

***The Influence of Examining the Impact of Negative Brand Perception on  
Consumer Purchase Intention for Hascol Petroleum Company***

**A Post Scandal Analysis**



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*The Influence of Examining the Impact of Negative Brand Perception on Consumer Purchase Intention for Hascol Petroleum Company*

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### **Abstract**

Multinational companies have made a place in Pakistan's Oil and Lubricants Industry and are more trending nowadays. People are becoming more conscious about the reputation of any brand and for this reason; competition is increasing with each passing day. The current research study aimed to highlight the effect of the level of satisfaction possessed by the customers for the targeted petroleum and Lubricants Company in Pakistan. The findings of the study revealed that, majority of the customers are satisfied with the company and the services provided by its staff but due to defaming the overall industry got a dip of decline. In addition to this, they also supported the phenomenon of provision of rewards to the best performers for their efforts for enhancing sales and purchase. In order to augment the quality of the services and the products, the customers advised the company to make regular checks on the staff and their performance. But the targeted customers did not have the vision to give any suggestion to the company in order to get the fame back.

***Keywords:* multinational, defame, companies, competition, customer, satisfaction, petroleum, lubes, services, supported, incentives, rewards suggestion**

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## **PART A: INTRODUCTION**

### **Background of the Study**

#### **1.1.1. *Impact of negative publicity on the reputation of lubricants' market***

Research related to the effect of wrong publicity on image of brand, behavior, and purchasing intentions but sector of the industry was not specified in the analysis, except few. It was identified that there exists a barrier among illogical promotion research and reputation of lubricants' market: which is luxury brand. The present study focused on the association among marketing knowledge, their concerns and the consumers' behavior for selection of selected petroleum companies.

It is a priority for a successful organization to keep their customers loyal by keeping in view that negative publicity proves a threat for consumers' loyalty. The influence of negative publicity on consumers' loyalty varies from situation to situation. Studies have highlighted the effect of negative publicity on consumers behavior and choices, however research on negative publicity affecting the consumers' loyalty particularly needs to be explored. The most important thing for a company is to acquire and maintain the loyalty of their customers. The important advantage for a company for maintaining the customers' loyalty is the cost efficiently maintaining a sustainable consumer base. In other words, consumer loyalty is a significant determinant in achieving a sustainable competitive advantage (Dick & Basu, 1994; Woodruff, 1997). Researchers have discussed that auspicious corporate reputation is the significant intangible asset that drives the company performance (Chun 2005; Fisher-Buttinger and Vallaster 2011; Gibson et al. 2006). Corporate reputation is usually defined as consumers' perceptions, opinions, and attitudes towards the company (Fombrun et al. 2000; Fombrun and Shanley 1990; Hatch and Schultz 2001; Weigelt and Camerer 1988). Corporate reputation can be established by individuals' relative perspective,

and it is closely linked to the consumers' subjective evaluation for the company (Fombrun and Shanley 1990; Weigelt and Camerer 1988).

The present research provided a managerial implication for lubricant products' sales which may encounter negative publicity by highlighting the impacts of defaming the products of selected petroleum companies. This research was conducted to find out the reasons for negative publicity and its impact on the fame and business of a multinational oil and lubricants company. The findings of present study that identify the market trends may contribute in existing literature that which strategies are workable in reducing negative publicity, subsequently, business could be uplifted.

## 1.2. Company Overview:

Our research in this case is exclusive to Hascol Petroleum. An international oil business from Pakistan is called Hascol Petroleum Limited. The national offices are in Karachi. According to the corporation, Fuchs lubricating oil



from Germany is readily available for purchase in Pakistan. Hascol was established in 2001 as a private limited company in accordance with the 1984 Organizations' Legislation, primarily in order to benefit from the liberalization of the petroleum industry and implement a plan for private ownership, subletting, and going to rent oil warehouses in addition to supplying liquid fuels for the company's own use. Fuel Oil, High Speed Diesel, Gasoline, Jet A-1, LPG, and Lubricants are just a few examples of the oil products that Hascol Petroleum Limited deals with. in the procurement, preservation, and selling of. Petroleum Limited is involved in the buying, holding, and reselling. It is mostly dependent on company owners who install gas stations bearing Hascol's name around the

nation, and the business subsequently serves as the energy provider. Hascol additionally has a few of its very own gas stations.

Hascol attained license for full oil marketing by the Pakistani Government in February 2005 which permitted them to purchase, sell and store petroleum products including gasoline, high speed diesel, lubricants and fuel oil. Hascol has been engaged in developing a retail network under the HASCOL brand. Hascol was converted into an unlisted public company in the year of 2007. Hascol luck took a turn in 2009 when veteran energy executive Saleem Butt became the chief operating officer and executive director of the company. With that the company expanded its access to the debt that was previously not valued for the future. The relationship of the company began extending with the Summit Bank with the understanding that credit needed to expand. Hascol was finally listed on the Karachi Stock Exchange in the year of 2014. Till 31st December 2014 custom-built over 280 (two hundred and eighty) retail outlets, in all provinces of Pakistan and Azad Kashmir.

In 2016, VITOL, the largest autonomous oil trading entity in the world, purchased 15% equity in Hascol which was later expanded to 27.46% and became the largest stockholder in the Company.

In a joint project with VITOL, Hascol has also set up an LNG marketing company, VAS LNG (PVT) LTD. Hascol will have a 30% stake in this company and VITOL 70%. Hascol has also signed a Technical Services Contract with VITOL Aviation facilitating Hascol to start fueling aircrafts at Karachi, Lahore and Islamabad airports.

Also, a distinct joint venture company with VITOL, Hascol Terminals Limited (HTL) has constructed one of the largest Petroleum Terminals in Pakistan at Port Qasim, having a capacity of 197,000 Metric Tons. Phase I in March 2019. Hascol progressed and became the second largest oil marketing company in Pakistan by overtaking Attock Petroleum in the year of 2017 that is behind only the government-owned PSO. There was an increase in annual revenues up to approximately

nine (9) times from the Rs. 25.9 billion in the year of 2012 to Rs. 233.6 billion in the year of 2018. An internal scam uncovered when involvement of direct frauds showed up inside the company which amounted to over Rs. 500 million where Hascol has encountered at least Rs. 500 million as losses due to said internal scam. Few resources quote it as Rs780 million and some at R. s680 million. A source revealed that Hascol has terminated about ten (10) employees from the finance department that was followed by an inquiry.

Lately it was accepted by Hascol Chairman Mr. Mumtaz Hasan Khan confirmed the happening of fraud with the claim that it's on very low level. Where he has explained that supposed amount was incorrect. Maximum amount was being recovered by returning some in cash and the rest had submitted their property papers. Therefore, the company didn't hand them to the police due to their apology with a promise that they would return everything. That didn't affect the financial results either.

- The whole scenario of scandal and defame has not only affected the company's reputation as well as badly affected the local market as the company started losing its main distributors. Social media has played a very negative role in defaming and spreading bad word of mouth.
- Local domestic distributors were initially affected as supply and credit wasn't provided to them quoting the capitalization effect and rupee value.
- Newly inducted team is welcomed with a lot of challenges and a dead cold market to work in which literally provided them with a hard time.
- In addition, Pandemic has added further challenges for re-establishing the business.

### **1.3. Problem Statement**

How the defame and negative publicity be influential on selective petroleum company's equity: attribution, image, attitude and consumer's behavior and purchase intention"

Problem statement is related to advertising and public image after defame, that is a significant aspect of marketing that appeals to the client. The other part of the statement is regarding the effect on quality and quality of services offered by Hascol which is vital for the long term association with the consumer. Behavior of the end user is a conventional factor of both parts of how the consumer interprets a point and what they feel after purchasing from the company. Primary assertion of the company is provision of the best quality lubricant product at standard price with fair dealing. That may increase sales for the company but the problem statement of the present study is evaluating the satisfaction level of consumers which is pretty much related to the word of mouth and social media press releases and company statistics.

The structure of the study is as follows. In Chapter 2, the testing and findings are discussed in detail, with the 4P's – marketing matrix analysis, PESTLE and SWOT Analysis of the company and in Chapter 3, the study is concluded on the basis of which Chapter 4 -recommendation and suggestions will be given as well as the research's implications utilized for future directions.

#### **1.4. Objectives**

The goal of the research is to:

- Develop a theoretical analysis of how social media could be the main reason of spreading defame as to shake the confidence level of buyers and their loyalty.
- Also, what steps could be taken to rebuild the image, which will ultimately lead to the creation of satisfaction and trust which result in loyalty towards a certain brand or product.
- To understand the relation between financial scandal and market reputation.
- To understand the facilitating role of marketing mix model as to rectify the impact of defame all over the social media.
- To understand the impact of different steps taken for re promoting the existing brands and launching new promotional offers as well as discounts.

### **1.5. Research Questions**

- Does the post scandal impact lead to disloyalty of the existing customers?
- Does the media play a vital role in spreading the defame?
- How does different quality solutions may lead to the re earning of fame and raising a high bar in sales?

### **1.6. Significance of Study**

The present research aims to examine the aspects that influence the market reputation and its later consequences because of a financial scandal which marked the history of the oil and lubricants field in Pakistan. The researcher also investigates how defame is linked with decline in loyalty. The results of this study can be used by marketers to enhance their online marketing strategies to nullify the post scandal effects.

### **1.7. Purpose of the Study**

How defamatory and negative publicity can be influential on selective petroleum company's equity: attribution, image, attitude and consumer's behavior and purchase intention". Purpose of this study was to scrutinize the intensity of purchasers' loyalty for Hascol Petroleum in Pakistan when they compare marketing and publicity through social media with the messages from word of mouth related to their existing services available by the company. Company's reflection was also added regarding their strategies for marketing campaigns that run through social media and what are the reasons behind defaming their products at service level. The level of satisfaction was also attained through questionnaires from main stakeholder i.e., customers or buyers of petroleum products related to the publicity messages and services given by the company, that disclosed the trust and loyalty of customers. That made the path for practical recommendations for companies to make their image better by delivering their customers.

## **1.8. Limitations**

There are certain limitations of the current research study. Most of the respondents were not serious enough to fill their responses; therefore, their true reflections may not be recorded properly that affected the results of present study. The sample size was restricted to federal, Punjab and KPK that limit the scope of study. If all provinces will be added, it may create a greater and true impact of study. In depth interviews may highlight the root causes of negative brand perception and consumers' behavior that may make findings richer in comparisons of quantitative and qualitative data. My study is limited to Hascol Petroleum and furthermore to sales and marketing of lubricants. My targeted time for conducting research will be the next 08 months as it is related to completion of one fiscal year as it has an important impact for sales volumes after being affected by publicity. Also, the data under consideration will be from 2015 onwards. Being an employee of the same organization, I have difficulty in bringing all the facts and figures up front. Difficulty in contributing towards responding to the questionnaire due to language barrier has also been faced.

## **1.9. Target audience:**

Target samples of present study were retailers, distributors and local buyers, which are responsible for sales and purchase and also responsible for reputation creation and relationship between company and customers.



## **PART B: SURVEY CONDUCTION / ANALYSIS/ TESTING (FINDINGS)**

Let us discuss various analyses of Hascol Lubricants according to local and international Markets with respect to their decline or upgrade in sales because of the defame after scandal.

### **2.1. 4P's/Marketing Mix:**

#### **2.1.1. Hascol's business model**

- The company's rise relied on a very aggressive pricing strategy. A source from the industry added that Hascol has offered additional discounts to entice commercial customers, aligned with customary practice of the market. According to the securities analyst that extending unrealistic discounts to the customers is the main reason for company's recent low performance.
- Developed retail network by developing around hundred sites every year.
- By increasing their volumes.
- By increasing their storage capacity.
- By improving logistics due to their storage capacity.
- By increasing their oil tank fleets.
- In past Hascol aggressively expanded the network of retail petrol pump across the Pakistan, particularly focusing on the comparatively new highway network of country and the suburbs that leads to the highways, a market that is still relatively underserved.
- Hascol has started almost 500 new petrol stations with the increased traffic demand of oil and lubricants.
- By focusing on the provisions of better services to the customers. So, they give preference to Hascol petrol station.
- A big investment by the company has been made for its storage capacity with the help of Dutch energy giant Vitol. With the partnership of Vitol, Hascol increased 232,000 cubic

meters of oil storage capacity at Port Qasim, this storage capacity is for 26 days of fuel consumption that increased from 16 days of storage this year.

- A biggest rigidity of the Hascol's business model was entirely relying on imported fuel and low dependence on local refineries for the products as up to 95% of fuel that Hascol sells, is imported.
- Dollar rises till Rs. 160 with decline in value of rupee- Company sensed the impact.

### **2.1.2. Marketing Strategy**

Marketing Approach of Hascol analyzed the logo with advertising mix framework which covered 4Ps (Product, Price, Place, and Promotion). There are various advertising approaches like product modernization, pricing technique, and planning advertisement.

Following are the Hascol Marketing Strategy & Mix that will help in analysis the brand position in market through its product, pricing, and promotion & distribution techniques:

#### **i. Product Strategy**

Prior to the incorporation of the company, the main personnel have been involved in the Pakistan oil industry for over thirty years, dealing with imports and marketing of refined products such as:

Gasoil, Fuel Oil, Kerosene, Gasoline and Base Oil.

Hascol Petroleum Limited is engaged in the purchase, storage and sale of petroleum products such as Fuel Oil, High Speed Diesel, Gasoline, Jet A-1, LPG and Lubricants.

Hascol Petroleum Limited has, independently or through its associated company , extensive links with the domestic and international oil trading companies.

◆ hascol fuel card	◆ aviation fuel business
◆ hascol chemicals	◆ lubricants
◆ non fuel retail	◆ automax lpg , product prices



## ii. Place & Distribution Strategy

Hascol has developed storage facilities at:

◆ Machike	◆ Shiwal
◆ Shikarpur	◆ Kotla Jam
◆ Mehmoodkot	◆ Al- Abbas
◆ Daulatpur	◆ Zyc Terminal
◆ Keamari	◆ Amangarh
◆ Port Qasim	◆ Machike

## iii. Price/Pricing Strategy: -

Below is the pricing strategy in Hascol marketing:

Hascol always believes in providing quality lubricants to the users on the market effective rates , hence appeals them to invest more and more in buying lubricants from Hascol . The key to their success is that they believe on high quality products – lubes for theory end consumers with market compatible prices and giving efficient services to the end users. The pricing strategy in the marketing mix of Hascol is based on rivalry, sector, topography and requirement.

Economical imported lubes are comparatively less costly than the other companies.

Price range of these products varies as:



JDE Code	Product Name	SKU	Qty / Carton	MRP Price / Ltr	GST Per / Ltr	Stock in Hand 03-Jan-2022	Dist Price / Ltr	Discount Per / Ltr	Promo Price / Ltr	Sales Volume in Liters													
										YTD Dec-21	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
										38 3025107	Titan Super Gear Oil 90 S GL-4	1	12	530	77	3,563	442	10	432	8,199	611	276	483
39 3025108	Titan Super Gear Oil 90 S GL-4	4	4	520	76	9,152	434	10	424	564	80	4	-	(32)	-	64	-	-	-	-	80	368	-
40 3025101	Titan Super Gear Oil 140 S GL-4	1	12	580	84	5,879	484	10	474	6,359	373	1,801	756	345	420	(168)	204	96	240	420	1,116	756	-
41 3025103	Titan Super Gear Oil 140 S GL-4	4	4	570	83	10,784	476	10	466	3,524	1,584	624	192	52	-	(368)	-	-	256	160	544	480	-
42 3025192	FUCHS TITAN ATF 4000 DEX III (Imp)	1	24	1,100	160	10,820	878	50	828	516	-	-	24	12	-	24	-	-	384	(120)	72	120	-
43 3025007	Titan ATF - 3000 DEX - II (Imp)	1	12	900	131	2,268	718	50	668	144	-	-	-	-	-	12	-	-	-	-	12	120	-
44 3030013	HD BRAKE FLUID DOT-3 (Imp)	0.25	24	1,600	232	534	1,276	100	1,176	152	12	19	72	(5)	-	18	(6)	6	-	-	12	24	-
45 3030001	STOPPED DOT-4 (Imp)	0.25	24	2,800	407	2,164	2,234	100	2,134	25	-	12	12	4	-	-	(3)	-	-	-	-	-	-
46 3105071	Grease Renex MPG (Imp)	0.5	12	1,040	151	5,659	830	50	780	354	-	30	-	-	-	60	-	150	-	-	-	36	78
47 3105010	RENOLIT MP 3 (Imp)	1	12	900	131	6,102	718	50	668	1,078	218	54	-	-	54	-	-	-	-	-	239	272	239
49																							
50 3357052	Titan Truck Plus C14 15W40	208	1	600	66	13,936	454	24	430	26,416	2,288	1,872	416	1,456	208	2,704	6,240	2,704	624	3,328	1,248	3,328	-
51 3055180	T. UNIVERSAL C14/SL 20W50	208	1	620	68	6,448	469	29	440	1,872	-	-	-	-	1,664	-	-	-	-	-	-	-	208
52 3357062	Titan Diesel Plus CF4 15W40	208	1	560	61	2,704	423	43	380	2,704	-	(208)	-	-	-	-	-	-	1,040	1,456	-	416	-
53 3010011	Titan Diesel Plus CF4 20W50	208	1	570	63	9,776	431	41	390	101,504	11,648	13,728	6,240	5,200	6,656	8,944	9,152	5,408	5,824	8,736	13,728	6,240	-
54 3010070	Titan Power 100 CF 20W50	208	1	520	57	7,280	393	28	365	41,808	-	2,912	832	624	3,536	4,160	3,744	2,288	7,280	4,368	6,448	5,616	-
55 3357041	Titan Universal XT CD 30	208	1	435	50	8,944	344	4	344	7,072	-	-	-	-	-	-	-	-	-	-	-	-	-
56 3010653	Titan Universal XT CD 50	208	1	435	50	7,488	344	4	340	7,072	-	624	-	-	-	416	1,872	624	-	2,288	1,040	208	-
58 3025042	HPL HD-50 CC/SC	20	1	360	46	32,340	314	39	275	740	100	-	-	-	-	-	-	-	-	-	-	240	400
59 3025043	HPL HD-50 CC/SC	208	1	340	44	7,904	300	35	265	4,160	-	-	-	-	-	-	-	-	1,040	1,040	1,248	832	-
60 3350018	HSL OIL (18 LTR)	18	1	300	39	1,836	270	20	250	11,088	-	3,240	378	-	-	-	-	-	1,800	1,800	810	3,060	-
61 3350005	HSL 50	20	1	300	39	11,440	270	20	250	88,980	18,200	9,980	11,960	1,520	9,180	7,220	6,000	1,900	6,660	5,520	3,180	7,660	-
62 3350008	HSL 50	208	1	295	39	14,976	265	20	245	28,912	2,912	3,536	4,576	1,248	-	-	832	2,288	4,992	1,664	3,328	3,536	-
63																							
64 3050233	Renolin B68	208	1	480	57	18,304	393	58	335	11,024	1,664	1,456	-	-	2,080	(208)	1,456	832	832	1,248	832	832	-
65 3050234	Renolin B68	20	1	490	58	9,240	398	63	335	12,800	4,000	200	-	-	-	100	1,000	720	500	4,220	1,540	520	-
66 3350010	HPL Hydraulic 68	20	1	330	40	700	278	28	250	47,560	3,460	2,540	600	400	1,000	5,200	60	2,060	5,140	6,580	10,760	9,760	-
67 3357030	HPL Hydraulic 68	208	1	320	40	-	274	29	245	-	-	-	-	-	-	-	-	-	-	-	-	-	-
68																							

#### iv. Promotion & Advertising Strategy: -

The promotional and advertising strategy in the Hascol marketing is as follows:

Hascol main focus is on the marketing of their lubes due to which they are having rise in their high-grade variants but having said that, this seems to be lacking in the brand recognition due to which they are immensely getting decline in their overall sales. However their promotional strategy in the marketing mix is supposed to be aggressive and focused.

They involve in personal selling at sales outlets where sales officers promote their products, advertising through newspapers, billboards, recognitions, memberships, certificates ,promotional gifts ,publicity ,compliance certificate, radio, social media (Facebook, twitter, YouTube), flyers.

#### 2.2. SWOT Analysis of HASCOL Petroleums for Lubes' Sales : -

The SWOT analysis is a tool of crucial arranging that includes portraying the qualities, shortcomings openings and dangers of any organization; aside from that, the patterns existing in the market are depicted to characterize the potential headings of advancement.

Thusly, SWOT is obligated to a short rundown of the outer and inner variables that might decide the future development of the business. The past areas incorporate a nitty gritty portrayal of

the inward and outside factors affecting the organization. An effort to order the variables and integrate them during the time spent vital arranging will be made in the accompanying area.

### 2.2.1. Strengths of Hascol Petroleum

- **Prominent Player** – Hascol is one of the Pakistan’s major petroleum companies, it also operates largest lube refinery in Pakistan.
- **Broad Portfolio** – The company operates in multiple products including oil, lubricants, natural gas. It has multiple stations all over the company creating good revenue.
- Offers a **wide range of lubes** which satisfies all consumer markets and meets the end users requirements.
- **Large Employee Base** – HPL has a large employee base empowering the company.
- **Strong diffusion** in the market.
- **Economical Prices** - Provide comfortable and less pricy lubes for local people of Pakistan.
- **High Production Capability** which in return has a positive impact on the overall sales and also helps in meeting the needs of the end users.

### 2.2.3. Weaknesses of Hascol Petroleum

- **Powerful Competition** – The company faces hard competition from other oil companies and international players in this industry.
- **Rising Prices of Fuels and Lubes**- The rising prices of fuels and lubes are making people move towards electric vehicles.
- Sometimes because of **post-production issues**, company cannot have a proper follow up to facilitate their clientele to resolve the issues.
- They are mostly **dependent on goods suppliers** which ultimately create issues for them as delayed delivery of fuel and lubes

- Due to **lack of marketing and advertisement**, they don't have vital presence in Pakistan market.
- **Non-effective /conventional supply chain methodologies**
- They are **lacking behind in the digital marketing and advertisements** of the imported lubes due to which they couldn't market their products efficiently.

#### 2.2.4. Opportunities of Hascol Petroleum

- **Partnerships as blenders** – Hascol is striving towards strong partnerships with local oil players and companies for blending lubes for them as to further expand and grow.
- **Improve the Price** – Going with the trend the company can raise the prices to earn marginal profits.
- HPL can **grow the market for their imported lubes** as consumers in the local market are taking more of an interest.
- **Staying in tune with customer automobile demands** will help them to produce more lube grades which may satisfy consumers' requirements.
- HPL can **acquire other local lube companies** and expand into emerging markets. This adds market share.
- Hascol can **target the central and southern regions** of Pakistan for their diesel engine products as these products give better sales in market and results in the main conventional vehicles i.e. trucks and buses.

#### 2.2.4. Threats of Hascol Petroleum

- **Electric Motors and Appliances** – Several customers are shifting to the new market segment and are using electric vehicles and solar appliances which is a major threat for the company in the future.

- **Challenging Competition** – The company faces intense competition from its established companies like Total, Shell, Shevron, ZIC etc.
- **Price Variations** – The price of crude oil constantly fluctuates in the Middle East countries according to its irregular excavations which leads to continuous change in their product's prices.
- **Rise in the cost** of raw materials.
- **Constant threat** of base oil shortage.
- Other brands are occupying the Pakistani market due to **less price difference**
- **Less promotional activities**, discounts, trade offers.

### 2.3. PESTLE Analysis:

Macro Environment, PESTLE Analysis as an example of Hascol Petroleum's macro environment. Pestle Analysis stands for Political, Economic, Social, Technological, Legal and Environmental Analysis.

#### 2.3.1. Political:

Political stability of various markets provides company to grow its operations within the country. As Hascol being one of the major's company to operate in petroleum products and lubes industry in Pakistan, the political stability will not only boost their operations within the country but will also help them to expand their business to a vast amount of area as possible. Political stability includes the free trade agreements between countries without any restrictions from the government point of view and this will also stabilize the prices of imported lubes grades which in result decrease the price of overall lubes products in Pakistan.

Also, now a days various governments supports the eco-friendly products, Pakistani government also stated that big companies should move towards hybrid technology in



automobile industry so Hascol Petroleums has a plan that they will launch eco-friendly products. This will also provide Hascol to expand its opportunities in contributing to the cause of environmentally friendly products.

### **2.3.2. Economic:**

Economic factors such as inflation rate, currency exchange rate, labor cost and various taxes affect the company in direct manner. All these factors can directly or indirectly affect the revenue.

If the company continues to import lubes from Germany, then the company will have to pay hefty amount of taxes and other inflation rates which will result in expensive parts and ultimately result in expensive products. The fluctuations in currency rates are one of the major factors that affect Hascol revenue this effects the company long-term profitability and growth because of continuous fluctuations in currency rate.

### **2.3.3. Social/Cultural:**

As we know the world is advancing so rapidly in automobile industry almost all of the big companies throughout the world have adopt new technologies in automobile industry like the Hybrid technology

These technologies are eco-friendly and up to date and are advance in system. There is also an increasing interest of ecofriendly multipurpose high grades lubes products for various imported high-grade lubes. Hascol Petroleums should also consider the purchasing power of Pakistani customers, they should know about this that most of the people in Pakistan are from middle class or salaried working class and they can only afford economical lubes which are in their budget. So, Hascol Petroleums should consider developing to develop blend of various lubes brands for middle class consumers as well as from low to high price brackets.

#### ***2.3.4. Technological:***

Many companies throughout the globe use technology to their favour. Many companies in the oil industry have online stores and online application forms which help their customers to interact with them easily and so by doing this customer also satisfies its needs in the process. Hascol Petroleum can use electronic transactions to its favour via the internet in buying and selling of its lube products; this will help them eliminate a lot of time wastage and it will also keep record of everything online and customers can easily identify the by knowing the availability. Hascol Petroleum can engage with its customers through a mobile technology by launching an application; this will also help them to enhance customer's loyalty as well. On the other hand, they can also outline the key features of their lube products online by guiding the customers that how this technology is better than old technology and by doing this more and more customers will get interested in new technology which will result in sales of their imported lubes.

#### ***2.3.5. Legal:***

Various countries have specific policies for the oil industry. Pakistan government has an automobile regulatory policy as well. To enhance higher volume, more investment in oil industries, enhance competition and has better quality and technology with the passage of time. To create a balance between industrial growth and has overall sustainability with the shareholders and to ensure consumer welfare and trust. Other policies like rationalizing import policies and quality, safety and environmental standards were also listed in the oil industry development policy. The government was eager to normalize oil industry which will benefit Hascol Petroleum a lot in the coming years.

### **2.3.6. Environmental:**

As we have all know that the environment is changing day by day. Global warming is on its ultimate spread now a days. The whole world is adopting new technologies and greener sustainable ways. This involves use of less carbon emission ways that are fossil. Also, there is a huge decline in global oil reserves keeping this in mind Hascol Petroleums should take advantage of this scenario and launch more and more eco-friendly lubes and fuels in local market so that they can easily capture this upcoming market in the start and they continue to progress in better sales for future projects.

### **2.4. Data Analysis:**

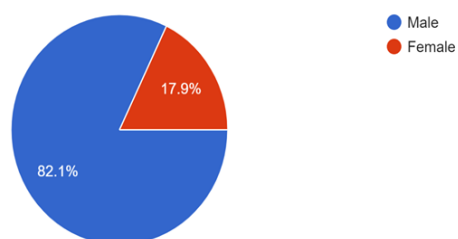
For the purpose of data analysis, SPSS software has been used. The statistical test was applied to generate the quantitative results of collected data. Regression analysis has been performed to asses the customer's brand perception and their purchasing intentions.

#### **2.4.1. Survey conclusions from various purchaser point of views:**

Various queries were placed to variety of trades with Hascol Lubes as to gather their view about company's past years' scandal and its impact on their loyalty and trust level. Also, to check their fulfilment level about the 5Ps. Graphical representation (Pie charts) of responses of each question that is mentioned in appendix and their comprehensive details is mentioned in this section elaborately.

As per the analysis, the responses were collected by 18 percent females and 82 percent males.

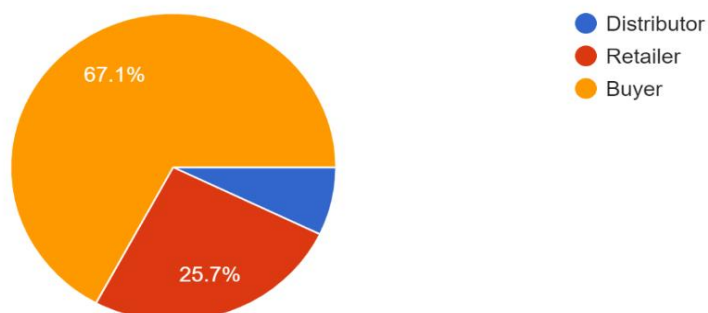
Gender  
140 responses



**Graph 1:** *Response's collection*

Out of which 67.1% buyers, 25.7 % retailers and 8% were distributors.

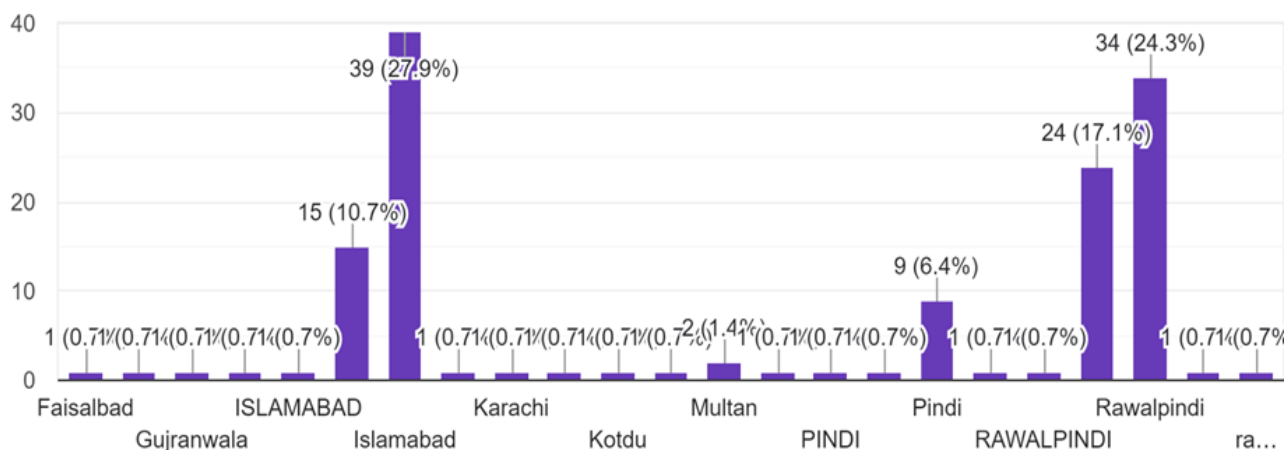
Status  
140 responses



Collected responses were from all over the Pakistan as Hascol Lubricants is a network at national level. Details are evident from the undermentioned graph.

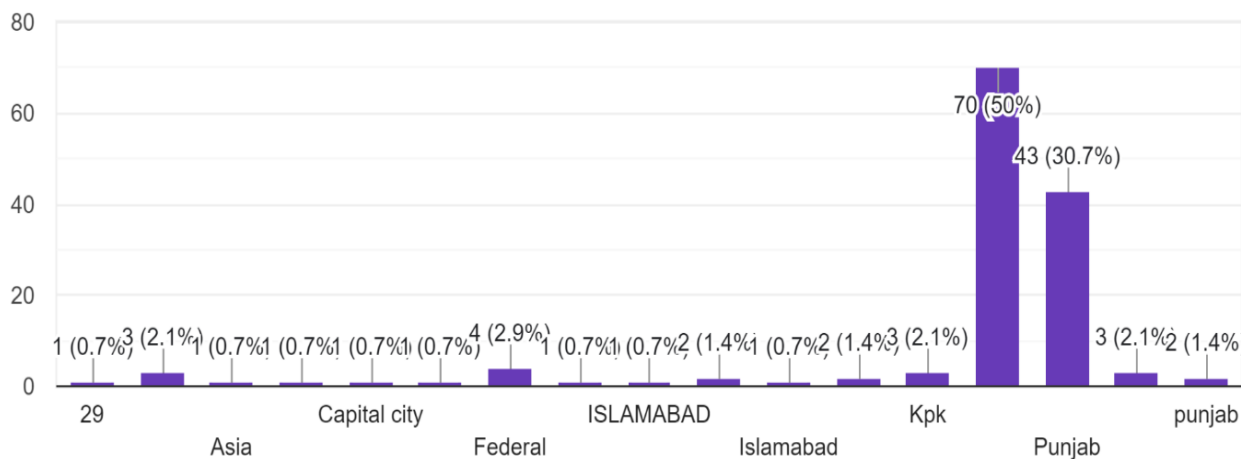
### City

140 responses



### Province

140 responses

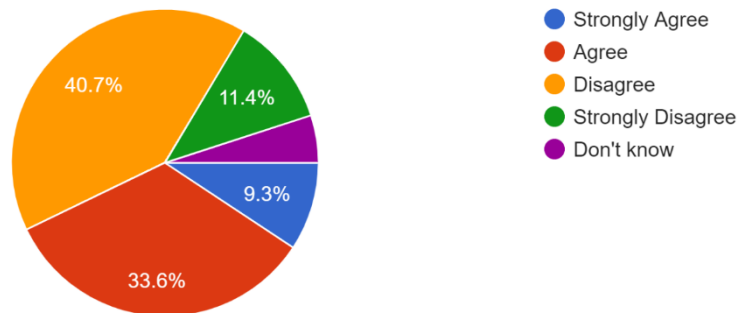


**Graph 2 &3: City and Province**

In first main question we asked about the effectiveness of communication message through Hascol Petroleum Limited and out of total collected 140 responses, 9.3% of the sample’s customers are strongly agree with effectiveness of the strong communication. 33.6 % are agreed to this point. 40.7% of respondents disagreed with the effectiveness of communicative message; around 6 %

customers have no knowledge about it whereas 11.4 % is strongly disagreed to the efficiency of communication done by the company. Percentage of each response option is presented in following graph:

140 responses

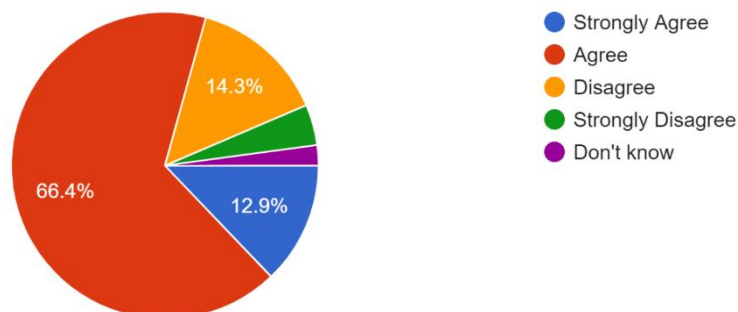


**Graph 4:** *Usefulness of strong and impactful communication in consumer opinion*

Out of total 140 responses to the statement about the market compatible prices of all the lubes products by Hascol Petroleum: 12.9 % respondents are strongly agreed, 66.4 % customers are agreed, 14.3 % responded as disagreed, 5.3 % respondents strongly disagreed with the statement and 2 % of consumers do not know about this claim. Number of customers agreed or even strongly agreed with the market compatibility with the price cost of lubes products by Hascol Petroleum.

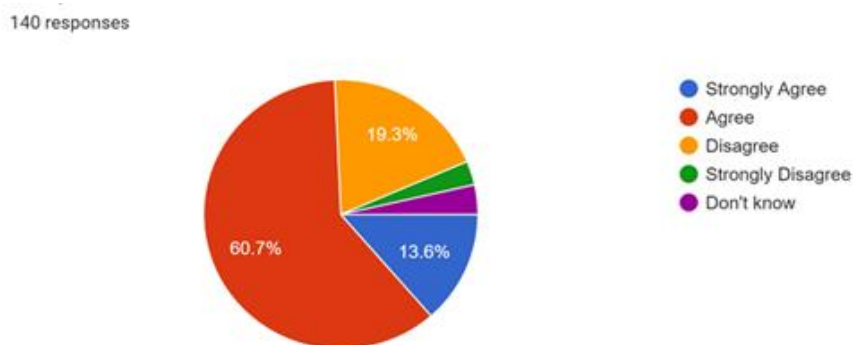
Tenets of responses are shown in subsequent graph:

140 responses



**Graph 5:** *Customers rational about market compatible prices of Hascol Lubricants' Products*

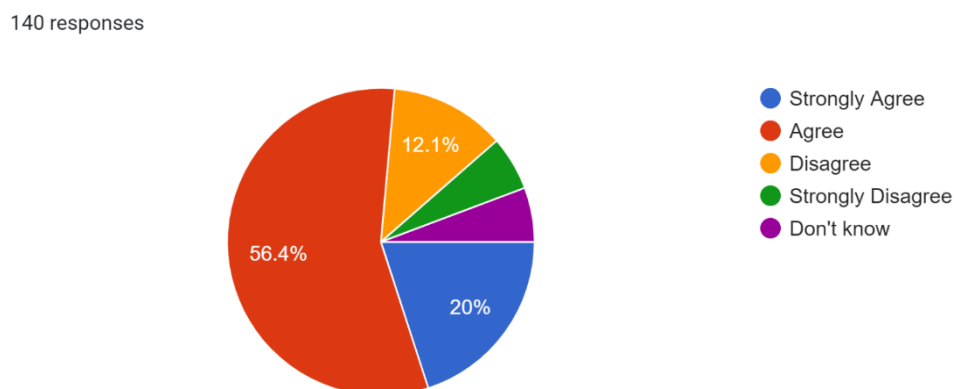
Question about being a high-quality brand of Hascol Lubes in comparison to the other brands, was responded by the user with the below mentioned percentage out of 140 responders. 13.6% are strongly agreed and 60.7% are just agreed that Hascol Lubes' have higher quality branding than other competitors. 19.3% of them are disagreed, 4% are strongly disagreed and 5.3% hesitated to respond by any mean for this question. These values are interpreted statistically as:



**Graph 6 :** *Consumer's opinion about comparison of brand quality*

Inquiring about the products sale's discounts on monthly, annually or quarterly leading to be an attraction point for more and more customers from the lubes market?

Graph 7 indicates that 20 % of the customers have response as strongly agreed. 56.4 % respondents are agreed but 12.1 % respondents reported as disagreed. 5 % respondents underscored as strongly disagreed whereas 7 % respondents did not showed any opinion regarding attraction for weekly discount. This information represents a positive sign for weekly discounts by the company.

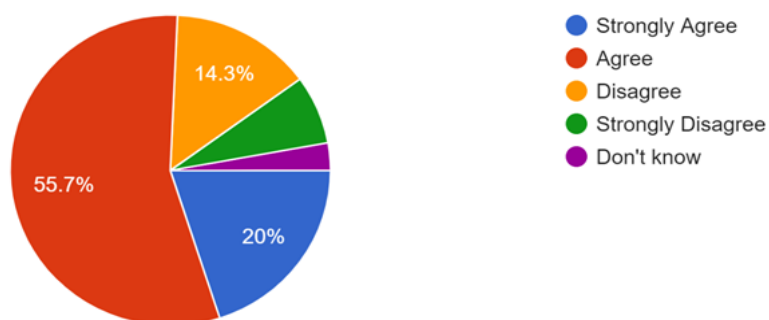


**Graph 7:** *Consumer's opinion about discount offers for product's promotion*

Same quality of products related to lubes with discounted and/or normal price: consumers have different opinions as if the quality of the products might be compromised with the discounted price or not? Out of 140 particular users, 20% were with strong opinion related to lubes quality, 55.7% responses were as agreed too. 14.3% showed as disagreed the point whereas 8% respondents showed strongly disagreement. 5% were determinant for the reservation of their opinion regarding said issue.

This is clearly depicted in Graph 8.

140 responses

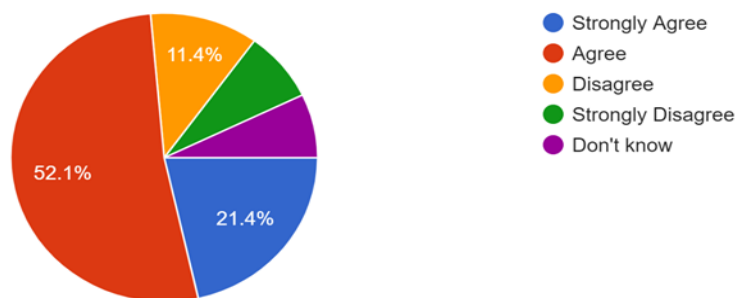


**Graph 8:** Consumer's opinion about same quality of lubes products in normal and discounted price

Accessibility of discounted products throughout the year with no interruption is another matter of concern for the consumer and company services, ultimately affecting the overall consumers behavior. Statistically consumers of Hascol Petroleums have followed the ratio of their views regarding the constantly availability of products on discounted prices. 21.4 % respondents were strongly agreed. 52.1 % showed their opinion as agreed, 11.4 % respondents were determinant as disagreement, 8 % underscored as strong disagreement whereas 8 % do not know regarding the said matter. Percentage of respondents as customer opinion is reflected in following graph:



140 responses

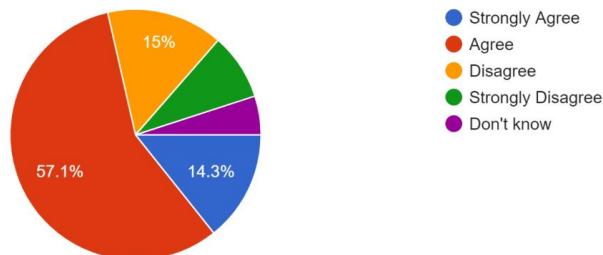


**Graph 8:** *Accessibility of products throughout the year.*

Upon the inquiry regarding loyalty bond of the customers despite of the previous scandal and bad word of mouth leading to defame: 14.3 % showed their consent to be loyal to the company until the price and product is not compromised, 57.1 % are agreed, 15 % disagreed that loyalty cannot be promised, 9 % are strongly disagreeing and 5 % kept their comments reserved.

Graph 9 is showing the trend of loyalty.

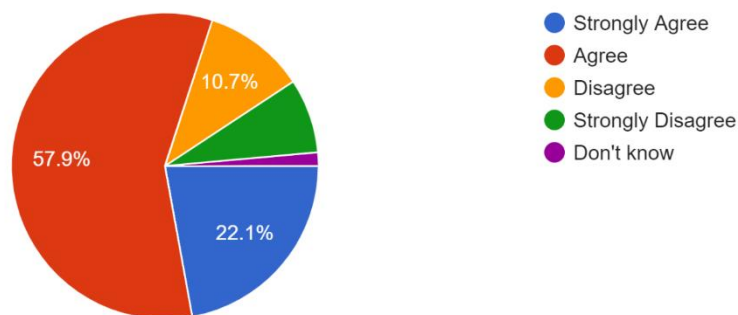
140 responses



**Graph 9:** *loyalty bond of the customers*

Upon asking questions about the requirement of Hascol Petroleums to improve the quality of products at the same price rate without increasing the price with quality. 22.1 % respondents expressed their opinion as strongly agreed. 57.9 % respondents submit their response as agreed, 10.7 % were disagreed, 8 % just responded as strongly disagreed whereas 2 % respondents reserved their opinion. Graph 10 is depicting the results which reflected that majority agreed to this idea and considered it better from marketing point of view.

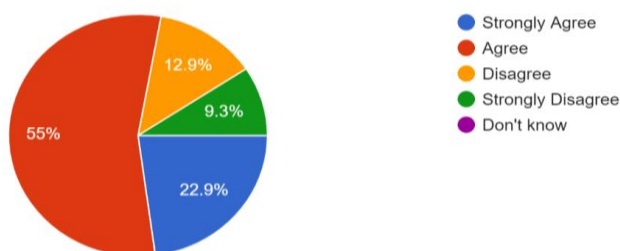
140 responses



**Graph 10:** *requirement of Hascol Petroleum to improve the quality of products at the same price rate*

When we asked that is there a requirement to upsurge the quality of their products with a minor increase in price also, the response was as follow. Out of 140 customers, 22.9% took a strong stand in favor, 55% got agreed, 12.9% showed disagreement, 9.3% are strongly disagreed and none was with neutral opinion. This evidence is obtainable with the support of subsequent graph.

140 responses

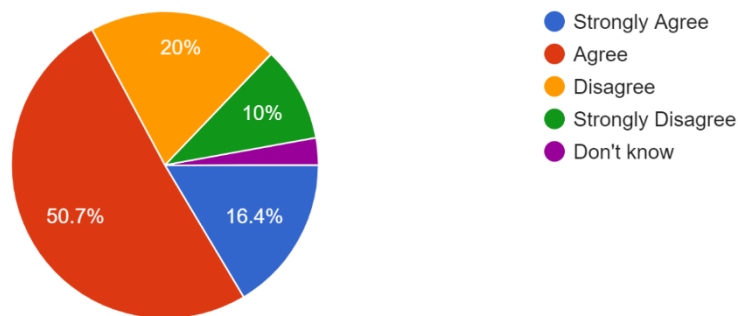


**Graph 11:** *Opinions about requirement to upsurge the quality of their products with a minor increase in price*

Will you remain stick to same company products, even if any crisis comes?

140 customers who are customers of Hascol products and 50% showed that their loyalty is worth more than moving to another product or company, 10% respondents submitted their response as strongly agreed, 20% customers were disagreed, 10% responded as strongly disagreed and remaining respondents were with view, “don’t know”. This evidence is obtainable with the support of subsequent graph 12.

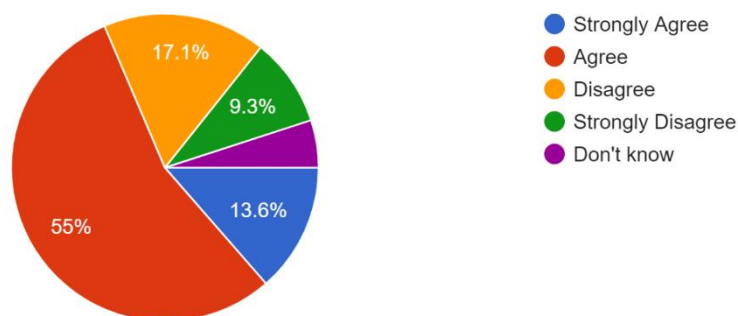
140 responses



**Graph 12:** *Consumers' opinion about product loyalty*

When the consumers got asked about the loyalty of the products, 50% of the consumers agreed, 20% disagreed, 10% strongly disagreed, and 16% strongly agreed to the loyalty of the products. Thus, these results depict that majority of the consumers were satisfied with the loyalty of the products.

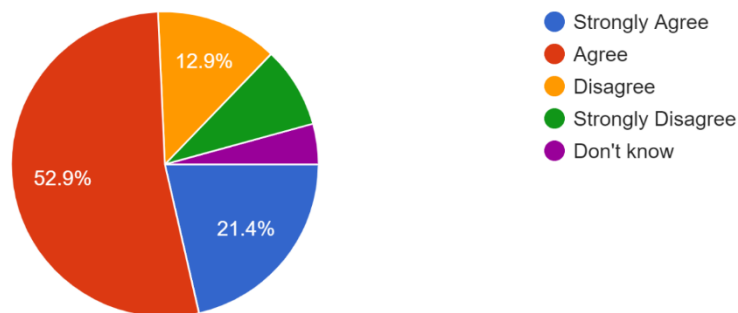
140 responses



**Graph 13:** *Product quality comparison*

When it came to the concern of product quality comparison about which consumers were asked, the results showed that 55% of the consumers agreed, about 39% were disagreed, 17% were disagreed, 9.3% strongly disagreed, and 13.6% strongly agreed to it.

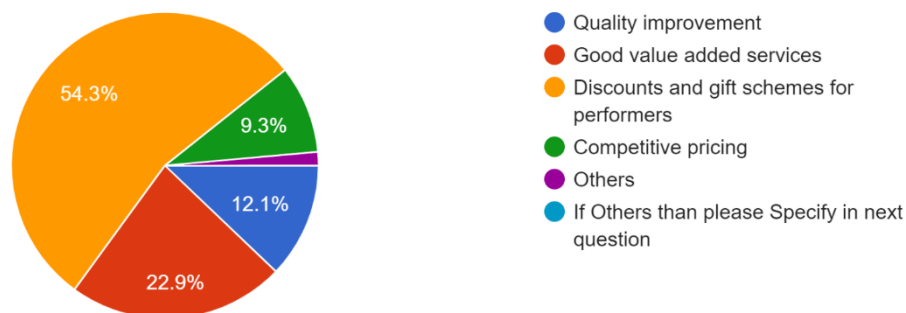
140 responses



**Graph 14:** *Customers feedback about logistics and services*

The above graphical representation showed that about 52.9% agreed with the services provided at Lidl, 12.9% disagreed with these services, and around 21.4% strongly disagreed with these services provided.

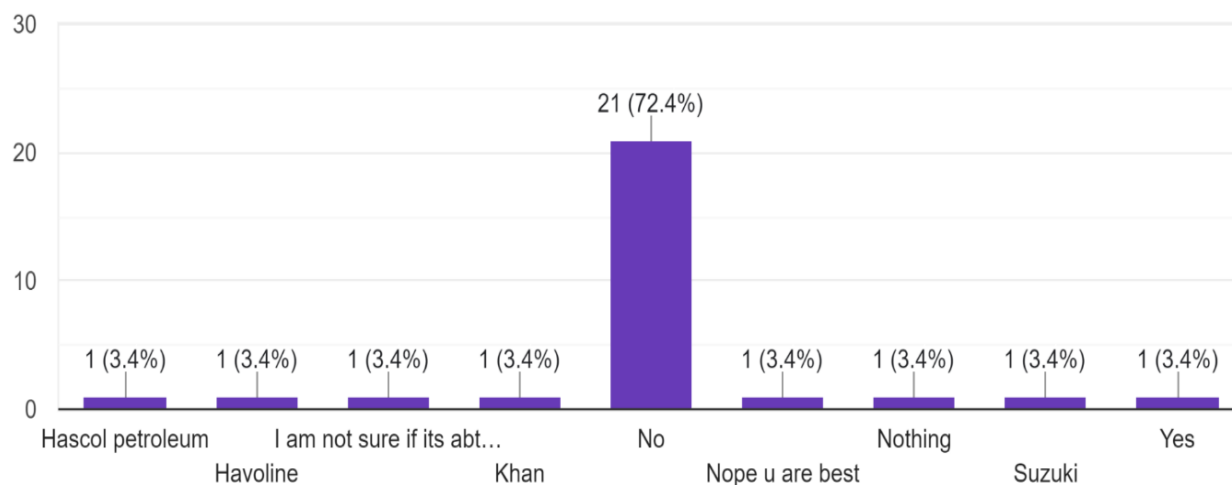
140 responses



**Graph 15:** *Strategies to regain market good will*

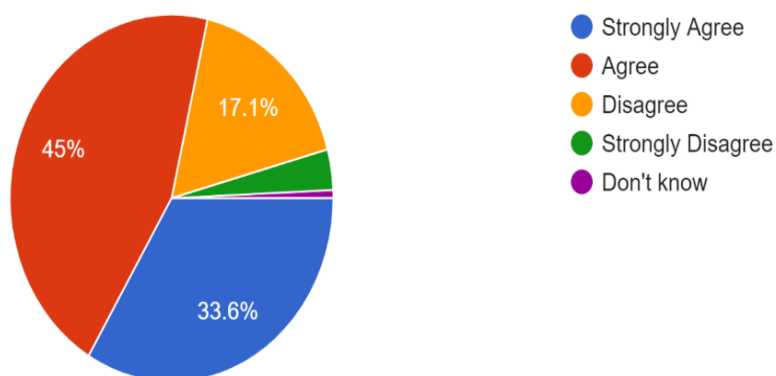
For the purpose of selection of strategies that are helpful in gaining the market good will, 54.3% of the customers were in favor of discounts and gifts given to the customers, 9.3% agreed to the competitive pricing, 22.9% were in favor of addition of those products which are good valued.

29 responses



**Graph 16:** *Specifying responses*

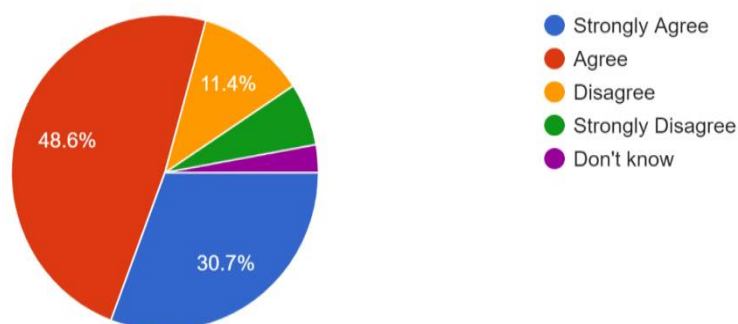
140 responses



**Graph 17:** *Maintaining price uniformity nationwide*

When customers got asked regarding maintaining the uniform prices nationwide, 45% of the customers agreed to this phenomenon, 17.1% disagreed to it, whereas 33.6% strongly agreed to it. Thus, these findings represent that majority of the customers is in favor of maintaining uniform prices nationwide.

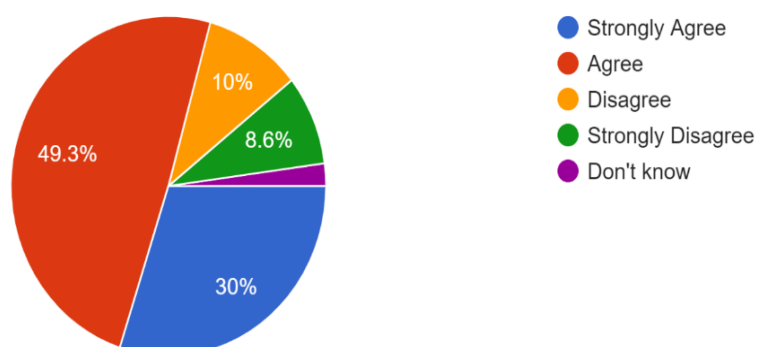
140 responses



**Graph 18:** *Enhanced marketing campaigns*

When asked for the enhancement of the market campaigns around 48.6% agreed to it, 30.7% strongly agreed while 11.4% disagreed. This means that more people want the enhancement of the market campaigns.

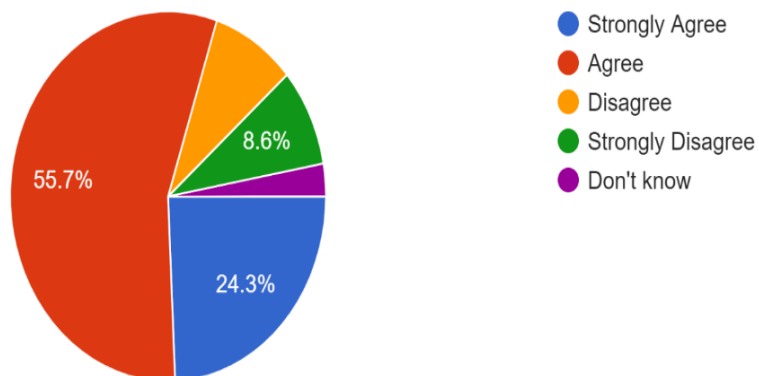
140 responses



**Graph 19:** *Top performers of one fiscal year must be rewarded*

When the consumers were asked regarding the provision of reward to the performer of the year, 49.3% of the respondents agreed to it, 30% strongly agreed, 10% disagreed while 8.6% strongly disagreed. Thus, a large percentage was in favor of giving reward to the performer of the fiscal year.

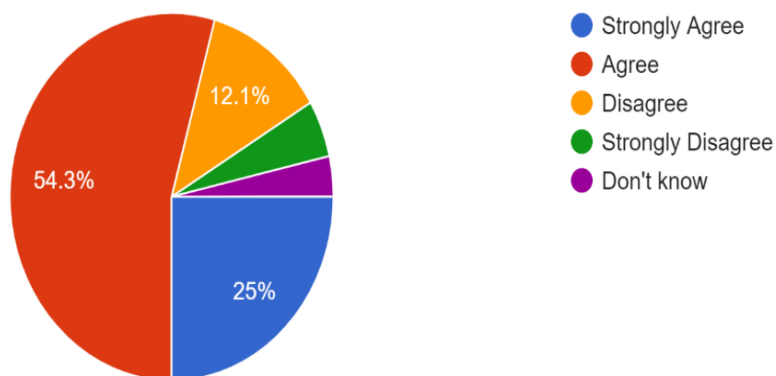
140 responses



**Graph 20:** *Company should justify the scandal situation*

When asked from the respondents, 55.7% agreed, 24.5% strongly agreed, 8.6% strongly disagreed to the phenomenon for company to justify the scandal.

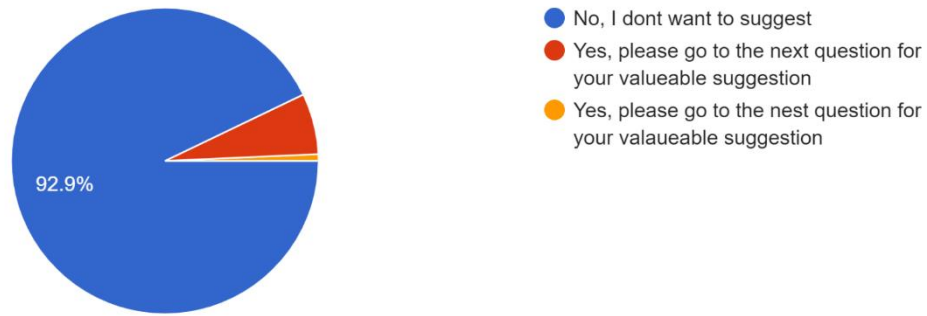
140 responses



**Graph 21:** *Opinion about keeping a strict check*

The results shown in the above graph showed that 54.3% respondents agreed that a strict check must be maintained to ensure the quality, 25% strongly agreed while 12.1% disagreed to *it*.

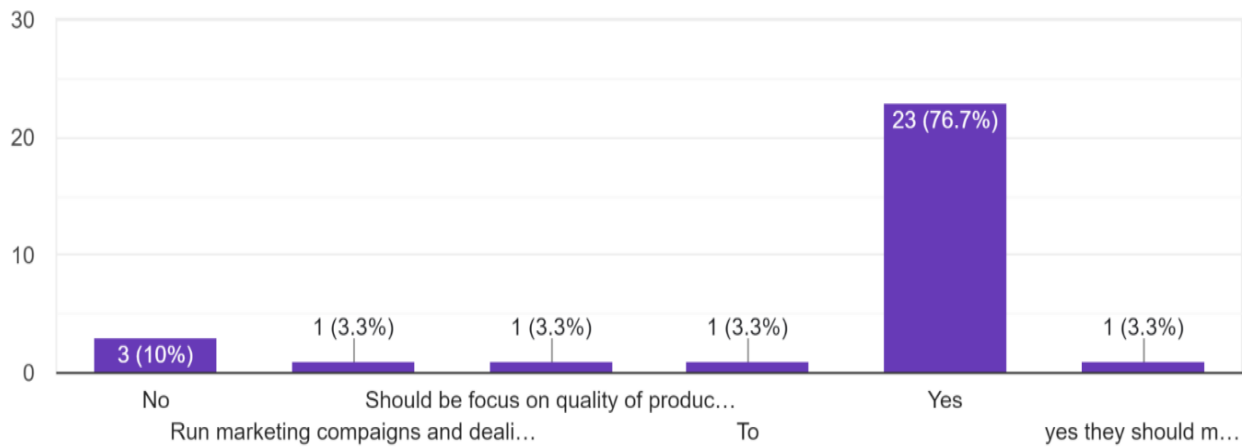
140 responses



**Graph 22:** *Customers suggestion for leading the company to re gain its lost fame*

When customers asked to suggest the company whether to regain the lost fame, the majority of the respondents did not want to provide any suggestion regarding this matter.

30 responses



**Graph 23:** *Customers overall suggestions*



### 2.4.2. Observations:

Numbers of unofficial visits were being made by the researcher to observe the real environment in distribution store, customers' behavior and their opinions when they were being present in store for placing order and/or purchasing some product. Observations revealed that all lubes' products were well displayed in a visible manner to grape the customer attention. Brochures that placed at entrance point for customers who can have a look on various attractive offers before inquiring related to them. Campaign articles are also placed near to the entrance way. This placement showed linkage between the publicity campaign articles in said way. The researcher observed that company placed their campaigning products as much as possible at a time. Some TSOs are also deputed to regularly survey the market and to regularly collect feedback for the continuous improvement.

### Data Findings

Hypothesis	Statement	Accepted/Rejected
<b>H1</b>	the post scandal impacts led to disloyalty of the existing customers	Accepted
<b>H2</b>	media play a vital role in spreading the defame	Accepted
<b>H3</b>	different quality solutions may lead to the re earning of the fame and raising a high bar in sales	Accepted

### Deployment (Analysis)

### ***2.4.3. Analysis***

In the following chapter, the satisfaction level of the Hascol's customers has been analyzed. The strategy which would be more effective in terms of enhancing the customer satisfaction was also highlighted which was based upon the quantitative data that has been gathered with the help of a questionnaire from the participants visiting the store.

Analysis has been done based on the information collected. Statistical information from survey questionnaire will also be the part of this.

## **PART C. CONCLUSION**

The study examined and resulted in concluding that growing and dedicating of oil industry is subject to the promotion/marketing as a fundamental trend. In this state of the economy, there is a large consumption of fuels and lubricants. This study reveals that there is a substantial correlation between marketing on social media and brand perception in Pakistan (Maloof, 2019). Pakistan is one of the most variant users when it comes to social media usage. And ultimately there is a big impact of social media and market reputation on not just promoting but also in helping consumers to learn and review, share their experience at the same time encouraging collaboration and action between brands and buyers.

Hascol initiated from a relatively small contributor in the oil sector back in 2001 till being the second largest oil retailers in the country after Pakistan State Oil (PSO), the annual revenues of the company increased approximately nine times (from Rs25.9 billion in 2012 to Rs233.6 billion in 2018).

It is to be noted that loans worth Rs 58 billion given to HASCOL by 14 domestic banks have turned bad. Furthermore, the investors at Pakistan Stock Exchange (PSX) lost tens of billions of rupees.

Details discover that what has taken place in HASCOL is nothing less than a delinquent enterprise that has taken the money from poor investors and collected debt based on deceptive accounts and fake purchase orders.

Hascol has been in financial trouble since 2018. Its revenues have dropped, losses mounted, and loans risen, sending its share price down from over Rs300 three years ago to just Rs11.23 on Monday. Regulatory actions against the company in Khyber Pakhtunkhwa for unapproved storage and selling of petroleum products also marred its reputation last year. The company has lately been in news for unexpected resignations by auditors as well as members of its board and senior management.

It is assumed that if financial accounts be revised, still no hope to make any material difference to the company's recent and future procedures.

Research Analyst states that from company a restatement exercise could cause a huge impact on the share price of Hascol, which held a seven per cent share in the oil marketing segment for the first 11 months of 2020-21.

It is expected that the company's share price may go high from present, if stock be owned still.

Hascol is restructuring of the Company's liabilities by different negotiations creditors. The Company's Board and Shareholders are committed to a successful restructuring of the Company and long-term options are being evaluated.

Later stated by management that Hascol has lifted its stay order restraining the SECP's investigation regarding its 2019 financial disclosures and is cooperating with the SECP in this regard.

This current investigation fosters the thought that fame or defame created because of social media is that drive distributors and ultimately stimulate them for not just purchasing but also sharing their views and engaging other community.

People easily trust the opinion they receive from their connections about any lubes and petroleum on in the market by word of mouth. Therefore, dealers and sales force need to work hard on managing and engaging with their consumers to keep loyal to them. Therefore, what counts is the way company should utilize the use of social media to influence consumers in their buying intentions, and provide them with proper incentives as to sustain the customers. Hascol is seen as an reasonable, efficiently working, imported lubes' brand that provides a range of products that satisfy customer needs for different situations according to their automobile requirements. Customers should get the latest updates on the new products; they can interact with the brand and give their feedback. This study may help the company as well as new investors to develop their opinion about

new business on the feedback and recommendations. The main idea of proposing this study is to figure out all the details regarding the effect of defame and scam and how has it impacted the loyalty , commitment and purchasing behavior of consumers in Pakistan market. Another aim of the study is to find out and understand the benefits of reviewing such situation and developing strategies in accordance as to be used by proved itself again and again even during the hard times like pandemic. They managed to adapt to new strategies as to keep the high sales and volumes intact.

## **PART D: RECOMMENDATIONS (FUTURE ENHANCEMENTS/ACTION PLAN)**

### **4.1. Recommended Actions To Be Taken**

Hascol Petroleum Limited (HPL) and its Dutch stockholder — Vitol — have proposed an Rs. 54.5 billion debt settlement payable to major banks. A wide-ranging action plan has been devised to regain the lost name and fame in 2019.

As we proceed to the recommendations point, the project highlights the importance of positive media /digital marketing in automotive lubes industry of Pakistan. As we see that social media continues to grow , therefore, marketers of lubes businesses should work hard to maintain a fare and committed dealings for sales and distributions of lubes and other petroleum products.

As the study shows that more concentration is required by the sales and marketing team of the projection of industry to attract and maintain loyal customers, therefore influencing and proper use of social media can influence consumers the right way (Matloob, 2019).

Encouraging better relations between the brand and customers through engagement is also an efficient and effective way of managing social media influence on consumers' buying attitudes. Due to the constant changes taking place in e-commerce, brands need to up their game to stay competitive in the market (Yousaf, & Siddiqui, 2019).

### **4.2. Steps taken already – Post Scandal**

Hascol has so far done a good job in regaining its popularity despite the hardships that came it's the way. Following actions have already been started to be taken for the regaining of market reputation:

- Out of the Hascol's **total outstanding debt of Rs. 54.5 billion**, up to Rs. 9 billion will be supplied jointly by two banks.
- **Unsubscribed share** would be offered to other creditors or become part of the remainder debt.
- Furthermore, Hascol wants to **issue outstanding shares** worth Rs. 8 billion as part of this scheme to inject additional money into the company as to lower the remaining debt of Term Lenders who agreed to reestablish their working capital limits to the extent of their modified amount.
- Vitol would continue to provide a minimum \$12 million **Open Credit facility** and a \$15 million Hold Cover on procurements under the terms of the deal.
- Moreover, the company is proposing the **bank and Vitol facilities' LC (letter of credit) payment** terms be the same as 60 days, with Vitol Dubai maintaining a minimum stake of 40 percent in Hascol until at least 50 percent of the Residual Debt was repaid.
- Vitol would cover any shortage in working capital until December 2026 and that 40 percent of the Residual Debt — when repaid — would be plowed back into the working capital facility as an incremental LC facility.
- With **majority shareholders, Hascol's purchasing is being recommended** for facilitation through a tendering process, subject to Vitol's Last Right of Refusal, as stated in the existing Supply Agreement between Vitol and Hascol.
- Hascol plans to **liquidate its lubricant plant and three Port Qasim land plots** in 2022, with the advances reinvested in the corporation. Where potentially evaluated value of the three sites at Port Qasim is Rs. 1.309 billion.

### **4.3. Future Recommendations and Steps Required to be taken:**

But some recommendations that can be followed in the future to improve the brand image , market reputation and social media marketing are as follows:

#### ***4.3.1. Valuing customers:***

Keeping in mind the Hascol Scam, the company needs to be more consumer oriented. As said: brands may think that they are listening to customers but at times there are minor things that can be neglected (Tariq, & Khan, 2016).

They must know the needs and requirements of the customers along with their purchase power. Listening to customers must be a continuous process and with daily awareness, it is even more required. As time changes so do the needs of customers which is why there should be consistent feedback, reviews and input of customer experience is mandatory. Rather actions must be taken in accordance with that as to build better sales as well as relationships.

#### ***4.3.2. Online Shipping /Sales/Bookings:***

Hascol does not have online sales and purchase or their store products at their online store. So they should focus on this area as to increase sales.

#### ***4.3.3. Find more and positive bloggers and influencers:***

Do not underestimate the power of social media bloggers and influencers. It's their time. By engaging bloggers and influencers to promote your products works far more than asking celebrities to promote (Yousaf, & Siddiqui, 2019). In this current period, even celebrities are using influencers to promote their brand. This is because influencers and bloggers sound more genuine than celebrities. Therefore, customers believe in their reviews on products. Asking bloggers to promote and review your brand with their followers can



boost sales faster than any other strategy. Bloggers have millions of followers, and they are found more interesting and entertaining these days (Tariq, & Khan, 2016). Another important aspect is to know which bloggers and influencers to ask for the promotion. There are a lot of points to look at starting from the follower count, are the followers real or fake, do the followers interact with the blogger in the comments section, what kind of demographic follows the blogger, etc. Knowing the right blogger and influencer to get your brand promoted on social media is crucial. They can have a huge impact on your brand image.

#### ***4.3.4. Free Vouchers and Giveaways:***

One of the oldest strategies is giveaways and incentives. This strategy has been used a lot by Hascol as many other brands but still many other steps on regular basis need to be taken. Giveaways have always been appreciated. Awarding a giveaway not only entuses the customers but also increases the interaction between the brand and its customers. Giveaways can increase clients, sales, and shares as well as engagement on the page/account. Consequently, posting giveaways from time to time can increase brand awareness, customer interaction, and brand followers. There should be more frequent trade promotions and discount ***4.3.5. Collaboration:***

Something that has been trending a lot recently is collaboration with other brands. Collaborate with others can be profitable for the business. Collaboration can be with both other brands and celebrities. So for example if two famous brands like Hascol and Shell collaborate they can come up with a merged lubes collection.

Customers from both brands will have something interesting and exciting to look forward to. Another strategy can be collaborating with a famous social media celebrity. As they have huge fan following and their content can add value to the brand. Their influence can play a vital role in brand promotion.

***4.3.5. New products and printing patterns:***

Sometimes products might seem similar but updated tagging's and modifications are required for improved sales. If the brand can bring some more innovative patterns and designs, it will add more value to their covers and designs.

***4.3.6. More products during the sale:***

Adding more products to the sale is also recommended. These products should also be more available and visible in retail outlets. Distribution stores have a certain amount of sale products all the time. Distribution network should have spread in Pakistan district and tehsil wise all over Pakistan.

***4.3.7. Seminars and Workshops:***

More regular seminars and workshops should be conducted in metropolitan as well as small cities as to spread awareness as well as grooming the teams professionally.

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**: Interviews:**

National Sales Manager Hascol Petroleum

National Supply Chain Head



- a. Strongly Agree
  - b. Agree
  - c. Disagree
  - d. Strongly Disagree
  - e. Do not know
4. Is there monthly, annually or quarterly discounts attract more and more customers from the relevant market?
- a. Strongly Agree
  - b. Agree
  - c. Disagree
  - d. Strongly Disagree
  - e. Do not know
5. Quality of oils and lubricants' products is same in both, normal price and discount price?
- a. Strongly Agree
  - b. Agree
  - c. Disagree
  - d. Strongly Disagree
  - e. Do not know
6. Discount products are available to the distributors for whole year or a limited period?
- a. Strongly Agree
  - b. Agree
  - c. Disagree
  - d. Strongly Disagree

- e. Do not know
7. Are you loyal customer to the company despite of any bad word of mouth?
- a. Strongly Agree
  - b. Agree
  - c. Disagree
  - d. Strongly Disagree
  - e. Do not know
8. Company should improve the quality of products and distribution with the present level of price?
- a. Strongly Agree
  - b. Agree
  - c. Disagree
  - d. Strongly Disagree
  - e. Do not know
9. Company should increase the quality of their products with a minor increase in price also?
- a. Strongly Agree
  - b. Agree
  - c. Disagree
  - d. Strongly Disagree
  - e. Do not know
10. Will you remain stick to same company products , even if any crisis come?
- a. Strongly Agree
  - b. Agree

- c. Disagree
- d. Strongly Disagree
- e. Do not know

11. Quality of lubricants product is better than other similar companies ?

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Do not know

12. Do you think distribution and logistics services at Hascol Petroleum Limited , related to lubricants are satisfactory ?

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Do not know

13. Which of the following according to you will help Hascol Petroleum Limited to build good image again in the market ?

- a. Quality improvement
- b. Good value added services
- c. Discounts and gift schemes for performers
- d. Competitive pricing
- e. Others

If others , please specify .....



14. Company should provide the present quality of products at present level of prices in each city of Pakistan?

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Do not know

15. Company should improve the social media campaigns and orientation sessions for relevant audience?

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Do not know

16. Company should give separate discounts and incentives for loyalty and good sales volumes in past one financial year ?

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Do not know

17. Keeping in mind the scam news on social media . company should give more explanations as to justify ?

- a. Strongly Agree

- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Do not know

18. Auditors in the company at local and international level must be kept a strict check ?

- a. Strongly Agree
- b. Agree
- c. Disagree
- d. Strongly Disagree
- e. Do not know

19. Can you suggest a step which may lead the company to re gain its lost fame or atleast reduce the negativity of scam in the market?

- a. No , I don't want to
- b. Yes , I want to suggest that

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## Appendix B

### Waqar Ahamd Khan- Research Project Fall 2022

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