timely promotional and advertising strategy they have failed to yield expected market growth. Foreign companies continually designing and tailoring their marketing strategies to cope with the present situation and to grab the opportunities in the market. Research found that toiletries sector taking a new shape, some of the local companies exploring export market and opening a new era for the local companies and will help them to establish their brands in the international market.

On the other hand foreign companies, instead of segmented market they are looking for mass marketing. Mini pack system has enable low income people to use high quality branded products of foreign companies, In the introduction chapter, the study discussed about (RSP) Rural sales programme how companies are trying to reach the remote areas of the country.

The study exploratory in nature observed other related strategies in addition to strategies of 4p's and following things were revealed in enclution to the research.

7.2 New trends of promotional strategies for achieving customer loyalty

Foreign and local companies as part of their promotional activities focus more on the social awareness programmes and trying to win the heart of the millions. They term it as corporate social responsibility and as a part of the said strategy foreign and local companies organizing and sponsoring the following activities.

Lifebuoy friendship hospital: It is a floating hospital which is moving around the country and providing free and advanced treatment for rural mass.

Lux channel i superstar : Star hunt programme for selection of new talents in the Cultural field.

It is a nation wide talent hunt programme sponsored by unilever Bangladesh Ltd.

Sada Moner Manush: Identifying the personalities who have dedicated their life for the sake of the people. Most of the people are not aware of them. Identifying these people and reveal their noble deed to the mass people and encourage people to come forward to serve the humanity.

Hand wash completion Reckitt benckiser organized programme for hand wash for school children's. Through this programme they are try to increase the health and hygiene consciousness of the school children.

"Meril Revive Busy-der Easy Show", a contest for women from the corporate world, "Women's participation in the corporate world is on the rise all over the world as well as in Bangladesh. To encourage the dynamic efforts of women in business, economy and education,

On different national occasions foreign and local companies sponsor or organize children's painting competition.

Instead of directly approaching the customers to use their products they have chosen to increase the positive impression about their organization by performing social responsibilities and create a loyalty about the company as a whole.

GREEN TOILETRIES Study acknowledged another strategy in product development, Foreign and local companies are using natural and herbal ingredients as the raw material of their toiletries products. Instead of using Chemical raw material companies are using natural and herbal raw materials such as Honey, Almonds, Aloe Vera, Sandal wood, Neem etc. Companies Advertising their toiletries highlighting the benefits of these herbal products for beautification and health care. Customers are also more inclined to use these herbal toiletries for their beauticare and health purposes.

Other strategies in addition to 4'ps and their impact on toiletries Marketing.

7.3 Growth strategies of foreign firms

Growth strategies - In this scheme we ask the question, "How should the firm grow?" There are a number of different ways of answering that question, but the most common gives four answers:

Horizontal integration, Vertical integration and Diversification

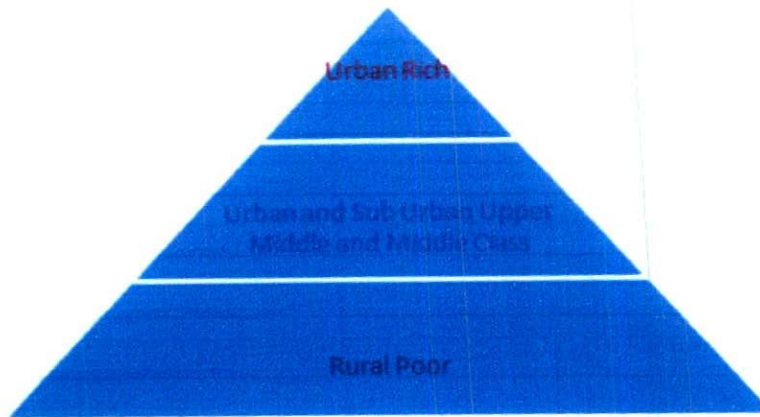
In connection with growth of firms mergers are rare in Bangladesh. The study observed very few Horizontal mergers took place in toiletries sector in Bangladesh. To some extent Vertical integration backward is there because of cheap raw aterials avalability in Bangladesh. Companies are trying to avail their raw materials locally which saves transport cost as well as low cost of production.

There is a tendency of diversification by foreign firms some of the foreign firms have diversified their production line from pharmaceuticals to toiletries. The study identified the reason behind this is some of the raw materials used in pharmaceuticals are also used for toiletries manufacturing, so producing toiletries are easier and companies get a wider market easily.

7.4 Market segmentation strategies

Local companies like foreign companies look for mass Marketing; they try to attract customers who are not economically well-off, less brand conscious and more price sensitive. Local companies focus on middle class and lower middle class people of the society. So far upper class and upper middle class people are more interested in using foreign toiletries and renowned brands, normally they are ready to pay higher prices for high quality products and dependable brands. Strategically local companies try to attract those people whose income level is rising but not so solvent to use very expensive branded products and they are also price sensitive. It is easier to attract them through offering lower prices.

The study observed that Companies selling and manufacturing toiletries have segmented market based on economic status in following three categories. One rural poor, next to them Urban and sub urban middle and middle class and finally the Urban rich.



7.5 Competition and competitors

Local companies face competition especially from the foreign companies and in case of toiletries products customers are brand and quality conscious so local companies are facing severe competition from the foreign companies. And most of the local companies look for leftovers of foreign companies and try to be happy with holding a small portion of market share. Few local companies like Square, Kohinoor chemical, and ACI have succeeded in establishing few brands with high quality, but other local companies are lagging being any such achievements. Study observed that most of the times local companies fail to retain the benefit of innovation, in return foreign companies emerge with better offer or more attractive innovation, because they are better equipped to minimize the local companies offensive strategies.

But in other considerations still the competition in the toiletries sector in Bangladesh is not so severe that companies fight for survival and so far no mergers in this sector has taken place, that means competition is still in tolerable stage for the local and foreign firms. Local companies are looking for foreign markets and trying to establish some of their brands and

this way they have been able to avoid the pressure of competition to some extent from foreign companies. In Bangladesh living standard is increasing and market is expanding moreover people are becoming quality conscious gradually and as such new opportunities are emerging and the companies are looking forward to avail the opportunity of rapid growth.

7.6 Defensive and offensive marketing strategy of local and foreign Firms

The study observed that most of the foreign companies are in favour of offensive marketing strategies. Because in case of their products they have brand loyalty, High product quality, customer care and research and development advantage, foreign companies are more experienced and more aggressive and thus enjoying better market share. On the other hand local companies, they are happy with comparatively small portion of market share. They don't try for innovative activities and thing that they will not be able to retain the benefit of this innovative approach because foreign firms will destroy the success within a very short time. So they are in favour defensive marketing strategy and try to be happy with their existing market share.

In the long run local companies are not be able to retain their existing market share, customers are more and more interested in innovations, new products with higher attributes and tend to be more brand loyal. So local companies needs to formulate strategy to establish new brands which are able to compete foreign brands, expand the customer base be more customer oriented, understand the requirements of change avail the opportunities emerging in the markets.

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Schwartz, Shalom H. 1994. "Are there universal aspects in the structure and contents of human values?" *Journal of Social Sciences*, Vol. 50, no. 4, 19-35.

Setting the price based upon prices of the similar competitor products.

Competitive pricing is based on *three* types of competitive product:

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2. Kent B. Monroe, *The Pricing Strategy Audit, 2003, Cambridge Strategy Publications*, p.41 ISBN 978-0-273-64938-0
3. Philip Kotler & Gary Armstrong, *Principles of Marketing 13E*, 2010, Pearson Prentice Hall, p.293 ISBN 978-0-13-607941-5

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at a glance

Thompson & Strickland
Strategic Management(7th edition)

References:

Company profiles

Websites

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www.unilever.com.bd

Reckitt Benkisher
www.rb.com

Keya Cosmetics
www.Keya.com

References:

Square Toiletries

www.squaretoiletries.com

Kohinoor Chemicals

www.orion-group.net/cosmetic.php

ACI Ltd.

www.aci-bd.com

Appendix

Appendix

Questionnaires for foreign companies

* How long your company is working in Bangladesh?.

*What is the uniqueness of your toiletries products compared to other companies products?.

*What is the most effective advertising media for advertising toiletries products, i.e tv, magazine, newspaper, sales representatives.others?.

*How do you measure the effectiveness or responsiveness of a particular media, or devices used in the ad. Or you do it on test basis?

*How far sales promotion methods are effective, such as free gifts discounts.

When this efforts are reduced or withdrawn what effects are there.

*What is your view about voluntary chain system for selling your products only and which helps to promote your business more than your competitors

*What is your distribution system, Through appointed distributors or any distributors who distribute other companies products as well.

*Do you face any credit problem, i.e Retailers fail to pay your dues in time.

*What are the problems you face in case of distribution.

*What are the motivational plans to motivate the distributors to sell your product.

*Why would distributors or especially the retailer like to sell your products,

- i) Popular brand
- ii) Greater commission
- iii) Easy to sell because of brand loyalty of the customers.

*In which area you try to concentrate

Market expansion.

Retain the existing market.

Explore New Market/create new customer base

*In case of new product in the market what do you prefer

Rapid skimming strategy before the competitors enter the market

Slow penetration in the market

Gain customer and brand loyal

*When a product is in its last stage of product life cycle(decline stage), what you prefer to do among the following options.

Rebranding

Product development

Changing package and other attributes.

Extensive sales promotion.

****Companies are trying to look for wider markets, instead of niche marketing they are interested in mass marketing. How far do you think it is applicable to your products especially toiletries, Do you have any policy or activity regarding this.**

****Minipack is a unique strategy in offering products in smaller quantities, especially designed for customers with lower income level. What percentage of revenue you normally earn through this system(contribution to total sales of toiletries products)**

Regarding competition what is your view about the present market is it harmful for the growth of the companies or it is essential for achieving greater efficiency. What you suggest for better growth of the toiletries market in Bangladesh.

Questionnaires for local Companies

- * How long your company is working in Bangladesh.
- * How far you have succeeded in developing a brand
- * What are the obstacles of developing a brand in Bangladesh.
- * Why local companies are proved to be less effective in developing brands.
- * Do you think that local companies will be able to fight competition with foreign brands in future.
- * Why peoples of the country preffer foreign brand? Is it due to quality or Aggressive advertising,promotional activities?
- * What are your suggested actions to develop local brands which could compete foreign brands.
- * What are the effects of promotional activities like free gifts.
- *When this efforts are reduced or withdrawn what effects are there.
- *What is your view about voluntary chain system for selling your products only and which helps to promote your business more than your competitors
- *What is your distribution system, Through appointed distributors or any distributors who distribute other companies products as well.

*Do you face any credit problem, i.e. Retailers fail to pay your dues in time.

*What are the problems you face in case of distribution.

*What are the motivational plans to motivate the distributors to sell your product.

*Why would distributors or especially the retailer like to sell your products,

- iv) Popular brand
- v) Greater commission
- vi) Easy to sell because of brand loyalty of the customers.

*In which area you try to concentrate

Market expansion.

Retain the existing market.

Explore New Market/create new customer base

*In case of new product in the market what do you prefer

Rapid skimming strategy before the competitors enter the market

Slow penetration in the market

Gain customer and brand loyal

*When a product is in its last stage of product life cycle (decline stage) what you prefer to do among the following options.

Rebranding

Product development

Changing package and other attributes.

Extensive sales promotion.

**Companies are trying to look for new markets, instead of niche marketing they are interested in mass marketing. How far you think it is applicable to your products especially toiletries, would you prefer to reach the rural poor with your product. Do you have any policy or activity regarding this.

Company profiles

Keya Cosmetics Ltd.

Name of the Company	Keya Cosmetics Ltd.
Incorporated as a private limited Company in the year	1996
Commercial production started in the year	1997
Converted into public limited Company in	1999
Initial public offering (IPO)	2001
Stock Exchange listing	
Dhaka Stock Exchange	2001
Chittagong Stock Exchange	2001
Authorised Capital in Taka	700 million
Paid-up Capital in Taka	288 million
Business Lines	Manufacturing and Selling Cosmetics & Toiletries.
Export outlets	India, Bhutan, Saudi Arabia, Nepal Kuwait

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Paid-up Capital in Taka	288 million
Business Lines	Manufacturing and Selling Cosmetics & Toiletries.
Export outlets	India, Bhutan, Saudi Arabia, Nepal Kuwait

Head office & Factory

Jarun, Konabari, gazipur

Liason office

Prioya prangon Tower,
Apt.# 6/13,H# 19
Banani, Dhaka.

Existing product Line of Keya Cosmetics

1. Keya super beauty soap
2. Life Guard Soap
3. Keya Glycerin Laundry Soap
4. Keya Power Ball Soap
5. Keya Prickly heat powder
6. Keya ice magic Body Cooler Powder
7. Keya Natural care Shampoo
8. Keya Dandruff control Shampoo
9. Keya Active tooth paste

10. Keya lather shaving cream

11. Keya refined Coconut oil

12. Keya petroleum Jelly

13. Keya Lip-gel

14. Keya Glycerin

Company profiles

Unilever Bangladesh Ltd.

Name of the Company

Unilever Bangladesh Ltd.

Ownership and shareholding

Unilever Bangladesh is a Public Limited Company. The company is registered in Bangladesh with the Government holding 39.25% of shares and the rest owned by the parent company, Unilever.

Management of the Company

Unilever Bangladesh is a Company established under the laws of Bangladesh and has its own Board of Directors. The Board also has representatives from the government. The day to day affairs are carried out under the supervision and direction of the Company's leadership team members.

Brif history & Manufacturing operation in Bangladesh

The origin dates back to 1964, when the first Manufacturing Operations were set up as a part of Lever Brothers Pakistan operations. After independence, it was incorporated as a separate Company under the laws of Bangladesh. Later on the Company diversified into different categories.

manufacturing operations are based in Chittagong Co. have soap manufacturing unit and a state of the art Personal Product manufacturing plant. Besides, there is a tea packaging operation in Chittagong and three manufacturing units in Dhaka, which are exclusively dedicated to Unilever Bangladesh .

Head Office

ZN Tower, Plot 2 Road 8, Gulshan 1,

Dhaka, 1212, Bangladesh

Phone: 880 2 9888452

Fax: 880 2 9862299

Key Executives

Mr. Rakesh Mohan

Chairman and Managing Director

Mr. Mizanur Rashid

Director of Customer Development

Product Line of Unilever Bangladesh (Toiletries)

Skin Cleansing - **Lux and Lifebuoy**

Skin Care - **Fair and Lovely, Ponds, Dove, Vaseline**

Oral Care - **Pepsodent and Close Up**

Hair Care - **Sunsilk, Clear and Lifebouy**

Fabric Cleaning - **Wheel, Surf Excel**

Household Care – **Vim**

Foods - **Taaza**

Personal Grooming - **Rexona, Axe**

Reckitt Benckiser

Name of the Company

Reckitt Benckiser

Ownership and share holding

Reckitt Benckiser plc.UK is the 82.96% share holder of the Reckitt Bangladesh rest 17.04% share holders are General, Institutional and Govt.of Bangladesh

Management

Reckitt Benckiser Bangladesh is a Company established under the laws of Bangladesh and has its own Board of Directors. The Board also has representatives from the shareholder. The day to day affairs are carried out under the supervision and direction of the Company's leadership team members.

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Brief history and Manufacturing operation in Bangladesh

RB's home, health and personal care brands are sold in over 180 countries around the world. RB's entrepreneurial and creative people drive its marketing, sales, research and development. They are also responsible for other international business activities, leading edge manufacturing and logistics in over 60 countries. Company has its factory in Nasirabad Industrial area. All the products are manufactured in this factory.

Registered office

58/59 Nasirabad Industrial area
Chittagong -4209, Bangladesh.

Corporate Office

House 2(B) Block –SE(C)
Road 138, Gulshan -1
Dhaka-1212

Product Line of reckitt Benkisher

Bath soap Dettol Antiseptic Soap

Dettol hand wash- Liquid Hand wash

Harpic – Toilet cleaner

Veet -hair remover

Lizol -floor cleaner

Square toiletries Ltd.

Name of the Company

Square toiletries Ltd.

Share holding

Sqaure Toiletries a Private Limited company, is still a susidiary of sqare group and not listed in any of the stock exchanges.

Top Management

A Quarterly Report on business operation and financial position is presented before the Board of Directors for their information and review, for implementation by the Executive Management. Every month co-ordination meeting is held congregating all the department heads to discuss priority issues and solve problems, if any.

Executive Management:

The Executive Management is headed by the Managing Director, the Chief Executive Officer (CEO) who has been delegated necessary and adequate authority by the Board of Directors. The Executive Management operates through further delegations of authority at every echelon of the line management. The Executive Management is responsible for preparation of segment plans/sub-segment plans for every profit centers with budgetary targets for every items of goods & services and are held accountable for deficiencies with appreciation for exceptional performance. These operations are carried out by the Executive Management through series of committees, sub-committees, ad-hock committees, standing committees assisting the line management.

Brif history and Manufacturing operation

SQUARE Toiletries Ltd. started its journey in 1988 with a single product as a separate division of SQUARE Pharmaceuticals. In 1994, SQUARE Toiletries Ltd. becomes a

Private Limited Company. At present, STL is the country's leading manufacturer of international quality cosmetics and toiletries with over 50 products.

Currently, STL is Carrying out its production in its two automated plants at Rupsi and Pabna. Depending on the nature of products, formulation and packaging, STL has product specific machinery. STL uses raw materials from the world renowned suppliers like Dragoco, Firmeuich etc. STL always performs international standard production process which follows the Good Manufacturing Practice (GMP).

Product Line of Square toiletries Ltd.

1.Jui	Hair oil
2.Kool	Shaving cream
3.Magic	Tooth powder
4. Fresh gel	Tooth paste
5.White plus	Tooth paste
6.Chamak	Wahing powder
7.Sepnil	Hand wash
8.Select plus	Shampoo
9.Shakti	Toilet cleaner

Basic Information of Bangladesh

Currency : Taka (Tk.)

GDP at Current Price : Tk. 6149.43 billion (US\$ 89.04 billion)

Annual per capital GDP : US\$ 621

GDP growth rate at (1995/96) constant price : 5.88 per cent

Agricultural growth rate at constant price : 4.81 per cent

Industrial/Mfg growth rate (% of GDP) : 5.92 per cent

Large & Medium scale Industry : 5.65 percent

Small scale Industry : 6.59 percent

Service sector growth rate of GDP at current price: 49.67 per cent

Inflation rate (12 month average) : 7.69 per cent

Domestic savings rate of GDP: 20.00 per cent

National savings rate of GDP: 32.40 per cent

Investment rate of GDP: 24.20 per cent

Exports (2008-09): US\$ 12,816.11mn (July to March)

Imports (2008-09): US\$ 19,209.10 mn (July to March)

Trade Deficit : US\$ 6,392.99 mn

Foreign Exchange Reserve : US\$ 6,562.93 mn

Remittances : US\$ 8,770.16mn

Foreign Investment

Direct : US\$ 900 mn (July to Apr)

Portfolio : US\$ -123 mn (July to Apr)

Bank rate : 5.0 per cent

Broad Money (M2) : 281,902.00 Tk.crores

Total No. of Limited Co.

Public Limited Co : 35,000

Private Limited Co. : 23,000

Principle Industries :

Garments, Pharmaceuticals, Textiles, Paper, Manufacturing, Newsprint, Fertilizer, Leather and Leather goods, Sugar, Cement, Fish processing, Steel & Chemical industries etc.

Major export items :

Garments, Tea, Jute, Frozen shrimps, Leather products, Newsprint, paper, Naphtha, Urea, etc.

Principle imports :

Fuel, Rice, Wheat, Cotton & Textile, Petroleum products, Fertilizer, Staple fibers, yarn etc.

The Country : The People's Republic of Bangladesh.

Geographical location :

South Asia; between $20^{\circ} 34'$ and $26^{\circ} 38'$ north latitude and between $88^{\circ} 01'$ and $92^{\circ} 41'$ east longitude; consists of flat fertile alluvial land.

Boundaries :

North - India (West Bengal and Meghalaya)

West - India (West Bengal)

East - India (Tripura & Assam) & Myanmar

South - Bay of Bengal.

Area : 147,570 square km. (Territorial water -12 nautical miles).

Capital City : Dhaka Metropolitan Area (1528 sq. km.)

Standard time : GMT+ 7 hours.

Climate : Sub-tropical monsoon

Winter (November- February) temperature average maximum 29° C, average minimum 11° C ; Summer (March-June) temperature : average minimum 32° C, average minimum 21° C ; Monsoon (July-October).

Rainfall : 1194 mm to 3454 mm (average during monsoon, June-August).

Humidity : Highest :99 percent (July), Lowest :36 percent (December and January).

Population : 144.50 Million (1st July 2008 (P))

Population Growth Rate : 1.39 percent

Population Density : 979 Person per sq km

Total fertility rate : 2.74 Children born/woman (2009 est.)

Life expectancy : 66.7 years

Birth Rate : 24.68 (2009 est.)

Mortality rate : 8 (2008 est.)

Adult literacy rate : 48.8 Per sent (15 years +)

Language : 95 percent Bengali and 5 percent other dialect. English is widely spoken.

Religion : Muslim (88.3%), Hindu (10.5%), Buddhist (0.6%) Christian (0.3%), & Animists and believers in tribal faiths (0.3%).

Food : Rice, Vegetables, pulses, fish and meat.

Mineral resources: Natural gas, Limestone, Hard rock, Coal, Lignite, Silica sand, White clay, Radio active Sand etc.

(There is a strong possibility of oil deposit)

Human resources: A substantial manpower reserve, trained from 21 Public Government and technical Universities along with 52 Private Universities & a strong media.

Skilled : Engineers, Technicians, Physicians, Economists, Accountants, Administrative and Managerial personnel, Abundance of low cost, easily trained and adaptable, hardworking, Intelligent and Youthful labor force.

(Source: Bangladesh Bureau of Statistics, Economic Trends of Bangladesh Bank, Bangladesh Economic Review 2009, UNESCO Institute for Statistics, Data Centre, June 2007. & www.cia.gov)

List of toiletries and cosmetics Manufacturing companies in Bangladesh

Arkay Cosmetic Ltd.

30-31,Dilkusha CIA Dhaka-1100,
Dhaka 1000
 Bangladesh

Phone 9562769

Kohinoor Chemical Co. (BD) United

 349-350,Tejgaon I/A
 Dhaka 1000
 Bangladesh

 Phone: 600266, 9889880, 9887124
 Fax: 880-2-8826086

Boroline Chemical Co.

 16811, Water Works Road, Dhaka,
 Dhaka 1000
 Bangladesh

 Phone: 231566
 Fax:

Kazi Household and Cosmetic Products Ltd.,

Motijheel C/A

Dhaka-1000

Bangladesh

9560973

Fax-880-2-9561908

Enfords (BD) Ltd.

7/1, Eskaton Road, Gausnagar

Dhaka1000

Bangladesh

8314671, 602583

FAX-880-2-8812775

Fisons (Bangladesh) Limited.

6/2/A, Segun Bagicha, G.P.O. Box 676

Dhaka-1000

9562818, 9562893-9

Fax-88-02-833276

G.A.Co

65, Dilkusha C/A,
Dhaka-1000
Bangladesh

9552261, 9551826:

G.S. Enterprise

32, Purana Palton (3rd Floor)
Dhaka 1000
Bangladesh

Phone: 9568822, 9568577

Fax-880-2-9569990

Gabby Cosmetic Industries

144, Mitford Road, Dhaka
Dhaka 1000
Bangladesh

Phone-

Amin Manufacturing Co. Ltd.

70/2, R.K. Mission Road
Dhaka:1203
Bangladesh

Phone: 9551687, 9568106, 240477

Fax-9566159

Bimex Trade Associats

27, Dilkusha CIA
Dhaka 1000
 Bangladesh

Phone-9555212, 500725

Keya Cosmetics Ltd.

House # 108, Mosjid Road, Old DOHS,
Dhaka 1213
Bangladesh

Phone: 8811468, 8811362:

Asian cosmetics bangladesh

6/1 Tatkhana Lane Nazimuddin Road dhaka
Dhaka
Bangladesh

Phone: 7300756,7300331.018257769

Square Toiletries Limited

Square Centre, 48 Mohakhali C/A

Dhaka 1212

Bangladesh

Reckitt Benckiser (BD) Ltd.

58-59,Nasirabad I/A, Chittagong-4209,

&Chittagong-4100

Bangladesh

Phone682827

Sahar Chemical works

10, New Chaktai,

Chittagong 4100

Bangladesh

633506

Perfume Chemical Industries

7, Agrabad

Chittagong 4100

Bangladesh

Phone-031-720751, 724478, 710519

Moni Beautque

Hotel Agrabad, Chittagong
Chittagong 4100
Bangladesh

Phone-031-713311-78

Manola Cosmetics and Toiletries

Chittagong
Chittagong- 4100
Bangladesh

Phone-031-720751, 724836, 724478
Fax88-031-710519

Unilever Bangladesh Ltd.

51, Kalurghat Heavy Industrial Area, P.O.
Chittagong 4100
Bangladesh

Phone-670501-5, 712082
Fax-88-031-710291, 635298

Cosmico Chemicals Ltd.

1005/1, C.G.A. Avenue East Nasirabad
Chittagong- 4100
Bangladesh

D Hossain and Co. Ltd,

28/17C, Khilgaon

Dhaka 1219

Bangladesh

Phone: 8319612

Fax-880-2-8315275

Orko Marketing Ltd.

53, Kazi Nazrul Islam Avenue (3rd Flr.)

Dhaka 1215

Bangladesh

Phone-8118125

Fax- 880-2-8111359, 8115624

Mousumi Industries Ltd.

150 and 151, Bongsal Road

Dhaka 1100

Bangladesh

Phone-239608 245050

Kallol Cosmetics Ltd.

272, Tejgaon Industrial Area

Dhaka-1208

Bangladesh

Phone-8828253, 8827580

Fax- 880-2-8826269

ABCO Enterprise Ltd.

ABOC House47/1, Central Road,Dhanmondi

Dhaka-1205

Bangladesh

Phone-861144, 8865713

Hena Chemical Industries

60/1, Azimpur, Daira Shadt, Dhaka

Dhaka-1205

Bangladesh

Phone-502043

Layla Cosmetic Co.

44/3, Jagannath Shaha Road, Amligola,

Dhaka-1205

Bangladesh

Phone-505953