

# Case Study Draft: How FOGG Used ₹500 Cr Formula to Outperform AXE

## Introduction

In the Indian deodorant market, AXE (by Unilever) was long seen as a strong player—global brand, high aspirational value. But FOGG, an Indian brand, executed what many consider a miniature masterclass in brand strategy: the ₹500 Crore formula. The aim: win back consumers through sharp pricing, localized marketing, clever packaging, and by truly listening to what users wanted.

---

## Background & Challenges

- AXE had brand recognition, international marketing muscle, and aspirational positioning.
  - But it faced issues: for many Indian users, AXE's price point or pack sizes didn't always match everyday affordability.
  - The deodorant / body spray market grew with many user segments looking for value, frequent usage, localized scents, and availability.
- 

## FOGG's Strategy (What the ₹500 Cr Formula Entailed)

- 1. Affordable Pricing & Value Packs**  
FOGG introduced smaller or more economical pack options that reduced the entry barrier. The “₹60 trick” mentioned in social clips suggests a low price point pack that tempted new buyers. [Instagram](#)
- 2. Repeat Sales Focus & Distribution Depth**  
Ensured availability even in non-metro, smaller stores. Encouraged repurchase via consistency in availability, promotions, refill packs etc. [Instagram+1](#)
- 3. Localized Marketing & Consumer Insight**  
Understanding what Indian users want: scents, value, style, affordability. FOGG likely customized its messaging and product mix to Indian tastes more than global brands do.

#### 4. **Innovation in Packs / Product Mix**

Smaller packs, varying fragrance profiles, perhaps more frequent launches or variants to keep interest high.

#### 5. **Leverage Brand Perception + Word of Mouth**

Using social media, influencer trends, “₹500 Cr case study” narrative helps build credibility and buzz.

---

### **Impact**

- FOGG captured significant market share from AXE. In many reports, AXE saw its share drop as FOGG’s momentum rose. [Instagram+1](#)
  - Strong repeat purchase behavior; value users stuck with FOGG.
  - FOGG’s sales scale increased (₹500 Crore is large for this category), meaning the formula wasn’t just short-term hype.
- 

### **Key Takeaways / Insights**

- Local brands can beat big global ones if they optimize for what everyday consumers care about: price, availability, relevance.
- Micro-segments matter: small pack sizes, low price, good fragrance or perceived value can unlock large volume.
- Having the right distribution (small shops, non-metros) is often more powerful than flashy advertising.
- Repeat purchase and product refresh (variants, new scents) build loyalty and sales consistency.
- Messaging that shows “you understand me” (local scents, value, affordability) goes a long way.