

Executive Summary

This study looks at the historic evolution of Diva Detergent Powder one of Sri Lanka's most successful FMCG brand which gained market leader in 2008 after 5 of launch. The story revolve with a creation of new sub category in the under developed powder market which was not popular among consumers as powder was considered to be premium. Diva is a classic illustration of how a brand should be developed by focusing on creating the brand relevant to their consumer with the value proposition of "Detergent is better than soap" at the early stage and slowly moved the brand to "intelligent" choice. Diva made the competitor irrelevant in this newly formed Basic detergent powder category with strategy brand pursued, Continuous development and flawless execution. The brand achieved numerous milestones in the journey so far by achieving 1 billion rupees turnover in the 2012 which had become the third brand to achieve this milestone in Hemas history. Brand also recognized as the best "Product brand of the year" and best "local brand of the year" in 2008 and 2009 period due to the unprecedented growth brand recorded beating top 5 multinational brands in powder category in terms of market share.

Diva faced immense competition mainly from Unilevers and diva was able to sustain its growth and performance through its main strategy of converting soap users to diva powder up until 2009. Hemas to have high standards of business ethics and are well respected for their integrity and strong capacity for marketing and building brands and people which helped Diva brand to successfully overcome turbulent situations. Management invested behind the brand to seen as credible solution and re-launched the brand at several stages to maintain the relevance with the changing lifestyle of modern woman. Diva couldn't not sustain its performance post re-launch due to intense competitor activities and sudden CESS issue which resulted in curtails sales. This resulted in losing market share and market leadership which brought local manufacturing model to Diva operation. The success of brand greatly depended on the support of management, continuous development, credible and sustainable sourcing model which enabled Hemas to maintain lower cost structure to offer a value for money offer right throughout.

Diva is in cross road today as the line extension of "White Power" didn't pay off well and detergent soap launch under brand name Diva was also challenged in terms of the strategy.