

# Market Analysis and Sales Strategies for Swiss Brush Based Products

Consulting Project China Management Design for Ebnat Ltd.



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# Market Analysis and Sales Strategies for Swiss Brush Based Products

**Ebnat Ltd. wants to evaluate the market potential of their products and services in China. Therefore, they assigned a team of students from Tongji University and FHS St.Gallen to elaborate appropriate strategies and concepts to enter the Chinese market with the current offerings and find potential partners for the oral and space care markets.**

## Ebnat Ltd.

Ebnat Ltd. produces and sells interdental, dental, household cleaning and industrial brushes and is the Swiss market leader in all segments. Ebnat Ltd. has its own labels and also produces for other labels. The client base includes leading Swiss retailers. Ebnat's take on innovations, product quality and design, usability and sustainability position it in the premium segment. It has 175 employees and manufactures about 1.3 million articles per day at its production site in Ebnat-Kappel.

## Proceeding

The project is built upon an analysis of the current situation and the research design. Using these first steps, the team conducted more than 40 interviews with experts and potential partners. With the findings from this research, the team then pointed out possible entry points into the Chinese oral and space care markets. Based on the analysis of the current situation, findings and entry points, a SWOT analysis was created. Subsequently, the team developed a strategy regarding how to enter

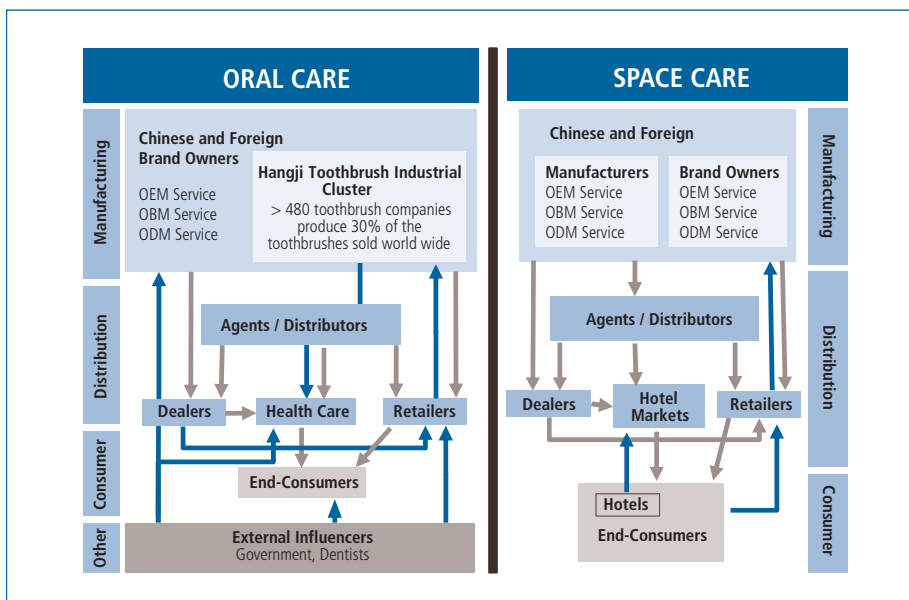
the Chinese market for both markets. Furthermore, recommendations about products and services were made.

## Results

All segments of the toothbrush market are highly competitive. 22 % of the money spent on oral hygiene products are used for toothbrushes. The two top players in the industry are Colgate and Procter & Gamble.

Chinese consumers do not have high quality requirements for space care products. Apart from a few top brand owners, there are many small factories and family workshops. The time to market is very short as there are manufacturers that can deliver a product, including its design, within 30 days.

The team evaluated multiple strategies for a market entry which were analysed and prioritised. Furthermore, an action plan which combines strategic measures on company, product and service levels was developed. Apart from product and service recommendations, the team also advised Ebnat Ltd. on which steps should be taken next.



## CONSULTING PROJECT CHINA

Management Design 2014

### Project Team (f.i.t.r.)

Pirmin Blumenthal, University of Applied Sciences St.Gallen, Vella GR

Zixuan (Jade) Cao, Tongji University, Shanghai  
Oliver Meli, University of Applied Sciences St.Gallen, St.Gallen

Dan (Melody) Huo, Tongji University, Shanghai  
Philip Baumgartner, University of Applied Sciences St.Gallen, St.Gallen / Project Leader  
Chunxia (Dora) Han, Tongji University, Shanghai (missing on the photo)

### Client

Ebnat Ltd., Ebnat-Kappel

Pius Thoma, Director

Alessandro Poncioni, Key Account Manager

www.ebnat.ch/en



The project was very interesting for us, especially because we had the opportunity to accompany the team to China. We discovered the students' pragmatic, target oriented

and exceptional determination for performance. The results of their work are very valuable and supportive for our company's future strategic decisions.

### FHS-Coach

Mathias Kleiner



### Tongji-Coach

Prof. Ming Yao



The commitment of all participants was outstanding! The students benefited from a highly involved client and the team paid it back with a well-founded report. The team outlined the opportunities and risks in the markets and developed suitable strategies for Ebnat in a comprehensive way. They not only achieved very ambitious goals but also managed to work in an intercultural project team very well.