

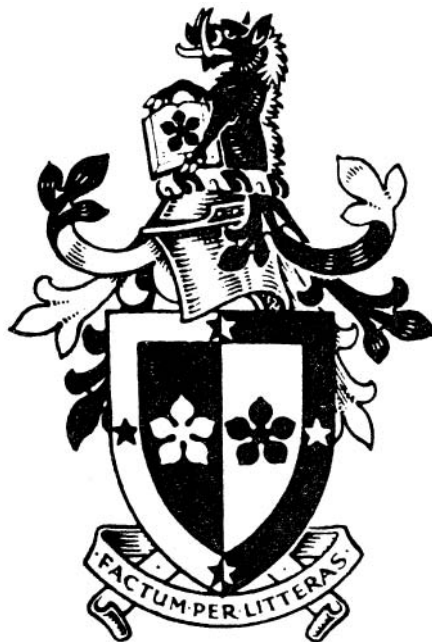
STRATEGIES DURING MARKET TRANSITION -
A STUDY OF DETERGENT MARKETING
IN AUSTRALIA, 1930s TO 1960s

by

DAVID CH'NG

(Serial No. 53)

Faculty of Business Staff Papers



SWINBURNE INSTITUTE OF TECHNOLOGY

A division of Swinburne Ltd

STRATEGIES DURING MARKET TRANSITION -
A STUDY OF DETERGENT MARKETING
IN AUSTRALIA, 1930s TO 1960s

by

DAVID CH'NG

(Serial No. 53)

ISBN 0-85590-638-3

CONTENTS

SYNOPSIS

1. INTRODUCTION
2. PERSIL: 1930s TO 1950s
3. RINSO: 1940s TO 1950s
4. CHANGES IN DETERGENT USAGE HABITS
 - 4.1 THE INDISPENSIBLE WASHING MACHINE
 - 4.2 RINSO AS A WASHING MACHINE POWDER
 - 4.3 PERSIL AS A WASHING MACHINE POWDER
5. THE LAUNCH OF OMO AND SURF
6. COLGATE-PALMOLIVE ENTERED THE DETERGENT MARKET
7. LAUNDRY DETERGENT MARKET IN THE 1960s
8. SUMMARY
9. DISCUSSION
10. EXHIBITS
 - 10.1 LIST OF EXHIBITS
11. REFERENCES

SYNOPSIS

En the early 1900s, Unilever's entry into the Australian soap market had to employ a takeover strategy to overcome the barrier to entry created by long established local manufacturers, This had led to the merging of Lever Brothers(Australia) and J.Kitchen a Sons resulting in the formation of Lever and Kitchen Pty.Ltd. in 1914,

From 1920s to 1950s, Lever and Kitchen dominated the Australian soap powder market with no serious challenger. Persil was positioned as a heavy duty soap powder which promised "extra whiteness" while Rinso's claim was a soap powder which gave "thicker, richer suds", The prevalent hand washing habit of that time favoured a gentler soap powder and Rinso became the market leader, Unilever, however, maintained a two-brand policy throughout this period,

By the late 1940s, the laundry washing habits of the Australian housewives were undergoing a rapid revolution. The washing machine promised to liberate the housewives from their heavy workload in the laundry and eliminate the drudgery which had chained women to the house for centuries,

Lever and Kitchen reacted to the changing usage habits by repositioning Rinso and Persil as "powders suitable for both hand-wash and machine-wash." Rinso's market leadership was ensured by its advertising claim that all washing machine manufacturers recommended Rinso. Both brands continued to offer secondary benefits as a dish-washing agent. Lever and Kitchen continued to enjoy dominant market shares throughout the late 1940s and early 1950s.

The 1950s saw the growing importance of non-soapy detergents (NSDs). Lever and Kitchen introduced both Blue Omo and Surf detergent powders into the Australian market but hesitated to invest in NSD production in the country, Although Lever and Kitchen had taken steps to ensure that Lever's NSD powder were seen to be present in Australia, it was not actively promoting detergents for fear that the NSDs might cannibalise Rinso's share, The mere presence of Blue Omo and Surf however, did not deter Colgate-Palmolive from entering the Australian laundry detergent market, Fab detergent was launched in 1960 and quickly captured an 18-19% share. Lever and Kitchen had no choice but to respond by increasing the promotion of its detergents. Soap powder usage in Australia rapidly declined throughout the 1960s and 1970s. The appearance of specialist dishwashing agents further quickened their decline,

Although Lever and Kitchen was able to retain its market leadership, Colgate-Palmolive had successfully penetrated Lever's barrier to entry by seizing the opportunity offered by new technological development,

1. INTRODUCTION

Lever Brothers(Australia) was incorporated in 1899, the same year it began to construct a soap factory at Balmain, Mew South Wales. Production commenced in October 1900 and soon famous Unilever brands like Sunlight and Lifebuoy soaps were produced in Australia, The original plan was to have the production facility based in New South Wales while agents recruited in the other states would eventually build up an effective Australia-wide distributive network,

But twelve years later, LB(A) was only selling 4,000 tons of soaps with sales heavily concentrated in Mew South Wales, The idea of national distribution did not eventuate and LB(A) had encountered difficulties overcoming the barrier to entry created by well established local manufacturers,

"Levers made virtually no dent in the soap empires owned by J.Kitchen and Sons in Victoria and W.H. Burford and Co. in South Australia....Even the most intensive promotional effort could not have given Levers more than a token share of these virtually saturated market" (Fieldhouse, 1978).

Despite persistent efforts by LB(A) to penetrate the market, Kitchens remained market leaders in Victoria, Queensland and Tasmania, ran second to Burfords in South Australia and were in strong competition with LB(A) in New South Wales. In 1914 LB(A) proposed a merger with J.Kitchen and Sons and a takeover of

W.H.Burford and Sons, This strategic move led to the formation of Lever and Kitchen Pty.Ltd. in 1914.

Lever and Kitchen dominated the Australian soap powder market from 1920s to 1950s with no serious challenger, Both Persil and Rinso became household names in Australia, Persil was originally Launched by Unilever in the United Kingdom in 1909 as the first branded heavy duty soap powder, It was released soon after into the Australian market, A second soap powder brand Rinso was introduced in 1911 and Unilever successfully maintained a two-brand policy in the Australian detergent market for the next forty years,

2. PERSIL: 1930s to 1950s

Persil had traditionally been positioned at the Australian housewives as a heavy duty soap powder which fulfilled the primary promise of "extra whiteness". Great care were taken to ensure that the whiteness claim did not preclude its usage on coloured clothing, A twin advertising slogan was adopted for Persil which read:

"Whites washed even whiter,
Colours come brighter,"

(Persil advertisement,
Woman's Weekly October 28,
1939, See Exhibit 1)

In 1949, Persil's claim to give the "whitest wash" was reinforced by relaunching the product with oxygen-charged suds:

"Persil the amazing oxygen washer"

(Persil advertisement,
Woman, August 1, 1949.
See **Exhibit 2**)

The "whitest wash" claim by Persil in the 1940s and early 1950s proved to lack foresight and created a barrier to entry for Lever's own brand into the same market. This became obvious when Lever and Kitchen launched Blue Omo detergent in 1956. The Persil message had to be revised :

"Persil washes whiter, that means cleaner"

(Persil advertisement,
The Australian Women's Weekly,
April 17, 1957.
See **Exhibit 3**)

The scaling down of Persil's **claim** from a "whitest" to a "whiter" wash did pave the way for other Unilever entrants into the detergent market. But it did not removed the negative connotations associated with a "harsh" cleaning agent. After many years of whiteness association, Persil was seen by the Australian housewives as a powder which gave whiteness and cleanness, was good for "extra dirty clothes" and was economical. But it received poor ratings on "ease on hands", "babies nappies", and other attributes with "gentleness" connotations,

To counter the negative perceptions, Levers had throughout the 1950s attempted to reposition Persil

as a gentle powder:

"Persil washes whiter,
now made to care for hands"

(Persil advertisement,
The Australian Women's Weekly,
July 24, 1957.
See Exhibit 4)

A Brand Rating Study conducted by Lever and Kitchen
in 1963 confirmed that the "gentler Persil" message
did not appear to have been successful.

TABLE 1 PERSIL PACK CLAIMS

<u>YEAR</u>	
1939	GIVES YOU EXTRA WHITENESS EXTRA GENTLY
1949	TBE AMAZING OXYGEN WASHER: PERSIL WASHES EVERYTHING WHITEST! BRIGHTEST! QUICKEST!
1953	PERSIL GIVES THE WHITEST, BRIGHTEST WASH
1957	PERSIL WASHES WHITER, THAT MEANS CLEANER
1957	PERSIL WASHES WHITER, NOW MADE TO CARE FOR HANDS
1959	PERSIL WASHES WHITER, AND YOUR HANDS WILL LOVE ITS MILDNESS

3. RINSO: 1940s to 1950s

As the second Unilever soap powder brand on the Australian market, Rinso's positioning platform needed to be significantly differentiated from Persil. Throughout the 1940s and 1950s, Rinso's claim steered clear of the whiteness association which had been Persil's main theme. Instead Rinso was positioned as a soap powder which gave "thicker; richer suds" capable of doing all the hard work for the housewives,

"Rinso's thicker, richer suds
will do all the hard work for you"

(Rinso advertisement,
The Australian Woman " Mirror,
August 4, 1948.
See Exhibit 5)

As the leading brand throughout this period, Rinso was featured as a powder which gave a clean wash without any rubbing, It was good for whites and coloureds alike:

"For whiter whites and brighter,
gayer coloureds - Rinso every time!"

(Rinso advertisement,
Woman's Day February 28,
1949. See Exhibit 6)

In contrast to Persil's advertisement which tended to focus on the "whitest wash" claim, Rinso advertisements often conveyed its secondary benefit of dish-washing prominently:

"Rinso makes washday easier - that
thicker, richer suds are best for
everything, whites, coloureds, dishes!"

(Rinso advertisement,
The Sun News-Pictorial,
June 1, 1953,
See Exhibit 7)

In the late 1950s, the overall image of Rinso was an economical powder which produced satisfactory results, had good sudsing properties, was easy on clothes but was reasonably good for "extra dirty clothes". On the other hand, Rinso's "gentleness" image was verging on the undesirable in that because it was considered gentle, it was **not** as highly regarded amongst its users for "extra dirty clothes", for "whiteness" and for "cleanness", Lever and Kitchen did not attempt to modify the "gentleness" association of Rinso, but sought to enhance its "Australian-ness":

"Everything in the wash as bright
as Sydney Harbour with Rinso's
richer, softer suds"

(Rinso advertisement,
The Australian Women's Weekly,
January 23, 1957,
See Exhibit 8)

TABLE 2 RINSO PACK CLAIMS

<u>YEAR</u>	
1948	GIVES THICKER, RICHER SUDS
1949	WASHES BRIGHTER THAN BRAND NEW
1957	GIVES RICHER, SOFTER SUDS
1959	RICHER, SOFTER SUDS WITH EXTRA CLEANING ACTION

4. CHANGES IN DETERGENT USAGE HABIT

The period from the late 1940s to 1950s witnessed two major new trends in the detergent market. Firstly, washing machine was rapidly becoming an essential item in the average Australian household and secondly, the emergence of specialist dishwashing products had threatened to replace powder detergent as a dishwashing agent. Both trends had exerted very significant influences on the continual survival of Rinso and Persil.

4.1 THE INDISPENSIBLE WASHING MACHINE

The postwar Western housewives were pressing for a change in their lifestyle. There was a need for more leisure, more time for the family and a reduction in the heavy workload around the house. The memory of a horrible, steamy laundry and countless hours spent slaving over the copper, lifting out heavy wet washes was depicted by a Punch cartoonist:



Source: Punch Almanack, November 4, 1957



Source: Punch Almanack, November 4, 1957

The arrival of the washing machine in the 1950s promised to liberate the Australian housewives from drudgery, Gone would be the days when the housewives needed to struggle with heavy physical ehares and suffered the indignation of detergent-soaked finger tips, Washing maehine advertisements of the 1950s answered the prayers of many housewives:

"From the day your Bendix is installed
you need never wash your clothes by
hand again"

(Bendix advertisement,
The Australian Women's Weekly,
April 17, 1957.
See Exhibit 9)

"I'm sick and tired of handwashing,
Oh, wouldn't I love a Malleys !"

(Malleys advertisement,
The Australian Women's Weekly,
April 17, 1957.
See exhibit 10)

"She'll find out, as I did, that
her washing machine is MER MOST
PRIZED POSSESSION"

(An advertisement placed by
The Home Laundry Manufacturers'
Association of Australia,
The Australian Women's Weekly,
April 17, 1957.
See Exhibit 11)

Washing machine became, in the 1950s, a symbol for
a better quality of life, A curious acronym was
coined by The Home Laundry manufacturers' Associa-
tion of Australia: **EWD WM** which stood for **Every**
Woman **Deserves** a **Washing Machine**.

4.2 RINSO AS A WASHING MACHINE POWDER

Rinso, as the market leader in the Australian
soap powder market, reacted rapidly to the
increasing penetration of washing machine into
the Australian households, There were three
important elements in Rinso advertising strategies
during the 1950s.

- (1) Prior to a complete switch over to machine
wash, Rinso needed to position itself as a
powder suitable for both handwash and
machine wash,

- (2) Before a clear picture finally emerged with regard to the Australian preference for a top-loading or a front-loading washing machine, it was Rinso's policy to claim its association to all washing machine brands on the market,

"Rinso is the only product recommended by the makers of all leading washing machines"

(Rinso advertisement,
The Australian Women's Weekly,
January 23, 1957.
See Exhibit 81

"It's National Washing Machine Month -
hey! Here's what all the leading
makers say

Use only Rinso, Rinso in your machine"

(Rinso advertisement,
The Australian Women's Weekly,
April 17, 1957.
See Exhibit 12)

- (3) Before the market completely switched over to specialist dishwashing agents, Rinso would continue to offer its secondary benefit as a dishwashing powder,

4.3 PERSIL AS A WASHING MACHINE POWDER

The advertising strategy which had proven successful for a dual-purpose Rinso was also applied to Persil. In other words, prior to machine wash taking over the traditional hand wash usage habit, Persil was to be positioned as a powder suitable for both modes of laundry washing.

"The copper or washing machine,
Persil washes whiter"

(Persil advertisement,
The Australian Women's Weekly,
April 17, 1957.
See Exhibit 3)

5. THE LAUNCH OF OMO AND SURF

Lever and Kitchen launched two non-soapy detergents (NSDs) in Australia during the 1950s. Blue Omo and Surf were both targeted at washing machine users, Surf appeared to have been the "modern detergent" chosen by the Company to replace Persil eventually, Surf " advertisement carried the "cleanest" claim.

"World-famous Surf gives you
the world's cleanest wash"

(Surf advertisement,
The Australian Women's Weekly,
March 43, 1957.
See Exhibit 13)

For the new Surf, Lever and Kitchen had carefully avoided using the "whitest" claim which was previously the positioning platform for Persil.

Market research revealed that care for the new washing machine was high on the list of priority among Australian housewives, and Surf accordingly offered machine protection as a secondary benefit.

"Surf means less work to me on washday.
No grey, greasy scum at all! So my wash
goes through with **only** one rinse - yet
both whites and colours are brighter than
I've ever seen them since they were new,
Surf gives me the cleanest washing machine,
too! When that last rinse drains away,
it leaves the inside clean as a new pin,"

(Surf advertisement,
The Australian Women's Weekly,
July 24, 1957.
See Exhibit 14)

By the mid-1950s, Lever and Kitchen was supporting four detergent brands on the Australian market, The two soap powder brands (Rinso and Persil) had captured 90% of the laundry market. The two new NSDs (Omo and Surf) were introduced as supplements, rather than substitutes for the traditional soap powder, Faced with the possibility of product cannibalisation, Lever and Kitchen was not keen to promote the NSDs for fear that they might steal market shares from Rinso and Persil without benefiting the Company as a whole.

The hesitation to withdraw Rinso and Persil from the market in the face of growing importance of the NSDs proved to be a strategic weakness. As Lever and Kitchen refrained from investing in NSD production in Australia, an opportunity was created in the market for a new entrant,

6, COLGATE-PALMOLIVE ENTERED THE MARKET

In 1960, Colgate-Palmolive launched Fab detergent into the Australian laundry market and quickly captured an 18-19% share. The success of Fab detergent surprised Colgate. Although the Company had a strong representation in soap, toothpaste and haircare markets, it had virtually no experience in the marketing of laundry detergents in this country. The launch had drawn on the experience of Colgate-Palmolive worldwide,

7. LAUNDRY DETERGENT MARKET IN THE 1960s

In the early 1960s, there were five major brands of detergents on the Australian market, Lever and Kitchen produced and marketed four brands (Rinso, Persil, Surf and Omo) while a relatively new entrant, Fab, **was** produced and marketed by Colgate-Palmolive.

Rinso, the original market leader during the 1940s and 1950s, was losing market share because it had not performed as **well** in machine wash as it did in hand wash. Housewives rated Rinso unfavourably in attributes related to the washing machine; for example "doing a good wash in a washing machine" and "effect on washing machine" (See Table 3).

Persil was not highly regarded by housewives in the early 1960s. The reformulated advertising which stressed Persil's efficiency in a washing machine had not succeeded in improving housewives' perception of Persil. Persil had in fact received the lowest scores

among the five brands in "doing a good wash in a washing machine" and "effect on washing machine" (See Table 3).

Surf, the first synthetic detergent from Unilever, did not rate as highly as Omo or Fab amongst all housewives for "effect on the machine" and "doing a good wash in a washing machine". Surf was also considered unsatisfactory in "dissolving" and did not score as well for "extra dirty clothes",

Surf's washing machine campaign during the late 1950s seemed to have done little to mitigate the unfavourable association of Surf and washing machines,

With two soap powder and an NSD brands rated poorly in washing machine performance, Lever and Kitchen was threatened with losing a market which it had dominated for more than three decades. The Company had one other entrant which was launched in 1956.

After more than five years on the market, Omo had an extremely low brand awareness and trial rates among housewives in the early 1960s (See Tables 4 & 5). Even as late as 1963, Omo was still an "unknown" to nearly half of all housewives interviewed in a Brand Rating Survey conducted in five Australian cities.

Among Omo's preferers, the brand showed excellent promises. It had scored well in "cleanness",

TABLE 3

RELATIVE IMPORTANCE OF ATTRIBUTE FOR DETERGENTS

Base: All Housewives in Each group (Weighted)

ATTRIBUTE	ALL HOUSE- WIVES N =422 Score	WASHING MACHINE OWNERS N=366 Score	NON- WASHING MACHINE OWNERS N=76 Score	BRAND PREFERRED				
				RINSO N=186 Score	PERSIL N= 64 Score	SURF N=79 Score	OMO N=60 Score	FAB N=118 Score
1. CLEANNES	177	179	179	174	171	180	185	185
2. WHITENESS	173	172	176	166	183	178	179	181
3. RINSING	166	167	163	161	139	179	185	171
4. EASE ON CLOTHES	155	159	144	161	173	148	151	149
5. EXTRA DIRTY CLOTHES	151	148	149	152	174	134	160	156
6. DISSOLVING	135	130	158	135	143	128	154	134
7. WASH IN WASHING MACHINE	134	164	-7	124	117	132	169	154
8. ECONOMICAL	127	126	142	141	107	123	132	121
9. EASE ON HANDS	125	117	146	122	109	141	144	115
10. BRIGHTNESS OF COLOURED	124	125	109	110	161	119	121	142
11. EFFECT ON WASHING MACHINE	123	149	-23	115	102	116	160	129
12. AMOUNT OF SUDS	118	115	114	129	129	120	116	110

Note: Attribute Ratings taken in 1962
 Attribute score on a four point scale
 (Extremely important +2/Quite important +1/
 Not so important -1/Not important at all -2)

"whiteness" and "amount of suds", More importantly Omo was rated highly on "effect on washing machine" and "doing a good wash in washing machine",

Fab in 1962 had secured a position in the laundry detergent market. It had received relatively favourable scores in many of the major attributes, in particular, "cleanness", "whiteness", "good wash in washing machine" and "extra dirty clothes" (See Table 3). After merely two years on the market, Fab had achieved a good level of brand awareness nationally, Advertising content recall of its claims were very encouraging (See Table 4).

TABLE 4
BRAND AWARENESS, ADVERTISING RECALL
& RECALL OF ADVERTISING CONTENT

Base: Housewives

	RINSO	PERSIL	SURF	OMO	FAB
	%	%	%	%	%
1. Brand Awareness (All Homes)	84	65	55	35	49
2. <u>Advertising Recall</u> (All Homes)					
On display in shops &/or shop windows	44	25	29	18	40
<u>Advertising</u>					
In any medium	34	19	25	16	31
On TV	25	15	20	14	23
On Radio	7	4	4	2	7
In the Press	6	3	3	1	4
3. <u>Content Recall</u>					
Washes Whiter	15	16	9	6	10
Washes Brighter	6	3	1	6	5
Washes Cleaner	3	1	2	2	6

(Note: The survey was conducted in five Australian cities (Sydney/Melbourne/Adelaide/Perth/Brisbane) during 1960/61)

TABLE 5
BRAND USAGE IN FIVE CITIES, 1960

Base: Housewives

<div> <div>BRAND</div> <div>USAGE</div> </div>	RINSO %	PERSIL %	SURF %	OMO %	FAB %
USED YESTERDAY	30	9	12	5	11
USED IN PAST WEEK	49	19	21	10	19
USED IN PAST MONTH	60	28	31	17	30
USED IN PAST THREE MONTHS	67	35	42	27	41
EVER USED	93	77	74	58	60

(Note: The five cities were Sydney/Melbourne/Perth/
Adelaide/Brisbane)

Three distinct periods can be found in the Australian laundry detergent market from 1900s to 1960s.

During the first period, pre-1900 to 1914, the market was occupied by well established local manufacturers notably J. Kitchen and Sons and W.H. Burford and Co. These companies created effective barriers to entry which multinationals like Unilever found them difficult to overcome. The strategy employed by Unilever to penetrate the Australian market was to buy up its competitors.

The second period, 1915 to 1959, was dominated by Lever and Kitchen which successfully employed a two-brand policy throughout the period. Rinso became the market leader with its "gentle, thicker and richer suds" positioning preferred by housewives who washed the family clothing and dishes by hand.

The late 1940s witnessed a social revolution as the washing machine became an essential item in the average Australian household. Many of the properties of hand-wash soap powder became unimportant to washing machine owners. Although Lever and Kitchen repositioned Rinso and Persil as powders suitable for both hand- and machine-wash, these traditional soap powders were not as good for washing machine usage as the new synthetic or non-soapy detergents (NSDs). Lever and Kitchen delayed its decision to switch from soap powder to NSDs and created a market opportunity

for a new entrant into the market,

The third period, from 1960 onwards, saw a new player Colgate-Palmolive in the detergent arena, Fab detergent quickly secured a position in the market and Lever and Kitchen countered by promoting its detergent brands Omo and Surf, Soap powder share of the market declined rapidly throughout the 1960s. Colgate-Palmolive had overcome the barriers to entry set up by Lever and Kitchen for more than three decades by investing in a new technological development and seizing the opportunity created by market transition,

9. DISCUSSION

When there are major changes in the usage habits of consumers, the positions of Leading brands are threatened, Under such circumstances, market leaders may choose to protect their status quos by simply repositioning the brands to meet the new market demands. Such a strategy does not involve significant modifications to the products concerned. However, it is important to note that products which are designed and formulated for one mode of usage do not fully satisfy the needs created by new usage habits. A mere product extension strategy may be highly vulnerable during times of market transition, New usage habits may effectively constitute a "new" market altogether and a product development strategy may be more appropriate,

10. EXHIBITS

10.1 LIST OF EXHIBITS

NO.	ADVERTISEMENT	SOURCE	DATE
1	PERSIL	WOMAN'S WEEKLY	OCT. 28, 1939
2.	PERSIL	WOMAN	AUG. 1, 1949
3.	PERSIL	THE AUSTRALIAN WOMEN'S WEEKLY	APRIL 17, 1957
4.	PERSIL	THE AUSTRALIAN WOMEN'S WEEKLY	JULY 24, 1957
5.	RINSO	THE AUSTRALIAN WOMEN'S WEEKLY	AUG. 4, 1948
6.	RINSO	WOMAN'S DAY	FEB. 28, 1949
7.	RINSO	THE SUN NEWS-PICTORIAL	JUNE 1, 1953
8.	RINSO	THE AUSTRALIAN WOMEN'S WEEKLY	JAN. 23, 1957
9.	BENDIX	THE AUSTRALIAN WOMEN'S WEEKLY	APRIL 17, 1957
10.	MALLEYS	THE AUSTRALIAN WOMEN'S WEEKLY	APRIL 17, 1957
11.	AN AD. PLACED BY THE HOME LAUNDRY MANU- FACTURERS' OF AUSTRALIA	THE AUSTRALIAN WOMEN'S WEEKLY	APRIL 17, 1957
12.	RINSO	THE AUSTRALIAN WOMEN'S WEEKLY	APRIL 17, 1957
13.	SURF	THE AUSTRALIAN WOMEN'S WEEKLY	MARCH 13, 1957
14.	SURF	THE AUSTRALIAN WOMEN'S WEEKLY	JULY 24, 1957

PERSIL NOW EVEN BETTER

AFTER 2 YEARS CAREFUL PREPARATION
NEW PERSIL IS READY. NEW PERSIL
WILL CARRY ON! FOR NOW, MORE THAN
EVER, YOU NEED ITS EXTRA HELP

"Whites washed
even whiter.
Colours come
Brighter.
Woollies Softer.
in Easiest Wash
we ever had!"

—SAY 14,000 WOMEN
AFTER TESTING



ONE WOMAN TELLS ANOTHER!

The news soon travels. One woman tells another, and before long you'll hardly find a home where the new, even better Persil isn't being used.

BEFORE this new Persil came on the market, 14,000 women secretly proved in advance every claim made for it. They tested it for months—without prejudice, too, for it was issued in a plain nameless packet. Their verdict will be your verdict. Persil has always given beautiful results. But this new Persil proves that the wonderful Persil oxygen action can give even better results. The famous Persil Whiteness is now whiter still, putting all other whiteness in the shade. What is more, your precious silks are worn safer now, their daintiness more lasting. And the fluffy softness of the woollens, the brightness of the colours, will make you prouder than ever of your wash.

AND THESE 3 BIG EXTRA ADVANTAGES



**NO
MIXING—**
Easier
Wash

You just shake new Persil on to the water, swish with your hand, watch the lather foam up—and there, so quickly, so easily, you're all ready.



**EXTRA
LATHER—**
For Fine
Wash

A deep foamy lather which gets right in and in—just a few gentle squeezes and all dirt vanishes from your silks and woollens.



**PREVENTS
SCUM—**
Easier
Rinsing

Even in the hardest water, with new Persil, you get no trouble with scum. That means easy, perfect rinsing to help you to perfect whiteness.

THE *New* PERSIL—but the old prices 3½^d & 6^d



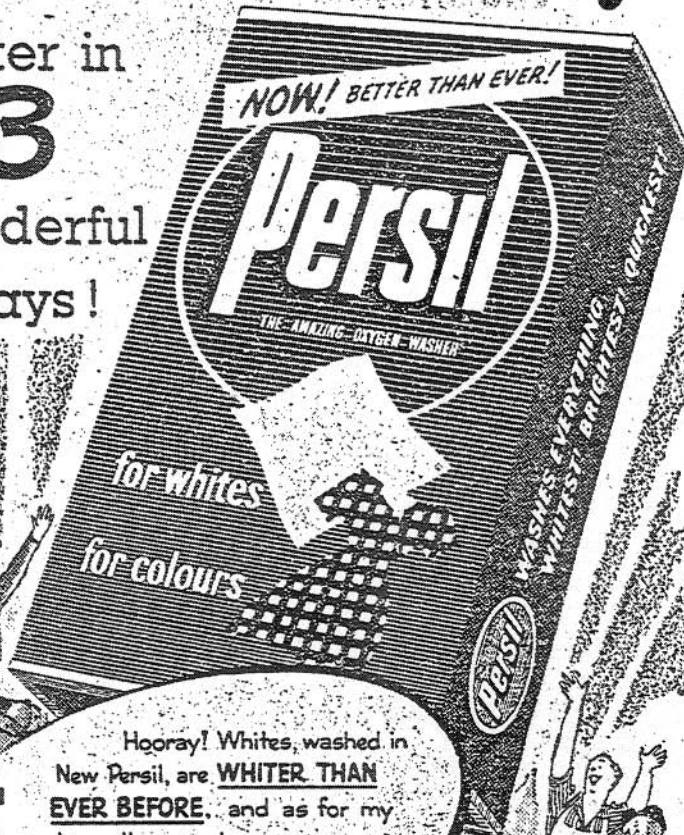
PER 746-414-C5

EXHIBIT 1

Housewives everywhere acclaim

New *better-than-ever* **PERSIL!**

Better in
3
wonderful
ways!



1 Hooray! Whites, washed in New Persil, are **WHITER THAN EVER BEFORE**, and as for my coloureds - yellows, reds, greens are so much **BRIGHTER** - browns, blues, greys look **RICHER** than I thought possible!

2 And so easy to use! Simply sprinkle New Persil into the water, swish with the hand and those oxygen-charged suds are ready for work.

3 In a **BIGGER, BRIGHTER** packet, too! Another good reason why I'll always buy New Persil!

EXHIBIT 2

GET NEW *better-than-ever* PERSIL NOW —
SEE THE **EXTRA-DAZZLE** IN ALL YOUR WASH!

P.3.102W



**What
a
picture!**

Persil-white is so bright and sunny it puts ordinary whites right in the shade! Yet that perfect Persil whiteness is simply — perfect *cleanness*. Millions of busy suds work through and through the weave, carrying off the dirt, not some of it, not most of it, but all of it. And Persil is gentle with ALL the wash — kind to hands, too.

**A in copper or
washing machine**

**Persil washes
whiter**



You can have softer, smoother hands on washday

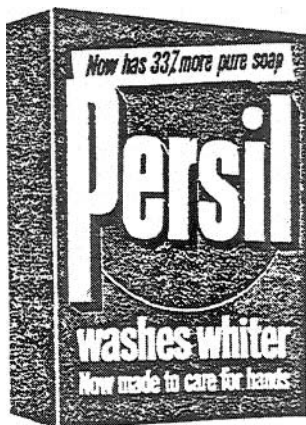
NOW! NEW PERSIL MADE TO CARE FOR YOUR HANDS

...because New Persil now contains
33% MORE PURE SOAP

New Persil has a wonderful new gentleness your hands will love. Its softer, soapier suds treat skin and nails with very special care and kindness, keep hands smooth and pretty, no matter how big your wash.



GIVES THAT *FAMOUS PERSIL WHITENESS* EXTRA GENTLY



New, milder Persil is the answer to every woman's wish *for* greater hand care on washday. Now you can have softer, smoother hands as well as that famous Persil whiteness. You will find that the suds are softer, soapier, longer-lasting than ever before because New Persil now contains 33% more pure soap. And these same busy suds work through and through the weave, gently easing out *all* the dirt. Persil washes whiter because it washes cleaner...and with a special new gentleness your hands will love.



PERSIL WHITENESS IS GUARANTEED

P 152 WWF

THE AUSTRALIAN WOMEN'S WEEKLY - July 24, 19



Visitors on
washday?
It's easy!



Rinso's
THICKER, RICHER
SUDS will do all the
hard work for you



See if you don't get your whole wash on the line hours sooner when you change to Rinso! No rubbing and scrubbing to make arms ache! No bending over tubs all morning! A sprinkle of Rinso in the water . . . a whisk or two with the copper stick . . . and Rinso's thicker, richer suds give you a wash as clean as can be—without any hard work for you.

Listen to

Australia's Amateur Hour

Every Thursday Evening

The Australian Woman's Mirror Aug 4, 1948
Vol. 24 no 37

Z.264.82.

EXHIBIT 5

For the brightest wash-

RINSO IS THE VERDICT



NO
ONE NEED
BE GUILTY OF
RUBBING CLOTHES
NOW WE HAVE
RINSO'S
THICKER, RICHER
SUDS.



THAT'S
EVERYBODY'S
JUDGMENT!
FOR WHITER
WHITES AND
BRIGHTER, GAYER
COLOURED -
RINSO EVERY
TIME!



RINSO
IS CAPITAL
PUNISHMENT FOR
STUBBORN GREASE
MAKES DISHES,
SILVER, GLASSWARE
GLEAM LIKE A
POLICEMAN'S
BUTTONS!



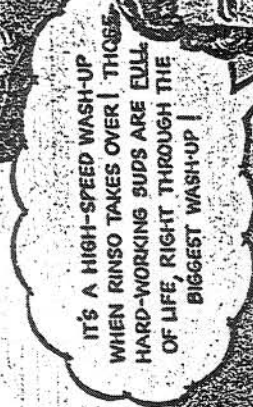
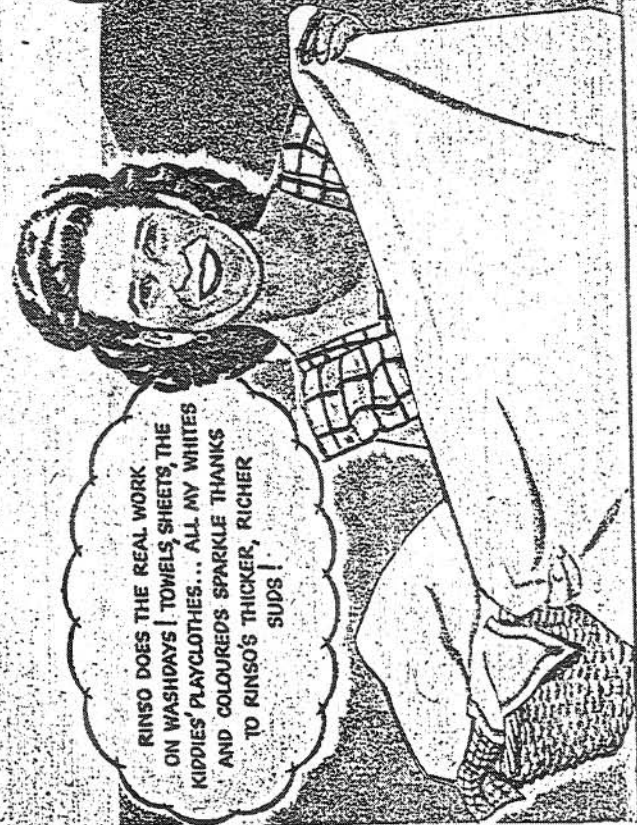
Z.279.122.

EXHIBIT 6

Seven to Care for!

RINSO's thicker, richer suds do the work for this big family

Like thousands of Australian housewives, Mrs. Newlands has proved that Rinso makes wash-day easier — that those thicker, richer suds are best for *everything*, whites, coloureds, dishes!



Mr. & Mrs. Newlands of Bealey Rd., Camptle and their 5 children: Allan, Ronald, Rosalind and twins Gregory and Elaine ready for a day on the beach.





Everything in the wash as bright as Sydney Harbour with RINSO's Richer, Softer Suds

A LOVELY DAY — and everyone at the Sourdin house up with the birds! For today a mother's washing day and after that a visit to Grandma, who lives on the other side of the harbour. When young Mrs. Sourdin finished hanging out two big baskets of clothes, she proudly dressed her two darlings in their pretty cool cottons.

Brighter than Brand-new

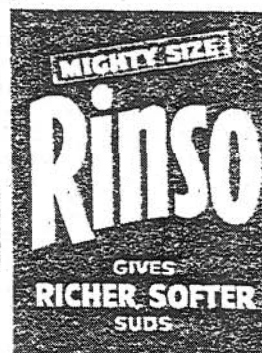
Just like all the gay coloureds she leaves fluttering on the line at home, those sunshiny-yellow dresses are washed regularly in Rinso. "I have never used anything but Rinso in the washing machine since the day I was married," Mrs. Sourdin says. "You can see the dazzling effect those suds give, even

while the wash is still on the line."

Many proud mothers — seven out of every ten housewives in Australia, in fact — seem to share Mrs. Sourdin's enthusiasm for Rinso. They know that those richer, softer suds do a better washing job all through.

Rich, soft suds are safe

It means so much to women who have a lot of washing — and washing-up — to know that you can safely put hands into creamy Rinso suds without spoiling their prettiness. Why not try Rinso? For your hands' sake?



Rinso is the only product recommended by the makers of all leading washing machines* —

NEW *Self Heating* **BENDIX**

NEEDS NO HOT WATER SYSTEM

...it's completely automatic. From the day your Bendix is installed you need never wash your clothes by hand again.



ONLY BENDIX can give you all these features

- ★ Takes the biggest effective washload.
- ★ Warm rinse - exclusive to Bendix.
- ★ Needs no bolting down, no costly installation
- ★ Simple controls - easy access.
- ★ Exclusive front porthole door, with safety lock.
- ★ Bendix famous rumble-action washes thoroughly and more gently.
- ★ Porcelain-finished cylinder protects your clothes
- ★ Spin-dries and switches off automatically

KIRBY · CROSLEY · BENDIX PRODUCTS
DISTINGUISHED FOR QUALITY AND LEADERSHIP

Page 46

EXHIBIT 9

Have a free demonstration at your local dealer now ..and whether you choose BENDIX for use with a hot water service, or this new entirely self-heating model, you may be sure those tiresome washdays are over for ever BENDIX will wash automatically, whiter and cleaner, nylon to blankets, while you relax

From **198 guineas** [15 guineas extra for Self-Heating feature]. Slightly higher in country areas, WA and Tas.

Free literature for you

Get fully illustrated free literature that explains simply the advantages of owning your own Bendix—fill in your name and address below and send to James H. Kirby Sales Pty. Ltd., Box 9, Post Office, Camperdown, New South Wales.

NAME _____

ADDRESS _____

MALLEYS Automatic Demonstration

"Well, what I think is really special is the way it washes everything . . . even woolies and baby clothes. I'm sick and tired of hand-washing. Oh, wouldn't I love a Malley's!"

And did you notice how lovely and clean the clothes are? That's what I like—the cleanness and the spin dry. And to think it does the whole thing by itself, while you're shopping or visiting! Talk about automatic."

"Yes, I do have a hot water system . . . but my old washer just eats it up. On washdays I don't have enough left for baths and doing the dishes. It would be wonderful to have a machine that heats its own water — and just look at the enormous load."

"Apart from everything else, it looks so lovely, doesn't it? Just imagine what it would do for MY laundry! What the neighbours would say. Why don't I trade the little wringer machine I'm using now?"

The gay canvas canopy over the Malley's is used during store demonstrations. This scene was sketched during an actual demonstration in the appliance section of a Malley's Retailer.

Of course every woman wants a
MALLEYS Automatic

The fully automatic washer that does not need a hot water system

Every woman deserves a washing machine!



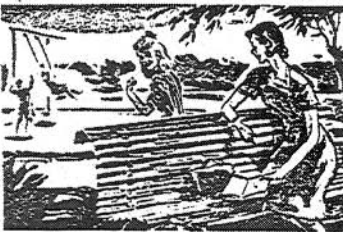


**"She'll find out, as I did, that
her Washing Machine is
HER MOST PRIZED POSSESSION"**



"If I'd had a Washing Machine when I was a young wife, things would have been different. The memory of that horrible, steamy laundry isn't a pleasant one. The countless hours I spend slaving over that copper, lifting out heavy wet washes . . . But since I've had a Washing Machine I know it's silly for a young girl, or anyone for that matter, to do unnecessary and sometimes harmful, backbreaking drudgery.

What had to be good enough for us is certainly not good enough for our daughters. To-morrow's bride or to-morrow's grandmother — you owe it to yourself to find out just what's happened to Mondays!" Get the full story on just how easy it is to own a modern Washing Machine. See your local Electrical Retailer to-day. Ask for a home demonstration if it's more convenient. He will be glad to oblige.



MORE TIME FOR LEISURE:

Only a machine could wash as fast and do it so gently and so well. You'll save most of Monday with your own Washing Machine.



NO MORE DRUDGERY:

Your washer does the heavy work—washes cleaner than ever—doesn't wear out your clothes, or you—leaves you . . .



MORE ENERGY FOR OUTINGS:

You won't know it's been washday when you own a Washing Machine. You put in the clothes—your washer puts in the work—leaves you feeling on top of the world, ready for anything!



MORE CLEAN CLOTHES:

It's no effort to find in the four slightly soiled cloths that a pre-washer days could have seen another wearing.

**EWD
WM**

EVERY WOMAN DESERVES A WASHING MACHINE



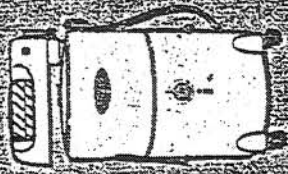
THE HOME LAUNDRY MANUFACTURERS' ASSOCIATION OF AUSTRALIA A Division of the Chamber of Manufacturers of N.S.W.

A WASHER GIVEN AWAY EVERY DAY IN APRIL

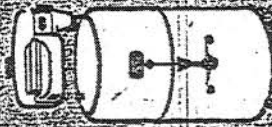
Just for completing this simple
Rock 'n' Roll Jingle...

It's National Washing Machine Month—hey!
Here's what all the leading makers say
Use only Rinso, Rinso in your machine
To get a wash that's sparkling clean
Those Rinso suds will work for you

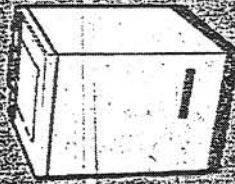
(Example: To get clothes whiter, brighter than new)



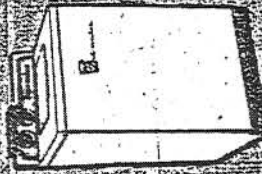
MALLEY'S
WHIRLPOOL



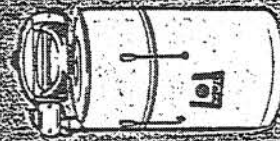
POPE
TWINOMATIC



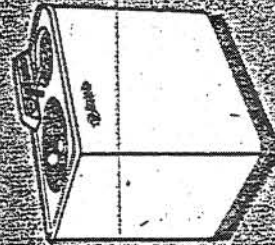
SIMPSON
AUTOMATIC



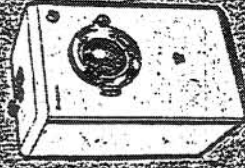
HEALING
THOR



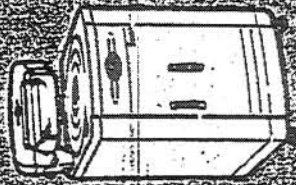
HOTPOINT



COLDA
DOUBLE TEN



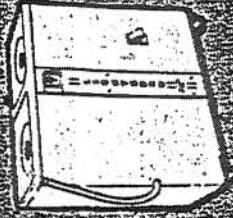
REGINA
DEVON



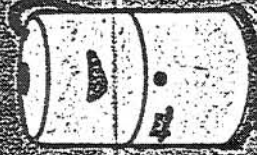
WILKINS
SERVIS



HOOVER



LIGHTBURN
CONSOLE



TURNER
SAPPHIRE

EXHIBIT 12

Why all leading washing machine makers

See the dirt fall out!

Watch this modern detergent, Surf, perform a washing miracle.



"COME INTO THE LAUNDRY AND SEE FOR YOURSELF!"

I set my sister wash a pair of my son's shorts in Surf. We could see the dirt fall out—stream out. She was amazed! "I've never seen my-thing as good at Surf before," she said. "I thought it was just another soap powder—but now I can see what a marvellous improvement it makes!" "Yes," I said, "it's certainly worth every penny you pay for it!"

WORLD-FAMOUS SURF GIVES YOU THE WORLD'S CLEANEST WASH



"Nothing's as marvellous as Surf in our hard water," writes Mrs. L. Sanders of Whyalla, S.A. "It makes lovely suds in a minute, and it doesn't leave any of that awful scum. My wash is cleaner than it's ever been!" Even in hard water, Surf gives you the World's Cleanest Wash. Unlike conventional soap powders, Surf, the modern powder detergent, makes piles of wonderful suds right away, yet it's so mild—Surf leaves hands pretty to see.



"Surf makes my coloureds come out dazzling," writes Mrs. D. Sinclair of Armadale, Vic. "My sheets and pillow-slips are the brightest I've ever seen. And no matter how dirty my husband's overalls get, they always come clean with Surf!" Surf acts like a magnet—grabs dirt, draws it out of the clothes. Then, with only one rinse, your whole wash is wonderfully clean—cleaner than it's ever been—the World's Cleanest!

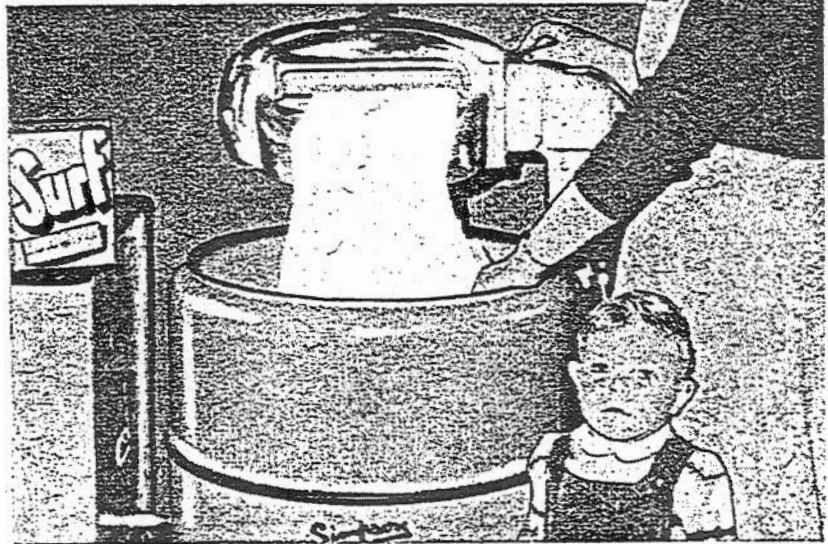


BEST FOR DISHES TOO

EXHIBIT 13

**"Now, I'd never use
anything but SURF
in my Simpson
washing machine"**

Mrs. D. R. Mitchelson, Birkenhead, S.A., writes:



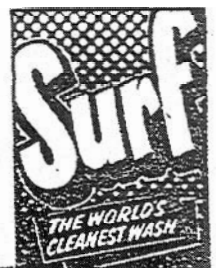
"Baby's nappies are the best test for any washday product --- or machine --- in my opinion. It's easy to boil them till they harden and the stains get really set in. Now, with Surf and my Simpson, the nappies are perfect. They're whiter and softer. Even without boiling."

"Surf means less work to me on washday. No grey, greasy scum at all! So most of my wash goes through with only one rinse --- yet both whites and colours are brighter than I've ever seen them since they were new."

"Surf gives me the cleanest washing machine, too! When that last rinse drains away, it leaves the inside clean as a new pin."

EXHIBIT 14

**Surf gives you the
WORLD'S CLEANEST WASH!**



SF.28.WW62gD

11. REFERENCES

Ansoff, H.Igor, Corporate Strategy, New York, McGraw-Hill, 1965

Fieldhouse, D.K., Unilever Overseas: The Anatomy of a Multi-national, 1895-1965, London, Croom Helm, 1968.

Layton, R.A. (Ed.), "R.M.Gow & Co.Ltd.: The Ease Marketing Story" in Australian Marketing projects: Hoover Award for Marketing, 1973, Sydney, John Sands Pty.Ltd., 1974.

Shoebridge, Neil, "One-Two Is Colgate's Selling Punch", Business Review Weekly, October 10, 1986, pp.95-98.

Shoebridge, Neil, "Colgate Pulls Ahead in the Laundries of Australia", Business Review Weekly March 11, 1988, pp.71-73.

Shoebridge, Neil, "The Push Pays Off for New-Look Lever and Kitchen", Business Review Weekly January 13, 1989, pp.60-62.

Unilever Publications:

1. Profitable Innovation - A Guide to Good Marketing Practice in Unilever, July 1971. A Marketing Division Publication.
2. Advertising Research - A Supplement to the Unilever Plan for Good Theme Advertising, 1981. A Marketing Division Publication, July 1981.
3. Unilever in Australia, 1988.
4. Consumer Research in the Development of NSD Bars: Discussion and Recommendations. Overseas Research & Applications Centre, Unilever Research Laboratory, Port Sunlight, March 1981. (Internal circulation only).