



## 慶應義塾大学ビジネス・スクール

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### Sunstar Inc.

In November 2006 Sunstar Inc.'s Media Promotion Division was examining its marketing communications strategy for toothbrushes, one of its key products.

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The toothbrush is one of the main categories of oral care, along with toothpaste, mouthwash, and dental floss. The toothbrush is an important category for Sunstar, which has been providing products to the oral care market for many years. Since the toothbrush has a close relationship with other categories of oral care, any brand management or marketing communications strategy can not be undertaken for the toothbrush alone.

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Oral care is Sunstar's primary business, and in 2006 it accounted for about 81% of Sunstar's consolidated sales of 69.2 billion yen. To deal with rivals coming up from behind in this core business division, the Media Promotion Division was looking for an effective marketing communications strategy for oral care products, particularly for toothbrushes.

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#### History of Sunstar Inc.

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As of October 2006 Sunstar consists of four business operations-fields. They are the Mouse and Body and the Health and Beauty operations-fields of Sunstar Inc., and the Chemical and the Motorcycle operations-fields of Sunstar Engineering Inc. Although Sunstar has a strong image in oral care, such as toothbrushes and toothpaste, the company started with manufacturing and sales of rubber glue for bicycles and other bicycle parts. Sunstar's origins are closely related to two-wheeled vehicles.

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In September 1941 Mr. Kunio Kaneda, who would later become the first president of Sunstar Inc., established the Teikoku Godo Gomu Kogyo Ltd. in Osaka and started manufacturing rubber glue for bicycles and footwear. In 1946 the first Sunstar Toothpaste was created. The same technique used to

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