

mentioned that the appeal from the collective of lubricant importers has been considered by him, and he will call for regulation of all conventional and synthetic oil importers. In view of the statement of the Hon minister, Trade Mines made a policy decision to appeal for an import license to the Department of Import Control under a copy to The Public utilities commission.

A considerable time was involved in the decision-making process and subsequently after a period of over three months, the government responded that a license cannot be granted to Trade Mines for the import of synthetic oils. It is believed that the government has taken a policy decision to limit the number of licenses being issued to lubricant importers to further regulate and consolidate the market. With the government decision in play the BoD immediately decided to curb all imports of synthetic lubricant and greases from Waxpol. By the time the decision was made, Waxpol lubricants were contributing to almost 70% of the total turnover figure. The entity was relying heavily on the lubricant part of Waxpol, that it had lost interest on the primary set of products which were meant for automobile appearance enhancement. At the board meeting, immediately after the decision to withdraw the synthetic oil was taken in to consideration two key elements were being discussed by the Board. A) To have a bridging plan to recover the lost revenue due to the discontinued sale of synthetic oils in the portfolio and B)To consider the portfolio of product mix being mismatched between Sri Lanka and India.

After the BCG portfolio analysis, the management wanted to critically relook at the relative product positioning in the market in retrospect to the brand repositioning principles by Martin Lindstrom. However, the product being badged under the convenience range actually in Sri Lanka started to repel the consumers as they were unaware of Waxpol's proficiency in the hardcore wax and polish market. The full campaign which took flight under the slogan of "Painters trust Waxpol convenience" kind of backfired where the local consumers did not trust the convenience range to provide performance up to the hardcore level. Waxpol was continuously trying to pitch the product to professional auto painters and detailers pressing them to use the product, but the concept of "convenience" was driving this category away. The casual user did not want to risk using the product as it was positioned as a professional detailer's material. They did not prefer to use a professional use product and then risk any unanticipated damages to their paintwork, and even the channel was not encouraging casual users to try it. The primary damage was done at the activation point itself. The management immediately noted that there has been a fatal flaw in the original