



*IIMC CASE RESEARCH CENTRE (IIMCCRC)*

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## DUREX IN INDIA: THE CATEGORY NORMALISATION CHALLENGE

### THE ORIGIN

Reckitt Benckiser, a British multinational consumer goods company, has brands like Dettol (the world's largest-selling antiseptic), Strepsils (the world's largest-selling sore throat medicine), Veet (the world's largest-selling depilatory brand), Air Wick (the world's second-largest-selling air freshener), Calgon, Clearasil, Cillit Bang, Durex, Lysol, and Vanish in its portfolio among many others. The company entered into the contraceptive market acquiring Durex brand globally and had started to run that business since Nov'12.

Durex has been making highest quality condoms for nearly 80 years. With over 30% of the global branded condom market, it is the number 1 condom brand in the world. However despite dominant market position globally, the brand has the challenge to change the perception of Indian consumers and channel partners regarding sexual well-being (male contraceptive) to normalise the category and drive growth. The current market share of Durex is around 4%<sup>1</sup> in India, a market which is underdeveloped compared to other markets regarding the category size and growth. The brand team acknowledges that there is a lot to be done to make the brand a formidable player in the sexual well-being (male contraceptive) category. A recent study commissioned by the Durex brand marketing team has thrown up some interesting facts about the category dynamics and challenges in marketing condom in India. While pondering over the results, the team was clear about one thing, that to play

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<sup>1</sup> Source: Brand Marketing Team Survey

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*This case was written by Professor Prashant Mishra and Tinu Jain at the Indian Institute of Management Calcutta. The case was prepared solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation.*

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for the leadership position in this category something needs to be done to normalise the category so as to expand the category size rather than joining the sales expansion rat race. However, the bigger question was how to achieve category normalisation? The team was wondering what learning can be drawn from sanitary napkin category success? Alternatively, whether it was at all possible to do to sexual well-being (male contraceptive) category what has been achieved in the case of sanitary napkin category? If yes, how should one go about doing it?

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