NIRMA’s initiatives to tap rural market: A study

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Introduction:

There is an interesting way of putting rural India into perspective. If India's population, as per the 1998 estimates of the United Nations Population Division, is 982,223,000, then rural India, taken as 73.3% of India, is 719,969,459. Divide that by the estimated total world population of 5.9 billion, and rural India becomes 12.2% of world population. Forget all of us sitting in the cities (4.4% more) - 12.2% of the world lives in rural India. Which, given our effective lack of knowledge makes it a bit like one of the world's last great undiscovered countries. Rural inhabitants aren't a different species, but consumers as quirky and demanding of marketers as any of their urban cousins. And just as eager to consume — may be even more so, given their access to messages of consumption via TV, but lacking the easy access that makes urban consumer’s blasé. For marketers the potential is huge - a country waiting eagerly for their products, providing they can make the effort to export in wards, and learn to play the games by rural rules. And if they don't, the chances are that they will be left behind. Even with the minimal effort put in by companies so far, rural India now accounts for majority, or near majority, consumption in many categories.

Rural India is clearly not such an area of darkness anymore, and as a further incentive to keep the lights on, remember that farmers get electricity free! One of the most popular and widely accepted Marketing Myth is that the rural consumers will only buy really cheap mass market brands. But the stark reality is that though brands like Nirma lead, but penetration of premium products has also been observed even to the lowest segment. The percentages may be very small, but given the large universe, the actual figures may be significant. Thus when we are aware of the fact that brands like Nirma rule the rural market, it would be interesting to study and analyse their basic marketing inputs — the 4Ps.

NIRMA: A Brand itself

Nirma is the Rs.17 billion Detergents, Soaps and Personal Care Products Brand, market leader in the Indian detergent market and second largest in bathing soaps. The brand NIRMA being one of the world's biggest in its segment - a result of its mission to provide 'Better Products, Better Value, and Better Living'. The man who altered the clothes-washing habits of the Karsan bhai Patel, the Chairman of the Ahmadabad-based Nirma Ltd. This chemist who manufactured detergents at home in Ahmadabad in 1969 has certainly come a long way. He worked from his backyard which developed into a soap factory, cycled to retail outlets and hawked his brand at one-fourth of the price of similar products then available. At Rs 6, Nirma, named after his daughter, was the cheapest detergent vying for attention on shop shelves.

By the late 1980s, Nirma had become one of the world's largest-selling detergent powders. That he rewrote history and gave Hindustan Lever, the Indian subsidiary of the Anglo-Dutch foods and toiletries conglomerate Unilever, a huge headache is well chronicled. Today he is proud owner of an Rs 2,500-crore Ahmadabad-based soaps and detergents major it has been Patel's dream to make Nirma a synonym for quality. "Nirma is not merely a brand or a product, it is a dynamic phenomenon, a revolution, a philosophy," he once said. Nirma sells over 800,000 tones of detergent products every year and commands a 35% share of the Indian detergent market, making it one of the world's biggest detergent brands. Towards this end, he tried his hand at many brand extensions. From toothpaste to salt and matchsticks, they all nestled under the Nirma umbrella. Incorporated as a private limited company, Nirma was converted into a deemed public company and then to a public limited one in Nov. '93.
Nirma is an over Rs. 17 billion brand with a leadership presence in Detergents, Soaps and Personal Care Products, offering employment to over 15,000 people. In fiscal 1997, the Nirma group restructured operations and merged four companies – Nilinta Chemicals, Nirma Detergents, Nirma Soaps and Detergents, and Shiva Soaps and Detergents – with its flagship Nirma Ltd. Products are marketed through a 100-per cent subsidiary, Nirma Consumer Care. Nirma has undertaken backward integration into manufacture of Industrial Products like Soda Ash, Linear Alkyl Benzene (LAB), Alfa Olefin Sulphonates (AOS), Fatty Acid, Glycerin and Sulphuric Acid.

Today, Nirma sells over 800000 tones of detergent products annually, giving it a 35% share of the Indian market, which are the world’s second largest fabric wash products markets. This makes Nirma India's largest detergent marketer and one of the world's biggest detergent brands. The Company has acquired Kisan Industries Limited situated at Village Moraiya, Dist. Ahmedabad as a going concern, which was engaged in the business of manufacture of detergents, Single Super Phosphate, fertilizer and printing and packaging. The second stream of the 420000 tpa Soda Ash plant at village Kalatalav, Bhavnagar was commissioned in September 2000. The Company also set up a pure water plant to manufacture 2.80 lacs TPA Vacuum-salt in October 2000. Debottlenecking process which was made during 2001-02 by the company resulted in expansion of installed capacity of Soda Ash at Village Kalatalav, from 420000 TPA to 650000 TPA.

The total cost of the project is approximately Rs.110 crores. This project is expected to be completed in September, 2002. The company issued Secured NCD aggregating Rs.360crores in order to augment its working capital and also to bring-in cost efficiency in funding cost in detergents market Nirma and Hindustan Lever are close competitors with 38% market share each. Nirma leads the popular segment, while HLL leads the premium detergent powder segment. P&G and Henkel Spic are the other key competitors in the detergent market.

In toilet soaps, HLL has a dominating 63% market share. Nirma has also garnered a significant 22% market share in a short time. Other major players in the segment are Godrej Soaps and P&G.

NIRMA: Marketing Mix

**Product:** Nirma is aptly considered as a marketing miracle and this is reflected in the strength of the brand. Nirma has successfully challenged and changed the conventions of detergents marketing and today leading business schools are analyzing it's strategies to demystify this miracle. Nirma's core marketing thrust revolves around prompting consumer trials by offering a good quality product at most competitive price and retaining these new consumers by continuously offering the same 'Value for Money' equation. This is borne by the fact that today Nirma can boast of a strong brand loyalty from its 400 million consumer base. Based on the pragmatic concept of ‘Umbrella Branding’, Nirma has been increasingly successful in extending its brand equity to other product categories like Premium Detergents, Premium Toilet Soaps, Shampoos, Tooth pastes and Iodized Salt, thus opening new vistas to the field of Brand Building.

**Detergents**

Nirma dominates the popular detergent segment with brands like Nirma Popular powder, Nirma Detergent powder, Nirma bar, etc. Super Nirma detergent powder is positioned in the mid-priced segment. Detergent volumes in FY00 increased by 4.4% to 615,749 tons.

**Nirma Detergent Powder** was launched in 1969, by Mr. Karsanbhai Patel. The product created a loyal customer base that increased day by day. In 1982 Nirma Detergent Powder became the largest selling detergent powder in western India and by 1989 the same was established on the national scene. The detergent when launched was priced one third that of the nearest competitor. The detergent powder was overnight converted into a common mans necessity from being a luxury of a few. The credit goes to the pioneer of this new environmental friendly technology, Mr. Karsanbhai Patel who lowered the usage barrier and started the Nirma phenomenon which took the world by storm. After a period of more than 20 years the poly packet for Nirma Detergent Powder was changed in 1998 to differentiate
it from me too look alike'. The strategy seems to have worked as consumers have successfully identified the new pack as a genuine Nirma product. The product today is available in two pack sizes 500 grams and 1000 grams.

**Super Nirma** high quality spray dried detergent was launched into market in 1996 with a price 40% lower than the nearest competitor offering the same quality. With in a short span of two years Nirma Super Detergent Powder cornered substantial market share in the premium detergent segment. The brand targeted towards Nirma consumers who were shifting towards more sophisticated form of washing, clicked very well as the ever dependable Nirma Brand name assured high quality at affordable prices. The powder is available in 25 grams, 500 grams and 1000 grams in polypacks.

Nirma launched a flanking brand named **Nirma Popular Powder** in selected pockets where Detergent powder usage was limited or the me too brands were eating into Nirma's share. The product was a good product available at prices that would switch people to use branded powder. The substandard products took a severe beating in the pockets where Nirma Popular was launched. It is available in 500 grams and 1000 grams pack sizes. The product with similar name and slightly different formulation is being sold in the exports market successfully.

**Nima Green Powder** introduced in '99 is Nirma's introductions in a segment which was not addressed by Nirma till then. This powder positioned in the economy segment has lingering fresh lime perfume. It scores high on cleaning efficiency and generates a good amount of lather leaving clothes sparkling clean. This powder is packed in multi-colour poly bag. This product is available in 500-grams and 1-kg packing and is sold exclusively through the efficient Nirma distribution network.

Driving the inspiration from its success in Detergent powder market, Nirma expanded its product portfolio by introducing **Nirma Detergent Cake** in 1987. The cake was launched keeping in mind the washing habits of rural India where limited use of bucket and more so of running water added to the wastage of washing powder. The answer was brought by Nirma in form of Detergent Cake. The brand today is ranked as most distributed detergent cake brand in the country by AIMS retail audit. The product is available in two pack sizes of 125 grams and 250 grams the positioning of **Nirma Popular Detergent Cake** is similar to that of Nirma Popular Detergent Powder but meant to fight other detergents cake. This product is more important as the unorganized players are far more penetrated in cake market as compared to that in the powder market. The product is available in 125 grams and 150 grams pack sizes.

To meet the consumer's growing aspirations and to allow consumers to upgrade to a better quality product, Nirma introduced **Super Nirma Detergent Cake** in 1992. As Nirma Detergent Cake is to Nirma Detergent Powder, Super Nirma Detergent Cake is to Super Nirma Detergent Powder. It was launched to woo back the Nirma Detergent Cake user who had shifted to the competitor's product. The cake has high detergency value at an affordable price. It is available in 125 grams and 250 grams sizes. Launched in ‘98, **Nima Green Cake** became a close no.2 in its segment within 3 months of its launch and was successful in arresting the growth of competition in this segment. This brand has seen a number of consumer promotion schemes tied with it. The splendid laminated multi-colour wrapper, which shows a slice of lemon and trishul, exemplifies razor-sharp dirt cutting efficiency of this cake. This cake is rich in lime perfume and has an exceptionally high brand
recall. It is available in sizes of 125 grams and 250 grams. **Nima Blue Detergent Cake** was introduced as a low cost alternative to the then available blue detergent cakes in '99 in very few select states and has ever since been performing very satisfactorily. It is the epitome of Nirma's endeavor to provide better products at more competitive prices. It is available in 125 gram and 250 gram pack sizes. This cake is packed in a dark blue wrapper and has strong eye catching presence on the shelf.

**Nima Bartan Bar** was launched in 2000, gives an outstanding performance is Nirma's foray into the scrouger's market. The slogan "Darpan Hai Ya Bartan" in the product's TV commercial has helped immensely in conveying the message of "Bartan Bar's cleaning efficiency very quickly across all segments. Our TV commercial supports our positioning of Nima Bartan Bar as the one giving superior quality cleanliness and making the utensils shiny and sparkling clean. Nima Bartan Bar is available in a 400 gram packing. **Nirma Clean** was launched in 2000 and is available in a 300 gram bar packing. The "Chak Chaka Chak" television commercial of 'Nirma Clean', showing a whole set of spotless, clean vessels in a kitchen sparkling with starlight, delineates the high cleaning quality of this scouring cake. It is targeted at the low end of the market. ‘Clean’ is expected to trigger conversion from the unbranded detergent powders and cakes. Nirma expects the scourers market to undergo dynamism with its introduction of two scourer cakes.

### 2. Bathing soaps

**Nirma Bath Soap (Carbolic):** Toilet soap market was dominated by few MNC's who could monopolistically drive the prices. The growth of toilet soap market was tremendous in 90's and was expected to increase further. Nirma's brand equity in detergent market was very strong and was unanimously associated with value for money products. We saw no reason why cannot this be extended to the personal care market. Nirma ventured into this market with Nirma Bath a carbolic soap to counter the largest selling soap from a MNC stable. The carbolic soap segment though a declining market saw a sudden burst of activity. Nirma Bath started gaining substantial volumes at the cost of he competitor's and India's largest selling brand. The pricing of the product was penetrative at a quality (TFM - 60%) which the competitor's could not match. The product is available in 75 grams and 150 grams pack sizes.

**Nirma Beauty Soap:** After targeting the largest selling toilet soap with Nirma Bath, now was the time to target the second largest selling toilet soap. Nirma after successful launch of Nirma Bath launched, Nirma Beauty. Nirma Beauty was a popular category soap which targeted the middle and lower middle class population of the country. The product had high TFM content of 70%, an excellent aroma and an advertisement with a touch of aspiration. The product became an instant success, and in no time became India's third largest selling toilet soap brand. The volumes came from the category shift as well as brand switching. The product is available in 100 grams and 150 grams pack sizes and three different perfume variants. Recently company has changed its packaging and made it more contemporary by printing the wrappers on six color Cerruti machine from Italy thereby differentiating it from the me too look alike. The brand today is growing very fast and is firmly moving towards the second position. Competitors tried to copy the concept and the commercial but were not able to match the success of the brand. As it is said you cannot fool consumers when it comes to quality **Nirma Premium Soap** For the first time in the history of FMCG there was an attempt to extend the value for money proposition to the premium segment. The concept was innovated by none other than Nirma.
Nirma launched Nirma Premium Soap during 1996 in the premium soap category with 80% TFM, mild fragrance, three variants and a touch of class in its advertising. The brand targeted to match the changing Nirma consumer's profile in terms of aspiration, quality consciousness and image perception. The brand has started picking up volumes in the premium soap market which is characterized by large number of brands and cut throat competition. Nirma Premium has been able to differentiate itself in this cluttered market its unique packaging and exclusive advertisement.

**Nirma Lime Fresh** was launched in 1997 with absolutely no advertising support. The lime segment of the toilet soap market was growing at a sedate rate, prior to the launch of Nirma Lime Fresh. Launch of Nirma Lime Fresh saw the volumes of the segment grow at more than 10%. During the first year of the launch Nirma Lime Fresh over took the largest selling brand in the lime segment. The product is priced competitively with 80% TFM content and strong tingling lime fragrance. The commercial was aired during the later part of the year which saw the volume grow rapidly. The commercial shot at Maldives and Switzerland with a new and young face was equally liked by consumers. The successful launch was termed as the seventh best launch of the year 1997-98 by Business Standard. There is no looking back and today Nirma Lime Fresh is the undisputed market leader in the lime segment and is giving shivers to the competition. The product is available in 75 grams and 150 grams.

**Nima Rose:** The remarkable and phenomenal market response received by Nima Rose soap within just two months of its launch has once again proved the merits of Nirma's commitment towards its consumers. Nima Rose soap has got an exceptionally fine perfume of rose that lingers around your body for a long time even after you bath. Due to high TFM (Totally Fatty Matter) content, it provides one of the nicest baths. This brand has already carved niche in its particular segment by achieving leadership position just within tow months of its launch. **Nima Lime**, the first product in the Nima range of products has a very high TFM content and was introduced in second quarter - '98 when the astounding success of Nirma Lime Fresh Soap prompted competition to launch lime variants in the same price segments. Nirma is committed to the concept of umbrella branding. We have reaped benefits of this strategy right from our inception till date. In the past, we have faced umpteen numbers of situations where the competition introduces special campaigns to draw away the consumer's attention from our core brands like Nirma Detergent Powder, Super Nirma Detergent Cake, Nirma Beauty Soap, Nirma Lime Fresh Soap, etc. The purpose was to lure away consumer attention from Nirma Lime Fresh Soap by temporarily modifying the product. We, at this point of time introduced a 'fighter brand' called Nima Lime to provide at shield to our core brand - in this case 'Nirma Lime Fresh Soap'. The success of Nima Lime has been the cornerstone in Nima brand growing into a full fledged business.

**Nima Sandal:** This soap was launched in '99. Over a period of time, the Indian toilet soap market has fragmented and has seen the emergence of prominent segments such as Sandal, Rose, Jasmine, Body moisturizing soaps, Herbal etc. Nima Sandal is Nirma's offering in the ethnic sandal segment. With a rich and exotic perfume and 80% TFM content, this toilet soap is available in a 100 gram packing. Nima Sandal is promoted by a TV commercial shot at exotic locales depicting the form of 21st Century Indian woman. Early market indication promises this brand to be the future no.1 in this segment.

**Nima Herbal** is the emanation of Nirma's quality and caliber. Nima Herbal is ingrained with benefits that accrue from using various herbs, shrubs, medicinal plants and various day-to-day commodities like sandal wood, lemon, turmeric, coconut, tulsi, neem etc. that are gifted to mankind by nature. Nima Herbal is the nature's legacy. It is reflection of Nirma's
conviction of "Care For The nature's legacy. It is reflection of Nirma's conviction of "Care for the Consumers". It was launched in third quarter, 2000 with a 78% TFM content in a 100 gram packing.

Nirma Herbalina: Nirma has invariably identified the nerve of the market and answered it at the proper time. We addressed the ayurvedic and medicated soap segment with Nirma Herbalina. Launched in third quarter - 2000 with a high TFM content, 'Herbalina' is Nirma's latest introduction in the range of toilet soaps. The natural commodities that are shown on the wrapper blend very well with the green colour of the eye-catching pack. Available in a 100 gram packing size, Nirma Herbalina is the 'Natural flow of freshness'. It is Nirma's yet another impression of 'Better Products, Better Value, Better Living'. Herbalina has an exceptional long-lasting, heart-capturing aroma.

Other products:
1. Hair care
   a. Nirma Beauty Shampoo
   b. Nirma Shikakai

2. Toothpaste

3. Iodized Nirma Free Flow Salt

4. Industrial chemicals

Price: Ivory tower theories are rethinking their business basics-thanks to Karsanbhai K.Patel. Taking on the might of a multinational, his-priced detergent Nirma captured a majority market share arresting the sales and growth of a consumer giant’s up market brand. Among the greatest success stories in the annals of marketing management in India is that of a low-priced detergent of reasonably good quality which, in the course of a mere decade, put the skids on a product that was considered the pride of a powerful multi-national. The story of Nirma has become a classic as a marketing case-study. And the story of its progenitor is as genuine and romantic a tale of rags-to-riches as one could hope to find anywhere.

For harried housewives, struggling to balance their monthly budgets, Nirma came as a boom. It was much cheaper than Surf, which had already gone well out of their reach; and it washed clothes nearly as well. Its cleansing power was far superior to that of the slabs of cheap washing soaps that had been their sole alternative until then. By the early 1980s the burgeoning sales of Nirma reached a rate of growth that was twice or thrice that of the industry in general. Moreover, Nirma operated in the small-scale sector and, therefore saved an enormous amount of excise duty that multinationals had to pay on every kilo of detergent produced. The latter simply could not hope to bring the price down to a level
that was attractive enough for the middle and lower-middle classes, which were the bulk segments for Nirma sales.

The pricing policy adopted by Nirma for its Nirma washing powder i.e. adequate Quality at an Affordable price has challenged the mighty HLL’s Surf.

Nirma Washing Powder 1kg. 18.00

Even the second product that Karsanbhai introduced—a low-priced toilet soap, which he thoroughly test marketed in Gujarat before going national with it in 1990—has been faring well. Nirma toilet soap retails at a mere Rs.2/- with the shopkeeper allowed to retain 25 paisa behind each cake sold. The Nirma name itself was a guarantee of quality for the consumer smiles the businessman. It found ready acceptance. Today, Nirma’s toilet soap products are priced in the range of Rs 6-9. Nirma Lime Fresh, for instance, commands a price of Rs 8 for 75 grams, while Nirma Premium is priced at Rs 9. Nirma Bath, a popular soap, is priced at Rs 6. In comparison to Nirma’s price range, HLL’s toilet soap brands are priced at a slight premium. LifeBuoy is priced at Rs 14, and LifeBuoy Gold at Rs 9. The price of Rexona is Rs 9.50; while that of Liril, which competes with Nirma Lime Fresh, is Rs 13. Thus it is a well known fact that Nirma’s best Unique Selling Proposition is Price.

The result of there cost effective product offering is that though the industry has been growing at the rate of 15 per cent annually, Nirma’s growth has been at least 30-35 per cent a year for the last few years. Nirma has been successful in keeping its prices at such affordable levels primarily due to their strategy of backward integration projects. These projects had been undertaken with a strategy to become the lowest cost detergent manufacturer in the world. Self sufficiency in key raw materials will give protection against commodity cycles besides yielding substantial savings in raw material cost. The company estimates a total cost saving of 25% in material and handling costs due to the backward integration projects. The LAB plant has yielded about 12% cost savings and the company expects a similar cost saving of about 12-15% once the soda ash plant stabilizes. Overall the backward integration has yielded a cost saving of Rs0.8-1bn last year. Post completion of backward integration the company now plans to focus on building large volumes and gain from economies of scale.

Till 1985 the Nirma ingredients were simply mixed by hand thus requiring neither machinery nor capital investment. Due to the scale of his product and the simple non mechanized production process, Nirma gained a number of tax and excise benefits for not using electricity. Since Nirma was a small-scale local venture, they did not have to pay excise duties that were levied on multinationals. Another area where Nirma saved millions was in labor costs. Being a cottage industry Nirma was not compelled to abide by minimum wage rules. To maintain low costs Karsanbhai used contract workers who were paid Rs. 85 per ton (In 1985 $1 U.S = Indian Rupee 12.368) for mixing raw materials and then bagging them into 1000 bags of 1 kg each. Payment was made according to work done and since labor was not permanent no additional overhead for benefits etc. needed to be paid. It was not until the mid 80’s that Nirma started to mechanize their production process, however by then they were an already well-established name. In 1989 Nirma’s labor costs for 8000 workers was estimated to be between Rs 15-20 per person day in comparison to HLL who paid their semi-skilled workers approximately Rs 30-40 per person day. (In 1989 $1 U.S =Indian Rupee 16.225)

Distribution: In its incipient days Karsanbhai Patel’s distribution network and sales force was a one-man team himself. Karsanbhai affected his deliveries of washing powder on foot. As the popularity of Nirma grew with a spread of positive word-of-mouth Karsanbhai adopted the time-honored Coco Cola maxim that his product should be available within an arm’s length of desire. So he concentrated on widening his distribution network; and Nirma began surfacing all over Gujarat, in scruffy little shops in even the remotest villages. As the product’s fame spread, agents from all over the country began writing in, and expressing their willingness to operate on the tiny margins that the businessman gave. Distribution is clearly the key to rural marketing, which Nirma has pioneered over the years. Nirma has a 350 strong sales force, a distributor strength of 400 and a retail reach of over 1 million outlets. When setting up a distribution system Karsanbhai was extremely aware of the importance of keeping
costs down. Once demand for Nirma had outgrown his ability to deliver on bicycle he moved on to vans and then later to trucks. Nirma had neither a field sales force nor owned a distribution network. Karsanbhai negotiated prices with truck and van suppliers on a daily basis. As sales grew Karsanbhai eventually hired stockists (those who stocked additional quantities of the goods) as commission agents. On the one hand it helped him avoid central sales tax and the stockiest were responsible for all transportation, octroi, 3 handling and delivery costs. There was also a strict system of protocol and distribution depended on prepayment for stocks so as to minimize risk for Nirma.

Nirma sells over 800,000 tones of detergent products every year and commands a 35% share of the Indian detergent market, making it one of the world’s biggest detergent brands. The brand promotion efforts are complemented by Nirma’s distribution reach and market penetration, through a country wide network of 400 distributors and over 2 million retail outlets, making Nirma products available from the smallest rural village to the largest metro. The company has set up for Nima a parallel distribution and sales channel consisting of 1500 distributors and an independent sales force. A two-tier network, the Nima distribution channel is ‘flat’ enabling swift market response. The company took great care that the new brand did not cannibalize on the existing brands. The Nima portfolio today complements the Nirma range, furthering the company's strategy of Value for Money 3“Octroi is a tax levied on the entry of goods into a municipality or any other specified jurisdiction for use, consumption or sale. Octroi is levied at the time when the goods enter the municipal limits where the goods are to be ultimately sold, used or consumed.”

**Promotion:** Karsanbhai does not start up a media assault until his entire distribution network has the product in place. Nirma believes in advertising only after they have launched a product in place. Their belief is that nothing can be more irritating for a customer than to see a product advertised, and then find it has not reached his grocer. Advertising just tells people that a product is available. After that, the product has to stand on its own feet on quality and price. As televisions reach spread in India during the late 1970s so too did Nirma’s. The little girl on the pack became a symbol that was almost generic with a good quality, low priced detergent. A catchy jungle hammered home the message to millions of housewives. It was as if a down market consumer revolution had taken off.

While advertising did not appear as a cost in his initial budgets, by the late 70’s as televisions slowly started to spread into rural India, so did the Nirma ad campaign, with its simple message and catchy jingle. By the early 80’s Nirma became synonymous with good quality and low-price. The stockists were also responsible for promotions and they funded 50% of promotional expenditure for their goods. Nirma’s sales growth that was two the industry in of all the above survived and looked like a unit. The recent has been aired on devised keeping in choice of the middle With the increase the T.V. Soaps and there their thinking and serials have become an inseparable part of their lives. The new commercial has thus tried to encash on this very aspect. The commercial is a reflection of these soaps and in a way a mockery of these T.V. serials. Thus, the commercial has been successful in attracting a substantial amount of the audience. Furthermore Nirma needed a “new and improved look” in its promotional activities which it has successfully achieved through this new commercial.