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Executive Summary

Bombay Shaving Company (BSC) was founded in October 2015 by Shantanu Deshpande in New Delhi, India (Kumra, 2021, pp. 1, 3). At the time, the men's grooming market in India was underdeveloped and largely overshadowed by a female-dominated beauty industry. Deshpande conducted thorough research and found that the average Indian man spent 43 minutes and used 3-4 products for daily grooming (Kumra, 2021, pp. 2–3). Recognizing this opportunity and consumer need, Deshpande launched BSC to fill the gap in the market. Since then, the company has continued to thrive by leveraging extensive consumer research and building a sustainable, data-driven business model. Through tools like heatmaps, A/B testing, and personalized content, BSC has effectively identified the behavioral and psychological patterns that drive consumer decision-making.

Personalization emerges as a critical driver of conversion. BSC leverages contextualized moment marketing, tailoring ads to individual behaviors (e.g., music preferences) and environmental cues (e.g., weather conditions). Personalized products, such as engraved razors and gift boxes, resonate with Indian cultural practices tap into psychological principles and heuristics like the IKEA Effect and confirmation bias (*see Exhibit 1*), strengthening emotional connection and perceived value.

To further increase conversion rates and consumer loyalty, BSC should expand initiatives that foster community and engagement. Recommendations include launching consumer-involved campaigns (e.g., voting on product features), participating in social impact efforts, encouraging user-generated content through contests and hashtags, scaling B2B sales via platforms like LinkedIn, and utilizing promotion-focused messaging more heavily, as it has been found to drive significantly higher ad engagement.

By continuously adapting through A/B testing and social listening, BSC is well-positioned to deepen consumer connection, increase conversion rates, and remain competitive in the male grooming market.

How can Bombay Shaving Company increase conversion rates based on data analysis of the psychologies and behaviors of shaving consumers?

BSC has leveraged data analytics to uncover key consumer behaviors and psychological patterns related to shaving product purchases. For example, BSC customers are significantly more likely to purchase products through third-party e-commerce platforms like Amazon than through the company's own website (Kumra, 2021, p. 4). Given this, BSC should prioritize its marketing efforts on platforms such as Amazon by increasing the visibility of its ads and sponsored listings.

Amazon's dominance in the e-commerce space continues to grow, with more brands competing for consumer attention. A search for "men's shaving cream" on Amazon yields over 6,000 results (*see Exhibit 2*). In such a saturated marketplace, consumer decision-making is influenced by cognitive biases like the anchoring effect, where shoppers evaluate subsequent

options based on the first item they encounter (Leach, 2021, pp. 174–175), and the primacy effect, where consumers are more likely to remember the first or last items they see (Leach, 2021, p. 183). For example, in an Amazon search, consumers are most likely to remember the shaving cream brand Edge, as it appeared first in the search results, making it the most prominent due to its prime placement (*see Exhibit 2*). To stand out, BSC should ensure its products appear prominently in search results by investing in strategic ad placements and sponsored product listings.

Further analysis using heatmaps revealed that users are more likely to click on content located on the right-hand side of a webpage. BSC applied this insight by shifting the placement of its "Broke Bank Campaign" ad from the left to the right side, which resulted in a measurable increase in click-through rates (Kumra, 2021, p. 7). This behavior can be extended across channels; for instance, links in email campaigns can be positioned on the right to capitalize on user tendencies, especially among mobile users who typically navigate with their right thumb.

Additionally, mobile usage is a dominant shopping behavior among BSC's customers, who prefer browsing and purchasing via mobile devices over desktops (Kumra, 2021, pp. 4–5). BSC has already taken steps such as reducing page load times and introducing seamless checkout options like Paytm to enhance the mobile shopping experience (Kumra, 2021, p. 4). Further improvements could include offering additional payment methods like PayPal and Apple Pay or developing a dedicated mobile app. An app could streamline product discovery, boost customer retention, and drive conversions through exclusive in-app discounts and offers.

BSC also found that customers are prone to advertising fatigue (Kumra, 2021, p. 6). To maintain engagement, BSC must regularly update and personalize its advertisements. A/B testing has shown that combining visuals with text in ads significantly increases conversion rates compared to visuals alone (Kumra, 2021, p. 7). As a result, BSC should consistently include both visual and textual elements in its advertising to maximize impact.

Last, BSC discovered that 68% of its target audience uses Instagram to engage with influencers (Kumra, 2021, p. 8). Influencers are effective at expanding brand reach, delivering strong returns on investment, and are often perceived as trustworthy by their followers. By partnering with the right influencers, BSC can significantly enhance its conversion rates.

Which of the digital analyses employed by Bombay Shaving Company do you think would be most effective to increase consumer connection and conversion rates?

BSC has successfully developed an in-house digital analytics infrastructure, incorporating tools such as heatmaps, rich media pages, customized content, personalized gift options, and product A/B testing (Kumra, 2021, p. 6). This data-driven approach enables BSC to better understand consumer behavior and refine its digital strategies accordingly.

To further strengthen consumer connection and boost conversion rates, BSC should continue employing contextualized moment marketing and A/B testing. Data reveals that consumers respond positively to personalization, not only in advertising but also in product offerings. Personalized gift options, in particular, have been well received, especially among Indian consumers, for whom gift-giving holds cultural significance (Kumra, 2021, pp. 6–7). The appeal of personalization can be linked to the IKEA Effect, the psychological tendency where people assign more value to products they've had a hand in personalizing or customizing (Leach, 2021, p. 179). This insight extends to advertising as well. Personalized ads are more likely to cut through digital clutter and foster a deeper emotional connection with consumers. When a product or message aligns with an individual's self-perception, it triggers confirmation bias, making the

consumer more inclined to engage with the brand (Leach, 2021, p. 176). To effectively tailor this messaging, BSC must engage in social listening to stay attuned to shifts in consumer identity, sentiment, and cultural influences. These are all factors often shaped by pop culture, social trends, and changes in political landscapes.

A/B testing remains a powerful strategy for improving conversion rates by providing important insights into consumer behavior. By testing two variations of an ad or strategy, BSC can evaluate which version resonates more effectively with its audience (Kumra, 2021, p. 7). This method is especially useful for understanding consumer behavior during key “micro-moments”, such as when users are discovering, watching, or purchasing a product. In a fast-paced, constantly evolving digital market, consumer preferences can shift rapidly. Ongoing A/B testing across campaigns allows BSC to remain agile, ensuring its marketing strategies stay aligned with current trends and audience expectations.

Summarize the contextualized moment marketing component of the Bombay Shaving Company marketing plan. Do you think this is an effective approach to connect with consumers on an emotional level?

As previously mentioned, BSC integrates contextualized moment marketing into its marketing strategy by delivering personalized content tailored to individual user behavior and real-world conditions. For instance, if a user frequently listens to music online, BSC may incorporate music-related imagery and content into ads shown to that user. Similarly, the company adapts to external environmental cues, such as displaying a rainy backdrop in advertisements on a rainy day in Delhi (Kumra, 2021, p. 6). These small but meaningful touches help create a sense of personal relevance, engaging consumers on a deeper emotional level.

This emphasis on personalization extends beyond advertising into BSC’s product offerings. The company has recognized that the desire for personalization also translates into a preference for personalized products. For example, BSC offers customized gift boxes, a popular feature among Indian consumers, especially during festivals when gift-giving is a cultural norm. Additionally, consumers can personalize razors by engraving their initials, enhancing emotional connection and perceived value (Kumra, 2021, pp. 6–7). These practices tap into the IKEA Effect, a psychological principle that suggests people place greater value on items they feel involved in creating (Leach, 2021, p. 179). By offering such personalization, BSC fosters a stronger emotional attachment to its products, such as gift boxes or engraved razors, ultimately increasing customer satisfaction, loyalty, and conversion rates.

What recommendations do you have for Bombay Shaving Company to effectively compete with the established market leader? Does it have a sustainable business model?

BSC demonstrates the foundation of a sustainable business model, rooted in extensive consumer research and data-driven decision-making. As highlighted by Shanky Chowhan, BSC has done successful research. The brand’s success is directly tied to its ability to conduct thorough research, enabling it to identify what strategies are effective and where changes are needed.

1. Build Community through Personalization

To foster stronger customer connections, BSC has effectively leveraged psychological heuristics, such as the IKEA Effect through product personalization and the Social Proof Effect via influencer marketing. These efforts could be expanded further to deepen community engagement. For example, BSC could launch a campaign inviting customers to vote on the next shaving cream scent or submit their own suggestions. This approach not only strengthens the feeling of consumer participation but also builds a sense of community, enhancing brand loyalty and engagement.

2. Engage in Social Impact

Beyond product and marketing strategies, BSC has the opportunity to enhance its brand image through meaningful social impact initiatives. One potential effort could involve donating razors and grooming products to underserved communities or developing nations. In a survey I conducted with 16 young male consumers (*see exhibit 3*), participants were asked: “*To what extent do a company's charitable efforts (e.g., donations, community involvement, social impact initiatives) influence your likelihood to purchase from them or view them positively?*” Using a Likert scale (1 = not at all, 5 = very likely), the responses were:

50% selected 4
31.3% selected 5
18.8% selected 4
0% selected 1 or 2

This indicates that charitable efforts positively influence consumer perception and purchase intent, with most respondents expressing at least a moderate to strong preference for socially responsible brands.

3. Encourage User Generated Content (UGC)

BSC can strengthen its community and amplify brand visibility through UGC. UGC can serve as a powerful form of word-of-mouth marketing, reinforcing the Social Proof Effect. For example, BSC could run a hashtag campaign or a contest encouraging customers to post photos or videos featuring BSC products. This would not only boost engagement, but also create buzz around the brand.

4. Expand B2B Sales

BSC has already seen success in the B2B segment. For example, a pharmaceutical company gifted BSC products to its conference attendees (Kumra, 2021, p. 4). This success can be scaled further by leveraging platforms like LinkedIn to target corporate clients for gifting, event giveaways, or employee engagement programs—expanding revenue streams beyond direct-to-consumer sales.

5. Enhance Messaging with Regulatory Focus Theory

According to Leach (2021) in *Marketing to Mindstates* (pp. 135–161), consumers are more emotionally responsive to both promotion-focused (aspirational) and prevention-focused (risk-avoidance) messaging. BSC can utilize both strategies to appeal to a broader emotional

spectrum. For example, a promotion-focused message could say “Feel more confident with our new shaving cream.” A prevention-focused message could say “Avoid razor bumps with our clean-shaving razor.” Findings from *Application of Regulatory Focus Theory to Search Advertising* (Mowle et al, 2014) suggest that consumers are up to six times more likely to click on a promotion-focused ad than a prevention-focused one. While it's important to balance both approaches to reach customers in different emotional states, BSC may benefit from leaning more heavily on promotion-focused messaging to maximize engagement.

Appendices/Exhibits

Exhibit 1: Key Consumer Heuristics Applied by BSC

<u>Heuristic</u>	<u>Definition</u>	<u>BSC Application</u>
IKEA Effect	Consumers place disproportionately high value on objects they feel they were a part of creating.	Personalized razors with initials and customizable gift sets increase perceived value of products.
Confirmation Bias	Consumers search for, interpret, and remember information that confirms their current opinions or beliefs.	Tailored ad content and personalized messaging reinforces individual identity, encouraging consumers to further connect with the brand.
Social Proof (Bandwagon Effect)	Consumers tend to do or believe things that are popular among others.	Influencer partnerships to build trust and hype.

Exhibit 2: Amazon Search for “Men’s Shaving Cream”

1-48 of over 6,000 results for "mens shaving cream" Sort by: Featured

Eligible for Free Shipping

☐ Free Shipping by Amazon

Get FREE Shipping on eligible orders shipped by Amazon

Delivery Day

☐ Get It Today

☐ Get It by Tomorrow

Customer Reviews

★★★★☆ & Up

Brands

☐ Gillette

☐ Crema

☐ NIVEA MEN

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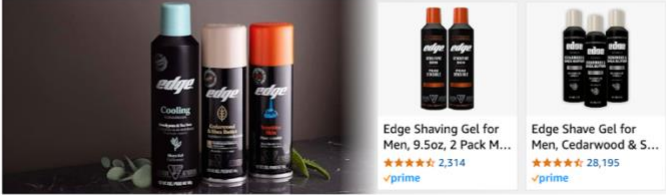
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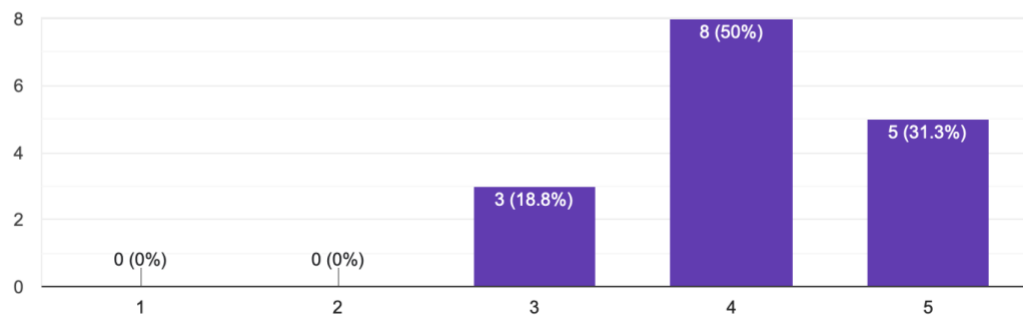


Exhibit 3: Social Impact Questionnaire

[Copy chart](#)

"To what extent do a company's charitable efforts (e.g., donations, community involvement, social impact initiatives) influence your likelihood to purchase from them or view them positively?"

16 responses



Works Cited

Kumra, Rajeev (2021). *Bombay Shaving Company: Digital Customer Conversion*. Ivey Business Publishing.

Leach, Will (2021). *Marketing to Mindstates*. Lioncrest.

Mowle, E. N., Georgia, E. J., Doss, B. D., & Updegraff, J. A. (2014). Application of regulatory focus theory to search advertising. *Journal of Consumer Marketing*, 31(6–7), 494–502. <https://doi.org/10.1108/JCM-06-2014-1003>