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THE RISE OF METRO SEXUAL – A CASE OF INDIAN MEN WITH REFERENCE TO FAIRNESS ENHANCING PRODUCT, EMAMI'S "FAIR AND HANDSOME"

Dr. Sandip Sane

ABSTRACT

The market for fairness enhancing products has been growing rapidly since last decade. However fairness enhancing cream especially for men is a new phenomenon and FAIR AND HANDSOME is found to be the pioneer in this endeavour.

The demand for Fairness enhancing cream was already there for men, however, the cream used by females was been offered to them which resulted in hesitancy on part of men to go for fairness cream.

There are also various factors like socio-economic, demographic, social, health, delivery and prices which drove the demand and sale of the fairness enhancing products.

We kept this in mind and went ahead to ascertain and check the factors which are associated for metro sexual man to take up purchase decision on fairness enhancing cream. The study was done keeping in focus Emami's Fair and Handsome the leader in this segment.

The research was conducted in Pune and on males between 18-35 years of age. The sample size was of 170. The time of survey was one month and the primary data was collected through a structured questionnaire. The secondary data was collected through various websites, journals and magazines .The research tool applied was Factor Analysis.

We found six basic factors which affected the purchase decision of the customers namely; Way of Promotion, Core Aspects, Reference Groups, Brand Equity and Power, Skin Colour influenced Factors and Affordability to Purchase.

KEYWORDS: Fairness-enhancing Product, Customer Preference, Brand Equity, Promotion, Metro Sexual

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INTRODUCTION

Metro Sexual, a term coined by Mark Simpson in 1994 as a young stylish man with high is posable income who is unashamed in spending a lot of money to enjoy good clothes, stylish living and improving his personal appearance. The time for Metro sexual has come and they have started showing their consumer prowess.

Young Men in India seem to be in a rush to be the fairer sex. So the companies have lined up their products to cater to the segment. Companies like Hindustan Unilever ltd , apart from Emami and Garnier is the latest to make a splash with its range of Vaseline whitening face-wash and creams.
It is still a fairly small segment - just Rs 186 crore (Rs 1.86 billion) out of the total Rs 2,200 crore (Rs 22 billion) plus fairness cream market, according to Nielsen - but one that is growing at a fast clip of 31 per cent.

Whitening emerges as the prime need. Since Indian men spend a lot of time outdoors, they desire to reverse the effect of the aggressive factors and hence use whitening creams. The other big need is also of oil control. Clearly, men in India wouldn't mind being the fairer sex, if marketers' pitches for men's fairness creams are anything to go by.

To secure early leads, marketers are expanding their portfolio beyond creams and straddling different price-points with various ranges. Differentiation, for now, seems to have been relegated in favour of endorsements by filmdoms and cricketers.

While a market for men's fairness cream did not exist in the year 1999; it had grown into a Rs 100 Crore market by the end of the decade in 2009. By the year 2010; the market for fairness products had risen to Rs 2100 Crore and the men’s fairness cream market was Rs 200 crore by the year 2011. Source: Nielsen Co. data

With market rising double fold, it became evident and important to ascertain and analyse factors which determines men in choosing Fairness enhancing product and this is what precisely is been done in the study.

LITERATURE REVIEW:

People still believes in the intrinsic virtue of whiteness. Signs of this prevalence for fair skin are evidently noticeable in modern Asian Societies. (Leong 2006). The resultant of prejudiced and biased attitude towards a white and fairer skin has brought about new treatments and products for achieving the desired results. (Hussein 2010)

In his book, “Black Skin White Masks” Fanon says “As much as the white man thinks himself superior to the black, the black man desires to be white. Indeed, black men want to prove to white men, at all costs, the richness of their thought, the equal value of their intellect”. “For the black man, there is only one destiny. And it is white”. In so called "Snow White syndrome" in India, a market where sales of whitening creams has outstripping those of Coca-Cola and tea. (Guha S. BBC News).

The history says that the ‘white’ race was the ruler and the ‘dark’ or ‘black’ natives were the ruled. The colonial legacy in South Asia is the contributory factors for the reason to believe that White is powerful and White is beautiful. The Hindu caste system with the ‘fairer’ higher castes and ‘darker’ lower castes in general, may have given another impetus to the notion of the superiority of fairness. (Ravishankar & Subish 2007).

By the early eighteenth century for whatever reasons, with a racial revolution, native Indians and mixed races were put under strict subordination of the British Raj. With it a discourse of racial discrimination was established, identifying everything non-white with disagreeable physical and moral attributes (Arnold 2004).

These stereotypes eventually contributed in producing stigmatized persons who knew that they were not accepted as normal by the authorities who were ruling their nation. This also established the control of an inferior group by the dominant, the primary building block of intergroup racism. (Hussein 2010).

The Literature review suggests that Indian men always longed for fairer skin evidently supported by various papers by scholars mentioned above. It made the study more important in finding out the various reasons and factors that prompted metro sexual men to go for fairness enhancing product.

OBJECTIVES OF THE STUDY

- To find out the main factors affecting the metro sexual men in purchasing the Fairness Enhancing Products with special reference to Emami’s FAIR AND HANDSOME.

- To know about the competitors for Emami’s FAIR AND HANDSOME.

COMPETITORS FOR EMAMI’s FAIR AND HANDSOME

Emami's Fair and Handsome, launched in 2005, was followed by HUL, the makers of Fair and Lovely, which launched Fair and Lovely Menz Active in 2006. Beiersdorf AG, the German parent of Nivea, entered next with its Nivea for Men products. Smaller players include Elder Healthcare's FairOne Man, a Shahnaz Hussain franchise.

There’s competition with Brand Ambassador as well where Emami the first mover with Fair and Handsome had Shah Rukh Khan followed by Garnier with John Abraham, Nevia with MS Dhoni and now Hindustan Unilever (HUL) has roped in Shahid Kapoor for their campaign. Kolkata-based Emami first saw the need for a men's fairness product, beating bigger players. Research had showed that the country's leading women's fairness cream, Fair and Lovely had then owed over 30 per cent of its sale to men users.

Brands are also straddling different price points, either through different product ranges or through packaging. Garnier launched sachets of its cream early this year. Its parent, L'oreal also has a range for men's whitening cream priced much higher. HUL covers the mass market with its Fair and Lovely Menz Active.

TABLE 1
Key Players in the Men's Space for Fairness Creams

S. No.	Company	Brand	Market Share
1.	Emami Limited	Fair & Handsome	49%
2.	Hindustan Unilever Limited	Fair & Lovely Menz Active and Max	23%
3.	Beiersdorf AG	Nevia for Men	15%
4.	Garnier India	Garnier Men Powerlight	6%
5.	Others	Fair One, Shehnaaz	7%

Source: Rediff Business Report

RESEARCH METHODOLOGY

The research design in this case is exploratory in nature. Single cross-sectional study is used here. Information is been collected from a given sample of population from Pune city mainly those who visited malls . We collated results from only those men who fit into our definition of Metro Sexual ie between age group of 18-35, stylish, enjoys purchasing of good clothes and apparels, not ashamed in saying that he wants to look good and would do everything to achieve that.
The **Research Design** consists of the following parameters

- Exploratory research is done on the information collected.
- Use of descriptive research is used in conclusion to attain the objective of research through “single cross-section design”
- The Likert Scale is used for measurement and scaling procedure .

SCOPE OF THE STUDY

- **AREA:** Pune City
- **TIME**: 1 month (Between 1st Jan 2012 to 31st Jan 2012)
- **PRODUCT SCOPE**: The product is in the fairness enhancing segment with special reference to Emami's Fair and Handsome.
- **TARGET POPULATION:** Male consumers between age of 18 - 35.
- **SAMPLING:** Consumers were selected on the basis of convenient judgmental sampling and later on filtered to fit into our definition of Metro Sexual men.
- **SAMPLE SIZE:** The Sample Size for Consumers was 170.
- **RESEARCH TOOL APPLIED:** Factor Analysis

ANALYSIS L: The Questionnaire asked in the Survey suggested that 85% of the respondents agreed that they should use Fairness Enhancing Cream.

KMO AND BARTLETT'S TEST

TABLE 2
KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.61
Bartlett's Test of Sphericity	Approx. Chi-Square	443.419
	Df	137
	Sig.	0.000

TABLE 3
TOTAL VARIANCE EXPLAINED

Component				Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.842	16.732	16.732	2.842	16.732	16.732	2.354	13.849	13.849
2	2.715	15.987	32.719	2.715	15.987	32.719	2.257	13.279	27.128
3	1.895	11.138	43.857	1.895	11.138	43.857	2.174	12.79	39.918
4	1.467	8.645	52.502	1.467	8.645	52.502	1.799	10.583	50.501
5	1.214	7.332	59.834	1.214	7.332	59.834	1.366	8.038	58.539
6	1.057	6.235	66.069	1.057	6.235	66.069	1.28	7.531	66.07
7	0.982	5.792	71.861						
8	0.812	4.788	76.649						
9	0.699	4.12	80.769						
10	0.624	3.677	84.446						
11	0.536	3.16	87.606						
12	0.468	2.759	90.365						
13	0.434	2.537	92.902						
14	0.389	2.299	95.201						
15	0.337	1.981	97.182						
16	0.286	1.514	98.696						
17	0.243	1.299	100						

Extraction Method: Principal Component Analysis.

TABLE 4
ROTATED COMPONENT MATRIX

	Component					
	1	2	3	4	5	6
Usage of Fairness cream increases with dark skin colour	0.023	0.125	0.011	0.078	0.006	0.792
Income has relation with use of FAIR AND HANDSOME	0.035	0.105	0.216	0.53	0.124	-0.3
Brand Name affects the Purchase decision	0.213	0.043	-0.08	0.257	0.699	0.392
Quality Affects the purchase decision	0.487	0.121	0.114	0.017	0.326	0.073
Promotional Scheme affects Purchase decision	0.731	0.051	0.031	0.222	0.06	-0.07
Price of Product affects purchase decision	0.33	0.506	0.033	0.61	0.063	0.079
Adv. affect purchase decision	0.021	0.587	0.475	0.122	0.362	0.085
Packaging affect purchase decision	0.353	0.455	0.428	0.098	0.009	0.367
Availability affect purchase decision	0.126	0.307	0.096	0.654	0.317	0.05
Ease of use affect purchase decision	0.748	0.182	0.197	0.269	0.019	0.801
Brand Ambassador affect purchase decision	0.066	0.023	0.061	0.029	0.846	0.001
Recommendation by Skin doctor affect purchases	0.048	0.131	0.749	0.235	0.127	0.137
Recommendation by retailer affects purchase decision	0.028	0.139	0.848	0.106	0.036	0.098
Recommendation by Friends affect purchase decision	0.676	0.067	-0.31	0.082	0.004	0.095
Desire to look fairer affects the purchases	0.059	0.409	0.155	0.212	0.306	0.537
Feeling of inferiority affect purchase decision	0.102	0.82	0.069	0.239	0.124	0.118
Attractive Display affect purchase decision	0.064	0.855	0.031	0.025	0.041	0.072

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization a Rotation converged in 16 iterations

RESULT OF FACTOR ANALYSIS:

Way of Promotion has emerged as the most important determinant factor affecting selection of Fair and Handsome with Total 2.842 and variance of 16.732. The major elements constituting this factor includes- Promotional schemes affect the purchase decision, Packaging affect the purchase decision, Attractive Display affects purchase decisions and Advertisement affects the purchase decision

- **Core Aspects** is next best factor affecting the purchase decision of the product with Total value of 2.715 and variance of 15.987. The major elements constituting these factors are -Quality affects the purchase decision, Price affects the purchase decision, Ease of use affects the purchase decision, Recommended by beautician affects purchase decisions.

- **Reference Group** has immerged as a very important factor in choosing Fairness Enhancing cream by Metro sexual with Eigen total of 1.895 and variance of 11.138. The major constituents of these factors are - Recommendation by retailer affects purchase decisions, Reference by Skin Doctor affects purchase decisions.

- **Affordability to Purchase** is again a very important factor with Eigen total of 1.467 and variance of 8.645.The major constituent elements of the factor are – Income has relation with use of Fairness Enhancing Cream, Availability of the Product affects decisions.

- **Brand Equity/Brand Power** is again a very important factor with Eigen Total of 1.214 and variance of 7.332. The contributors for the factors are- Brand Ambassador affects purchase decision and Brand Name affects the purchase decision.

- The Last factor identified is **Colour of Skin** with Eigen Total of 1.057 and variance of 6.235. The main elements in the factor are - Desire to look young affects purchase decision, Feeling of Inferiority affects purchase decisions, Use of fairness enhancing cream increases with dark colour skin.

TABLE 5
FACTORS AND ITS VARIANCE

Factors affecting	% OF VARIANCE
Way of Promotion	16.732
Core Aspects	15.987
Reference Groups	11.138
Affordability to Purchase	8.645
Brand Equity and Brand Power	7.332
Colour of Skin	6.235

CONCLUSION

The research carried out was exploratory and descriptive in nature. We went on to identify the factors which affected buyer's perception for the fairness enhancing creams. In all a new segment (Metro Sexual) has emerged and it would be very hard for any company to ignore their purchasing prowess.
Almost 85 % of the people whom we surveyed suggested that they would use fairness enhancing product to look good. The research resulted into providing us six major factors

1. The Main factor for purchase is Way of Promotion which includes Advertisement, Packaging and Promotion .
2. The Second factor is Core Aspects which includes Price and Quality.
3. Third factor is Reference Groups which includes recommendation by Friends and Retailers.
4. Fourth factor is of Affordability to Purchase which depends on income.
5. Fifth factor is Brand Equity and Brand Power which includes brand ambassador and brand name.
6. Sixth factor is Colour of Skin factor which comprises of Inferiority complex and frequency of use with dark colour of skin.

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ORGANIZATIONAL TRAINING AND DEVELOPMENT: A CONCEPTUAL STUDY

Dr. L. K. Tripathy

ABSTRACT

Training & Development , in an organization, plays a very significant role. Hence, there is a need and necessity to have clarity in understanding as to what Training and Development is in terms of its approach, methods, key components not only in terms of identification of training needs but also in the context of execution and evaluation too. Accordingly, in this paper, the researcher has made an attempt to present a conceptual study of training and development highlighting its role, models and techniques.

KEYWORDS: Training & Development, Training Approach, Strategic Management, Systematic Model, Training Techniques.

"The link between training and broader development issues is far from clear; it is difficult to demonstrate the value of effective training in building up motivation and commitment. However, growing emphasis on capturing the employees hearts and minds on developing a mission and team work on the top, gives an important opportunity for the training function."(Martin Sloman 2001)

The above becomes a reality in an organization in which there is no clear relation between business strategy and human resource management initiatives. But training and development initiatives become successful if there is an alignment to the business strategy and also if there is an initiative for the same from the top management of the organization. If the 'top management' is the employer the individuals working in an organization are 'employees'. Training as such has an impact on the motivation and commitment level of the individuals working in an organization. This is corroborated by the following :

"People are more motivated and work more intelligently if they believe in what they are doing and trust the organization they are working with…… If an organization can provide meaning for an employee on top of pay and conditions, it will inspire greater commitment and loyalty : something that we have labeled 'a sense of mission."[2] However, it is accepted by management thinkers and practitioners as well that 'Training & Development' is one of the control concerns of Human Resources Management Movement. As Edward Keep suggests : "Training and Development are activities central to the reality of anything

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that can meaningfully be termed Human Resources Management. Indeed it can be suggested that training effort is one useful litmus test of the reality of the adoption of HRM/HRD (Human Resources Development) policies within British firms. If the training & development of employees is not accorded high priority, if training is not seen as vital component in the realization of business plans, then it is hard to accept that such a company has committed itself to HRM."3

With all these kinds of conceptual and empirical problems, the researcher ponders over a very simple question i.e. what can be regarded from the point of view of 'management' and 'individual' as the befitting training practice. To this, the researcher finds a plausible answer in the following :

"Best Training Practice involves : a significant and distinctive contribution to the process of continuous skills enhancement that must take place in the modern organization.

Playing a role in developing the supply led capability of the organization to pursue a range of long-run strategies, thus contributing to the pivotal role that the modern human resource function should play.

In the course of making this contribution, the training function will need to redefine its relationship with :

- The other human resource specialists, to ensure that the full leverage of the function is achieved.
- The management, to reflect the growing devolution of responsibility to them for management of training."[4]

In the context of HRM, it is established that "Training & Development" plays an important role in the organization. It is also equally true that the intensity of involvement in Training & Development activities varies from one organization to the other.

1.1.2.3.1 ROLE OF TRAINING

How far the question of the role of training and development is concerned. Taking a clue from the earlier researchers, the approach to the role of training and development can be stratified into three levels[5] viz :

i) a fragment approach
ii) a formalized approach &
iii) a focused approach

A) The fragmented approach :

i) Training is not linked to organizational goal.
ii) Training is perceived as a luxury or a waste of time
iii) Approach to training is non-systematic
iv) Training is directive
v) Training is carried out by trainers
vi) Training takes place in the training department
vii) Emphasis on knowledge based courses
viii) The focus on training (a discontinuous process) rather than development (a continuous process)

B) The formalized approach :

i) Training becomes linked to human resource needs
ii) Training becomes systematic by linking it to an appraisal systems
iii) The emphasis is still on knowledge based courses but the focus of the course broadens with greater emphasis on skill based courses
iv) The link, which is made between training and HR need, encourages organizations to adopt a more developmental approach.
v) Training is carried out by trainers, but the range of skill demands placed on a trainer develops with the new breadth of courses offered.
vi) Line managers become involved in training and developed through their role as appraisers
vii) Pre and post course activities attempt to facilitate the transfer of off-the-job learning
viii) Training is carried out off-the-job but through career development the value of on-the-job learning gains formal recognition
ix) There is more concern to link a programme of training to individual needs.

C) The Focused Approach

i) Training and Development and continuous learning by individuals is perceived as a necessary for organizational survival in a rapidly changing business environment
ii) Training is regarded as a competitive weapon
iii) Learning is linked to organizational strategy and to individual goals
iv) The emphasis is on-the-job development so that learning becomes a totally continuous activity
v) Special training courses are available across the knowledge / value / skills
vi) Self-selection for training courses
vii) Training is generally non-directive, unless knowledge based

viii) New forms of training activity are utilized e.g. open and distance learning packages, self-development programmes, etc.
ix) More concern to measure effectiveness of training and development
x) Main responsibility for training rests with line management
xi) Trainers adopt a wider role
xii) New emphasis on learning as a process
xiii) Tolerance of some failure as part of the learning process.

In an organization, by and large, it is observed that one of these three approaches or a combination of either one or all of them get implemented. The variation in the approach is purely from the point of view of suitability to the business strategy and the relevant training needs.

1.1.2.3.2 LINKING TRAINING WITH STRATEGIC MANAGEMENT [6]

1. Trainers or Training managers having a broad theoretical understanding of the strategic management process.
2. Trainers or Training managers ascertaining the methods used in their organization and distinguishing between strategy formation and formulation.
3. The HRM implications of strategic options should be articulated and developed using a proactive rather than a reactive approach and as part of the broader human resource management activities.

1.1.2.3.3 THE TRAINING MODEL

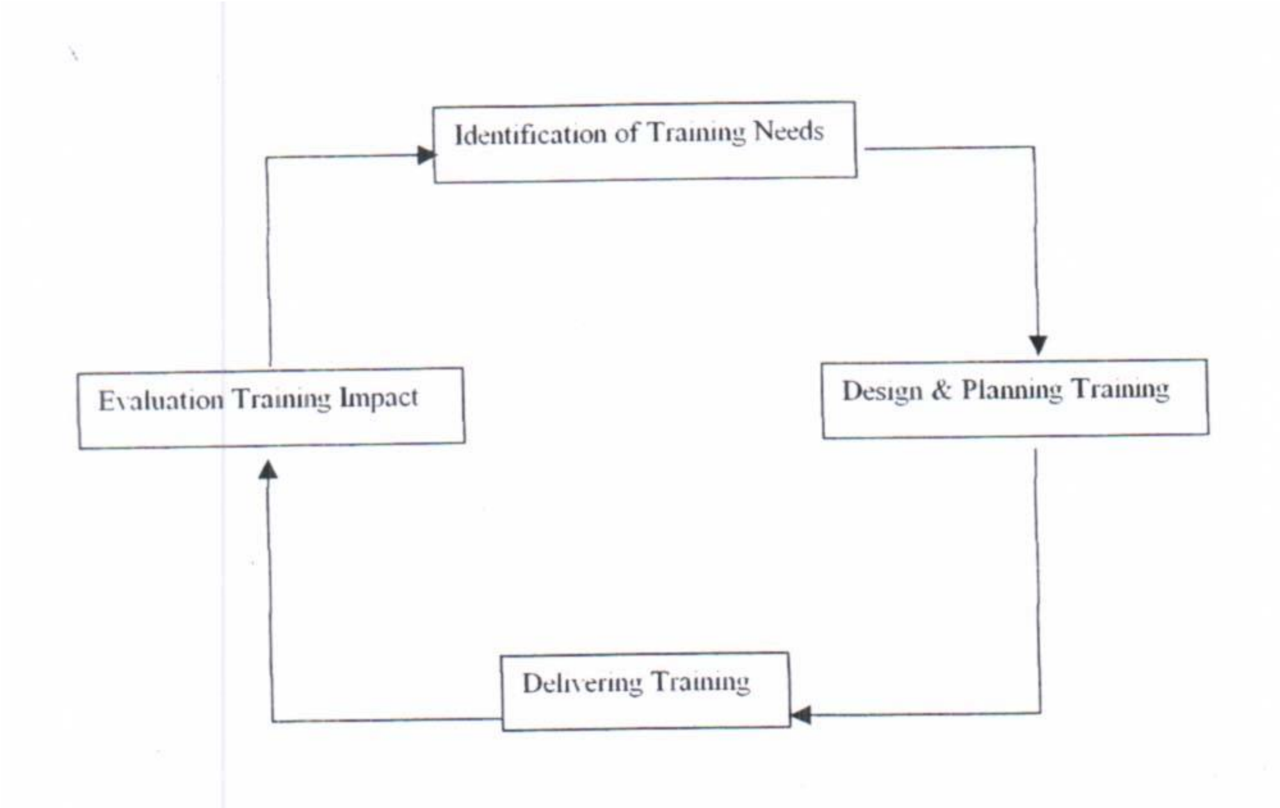
The most prevalent training model of an organization can be said as 'The Systematic Model' it is called systematic because it follows a certain systematic logical steps.

To quote "Training undertaken at a planned basis as a result of applying a logical series of steps. In practice, the number and description of these steps tends to vary, but in general terms they would cover such aspects as :

- Development of training policy
- Identification of training needs
- Development training objectives & plans
- Implementation of planned training
- Validation, evaluation and review of training.[7]"

Table 1

THE SYSTEMATIC MODEL OF TRAINING



1.1.2.3.4 SELECTION OF TRAINING & DEVELOPMENT METHOD

Selecting the method for the training and development activity of an organization is dependent on the following :

1. Training objective [8] :
   The purposes for which, normally training activities are carried out are : (i) Acquisition of knowledge, (ii) Changing trainee's attitude, (iii) Increasing trainee's problem solving skills, (iv) Increasing trainee's interpersonal skills, (v) Increasing trainee's acceptance of the training methods and (vi) Trainee's retention of knowledge.

2. Participants level in the organizational hierarchy :
   The profile of the participants are important because of different levels, different methods of inputs are required. If the selected group is homogenous, then the comfort and receptivity level of the participants remains intact. In case of a heterogeneous group, normally comes a lot of resistance to learning due to the disparity in hierarchy, more importantly, senior managers of an organization would be more desirous to learn

conceptual and strategic skills whereas employees at the shop floor level would appreciate learning more technical skills and knowledge.

3. Ability of the method to keep trainee's enthusiasm high :
   The 'recipe' of the delivery of the training content too plays a far greater role in the conductance of a training programme. Fitment of the delivery style to the participant's expectation goes a long way in making the entire training activity lively, participative and hence the 'retention' rate also equally goes high.

4. Availability of competent trainers :
   Competency of a trainer can be measured by parameters such as the subject knowledge level, presentation skills and a lot of common sense to go down to the level of the trainee's to have a desirable feedback. Incidentally, quite often it becomes difficult to have such a qualified trainer. The success of the training programme lies in this.

5. Availability of Finance :
   Even if there is the availability of a good trainer, the price tag attached to him/her becomes a major issue, due to the constraints on the financial provisions being made available for training activities.

6. Availability of Time :
   Lastly, the 'temporal' factor also has a lot of significance. Although there might be a dire need for the employees of an organization to undertake a 'skills' training programme, but the organization cannot afford to close down its show for few days and go ahead with the training. Such a decision would be suicidal; instead of training acting as a catalyst to the

   business growth process, it will be seen as a deterrent. Secondly 'duration' of the training programme also plays an important role for the decision on training methodology. If the duration is longer than it can be embedded with a lot of exercises, which can be of 'outdoor' in nature. But if the duration is shorter than the training methodology has to be replete with a lot of simulations.

1.1.2.3.5 TRAINING TECHNIQUES

As has been pointed out earlier each training and development activity has a unique objective to achieve. Hence, it is imperative to follow that technique of training which is most pertinent to achieve the desirable goal. Following is a model list of various training techniques which the researcher has gathered from various sources of information [9]

Table 2

Training Techniques

S.No.	Training Techniques	Description
1	Induction Training	Orientation programme for new recruit
2	Stress management	Training in techniques to contain work related stress
3	Delegation	Sessions for learning importance of decentralization
4	Negotiating	Role play to develop bargaining skills
5	Lectures	Presentation of introductory material
6	Audio-visuals	Use of films, videos, slides, tapes, etc.
7	Self directed learning	Learning at one's own pace
8	Programmed Instruction	Methodical breakdown of material into small topics
9	On-the-job training	Done at the work site under supervision
10	Computer based training	Use of software packages to learn skill
11	Simulation	Teaching by recreation of working conditions
12	Games	Structured Tests of skills & aptitude
13	Ice-breakers	Games to get team members to know one another
14	Leadership games	Exercises to teach different styles of leadership
15	Skill games	Test to develop analytical abilities
16	Communication games	Exercises to build bias-free listening and talking
17	Strategic planners	Games to test ability to plan ahead
18	In-basket exercises	Evaluating managers response to imaginary items
19	Role Play	Adoption of roles other than their own in work place
20	Role reversal	Exercise to teach plurality of view points
21	Doubling	Brings out ideas that often are not expressed
22	Tag Teams	One role played alternately by two participants
23	Mirroring	Training with an external perspective

24	Monodrama	Insight into a given interaction
25	Shifting physical positions	Highlighting of communication problems
26	Structured Role Playing	Role play with pre-determined objectives
27	Multiple Role Playing	Providing a common focus of discussion
28	Case study	Problem solving discussion
29	Coaching	Senior manager leading a team of recruits
30	Outward bound training	Adventure sports for teams
31	Grid programme	Determination of effective leadership
32	Brain storming	Discussion for developing innovative solutions
33	Lateral thinking	Thinking randomly to come up with new ideas
34	Morphological Analysis	Listing of possible alternative solutions to a problem
35	Gordon Technique	Steering a discussion to crystalise solutions
36	Attribute listening	Isolation, selection and evaluation of a problem
37	Synectics	Prodding sub conscious mind & invoking intuition
38	Cross-cultural training	Programmes to teach specifics of varied culture

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HOW *NOT* TO MANAGE A BRAND; THE CASE OF "MYSPACE.COM"

Dr. Tripti Sahu

MySpace.com, when launched in Aug 2003 by Chris Dewolfe and Tom Anderson, the founders would have never thought of its gloomy future.

In few months only, My Space got enormous acceptance by the target customers. It was well covered in the print media and got a overwhelming response from the investors. Having a robust capacity and a well groomed team of technocrats, it soon became the fad. It would not be wrong to call MySpace to be the pioneer in new digital era which we call the "Social Media".

MySpace, created a history by releasing the first version of its product in the shortest time of 10 days. Packed with features which were appreciated by the young target customers, the first version had everything right from loads of music, bulletin board, and groups etc to lure the young customers. Moreover it gave its users, full control over the look and feel of their profile. The features proved to be very attractive to high school students.

My space operates on a revenue model where maximum revenue is generated by advertising only, since there were no user-paid features. Through its Web site and affiliated ad networks, MySpace collects data about its users and use behavioral targeting to select the ads each visitor sees.

My Space sold itself to News Corporation in the year 2005 for US$580 million, which gave it a even more professional management expertise and technical support. Now MySpace was enjoying being the part of a conglomerate, having more professional management approach. This takeover gave quick profits to the news corporation. News Corporation saw this deal as a way to capitalize on Internet advertising, and drive the customer traffic also to their other properties

The new owner was in the hurry of milking the cash cow. The pressured executives of the new MySpace started dumping the junk ads on the site in order to meet the target revenue on time, making the site more and more clumsy and unpleasant. Subsequently executives although achieved the desired revenue target but dragged away the users from MySpace.

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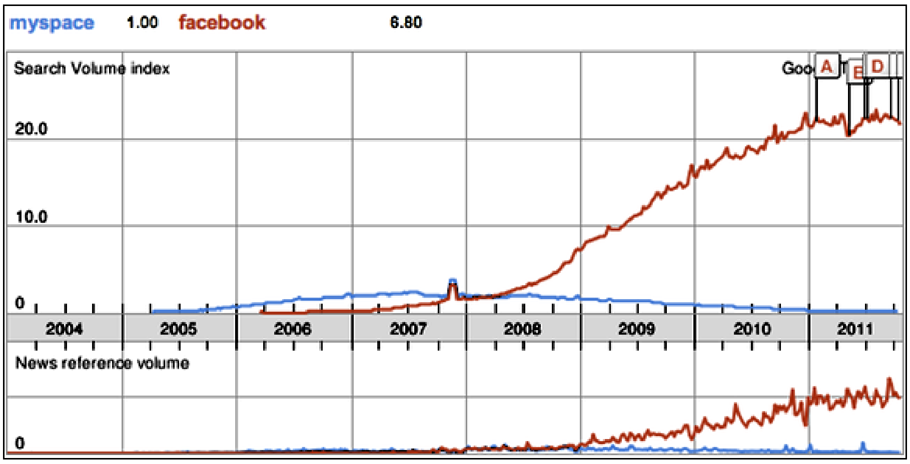
Launch of Face book and You Tube in 2004 and 2005 respectively were foreseen by News Corporation as a potential threat. In anxiety my space banned embedded you tube videos from its user profiles (Which was lifted afterwards). News Corporation also gave an offer to Mark Zuckerberg to buy face book for USD $ 75 million (which didn't work). In 2005, MySpace was the most visited social networking site in the world with 80 million users and in June 2006 it surpassed “Google” as the most visited site in US.

In order to give a personalized touch to its website, Fox News Corporation launched a UK version of MySpace in 2006, and also in few other countries. The same year MySpace signed a $900 million deal with Google to provide search facility and advertisements on MySpace(Google, however, has hinted that it has not seen a decent return on its end of the deal)   MySpace has proven to be a windfall for many smaller companies that provide widgets or accessories to the social networking giant. Companies such as Slide.com, RockYou, and YouTube were all launched on MySpace as widgets providing additional functionality to the site. Other sites created layouts to personalize the site and made hundreds of thousands of dollars for its owners most of whom were in their late teens and early twenties.

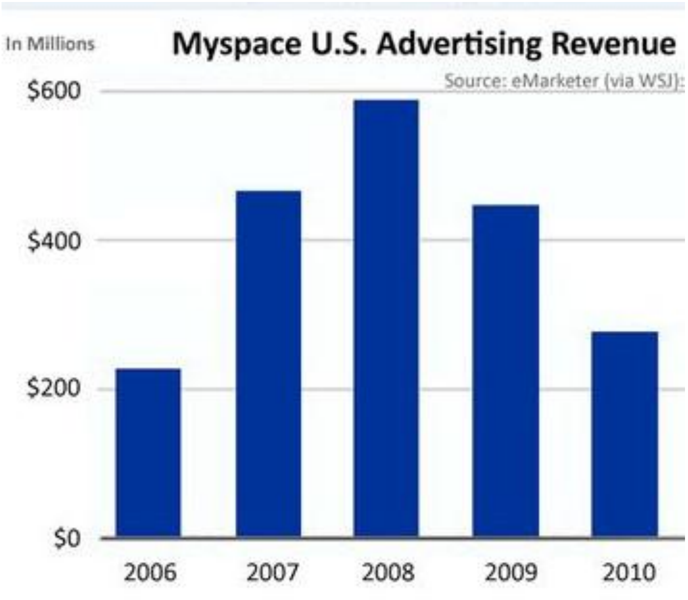
In November 2007, MySpace joined the Google-led OpenSocial alliance, comprising of Friendster, Hi5, LinkedIn, Plaxo, Ning and Six Apart. Open Social alliance was to promote a common set of standards for software developers to write programs for social networks. In which Face book was not a member alliance. By late 2007 and early 2008, MySpace was the leading social networking site, and consistently out-beat its main competitor Face book, in terms of user traffic.

By April 2008, Face book overshadowed My Space in the number of visitors, since then the decline of the undisputed king of social media started. (Graph- 1) The graph narrates the decline story of My Space.

Graph1



Graph 2



The revenue also started declining since 2008, by the end of 2010 my space incurred a loss of $ Million since 2008 (%) (Graph -2)

The end of financial year in 2009 proved to be a catalyst for the decline of myspace.com. With the Google deal on the verge of expiry, there was a reshuffle in the management of MySpace. When Tom Anderson, MySpace President stepped down. Owen Van Ntta (former facebook COO) replaced DeWolfe Chires, as a CEO of MySpace. At the same time MySpace was also having big plans of opening new offices around the world (whereas the rival face book did not have any expansion plans). Still MySpace managed to attract a good amount of users.

The second phase of MySpace downfall started in June 2009 when 37.5% employees (including 30% of U.S. Employees) were laid-off in order to reduce its cost.

Between January and February 2011, MySpace had lost 10 million users, it was the month when MySpace registered its sharpest audience declines and the user base fallen from 95 million to 63 million unique users in one single year. Not only this, Advertisers also started avoiding any long run commitment with the site.

Losses of last quarter of 2010 were piled up to $156 million, which was more than double of its previous year. This troublesome subsidiary dragged down the otherwise strong results of parent News Corp. Finally in February 2011, News Corp decided to officially put the site up for sale, which was estimated to be worth $50–200 million. But up till the deadline for bids, no bids were received by the site. Helpless News Corporation then revised the price to $100 million. But MySpace which once was sold for $75 million at its introductory stage now could not even fetch $ 100 million at its declining stage.

Later in June 2011, MySpace announced that it had been acquired by Specific Media for an undisclosed sum

At the peak of its popularity in 2008, MySpace once generated estimated $605 million ad revenue. According to eMarketer, in 2011, that number had dropped to a mere $47 million. In

2012, as a result of the site's rapid decline in the marketplace, eMarketer stopped tracking MySpace's ad revenue altogether.

Q.1 Analyze the case in light of Porter's five forces Model.

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PRIVATE BRANDS AND STORE LOYALTY: AN EMPIRICAL STUDY IN CHINCHWAD (PUNE)

Prof. Akanksha Taunk

ABSTRACT

Private labels in modern retailing are a set of values and promises made by the retail organization to their customers. They are the values and promises from the organization that any competition cannot offer. It is definitely not about a product or service identity, an image or a logo created by a retail organization for its merchandise or services to be known. It can be defined as a private brand of the retailer. It may not be the product produced by the retailer, but they can make agreements with small scale manufacturers to produce products for them.

The major reason for the retailers to go for private labels is to boost up their sales and increase profit. But it is true that no retailer can make huge amounts of profits from private labels as mostly they will be charged at a lower price due to low marketing and operational costs. The demand for the product will depend upon the utility and quality of the product. So, the retailer cannot compromise on the quality.

The people doing the purchasing, as well as those consuming the products, have been quite happy to try private label offers. There are numerous reasons for this, with the most obvious one related to economics. Generally, during a recession or a period of escalating prices (like the one we are currently experiencing), consumers are more willing to try private label products. While many will return to traditionally branded products when the economy turns around, some will stay with private labels, thus driving up the baseline level for those products. Therefore, this exploratory research was carried out on a private label and store loyalty to find out effect of factors that affect the private label brand prospect in India.

KEYWORDS: Private lables, store loyalty, Brand, customer, market

INTRODUCTION

Private labels have come a long way over the last three decades. They started with retailers wanting to offer cheaper substitutes. This was for two reasons. One, having private label meant that retailers could negotiate a better margin from the manufacturer. And the other, when they had private labels, they had a differentiator. The biggest change in the last decade or so has been the entry of premium private label. They are no longer saying “buy us because we are cheap”, instead today; they are saying “buy us because we are the best”. By offering

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high quality products, many private labels have started charging more than regular manufacturers.

Retailers are looking at private labels or store labels as one of the option to drive the customers to their stores. The emergence of organized retailing in India has made Private Labels a reality. It is now well within the reckoning of the consumer, retailers and brand owners. A Private Label is not merely a product with the store/retailer's name on it. It takes more to qualify as a Private Label. The consumer must see the Private Label product as distinct from being just a 'product in a pack'. There must be a clear perception that 'it is produced by this store'.

Customer will be happier if a quality product is made available at a reasonable price irrespective of whether it is delivered by a branded manufacturer or a retailer. It is a general observation that store brands are priced 20-30% lower than the national brands .Moreover, if properly created, private labels can contribute handsomely to the revenue of the store. Private Labels require high customization in each country, region and category. They not only enhance the retailer profit, but also increase category sales and build store loyalty. Private Labels are poised to grow in the near future and throw a lot of challenges and opportunities for retailers.

DRIVERS OF PRIVATE LABEL PENETRATION

A. **The manufacturer**: For many years, manufacturers have focused their marketing activities on the "consumer" to the detriment of the "shopper". By using continual price promotion and reduced advertising, marketers undermined loyalty to their brands. Meanwhile, the retailer focused on people's shopping behavior and found ways to improve the experience of people visiting their stores. Only recently have manufacturers teamed up with retailers to create programs that focus on the consumer in a shopping role.

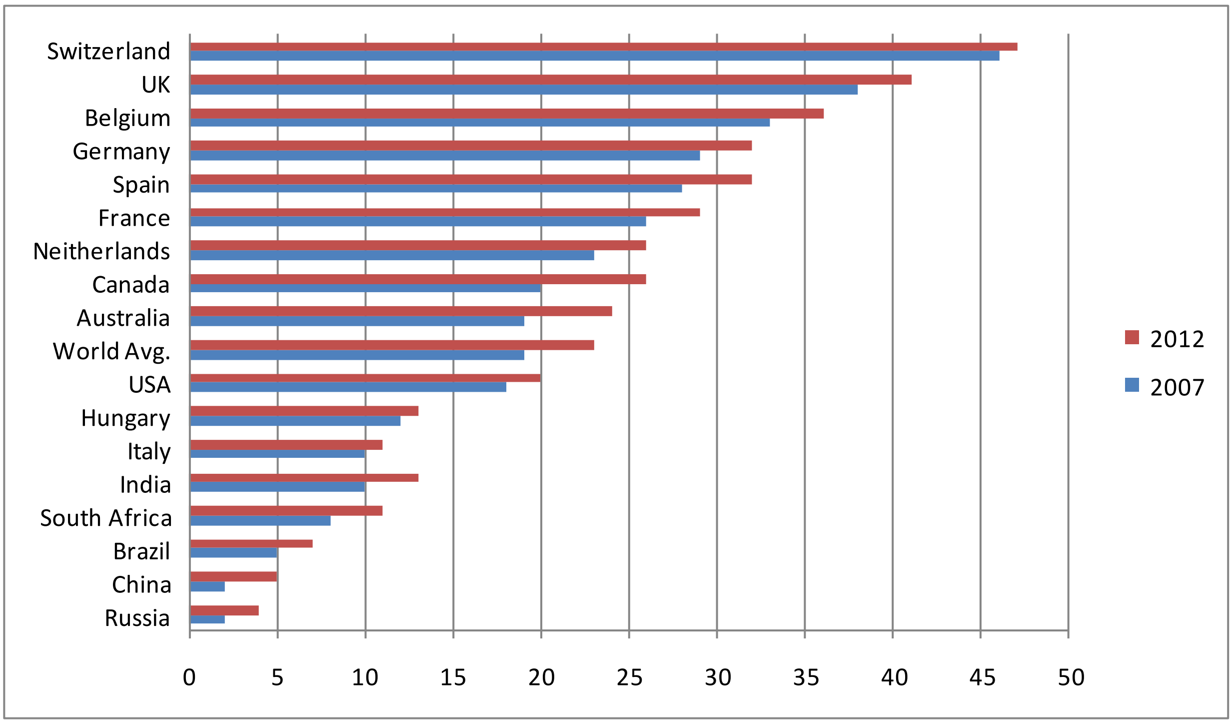
B. **The retailer**: Not only do retailers gain margin from their own brands, but they can also differentiate themselves from the competition with unique offerings. Retailers also benefit from the trend towards "disintermediation". Retailers, because of their close relationships with shoppers, can take advantage of this and target specific lines to match local needs.

C. **The shopper**: The people doing the purchasing as well as those consuming the products, have been quite happy to try private label offers. There are numerous reasons for this, with the most obvious one related to economics. Generally, during a period of escalating prices (like the one we are currently experiencing), consumers are more willing to try private label products.

FACTORS THAT WORK AGAINST PRIVATE LABEL PENETRATION

For all the circumstances that seem to favor the continued growth of private labels, other conditions exist that may limit the upside of these brands, at least in some categories. While the BrandZ™ database shows that for categories like diapers and mineral water in the United States, more than half of the category of users would include a store brand in their competitive set, private label baby foods or body washes are considered by, at most, just 10 percent of category users would include a store brand in their competitive set, private label baby foods or body washes are considered by, at most, just 10 percent of category users. Nielson global data shows private label value shares ranging from 25 to 32 percent for products such as refrigerated food and plastic wrap to 2 percent for cosmetics and baby food. Two factors seem to drive this situation: relative cost and risk. In the case of baby food and cosmetics, the relative risk seems high even if the price differential is large. It is critical for shoppers to trust these products, and brands have invested a great deal in developing high levels of trust. On the other hand, the risk for purchasing and using diapers and mineral water is low. Economies of scale also play an important role. Economics generally favor manufacturers who can amortize fixed and developmental costs across the volume distributed through dozens of doors, while grocery chains (even national ones) might not generate sufficient sales to justify adding a store brand.

Graph 1: Planet Retail, partly based on AC Nielson's Work



Source: Planet Retail, partly based on AC Nielson Work

GLOBAL SCENARIO OF PRIVATE LABELS

Private label growth in global scenario is evident from the following graph. It shows private label share of market by value in %. It is evident from the graph that the private label brand will grow in the near future and can give a tough competition to the national brands.

Private label products generate anything from 1 percent of All Commodity Volume (ACV) in Mexico to close to 50 percent in Switzerland (AC Nielson, 2005). In Germany and the United Kingdom, private labels account for almost one-third of the value of goods sold. The United States has more room to grow, with private labels accounting for products are growing at about 10 percent per year, which is twice the overall global rate.

Private labels are widespread and are making their presence felt in almost all the categories. Categories such as personal care and food are growing at a faster pace when compared to other categories such as personal care and food are growing at a faster pace when compared to other categories. The following table shows the global growth rate of private labels by product area.

Table 1
Private Label Shares and Growth Rates by Product Area
(Based on Value Sales)

Sl. No.	Product Area	Private Label Share (2009-10) %	Private Label Growth (2009-10) %
1.	Refrigerated Food	32	9
2.	Paper, Plastic & Wrap (PPW)	31	2
3.	Frozen Food	25	3
4.	Pet Food	21	11
5.	Shelf-stable Food	19	5
6.	Diapers & Feminine Hygiene	14	-1
7.	Healthcare	14	3
8.	Non-alcoholic Beverages	12	3
9.	Home Care	10	2
10.	Snacks & Confectionery	9	8
11.	Alcoholic Beverages	6	3
12.	Personal Care	5	3
13.	Cosmetics	2	23
14.	Baby Food	2	13
Source: Nielsen's A C (2010). "The Power of Private Label", Report.			

INDIAN SCENARIO OF PRIVATE LABELS

The share of private labels in any country depends on how consolidated the retail chains are. Developing a good quality brand has a high development and innovation cost attached to it.To be able to absorb such costs, Indian retail chains will need to scale up. Retailing in India is still very primitive. At the moment, private labels almost do not exist in the country. They are less than 5 percent of the retail business and still have a long way to go. But Indian retail is extremely hot and it offers a proposition that can't be seen anywhere else in the world. Only in China and India can retail chains have as many stores as they have in the US. In no other country can one imagine companies having 5,000-6,000 stores of their own.

Indian retail is ranked 50th in the world, so there is a lot that retailers here can learn from the 49 countries ahead. But Indian retailers need to take care that the private labels they create must have some quality. Also, retailers must make sure that they don't over exercise the private label option. If they fall into the trap of using too many private labels, they will end up losing customers. It has been seen that when retail chains rely heavily on private labels, customers feel that they lack choices. According to **Nirmalaya Kumar**, Professor of Marketing and Director of the Aditya Birla India Centre, London Business School, and co-author of Private Label Strategy, "In a few years, most retail chains will have close to 5,000 stores in India. A profit of, say, Rs 5 lakhs a store a month would mean a profit of Rs 250 crores. 10 such companies would mean profits of Rs 2,500 crores with their combined turnover being more than Rs 25,000 crores". Many Indian retailers have understood the importance of the private label brand and started their own brands in order to compete with national brands. Various private label brands in India are as shown in the table below:

Table 2

Private Labels in Different Categories

(A) Category: Apparel		
Retailer	**Private Brands**	**Product**
Shoppers Stop	Kashish	Ethnic Ladieswear
Shoppers Stop	Stop, Life	Clothing
Shoppers Stop	Vittorio, Frattini	Premium men's wear
Piramyd	Rudra and Kaanz	Ethnic women's wear
Piramyd	Ventiuno	Shirts for men
Ebony	ETC	Formal, casual, wollen & evening wear range of clothing in men women &kids wear
Westside	Westside	Clothing
Westside	Ascot	Premium range of clothing for men
Westside	SRC, Westsport, 2 Fast, 4You, Richmond, Urban Angels and Westside	Clothing
Hypercity	City Sense	Value packs of tees, socks, briefs, vests, basic denim, etc. for men, women & kids.

Hypercity	City Life	Everyday wear for men, women, kids & footwear, styled for value.
Hypercity	City Style	Offers the latest trends in clothing in the market at prices that are affordable.
Hypercity	River Inc.	Arrange of quality denims for men, ladies & kids. The range comprises of basic denims, fasion denims, Tees, cargos, denim shirts & jackets.
Globus	Globus and fashion 21	Men's & women's wear.
Big Bazaar	Knighthood	Shirts
Big Bazaar	AFL	'Wrinkle-free' apparel
Big Bazaar	Shyla	Apparel for Women
Big Bazaar	Pink & Blue	Children's apparel
Big Bazaar	DJ & C	Denim wear
Big Bazaar	Shatranj	Ethnic apparel
Big Bazaar	Privilege Club & Studio NYX	Evening wear
Pantaloons	Springboard and Victoria	Designer prêt lines
Pantaloons	Srishti	Ethnic salwar kameez (mix and match range)
Pantaloons Fresh	Bare Denim, Bare Leisure	Ladies wear
Fashion store	John Miller, Indigo Nation, Scullers, JM Sports, Ajile, Urban Yoga, Akkriti & F Factor	
Pantaloons Fresh Fashion store	Bare, Annabele, Honey, Ajile and Akkriti	Men's wear
Pantaloons Fresh Fashion store	Chalk Boys, Chalk Girls, Bare 7214, Giny & Jony, Barbie & Bob the builder	Kid's wear
(B) Category : Food and Grocery		
Pantaloon Retail Food Bazaar	Tasty Treat	Ready to eat
Pantaloon Retail Food Bazaar	Premium Harvest	Basmati rice, atta and edible oil.
Pantaloon Retail Food Bazaar	Tastymate	Dairy products beverages
Pantaloon Re-	Pure and Fresh	Butter, three and oil

tail Food Bazaar		
Hypercity	Fresh Basket	Men, seafood, fresh produce, freshly baked breads, specialty bread
Hypercity	Hypercity	Everyday foods like cereals, spices, flour, pulses, dry fruits
Hypercity	Supremia	Cereals, Spices, flour, pulses, dry fruits
Reliance Fresh	Reliance Select	Staples
Star India Bazaar	Star India Bazaar (limited to packing) Select (better quality) Popular (starting price-quality)	Rice, sugar etc.
Fabmall	Fabmall	Rice, sugar, pulses
Foodworld	Foodworld	Rice, sugar, bread, jam, socks, floor cleaners
(C) Category : Consumer Durables		
Home Solution Retail India Ltd.	Koryo	Air conditioners, flat color televisions, home theatres, DVD players, microwave ovens and irons
Home Solution Retail India Ltd.	Sensei	Air conditioners, fm radios, pen drives, iron box
Infiniti Retail	Crom ã	Home entertainment, small appliances, white goods, computers, communications, music, imaging, gaming software
Star India Bazaar	Millenia	Consumer Durables
Vivek & Co.	Napro	VCDs and DVDs
Vivek & Co.	Cool air	Coolers
(D) Category Lifestyle		
Shoppers Stop	Push and shove	Perfumes and Deodorants
Pantaloons Blue Sky	Cube, Koenig, RIG, Lombard and UMM	Watches
Star India bazaar	Companion	Luggage
Source: Chavadi and Shilpa, (2010) "Private Labels in Retailing".		

LITERATURE REVIEW

Private labels in the consumer packaged goods (CPG) industry have seen a world-wide surge in availability and market share in recent years. According to the Private Label Manufacturers Association (PLMA 2007),"private labels now account for one of every five items sold every day in U.S supermarkets, drug chains and mass merchandisers". The market share of private labels is projected to grow to 27% in 2010 (Planet Retail 2005).Private labels are even stronger outside North America, their market share being 26% in Western Europe (Planet Retail 2005). The main reasons that have been cited in the business and academic press for retailers desire to stock private labels are (a) higher retail margins on private labels; (b) negotiating leverage with national brand manufacturers; and (c) higher consumer store loyalty. Significant evidence in support of the first two reasons now exists in the literature (e.g., Ailawadi and Harlam 2004; Hoch and Banerji 1993; Narasimhan and Wilcox 1998;
Pauwels and Srinivasan 2004). The focus of this paper is on the third reason-the purported ability of private labels to improve consumer's loyalty to a particular retailer. As per Dhar et al. (1997), private labels can be introduced by the retailers when cross price sensitivity between national and store brand is high. It means that variations in the price of national brands lead to a substantial change in the sales of store brands. The same holds good when the market is price sensitive. Raju et al. (1995) proposed that retailer's profits are going to increase if more number of national brands are available in a product category. Serdar Sayman et al. (2002) study on positioning of store brands found that popular national brands are usually targeted by premium quality store brands. They also observe that the competition is more intense when high quality store brands compete with national brands.
Private labels use may be associated with higher store loyalty (Richardson, Jain and Dick 1996; Steenkamp and Dekimpe 1997).For instance, Richardson et al. (1996) state that "store brands help retailers increase store traffic and customer loyalty by offering exclusive lines under labels not found in competing stores" without offering any empirical evidence on the matter. Likewise, PLMA (2007) states that "retailers use store brands to increase business as well as to win the loyalty of their customers. Whether a store brand carries the retailer's own name or is part of a wholesaler's private label program, store brands give retailers a way to differentiate themselves from the competition."

Branding research suggests that it would be difficult for a retailer's private label credibility to stretch across too many very different product categories (Ailawadi and Keller 2004).This is supported by Steenkamp and Dekimpe (1997) who report that the quality perception of a retailer's private label varies considerably across categories. On the other hand, price savings from the purchase of private labels will be more salient when consumers buy a lot of private labels than when only a few items in their shopping baskets are private labels. Also, research on the characteristics of heavy private label buyers shows that they have a generalized attitude to focus on price (Ailawadi, Neslin, and Gedenk 2001; Burton et al. 1998; Garretson, Fisher, and Burton 2002).Consumers who focus on price engage in more price search, cherry pick the best deals, and spread their expenditure across multiple stores (Mägi 2003; Urbany, Dickson, and Kalapurakal 1996).Prior research suggests that some consumers simply are not willing to buy private label products (Ailawadi, Neslin, and Gedenk 2001; Nies and Natter 2007), particularly in some categories (Batra and Sinha 2000; Sethuraman and Cole 1999). This is particularly true of hedonic products, which are mostly bought on experiential rather than functional considerations (Assael 1998, Holbrook and Hirschman 1982).It is also true for publicly consumed products that signal what kind of people we are to others (McCracken 1986) and may entail social risk (Batra and Sinha 2000; Livesey and Lenmon 1978). So even consumers who are very loyal to the retailer will continue to buy a core set of national brands.

OBJECTIVES OF THE STUDY

The Primary aim of the study was to study the relationship between Private Brands & store loyalty. The research was done to see whether various factors related to any private label brand are related to store loyalty or not. Therefore, the objectives can be enumerated as follows:-

- ✓ To find out the various factors that builds the store traffic.
- ✓ To study the association between private label's quality and store loyalty.
- ✓ To study the impact of private label's promotion on store loyalty.
- ✓ To study the impact of price differential between national brand and private label and store loyalty.
- ✓ To study the association between private label's innovativeness and store's loyalty.

RESEARCH METHODOLOGY

- **Research design**: An exploratory study has been carried out to get clarity of the objectives by interacting with customers. The underlying and the most important factors driving customers to the stores were also explored. Descriptive study was carried out to study underlying association between the store loyalty and various factors.
- **Scope and sample of the study: In order to analyze the relation between store** loyalty and a private label brand, the study was conducted using the survey method on a sample of 200 respondents. The study is confined to respondents of Chinchwad (Pune) only. The sample was chosen on the basis of random sampling. Profile of the respondents is given in the Annexure-1.

- **Method of Data Collection**: In the present study, data was collected through a structured questionnaire. Pretesting of the questionnaire was done on 25 People.

- **Item Selection**: The important factors which affect consumer choice that ultimately affects store choice of the customer are explored in this study. For this, 20 attributes were selected. Factors affecting the store loyalty and private label brand relation were also selected. The subsequent list of attributes was presented to 25 people used in the preliminary exploration and they were asked to suggest any changes to the list. On the basis of those responses, the language of some of the parameters was slightly modified and used in the final survey.

- **Scale and scoring of items**: Scaling techniques used in the questionnaire was Likert Scaling. Respondents were presented with five response categories ranging from most important to least important and were asked to rate the factors according to their preference. (5= Most Important and 1=Least important).

- **Questionnaire design** : The questionnaire was a blend of following types of questions:- Questions generating classification and identification information (name, age

group, profession); Dichotomous and multiple choice questions ; Question based on semantic differential scale (5-point scale) and rank order; open-ended questions were put in to get the views of the respondents at large; Codes were assigned to the responses of the classification questions ans to the rating questions (5=Most important and 1=Least important).

HYPOTHESES TESTING

Hypotheses taken for the study are as follows:

1. **Null Hypothesis (H_o):** Attributes are uncorrelated with the population.

   Alternate Hypothesis (H_A): Attributes are correlated with the population.

2. **Null Hypothesis (H_0):** Store Loyalty and quantity of a private label are independent of each other.

   Alternate Hypothesis (H_A): Store loyalty and quality of a private label are dependent on each other.

3. **Null Hypothesis (H_o):** Price differential between national brand and private label and store loyalty are independent of each other.

   Alternate Hypothesis (H_A): Price differential between national brand and private label and store loyalty are dependent on each other.

4. **Null Hypothesis (H_o):** Private label's promotion and store loyalty are not related.

   Alternate Hypothesis (H_A): Private label's promotion and store loyalty are related.

5. **Null Hypothesis (H_o):** Private label's innovativeness and store loyalty are not related.

   Alternate Hypothesis (H_A): Private label's innovativeness and store loyalty are related.

RESULTS AND DISCUSSIONS

HYPOTHESIS 1

The important factors which affect consumer choice, which in turn affects store choice of the customers are explored in this study. The Following table shows the list of variables considered.

Table 3

Variable Considered for the study

Sr. No.	Factors	Sr. No.	Factors
1	More Variety	11	Fair prices
2	Good Quality Product	12	Depth in product
3	Private labels	13	Value for money
4	Location	14	Fast Billing
5	Near to home	15	Better Lighting
6	Take order on Phone	16	Store design
7	Close to work place	17	Home delivery
8	Convenience	18	Credit given
9	Open for long hours	19	Good experience
10	Parking facility	20	Likes the place

Principal Component Analysis was used since it was an exploratory factor analysis. The important parameters were listed as shown in the table and each respondent was asked to rate them according to the importance in their store selection decision on a scale of 1 to 5. (With 1 being the least important and 5 being the most important). Factor analysis was used here to understand the interdependence amongst the attributes. The hypothesis which was designed for the factor analysis is as follows:

Null Hypothesis (H_o): Attributes are uncorrelated with the population.
Alternate Hypothesis (H_A): Attributes are not uncorrelated with the population.
Factor analysis was run by using principle component analysis method in SPSS
Results of factor analysis from SPSS are as follows:

Table 4
KMO and Bartlett's Test of Sphericity

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.784**
Bartlett's Test of Sphericity	Approx. Chi-Square	1414.755
	Df	105
	Sig.	.000

Table 5
Rotated Component Matrix (a)

	Component					
	1	2	3	4	5	6
Fast Billing	0.078	0.186	0.865	0.025	0.051	0.203
Better Lighting	0.861	-0.07	0.2	0.156	0.23	-0.18
Convenience	0.65	-0.08	-0.014	0.634	0.16	0.109
Value for money	0.197	0.865	-0.19	0.199	-0.17	0.036
Fair prices	-0.19	0.813	0.098	-0.07	0.153	0.027
Good Quality Products	0.419	0.607	0.315	0.273	-0.07	-0.08
Open for long hours	0.463	0.518	0.889	0.465	-0.02	0.082
Take orders on Phone	0.122	-0.02	0.884	0.973	0.259	0.078
Parking facility-0.02	0.027	0.371	-0.469	0.23	0.454	-0.34
Credit given	-0.02	0.059	0.055	0.795	0.034	0.396
Depth in product	0.006	0.397	-0.004	0.727	0.916	-0.14
Home delivery	0.151	0.05	0.413	0.687	0.236	-0.08
Good experience	0.213	-0.31	-0.148	-0.25	-0.76	-0.05
Store design	0.337	0.01	0.125	0.065	0.693	0.304
Private label	-0.22	2.267	0.483	-0.13	0.59	0.27
More variety	0.359	0.52	-0.003	0.066	0.571	0.094
Location	0.069	0.154	-0.073	-0	0.037	0.869
Near to home	-0.07	0.21	0.319	0.207	0.216	0.654

Extraction Method: Principal Component Analysis. Rotation Method : Varimax with Kaiser Normalization. a Rotation converged in 12 iterations

INFERENCE

Two attributes, viz. liking the place and near to work place were rejected from the original set of 20 because they were having least co-relation with all the other attributes (Refer to Annexure 1: Co-relation Matrix). The KMO and Bartlett's test value 0.784 which is greater than 0.5 (refer to table 4) is considered adequate to conduct factor analysis. From table 6 it is clear that the initial 18 variables have been reduced to 6 variables. From Rotated component matrix, we can club these variables as follows:

Table 6

Clubbed Variables

Sr. No.	Factor name	Clubbed Variable			
1	Experience	Convenience	Better Lighting	Good experience	
2	Value	Good Quality	Fair Price	Value for money	
3	Time Utility	Open For long Hours	Fast Billing		
4	Possession Utility	Order on phone	Home Delivery	Credit Given	
5	Merchandize	More Variety	Private label	Depth of product	Store Design
6	Place Utility	Location	Near to Home		

HYPOTHESIS 2

Null Hypothesis (H_0): Store loyalty and quality of a private label are independent of each other.

Alternate Hypothesis (H_A): Store loyalty and quality of a private label are dependent on each other.

INFERENCE

As the value of p (0.008) is less than α (0.05), null hypothesis is rejected. Hence, the store loyalty and quality of a private label are dependent on each other (Refer to Annexure-3)

HYPOTHESIS 3

Null Hypothesis (H_o): Price differential between national brand and private label and store loyalty are independent of each other.

Alternate Hypothesis (H_A): Price differential between national brand and private label and store loyalty are dependent on each other.

INFERENCE

As the value of p (0.000) is less than α (0.05), null hypothesis is rejected. Hence the price differential between national brand and private label and store loyalty are dependent on each other. (Refer to Annexure-4)

HYPOTHESIS 4

Null Hypothesis (H_o) : Private label's promotion and store loyalty are not related.

Alternate Hypothesis (H_A) : Private label's promotion and store loyalty are related.

INFERENCE

As the value of p (0.014) is less than α (0.05), null hypothesis is rejected. Hence, Private label's promotion and store loyalty are related. (Refer to Annexure-5)

HYPOTHESIS 5

Null Hypothesis (H_0): Private label's innovativeness and store loyalty are not related.
Alternate Hypothesis (H_A) : Private label's innovativeness are store loyalty are related.

INFERENCE

As the value of p (0.000) is less than α (0.05), null hypothesis is rejected. Hence, private label's innovativeness and store loyalty are related. (Refer to Annexure-6)

FINDINGS AND CONCLUSIONS

From this study, one can come to the conclusion that private labels are able to position themselves significantly in the minds of the customers and are gaining acceptance. Category growth in specific private label segments such as apparels, consumer durables, food and grocery are growing at a faster pace while the lifestyle product category is yet to pickup. The future of private labels is dependent on the retailer's ability to overcome key challenges such as adaptive supply chain practices, quality infrastructure, co-optation, hybrid marketing channels, talented professionals, accelerated growth in new categories, blurring dividing lines between private label and national brand and more manufacturing know-how.

From the study, it was found that Experience, Value, Time Utility, Possession Utility, Merchandize, and Place utility are the most influencing factors which drive the customer to a particular retail store. Therefore, these are the factors which should be considered while planning a store design. This will help the retailers to build store traffic. Thus in return, it will help the retail stores to increase sales.

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ANNEXURE-1

PROFILE OF THE RESPONDENTS			
Monthly Income	**No.**	**Age Group**	**No.**
Less Than 10000	55	Less than 25	69
10001 to 25000	59	25 – 34	55
25001 to 40000	67	35 – 44	28
40001 and above	19	45 and above	48
Occupation of Respondents	**No.**	**Gender**	**No.**
Student	70	Male	110
Business Person	54	Female	90
Professional	55		
Government Employee	21		

ANNEXURE-2

Compo-nent	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Load-ings		
	Total	% of Variance	Cumulative %	Total	% of Vari-ance	Cumulative %	Total	% of Variance	Cumula-tive %
1	5.165	25.825	25.825	5.165	25.825	25.825	3.133	15.666	15.666
2	3.149	15.745	41.570	3.149	15.745	41.570	2.919	14.594	30.261
3	2.312	11.561	53.132	2.312	11.561	53.132	2.734	13.668	43.929
4	1.923	9.617	62.749	1.923	9.617	62.749	2.639	13.193	57.122
5	1.712	8.561	71.310	1.712	8.561	71.310	2.458	12.290	69.413
6	1.399	6.995	78.305	1.399	6.995	78.305	1.779	8.893	78.305
7	0.986	4.929	83.235						
8	0.832	4.161	87.396						
9	0.673	3.365	90.760						
10	0.591	2.956	93.716						
11	0.447	2.233	95.949						
12	0.323	1.613	97.562						
13	0.236	1.179	98.741						
14	.127	.634	99.375						
15	.075	.426	99.801						
16	.033	.167	99.968						
17	.010	.023	99.991						
18	.007	.010	100.000						

Total Variance Explained Extraction Method: Principal Component Analysis

ANNEXURE-3

Store Brand Quality and Store Loyalty Cross tabulation

		Store Loyalty		Total
		Yes	No	
Store Brand Quality	Premium Quality	55	38	93
Quality	Average	46	9	55
Quality	Acceptable	34	18	52
Total		**135**	**65**	**200**

Chi-Square Tests

	Value	df	Asymp Sig (2-sided)
Pearson Chi-Square	9.597[a]	2	.008
Likelihood Ratio	10.327	2	.006
Linear-by-Linear Association	1.479	1	.224
N of Valid Cases	200		

a. 0 cells (.0%) have expected countless than 5.The minimum expected count is 16.90

ANNEXURE – 4

Price Difference and Store Loyalty Cross tabulation

Chi-Square Tests		Store Loyalty		Total
		Yes	No	
Price Difference	More	70	57	127
	Less	65	8	73
Total		**135**	**65**	**200**

Chi-Square Tests

	Value	df	Asymp Sig (2-sided)	Exact Sig (2-sided)	Exact Sig (1-sided)
Pearson Chi-Square	24.316[b]	1	.000		
Continuity Correction	22.795	1	.000		
Likelihood Ratio	27.040	1	.000		
Linear-by-Linear Association	24.195	1	.000	.000	.000
N of Valid Cases	200				

a. Computed only for a 2x2 table
b. D cells (0%) have expected count less than 5.The minimum expected count is 23.
c.

ANNEXURE-5

Promotional Efforts and Store Loyalty Cross tabulation

Chi-Square Tests		Store Loyalty		Total
		Yes	No	
Promotional Efforts	More	100	37	137
	Less	35	28	63
Total		135	65	200

Chi-Square Tests

	Value	df	Asymp Sig (2-sided)	Exact Sig (2-sided)	Exact Sig (1-sided)
Pearson Chi-Square	5.981[b]	1	.014		
Continuity Correction a	5.213	1	.022		
Likelihood Ratio	5.842	1	.016		
Fisher's Exact Test Linear-by-Linear	5.951		.015	.022	.022
Association					
N of Valid Cases	200				

a. Computed only for a 2x2 table.

b. 0 cells (0%) have expected count less than 5. The minimum expected count is 20.

ANNEXURE-6

Store Brand and Store Loyalty Cross tabulation

Chi-Square Tests		Store Loyalty		Total
		Yes	No	
Store Brand	Innovative	67	54	121
	Traditional	68	11	79
Total		135	65	200

Chi-Square Tests

	Value	**df**	**Asymp Sig (2-sided)**	**Exact Sig (2-sided)**	**Exact Sig (1-sided)**
Pearson Chi-Square	20.53[gb]	1	.000		
Continuity Correction a	19.164	1	.000		
Likelihood Ratio Fisher's Exact Test	22.124	1	.000	.000	.000
Linear-by-Linear Association	20.437	1	.000		
N of Valid cases	200				

a. Computed only for a 2x2 table.
b. 0 cells (0%) have expected count less than 5.The minimum expected count is 25.

Marketing Tactics That Made Brand NaMo

Prof. Shweta R. Vyas

ABSTRACT

Industry and books have always been in a debate over usage of theory in practical world. The idea here is to just present theory applied in real world and how it can make wonders. The researcher discusses application of marketing principals and tactics in the reality to succeed in and reach the desired goal by our new Prime Minister, Mr.Narendrabhai Modi and his back bone Bhartiya Janta Party. The paper talks about efforts made during personification of 'Brand NaMo' by the great minds of branding in the country. The learning from the paper is nothing but an answer to the question, 'Is there any connect between books and practical world?', and the answer, undoubtedly has been a big 'yes'. It is researcher's humble effort to bridge the two different worlds with descriptive style of case-study based research.

KEYWORDS: Marketing Tactics, Branding, Making of Brand

1. Introduction

Indian politicians have generally been reluctant to market themselves beyond political speeches, party posters, caps and rallies. Brands must deliver what they promise to the customers, but fatefully few politicians have delivered what they assured. So they have been difficult products to be 'branded'. After a long Indian Politics has got a 'Branded Politician' who has got guts to present himself so strong and given much active thoughts to marketing and systematic media plan for a mind-numbing field like politics.

The centre of debates and forever in the spotlight, NarendraModi is one of the strongest carved out politician brands of recent times. Brand Modi has enjoyed sustained attention, criticism, mind-share as well as mass appeal over the years, unlike other leader brands. An output of strong belief systems, sharply etched out personality traits, tangible actions as well as thought-through marketing, Brand Modi is perhaps today's most talked-about brand, given the context of the current elections in the world's largest democracy.(Iyar,2014)

Modi, an active Sangh member and party worker in his initial days might have been lucky to get CM post in Gujarat at first. After depicting and executing very calculative growth model

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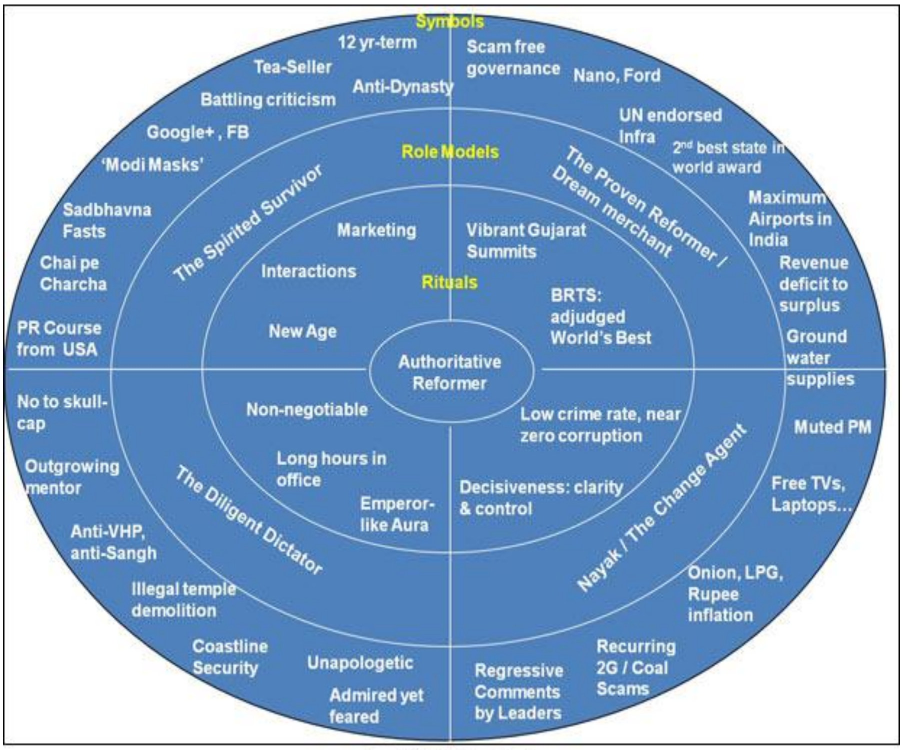
"MARKETING TACTICS THAT MADE BRAND NAMO"

in Gujarat,Modi has been a well carved BJP Prime Ministerial Candidate for 2014 Lok-Sabha elections. During this process he and his party have put-in enormous of efforts in making reliable ‘Brand NaMo’.

Last few years we all have seen state of co-existence with struggles, crimes, scams and all wrong headlines in newspapers. For those who have seen Anil Kapoor starrer ‘Nayak’ will surely be able to connect with the kind of projection Modi is giving to the youth, his target audience. With a sincere effort to woo the target audience, Modi has done enough homework on what Indian middle-class wants from their leader. They are smart enough to choose from the candidates and are natural about political parties. As we Indians have always led by kings, we have no issue being led by an autocratic strong leader in the centre as our PM. We might not want inclusive governance like theUS. What we search for is the right candidate who can lead us towards growth. This is where Modi and his party has got the final stroke, all the campaigns are based on hope of growth, development, progress and dream of better India.(Iyar,2014)

That said, Brand Modi started out on a weak wicket, in 2002, when he gained a place in national consciousness against the backdrop of the Godhra riots. His first tryst with public awareness outside of Gujarat gained him more detractors than supporters. He was branded a right-wing radical. And yet, he was re-elected by the state three times since then (2002, 2007 and 2012) adding credence to his claim of being the development boy of Gujarat. Vibrant Gujarat, Gujarat’s annual investment event, the high profile Tata Nano project shift from West Bengal to Gujarat almost overnight were some of the events that ensured that he steadily carved himself a place at the national level despite being a regional player. His own meteoric rise to fame over the past 12 years burnished his messianic positioning, making him uniquely qualified to lead BJP’s LokSabha campaign for 2014.(Joshi and Gupte, 2014)



Brand Modi Onion-Peel

Figure- 1.1- Brand Modi Onion-Peel

Considering from the brands point-of-view and the Onion-Peel exercise is done for Mr.Modi he has smartly presented himself dynamically across every segment. Be it investors, youth, party workers, or the real segment of his state the 6 crore of Gujarati Janta as a whole. Mr.Modi has done superhero-like work for everyone expecting something good from his side. Though his style of management has been always an issue for debate, but the onion-peel presentation over here shows that at each and every aspect of his public interaction he has made it sure that enough homework is done and he has reasonable answer for it instead of only criticising the rivals and having no crafted agenda for future. These efforts have helped making Brand Modi sustainable and reliable in front of real consumers, who will actually vote.

The brand makers that had great vision for the coming time already worked on Gujarat Model for last decade has had its share of impact Gujarat. Be it having Ford on cards for Gujarat for better real estate industry and employment, or having forsight to start BRTS projects in the state when rest states are still playing on paper Mr.Modi has proved the power of development and growth. People residing in the state have witnessed transformation in roads, infrastructure and facilities, regardless of the local political preferences of the area.All these traits of Brand Modi and willingness to drive transformation has helped a regional leader at larger front on national level.

Known to spend long hours regularly at work, Brand Modi is considered to be a very diligent administrator. The Brand is always in control, is non-negotiable and unapologetic. Not many might know he actually demolished over 200 illegal temples in Gandhinagar, something that didn't go down too well with the Sangh. With his emperor-like aura, he is known for his decisiveness from clarity and control perspective. A trait that has helped him outgrows his mentor of years.

As survival of the fittest taught continuous adaptation to the environment is taught in schools, not many are seen in politics to follow the course. Mr.Modi has skilfully used Modi-Masks, Modi-Kurta, and Tea-Seller tag to his advantage. Mr.Modi has stayed far away from his counterparts and not only has ensured survival bit mass following.

The one-man army, Mr.Modi has done tremendous work and planning for his dreams to be a national leader. Today, when he has lived his dreams the researcher here is trying to analyse marketing tactics and tools used in creation of grand 'Band Modi'

2. The Creation of 'Brand NaMo'

As they say it, 'No one can whistle a symphony. It takes a whole orchestra to play it.' The BharatiyaJanata Party's prime ministerial candidate cannot be credited with creatingModi-wave single-handed efforts. He had strong enough team to work up on goal striking arrows like, 'Acche Din Ane Wale Hai', ' JanataMafNahiKaregi' and ' Ab Ki Bar ModiSarkar'. To make this happen, the best of advertising hands were hired: PiyushPandey of Ogilvy &

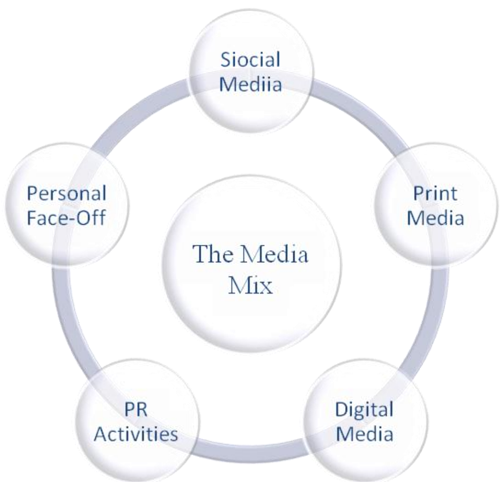
Mather, Prasoon Joshi of McCann Worldgroup and Sam Balsara of Madison World, and, the trio from Soho Square — SatishdeSa, AnuragKhandelwal and SamratBedi who penned these magical slogans which made wonders to make Brand NaMo. (Deccon Chronicle,2014)

Well renowned brand consultants say Mr.Modi's branding strategy during election 2014 was anchored on only one proposition of diverting people away from his political history. Be it true or not, it could hamper Mr.Modi's image adversely on national front, and he was very well aware of the fact.He consciously concentrated all his campaigns on recent economic transformation of the state of Gujarat, which eventually became agenda for BJP campaign as well.

"The starting point was the anger in people, the angst against corruption and the Central Government. The campaign had three objectives: to reflect the mood of the nation, show the electorate the possibilities of a better life and give them a leader they can trust," says PiyushGoyal, BJP national treasurer, and a key player in Modi's marketing crack team. (Joshi and Gupte, 2014)

RajshekharMalaviya, CEO, Promodome Communications, one of the agencies working on the Modi campaignsaid, earlier in year of 2014, idea was to attack Congress party and put forward all the incapability in front of the nation during election campaign. Further they found that people were already aware and not interested in slam-game. They wanted to know what new PM candidate has to offer and what he has in the basket for better reforms. Accordingly it was decided to head campaigns towards developmental and economic reformation aspect. Mr.Modi tried and succeeded in completely discarding his Hindu hardliner image. He famously still called himself proud Hindu nationalist and wore his saffron colour with pride but did not let it rule his image. There was definite subtlety. He refused to wear skull cap, but he does respect it, which is more professionally projected in his behaviour.

3. The Media Mix



Brand Modi has gone all the way from rallies to social media. No stone is left unturned during the campaign. Considering traditional mediums like rallies, posters, hoardings, bus panel hoardings, speeches and the way direct to the youth, the most importantly social media was explored rigorously. Apart from using social media to the fullest Mr.Modi and his team also tried their best on the traditional fronts like television, radio, print ads, and interviews. Mr.Modis smartly selected the channels for giving interviews during last days of campaign.

Figure-3.1-The Media Mix used by Mr.Modi's Team During 2014 Elections

He never gave interview to CNN and NDTV as they were after his history of Godhara and were not ready to move further from that point. Mr.Modi always knew this 4% of English news channel coverage can be risked to save his big leap towards Delhi.

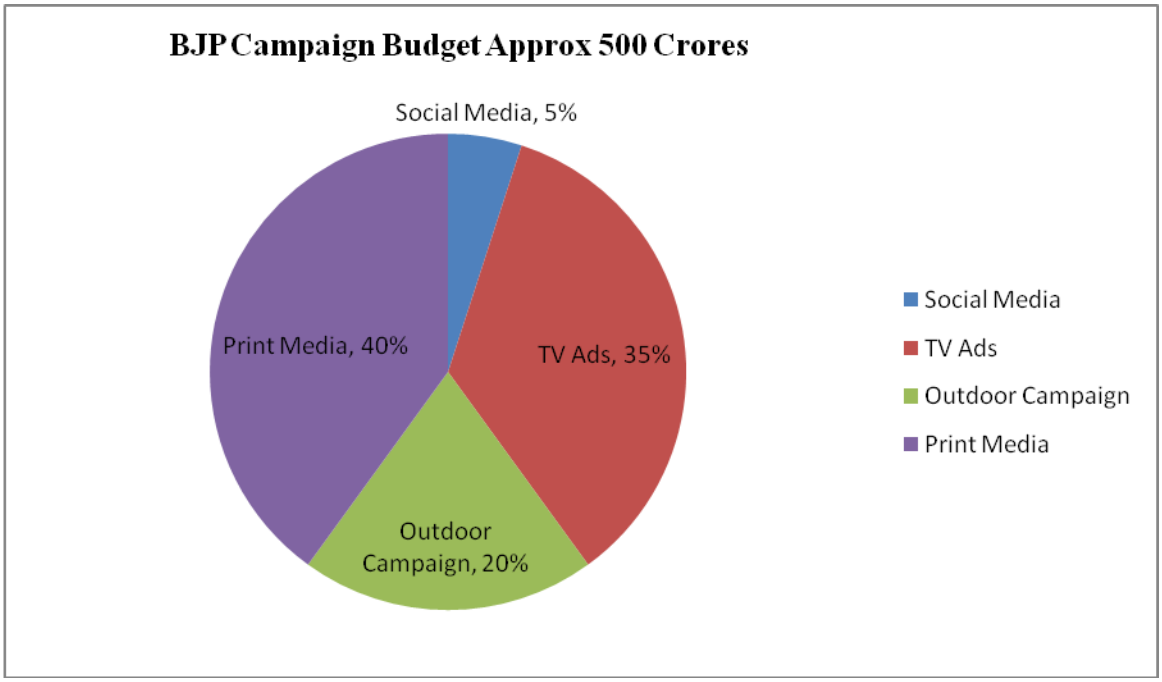
The innovator and enthusiastic Modi also conducted 3D video conferences with his followers in distance places from his office regularly. The idea of ‘Chai PeCharcha’ was coined by his media expert team right after Congress-man’s comment of ‘Chaiwala’ for Mr.Modi. Making of ‘Brand Modi’ has always been very conscious decision be all the team members and most importantly Mr.Modi, without whose nod no further step was taken. Be it trademarking of ‘ModiKurta’ by Ahmedabad based cloth merchant Mr.Chavhan of jade Blue or be it idea of having ‘ChaiPeCharcha’ sessions in media or deciding his public appearances in news channels and events.

The campaigns, speeches and interviews were tried and kept roaming around the issue of job for youth, rural-urban development, economic growth of country, Gujarat Development Model, better education, removal of corruption. They were accordingly customised for each state during his rallies.Analysts have given full marks on Mr.Modi’s story telling style speeches which led the entire show in a nice way.

In September-October 2013 and later in January, BJP conducted a study on what should be the messaging and the medium for the campaign. “For instance, we found that 30,000 villages of UP and Bihar were media-dark, with no TV, print or radio,” says Goyal. In such rural areas, for instance, the party sent out hundreds of vehicles with LED screens mounted on them. These screens showed party ads, Modi’s speeches and the BJP manifesto on it. “It was done in a systematic manner and every rupee was thoughtfully spent,” Goyal adds.(Joshi and Gupte, 2014)

Real game changer has been Public Relations (PR) in this scenario. It has been a bullet driven campaign as quoted by NilanjanMukhopadhyay, author of Modi’s biography. He also said,“Social media is great to stir up controversies, giving people a sense of participation. But once these comments on social media are picked up and magnified on TV and newspapers, they become discussion points,” A 140 character discussion and debate also helped Mr.Modi to major extent.

Here is the instance and whereabouts of financial budgeting of ‘Band Modi’. As described in the chart below around 500 crore of budgetsis used very tactfully during the entire campaign, which is believed to be the optimum utilisation of resources of its time.



http://www.deccanchronicle.com/140531/nation-current-affairs/article/understanding-how-namo-brand-was-made
Figure- 3.2 – BJP Campaign Budget Breeak-up for 2014 Elections

4. The USP of 'Brand NaMo'

No matter how extensive your marketing plan is, if the product doesn't have an USP, it will go nowhere. Mr.Modi knew exactly what to do. In last nine months of campaign Mr.Modi, aged 63, travelled around 3 lakh kilometres around in 25 states of country. He spent his time in meeting people, addressing rallies, doing video conferences and speeches. He would give speeches at 6 rallies a day and customise his speech at each rally according to the state and its issues. This 63 year young-man would get his hints in a chit written in Gujarati regarding what his counterparts spoke in last six hours and deliver his flawless and aggressive speech each time he addresses the audience. He would leave audience mesmerised by his oratory skills and his rivals clueless by his presence of mind and thorough homework. He would surely travel back to Ahmedabad from anywhere in the country and hour before his 3D hologram production time. He addressed around 1,350 3D rallies.

He was also aware of the fact that he was showing hope to the youth of the country and he stuck to the agenda of hope and development throughout his campaign. In the process he also used posters and masks to the larger scales, as they might not seem as significant as his presence but was the great marketing tool for him. (Uapdhyay and Verma, 2013)

5. The NaMo brand: Some Findings

5.1 Hitting Right Part of Market Share

Talking about the fundamental truth about the product , no product can succeed without proper marketing.This conforms to Drucker's quote: "Because the purpose of business is to create a customer, the business enterprise has two — and only two — basic functions: marketing and innovation. Marketing and innovation produce results; all the rest are costs". And this statement clearly comes alive in Modi's 2014 campaign.(Sharma,2014).Of the greatest contributor to Mr.Modi's success story each and every product was given its due importance and credit. And, the marketing revolved around the best of the products like many of his projects were known as India's first, world's largest, Asia's biggest and so on. Mr.Modi got enough media desired media attention with these sure shot weapons.

From marketing management point of view a good product offered with conscious and continues efforts can get you great market share.

5.2 Accept Your Core Brand Asset

The core brand value of BJP has been Hindutva. As this was a dangerous manifesto to be followed these 2014 elections, they smartly moved on the agenda of development. But they never left behind their core as being a Hindu party rather projected the growth and development with a different saffron touch. The essence of living with the core value of your product was applied here and Mr.Modi made it his strength for not wearing a skull cap but respecting all religions and talking about inclusive growth of the county. This helped him gain confidence from the old followers of Hindutva essence and the new followers of developmental and inclusive growth.

5.3 Personification of Brand

Main reason for BJP's victory in 2014 elections is thought to be their personification of brand. Declaration of Mr.NarendraModi being the Prime Ministerial candidate gave party followers clear personification of the brand BJP. Then Brand Modi did its rest of the work. People could visualise face of BJP and their own leader in Modi. On the other hand Congress party did not declared their candidate , though Rahul Gandhi seemed to leading the race but it did not work for the party in absence of personification for the Congress party. As the principle of marketing says, people make connect with the individual and not non-living things. Personification of btands can make strong bonds between consumer and product, in this case party and its prime Ministerial candidate.

5.4 The Consumer Insight

Modi, a good analyst, concentrated on his 60 per cent of youth population of India. The entire consumer base was made up of all type of voters from men, women, senior-citizens and also educated – uneducated people were part of the entire consumer base. He skilfully concentrated on the youth and wanted 70 per cent new voters this elections. His idea of targeting the huge Indian middle-class also succeeded owing to his brilliant consumer insight.

BJP, for its 2014 campaigns in very early stage understood that youth is the pulse of India and most of them are not party loyal. They might accept not so soft-spoken leader with a pinch of autocratic management style, but all they wanted was the growth and crystal clear future plans of development.

Understanding of these consumer insights helped the party to have all inclusive story for future of Indian democracy, and this helped to convert neutrals into positives using all the tools of marketing well.

5.5 Well-Communicated Brand

Brand Modi has always been very well communicated its plans and agenda to the target consumers. Modi never diverted from his idea of development for country. As evidence Gujarat model was very well kept in mind for the better understanding and connect consumer with his idea of future India. A non-tangible proposition of growth of the country was very well crafted and communicated by 'Brand Modi'. Positioning being delivered so impeccably helped brand not only to survive but also succeed the race.

5.6 Emotional Touch

In all his speeches, if followed, one would find a single pattern of emotionally connecting the story with the audience and presenting the soul of the story. Modi, in his addresses to the audience, presented his views very positively and appeal to his deepest sentiments. He would then talk about local problems of the area weaving them with similar issues and solutions in Gujarat. He might never end-up doing one-to-one allegation to any of his rival, but will surely not leave any chance to present unsuccessful 60 years of Congress party.

Marketers' endless efforts are to connect individual emotions with brands and this rule has been well used here in case of 2014 elections by BJP and Mr. Mod to persuade their voters.

5.7 Brand Recall

People might not have yet forgot the controversy over Mr.Modishowing his inked finger with a lotus logo in background. Modi and his party made sure the brand they have spent day and night in the making should stand in front of target consumer always. Very thoughtful timing of Mr.Modi's interview and rallies played crucial role. Be it Mr.Modi's rallies in the respective region before 2 days of local polling or his interview with ArnabGosawmy before 3 days of Varansi poll. The importance of brand recallat the time of final go is equally important as any other aspect of marketing.

5.8 Choosing Right Face for Your Branding

Mr.Modi himself being presented as PM candidate by his party and supports, also kept his all efforts in place by keeping a face like Mr. Amitabh Bacchan for tourism campaign in Gujarat.(MPower, 2014) An individual talking about Gujarat development, of course needed a well-known face to rely on when he is talking about his achievements.

6. Conclusions

Amidst discussion about the new PM of India, Mr.Modi here we tried and analyse his great marketing skills from brand and positioning point of view. The efforts put behind making of 'Band NaMo' are undoubtedly team efforts. At the same time people who deservethe credit can be counted on finger tips. Whatever the results of election 2014 would have been, 'Brand NaMo' was definitely a phenomenon to be discussed from marketing and branding point of view. Many might say that books are just books and real life experiences have their own place, but here it is proved that really, theory if aptly applied can make wonders. There is always a base and platform of theory on which the experience and the real world runs.

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