

## Case Study: Corporate Brand Strategy for Dipped Products Limited

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### Objective

Dipped Products Limited ( DPL) is one of the worlds leading rubber glove manufacturers. They are a contract manufacturer that supplies products to the USA, Europe, Australia and South America.

The assignment was to leverage the inherent strengths of the DPL brand into an integrated proposition and to build and enhance its marketing and branding capabilities.

### Outcome

The DPL proposition of “Handling you with care” is an active and enduring offer which the company lives on a daily basis. The company has introduced its own branded glove “Palmrite” which has been launched in India. Since STING Consultants involvement with DPL, the company’s perception amongst its customers has been significantly boosted through a highly effective business to business marketing and an image building campaign. Unlike conventional marketing campaigns this has **not** involved any media advertising.

### Approach

A pragmatic phased approach was implemented, which involved understanding the company, its unique capabilities and building a brand based on its own architecture which differentiated DPL from other competitors in the global market.

### Background

DPL is amongst one of the largest manufacturers of household rubber gloves in the world. This has been achieved through building world class manufacturing capabilities supported by a strong international distribution system established through partners. The company is essentially a contract manufacturer providing brands to its distribution partners.

The household glove market is essentially dominated by local or regional brands. There is very low brand loyalty in this category of product in developed markets, where the market is highly saturated and growth is relatively slow. However, in developing markets where glove usage habit is not wide spread, there are huge opportunities for growth in the long term, providing companies are able to enter early and consolidate their positions.

### The Approach

Being in such close proximity to a potentially huge market in India, DPL had identified that it should enter this market early. Having visited that market a few times management were aware that there was no quality manufacturer of gloves in India, and that DPL gloves were significantly superior to those limited gloves currently founding the market. Hence, there was a clear opportunity.

The issue was how to enter?

STING Consultants working with DPL had already developed a brand "Palmrite" for entry into western markets. It was thought that the brand was appropriate to enter the Indian market but required a more comprehensive understanding to figure out where the potential lies and how to establish a strong distribution system. STING Consultants along with its Indian resource partner and worked out a detailed proposal which would enable us to figure out what the entry strategy should be. In order to do so, we needed to understand the market in greater detail so that we could position our brand and develop relevant gloves to suit the consumer needs.

### The Strategy

The market scan revealed there were 3 distinct product opportunities, one of which was unique to the Indian market. Hair colouring was identified as a wide spread activity which required the use of gloves in Indian households. Based on this insight 3 products were developed for launch in India : Hair colouring (black gloves), a product for washing / cleaning and a heavy duty variant for gardening and other tough jobs.

A comprehensive analysis was then carried out to identify the geographic and demographic opportunities which was followed by matching this to a distributor who had the suitable profile.

### The Outcome

The market analysis identified that the product would be made available only in the top 50 urban centres in India. Coverage was therefore throughout the entire country but focused to the top end. Price points, margins were also computed so that when Distributors were approached we could discuss the feasibility using financial projections.

Commencing from a master list of distributors who were involved in household related products, a short list of 12 were identified. These companies were approached and an expression of interest was then obtained from 5 distributors. Strengths and weaknesses of each of the distributors were also identified. This included aspects such as market coverage, compatibility of gloves with the rest of the product range they were carrying etc.

DPL management then visited them from which 3 were short listed and finally, one Distributor was selected. A distributor agreement was then signed, which clearly outlined the roles and responsibilities of the distributor and manufacturer ( or the brand owner). Shortly thereafter, shipments of Palmrite were made to India, and the volume forecast, although currently small, look promising in the future. DPL is looking at this as a long term market development effort and clearly knows that with its superior product and consistent brand, that with time, as the economy develops so too would the glove market in India.

