Due to the excessive market dominance of Unilever in home care and personal care categories, they had the strength to operate with strict trading terms that were not solicited by the trade who had no option but to follow. This market sentiment was providing a hint to the Hemas who had already made headway with their ‘Cheramy’ brand to consider toothpaste to be launched through their FMCG Category. There was a similar situation successfully captured by Balsara in India fighting against 4 multinational giants with their ‘Promise’ brand that was introduced with clove oil. After launching the product in 1978, within a very short period of 5 years, they became the 2nd biggest player below ‘Colgate’. Any successful new product development has to commence the journey with idea generation. In the Clogard story, it is a classic example of picking the idea from the market itself which is the most important place for a success or failure of a product. The opportunity had already been created due to the success of their ‘Cheramy’ that pitched against ‘Pears’ of Unilever. They were in the best position to leverage on the support from the trade to challenge the dominance of a giant who had the power to control the trading condition to their favor. In the stage of idea screening, the cost factor has to be evaluated. That is where the second hand machine that had been brought in but not used by ‘Lankem’ came to the radar screen of Hemas. Following all the steps up to commercialization successfully, Hemas demonstrated that a properly executed theory can bring the ultimate success.

In the case story, the birth of the local giant Heams is discussed along with significant milestones of their journey. A family business turning into a world class conglomerate cannot happen unless utmost professionalism is imbedded with the family members who are in the driving seats. That conversion does not happen overnight and it is a process that has to be managed carefully within a reasonable period of time. When Hemas became a reasonable challenger in the FMCG Market, they got into accelerate mode. Identifying the core competence was done by them successfully in the area of toothpaste since there were many failures experienced by some other local giants still operating in the market. Those companies were not failures looking at the businesses run by them but they all had failed in toothpaste business and that was a huge challenge taken by Hemas. While looking at the failures in the local market, there was one success story in the nearby India where a local company had successfully challenged the toothpaste market of India dominated by 4 multinationals. Balsara in India had become the 2nd biggest player with their ‘Promise’ brand within a very short period of time due to their insights on the Indian Consumer. They launched the first toothpaste in India with clove oil and managed to occupy the above position within 5 years.